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

Councillor Neil Reddin FCCA (Chairman)

Councillors Marina Ahmad, Nicholas Bennett J.P., Judi Ellis, Will Rowlands and Stephen Wells

Parent Governor Members with Voting Rights
Emmanuel Arbenser

A meeting of the Education, Children and Families Budget and Performance Monitoring Sub-Committee will be held at Bromley Civic Centre on **TUESDAY 30 OCTOBER 2018 AT 7.00 PM**

MARK BOWEN
Director of Corporate Services

Copies of the documents referred to below can be obtained from
<http://cds.bromley.gov.uk/>

AGENDA

PART 1 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

2 DECLARATIONS OF INTEREST

3 QUESTIONS FROM COUNCILLORS AND MEMBERS OF THE PUBLIC ATTENDING THE MEETING

In accordance with the Council's Constitution, questions to the Chairman of this Committee must be received in writing 4 working days before the date of the meeting and must relate to the work of the scrutiny committee. Please ensure questions are received by the Democratic Services Team by 5pm on Wednesday 24th October 2018.

- 4 MINUTES OF THE MEETING HELD ON 18 JULY 2018 AND MATTERS OUTSTANDING (Pages 5 - 26)**

HOLDING THE PORTFOLIO HOLDER TO ACCOUNT

- 5 QUESTIONS TO THE PORTFOLIO HOLDER FROM COUNCILLORS AND MEMBERS OF THE PUBLIC ATTENDING THE MEETING**

In accordance with the Council's Constitution, questions to the Children, Education & Families Portfolio Holder must be received in writing 4 working days before the date of the meeting and must relate to the work of the Portfolio. Please ensure questions are received by the Democratic Services Team by 5pm on Wednesday 24th October 2018.

- 6 PRE DECISION SCRUTINY OF PORTFOLIO HOLDER DECISIONS**

The Sub-Committee to consider the following reports where the Children, Education, and Families Portfolio Holder is recommended to take a decision:

a BUDGET MONITORING 2018/19 (TO FOLLOW)

b DOMESTIC VIOLENCE AGAINST WOMEN AND GIRLS SERVICES: EXTENSION OF CONTRACT (Pages 27 - 38)

POLICY DEVELOPMENT AND OTHER ITEMS

- 7 BROMLEY SAFEGUARDING CHILDREN BOARD ANNUAL REPORT (Pages 39 - 128)**

- 8 UPDATE ON RECRUITMENT AND RETENTION IN CHILDREN'S SOCIAL CARE**

- 9 VIRTUAL SCHOOL ANNUAL REPORT (Pages 129 - 158)**

- 10 ADOPTION ANNUAL REPORT (TO FOLLOW)**

- 11 PRIVATE FOSTERING ANNUAL REPORT (TO FOLLOW)**

- 12 LOCAL AUTHORITY DESIGNATED OFFICER REPORT 2017/18 (Pages 159 - 184)**

- 13 INDEPENDENT REVIEWING OFFICERS ANNUAL REPORT 2017/18 (Pages 185 - 214)**

- 14 ANNUAL ECHS COMPLAINTS REPORT (Pages 215 - 244)**

- 15 EDUCATION, CHILDREN & FAMILIES PORTFOLIO PLAN (Pages 245 - 260)**

- 16 CONTRACTS REGISTER (Pages 261 - 270)**

- 17 RISK REGISTER QUARTER 2 (Pages 271 - 282)**
- 18 UPDATE ON RECOMMENDATIONS FROM THE EDUCATION, CHILDREN AND FAMILIES SELECT COMMITTEE (Pages 283 - 288)**
- 19 BROMLEY YOUTH EMPLOYMENT SCHEME - 2014 TO END OF SEPTEMBER 2018 (TO FOLLOW)**

PART 2 AGENDA

- 20 LOCAL GOVERNMENT ACT 1972 AS AMENDED BY THE LOCAL GOVERNMENT (ACCESS TO INFORMATION) (VARIATION) ORDER 2006 AND THE FREEDOM OF INFORMATION ACT 2000**

The Chairman to move that the Press and public be excluded during consideration of the items of business listed below as it is likely in view of the nature of the business to be transacted or the nature of the proceedings that if members of the Press and public were present there would be disclosure to them of exempt information.

<u>Items of Business</u>	<u>Schedule 12A Description</u>
21 PERFORMANCE MANAGEMENT 2018/19 (TO FOLLOW)	Information which is likely to reveal the identity of an individual.
22 CONTRACTS REGISTER (Pages 289 - 296)	Information relating to the financial or business affairs of any particular person (including the authority holding that information)

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Agenda Item 4

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

Minutes of the meeting held at 7.05 pm on 18 July 2018

Present:

Councillor Neil Reddin FCCA (Chairman)
Councillor Will Rowlands (Vice-Chairman)
Councillors Kathy Bance MBE, Nicholas Bennett J.P., Judi Ellis and Stephen Wells

Emmanuel Arbenser

Also Present:

Councillor Yvonne Bear
Councillor Peter Fortune, Portfolio Holder for Children, Education and Families
Councillor Tony Owen

1 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Marina Ahmad. Councillor Kathy Bance attended as alternate.

Apologies for absence, in relation to Item 6 (Minute 6), were received from Councillor Chris Pierce, Reverend Roger Bristow, Joan McConnell and, Angela Leeves.

2 APPOINTMENT OF VICE-CHAIRMAN

The Chairman proposed from the Chair that Councillor Will Rowlands be elected Vice-Chairman. The Sub-Committee unanimously endorsed the proposal.

RESOLVED: That Councillor Rowlands be appointed Vice-Chairman for the 2018/19 Municipal Year.

3 DECLARATIONS OF INTEREST

Councillor Reddin declared an interest in Item 6 (Minute 6) as he was a former Governor at St Olave's, including part of the time period covered by the report, and as a result had been interviewed as part of the investigation. It was noted that the Chairman of the Education, Children and Families Select Committee would be in the Chair for Item 6.

Councillor Wells declared an interest in Item 6 (Minute 6) as a Member of the Court of the Foundation of St Olave's and St Saviours. Councillor Wells also declared that he had been interviewed as part of the investigation.

Councillor Judi Ellis and Emmanuel Arbenser declared interests in Item 8 (Minute 8) as they were Governors at Riverside.

4 MINUTES OF THE MEETING HELD ON 27 MARCH 2018 AND MATTERS OUTSTANDING

RESOLVED that the minutes of the meeting held on 27 March 2018, be agreed.

5 QUESTIONS FROM MEMBERS OF THE PUBLIC ATTENDING THE MEETING

Councillor Bennett took the Chair and reported that six questions in relation to Item 6 had been received (appended at Appendix A).

**6 REPORT OF INVESTIGATION INTO ST OLAVE'S GRAMMAR SCHOOL
Report ED18063**

(Councillor Nicholas Bennett in the Chair)

This item was a joint item with the Education, Children and Families Select Committee.

In October 2017, on behalf of the Local Authority, the Deputy Chief Executive commissioned an independent investigation into practice at St Olave's Grammar School to consider, specifically, the transition of pupils from Year 12 to Year 13 and aspects of governance and, more generally, the school's ethos and culture and their impact on children and adults. Most of the 49 recommendations were being addressed by the school's Governing Body. Eight recommendations or part recommendations required action from the Local Authority and the report set out the action being taken.

The investigation was very thorough, following through all written submissions and interviewing all those who put themselves forward. As soon as he took up post, the new Chair of Governors took firm action to address the areas of immediate concern. With the Acting Head Teacher and with the support of the Governing Body and the staff team, he reaffirmed the Christian ethos of the Church of England school, stating unequivocally that the school must serve its pupils, rather than the achievements of pupils serving to enhance the reputation of the school.

The Local Authority accepted all the recommendations and was taking action to address them. The investigator had eight recommendations or part recommendations which required action by the LA.

The Chairman welcomed the Venerable Dr Paul Wright, Archdeacon of Bromley and Bexley and new Chairman of the St Olave's Board of Governors to the meeting.

Dr Wright stated that by September 2017, it had become apparent that there were a number of issues that needed to be addressed. The Local Authority instigated a thorough investigation and the report which had now been published made very uncomfortable reading. Having suspended the Head Teacher before the Autumn half-term the Governing Body set about making changes which would eventually become recommendations in the report.

The key issue of the absence of a Local Authority Governor was rectified in a matter of weeks. Decisions were taken concerning how Governors would take a deeper interest in the life of the school. It was clearly accepted that the School was there for the benefit of the Students and not the other way round.

The Governing Body worked with the investigator. Efforts were made to ensure that the school was compliant in terms of both governance and values. Communications were reviewed. Work was undertaken to ensure that communications worked more effectively and that parents were listened to and their concerns and any issues raised received an adequate response.

By the time the report was formally received the resignation of the former Head Teacher enabled the School and the Governing Body to address those recommendations that had remained outstanding. The Governing Body had tried to respond to the challenges of parents, both past and present, as best it could. A meeting had been held the previous evening to give all those affected a further chance to help the school get it right.

The illegal policy concerning transition from Year 12 to Year 13 had been reversed and no pupil should feel anxious about not being allowed to remain in the school. Support, such as counselling, would also be provided to pupils who felt that they were struggling.

In conclusion, the Chairman of the Governing Body reported that the School was now looking forward to entering a new era and the implementation of the recommendations would be reviewed after 6 and 12 months.

In response to questions, the Chairman of the Governing Body confirmed that the School and its Governing Body had accepted all the recommendations and to date approximately 75-80% of the recommendations had been implemented. Where recommendations had not yet been implemented efforts were being made to ensure that action was taken. A letter would be sent out to parents on Thursday 19th July setting out the Schools response to the report. The Chairman of the Governing Body explained that the aim was to demonstrate to staff, parents and students its commitment to their wellbeing. Governors were seeking to go further than the letter of the recommendations in order to achieve that aim.

Concerning the two companies that had been established by the former Head Teacher and the former Business Manager; the Chairman of the Governing Body explained that one of the companies had been wound up. The other company, which dealt with intellectual property rights, had been transferred to the

Foundation.

In response to a question concerning the recommended skills audit of the Governing Body and specifically the issue surrounding accountancy experience, Dr Wright confirmed that the skills audit had been undertaken. In addition the resilience of the Governing Body had been reviewed. Two new appointments had been made, effective from 1st September 2018, and both the new Governors had accountancy experience. The Chairman of the Governing Body reported that the composition of the Governing Body had now changed, with new Members joining. The issue of the terms of office of individual Governors had also been addressed and rectified.

In relation to a question concerning how the Governing Body was working with staff and students that had been subjected to bullying, Dr Wright explained that a number of actions had been taken: Communication had been improved as had the capacity to listen. A number of school policies had been revised. Governors held regular meetings with both students and staff. The Chairman of the Governing Body attended regular meetings with the 6th Form as well as regular meetings with parents in order to hear views. The Governing Body was keen to ensure that it was operating in an open and transparent manner.

As part of the drive for more openness, transparency and support a number of wholly inappropriate practices had been reviewed such as the practice of 1 year fixed term contracts for teaching staff which the Chairman of the Governing Body described as "disgraceful". The Governing Body had been working hard to shift the negative culture that had existed in the past. All those involved recognised that there was still more to do and that it would take time to repair the damage of the past and rebuild confidence.

Governors were seeking to re-engage with a wider cross section of the community and encourage better links between the school and the local community. To this end, the Scout Hut would be refurbished so that it was fit for purpose as a community resource.

In terms of emotional support for pupils and staff, the School was looking at securing appropriate and professional ways to help individuals. Increased counselling support was available and the School was looking to work with the Local Authority to secure further support. The Chairman of the Governing Body recognised that this particular aspect was a challenge, particularly when a number of the pupils affected had left the School. The impact on the pupils could not be underestimated and there was no easy answer.

The Chairman of the Governing Body reported that the relationship between the Governing Body, parents, pupils and teachers was improving and that the Governing Body had, particularly over the last three terms, worked hard to provide reassurance and instil confidence through effective meetings and providing what any teaching professional would expect in terms of pay and conditions. The Governing Body wanted pupils to know that they should enjoy their education and that whatever their results they would never be considered a failure. If students

were known to be struggling the school would work with them and their parents to achieve good outcomes. It was possible that such outcomes may include moving to a different school however, any decisions that needed to be taken in this respect would be theirs, no decisions would be imposed by the school. No pupil would be made to feel that they were second best.

Turning to the issue of the significant reserves that had been built up, the Chairman of the governing Body confirmed that use of these funds would be entirely transparent. A letter would be sent to parents setting out the planned use of the funds. A “shopping list” had been developed in consultation and this included works such as: security of the school, building maintenance, refurbishment of the toilets, and new sports facilities. What the Chairman of the Governing body described as “disgraceful practices” that had operated in the past, such as expecting pupils to pay for their own photocopying, had been ended. Staff and pupils would be provided with the necessary teaching resources.

The Chairman of the Governing Body stressed that the role of Local Authority Governor was critical. It was even more critical as a result of the Independent Investigation report as it was essential that the Local Authority was represented on the Governing Body and that strong links were maintained. The Governing Body was very grateful for the nomination of the former Leader of the Council, former Councillor Steven Carr, as Local Authority Governor.

In response to a question concerning how the school would seek to balance aspiration with ensuring that pupils were not made to feel they had failed if they did not meet the aspirations, the Chairman acknowledged that this would be difficult. Most of the pupils at St Olave’s had high aspirations and would want to do well. Managing any disappointment would not be easy but the school would be seeking to promote and instil a range of values, not just that of academic excellence. Significantly, there would also be parents who had very high aspirations for their children, where anything less than 4 A*s at A-Level would not be acceptable and this also would have to be managed.

A Member noted that the Headmistress of St Saviours had a very extensive pastoral support system in place. The Member questioned whether the Chairman of the Governing Body had taken the opportunity to work with his counterpart at St Saviours to identify areas of learning. In response the Chairman of the Governing Body highlighted that historically the relationship between the two schools had been poor. Due to current diary commitments it had been difficult to meet with the Chairman of the Governing Body at St Saviours however, the Acting Head Teacher at St Olave’s had been working closely with his counterpart at St Saviours. It was clear that there were common areas and there was a clear hope that the two schools could work together to develop mutual recognition as this would be welcomed.

A Member noted that previously the vision for the School had been that of the former Head Teacher only as no meaningful consultation had taken place. The Chairman of the Governing Body reported that Governors had been working with the Acting Head Teacher to formally develop shared values. In September 2018,

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the Governing Body would be spending a day with the Senior Leadership Team to develop a shared vision.

The Chairman of the Select Committee noted that the former Head Teacher had “fallen on his sword” and questioned whether any other staff would pursue the same course of action in light of the recommendations in the investigation report. The Chairman of the Governing Body responded by saying that he believed that the school now had the right people in the right place and that the individuals that had previously been inhibiting the school were no longer there.

The Chairman of the Select Committee thanked the Chairman of St Olave’s Governing Body for attending the meeting and responding to questions. The Portfolio Holder for Children, Education and Families was invited to address the Committee.

The Portfolio Holder expressed his gratitude to Dr Wright and the wider team for all they had done to address the concerns and failings outlined in the investigation report. The Portfolio Holder stated that it was difficult to read through the report without being overwhelmed by disappointment and anger at the way that pupils, staff, parents and governors were treated.

It was important that personal responsibility was taken. The Local Authority, its Members and Officers, must never forget the responsibility to all pupils at the school both past and present.

The Chairman of the Select Committee invited the Deputy Chief Executive and Executive Director for Education, Care and Health Services to address the Committee.

The Deputy Chief Executive reported that he had commissioned the report in September 2017 following concerns that had been raised. There were eight key recommendations for the Local Authority, either full recommendations or part recommendations, within four themes. Key actions had been developed in order to address and implement the recommendations.

The Deputy Chief Executive provided assurances that the Select Committee would be provided with updates on the progress of the recommendations within 6 and 12 months. This would enable and facilitate the necessary challenge and scrutiny in terms of the implementation of the recommendations and support to the school.

In drawing the discussion to a close and summing up, the Chairman of the Select Committee stated that as a former Deputy Head Teacher he had never read a report such as the one before the Committee. The Chairman stated that in light of what had been identified during the Independent Investigation he was amazed that Ofsted had inspected the school and assessed it as Outstanding.

Very few people had come out of the Investigation well. The Chairman paid tribute to the few that had:

- The parents that had continuously challenged and raised the Judicial Review;
- Mr Tony Wright-Jones, the Parent Governor who raised concerns time and time again to little avail;
- The former LA Governor, former Councillor Julian Grainger who had tried to challenge the Head Teacher and hold him to account;
- Councillor Reddin who had been a Governor and had raised concerns and attempted to expose bad practice;
- Staff who had been bullied and intimidated but yet continued conduct themselves professionally and raise concerns; and
- Parents and Pupils at the school, particularly the pupil referenced on page 144 of the report who had raised a petition and then stood his ground and persisted to question the Head Teacher in the face of anger and threats.

Looking forward, the Chairman of the Select Committee noted that positive action in terms of improved practices and transparency had come out of the Independent Report commissioned by the Local Authority. The Chairman thanked the report author, Christine Whatford CBE, for the thorough investigation that she had conducted.

The Chairman stated that it was extraordinary that one man had been able to remain in a school for 7 years whilst exhibiting the behaviours referenced in the report.

A new Governing Body was now in place and it was hoped that Governors would be in a position to effectively challenge and hold to account. It was important that both staff and pupils were treated in a caring manner. The Chairman of the Select Committee stated that, despite the findings of the investigation, he had been heartened by what he had heard during the discussion concerning the improvements that were being made.

The Chairman once again thanked Christine Whatford for the report that she had produced and proposed that the Select Committee note and accept the recommendations in the report. The Chairman also proposed that a short report be presented to the next Full Council meeting reporting the evidence heard by the Committee and confirming that the Select Committee was satisfied with the measures being put in place to affect change. It was agreed that further updates should be presented to the Committee in 6 and 12 months.

RESOLVED: That:

- 1. The report of the independent investigation into St Olave's Grammar School and the actions being taken by the school and the Local Authority in response to that report be noted;**
- 2. A follow up report on the implementation of the recommendations of the investigation report be received in six months and twelve months; and**

3. A short report be presented to the next meeting of Full Council outlining the evidence heard by the Committee and confirming that the Select Committee is satisfied with the measures being put in place.

At the Conclusion of the joint item the Chairman of the Sub-Committee, Councillor Neil Reddin, resumed the Chair.

7 PRE DECISION SCRUTINY OF PORTFOLIO HOLDER DECISIONS

The Committee considered the following reports where the Children, Education and Families Portfolio Holder was recommended to take a decision:

a EDUCATION, CHILDREN AND FAMILIES BUDGET MONITORING Report ED18059

The Sub-Committee considered the budget monitoring position for 2018/19 based on activity up to the end of May 2018.

Overall, the position for Education was a predicted overspend of £95k. The main areas of overspend were in Adult Education where there were pressures in staffing and on income generation from fee paying courses causing pressures of £155k. The Schools budget was predicted to overspend by £392k in year. This would be deducted from the £1,180k carried forward from 2017/18. £188k of the brought forward balance had been allocated to support the central DSG services in year. This gave an estimated DSG balance at the end of the financial year of £600k.

The Children's Social Care division was currently overspending by £1,524k (net of management action of £985k). Placements for children continued to be a pressure area. The overspend before management action stood at £2,492k overspent. The number of placements had increased above budgeted levels, particularly in residential homes, independent fostering arrangements and special guardianship arrangements. This was in part due to the increase in the number of children reaching the threshold for secure placements and no secure placements being available. The Committee noted that this was a national issue. There was also a small overspend predicted on staffing across the division of £58k. This was being monitored closely and Members noted that further progress was being made in moving away from agency staff. There was also a small overspend in expenditure on 'Staying Put' of £24k and an underspend in accommodation of £65k in Leaving Care.

The Deputy Chief Executive reported successes in recruiting local in-house foster carers for Bromley children and this would help to reduce pressures on the budget.

In response to questions from the Sub-Committee the Deputy Chief Executive confirmed that he was confident that the right children were being taken into

care. There were two key decision makers for children being taken into care: the Deputy Chief Executive and the Interim Director of Children's Social Care. Children's Social Care was a demand-led service and it was therefore difficult to predict the number of children that would enter the statutory care system. The safety of children was the paramount consideration and if it was right that children were taken into care then they would be taken into care. Financial challenges were a secondary consideration. Noting the enormous variation in costs a Member suggested that it made sense to further promote in-house fostering.

The issue of recruiting foster carers for children with disabilities was also discussed. A Member noted that more needed to be done to support these specialist foster carers and provide incentives to encourage more foster carers into this specialist area. The Sub-Committee noted that the Education, Children and Families Select Committee would be undertaking a review which would encompass this at its next meeting on 16th October 2018 and it was agreed that this issue should be further explored at that meeting.

The Deputy Chief Executive reported that one of the implications of the Social Care Act 2017 was that children that had been adopted in Bromley, not necessarily through Bromley Adoption Agency, had a statutory right to access the virtual school. Children Looked After would also be able to call on the services of the Local Authority up to the age of 25.

In response to a question concerning unaccompanied minors, the Deputy Chief Executive explained that an unaccompanied minor was a child who had fled from another country, who had travelled alone and had no parents to care for them, and who was under the age of 18. There was a statutory duty for the Local Authority to care for them. Bromley now had 23 unaccompanied minors but had not yet met its quota under the pan-London agreement. There was an expectation that a further seven children could be placed in Bromley as the quota was 30.

In considering the under-collection of income within Adult Education, the Interim Director of Education confirmed that it was in fact an under achievement of income. The Interim Director also explained that income from Adult Education was allocated into the central Council budget rather than being reinvested in the Service.

Turning to the Schools' budget for 2019/20, the Interim Director of Education reported that in 2018/19 the Local Authority had been required to obtain approval from the Secondary of State to top-slice £1million from the Schools' Block for the High Needs Block as the Schools' Forum had not supported this proposal. There had been sound reasons for doing this and the Secretary of State had approved the request. The Schools' Forum would once again be asked to make a continuing contribution to the High Needs' Block and the Local Authority would need to demonstrate the economies that had been made, such as the Primary Outreach Service, but it was not clear whether the Schools' Forum would feel minded to support the proposal.

RESOLVED: That the Portfolio Holder be recommended to:

- (i) Note that the latest projected overspend of £1,619,000 is forecast on the controllable budget, based on information as at May 2018; and
- (ii) Agree to the release of the carry forward funding as set out in section 5 of the report.

b EDUCATION, CHILDREN AND FAMILIES OUTTURN REPORT Report ED18058

The Sub-Committee considered a report setting out the provisional outturn position for 2017/18. The provisional outturn for the “controllable” element of the Education, Children and Families Committee budget in 2017/18 was an overspend of £925k compared to the latest reported figure of an overspend of £874k which was based on activity at the end of December 2017.

The Chairman noted that pressures within Fostering and Adoption were major contributors to the variance and the Sub-Committee noted that these were key issues that officers were attempting to address in the 2018/19 financial year.

RESOLVED: That the Portfolio Holder be recommended to endorse the provisional outturn for the Children, Education and Families Portfolio.

c CAPITAL PROGRAMME MONITORING - 1ST QUARTER 2018/19 Report ED18058

The Sub-Committee considered a report setting out proposed changes to the Capital Programme for the portfolio. The changes had been reported in full to the Executive on 11th July 2018 and subsequently agreed.

In response to a question concerning capital investment required for the SEN centre of excellence, the Interim Director of Education reported the guidance from the DfE was awaited concerning how an expression of interest for a bid for a Free Special School in the Borough would need to be submitted. In terms of land, a Member noted that educational development sites had been identified in the Local Plan.

RESOLVED: that the Portfolio Holder be recommended to note and confirm the changes to the Capital Programme.

**8 SPENDING BY PRIMARY, SECONDARY AND SPECIAL MAINTAINED SCHOOLS 2017/18
Report ED18057**

The Sub-Committee considered a report setting out information on all revenue and capital balances held by Primary, Secondary and Special maintained schools as at 31 March 2018. The report also provided a comparison to the balances held at the same time in the previous year.

Balances were reported in accordance with the DfE Consistent Financial Reporting (CFR) Regulations. This was a framework for reporting income, expenditure and balances. It provided schools with a benchmarking facility for comparison between similar schools to promote self-management and value for money.

The average level of revenue balances, both committed and uncommitted, for Maintained Primary Schools stood at 9% of School Budget Shares, compared to 11% at the end of 2016/17, a decrease of 2%. Secondary School balances had also decreased by 3% to stand at 7%. Special School balances had increased from 8% to 10%.

All schools with balances in excess of 8% had been asked to complete a proforma detailing the reason for holding a high balance and their plans for reducing the balance in year.

In response to a question concerning the large balances that had built up at St Olave's, the Interim Director of Education reported that one of the issues at St Olave's was that of funds being held outside of delegated balances and it was in those funds that the impressive balances were sitting.

The Chairman noted that where balances in excess of 8% had been identified schools had provided good explanations for the high balance.

RESOLVED: That the report be noted.

9 YOUTH OFFENDING SERVICE UPDATE

The Sub-Committee received an update on the progress made by Bromley Youth Offending Service (YOS) in securing improvement and responding to the findings from inspections.

Since the last update the YOS had formally established its own improvement Board chaired by the Director of Children's Social Care. The Board met on a fortnightly basis. The YOS partnership was working towards 7 key priorities:

- Protecting the child or young person
- Reducing reoffending
- Protecting the Public
- Governance and Partnerships

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- Interventions to reduce reoffending
- Ensuring that the sentence is served
- Improving Practice

The latest published data showed good outturns in relation to first time entrants and reductions in reoffending rates. The positive outturn demonstrated a commitment to improving performance, improved casework and partnership work that occurred daily to effect change with young people.

As the information was not available at the meeting the Deputy Chief Executive agreed to provide information concerning the number of staff in the service and the ratio of permanent to temporary staff following the meeting. The Deputy Chief Executive reported that both he and the Director of HR chaired a recruitment panel which considered the key challenges around the recruitment of social workers. Issues around the Youth Offending Service would be considered the following week.

The Chairman suggested that it may be helpful for Members to raise the issue of the unacceptable delays in the confirmation of the financial position from central government as reductions in grant could impact on the wider staffing budget and also made it almost impossible to undertake an accurate financial forecast.

Members stressed the importance of reflecting the views of the young person and their family. The Deputy Chief Executive confirmed that the views of the child formed part of the social worker assessment but that the comments that had been made concerning the importance of seeking regular user feedback would be taken back to the Head of Service.

The Deputy Chief Executive also agreed to provide data surrounding the percentage of young people within the Youth Offending Service accessing Children and Adolescent Mental Health Services.

The Sub-Committee requested that an organisational chart detailing posts and current vacancies also be provided following the meeting.

RESOLVED: That the update be noted.

**10 CHILDREN, EDUCATION, AND FAMILIES PORTFOLIO PLAN
2017/18 UPDATE
Report ED18064**

The Sub-Committee considered an update of the Children, Education and Families Portfolio Plan 2017/18 and the proposed Portfolio Plan for 2018/19. The new Portfolio Plan was in line with Building a Better Bromley vision for children and young people and the Education, Care and Health Services Departmental Business Plan.

In relation to a question concerning whether the Portfolio Plan had been informed by the Select Committee's recommendations over the past two years the Assistant

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Director for Strategy, Performance and Business Support confirmed that some of the Committee's recommendations, for instance those around CAMHS and NEET, had informed the Plan. Key recommendations were cross referenced with the Portfolio Plan.

The Co-opted Member, in relation to Priority 4 - SEND Reforms, requested that more be done to encourage employers to offer more apprenticeship opportunities to young people with special educational needs and disabilities.

RESOLVED: That

- 1. Progress on the actions associated with the Children, Education and Families Portfolio Plan 2017/18 be noted; and**

The proposed Children, Education and Families Portfolio Plan 2018/19 be noted.

11 PERFORMANCE REPORTING - CHILDREN'S SCRUTINY DATASET Report ED18062

The Sub-Committee considered a report setting out the outturn of key performance indicators and associated management commentary. The Sub-Committee noted the commentary in relation to key performance indicators performing below expectation.

The Assistant Director for Strategy, Performance and Business Support explained that at the end of the year RAG ratings would not be 'green' across the board as a number of challenging, aspirational targets had been put in place.

In relation to targets surrounding social workers allocated to young people in care, the Assistant Director stressed that every young person in care should have an allocated social worker. Members also stressed the importance of developing and building relationships and trust between young people and their social workers.

In response to a request for comparative data from statistical neighbours the Assistant Director confirmed that this could be included but that data would not be available for all key performance indicators as not all were nationally reported.

RESOLVED: That the report be noted.

12 CONTRACTS ACTIVITY REPORT CHILDREN, EDUCATION AND FAMILIES PORTFOLIO CSD18098

The Sub-Committee received an extract from the March 2018 Contracts Register.

In response to a question the Deputy Chief Executive confirmed that Departmental Commissioning Strategies would be considered at the internal Commissioning

Board on 30th July 2018.

The Head of Programme Delivery explained that the Council's Contracts Database automatically assigned risk status and procurement status and the red rating was purely an alert for action. The Head of Programme Design confirmed that no ECHS contracts had been flagged for concern.

A Member suggested that in order to make the Part 1 register more useful a more pragmatic approach should be taken to the information that could remain in Part 1.

The Head of Programme Design confirmed that when contracts were re-let the starting principle was one of seeking to secure a better service at a lower cost and as such no contracts represented growth.

The Head of Programme Design agreed to provide further information on the course of the Gateway Review of the extension to the Barnardos contract following the meeting.

RESOLVED: That the report be noted.

**13 ECHS RISK REGISTER QUARTER 4
Report ED18065**

The Sub-Committee considered the Education, Care and Health Services Risk Register and the existing controls in place to mitigate the risks.

RESOLVED: That the Education, Care and Health Services Risk Register be noted.

**14 UPDATE ON SELECT COMMITTEE RECOMMENDATIONS
Report CSD18112**

The Sub-Committee considered an update on progress on the recommendations made by the Education Select Committee in 2016/17 and the Education, Children and Families Select Committee in 2017/18.

A further update, including responses to recommendations from the last two reviews of 2017/18, was tabled.

It was agreed that the Chairman and Vice-Chairman of the Select Committee would review the recommendations and identify those that had been implemented or overtaken by events and therefore did not need to be reported to future meetings of the Sub-Committee.

RESOLVED: That the update be noted.

15 DATE OF NEXT MEETING

The next meeting of Education, Children and Families Budget and Performance Monitoring Sub-Committee would be held at 7.00pm on 30th October 2018.

16 LOCAL GOVERNMENT ACT 1972 AS AMENDED BY THE LOCAL GOVERNMENT (ACCESS TO INFORMATION) (VARIATION) ORDER 2006 AND THE FREEDOM OF INFORMATION ACT 2000

RESOLVED that the press and public be excluded during consideration of the items of business listed below as it was likely in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the press and public were present, there would be disclosure to them of exempt information.

17 EXEMPT MINUTES OF THE MEETING HELD ON 27 MARCH 2018

RESOLVED that the Exempt (Part 2) minutes of the Education Budget Sub-Committee meeting held on 27 March 2018 be agreed.

18 CONTRACTS ACTIVITY PART 2 REPORT CHILDREN, EDUCATION AND FAMILIES PORTFOLIO

Report ED18099

The Sub-Committee noted the Part 2 commentary.

RESOLVED: That the Part 2 report and commentary be noted.

The Meeting ended at 9.30 pm

Chairman

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**EDUCATION, CHILDREN & FAMILIES
BUDGET AND PERFORMANCE MONITORING SUB-COMMITTEE**
18th July 2018

QUESTIONS TO THE CHAIRMAN OF THE EDUCATION, CHILDREN AND FAMILIES SELECT COMMITTEE

Questions received from Mr Julian Grainger:

Noting that:

A) In November 2011, the then Director and Assistant Direction of Education were:

- i) aware of the recently applied Y12 to Y13 academic exclusions
- ii) stated that it was (in terms) “school policy” i.e. no query about lawfulness
[#emails 16Nov11 (raised “lawfulness”, 17Nov11 & 18Nov11)]

B) On subsequent occasions, Education Officers were made aware of Regulation breaches by the School and in 2014 made aware of alleged bullying of staff, Officers were asked to “investigate” and on each occasion the informer was told (in terms) nothing can be done other than the “nuclear” option of an Interim Executive Board.

C) It emerged in Autumn 2017 that:

- i) academic exclusion was unlawful,
- ii) powers existed under Education Act 2005 s 51 and Education & Inspections Act 2006 s60, to launch an investigation,

a) Would the Chairman agree that legal knowledge about academic exclusions displayed in 2011 by the then senior officers was less than it should have been ?

Reply

Yes

Supplementary Question 1

In addition to those senior officers, an Appeals Panel clerked by a Member of the Council and with access to additional expertise missed this point. Will you ask what legal advice the Council gave to that Panel in 2011.

Reply

The Chairman stated that he saw no useful purpose in trying to investigate something that happened 7 years ago. Clearly there had been bad legal advice in the past from not just from the Council but from a number of other agencies including the Office of the Schools Adjudicator and the DfE when the local MP

raised an issue. The Chairman also highlighted that the Governing Body would also have had the power to seek its own legal advice and had chosen not to do this. The chairman stated that it was a sad fact that it had taken a Judicial Review for the matter to come forward.

b) Can the Chairman suggest why, when presented with Regulation breaches and alleged bullying of staff, the relevant officers failed to mention the additional, less “nuclear” powers [including the one cited at the front of this Agenda Item (s51)].

Reply

The investigation report conveys a shift in focus within the Council towards the reconstitution of the governing body. The report points out that the LA could not challenge the instrument of government which complied with regulations. The procedural errors and, ultimately, the formation of companies which would have warranted investigation triggered the use of section 51 which is limited to gathering information. The section 1 power which supported it was only exercisable with positive engagement from the school and did not give rights to require co-operation.

Supplementary Question 2

Given the number of breaches of regulations that had occurred by 2015 and had been drawn to the attention of the Council (the questioner cited examples of the breaches) it is a mystery why no investigation was commissioned.

Reply

The Chairman replied that he did not feel it was right to speculate on such matters.

c) What steps can be taken to ensure that, when Members query a piece of advice, the relevant Officer actually goes and ensures that his information is complete or up to date ?

Reply

Trust and confidence between officers and Members of the Council underpin the operation of the Council. At its best, this is built on respectful challenge on both sides . Members can ask for formal advice and if not satisfied escalate to an officer’s manager or within the their Group hierarchy. There are also rights for Members to request matters are placed on the agenda of scrutiny and other committees. We continue to strive to improve our practice and to maintain a shared ambition for the education and welfare of Bromley children.

Supplementary Question 3

The questioner stated that he was making the point that when poor advice is given Members of the Council need to have the confidence to question and challenge.

Reply

The Chairman stated that as the questioner would know from his time as a distinguished councillor and scrutiniser of council decisions, he as Chairman of the Constitution Improvement Working Group and of the Agenda format working Group had been instrumental in improving our scrutiny process and ensuring that Members had better advice before taking decisions. For instance requiring Agenda Sheets to show the Statutory requirements for any decision under the Legal heading and distinguishing between matters where the Government had merely issued 'Guidance' and the law

QUESTIONS TO THE CHILDREN, EDUCATION & FAMILIES PORTFOLIO HOLDER

Questions received from Mr Tony Wright-Jones:

The Recent St Olaves report states that in 2011 the LA lawyer knew the year 12/13 progression policy existed.

6. The role of the local Authority.

6.1.1

The Director's response to being told about this was "this is a continuation of St Olave's having prevented students continuing from Year 12 to 13".

So the LA was aware of the practice as early as 2011

6.1.2 Conclusions

The lawyer confirmed that he did know but he had not told the school because he would never have direct contact with a school and would go through the officers in Children's Services but no one had asked him.

1.Why did the Lawyer not inform the Director of Education and Portfolio Holder on a formal basis, such as an email, as a duty of care? The Lawyer and LA officers will of course know that 'Ignorance of the law is no excuse'

Reply

This is dealt with extensively in the independent investigation report.

Supplementary Question 1

As is stated in the report ignorance of the law is no excuse.

Reply

The Portfolio Holder stated this was accepted.

2.If they did, Why did they not take any action or any further advice?

Reply

The Portfolio Holder stressed that the events under consideration were historical events. The Lawyer to whom the report referred had now left the Council and it was therefore not possible to ask the person concerned directly. However, as the report explained in detail; as the lead education Lawyer the individual had no direct contact with the school.

Supplementary Question 2

The questioner stated that one would expect officers within the Local Authority to have a knowledge of the law. Extensive information was widely available via Google concerning the illegality of Year 12 to 13 exclusions on the basis of

academic performance and the officers should not have needed advice from a lawyer to know the practice was illegal.

Reply

The Portfolio Holder agreed with the questioner and stated that many people that had been involved should have known. The question that had been asked however was why had the Lawyer not informed the school it was illegal and this was set out in the report.

3.Why did it take the threat of legal action before the LA did anything?

Reply

The Portfolio Holder stated that he did not accept the basic premise of the question. The action taken by the Local Authority to commission an independent investigation of practice at St Olave's was triggered by an accumulation of factors, reflected in the independent investigation terms of reference (transition between Years 12 and 13; safeguarding policy and practice; reports of threats and intimidation of pupils, parents and staff; formation of companies, operation of governance arrangements). This provided a reasonable basis for intervention by the Local Authority, had such intervention been based on a single factor it may have been open to challenge by the governing body. The Portfolio Holder stated however that reading the devastating report highlighted that something should have happened sooner.

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Report No.

London Borough of Bromley

Agenda
Item No.

PART 1 - PUBLIC

Decision Maker:	Children, Education and Families Portfolio Holder		
Date:	For Pre Decision Scrutiny by the Education, Children and Families Budget and Performance Monitoring Sub-committee on 30th October 2018		
Decision Type:	Non-Urgent	Executive	Key
Title:	DOMESTIC VIOLENCE AGAINST WOMEN AND GIRLS SERVICES: EXTENSION OF CONTRACT		
Contact Officer:	Rachel Dunley, Head of Service for Early Intervention and Family Support Tel: 020 8461 7261 E-mail: rachel.dunley@bromley.gov.uk		
Chief Officer:	Ade Adetsoyoe, Deputy Chief Executive and Executive Director, Education Care & Health Services		
Ward:	All Wards		

1. REASON FOR REPORT

- 1.1 The Council holds a contract with Bromley and Croydon Women's Aid for the delivery of a range of support services to women and girls at risk of, or who have suffered, domestic violence.
 - 1.2 The Contract commenced in June 2017 at an annual value of £179k. The contract is due to end in March 2019 and has a formal one year extension option.
 - 1.3 As per the council's procurement rules any extension request formally built into the contract over £100k needs to be authorised by the Portfolio Holder.
 - 1.4 This report seeks authorisation from the Portfolio Holder for Children, Education and Families to apply the formal extension option at an estimated cost of £179k, subject to confirmation of the supporting grant.
-

2. RECOMMENDATION(S)

2.1 The Portfolio Holder is recommended to:

- Approve a twelve month extension commencing 1st April 2019 at a cost of £179,000 with a total contract value of £516,000, subject to confirmation of the supporting grant.
- Note that a Gate 1 report will be drafted in the first quarter of 2019 outlining the future long term approach of this contract.

Corporate Policy

1. Policy Status: <please select>. Existing Policy Context/Statements
 2. BBB Priority: <please select>.
-

Financial

1. Cost of proposal: <please select> £179,000
 2. Ongoing costs: <please select>. £179k
 3. Budget head/performance centre: 805011
 4. Total current budget for this head: £174k
 5. Source of funding: MOPAC (Mayors Office for Police and Crime)
-

Staff

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

Legal

1. Legal Requirement: <please select>
 2. Call-in: <please select>
-

Customer Impact

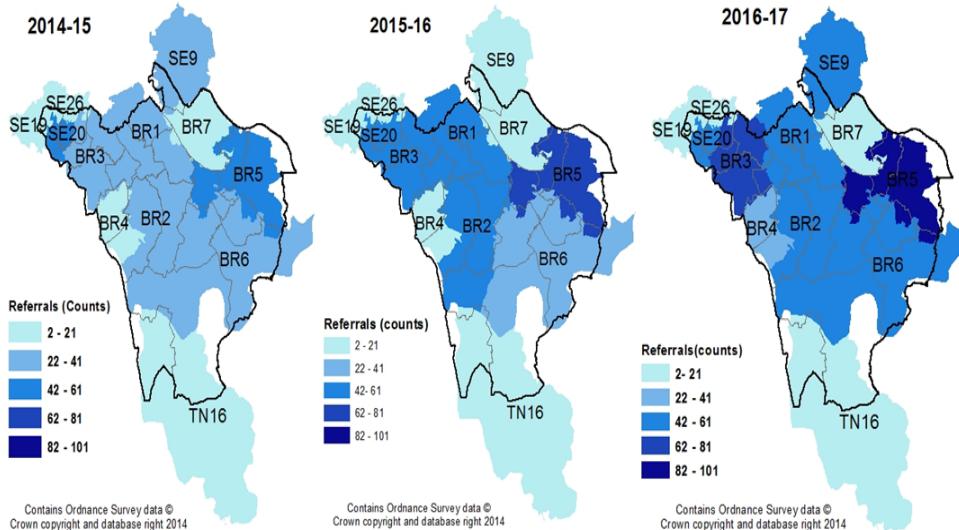
1. Estimated number of users/beneficiaries (current and projected):
-

Ward Councillor Views

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

3. COMMENTARY

- 3.1 Responding to domestic violence and abuse is a complex and multi-faceted issue that touches many people's lives in many different ways. Domestic violence is like no other crime insofar as the perpetrator has intimate and constant access to the victim. Domestic violence and abuse are experienced by adults and children from all backgrounds, and many domestic incidents remain unreported and often result in devastating consequences for long term mental and physical health. Domestic violence/abuse crosses all ethnicities, sexual orientations, class and age, with the impact of abuse on the elderly and those with complex and multiple needs often poorly reported.
- 3.2 We focus on the needs of women and girls due to the disproportionate impact of Violence Against Women and Girls (VAWG) crimes on women and girls. A 2009 study based on police reports, which accounted for the dynamics of domestic violence, found that only 5% of domestic violence was perpetrated by women in heterosexual relationships. This does not mean that men are never victims of domestic violence, rape or forced marriage or that women are not occasionally the perpetrator.
- 3.3 The Crime and Disorder Act 1998 places a statutory requirement on local authorities to monitor the level of domestic abuse in their communities and establish partnerships, in order to reduce the problem as well as work together with other agencies to highlight the issue and coordinate a response. Domestic Homicide Reviews (DHRs) came into effect on 13 April 2011. They were established on a statutory basis under Section 9 of the Domestic Violence, Crime and Victims Act (2004). The Safer Bromley Partnership has the responsibility for establishing domestic homicide reviews within Bromley.
- 3.4 Domestic abuse costs society an estimated £15.7bn per year. Domestic abuse has a significant impact on a wide range of services including housing, criminal justice and social service provision. Nationally, violent crime figures show that despite a long downward trend in violent crime, domestic abuse remains a widespread problem which affects more than 8.5% of women and 4.5% of men every year, two women are killed every week in England and Wales by a current or former partner.
- 3.5 VAWG services were commissioned and approved by the Executive on 14th September 2016, to deliver an Independent Domestic and Sexual Violence Advocate (IDSVA) service, Community Domestic Abuse Projects and a Perpetrator Program. These services are delivered through a single contract of two years (2017/18 to 2018/19), with an option to extend for one more year (2019/20).
- 3.6 These services are funded by MOPAC as part of the London Crime Prevention Fund (LCPF). The LCPF also funds projects across Community Safety.
- 3.7 In Bromley there were 13 victims per 10,000 of the local population in terms of recorded domestic offences from September 2016 to September 2017. This equates to 4426. There has been an increasing prevalence of incidents in Bromley over the last the years.



- 3.8 The Local Government Association outlined in their briefing report ‘The cost of Domestic Abuse: the financial cost to Local Government’ the strong relationship between domestic abuse and key local government services and the fiscal cost to local government. This suggests a need to focus on domestic abuse and invest in a co-ordinated multi- agency and community response that focuses on people's experience of domestic abuse and supports the individual and their families. It will reduce pressure on costs in the long term.
- 3.9 The table below shows information taken from the report and gives an estimate of the cost of domestic abuse across three local government services. The unit cost is taken from the New Economy Foundation Unit Cost Calculator and is calculated as a cost per incident. The cost of Domestic Abuse: the financial cost to Local Government (briefing paper), shows the strong relationship between domestic abuse and the fiscal costs to local government services.

Fiscal cost to Bromley	Unit Cost (2016/2017) £	Recorded Incidents	Total Cost £000
Children's Social Care	193	4,426	854
Adult Social Care	193	4,426	854
Housing	110	4,426	487
Total			2,195

- 3.10 Preventative services and the evidence summarised in this section, makes a strong financial case for the need to continue to invest in specialist support services as well as targeted training and resources for frontline staff, in order to reduce the extent of domestic abuse. Reducing funding to specialist services should not be seen as necessary or unavoidable cost saving. The evidence of independent reports shows this would be a false economy, not just in terms of the quality of the service and support that is offered to our local communities, but also in financial cost to the London Borough of Bromley.
- 3.11 This will ultimately reduce the pressure on, and costs to, statutory public services. If support services are reduced and domestic abuse continues to increase the demand

for services such as housing, adult and children's social care will increase in direct proportion

- 3.12 Domestic abuse sits within an increasing body of legislation, policy and guidance that is applicable to victims, perpetrators and children. The Crime & Disorder Act 1998 places a duty on local authorities and the police to work together with other agencies to tackle crime at a local level through the provision of a Community Safety Strategy that should include domestic abuse. The police are key partners in multi-agency domestic abuse groups that have been established in most areas to develop inter-agency responses to domestic abuse and improve service provision across agencies such as health services, specialist domestic abuse services (refuges and outreach services), housing authorities and many other statutory and voluntary sector agencies.
- 3.13 Since an open tender in 2017 the VAWG commissioned services have been carried out by Bromley and Croydon's Women's Aid. The contract commenced on 1st June 2017 and the following services are provided under the contract:
- **CSU and Community IDSVA** – One IDSVA is based with the Community Safety Unit (CSU) offering a specialist support service to police staff and the high risk domestic/sexual abuse cases they work with.
 - **Young Person IDSVA** – This IDSVA will support 16-17 year old victims of domestic abuse. The Young Person's IDSVA works with the Leaving Care Team and with schools and youth clubs. In addition the post co-locates with the Children Early Intervention Team.
 - **Specialist Adult Support IDSVA** – This IDSVA provides specialist support to vulnerable and elderly victims of domestic violence; nearly half of elderly victims of domestic abuse also have a disability. The IDSVA links in and is a single point of contact for the Adult Early Intervention Team, substance misuse and mental health teams to support service users with complex additional needs.
 - **Dedicated Domestic Violence Perpetrator Programme** – The perpetrator programme is specifically designed to address intimate partner violence, drawing upon a wide range of approaches.
 - **Community Domestic Abuse Projects** – This includes The One Stop Shop and victim/survivor support groups. The One Stop Shop is a free and confidential service for victims and survivors of domestic abuse offering services under one roof. Victim/survivor support groups are approximately a 12 week course with the overarching aim to help women who have experienced domestic violence make sense of and understand what has happened to them and to recognise potential future abusers.

4. SUMMARY OF YOUR BUSINESS CASE

- 4.1 The contract for the Domestic Violence against Women and Girls expires on 31st March 2019 and has a formal year extension built into the contract.
- 4.2 This paper seeks approval to trigger the year extension.
- 4.3 The current contract is performing well with the majority of Key Performance Indicators (KPI's) being met. There are no concerns around the quality of the service provided. Further details can be found in 4.1.7 and 4.1.8.

4.1 SERVICE PROFILE/DATA ANALYSIS

- 4.1.1 The annual cost of the commissioned VAWG service can be seen in the table below together with the initial estimate of the 2019/20 budget:

	2017/18	2018/19	2019/20
MOPAC Grant (VAWG element)	£199,000 (received)	£194,234 (received)	£142,499 (anticipated)
Bromley and Croydon Women's Aid Contract	£158,000 (June 2017-March 2018 contract let late)	£179,000	£179,000 (optional extension on a 2 + 1 contract)
VAWG coordinator – Council Post funded by MOPAC grant	£48,000 (actual costs) (c£7k met from other staffing budgets - cannot be maintained)	£48,000 (actual costs) (c£32k met from other staffing budgets - cannot be maintained)	£48,000 (based on expenditure in previous years if same level of coordination is maintained)
Short fall on contract	£0	£0	£36,501
Short fall on VAWG Coordinator	£0	£0	£48,000
Total shortfall	£0	£0	£84,501

- 4.1.2 For the extension period (2019/20) the funding from MOPAC is reducing to £142,499. This leaves a shortfall on the contract of £36,501. This reduction is due to a new formula MOPAC are now using for the allocation of grants which has resulted in 30% being top sliced for co-commissioned projects.
- 4.1.3 In addition to this shortfall is the fact that up until July 2018 there was a VAWG Coordinator overseeing the service. This post is currently vacant and historically has been funded by the MOPAC grant. If this post is included in the shortfall then the total would be £84,501.
- 4.1.4 However it has recently been established that MOPAC will release additional one off funding under the LCPF which is estimated to be in the region of £70k - £75k. Other projects sitting under the fund will require £10k of this extra funding.
- 4.1.5 Assuming then that the VAWG service would receive £60k it would reduce the shortfall on the VAWG contract to £24,500.
- 4.1.6 In order to eliminate this deficit, it is proposed that the VAWG post be made into a part time coordinator or the funding subsumed into another team and partially absorbed. There would be £23,499 available to support the role. Therefore the shortfall is eliminated for 2019/20. This is detailed in the financial section of this report.

- 4.1.7 Performance of the contract is good with 12 out of the 15 key performance indicators (KPI's) being met or exceeded. Importantly all of the satisfaction KPI's of individuals using the service are being met or exceeded.
- 4.1.8 The KPI's which are not currently being met revolve around victims engaging with the service and subsequent referrals to MARAC. Given the service has now been operational for over 12 months it is anticipated that engagement will begin to increase again and this has been reflected in the statics from Q1 over this financial year. 144 engagements have taken place in Q1 of this year compared to 130 last year. Given the nature of the service this is the aspect which would most likely fall below the targets set and officers are not concerned about this aspect of performance.

4.2 OPTIONS APPRAISAL

- 4.2.1 **Doing nothing** is not an option as the VAWG services will stop on 31st March 2019 which will mean we will no longer be providing a support and preventative service around domestic violence and violence against women and girls. This is a vital service and if it stopped the council would not be providing any support services to victims of domestic violence who are some of the most vulnerable individuals in our community.
- 4.2.2 **Putting the service out to tender** is another option but given the timeframe and the fact this was done 18 months ago, and brought under one provider, this option is not recommended. In addition to this is the fact we are currently unsure of the exact amount of money MOPAC are going to make available for the next three years. Therefore it would be a big risk to put out a tender without confirmed finances in place. Another risk with going out to tender at this stage is the fact the current provider has only been in place for 18 months and a change in provider now would disrupt the trust and confidence it has built up with victims of domestic violence.
- 4.2.3 **Triggering the year extension** currently built into the contract is another option which would see the VAWG services operate as they currently are. This option would provide the continuity required at this stage to the victims of domestic violence using the service and would also provide time to establish exactly what funds are available moving forward.

4.3 PREFERRED OPTION

- 4.3.1 The preferred option is to trigger the year extension option already built into the contract as long as the shortfall can be met.
- 4.3.2 The cost of the year extension will be £179,000 with a total contract value of £516,000 (due to the cost in the first year being £158,000).
- 4.3.3 During the period of the 12 month extension, officers will re tender the contract in order to bring it in line with the current grant. At this point the council will be in a better position to understand exactly what future funding can be expected. A Gate report outlining this approach along with a timetable and full analysis will be drafted for review before May 2019.

4.3.4 During the 12 month extension the provider will continue to work towards the outcomes and KPI's as set out in the service specification. These include:

- Number of referrals to support groups
- Increased ability to identify and deal with abusive behaviours
- Increased understanding of the effects of domestic abuse on children
- Increased self-esteem and confidence
- Number of referrals into the perpetrator programme
- Yearly increase in perpetrators completing 30 hours of treatment
- Reduction in domestic violence offending after completing at least 12 sessions
- Increase in women and children's safety
- Increase in referrals to MARAC
- Increased number of victims engaging in services
- Increased support for young people 16-19 year olds
- Increased feelings of safety
- Satisfaction with the service

4.3.5 The service provided is vital to victims of domestic violence and another change in provider at this stage would disrupt the services provided to the vulnerable victims.

4.4 MARKET CONSIDERATIONS

- 4.4.1 The market for providing support and preventative services for Domestic Violence is fairly large which is why a full tender was carried out 18 months ago.
- 4.4.2 One of the main reasons for carrying out this full tender was to bring all the services under one provider.
- 4.4.3 This report is recommending a 12 month extension already built into the contract and therefore further consultation around a procurement strategy or market engagement is not required at this stage.

5. STAKEHOLDER ENGAGEMENT

- 5.1 The Director Of Children's Services along with the Head of Early Intervention have been consulted with as part of drafting this report.
- 5.2 There will be no IT implications as part of this report.

6. PROCUREMENT AND PROJECT TIMESCALES AND GOVERNANCE ARRANGEMENTS

- 6.1 This report is seeking authorisation to trigger a year extension formally built into the contract. The year extension would run from 1st April 2019 to 31st March 2020 at a cost of £179,000 with a whole life contract value of £516,000.
- 6.2 Authorisation is with the Portfolio Holder for Children and Families.

7. SUSTAINABILITY AND IMPACT ASSESSMENTS

- 7.1 The VAWG commissioned services have a positive and vital impact on those vulnerable adults and children who require support and engagement.
- 7.2 A service which supports these vulnerable people is required in the long term along with a tool to measure the outcomes and the positive impact the service has had.

8. POLICY CONSIDERATIONS

- 8.1 The LBB Violence against Women and Girls Strategy 2016-2019.
- 8.2 The Safer Bromley Partnership Strategic Assessment 2016-2019.
- 8.3 HM Government Ending Violence Against Women and Girls Strategy 2016-2020.

9. IT AND GDPR CONSIDERATIONS

- 9.1 This report is seeking a 12 month extension to an existing contract where the service provided will remain the same and therefore will have no impact on GDPR.
- 9.2 There will be no impact on current IT systems.

10. PROCUREMENT CONSIDERATIONS

- 10.1 The report seeks a one year extension to the contract, utilising the formal extension option built into the contract, the value of the proposed extension being an estimated £179k.
- 10.2 Subject to compliance with Regulation 72 of the Public Contract Regulations (which allows change to a contract without re-advertisement in OJEU where the proposed change, irrespective of monetary value, is provided for in the initial procurement documents in a clear, precise and unequivocal option clause which specifies the conditions of use and the scope and nature of the change), the Council's requirements for authorising an extension are covered in CPR 23.7 and 13.1, with the need to obtain the Approval of the Portfolio Holder following Agreement by the Chief Officer, the Director of Commissioning, the Director of Corporate Services and the Director of Finance.
- 10.3 Following Approval, the extension must be applied via a suitable Change Control Notice, or similar, agreed with the Provider.

11. FINANCIAL CONSIDERATIONS

- 11.1 The table below outlines the previous and proposed spend on the VAWG project:-

	2017/18	2018/19	2019/20
	£'000	£'000	£'000
Bromley and Croydon Womens Aid contract	158	179	179
VAWG coordinator (MOPAC element)	41	15	23
Total expenditure on VAWG through MOPAC	199	194	202
MOPAC grant confirmed	-199	-194	-142
MOPAC grant anticipated	0	0	-60
Shortfall	0	0	0

- 11.2 It can be seen that the expenditure is sustainable if the additional grant is confirmed. It is expected to be confirmed in October.
- 11.3 The extension of the contract should not be agreed until the funding is confirmed to be in place.
- 11.4 If the additional grant is not forthcoming then the contract with Women's Aid will have to be renegotiated with a reduction in contract value of up to £60k (up to a 33% reduction on the current contract levels). This reduction assumes that the coordinator role would still be required. If the Coordinator role was also reduced in this instance, then the effect on the contract would be lessened.

12. HR CONSIDERATIONS

- 12.1 All of the services identified in this report are MOPAC funded and the coordinator post is currently vacant.

13. LEGAL CONSIDERATIONS

- 13.1 This report seeks the approval of the Executive to extend the contract for the provision of domestic violence and violence against women and girls service for a further year, from 1st April 2019 to 31st of March 2020 with a value of £179,000 (for the extended 12 months period); to the value of the extended contract will be £516,000.
- 13.2 The Council entered into an agreement with Bromley and Croydon Women's Aids Limited dated 29th August 2017 for a period of 1 year and 10 months with the option to extend for up to one year. The original contract allows for extension and the council now wishes to exercise this option.
- 13.3 The Council's Contract Procedure Rule 23.7.1 allows for extensions where there is sufficient budgetary provision which has already been established in this matter and satisfactory outcome of contract monitoring.
- 13.4 The contract extension will need to be formally agreed in writing with the contractor as specified in the current contract.

Non-Applicable Sections:	
Background Documents: (Access via Contact Officer)	

Service: DOMESTIC VIOLENCE AGAINST WOMEN AND GIRLS SERVICES; EXTENSION OF CONTRACT

Decision: Extension of contract over £100k

Contact Officer:

Rachel Dunley
Head of Service Early Intervention
ECHS

AUTHORISATION

Agreed by (signature and date):

Rachel Dunley
Head of Service Early Intervention
Budget Holder
ECHS
Date: _____

Phil White
Programme Delivery
Lead Commissioner
ECHS
Date: _____

Director of Commissioning
Required for all extensions / exemptions £50k+
Date: _____

Director of Corporate Services Date: _____
Director of Finance Date: _____

Required for all extensions / exemptions £50k+

Approved by (signature and date):

Chief Officer
Ade Adetosoye, Deputy Chief Executive and Executive Director ECHS
ECHS
Required for all extension / exemptions
Date: _____

Portfolio Holder for Children and Families
Required for all extension / exemptions £100k+
Date: _____

Agenda Item 7

**Report No.
ED18078**

London Borough of Bromley

PART ONE - PUBLIC

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

Date: 30 October 2018

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

Title: BROMLE SAFEGUARDING CHILDREN BOARD ANNUAL REPORT 2017-18

Contact Officer: Joanna Gambhir or Kerry Davies, BSCB Business Manager
Tel: 020 8461 7041 E-mail: Joanna.Gambhir@bromley.gov.uk

Chief Officer: Jim Gamble, Independent Chair, BSCB

Ward: n/a

1. Reason for report

This annual report covers the period from April 2017 to March 2018 and is the eleventh annual report of the Bromley Safeguarding Children Board (BSCB). It is a statutory requirement for Local Safeguarding Children Boards to publish an annual report under section 14A of the Children Act 2014. In line with statutory guidance, this report will be submitted to the Chief Executive, Leader of the Council, the local police and crime commissioner and the Chair of the Health and Wellbeing Board.

The Bromley Safeguarding Children Board (BSCB) oversees multi-agency child safeguarding arrangements across Bromley and comprises senior leaders from a range of different organisations. Its two basic objectives are to co-ordinate the safeguarding work of agencies and to ensure that this work is effective.

The BSCB Annual Report 2017-18 is a transparent assessment of the effectiveness of safeguarding and the promotion of child welfare in Bromley. It sets out:

- the governance and accountability arrangements for the BSCB. They provide information about the structures in place that support the BSCB to do its work effectively.
 - the context for safeguarding children and young people in Bromley, highlighting the progress made by the partnership over the last year and the challenges going forward.

- the lessons that the BSCB has identified through its Learning & Improvement Framework and the actions taken to improve child safeguarding and welfare as a result of this activity.
- the range and impact of the multi-agency safeguarding training delivered by the BSCB
- the priorities going forward and the key messages from the Independent Chair of the BSCB to key people involved in the safeguarding of children and young people.

A digital version of the full report is in development to make it more user friendly. This will be complete by the beginning of November and can be seen here:

<https://www.dropbox.com/s/iy8caaw6hk7w8zh/BSCB-Annual-Report-17-18.DRAFT18.10.18.pdf?dl=0>

2. RECOMMENDATION(S)

To note the arrangements put in place by the BSCB to oversee safeguarding children in Bromley and comment on its assessment of safeguarding across the partnership.

Impact on Vulnerable Adults and Children

1. Summary of Impact: The Bromley Safeguarding Children Board (BSCB) oversees multi-agency child safeguarding arrangements across Bromley and comprises senior leaders from a range of different organisations. Its two basic objectives are to co-ordinate the safeguarding work of agencies and to ensure that this work is effective.
-

Corporate Policy

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

Financial

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

Personnel

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

Legal

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

Procurement

1. Summary of Procurement Implications:
-

Customer Impact

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

Ward Councillor Views

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

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BROMLEY SAFEGUARDING CHILDREN BOARD (BSCB)

ANNUAL REPORT 2017-2018

FOREWORD BY THE INDEPENDENT CHAIR

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ABOUT THE ANNUAL REPORT

The BSCB Annual Report 2017-18 is a transparent assessment of the effectiveness of safeguarding and the promotion of child welfare in Bromley

Pages 18 to 31 set out the governance and accountability arrangements for the BSCB. They provide information about the structures in place that support the BSCB to do its work effectively.

Pages 32 to 62 set the context for safeguarding children and young people in Bromley, highlighting the progress made by the partnership over the last year and the challenges going forward.

Pages 63 to 71 highlight the lessons that the BSCB has identified through its Learning & Improvement Framework and the actions taken to improve child safeguarding and welfare as a result of this activity.

Pages 72 to 78 describe the range and impact of the multi-agency safeguarding training and briefings delivered by the BSCB.

Pages 79 to 84 set out the priorities going forward and the key messages from the Independent Chair of the BSCB to key people involved in the safeguarding of children and young people.

