



THE LONDON BOROUGH
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DATE: 8 October 2018

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

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

Church Representatives with Voting Rights
Reverend Roger Bristow and Joan McConnell

Parent Governor Members with Voting Rights
Emmanuel Arbenser and David Hullah, 1 x Parent Governor Representative
(vacancy)

Non-Voting Co-opted Members
Angela Leeves, Early Years Representative
Tajana Reeves, Young People's Representative

A meeting of the Education, Children and Families Select Committee will be held at
Committee Rooms, Bromley Civic Centre on **TUESDAY 16 OCTOBER 2018 AT 7.00
PM**

MARK BOWEN
Director of Corporate Services

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

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

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

A G E N D A

PART 1 (PUBLIC) AGENDA

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

STANDARD ITEMS

- 1 APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTE MEMBERS**
- 2 DECLARATIONS OF INTEREST**
- 3 MINUTES OF THE EDUCATION, CHILDREN & FAMILIES SELECT COMMITTEE MEETING HELD ON 4TH JULY 2018 (Pages 5 - 18)**
- 4 QUESTIONS TO THE SELECT COMMITTEE CHAIRMAN 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 10th October 2018.

- 5 MATTERS ARISING AND WORK PROGRAMME (Pages 19 - 26)**

HOLDING THE PORTFOLIO HOLDER TO ACCOUNT

- 6 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 Education, Children & 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 10th October 2018.

- 7 PORTFOLIO HOLDER UPDATE**

SELECT COMMITTEE CONSIDERATION

- 8 SCRUTINY OF THE DEPUTY CHIEF EXECUTIVE AND EXECUTIVE DIRECTOR OF EDUCATION, CARE AND HEALTH SERVICES**
- 9 EDUCATION INFORMATION ITEMS**

- a MINUTES OF THE EDUCATION, CHILDREN AND FAMILIES BUDGET AND PERFORMANCE MONITORING SUB COMMITTEE MEETING HELD ON 18TH JULY 2018 (Pages 27 - 42)**

SHORT ITEM

10 LIVING IN CARE COUNCIL VIDEO

SUBSTANTIVE ITEM: CHILDREN'S SOCIAL CARE - THE SUSTAINABILITY OF THE CHILDREN'S SOCIAL CARE BUDGET

11 PURPOSE OF REVIEW

To support Members in understanding of expenditure on Children's Social Care.

12 WRITTEN EVIDENCE: (Pages 43 - 66)

(A) THE SUSTAINABILITY OF THE CHILDREN'S SOCIAL CARE BUDGET

(B) BROMLEY SAFEGUARDING CHILDREN BOARD: NEGLECT STRATEGY

13 WITNESS SESSION:

(A) ADE ADETOSOYE, DEPUTY CHIEF EXECUTIVE AND EXECUTIVE DIRECTOR OF EDUCATION, CARE AND HEALTH SERVICES

(B) DAVID DARE, HEAD OF SAFEGUARDING AND CARE PLANNING WEST

(C) DAVID BRADSHAW, HEAD OF ECHS FINANCE

14 COMMITTEE CONCLUSIONS AND RECOMMENDATIONS

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EDUCATION, CHILDREN AND FAMILIES SELECT COMMITTEE

Minutes of the meeting held at 7.00 pm on 4 July 2018

Present:

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

Reverend Roger Bristow and Joan McConnell
Emmanuel Arbenser

Also Present:

Councillor Nicky Dykes
Councillor Peter Fortune, Children, Education & Families Portfolio

1 APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTE MEMBERS

Apologies for absence were received from Tajana Reeves. Apologies for lateness were received from Reverend Roger Bristow.

2 APPOINTMENT OF CO-OPTED MEMBERS 2018/19 CSD18087

The Select Committee considered a report which sought confirmation of the appointment of Co-opted members to the Education, Children and Families Select Committee for 2018/19.

The Chairman noted that there had been no nominations for either Primary or Secondary Parent Governor Representatives. It was noted that the pool from which parent governor representatives could be selected was technically very small (with the legislation requiring only Maintained Primary and Secondary Governors). In view of this the Chairman proposed and the Committee agreed that in future the Committee welcome nominations from any Primary and Secondary maintained or academy school in the Borough.

Action Point 1: That nominations be sought for Parent Governor Representatives from any Primary and Secondary maintained or academy school in the Borough.

RESOLVED: That

1. **Mr Emmanuel Arbenser be appointed, with voting rights to the Education, Children & Families Select Committee for 2018/19 as Special School Parent Governor.**

- 2. Reverend Roger Bristow representing the Church of England and Mrs Joan McConnell representing the Roman Catholic Church be appointed as Co-opted Members to the Education, Children * Families PDS Committee for 2018/19 with voting rights;**
- 3. Miss Tajana Reeves be appointed without voting rights to the Education, Children & Families Select Committee for 2018/19 as Young Peoples Representative.**
- 4. Mrs Angela Leeves be appointed without voting rights to the Education, Children & Families Select Committee for 2018/19 as Early Years Representative.**
- 5. That nominations for Parent Governor Representatives be welcomed from any Primary and Secondary Maintained or Academy School in the Borough.**

3 DECLARATIONS OF INTEREST

Councillor Nicholas Bennett JP declared that he was, until 31st July 2018, a Governor of London and South East College. Councillor Bennett also declared that he attended the same church as Mrs Joan McConnell.

Councillor Neil Reddin declared that he had children who attended schools in the Borough and that his wife was a Governor of two primary schools in the Borough.

Councillor Kathy Bance declared that she had grandchildren who attended schools in the Borough.

Councillor Marina Ahmed declared that she had a child who attended a school in the Borough.