In line with statutory requirements and best practice, the BSCB annual report 2017/18 has been sent to the following:

- Chief Executive LBB
- The Lead Member for Children's Services
- The Director of Children's Services
- The Chair of the Health and Wellbeing Board
- The Chair of the Community Safety Partnership
- The Independent Chair of the Bromley Safeguarding Adults Board
- Bromley Youth Council
- The Mayor's Office for Policing and Crime

This Annual Report covers and reports on activity between 1st April 2017 and 31st March 2018

GLOSSARY OF TERMS

ABH	Actual Bodily Harm	ICPC	Initial Child Protection Conference
BCCG	Bromley Clinical Commissioning Group	IHA	Initial Health Assessment
BAME	Black, Asian and Minority Ethnic	LA	Local Authority
BCU	Basic Command Unit	LAC	Looked After Child
BSCB	Bromley Safeguarding Children Board	LADO	Local Authority Designated Officer
CAF	Common Assessment Framework	LBB	London Borough of Bromley
CAFCASS	Children and Family Court Advisory and Support Service	LSCB	Local Safeguarding Children Board
CAIT	Child Abuse Investigation Team	MAP	Multi Agency Panel
CAMHS	Child and Adolescent Mental Health Services	MAPPA	Multi Agency Public Protection Arrangements
CCG	Clinical Commissioning Group	MARAC	Multi Agency Risk Assessment Conference
CDOP	Child Death Overview Panel	MASE	Multi Agency Sexual Exploitation
CHIN	Child in Need	MASH	Multi Agency Support Hub
CME	Children Missing Education	MEGA	Missing Exploitation and Gang Affiliation Panel
CP	Child Protection	MISPER	Missing Person
CPP	Child Protection Plan	NHS	National Health Service
CRIS	Crime Reporting Information System	NSPCC	National Society for the Prevention of Cruelty to Children
CSC	Children's Social Care	OFSTED	Office for Standards in Educ, Children's Services & Skills
CSE	Child Sexual Exploitation	PF	Private Fostering
DBS	Disclosure and Barring Service	PPU	Public Protection Unit
DfE	Department for Education	PRUH	Princess Royal University Hospital
DSL	Designated Safeguarding Lead	PSHE	Personal, Social and Health Education
DVIP	Domestic Violence Intervention Project	PSP	Pupil Support Plans
ECHS	Education, Care and Health Services	QAPM	Quality Assurance and Performance Monitoring Sub Grp
ED	Emergency Department	RAS/R&S	Referral & Assessment Service
EWS	Education Welfare Service	RHI	Return Home Interviews
EHE	Elective Home Education	SCR	Serious Case Review
EIFS	Early Intervention and Family Support	SDVC	Specialist Domestic Violence Court
FGM	Female Genital Mutilation	SEND	Special Educational Needs and Disability
FJR	Family Justice Review	SRE	Sex and Relationship Education
GP	General Practitioner	TAC	Team Around the Child
		UASC	Unaccompanied Asylum Seeking Children
		VAWG	Violence Against Women and Girls
		YOS	Youth Offending Service

THE BOARD

Context

BSCB Strategic Priority 3: Strong Leadership and Strong Partnership

Actions 2017-19: In the context of the Children and Social Work Bill and the proposed abolition of LSCBs, partner agencies will continue to commit to engaging in robust arrangements that coordinate and ensure the effectiveness of how children and young people are safeguarded.

The Bromley Safeguarding Children Board (BSCB) oversees multi-agency child safeguarding arrangements across Bromley and comprises senior leaders from a range of different organisations. Its two basic objectives are to co-ordinate the safeguarding work of agencies and to ensure that this work is effective. Since the Ofsted inspection in 2016 which graded the BSCB as 'Requires Improvement', the BSCB team and partners have been dedicated to addressing the recommendations set out in the Ofsted report and have made a significant number of changes to the focus of the Board's work.

The Children and Social Work Act (The Act) received Royal Assent on 27 April 2017. The Act (see <http://www.legislation.gov.uk/ukpga/2017/16/contents/enacted>) will amend the Children Act 2004 to put into law the key recommendations of the [Wood Review of the role and functions of Local Safeguarding Children Boards \(LSCBs\)](#). The provisions of the Act will strengthen the statutory framework around multi-agency working by placing a duty on three safeguarding partners, namely the local authority, chief officer of police and clinical commissioning group (CCG) to make arrangements to safeguard and promote the welfare of children in their area and identify and respond to the needs of children. The provisions of the Act also allow greater flexibility for local areas to determine how they arrange their services to safeguard and promote the welfare of children in the area and therefore the requirement for LSCBs to have set memberships will be removed.

Following commencement of the relevant provisions of the Children and Social Work Act 2017, an updated version of 'Working Together to Safeguard Children' will be published, and the new safeguarding arrangements will come into effect. Local areas will have twelve months from the date of commencement to develop and publish their arrangements, and a further three months to implement them in full. Bromley Safeguarding Children Board will continue to seek ways to improve and enhance our partnerships to deliver better outcomes for children; we have agreed to retain our current systems and approach, notwithstanding those areas where statute will drive explicit and non-negotiable change (i.e. SCRs and CDOP).

Post 2016 Ofsted Inspection Children's Social Care Improvement Journey

Throughout the period 2017-18, the Children's Services Improvement Governance Board (CSIGB) met monthly; maintaining oversight and pace over the Children's Services Improvement Plan .

Following the April 2016 Ofsted Inspection, the Children's Services Improvement Plan was submitted to Ofsted in September 2016 with 306 actions to achieve to improve the service for the children, young people and families of Bromley.

The 2016-17 BSCB Annual Report highlighted what was initially put in place to strengthen arrangements and address the areas requiring further action and attention. By April 2018, following consistent and continued focus on improvement and change within Children's Social Care, the number of remaining actions on the Children's Services Improvement Plan had reduced to a total of:

- 3 actions (1%) RAG-rated 'Red'
- 45 actions (15%) RAG-rated 'Amber'
- 258 actions (84%) RAG-rated 'Green'
- 19 actions categorised as 'Blue' (actions that can be no longer progressed)

Through maintaining the focus of the Improvement Journey, Children's Social Care has successfully achieved the closure of 258 (84%) actions in eighteen months; with clear plans to address the remaining 48 (16%) actions.

"Where local authority children's services are judged to be inadequate, Ofsted will carry out monitoring visits and report on the progress made by the local authority to support them to improve further".

Monitoring and re-inspection of local authority children's services judged inadequate; Ofsted, 2017

Since the April 2016 Ofsted Inspection, Bromley has received 7 Monitoring Visits, each looking at different parts of the Children's Social Care services:

- **November 2016** (first Monitoring Visit)
- **February 2017** (inspectors reviewed the progress made in the areas of help and protection and children looked after)
- **May 2017** (inspectors reviewed the progress made in the areas of children looked after and care leavers)
- **August 2017** (inspectors reviewed the progress made in the areas of CSE and missing)
- **October 2017** (inspectors reviewed the progress made in permanence planning and support for children and young people looked after)
- **March 2018** (inspectors reviewed the progress made in the delivery and effectiveness of early intervention help and support)
- **June 2018** (inspectors reviewed the progress made to vulnerable adolescents, including missing CSE Gangs, Radicalisation and FGM. Partnership working and commissioning).

These Ofsted Monitoring visits have validated no inadequate practice, progress in improvement, timely identification of risk and proportionate response, good leadership and management oversight and use of professional judgement and a strengthened use and interpretation of thresholds.

As part of the Children's Social Care **Roadmap to Excellence - Delivering Better Outcomes for Children and Families** an emphasis on effective engagement and communication across all levels of the organisation saw the creation of regular:

- Managers' Forums
- Getting to Good Seminars
- Social Work Practice Advisory Group (SWPAG)
- Surgeries with Deputy Chief Executive and the Director of Children Services

These all met regularly throughout 2017-18 and ensured a focus and prioritisation of high quality social work practice, management support and oversight and improved line of sight.

The links between the senior management / leadership, the frontline teams and children, young people and their families were further enhanced by the introduction and successful completion of "Practice Week". A Practice Week is a series of observations, live auditing, key meeting attendance, and discussions with parents and children about the services they receive. The purpose of these activities were to provide increased opportunities for learning to strengthen practice and outcomes; as well as to provide our senior leaders and managers with the opportunity to better understand frontline practice, alongside allowing Heads of Service to observe practice in service areas other than their own and ensuring that families are at the centre of the improvement journey. Two very well received and evaluated Practice Weeks were held in April and October during 2017-18. A third Practice Week is planned for 3-7 September 2018.

Children's Social Care provided regular quarterly updates to the BSCB, with the following reported across the year:

- **March 2017:**
 - Corporate Parenting Board and LinCC members reviewed the Board's workplan and activity
 - Increased involvement of children and young people in driving and shaping services
 - The new portfolio holder for care Cllr. Peter Fortune met with LinCC
 - A celebration event of our children in care took place on the 16th February 2018 which was well-attended by young people, their carers and Members from the Council including the Deputy Mayor
 - Focus on strengthening Child Sexual Exploitation (CSE) and Missing identification and response (including the development of multi-agency protocols, a vulnerable adolescent strategy, fortnightly MAP meetings, the creation of the new Atlas Unit and staff training on CSE and sexually harmful behaviour
 - Funding from Members to ensure that Bromley children receive the right service at the right time by the right professional, that social work standards and practice improve and caseloads reduce to 10-15 children (amongst the best caseload numbers in the country) and to ensure the best outcomes

- Focus on recruiting and retaining high quality social work staff
- **June 2017:**
 - Evidence from February and May 2018 Ofsted Monitoring Visits of increased consultation of children and young people; with this reflected within recorded practice
 - Young people co-chairing the Corporate Parenting Board; with workstreams established involving partnership between Children's Social Care, young people and multiagency partners (multi-agency partners responsible for work streams and young people attached to each work group - ensuring young people are driving and helping us develop services and prioritising the work streams.)
 - Development of Children Looked After (CLA) and Care Leavers Strategies
 - Development of the Downham Hub for Care Leavers by CLA Nurses and Bromley Y with the aim of increasing the availability of multiagency partners to better support Care Leavers to independence. Added to this was a "Moving On" course focused on supporting Care Leavers' ability to independently manage finances and hold tenancies
 - The Director of Children's Social Care and Housing developed pathways for young homeless to prevent accommodation into care and, where Care Leavers' placements have been disrupted, young people given 8 weeks' support and assessment to determine the next step
 - Further developed young people to be part of all interviews for CSC staff to ensure staff who understand the corporate parenting role and the needs of young people are appointed
 - Head of Service for Early Intervention continued to co-ordinate the well-attended Multi-Agency Partnership Events (MAPEs)
 - Focus on recruiting and retaining high quality social work staff
- **September 2017:**
 - Increasing the capacity and skillset of social workers
 - LinCC spearheaded a Corporate Parenting Fun Day and requested that it should be a relaxed and informal day. LinCC have also been looking at other activities to ensure that our corporate parenting responsibilities grow and embed in Bromley
 - The Chair of the Governance Board, Isobel Cattermole, observed a Corporate Parenting Board meeting on 6th July 2017
 - The Multi-Agency Safeguarding Hub (MASH) / Referral and Assessment Service (RAS) hosted a successful open morning to schools; helping colleagues to increase the understanding of the MASH, with a further open day planned for health colleagues and other partners
 - Continued focus and drives to employ permanent social workers and managers across CSC with a number of initiatives to accomplish this
 - Continue interviewing flexibly to ensure that we interview and offer in a short space of time; with improved recruitment from 42% to around 85% of permanent staff in 5 months
 - Reducing caseloads to meet the target of between 12-15 children per worker with increases in the capacity and employing of social work staff. Staff are noticing the difference in being able to spend more quality time on their cases (evidenced by Ofsted noting good morale)

- **February 2018:**
 - Children's Social Care move into Phase 2 of the improvement journey; a testing phase to ensure that new arrangements in place and actions completed make a difference to the lives and outcomes of children
 - Service Improvement Team established to ensure continued progress against the improvement plan; with the team featuring on the business as usual service audits as well as taking forward Practice Assurance Stocktakes (PAS). A schedule has been devised with the process involving position statements being prepared and a 3 day review undertaken by the Service Improvement Team. The outcome and recommendations from these reviews will form the action plan for Phase 2 of the improvement journey
 - The recommendations to strengthen the improvement have been incorporated within an overarching plan and within service plans
 - A new SIT Board was established to ensure continued challenge and pace
 - The fostering recruitment team recruited 25 new foster carers; exceeding the target of 20 before the end of March 18 (able to offer more carers within the LA and wrap services around these children. As part of the this there are plans to train foster carers for specialist mother and baby placements and considering training specialist foster carers for our more challenging complex young people; preventing them from being in residential placements) – this training will be accredited.
 - A foster carer celebration event is being organised for summer 2018

Policy, Procedure and Practice Guidance

During the last year the following have been achieved:

- Full review and revision of the LBB Children's Social Care Procedure Manual (relaunched July 2017 and first biannual update in January 2018) and Foster Carers Handbook (October 2017)
- Development of "Sorted and Supported in Bromley" (Care Leavers Entitlement) in collaboration with Coram Voice (March 2018)
- Corporate Parenting Board Forward Planner (January 2018)
- DCS approval checklist when considering ceasing to look after a child (March 2018)
- Direct Work Practice Guidance (March 2018)
- Information for Parents of Children in Foster Care (January 2018)
- Life Story Work Practice Guidance (January 2018)
- Process Map for Unaccompanied Asylum Seeking Children (UASC) (January 2018)
- Pre birth protocol
- Private Fostering review

The 2017 Full Joint Inspection highlighted the following improved Key Judgement Area performance (all judgement areas improved, apart from “Ensuring the Sentence is Served”, which maintained the same high level:

2015 Full Joint Inspection Results	2017 Full Joint Inspection Results
Reducing Reoffending ★	Reducing Reoffending ★★★
Protecting the Public ★	Protecting the Public ★★★
Protecting Children and Young People ★★	Protecting Children and Young People ★★★★
Ensuring the Sentence is Served ★★★	Ensuring the Sentence is Served ★★★★★
Governance and Partnerships ★	Governance and Partnerships ★★★
Interventions to Reduce Reoffending ★	Interventions to Reduce Reoffending ★★★
<i>Highest judgement that can be awarded is:</i> ★★★★	

Following the January 2017 Full Joint Inspection of the Bromley Youth Offending Service (YOS) (published June 2017) the YOS Improvement Plan was developed.

The YOS Improvement Plan included an initial mapping of all recommendations following the Full Joint Inspections of 2015 and 2017, BSCB Section 11 Audit, Bromley YOS Action Plan (2016) and links to the recommendations and key priority areas within the Youth Justice Strategic Plan (2017-19) which was updated and developed in October 2017. The Plan was formally accepted at the July 2017 YOS Management Board following publication of the Full Joint Inspection in June 2017.

To ensure increased focus and pace, fortnightly YOS Improvement Boards were implemented from November 2017 with one Priority Area covered at each meeting. As well as compliance updates, evidence is required by the YOS Improvement Board before an improved RAG-rating is given for each indicator within each of the Priority Areas. The YOS Improvement Plan Priority Areas are as follows:

- Safeguarding and Protecting the Child
- Reducing Reoffending
- Protecting the Public
- Governance and Partnerships
- Interventions to Reduce Reoffending
- Ensuring the Sentence is Served
- Improving Practice

Of the original 88 required actions within the YOS Improvement Plan, by April 2018 there was the following breakdown:

- 30 actions (34%) RAG-rated 'Red'
- 27 actions (31%) RAG-rated 'Amber'
- 27 actions (31%) RAG-rated 'Green'
- 4 actions (4%) RAG-rated 'Blue' (actions that can be no longer progressed)

YOS Improvement Plan actions are spread across the multi-agency partnership and are reviewed by the YOS Partnership Board on a bimonthly basis

Youth Justice Strategic Plan (2017-19)

The Youth Justice Strategic Plan (2017-19) was accepted by the YOS Management Board in October 2017 and was developed in line with the following:

- *Youth Justice Plans: YJB Practice Note for Youth Offending Partnerships* (Youth Justice Board, April 2016)
- What the service had included in previous Youth Justice Strategic Plans
- What the service presented in the pre-2017 HMIP Full Joint Inspection Self-Assessment Report
- The post-Inspection Improvement Plan
- Other boroughs' Youth Offending Service Youth Justice Strategic Plans that have been highlighted by the Inspectorate as examples of good practice

The Strategic Plan gives an overview of the work of the Bromley YOS; detailing the partnership's performance over the previous twelve months and priorities for 2017-2019 and focuses on the following key priorities:

- Strengthen early identification and response to child sexual exploitation (CSE) working in partnership with Police and other multi-agency colleagues in line with revised Bromley CSE and Missing Protocols and the new Atlas (CSE) Team; and increase monitoring and intelligence-sharing of gang-related activity
- Reduce re-offending by working more effectively with Early Help services to target young people and prevent their offending behaviour becoming entrenched
- Increase the systematic focus on victim support by ensuring that this and the protection of the public is a key priority in all assessments, planning and delivery of intervention
- Increase the consideration of individual safety, wellbeing and learning styles of young people during assessment and delivery of interventions (ensuring better engagement with the SEND agenda and specialist SALT worker)
- Strengthen the effectiveness and impact of collaborative partnership working with commissioned and external agencies to ensure the most positive outcomes for young people who use the service, their families and the wider community
- Strengthen the number and quality of YOS interventions to positively impact on the lives of the young people seen by the services and the victims of youth offending in the borough

YOS Partnership Board and Forward Planner

To enhance the focus and importance of partnership working through the YOS Management Board, the name of the Board was changed to the YOS Partnership Board in February 2018.

To increase effectiveness, assurance, scrutiny and oversight, a Forward Planner was developed with standing agenda items of:

- Improvement and Youth Justice Plan Delivery
- Performance Reporting
- Safeguarding Reporting
- Audit Reporting
- Service Area Presentations

NHS England-funded Mapping of Health Services and Pathways for Children in the Justice System in Bromley

Supported by NHS England funding, the Bromley Youth Offending Service (YOS) and Bromley Clinical Commissioning Group (CCG) commissioned a piece of work to map the health services and pathways for children and young people in the justice system in Bromley.

The mapping exercise was undertaken by an Interim Project Officer engaged in improvement projects across Children's Social Care and YOS and with a previous health background across Provider and Commissioner Organisations, with experience in the inspection of services and preparation for inspection of services, quality assurance and improvement and performance monitoring and management.

The mapping exercise assessed the level and effectiveness of the health provision to children and young people in the justice system in Bromley and analysed and triangulated the findings; assessing strengths, weaknesses and gaps before making recommendations to further develop and improve what is in place for this group to positively impact on their health outcomes. Through its analysis and recommendations, the mapping sought to contribute to the design of a system, service and pathway that learns from, and importantly avoids, the repetition of the nationally and historically repeated issues and challenges that have not responded well enough to the health needs and inequalities experienced by this cohort of children and young people.

The Mapping Report was presented to the February 2018 YOS Partnership Board and highlighted the following findings and recommendations:

Findings	Recommendations
1. Young people attending Bromley YOS did not appear to be well enough informed and engaged in health services across the borough	<ol style="list-style-type: none"><li data-bbox="1037 643 1765 859">1. Review all health-related material and advice for young people seen by Bromley YOS in relation to availability, access and use of health services and pathways, taking into consideration; what young people said in response to the questionnaire, previous work by Bromley Youth Council on accessing health services, current Bromley CCG Co-production work and in consultation with young people accessing the service<li data-bbox="1037 859 1765 1027">2. To receive lists and addresses of all current Bromley health services from the CCG and Public Health to create a visual map of all services in the borough, including: types of services, locations, transport routes and where they are placed in relation to the addresses of the young people seen by the YOS
2. The level of health services provided to Bromley YOS had reduced over recent years	<ol style="list-style-type: none"><li data-bbox="1037 1040 1765 1249">3. Consideration of increased funding (and therefore capacity) of the YOS Nurse role to enable all young people to be seen, assessed and screened in relation to their health needs by a health specialist; rather than relying on identification and onward referral by YOS workers who are focused on the needs of the young people, but who are not health specialists
3. Bromley YOS appeared to compare less favourably to reported local and statistical neighbouring boroughs in terms of health provision and resourcing	<ol style="list-style-type: none"><li data-bbox="1037 1262 1765 1367">4. Updating of the joint protocol (between YOS and BHC) to reflect the changes in commissioning arrangements and service provision relating to the YOS Nurse role; agreeing the expected realistic, measurable deliverables and outputs required from the YOS Nurse

	<p>role; and commence increased reporting and monitoring of activity, outcomes and effectiveness of the YOS Nurse role in relation to its impact on young people seen by the YOS (including regular reports to the YOS Management Board of activity, performance, strengths and gaps; with appropriate exception reports provided where required)</p>
4. Whilst there was widespread agreement that assessment of health needs (physical, sexual, emotional and mental health) by a health specialist, of all young people attending YOS would enable better early identification, assessment and intervention, as well as increasing awareness and engagement of this group of young people in their health needs; there was not capacity in the current level of health resourcing to the YOS in Bromley to achieve this	<p>5. An immediate review of the emotional wellbeing service provided to the YOS including: clarification of expected outputs and deliverables, establishment of targets, monitoring of compliance with the expectation of submission of activity and outcome data (and exception reporting where necessary) and a clarity of criteria in relation to the emotional wellbeing and mental health pathway in place for this complex and vulnerable group of young people</p>
5. Health staff at Bromley YOS, whilst undoubtedly committed to meeting the health needs of young people, do not routinely attend (in many cases due to lack of sufficient time and capacity) YOS planning and risk management meeting; reducing the opportunity for effective multi-agency collaboration, support and challenge, and adversely impacting on the ability to provide an integrated response and service to young people	<p>6. An immediate review of the substance misuse provision to the Bromley YOS, including: consideration of the service requirements and whether the current provision ensures sufficient focus, profile and meets need; resolution of disputed issues relating to service level agreement and information sharing between the services in the best interest of young people</p>
6. Health service-related observations and recommendations from local Full Joint Inspection reports of health services for young people within YOS remained unresolved	<p>7. YOS staff to increase and document referral rates in line with reported identifications of SALT needs with this group of young people to enable consideration of increasing the frequency and capacity of the SALT provision to the YOS to enable those young people identified as requiring SALT assessment and intervention to receive this in a timely and effective way</p>
7. Whilst health have been well represented at a senior level at the	<p>8. Consideration (linked with Recommendations 2, 3, 4 and 5) of ensuring that the health provision to the Bromley YOS is sufficiently well funded, resourced and integrated to enable every young person seen by the service to have a physical, sexual, emotional and mental health assessment and screening by a health worker as part of their overall YOS assessment</p>
	<p>9. Build on the momentum of the recent agreement to convene a</p>

Bromley YOS Management Board they had not submitted, or been asked to submit, health-related data, information and reports to enable increased oversight of the level, effectiveness and impact of the health resources and provision available to the service	task and finish group to plan the implementation and delivery of a Liaison and Diversion service for young people within the borough; ensuring that there is connectivity across different local agencies and with a local post-diversion infrastructure underpinned by a shared commissioning strategy and the recruitment of post-holder of sufficient expertise and experience to provide the specialist assessment as well as ensuring that the appropriate diversion and specialist health interventions are available and provided
--	--

A Task and Finish Group was set up by the YOS Partnership Board to respond to the recommendations and strengthen the multi-agency health provision to children and young people in the justice system in Bromley.

Areas of Service Focus and Development Across 2017-18:

- Focus on the development of a strengthened multi-agency approach and response to young people involved in serious youth violence and gang-related activity
- Engaging young people in diversionary and prevention activities
- Maintaining low numbers of first time entrants and low rates of reoffending
- Further development of group work programmes and interventions including:
 - A Youth Justice Board-endorsed programme aimed at black and minority ethnic young men and focusing on race, identity, perceptions of self, attitudes and behaviours, stereotypes and breaking down barriers and perceptions of masculinity)
 - A Girls Group
- Pilot forensic psychology input has seen a consultant clinical psychologist seconded to the service for a year; delivering good support, consultation and training to staff in their work with young people with complex needs
- NHS England funding secured for a new service provision to divert young people from the justice system with the introduction of the Liaison and Diversion post implemented in summer 2018. This will further impact on reducing and keeping low the numbers of first time entrants into the system; offering support and intervention
- Recruitment has remained a challenge and an area of focus; but staff in post are committed and have a good understanding of the complexities of the work and working intensively with young people.
- Increased integration with the wider Children's Social Care and YOS attending and contributing to strategy meetings and other panels where risk and safety is discussed involving young people.
- New processes to track and monitor children and young people missing, exploitation and gang affiliated is now more joined up between MASH and the YOS; with a YOS manager seconded into MASH to embed and facilitate further joint working
- Development and implementation of a strengthened YOS annual audit programme

- Development of practice guidance and revision of all YOS policies and procedures in line with the LBB Children's Social Care revision of its Procedure Manual (previously, YOS procedures were housed elsewhere but, in line with enhanced joint working, are now within the Children's Social Care Procedure Manual)

In December 2017, Bromley YOS successfully hosted a group of Columbian justice sector professionals (following approach from the Foreign and Commonwealth Office) who were keen to learn from the UK and increase their understanding of different ways of approaching and delivering youth justice. Bromley YOS were able to showcase work in relation to:

- Restorative justice
- Reparation
- Out of court work
- Partnership with Police

Key Roles and Relationships

The Independent Chair and the BSCB Team

Jim Gamble QPM has been the Independent Chair of the BSCB since January 2017. The Independent Chair is tasked with leading the Board and ensuring it fulfils its statutory objectives and functions. Key to this is the facilitation of a working culture of transparency, challenge and improvement across all partners with regards to their safeguarding arrangements. The Chair is accountable to the Chief Executive of the London Borough of Bromley. The Executive Director of ECHS (Education, Care and Health Services) and the Director of Children's Services also continued to work closely with the Chair on related safeguarding challenges.

The BSCB is supported one Business Manager (job share) and one full time Business Support Officer. They ensure the smooth running of the Board's day to day business.

Whilst being unable to direct organisations, the BSCB does have the power to influence and hold agencies to account for their role in safeguarding. This influence can touch on matters relating to both local and national arrangements that impact directly on the welfare of children and young people.

Designated Professionals

The Designated Doctor and Nurse take a strategic and professional lead on all aspects of the health service contribution to safeguarding children. Designated professionals are a vital source of professional advice. The Designated Dr and Nurse have continued to demonstrate their value by offering challenge and support to partners. This includes the escalation of cases as recommendation for learning review, development of the Health Economy Dataset and leading on health contributions to the BSCB dataset.

Partner Agencies

All partner agencies across the Bromley are committed to ensuring the effective operation of the BSCB. This is supported by a Constitution that defines the fundamental principles through which the BSCB is governed. Members of the Board hold a strategic role within their organisations and are able to speak with authority, commit to matters of policy and hold their organisation to account.

BSCB Challenge: At the beginning of the year, two agencies advised the BSCB that they were unable to make the required financial contribution to Bromley Safeguarding Board.

Action: Following negotiations with the Independent Chair regarding their full participation in the partnership, both agencies have now agreed the full financial contribution.

Awareness of the escalation process has been raised at monthly BSCB Multi Agency Partnership Events, via the BSCB app and during training events. The escalation policy was revised, simplified and publicised in July 2017. Escalations reported to Board have increased.

In October 2017 the Care Quality Commission (CQC) undertook a full Safeguarding and Children Looked-after Review of Bromley health services. A copy of the full report can be found on the CQC website. Broadly, the review found across the health economy, committed professionals and staff with good examples of partnership working and innovative working where staff improved outcomes through service development. The report also identified areas that needed continued development such as improving information sharing and information technology across services so that vulnerable children are highly visible within the health system and can be safeguarded. A combined Health Action Plan has been developed and is overseen by Bromley Clinical Commissioning Group (BCCG).

The Bromley 0-4 Service was retendered during 2017/18. This tender process resulted in the Bromley Health Visiting Service and Family Nurse Partnership moving to Oxleas NHS Foundation Trust on the 1st October 2017. There are information sharing agreements in place and the safeguarding team now has full access to both EMIS and Oxleas RiO electronic records so important documentation can be shared in a timely manner. In addition to this all the community paediatric services commissioned by the CCG went out to tender in 2017. The services were retained by Bromley Healthcare and the new service specifications commenced on the 1st December. As a result of some changes, it took longer than planned to recruit to the Paediatric Liaison role. This is now in place.

BSCB Challenge: Capacity for School Nursing following change in commissioning

Action: Following London Borough of Bromley's decommissioning of the School Nursing Contract and commissioning of a new Health Support to Schools (HSS) Service in 2017, BSCB added School Health Plans to its risk register and requested an evaluation of the new service after six months. The evaluation showed gaps in service and partners raised concern. In January 2018, London Borough of Bromley committed to an additional £300k for an additional 6 nurses for the remainder of the existing Health Support to Schools contract.

Kings College Hospital NHS foundation Trust has increased leadership in paediatric nursing across the Trust by appointing a deputy to the Head of Nursing for paediatrics. This will provide additional support for the paediatric nursing team at the Princess Royal University Hospital (PRUH). The new appointee takes an interest in paediatric mental health which will be positive for patients at the PRUH. A new senior clinical nurse specialist for safeguarding children also joined the Trust in October 2017. The CQC Review of Looked After children in October 2017 found there to be good practice in gathering information in relation to assessing the risk of partners during pregnancy. There are robust arrangements to identify and record safeguarding risk and referrals to social care were of good quality. However, they stated that further quality assurance should be in place. The review also concluded that the Named nurse and safeguarding midwife lead on developing and promoting good safeguarding practice and there is evidence of good information sharing and joint working.

BSCB Strategic Priority 3: Strong Leadership and Strong Partnership

Actions 2017-19: To consistently promote the importance of effective and swift information sharing, promoting a culture that puts the protection of children before the protection of information

The Designated Nurse for Safeguarding at BCCG chairs the Bromley Child Protection Information Sharing Programme (CP-IS). The CP-IS project is linking the IT systems used across health and social care and helping organisations to change business processes so that child protection information can be shared securely between them. All local health care settings are now 'Live'.

This year, the Metropolitan Police Service announced changes to the way local policing is delivered in London through the introduction of Basic Command Units (BCUs). A BCU is a larger police command unit that will replace the Met's previous 32 borough model, by merging local policing in boroughs to form 12 BCUs. Bromley now sits within the Croydon, Sutton and Bromley BCU. BCUs deliver the same core local policing functions - neighbourhoods, emergency response, CID and safeguarding - in a more consistent way. Each BCU is led by a chief superintendent who is the BCU Commander. As part of this, Bromley Police has restructured. The Child Sexual Exploitation (CSE) Investigation, CSE SPOC (Single Point of Contact), Missing Persons Unit, Missing Persons (MISPER) SPOC, Gangs SPOC, Mental Health Liaison Officers, MASH team and Vulnerable Adult team have all been resubordinated into one bespoke unit which has been titled the 'Safeguarding Hub.' These officers now fall under a dedicated inspector who co-ordinates their activity. As well as the combining of portfolios there has also been a staff uplift within the command to provide additional resilience and improve efficiency. The Safeguarding Inspector has also been placed as the chair of the Multi Agency Sexual Exploitation (MASE) Panel to ensure full operational oversight is retained in one place. The restructuring has also enhanced Bromley Borough Police's ability to better share information and co-ordinate efforts with partners as officers attending partnership meetings now have a far more holistic and developed picture of the cases raised and are likewise able to more fully back-brief police colleagues following such meetings.

BSCB Challenge: Reduction in police numbers and transformation to the One Met BCU model

Action: The Independent Chair wrote to the Met Police Head of Partnerships (Safeguarding) to seek assurance that safeguarding would remain a local priority and resourcing would be sufficient. The BSCB is following this up with an audit of attendance at Child Protection conference.

The reorganisation of Probation Services in 2014 has created challenges for workforces coming to terms with new geographic responsibilities, structures and practices. The National Probation Service (NPS) is responsible for assessing risk and providing pre-sentence advice and reports to courts, for parole assessment and for the management of all high risk offenders. The Community Rehabilitation Companies (CRC) are responsible for the management of offenders assessed as posing medium and low risk of harm. During autumn 2017, NPS was inspected by Her Majesty's Inspectorate of Probation (HMIP). The report recommended that "The National Probation Service should – improve how it shares and uses information to better assess and manage child and adult safeguarding" . NPS has recognised that its practitioners need to improve the quality of their safeguarding referrals through MASHs with respective Children Services. Practitioners must also undergo the NPS mandatory safeguarding training in addition to local partnership training. NPS has developed a Probation Improvement Tool (PIT) for safeguarding children referrals to support this initiative. They are aiming to ensure that all safeguarding referrals are recorded on the offender contact system, across London, in order to monitor the timeliness of responses from respective partnerships. In Bromley, The NPS has seconded a Probation Officer into Bromley Youth Offending Service to ensure a smooth transition into the adult criminal justice system. It also continues to commit a Probation Officer one day per week to be part of Bromley MASH.

Lay Members

The attendance of Lay Members at Board Meetings and a variety of other forums has been key to offering a different perspective which provides insight into the realities of life in Bromley. The Lay Members (Marina Laurie and Valerie Burton) operate as full members of the BSCB, participating as appropriate on the Board itself and in various projects. They have shown commitment to the work of the Board in coordinating and ensuring the effectiveness of safeguarding arrangements. The BSCB is hugely grateful to the Lay Members for their dedication, time and effort.

The Lay Members attend all BSCB Board meetings and submit a written update to the Board each quarter. They are also members of the Community Engagement Sub-Group. The Lay Members have a mentor, Professor Sally Glen, Lay Member for the City and Hackney LSCB. They meet regularly at the Civic Centre and is a valued training experience.

One of the Lay Members has carried out a comparison exercise between the Church of England online safeguarding training and the equivalent BSCB course and has provided feedback. The Head of Quality Assurance in Children's Social Services now sits on the Safeguarding Board of the Diocese of Rochester.

Mental health awareness is prominent in the Board's concern for young people and therefore a Lay Member took part in a Mental Health Strategy Stakeholder Event, as well as a MindKit training session.

The Designated Nurse arranged an information sharing meeting for Lay Members at the Bromley Clinical Commissioning Group, introducing them to some of the commissioning staff and safeguarding professionals. They learnt about Public Health's role in the Joint Strategic Needs Assessment, how practice is shared across the Pan London Designated Professional Network to ensure compliance and to provide challenge and support and how the Head of Integrated Commissioning aims to consider the views of young people to increase the effectiveness of services offered.

Relationship with Other Strategic Boards

BSCB Strategic Priority 3: Strong Leadership and Strong Partnership

Actions 2017-19: Continue to strengthen the governance interface between the BSCB and other key strategic forums and Chairs.

The Independent Chair of the BSCB is a member of the Health and Wellbeing Board and has developed links between the two boards with regard to strategic use of the Joint Strategic Needs Assessment. The Chair is also a member of the monthly Children's Services Improvement Governance Board to ensure that the BSCB is part of the post-Ofsted improvement journey, and has had strategic oversight of key partnership areas such as CSE since March 2017. The BSCB Chair chairs an Inter Board Chairs Group which brings together the Chairs of the BSCB, the Bromley Safeguarding Adults Board, the Community Safety Partnership and the Health and Wellbeing Board. This meeting will be responsible for the coordination of leadership, collective awareness, and the coherence of respective plans when reporting back to individual Boards and will consider the strategic risks and key issues across safeguarding including children, young people, families, adults, those leaving care, and communities.

The Safeguarding Adults and Children's Board's met in February 2018 to consider joint areas of work for 2018/19. Both Boards agreed that there would be three areas of joint focus and this would be a standing item at each BSCB board meeting. These areas are:

- Context - focussing on the theme of 'inter-generational abuse in the family home.' The Boards will review how abuse can occur between different family relationships and what creates or aggravates vulnerability to abuse
- Transitional Care - seeking to gain a better understanding of the journey from children's to adults' social care, and closing the gap, so that we can identify and address practical issues. This will help inform policy and guidance in managing practice. The Boards will specifically consider groups who are highly vulnerable, such as those with learning development needs, care leavers, young carers and those with no evident care and support needs under the Care Act 2014.
- Strategic Issues and Concerns - working together to address strategic issues and concerns. Three of areas that the Boards will address are: cultural and ethnicity issues by ensuring that we collectively understand the changing demographic within Bromley; managing and maintaining partnership support; Identifying and managing risk by creating a joint risk register and providing joint responses to concern.

Board Membership and Attendance

BSCB Strategic Priority 3: Strong Leadership and Strong Partnership

Outcome: The BSCB leads the safeguarding agenda, is professionally curious and challenges the work of partner organisations, and commits to an approach that learns lessons, embeds good practice and is continually influenced by children, young people and their families.

The Board met four times during the 2017-18 and had a membership made up of representatives from all statutory partners. The Board also has representation from the Portfolio Holder for Education, Children and Families, and Head teachers from two Bromley Schools. A list of current Board Members is set out at the back of this report. The Board oversees the work of the sub groups which meet between the quarterly board meetings and scrutinises agency reports from across the partnership. The agenda offers opportunities for information sharing and discussion, but also encourages questioning and challenge. The BSCB captures all challenges raised by the Independent Chair and partners inside and outside of Board meetings in an Impact Log. The Independent Chair has also reviewed governance arrangements and reconfigured sub groups in or order to improve oversight and scrutiny.

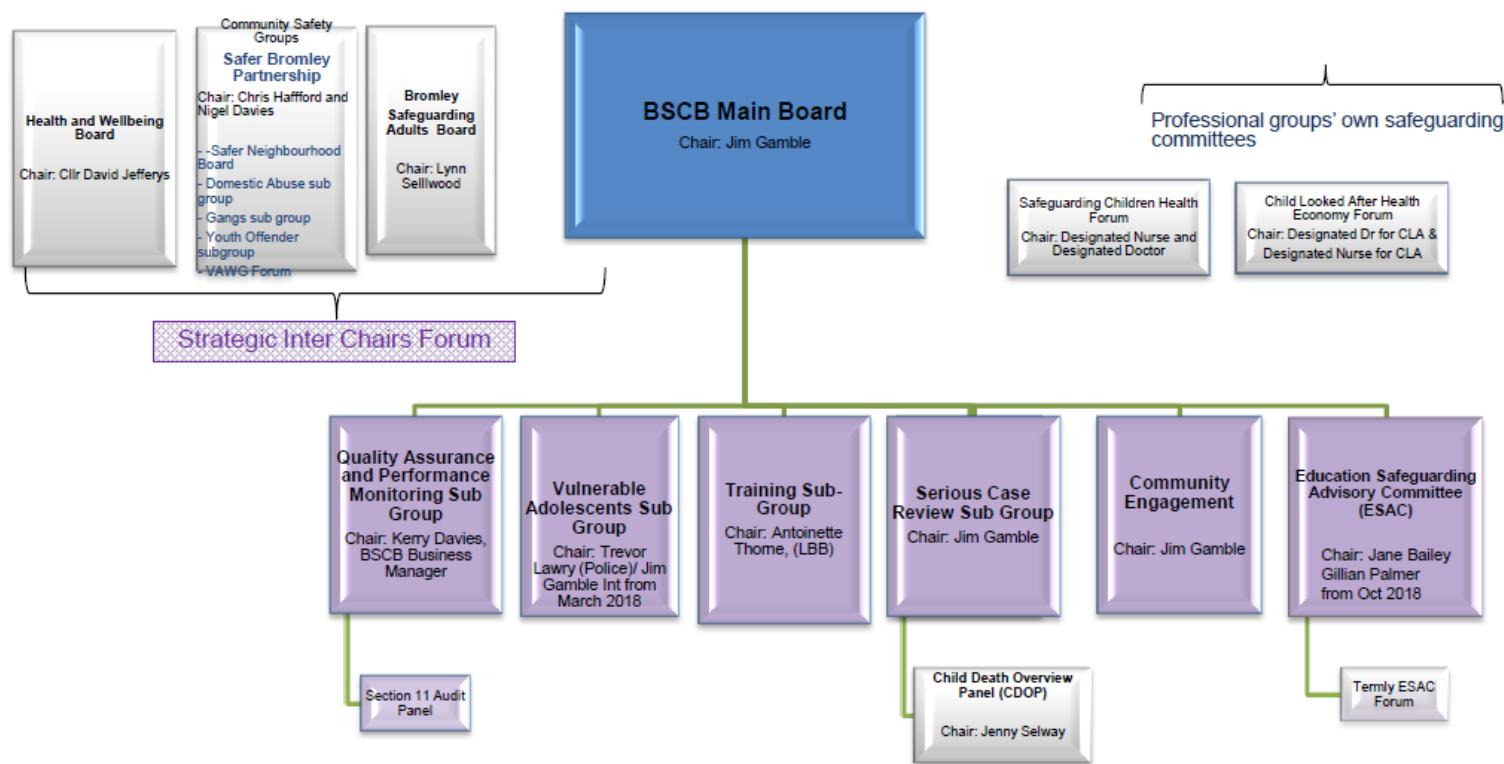
There were some fluctuations around attendance rates sometimes associated with changes of staff changes within agencies. Attendance rates remain subject to ongoing monitoring and agencies are robustly challenged if attendance decreases. This has been a key area of focus for the Chair. The attendance rates by agency for 2017-18 to the four main Board meetings are set out below.

The BSCB now regularly reviews performance through reference to its risk register, self-assessment process and partner agency updates submitted to each Board meeting. During 2017-18, key risks identified as having the potential to impact on the BSCB's ability to carry out its statutory objectives included restructuring of the Metropolitan Police and Probation services, the abolition of LSCBs via the Children and Social Work Act 2017 and the development of effective partner agency data sets.

	Attendance	Number of seats per organisation
Independent Chair	100%	1
London Borough of Bromley, Children's Social Care	100%	2
London Borough of Bromley, Education	100%	1
London Borough of Bromley, Youth Offending Service	100%	1
London Borough of Bromley, Public Health	100%	1
London Borough of Bromley, Chief Exec	50%	1
National Probation Service	100%	1
London Community Rehabilitation Company	0%	1
Lay Members	100%	2
Children & Family Court Advisory & Support Service	50%	1
Bromley Secondary School Representative	100%	1
NHS England	0%	1

Bromley Clinical Commissioning Group	100%	3
Bromley Portfolio Holder Care Services	25%	1
Kings College Hospital	75%	1
Metropolitan Police Service – Bromley Borough	75%	1
Metropolitan Police Service – Child Abuse Investigation Team	100%	1
Bromley Healthcare	50%	1
Oxleas NHS Trust	100%	1
Children & Family Voluntary Sector Forum	50%	1
Change, Grow, Live	100%	1

Bromley Safeguarding Children Board structure 2018



Updated May 2018

BSCB Sub Groups

BSCB Strategic Priority 3: Strong Leadership and Strong Partnership

Actions 2017-19: The BSCB and partners successfully deliver against the BSCB sub groups / working groups

The initial focus of the new Independent Chair has been to review and reconfigure BSCB governance, structure and sub groups. Below is an outline of each sub group, priorities and achievements over the last year.

Quality Assurance and Performance Monitoring Sub Group

The Quality Assurance and Performance Monitoring (QAPM) Sub Group is central to the effective functioning of the BSCB. The sub group met 4 times during 2017-18. The sub group is chaired by the BSCB Business Manager. The QAPM subgroup takes responsibility for monitoring standards in safeguarding arrangements and other operational aspects of local safeguarding. It checks how well single-agency safeguarding arrangements are working and is able to provide robust challenge to improve practice and outcomes for children and young people.

This year the work of the QAPM sub group included:

- A multi-agency re-audit of 18 CSE cases which were audited in 2015, as well as an audit of 5 newer CSE cases (referred Aug 2016 – Jan 2017)
- Scrutiny of Section 11 returns and ongoing monitoring of improvement through a S11 action plan
- Further revision of the BSCB performance management information dataset
- Quarterly scrutiny and challenge of performance information with challenge and follow up (included ‘triangulation’ meetings/visits)
- Challenge sessions on: FGM data; CSE ethnicity data; CQC’s Review of health services for Children Looked After and Safeguarding in Bromley; self-harm data, late bookers to maternity services; young people presenting to the Emergency Department following an overdose; IRO Annual Report; and Domestic Violence report.
- Scrutiny of single agency’s audits, inspection reports, deep dives and peer reviews
- Robust challenge of a tier 4 mental health provider’s performance
- Monitoring BSCB performance against the post Ofsted Improvement Plan and post YOS inspection Improvement Plan
- Roll out of a new Practitioner Survey in January 2018 which had 1200 responses from the children’s workforce in Bromley

Training Sub Group

The BSCB Training Sub Group met 3 times this year to evaluate the BSCB training provided and to agree the training programme for the following year. It is chaired by the Head of Workforce Development at LBB. This year it achieved the following:

- There was an increase in the number of attendees in face to face training sessions again this year. 1177 people attended a face to face training session, which was either formal and classroom based (714 people), or a more informal seminar/briefing (183) or a full day MAPE (Multi Agency Partnership Event) session (280).
- There was a good take up of BSCB e-learning for levels 1 and 2 with 1896 individuals completing courses. A wide range of staff complete e-learning.
- 964 people completed the Level 1 Safeguarding Children module this year compared to 279 two years ago. This is a significant improvement and continues to ensure the ‘safeguarding is everybody’s business’ directive is reaching a much broader audience. Participants included pharmacists, childcare staff, housing, adult services staff, healthcare assistants and those working as volunteers.
- BSCB ran a well-received Annual Conference on Empowering Communities with 131 attendees in November 2017. 70% of attendees who completed an evaluation scored it as extremely or very helpful/relevant to their job , with very knowledgeable speakers and a good mix of participants.

Vulnerable Adolescents Sub Group

The Vulnerable Adolescents Sub Group (VASG) has been in place since February 2017 and subsumed the Vulnerable Children Sub Group and post-Ofsted Working Group for CSE (child sexual exploitation), Missing and Gangs. Until October 2018 it was chaired by the Deputy Borough Commander of Bromley Borough Police. Following his departure to another role and significant restructuring of the Met Police, the Independent Chair of the BSCB now chairs the sub group in order to regain its focus. Its aim is to coordinate and ensure the effectiveness of the partnership's strategic response to adolescent vulnerability. The MASE reports to the VASG. During the year, the sub group has had a primary focus on ensuring robust and effective arrangements are in place for the following three priority areas of risk:

- Child Sexual Exploitation (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.

Over the year, the VSAG has:

- Published a [Vulnerable Adolescents Strategy](#)
- Undertaken stocktaking exercise for both CSE and Gangs by holding well-attended Round Table events
- Put in place a Gangs Working Group to develop a Gangs Protocol
- Published underpinning [protocols for CSE, Missing and Gang](#)
- Agreed a strategic multi agency problem profile for both victims and perpetrators in Bromley.

Going forward the VASG will widen its strategic remit to the wider range of associated vulnerabilities that young people in Bromley can be exposed to, such as Domestic Abuse, Special Educational Needs and Mental Health. VASG will be holding a Working Group in May 2018 to map:

- Identifying vulnerabilities
- Pathways to harm (knife crimes, gangs, etc)
- Interdiction/diversion strategies.

Serious Case Review Sub Group

The Serious Case Review (SCR) Sub Group is chaired by the Independent Chair of the BSCB and meets quarterly. In addition, extra-ordinary meetings are held when the unexpected death of a child requires further enquiry and cross-partner investigation. The purpose of the sub group is to: consider instances of significant harm to, or the death of a child that may meet the criteria set out in section 5 of the Local Safeguarding Children Boards Regulations; to agree how learning can best be captured, distilled and shared; to act as the core group when an SCR is initiated and to maintain critical oversight of action plans resulting from SCRs and learning reviews.

The Child Death Overview Panel (CDOP) now reports directly to the SCR Sub Group. The BSCB Business Manager attends CDOP meetings and all Rapid Response meetings for unexpected deaths of children in Bromley. CDOP and Rapid Response updates are a standing item of the SCR Sub Group.

During 2017/18, the SCR Sub Group:

- Worked jointly with Lambeth on an SCR regarding the murder of a five year old boy (learning will be published in 2018/19 annual report)
- Commissioned an SCR regarding the murder of a teenage girl in 2014 which was not considered for SCR at the time
- Commissioned two further SCRs relating to a teenage suicide and a case of child sexual abuse (learning will be published in 2018/19 annual report)
- Commissioned three Learning Reviews on the theme of links to gangs, cross borough working for children with disabilities and a suspected fictitious illness (learning will be published in 2018/19 annual report).

Community Engagement Sub Group

A new Community Engagement Sub Group has been in place since May 2017. The sub group provides a platform to listen, learn and reflect on the experiences and feedback from our children and young people, their families and carers. It will be responsible for the development and maintenance of the BSCB Communication Strategy, networking and surveying opportunities, reality checking, providing an opportunity to be heard and to challenge, capture impact and cascade strategies.

During the last year, the Sub Group has been responsible for commissioning and testing a Digital Footprint Survey. 967 primary school children (7-11 years), 1383 secondary school children and young people (11-18 years) and 872 parents with children in education from preschool to Year 13 were surveyed online from July – October 2017. The survey aimed to understand the online footprints of Bromley's children and young people and their exposure to potentially harmful content or behaviour. Detailed findings gauging parent/carers' awareness of their children's online behaviour and their ability to activate the correct safety measures were also included. A full report with recommendations and tools has been published on the [BSCB website](#). The follow up in 2018 will include the launch of a specific Safer Schools App to address issues highlighted by the survey.

Over the next year, the Independent Chair is refocussing the group to focus on specific issues in more depth. A series of 3 meetings per issue will take place where the voice of children and communities is heard, an issue defined, solutions sought from partners and impact monitored. Surgery sessions with the Independent Chair will also be set up.

Education Safeguarding Advisory Committee

The terms of reference and membership of this group have been revised to ensure that work is led by schools and settings to meet their needs. There is good representation across early years, primary, secondary special and independent sectors. To respond to our demanding work programme, ESAC now meets twice a term.

The purpose of ESAC is to:

- champion safeguarding across all education settings in Bromley, by promoting understanding of the need to safeguard the welfare of children;
- provide a communication channel between education settings and BSCB to share information and as a source of peer support in meeting safeguarding responsibilities;
- respond to and act on learning from serious case reviews and BSCB audits.

An ambitious work programme has been informed by the 2017 school safeguarding audits. We also heard from a headteacher leading a similar group in a neighbouring borough and learned from how they have tackled their local priorities. Over the coming year, the work programme will cover:

- Sharing resources
- Safe transitions between schools
- Model safeguarding policy /policies, endorsed by ESAC and BSCB, including a child friendly version
- Supervision for Designated Safeguarding Leads (DSL)
- Learning from serious case reviews
- Quality assurance through safeguarding audits
- Supporting implementation of revised KCSIE when published
- DBS checks for school governors, directors.

Health Economy Safeguarding Children Forum

The Health Economy Safeguarding Children Forum is chaired by the Bromley Clinical Commissioning Group (CCG) Head of Safeguarding / Designated Nurse. It provides a professional network for named safeguarding professionals (nurses and doctors) across the NHS and private sectors. The Forum helps support these professionals to link the work of Bromley CCG, BSCB and NHS England and informs their work plans, training, supervision and their Boards. This year:

- The Forum met bi-monthly through 2017/18. Membership includes safeguarding named professionals (nurses and doctors) and leads from across the NHS and private organisations.
- Presentations to the Forum included: Bromley Change, Grow, Live, the Children's Drug and Alcohol Service; Writing Individual Management Reviews Workshop setting the standards for serious case reviews and learning reviews.
- Forum members were tasked with reviewing their safeguarding related policies to ensure the following areas were included: 'Think Family', capturing 'the voice of the child', 'Was Not Brought', disseminating learning and changes to practice and the escalation process.

Financial Arrangements

A range of partner agencies continued to contribute to the BSCB's budget for 2017-18, in addition to providing a variety of resources, such as staff time, accommodation and IT for the BSCB Team, and free venues for meetings and training. Agency financial contributions totalled £129,014. This income together with prudent Reserves set aside last year ensured that the overall cost of running the BSCB was met.

Two health providers struggled to make the requested financial contributions to the BSCB this year due to unprecedented financial strains in their organisations. This was robustly challenged by the Independent Chair and both agencies committed to contributing the same amount as in 2016-17 with one agency additionally agreeing to pay the increased rate in 2018-19 which had been requested last year and refused.

A significant number of Serious Case Reviews and Learning Reviews were underway or agreed by the Independent Chair during 2017-18 so significant funds have been put in reserves for this purpose.

BROMLEY SAFEGUARDING CHILDREN'S BOARD 2017-18		£
INCOME		
2016-17 Carry forward (including SCR Reserves)		79,297
Bromley CCG		22,046
Oxleas NHS Trust		22,046
Bromley Healthcare CIC		10,530
Kings College Hospital NHS Trust		22,046
Metropolitan Police		5000
Bethlem And Maudsley Hospital School		615
CAFCASS		550
National Probation Service		800
Community Rehabilitation Company		1000

London Borough of Bromley	43,881
London Fire Brigade	500
Training income (including annual conference)	35,215
<i>Ringfenced money for Prevent training</i>	9830
<i>Ringfenced money for Child Death SPOC administration</i>	15,000
TOTAL INCOME	268,356

EXPENDITURE

BSCB SALARIES, including independent Chair, lay members expenses and temp BSCB Auditor	169,155
TRAINING COSTS, including e-learning and annual conference	34,398
SCR/Learning Review COSTS	18,394
OTHER costs, including general office expenses, venue hire	497
SCR Reserves (£40k) and Other Reserves for ringfenced activity (£5330) for 2018-19	45,330
TOTAL EXPENDITURE	267,774

As part of its Corporate Social Responsibility (CSR) programme, Ineqe Group Ltd funded the analysis of the Digital Footprint Survey, production of Take Five videos and some free training. As a leader in its field, Ineqe continues to support the BSCB in its programme of work focussing on safeguarding and technology and social media.

Going forward, it is essential that the BSCB receives adequate resources at the beginning of the financial year in order to effectively plan its work and achieve its priority objectives.

COMMUNICATION

Significant work has been undertaken by the BSCB in developing its digital ability to communicate with all stakeholders. A new website has been central to this work, alongside the creation of a Twitter account.

THE BSCB WEBSITE www.bromleysafeguarding.org/

The BSCB website includes separate sections for people working with children, for parents and carers, and for children and young people. Issues including CSE, E-Safety, Gangs, Harmful Cultural Practices, Radicalisation, Emotional Health and Wellbeing; Domestic Abuse, Bullying, Substance and Alcohol Misuse and Sexual Health have their own sections of the website with advice, signposting to resources, tips and information tailored to the specific audience.

There are specific pages for young carers, children in care, licensed premises, and educational establishments. We now have videos embedded, a News section to promote our surveys and new products and a live Twitter feed. The BSCB multi-agency training programme is accessed through the website and the Training and Resources section is a rich source of learning from audits, reviews and partnership events.

TWITTER @BromleyLSCB

BSCB's Twitter account was launched in January 2017 and has been steadily increasing its number of followers. BSCB uses Twitter to share information about local and national safeguarding campaigns and promote local learning events and BSCB products to the children's workforce in Bromley as well as children, young people and families in the Borough. BSCB has supported the following campaigns through Twitter and our website this year: Safer Internet Day, E-Safety, CSE Day and ongoing CSE awareness; domestic violence; Lullaby Trust's safer sleeping; NSPCC's 'Talk PANTS' and Preventing Child Sexual Abuse; Forced Marriage Unit campaign; Private Fostering Week; DfE's second Tackle Child Abuse campaign; various FGM campaigns; good mental health campaigns; and drowning prevention following a child death in a neighbouring borough.

SAFEGUARDING CONTEXT IN BROMLEY

Bromley Demographics Snapshot

- Approximately 80,000 children and young people are under 18. Of these, around 21,000 are aged less than five years.
- 0-18 year olds make up 24% of the total population in Bromley
- Bromley's largest ethnic group is white British. Our other ethnic groups are Black African (7%), White and Black Caribbean (3%) and Black Caribbean (3%). Other White group, which include Gypsy or Irish Travellers, is 6%. Although only around 19% of Bromley's population are from BAME, for our school population the percentage of BAME is much higher at 35%.
- The level of child poverty is better than the England average with 15.5% of children aged under 16 years living in poverty.

The children and young people JSNA 2018 was published in July 2018 shortly after this report was prepared:

https://www.bromley.gov.uk/downloads/download/904/children_and_youth_person_joint_strategic_needs_assessment_jsna

Bromley Safeguarding Information

MASH Enquiries and Referrals

The number of monthly MASH enquiries received during 2017-18 has fluctuated throughout the year peaking at a natural high of 814 in November 2017. The three biggest sources of enquiries to the MASH in this period were:

- Police - 46%
- Health - 16%
- Schools - 13%

26% of all children with MASH enquiries in 2017-18 were referred to Children's Social Care (CSC) for an assessment. This conversion rate is lower than 2016-17; largely due to a the Threshold document being launched and partners having an understanding of services within the Local Authority. The highest conversion happened in June 2017 (35%); with the lowest (20%) in October 2017.

In November 2017, the MASH team ensured that they were following the Pan London MASH protocols which improved the robustness around timescales. Child protection concerns are always passed straight to the Referral and Assessment Service (RAS) where checks are carried out with the Child Abuse Investigation Team (CAIT) as part of the S47 process.

Social Work Assessments

In 2017-18, 2476 Social Work Assessments (SWAs) were completed; compared to 2703 in 2016-17. 88% of SWAs were completed within 45 days, which exceeds the previous year's outturn of 67% and our annual 2017-18 target of 87%. The 3 most common factors identified at SWA were:

- Domestic Abuse (of parent/carer)
- Emotional Abuse (of parent/carer)
- Mental Health (of parent/carer)

Children in Need

A child in need is defined under the Children Act 1989 as a child who is unlikely to reach or maintain a satisfactory level of health or development, or their health or development will be significantly impaired, without the provision of services, or where the child is disabled.

The Department for Education Child in Need Census includes all children referred to CSC and any that are currently open cases, except cases where children have reached successful permanence and are being monitored for funding purposes.

Locally, our Child in Need cohort is those children who have been assessed as being in need by a completed Social Work Assessment (excluding Children Looked After, Care Leavers, Child Protection and Private Fostering). Children with a disability are categorised into further subcategories of Child in Need.

In 2017/18, 4271 children were open to Children's Social Care at some point. At 31st March there were 1862 children in need. This is 250 per 10,000 children in the Bromley population, and below the 2016/17 national average of 330 per 10,000.

The total number of children assessed to be in need has fluctuated this year but has generally increased as the number of children subject to a Child Protection Plan has reduced. The Disabled Children Team Child in Need numbers have not greatly fluctuated month-on-month.

Section 47 Investigations and Initial Conferences

1280 Strategy Discussions were held in 2017-18 and 1023 Section 47 enquiries commenced. This is over 20% less than in 2016-17 and expected for this stage of our improvement journey.

382 children were the subject of Initial Child Protection Conferences (ICPC) in 2017-18. This is a 23% decrease from 2016-17. The average monthly number for 2016-17 was 32, ranging from the lowest number of 21 in May and the highest of 50 in July. Per 10,000 children in Bromley, 55 children had an ICPC, a decrease from 71 last year, and below the national average of 65.

74% of ICPCs have resulted in the child becoming subject to a Child Protection Plan in 2017-18, compared to 41% nationally.

81% of ICPCs were conducted within 15 days of S47. This is lower than the previous year's outturn but above the national average.

Children Subject to a Child Protection Plan

There were 222 children subject to a child protection plan. This represents 30 per 10,000 population and is below the national average rate of 43. This marks the lowest Bromley rate since the end of 2012-13. The number of children subject to a CPP in Bromley has reduced by 1/3 since this time last year.

There are no longer any 'multiple' categories of abuse for children subject to a child protection plan. The highest category of abuse for Child Protection Plans is Neglect (119, 54%); followed by Emotional Abuse (85, 38%).

In 2017-18, 15 children have ceased to be subject to a Child Protection Plan that was longer than 2 years (there were none in the second half of the year). This is an improvement on the previous year and brings Bromley in line with the 2016-17 national average of 3.8%.

55 children (19.5%) were subject to a Child Protection Plan for a second or subsequent time in 2017-18. This is slightly higher than the national average of 17.9%. Again this change would be in line with our improvement plan and practice improvement

The recording and reporting of visits changed in March 2017. One year on, managers are using weekly and monthly data reports to ensure that all children are seen every 10 days and visits are written up within 48 hours. The monthly data shows that this is now significantly improved.

Children Looked After

At the end of March 2018, there were 310 Children Looked After (CLA). This increased by 22 since the end of 2016-17. This amounts to 42 per 10,000 population and is significantly below the national average rate of 62 per 10,000.

54% of the CLA cases were held in the CLA team and 18% in the Leaving Care Team (LCT). The remaining children were spread across 4 other Children's Social Care teams.

At 31st March 2018, 23% of children were looked after under Section 20, this is 8% lower than last year as there are now more children with Full Care Orders. Bromley has reviewed all S20 children to consider the direction from the President of the Family Court to confirm the appropriateness of S20 and the proportionality of decisions.

35 (11%) children were in 3 or more placements during 2017-18. This is an improved position from 2016-17 and above the national average of 10%. 65% of Children Looked After under the age of 16 have been in care for 2.5 years and in the same placement for 2 years. This is an improved position but slightly below the National average of 68%.

At 31st March 2018, 72% of CLA were in foster placements. Of these:

- 48% with in-house carers
- 35% with IFAs
- 17% in connected persons placements
- 18% in residential placements
- 3% in independent living
- 4% in adoptive placements
- 3% placed at home

23% of children are placed outside of Bromley and more than 20 miles from where they used to live. This is above the national average of 16% but is due to the complexity of young people and the need for them to outside the borough due to safety issues.

Of the 61 care leavers aged 17 and 18, 59 were in touch, and of this 59, 93% were in suitable accommodation. 65% were in EET.

The outturns for 19-21 year old care leavers are below the national average. 19% of the 155 care leavers were no longer in touch on their birthday compared to 10% nationally. 75% were in suitable accommodation, compared to 84% nationally. 46% were in EET; just below the 50% national average.