Angela Leeves declared that she had grandchildren who attended schools in the Borough and that her daughter in law was a Reception class teacher in the Borough.

Mrs Joan McConnell, Church representative, declared that she was a Governor of St Joseph's Catholic Primary School.

Councillor Chris Pierce declared that he was a Governor at St Philomena's Catholic Primary School.

Councillor Stephen Wells declared that he was a Member of the Foundation Court of St Olaves and St Saviours School.

Councillor Yvonne Bear declared that she was a Governor of Oxleas NHS Foundation Trust, and a Governor at St Mary Cray Primary Academy.

Councillor Judi Ellis declared that her son was Headteacher at Biggin Hill Primary School.

Councillor Peter Fortune declared that he was a Member of the Court of University of Kent and that his wife was a teacher at an academy in the Borough.

4 MINUTES OF THE EDUCATION, CHILDREN & FAMILIES SELECT COMMITTEE MEETING HELD ON 27 FEBRUARY 2018

The minutes of the meeting held on 27th February 2018, were agreed, and signed as a correct record.

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

There were no questions.

6 MATTERS ARISING, UPDATE ON PREVIOUS RECOMMENDATIONS, AND WORK PROGRAMME CSD18083

The Committee considered a report dealing with the Committee's business management. The report also sought the confirmation of the membership of the Education, Children and Families Budget and Performance Monitoring Sub-Committee.

It was noted that it had been agreed at a previous meeting that the monitoring of progress of recommendations made at previous meetings would be referred to the Education, Children and Families Budget and Performance Monitoring Sub-Committee.

The Chairman reported that the Director of Children's Social Care would be scrutinised at the Select Committee meeting on 16th October 2018. The Director of Education would be scrutinised at the Committee's January meeting to allow sufficient time for the recruitment process to take place.

It was proposed that the Budget and Performance Sub-Committee would look at the draft budget at its October meeting.

Finally, the Chairman reported that the first item on the agenda for the Sub-Committees meeting on 18th July would be a report detailing the outcome of the investigation that had been undertaken at St Olaves school. This item would be considered jointly with the Education, Children & Families Select Committee and all Members and Co-opted Members of the Select Committee were invited and encouraged to attend the meeting.

RESOLVED: That:

1. The 2018/19 work programme be approved, subject to the changes outlined above.

2. The following Members be appointed to the Education, Children & Families Budget & Performance Monitoring Sub-Committee:

Councillor Neil Reddin (Chairman)

Councillor Marina Ahmed

Councillor Nicholas Bennett

Councillor Judi Ellis

Councillor Will Rowlands

Councillor Stephen Wells

Emmanuel Arbenser

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

There were no questions.

8 PORTFOLIO HOLDER UPDATE

The Portfolio Holder gave an update to Members on work being undertaken across the Children, Education & Families Portfolio since the Committee's last meeting in February 2018.

The Portfolio Holder began his update by welcoming Councillor Nicky Dykes as the new Executive Assistant for the Portfolio.

Since the last meeting the agenda across the Portfolio had been busy. A number of service areas had been monitored over the last two years and this had necessitated a number of visits to services to review both progress and the well-being of staff. Since the last meeting the following service areas had received a visit from the Portfolio Holder:

- Fostering and Adoption
- Early Intervention
- Child Protection and Safeguarding
- Children Looked After and Care Leavers
- Children with Disabilities Team

The Portfolio Holder remained impressed with the passion and commitment of all the staff delivering services to vulnerable young people in the Borough. The Portfolio Holder recommended to the Committee that it may be helpful during the course of the year for Members to focus on the Care Leavers side of the work that was undertaken by the Local Authority.

Since the last meeting two Ofsted Monitoring Visits had taken place; one focusing on Early Intervention and one focusing on Vulnerabilities - Gangs, Missing and Child Sexual Exploitation (CSE). Feedback from the Early Intervention visit had been extremely positive with Inspectors praising the

work of the Service and highlighting the Service as an area of best practice. It had been noted earlier in the Portfolio Holder's update that the Independent Chairman of Bromley Safeguarding Children Board had described this particular service as "the Jewel in Bromley's Crown".

It was noted that issues around Gangs and CSE was an area of growing concern both locally and nationally. Whilst the outcome of this monitoring visit, which had taken place in June 2018, remained embargoed, the Portfolio Holder reported that the feedback received from Inspectors had been positive.

As the Local Authority now looked towards the full Ofsted Inspection, which was expected to take place later in the year, there was now a focus on ensuring the sustainability of the improvements that had been made resulting from the Children's Service Improvement Plan.

In addition to the Ofsted Monitoring visits, the Department for Education (DfE) had also been working with the Local Authority. Mark Riddell MBE, National Implementation Adviser for Care Leavers, had spent some time working with the Local Authority and had provided some positive feedback. The Local Authority and its Partners had also been involved in focus groups with representatives from the DfE.

In terms of Education, representatives from the Local Authority and met with the Education and Skills Funding Agency (ESFA) concerning Bullers Wood. A revised planning application had been submitted and the appeal from the previous planning application was awaited.

A number of schools had also received good Ofsted Inspection outcomes.

Addressing the issues that had recently appeared in the press concerning the Independent School Darul Uloom, the DfE had been the main driver in taking the school to Court. Two teachers had since been removed from the school and following this the Court had found no reason to close the school down.

A number of internal Boards continued to regularly meet to oversee service development including: SEND Governance Board; the Corporate Parenting Board, the Children's Service Improvement Governance Board, and the YOS Management Board.

The Portfolio Holder reported that he continued to meet with both the Living in Care Council (LiCC) and the Bromley Youth Council (BYC).

The Portfolio Holder had also attended the very successful Care Leavers' BBQ and the LinCC Bowling Challenge.

The Portfolio Holder concluded by thanking the former Mayor, Councillor Kathy Bance, for highlighting the role of Corporate Parents in her departing Mayor's speech at the recent Annual Council.

The Chairman noted that the Portfolio Holder had referred to a number of Boards operating across his Portfolio and requested that a structure chart be provided to the Committee.

Action Point 2: That a structure chart of Boards operating across the Children, Education & Families Portfolio be forwarded to Members of the Committee.

In response to questions from the Committee the Portfolio Holder addressed the following issues:

Update on Catholic Education in Bromley

The Portfolio Holder reported that the Government were due to be issuing guidance containing a proposal to create a route for opening new faith schools that were not eligible under the 50% criteria. Further guidance and detail on the new proposals was awaited. Officers had been due to meet with the Diocese in July but the meeting had been cancelled and would be rearranged.

The proposals appeared to indicate that any new school would be 90% Government funded (with 10% of the funding coming from the Diocese).

In response to questions surrounding the issues of whether the schools would in fact be 100% funded and whether land contributed by the Diocese would be included in any 10% contribution, the Director of Education stated that further guidance would be issued by the Government in July and the guidance should address these issues. Currently contributions of land were not eligible to be included in any Diocese funding contribution and therefore the guidance would need to address this specific point.

Early Intervention in Relation to Gangs and the Impact of the Closure of Youth Courts Across London

There was a school programme concerning gangs which fell under the Portfolio Holder for Public Protection and Enforcement. Secondary Schools had indicated that they appreciated the programme and feedback was good. The Local Authority was working in collaboration with the Police who were very engaged with the new Borough Commander particularly sighted on the issue.

In terms of the response of the Local Authority, the Director of Children's Social Care reported that a new Missing Exploitation and Gang Affiliation (MEGA) Panel had been brought together which combined the work of the Multi Agency Safeguarding Hub (MASH) and the MAP meetings. The new MEGA Panel identified children that were at risk and looked at the support that would be required to reduce risk. There was a clear need to reach out to young people and work with them. The Director of Children's Social Care also reported that sustainability of interventions needed to be reviewed as well as opportunities for closer working with other London Boroughs.

The Director of Children's Social Care reported that the aim was to conduct return home interviews within 72 hours after the return of a missing child. The interviews were conducted by two Return Home interviewers independent of the case holding social worker but employed by the Local Authority. The improvements that had been made were contributing to the development of more comprehensive profiles which were assisting with the tracking of young peoples' networks.

Barnardos also provided a 12-week intensive one to one session with vulnerable children and their families or foster carers.

In terms of proposals to close some Youth Courts across London and move more to Bromley; the Chairman noted that as a result of the proposals seven London Boroughs would be sending youth offenders to Bromley. Under the current arrangements the cases for youth offenders from different boroughs were heard on different days of the week, thus maintaining a separation between possible gang members from different boroughs. The Youth Court did not meet seven days a week and this could pose challenges in the future in terms of maintaining potential gang member separation. The Director of Children's Social Care reported that representatives from the Council would be meeting with the Court in the next few weeks in order to set out the concerns of the Local Authority.

It was also noted that Lewisham Council had proposed to rehouse some of their young people near Streetwise in Penge. The Local Authority had already raised concerns about the proposals with Lewisham and the issue had been considered at the MEGA Panel. In addition to this the Police had raised concerns and wider discussions were taking place with Partners in Lewisham. It was noted that there had been a critical incident in Penge in 2017 and in light of this the issues were being escalated with colleagues in Lewisham.

In terms of driving improvement within the Youth Offending Service (YOS); the YOS Management Board continued to meet. There had been an increase in caseloads but this increase had been from a low base. The YOS Improvement Action Plan and recommendations were being worked through at good pace and attention was now turning to staffing.

Leadership of the Education Department

No appointment had been made following the recent recruitment round. Other options were being considered including offering an opportunity for secondment to Head Teachers.

Ofsted Monitoring Visits

The feedback from recent Ofsted monitoring visits had been pleasing. The voice of the child was reflected in the monitoring visits and at each visit Inspectors asked to speak to young people and their foster carers.

The LinCC and the Corporate Parenting Board (which was co-chaired by a young person) were the children's voice and the main forums in which the Local Authority was held to account by young people. The Department had established a range of events for CLA of all ages and hearing the children's voice was central to all the activity of the Portfolio.

One positive change that had been highlighted by the young people was the stability of the work force. The stability which was slowly being established enables relationship building. Schools had also provided positive feedback concerning consistency of social workers.

Areas for improvement included transition into adulthood and the support that is available. In addition the Director of Social Care acknowledged that whilst there had been considerable achievements in securing a more permanent workforce, there were still more to do and it was anticipated by the autumn we would have established around 90% permanent staff.

Schools Admissions

The Portfolio Holder reported that it was his understanding that it was still Harris's intention to admit pupils from Harris Primary Schools to Harris Aspire.

The Director of Education reported that she did not have figures concerning the number of Bromley children who had been directed to Croydon schools. However, it was stressed that if a child had been directed towards Croydon it would be because it was their nearest school. The Director agreed to provide figures to the Committee following the meeting.

Action Point 3: That the Director of Education provide the Committee with details of the number of Bromley children directed to Croydon schools.