Bromley CCG is now notified of CLA who are placed in borough by other Local authorities and receives regular notification of CLA placed by Bromley in other boroughs. The LAC Health Forum enables partner agencies who work with CLA to work more effectively and share each other's knowledge and information, providing better joined up support for young people. Recruitment of the new Designated Nurse for CLA ensures a seamless handover and continuity of care. The GP training, an interactive session about CLA, was well received by participants and feedback was positive. Ongoing supervision of the Named Nurse has led to improved communication and better understanding of the role.

- Quarter 1 and 2 presented together: 100% of initial health assessments for under 5's were completed within statutory timeframe. 68% of initial health assessments for over 5's were completed within the timeframe. 100% of review health assessments for all children completed within timeframe.
- Quarter 3 data: 100% of Initial Health Assessments (IHA's) for all children were completed within the statutory timeframe... For Review Health Assessments, 84% of under 5's and 95% over 5's were seen within the timescale.
- Quarter 4 data: 100% of initial health assessments for under 5's and 97% of over 5's were seen within statutory timeframe. For Review Health Assessments, 80% for under 5's and 90.2% for over 5's.

Adoption

14 children were adopted from care in 2017-18. This is 10% of children ceasing to be looked after - slightly below last year (11%) and lower than the national average of 14%.

22 children have been newly placed for adoption in the year. This is a significant improvement on just 8 in 2016-17. At the end of 2017-18 there were 13 children placed for adoption and a further 9 had had an ADM decision for adoption and were waiting to be placed.

11 CLA (7.5%) ceased to be looked after due to a Special Guardianship Order in 2017-18. This is less than half of the number from 2016-17 and below the national average of 12%.

The average number of days between a child entering care and moving in with an adoptive family in 2017-18 was 449. This is longer than the national threshold of 426 days.

The average number of days between Bromley receiving court authority to place a child, and matching the child with an adoptive family, was 142 days in 2017-18. This is longer than the national threshold of 121 days. The 3-year average is also above this at 169 days.

The percentage of children waiting less than 14 months between entering care and moving in with their adoptive family was sustained at 44%; slightly below the national average of 47%.

The published scorecard looks at data over the last 3 years and will continue to be affected by the long adoption timeframe of a 15 year old in 2015-16.

Fostering Households

At the end of 2017-18, there were 117 approved foster carer households (including respite and connected persons). This is an increase from 112 at the end of 2016-17. There have been 14 newly approved mainstream foster carer households this year with a further 12 in the pipeline and 12 newly-approved connected person households.

Youth Offending

The Youth Offending Service (YOS) supports children and young people aged 10 to 17 entering the criminal justice system for the first time or as a repeat offender. The YOS aims to reduce and prevent offending amongst children and young people to improve outcomes away from crime. Caseloads have increased by 40% since April 2017. YOS has experienced an increase in Out-of-Court Disposals and Pre-Court Interventions as a result of low-level offending. The YOS reports quarterly on 3 main key national indicators

- **Custodial Sentences**

Despite the increase in the number of active cases, only one young person was sentenced to custody during the month of March 2018. There has also been reduction in high gravity offending. Custodial sentences are currently low. On average, one young person is sentenced to custody a month since April 2017. Custodial sentences have reduced annually by 14%.

- **First Time Entrants**

The number of first time entrants has increased annually in comparison with the previous year. There has been an increase in first time entrants entering the criminal justice system for knife-related crime. Knife-related crimes are not eligible for a Triage intervention which prevents the opportunity for a young person to be diverted away from entering the criminal justice system. 30% of first time entrants for March 2018 were knife-related crimes. This is a 3% reduction since February 2018.

- **Reducing Re-offending**

The following narrative is based on 2017-18 local live tracking information and data rather than national data (the national data set tracks young people for 12 months and verifies that data via the Ministry of Justice; taking 18-24 months for the data to be published. The last published national dataset relates to the period 2014-2016).

Therefore, for the purposes of this 2017-18 Annual Report, the local live tracking information and data for Bromley young people will be used.

In Bromley, 166 young people who were sentenced or received a youth caution between April 2017 and March 2018. Of the 166 young people in the offending cohort, 47 re-offended (28%). The 47 who re-offended committed 141 offences between them a frequency rate of 0.85%.

Although the April 2017 to March 2018 cohort still needs to be tracked until March 2019, the YOS have achieved a 19% reduction in the number who re-offended. However, due to the number of prolific offenders within the cohort, the number of offences committed (141) by those who have re-offended has increased by 18% in comparison with the previous year.

Of the 47 who re-offended, 11 are prolific offenders who have committed 4 or more offences to date. The YOS are targeting these individuals with enhanced interventions aimed at reducing further offending through constructive activities, group work and 1-2-1 supervision.

YOS are working jointly with multi-agency partners to better understand and respond to offending in Bromley. This continued partnership approach will enable increased opportunities to enhance our preventative offer as well as better utilising the existing early help provision in the borough; all of which will impact on better outcomes for this group of young people.

Re-offending Live Tracker	2015-16	2016-17	2017-18*	% Diff
Numbers in the Cohort	196	166	166	0%
Numbers who Re-offended	77	58	47	-19%
Number of Offences	169	110	141	18%
% of Re-offenders (Binary Rate)	39%	35%	28%	-7%
% of Offences (Frequency Rate)	0.86	0.66	0.85	28%
Re-offences per re-offenders	2.19	1.90	3.00	58%

Note: 2017-18 Cohort to be tracked to the end of March 2019 (full year not complete)

The YOS also reports against local indicators including the following:

- Suitable Education, Employment & Training

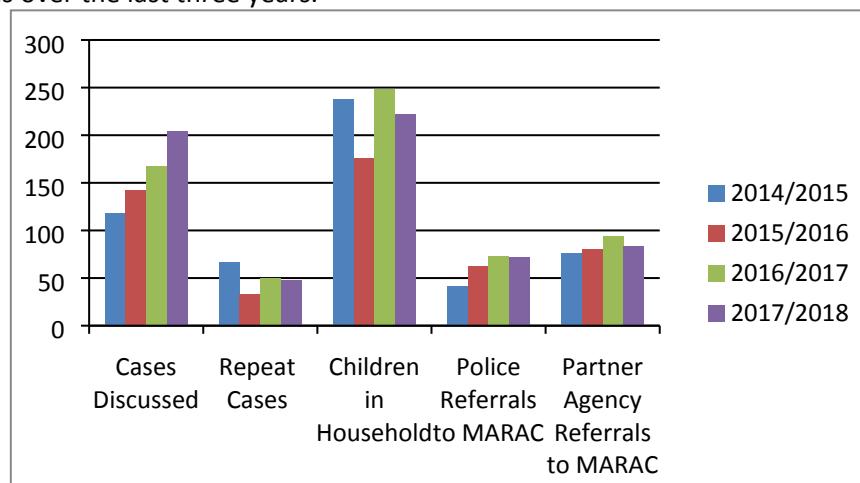
The proportion of young people who are actively engaged in education, training or employment is counted as at least 25 hours and, for those above statutory school age, at least 16 hours. Of the 21 interventions ending during March 2018, 6 young people were NEET at the end of their order. All of these NEET young people are above school age and were referred to the 16+ education officer.

Domestic Violence and Abuse

Ensuring a robust and effective multi agency response to Domestic Violence and abuse is a priority for BSCB and other partnerships in Bromley. Domestic violence is one of the key themes of Safer Bromley Partnership's Strategic Assessment Report around keeping victims and their families safe and holding perpetrators to account. Further detail on the progress made is set out later in this report.

The Multi-Agency Risk Assessment Conference (MARAC) is a process which aims to allow statutory and voluntary agencies to give a consistent and structured response to managing the risk in cases of Domestic Abuse. During 2017/18, 204 cases were discussed at MARAC which follows the trajectory of year on year increase seen over the last three years. There were 222 children in the households of these cases. Referrals were made to MARAC from the police, IDVA, social care, education, health services, mental health services, probation and the voluntary sector.

The table below sets out MARAC referrals over the last three years.



Elective Home Education

As of July 2017, 232 children were registered as receiving elective home education (EHE) compared with 122 in 2011/12, 139 in 2012/2013; 146 in 2013/2014, 178 in 2014/2015 and 212 in 2015/2016. There continues to be a steady year on year increase. This is not confined to Bromley, but seen as a

national trend. It is recognised that this number is fluid with families returning to mainstream education during the academic year. Bromley has a high point of engagement between the education advisor and EHE families, with 89% success with 1:1 face to face visits.

It should be noted that these figures are based on academic years as opposed to financial years. As of 29th March 2018 there are 268 families recorded as EHE.

Clear systems of escalation for non-engagement are embedded. The main reasons given for EHE remain consistent year on year with the greatest reason of philosophical preference, accounting for 26% of declarations compared to 27% the previous year; followed by bullying and anxiety issues accounting for 17% of declarations compared to 18% the previous year and 16% of declarations linked with dissatisfaction with the school. This cohort has seen a rise of 6% compared with previous years data. It should be noted that the gender split of students declaring EHE remains balanced.

The ethnic breakdown of students appears to be representative of the demographic mix of the population of Bromley. Of the 232 families that declared EHE 189 disclosed and had a record of their ethnicity with 69.3 % of EHE declarations coming from a white British background compared to the previous year of 56% and 30.6% from a minority ethnic background compared to 19% the previous year. Whilst this split appears to be representative of the demographic student population of Bromley (63% of 49371 student population coming from a white British background and 34.87% coming from a minority ethnic background), it should be noted that in real terms there was an increase in declarations from those of a minority ethnic background and in particular from the traveller community which comprised of 18% of the total ethnic minority and 8.3% of the total ethnic declarations

A clear protocol exists between Bromley CSC and the Education Welfare Service to manage EHE arrangements. These arrangements remain subject to on-going and robust scrutiny by Senior Leadership Team and Portfolio holders.

Private Fostering

A private fostering (PF) arrangement is where a child under the age of 16 (18 if disabled) is cared for by a person other than their parent, person with parental responsibility or a close relative for 28 days or more. BSCB monitors the arrangements in place for privately fostered children in Bromley. The QA & PM sub group considers the quarterly data on private fostering and the BSCB receives the local authority (LA) annual report to scrutinise the arrangements the LA has in place to discharge its duties in relation to PF. Progress in 2017/18 has included regular scrutiny of progress by the BSCB helping to put in place new processes and systems to prevent drift and delay. Bromley Annual Private Fostering Report 2017/18 provides a full analysis of Private Fostering activity.

The Private Fostering process changed on the 1st of April 2018. The previous current process of notifications was that all notifications went through the MASH Service, then Referral and Assessment Service carrying out Regulation 7 visit, Regulation 4 assessments and Regulation 8 visits until the case was

transferred to Private Fostering. The Private Fostering Team only accepted the case following a positive suitability assessment of the private fostering arrangement and assurances that there are no safeguarding concerns.

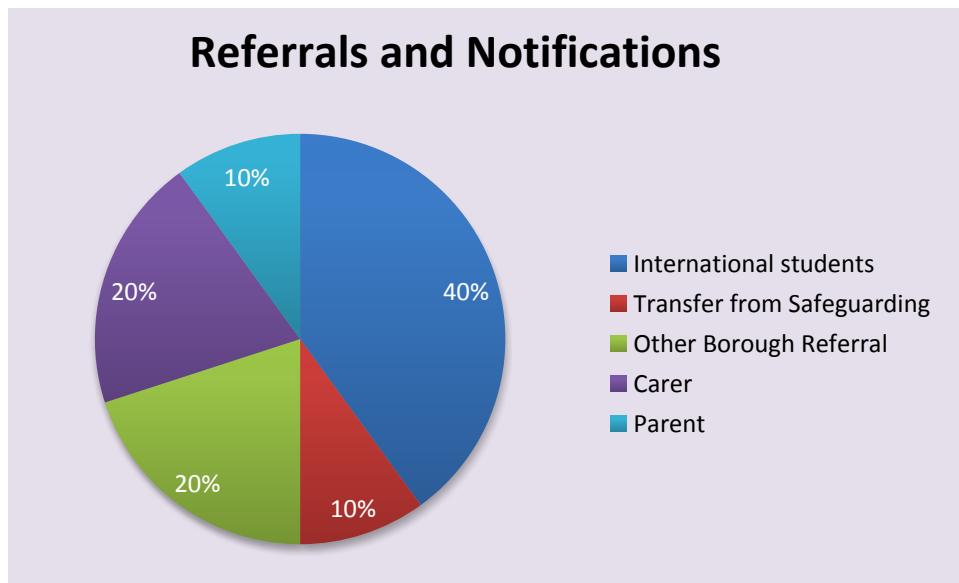
As from the 1st April 2018 we have streamlined the process; although the notifications will continue to go through the MASH they will now transfer the cases directly to Private Fostering as opposed to Referral and Assessment Service. This means the regulation 7, 4 and 8 will now be carried out and completed by the lead officer for private fostering addressing the issues of drift and delay and adding consistency of social worker to the children and young people in these arrangements.

In the financial year 2017 to 2018 there were 10 notifications for Private fostering arrangements.

Referrals and Notifications

International students	4
Other Borough Referral	2
Carer	2
Parent	1
Transfer from Safeguarding	1

Total number of notifications for the period 01/04/2017 to 31/03/2018 is 10.



In this financial year the BSCB has developed and launched a Private Fostering App which we have promoted to professionals and partner agencies, as well as on posters. The aim is for every social worker in Bromley to have the app on their mobile. We have also developed Welcome Packs for carers, parents and children, with essential information about the service including the complaint procedure. We are in the process of developing a booklet for professionals about private fostering which will be rolled out in May 2018. In addition Private Fostering posters and App have been featured in newsletters, circulars including Bromley spotlight. We are also advertising the Private Fostering App on 3 different Petrol stations across Bromley.

The lead officer has presented Private Fostering training for professionals as part of Learning and Development sessions, as well as presentations to various team meetings across children services, Bromley CCG and at the Bromley Safeguarding Children Board Annual conference. Our aim is to make Private Fostering Training part of Learning and Development mandatory training for social workers and other children's safeguarding officers in Bromley.

Young Carers

Young carers are young people who care for a family member who is affected by a long term illness, disability, mental health issue, alcohol or substance misuse or HIV. Carers Bromley's Young Carers Service supports young carers aged 4 - 18 years.

Carers Bromley is in contact with over 1,000 young carers living in the London Borough of Bromley.

SEND (Special and Educational Needs)

As at January 2018, there were 50,869 children and young people aged 0-19 attending Bromley state funded schools. Of this cohort, 5,927 (11.7%) are receiving SEN Support (primary age 12.4% and secondary age 10.6%). There are 1,848 children and young people for whom Bromley maintain Education Health and Care (EHC) Plans or Statements of SEN. The school census indicates that 1,498 children are eligible for free school meals, 779 speak English as an additional language and 78 identified as being from the traveller population:

	Travellers	EAL	Free School Meals
SEN Support	72	619	1,107
EHC Plan / Statement of SEN	6	160	391
	78	779	1,498

Data source: January school census 2018

Bromley schools have a higher percentage than outer London or national of pupils with

- Specific learning difficulties
- Severe learning difficulties
- Social, emotional and mental health needs
- Hearing impairment
- Autistic spectrum disorder.

Bromley schools have a lower percentage than outer London or national of pupils with

- Moderate learning difficulties
- Multi-sensory impairment
- Profound and multiple learning difficulties.

The number of children with a disability who are known to Children's Social Care was 441 in March 2018, an increase from 395 in September. The increase is partially due to the promotion of short breaks and the introduction of the Short Breaks Online Assessment. Short breaks provide opportunities for disabled children and young people to have enjoyable social experiences as well as providing a valuable break for their parents or carers. Short breaks can enhance social development and reduce social isolation and can include day, evening, overnight or weekend activities and take place in the child's own home, the home of a carer, a residential or community setting.

During 2017 and into 2018, Bromley is undertaking a root and branch review of arrangements for SEN/D to examine how we:

- Organise ourselves in order to meet the needs of our children and young people who have SEN/D
- Spend our resources
- Understand and know what strengths and challenges exist in the borough and what families think of the current arrangements
- Improve the arrangements for children and young people who have SEN/D.

Throughout the review, parents reported that, based on their experience, Bromley needs a more graduated range of support and provision that is offered consistently to children, young people and their families across education, health and care providers in the borough.

The vision in Bromley is to work in partnership across the local area to ensure a well-planned continuum of provision from birth to age 25 that meets the needs of children and young people who have SEN/D and their families.

Children with Disabilities

In April 2018, there were 367 children known to the Disabled Children's Team within Children's Social Care. Historically there was a significant increase in cases open to the team (which includes the provision of short breaks), following the legacy of 'Aiming High for Disabled Children' starting from 2008/9 to 2010/11 where children with a lower level of disability were accepted into the service. Since 2011, many of these children have been closed as no longer needing a service, or reaching 18 years of age.

In the past 12 months we have started to increase again in cases open to the Disabled Children's Team, with the implementation of the on-line assessment which has supported easier access to services but also a closer level of monitoring. It is also recognised that advances in medical technology has resulted in children who might not have previously survived a premature birth, now surviving, some of which have a severe/profound disability requiring services from the Disabled Children's Team.

The Disabled Children's team now complete their own strategy discussions and subsequent Section 47 enquiries / Child Protection Conferences if applicable. This has strengthened the safeguarding of disabled children; having practitioners with knowledge of the child, family, and the child's communication needs does aid in making appropriate decisions to safeguard the child, whilst also recognising the pressures of caring for such a child.

The Disabled Children's Team has also taken the lead on many court cases, including considering the appropriateness of the long term use of Section 20, as well as taking the necessary action to safeguard vulnerable disabled children. This ownership of the child's situation has improved the skills of practitioners and consistency of support for disabled children. The strengthening of management structures, legal support and monitoring panels has aided in ensuring that care planning is timely and outcome focussed.

Children's Mental Health

Bromley has a single point of access for children and young people experiencing emotional or mental health issues. This is provided by the Community Wellbeing Service (Bromley Y). Specialist Child and Adolescent Mental Health Services (CAMHS) is provided by Oxleas NHS Foundation Trust in Bromley. It is based at two sites – Stepping Stones House and Phoenix Centre.

The number of children and young people seen by Oxleas NHS Foundation Trust (CAMHS) in 2017/2018 was 1050 (1148 in 2016/17).

Prevalence data on attempted suicide this year led to the Designated Safeguarding Professionals requesting a ‘deep dive’ which involved the Oxleas CAMHS and the Emergency Department at King’s College Hospital NHS Foundation Trust to understand the profile and context for young people admitted to the emergency department at PRUH following attempted suicide.

At the BSCB Board meeting in December 2017, the Board scrutinised mental health support in schools and the CAMHS transformation plan 2016-20. The Board noted a concern by schools regarding self harm and also noted the most common reason for young people being referred to the Community Wellbeing Service as Anxiety followed by Changes in Mood. There was considerable variability in rates between schools but no overall geographical pattern or obvious link to deprivation.

Kent House Hospital is a 20 bed Tier 4 low secure hospital for young people aged 12 – 18 years with mental health needs requiring a low secure environment. Over the past few years, due to mixed findings from CQC Inspections and frequent changes of ownership, BSCB has been maintaining oversight of the safeguarding arrangements. Following a Care Quality Commission Inspection (October 2016) that highlighted a small number of areas that needed strengthening, BSCB members have continued to meet with NHS England, who commission the service. NHS England then submitted a deep dive report to the BSCB in March 2017 to test out improvements.

BSCB Challenge: Insufficient evidence to show that Kent House Hospital had improved patient safety

Action: Independent Chair, BSCB Manager and Designated Nurse for Safeguarding conducted a triangulation visit in November 2017. BSCB were reassured by revised policies and practice, new DBS procedures and training as well as evidence provided by the Local Authority Designated Officer (LADO). Practitioners and young people were spoken to as part of the visit and all areas of the site were seen.

A new Safeguarding Children Advisor post was created in direct response to the transition of the 0 – 4 children’s (Health Visiting) service to Oxleas NHS Foundation Trust in October 2018. The Trust also launched the Safeguarding Children RiO (electronic) forms in adult and children’s service. The form is designed to both support safeguarding practice and to assist reporting an agreed dataset. Oxleas made a total of 46 referrals to Bromley Children’s Social Care this year. Oxleas has improved its processes for monitoring referrals; the expectation that the referring clinician is responsible for recording the receipt and outcome of their referral helps to ensure timely escalation of cases if necessary.

In October 2017 Bromley CCG launched a year-long co-production programme (designed and produced by young people and statutory organisations) to test out the outcomes of earlier work and produce a model of service delivery for emotional and mental wellbeing for children and young. The New Economics Foundation (NEF) has demonstrated that young people want more focus on support and early intervention to reduce the risk of them going into crisis. Over 40 different meetings were held with partner organisations including schools, faith groups, after school clubs and homework clubs to test out the NEF findings. A survey was also sent out to schools in Bromley to ask young people about their emotional wellbeing. Almost 1,500 young people responded. Feedback mirrored the earlier NEF findings, which has strengthened the case for a focus on early intervention. In January 2018, a stakeholder event was held to discuss the programme, consider how outcomes could be delivered and get a system wide commitment to co-production, followed by three community meetings. In 2018 the project will continue as the community in Bromley continues to co-design approaches and models of care to meet the emotional and mental wellbeing needs of young people.

BSCB Challenge: Concern for young people with severe mental health issues being accommodated in the Princess Royal University Hospital (PRUH) Emergency Department until a Tier 4 in-patient CAMHS bed became available.

Action: The Independent Chair and BSCB Manager conducted a triangulation visit at the PRUH and was reassured of the context for keeping the young person in a secure and separate area within ED to best suit their needs until a specialist Tier 4 bed became available. Staff were interviewed from a range of grades and the accommodation itself was inspected.

MAPPA

The Criminal Justice Act 2003 provided for the establishment of Multi-Agency Public Protection Arrangements (MAPPA) in England and Wales. These are designed to protect the public from serious harm by sexual and violent offenders. They require the local criminal justice agencies and other bodies dealing with offenders to work together in partnership in dealing with these offenders. The Police, Prison and Probation Services (Responsible Authority) has a duty to ensure that the risks posed by specified sexual and violent offenders are assessed and managed appropriately. Other bodies have a duty to co-operate with the Responsible Authority in this task. Duty to Co-operate agencies are YOS, Ministers of the Crown eg Job Centre Plus, local education authority, local housing authority, local social services authority, local health authority, Primary Care trust, NHS Trust, providers of electronic monitoring and the UK Border Agency.

As at April 2018, there are 186 Category 1 (Registered Sex Offender's) and 87 Category 2 (Violent Offenders) in the community in Bromley subject to MAPPA scrutiny.

Alcohol and Substance Misuse

This year, the BSCB has updated its multi agency protocol for [Safeguarding Children and Young People Living with Parental Substance Misuse](#).

In 2017/2018, the Change Grow Live (CGL) Bromley Changes service received a total of 208 referrals which is an increase on from the previous years. This shows that the service is slowly becoming more established within the borough of Bromley. Bromley Changes were also able to engage with over 4,500 students in the same year by providing drugs and alcohol workshops and assemblies across both primary and secondary schools. The service has highlighted that there is a need for pieces of work around hidden harm to help support young people whose lives are affected by their parents / carer's substance misuse. Therefore the service is now engaging with primary schools by facilitating drug and alcohol awareness workshops with Year 6. Bromley Changes facilitated three group based intervention programmes in schools with individuals where substance misuse had been identified. Bromley Changes introduced a Transitional Protocol whereby an agreement was set up between both the service and the adult service (Bromley Drugs and Alcohol Service) where it has been agreed that Bromley Changes will do some early intervention for young adults aged between the years of 19-21. This would be followed up by transitioning them over to the adult service.

Within Bromley we have designated safeguarding leads for both BDAS (adults) and Bromley Changes (children). The Service Manager is a member of the BSCB and also the Training Sub Group. In October 2017 CGL Bromley Changes participated in the CQC audit for Looked After Children where positive feedback was given, for instance with regard to how Bromley Changes works effectively with schools. Satellite sessions are held in various schools across the borough, delivering "drop in" clinics and hosting sessions on health promotion and preventative work often through school assemblies. In particular the school "drop ins" have been effective in engaging young people with the service and in one school, 23 young people signed up for a group programme, demonstrating evidence of good engagement.

In 2017 Bromley Change conducted 45 safeguarding interventions and recorded 82 reviews.

Mental Health

Guidance for adult mental health services on making a referral to Children's Social Care was developed and launched by Oxleas NHS Foundation Trust early in the year. Oxleas continues to embed a 'Think Child, Think Parent, Think Family' approach in adult services. The safeguarding children adult mental health specialist has increased the number of 'drop ins' for in patient and community settings. These offer practitioners an opportunity for case discussion or can be used for ad hoc safeguarding children updates.

The CQC Review of Looked After Children found the 'Think Family' approach well embedded at Oxleas. Oxleas perinatal team have now been given access to care records at Kings College Hospital where women have been identified with significant mental health issues.

Trading Standards

A key priority for Trading Standards is to contribute to the safety and wellbeing of young people in Bromley. A specific programme of advice, education and enforcement is carried out every year in order to ensure local businesses who sell age restricted products are not selling to under age children. By restricting access to alcohol, tobacco, e-cigarettes, fireworks and knives to young people we can support healthier lifestyles as well as keep young people and the communities they live in, safe from anti-social behaviour and crime.

The London Knife Crime Strategy, published by the Mayor of London in June 2017 set out a number of recommendations in response to increasing knife crime with injury cases. They included the implementation of responsible retailers agreements, and test purchasing by trading standards to identify those businesses willing to sell knives to young people. Throughout June, July and August visits were made to small retailers who sold knives and bladed articles and encouraged them to sign up to the Bromley responsible retailer scheme known as Bladesafe. Around 20 of these businesses agreed to sign the agreement, receiving an information pack and window sticker. These visits were followed up with test purchase attempts by an 18 year old to test the diligence of the business, who agreed to a Challenge 25 policy as part of the Bladesafe agreement. A further test purchase by an underage police cadet working with trading standards was carried out and none of the Bladesafe businesses sold.

Between April 2017 and March 2018 the service carried out 63 business advice visits at high risk premises, providing guidance to retailers on their obligations around selling age restricted products to children, in particular tobacco, alcohol, fireworks and e-cigarettes. Test purchase attempts using an 18 year volunteer provided evidence to justify further under age test purchasing with two 15 year old police cadets working with trading standards. There were 10 illegal sales of alcohol, tobacco and fireworks which have been dealt with by way of prosecution, alcohol licence reviews, simple cautions and written warnings. This compares to 26 sales the previous year with a similar number of lead in visits.

PROGRESS IN BROMLEY

Early Help

BSCB Strategic Priority 2: Early Help and Early Intervention.

Actions 2017-19: To evaluate the effectiveness of early help arrangements in Bromley

In December 2017, the Head of Service for the Early Intervention and Family Support Service (EIFS) presented to the BSCB and was challenged by partners about Early Help arrangements. As a result schools were sent full details of the Early Help offer and this will be added to the BSCB App for the whole children's workforce to be reminded about these invaluable resources. The Head of Service was also requested to attend a challenge session at QAPM in 2018 following scrutiny of the Early Intervention dataset.

EIFS comprises of the Bromley Children Project which includes Children and Family Centres, Family Support and Parenting under SureStart Children's Centres and the Tackling Troubled Families agendas, the Information Advice and Support Service, the Common Assessment Framework (CAF) Team, and the Family Contact Centres.

Under the Ofsted Inspection in April 2016, the service was described as offering good early help support. Since then, the service has strived to ensure continuous development, to enhance the recognised good practice and to keep pace with changes to practice standards across Children's Social Care where appropriate to early intervention.

Ofsted undertook a Monitoring Review Inspection visit for EIFS in March 2018. Ofsted reported that the previous good practice continued and that there had been improvements:

"The provision of early intervention services in Bromley is an area of strength. The Local Authority has prioritised and improved the range and quality of family support. This is effective and well established.....requests for help are quickly and effectively responded to and they are able to access a wide range of high-quality local services that are preventing the need for statutory services. This is a proportionate response to risk and is improving children's circumstances."

Children and young people in Bromley continue to have access to and benefit from a wide range of early help services that are focused on meeting the diverse needs of local communities. Increasing the number of children and their families taking up early help services has remained a priority for BSCB. The number of step-downs from statutory social care has remained consistently high - in line with last year's record high.

The Prevention and Early Intervention Strategy has a focus on ensuring the right help is provided at the right time and in the right place.

BSCB Challenge: Thresholds are not clearly understood across the partnership

Action: The Threshold of Need Guidance was revised and published in May 2017 and shared extensively across the partnership, particularly through Multi Agency Partnership Events. A Staff Survey was rolled out in February 2018 to ask practitioners anonymously about their own understanding whilst case audits continued to check application and found improvement.

The interface between EIFS and child in need/child protection is clear through the management of all referrals via the MASH and the weekly Transfer Panel. In addition, the Heads of Service for EIFS and MASH/Referral and Assessment meet fortnightly to discuss cases, practice and service developments. Added to this, the CAF team are now embedded within the MASH five days a week to help decision making in relation to thresholds and signposting MASH colleagues to services within EIFS.

A total of 455 holistic EIFS family assessments were completed by the Bromley Children Project team during this reporting year, an increase of 11.5% against last year (2016/17).

Family Support and Parenting work

- Bromley Children Project ran 46 evidence-based parenting programmes, which 671 'unique' parents /carers attended equating to 3,147 session attendances.

- The number of families referred to the Bromley Children Project for support continues to grow. This year we received 876 family referrals compared to 833 last year. This represents a 5% increase.
- A total of 455 holistic EIFS family assessments were completed by the Bromley Children Project team during this reporting year

Tackling Troubled Families

- This reporting period is Year 3 of Phase 2 which is five years in total.
- Bromley's target cohort for Phase 2 is 1,949 families across the totality of Phase 2.
- Bromley has attached 1266 families to date.
- Bromley has achieved 384 claims in line with targets agreed with Ministry for Housing, Communities and Local Government

Children and Family Centres

- The number of visits to the Children and Family Centres reached an all-time high this reporting year of 94,025- an increase on last year of 10%
- The number of unique individuals accessing the Children and Family Centres reached an all-time high this reporting year of 23,514 -an increase on last year of 23%
- The co-location of the Health Visiting Service continued following the transfer of the contract to a new provider, Oxleas. The existing close working has continued and families at risk are held more securely as health visitors are becoming more familiar with the range of services and support available through the Children and Family Centres
- Health clinics delivered in the Children and Family Centres by Bromley Healthcare Health Visitors had over 19,000 attendances, an increase of 12% on last year.
- The Midwifery 'Early Pregnancy Parent Education' Classes continue to grow with over 1,480 people attending these sessions, an increase of 16.5% on last year.
- 1,664 people have used the Sensory Rooms in the Children and Family Centres including families with children displaying traits of sensory related conditions but awaiting official diagnosis. The spaces are also used by children with diagnosed special educational needs and disabilities, an increase of 24% on last year.

Information Advice and Support Service

This year saw another increase in the number of families accessing the Information Advice and Support Service with 542 cases opened compared to 530 the previous year. The most common reason for seeking support from the service was for support related to SEN Support Stage and a perceived level of support from the school.

Common Assessment Framework

- The number of CAFs logged with the CAF Team during this reporting year was 668, a reduction of 8% on last year's numbers. The reduction in CAFs appears to directly relate to a substantial reduction in CAFs logged by colleagues working across all health related services; a total of only 19 'health' authored CAFs were logged in this reporting year.

This year, for the first time, behavioural issues was the most common primary reason for a CAF followed by parental issues impacting on the children, and School Attendance came in third for the first time overtaking SEN.

Domestic Violence and Abuse

BSCB Strategic Priority 1: The Local Safeguarding Context

Action 2017-19: To monitor the ongoing effectiveness and impact of the partnership in responding Domestic Violence

The Safer Bromley Partnership has identified domestic violence (DV) as one of the key themes of the Community Safety Strategy and is committed to keeping victims and their families safe and holding perpetrators to account. The DV and VAWG (Violence Against Women and Girls) Strategic Group is a sub group of the Safer Bromley Partnership and works on its behalf to lead on the effective monitoring, scrutiny and governance of the multi-agency responses to DV. It consists of senior managers across social care, health, police, education and voluntary sector. The DV/VAWG Forum and the MARAC (Multi-Agency Risk Assessment Conference) Steering Group report to the DV and VAWG Strategic Group. The VAWG Strategy 2016-2019 was launched in 2016.

MARAC is a process which aims to allow statutory and voluntary agencies to give a consistent and structured response to managing the risk in cases of Domestic Abuse. MARAC is used to consider cases of domestic abuse that are categorised as High Risk. The Bromley MARAC is held on a monthly basis and is chaired by Police. Relevant agencies are able to share up to date risk information, with a comprehensive assessment of a victim's needs and decide upon the most appropriate way to lower or manage the identified risks. The number of cases considered at MARAC has continued to increase and reflects a more robust response to providing multi-agency support to victims and children at risk of domestic violence and abuse.

The VAWG Service delivered by Bromley and Croydon Women's Aid continues to respond and grow to the needs of the local community. The Independent Domestic Abuse Advisory Project (IDSVA) service is delivered under the colocation model. The co-location model ensures that services in Bromley work across boundaries in strong partnership and intervene early. The IDSVA team are collocated across: Adult Early Intervention Team; Bromley Drug and Alcohol Service; 16+ Looked After Children Team; Children's Early Intervention Team (Troubled Families); Community Safety Unit; Community IDSVA.

The co-located IDSVA take referrals directly from the teams, engage in discussions with professionals and provide support and advice for individual cases, deliver bite size training and awareness sessions, ensure there is an awareness of services available to victims/survivors and the referrals pathways into those services. Bromley and Croydon Women's Aid in partnership with Domestic Violence Intervention Project (DVIP) deliver all strands of the LBB

Domestic Violence Service to provide seamless delivery and continuity for victims. All services are accessed by one telephone number/email address. These service areas are funded through the Local Crime Policing Fund (LCPF), which is a grant provided by the Mayor's Office for Police and Crime (MOPAC) Independent Domestic Abuse Advocacy Project

The Domestic Abuse Advocacy Project increased victim safety and worked to improve conviction rates for domestic abuse crimes by providing dedicated support, advocacy and advice to victims:

- 346 services users have been supported by the IDVA Service between April and December 2017. There has been a large increase in the number of 16-19 year olds supported by the service
- 90% of service users reported an increase in feelings of safety after being supported by the service
- 98% of service users reported satisfaction with the service they received from the IDSVA service

Community Domestic Abuse Projects:

- Attendance at the One Stop Shop has been steadily growing; the service has had 428 attendees with a target of 330 in year ending March 2018. Support has been widened by providing specialist immigration solicitors at the One Stop Shop.
- The number of referrals made to the Keys to Freedom Support programme at the end of December was 219
- 88% of attendees had an increased understanding of the effects of domestic abuse on children on completion of the programme.
- A waiting list for the support programme is in operation as the number of referrals continues to exceed the group capacity.

Perpetrator Programme:

The perpetrator programme has received 37 referrals. At the end of March, 12 men were attending the programme. 100% of women reported an increase in safety where the perpetrator had attended at least 12 sessions of the programme.

Young Person's Support Group:

The Young Person's IDSVA has designed and delivered a support group for young women aged 16-25 that have experienced domestic abuse. The group was established in response to feedback from young service users that felt that the Freedom Programme did not always reflect their experiences of abuse or fully meet the needs. The programme provides crèche space to remove barriers for young women with children being unable to attend due to child care issues.

The support group takes place over 6 weeks and focuses on recognising warning signs of an abusive relationship, understanding the impact of abuse, develop coping mechanisms that young women can use to increase self-esteem and help them move on with their lives. The programme has received a very positive response from the service users that attended.

Following the findings of the CQC review in October 2017, Kings College Hospital will speak to women about domestic abuse at booking and in addition at 28, 34 weeks and at completion of care.

Neglect

BSCB Strategic Priority 1: The Local Safeguarding Context

Action 2017-19: To monitor the ongoing effectiveness and impact of the partnership in responding to Neglect

The impact of neglect on children and young people is enormous. Neglect causes great distress to children, leading to poor health, educational and social outcomes and is potentially fatal. It can be difficult to define neglect and research shows that it often co-exists with other forms of abuse and adversity. It is also the most common reason for child protection plans in the UK. Neglect can also be a catalyst to future harm if not tackled effectively.

For a number of years in London Borough of Bromley, neglect has been the highest or the second highest category of abuse for a child being made subject to a Child Protection Plan.

The BSCB have now launched its multi agency [Neglect Strategy](#) and the accompanying [Neglect Toolkit](#). The BSCB Business Manager publicised this at a briefing session, through the BSCB newsletter and on Twitter.

The strategy outlines the vision and guiding principles of the BSCB in relation to neglect. It sets out what neglect is, what the risk factors are, what the prevalence is locally and nationally, and what our local strategic priorities are in relation to neglect.

The BSCB Neglect Toolbox is for use by the children's workforce in Bromley to identify and assess neglect, record evidence using a chronology and contains links to useful information. The toolbox also contains a list of all the neglect indicators from the Bromley Threshold of Need Guidance, which is used by all partners.

The Early Intervention and Family Support Service continued to offer the bespoke parenting course developed for parents and carers of children known to Children's Social Care where their children are on a plan for neglect: Caring for your Child. Take up has been historically low and therefore in 2018 the BSCB will be requesting evidence for its effectiveness.

Child Sexual Abuse

Since it was agreed that all Child Sexual Abuse (CSA) cases identified by children's social care would be referred to the Community Paediatricians for involvement in strategy meetings, there has been a rise in the numbers of children being seen for CSA medicals by local community paediatricians. Historically there were only six cases referred per year on average. This had risen to ten cases per year, despite the Haven (Sexual Assault Referral Centre)

criteria increasing to include review of all children assaulted within the last 3 weeks and 13-18 year olds assaulted within the last year (previously it was generally only within 72 hours). This trend is encouraging and will continue to be reviewed since it is widely acknowledged that CSA is greatly under-recognised.

Work continues to ensure that the services available to these children provide the best possible quality of care. Children that have experienced CSA are encouraged to engage with psychological support services which are accessed via the single point of access at Bromley Community Wellbeing. The Designated Doctor continues to be a member of the South East London Steering Group for CSA.

Child Sexual Exploitation

BSCB Strategic Priority 1: The Local Safeguarding Context

Action 2017-19: To monitor the ongoing effectiveness and impact of the partnership in responding to CSE

Typical CSE victims within the London Borough of Bromley are most likely to be white females, 13-15 years of age, not Looked After by the local authority and based in central or south Bromley and are technologically capable. Victims are predominantly found to be involved in peer-on-peer offences or online offences – in fact in general these types of offences show a distinct cross over area and 25 of the 35 crimes feature a peer-on-peer style relationship that has grown to incorporate online type offences.

Predominantly the CSE offenders identified operating within the Bromley area tend to be white. The peer-on-peer offenders encountered will frequently show a tendency towards other low level criminality and links to periphery of gangs. Whilst peer-on-peer does tend to dominate the figures it is the policing teams' belief that there are actually far more online style offences that simply do not get reported. There are three main hotspots in Bromley: online/virtual space; popular fast food restaurants; open areas such as common grounds and parks.

BSCB Challenge: Requirement to have a CSE Strategic Lead in each agency

Action: Independent Chair wrote to all agencies requesting that they clarify the name/role of their strategic lead for CSE and publicise within their agency and provide proof that this was completed. Compliance has been monitored at Board meetings.

The Atlas Team was established in January 2017 with key emphasis on co-ordinating activity in relation to young people who are at risk of CSE and Missing. This team comprises of a team manager, 2 return home interview officers, a data officer and a business support officer. The team is now located in MASH to improve partnership working within a firewalled environment. They also work closely with all Children's Social Care teams and Early Intervention Services. Because the team is integrated into the MASH, it works closely with partner agencies including Police, Health, Education, YOS, Barnardo's and Bromley Targeted Youth Services (TYS) and Probation and shortly a mental health professional will be part of this.

The Designated Nurse for Safeguarding has begun scoping the role of Health within the Atlas Team; a proposal for funding to appoint an interim post has been presented to the BCCG Clinical Executive Team. The establishment of Atlas has been instrumental in developing key relationships in the partnership and ensuring the children and young people receive a co-ordinated response when risk is identified. The team works particularly closely with the Police SPOC's for Missing and CSE and the newly appointed Gangs SPOC.

In line with the BSCB focus on context and early help, the BSCB Vulnerable Adolescent Subgroup (VASG) has strategic oversight of CSE, Missing and Gangs across the partnership. Its primary role over the last year has been to ensure that pathways to harm are identified and policies and protocols developed and maintained to divert, safeguard and protect children missing from home/care and or education and vulnerable to CSE.

The BSCB's Vulnerable Adolescents Strategy has been published. This is supported by underpinning protocols for [CSE](#) and [Missing](#). These have been reviewed in line with the pan-London protocols. Following a realignment of Atlas to MASH in May 2018, as well as implementation of Young Person's Safety Planning Meetings, protocols are to be reviewed in 2018/19.

The effectiveness of Bromley's response to CSE has been tested by a multi agency audit of CSE (completed May 2017) and a multi-agency challenge session (round table) was chaired by the Independent Chair of BSCB. The insights provided by this work has led to a number of snap audits being commissioned by the BSCB Chair including police responses to missing in the context of the use of telecoms data and cold case review and follow up.

The BSCB has produced a number of overview briefing videos called Take 5. The first Take 5 CSE video was shared with partner agencies at the end of July 2017 and is available on the BSCB website. In 2017/18, 8 CSE/ Missing workshops and 6 Harmful Sexual Behaviour Sessions were delivered via Safer London. Atlas has also worked in collaboration with the Police, Health, five Secondary Schools and Barnardo's to deliver workshops to 25 vulnerable girls to raise awareness around CSE and the impact it could have on them. The Atlas team manager continues to offer 1:1 consultations to social workers and advice to professionals. Multi Agency training on CSE and 'What is Sexual Violence?' will be delivered by the BSCB in the coming year. The BSCB Chair led a multi agency training event in August 2017 which incorporated the launch of the CSE and Missing Protocols. It was attended by 80 partners. The BSCB Annual Conference in November 2017 (140 attendees) included a presentation by the BSCB Independent Chair on CSE/Missing and also e-safety. Throughout 2017, twelve multi-agency partnership events (MAPE) were held for the children's workforce in Bromley. The programme was developed to follow the journey of the child through the various services and to address topical issues, gaps in knowledge, and areas of concern raised by colleagues. Several MAPEs included the BSCB video on on-line safety and sexting.

A central database for CSE and missing children was set up in January 2017. It is populated with those children known to be at risk or vulnerable to CSE, identified through Multi Agency Planning (MAP) meetings. Immediately following the 2016 Ofsted inspection, the purpose of MAPS was to ensure a clearer multi-agency response to CSE and Missing. From May 2018, MAPs will be replaced with the MEGA Panel (Missing Exploitation and Gangs Affiliation). The Panel meets each Wednesday and covers all children who are at risk together with persons of interest so that we are able to effect a profile .

The arrangements for the Multi Agency Sexual Exploitation Panel (MASE) have been reviewed and changed. The Atlas data analyst co-ordinates and populates a data collection template which is starting to enable the MASE to respond strategically to CSE. Despite the volume of data being collated, key information about potential perpetrators, missing locations and CSE hotspots is not always captured effectively. There is limited triangulation with datasets held by other partners. This is a partnership responsibility and developing a more sophisticated and intelligent data set will inevitably improve service delivery for young people.

Bromley Borough Police has conducted a series of testing operations for local hotels to see if they adhere to national guidance around challenging and reporting CSE activity. This has involved the use of police cadets to support. Where hotels have failed to adhere, the Independent Chair of the BSCB has written to them to advise them that they may be retested.

All Bromley Police Officers have received central training over the last 12 months to improve initial interaction with children they come into contact with through the course of investigations and routine work. Schools officers, CSE, Gangs and Missing SPOCs proactively engage with children using a variety of means in order to provide protection, advice and gather vital intelligence.

From April 2017 CSE was included in Change Grow Live's (Drug and Alcohol Misuse Service) new Entry Into Service Assessment Tool. CGL also has a CSE Measurement Tool and this is available on the intranet. The CGL CSE Measurement Tool and Signs and Indicators of Abuse both identify missing children as a high risk sign that requires action

The CQC Review in October 2017 found that recording of child sexual exploitation risk at Kings College Hospital requires improvement and maternity staff should be asking about domestic abuse. As a result of this, the Bromley CSE assessment tool will be used at the PRUH instead of the King's tool and referrals to CSC will be regularly audited.

Missing Children

BSCB Strategic Priority 1: The Local Safeguarding Context

Action 2017-19: To monitor the ongoing effectiveness and impact of the partnership in responding to Missing Children

[The BSCB Missing Protocol](#) was published in August 2017 and included a process flowchart. The Business Support Officer linked to the Atlas unit collates daily information on young people who have been reported missing. They work closely with the Police Public Protection desk (based in MASH) to reduce any delays in notification to the Local Authority. Missing is part of the MASH morning meeting and enables quick responses to children missing and enables swift allocation to the RHI officers. This enables the MASH Group Manager to ensure that strategy meetings are held appropriately.

The Return Home Interview (RHI) process has been brought in-house to CSC. The 2 RHI workers are based in the Atlas team. Between April 2017 and March 2018, 593 return home interviews were undertaken. Given the number of RHI's undertaken in the last 12 months, LBB is now in a better position to analyse the findings of these interviews and to target and commission service delivery in line with the intelligence gathered and trends identified. RHI's are offered to all Bromley children even where they are placed a considerable distance away from the Local Authority.

The collation of missing data also allows for the Atlas manager to allocate work to the RHI officers to ensure that interviews are conducted in a timely manner. Progress has been made to the timeliness and quality of RHIs which was supported in the recent Practice Assurance Stocktakes. An annual report on RHIs was presented to the BSCB in September 2017 and will be presented to the Board again this year. The delay to Safe & Well checks by police has been an area of concern and is now being addressed. From May 2018, the weekly MEGA meetings track young people who are missing, at risk of CSE and Gang Affiliation which includes the RHI data.

Bromley Police's Missing Persons Unit (MPU) has been completely re-structured with new staff and in a new format in order to better deal with the investigation and actions related to missing persons inquiries. A more formalised working relationship has been put in place with uniformed response officers and the MPU around the early stages of investigations and as such police can enact an earlier and better co-ordinated multi-portfolio response. Staff within the command have received bespoke training around Child Abduction Warning Notices which they have cascaded to other officers within the Borough. This has resulted in an increase in the amount of these being used to stop individuals harbouring children.

The designated Professionals for Safeguarding in Health reviewed and contributed health-focused questions within the Return Home Interview questionnaire used by police, social workers and Barnados workers.

Missing From Education

[The Children Missing Education Policy](#) was updated in 2017.

The Education Welfare Service through their Children Missing Education Officer (CME) continue to ensure that Bromley Council is meeting its statutory responsibilities in regard to the identification, monitoring and tracking of children missing or not receiving a suitable education. This includes liaison with MASH where there are safeguarding concerns.

The work of the Education Welfare Service (EWS) team fits closely with other strands of work to support vulnerable pupils including supporting schools and families to prevent poor school attendance, truancy, exclusions and supporting schools and families to get children back to school once absence has occurred. The team liaises closely with Bromley Children's Project and Admissions services.

Whilst robust referral and tracking procedures are in place, children continue to leave the borough without a known destination. The majority of these cases are tracked and traced by the Education Welfare Service and Child Missing Education Officer (CME). From September 2016 to July 2017, the EWS received 167 CME referrals compared to 213 the previous year. The decrease in referrals can be explained in the statutory referrals of off rolling notifications by Bromley Schools.

The majority of pupils referred to the CME officer either moved out of the borough or remained resident in the borough but transferred to an out of borough school: 13% of referrals received related to students who had moved overseas, their departure being verified by border agency checks; 26% of referrals related to families moving out of the borough and securing schools in other authorities; 50% of referrals locating families and confirming attendance within Bromley schools or return to Bromley Schools. 1.1% of referrals subsequently identified as being Electively Home Educated, having never entered the education system. The remaining 8.9% of referrals resulting in referrals to Fair Access; School Attendance Orders being issued or In Year applications being secured.

BSCB Challenge: Accurate recording by schools of part day school absence

Action: The Independent Chair wrote to all schools reminding them of their duty to record part day absence accurately and conducted a dip sample of schools with reassuring results.

Gangs

BSCB Strategic Priority 1: The Local Safeguarding Context

Action 2017-19: To monitor the ongoing effectiveness and impact of the partnership in responding to Gangs

BSCB Challenge: Bromley's response to Gang activity and youth violence

Action: multi agency Gangs Round Table event took place in November 2017, chaired by the BSCB Independent Chair, to inform development of Gangs Protocol.

The Gangs Round Table event was a stock taking exercise to understand the coordination of partners' work on gangs and serious youth violence. The findings of this informed the work of the Gangs Task and Finish Working Group, chaired by The Head of Service for RAS, MASH and Atlas. The Working Group has developed a [protocol](#) to address risks associated with youth violence/gangs. It confirms the partnership arrangements and commitment to the weekly tracking of vulnerable adolescents to ensure robust and timely reduction of risk strategies through MEGA Panel.

The role of Gangs SPOC has been created within the Police Safeguarding Hub to bridge the proactive work undertaken by the police and partner agencies. This recently implemented role plays a key part in MEGA meetings.

County Lines

Through the MEGA panel and the work of police and CSC there is now a better understanding of children within the Borough who may be travelling out of London following the County Lines model. Given the location of Bromley this is most likely to be Kent. Partners need to look at establishing links and information sharing with their equivalents in Kent in order to mitigate this gap. Kent Police and British Transport Police will need to be engaged with on a strategic level as these two agencies are the most likely to encounter Bromley children 'County Lining' in the Kent area. This should be a developmental focus for 2018/2019.

This year Greenwich University made a successful bid to Health Education England to develop a multi- agency training package for County Lines. Oxleas CAMHS were represented on the Steering Group.

Female Genital Mutilation (FGM) and Harmful Practices

BSCB Strategic Priority 1: The Local Safeguarding Context

Action 2017-19: To monitor the ongoing effectiveness and impact of the partnership in responding to FGM.

The Multi Agency FGM Protocol, developed by the BSCB, is well embedded across Bromley and will be reviewed in 2018. This is a joint document with the Bromley Safeguarding Adult Board as it includes referral pathways for children, pregnant women and adult women who are not pregnant. The document was distributed widely and the BSCB requested that managers embed the protocol through training and supervision. The protocol also signposts to the on-line FGM training provided by the Home Office which was endorsed by partners. It is due to be updated in May 2018. Changes will include an important new contact at University College London Hospital (UCL) Children's FGM Service who conduct medical investigations to confirm FGM as well as management of the physical and psychological implications if FGM is confirmed. It will also include additional information on FGM Risk Information Sharing (RIS) and consent; Health Record of FGM; referral pathway for under 18s which now includes females up to age 25 if Children Looked After, Care Leavers or those with an Education, Health and Care Plan.

It was noted in the QAPM subgroup that Bromley's adult FGM data was not as comprehensive as it could be. The BCCG Safeguarding Children Dataset was reviewed and FGM indicators refined in line with national guidance. At the April 2018 Safeguarding Children Health Forum, NHS Digital who are responsible for the national FGM database attended and gave a presentation and shared Bromley and pan-London data. The FGM Lead at NHSE also attended along with the NHSE Safeguarding and Quality Lead for London. The session was well attended and received. The issue was explored and solutions agreed with

local providers. Board member agreement will be sought in 2018 and improved data collection is expected once all the optional data fields are added to the nine mandatory fields in local data collection systems.

The CQC Review of Looked After Children in October 2017 found that Kings College Hospital processes were in place to identify women who have been subject to FGM and there was a pathway for young women under 18. The Oxleas Annual Safeguarding Children Champions Event was held in June 2017 and focussed on support for Women and Girls subject to FGM.

Preventing Radicalisation

BSCB Strategic Priority 1: The Local Safeguarding Context

Action 2017-19: To monitor the ongoing effectiveness and impact of the partnership in responding to Radicalisation

PREVENT is part of the Government's counter terrorism strategy which is known as CONTEST. PREVENT aims to stop people becoming terrorists or supporting terrorism. The objectives of the PREVENT strategy are:

- Respond to the ideological challenge of terrorism and the threat we face from those who promote it
- Prevent people from being drawn into terrorism and ensure that they are given appropriate advice and support
- Work with sectors and institutions where there are risks of radicalisation that we need to address.

Bromley has low levels of community tension, however tensions were elevated following specific incidents including gang violence, and after the London Bridge terror attacks. Bromley has relatively low levels of hate crime and no emerging trends have been highlighted.

The Community Safety Team co-ordinates the Prevent Strategy on behalf of LBB. The Chief Executive Corporate Leadership Team acts as the Strategic Prevent Panel and receives an annual update on the authority's response to the duty. The Safer Bromley Partnership oversees the delivery of the outcomes of the Prevent Key Priorities. Prevent is one of the key priorities of the 2016-2020 Safer Bromley Partnership Strategy. Previously, an action plan has outlined the work streams for delivering the borough's statutory response set out in The Counter Terrorism and Security Act 2015. The report presented to the Corporate Leadership Team in February 2018 identified the following priorities for 2018/19:

- Establish and maintain a robust Prevent Case Management board
- Maintain close working with local SO15 officers
- Attend monthly London Prevent Network meeting to keep abreast of regional developments
- Raise awareness of Prevent through the delivery of WRAP
- Contribute to consultation process on the implementation of the Dovetail project, which is looking to place a greater responsibility on local authorities to deal with PCM and CHANNEL referrals.

- Update the Prevent Action Plan to reflect achievable outcomes over the next 12 months
- Ensure Prevent is included in inductions for new Councillors post May elections

Over the past 12 months the Community Safety team has produced a Prevent leaflet which is distributed to officers who attend WRAPs (Workshop to Raise Awareness of Prevent). Several WRAPs have been delivered and were attended by 85 staff from Children's services and 34 from Education.

In March 2018 the Government released figures relating to "individuals referred to and supported through the Prevent Programme" during the 2016/17 financial year. The largest proportion of the 1,146 individuals discussed at a Channel panel in 2016/17 was from London (254; 22%). More than half of all those referred into the Prevent programme (6,093) were aged 20 or under.

Throughout 2017, the BSCB funded and delivered WRAP 'Train the Facilitator' training for schools over ten sessions, in order that it can be cascaded by leads across the school network. There were 85 attendees - mostly school designated safeguarding leads. The Trainer reported that "Overall, the courses were very successful, with all candidates approaching the guidance professionally and showing genuine interest in the content. During the training it was revealed that some of the Bromley schools already have considerable experience in managing incidents in school and their stories helped to illustrate the course theory. As a general comment, most candidates reported a good experience with Prevent professionals in Bromley and most could name the key staff that would be available for advice or guidance."

This year, Oxleas NHS Foundation Trust has improved its rollout of WRAP training with a compliance rate exceeding 90%. A new national Prevent e-learning course has also been made available to staff.

Local Authority Designated Officer (LADO)

In accordance with Working Together to Safeguard Children the London Borough of Bromley like all Local Authorities has a designated officer with overall responsibility for managing and co-ordinating allegations made against staff who work with children. LSCBs have a responsibility for ensuring that the correct procedures are in place for investigating allegations against adults who work with children. This role is undertaken by a Local Authority Designated Officer (LADO). The LADO should be informed of all allegations and should provide advice and guidance to ensure cases are dealt with and resolved in a timely manner.

There were a total of 223 referrals made to LADO in 2016/17 and a total of 914 in this current year of 2017/18. Of the 914 consultations in this financial year, 160 were referrals which required more than just advise, support or guidance. 44 of those referrals required an Allegations Against Professionals meeting, 107 of those were referred for internal management investigation and risk assessments, 9 required no further action and as at the time of writing , there are 0 awaiting consideration.

The rise in the number of consultations in this financial year is as a result of the LADO now recording not just contacts that lead to referrals but recording all consultations with LADO. As a result of the ongoing awareness raising, quick response and easier access the LADO provides, professionals feel more able to contact the LADO in good time to seek advice, guidance and support before matters escalate. The high number of notifications is often due to organisations seeking clarity as to whether or not the alleged incident meets the criteria to trigger the managing allegations procedure.

Although the LADO continues to have oversight and monitor such cases, agencies are encouraged to undertake internal investigations and feed back to the LADO within recommended timescales. Such cases may sometimes progress to an ASV pending on the outcome.

The following is a breakdown of the 160 referrals:

- 89 allegations of Physical Abuse
- 14 allegations of Sexual Abuse
- 14 of allegations of Neglect
- 22 allegations of inappropriate behaviour
- 21 allegations of emotional abuse

The increase in number of consultations with LADO also reflects the increasing awareness and knowledge of the LADO process within agencies in Bromley. This continues to be aided by the ongoing quarterly LADO lunch time briefing as well as the LADO presentation at the Bromley Multi Agency Partnership event and many more forums. In addition to this, the LADO has organised and held tailored LADO briefing to agencies that presented as needing better awareness. For example, specific presentations have been undertaken for churches and foster carers.

In regards to the overall outcomes of the cases referred, 5 cases were founded, 47 were substantiated, 66 were unsubstantiated, 15 were unfounded, 1 was malicious and at the time of writing, there were 26 ongoing cases. 13 of those cases were referred to DBS referral, 14 were referred to other regulatory bodies such as NCTL and there was 1 conviction (custodial/non-custodial).

It is worth noting that although 47 cases had an outcome of substantiated/founded outcome, the matters alleged which were founded did not necessarily meet the threshold for a DBS referral or professional bodies. In those cases, although what was alleged did occur, discussions between the LADO and relevant organisations and Human Resource professionals assessed that the issues were not significant enough to require the member of staff to be barred from working with children.

The unsubstantiated outcome continues to be the highest outcome in regards to the investigations undertaken. This is usually where there is not enough evidence to substantiate the allegation even when it meets the threshold for a LADO complex Strategy Meeting.

The highest number of referrals continues to come from education where children have the most contact with adults who work with children. There were 77 referrals from Education, 19 from Early Years, 17 from Foster Carers, 12 from Health, 13 from other (SEN transport, theatre groups, sporting and leisure organisations etc.), 8 from Residential units, 2 from Faith groups and 1 from a voluntary sector.

In the previous year, the LADO was concerned about the low number of referrals and contact from health and police. However, this year, the police have made 4 referrals in respect of other professionals and aside from the actual referrals made by health professionals, health colleagues have a much better contact with LADO and keep LADO updated and informed of internal allegations. There is also an increased and timely contact from Social care.

LEARNING AND IMPROVEMENT

BSCB Strategic Priority 3: Strong Leadership and Strong Partnership

Actions 2017-19: Maintain the BSCB Learning and Improvement Framework; scrutinise and challenge performance; identify, disseminate and embed lessons; engage with children, young people and families and evaluate the impact on outcomes

The Child's Voice

The Independent Chair visited Bromley Youth Council in March 2017 to propose a number of joint projects including digital footprint surveys in order to better understand how local children and young people are using technology, particularly social media and any safeguarding risks they are taking. A draft memorandum of understanding was agreed and a new Community Engagement Sub Group was set up with the Bromley Youth Council.

BSCB Business Plan Principle: At the core of our safeguarding and child protection work is the commitment to ensuring that children and young people are seen in the context of their lives, heard through professionals taking time to listen and helped by remaining professionally curious.
To understand the quality of a child's individual experience in the unique context of their lives in Bromley.

'What Children and Young People are Telling Us' is a standing item at each BSCB Board meeting as a way of partners sharing any insights.

The Digital Footprint Survey was launched for primary and secondary pupils in 2017. The survey aimed to understand the online footprints of Bromley's children and young people and their exposure to potentially harmful content or behaviour. Detailed findings gauging parent/carers' awareness of their children's online behaviour and their ability to activate the correct safety measures were also included. Over 3000 responses were received and a full report with recommendations has been published on the [BSCB website \(See section on Technology and Social Media\)](#). In response to the concerns and issues raised, a Safer Schools App will be produced for schools and parents to use.

A survey of Children and Young People (CYP) across Bromley was developed by the Designated Doctor in conjunction with the Communication team at Bromley CCG. 182 CYP completed the online survey and over 100 CYP were engaged face to face. Results highlighted that many CYP are unaware of how to access the health and support services available to them, and less than 1 % of survey respondents had heard about the NHS Go app, a free app for mobile phones/ tablets that provides free confidential health advice and information about local services. CYP completing the survey indicated a strong preference for information about health and support services to be shared with them via their school or educational establishment or via social media. The majority of CYP respondents said that they would seek support from family members when worried about the safety of themselves or others. This highlights the importance of education of the wider community about health and support services available, and about how to respond when a child makes a disclosure of a safeguarding nature. Concerns were also highlighted about lack of exercise, limited fruit and vegetables in the diet, and poor sleep. These issues are known to have an enduring impact on health and development and will need to be addressed in conjunction with Public Health Colleagues. An action plan is currently being drawn up and full survey results will be shared across the multiagency network.

Oxleas NHS Foundation Trust has a number of methods of gathering user feedback and structures that allow them to systematically analyse, report on and respond to this feedback, often undertaking one-off feedback exercises through online surveys, paper questionnaires and focus groups about services needing improvement. This work is overseen by the Patient Experience Group (PEG), made up of senior staff from across the Trust. All feedback is reported to monthly meetings where they are discussed and action plans are set. Oxleas employs a Young People's Participation Worker who facilitates a range of participation activities in each of its Boroughs. In Bromley the Bursting Stigma Group runs every Wednesday. Feedback gathered through these processes is reported into the Directorate Patient Experience Group where it informs future plans and actions.

Borough Police have engaged with young people in school assemblies and 'Impact' days and support the Bromley Youth Council and the 'Speak Out' challenge.

This year Bromley CCG Communications and Engagement Team have led on engaging children and families in transformation of services programme, such as CAMHs.