Planning Applications for Schools and School Place Planning

The Local Authority had received an assurance from the ESFA that Bullers Wood School for Boys would be ready for September. The planning application had been submitted and would be processed as quickly as possible. Provision of the school was the responsibility of the ESFA who had provided reassurance that the school would be ready. As a last resort, if there was any indication of any delay that would cause interruption to the new pupils, it was the Local Authority's responsibility to find places for those affected however every effort would be made to ensure that the children would go to Bullers Wood. The Portfolio Holder again highlighted the disconnect between the Local Authority's responsibility to provide more school places and the challenges from the Planning Committee. The Chairman expressed his concern about the time left to bring the former DHSS building at 1 Westmoreland Road into good order for the school to be open at the beginning of September and requested that Members of the Committee be kept updated in relation to its preparation and completion for the new school term.

Action Point 4: That the Committee be kept updated in relation to Bullers Wood School for Boys.

In terms of the supply of school places across the Borough: in the secondary sector, if all the plans materialised there would be ample places; in the primary sector overall across the Borough there was surplus. However there were some local pressures resulting from the more localised nature of primary education. The Portfolio Holder highlighted the need to review the manner in which place planning across the Borough was approached.

The Director of Education also gave the Committee an update in relation to the acadamisisation agenda.

Primary Outreach Service

The Director of Education reported that the Service was coming to the end of its first term of operation. Positive feedback had been received and the impact of the Service needed to be analysed prior to any consideration of funding for the longer term.

Aeronautical College at Biggin Hill

A Member asked the Portfolio Holder about the use of monies in the Growth fund to support the proposed Aeronautical College at Biggin Hill Airport. The Chairman asked why having received a letter from the Council in June 2017 in support of the College and a commitment of up to £3m from the fund this had been transmuted into a proposed loan at 6%. The Portfolio Holder said that this matter was being overseen by the Chief Executive's Department. The Chairman requested that the Chief Executive provide an update to the next meeting.

Action Point 5: That the Chief Executive provide an update to the next meeting concerning the Aeronautical College at Biggin Hill.

RESOLVED that the Portfolio Holder update be noted.

9 WITNESS SESSION: POST-16 NON-UNIVERSITY TECHNICAL EDUCATION AND APPRENTICESHIP OPPORTUNITIES IN BROMLEY

The Committee had been provided with a range of written evidence in advance of the meeting. This included a report providing an overview of Bromley Council's Apprenticeship Scheme, a submission from London and South East Colleges, an article from *The Times* newspaper and feedback received as a result of the call for evidence.

The Chairman noted with disappointment and regret that the NHS, the largest employer in the Borough, had been unable to field a witness to attend the meeting and support the Committee's review.

The Chairman welcomed Mrs Angela Huggett, Head of HR Strategy & Education, LBB and Mrs Linda King, Youth Support Programme Manager, LBB, to the meeting. The Committee explored a number of themes and issues with the witnesses.

In response to a series of questions from the Committee, Mrs Huggett explained that the development of the Council's Apprenticeship Scheme sat within her remit. Since the introduction of the Apprenticeship Levy the Council had begun work to develop a range of specialist apprenticeship opportunities such as housing, legal and social work. This was in addition to the apprenticeship opportunities that were being made available to the Council's Children Looked After. The take up in apprenticeship opportunities from the Local Authority's children looked after had been low and work was being undertaken with the Children Looked After and Care Leavers Service to open the available opportunities to a wider pool. It was clear that more work needed to be done to engage and motivate young people and ensure that they had the necessary skills to complete the application process. A further area of focus was to review the application process and identify whether a less complicated route could be developed for children looked after.

There had been a good response to the Council's launch of its apprenticeship scheme. However the number of applications had been relatively low and very few applications were turned down. Interest in the apprenticeship scheme was growing and there had been more applications for the second cohort.

The Apprenticeship Scheme was open to all ages but the Council's current cohort was mainly 18 to 25 years. Opportunities were open to everyone regardless of whether applicants had special educational needs. There was no overtly positive discrimination for applicants with special educational needs. However, once applicants were accepted any specific needs would be accommodated with a programme developed around individual need. Entry level was dependant on the qualification that was being pursued however all participants were required to pass a functional skills test. Each apprentice had their own learning plan at both the college and within the work based placement. The length of the course was dependant on the qualification. Each apprentice spent 4 days in the work place setting and one day at college. There was also homework to be completed most weeks.

The percentage target set for employers was based on the payroll bill. The figures were very fluid and as the Council's payroll bill reduced the number of apprenticeship opportunities it was required to provide would also reduce. The Council was now aiming for 20 apprenticeship opportunities. In the first cohort 16 apprentices had stated Business and Administration Level Two qualifications with the Council. Two of this cohort had identified special educational needs. The necessary adjustments had been made and additional measures put in place to support these apprentices and ensure a level playing field. The Head of HR Strategy and Education emphasised the need to ensure that colleagues who were supporting the all apprentices in

their work based placements were sufficiently trained to provide the support and training that was required irrespective of need or ability.

In terms of funding for the Council's Apprenticeship Scheme, the Head of HR Strategy and Education reported that the Apprenticeship Levy provided ring-fenced funding for training. Members of the Council had actively supported the Apprenticeship Scheme and the funding that had been set aside was used to support the corporate aspects of the scheme such as salaries. The pay for Bromley apprentices was fairly generous with the Council paying its apprentices at the top end of the statutory scale. The Departments offering apprenticeship opportunities funded positions through vacancies. The Committee noted that the Apprenticeship Levy was based on the Council's total pay bill and would be ongoing.

The Head of HR Strategy and Education circulated feedback from some of the Council's current cohort of apprentices. The issues surrounding the college experience had been previously raised and action was being taken to address this. The current cohort were just about to undertake their exams. The results from this round of exams would provide a measure of progress.

In response to a question, Mrs Huggett reported that more research needed to be undertaken around the impact of 'T-Levels', the new qualification set to be implemented in 2020/21. In terms of provision of more specialist training that could be required in the future, Mrs Huggett explained that the Council could choose a more specialist provider if it were felt that it was appropriate however; any provider had to be accredited and appear on the Government's Register of Training Providers.

The responsibility of the employer to apprentices within the scheme was to provide skills for work and to support participants in building a career path. There was no obligation to provide a job following the period of training. Clearly as the employer would have made a significant investment in the apprentice it was hoped that an opportunity within the organisation could be found but there was no obligation on the employer to keep the apprentice on post qualification. The Head of HR Strategy and Education reported that the Council also worked with external partners in order to identify potentially suitable career paths for its apprentices. Apprentices would need to apply for a permanent position following their period of training and the application process would need to comply with the equal opportunities legal framework. The Head of HR Strategy and Education emphasised that as a result of the skill set that the apprentices had developed during their training it was hoped that they would be strong contenders for any suitable positions. As with any position within the Council, recruitment and appointment would be based on the needs of the Service.

A Member emphasised the need to be clear about the many different career paths that were available within local government as opportunities did not extend only to business and administration. There was a wealth of opportunities in other more technical areas such as planning and property services as well as facilities management. The Chairman further noted that

historically apprenticeships used to be trade based. The Local Authority worked with a number of contractors such as Veolia, Amey and Id Verde and it was suggested that any contract let by the Council should include a clause requiring that the contractor offer apprenticeship opportunities to people identified as suitable by the Council. The Chairman suggested that as one of the largest employers in the Borough it was the Local Authority's social duty to facilitate such relationships.

Another Member stressed the need to vociferously encourage partners and local businesses to open doors and provide apprenticeship opportunities for young people in the Borough. The Youth Support Programme Manager confirmed that the Bromley Education Business Partnership engaged with employers across the Borough and encouraged them to support the work of the Partnership. A Jobs Fair was being held on Friday 6th July 2018. This was an annual event bringing together employers and young people. The aim of the event was to try to secure opportunities for young people at risk of NEET. A number of work based learning opportunities were available and this was one of a number of ways that the Local Authority was engaging with local employers. The Chairman suggested that an approach should be made to two major employers with whom the Council did not yet work Metrobus and Stagecoach, as a number of different, practical opportunities could be made available. The Youth Support Programme Manager also agreed to provide information to the Committee concerning whether the Service worked with the Armed Forces to identify any opportunities available to young people.

Action Point 6: That the Youth Support Programme Manager confirm whether the Service works with the Armed Forces to identify any opportunities available to young people.

The Youth Support Programme Manager confirmed that there was an increasing number of young people with mental health issues approaching the service for support. These young people could fall out of education for long periods of time. This made them more vulnerable to becoming NEET. The Service offered support where it could and had been working with Clarion Housing Association which offered at home, online training which often met the needs of the young people. Bromley Education Partnership also looked to link young people with volunteering opportunities. Whilst not providing any financial support, this type of opportunity could often keep young people engaged with the world of work or the world of training. Bromley Education Partnership also looked to link young people with flexible employers who understood the challenges faced by young people with mental health issues. Work was undertaken to identify the ways in which young people engaged and then find suitable opportunities.

In terms of assessing the level of support a young person required; when a young person first accessed the Service a basic assessment would be undertaken. This included a review of the family history. From this assessment an action plan was developed with the young person to support them in getting job ready and ensure that they had the basic skills necessary

to access the world of work. A NEET Worker was also employed to provide additional support when necessary.

The Youth Support Programme Manager reported that the Council worked with Community Links Bromley around the Youth Employment Scheme. As part of this Scheme, young people were encouraged to develop their own opportunities and Community Links supported this work by providing a network for the young people to access.

In response to a question surrounding how young people being electively home educated could be reached, the Youth Support Programme Manager reported that contacted details were provided by the Education Department and young people who had no plan were contacted when they officially become NEET.

In response to a question concerning whether schools were directing young people to all the available opportunities, not just those available through the education route, the Youth Programme Support Manager reported that there was less reliable information since the responsibility to track Year 14's was removed from Local Authorities. The Service worked closely with schools in terms of the support that was available and the next steps. However it was emphasised that Bromley was a borough where the majority of young people remained in education. The Head of HR Strategy and Education confirmed that both schools and parents had been invited to the launch of the Council's Apprenticeship Scheme and this would be the case with each cohort.

The Committee noted that often apprenticeship opportunities across the Borough arose out of work experience opportunities. Often young people found employers willing to provide an apprenticeship and the Bromley Education Partnership provided the apprenticeship guidelines to the employer. Where appropriate young people were signposted to specific employers however there was not the resource available to approach a wide range of employers across the Borough.

A Member noted that the issue of the cost of travel had been highlighted by some parents. The cost of travel was not covered by the Apprenticeship Scheme and it was not possible to get an education based loan. It was suggested that this could act as a deterrent for some as often the level of pay was less than the statutory minimum wage. The Member suggested that in order to mitigate against high travel costs young people should be encouraged to seek more local opportunities. In response, the Youth Support Programme Manager confirmed that there were certain travel concessions open to participants of apprenticeship schemes and young people were advised of these concessions.

The Director of Education reported that the Department had recently submitted a bid for funding for Alternate Provision which would focus on young people between the ages of 12 and 14. The programme for which the funding was being bid was designed to provide a positive way for young people to engage with training and a identify possible routes into future work

at an early stage. The Programme would be delivered in partnership with 'Check-A-Trade'.

Action Point 7: That the Director of Education provide a further briefing note on the Council's Alternate Provision bid and the programme for which any funding would be used.