Bromley Healthcare has a well-established culture of listening to and valuing the views of children and young people in its care. For example at Hollybank respite home, patient surveys ensure that children are consulted regarding their experience of care. School nurses use "It's All About Me" questionnaire for all vulnerable children and young people they know about. This includes children and young people referred for an initial case conference and vulnerable young people in the Youth Offending Service and Pupil Referral Units. 'Your Choice Your Voice' which has continued to be delivered in schools in 2017/18 discusses CSE and the risks to young people. The Children's Occupational Therapy team have devised a child friendly questionnaire to ask children and young people about their experience of the service and there is a child friendly version of the friends and family test.

The Community's Voice

In March 2017, the Independent Chair attended a Forum of Bromley Parent Voice, an organisation which seeks to improve services for children and young people with additional needs or disabilities and their families by working in partnership with statutory and voluntary agencies and by contributing towards the development of policies and practices. The Independent Chair values this partnership and will be seeking ways to ensure that Bromley Parent Voice can contribute to the work of the BSCB.

As part of the Independent Chair's reconfiguration of the Board's structure, a new Community Engagement Sub Group was set up in May 2017. The Sub Group provides a platform to listen, learn and reflect on the experiences and feedback from our children and young people, their families and carers. It is responsible for the development and maintenance of the LSCB Communication Strategy, networking and surveying opportunities, reality checking, providing an opportunity to be heard and to challenge, capture impact and cascade strategies. Members will include representations from Bromley Youth Council, Bromley Parent Voice, Bromley Children and Families Voluntary Sector Forum, local businesses, and faith communities.

This year's Annual Conference was entitled 'Educating and Empowering Communities'. Topics included supporting the voluntary sector to make a positive difference, neglect by affluent families, lived experience of neglect and positive outcomes in the care system, listening to young people with complex disabilities, Bromley Youth Council campaigns, local safeguarding context and profiles, Digital Footprint Survey findings and Community Engagement Subgroup intelligence.

The Voice of the Children's Workforce

BSCB Strategic Priority 4: A Healthy Workforce

Action 2017-19: The BSCB sets up a task and finish group to lead on designing and implementing a thorough health check of the organisational arrangements in place to support effective safeguarding practice.

A multi-agency staff survey was circulated widely in January 2018. The purpose was to test that staff are confident in escalating and challenging, to test understanding of the Threshold Document and to ask about work pressure and job satisfaction. All responses were anonymous but staff were asked to identify the division/area they worked in, how long they had worked in Bromley and whether they were managers. As at February 2018, 1202 people had completed the survey. Results are to be analysed by the BSCB and reported to the Board. Section 11 agency leads will be given anonymised summaries of their own staff data in order to inform the self-assessments for 2018-19.

Reviews of Practice

Serious Case Reviews are undertaken to learn lessons and improve the way in which local professionals and organisations work together to safeguard and promote the welfare of children. LSCBs must always undertake a Serious Case Review (SCR) when the following criteria are met under Regulation 5 of the 2006 LSCB Regulations.

- (a) Abuse or neglect of a child is known or suspected
- (b) Either (i) the child has died; or (ii) the child has been seriously harmed and there is cause for concern as to the way in which the authority, their Board partners or other relevant persons have worked together to safeguard the child

Where the SCR criteria has not been met, the BSCB can also undertake smaller-scale multi-agency case reviews. Whatever the type of review, the principles are still the same with the aim being to share information, identify good practice and establish the key lessons that will help to improve safeguarding arrangements. During 2017-18, the SCR Sub Group has met on four occasions plus one extra ordinary meeting. Over the year the SCR Sub Group has:

- Worked jointly with Lambeth on an SCR regarding the murder of a five year old boy (learning will be published in 2018/19 annual report)
- Commissioned an SCR regarding the murder of a teenage girl in 2014 which should have been commissioned at the time (see below)
- Commissioned two further SCRs relating to a teenage suicide and a case of child sexual abuse (learning will be published in 2018/19 annual report)
- Commissioned three Learning Reviews on the theme of links to gangs, cross borough working for children with disabilities and a fictitious illness (learning will be published in 2018/19 annual report).

Serious Case Review Elizabeth

At the time of Elizabeth's death, a Serious Case Review was not considered. When the new Independent Chairman of the BSCB started in his role in 2017, he reviewed the case and commissioned this Serious Case Review to reflect on Elizabeth's journey and to look more closely at the services she received. There has already been some focus on the perpetrator but this has been an opportunity to ensure that Elizabeth's voice is also heard.

Critically, this Serious Case Review's focus on Elizabeth found nothing to indicate that there was a known acute physical risk to her from another person and no alternative responses by any of the agencies with which she, or her family, were involved could have served to predict or prevent her murder.

Despite this there were some aspects of Elizabeth's experiences and the responses to them that indicated a heightened level of vulnerability and the report highlighted that some potential advantage might have been gained from more information exchange and multi-agency communication. As a result, opportunities for improvements in the way services recognise and respond to vulnerability, particularly with regard to record keeping and communication, have been identified and reflected in the recommendations in the report.

Auditing

SECTION 11 AUDITS

Section 11 (s11) of the Children Act 2004 places a statutory duty on key persons and bodies to make arrangements to ensure that in discharging its functions, they have regard to the need to safeguard and promote the welfare of children and that the services they contract out to others are provided having regard to that need. Improving the way key people and bodies safeguard and promote the welfare of children is crucial to improving outcomes for children.

Working Together to Safeguard Children (2015) requires Local Safeguarding Children Boards (LSCBs) to monitor the effectiveness of organisations' implementation of their duties under s11 of the Children Act 2004. Schools have a statutory obligation to comply with this, under sections 157 and 175 of the Education Act 2002¹. In practice, this means that the importance of safeguarding and promoting the welfare of children is clearly visible in the way that a school operates – in governance arrangements; in the way that staff are recruited, trained and supervised; and in the ways that all staff are held accountable.

In previous S11 auditing cycles, the percentage of Bromley schools responding to the audit has been very low. This year, therefore, the BSCB has focussed on working with schools to develop an audit tool which was useful for them. Efforts were made to engage with 78 primary schools, 23 secondary schools and 16 independent schools (including special schools and alternative provision). In total 73 primary school audits, 19 secondary school audits and 16 independent school audits were received. The Harris Academy Foundation did not agree to engage in the audit programme and minus the Harris Academy Foundation the audit return response was 100%. Harris Academies did provide their own self assessments using their alternative template.

The tool has been referenced against Keeping Children Safe in Education and will help schools self-assess how well they are meeting requirements to safeguard children. Recommendations from the audit included:

- Promote schools' use of the [Bromley Thresholds of Need](#) and [BSCB Escalation Policy](#) in local policies and training.
- Promote attendance at [BSCB training](#) as includes local thresholds, context of safeguarding and early intervention.
- Promote reference to the [BSCB Protocols, Guidance and Procedures](#) webpage and app.
- Promote early intervention CAF assessment/tools
- Consideration to be given in relation to refresher CAF training for all schools
- Promote schools attendance at LADO lunch time briefings for all schools
- Education Safeguarding Advisory Committee (ESAC) to consider producing advice and guidance in relation to the minimum requirements for safeguarding training.
- ESAC to consider producing a definition and purpose of supervision for schools.
- ESAC to consider encouraging schools to share information in relation to services and resources.

BSCB MULTI AGENCY CASE AUDIT – CSE

The multi agency audit in 2017 explored how agencies work together to identify children who are victims of CSE, intervene to reduce risk and monitor effectively the impact of interventions. Sixteen cases which were audited in 2015 were re-audited and five new cases were audited. The report was

published on our website and two learning workshops held with multi-agency staff. The presentation from the workshops was shared widely via the BSCB website.

Key Findings – Strengths:

- Extensive support including early intervention - school
- Skilled direct work by social workers, school, police
- Robust CSC responses including longer term planning eg CP plan/ LAC
- Effective inter agency working eg CSC, police & school for high risk missing young person
- Effective work between GP and social worker regarding a young person's health concern
- Challenge from police to CSC resulting in an effective outcome around risk management
- CAMHS input around parental capacity, complex mental health and safeguarding.

Key Findings – Challenges:

- Limited communication and information sharing between agencies eg case developments
- Assessing parental capacity eg parental influence & affluence /parental resistance and social deprivation
- Diversity – young person with multiple adversities experiencing collective failures of process across agencies.
- Application of thresholds
- Case management and supervision inconsistency around management oversight leading to drift and delay
- Maximising impact of work on CYP and families through joined up working for non CP/ LAC cases.

In the next year, the BSCB will undertake multi agency audits on Vulnerable Adolescents, Early Years, Safer Recruitment and adult substance misuse referrals where there are safeguarding concerns regarding children.

SINGLE AGENCY AUDITS

Bromley Borough Police are subject to a continuous rolling audit and dip sampling of all police interactions with children which is undertaken by the Central Improvement Team. Over the past 12 months they have had over twenty dip-samples and reviews of cases. In general performance has seen a marked improvement. Additionally the BOCU Commander has requested a peer audit of the Missing Persons Unit to identify current performance and identify areas for improvement. The information gathering phase of this audit has just been completed.

The Named GP for Safeguarding Children Bromley CCG completed an audit to better understand why GP reports were not always received for case conferences. Twenty Bromley GP Practices were contacted in February 2018 following non receipt of reports for initial case conference between November 2017 and January 2018. Six GP Practices were able to provide information for the audit as not all the information on the child's details was complete. The

outcome of the audit found a mixture of reasons for GP Child Protection Case Conference reports not being received into Children's Social Care: out of date information on the correct child's GP which led to some of the reports not being requested from the right Practice or not being received by the Practice; reports being sent correctly but not being included at the conference; reports not being sent by email (a requirement) and some GP Practices needing to improve their office systems for dealing with report requests. Recommendations are being implemented.

Following Oxleas' Safeguarding Children audit, Oxleas has reviewed the process for monitoring the quality of all referrals. This includes ensuring the grounds for concern are clearly expressed and that CSC's receipt and outcome are recorded on RiO. The changes have been incorporated into the Safeguarding Policy and Procedures. In addition, guidance for adult mental health clinicians on how to make a 'good' referral to children's social care was launched this year.

Performance Data

Further improvements were made to the BSCB Performance Dataset this year and to the way in which the Quality Assurance and Performance Monitoring (QAPM) subgroup scrutinises and challenges performance across the partnership. A more comprehensive dataset has been established which now includes data on substance misuse and from sexual health clinics which we identified as a gap last year.

Although the performance summary at the front of the performance dataset focusses discussion at the quarterly QAPM subgroup meeting, all members are expected to have read the full dataset and come with challenges where performance is off track and new trends are noted. Each quarterly meeting now includes a challenge session of a particular area so that QAPM sub group members can fully understand the context for the data and can ask questions of the operational managers. This new format has proved successful this year and will be more fully developed for 2018-19. A key focus in 2017-18 was FGM data. Although there have not been any cases of Under 18s with FGM in the borough, there are adult women with FGM whom the QAPM subgroup did not know enough about to inform a profile. As mentioned elsewhere in this report, the issues were worked through with NHS Digital, NHSE London, and local providers and a far more comprehensive local profile will be available in 2018-19.

In the last Annual Report, we stated that a key focus in 2016-17 was improving the data for CSE/Missing. This has been achieved in 2017-18 and the priority is now to establish a gangs dataset. A multi-agency Task and Finish Group will update the Bromley Gangs Profile as part of their work in 2018.

This was the second full year of collating the new BCCG Safeguarding Children and Children Looked-after Health Economy Dataset with amendments made during 2017-18 to focus on key areas . This is 'shining a light' on services or areas of care which require more focused challenge and support from BCCG and directly improving the safeguarding arrangements and thus outcomes for vulnerable children and young people. 'Deep dives' into areas identified by the data are requested when we need further assurance on e.g. late bookers to antenatal services.

The Metropolitan Police's new 'safeguarding dashboard' became partly available to LSCBs part-way through this year. There have been teething problems and all 32 London LSCBs still require additional information and this is being pursued at a London level. Borough level data now available to us includes the number of: U18 victims of crime, U18 victims of domestic abuse, victims of child abuse, indecent images, victims of CSE and Missing Children. This is all useful information and is used alongside other agencies' information to triangulate a view on local issues.

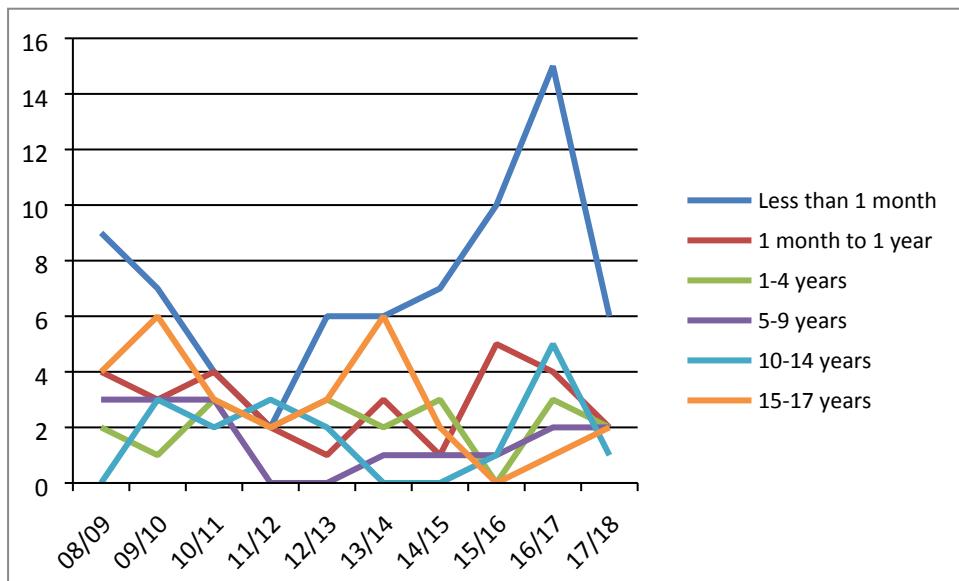
THE CHILD DEATH OVERVIEW PANEL

The Child Death Overview Panel (CDOP) is chaired by a Consultant in Public Health and enables the BSCB to carry out its statutory functions relating to child deaths. The CDOP Panel reports to the BSCB's SCR Sub Group.

CDOP facts and figures

- A total of 184 deaths of children and young people have been reviewed since April 2008
- In 2017/18 there were 15 deaths of children and young people who lived in Bromley (a decrease from 30 deaths in 2016/17). The number of child deaths in Bromley had increased significantly last year but is now similar to previous years. This change was mostly due to the effect of categorising even very premature babies who show signs of life as neonatal deaths rather than stillbirths, although with such small numbers variation is to be expected.
- Death rates around the time of birth are lower than national rates in Bromley. This difference may reduce in future as the local neonatal services have reviewed their practices around defining child death and referral to the CDOP.
- In 17/18 there were 3 CDOP meetings. 10 cases from 2016/17 were discussed and signed off. 9 cases from 2017/18 have been signed off and these cases are included in the analysis of 2017/18 child deaths.
- The number of deaths in the first month of life (neonatal) was 6 in 2017/18. This is a decrease from 15 deaths in the first month in the previous year.
- The vast majority of those deaths were due to prematurity. Although a gestation of less than 24 weeks may be labelled "pre-viable", a tiny percentage of babies born at 23 weeks gestation do now survive. Babies born 24-28 weeks gestation also have a very high mortality rate due to prematurity. This mortality rate falls rapidly for gestations after 28 weeks, and by 37 weeks gestation mortality rate is the same as "term" babies (40 weeks).
- There are currently no deaths categorised as SUDI (Sudden Unexpected Death in Infancy) in 2017/18 although not all cases have been completed in CDOP.
- There were 8 unexpected deaths in 2017/18 and 8 Rapid Responses.
- There were 7 expected deaths in 2017/18.

Age at Death of Bromley Children, 2008-2018



The infant mortality rate, although still well below national levels at 2.7 per 1000 live births, has risen from 1.6 in 2012-14 and 2.3 in 2013-15. The trend in deaths of older children has been downward, although the changes are less marked and the rates are closer to those in London and England.

COP Recommendations 2017/18

1. Urgent dissemination of advice regarding implementing of the NICE Quality Standard [QS62] for Constipation in children and young people, published in May 2014
2. Ensure Merlin reports for domestic abuse against pregnant women are routinely shared
3. Explore role of tertiary hospital prescribing governance and discharge management when discharging children with complex conditions to the community.

TRAINING AND DEVELOPMENT

Classroom based face to face courses

The training provision for 2017-18 was the final year of a three year commissioned programme. This year, the face to face classroom based programme consisted of 26 different courses run in 63 sessions, attended by a total of 714 people across the different agencies. This was an increase of 51 people compared to last year.

There were 760 bookings made for our bookable training courses in 2017-18. 89% of people who booked on a classroom based course actually attended. This maintains the excellent rate from last year. This high proportion is attributed to the ‘no show/late cancellation’ charge implemented by the BSCB Training Sub Group in 2015.

The new programme of Domestic Violence and Abuse courses with foundation, intermediate and advanced levels ran in 2017-18 which were commissioned by the Bromley Safeguarding Adults Board (BSAB) this year on behalf of BSAB and BSCB. This will be increased in 2018-19.

Five training sessions on ‘Prevent: WRAP’ ran in 2017-18 reaching 81 people from the children’s workforce in Bromley. This is one additional session compared to last year. In addition to the WRAP training, BSCB commissioned ten bespoke ‘train the trainer’ sessions for ‘Prevent’ in 2017-18 in order to reach all school staff working in the borough. This was a one off offer for schools and paid for by the Public Protection department of the Local Authority. Take-up was excellent and schools evaluated the course well. This more intensive full day’s training will enable those staff who attended to train all their school staff in the Prevent WRAP awareness materials. Since these 100 places were for schools only and not paid for from BSCB funds, these 100 attendees are not counted in the BSCB training figures in this report.

Seminars, briefings, MAPEs and other multi-agency learning events

In addition to the half day and full day classroom based courses, the BSCB also ran six shorter briefing/seminar sessions in 2017-18. The topics covered included Child Sexual Exploitation (CSE) and online safety, managing allegations against professionals and learning from multi-agency audits. We do not require staff to book for these events as they are less formal than training courses. Typically they are one or two hours. 218 people attended this year.

The Multi Agency Partnership Events (MAPE) commissioned by London Borough Bromley in partnership with key partners ran until December 2017. Rather than duplicate, the BSCB worked with the organisers of MAPE to ensure priority areas were covered. The BSCB Team presented at each MAPE and recorded a video briefing for participants to use in their team meetings after the event to expand the training opportunity. Twelve half-day sessions took place in 2017 (covering three different themes) with 383 attendees from a wide range of agencies (some of the participants attended more than one MAPE session so are double counted in the 383 figure). The MAPEs were highly evaluated and were a welcome contribution to the multi-agency training this year. Nine months of MAPEs (1st April to 31st December 2017) are shown in the table below.

The Atlas Team ran workshops to increase awareness of CSE, Missing, Trafficked children and Gangs/Serious youth Violence locally. These sessions were for Children’s Social Care staff initially but were expanded so multi-agency partners could attend in 2018. These attendees are not counted in the figures in

this report. BSCB has requested that these sessions remain multi-agency and continue regularly throughout 2018-19. This has been agreed and promotional materials have been circulated.

BSCB Training - Uptake, number of courses, number of attendees and evaluations 2017-18

Course Title	No. of sessions run over the year	Total no. of attendees
Face to face classroom learning		
Group 3	5	79
Group 4/5	3	32
Group 4/5 Refresher	1	13
Introduction to Safeguarding Children	3	59
Early Help: Understanding & Using Common Assessment Framework (CAF)	3	28
CAF: developing confidence chairing TAC	3	26
*What Is Sexual Violence?	2	19
CSE and Online Safety Multiagency training	1	35
*FGM	1	1
*Honour Based Violence	2	2
*Forced Marriage	2	2
*Modern Day Slavery	2	0
*Domestic Abuse Foundation	6	36
*Domestic Abuse Intermediate	3	20
*Domestic Violence Advanced	1	4
Effective Supervision - Successfully Safeguarding Children & YP	1	13
Working with complexity and risk (Engaging Hard to Reach Families)	1	19
Safeguarding Children for Designated Teachers	3	44

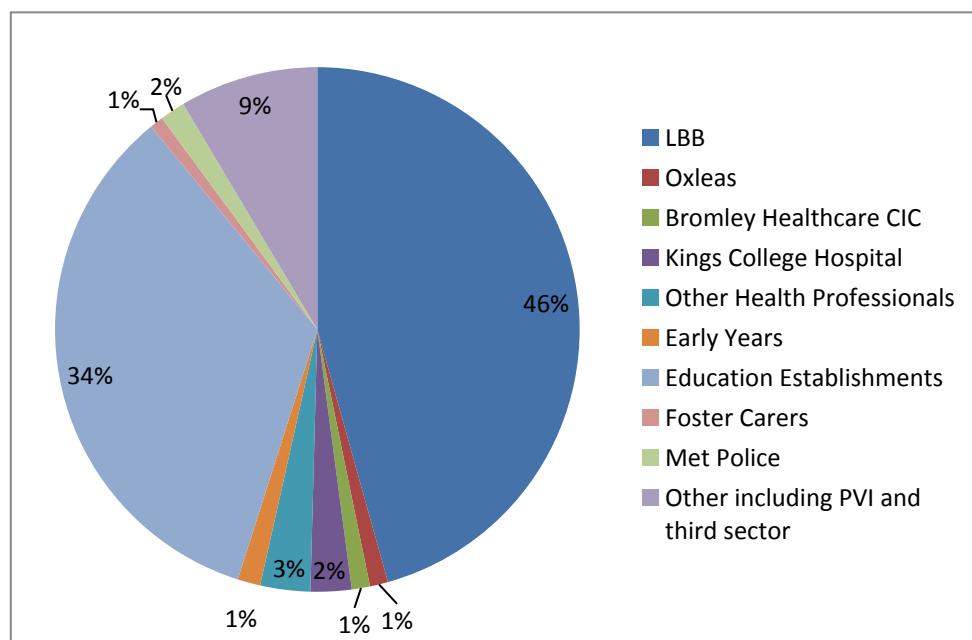
Safeguarding Children for Designated Teachers – refresher	3	42
Safeguarding Disabled Children	1	13
Introduction to Safeguarding Neglected Children	2	21
The Challenge of Safeguarding Neglected Children in Families with Complex Needs	3	57
Teenagers who self-harm	1	21
Parental Mental Ill Health - Working Better Together to SG the Child & Adult	2	20
Parental Substance Misuse	2	27
Prevent	5	81
<i>SUB TOTAL for face to face classroom courses</i>	63	714
<i>*shared courses with Adults Safeguarding Board, commissioned by BSAB</i>		
Seminars, briefings, MAPEs and other multi-agency learning events		
SEMINARS: Allegations Against Professionals	3	107
BRIEFING: learning from BSCB neglect audit	2	64
WORKSHOP: Learning from BSCB Learning Review 1	1	12
MAPE 1,2 and 3 (half day each), delivered between 1/4/2017 and 31/12/2017	9	280
<i>SUB-TOTAL for lunchtime briefing/MAPEs/workshop events</i>	15	463
TOTALS (classroom-based courses and lunchtime briefings/seminars/MAPE) 2017-18	78	1177

Capacity for each classroom based course is usually 16 people due to the size of the rooms available. Capacity for the briefings and seminars is significantly more.

Ten days of very poor weather and heavy snow adversely affected attendance at the four new half day Violence Against Women and Girls modules in late February/early March 2018. These were the FGM, Forced Marriage, Honour Based Violence and Modern Slavery. The BSCB actively promotes online training for these harmful cultural practices but agreed to some face to face, more advanced training towards the end of the year following demand identified in one key agency. These modules will be commissioned to run again in 2018-19 and both BSCB and BSAB will contribute financially.

BSCB aims to have a multi-agency mix of professionals at every training course as we believe this is key to fostering trust and confidence among the children's workforce in Bromley. It is a challenge for some agencies to send their staff to our multi-agency training as their training budgets have reduced dramatically in the last two years resulting in some difficult decisions about where to prioritise their staff development. Health agencies and police have struggled with this the most as their organisations have introduced more mandatory online learning modules for children's safeguarding. The BSCB has continued to challenge those agencies whose staff are not attending sufficient multi-agency training.

A breakdown of agencies attending our classroom based, face to face BSCB training for the year 2016-17 is below:



The BSCB consistently provides training of a high standard, with course participants agreeing that courses are useful and relevant to their needs. Each course is subject to user evaluation. Overall feedback across all courses showed that 85% of the attendees judged the courses to be Excellent. Evaluation scores have improved every year for the past four years.

	Excellent	Good	Satisfactory	Poor
2014-15	68%	30%		
2015-16	73%	25%	2%	
2016-17	78%	21%	1.4%	0%
2017-18	85%	14%	1.6%	0%

Since 2014, the BSCB has had a comprehensive evaluation process which includes pre and post training evaluation, as well as a two month follow up evaluation to identify the impact the training has had on their work and how the training has been applied. Chasing up these post-course evaluations takes a considerable amount of time and effort by the LBB Workforce Development Team on BSCB's behalf. In 2017-18 it was agreed that one session from each course would be selected for the 8 week follow up rather than asking every participant on every course.

In 2017-18, 229 participants were invited to complete an 8 week follow up evaluation of impact and 126 completed them. They were asked to state whether they had had time to reflect on the training with colleagues and in supervision, how they'd applied the training to their work and to give examples of any impact. Evaluations were received from a wide range of agencies including educational establishments, social care, health, police, third sector, foster carers and housing. 109 of the 126 scored that there had been a significant improvement in their practice, 15 scored there was some improvement and for 2 there was no particular improvement.

Feedback was about increased confidence, assertiveness and feeling empowered to challenge, increased awareness about local and national resources available and about new types of risk. Participants had shared and cascaded learning with others, updated policies, made practical changes back in the workplace, challenged parents, better supported young people, made referrals and improved their chairing of team around the child meetings.

Each BSCB training course is allocated to a member of the Training sub group to monitor, dependent on their specialist area. Where a course consistently has a low score, indicating low impact, attendees are contacted to obtain more specific details, which is then fed back to the trainer to amend content or

delivery. Poor evaluations can lead to unsatisfactory trainers being replaced or courses decommissioned. Furthermore, certificates can be withheld if individuals do not apply the training and the BSCB also expects that this is followed up by supervisors and line managers during supervision.

All trainers are required to submit an evaluation form to evaluate how well the course went. Questions include how relevant the course was to the experience of the delegates and whether any organisational issues emerged during the training. Forms are submitted to and followed up by the Chair of the Training Sub group. The Training Sub group routinely analyses evaluation data and also carries out 'mystery shopping' of courses to ensure quality and impact.

Courses were amended during the year by trainers in agreement with BSCB to reflect learning from evaluations, new developments (for instance the introduction of a new policy or guidance) and learning from new reviews. Our trainers were accommodating and receptive to these amendments.

E-Learning Courses

The BSCB's free e-learning courses for Group 1 and 2 training which was introduced in 2012 continues to be good value for money. The BSCB and BSAB commission a provider together with neighbouring boroughs to achieve economy of scale. This year Bromley's e-learning package consisted of 15 courses suitable for the children's workforce. These courses make up the majority of the BSCB Group 1 and 2 training offer. The advantage of online training is that delegates can learn at a time and pace that suits them. A breakdown of the number of people taking each BSCB e-learning courses for 2017-18 follows.

1864 people completed online learning modules for 'children's safeguarding' this year, which is an increase from 1489 last year.

964 people completed the Level 1 Safeguarding Children module this year compared to 279 two years ago. This is a significant improvement and ensures the 'safeguarding is everybody's business' is reaching a much broader audience. Participants included pharmacists, childcare staff, housing, adult services staff, healthcare assistants and those working as volunteers.

The use of E-learning is particularly important for those in the children's workforce who struggle to attend daytime learning sessions. 339 Early Years staff completed e-learning this year, as did 28 foster carers, 225 Bromley Healthcare staff and 450 voluntary/ charity/private agency staff.

Online learning course (called 'ME Learning') April 2017 March 2018	
COURSE TITLE	Number Completed
Autism Awareness	106
Data Protection Act	136

Domestic Abuse	50
Female Genital Mutilation	57
Gangs & Youth Violence	35
Hate Crime	23
Human Trafficking and Modern Day Slavery	28
Information Sharing and Consent for people working with Children	33
Managing Conflict – Children’s Workforce	18
Online Safety - Risks to children	86
Safeguarding Awareness	37
Safeguarding Against Radicalisation - The Prevent Duty	58
Safeguarding Children - Level 1	964
Safeguarding Children - Level 2	211
Safeguarding Children with Disabilities	54
TOTAL	1896

BSCB Challenge: Low numbers of police attending multi agency training

Action: The Independent Chair wrote to the Deputy Borough Commander and discussed at Board meetings regarding raising awareness of the benefits of multi agency training. Police attendance at BSCB classroom based full day courses has increased from 0 last year to 11 this year, with many more officers attending the MAPE sessions.

Annual Conference 2017

This year's BSCB annual conference was entitled 'Educating and Empowering Communities' and was held on 15th November 2017. It was attended by 131 multi-agency attendees. There was a variety of speakers including a Care Leaver's Perspective, Understanding Neglect in the Context of Affluence, the Children and Families Voluntary Sector Forum, Bromley Parent Voice, Bromley Youth Council and feedback from the BSCB's Bromley Digital Footprint Survey. Feedback from the day included:

"Speakers knew what they were talking about by backing it up with personal experiences, notable studies and statistics."

"J's speech was very heartfelt and powerful."

"Thanks for a great and inspiring day."

"Some good ideas given regarding internet safety. Things that can be added to our school e-safety policy and parents workshop."

Of the 96 attendees who filled in an evaluation form, 70% stated this year's conference was very or extremely helpful/relevant to their job and a further 25% said it was quite useful. On the whole, attendees felt the speakers were very/extremely knowledgeable (96%).

PRIORITIES FOR NEXT YEAR AND BEYOND

BSCB Vision: "Children and young people in Bromley are seen, heard and helped; they are effectively safeguarded, properly supported and their lives improved by everyone working together."

This Business Plan for 2017-19 replaces the Business Plan 2015-18 as part of the review and reconfiguration of the BSCB following the Ofsted inspection of 2016 which graded the BSCB as 'requires improvement'. It acknowledges the inadequacy of previous approaches which lacked strategic oversight. The BSCB is moving away from monitoring the functions of the board and will now shift our focus more firmly on the context of the lives of our children in Bromley and demonstrate a commitment to grip, pace and impact.

In the context of impending change, the structure of this Business Plan will allow us flex to meet the challenges and embrace the opportunities of the Children and Social Work Bill.

PRIORITY 1: THE LOCAL SAFEGUARDING CONTEXT

Outcome: Children and young people at risk of specific vulnerabilities in Bromley are seen, heard and helped. They are effectively protected from harm by robust and coordinated multi-agency intervention and support. The BSCB and partner agencies focus on how to safeguard children and young people in the context of their lives at home, in friendship circles, health, education and public spaces including social media – context is key.

Actions: To monitor the ongoing effectiveness and impact of the partnership in responding to previous Business Plan priorities of CSE, Missing, Gangs, Domestic Violence, Neglect, Radicalisation and FGM. To work with partners to deliver comprehensive, multi-agency arrangements that tackle the identified safeguarding priorities set out below; and to evaluate their impact on children and young people:

- Domestic Violence (abusive relationships linked to CSE and Gangs)
- Mental Health
- Authentic voice of Children with special and educational needs

- Authentic voice of Children Looked After

PRIORITY 2: EARLY HELP & EARLY INTERVENTION

Outcome: Children and young people receive effective early help and appropriate interventions when needs are identified and/or problems arise.

Actions: To evaluate the effectiveness of early help arrangements Bromley.

PRIORITY 3: STRONG LEADERSHIP AND STRONG PARTNERSHIP

Outcome: The BSCB leads the safeguarding agenda, is professionally curious and challenges the work of partner organisations, and commits to an approach that learns lessons, embeds good practice and is continually influenced by children, young people and their families. A key focus within Priority 3 is how the BSCB and partner agencies commit to Making the Invisible Visible. This reflects the importance that the BSCB and partner agencies apply to ALL children and young people living in Bromley being seen, heard and helped.

Actions:

- In the context of the Children and Social Work Bill and the proposed abolition of LSCBs, partner agencies will continue to commit to engaging in robust arrangements that coordinate and ensure the effectiveness of how children and young people are safeguarded
- The BSCB and partners successfully deliver against the Business Plan and associated work plans set for the BSCB and its sub groups / working groups
- Continue to strengthen the governance interface between the BSCB and other key strategic forums and Chairs
- Maintain the BSCB Learning & Improvement Framework; scrutinise & challenge performance; identify, disseminate and embed lessons; engage with children, young people and families and evaluate the impact on outcomes
- To communicate and raise awareness about safeguarding to individuals, organisations and communities
- To consistently promote the importance of effective and swift information sharing, promoting a culture that puts the protection of children before the protection of information

PRIORITY 4: A HEALTHY WORKFORCE

Outcome: In the context of reducing public sector funding, the BSCB listens to partners and seeks reassurance that agencies have in place effective arrangements to support their staff deliver high quality safeguarding practice.

Actions: The BSCB sets up a task and finish group to lead on designing and implementing a thorough health check of the organisational arrangements in place to support effective safeguarding practice.

TECHNOLOGY AND SOCIAL MEDIA

The BSCB business plan aims to develop and deliver services that meet the needs of the children they seek to safeguard. This in the context of children's lives; at home, in care, in education and health, with family and friends and in all the offline and online spaces they frequent. The BSCB recognises that children's access to technology and use of social media is not novel and distinct; rather it is fundamentally integrated in the lives of young people. We further recognise that the context within a child's offline life; neglect, emotional or physical abuse or living in the shadow of abusive relationships is often reflected in the online 'digital footprint' children, young people and many adults now create.

We have therefore discarded the development of an e-safety strategy on the basis of its singular focus on technology and have instead, developed a strategy and suite of supporting documents focused on safeguarding children and young people within the context of their real lives and their access and use of technology. In the toolkit supporting this strategy, professionals are provided with policy, guidance and checklists that will assist safeguarding professionals identify and support children and young people in need of help and protection. This is available on the [BSCB website](#).

BSCB Safeguarding App

BSCB Strategic Priority 3: Strong Leadership and Strong Partnership

Actions 2017-19: To communicate and raise awareness about safeguarding to individuals, organisations and communities

In addition the BSCB has developed Apps to support professionals so that they have immediate access to the guidance they need. The BSCB App includes information on subjects such as thresholds of needs, escalation, what to do if you are concerned about a professional and how to get help if you are concerned about a child. The BSCB Private Fostering App has been downloaded around 5000 times and the BSCB Safeguarding App has been downloaded around 1500 times. Short videos on CSE are also available for professionals on the [BSCB website](#).

The BSCB's annual conference in November 2017 was attended by 138 multi agency attendees and included an overview of the findings of the BSCB Digital Footprint survey. The Digital Footprint Survey was launched for primary and secondary pupils in 2017. The survey aimed to understand the online footprints of Bromley's children and young people and their exposure to potentially harmful content or behaviour. Detailed findings gauging parent/carers' awareness of their children's online behaviour and their ability to activate the correct safety measures were also included. Over 3000 responses were received and a full report with recommendations has been published on the [BSCB website](#). Key findings were:

- Children access the internet and social media from multiple devices.
- 44.1% of parents and carers surveyed did not know how to set the parental controls for the devices their children used.
- 29% of 7-11 year olds own a mobile phone. 93.3% of 11-18 year olds own a smart phone.

- Children as young as 4-5 years are beginning to own smart phones.
- On average, 50% of children have access to additional devices owned by family.
- 74% of 7-11 year olds are accessing the internet and social media via the privacy of their bedrooms.
- Parents and carers are not fully aware of their children's membership of social media sites.
- Children as young as 4-5 years have been granted parental consent to use social media (1.7%).
- Facebook (30.8%), Snapchat (18%) and Instagram (13.4%) are the sites parents and carers are most concerned about their children using.
- 24% of 17-18 year olds admitted that their parent/carers were unaware
- that they had joined social media sites.
- Children's awareness of online safety needs raised. 61% of 7 year olds share their passwords with close friends. 3% of 7 year olds share passwords with everyone.
- 44.6% of parents and carers surveyed allow their children to access digital media prior to completion of homework.
- Parents and carers are confident (85%) in discussing online security measures and how to implement them with their children.
- Majority of parents and carers say they are aware of how to set privacy controls. 69% of parents/carers have social media privacy settings activated. However, their privacy settings differ per account.
- Parent/carers awareness of negative implications of internet and social media usage by their children is surprisingly low.
- Potential negative effects of using social media include - children's difficulty stopping games and acceptance of losing games, viewing inappropriate content/games, grooming, bullying, low self-esteem and behavioural issues, including anger and use of swear words

WHAT YOU NEED TO KNOW

THE BSCB WEBSITE <http://bromleysafeguarding.org/>

TWITTER @BromleyLSCB

CHILDREN AND YOUNG PEOPLE

- Nothing is more important than making sure you are safe and well cared for
- As adults, sometimes we think we always know best...we don't..... and that's why your voice is so important
- This is about you and we want to know more about how you think children and young people can be better protected
- We want to talk to you more often and we want to know the best way to do this..... please help
- If you are worried about your own safety or that of a friend, speak to a professional you trust or speak to ChildLine on **0800 1111**

PARENTS AND CARERS

- Public agencies are there to support you and prevent any problems you are having getting worse...Don't be afraid to ask for help
- Tell us what works and what doesn't when professionals are trying to help you and your children
- Make sure you know about the best way to protect your child and take time to understand some of the risks they can face
- You'll never get ahead of your child when it comes to understanding social media and IT – but make yourself aware of the risks that children and young people can face

THE COMMUNITY

- You are in the best place to look out for children and young people and to raise the alarm if something is going wrong for them.
- We all share responsibility for protecting children. Don't turn a blind eye. **If you see something, say something.**
- If the child lives in Bromley, call the Multi Agency Safeguarding Hub (MASH) on **0208 461 7373/7379 7026** during working hours
- If you need to speak to someone out of office hours contact the Out of Hours Duty Service on **030 0303 8671**
- You can also call the NSPCC Child Protection helpline on **0808 800 5000**

FRONT-LINE STAFF AND VOLUNTEERS WORKING WITH CHILDREN OR ADULTS

- Make sure children and young people are seen, heard and helped... whatever your role
- Your professional judgement is what ultimately makes a difference and you must invest in developing the knowledge, skills and experiences needed to effectively safeguard children and young people. Attend all training required for your role
- Understand the importance of talking with colleagues and don't be afraid to share information. If in doubt, speak to your manager
- Escalate your concerns if you do not believe a child or young person is being safeguarded
- Use your representative on the BSCB to make sure that your voice and that of the children and young people you work with are heard
- If your work is mainly with adults, make sure you consider the needs of any children if those adults are parents

LOCAL POLITICIANS

- You are leaders in your local area. Do not underestimate the importance of your role in advocating for the most vulnerable children and making sure everyone takes their safeguarding responsibilities seriously
- Councillor Peter Fortune is the Portfolio Holder for Education and Children and Families and has a key role in children's safeguarding - so does every other councillor
- You can be the eyes and ears of vulnerable children and families... Keep the protection of children at the front of your mind

CHIEF EXECUTIVES AND DIRECTORS

- You set the tone for the culture of your organisation. When you talk, people listen - talk about children and young people

- Your leadership is vital if children and young people are to be safeguarded
- Understand the capability and capacity of your front-line services to protect children and young people - make sure both are robust
- Ensure your workforce attend relevant BSCB training courses and learning events
- Ensure your agency contributes to the work of BSCB and give this the highest priority. Be Section 11 compliant
- Advise the BSCB of any organisational restructures and how these might affect your capacity to safeguard children and young people
- Keep engaged with the safeguarding process and continue to identify children who need early help and protection

THE POLICE

- Robustly pursue offenders and disrupt their attempts to abuse children
- Ensure officers and police staff have the opportunity to train with their colleagues in partner agencies
- Ensure that the voices of all child victims are heard, particularly in relation to listening to evidence where children disclose abuse
- Ensure a strong focus on MAPPA and MARAC arrangements

HEAD TEACHERS AND GOVERNORS OF SCHOOLS

- Ensure that your school / academy/ educational establishment is compliant with 'keeping children safe in education' (DfE, 2016)
- You see children more than any other profession and develop some of the most meaningful relationships with them

CLINICAL COMMISSIONING GROUPS

- CCGs in the health service have a key role in scrutinising the governance and planning across a range of organisations
- Discharge your safeguarding duties effectively and ensure that services are commissioned for the most vulnerable children

THE LOCAL MEDIA

- Safeguarding children and young people is a tough job
- Communicating the message that safeguarding is everyone's responsibility is crucial - you can help do this positively.
- Hundreds of children and young people are effectively safeguarded every year across the borough of Bromley

BSCB MEMBERSHIP (AS AT MAY 2018)

Independent Chair
Jim Gamble QPM

BSCB Team

Kerry Davies
Joanna Gambhir
Hazel Blackman

Board Business Manager (Job Share)
Board Business Manager (Job Share)
Business Support Officer

Board Members

Ade Adetosoye
Janet Bailey
Valerie Burton
Khalil Campbell
Deborah Carter
Jane Clegg
Sonia Colwill
Penny Davies
Helen Dyer
Janet Ettridge
Jenny Flavill
Peter Fortune
Debbie Hutchinson
Marina Laurie
Fiona Martin
Sadie McClue
Betty McDonald
Katie Nash
Gillian Palmer
Jenny Selway
Lucien Spencer
Antoinette Thorne
Paul Warnett
Jane Wells
Jonathan Williams

Deputy Chief Executive and Executive Director Education, Care and Health Services (statutory DCS), LBB
Interim Director Children's Social Care, LBB
Lay Member
Senior Service Manager CAFCASS
Deputy Head Teacher, Bullers Wood School
Director of Nursing, NHS England
Director of Quality Governance and Patient Safety, CCG
Interim Head of Service Quality Assurance, LBB
Bromley CFVSF Chair (third sector)
Director of Operations, Bromley Healthcare
Designated Dr, Consultant Community Paediatrician, Bromley Clinical Commissioning Group
Portfolio Holder, Education, Children and Families Services
Deputy Director Nursing, Kings College Hospital
Lay Member
DCI Child Abuse Investigation Team (CAIT)
Head of Safeguarding (Designated Nurse), Bromley Clinical Commissioning Group
Head of Youth Offending Service, LBB
Head of Service, National Probation Service
Interim Director of Education, LBB
Consultant Public Health Medicine (Chair of CDOP)
Area Manager, London CRC
Learning and Development Manager, LBB
Detective Superintendent, Borough Police
Director of Nursing and Safeguarding, Oxleas NHS Trust
Manager, Change, Grow, Live

Agenda Item 9

Report No.
ED18074

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: EDUCATION CHILDREN AND FAMILIES SUB-COMMITTEE

Date: 30th October 2018

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

Title: ANNUAL REPORT OF THE VIRTUAL SCHOOL

Contact Officer: Helen Priest, Head Teacher, Bromley Virtual School
Tel: 020 8461 7723 E-mail: helen.priest@bromley.gov.uk

Chief Officer: LeadDirector: Janet Bailey

Ward: Wards

1. Reason for report

Local authorities have a duty under the Children Act 1989 to safeguard and promote the welfare of a child looked after by them. This includes a particular duty to promote the child's educational achievement, wherever they live or are educated. The authority must therefore give particular attention to the educational implications of any decision about the welfare of those children, including children who have been placed for adoption until the court makes the adoption order giving parental responsibility to the adoptive parents.

Every local authority is required to ensure that a Virtual School Head Teacher is in place, giving that officer responsibility for arrangements which ensure that looked after children have access to a suitable range of high quality education placement options and that there are robust procedures in place to monitor the attendance and educational progress of the children in its care.

Reporting on the progress, performance and development of the Virtual School is a key activity and the annual Report of the Virtual School Head Teacher is a requirement of Ofsted during an inspection.

2. RECOMMENDATION(S)

The Sub-Committee is asked to note the content of the attached report.

Impact on Vulnerable Adults and Children

Summary of Impact: The Virtual School in Bromley exists to support children looked after to engage with and enjoy their education and to achieve their potential. This report outlines the activity and impact of Bromley Virtual School during the academic year 2017-2018 and provides full details of the educational outcomes of Bromley Children Looked After (CLA). It reflects on the impact of our activities and identifies areas of future development to achieve improved outcomes for our looked after children.

Corporate Policy

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

Financial

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

Personnel

1. Number of staff (current and additional): 6x FTE established staff, including VSH and apprentice; 1.4 FTE grant funded staff; 2x FTE temporary staff (to 31/10/2018 and 31/12/2018)
 2. If from existing staff resources, number of staff hours:
-

Legal

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

Procurement

1. Summary of Procurement Implications: N/A
-

Customer Impact

1. Estimated number of users/beneficiaries (current and projected): Currently 311 children looked after and up to 400 post-LAC.
-

Ward Councillor Views

1. Have Ward Councillors been asked for comments? Not Applicable

Summary of Ward Councillors comments:

Bromley Virtual School

Annual Report

2017/18

'A Trauma-informed Approach to Teaching Children in Care',



Point	Content	Page
1	The Purpose of the Virtual School	3
2	Our Children Children Looked After numbers Educational Outcomes Regular Attendance at School	3 4 12
3	Personal Education Plans (PEPs)	13
4	Pupil Premium Plus	15
5	Summary of Key achievements and challenges through the academic year	19
6	Addressing Key Challenges	22

1. The Purpose of the Virtual School

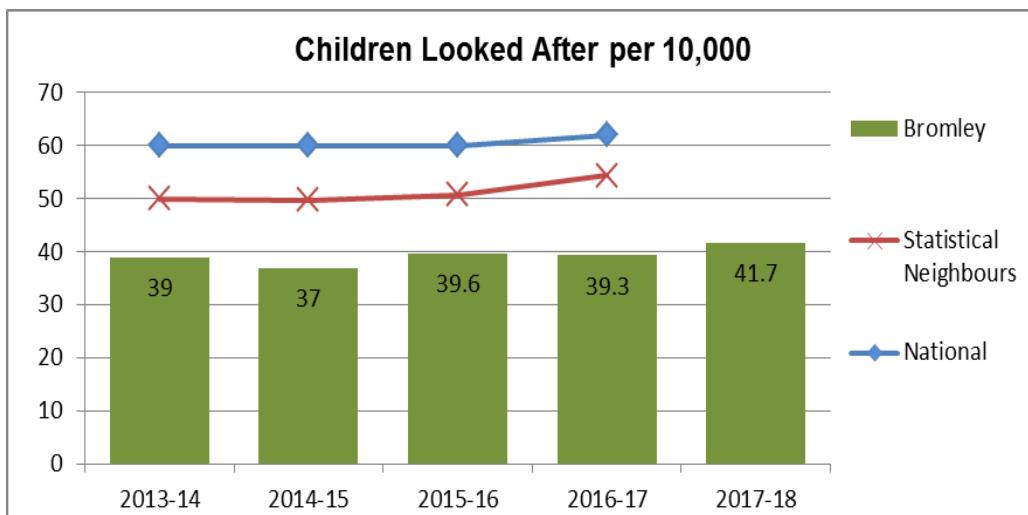
- 1.1 The Virtual School in Bromley exists to support children looked after to engage with and enjoy their education and to achieve their potential. We want to see our children go on to be successful in their careers and become active and useful members of society, just like any parent does.
- 1.2 This report outlines the activity and impact of Bromley Virtual School during the academic year 2017-2018 and provides full details of the educational outcomes of Bromley Children Looked After (CLA). It reflects on the impact of our activities and identifies areas of future development to achieve improved outcomes for our looked after children.
- 1.3 Data contained in this report is for looked after children who were in the care of the LB Bromley for the academic year 2017/18 and includes outcomes** for all children who have been in care for a year or more as at 31st March 2018.

*** N.B. This data is not validated until the publication of the Statistical First Release, expected between December 2018 and March 2019.*

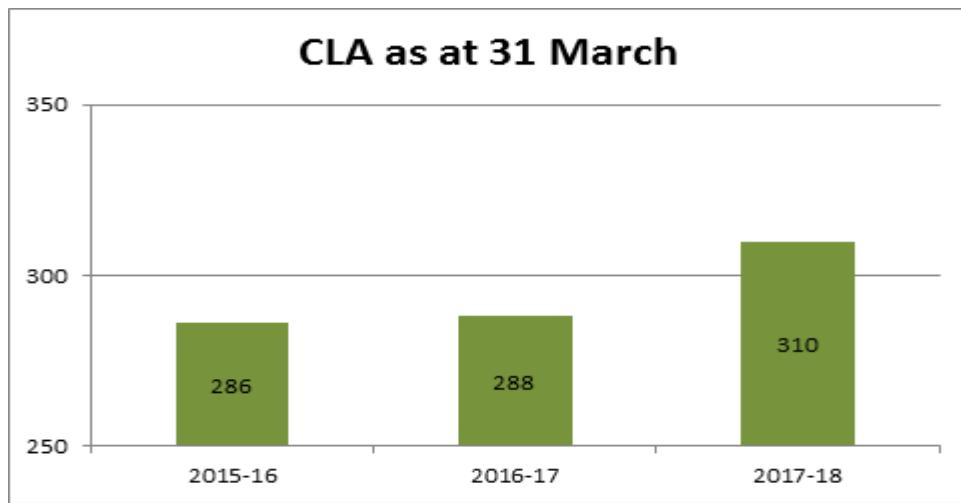
2 Our children

2.1.1 Children Looked After: numbers as at 31st March 2018

The numbers of children looked after per 10,000 in Bromley remain much lower than those in statistical neighbours and significantly lower than the National picture.

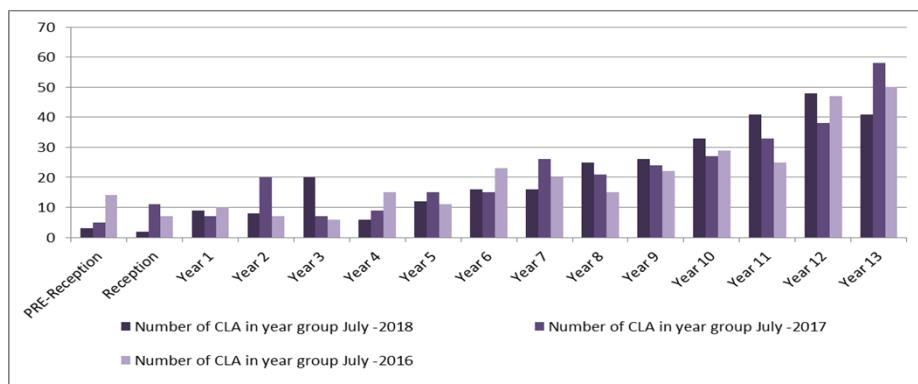


2.1.2 **Graph:** Children looked after: rates per 10,000, including statistical neighbours and national statistics

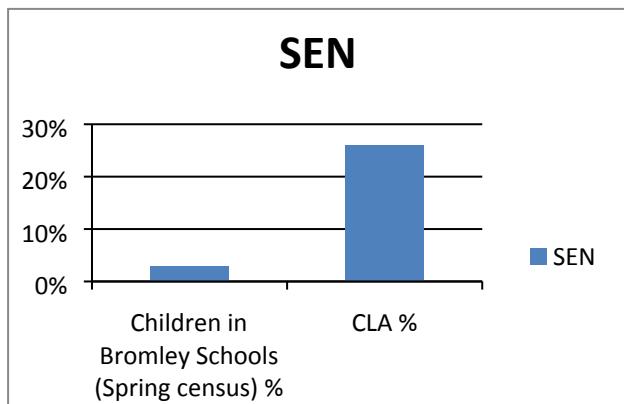


2.1.3 Graph: Numbers of children looked after with historical context

- 2.1.4** Around 300 children looked after and care leavers aged 18 were in the Virtual School at any point in the academic year 2017-18. The features of the cohort are representative of all Bromley children in terms of gender and ethnicity and, as might be expected, secondary aged children are slightly over-represented,
- 2.1.5** Of the cohort in care at the end of the academic year, around 50% were in schools outside the borough. Some of these were schools close to Bromley, in neighbouring authorities, and some were as far away as Liverpool or Gateshead. Around 14% of Bromley CLA were in special schools.
- 2.1.6** At any point during academic year 2017-18, just over 50% of Bromley CLA were educated out of borough and almost half of those were in special schools or accessing alternative provision. Of the 50% of children in school within the borough, 85% were in mainstream schools. The cohort completing YR10 in July 2018 has grown from 23 students to 34 in during the academic year. This is an increase of almost 49%. 18 students in this group will start YR11 in schools outside Bromley; 14 children in the cohort have EHC plans and, of those, 16 are educated in specialist or alternative provision.



2.1.7 Graph: Bromley Virtual School Year Group Cohorts as at 31/07/2018 including data for previous years



In comparison with the overall school age cohort in Bromley, the proportion with an EHC plan are much higher in the Children Looked After cohort.

2.1.8 Graph: showing SEN status of Bromley CLA and all Bromley children

2.2 Educational outcomes

2.2.1 Key Stage 1 Summer 2018(7 year olds)

- 2.2.1 8 children in care ended KS1 in August 2018. Of these, 4 had been continuously looked after for at least 12 months (to 31st March 2018) and these pupils form the **reporting cohort**.

	Reading	Writing	Maths
Bromley CLA	0	0	1 (25%)
Bromley	81%	76%	81%
National	76%	76%	76%

2.2.2 Table: showing KS1 outcomes and comparator data

- 2.2.3 All of these children have made progress during the last academic year, but 2 children (50%) in the cohort have a statement of SEN or EHC plan and they and one other were working below the level of assessment at the end of YR2.

- 2.2.4 Two students in this cohort were in mainstream school. One was in an out of authority independent specialist residential school as a day student and one was in an alternative provision on an assessment basis.

Date of birth	Attended school in/out of borough	Length of time CLA	SEN	Reading	Writing	Maths
2011	IN	1-2 years	EHCP	BLW	BLW	BLW
2011	OUT	1-2 years	EHCP	BLW	BLW	BLW
2010	IN	1-1 years		BLW	BLW	EXS
2010	IN	2-3 years		NS	NS	AS

2.2.5 Table: showing pupil level data for KS1 in 2018

Legend: BLW – Below the level of assessment/ did not sit the test; NS

Has not met the standard; AS – has met the expected standard

2.3. Key Stage 2 Outcomes Summer 2018 (Age 11 years)

- 2.3.1** 16 children in care ended KS2 in August 2018. Of these, **11** had been continuously looked after for at least 12 months (to 31st March 2018) and these pupils form the **reporting cohort**.

	Reading	Writing*	Maths	GPS
Bromley CLA	45% 5 of 11 students (2 at Greater Depth)	45% 5 of 11 pupils	55% 6 of 11 pupils	45% 5 of 11 pupils
Bromley	82% (provisional)	87% (provisional)	83% (provisional)	83% (provisional)
National	76% (provisional)	78% (provisional)	75% (provisional)	76% (provisional)

- 2.3.2** **Table:** showing numbers of children who achieved expected standard at KS2

*Writing based on Teacher assessment.

- 2.3.3** 8 of the 11 children in the reporting cohort (72%) have identified special educational needs, with 5 of them (45%) already having an Education, Health and Care Plan (EHCP) and another under statutory assessment. 2 children are recorded to have been below the level of assessment and did not sit SATS tests. Their results, however, are included in the cohort outcomes as that is government expectation.

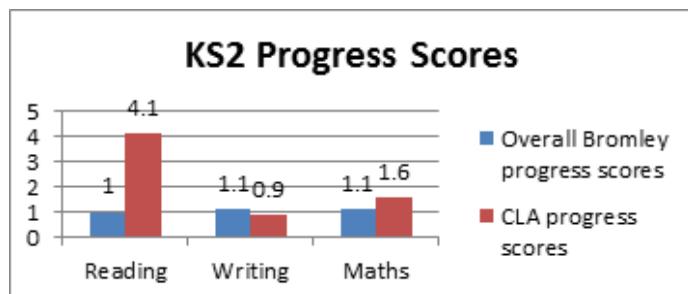
Date of birth	Length of time in care	In/out of borough	SEN	Reading	Maths	GPS	Writing
2007	9-10 years	out	SEN support	GDS	EXS	EXS	EXS
2007	2-3 years	out	EHCP	Dis	Dis	Dis	Dis
2007	2-3 years	out	SEN support	EXS	WTS	EXS	NS
2006	1-2 years	in	EHCP	WTS	EXS	WTS	WTS
2006	5-6 years	out	EHCP	NS	NS	NS	
2007	3-4 years	in	SEN support	WTS	EXS	EXS	EXS
2007	1-2 years	in	none	EXS	EXS	WTS	EXS
2007	2-3 years	in	none	EXS	EXS	EXS	EXS
2007	6-7 years	in	EHCP	NS	NS	NS	PKG
2007	3-4 years	out	none	GDS	EXS	EXS	EXS
2006	5-6 years	in	EHCP	Dis	Dis	Dis	Dis

- 2.3.4** **Table:** showing pupil level data for KS2 in 2018

Legend: GDS- Student working above expected standard, at greater depth; EXS student working at expected standard; NS – student has not met the

expected standard; WTS – student working towards the expected standard; Dis – student dis-applied (working below the level of assessment).

2.3.5 Progress measures at Key Stage 2 have changed, since the curriculum changes introduced for September 2015. Progress scores are presented as positive or negative numbers either side of zero. A score of zero means that children in the group have made the same progress as those with similar prior attainment, with a positive score meaning they have made more than expected progress. Bromley CLA made significantly better progress in Reading and maths than other Bromley 7 year-olds.



The average progress score for Bromley CLA was 4.1 for Reading and 1.6 for maths, significantly better than for all Bromley children at 1 and 1.1 respectively.

2.3.6 **Graph:** showing average progress points for Bromley CLA and all Bromley children at KS2

2.4 Key Stage 4 Outcomes 2018

2.4.1 41 children in care ended YR11 in August 2018. Of these, **20** had been continuously looked after on roll in YR11 for at least 12 months (to 31st March 2018) and these pupils form the **reporting cohort**. The table below shows that Bromley Children have performed better than all CLA nationally last year.

	English 4+	Maths 4+	English and Maths 4+
Bromley CLA	35%	25%	15%
Bromley	84%	80%	75%
National	72%	71%	Not yet available
National CLA (2017)	15%	10%	14%

2.4.2 **Table:** showing GCSE outcomes with local and national comparator data

	2018 Reporting Cohort of 20 pupils	2017 Reporting Cohort of 19 pupils	2016 Reporting Cohort of 12 pupils	2015 Reporting Cohort of 19 pupils
5 A* - C incl. English and Maths	15% (3 pupils)	26% (5 pupils)	25% (3 pupils)	26% (5 pupils)

5 A* - C	20% (4 pupils)	26% (5 pupils)	25% (3 pupils)	37% (7 pupils)
5 GCSEs	65% (13 pupils)	47% (9 pupils)	42% (5 pupils)	63% (12 pupils)
1 A*-G	80% (16 pupils)	84% (16 pupils)	50% (6 pupils)	84% (16 pupils)

2.4.3 Table: showing GCSE outcomes 2018 with historical context

N.B. it should be noted that national reporting is based on the number of CLA actually on roll in YR11. This data includes 2x17 year olds who completed YR11 in August after having previously missed a year of education.

2.4.4 Within this cohort young people accessed their education in a variety of settings:

- Mainstream: 12 (60%), 7 in borough, 4 out of borough and 1 independent school, also out of borough
- Special School: 5 (25%), 4 of whom were out of borough
- Alternative Provision: 2 (10%) 1 of whom was out of borough
- 1 student (missing from care) was not roll.

Statistics show that pupils do equally well in out of borough schools when they are settled and receiving adequate support. Children do less well when they experience disruption and school changes and 2 young people in this cohort became increasingly difficult to engage during YR11. They experienced periods missing from care and they were subsequently not entered for GCSE or alternative qualifications.

2.4.5 15% of the reporting group of CLA left year 11 with five or more GCSEs at grade 4+ (equivalent to A*-C) including English and Maths in the summer of 2018. The small cohort size means that this data will be suppressed in national reporting.

2.4.6 6 young people in the reporting cohort have an EHC plan. This equates to 30% of the reporting cohort against a national figure of 2.8% (all children). A further 5 children in this group were receiving additional support in school without recourse to an EHC plan, making a total of 55% with identified special or additional needs.

2.4.7 4 of the young people in this year group were accommodated by the local authority at the end of YR9 (after April 2016) or during Key Stage 4.

KS4 reporting cohort - Time in care	%
In care at the end of KS3	80%
In care at the end of KS2	50%

In care at the end of KS1	15%
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KS4 reporting cohort – Type of placement	%
Foster care	65%
Residential care	25%
Parents or connected persons	10%

2.4.8 7 students experienced one or more placement changes during KS4 and 6 of those required a change of education provision.

DOB	Length of time CLA	Placed In/Out of borough	SEN	No. of GCSEs	Maths 4+	Eng 4+	5 A - C inc. English & Maths	5 A - C
2002	2-3 yrs.	In		8				
2002	5-6 yrs.	In	SEN support	9		•		•
2002	9-10 yrs.	In	Sen support	4				
2001	1-2 yrs.	In	EHCP	4				
2001	3-4 yrs.	In		7		•		
2002	8-9 yrs.	Out	EHCP	4		•		
2001	9-10 yrs.	In		6				
2002	6-7 yrs.	In	EHCP					
2001	2-3 yrs.	Out	School support	9				•
2001	2-3 years	Out	EHCP					
2001	8-9 yrs.	Out		9	•	•	•	•
2002	11-12 yrs.	In	SEN support	7	•			
2002	5-6 yrs.	In		8	•	•	•	•
2001	1-2 yrs.	Out	SEN support	2		•		
2002	1-2 yrs.	Out	EHCP					
2002	7-8 yrs.	Out	EHCP					
2001	3-4 yrs.	Out	EHCP	4				
2001	6-7 yrs.	Out	SEN support	8	•	•	•	•
2002	1-2 yrs.	Out		8	•			

2.4.9 Table: showing pupil level data with number of years in care and

SEN status.

2.5 Post-16 young people

- 2.5.1** Our vision is that all young people over 16 who are looked after or care leavers will be engaged in Education, Employment or Training commensurate with their ability and aspirations, and be making significant progress towards recognised career ambitions.
- 2.5.2** Bromley Virtual School has been strengthening partnership working with the 16+ Leaving Care team, colleges and other providers to ensure that Bromley CLA and care leavers access to a wide range of opportunities beyond statutory education. In 2017-18 this has meant focusing on transitions and improving the quality of post-16 PEPs. Additional temporary staffing in the virtual school and the 16+ Leaving Care Team has enabled more effective tracking of young people as well as more capacity for face to face work and research into available courses and employment programmes for individuals.
- 2.5.3** 37 of the YR 11 cohort of 41 (90%) young people progressed to post-16 destination for September 2017. This is an increase of 6%, up from 84% in September 2016.
- 2.5.4** 8 care leavers went to university for the first time in September 2017.
- 2.5.5** Successful participation in a winning bid for Social Impact Bond funding. In partnership with Lewisham, Greenwich and De Paul, we will be introducing the Your Chance programme which will place secure accommodation and a highly personalised, assertive support relationship as the foundation for a successful springboard to Education, Training and Employment (ETE) opportunities for some of our most difficult to reach care leavers.
- 2.5.6** Introduction of a fortnightly NEET Panel to ensure consistency of practice and decision making and to promote improved outcomes in the areas of independent skills development and EET. This is a multi-agency panel designed to break down barriers and identify pathways to education, training or employment.
- 2.5.7** A Partnership with Fresh Start in Education during the spring and summer terms provided intensive support to YR11 students making choices about post-16 progression, ensuring that all students had a secure and appropriate offer of a place for September 2018.

- 2.5.8** A collaboration with Bromley's Human Resources team has provided guaranteed interviews for Bromley CLA and Care Leavers who apply to level 2 Apprenticeships within the authority.
- 2.5.9** Free leisure activities have been made available to all young people through an exciting partnership with Bromley Mytime Active. Initial reporting suggests that this has been warmly welcomed by young people who are making good use of a range of gym and swimming activities across a number of facilities in the borough.
- 2.5.10** There were 29 young people in the KS5 reporting cohort (young people completing YR13 who have been in care for one year from 01/04/2017 to 31/03/2018). Of these, 6 (20%), are unaccompanied asylum seekers; 7 (24%) have Education, Health and care plans and 10 (34%) were not in care at the end of KS4.
- 2.5.11** Three of these young people and one other (not in the reporting cohort) are progressing to university this year.

<i>Young Person</i>	<i>time in care</i>	<i>UASC (Y/N)</i>	<i>SEN status</i>	<i>ETE status at end of academic year</i>	<i>Level 1 qualificatio n</i>	<i>Level 2 qualificatio n</i>	<i>Level 3 qualificatio n</i>
A	9 yrs		EHCP	NEET	•		
B	1 yr			NEET		•	
C	8 yrs		EHCP	6 th form			•
D	8 yrs			College			•
E	9 yrs		EHCP	NEET			
F	1yr	Y		College (ESOL)			
G	4yrs			NEET (young parent)		•	
H	1yr	Y		College (ESOL)			
I	7yrs		EHCP	College	•		
J	2 yrs			NEET		•	
K	2 yrs	Y		College (ESOL)			
L	2yrs		EHCP	NEET		•	
M	2yrs			NEET (young parent)		•	
N	2 yrs			NEET		•	

O	2yrs			NEET (mental health)			
P	5yrs		EHCP	NEET			
Q	3yrs			NEET (mental health)		•	
R	1yr	Y		College (ESOL)			
S	12yrs			6 th form			•
T	3yrs			NEET		•	
U	2yrs			Employed (self-study)			•
V	2ys	Y		College (ESOL)			
W	2yrs			College	•		
X	4yrs			Training provider		•	
Y	1yr	Y		College (ESOL)			
Z	17yrs		EHCP	College		•	
AA	2yrs			College			•
AB	2yrs			College	•		
AC	1yr			College			•

2.6.2 Table: showing KS5 outcomes for reporting cohort 2018.

Legend:  = qualifications achieved summer 2018.

2.7 Regular Attendance at School

- 2.7.1** Regular attendance at school is vital to help children achieve and get the best possible start in life. Good attendance is a protective factor for children looked after and academic achievement is the key to a successful and productive adult life and breaking the cycle of neglect and life in care.
- 27.2** The Virtual School utilises a service provided by ‘Welfare Call’ to monitor attendance at school and alternative provisions on a daily basis by an individual phone call to check every child is at school. Where students are not at their provision the Carer is contacted to ascertain the reason for absence and the Social Worker and Virtual School are notified. This ensures the whereabouts of every student is monitored on a daily basis and serves and an early warning system to patterns of lateness and non-attendance. Attendance reports are reviewed at weekly Virtual School team meetings and children at risk or poor attendance are

identified. Contact is made with the foster placement or residential care home to discuss concerns and plan strategies for improvement.

- 2.7.3** In 2017/18, 19% of Children Looked After had less than 90% attendance. This percentage is too high, and work continues to be done in partnership with schools and social care professionals to reduce further the number of CLA who are persistently absent from school. (See section 6.1, Challenge 1)
- 2.7.4** As corporate parents, we continue to be aspirational and plan for the education of children who are missing from care or refusing to engage with education. This means that PEPs will still take place, whether the child is present or not and the Virtual School also provides supports to social workers of these children in placement searching activities, strategy meetings and risk assessments.
- 2.7.5** Where young people come into care or have changes of placement without education provision, we work harder to find new school places and we put 1:1 tuition in place in the interim period. This is usually commissioned for up to 20 hours per week and will commence at 2-3 hours a day increasing as and when the student is ready for more. 1:1 tuition is very stressful and spending all day making eye contact with a single person is not an option for some students. The carer or residential unit will be expected to provide additional learning activities.
- 2.7.6** Fixed term exclusions of CLA remain high and during 2017/18. Of the children continuously looked after for one year between April 2017 and March 2018, 19 children experienced a total of 44 fixed term exclusions an aggregate of 138.5 days of exclusion from school during the academic year. 66 of these days were accounted for by 3 students.

Of the 19 CLA, 7 students were excluded for single incidents and no further exclusions have been recorded and 7 have been moved to more appropriate education provisions. In all, the VS provided direct intervention for 12 children who were experiencing repeated fixed term exclusions or were at risk of permanent exclusion. The Virtual School provides support and challenge to schools to help them manage the behaviour of children who have experienced a chaotic home life and/ or significant trauma and loss. Training for schools is funded from top sliced pupil premium funding and understanding the needs of our children can make a considerable difference to teachers and managers in schools (see section 5.1.3, Training).

- 2.7.7** Of the children we moved to new provisions, only one was a formal managed move; the others were all moves to more appropriate mainstream or special schools or alternative provisions. As a result of this work, only 1 child was permanently excluded from school during the school year.

3 Personal Education Plans (PEPs)

3.1 PEP Activity

- 3.1.1** The Local Authority has a statutory duty to maintain Personal Education Plans (PEP) for every school age CLA up to the end of the school year in which they turn 18 (i.e. the end of Year 13). The PEP must be reviewed at least termly, or at any time of significant changes to placement and/or education provision. Social Workers are jointly responsible along with school Designated Teachers for writing, reviewing and taking actions written into the PEPs.
- 3.1.2** As PEP compliance improves, attention has been turned to improving quality. Over time there has been an improvement in quality, especially in the area of target setting. This is the result of an improvement in the information provided by schools on the monitoring form sent to them before the PEP meeting. This form was designed in partnership with Bromley Schools and has been reviewed and revised in the last 2 years to ensure that designated teachers understand what is required of them and can provide information that is current and already held in school in a similar format. At the same time the form, which is given to social workers at the meeting, replicates the language used in the PEP assessment on CareFirst, so that social workers are also clear about what needs to be recorded in the target section.
- 3.1.3** The PEP should also clearly record what is going well in school and anything about which there are concerns. This provides a narrative of the child's experience of school and allows professionals to share their impressions of the child's presentation. This is the sort of detail that a parent would know and keep in mind.
- 3.1.4** Attainment and progress reporting are recorded well (this data is also well reported on the monitoring forms by schools). Key Stage data is recorded on CareFirst by the strategy and performance team and it can be pulled through onto the PEPs using the "Peek and grab" facility.

3.2 PEP Training

- 3.2.1** Three identical PEP training events are provided each term. These are offered to all social workers who are new to Bromley and any others who may need a 'refresher'. Occasionally a whole team may be targeted for one of the sessions.
- 3.2.2** Virtual School officers accompany all new social workers to at least one PEP meeting to model good practice and offer deskside advice and training on recording PEPs where required.

- 3.3.3** The Virtual School PEP Quality Assurance Officer reviews all PEPs to ensure that they are ready for authorisation. When there is missing information or poor quality data, she challenges schools and social workers and builds any forthcoming information into the assessment before it is reviewed and authorised by the VSH.
- 3.3.4** The VSH authorises every PEP once it has been released by the PEP Quality Assurance Officer. This ensures that the Virtual School has an overview of the needs of all of the children on its roll and can address any concerns and outstanding issues with social workers, foster carers or schools. Frequently it is possible to anticipate issues before they become real problems at school and Virtual School Education Advisers are tasked with making enquiries or visiting schools to get a better understanding of the presentation of a child in school or of their needs.
- 3.3.5** The VSH has met with IROs to ensure that they have a good understanding of what constitutes a good PEP. Every PEP now has a quality assurance comment at authorisation, providing managers and IROs with information that they need to help with the work of improving the quality of education planning for Bromley CLA.
- 3.3.6** A large part of the Virtual School Conference in May, attended by designated teachers and Head Teachers, was devoted to strengthening PEPs and the PEP process. One of the Virtual School Education Advisers has subsequently met with new designated teachers in their schools to do further work to help them understand their role.

3.4 PEP completion 2017-18

- 3.4.1** 90% of Bromley CLA had 2 or more PEPs in 2017-18.
- 3.4.2** Work continues to ensure that social workers, designated teachers and schools, carers and IROs understand their role and responsibilities in initiating, developing, reviewing and updating the child's PEP and how they help meet the needs identified in that PEP.

4 Pupil Premium Plus Funding for CLA 2016-17

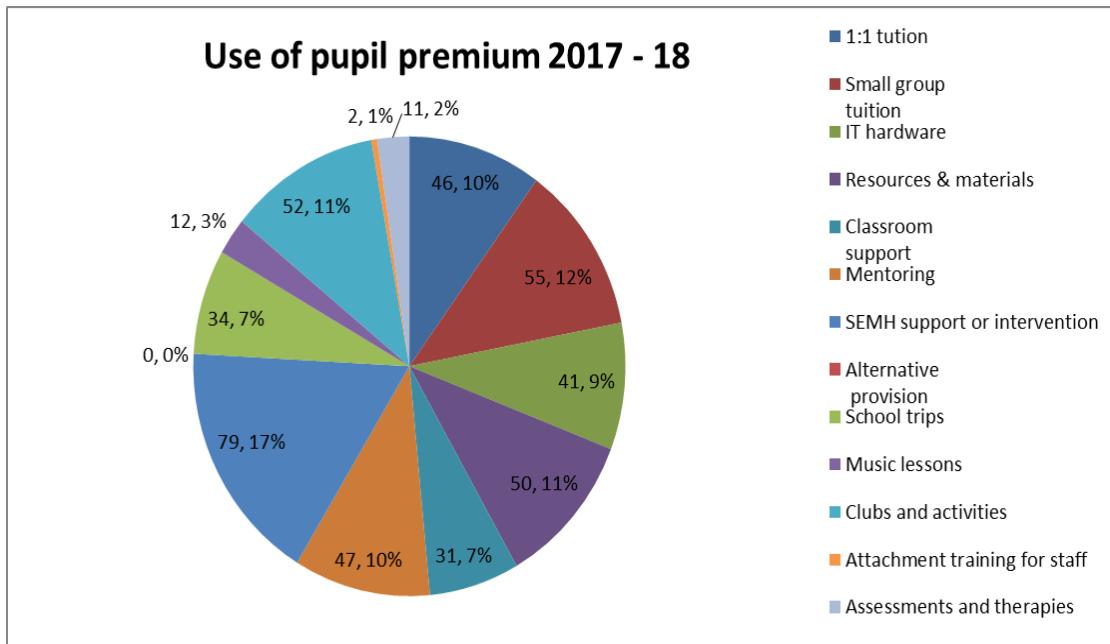
4.1 The Purpose of Pupil Premium Plus

- 4.1.1** Children who have been in local-authority care for 1 day or more attracted £1,900 of pupil premium funding in financial year 2017/18 (This rose to £2300 in 2018/19) . This does not go directly to the schools pro rata but is managed by the Virtual School in the local authority that looks after the child.

4.1.2 During the 2017-18 financial year, the Virtual School implemented a revised Pupil Premium policy. The key elements of the new policy are given below:

- The main purpose of Pupil Premium funding is to close the gap and, as last year, the Virtual School retained an element of the funding to ensure that it could be re-allocated to where the need was greatest. In the first instance, schools received up to £1400 of funding for each child for whom a monitoring form was completed and returned. Further funding could be accessed through the year where there was demonstrable need and clear links to the needs and targets identified in the Personal Education Plan (PEP).
- Pupil Premium was released only on the completion and return of a Progress Monitoring Form from school. Interventions and resources were required to be costed and the intended outcomes and measures of success clearly stated.
- All allocations were made as a full year payment except where there is an expected transition (e.g. secondary transfer). In these cases the primary school was given 1/3 of the funds, and the receiving secondary school the remaining allocation when the child was on roll and a monitoring form was completed in the autumn term.
Both the primary school and the receiving secondary school may have received larger allocations where it was known that additional support or resources are required.
- Early Years Pupil Premium, (up to £300), was available for looked after children who are taking up the free early education entitlement for 3 or 4 year-olds, including nurseries and childminders. During financial year 2017/18, The Virtual School attended all early years PEP meetings to provide guidance and support for providers on the allocation and use of Early Years Pupil Premium.
- The Virtual School considers withholding Pupil Premium Plus when children are placed in high-cost residential provision if it is considered that this funding can be better directed to support other Looked After Children in other settings.

4.1.3 Schools are becoming more creative with the use of pupil premium plus funding and the VSH is unlikely to refuse requests for funding as long as there is a clear link to the needs and targets discussed in the PEP and the school has identified outcome indicators. Quite rightly, increasing amounts of money are being used to fund support for mental health needs and for clubs and activities inside and outside school.



4.1.4 Chart: showing use of pupil premium plus funding delegated to schools

4.2 Use of Retained Funding

4.2.1 Retained funding last year paid for:

- Laptops/tablets and software for CLA
- Alternative education provision for CLA out of school
- Targeted 1:1 tuition for year groups 6,10 and 11
- Various TA support provision for individual CLA.
- The YR8 Aspiration projection in partnership with Greenwich University
- Theatre tickets for CLA
- EP and other assessments where these needed to be done in a hurry
- The VS Conference, 'More than just Surviving School'
- Resources for Designated Teachers, in the form of packs of books to support the new Statutory Requirement and accredited online training
- Whole school attachment awareness and emotion coaching training from Kate Cairns Associates
- YR11 transition project – ensuring all YR11 students had an appropriate post-16 destination
- ESOL resources for unaccompanied minors

4.2.2 Pupil Premium Case Studies

- Student A (YR9 Selective School)

Student A has presented as a very distressed child over a number of months and his behaviour in class, though not malicious, became distracting for teachers and peers. He sang, seemingly without his knowledge and fidgeted with whatever equipment he had available; he became less and less able to complete his work. A claimed he had no friends though he was seen around the school with a group of boys and did not seem to have the same difficulties in unstructured time. A learning support assistant had previously been funded and A had access to the learning support centre which he made use of at time of high stress or if he was sent out of the classroom. None of those interventions reduced the ‘stress behaviour’ exhibited in the classroom, though it became clear that he could relax in the presence of certain known adults in the school. A was refusing to meet with a psychotherapist through CAMHS.

The need for co-regulation was discussed in PEP and other meetings in school and the Virtual School agreed that, alongside 1:1 tuition for catching up with missed work during the school day, it would fund additional hours for a known member of staff to provide ‘Co-regulation’ for A. The remit of this member of staff, who replaced exiting TAs in most classes, was to observe when A was becoming agitated and then to sit next to him without speaking or directing him, if possible, to support A to regulate his emotions and provide a window for engagement and learning in lessons.

This occasional support for A proved successful through a trial period in the spring term and was extended into the summer term. The success of this work can probably be accounted for by the lack of dialogue/direction, the presence of which had been unacceptable for A when delivered by previous 1:1 support. This co-regulation model may be used as a trial for other students.

- Student B (YR3 Mainstream with high levels of support through an EHCP)

Following a year in which B made better than expected progress with speech and language (S&L) skills, it was agreed that pupil premium plus funding could be used for a speech and language therapist to work with him in school every week. Not only did this result in further accelerating of this speech and language skills but it released his Learning Support Assistant to undertake intensive handwriting support for him. This produced an improvement from working at Reception YR for handwriting to working at just below age-appropriate within the academic year (see attached).

- Student C (YR3, Independent special school)

Student placed, mid-year, into specialist provision. Previously a young carer, this child exhibited lack of physical coordination and poor fine and gross motor skills. C needed physical containment and nurturing in her new provision as well as support to behave in a more age-appropriate way around other children (not ‘little mother’).

School has used pupil premium to develop her ‘team player’ skills by introducing team sports and supporting her to join clubs inside and outside school. Her coordination skills have been improved through horse-riding and swimming lessons. An OT (sensory) stool has been provided to enable C to get sensory feedback from rocking without the risk of physical harm.

5 Summary of Key achievements and challenges through the academic year

5.1 Key Achievements 2017/18

5.1.1 Universal support for CLA

- Monitoring and supporting the education of over 300 children and young people aged 3-18 through PEP activity.
- Tracking and monitoring ETE activity of 16-21 year-olds
- Ongoing work to improve PEP compliance and quality
- Attendance at annual review meetings for CLA with EHC plans
- Administration of Pupil Premium Plus funding for CLA aged 3-15 years

5.1.2 Targeted support for CLA

- Provision of tuition for students in year groups 6, 10 and 11 to support KS2 SATs and GCSEs.
- YR8 Aspiration Project.
- YR6 Transition Project
- YR11 Transition Project
- Post-16 engagement project

5.1.3 Training

- Regular training events for social workers, foster carers, adopters and special guardians.
- Termly Designated Teachers’ Forum
- Online training offer for designated teachers
- Delivery of ‘Trauma and Neglect in the Classroom’ training in schools
- Funding of whole-school Attachment Awareness and Emotion Coaching training delivered by Kate Cairns Associates
- Participation in Schools’ Mental Health Forum

5.1.4 Networking and partnership activity

- Participation in Regional and National NAVSH (National Association of Virtual School Heads) events.
- Participation in strategic boards and panels within the local authority, including the Corporate Parenting Strategy Group; Children’s Social

- Care Funding Panel; Youth Offending Service Management Board; EHC Plan Auditing Group
- Development of Partnership with MyTime Active resulting in the provision of free leisure activities for children and young people looked after by LB Bromley
- Creation of Partnership with Greenwich university to deliver YR8 Aspiration Project

5.2 Key Challenges 2017/18

5.2.1 Access to Education:

- Persistent absence rates remained high in 2016/17
- Fixed term exclusions of Bromley CLA continue to be a cause for concern
- Children changing placements can spend too long without a school place and have to rely on tuition on site as an interim arrangement
- Too many YR12 students drop out of ETE provision early in the course
- Post-18 NEET figures remain higher than we would like

5.2.2 Personal Education Plans (PEPs):

- PEP compliance is improving but the timeliness of PEP recording on CareFirst remains a challenge. Late recording means that the Virtual School can miss opportunities to provide interventions for children and causes a backlog at the authorisation stage

5.2.3 Attainment and Progress at KS4:

- High numbers of CLA entering the care system during KS4 correlates with high numbers of Virtual School students who fail to achieve level 2 qualifications. Such students are frequently poor attenders or do not have an appropriate education provision when they become looked after.
- Though data shows that attainment for Bromley children looked after at KS 4 is above the national average for children looked after, it is recognised that the small cohort means that each student carries a significant percentage weighting and numbers of children achieving good GCSE passes remain low.
- Attainment at KS4 for children looked after is below Bromley and national averages for all children

5.2.5 New Duties

Published in February 2018, new statutory guidance for local authorities, *Promoting the education of looked-after children and previously looked-after children*, sets the framework through which the role of the Virtual School Head Teacher has been extended to include promoting the interests of children who have been adopted or who are in long term care

permanent arrangements (under an adoption, special guardianship or a child arrangements order). In addition, it introduced a new set of measures in respect of care leavers which has required the authority to review and improve its offer of support to care leavers.

The Virtual School already shares the responsibility to providing support to care leavers up to the age of 21 with the 16+ Leaving Care team but the requirement to provide education support and guidance will apply to all relevant young people up to the age of 25, should they request it.

The current remit to monitor and report on education, training and employment status is likely to broaden, too, which will mean maintaining contact with further and higher education establishments, gathering data and preparing reports.

5.2.6 Providing support at KS5 and beyond

Improving the number of young people completing Key Stage 5 with level 3 qualifications requires more work. It is recognised that this work needs to begin much earlier than the point at which young people begin their post-16 education and that there are strong links between placement stability and late entry to care to the ability to engage and complete course of study.

The Virtual School needs to continue to encourage schools, colleges and other education providers to ensure the educational experience of CLA and care leavers is aspirational and provides chances to experience success and develop resilience.

Around 40% of the YR12 and YR13 cohorts were accommodated within the last year and over half of the new entrants to care were asylum seeking young people. 83% of the cohort lives outside Bromley, which means that researching resources and opportunities as well as providing face to face support for them places heavy demands on staff time.

Unaccompanied asylum seeking children and young people are particularly vulnerable as they are alone, in an unfamiliar country and are likely to be surrounded by people unable to speak their first language. They may have experienced emotional trauma in their country of birth, in their journey to the UK or through their treatment by adults in the UK. As such, we must continue to work to ensure these individual young people are provided with additional support that takes their circumstances into account, including language support and interpreters/translation services. Immigration challenges for young adults can lead to difficulties in accessing ETE opportunities, including access to university and the local authority recognises that being out of education, training or employment is not always a choice.

6 Addressing key challenges in 2018/19

6.1 Challenge 1

What is the challenge?	<p>Persistent absence rates in the most recently published figures (2018) for Bromley Children Looked After are too high at 19% and above national average for Children Looked After.</p> <p>The Virtual School has a rich amount of data concerning attendance and exclusions and on young people not accessing school full time. Trends and issues are not identified promptly enough however, or tracked effectively.</p> <p>Personal Education Plans do not always include strategies being employed to address issues and circumstances around children whose attendance is poor .</p>
Current Measures	<p>Daily attendance collected by Welfare Call for all Bromley Children Looked After.</p> <p>Welfare Call phones the carer and/or social worker if the child is not at school and no reason provided for the absence as a safeguarding measure</p> <p>Poor attendance, exclusions, late marks and children not on a full time school roll are highlighted in the Virtual School monitoring exercise in the weekly team meetings.</p> <p>The Virtual School monitors and challenges all relevant services regarding any child without a school place or not accessing a full time timetable.</p> <p>The Virtual School will eventually consider if the provision is appropriate and will recommend further assessments or a change of education provider.</p>
Future work	<p>From September 2018, the Virtual School will alert foster carers and social workers when it sees a pattern of absence emerging and, in any case, when attendance drops to below 95%.</p> <p>Home visits or extra PEP meetings may take place where the absence from school is not understood.</p> <p>Once the reason for absence has been established,</p>

	<p>a strategy for improving attendance will be drawn up with the school and the student. This may involve the supervising social worker and the IRO as well as the child's social worker and carer if appropriate.</p> <p>Monitoring will continue and the student will be offered ongoing support and incentives to attend.</p> <p>Further assessment of need may be required, as may a professionals' meeting, to discuss if the placement and/or education provision are able to meet the needs of the student. Ultimately a change of provision may be required.</p>
What are our performance indicators / success criteria?	<p>Bromley CLA attendance figures to be at least as good as all other Bromley children.</p> <p>All Bromley CLA to have access a full time school offer.</p> <p>Any CLA who is not in education to be provided with 1:1 tuition in the placement as an alternative to school within 1 working week and on a school roll within 20 days wherever possible.</p>

6.2 Challenge 2

What is the challenge?	<p>Measures in place to reduce the number of children experiencing fixed term exclusions and the number of fixed term exclusion episodes have not been successful</p> <p>Schools continue to issue fixed term exclusions even when the Virtual School has acknowledged that there is a problem and agreed to seek alternative provision.</p> <p>Alternative provision remains problematic both within the borough and further afield.</p>
Current Measures	<p>Daily and weekly exclusion data collected by Welfare Call for all Bromley Children Looked After.</p> <p>The Virtual School maintains open channels of communication with schools and attends reintegration meetings whenever possible. The Virtual School suggests or provides interventions</p>

	<p>and/or assessments to support behaviour.</p> <p>The Virtual School works with partners, such as the Inclusion, Support and Advisory Team, to deliver strategies and solutions to schools.</p> <p>The Virtual School encourages schools to look beyond the behaviour at adverse childhood experience and modify their responses to and discourse with, children. Training on Trauma and Neglect in The Classroom is offered to schools. This may be followed by whole school Attachment Awareness or Emotion Coaching training</p> <p>The Virtual School will eventually consider if the provision is appropriate and will recommend further assessments or a change of education provider</p>
Future work	<p>The Virtual school will continue to work with schools, academies and local authority colleagues to encourage agreement that they will not exclude Children Looked After but will consider a range of other measures and interventions and will challenge fixed term exclusions where appropriate.</p> <p>The Virtual School will increase the number of visits to schools where children are experiencing fixed term exclusions and will encourage referrals to the Inclusion Support Advisory Team.</p> <p>Schools will be required to address and record the strategies being used to prevent exclusion in PEPs. The Virtual School will seek to have an input into local plans to increase and improve the range of Alternative Provisions.</p>
What are our performance indicators / success criteria?	<p>All Bromley children looked after are in the most appropriate education setting to meet their needs.</p> <p>The number of fixed term exclusions of Bromley children Looked after to reduce year on year.</p> <p>All Bromley Schools take advantage of the offer of Attachment Awareness training</p>

6.3 Challenge 3

What is the Challenge?	The drive to improve outcomes for children by achieving 3 high quality PEPs per year for all CLA.
Current measures	<p>Training sessions for social workers new to Bromley are provided every term.</p> <p>Training on the Education of CLA and on the function and practice of PEPs is delivered to newly qualified workers</p> <p>Regular updates on PEP activities are circulated to social work managers.</p> <p>PEP practice is modelled by Virtual School education advisers.</p> <p>Virtual school education advisers and now co-located in the long term CLA team</p> <p>2 layers of quality assurance are in place, both before and at authorisation stage.</p> <p>Support and guidance is provided to Designated teachers at the termly forum and in 1:1 support visits from the Virtual School</p>
Future work	<p>Provision of a PEP surgery for social workers is being provided</p> <p>Weekly monitoring of PEP numbers in-date through a new data set report which will be discussed and scrutinised at the team meeting</p> <p>PEP data to be used to provide challenge in Funding Panel</p> <p>Create an example of an early years, Pan London and post-16 'outstanding' PEPs to use as a training resource</p>
What are our performance indicators / success criteria?	All CLA to have 3 high quality personal education plans each that detail the child's experience of school and how school is supporting the child to meet all of their educational needs.

6.4 Challenge 4

What is the Challenge?	Too few young people achieve level 3 qualifications that allow them to progress to university or into their chosen careers at 18+
Current measures	<p>Provision of support to ensure that young people transition to appropriate post-16 education or training</p> <p>Thanking of attendance at KS5 to provide an early warning of something going wrong for young people</p> <p>Provision of tuition for young people retaking level 2 qualifications</p> <p>Continuation of good quality personal education planning throughout KS5</p> <p>1:1 support from ETE workers for young people who are not in education or training or who are at risk of becoming NEET</p> <p>Partnership with London Boroughs of Lewisham, Greenwich and De Paul in your Chance project which will secure housing and mentoring support for up to 74 Bromley young people in Bromley over the next 3 years.</p>
Future work	<p>We will continue to listen to our young people and ensure that their voices are heard by Corporate Parents and partners</p> <p>Ensure that all key managers, Elected Members and staff in LB Bromley understand their role and responsibilities and the responsibility of others for raising the aspirations and achievement of Children Looked After and those Leaving Care.</p> <p>We will work with partners to ensure that there is a high quality and wide range of alternative education provision and post 16 opportunities for all vulnerable groups.</p> <p>We will provide opportunities for CLA and Care leavers to develop pre-employment skills</p> <p>We will work with Bromley SEN to assess the educational needs of late entrants to the care</p>

	<p>system</p> <p>We will ensure robust processes are in place to track all children looked after and young people leaving care so those at risk of NEET, or who are NEET, are identified at an early stage enabling targeted support to be put in place.</p> <p>We will work with individual young people to reduce barriers to engagement, including the legal status of unaccompanied asylum seekers and permissions to obtain paid employment.</p> <p>We will make sure a Pathway to ETE plan is completed, alongside the Care Plan, and regularly reviewed for all post-18 young people who are NEET or at risk of becoming NEET, putting in place targeted support for the most vulnerable groups including those with disabilities and those not participating in learning to ensure they are offered a suitable place in learning.</p>
What are our performance indicators / success criteria?	<p>100% of LAC/LC aged 16-18 years participate in learning and compliant with their Raising Participation Age duty.</p> <p>All students have a secure YR12 destination and are supported to enrol at the appropriate time.</p> <p>80% of care leavers 18+ are in education, employment or learning.</p>

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Agenda Item 12

Report No.
ED18079

London Borough of Bromley

PART ONE - PUBLIC

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

Date: 30th October 2018

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

Title: LOCAL AUTHORITY DESIGNATED OFFICER ANNUAL REPORT FOR 2017/18

Contact Officer: Penny Davies, Head of Quality Assurance & Service Improvement

Chief Officer: Ade Adetosoye

Ward: All

1. REASON FOR REPORT

This report updates Members on the activity and performance of the Local Authority Designated Role (LADO) for 2017/18.

The report provides evidence of the effectiveness of LADO services provided to and on behalf of the Bromley's children in care between April 2017 and March 2018.

2. RECOMMENDATION(S)

Members of the Sub- Committee **NOTE** the report..

Impact on Vulnerable Adults and Children

1. Summary of Impact: see report attached
-

Ward Councillor Views

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

3. COMMENTARY

This report provided Members with background information on the role of the LADO, referral data and highlighted the need to raise greater awareness of the role. See attached report



Local Authority Designated Officer Annual Report

April 2017 to March 2018

Introduction & Framework

This is a report for the Bromley Safeguarding Board which is aimed at setting out a summary of the work undertaken by the Local Authority Designated Officer (LADO). The report applies to allegations made against those working in either a paid or unpaid capacity with children in Bromley during the period 1st April 2017 to 31st March 2018.

LADO Role

The responsibilities of the LADO are set out in the statutory guidance “*Working Together to Safeguard Children*”, March 2015 and the “*London Child Protection Procedures*” 5th edition, 2017, Chapter 7.

Nationally, all agencies and settings that provide services or staff working with children are required under the statutory guidance, to have clear procedures for responding to allegations against staff, whether they are paid or voluntary.

Within education services, additional guidance - *Keeping Children Safe in Education* (2018) outlines specific requirements considered when managing allegations against staff working in education settings.

These sets of guidance are placed alongside additional statutory guidance – *Disqualification under the Childcare Act 2006 (2015)* that further informs specific circumstances, which would lead to disqualification from work within defined sectors of Early Years and Education services.

Within the updated guidance, the Local Authority is required to appoint a ‘Designated Officer’ or ‘team of officers’ to oversee the allegation management process and to ensure it remains effective and transparent and meets the dual demands of both protecting children and also ensuring staff subject to allegations are treated fairly. In Bromley, we have maintained the title of LADO (Local Authority Designated Officer) as this is well- understood and embedded within the children’s workforce. The LADO provides consultation and advice to the process to ensure that the investigative response is consistent, reasonable and proportionate and that action taken is recorded in line with statutory requirements.

Working Together to Safeguard Children (2015) defines that all new officers overseeing allegations must be qualified social workers. In Bromley this is the case.

It also removed the automatic title of LADO and refers instead to “designated officers”. Along with most other authorities, Bromley continues to use the title of LADO. *Working Together 2015* also allowed Local Authorities scope to change the arrangements for the referral of cases to the LADO, in line with local arrangements. It has been decided in Bromley that the majority of referrals will continue to come directly to the LADO rather than requiring them all to be directed through the MASH, as is the case in some local authorities.

According to the London Child Protection Procedure, 'members of staff' and 'employment' should be interpreted as meaning all paid or unpaid staff and volunteers, including foster carers and prospective adopters. All references to 'employers' should be taken to include any agency or organisation with responsibility for paid or unpaid staff and volunteers, including foster carers and prospective adopters.

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

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

AND OR

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

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

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

The guidance sets out the importance that the co-ordination of any actions to address welfare concerns, in relation to the child or children involved, are taken without delay. It stipulates that local authorities should have a designated officer – Local Authority Designated Officer (LADO), or team of officers, to be involved in the management and oversight of allegations against people that work with children.

Worth noting is that the LADO deals with allegations and employers deal with concerns and complaints. There may be occasions where the LADO may need to offer support to employers in addressing certain concerns which may or may not be of a safeguarding nature.

It might not be clear whether an incident constitutes an ‘allegation’. It is important to remember that in order to be an allegation the alleged incident has to be sufficiently serious as to suggest that harm has or may have been caused harm to a child/ren or that the alleged behaviour indicates the individual may pose a risk of harm to children (or otherwise meet the criteria above). Issues that do not meet this threshold may constitute conduct or disciplinary issues and should be addressed by employers using the appropriate organisational procedures.

The LADO is responsible for:

- Providing advice, information and guidance to employers and voluntary organisations around allegations and concerns regarding paid and unpaid workers.
- Managing and overseeing individual cases from all partner agencies.
- Ensuring the child’s voice is heard and that they are safeguarded.
- Ensuring there is a consistent, fair and thorough process for all adults working with children and young people against whom an allegation is made.
- Monitoring the progress of cases to ensure they are dealt with as quickly as possible.
- Recommending a referral and chairing the strategy meeting in cases where the allegation requires investigation by police and/or social care.

When partners contact the LADO, the service aims to provide a timely response as often referrers are anxious and concerned about next steps particularly as the referral involves a professional or those working with children. Decisions as to whether a member of staff needs to be suspended, or moved to alternative, non-child facing, duties can for local managers be stressful and experience has shown that early advice can mitigate future

difficulties. As a result, the LADO service has sought to be as accessible as possible and attempts to respond to contacts wherever possible on the same day contact is initiated. An Acknowledgement email is usually sent within 24hours and the LADO aims to make people aware of “the next step” within 24hours.

System for dealing with LADO notification

The system of recording and managing referrals, including LADO notifications to LADO is made by direct contact with the LADO service. This is to determine whether the threshold for Children Social Care involvement is met.

The managing allegations process is compliant with DfE expectations in terms of there being a point of contact for all notifications to ensure the safety of children is determined at the earliest stage.

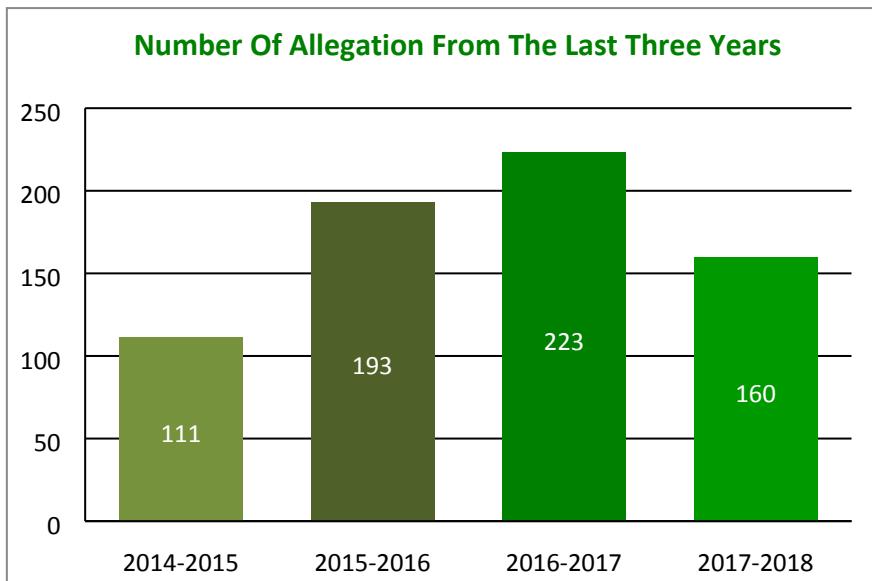
Organisations are required to complete a BCSB Notification of Allegation Against Professional Form. This enables the LADO to assess and provide appropriate advise, guidance and support.

All cases are managed and overseen by the Designated Officer (LADO) and in some of the cases, the works in conjunction with Children’s Social Care and the Police.

Throughout the year, there has been continuous promotion of the managing allegations procedures to ensure agencies and organisations are familiar with the local child protection procedures that require the notification to the LADO of concerns about those working with children within one working day.

Data and Information on Referrals and Notifications

In the year 2014 to 2015, there 111 referrals to LADO, in 2015 to 2016, there were 193 referrals and in the 2016 to 2017, there were 223 referrals. The variation in number will be further addressed in the body of this report.



The number of contacts (phone calls / emails) to the LADO service for consultation and allegation management support between April 2017 and end March 2018, was 914. Of these 160 met the threshold allegations against the children's workforce (including volunteers) in Bromley that required more than just advise/support/guidance. This represents a 28% decrease on the previous year (223). These mainly relate to staff conduct issues which, on consultation, are designated as below the allegation threshold or unlikely to result in a S47 investigation and are passed back to employers to manage as practice or competence issues. They may also constitute historical matters where although a staff may no longer works within a particular agency, they may still be working children's workforce, or could relate to matters of policy guidance.

The categorisation of a piece of work as a 'consultation' may require considerable follow-up from the LADO beyond the initial contact.

Although only 18% (160) of the consultations made with the LADO in 2017/18 reached threshold, many of them required just as much careful attention and monitoring, as they refer to the safety and welfare of children. Examples of consultation which do not reach threshold however require follow up and robust responses are referrals from Ofsted about concerns within schools and how they have addressed certain issues, referrals for children where extreme bullying has been experienced, health and safety incidents in regulated provisions, as well as advice being sought by organisations not involved in regulated activities with children. Consultations may also include instances where agencies are not clear if an issue

relates to a concern or an actual allegation against a staff member. The LADO will in such cases advice and support such agencies to ensure that all safeguarding issues are dealt with in a timely and safe manner.

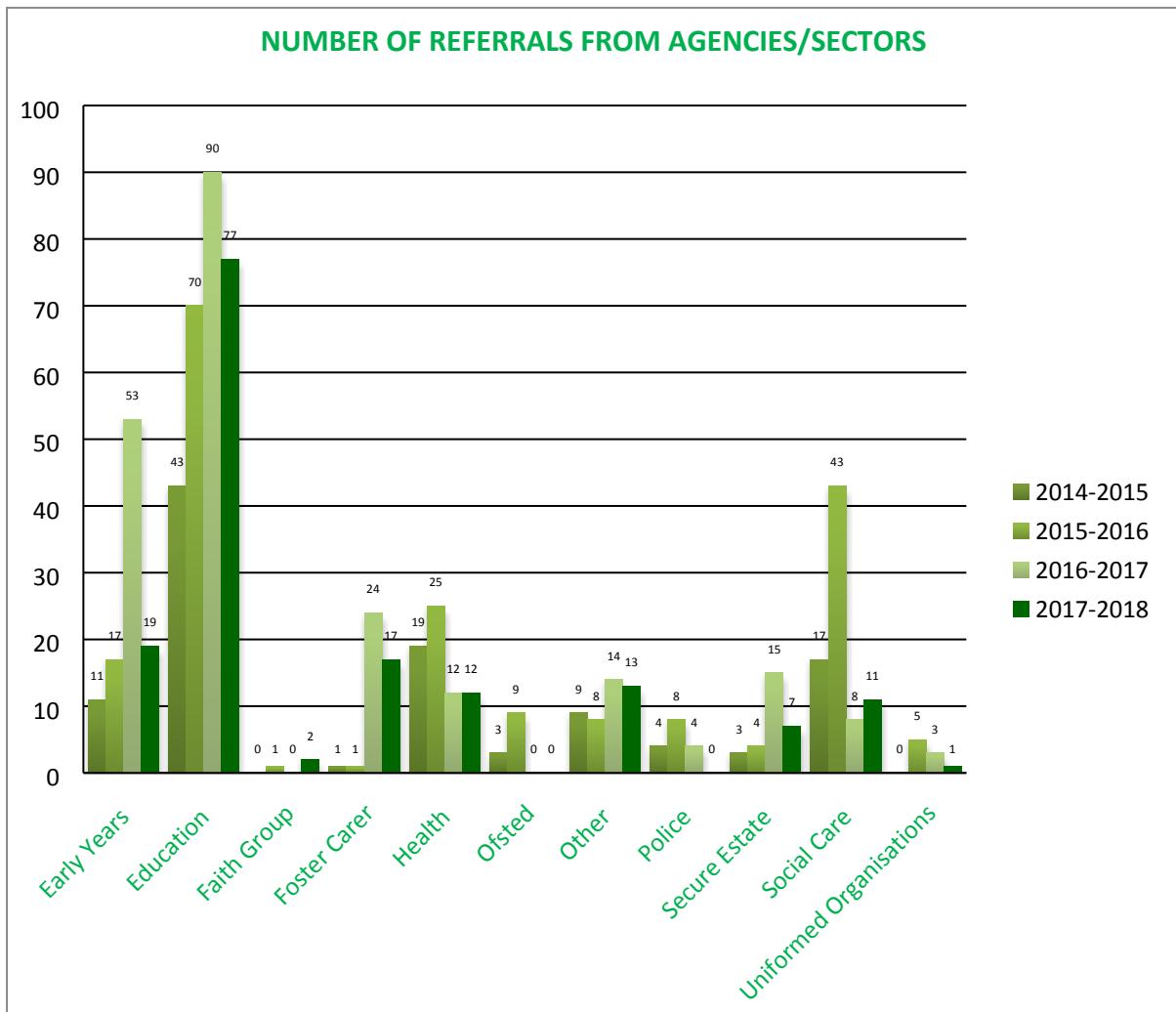
Of the 914 consultation, 160 were referrals which required more than just advise/support/guidance but actually required a LADO involvement and or investigation. 44 of those referrals required an Allegations Against Professionals meeting, 107 of those were referred for internal management investigation and risk assessments, 9 required no further action and as at the time of writing this report, there are none awaiting consideration.

Worth noting is that as a result of the ongoing awareness raising, quick response and easier access the LADO provides, professionals feel more able to contact the LADO in good time to seek advice, guidance and support before matters escalate. This has sometimes meant that the right support and guidance is provided to agencies in a timely manner to avoid concerns turning into allegations which has also meant a reduction in the number of referrals.

On reflection, the LADO also believes that the high number of notifications is also sometimes due to organisations seeking clarity as to whether or not the alleged incident meets the criteria to trigger the managing allegations procedure. Anecdotally many of the contacts received can be attributed to the agencies needing support to determine if any of the criteria are met and / or wishing to have an audit trail of consultation with the LADO.

This is reflected in the number of children's residential homes who will make notifications having already determined that the incident does not meet any of the criteria. This is in order to avoid undue criticism from Ofsted inspectors who expect all incidences to be notified to the LADO irrespective of whether the home can evidence that the incident does not meet any of the criteria. For example, following the last NHS England investigation into Kent house hospital, Kent House hospital reached an agreement with LADO to notify LADO of every incident even if it does not meet the threshold.

Number of referrals from agencies/sectors

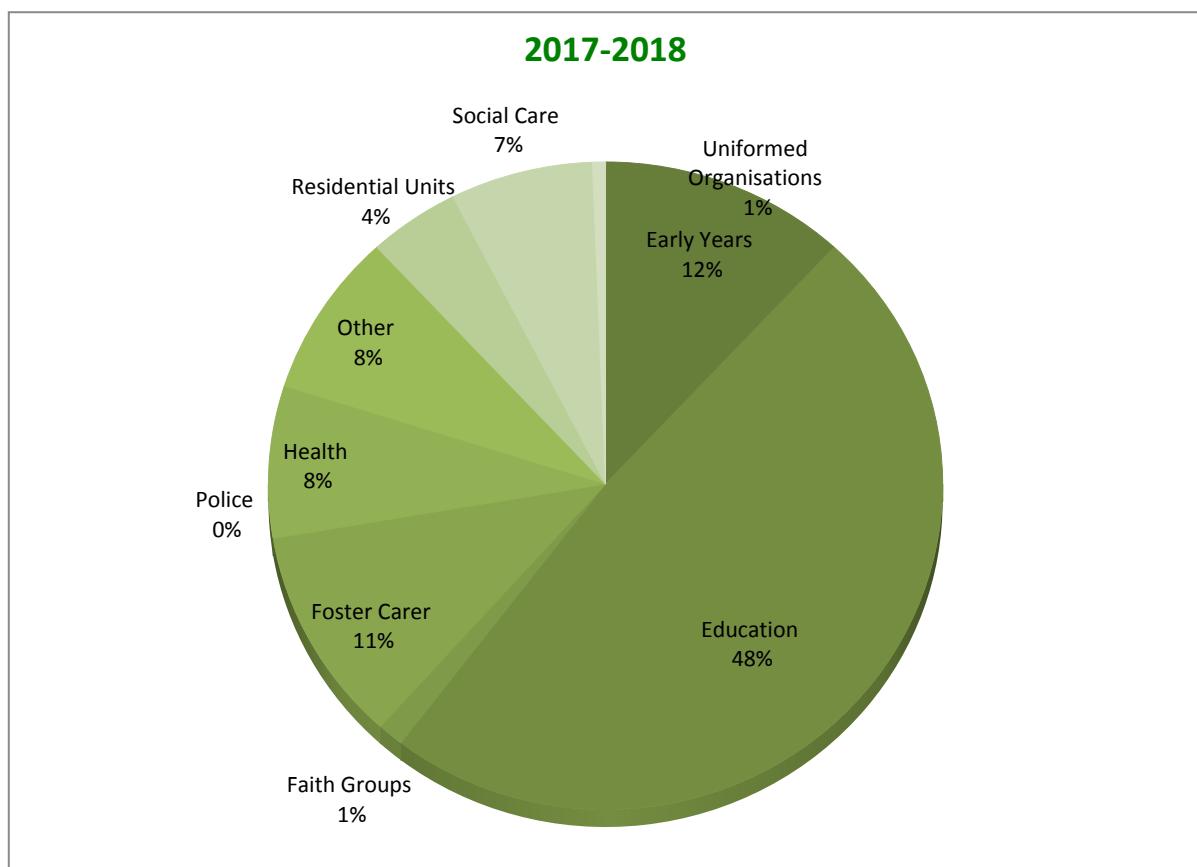


The highest number of referrals continues to come from education where children have the most contact with adults who work with children. Generally reporting from schools is higher as a result of the schools' statutory guidance which has existed for some years. Over time this has enabled more staff to be familiar with the managing allegations procedure and the expectations to report any concerns about inappropriate behaviour of colleagues.

As a result of all the changes in legislation - Education Acts (2002 & 2006); Safeguarding Vulnerable Groups Act (2006), which introduced huge changes to the way staff are recruited including Criminal Records Bureau (CRB) checks now Disclosure & Barring Service (DBS) disclosure checks and training in respect of mandatory requirement that on every interview panel for a school vacancy at least one person having completed a nationally accredited Safer Recruitment course, Head teachers and Designated Safeguarding Leads (DSL) in

schools have developed a degree of confidence in understanding the threshold to make notifications to the LADO.

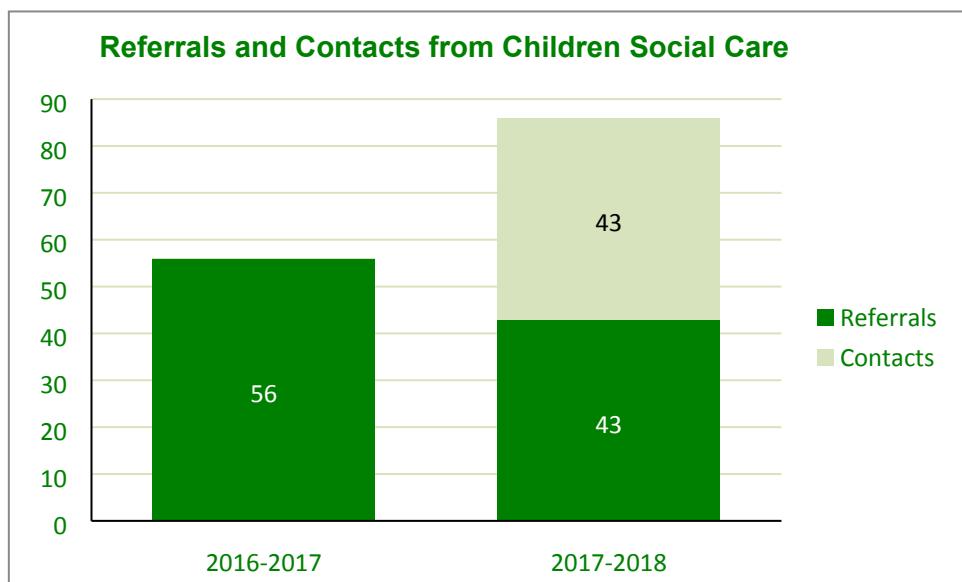
There were 77 (48%) referrals from Education, 19 (12%) from early years, 17 (11%) from Foster Carers, 12 (8%) from Health, 13 (8%) from other (SEN transport, theatre groups, sporting and leisure organisations etc.), 8 (4%) from Residential units, 2 (1%) from Faith groups and 1 from a voluntary sector.



As a result of the low number of referrals from Faith Groups (1%) and voluntary sectors, the LADO arranged tailored training to raise awareness for these sectors. Whilst investigating the referrals from these sectors, the LADO was concerned about the lack of knowledge and involvement with LADO. It will appear that they had limited knowledge of the process and threshold and as such they seemed to address matters internally rather than refer to LADO or at least consult with the LADO where unsure.

The quality of referrals and contact from both health and the police has improved. In the previous year, the LADO was concerned about the number of referral and contact from health and police. However, this year, the police have made 4 referrals in respect of other professionals and aside from the 12 referrals made by health professionals, health colleagues have a much better contact with LADO and keep LADO updated and informed of internal allegations. This is a two way process between health and LADO.

Compared to the previous year, there is also an increased and timely contact from Social care, social workers are beginning to seek advice and guidance from the LADO and the LADO hopes this will continue to increase with the more awareness created by LADO and within Bromley.

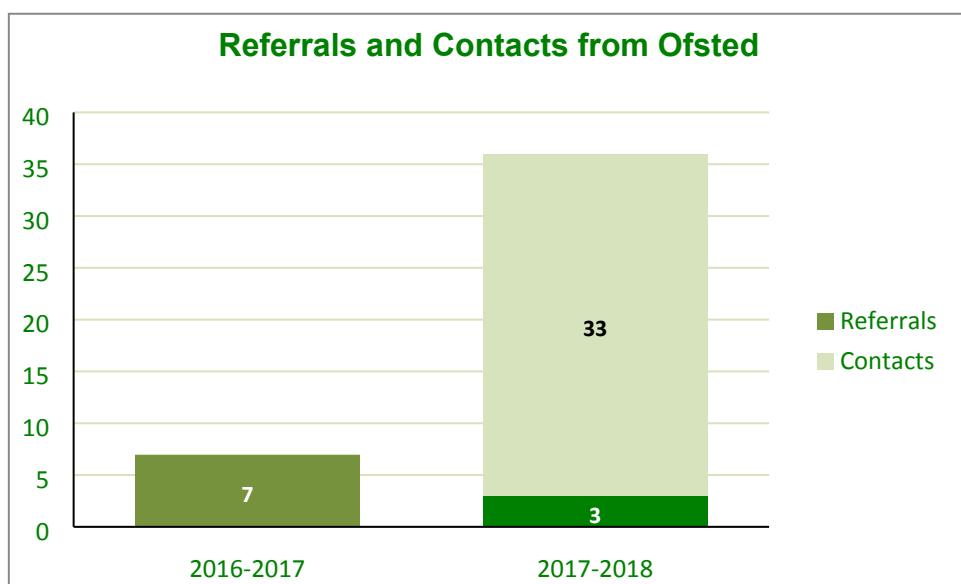


The LADO has also noticed a significant rise in the number of contact from OFSTED over the last year. The LADO has reflected on this and has spoken to regional LADO's who appear to have the same experience. The LADO has assessed that the nature of referrals that come from Ofsted tend to be more of a complaint about schools, the way staff handled issues rather than actual allegations against any particular staff. The LADO has assessed that where Ofsted are unclear about what to do in respect of a parental concern and where the word "safeguarding" is used, Ofsted tend to refer to LADO.

Although majority of the contact/ referrals from Ofsted don't meet the threshold for an actual allegation, the LADO continues to support by asking schools and board of trustees

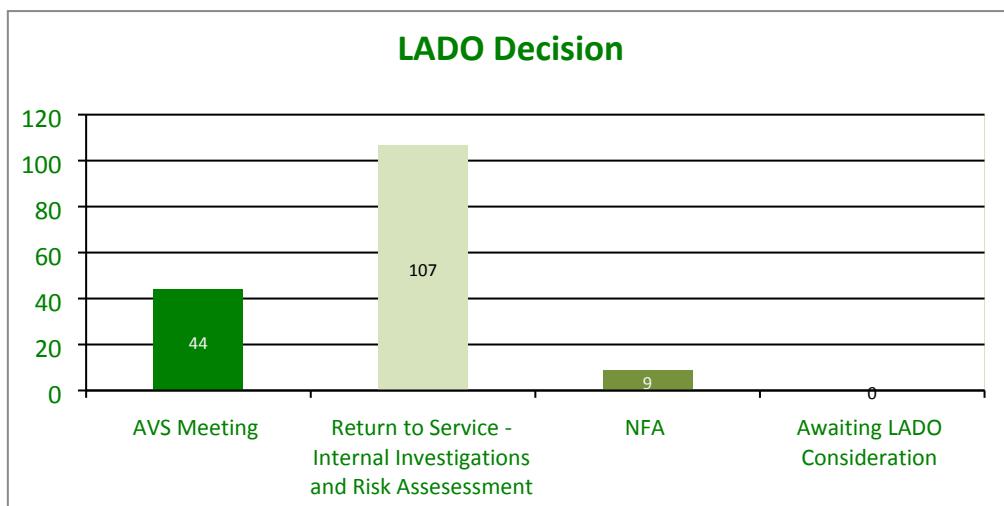
/governors to undertake internal investigation and report back to the LADO who then feeds back to Ofsted.

The graph below shows the comparison and increase in the number of contact from Ofsted in the last two years.



Another area that has seen an increase in the LADO service is the number of referrals is the consultations needing a risk assessment. This is where referrals are made in regards to where any adult working with children has behaved in a way in their personal life that raises concerns. These concerns could but do not always have to relate to children. The concerns and allegations would be in respect of any issues that raise concerns about their ability to remain in a position of trust or ability to work safely with children/make decisions about children or influence safeguarding decisions. One example of this could be where an employee's own birth child is placed on a child protection plan as a result of the care the employee provided or failed to provide. The employer would need to ensure that it is safe for the employee to continue in their role and if any child in their work life could be exposed to the same or similar significant harm.

The graph on the next page shows the number of referrals that have needed employers to either undertake a risk assessment or investigate internally.



Consultations Meeting/Not Meeting Threshold

As noted in previous LADO annual reports this continued increase may be due to a greater emphasis in guidance on involvement and consultation with the LADO in respect of allegation queries. The practice of consulting the LADO is becoming embedded in organisational procedure for employers and providers supported by the Department for Education Guidance and Ofsted inspections seeking evidence on such consultations when complaints and allegations are made. Whilst not a statutory requirement in '*Working Together to Safeguard Children*', practice reflects the expectation that employers will share the information in order to seek an independent view from the LADO in respect of all allegations. The addition of the LADO as a source of advice and guidance in the revised statutory guidance (2015) on '*Disqualification under the Childcare Act, (2006)*', reinforces this expectation. In many cases this also acts as a quality assurance role for employers' initial decision making and actually provides reassurance to families that agencies are not just addressing matters internally but are actually being accountable to the Local Authority as well as other regulatory bodies.

In April 2018, a process was put in place to collect data regarding the numbers of consultations received where agencies and organisations have sought contact with LADO to assist in determining if a reported concern meets the threshold for a LADO involvement.

The LADO supports and reassures agencies to be more confident in dealing with referrals that appear to be more of a concern than an allegation. Although the LADO continues to have oversight and monitor such cases, agencies are encouraged to undertake internal

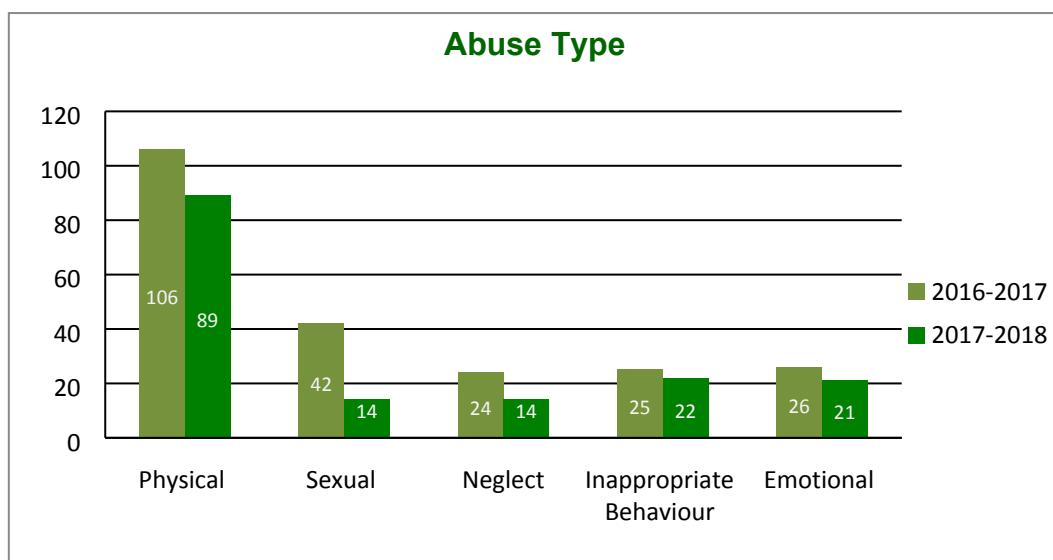
investigations and feed back to the LADO within recommended timescales. Such cases may sometimes progress to an ASV pending on the outcome.

On another hand, the increase in number of consultation with LADO also reflects the increasing awareness and knowledge of the LADO process within organisations/agencies in Bromley. Organisations within Bromley appear to be having a better understanding of what the role of the LADO is and where unsure, there is evidence that they are seeking advice and help especially at an early stage.

This continues to be aided by the ongoing quarterly LADO lunch time briefing as well as the LADO presentation at the Bromley Multi Agency Partnership event and many more forums. In addition to this, the LADO has organised and held tailored LADO briefing to agencies that presented as needing better awareness. For example, specific presentations have been undertaken for churches and foster carers.

The LADO has provided training to approximately 400 people over the course of the year. This includes trainings to foster carers(65), Lunch time briefing which involves a mixture of agencies such education, fostering, care homes, early years, SW, police, health etc. (200), Modern World which includes a mixture of professionals (100) Ex Ofsted and school inspectors(30) , Churches (15) and Health Forum (20) .

Number of Referrals According to Categories of Abuse



The following is a breakdown of the 160 referrals that met the threshold for the current year:

- 89 allegations of Physical Abuse
- 14 allegations of sexual Abuse
- 14 allegations of Neglect
- 22 allegations of inappropriate behaviour
- 21 allegations of emotional abuse

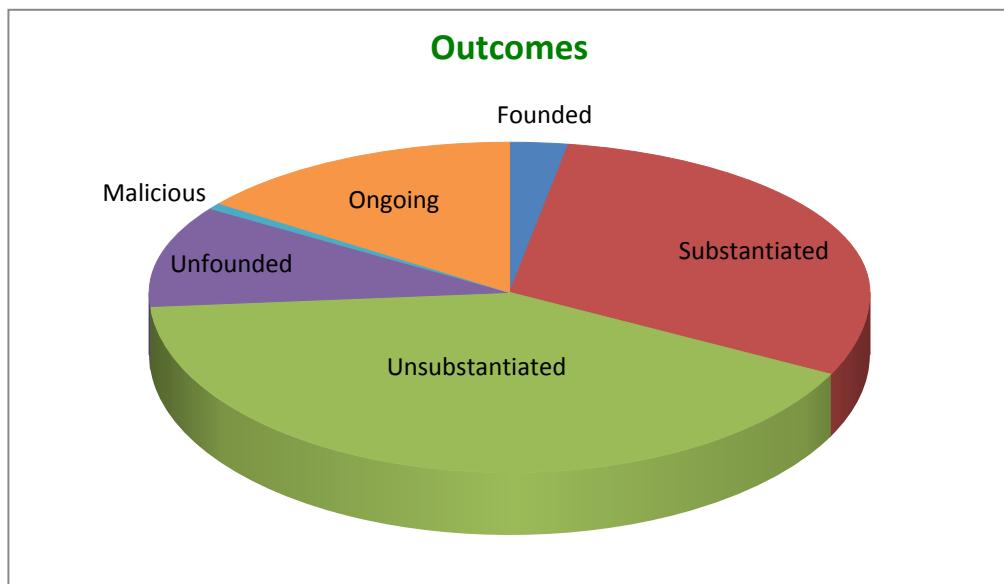
Outcomes of Allegation

The Department for Education has defined outcomes within four definitions – Substantiated, Unsubstantiated, False, and Malicious. Since April 2016, the '*Keeping Children Safe in Education*' Guidance has directed the removal of the category of Unfounded for allegations within education settings. The LADO is required by guidance to collate information on allegation outcomes within these definitions

- **Substantiated:** there is sufficient evidence to prove the allegation.
- **Unsubstantiated:** there is insufficient evidence to prove or disprove the allegation. The term, therefore, does not imply guilt or innocence. This is not the same as a false allegation. It means that there is insufficient evidence to prove or disprove the allegation; the term therefore does not imply guilt or innocence
- **False:** there is sufficient evidence to disprove the allegation
- **Malicious:** there is clear evidence to prove there has been a deliberate act to deceive and the allegation is entirely false.
- One additional outcome is used to lend clarity to those cases in which the young person has misinterpreted the actions and intentions of the professional involved:
- **Unfounded:** this is defined as there being no evidence or proper basis that supports the allegation being made. It might also indicate that the person making the allegation had misinterpreted the incident or was mistaken about what he/she saw, or was not aware of all the circumstances. This was a definition in previous statutory guidance that many

LADO's nationally continue to use. It better reflects those cases where the conclusion of an investigation indicates that the professional's actions had no malicious or sinister intent, was carried out in accordance with organisational policies and procedures and that the young person misinterpreted the individual's conduct. There is no evidence or proper basis that supports the allegation being made. It might also indicate that the person making the allegation misinterpreted the incident or was mistaken about what they saw. Alternatively, they may not have been aware of all the circumstances

In regards to the overall outcomes of the cases referred, 5 (3%) cases were founded, 47 (29%) were substantiated, 66 (41%) were unsubstantiated, 15 (9%) were unfounded, 1 (1%) was malicious and at the time of writing this report, there were 26 (16%) ongoing cases.