In response to a question from the Chairman concerning when the 'T-Level' qualification would be ready, the Youth Support Programme Manger reported that there were still some issues to be resolved surrounding the level of work experience to go alongside the qualification and whether the expected level of work experience was in fact available. There were also issues to be resolved surrounding resourcing of the increased element of work experience as currently the funding would be received by London South East Colleges whilst the burden of delivering the increased level of work experience would fall on the Local Authority.

The Chairman thanked Angela Huggett and Linda King for their insightful and valuable contribution to the Committee's review.

10 COMMITTEE CONCLUSIONS AND RECOMMENDATIONS

The Committee agreed that once the report and recommendations had been drafted they should be circulated to Members for review. If necessary a further meeting could be called to agree the report and recommendations.

The Meeting ended at 9.40 pm

Chairman

Report No.
CSD18150

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: Education, Children and Families Select Committee

Date: 16th October 2018

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

Title: **MATTERS ARISING & WORK PROGRAMME**

Contact Officer: Philippa Gibbs, Democratic Services Officer
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Chief Officer: Mark Bowen, Director of Corporate Services

Ward: (All Wards);

1. Reason for report

This report deals with the Committee's business management including:

- Appointment of Secondary Parent Governor Representative
- Monitoring progress against actions arising from previous meetings;
- Developing the 2018/19 Forward Work Programme; and
- Schedule of Member Visits

2. **RECOMMENDATION(S)**

2.1 That David Hullah (Secondary Parent Governor Representative be appointed as a Co-opted Member to the Children, Education & Families Select Committee for 2018/19 with voting rights;

2.2 That the Select Committee reviews and comments on:

(a) Progress on matters arising from previous meetings; and

(b) The 2018/19 work programme, indicating any changes or particular issues that it wishes to scrutinise for the year ahead; and

Impact on Vulnerable Adults and Children

1. Summary of Impact: None
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Corporate Policy

1. Policy Status: Existing Policy
 2. BBB Priority: Excellent Council
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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
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Personnel

1. Number of staff (current and additional): 8 posts (6.87fte)
 2. If from existing staff resources, number of staff hours: N/A
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Legal

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

1. Summary of Procurement Implications: N/A
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Customer Impact

1. Estimated number of users/beneficiaries (current and projected): This report is intended primarily for the benefit of Committee Members.
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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

Matters Arising from Previous Meetings

- 3.1. **Appendix 1** provides a progress update on requests made by the Committee at previous meetings. This list is checked after each meeting so that any outstanding issues can be addressed at an early stage and timely progress made.
- 3.2 Following the last meeting the two vacant Parent Governor Representative positions on the Committee were advertised. One application was received from Mr David Hullah. As no further applications were received Mr Hullah was automatically elected as Parent Governor representative for Secondary Schools. The Select Committee is being asked to confirm his co-option to the Committee.

Work Programme

- 3.2 Each PDS Committee determines its own work programme, balancing the roles of (i) pre-decision scrutiny and holding the Executive to account, (ii) policy development and review and (iii) external scrutiny. E&R PDS Committee has the additional role of providing a lead on scrutiny issues and co-ordinating PDS work.
- 3.3 PDS Committees need to prioritise their key issues. The work programme also needs to allow room for items that arise through the year, including Member requests, call-ins and referrals from other Committees. Committees need to ensure that their workloads are realistic and balanced, allowing sufficient time for important issues to be properly scrutinised. Members also need to consider the most appropriate means to pursue each issue – the current overview and scrutiny arrangements offer a variety of approaches, whether through a report to a meeting, a time-limited working group review, a presentation, a select committee style meeting focused on a single key issue, or another method.
- 3.4 **Appendix 2** sets out the Education, Children and Families Select Committee Work Programme for 2018/19. Committee is invited to comment on the proposed schedule and suggest any changes it considers appropriate.
- 3.5 Other reports will be added to the 2018/19 Work Programme as items arise.

Schedule of Member Visits

- 3.6 The Schedule of Member visits has previous been circulated to Members.

Appendix 1

Minute Number/Title/Date	Action/PDS Request	Update	Action by	Expected Completion Date
2 Appointment of Co-opted Members (4 th July 2018)	That nominations be sought for Parent Governor Representatives (PGR) from any Primary and Secondary maintained or academy school in the Borough.	The appointment for Secondary PGR is dealt with in this report. The Primary PGR vacancy will be re-advertised and nominations sought.	Democratic Services Officer/Octavo Governance	October 2018
8 Portfolio Holder Update (4 th July 2018)	That a structure chart of Boards operating across the Children, Education & Families Portfolio be forwarded to Members of the Committee.	Circulated on 05.10.18	Deputy Chief Executive	Completed 05.10.18
8 Portfolio Holder Update (4 th July 2018)	That the Director of Education provide the Committee with details of the number of Bromley children directed to Croydon schools.	The Director of Education confirmed that no children were directed to a school in Croydon.	Director of Education	26 th July 2018
8 Portfolio Holder Update (4 th July 2018)	That the Committee be kept updated in relation to Bullers Wood School for Boys.	Bullers Wood School for Boys opened in its temporary accommodation at Westmoreland Road at the start of term. The school continues to work with the ESFA and Local Authority Planning department on a permanent site and any further temporary accommodation that may be required.	Director of Education/Head of School Place Planning	Ongoing
8 Portfolio Holder Update (4 th July 2018)	That an update concerning the Aeronautical College at Biggin	Chief Executive is aware of this and is taking up with the	Chief Executive	16 th October 2018