13 of those cases were referred to DBS referral, 14 were referred to other regulatory bodies such as NCTL and there was 1 conviction (custodial/non-custodial).

It is worth noting that although 47 cases had an outcome of substantiated/founded outcome, the matters alleged which were founded did not necessarily meet the threshold for a DBS referral or professional bodies. In those cases, although what was alleged did occur, discussions between the LADO and relevant organisations and Human resource professionals assessed that the issues were not significant enough to require the member of staff to be barred from working with children.

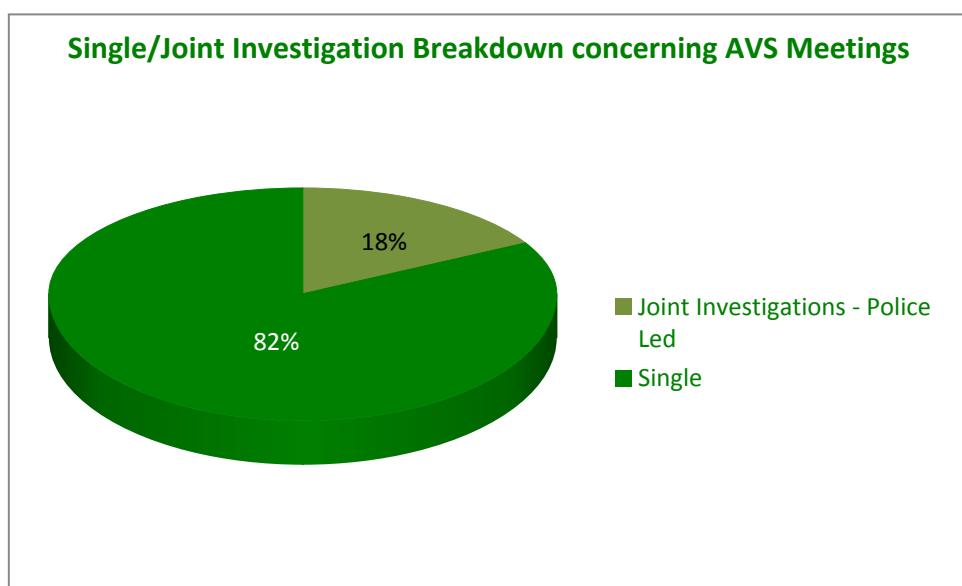
The unsubstantiated outcome (41%) continues to be the highest outcome in regards to the investigations undertaken. This is usually where there is not enough evidence to substantiate the allegation even when it meets the threshold for a LADO ASV.

Although the LADO records these outcomes, the DfE is clear that for teaching staff, unsubstantiated, false, and malicious allegations cannot be declared for reference purposes.

We need to be mindful when considering these outcomes and statistics that any adults deliberately intent on harming children are very unlikely to do so in front of witnesses, that a child's word against an adult's is unlikely to be accepted as evidence at a criminal level (beyond reasonable doubt) and that some children do not have a "voice" either due to their young age or communication difficulties, and these are our most vulnerable children.

In cases where a criminal offence is evidenced, although the LADO undertakes a joint agency investigation with the police, the police take the lead and the LADO continues to remind staff that it takes longer to reach an outcome for criminal investigations than in cases that only require a single investigation.

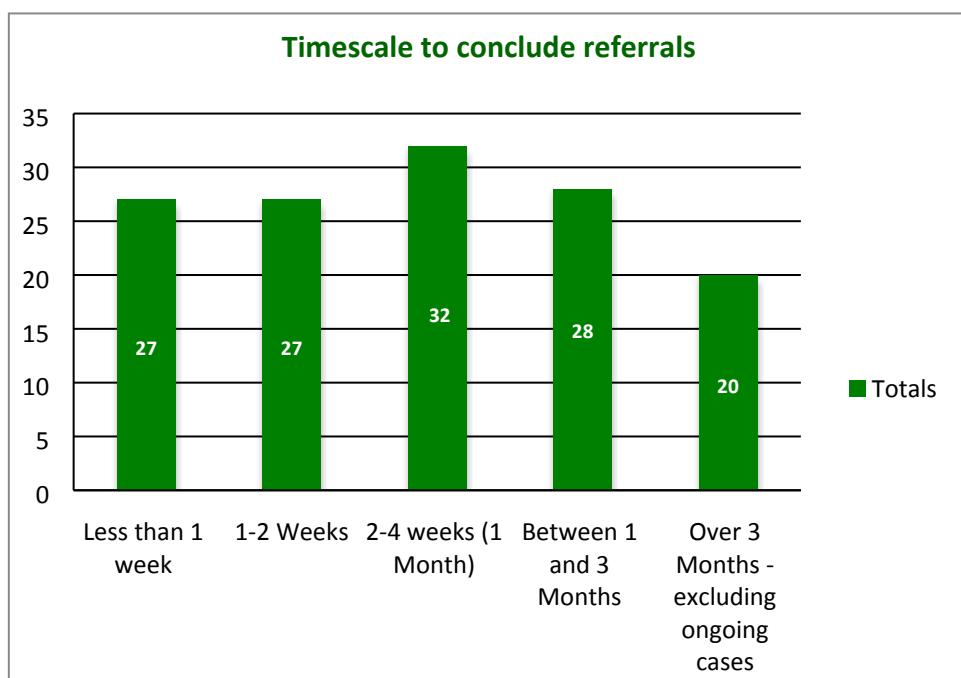
The graph below illustrates cases in respect of single verses joint investigation/involvement.



Timescales to Conclude Referrals

The statutory guidance requires that all notifications be resolved as quickly as possible consistent with a fair and thorough investigation. To this end, a key aspect to the role of LADO is to be involved in the management and oversight of cases being dealt with by agencies and organisations to ensure avoidance of unnecessary delays.

Working Together 2015 sets out the expectations that 80% of LADO cases should be resolved within one month of referral, 90% within three months, and all but the most exceptional cases, completed within one year. The graph below illustrates the timescales in which referrals have been concluded by the LADO.



In Bromley

64% / 134 of cases were resolved within one month.

85% / 134 of cases was resolved within three months.

15% / 134 (the most exceptional cases) to be closed were resolved within twelve months.

In some cases, the LADO may be unable to conclude the investigation and or involvement due to the following challenges:

- Joint investigations with the police generally take a longer time to reach an outcome as a result of the length of time a case may take to work through the criminal justice process to conclusion.
- Employers awaiting the outcome of a criminal investigation before being able to formally investigate under its disciplinary procedures.
- Practical considerations such as the unavailability of people including witnesses to an incident due to shift patterns; holidays; sickness.
- Delay in response from the subject of the allegation or where the subject is requesting more time to enable them have a representation from their union and or a registered body.

Outcome of referred cases:

No further action after initial consideration	
Being unfounded	15
Being unsubstantiated	66
Being malicious	1
Suspension	37
Dismissal	8
Cessation of use	15
Section 47 investigation	8
Criminal investigation	36
Disciplinary procedures	134
Criminal prosecution	0
Caution	0
Conviction	0
Acquittal	0
Referral to Barring Board	8
Inclusion on Barring List	N/A
Referral to regulatory body	13

Emerging Themes & Challenges

The level of notifications relating to Police Officers of nil for such a large section of the workforce dealing daily with children and young people often in challenging circumstances is

of note. This rate of reporting needs to be explored and understood with support provided to address any particular challenges and addressed in the action plan.

Although there have been no referrals recorded for 2017-2018 concerning Police staff. Within the 2017-2018 contacts/consultations concerning the Police, the LADO will like to note that the police have made more referrals to the LADO this year compared to previous years. There has been a much better contact from the police especially in the area of notifications.

The LADO received 4 referrals from the police although none of these referrals were regarding their own staff.

Actions from 2016/17

Most of the plans for the future set in the 2016/17 LADO action plans have been completed (4 out of 5 actions were completed as planned). This includes:

- The LADO agreed with members of the regional LADO's to form a sub audit committee to undertake peer audit. This was achieved and on the 26th of January 2018, the Croydon LADO came to undertake a peer audit with Bromley LADO. This provided an opportunity to compare similarities and differences especially in recording style as well as outcomes. Verbal feedbacks were shared and learning was undertaken both ways. From this audit as well as the general regional shared learning, since February 2018, the LADO has started to actively record all consultations whether they meet the threshold for a LADO involvement or not. Advice provided as well as general support is also recorded to this regard. This has provided a better reflection of the amount of work undertaken by the LADO in respect of contact with LADO.
- Continue awareness raising through Lunch time briefing and Multi Agency Partnership Events. This was achieved and continues to grow. As stated the lunch time briefing has become more popular and attendance rate has doubled over the last two years. The LADO has continued to liaise with agencies / organisations to promote the managing allegations procedure. Aside from the lunch time briefing, the LADO has conducted tailored training for specific groups such as fostering, health and churches in Bromley. As

stated earlier, the LADO has provided LADO training to about 400 staff in Bromley through the course of the year.

- The LADO held on the 23rd of April provided training specifically for churches in Bromley as there was a slight increase in the number of referrals from churches. It was apparent that the knowledge and awareness of designated leads was very limited and this gave rise to the need for LADO training just for this group.
- The LADO has liaised with designated leads for charities and is in the process of organising specific training targeted just for charities like in the case of churches.
- The LADO to attend team meetings within and outside of Children Social Care teams as well as quarterly meetings with heads of relevant departments to raise awareness and discuss best practice. This plan was also achieved and will remain a focus for the New Year. As planned, within LBB, the LADO has attended team meetings with fostering and meets bi monthly with the group manager of fostering for updates. The LADO has also arranged introductory sessions for new social workers as well as Step up Students where she has provided LADO briefings. The LADO has also provided the LBB Independent Reviewing officers with a LADO briefing session. Outside of LBB, the LADO has attended a school to provide a LADO briefing to designated leads. The LADO has also undertaken visits and provided updates to Meadowcroft Care home as well as Kent house hospital. Meeting with Health Designated lead.
- In September 2017, the LADO undertook a training session for a group of inspectors and leads within Bromley. The training was well received and special commendation was made by the organisers and attendees and shared with chief officers of the Council.

Regional & National networking.

The LADO is part of the regional LADO group which meets bi-monthly. The regional LADO group brings together all LADOs throughout London. The regional group continues to develop with its prime focus to ensure that practice and processes between London LADOs are consistent in complying with statutory guidance and the Pan London Child Protection Procedures.

Additionally, the forum is used to share information, best practice and lessons learnt from each other's professional experiences as well as learning from serious case reviews. This forum enables the identification of training needs and input into policy development at a local and national level.

Evidence of Impact/Effectiveness:

The response time in respect of consultations and dealing with notifications of allegations has improved and continues to be very positive.

The LADO continues to work hard to ensure that threshold is fully understood in respect of all consultations and referrals and this has a positive impact on the timeliness of how cases are dealt with within Bromley.

As a result of the ongoing going awareness raising, professionals who make referrals to LADO and or consult LADO appear to be clearer on recommendations and actions needed to address allegations.

There also appears to be more clarity on what needs to be referred as an allegation and what needs to be referred as a consultation and or concerns.

There is also an increase in the number of consultations which has an impact on the number of referrals (not all consultations require a referral). More agencies are seeking advice and support in a timely manner and as such matters are being addressed before they escalate to full blown allegations.

following the meeting with the meeting with the Head Nurse/Designated Nurse Safeguarding Children on the 15th of January 2018, there has been an increase in the contact and notifications from health colleagues and the LADO maintain regular updates which has been positive.

As at the time of writing this report, there are no outstanding referrals and or consultations awaiting a response from the LADO.

Conclusion

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

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

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

The LADO recommends that the the information and details provided within this report is noted and that partners ensure that their respective services are aware of the LADO function and if not, arrange for the LADO to attend key forums within their various departments and organisations.

Areas for Development during 2018-19

Action	Lead	Timescale
Maintain a full and active participation in the Pan London Regional LADO Network to ensure Bromley's practice is consistent with other London Borough's in the application of national guidance. This will also prevent duplication of work in developing policies, procedures and	LADO	Bi-monthly

training briefings.		
Future reports to include the average time for a case to proceed to court	LADO	September 2019
Work with the London region to develop a common LADO data set that will assist us locally in reviewing our thresholds and identify any significant differences between us and other London Boroughs and trends in respect of referrals/consultations and Investigations. This is already being complied		December 2018
Keep under review bi-annually the LADO information on the Safeguarding Board Website	LADO	Six monthly
Liaise with Police to consider nil return of LADO referrals in the last 12 months	LADO	November 2018
Undertake an audit to review the number of cases where allegations are not substantiated	LADO	November 2018
Expand the database to include an expanded range of performance information	LADO and Business Admin Support	January 2019
The LADO Policy and Procedures to be reviewed and revised in accordance to changes to Working Together 2018 and Keeping Children Safe in Education 2018	LADO	October 2018
Establish a database of all education providers in the borough and provide each with information about Keeping Children Safe in Education 2018 and the Bromley LADO system	Education Safeguarding Senior Practitioner	October 2018
Review links to all faith groups	LADO /BCSB	

Rita Dada

Local Authority Designated Officer for Bromley

Agenda Item 13

Report No.
ED18080

London Borough of Bromley

PART ONE - PUBLIC

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

Date: 30th October 2018

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

TITLE: INDEPENDENT REVIEWING OFFICER REPORT FOR 2017/18

Contact Officer: Penny Davies, Head of Quality Assurance & Service Improvement

Chief Officer: Ade Adetosoye

Ward: All

1. REASON FOR REPORT

Volume 2 of the Children Act 1989 regulations and statutory guidance (IRO Handbook) requires that the manager of each local authority's Independent Reviewing Officer (IRO) Service produce an annual report for the scrutiny of elected Members and the responsible local authority's corporate parenting board.

The report provides evidence of the effectiveness of IRO services provided to and on behalf of the Bromley's children in care between April 2017 and March 2018.

2. RECOMMENDATION(S)

Members of the Sub-Committee **NOTES** the content Independent Reviewing Officer (IRO) annual report.

Impact on Vulnerable Adults and Children

1. Summary of Impact: see report attached
-

Corporate Policy

1. Policy Status: Not applicable
 2. BBB Priority: Children and Young People
-

Financial

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

Personnel

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

Legal

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

Procurement

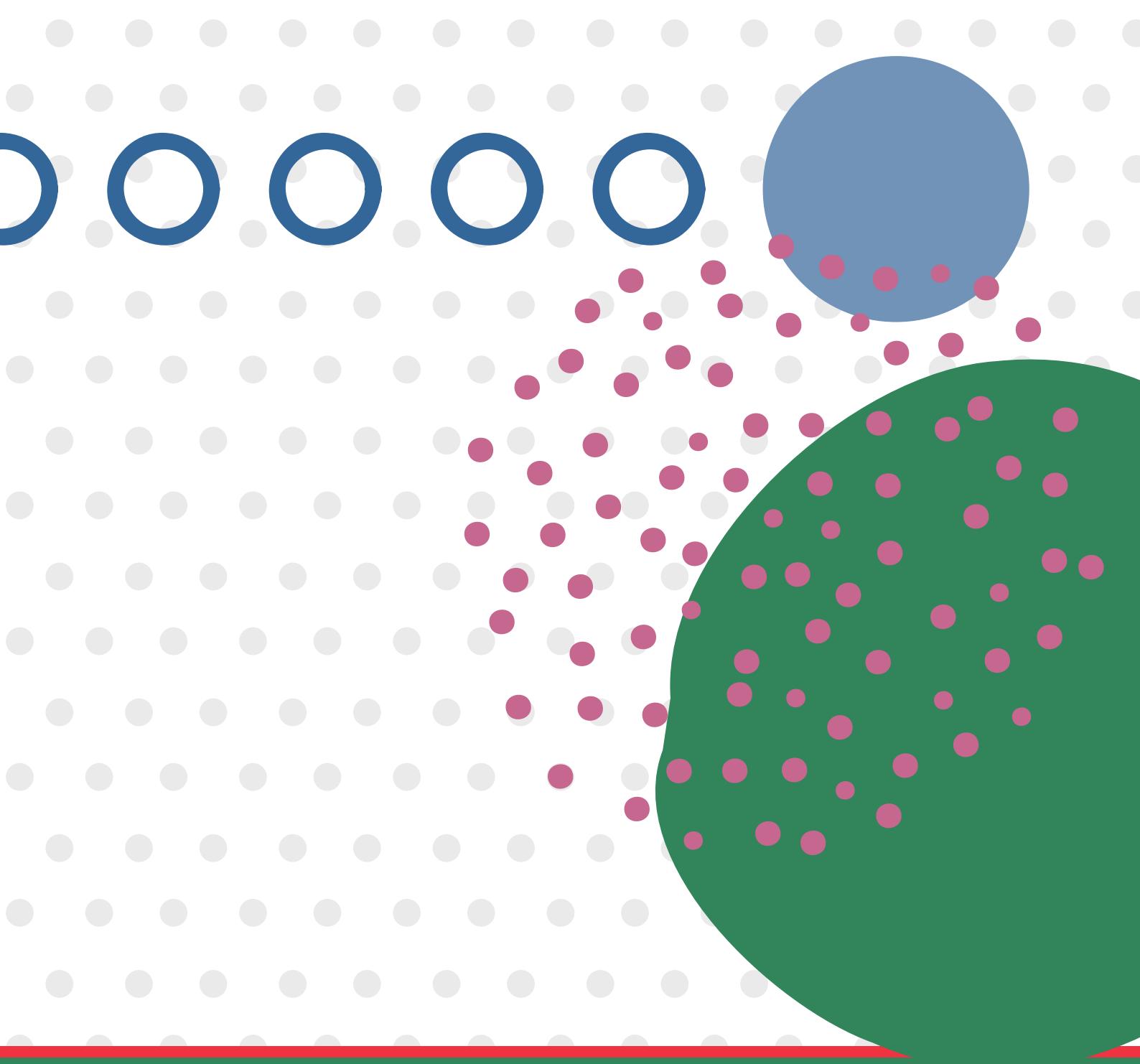
1. Summary of Procurement Implications:
-

Customer Impact

1. The work of the IROs is intended to improve the outcome for looked after children
-

Ward Councillor Views

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



Annual Report

Independent Reviewing Officers for Looked After Children
2017-2018



THE LONDON BOROUGH

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Purpose of Report

An annual report of the Independent Reviewing Service for looked after children is required in accordance with the *Children and Young Person's Act 2008* and provides a summary of the work undertaken by the IROs for the period 1st April 2017 and 31st March 2018. It also provides themes for further service improvement for the financial year 2018-2019.

Introduction

- 1.1 The Group Manager for the Independent Reviewing Service was appointed in February 2018 and has brought stability and leadership to the Service.
- 1.2 The appointment of an Independent Review Officer (IRO) is a legal requirement under Section 118 of the Adoption and Children Act 2002. In March 2010, the government issued new statutory guidance for local authorities and IROs on care planning and reviewing arrangements for looked-after-children as contained in *Care Planning, Placement and Case Review (England) Regulations 2010 and Statutory Guidance*. This came into force from April 2011. The IRO handbook 2010 supplements this and provides guidance to IRO's about how they should discharge their distinct responsibilities to Looked After Children (LAC).
- 1.3 The annual report is a management responsibility as set out in the IRO Handbook 2010, Chapter 7, Strategic and Management responsibilities where Section 7.11 states; "The manager should be responsible for the production of an annual report for the scrutiny of the members of the corporate parenting board. This report should identify good practice but should also highlight issues for further development, including where urgent action is needed".
- 1.4 Every parent wants the best for their child and as a corporate parent, Bromley Council is working to ensure that the aspirations for 'our' looked after children are healthy, safe and happy, do well at school, enjoy good relationships with their peers and can grow towards adulthood equipped to lead independent lives.

- 1.5 Each child has their own IRO from the time they start to be looked after. The IROs role is to bring rigour and challenge to care planning, escalate contentious issues, drive plans for permanence and monitor the performance of the local authority as a corporate parent. Above all the IRO must make sure the child's current wishes and feelings are given full consideration.
- 1.6 This report explores the local authority's responsibilities as outlined above.
- 1.7 In 2017/18 Ofsted undertook a number of monitoring visits to Bromley Children's Services. The letter published on the 29 November 2017 stated:
- 1.8 '*The local authority is making steady progress towards ensuring that it makes timely and appropriate decisions in order to achieve permanent placements for children who cannot live with their birth families. The systems and processes in place provide effective oversight of the progression and timeliness of plans. Oversight occurs through regular permanency planning meetings and the early permanence panel, which is chaired by the head of fostering, adoption and resources*'. (*Ofsted fifth monitoring visit, October 2017*)
- 1.9 '*Senior management oversight of the quality of practice for children looked after is good. Regular auditing of cases undertaken by all senior managers identifies areas for improvement. Training and support are revised accordingly, to meet emerging themes and target areas for improvement. The overview of audit findings is increasingly outcome focused, specific and measurable, and is informing priority actions. This is improving practice for children looked after in Bromley*'. (*Ofsted fifth monitoring visit, October 2017*)
- 1.10 '*.. 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*'. (*Ofsted third monitoring visit, October 2017*)
- 1.11 '*In nearly all cases seen on this visit, the social workers, independent reviewing officers, and personal advisors, demonstrate they know the young people well*'. (*Ofsted third monitoring visit, October 2017*)

2. Profile of the Independent Reviewing Service in Bromley

- 2.1 The IROs are placed within the Quality Assurance Service in the Children's Social Care Division of the Children and Young People's Directorate to maintain their independence.
- 2.2 The Team is comprised of 5 full time IROs and 1 part time fostering IRO who are managed by the Group Manager, Safeguarding and Quality Assurance. The fostering IRO conducts the annual review of Bromley foster carers to ensure they are meeting fostering standards and providing good parenting to children living in care. There is one Business Support Officer who is managed by the Senior Business Support Officer. In 2016 Ofsted deemed that the IROs have failed to challenge the local authority in cases of drift and delay in implementation of care plans. Since then, the IRO Team has had a service review and an audit of the individual IROs practice. An action plan is now in place with a focus on building knowledge, skills and abilities of the IROs. The supervision process and staff appraisal picks up and addresses concerns in relation to competency and ability to perform the role. There is now high support and high challenge to IROs to improve outcomes for children and make a real difference to their lives.
- 2.3 The team reflects the diversity of the looked after population in Bromley and requires that all IROs have the skills and ability to meet the needs of children from diverse communities.
- 2.4 Guidance from the IRO Handbook outlines that each IRO should have a caseload between 50 to 70 children. During the period of this report the IROs had an average caseload of approximately 60 children.
- 2.5 The IROs have been linked to specific social work teams to act as a point of contact for advice, information and to ensure effective planning for looked after children remains a primary focus. Although these "links" are in place, their effectiveness has been hindered by the instability in the workforce and the IROs not being as robust in helping to improve care planning and outcomes for looked after children and contributing to improvements across the local authority.

3. Corporate Parenting Board

- 3.1 The Deputy Leader is the Portfolio Holder for Children's Services and is proactive in ensuring the Council and its partners as corporate parents are demonstrating a strong commitment to ensuring children and young people growing up in care receive what they need into adulthood.
- 3.2 The purpose of the Corporate Parenting Board is to ensure the Council with its partners effectively discharges its responsibilities as Corporate Parents to all children and young people looked after and care leavers.
- 3.3 The Corporate Parenting board is made up of representatives of the Council, its partner agencies and members of the LInCC and is influencing development and improvement in services. The Board is jointly chaired by the Portfolio Holder and the Chair of LInCC
- 3.4 As a Corporate Parent to all children and young people looked after and care leavers the Council and its partners must act as a responsible and good parent.

4. Voice and Influence of Children and Young People



4.1 Children and young people have the opportunity to participate in decisions and activities that shape and influence practice, policies and services that can impact on their lives. Some examples of this are as follows:

- Three care leavers are members of the Fostering and Adoption Panel and actively participate in panel meetings.
- Co-Chair the Corporate Parenting Board
- Two members of LinCC attended the Bromley Youth Council (BYC) manifesto event on the 8th March.
- The previous Chair of LinCC, received a Bromley Mayors Young Volunteer Award on the 15th March for his contributions to LinCC over the past 6 years.
- Co-Production Manager – Bromley CCG met with LinCC on the 22nd March and carried out a focus group on the current provision for Emotional Wellbeing.
- LinCC had their annual training residential from the 6th – 9th April 2018, which included their elections. A new Chair and Vice Chair were appointed and joined the Corporate Parenting Board on the 7th June 2017. The group selected their top 10 priorities for the year; which was shared with the Head of Service for Children Looked After and Care Leavers and the Director of Children Services in order to gain support.
- Care leavers Forum had their first meeting on the 12 April 2017
- Celebration of Achievement Award held where all award winners received their certificates, award packs, and for those that attended the ceremony their photos with the Mayor.
- Corporate Parenting Fun Day held in July 2017 attended by over 200 attendees, including children and young people their foster carers , support workers, Councillors and Officers. It was a traditional family BBQ with sports day activities.
- LinCC worked in partnership with Councillors and managers to ensure that this year's event (29th July 2018) is as successful as the previous one..

- 4.2 The LinCC developed with Councillors the qualities they expect their corporate parents to have



Corporate Parenting Qualities

We asked our Elected Corporate Parents at the Councillor Induction Programme 2018, to name one quality of a good corporate parent. They told us all the things below and therefore this is what we expect of you all.

We expect you all to:

- Challenge yourself to be the best Corporate Parent you can**
- Ensure the system is working in the best interest of us**
- Show us empathy**
- Treat us like your own children**
- Be active listeners**
- Be open to learning from us**
- Have compassion**
- Be engaged and involved with us**
- Be ambitious for us**
- Gain an understanding of our experiences**
- Offer us support**
- Ensure we are safe**
- Show us love**
- Show concern for us**
- Take responsibility for us**
- Be caring**
- Be involved with LinCC**
- Be willing to change your views**

  |  

- 4.3 The following outlines the different ways Independent Reviewing Officers hear about the views of children and young people and understand what is important to them.
- Independent Reviewing Officer Visits

- Engagement in Reviews
- LinCC.
- Advocacy and independent Visitors
- Complaints
- Social Work reports
- Permanency Panels
- Placement Panel
- Corporate Parenting Panel Chairs
- Consultation documents

4.4 The IRO Service is committed to listening to the voice of looked after children and enabling them to influence and shape practice and service development. During 2017/2018 positive steps have been taken by the service to listen effectively to the voice of children and young people and to respond to the issues raised. We recognise that continued improvement is required and that we will need to revisit some issues to ensure changes are embedded.

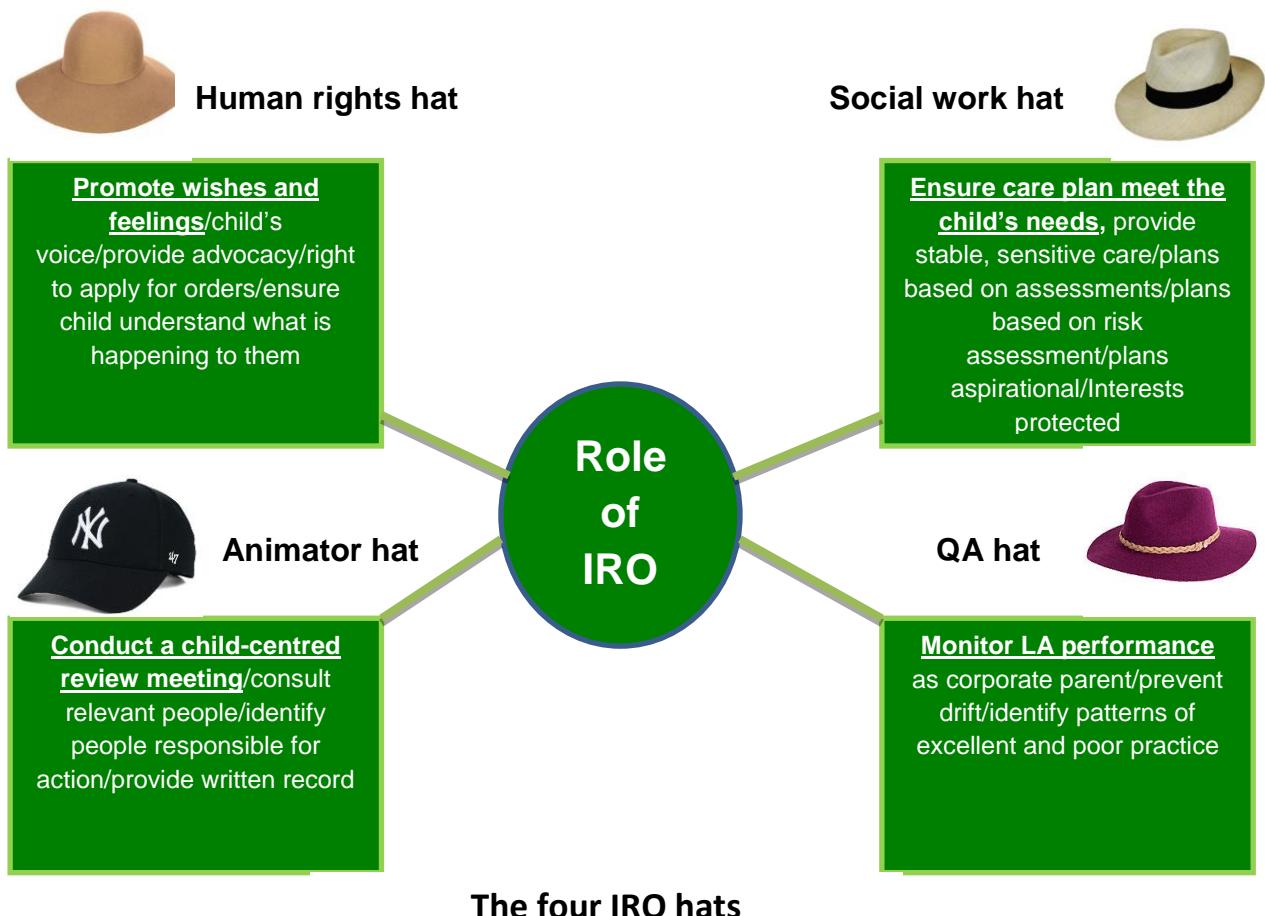
5. Action taken to improve IRO Performance

Supervision, Training and Development for IRO's

- 5.1 IROs receive monthly supervision and have access to informal supervision as and when needed. Managers remain committed to ensuring the level of supervision and support to the IROs is of the highest standard.
- 5.2 An IRO Service Audit and Service Review was undertaken in 2017 identified areas around their skills, knowledge and ability. Training was undertaken by an external consultant with direct observation of practice. 103 cases of children and young people

living in care were audited. IROs were provided with verbal and written feedback including analysis of their work around specific issues such as chairing child centred meetings, evidence of IRO challenge and mid-way monitoring by IROs. A number of recommendations were made to improve the service which are part of the service improvement plan and are actively being addressed in team meetings, training and supervision.

- 5.3 Training has been provided on the “4 hats” to look at the various role of the IRO and how reviews could be done differently to better engage children and young people.



- 5.4 The IROs also have fortnightly team based briefing on child care issues and new developments in practice. In the next reporting period a number of professional including the Head Teacher of the Virtual School, Fostering and Adoption Services and the Principal Lawyer among others will be invited to attend the IRO meetings for briefings to upskill IROs.

- 5.5 IROs account for their work in supervision. The IROs should be the eyes and ears of the service and make a contribution to service improvement. Where IROs fall short of fulfilling their quality assurance function, action will be taken to address performance issues more robustly than had been the case in the past.

Midway reviews to track progress of plan

- 5.6 Mandatory Midway Monitoring was introduced in January, 2018 so that every IRO has to check the records of a Looked After Child to find out if the plans are progressing in a timely way and to raise practice alerts where there is delay. IROs now set the midway review date at the Review Meeting with the social worker. Practice alerts have not been consistently raised, when care plans are in drift or delayed but this is being addressed in supervision and team meetings to ensure IROs are clear in their understanding of process issues or those that impact children and young people.

Quality Assurance and Monitoring

- 5.7 IROs are increasingly using electronic case notes to monitor and challenge progress between reviews. There is evidence on children's files of oversight and challenge about issues of compliance such as some social work reports not being available for the review meeting, Placement Plans not always being updated to reflect the current situation and lived experience of children and young people in addition to the supervising social worker for foster carers not regularly attending children's reviews.
- 5.8 We are strengthening the quality assurance functions of the IRO so that the service has an oversight on the quality of assessments and care plans so that specific teams can be identified for training and input to improve practice. A Monitoring Form has been introduced as a tool to provide qualitative and quantitative oversight of care planning on a case by case basis. Collated results from the monitoring form help managers to have a service wide grasp on the quality of social work assessments and care plans for looked after children. This will enable managers to identify specific teams for support and ascertain the direction of travel in the attainment of good quality assessments and care plans. Good quality assessments and plans are vital to the achievement of positive outcomes for looked after children.

Strengthen the quality of permanency planning for Looked After Children

- 5.9 The IRO Service has recognised this is an area that requires strengthening in the next recording period will make this a priority to ensure that older children have ongoing permanency planning until achieved.
- 5.10 Work to return older children to the care of their parents has been an ongoing challenge for the local authority. It is widely accepted that teenagers who are not rehabilitated within 3-6 months of coming into care tend to remain in the care system until they become adults. There needs to be a focus on service provision to enable a timely rehabilitation of teenagers. This will be a priority in the next recording period 2018/19. However, only 2% of children have been re-accommodated in a 12 month period which positively suggests that very low numbers of children return home to unstable situations.
- 5.11 The IRO Service in accordance with the IRO Handbook has started to ensure that children age 0-5 years have 3 monthly Reviews. This practice is mostly embedded and should assist to reduce the delay for young children in addition to improving the attainment of permanency through adoption and special guardianship orders.

Ensure children receive all the money that has been saved for them

- 5.12 The IROs have raised concern about the need for a savings policy and the tracking of savings for looked after children when they have changed placements. A project with the Head of Service for Fostering and Adoption has started to ensure a savings policy is established.

Children's participation in and satisfaction with Reviews

- 5.13 Children participate in the review process in a multiple of ways. Some like to attend the meeting for a brief period, whilst others prefer to stay in the whole time and some do not attend but share their view with the IRO, foster carer or keyworker. In this recording period there were 934 review meetings with children and young people attending over 75% in person.

	Participation Code	Nos	%
P10	child under 4 a time of review	121	13
PN1	child attends and speaks for themselves	506	54
PN2	child attends and an advocate speaks for them	46	5
PN3	child attends and conveys their views non-verbally	3	.3
PN4	child attends but does not speak for themselves/convey their views	7	.7
PN5	does not attend but asks advocate to speak for them	68	7
PN6	child does not attend but conveys their feelings to the meeting	168	18
PN7	child does not attend or conveys their view to meeting	15	2
	Total	934	

- 5.14 In the next recording period a priority for IROs is to encourage more children and young people to attend their review and encourage them to chair their meetings. It is hoped that as the IROs make the meetings shorter and more child centered, children and young people will become more engaged and want to chair their meeting.
- 5.15 An increasing number of children part chair their review but this is still an area of development and one that the IRO Service will need to address to empower young people.
- 5.16 The response from foster carers and from parents is inconsistent, formal participation / consultation activity in the next year requires improvement. Again this is an area that the IRO Service will need to examine and respond to and evidence clear meaningful communication going forward.
- 5.17 In the next reporting year the IROs will ensure that every child is seen or contacted prior to or following the review meeting so that their wishes and feelings can be ascertained. This is particularly important as Consultation Documents are not being returned consistently before, at or after the review. In 2018/19 the Consultation Documents will be reviewed and updated with a plan for an electronic version to be available which may result in an increase in recorded feedback from children and/or their carers.

Dispute Resolution Processes

- 5.18 The IRO Service has strengthened the challenge function of the role over the last year through the Dispute Resolution Process to address delay and drift for children in care. Constructive challenge is an expectation identified in the IRO Handbook and an element of the service which will be scrutinised and validated throughout quality assurance framework and regular auditing and feedback.
- 5.19 There were 85 Dispute Resolutions in 2016/17, with the majority being resolved at a local level at Level 1 and 2. The majority of Dispute Resolutions were rooted in a lack of timeliness within the required timeframe. Further areas for resolution were the Care Plan/Pathway Plan processes, usually around the timeliness of their preparation but in some cases about the quality of the content.
- 5.20 In the next recording year there will be a summary of Practice Alerts raised to ensure learning and development of practice from the primary issues and concerns that have been raised and resolved in the Dispute Resolutions Process. The summary report will be presented to the Senior Management Team meeting quarterly.

Impact of Staff Turnover

- 5.21 The turnover of social workers has decreased since March 2017. Any repeated changes of social worker impacts on the willingness of the young person to engage with successive social workers. We acknowledge the efforts made to recruit and retain staff and recognise the difficulties. Nevertheless it is the IRO Service's role to promote an optimum service to all of our young people in line with national requirements..

Late Notifications of care entry:

- 5.22 A late notification is defined as 2 or more working days after the child has come in to care. A delay in the IRO service being notified promptly delays an IRO being appointed and makes it harder to ensure that the initial review takes place on time. In 2017/18 there were 15 late notifications, a significant improvement on the previous year

Areas which require sustained improvement

- Life story work for children in permanent placements needs to be undertaken consistently
- The distribution of review minutes are not consistently circulated in a timely way to participants
- Improvements achieved in supporting the smooth transition of young people as they move towards independent living needs to be sustained
- Children and young people will continue to be encouraged and supported by IROs and social workers to take an active part in their reviews, including the number of children who chair all or part of their Review.

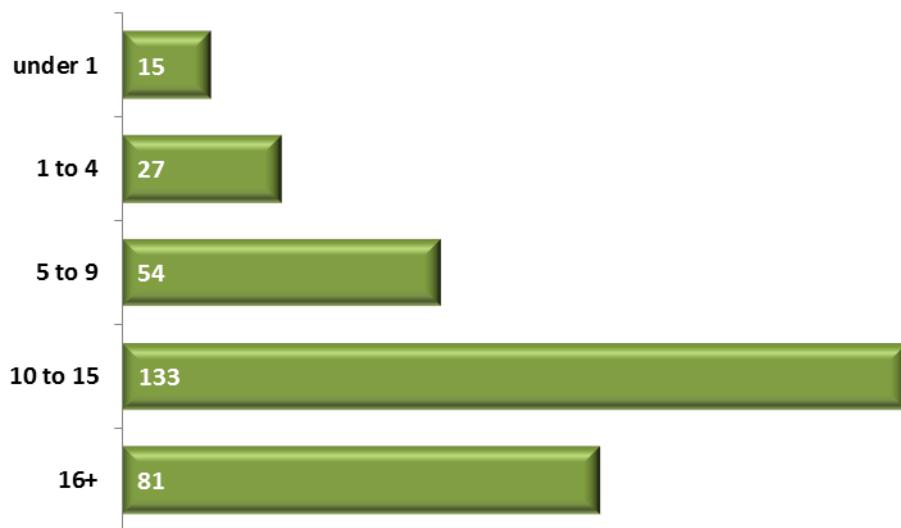
6. Profile of Looked After Children in Bromley

Numbers of Looked After Children & Young People



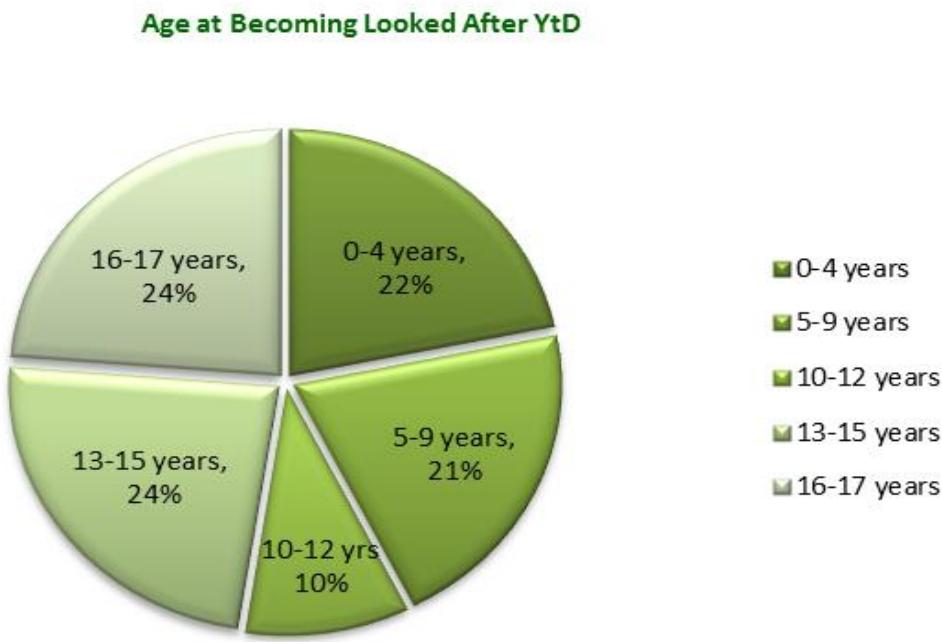
- 6.1 There has been a steady increase in the number of looked after children in Bromley over the past three years and the rise reflects an increase in unaccompanied asylum seeking children, children subject to child protection plans being accommodated and older children coming into care due to being beyond parental control. Although there has been an increase in the care population Bromley remains below the national statistics. The looked after population by gender is comprised of 183 males and 127 females with the largest ethnic grouping being White British children at 52%.

Age profile of looked after children and young people



- 6.2 The data above shows that a higher proportion of older children are in care. In 2017/2018, 166 children and young people became looked after and of that 79 were aged 9-17. Older children tend to come into care because of CSE concerns, challenges to effective parental control, parental dysfunction, historical child protection concerns and/or previous social care involvement in addition to being unaccompanied asylum seeking children.
- 6.3 Older children tend to find it hard to settle in placements which can result in multiple placement moves. A constant focus is maintained on placement stability as it is fundamental to doing well in education and developing stable relationships. Placement stability will be a focus in the next recording year 2018/19 which will be scrutinised at panel by the Head of Service for Quality Improvement and Head of Service for Fostering and Adoption.
- 6.4 Older children are vulnerable to exploitation by adults and peers and are more likely to go missing from care. The understanding of missing patterns and themes for Looked After Children is being considered in the return home interviews.

- 6.5 The local authority has improved the tracking of children who are at risk of child sexual exploitation (CSE), missing or gang affiliated through the multidisciplinary MEGA (Missing, Exploitation and Gang Affiliation) panel. From the current care population, 18 children are currently being tracked.
- 6.6 The Department for Education has piloted different approaches in relation to engagement of teenagers to make positive choices in relation to Child Sexual Exploitation in Oxfordshire, Manchester and Rotherham. The IROs will give consideration to these approaches and whether there is any learning that can be incorporated into planning for Bromley children in relation to safeguarding them whilst in care or rehabilitated home.
- 6.7 The majority of looked after children are in foster placements (60%), including older children. A smaller proportion are placed with connected carers (13%), residential placement (18%) and children's home (8%). Some young people are placed at a distance from Bromley due to the complexity of their needs and also for their own protection.

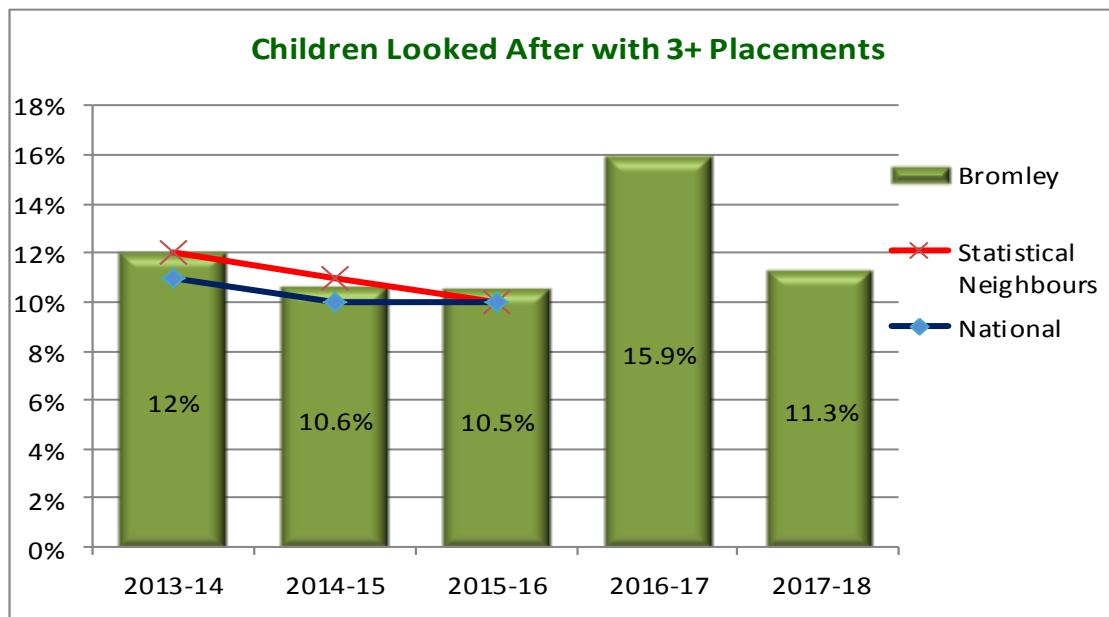


- 6.8 In Bromley during this recording period there are 164 children and young people with legal permanence who are subject to Care Orders. There are 48 children subject to

interim care orders and 72 being looked after with parental consent (Section 20). There has been a recent case law in relation to the use of Section 20, the local authority has reviewed a number of these care arrangements and proceedings have been initiated where appropriate to achieve permanency.

Placement Stability

- 6.9 Placement stability is an improving picture in Bromley. Short term placement stability measure of 3 or more moves in the year has improved from 16% in 2016-17 to 10.6% 2017-18 and is now in line with England at 10%. However, long term placement stability has reduced from 72% to 67% for children looked after for 2 years or more in the same placement. This is higher than our statistical neighbours but in line with the national average. It is recognised that placement stability is moving in the right direction but more needs to be done and this will be a specific area of focus..



Permanency Outcomes

- 6.10 Permanency is considered at all stages of the child's journey. Where this requires a legal order, there is a developed Legal Gateway Panel, chaired by the Head of Safeguarding and Care Planning - East, and legal advice is available from specialist lawyers within the council. Any delay in achieving permanency is subjected to the Dispute Resolution Process when needed.

- 6.11 During this recording period 47 children have been rehabilitated home, 14 children have been adopted and 11 have been placed with relatives under a Special Guardianship Order. A number of looked after children have gone on to independent living in preparation for living on their own while 91 children have achieved permanence in their foster placement. There is a robust focus on permanence with the creation of the Early Permanence Panel which ensures that within 8 weeks of being accommodated there is oversight of planning for children.
- 6.12 IROs continue to promote timely planning via the review process for young people who are accommodated under section 20 to avoid any drift or delay within the care system and ensure that a clear permanence plan is achieved by the second review. Increased scrutiny between Looked after Children Reviews and the use of the Dispute Resolution Protocol is assisting in ensuring timely planning for individual children and young people are within their timescale. Additionally, the weekly Placement Panel oversees the progress of Section 20 cases and reviews cases within particular cohorts such as children placed at home subject to Care Orders.
- 6.13 Achieving placement stability for children and young people in care will need to remain a priority for the IRO service. The Group Manager for the IRO Service has and will continue to contribute to the Placement Panel and will be challenging the service and professional networks around young people to strengthen placement stability for children and young people who have complex care needs.

7. Services for Looked After Children and Young People

Health

- 7.1 In 2017-18 100% of under-fives had a Children looked after medical assessment. This is better than the England average of 82%. 95% of our children had a health assessment completed compared to 97% in the previous year, which is better than the England average of 89%. Additionally, 88% had a dental check which is better than the previous year and the England average of 83%. 96% of children looked after were up to date with immunisations in Bromley compared with 84% in England. This is very good performance.

- 7.2 The Phoenix Centre is responsible for children's statutory medicals and the Looked after nurses for the monitoring and oversight of looked after children's health needs. In June 2017 the Specialist Children's looked after nurse conducted a leaving care health summary audit of 36 young people via a telephone questionnaire. The unanimous result was that young people wanted to receive their health summary in writing rather than an APP. As a result all young people that have their final health assessment carried out by the Children Looked After Health Team will receive their health care plan and health summary prior to leaving care at 18.
- 7.3 Information from the Looked after nurse indicates the physical health of the looked after population has been generally good with no significant themes arising. There are a small number of children with complex health needs who are being supported by specialist services within the children with disabilities team.
- 7.4 During the year 115 children looked after completed a strengths and difficulty questionnaire (SDQ) with an average score of 16.7. This is used to identify children who need CAMHS support. This score is higher than previous years and is due to improvements to the way that the score was carried out. These results more accurately reflect children's need. Although the SDQ scores are used to inform referrals to CAMHS, senior managers are also linking these into progress monitoring and care planning.
- 7.5 Within the next recording year there will be a focus on collecting information on the health of looked after children to ensure there is a clear picture, trends are understood and challenges addressed. In addition to ensuring the physical health of our looked after children there will be a focus on the mental health and wellbeing of the looked population. The local authority will be working with Bromley Healthcare Trust to consider the benefits of a health passport for looked after children. Additionally, there will be renewed focus on the Strength and Difficulties Questionnaire (SDQ).

Education

- 7.6 The educational attainment of Bromley Looked After Children is being monitored by the Virtual School. Annually there is a Celebration of Achievements night to recognise both academic and personal achievement or improvements of looked after children.

- 7.7 The Bromley Virtual School has been actively supporting children and young people in addition to social workers to find creative ways to provide education to those who have not had successful classroom experiences. These creative options have included home tuition to get children ready to return to school and alternative forms of education.
- 7.8 Every looked after child has a Personal Education Plan (PEP) to ensure they receive the support they require in addition to the Pupil Premium funding available to schools. The Personal Educational Plans are reviewed twice per year usually in the form of a meeting with the Virtual School Advisors, teacher, parent, social worker and carers in attendance. Currently the number of Personal Education Plans completed on time is 84% but we remain aspirational and have set a target of 95%. The Head of the Virtual School continues to monitor and report on the progress and the quality of PEPs.
- 7.9 Looked after children in Bromley have been achieving at the same level as other looked after children nationally with exception to the children in their GCSE year who were in the top 5%. We are aspirational for looked after children and want to see them attain university level where possible. In this recording period 8 young people started at university and we want to see this number grow.
- 7.10 In the last financial year the local authority has provided pupil premium funding to schools with an initial payment of £1,400 for each eligible child, although many children had the full allocation or more than the full allocation.

Pupil premium funding last year paid for

- Alternative education provision for CLA out of school
- 1:1 tuition for YR6, Yr10 and YR11
- Various TA support provision for individual CLA.
- The YR8 Aspiration projection in partnership with Greenwich University
- Theatre tickets for CLA
- EP and other assessments where these need to be carried out urgently
- The VS conference
- YR11 transition project – ensuring all YR11 students had an appropriate post-16 destination

For examples of how we have used PP+ for individual Children Looked After, see Appendix 1.

- 7.11 Every effort is made to keep education stable especially when a foster placement is new and bedding in. Transport is organised even if this means transporting young people some distance if it is in their best interest and for planned periods of time. The Virtual School Head is on the distribution list for ‘newly accommodated’ children and is proactive in checking on the possible impact of a move with social care. The Virtual School has worked hard to ensure social workers understand the education implications of their decisions. The Virtual School monitors the progress and attainment of Bromley’s looked after children and young people with termly data collections. The analysis of data gives the Virtual Head her priorities in terms providing challenge and support to schools on individual or group progress

Advocacy

- 7.12 A new Advocacy Service, ‘*Advocacy for You*’ has been commissioned who will provide advice, information and supports children looked after and young people leaving care from April 2018.
- 7.13 In the next reporting year, information on service usage and the key issues will be collected and reported on to ensure looked after children and young people have received the support they need and if or whether there have been any service shortfalls.
- 7.14 The IROs will routinely check that the children and young people know about the advocacy service and how it can support decisions about their lives.

Living in Care Council (LinCC)

- 7.15 Bromley Living in Care Council is established and supported by the Participation Officer and promote the Pledge for children and young people.
- 7.16 During the next reporting period the IROs will seek opportunities to work with LinCC and the Participation Officer to obtain more service user involvement to make changes to the Consultation Documents and how the IRO service can be improved.

8. Planned developments and key priorities for 2018/19

8.1 There are likely to be many challenges in the coming year which will require the IRO Service to continue to focus on the quality of provision to children and young people, improvements, both within the offer to children in care but also on how it fulfils its roles and to continue to ensure the child remains at the centre of all of our work .

Children 'voice and influence'

- Consultation documents to be more child friendly to encourage a higher percentage of completion
- Child friendly meetings to be expanded to encourage children and young people to chair their Review
- Increase the percentage of children co-chairing their review meeting by 10%
- Children will be given the opportunity to contribute to their 'looked after' reviews in more creative ways using technology
- IRO visits to children and young people between reviews to be embedded
- IROs meet with the children and young people 30 minutes before the review to obtain any specific issues they want to discuss
- Work closer with LinCC and Participation Officer to develop the IRO service

Performance - continuous development and improvement

- Evidence of IRO footprint is more consistent aiming for each case to have IRO oversight prior to the review, at 4 weeks and midway between each subsequent review
- Embed the use of the Monitoring Forms to provide feedback to social workers and team managers about the quality of care planning

- Further work will be undertaken by the IRO Group Manager to ensure that minutes of the reviews are consistently added to the child's case file and distributed within the required timescales
- Further training and supervision on Outcome Focused planning for IROs to ensure recommendations are consistently outcome focused providing clear measureable outcomes
- During 2018 the IRO service started to refine the information collected in order to provide more detailed information to Children's Service, with regard to number, teams and stages where escalations were being made in order to pinpoint and manage issues more effectively. Therefore, from September 2018 a much more detailed picture of dispute resolutions will be provided. The Dispute Resolution Process will continue to be embedded and a quarterly report produced by the IRO Group Manager to ensure learning from the information this will be presented to SMT chaired by Director to enable further scrutiny

Quality Assurance of Practice

- Quality assurance systems to be further developed to support tracking of key performance data
- IRO Group Manager to observe 2 looked after reviews per month and audit 10 cases per month to ensure consistency of practice
- IROs to embed the use of the DRP (Dispute Resolution Policy)process to improve practice in relation to care planning especially in relation to improving PEPS
- IRO service to work with the looked after nurse to ensure there is an overview of looked after children's health and the usage of a Health Plan/Passport
- IROs to meet with their "link" service/teams quarterly to ensure they are supporting performance improvement
- IROs to embed their role in ensuring permanence, placement stability and transition to adulthood

- IRO Service to work with the social work teams to ensure SDQs are completed in addition to action taken to address any identified support needs

Dispute Resolution

- Dispute Resolution Process to be reviewed
- Process for escalating to partner agencies and services will be strengthened and embedded.

Learning and Development

- IROs to access learning opportunities via Research in Practice
- IROs to be provided with legal updates and developments in court practice

9. Conclusion

- 9.1 The Independent Reviewing Service has made demonstrable progress during the last 12 months and this has resulted in an improvement in practice, plans, arrangements and outcomes for looked after children. However, the Service has much more to do if we are to achieve our aspiration to be an outstanding Independent Reviewing Service.
- 9.2 The Independent Reviewing Service has set the following firm foundations on which further development and improvement can be built upon:
- Stable management and leadership with clear insight and understanding of service strengths and development needs and a robust service plan in place;
 - Statutory role and responsibilities of the Independent Reviewing Service are now well understood across Children's Services and partner agencies;
 - The culture and conditions are now in place that will enable the service to move forward and achieve its aspiration to be a fully effective Independent Reviewing

- Service that is driving continuous development and improvement in practice and services for looked after children;
- Dispute Resolution Protocol is regularly used by the Independent Reviewing Officers. We will embed this and ensure the learning from practice is taken so the same issues do not keep repeating themselves within the system.

- The learning from audits; SDQ's and children's feedback will be part of our Getting to Good and Managers Forums to ensure Children Social Care continue to improve outcomes for 'our' children

3 examples of creative use of PP+ for individual CLA:

Student A

YR9 Selective School

Student A has presented as a very distressed child over a number of months and his behaviour in class, though not malicious, became distracting for teachers and peers. He sang, seemingly without his knowledge and fidgeted with whatever equipment he had available; he became less and less able to complete his work. A claimed he had no friends though he was seen around the school with a group of boys and did not seem to have the same difficulties in unstructured time. A learning support assistant had previously been funded and A had access to the learning support centre which he made use of at time of high stress or if he was sent out of the classroom. None of those interventions reduced the ‘stress behaviour’ exhibited in the classroom, though it became clear that he could relax in the presence of certain known adults in the school. A was refusing to meet with a psychotherapist through CAMHS.

The need to co-regulation was discussed in PEP and other meetings in school and the Virtual School agreed that, alongside 1:1 tuition for catching up with missed work during the school day, it would fund additional hours for a known member of staff to provide ‘Co-regulation’ for A. The remit of this member of staff, who replaced exiting TAs in most classes, was to observe when A was becoming agitated and then to sit next to him without speaking or directing him, if possible, to support A to regulate his emotions and provide a window for engagement and learning in lessons.

This occasional support for A proved successful through a trial period in the spring term and was extended into the summer term. The success of this work can probably be accounted for by the lack of dialogue/direction, the presence of which had been unacceptable for A when delivered by previous 1:1 support. This co-regulation model may be used as a trial for other students.

Student B.

YR3 Mainstream with high levels of support through and EHCP

Following a year in which B made better than expected progress with speech and language (S&L) skills, it was agreed that pupil premium plus funding could be used for a private speech

and language therapist to visit him in school every week. Not only did this result in further accelerating of this S&L skills but it released his Learning Support Assistant to undertake intensive handwriting support for him. This produced an improvement from working at Reception YR for handwriting to working at just below age-appropriate within the academic year (see below).

Before (Sept 17)	After (Sept 18)
<p>Wednesday September 13th Assessment</p> <p>m-y was p e hot u b m-y best b e s t d a y M o c & p i n o t swimmin g p an ha tu</p>	<p>bath bath bath bath ba</p> <p>fast fast fast fast ga</p> <p>last last last last la</p> <p>past past past pas</p> <p>after after after a</p> <p>ch ill ch ld chil</p>

Student C

YR3, Independent special school

Student placed, mid-year, into specialist provision. Previously a young carer, this child exhibited lack of physical coordination and poor fine and gross motor skills. C needed physical containment and nurturing in her new provision as well as support to behave in a more age-appropriate way around other children (not 'little mother'). School has used pupil premium to develop her 'team player' skills by introducing team sports and supporting her to join clubs inside and outside school. Her coordination skills have been improved through horse-riding and swimming lessons. An OT (sensory) stool has been provided to enable C to get sensory feedback from rocking without the risk of physical harm.

Agenda Item 14

Report No.
ED18075

London Borough of Bromley

PART ONE - PUBLIC

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

Date 30 October 2018

Decision Type: Non-Urgent Executive Non-Key

Title: ANNUAL COMPLAINTS REPORT AND LG&SCO LETTER 2017/18

Contact Officer: Naheed Chaudhry Assistant Director, Strategy, Performance and Engagement

Chief Officer: Ade Adetosoye, Deputy Chief Executive and Executive Director Education, Health and Care

Ward: Borough-wide

1. Reason for report

- 1.1 The Council is required to produce an Annual Complaints Report each year setting out statistics on the complaints it receives. The 2017/18 Annual report is presented in appendix 1.
 - 1.2 The report also provides oversight of the annual Local Government & Social Care Ombudsman (LG&SCO) letter which summarise LG&SCO complaints/enquiries received and the decisions made about the London Borough of Bromley for the year ending 31 March 2018.
-

2. RECOMMENDATION

- 2.1 Members of the General Purposes and Licence Committee are asked to consider and comment on the report.