	Hill be provided to the next meeting	Leader		
9 Post-16 Non-University Technical Education and Apprenticeship Opportunities in Bromley (4 th July 2018)	That confirmation be provided concerning whether the Youth Support Service works with the Armed Forces to identify any opportunities available to young people.	The Armed Forces have attended events and job fairs to offer opportunities to local young people.	Youth Support Programme Manager	
9 Post-16 Non-University Technical Education and Apprenticeship	That a briefing note on the Council's Alternate Provision bid and the programme for which any funding would be used be provided.	The bid to the DfE was unsuccessful. Head of Access and Inclusion is in discussion with secondary headteachers to develop a collaborative and sustainable approach to commissioning alternative provision.	Director of Education	Ongoing

Education, Children & Families Work Programme 2018/19

SACRE		5 June 2018
Education, Children & Families Select Committee		4 July 2018
Item		
Appointment of Co-Opted Members		Annual Report
Membership of the Children, Education & Families Budget and Performance Monitoring Sub-Committee		Annual Report
Progress in Implementing Children's Service Action Plan		Standing Item
References from the Education, Children & Families Budget & Performance Monitoring Sub-Committee		Standing Item
Post 16 non university technical education & apprenticeships		Substantive Item
Education, Children & Families Budget & Performance Monitoring Sub-Committee		18 July 2018
Item		Status
Budget Closedown 2017/18	Annual Report	PH Decision
Budget Monitoring 2018/19		PH Decision
Capital Programme – 1 st Quarter to include Outturn		PH Decision
ECHS Risk Register		PDS Item
Children, Education and Families Portfolio Plan Update		PSD Item
Spending on Primary, Secondary and Special Schools 2017/18	Annual Report	
Performance Management 2018/19 Q.1		PDS Item
YOS Update	Reference from Select Committee	PDS Item
Recommendations made by the ECF Select Committee	See minutes of ECFSC 04.07.18	Standing Item
Schools' Forum		12 July 2018
Schools' Forum		20 September 2018
Education, Children & Families Select Committee		16 October 2018
Item		Status
Progress in Implementing Children's Service Action Plan		Standing Item
Scrutiny of the Director of Children's Social Care		PDS Item
References from the Education, Children & Families Budget & Performance Monitoring Sub-Committee		Standing Item
Living in Care Council Presentation	Annual Update	Short Item
Children's Social Care – the sustainability of the budget in light of the increase in number of children taken into care		Substantive Item
Education, Children & Families Budget & Performance Monitoring Sub-Committee		30 October 2018
Item		Status
Bromley Safeguarding Children Annual Report 2017/18	ECFBPMSC 17.01.18 Minute	PDS Item

	37.	
Budget Monitoring 2018/19		PH Decision
ECF Portfolio Plan		PH Decision
Update on Recruitment and Retention in Children's Social Care	ECFBPMSC 27.03.18 Minute 52a.	PDS Item
Annual Sufficiency Statement	ECFBPMSC 27.03.18 Minute 52a.	PDS Item
Adoption Annual Report 2017/18	Annual Report	PDS Item
Private Fostering Annual Report 2017/18	Annual Report	PDS Item
Local Authority Designated Officer Report 2017/18	Annual Report	PDS Item
Independent Reviewing Officers Annual Report 2017/18	Annual Report	PDS Item
Virtual School Annual report 2017/18	Annual Report	PDS Item
Annual ECHS Complaints Report	Annual Report	PDS Item
Performance Management 2018/19 Q.2		PDS Item
Recommendations made by the ECF Select Committee	See minutes of ECFSC 04.07.18	Standing Item
SACRE		31 October 2018
Schools' Forum		29 November 2018
Schools' Forum		17 January 2019
Education, Children & Families Budget & Performance Monitoring Sub-Committee		23 January 2019
Item		Status
Capital Programme – 2 nd Quarter		PH Decision
Budget Monitoring 2018/19		PH Decision
2019/20 Dedicated Schools Grant	Annual Report	PH Decision
ECF Draft Portfolio Budget 2019/20	Annual Report	PDS Item
Contracts Activity Report (Part 1 and Part 2)		PDS Item
Performance Management 2018/19 Q.3		PDS Item
Risk Register		Information Item
Recommendations made by the ECF Select Committee	See minutes of ECFSC 04.07.18	Standing Item
Education, Children & Families Select Committee		29 January 2019
Item		Status
Scrutiny of the Director of Education		
References from the Education, Children & Families Budget & Performance Monitoring Sub-Committee		Standing Item
TBC		Short Item
Corporate Parents – the role of the elected Member		Substantive Item
Education, Children & Families Select Committee		13 March 2019
Item		Status
Annual Scrutiny Report 2018/19	Annual Report	
Scrutiny of the Deputy Chief Executive & Executive		

Director (ECHS)		
TBC		Short Item
Life Long Learning in a rapidly changing world of work		Substantive Item
SACRE		27 March 2018
Education, Children & Families Budget & Performance Monitoring Sub-Committee		10 April 2019
Item		Status
Capital Programme - 3 rd Quarter		PH Decision
Budget Monitoring 2018/19		PH Decision
Education Outcomes		PDS Item
Recommendations made by the ECF Select Committee	See minutes of ECFSC 04.07.18	Standing Item

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,

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 Secretary 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

18 July 2018

- 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

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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Report No.
ED18072

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: EDUCATION, CHILDREN AND FAMILIES SELECT COMMITTEE

Date: 16th October 2018

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

Title: CHILDREN'S SOCIAL CARE – THE SUSTAINABILITY OF THE CHILDREN'S SOCIAL CARE BUDGET

Contact Officer: David Bradshaw, Head of Education, Care & Health Services Finance
Tel: 020 8313 4807 E-mail: David.Bradshaw@bromley.gov.uk