Impact on Vulnerable Adults and Children

1. Summary of Impact: Not Applicable
-

Corporate Policy

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

Financial

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

Personnel

1. Number of staff (current and additional): Not Applicable
 2. If from existing staff resources, number of staff hours: Not Applicable
-

Legal

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

Procurement

1. Summary of Procurement Implications: 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

- 3.1 The Local Authority Social Care and National Service Complaints (England) regulation 2009, Section 18 places a duty on the Council to prepare an annual report each year. Whilst that legislation mainly refers to social care complaints, we like to go further and publish greater detail about the Council's performance. The appended report (Appendix 1) provides an overview of Complaints and all Local Government and Social Care Ombudsman enquiries to the Council between 1st April 2017 to 31st March 2018.
- 3.2 The Council has an ethos of continuous improvement and is committed to using feedback from a variety of sources to learn, understand and take action to improve services. Our Performance Management Frameworks recognise customer complaints as a valuable source of qualitative feedback on the performance of our services.
- 3.3 The Council received 510 complaints during 2017/18 this is a 3% reduction on last year. Of the 510 complaints received 44% were upheld. 58% of all complaints were responded to within 20 working days, although an improvement from last year this continues to be an area of development. Training to support managers is planned for 2018/19.
- 3.4 The Local Government & Social Care Ombudsman (LG&SCO) acts as the final stage for complaints about local authorities, adult social care providers (including care homes and home care agencies) and some other organisations providing public services. When the Council responds to a complaint, we are required to signpost the complainant to the Ombudsman if they remain dissatisfied. The Ombudsman analyses each referral to determine firstly whether it meets their criteria and, secondly, whether it merits a full investigation.
- 3.5 The LG&SCO annual review letter provides a breakdown of the upheld investigations and a compliance rate for implementing LG&SCO recommendations. During the year 2017/18 Bromley was the subject of 165 referrals to the LG&SCO, a 3% increase on 2016/17 of 158 referrals. Of those 165 referrals, 54 underwent a detailed investigation and of those 56% (30) were upheld. This is an improvement from last year 50% upheld and better performance than the London average of 65% and the national average of 57%. In response to the Ombudsman letter and the Council's timely responses to enquiries/investigations, the Council has revised its approach accordingly; the complaints database has been reconfigured to monitor compliance against the new expectations, including any extended deadline agreed. Managers who are responsible for drafting replies have been advised of the new expectations. From the date of the visit of the Assistant Ombudsman on 19th February 2018 to the end of the business year on 31st March 2018, 42 out of 43 LGO deadlines were met. The one that wasn't was less than 24 hours overdue. The Ombudsman has confirmed he was reassured by the changes made and anticipated improvements as a result.

4. FINANCIAL IMPLICATIONS

- 4.1 None for the purposes of this report.

5. LEGAL IMPLICATIONS

- 5.1 Under regulation 18 of the Local Authority Social Services and National Health Service Complaints Regulations 2009 the council is required to publish an Annual Complaints report.
- 5.2 Under section 5(2) of the Local Government and Housing Act 1989 the Monitoring Officer is expected to through a periodic report to the Council summarising the findings on all upheld complaints over a specific period.

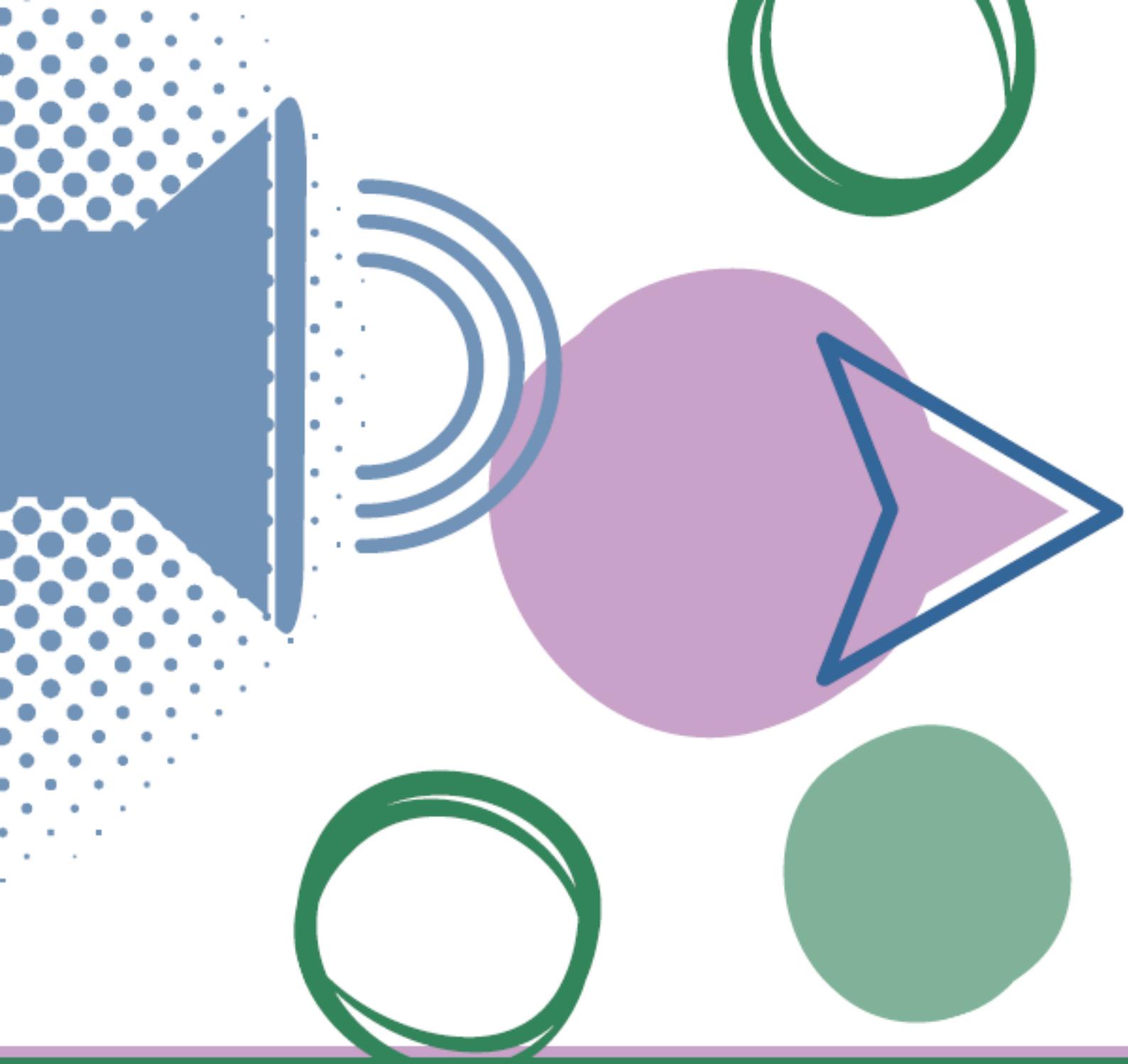
6. Supporting Documents

- 6.1 Appendix 1. Annual Complaints Report 2017/18

6.2 Link below to LG&SCO annual letter 2017/18

<https://www.lgo.org.uk/documents/councilperformance/2018/london%20borough%20of%20bromley.pdf>

Non-Applicable Sections:	Impact on Vulnerable Adults and Children, and Policy, Personnel and Procurement Implications.
Background Documents: (Access via Contact Officer)	



Complaints & Compliments

Annual Report 2017-18



Section 01 | Why do we analyse and report on our complaints?

Section 18 of *The Local Authority Social Services and National Health Service Complaints (England) Regulations 2009* places a duty on the Council to prepare an annual report each year. Whilst that legislation mainly refers to social care complaints, we like to go further and publish greater detail about the Council's performance. This report therefore provides an overview of complaints and all Local Government & Social Care Ombudsman enquiries to the Council between 1st April 2017 to 31st March 2018.

The Council has an ethos of continuous improvement and is committed to using feedback from a variety of sources to learn, understand and take action to improve services. Our Performance Management Frameworks recognise customer complaints as a valuable source of qualitative feedback on the performance of our services.

We know that high-performing services use feedback to help managers and staff understand where they are doing well and where improvements can be made.

We use our complaints data and analysis to:

- ➲ Collaboratively prompt, challenge and deepen the understanding of service performance amongst the leadership group; this enables and promotes a shared understanding of the strengths and areas for development within the service
- ➲ Inform prioritisation in service improvement plans
- ➲ Commission improvement activities and training where appropriate
- ➲ Encourage individual managers to take the initiative at service/team level or with individual staff members to address areas for development and manage local improvements

Continuous improvement plans

The Council has over time accumulated a number of different email addresses that have been used for referring complaints. During 2018/19 we will streamline the ways in which the residents and service users can contact us to register a complaint.

Whilst the majority of our complaints are handled electronically, we recognise that this does not and will not suit everyone. We will therefore be reviewing and maintaining our complaints leaflets and other written methods of communication.

Section 02 | Law & Procedures

Legislation

The main legislation we are governed by is the *Local Authority Social Services and National Health Service Complaints (England) Regulations 2009*. This duty is delivered through the Corporate Complaints Procedure. The majority of Adult Social Care complaints are considered on a statutory basis and are managed through the Corporate Complaints Procedure.

Where the matter directly involves a child (or an authorised person on their behalf) complaining about the care and support provided to a child by Children's Social Care, the relevant rules are found in the *Children Act 1989 Representations Procedure (England) Regulations 2006* and this duty is delivered through the Children's Complaints Procedure.

Timescales

Under the Corporate Complaints Procedure, complaints should be acknowledged within 3 working days and formally responded to within 20 working days.

Complaints managed through the Children's Complaints Procedure are managed as follows :-

- ⇒ Stage 1 initial response within 10 (up to 20) working days
- ⇒ Stage 2 investigation within 25 (up to 65) working days
- ⇒ Stage 3 Review Panel within 30 working days

The Local Government & Social Care Ombudsman

The Local Government & Social Care Ombudsman (LG&SCO) acts as the final stage for complaints about local authorities, adult social care providers (including care homes and home care agencies) and some other organisations providing public services. When the Council responds to a complaint, we are required to signpost the complainant to the Ombudsman if they remain dissatisfied.

The Ombudsman analyses each referral to determine firstly whether it meets their criteria and, secondly, whether it merits a full investigation.

During the year 2017/18 Bromley was the subject of 165 referrals to the LG&SCO, a 3% increase on the 2016/17 figure of 158 referrals. Of those 165 referrals, 54 underwent a detailed investigation and of those investigations 56% (30) were upheld. This is an improvement on last year when 60% were upheld, and better performance than the London average of 65% and the national average of 57%.

Section 03 | Council Overview

The Council received 510 complaints during 2017/18 which is a 3% reduction on last year.

Adult Social Care (25%) were the subject of a significant reduction in complaints during the year, as were Housing services (11%). Complaints about Children's Social Care increased by 16%, equating to 14 additional complaints from the year before. It should be noted that the percentage increases for the Chief Executive's Department and Education services are influenced by the small numbers involved. 78% of complaints were received by email or through the website, an increase from 70% last year.

Division	2016/17	2017/18	% change
Adult Social Care	245	183	-25.3%
Children's Social Care	96	112	16.7%
Housing	126	112	-11.1%
Education	26	31	19.2%
Environment & Community Services	-	13	n/a
Chief Executive's Dept.	32	58	81.3%
Public Health	-	1	n/a
Total	525	510	-2.9%

Proportion upheld

Of the 510 complaints received by the Council, 44% were upheld.

	Complaints	Upheld / Partially Upheld	%age
Adult Social Care	183	104	57%
Children's Social Care	112	44	39%
Housing	112	30	27%
Education	31	17	55%
Environment & Community Services	13	1	8%
Chief Executive's Dept.	58	26	45%
Public Health	1	0	0%
TOTAL	510	222	44%

Causes for complaints

The most frequent complaints were those categorised as a 'lack of action' (128), 41% of which were upheld against the Council. Where a complaint relates to staff conduct, that may include staff of third-party providers contracted by the Council.

Complaint	Adult	Children	Housing	Education	ECS	CED	Public Health	Total	% of total	% upheld
Staff conduct	13	25	10	5	0	7	0	60	11.8%	41.7%
Disputed Decision	9	13	17	5	4	6	1	55	10.8%	14.5%
Inadequate Information	7	9	4	0	0	1	0	21	4.1%	47.6%
Lack of Action	43	28	24	8	4	21	0	128	25.1%	40.6%
Quality of Service	42	18	22	8	4	3	0	97	19.0%	41.2%
Service Delay	23	16	5	4	0	0	0	48	9.4%	47.9%
Billing / Charging	37	-	-	-	-	17	0	54	10.6%	40.7%
Data protection	4	3	1	0	1	3	0	12	2.4%	25.0%
Safeguarding Issues	0	0	0	0	-	-	-	0	0.0%	-
Late call	1	-	-	-	-	-	-	1	0.2%	100.0%
Short call	3	-	-	-	-	-	-	3	0.6%	100.0%
Behaviour of third party	1	0	2	1	-	-	-	4	0.8%	25.0%
Temp. accommodation	-	-	27	-	-	-	-	27	5.3%	28.0%
Total	183	112	112	31	13	58	1	510		

Responding on time

58% of all complaints were responded to within 20 working days. Although an improvement from last year this continues to be an area of performance improvement.

Division	On time	
	2016/17	2017/18
Adult Social Care	56%	49%
Children's Social Care	40%	56%
Housing	52%	65%
Education	62%	61%
Environment & Community Services	-	77%
Chief Executive's Dept.	66%	78%
Public Health	-	100%
OVERALL	56%	58%

Section 04 | Adult Social Care

Under the *Local Authority Social Services and National Health Service Complaints (England) Regulations 2009* the majority of Adult Social Complaints are considered on a statutory basis and handled through the Council's Corporate Complaints Procedure.

At a glance

- ⌚ Adult Social Care were subject of a significant 25% reduction in complaints from 2016/17 to 2017/18.
- ⌚ 49% of Adult Social Care complaints were responded to on time
- ⌚ 35% were fully upheld and 22% were partially upheld
- ⌚ £18,043 was paid out in compensation or other financial adjustments

Complaints received

Adult Social Care were the subject of 183 complaints during 2017/18, 49% (90) of which were responded to in a timely way. A total of 104 complaints (57%) were upheld or partially upheld. The table below provides a detailed breakdown of services and outcomes. 'Contracted Services' refers to those third-party providers of residential and domiciliary care whom the Council engages to provide care to its service users. The Council usually remains ultimately responsible for that support.

Charging & Finance complaints have been recorded differently this year by allocating them against the department involved. Further development is to be undertaken to better align systems with the working practices of the Council's partners, such as Liberata.

Service	Complaints received	No. answered on time	% answered on time	No. fully upheld	% fully upheld	No. partially upheld	% partially upheld
Blue Badges	4	0	0%	1	25%	0	0%
Complex Care East	25	15	60%	9	36%	5	20%
Complex Care West	24	9	38%	6	25%	6	25%
Coordination & Review	1	1	100%	0	0%	0	0%
Duty Function	15	7	47%	6	40%	2	13%
Hospital Team	16	5	31%	9	56%	4	25%
Initial Response	16	11	69%	7	44%	4	25%
Reablement & Rehabilitation	7	3	43%	4	57%	0	0%
Learning Disabilities	17	11	65%	6	35%	2	12%
Mental Health	5	1	20%	1	20%	0	0%
Occupational Therapy	1	1	100%	0	0%	0	0%
Deprivation of Liberties	4	3	75%	1	25%	0	0%
Safeguarding	2	0	0%	0	0%	0	0%
Direct Care Services	6	1	17%	2	33%	3	50%
Contracted Services	40	22	55%	22	55%	14	35%
OVERALL	183	90	49%	64	35%	40	22%

Nature of complaint and outcome

The majority of complaints were in relation to a 'lack of action', of which 42% were fully upheld and 'Quality of service' of which 21% were fully upheld.

Concern	Complaints	No. fully upheld	% fully upheld	No. partially upheld	% partially upheld
Staff conduct	13	4	31%	2	16%
Disputed decision	9	2	22%	1	11%
Inadequate information	7	2	29%	3	43%
Lack of action	43	18	42%	10	23%
Quality of service	42	9	21%	11	26%
Service delay	23	9	39%	5	22%
Billing & charging	37	13	35%	8	22%
Data protection	4	2	50%	0	0%
Late / Short / Missed visit	4	4	100%	0	0%
Behaviour of third party	1	1	100%	0	0%
OVERALL	183	64	35%	40	22%

Compliments

As much as we like to learn from complaints we like to learn from compliments too. The following were shared with the relevant staff and management.

Examples of the compliments received by Adult Social Care:-

Thank you so much for your great work yesterday... You were absolutely marvellous with M and just understood her so well. You were absolutely true to your word and everything was in place for her to stay in her own home... You have pulled it altogether and lifted a huge stress from them all... All too often there are complaints, but the good work is not recognised. It was a pleasure to meet you.

Thank you again for all your time and effort with working with Dad, should Dad need social services in the future I really hope that you are our case worker! (Flag us as yours on the system! Please!)

Mum was previously very nervous about your appointment, but was singing your praises when you left

I would like to praise the Social Worker from adult social care, who visited me and my disabled son last Tuesday, in order to assess his and my needs as his main carer. She was an absolute delight. She was positive, very knowledgeable about the services available, cheerful, and kind. A real gem. I now do not feel so alone and, at times, anxious about the care of my son after her visit. I feel we are “in the system” and will get support and advice if and when we need it. A big thanks..!

Local Government & Social Care Ombudsman cases

Adult social care were the subject of 19 referrals to the LG&SCO during 2017/18, of which 9 were upheld.

Service	Total	Upheld	Not Upheld	Premature	Ongoing
Complex Care East	5	3	2	0	0
Complex Care West	4	2	0	0	2
Duty Function	3	0	1	0	2
Initial Response	4	3	1	0	0
Learning Disabilities	2	1	0	1	0
Contracted Services	1	0	0	1	0
OVERALL	19	9	4	2	4

Financial outcomes of Ombudsman complaints

	2017 – 18
Number of cases	19
Compensation and backdated payments	£11,949.33
Charges written off	£5,844.40
Time & trouble payments	£250

Section 05 | Children's Social Care

The Council's experience is that only a small proportion of Children's Social Care complaints it receives are actually from young people or those acting on their behalf, which fall to be processed under the three-stage procedure set out in *The Children Act 1989 Representations Procedure (England) Regulations 2006*. These are referred to as statutory complaints, the timescales for which are :-

- ⇒ Stage 1 : Initial response within 10 (up to 20) working days
- ⇒ Stage 2 : Investigation within 25 (up to 65) working days
- ⇒ Stage 3 : Review Panel within 30 working days

All other complaints from parents, family or friends raising issues that do not directly relate to the quality of the care and support the child in question receives are managed through the corporate complaints procedure. The Complaints Team carefully considers each complaint on its own merits and, if the complaint is not from or on behalf of a child or young person, or if in the Council's opinion it is not serving the interests of that child or young person, it will be handled through the Council's corporate complaints procedure.

Children and young people making a complaint have a legal entitlement to advocacy services to support them in making a complaint or expressing their views. Where the child involved has not already been referred, the Complaints Team will refer complaints made by or on behalf of children in relation to Children Social Care to the independently commissioned Advocacy service.

At a glance

- ⇒ Children's Social Care Complaints processed under the statutory procedure rose very slightly compared to last year
- ⇒ Complaints processed through the Council's corporate procedure increased from 96 in 2016/17 to 112 during 2017/18 (17%)
- ⇒ 56% of Children Social Care complaints were responded to on time
- ⇒ 26% were fully upheld and 13% were partially upheld
- ⇒ £2,550 was paid out in compensation or other redress

Complaints under the 1989 Representations Procedure

There were a total of seven stage 1 and one Stage 2 Children Social Care complaints during 2017/18. 16 complaints were raised with the LGSCO.

	Quarter 1 Apr - Jun	Quarter 2 Jul - Sep	Quarter 3 Oct - Dec	Quarter 4 Jan - Mar
Stage 1	5	1	0	1
Stage 2	0	0	0	1
Stage 3	0	0	0	0
LGSCO	2	7	5	2
Total	7	8	5	4

Complaints under the Council's Corporate Complaints Procedure

Children's social care were subject of 112 complaints processed through the Council's corporate procedure during 2017/18, 63 complaints were responded to in a timely way (56%). A total of 44 complaints (39%) were upheld or partially upheld.

Service	Complaints received	No. answered on time	% answered on time	No. fully upheld	% fully upheld	No. partially upheld	% partially upheld
Early Intervention and Family Support	6	5	83%	1	17%	0	0%
Referral & Assessment, incl. MASH, Atlas and ECT	34	16	47%	5	15%	3	9%
Safeguarding and Care Planning East incl. Court Team	23	19	83%	7	30%	2	9%
Safeguarding and Care Planning West incl. Disabled Children's Team	21	15	71%	6	29%	2	9%
Children Looked After and Care Leavers	12	2	17%	4	33%	5	42%
Fostering, Adoption and Resources	10	3	30%	5	50%	1	10%
Quality Improvement	6	3	50%	1	17%	4	67%
Youth Offending Service	0	n/a	n/a	n/a	n/a	n/a	n/a
OVERALL	112	63	56%	29	26%	15	13%

Nature of complaint and outcome

The majority of complaints were in relation to a 'lack of action' of which 32% (9) were fully upheld and 'Staff conduct' of which 28% (7) were fully upheld.

Concern	Complaints	No. fully upheld	% fully upheld	No. partially upheld	% partially upheld
Staff conduct	25	7	28%	3	25%
Disputed decision	13	2	15%	0	0%
Inadequate information	9	3	33%	1	11%
Lack of action	28	9	32%	3	11%
Quality of service	18	5	28%	5	28%
Service delay	16	3	19%	3	19%
Data protection	3	0	0%	0	0%
OVERALL	112	29	26%	15	13%

Compliments

As much as we like to learn from complaints we like to learn from compliments too. The following examples were shared with the relevant staff and management :-

I just wanted to email to say thank you for your excellent communication with the school throughout the time you have worked with J and his family. You always reply to emails and phone calls promptly and keep us updated with meetings and paperwork, as result we know exactly how to support J throughout this challenging time.

C has gone out of her way to support and advise me and has been so sympathetic and patient with me with me in all manner of things from my dealings with the school and the Council to matters concerning my health, to name but a few. I felt there was nothing she wasn't willing to assist me with and she did so with great charm, empathy and enthusiasm.*

Meeting such a kind and respectable professional lady like you, whom has taken time and initiative to help parents and families that are overcoming issues surrounding adoption has really changed our opinions about social service.

I've changed. Irrevocably. Permanently. My soul is richer and my heart is fuller in brokenness than it ever was without. I've seen true despair and it's made me learn to appreciate true joy. Thank you for everything you have done for us this year. It means more than you know.

Local Government & Social Care Ombudsman cases

Children's social care were subject of 16 referrals to the LG&SCO during 2017/18, 8 of which were upheld.

Service	Total	Upheld	Not Upheld	Premature	Ongoing
Early Intervention and Family Support	0	0	0	0	0
Referral & Assessment, incl. MASH, Atlas and ECT	4	0	2	1	1
Safeguarding and Care Planning East incl. Court Team	2	1	0	0	1
Safeguarding and Care Planning West incl. Disabled Children's Team	4	3	0	0	1
Children Looked After and Care Leavers	3	2	0	0	1
Fostering, Adoption and Resources	3	2	1	0	0
Quality Improvement	0	0	0	0	0
Youth Offending Service	0	0	0	0	0
OVERALL	16	8	3	1	4

Financial outcomes of Ombudsman complaints

	2017 – 18
Number of cases	16
Compensation and backdated payments	£2,150
Charges written off	£0
Time & trouble payments	£400

Section 06 | Housing

Complaints in relation to Housing Services are managed through the Corporate Complaints Procedure.

At a glance

- ⇒ Housing Services were subject of fewer complaints in 2017/18 (112) than in 2016/17 (126) which equates to an 11% reduction
- ⇒ 65% of Housing complaints were responded to on time
- ⇒ 19% were fully upheld and 8% were partially upheld
- ⇒ £4,550 was paid out in compensation or other redress

Complaints under the Council's Corporate Complaints Procedure

Housing services were subject of 112 complaints during 2017/18, 73 of which were responded to in a timely way (65%).

The majority of complaints were in relation to Housing Allocations and Housing Options.

A total of 30 complaints (27%) were upheld or partially upheld. The table below provides a detailed breakdown of services and outcomes.

Service	Complaints received	No. answered on time	% answered on time	No. fully upheld	% fully upheld	No. partially upheld	% partially upheld
Housing Allocations	35	26	74%	8	23%	1	3%
Housing Options	39	23	59%	4	10%	7	18%
Housing Register	3	3	100%	0	0%	0	0%
Housing Compliance & Development	14	9	64%	0	0%	1	7%
Housing Management & Acquisitions	13	6	46%	6	46%	0	0%
Housing Support & Resettlement	8	6	75%	3	38%	0	0%
OVERALL	112	73	65%	21	19%	9	8%

Nature of complaint

The largest number of complaints were in relation to a 'Lack of action', of which 17% (4) were fully upheld, and 'Temporary accommodation' of which 30% (8) were fully upheld.

Service	Complaints	No. fully upheld	% fully upheld	No. partially upheld	% partially upheld
Staff conduct	10	2	20%	3	30%
Disputed decision	17	1	6%	2	12%
Inadequate information	4	0	0%	1	25%
Lack of action	24	4	17%	2	9%
Quality of service	22	5	23%	0	0%
Service delay	5	1	20%	0	0%
Data protection	1	0	0%	1	100%
Temp. accommodation	27	8	30%	0	0%
Behaviour of third party	2	0	0%	0	0%
OVERALL	112	21	19%	9	8%

Compliments

As much as we like to learn from complaints we like to learn from compliments too. The following were shared with the relevant staff and management.

Housing received 145 compliments this year. Some examples :-

First of all thank you for you listening and the support you gave my daughter yesterday. She came out feeling like a weight had been lifted off her shoulders and you made her smile which she hasn't done for a while. I am extremely grateful and you're a credit to your work place.

Thank you so so much for all your help, patience and perseverance. You are an absolute star. Your management team should be proud and lucky to have you on their team. Once again thank you.

I would just like to point out to the management that you have a great team of people. In my dealing with this team I have found them polite, caring and helpful I would like to say thank you for the service you provide.

I just wanted to write to you to say thank you very much for the advice on the telephone last week. It made a difference to have someone understand my situation and indeed try and point me in the right direction to resolve matters. The council have done well appointing you as an advisor as people in precarious situations like myself are in need of help and reassurance.

This woman is amazing she is honest direct and the most amazing person I have ever met she made me realise that there is help out there for me she has gone above and beyond doing exactly what she said she would do I never had to chase her she was always on top of it I'm deeply grateful she has given me faith in humans that there is help out there for me I never dreamt that I would be on my way to moving to somewhere more suitable for me she has made this all possible

Local Government & Social Care Ombudsman cases

Housing Services were the subject of 10 referrals to the LG&SCO during 2017/18, 4 of which were upheld.

Service	Total	Upheld	Not Upheld	Premature	Ongoing
Housing Allocations	2	0	0	1	1
Housing Options	3	1	1	1	0
Housing Register	1	1	0	0	0
Housing Management & Acquisitions	3	1	1	1	0
Housing Support & Resettlement	1	1	0	0	0
OVERALL	10	4	2	3	1

Financial outcomes of Ombudsman complaints

	2017 – 18
Number of cases	11
Compensation and backdated payments	£4,300
Charges written off	£0
Time & trouble payments	£250

Section 07 | Education

Complaints in relation to Education services are managed through the Corporate Complaints Procedure.

At a glance

- ⦿ Education services were the subject of 31 complaints in 2017/18, an increase on 21 in 2016/17
- ⦿ 61% of Education complaints were responded to on time
- ⦿ 39% were fully upheld and 16% were partially upheld
- ⦿ £2,200 was paid out for compensation or other redress

Complaints under the Council's Corporate Complaints Procedure

Education services were the subject of 31 complaints during 2017/18. 19 of these were responded to in a timely way (61%).

12 complaints were upheld (39%) and 5 were partially upheld (16%).

The table below provides a detailed breakdown of services and outcomes. The majority of complaints were in relation to the SEN service and SEN transport.

Service	Complaints received	No. answered on time	% answered on time	No. fully upheld	% fully upheld	No. partially upheld	% partially upheld
Admissions	6	4	66%	1	17%	0	0%
Early Years	2	2	100%	0	0%	1	50%
Education Welfare	1	0	0%	1	100%	0	0%
Special Educational Needs	11	4	36%	4	36%	3	27%
Special Educational Needs Transport	11	9	82%	6	55%	1	9%
OVERALL	31	19	61%	12	39%	5	16%

Nature of complaint

The majority of complaints were in relation to a 'Lack of action' of which 50% (4) were fully upheld and 'Quality of Services' of which 50% (4) were fully upheld.

Service	Complaints	No. fully upheld	% fully upheld	No. partially upheld	% partially upheld
Staff conduct	5	2	40%	2	40%
Disputed decision	5	0	0%	0	0%
Inadequate information	0	0	0%	0	0%
Lack of action	8	4	50%	2	25%
Quality of service	8	4	50%	0	0%
Service delay	4	1	25%	1	25%
Behaviour of third party	1	1	100%	0	0%
OVERALL	31	12	39%	5	16%

Compliments

As much as we like to learn from complaints we like to learn from compliments too. The following were shared with the relevant staff and management. Some examples of the compliments received by Education this year :-

I would just like to say a big thank you to you all for providing an excellent service for my son. E absolutely loves his school transport workers as they provide him with a professional, safe, caring and fun environment. I know he will miss them a lot.

Just a note to say thank you for taking our son back and forth to school. He's had a fantastic first year at PH and we cannot thank them enough for all their hard work. He has learned so much and is clearly in the right place. We see a bright future ahead with lots of potential and aspiration. I know you don't get to hear the good stuff much, so I always want to make a point of doing this as all of us are working hard

Could I just say what a fantastic job I think you are doing? Fronter is now my "go to" place and I have had to eat my hat about ISAT because I have found it an extremely useful process. (C has been so helpful and has confirmed my judgements on a variety of children which is helping to move things forward.)*

Local Government & Social Care Ombudsman cases

Education services were the subject of 7 referrals to the LG&SCO during 2017/18, 1 of which was upheld.

Service	Total	Upheld	Not Upheld	Premature	Ongoing
Admissions	1	1	0	0	0
Early Years	1	0	0	0	1
Special Educational Needs	4	0	1	0	3
Special Educational Needs Transport	1	0	0	1	0
OVERALL	7	1	1	1	4

Financial outcomes of Ombudsman complaints

	2017 – 18
Number of cases	7
Compensation and backdated payments	£2,200
Charges written off	£0
Time & trouble payments	£0

Section 08 | Chief Executive's Department

Complaints in relation to the Chief Executive's Department are managed through the Corporate Complaints Procedure.

At a glance

- ⇒ The Chief Executive's Department was the subject of 58 complaints in 2017/18. This is the first full year in which data has been captured for CED complaints in the same way as for other services. The previous year's figures are not directly comparable.
- ⇒ 78% of Chief Executive's Department complaints were responded to on time
- ⇒ 21% were fully upheld and 24% were partially upheld
- ⇒ £1,253 was paid out in compensation or other redress

Complaints under the Council's Corporate Complaints Procedure

The Chief Executive's Department was the subject of 58 complaints during 2017/18. 45 complaints were responded to in a timely way (78%).

A total of 26 complaints (45%) were upheld or partially upheld. The majority of complaints were in relation to Council Tax (32).

Service	Complaints received	No. answered on time	% answered on time	No. fully upheld	% fully upheld	No. partially upheld	% partially upheld
Electoral Services	1	0	0%	0	0%	0	0%
Registrar Services	2	1	50%	0	0%	0	0%
Customer Services	4	4	100%	3	75%	1	25%
Care Home fees	3	2	66%	1	33%	0	0%
Council Tax	32	29	91%	6	19%	9	28%
Domiciliary Care fees	3	1	33%	0	0%	1	33%
Housing Benefit	11	8	73%	2	18%	3	27%
Legal	2	0	0%	0	0%	0	0%
OVERALL	58	45	78%	12	21%	14	24%

Nature of complaint

The majority of complaints were in relation to a 'Lack of action', of which 14% (3) were fully upheld, and 'Billing & charging' of which 24% (4) were fully upheld.

Service	Complaints	No. fully upheld	% fully upheld	No. partially upheld	% partially upheld
Staff conduct	7	1	14%	3	43%
Disputed decision	6	2	33%	0	0%
Inadequate information	1	1	100%	0	0%
Lack of action	21	3	14%	8	38%
Quality of service	3	1	33%	1	33%
Service delay	0	0	0%	0	0%
Billing & charging	17	4	24%	2	12%
Data protection	3	0	0%	0	0%
OVERALL	58	12	21%	14	24%

Compliments

An example of a compliment notified to the Complaints team this year in relation to the Chief Executives department :-

I can't begin to tell you how grateful we both are. If Mel Green from the registry office hadn't put herself out then we wouldn't be getting married on the 12th December. So a big thank you to her please. All I need now is for the groom to arrive!!

Local Government & Social Care Ombudsman cases

The Chief Executive's Department was the subject of 25 referrals to the LG&SCO during 2017/18, 4 of which were upheld.

Service	Total	Upheld	Not Upheld	Premature	Ongoing
Care Home fees	2	0	1	1	0
Council Tax	14	2	7	4	1
Domiciliary Care fees	1	0	1	0	0
Housing Benefit	8	2	4	1	1
OVERALL	25	4	13	6	2

Financial outcomes of Ombudsman complaints

	2017 – 18
Number of cases	25
Compensation and backdated payments	£100
Charges written off	£853
Time & trouble payments	£300

Section 09 | Environment & Community Services

At a glance

- ⌚ 77% of Environment & Community Services complaints were responded to on time
- ⌚ None were fully upheld and one (8%) was partially upheld
- ⌚ £1,550 was paid out in compensation or other redress

Complaints under the Council's Corporate Complaints Procedure

The Environment & Community Services division currently manage their own complaints process, whilst adhering to the Council's overall policies. The figures in this report relate only to those cases where it was considered expedient to for the stage 1 complaint to be overseen by the main Complaints service.

13 Environment & Community Services complaints were handled in that way during 2017/18, 10 of which were responded to in a timely way (77%). No complaints were upheld whilst one was partially upheld. The majority of complaints were in relation to Planning and Development (11) and usually concerned long-running cases first raised under the Council's previous corporate process.

Service	Complaints received	No. answered on time	% answered on time	No. fully upheld	% fully upheld	No. partially upheld	% partially upheld
Highways & Transport	1	1	100%	0	0%	0	0%
Libraries & Lifelong Learning	1	1	100%	0	0%	0	0%
Planning & Development	11	8	73%	0	0%	1	9%
OVERALL	13	10	77%	0	0%	1	8%

Nature of complaint

Complaints were mainly in relation to a ‘Lack of action’, ‘Disputed Decisions’ and Quality of services.

Service	Complaints	No. fully upheld	% fully upheld	No. partially upheld	% partially upheld
Staff conduct	0	0	0%	0	0%
Disputed decision	4	0	0%	0	0%
Inadequate information	0	0	0%	0	0%
Lack of action	4	0	0%	0	0%
Quality of service	4	0	0%	1	25%
Service delay	0	0	0%	0	0%
Data protection	1	0	0%	0	0%
OVERALL	13	0	0%	1	8%

Local Government & Social Care Ombudsman cases

Environment & Community Services were the subject of 31 referrals to the LG&SCO during 2017/18, 5 of which were upheld.

Service	Total	Upheld	Not Upheld	Premature	Ongoing
Environmental Services	8	1	6	0	1
Highways & Transport	10	3	7	0	0
Planning & Development	13	1	6	5	1
OVERALL	31	5	19	5	2

Financial outcomes of Ombudsman complaints

	2017 – 18
Number of cases	31
Compensation and backdated payments	£900
Charges written off	£0
Time & trouble payments	£650

Section 10 | Public Health

The Council received only one complaint relating to Public Health this year. It concerned the closure of a service. The complaint was responded to on time and was not upheld.

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Agenda Item 15

Report No.
ED18076

London Borough of Bromley

PART ONE - PUBLIC

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

Date: Tuesday 30 October 2018

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

Title: CHILDREN, EDUCATION AND FAMILIES PORTFOLIO PLAN 2018 to 2022 UPDATE – Quarter 2, 2018/19

Contact Officer: Denise Mantell, Strategy Officer
Tel: 020 8313 4113 E-mail: denise.mantell@bromley.gov.uk

Chief Officer: Ade Adetosoye, Deputy Chief Executive & Executive Director: ECHS

Ward: N/A

1. Reason for report

1.1 This report presents the Children, Education and Families Budget and Performance Monitoring Sub-Committee with the first 6 monthly update of the Children, Education and Families Portfolio Plan 2018/22.

2. RECOMMENDATION(S)

2.1 Members are asked to note progress on the actions associated with the Children, Education and Families Portfolio Plan 2018/22 for the first half of 2018/19– Appendix 1.

Impact on Vulnerable Adults and Children

1. Summary of Impact:
-

Corporate Policy

1. Policy Status: Existing Policy
 2. BBB Priority: Children and Young People Excellent Council Safe Bromley Healthy Bromley
-

Financial

1. Cost of proposal: No cost:
 2. Ongoing costs: Not Applicable:
 3. Budget head/performance centre: Education, Children and Families Portfolio
 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: None:
 2. Call-in: Not Applicable:
-

Procurement

1. Summary of Procurement Implications:
-

Customer Impact

1. Estimated number of users/beneficiaries (current and projected): All vulnerable children and young people within Bromley
-

Ward Councillor Views

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

3. COMMENTARY

Background

- 3.1 The Education, Children and Families Portfolio Plan 2018 to 2022 differs from previous Portfolio Plans in that it spans a four year cycle rather than the previous annual Portfolio Plans. This allows the Plan to focus on delivering the longer-term strategic priorities for children and young people. The priority outcomes reflect the Building a Better Bromley vision for our children and young people and the Education, Care and Health department's 'Journey to Excellence'.
- 3.2 The Education, Children and Families Portfolio Plan 2018 to 2022 was presented at the Children, Education and Families Budget and Performance Monitoring Sub-Committee meeting on 18 July 2018 and agreed by the Portfolio Holder following comments by the Select Committee. The Plan focusses on four priority outcomes:
- Safeguarding
 - Life chances, resilience and wellbeing
 - Implement the SEND reforms
 - Ensuring efficiency and effectiveness
- 3.3 Within each priority are a number of statements which are underpinned by actions and measures of success within the work of Education, Care and Housing Services. At the end of Quarter 2 2018/19 progress has been made on all actions.
- 3.4 Key achievements of the 2018 to 2022 Portfolio Plan so far are:
- Priority 1 – Safeguarding:
 - Continuing to improve practice in Children's Social Care through the Children's Improvement Plan and maintaining effective oversight of safeguarding.
 - The Bromley Safeguarding Children Board works to improve awareness of safeguarding with residents and professionals and provides training for front-line staff and volunteers.
 - Priority 2 – Life chances, resilience and wellbeing:
 - The high level of take-up of 15 and 30 hour childcare places – top three in London boroughs.
 - Continuing the dramatic reduction in primary school exclusions.
 - Maintaining the high levels of educational attainment in Bromley schools.
 - Establishing the provision of additional primary and secondary school places in September 2018.
 - Priority 3 – Implement the SEND Reforms:
 - Established the SEND Strategic Vision and Priorities 2018/19 and implemented structures to deliver these with accountability to the Governance Board.
 - Expanding local specialist provision with the opening of new primary Additionally Resourced Provision in September 2018.
 - Priority 4 – Ensuring efficiency and effectiveness:
 - Review of existing contracts begun.
- 3.5 Work will continue in the following areas in the next 6 months:
- Priority 1 – Safeguarding:
 - Preparation for the follow-up Ofsted Single Inspection

- Priority 2 – Life chances, resilience and wellbeing:
 - Continue the on-going work to reduce the disadvantage gap and raise school standards in maintained schools.
 - Annual review of sufficiency of school places.
 - Establishing a pilot project to support care leavers at risk of not being in education, employment and training with other London boroughs.
 -
- Priority 3 – Implement the SEND Reforms:
 - Implementation of the SEND Strategic Vision and Priorities 2018/19
 - Preparing for the local area SEND inspection by making identified improvements across partner agencies
- Priority 4 – Ensuring efficiency and effectiveness:
 - Development of the User Voice Framework and improve approaches to engagement

4. IMPACT ON VULNERABLE ADULTS AND CHILDREN

Both priorities of the Education, Children and Families Portfolio Plan have regard to the needs of the vulnerable children and young people of Bromley.

5. POLICY IMPLICATIONS

There are no policy implications arising directly from this report. Any policy implications arising from the implementation of the various actions contained within the plan will be reported to the Sub-Committee separately.

6. FINANCIAL IMPLICATIONS

There are no financial implications arising directly from this report. Any financial implications arising from the implementation of the various actions contained within the plan will be reported to the Sub-Committee separately.

7. LEGAL IMPLICATIONS

There are no legal implications arising directly from this report. Any legal implications arising from the implementation of the various actions contained within the plan will be reported to the Sub-Committee separately.

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

PRIORITY 1 – SAFEGUARDING

Ensure effective arrangements are in place to respond to safeguarding risks, preventing the escalation of issues to keep children and vulnerable adults safe.

Rationale

Safeguarding children and adults is everyone's business. By ensuring that effective arrangements are in place to respond to safeguarding risks we are in place to respond to safeguarding risks we will ensure children and adults are safe and less likely to require statutory intervention.

Key strategies/plans

- ✓ Our Journey to Excellence
- ✓ BSAB Safeguarding Strategy
- ✓ Older People's Strategy
- ✓ BSCB Business Plan
- ✓ Children and Young People's Plan
- ✓ VAWG Strategy
- ✓ The Roadmap to Excellence

Aligns to Building a Better Bromley

- ✓ Supporting independence
- ✓ Supporting children and young people
- ✓ Excellent Council

Action	Detail	Measure of success	Target date	DLT Lead	Quarter 2 update	PH Plan
1) Raise awareness of children and adults safeguarding	<p>A) Work with both Children and Adult Safeguarding Board Chairs to promote multi-agency training</p> <p>B) Undertake a campaign to improve awareness of adult and children safeguarding with residents and professionals to make Bromley a place where preventing abuse and neglect is everybody's business</p>	<p>Training programme published and well attended</p> <p>Annual conferences well attended</p> <p>Campaigns launched</p>	April 2022 [AP]	Director Children's Social Care	<p>A)</p> <ul style="list-style-type: none"> • A programme of multi-agency training courses has been scheduled for 2018/19 together with a suite of e-learning. • The Multi-Agency Partnership Events for front-line professionals and volunteers in Bromley re-started in September 2018. <i>Understanding Safeguarding: it's everybody's business</i> focusing on Bromley's Threshold of Needs, the safeguarding pathway and support available for families will be repeated monthly in 2018. <p>B)</p> <ul style="list-style-type: none"> • The Safer Schools event in September 2018 saw the launch of the Safer Schools package for pupils, parents and staff to access up to date information and resources. • The Bromley Safeguarding Children Board's Annual Conference, to be held in November 2018, is focusing on vulnerable adolescents. Keynote speakers will address the issues of gang involvement and successful interventions as well as contextual safeguarding. Additionally there will be training to prevent suicides and learning from recent Serious Case reviews. 	CEF

					<ul style="list-style-type: none"> The first annual Children's Social Care Conference, being held in October 2018 will focus on social work values and practice including safeguarding. 	
2) Maintain effective oversight of Safeguarding impact	A) Implement the Children's Performance Framework	Weekly data delivered Monthly digests delivered Frameworks reviewed annually	April 2022 [AP]	Assistant Director: Strategy, Performance & Business Support	<p>Children's Performance Framework:</p> <ul style="list-style-type: none"> The Children's Performance Framework was published in March 2018 and shared with all ECHS staff through the ECHS staff newsletter (issue 3, March 2018) The Children's Performance Framework set of 39 key performance indicators were considered and agreed by the Education, Children and Families Budget and Performance Monitoring Sub-Committee in March 2018 (report ED18053) 	CEF
	B) Implement programme of Children's case audits	Audits completed and recommendations implemented	April 2022 [AP]	Director Children's Social Care	A programme of audits for 2018/19 has been scheduled and an update of the Quality Assurance Framework was presented to the Governance Board. As part of the Quality Assurance Framework maturing, Case Audit Planning meetings are now being held which enable 360° feedback with social workers leading to improved practice.	CEF
	C) Implement programme of Housing case audits, which including safeguarding of vulnerable adults and families			Director Housing	A programme of audits for 2018/19 has been scheduled. Lessons learnt are reported through the senior management team and actions identified incorporated into the service improvement plan.	CEF
3) Implement the Children's Improvement Plan	A) Implement actions in Children's Improvement Plan B) Prepare for follow up Ofsted Single Inspection	All actions implemented Improvement on Ofsted rating 'inadequate'	Dec 2018	Director Children's Social Care	<p>A) By September 2018 89% of actions in the Children's Services Improvement Plan were complete. The focus of practice is now aligning to the recommendations from the new audit and service improvement framework. This framework is designed to test and validate the impact of completing actions outlined in the plan thus testing the actions in a systematic and regulated way.</p> <p>B) Following the last monitoring visit we are now preparing for a full inspection anticipated to be by the end of the year.</p>	CEF

PRIORITY 2 - LIFE CHANCES, RESILIENCE AND WELLBEING

Every child, young person and adult should have access to a good education and services which support their health and wellbeing and enable their potential. Our residents should have access to preventative early help which is vital to prevent problems getting worse.

Rationale

We want to improve the life chances of the local population and increase wellbeing. By working in partnership with key partners and residents to identify challenges early on, we can increase the resilience of our residents and our communities, stop needs from escalating and increase social mobility.

Aligns to Building a Better Bromley

- ✓ Supporting independence
- ✓ Supporting children and young people
- ✓ Healthy Bromley
- ✓ Excellent Council

Key strategies/plans

- ✓ Our Journey to Excellence
- ✓ Health and Wellbeing Strategy
- ✓ Children and Young People's Plan
- ✓ Childcare Sufficiency: Annual Report
- ✓ School Place Planning Strategy
- ✓ Adult Education Community Learning Strategy
- ✓ Education Outcomes for Children in Bromley Schools: Annual Report
- ✓ Health and Wellbeing Strategy

Action	Detail	Measure of success	Target date	DLT Lead	Quarter 2	PH Plans
1. Develop our local school improvement strategy with schools	<p>A) Work with schools to produce a local school improvement strategy to reflect the changing landscape of education providers and to set out how we will fit within the landscape in the future</p> <p>B) In partnership with schools, explore the viability and usefulness of traded services that are financially robust, make a positive impact on Improving outcomes</p>	<p>Vision for education in Bromley agreed</p> <p>Ways of working and enabling agreed</p>	April 2019	Director Education	<p>A)</p> <ul style="list-style-type: none"> • Approach to LA validated school self-evaluation discussed with headteachers of maintained schools from autumn term 2018. School Improvement Partner (SIP) engaged to implement the process. • SIP jointly appointed for St Olave's School, with work programme to include 6 month and 12 month review of action plan following investigation. • Annual analysis of headline educational outcomes for 2018 presented to briefing for headteachers in October 2018 to identify priorities for 2018/19 school year. 	CEF

Action	Detail	Measure of success	Target date	DLT Lead	Quarter 2	PH Plans
2. Secure sufficient school places	A) Secure sufficient school places for pupils in Bromley	Sufficient school places to sustain percentage of pupils offered one of their first three preferences Sufficient local provision for children with special educational needs and/or disabilities (SEND)	April 2022 [AP]	Director Education	<ul style="list-style-type: none"> School Place Planning Strategy 2018 sets out analysis of sufficiency. Schools capital programme agreed by Executive in July 2018. Additional school places to be provided by the expansion of existing schools and the creation of new free schools: <ul style="list-style-type: none"> Oaklands Primary School's Early Years block to allow 3 FE Castlecombe Primary School has expanded in KS2 to be able to offer all pupils leaving Dorset Road Infant School for September 2018 Stewart Fleming Primary School to expand to 3 FE from 2019 Trinity CE Primary School to have an additional form of entry Langley Park Primary School and Eden Park High School to move to their permanent sites in September 2018 An additional 60 places at Bishop Justus CE Secondary school by 2019 Achieving 360 new secondary school places through Bullers Wood School for Boys and SHaW Futures are experiencing difficulties due to planning issues. SEND place planning analysis completed (see also Priority 3: 4A and 4B) 	CEF
3. Sufficiency for funded childcare	A) Ensure there is sufficient good quality appropriate capacity in the sector to enable 30 hours of funded childcare for two, three and four year olds of working parents entitled to free provision	Take up of targeted childcare for two year olds Take up of 15 hour and 30 hours funded offer childcare	April 2022 [AP]	Director Education	<ul style="list-style-type: none"> 9 projects funded by the DFE 30 hour delivery support fund are being delivered. This includes: <ul style="list-style-type: none"> Creating more funded childcare places Support for providers to ensure their sustainability Recruiting to the workforce to enable expansion Training to increase provision for children with SEND Establishing a parent champion network to engage with the harder to reach families Take up of 30 hours free childcare places Bromley in top 3 London boroughs each term in 2017/18. Staff vacancies have had an impact on take up of targeted two year old offer. 	CEF

Action	Detail	Measure of success	Target date	DLT Lead	Quarter 2	PH Plans
4. Narrow the educational gap	A) Develop our capacity to challenge and support schools and other educational settings to close the achievement and progress gaps for children from disadvantaged groups B) Develop a local offer of Alternative Provision for young people at risk of disengaging from education	Attainment and progress gaps between pupils in disadvantaged groups and their peers reduced Exclusions and persistent absence from school reduced	April 2022 [AP]	Director Education	<p>A) See 1(A)</p> <ul style="list-style-type: none"> • Summer term Governor Forum focused on disadvantage gap with headteacher presenting effective practice. • Improving Outcomes for Bromley's Disadvantage Pupils Conference in September 2018 to learn from research and examples of effective practice. • Headline data for 2018 education outcomes retain Bromley's high rankings nationally. Pupil level data on disadvantage gap not yet available. <p>B)</p> <ul style="list-style-type: none"> • Redefinition of purpose of Nightingale as provision for secondary age children with mental health needs. Arrangements in place to transfer management of Nightingale to BTA to secure leadership and quality of provision. 	CEF
5. Keep young people in Education, Employment or Training to improve life chances	A) Meet requirements of Education, Care and Skills Act 2008 duty on all young people to participate in Education, Employment or Training until their 18 th birthday	Reduce Education, Employment or Training (NEET) figures	April 2022 [AP]	Director Children's Social Care	<ul style="list-style-type: none"> • A variety of support is provided through the Bromley Youth Support Programme and Bromley Education Business Partnership to engage young people, especially those who are vulnerable, to participate in education, employment and training. • Tracking of young people is carried out through the Bromley Youth Support Programme. • An additional NEET worker has started based in the Leaving Care service. A pilot project, in partnership with Lewisham and Greenwich, will provide support over 4 years to those care leavers most at risk of NEET. 	CEF

Children, Education and Families – Portfolio Plan for 2018 to 2022 – 2018/19 Quarter 2 Update

Action	Detail	Measure of success	Target date	DLT Lead	Quarter 2	PH Plans
6. Eliminate permanent exclusion from primary schools	A) Set out clear and robust pathways for graduated support for children with additional needs to improve early identification B) Develop early intervention for pupils in primary schools to reduce the need for exclusion	No permanent exclusions from primary schools	Sept 2018	Director Education	A) SEND Graduated Approach has been drafted and discussed with SENCO groups for launch in September 2018. B) Primary outreach service commissioned for two years and in place from April 2018. Significant reduction in permanent exclusions from primary schools from 17 in 2016/17 to 2 in 2017/18.	CEF
7. Improve life chances through adult learning	A) Offer targeted adult education programmes to improve the life chances of adults in our disadvantaged communities	Increased number of participants from disadvantaged areas	April 2022 [AP]	Director Education	<ul style="list-style-type: none"> • Courses in English and Maths are being delivered to improve core skills for adults to aid with employability. • Programmes of courses for carers and BAME groups are being developed as well as on-line opportunities for training targeted learners looking for employment in the catering industry. • 1,280 course participants from disadvantaged areas in 2017/18: an increase of 10.2% on the previous year. Overall retention rate for these learners for 2017/18 is 95.7% and the achievement rate is 91.6% (provisional figures) • Provisional 2017/18 outcomes show substantial improvements on all key performance measures. 	CEF

PRIORITY 3 - IMPLEMENT THE SEND REFORMS

Implement the special educational needs and/or disabilities (SEND) reforms. Improve the identification, assessment of need and provision for our children and young people up to age 25. Ensure sufficient, appropriate and good quality provision within a sustainable financial envelope.

Rationale

Improve learning and life outcomes through more effective joined up working across education, health and social care for children and young adults who have special educational needs and/or disabilities.

Key strategies/plans

- ✓ Our Journey to Excellence
- ✓ SEND Reforms Improvement Plan
- ✓ SEND Strategic Vision and Priorities
- ✓ Children and Young People's Plan

Aligns to Building a Better Bromley

- ✓ Supporting independence
- ✓ Supporting children and young people
- ✓ Healthy Bromley
- ✓ Excellent Council

Action	Detail	Measure of success	Target date	DLT Lead	Quarter 2	PH Plans
1. Implement the SEND Reforms	A) Implement the SEND Reforms Improvement Plan	All actions implemented	April 2022	Director Education	<p>A)</p> <ul style="list-style-type: none"> • Review commissioned from SEND4change complete, achieving very good engagement from stakeholders and establishing a common understanding of the challenges facing Bromley. Feedback from this exercise has informed SEND Strategic Vision and Priorities 2018-19 and action plan re-aligned to five priorities. • SEND multi-agency conference in September 2018 to report progress on the SEND Reforms. • Project manager appointed to drive the pace of implementation and strengthen accountability to SEN/D Governance Board. • Group Manager appointed to lead the SEN Statutory Assessment Team and team being restructured to strengthen management oversight, improve the rigour of decision making and the quality of EHC planning. 	CEF

Children, Education and Families – Portfolio Plan for 2018 to 2022 – 2018/19 Quarter 2 Update

Action	Detail	Measure of success	Target date	DLT Lead	Quarter 2	PH Plans
2. Integrated services 0 - 25	A) Review assessment, decision making and planning processes across services to ensure that transition between children's and adults' services are effective B) Improve systems for joint commissioning	Better transitions between children's and adults' services for young people and their parents Gaps in services identified and addressed effectively	Sept 2018	Director Children's Social Care/ Adult Social Care	A) <ul style="list-style-type: none">• Deputy Chief Executive has commissioned a review of transition from children's to adults' services.• Transitions Programme Manager appointed with IBCF funding to oversee the transition process to support young people and their families transitioning from childhood through to adulthood.	CEF
3. Improved governance and inspection readiness	A) Strengthen our leadership and governance arrangements B) Prepare for the local area SEND inspection by establishing a robust baseline, plans for rapid and sustained improvement, and rigorous tracking	Successful SEND local area inspection, demonstrating progress across all three key themes	April 2019	Director Education	A) <ul style="list-style-type: none">• SEN/D Governance Board is well established with good representation• Board members appointed to sponsor each of the 5 priorities with an officer lead.• Action plan aligned to five priorities (see 1A) so that future reporting will be more transparent. B) <ul style="list-style-type: none">• Initial briefing on inspection process for senior and middle leaders in LBB and BCCG.• Draft Self-Evaluation Form updated and reported to Board each quarter showing deepening understanding of strengths, gaps and what needs to be done. Data and progress tracking better aligned to priorities.	CEF

Children, Education and Families – Portfolio Plan for 2018 to 2022 – 2018/19 Quarter 2 Update

Action	Detail	Measure of success	Target date	DLT Lead	Quarter 2	PH Plans
4. Local specialist SEND provision	<p>A) Complete sufficiency review of local specialist school placements for SEND</p> <p>B) Consider need and remit for of a new SEN centre of excellence in the borough</p> <p>C) Establish quality assurance arrangements for commissioned placements to ensure children and young people make progress and provision secures value for money</p>	<p>More children and young people attend a suitable, local school</p> <p>Pressures on high needs Funding Block controlled</p>	Sept 2018	Director Education	<p>A)</p> <ul style="list-style-type: none"> • Place planning analysis completed. • New primary Additionally Resourced Provision opened in September 2018. <p>B)</p> <ul style="list-style-type: none"> • EOI being drafted for new primary special school for children with ASD. <p>C)</p> <ul style="list-style-type: none"> • Review of SEN/D advisory teams completed and re-alignment of teams to commence in autumn term 2018 to fill gaps in the continuum of provision. • QA programme for specialist placements in independent sector developed for implementation from September 2018. 	CEF

PRIORITY 4 - ENSURING EFFICIENCY AND EFFECTIVENESS

We remain committed to delivering high quality services that make a positive difference to people's lives

Rationale

By making the best use of the resources available to us and maximising the use of our assets we will deliver efficient and effective services which make a positive difference.

Key strategies/plans

- ✓ Our Journey to Excellence
- ✓ Commissioning Strategy
- ✓ Contract Monitoring & Management in Bromley
- ✓ Performance Management Framework(s)
- ✓ Risk Management Log

Aligns to Building a Better Bromley

- ✓ Excellent Council

Action	Detail	Measure of success	Target date	DLT Lead	Quarter 2	PH Plans
1. Ensure that our approach to commissioning is robust	<p>A) Contracts are procured on time, deliver value for money and the 'right' outcomes for children, families and adults</p> <p>B) Make smarter use of data and intelligence to understand the needs of our residents and how effective we are at achieving their desired outcomes</p>	<p>Good contract outcomes</p> <p>All existing contracts are reviewed to ensure outcomes, KPIs, performance reporting etc</p>	April 2022 [AP]	Director Programmes	<p>A) A review of all key strategic contracts is being carried out to ensure that each has appropriate outcomes, KPIs and performance reporting.</p> <p>B) The work to review contracts and develop intelligence coming from providers will strengthen our knowledge of residents' needs and ensure that providers are delivering appropriately.</p>	CEF

Children, Education and Families – Portfolio Plan for 2018 to 2022 – 2018/19 Quarter 2 Update

Action	Detail	Measure of success	Target date	DLT Lead	Quarter 2	PH Plans
2. Understand the perspective of service users and residents	A) Develop a User Voice Framework and regular approach to feeding back intelligence	User Voice Framework implemented Improved approach to engagement Improved understanding of what our service users are telling us	Dec 2018	Assistant Director Strategy, Performance & Business Support	<ul style="list-style-type: none"> Following the restructure of the Strategy, Performance and Business Support division outlined in action 1, the newly established Customer Engagement and Complaints service will lead on the development of the User Voice Framework between September and December 2018. 	CEF

Key:

- [AP] = Annual Programme
- CEF = Children, Education and Families

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Agenda Item 16

Report No.
ED18070

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker:	EDUCATION, CHILDREN AND FAMILIES PERFORMANCE & BUDGET MONITORING SUB-COMMITTEE		
Date:	16 October 2018		
Decision Type:	Non-Urgent	Non-Executive	Non-Key
Title:	Contract Register		
Contact Officer:	Paul Feven, Interim Director of Programmes, Education, Care & Health Services.		
Chief Officer:	Ade Adetosoye, Deputy Chief Executive and Executive Director, Education, Care & Health Services		
Ward:	All Wards		

1. Reason for report

- 1.1 This report presents an extract from September 2018's Contracts Register for detailed scrutiny by PDS Committee – all PDS committees will receive a similar report each contract reporting cycle.
- 1.2 This report is based on information covering all Portfolios, which was produced on 29th August 2018 and presented to Contracts Sub-Committee on 16 October 2018.
- 1.3 The Contracts Register contained in 'Part 2' of this agenda includes a commentary on each contract to inform Members of any issues or developments.

2. RECOMMENDATIONS

That PDS Committee:

- 2.1 Reviews the appended £50k Contracts Register (which also forms part of the Council's commitment to data transparency); and
- 2.2 Note that the Contracts Register in Part 2 contains additional, potentially commercially sensitive, information in its commentary.

Impact on Vulnerable Adults and Children

1. Summary of Impact: The appended Contracts Register covers services which may be universal or targeted. Addressing the impact of service provision on vulnerable adults and children is a matter for the relevant procurement strategies, contracts award and monitoring reports, and service delivery rather than this report.
-

Corporate Policy

1. Policy Status: Existing Policy:
 2. BBB Priority: Excellent Council:
-

Financial

1. Cost of proposal: -
 2. Ongoing costs: -
 3. Budget head/performance centre: Commissioning & Procurement
 4. Total current budget for this head: -
 5. Source of funding: -
-

Personnel

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

Legal

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

Procurement

1. Summary of Procurement Implications: Improves the Council's approach to contract management
-

Customer Impact

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

Ward Councillor Views

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

3. COMMENTARY

Contracts Register Background

- 3.1 The Council has 224 active contracts with a Total Contract Value (TCV) greater than £50k and the appended Contracts Register provides summary information about the Portfolio's contracts (as of 24 August 2018 when the Contracts Database snap shot was taken).
- 3.2 The Register is generated from the Council's Contracts Database (CDB) which is administered by Commissioning & Procurement Directorate and populated by the relevant service managers (Contract Owners) and approved by their managers (Contract Approvers).
- 3.3 As a Commissioning Council, this information is vital to facilitate a full understanding of the Council's procurement activity and registers are reviewed by the Commission Board, the Corporate Leadership Team, and Contracts Sub-Committee as appropriate.
- 3.4 New registers are produced four times a year – though the CDB itself is always 'live'.
- 3.5 Each PDS committee is expected to undertake detailed scrutiny of its contracts – including scrutinising suppliers – and hold the Portfolio Holder to account on service quality and procurement arrangements.

Contract Register Summary

- 3.6 The table below summarises key data from the 224 contracts contained in September 2018's £50k+ Contracts Register Report (covering all six Portfolios).

Key Data (All Portfolios)

Item	Category	March 2018	July 2018	September 2018
Contracts (>£50k TCV)	All Portfolios	238	216	224
Flagged as a concern	All Portfolios	12	4	9
Capital Contracts	All Portfolios	23	17	17
Portfolio	Care Services	95	0	0
	Adult Care and Health	0	86	91
	Public Protection and Safety	5	5	5
	Environment and Community Services	0	20	21
	Environment	23	0	0
	Education, Children and Families	44	39	36
	Resources Commissioning and Contract Management	0	58	58
	Resources	61	0	0
	Renewal and Recreation and Housing	0	8	13
	Renewal and Recreation	10	0	0
Total		238	216	224
Risk Index	Red	16	18	14
	Amber	81	80	89
	Yellow	104	82	83
	Green	36	36	38
Total		237	216	224

Procurement Status	Red	114	98	85
	Amber	30	24	17
	Yellow	19	32	31
	Green	75	62	91
Total		238	216	224

* The March Risk Index figures do not add up to the total number of contracts because there was an income contract that was not flagged correctly and therefore not picked up on the snapshot. This has now been rectified.

3.7 Key information, for this Portfolio, extracted from March's £50k+ Contracts Register.

Education, Children and Families				
Item	Category	March 2018	July 2018	September 2018
Total Contracts	£50k+	44	39	36
Concern Flag	Concern Flag	0	0	0
Risk Index	Red	4	6	6
	Amber	13	14	12
	Yellow	16	10	9
	Green	11	9	9
Total		44	39	36
Procurement Status	Red	27	23	22
	Amber	6	2	2
	Yellow	0	4	6
	Green	6	8	6
Total		39	37	36

* The March Procurement figures do not add up to the total number of contracts because there was an income contract that was not flagged correctly and therefore not picked up on the snapshot. This has now been rectified.

** The July Procurement Figures do not add up to the total number of contracts because there are contracts on the database with missing information on which means that they have no procurement status. The team are investigating this as this could be due to duplicate records. If not then the team will chase Contract Managers to complete this data.

3.8 No issues or concerns were flagged.

4. IMPACT ON VULNERABLE ADULTS & CHILDREN

4.1 The Corporate Contracts Register covers all Council services: both those used universally by residents and those specifically directed towards vulnerable adults and children. Addressing the impact of service provision on the vulnerable is a matter for the relevant procurement strategies, contracts, and delivery of specific services rather than this summary register.

5. POLICY IMPLICATIONS

- 5.1 The Council's renewed ambition is set out in the 2016-18 update to [Building a Better Bromley](#) and the Contracts Database (and Contract Registers) help in delivering the aims (especially in delivering the 'Excellent Council' aim). For an 'Excellent Council', this activity specifically helps by 'ensuring good contract management to ensure value-for-money and quality services'.

6. PROCUREMENT IMPLICATIONS

- 6.1 Most of the Council's (£50k plus) procurement spend is now captured by the Contracts Database. The database will help in ensuring that procurement activity is undertaken in a timely manner, that Contract Procedure Rules are followed, and that Members are able to scrutinise procurement activity in a regular and systematic manner.

7. FINANCIAL IMPLICATIONS

- 7.1 The Contracts Database and Contract Registers are not primarily financial tools – the Council has other systems and reports for this purpose such as FBM and the Budget Monitoring reports. However, the CDB and registers do contain financial information both in terms of contract dates and values and also budgets and spend for the current year.

8. PERSONNEL IMPLICATIONS

- 8.1 There are no direct personnel implications but the Contracts Database is useful in identifying those officers directly involved in managing the Council's contracts.

9. LEGAL IMPLICATIONS

- 9.1 There are no direct legal implications but the Contracts Database does identify those contracts which have a statutory basis and also those laws which should be complied with in delivering the contracted services.
- 9.2 A list of the Council's active contracts may be found on [Bromley.gov.uk](#) to aid transparency (this data is updated after each Contracts Sub-Committee meeting).

Non-Applicable Sections:	None
Background Documents: (Access via Contact Officer)	Contracts Register Reports to Contracts Sub-Committee Appendix 1— Contracts Database Background information

Appendix 1 Contracts Register Key and Background Information

Contract Register Key

- 1.1 A key to understanding the Corporate Contracts Register is set out in the table below.

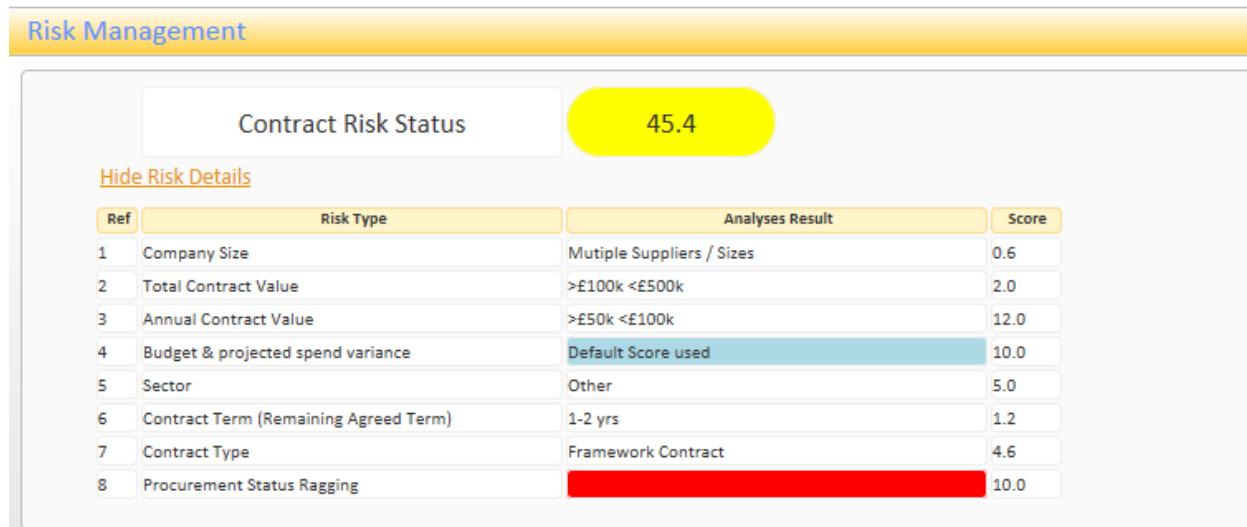
Register Category	Explanation
Risk Index	Colour-ranking system reflecting eight automatically scored and weighted criteria providing a score (out of 100) / colour reflecting the contract's intrinsic risk
Contract ID	Unique reference used in contract authorisations
Owner	Manager/commissioner with day-to-day budgetary / service provision responsibility
Approver	Contract Owner's manager, responsible for approving data quality
Contract Title	Commonly used or formal title of service / contract
Supplier	Main contractor or supplier responsible for service provision
Portfolio	Relevant Portfolio for receiving procurement strategy, contract award, contract monitoring and budget monitoring reports
Total Contract Value	The contract's value from commencement to expiry of formally approved period (excludes any extensions yet to be formally approved)
Original Annual Value	Value of the contract its first year (which may be difference from the annual value in subsequent years, due to start-up costs etc.)
Budget	Approved budget for the current financial year. May be blank due to: finances being reported against another contract; costs being grant-funded, complexity in the finance records e.g. capital (also applies to Projection)
Projection	Expected contract spend by the end of the current financial year
Procurement Status	Automatic ranking system based on contract value and proximity to expiry. This is designed to alert Contract Owners to take procurement action in a timely manner. Red ragging simply means the contract is nearing expiry and is not an implied criticism (indeed, all contracts will ultimately be ragged 'red').
Start & End Dates	Approved contract start date and end date (excluding any extension which has yet to be authorised)
Months duration	Contract term in months
Attention 	Red flag denotes Commissioning & Procurement Directorate's concern regarding procurement arrangements (also see C&P Commentary in Part 2)
Commentary	Contract Owners provide a comment – especially where the Risk Index or Procurement Status is ragged red or amber. Commissioning & Procurement Directorate may add an additional comment for Members' consideration <i>The Commentary only appears in the 'Part 2' Contracts Register</i>
Capital	Most of the Council's contracts are revenue-funded. Capital-funded contracts are separately identified (and listed at the foot of the Contracts Register) because different reporting / accounting rules apply

Contract Register Order

- 1.2 The Contracts Register is output in Risk Index order. It is then ordered by Procurement Status, Portfolio, and finally Contract Value. Capital contracts appear at the foot of the Register and 'contracts of concern' (to Commissioning & Procurement Directorate) are flagged at the top.

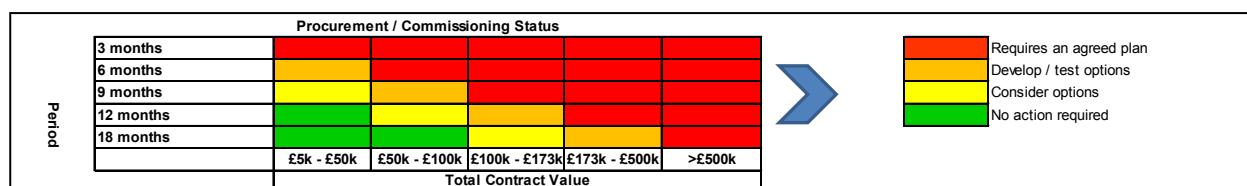
Risk Index

- 1.3 The Risk Index is designed to focus attention on contracts presenting the most significant risks to the Council. Risk needs to be controlled to an acceptable level (our risk appetite) rather than entirely eliminated and so the issue is how best to assess and mitigate contract risk. Contract risk is assessed (in the CDB) according to eight separate factors and scored and weighted to produce a Risk Index figure (out of 100). These scores are aggregated to provide a visual reference.



Procurement Status

- 1.4 A contract's Procurement Status is a combination of the Total Contract Value (X axis) and number of months to expiry (Y axis). The table below is used to assign a ragging colour. Contracts flagged red, amber or yellow require action – which should be set out in the Commentary. Red ragging simply means the contract is nearing expiry and it is not an implied criticism (indeed, all contracts will ultimately be flagged 'red').



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Contract Register Report - £50k Portfolio Filtered - Education, Children and Families - September 2018

Risk Index	Main Contract Data						Finance Data				Proc. Status	Contract Terms				Attention	Capital
	Contract ID	Owner	Approver	Contract Title	Supplier Name	Portfolio	Total Value	Original Annual Value	Budget	Projection		Start Date	End Date	Months Duration			
●	16	DEBI CHRISTIE	Gillian Palmer	Education - Framework for Passenger Transport Services - Lot 1 - SEN and Non-SEN Children Transport Services	Multiple Suppliers	Education, Children and Families	15,644,000	3,911,000			■	01/09/2015	31/08/2019	48			
●	3684	DEBI CHRISTIE	Gillian Palmer	Parallel Framework for Passenger Transport Services (SEN and Non-SEN Children & Vulnerable persons Transport Services)	Various	Education, Children and Families	15,644,000	3,911,000			■	01/09/2017	31/08/2019	24			
●	317	DEBI CHRISTIE	Gillian Palmer	Education - Top-Up Funding for Burwood Special School Places (Substantive Contract)	Bromley Educational Trust	Education, Children and Families	3,175,500	1,058,500			■	01/09/2016	31/08/2019	36			
●	1439	Multi Emp. Post Multi Emp. Post	Gillian Palmer	ICT - Capita ONE Integrated Management Information System	Capita Business Services Ltd	Education, Children and Families	246,202	123,202			■	01/04/2017	31/03/2019	24			
●	3741	HELEN NORRIS	Gillian Palmer	Education - Health Needs Child Specific Funding in Schools 2018/19	Multiple Mainstream Schools and Academies	Education, Children and Families	214,950	214,950	214,950	214,950	■	01/04/2018	31/03/2019	11			
●	343	RACHEL DUNLEY	Janet Bailey	Children's Cleaning Service for Children & Family Centres & Nurseries	Lodestar Cleaning Contracts Ltd	Education, Children and Families	180,836	60,820	62,680	62,680	■	01/08/2016	31/03/2019	32			
●	3690	MAYA VADGAMA	DEBI CHRISTIE	Travel Training Contract	Bexley Accessible Transport Scheme (BATS)	Education, Children and Families	214,000	105,000			■	01/09/2017	31/08/2019	24			
●	190	Multi Emp. Post Multi Emp. Post	Gillian Palmer	Education - Provision of Full Time Education for Permanently Excluded Pupils and Pupils at Risk of Permanent Exclusion	Bromley Educational Trust	Education, Children and Families	8,293,000	1,485,000			■	01/09/2015	31/08/2020	60			
●	3795	TRICIA WENNELL	STEPHEN JOHN	Older People - Nursing Beds (PF & EMI)	Mission Care Trading Ltd	Education, Children and Families	17,374,000	2,482,000			■	02/01/2018	01/01/2025	84			
●	123	MARK SMITH	Janet Bailey	Children's - Network Services, inc. Child-Minding, Buddying and a Sitting Service for Children and Young People with Learning and/or Physical Disabilities	Bromley Mencap	Education, Children and Families	288,000	95,000			■	01/04/2015	30/09/2018	42			
●	3742	HELEN NORRIS	Gillian Palmer	Education - Inclusion Support (SIPS) to Multiple Pre-schools and Nursery Settings 2018/19	Multiple Pre-schools and Maintained Nurseries	Education, Children and Families	225,700	225,700	321,240	321,240	■	01/04/2018	31/03/2019	11			
●	125	FLORAH SHIRINGO	Janet Bailey	Children's - Family Group Conference	Daybreak Family Group Conferences	Education, Children and Families	224,901	74,967			■	01/04/2016	31/03/2019	36			
●	3701	MARK SMITH	Janet Bailey	THE PROVISION OF HOLIDAY AND SATURDAY GROUP BASED SHORT BREAK SERVICE FOR DISABLED CHILDREN AND YOUNG PEOPLE	Riverside School	Education, Children and Families	576,639	192,213			■	01/04/2018	31/03/2021	36			
●	3792	Janet Bailey	ADE ADETOSOYE	Family Drug And Alcohol Court	London Borough of Merton	Education, Children and Families	304,750	160,000			■	01/04/2018	31/03/2020	24			
●	3729	STEPHEN JOHN	ADE ADETOSOYE	Healthwatch Bromley	Your Voice in Health and Social Care	Education, Children and Families	158,362	80,181	80,180	80,180	■	01/04/2018	31/03/2020	24			
●	1465	HELEN NORRIS	Gillian Palmer	IT Network - IT Support and Supplies to Specialist Support and Disability Service	Structured Network Solutions UK Ltd	Education, Children and Families	66,027	22,009	9,000	9,000	■	01/02/2017	31/01/2020	36			
●	313	FLORAH SHIRINGO	Janet Bailey	Children's - Support Services to Children at Risk of Sexual Exploitation	Barnardo's	Education, Children and Families	131,700	55,000			■	01/07/2016	30/09/2018	27			
●	339	BETTY McDONALD	Janet Bailey	Education - Youth Offending Information System Annual Maintenance	CACI Ltd	Education, Children and Families	65,322	11,343			■	01/04/2013	31/03/2019	72			
●	312	Aneesa Kaprie	Janet Bailey	Children's - Independent Visitor Service for Children Looked After	Asphaleia Ltd	Education, Children and Families	79,305	26,435			■	01/08/2016	31/07/2019	36			
●	315	DEBI CHRISTIE	Gillian Palmer	Education - Family Support Services for CYP with Social and Communication Needs	Bromley Mencap	Education, Children and Families	79,188	26,477			■	08/07/2016	07/07/2019	36			
●	3712	LINDA KING	BETTY McDONALD	Post 16 Learner Tracker	Royal Borough of Kingston upon Thames	Education, Children and Families	126,000	42,000			■	01/04/2018	31/03/2021	36			

●	179	DOREEN PENDERGAST	Gillian Palmer	Education - Co-ordination of admissions between 32 London boroughs	London Grid For Learning Trust	Education, Children and Families	112,000	14,000			■	01/04/2004	31/03/2020	192		
●	316	DEBI CHRISTIE	Gillian Palmer	ICT - Dynamic Purchasing System for SEN Placements	London Borough of Croydon	Education, Children and Families	60,000	15,000			■	01/08/2016	31/07/2020	48		
●	3798	ROBERT BOLLEN	ROBERT BOLLEN	Parish CE Primary School	Collinstown Construction Limited,	Education, Children and Families	14,374,883	14,374,883			■	01/08/2017	30/11/2018	16		Capital
●	2610	ROBERT BOLLEN	Gillian Palmer	Poverest Primary School Expansion Works	Neilcott Construction Ltd	Education, Children and Families	4,927,940	4,927,940			■	30/06/2017	09/11/2018	16		Capital
●	3803	ROBERT BOLLEN	PHIL WHITE	** Now Live ** Contract for Zone 1 - 4 Extension Bishop Justus School		Education, Children and Families	3,703,415	3,703,415			■	25/07/2018	16/08/2019	12		Capital
●	3800	ROBERT BOLLEN	Gillian Palmer	** Now Live ** Capital Works at Bishop Justus School	Walker Construction LTD	Education, Children and Families	3,698,415	3,698,415			■	25/07/2018	21/08/2019	12		Capital
●	3780	ROBERT BOLLEN	Gillian Palmer	Works at Bromley Beacon Academy Orpington Campus: Phase 2	Mid Group	Education, Children and Families	3,070,451	3,070,451			■	26/03/2018	18/03/2019	11		Capital
●	3804	ROBERT BOLLEN	Gillian Palmer	Phase 2: The Pioneer Academy - Stewart Fleming Primary School	Lakehouse Construction Ltd	Education, Children and Families	5,281,000	528,000			■	02/07/2018	13/12/2020	29		Capital
●	2606	ROBERT BOLLEN	Gillian Palmer	Capital Works at Leesons Primary School	The McAvoy Group Ltd	Education, Children and Families	3,599,139	2,132,000			■	01/07/2017	30/06/2019	24		Capital
●	3655	ROBERT BOLLEN	Gillian Palmer	Phase 1: Summer Works At Bromley Beacon Academy Orpington Campus Association With Basic Needs Provision 2014-18	Sphere Group Ltd	Education, Children and Families	320,559	320,559			■	01/07/2017	01/09/2018	14		Capital
●	3620	ROBERT BOLLEN	Gillian Palmer	Accessibility Improvement and Hygiene Suite Installation Summer Works at Crofton Junior School	Ensigna Construction Limited	Education, Children and Families	284,731	284,731			■	24/07/2017	01/09/2018	13		Capital
●	145	ROBERT BOLLEN	Gillian Palmer	Education - Construction of Modular Accommodation at Malcolm, Midfield, Scotts Park and Worsley Bridge Primary Schools	Built Offsite Ltd	Education, Children and Families	557,700	370,500			■	01/05/2015	01/09/2019	52		Capital
●	163	ROBERT BOLLEN	Gillian Palmer	Education - Consultancy Services - Multi-Disciplinary Services for Hygiene Room Equipment Store at Leesons Primary School	Keegans Ltd	Education, Children and Families	95,220	95,220			■	31/10/2014	31/10/2018	48		Capital
●	174	ROBERT BOLLEN	Gillian Palmer	Education - Consultancy Services - Project Management and Employer's Agent Services in support of the Expansion at Midfield Primary School & Burwood School	Bailey Partnership	Education, Children and Families	89,400	34,500			■	12/05/2014	30/09/2018	52		Capital
●	314	CATHERINE PIMM	ROBERT BOLLEN	Education - Consultancy Services - Multi-Disciplinary Services for the Reconfiguration and extension of SEN Provision at Tubbenden Primary School	ig9 Ltd	Education, Children and Families	65,875	65,875			■	31/07/2016	30/09/2018	26		Capital

Agenda Item 17

Report No.
ED18077

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker:	EDUCATION, CHILDREN AND FAMILIES BUDGET AND PERFORMANCE MONITORING SUB- COMMITTEE		
Date:	Tuesday 30 October 2018		
Decision Type:	Non-Urgent	Non-Executive	Non-Key
Title:	EDUCATION, CARE AND HEALTH SERVICES' RISK REGISTER – QUARTER 2, 2018/19		
Contact Officer:	Denise Mantell, Strategy Officer Tel: 020 8313 4113 E-mail: denise.mantell@bromley.gov.uk		
Chief Officer:	Ade Adetosoye, Deputy Chief Executive & Executive Director: ECHS		
Ward:	N/A		

1. Reason for report

1.1 Risk Management is the identification, analysis and overall control of those risks which can impact on the Council's ability to deliver its priorities and objectives. Education, Care and Health Services' Risk Register covers those risks which impact on its ability to deliver its priorities and objectives. This report enables Children, Education and Families Budget and Performance Monitoring Sub-Committee to scrutinise those risks and the actions taken to control them in line with Audit Sub-Committee recommendations.

2. RECOMMENDATION(S)

2.1 Members are asked to note:

- the current Education, Care and Health Services' Risk Register and the existing controls in place to mitigate the risks.
- the recommendation from the Executive, Resources and Contracts PDS Committee for relevant PDS Committees to monitor all high (red) risks at each of its meetings until they are no longer high risks.

Impact on Vulnerable Adults and Children

1. Summary of Impact:
-

Corporate Policy

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

Financial

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

Personnel

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

Legal

1. Legal Requirement: Statutory Requirement Non-Statutory - Government Guidance None:
Further Details
 2. Call-in: Not Applicable:
-

Procurement

1. Summary of Procurement Implications:
-

Customer Impact

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

Ward Councillor Views

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

3. COMMENTARY

Background

- 3.1 Risk Management is the identification, analysis and overall control of those risks which can impact on the Council's ability to deliver its priorities and objectives. The Education, Care and Health Services Risk Register feeds into the Corporate Risk Register, via the Corporate Risk Management Group, and comprises the high level departmental risks which are underpinned by more detailed registers contained within the divisional business plans.
- 3.2 Audit Sub-Committee agreed that the Corporate and Departmental Risk Registers would be reviewed at their meetings twice a year and then subsequently scrutinised by the relevant PDS Committee. Internal processes require that the departmental risk registers be updated and agreed by the Departmental Leadership Team (DLT) on a quarterly basis and be reviewed by the Corporate Risk Management Group.
- 3.3 In line with recommendations from Audit Sub-Committee the ECHS risk register has been updated on a quarterly basis and agreed by ECHS Departmental Leadership Team. The Risk Register 2018/19 Quarter 2 update was agreed by ECH DLT in October 2018.
- 3.4 The Education, Care and Health Services Risk Register is attached as Appendix 1. Members' attention is drawn to those risks of relevance to the Children, Education and Families Portfolio as detailed in the table below.

Risk Reference	Risk
1	Failure to deliver ECHS Financial Strategy
3	Failure to deliver effective Children's Services
4	Recruitment and Retention
5	Failure to deliver effective Housing Needs services
5a	Temporary Accommodation
5b	Capital Grant
6	Inability to deliver an effective Public Health service
7	Business Interruption / Emergency Planning
8	Contracts and Service Level Agreements
9	School Place Planning
10	Not in Education, Employment or Training (NEET)
11	SEND Transport
12	SEND Reforms
13	School Standards
14	Youth Offending
15	Out of Borough Placements
16	Foster Carers
17	Care Leavers' Accommodation
18	Welfare Reform
20	Data Collections
22	Failure to deliver partial implementation of Health & Social Care Integration

- 3.5 Since July 2018, when this Sub-Committee last saw the Risk Register, there have been changes to the following gross and net (current) risks:

Risk	Previous gross risk	Previous net risk	Current gross risk	Current net risk
3 Failure to deliver effective Children's Services	20	16	20	12
9 School Place Planning	16	8	12	8
12 SEND Reforms	20	16	16	12
13 School Standards	9	9	4	3

- 3.6 Mitigating actions have reduced 6 high risks to significant risk, 4 significant risks to medium risk and 1 medium risk to low risk.

Level of Risk	Gross Risk		Net Risk	
	No	%	No	%
High	8	38%	2	10%
Significant	4	19%	6	29%
Medium	7	33%	10	48%
Low	2	10%	3	14%
Total	21	100	21	100

- 3.7 At its meeting on 5 September 2018, Executive, Resources and Contracts Policy Development and Scrutiny Committee requested that any risks marked as 'red' (high), needed to be presented to each meeting of the relevant PDS Committee for monitoring until they were no longer red. Accordingly a paper on 'red' (high) risks will be brought to this Sub-Committee at those meetings which do not include a full update of the Risk Register.

4. IMPACT ON VULNERABLE ADULTS AND CHILDREN

The controls already in place and the further actions outlined in the Risk Register mitigate against adverse impacts on vulnerable children.

5. POLICY IMPLICATIONS

There are no policy implications arising directly from this report. Any policy implications arising from the existing controls and the further action required to mitigate against the risks are reported to the Sub-Committee separately.

6. FINANCIAL IMPLICATIONS

There are no financial implications arising directly from this report. Any financial implications arising from the existing controls and the further action required to mitigate against the risks are reported to the Sub-Committee separately.

7. PERSONNEL IMPLICATIONS

There are no personnel implications arising directly from this report. Any personal implications arising from the existing controls and further action to mitigate against the risks are reported to the Sub-Committee separately.

8. LEGAL IMPLICATIONS

There are no legal implications arising directly from this report. Any legal implications arising from the existing controls and further action to mitigate against the risks are reported to the Sub-Committee separately.

9. PROCUREMENT IMPLICATIONS

There are no procurement implications arising directly from this report. Any procurement implications arising from the existing controls and further action to mitigate against the risks are reported to the Sub-Committee separately.

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

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ECHS Risk Register

Q2 2018/19

REF	DIVISION	RISK TITLE & DESCRIPTION (a line break - press shift & return - must be entered after the risk title)	RISK CAUSE & EFFECT	RISK CATEGORY	GROSS RISK RATING (See next tab for guidance)			EXISTING CONTROLS IN PLACE TO MITIGATE THE RISK			CURRENT RISK RATING (See next tab for guidance)			FURTHER ACTION REQUIRED	RISK OWNER
					LIKE LIHO OD	IMPA CT	RISK RATI NG	LIKE LIHO OD	IMPA CT	RISK RATI NG	LIKE LIHO OD	IMPA CT	RISK RATI NG		
1	All	Failure to deliver ECHS Financial Strategy	Cause(s): <ul style="list-style-type: none"> - Continual reduction in Central Government funding - Demographic changes - Increased demand for services - Demand led statutory services (c. 80% of operations) which can be difficult to predict - Increasing cost volatility due to rise of complex, high cost families or placements requiring services. Effect(s): <ul style="list-style-type: none"> - Lower than anticipated levels of financial resource - Failure to achieve a balanced budget - Failure to secure economy, efficiency, and effectiveness of use of resources leading to a Qualified Independent Auditors' Report - Objectives of the service not met - Reputation is impacted - Wider goals of the Council are not achieved 	Financial	5	5	25	<ul style="list-style-type: none"> - Budget monitoring and forecasting - Regular review of medium term strategy - Regular reporting to DLT and Members via the Committee reporting process - Effective contract monitoring arrangements to ensure acceptable quality of service provision and value for money - Monitor demographics, economic indicators and develop insight into future demand - Match financial planning to Council priorities - Internal audit framework - Early intervention with service users - Constantly reviewing service operations for potential efficiencies - Commissioning reviews - Growth and mitigation discussions 			4	5	20	<ul style="list-style-type: none"> - Plans covering 10 projects in Children's Social Care went to the Corporate Commissioning Board in September 2018 outlining savings proposals to be implemented. - Plans are in place in Children's Social Care for improving sufficiency whilst reducing identified areas of budget. - Proposals for an increased supply of housing to mitigate the cost of temporary accommodation are being presented to RRH PDS for approval in November 2018. 	ECHS DLT Ade Adetosoye, Janet Bailey, Sara Bowrey, Naheed Chaudhry, Paul Feven, Stephen John, Nada Lemic, Gillian Palmer.
2	Adult Social Care	Failure to deliver effective Adult Social Care services The Council is unable to deliver an effective adult social care service to fulfil its statutory obligations including the safeguarding of Adults	Cause(s): <ul style="list-style-type: none"> - Increasing demand - Above compounded by associated longer waiting lists leading to deteriorating condition and ultimately increased service user/ carer costs - Failure to deliver effective safeguarding arrangements - Failure to comply with statutory requirements including the Care Act Effect(s): <ul style="list-style-type: none"> - Impact on life chances and outcomes for service users - Failure to keep vulnerable adults safe from harm or abuse 	Legal, Reputational	4	4	16	Care Act - Redesigned processes, including amending forms, and operational procedures in place and Care Act compliance training Improved Better Care Fund - Programme overseen by the Interim Director of Programmes and the CCG Safeguarding - 1. Multi Agency Bromley Adult Safeguarding Board (BSAB) in place. 2. BSAB Training programme (E Learning and Face to Face). 3. Awareness training for vulnerable groups. 4. Care Act compliance training Recruitment - Dedicated HR programme of support in place to recruit social workers to front line posts Performance Monitoring Framework - Review of Performance Management Indicators Procurement and Contract Monitoring - Effective procurement framework and contract monitoring arrangements to ensure acceptable quality of service provision and value for money			3	4	12		Director, Adult Social Care (Stephen John)
2a	Learning Disability Service	Failure to deliver effective Learning Disability services Failure to assess service users, establish eligibility criteria and carry out the review process.	Cause(s): <ul style="list-style-type: none"> - Failure to identify and meet service users' needs - Provision of service to ineligible clients - Provision of service prior to/without appropriate authorisation - Failure to manage the transition process of service users from Children's Services to Adult Services leading to increased risk of Judicial Review Effect(s): <ul style="list-style-type: none"> - Costs associated with Legal process - Ongoing care package costs as a result of Legal process outcome - Placement predictions leading to financial pressures (cross refer ECHS Budget risk) 	Legal, Reputational	4	4	16	<ul style="list-style-type: none"> - Close monitoring of placements and eligibility criteria - Budget monitoring and forecasting - Regular review of medium term strategy - Regular reporting to DLT and Care Services PDS - Effective contract monitoring arrangements to ensure acceptable quality of service provision and value for money - Hold provider to account for poor performance - Monitor demographics, economic indicators and develop insight into future demand 			4	4	16		Director, Adult Social Care (Stephen John)
3	All Children's Social Care and Safeguarding Sections	Failure to deliver effective Children's services The Council is unable to deliver an effective children's service to fulfil its statutory obligations in safeguarding and protect those at risk of significant harm or death, sexual exploitation or missing from care	Cause(s): <ul style="list-style-type: none"> - Increasing demand - The Secretary of State could determine that the Council is failing to deliver its Children's Social Care services to an adequate standard and approve alternative delivery arrangements as the most effective way of securing and sustaining improvement. This arrangement could include the removal of service control from the authority. Effect(s): <ul style="list-style-type: none"> - Impact on life chances and outcomes for children 	Legal, Reputational	4	5	20	<ul style="list-style-type: none"> - Multi Agency Bromley Children's Safeguarding Board (BCSB) in place and BCSB Training programme - Dedicated HR programme of support in place to recruit social workers to front line posts - Review of Performance Management Framework and Indicators - Effective procurement framework and contract monitoring arrangements to ensure acceptable quality of service provision and value for money - under review - Appointment of Deputy Chief Executive with Director of Children's Services responsibility (in post December 2016) - Appointment of Director, Children's Services (in post December 2016) - £950k available for immediate use to build capacity and £2.3m available on a recurring basis for Children's services - Quality Assurance Audit Programme Phase 2 - Children's Service Improvement Action Plan refocussed to ensure that Heads of Service and Group Managers are delivering the actions relevant to their teams - 15% of 306 actions outstanding. Phase 2 commenced 2018 - Key events and supporting material developed to ensure improving practice is at the heart of the organisation - Review of team structures completed - New process for authorising placements implemented - Continued reduction of caseloads & within Caseload Promise on average - Atlas Team reviewed and moved to MASH to improve safeguarding - Identified training plan for qualified social workers and other professionals reviewed and updated quarterly 			3	4	12	Validation by Ofsted in forthcoming inspection.	Director, Children's Services Janet Bailey)

ECHS Risk Register

Q2 2018/19

REF	DIVISION	RISK TITLE & DESCRIPTION (a line break - press shift & return - must be entered after the risk title)	RISK CAUSE & EFFECT	RISK CATEGORY	GROSS RISK RATING (See next tab for guidance)			EXISTING CONTROLS IN PLACE TO MITIGATE THE RISK			CURRENT RISK RATING (See next tab for guidance)			FURTHER ACTION REQUIRED	RISK OWNER		
					LIKE LIHO OD	IMPA CT	RISK RATI NG	LIKE LIHO OD	IMPA CT	RISK RATI NG	LIKE LIHO OD	IMPA CT	RISK RATI NG				
4	All	Recruitment and Retention Failure to recruit and retain key skilled staff with suitable experience/qualifications	Cause(s): <ul style="list-style-type: none">- Failure to compete with other organisations to recruit the highest quality candidates to build an agile workforce<ul style="list-style-type: none">- Small pool of experienced Social Workers, particularly children's Effect(s): <ul style="list-style-type: none">- Failure to identify and meet service user needs<ul style="list-style-type: none">- Provision of service to ineligible clients <ul style="list-style-type: none">- Provision of service prior to/without appropriate authorisation<ul style="list-style-type: none">- Lack of skill set results in an inability to deliver effective adults, children's and public health services to fulfil statutory safeguarding obligations, impacting on life chances and outcomes	Personnel	5	4	20	<ul style="list-style-type: none">- Dedicated HR role to support managers in recruiting social workers to front line posts <ul style="list-style-type: none">- Joint meetings held between HR and employment agencies to improve the quality and speed of locum assignments <ul style="list-style-type: none">- Repromotion and review of the current Recruitment and Retention package <ul style="list-style-type: none">- Repromotion of the 'no quit' policy <ul style="list-style-type: none">- Recruitment drive to convert locums to permanent staff <ul style="list-style-type: none">- Commissioning of improvements to the Council's recruitment web site to include a video virtual tour of the Council <ul style="list-style-type: none">- Support in effectively managing staff performance <ul style="list-style-type: none">- Provision of training measures to include targeted leadership and management training programmes including partners and other stakeholders <ul style="list-style-type: none">- Tailored individual career plan for staff <ul style="list-style-type: none">- Bespoke training for first line managers <ul style="list-style-type: none">- Training and quality assurance of practice <ul style="list-style-type: none">- Provision of regular monitoring information to feed into the corporate governance dashboard <ul style="list-style-type: none">- Role on Recruitment and Retention Board			3	4	12	<ul style="list-style-type: none">- Review the recruitment/retention of housing and adult social care staff including packages for retaining staff		Director, Adult Social Care (Stephen John) Director, Children's Services (Janet Bailey) Director, Public Health (Nada Lemic) Director, Housing (Sara Bowrey)	
5	Housing Needs	Failure to deliver effective Housing Needs services The Council is unable to deliver an effective Housing Needs service to fulfil its statutory obligations	Cause(s): <ul style="list-style-type: none">- very demand led<ul style="list-style-type: none">- lack of trained staff <ul style="list-style-type: none">- homelessness is increasing number and complexity of cases Effect(s): <ul style="list-style-type: none">- Impact on life chances and outcomes for individuals and families in need of Housing Services<ul style="list-style-type: none">- Reputational damage <ul style="list-style-type: none">- Legal challenge	Legal	4	4	16	<ul style="list-style-type: none">- Focus on preventing homelessness and diversion to alternative housing options through:- <ul style="list-style-type: none">- Landlord and Tenancy advice support and sustainment <ul style="list-style-type: none">- Assistance (including financial aid) to access the private rented sector <ul style="list-style-type: none">- Access to employment and training <ul style="list-style-type: none">- Debt, money, budgeting and welfare benefits advice, including assistance to resolve rent and mortgage arrears <ul style="list-style-type: none">- Sanctuary scheme for the protection of victims of domestic violence <ul style="list-style-type: none">- Effective contract monitoring arrangements to ensure acceptable quality of service provision and value for money <ul style="list-style-type: none">- Implementation of the More Homes Bromley initiative to ensure the supply reduces the reliance on nightily paid accommodation <ul style="list-style-type: none">- Implementing the Homelessness Strategy - setting up the multi-agency Homelessness Forum and taking forward the priorities of the Strategy			3	4	12	<ul style="list-style-type: none">- Seek new and alternative forms/supply of temporary accommodation <ul style="list-style-type: none">- An options paper will be presented to Committee in November for the new supply of temporary and settled housing <ul style="list-style-type: none">- Continue to develop partnership working with private sector landlords to assist households to remain in private sector accommodation <ul style="list-style-type: none">- New incentive campaign for private sector landlords launched <ul style="list-style-type: none">- Work innovatively with a range of providers to increase access to a supply of affordable accommodation <ul style="list-style-type: none">- Monitoring impact of implementation of Homelessness Reduction Act		Director, Housing (Sara Bowrey)	
5a	Housing Needs	Temporary Accommodation Inability to effectively manage the volume of people presenting themselves as homeless and the additional pressures placed on the homelessness budgets	Causes: <ul style="list-style-type: none">- changes in government funding<ul style="list-style-type: none">- rising number of placements (approx. 20 per month) Effect(s): <ul style="list-style-type: none">- Failure to fulfil statutory obligations <ul style="list-style-type: none">- Impact on life chances and outcomes for individuals and families in temporary accommodation <ul style="list-style-type: none">- Increased risk of legal challenge due to provision of unsuitable accommodation (including shared accommodation) <ul style="list-style-type: none">- Pressure on other services	Social	5	4	20	<ul style="list-style-type: none">- Focus on preventing homelessness and diversion to alternative housing options through:- <ul style="list-style-type: none">- Landlord and Tenancy advice support and sustainment <ul style="list-style-type: none">- Assistance (including financial aid) to access the private rented sector <ul style="list-style-type: none">- Access to employment and training <ul style="list-style-type: none">- Debt, money, budgeting and welfare benefits advice, including assistance to resolve rent and mortgage arrears <ul style="list-style-type: none">- Sanctuary scheme for the protection of victims of domestic violence <ul style="list-style-type: none">- Effective contract monitoring arrangements to ensure acceptable quality of service provision and value for money <ul style="list-style-type: none">- Implementation of the More Homes Bromley initiative to ensure the supply reduces the reliance on nightily paid accommodation <ul style="list-style-type: none">- Implementing the Homelessness Strategy - setting up the multi-agency Homelessness Forum and taking forward the priorities of the Strategy			5	4	20	<ul style="list-style-type: none">- Seek new and alternative forms/supply of temporary accommodation <ul style="list-style-type: none">- An options paper will be presented to Committee in November for the new supply of temporary and settled housing <ul style="list-style-type: none">- Continue to develop partnership working with private sector landlords to assist households to remain in private sector accommodation <ul style="list-style-type: none">- New incentive campaign for private sector landlords <ul style="list-style-type: none">- Work innovatively with a range of providers to increase access to a supply of affordable accommodation <ul style="list-style-type: none">- Monitoring impact of implementation of Homelessness Reduction Act <ul style="list-style-type: none">- Complete tender process for modular homes supplier for temporary accommodation		Director, Housing (Sara Bowrey)	
5b	Housing Needs (Housing Strategy)	Capital Grant Failure to deliver the Council's affordable housing strategy in support of statutory obligations Lack of infrastructure in place where growth is occurring (Section 106 monies)	Cause(s): <ul style="list-style-type: none">- Lack of availability of external capital grant (Housing Associations) to deliver key housing schemes <ul style="list-style-type: none">- Lack of available suitable sites within the borough on which to develop new affordable housing schemes over the short to medium term Effect(s): <ul style="list-style-type: none">- An inadequate supply of housing will lead to an inability to meet housing needs of a range of client groups in support of statutory housing and homelessness duties.	Social	4	4	16	<ul style="list-style-type: none">- Lead negotiations on the affordable housing provision on section 106 applications, ensuring that the affordable housing obligation reflects local adopted planning policy and local statutory and high priority housing need <ul style="list-style-type: none">- Determination at planning stage to ensure collection of obligations due <ul style="list-style-type: none">- Conditions attached to funding received to ensure it is spent on preventing homelessness			3	4	12	<ul style="list-style-type: none">- Review of proposed legislation as it develops <ul style="list-style-type: none">- An options paper for capital funding for development will be going to Committee in November. <ul style="list-style-type: none">- Additional measures will be explored once the Housing Strategy is developed.		Director, Housing (Sara Bowrey)	
6	Public Health	Inability to deliver an effective Public Health service The Council is unable to deliver an effective Public Health service to fulfil its statutory obligations	Cause(s): <ul style="list-style-type: none">- Reduced budget which has led to funding cuts, reduced service and redundancies. Withdrawal of non-statutory services. Effect(s): <ul style="list-style-type: none">- Increased clinical risk to patients and Bromley residents <ul style="list-style-type: none">- Reputational risk to council <ul style="list-style-type: none">- Gaps and potential blocks in health service between NHS and Local Authority	Professional, Legal, Reputational	4	4	16	<ul style="list-style-type: none">- Working with partners including the CCG and Hospital Trust to jointly deliver Public Health functions and mitigate impact of cuts <ul style="list-style-type: none">- Effective contract monitoring arrangements to ensure acceptable quality of service provision and value for money			3	4	12	<ul style="list-style-type: none">Plans for further integration of some functions and services with CCG		Director, Public Health (Nada Lemic)	

ECHS Risk Register

Q2 2018/19

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					LIKELYHOOD	IMPACT	RISK RATING				LIKELYHOOD	IMPACT	RISK RATING			
7	All ECHS Divisions	Business Interruption / Emergency Planning Failure to provide Council services or statutory requirements of mass illness/fatalities scenario following a business interruption or emergency planning event	Cause(s): <ul style="list-style-type: none">- Business interruption could be caused by Loss of Facility (fire, flood etc.), Staff (illness, strike) or IT (cyber attack).- Mass fatalities or illness has a range of causes and this risk to the council could be caused by council staff being impacted resulting in failure to manage statutory requirements of mass illness/fatalities scenario (e.g. registering of deaths within timescales) Effect(s): <ul style="list-style-type: none">- Business interruption - failure to deliver services, loss of customer / resident satisfaction.- Emergency planning - failure to deliver statutory duties.	Personnel, Reputational	2	5	10	Business Interruption <ul style="list-style-type: none">- Civil protection and emergency planning policies in place at corporate level overseen by the Corporate Risk Management Group- Business Continuity Plans in place at service level- Contracts contain business continuity provision- Communication to all staff prior to all impending industrial action, informing of any possible service disruption as well as explaining implications of strike action for individual staff members Emergency Planning <ul style="list-style-type: none">- Robust plans in place, including Outbreak Plan, Flu Plan and Pandemic Flu Plan- Alert system via the South East London Health Protection Unit (SEL HPU)- Annual Flu vaccination programme in place- Introduction of Humanitarian and Lead Officer (HALO) role	1	5	5					ECHS DLT
8	All ECHS Divisions	Contracts and Service Level Agreements Failure to effectively procure and/or manage key contractors or partners, leading to the department being unable to deliver key services, including attracting appropriate contractors or partners to deliver services	Cause(s): <ul style="list-style-type: none">- Failure of provider- Provider withdrawing from the contract Effect(s): <ul style="list-style-type: none">- Failure to deliver required quality/quantity/value for money services	Contractual, Partnership	4	1	4	- Timely and effective procurement process <ul style="list-style-type: none">- Effective contract monitoring arrangements to ensure acceptable quality of service provision and value for money- Business Continuity plans- Contracts Sub-Committee established (a sub-committee of the Executive and Resources PDS Committee which considers a range of contracts issues including legal requirements, contract clauses and contract management to ensure value for money).- Traffic light system in use to assess the current status of each procurement project, as part of the Corporate Contract Management System) and any projects with a red status are tracked and reported to fortnightly divisional management team meetings- Commissioners and Procurement and Contract Compliance staff implement recovery plans for projects with red status alerts in order to mitigate all risks and to ensure that the department operates within financial regulations	3	1	3	- Ensuring appropriate adjustment of prices following introduction of the National Living Wage				ECHS DLT
9	Education	School Place Planning Failure to meet the statutory requirement to ensure sufficient school places to meet the needs of the population in the area	Cause(s): <ul style="list-style-type: none">- Failure to secure sufficient Primary and Secondary school places in the area- Failure to secure sufficient educational placements for children with disabilities and special educational needs- Failure to secure sufficient alternative provision Effect(s): <ul style="list-style-type: none">- Disruption to the education of children and impact on their life chances	Political, Legal, Professional	3	4	12	- Strategic needs analysis (birth rate, dwelling stock and migration) to project demand <ul style="list-style-type: none">- Review analysis of demand annually- SEN sufficiency strategy will inform long term planning of specialist provision- Implement Basic Need and PSB programmes- Maintain relationships with ESFA	2	4	8	- Keep under review the provision of places for September 2019 at Bullers Wood School for Boys				Director, Education (Gillian Palmer)
10	Children's Social Care	Not in Education, Employment or Training (NEET) Failure to meet requirements of Education, Care and Skills Act 2008 - duty on all young people to participate in Education, Employment or Training until their 18th birthday	Cause(s): <ul style="list-style-type: none">- Lack of control over Academies Effect(s): <ul style="list-style-type: none">- Disruption to Education- Impact on life chances for young people	Professional, Legal	3	2	6	- Provision offered by Bromley Youth Support Programme (BASP) <ul style="list-style-type: none">- Advice and Guidance Drop in sessions- One to one support- Looked After Children NEET support- YOT NEET support- Provision offered by Bromley Education Business Partnership (BEBP)- Bromley Youth Employment Scheme (YES)- Bromley Flexible Learning programme <ul style="list-style-type: none">- Mentoring programme- Skills Xtra- Work experience for Children Looked After- Tracking service in conjunction with South London CCIS Service- 'Door knocking'- Additional NEET worker started, based in Leaving Care service- a 4 year pilot programme, in partnership with Lewisham and Greenwich, providing support for care leavers most at risk of NEET.	3	2	6					Director, Children's Services (Janet Bailey)
11	Education	SEND Transport Failure to provide appropriate home to school transport assistance for children and young people with special educational needs and disabilities	Cause(s): <ul style="list-style-type: none">- Fluctuating demand year on year- Rising numbers of children meeting criteria for transport provision and associated increase in costs Effect(s): <ul style="list-style-type: none">- Disruption to education- Impact on life chances and outcomes for children and young people	Legal Financial	3	3	9	- Budget monitoring and forecasting <ul style="list-style-type: none">- Effective contract monitoring arrangements to ensure acceptable quality of service provision and value for money- Travel Training Programme- Route review and rationalisation- Gateway review to improve efficiency	3	3	9	Review of policy				Director, Education (Gillian Palmer)

ECHS Risk Register

Q2 2018/19

REF	DIVISION	RISK TITLE & DESCRIPTION (a line break - press shift & return - must be entered after the risk title)	RISK CAUSE & EFFECT	RISK CATEGORY	GROSS RISK RATING (See next tab for guidance)			EXISTING CONTROLS IN PLACE TO MITIGATE THE RISK	CURRENT RISK RATING (See next tab for guidance)			FURTHER ACTION REQUIRED	RISK OWNER
					LIKE LIHO OD	IMPA CT	RISK RATI NG		LIKE LIHO OD	IMPA CT	RISK RATI NG		
12	Education	SEND Reforms Failure to meet expectation of SEND reforms	Cause(s): - Ineffective and inaccurate identification of SEND - Failure of schools to make reasonable adjustments to meet needs of individual children and young people - Failure to provide appropriate and effective support for children with identified needs and their schools - Pattern of provision which does not meet the needs of the local population resulting in placements in independent schools Effect(s): - Costs associated with the Legal process - Escalating cost of provision - Impact on education and life chances of children and young people	Financial Legal Professional	4	4	16	- SEND4Change completed a root and branch review of Bromley's response to SEND reforms - An Improvement Plan agreed for 2018/19 - Transfer of statements to EHC Plans completed March 2018 - SEN service realigned to improve decision making and management oversight	3	4	12	- Readiness for SEND inspection monitored - QA programme for placements in independent schools to be implemented - Realignment of advisory teams in progress to increase capacity to support mainstream schools to meet a wider range of needs - Bromley Teaching Schools leading SEN training collaborative to support school improvement.	Director, Education (Gillian Palmer)
13	Education	School Standards Failure to meet duty to promote educational achievement of all children	Cause(s): - Abdication of responsibility for outcomes for all children - Failure to use available intelligence to recognise when schools are letting children down - Failure to intervene effectively when schools let children down Effect(s): Impact on life chances and outcomes for children and young people	Political Legal Professional Reputational	1	4	4	'- Improve collation and analysis of information about performance of schools and outcomes for children - Establish pathways to challenge and support school improvement and outcomes for children - Maximise every contact with schools to balance lack of school improvement and resources - Relationship with teaching schools to support school improvement	1	3	3		Director, Education (Gillian Palmer)
14	Children's Social Care	Youth Offending Failure to deliver effective youth offending services to protect children and young people and reduce their vulnerability	Cause(s): - Increase in youth offending Effect(s): - Impact on life chances and outcomes for children - Failure to protect the public and actual or potential victims (assessment of risk to others and planning to manage the risk and protect the public)	Professional Reputational	3	4	12	- Learning from the Youth Justice follow up Inspection of February 2017. Action plan developed, fortnightly Improvement Board implemented to ensure action plan carried out. - Improved inspection result - Good in 2017 - Implementation of Strategic Plan 2017/19 - Youth Justice Board self-assessment audit of National Standards - 2 moderation exercises carried out and YJB assured that this reflected service standards - Bi-monthly audits with quality assurance check by SIT Team - Monthly YOS performance meeting to review national KPIs, act upon trends and drive improvement plan - Triage support to divert low level offenders from YJS - Packages of support to manage young people's risk appropriately in the community for those who are sent to custody. YOS Partnership Improvement Board is overseeing the Improvement Plan	2	4	8		Director, Children's Services (Janet Bailey)
15	Children's Social Care	Out of Borough Placements (Children and Young People) Inability to reduce reliance on out of borough placements Financial implications	Cause(s): - Failure to provide/commission sufficient local placements for children with disabilities and children in care Effect(s): - Cost implications of out of borough placements (Cross refer ECHS Budget risk) - Impact for children's welfare and development	Professional Financial	3	3	9	- Close monitoring of placements and eligibility criteria - Budget monitoring and forecasting - Regular review of medium term strategy - Effective contract monitoring arrangements to ensure acceptable quality of service provision and value for money - Monitor demographics, economic indicators and develop insight into future demand - Out of borough officer in Placements Team reviewing OOB placements and those placed in Bromley from other authorities - Tendering for 9 bedded unit to reduce OOB placements	3	3	9	- Carrying out a review of how to move this forward. - The feasibility for a 9 bedded unit to reduce OOB placements is being reviewed - following the lack of tenders being submitted, conversations are being held with individual providers.	Director, Children's Services (Janet Bailey)
16	Children's Social Care	Foster Carers Failure to meet the statutory requirement to ensure sufficient local placements to satisfy need	Cause(s): - Failure to recruit sufficient carers, particularly for adolescents, siblings, disabled children, parent and child placements, and BME children Effect(s): - Lack of suitable carers from independent foster care sources leading to the arrangement of more expensive alternatives - Impact on life chances and outcomes for children	Professional	4	2	8	- Reviewed and refreshed recruitment strategy - dedicated fostering recruitment officer appointed - Reviewed and refreshed Fostering web pages including rebranding and improved navigation - Carried out two borough wide leaflet distributions, via council tax Information and environmental information - Publicity on busess and petrol station pumps - Appointed 26 new foster carers between July 17 - February 2018 - Awarded first Kite Mark in country for fostering - Monthly drop in sessions being held closer to foster carer homes within Children and Family Centres - Support to SGO carers provided in C&F Centres - Out of hours fostering support commenced in July 2018 - Coram psychologist accessible to carers 2 days a week - Support for grandparents and other family members who are providing full time care through Grandparents Plus - Joint training of social work professionals and foster carers - Head of Service attending Fostering Network Groups - Fostering and Adoption Panels merged in January 2018	3	2	6	- Head of Service to lead on the development of improved support and training packages for Foster carers to enable them to Care for children and young people with complex needs and/or challenging behaviour	Director, Children's Services (Janet Bailey)

ECHS Risk Register

Q2 2018/19

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					LIKE LIHO OD	IMPA CT	RISK RATI NG		LIKE LIHO OD	IMPA CT	RISK RATI NG		
17	Housing Needs	Care Leavers' accommodation Failure to provide a sufficient range of safe and suitable housing for care leavers	Cause(s): - Failure to appropriately risk assess housing provision offered to care leavers Effect(s): - Impact on life chances and outcomes for Care Leavers	Legal	3	3	9	- Review of all young people in B&B accommodation (post 18 years) undertaken - no young people housed in B&B. - Pathway plans updated to ensure appropriate support provided in relation to health and education needs. - Full strategic needs assessment of Bromley's young people's accommodation needs funded by DCLG commissioned from St Basils (a specialist service in young people's housing) to inform future decision making and help streamline the housing pathway. - BIS team to work closely with colleagues in the Housing Teams (S&R and Allocations) to review the housing pathway for care leavers and to identify suitable accommodation options for care leavers. - Homelessness strategy reviewed, including the priority of housing all young people. - Develop a policy for vulnerable homeless and care leavers as part of the homelessness strategy, outlining the housing pathways, all placement options and alternatives to bed and breakfast accommodation. - Develop and implement a risk assessment framework for care leavers to be used before any placement in new accommodation. - Amend the wider housing policy to ensure it aligns to the new care leaver placement strategy - The BIS Team to adopt the risk assessment tool in practice to ensure that all accommodation to be provided to care leavers is assessed for its suitability, as a safe and secure base, prior to the placement being commissioned.	2	3	6	- A Gateway report will go to Committee in October for tendering the Care Leavers Accommodation Service	Director, Housing (Sara Bowrey) Director, Children's Services (Janet Bailey)
18	Housing Needs	Welfare Reform Impact of Welfare Reform legislation (including Universal Credit).	Cause(s): - Universal Credit payments commenced on 18th January 2016 in Bromley for single people only. From this time, there is no separate Housing. - Benefit payment direct to the Landlord Further roll out planned for 2018 which will increase the impact of this reform Effect(s): - Increased Rent Arrears - Subsequent evictions and landlords reluctant to rent properties to claimants.	Social	4	3	12	- Notification, advice and support provided through:- - Housing Association transfers - Negotiations with landlords - Budgeting/debt advice - Moves to cheaper areas - Prevention grants/welfare fund/Credit union loans and savings - Access to child care and employment - Awareness raising campaign for Universal Credit Digital rollout and monitor impact from July 2018. Structures to support changes are in place and will be reviewed in autumn 2018.	3	3	9	- Work in partnership with Housing Benefit, the DWP, partner landlords and Social Care to minimise the impact of the Welfare Reform Act	Director, Housing (Sara Bowrey)
19	Adult Social Care	Deprivation of Liberty Safeguards Failure to prevent unlawful deprivation of liberty	Cause(s): - Risk increased due to change in legislation increasing scope. Effect(s): - Failure to comply with statutory requirements pursuant to Section 4 and paras 129, 180 and 182 of Schedule A of the Mental Capacity Act 2005 (as amended to incorporate the Deprivation of Liberty Safeguards 2009)	Legal	3	4	12	- Core administrative function maintained - Framework in place to deliver the functions of the Best Interest Assessor and the 'Section 12' Doctor - Rolling out training for all social workers to become Best Interest Assessors - Reviewed IR 35 agreement to manage response to demand	2	4	8		Director, Adult Social Care (Stephen John)
20	Strategic & Business Support Services	Data Collections Failure to undertake statutory statistical data collections; including pupil census, attainment data and key adults' and children's social care information, thereby adversely affecting government grant allocations and performance assessments	Cause(s): - Business Interruption Effect(s): - Failure to commission effectively - Adverse impact on the timing and quality of decision making	Data and Information	3	3	9	- Schedule of statutory returns has been incorporated into the Performance and Information team's work programme - Specialist members of the team for each area - Other staff trained to provide 'back up' for specialist members of the team - Good project planning in place to co-ordinate all data collections including contributions from other services	1	3	3		Assistant Director, Strategic and Business Support Services (Naheed Chaudhry)
21	Education	30 hours funded childcare for three and four year olds of working parents The Council is unable to provide sufficient places within the local sector to fulfil its Statutory Duty	Cause(s): - Insufficient places within local sector resulting in Local Authority failure to meet its statutory duty - Inability to implement a suitable IT system which supports efficient and timely processing of funding claims Effect(s): - Parental dissatisfaction - Official notification from DfE regarding failure to fulfil statutory duty - Delays in payment to providers, destabilising local businesses.	Political, Reputational	2	3	6	- Work to stimulate the market is increasing capacity overall although some local pockets of pressure remain - Monitor eligibility, confirmations and take up of places to predict growth of demand - Work carried out with IT provider to ensure best fit IT solution within deadlines	1	3	3		Director, Education (Gillian Palmer)

ECHS Risk Register

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					LIKE LIHO OD	IMPA CT	RISK RATI NG		LIKE LIHO OD	IMPA CT	RISK RATI NG		
22	Programmes	Failure to deliver partial implementation of Health & Social Care Integration Plans are not in place to deliver partial integration by 2020	Cause(s): - Difficulty in achieving rapid change in a system as complex as health and social care - Rising social care costs due to ageing population and people living longer with increasing complex needs - Difficulties with agreeing budgets (given likely funding reductions going forward), complex governance arrangements and workforce planning - Need to focus on collaborative working (cultural differences) - Pressure for social care services to be accessible 7 days a week in terms of our own workforce and contracts with external providers in line with NHS priority to deliver 7 day working across the health sector - LBB will need to contribute to a whole system review (led by BCCG) to ensure that funding follows the patient Effect(s): - Failure to deliver statutory duties - Failure to achieve our Building a Better Bromley priorities	Financial Reputational Compliance /Regulation	2	3	6	- A commitment to deliver a draft 2020 integration plan for health and social care integrated service delivery and commissioning across the borough by May 2018 by ECHS/BCCG - Continued work with health partners to deliver the main transformation programmes eg Bromley Well and the transformation of prevention - Building on the work already delivered through S75 agreement with Oxleas and being implemented through the Better Care Fund workstreams eg Winter Resilience work, Transfer of Care Bureau, Integrated Care Records and Discharge to Assess - New governance structure between LBB and BCCG feeding into the Health and Wellbeing Board via the Integrated Commissioning Board (strategic) and Commissioning Network (operational)	2	3	6		Director, Programmes (Paul Feven) Director, Integrated Commissioning- BCCG Graham Mackenzie
23													
24													
25													

Agenda Item 18

Report No.
CSD18156

London Borough of Bromley

PART ONE - PUBLIC

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

Date: 30th October 2018

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

Title: UPDATE ON RECOMMENDATIONS FROM THE EDUCATION SELECT COMMITTEE

Contact Officer: Philippa Gibbs, Democratic Services Officer
Tel: 0208 313 4508 E-mail: Philippa.Gibbs@bromley.gov.uk

Chief Officer: Mark Bowen, Director of Corporate Services

Ward: (All Wards);

1. Reason for report

At its meeting on 4th July 2018, the Education Select Committee referred monitoring action against recommendations made at previous meetings of the Select Committee to its Budget and Performance Monitoring Sub-Committee. The recommendations were circulated to the Officers identified and responses are awaited.

2. RECOMMENDATION(S)

That the Sub-Committee reviews and comments on progress on the recommendations made at previous meetings of the Education, Children and Families Select Committee.

Impact on Vulnerable Adults and Children

1. Summary of Impact: None
-

Corporate Policy

1. Policy Status: Existing Policy
 2. BBB Priority: Excellent Council
-

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: £350,650
 5. Source of funding: 2018/19 Revenue Budget
-

Personnel

1. Number of staff (current and additional): 8 posts (6.87fte)
 2. If from existing staff resources, number of staff hours: N/A
-

Legal

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

Procurement

1. Summary of Procurement Implications: N/A
-

Customer Impact

1. Estimated number of users/beneficiaries (current and projected): This report is intended primarily for the benefit of Committee Members.
-

Ward Councillor Views

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

Non-Applicable Sections:	Impact on Vulnerable People and Children/Policy/Financial/Legal/Personnel/Procurement
Background Documents: (Access via Contact Officer)	Minutes of previous meetings

3. COMMENTARY

- 3.1 The table attached at **Appendix 1**, tracks the progress against recommendations made by the Education, Children and Families Select Committee in 2018/19.

REPORTS OF THE EDUCATION, CHILDREN AND FAMILIES SELECT COMMITTEE 2018/19
Response to Recommendations

Report 1: Non-University Technical Education and Apprenticeships

Witnesses: Angela Huggett, Head of HR Strategy and Education (LBB)
 Linda King, Youth Support Programme Manager (LBB)

	Recommendation	Addressee	Response
1	We request that the Portfolio Holder seeks further information on London Council's request that apprenticeships created in their supply chains be included as part of the apprenticeship target, particularly given the large percentage of Bromley services which are provided by commissioned providers and if necessary makes similar representations to the Government.	Portfolio Holder for Children, Education & Families	
2	That all Council departments review their staffing structure to ensure that where appropriate, posts are open to apprentices and that these as well as those in commissioned services are advertised to prospective applicants.	Chief Executive/Director of HR	
3	That any contract let by the Council in relation to commissioned services include a clause requiring that the contractor offer apprenticeship opportunities to suitable candidates.	Director of Commissioning	
4	That the work to open the available apprenticeship opportunities to a wider pool of the Local Authority's Children Looked After continue and expand.	Director of HR/Executive Director ECHS	

	Recommendation	Addressee	Response
5	That Bromley staff who are supporting apprentices in their work based placements continue to be offered the necessary training to enable apprentices to be provided with the required level of support and training.	Director of HR	
6	That the Bromley Education Business Partnership work with Metrobus and Stagecoach to identify potential training and employment opportunities for young people in the Borough.	Youth Support Programme Manager	
7	That the Council should give every support and encouragement for the proposed London Aerospace and Technology College at Biggin Hill Airport.	Chief Executive	
8	That steps are taken to ensure that Officers responsible for delivering the Bromley Apprenticeship Scheme closely monitor and evaluate the impact of T-levels following their introduction.	Director of HR	
9	That the Bromley Education Business Partnership continue to work with London South East Colleges to address issues surrounding the provision of funding for work experience for the T-level qualification.	Youth Support Programme Manager	
10	That the Bromley Education Business Partnership directly and in co-operation with our local secondary schools and the LSEC, promote to parents and young people the advantages of apprenticeships as a path to many worthwhile and well paid careers	Youth Support Programme Manager	

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Agenda Item 22

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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