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

Ward: (All Wards);

1. Reason for report

1.1 This report provides information requested by the Committee at a previous meeting.

2. **RECOMMENDATION(S)**

2.1 **The Education, Children and Families Select Committee is asked to consider the information in this report.**

Corporate Policy

1. Policy Status: Not Applicable
 2. BBB Priority: Health and Integration
-

Financial

1. Cost of proposal: Not Applicable:
 2. Ongoing costs: Not Applicable:
 3. Budget head/performance centre: CSC Budget
 4. Total current budget for this head: £34,414k
 5. Source of funding: ECF approved budget
-

Staff

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

Legal

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

Customer Impact

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

Ward Councillor Views

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

3. Background to the Budget

3.1 Children's social care budgets are volatile and a needs led service. This can be evidenced in the table below showing the last few years of budgets/outturn.

<u>Childrens Social Care</u>				
	<u>2015/16</u>	<u>2016/17</u>	<u>2017/18</u>	<u>2018/19</u>
	<u>£'000</u>	<u>£'000</u>	<u>£'000</u>	<u>£'000</u>
Budget	27,934	27,533	32,741	34,414
Outturn	27,738	31,382	33,611	35,938
Difference	-196	3,849	870	1,524

3.2 In 2016 the Local Authority's Ofsted inspection of inadequate resulted in an expenditure spike. Although considerable growth had gone into the CSC budget over the last three years (around £6.25m), pressures currently remain in the system.

3.3 This should be seen in the context of the overall financial strategy. Ongoing austerity and reductions in government funding mean that the Council needs to fund efficiencies and savings across the organisation. CSC is a considerable element of the overall budget and has had to contribute to the overall position either by making efficiencies and savings or by limiting growth as far as possible thereby offsetting the need for reductions elsewhere in the department/Council. The Council are projecting a £40m+ deficit in the next five years.

4.0 Current 2018/19 forecast

4.1 The total budget for Children's Social Care controllable budget is £34 million; with a projected overspend for 2018/19 of £1,524k, net of management action. Details are contained in the table below.

4.2 This position is created from an overspend across Independent Fostering and Residential placements of £2,492k, against £968k of planned management actions and additional income. If management actions are not achieved or income not received, then the overspend position will increase.

4.3 The area of focus for managing the budget overspend within 'fostering, adoption and resources' is placements and accommodation. This is where the highest unit costs are found and where the budget overspend is principally located. Activity has commenced to address this.

Budget 2018/19 Childrens Social care			
	Budget	Outturn	Variance
	£'000	£'000	£'000
Bromley Youth Support Programme	1,479	1,479	0
Early Intervention and Family Support	1,093	1,093	0
CLA and Care Leavers	5,066	5,025	Cr 41
Fostering, Adoption and Resources	13,638	16,130	2,492
Management action - Additional CCG Income	0	Cr 505	Cr 505
Referral and Assessment Service	2,909	2,909	0
Safeguarding and Care Planning East	2,159	2,159	0
Safeguarding and Care Planning West	3,810	3,810	0
Safeguarding and Quality Improvement	4,260	4,318	58
Planned savings from management action	0	Cr 480	Cr 480
Total	34,414	35,938	1,524

- 4.4 For 2018/19 the service was given growth of 2,206k in the budget. However the service agreed a set of mitigating management actions of £1,088k which reduced this growth to £1,118k. Any management action not achieved would have an impact on the monitoring position going forward in 2018/19.
- 4.5 The full year effect of the in year overspend is £2,756k. This is partially offset as the management action assumed will also have a mitigating effect, reducing the overall full year effect to £1,291k.

5. How good is forecasting

- 5.1 Forecasting is robust. Using data sources and knowledge from the service at the time of budget preparation an accurate figure can be ascertained. Finance meet with the service on a regular basis and this feeds into the monitoring process each quarter which is then reported to Members.
- 5.2 However forecasting can only be as good as the data that is received. Due to the nature of the service being needs led and the cohort of children required to be safeguarded at any one time, accurate forecasting can be problematic. As an example in 2016/17 following the Ofsted inspection an increase in placements and staffing which were not predicted previously was experienced, as not safeguarding children was the finding in relation to the inspection outcome. Even though subsequent budgets were adjusted the effect is still coming through the system due to more robust identification of children in need of protection and the challenges this complex group brings with them in terms of specialist placements.
- 5.3 Moreover if a family move into the borough or were previously unknown this can move expenditure significantly, as placements can be in excess of £300k per annum per child in extreme cases.
- 5.4 One of the tools used to predict future costs is the mapping of children coming through the system and where they may be placed. Below is a table outlining the numbers of children it is estimated will be coming through the system and where.

	2018/19	2019/20	2020/21	2021/22	2022/23
Placed with Parents	5	3	2	2	1
Placed for Adoption	12	15	15	15	15
Relative or friend	34	36	34	32	30
Independent Fostering (IFA)	76	66	56	46	38
In-House Fostering	103	120	133	135	135
Placed in Foster Care	213	222	223	213	203
Children's Homes	27	27	34	34	34
Residential School	1	1	1	1	1
Youth Offending	0	2	2	2	2
Secure Unit	2	3	3	3	3
Semi-independent Living	30	35	30	30	30
Mother & Baby Unit	2	2	2	2	2
NHS/Health Trust	1	1	1	1	1
Placed in Residential	63	71	73	73	73
	293	311	313	303	292

- 5.5 It can be seen that there is an expectation of a rise in numbers followed by a reduction that brings the number of children looked after children back to 2018/19 levels in 2022/23. This takes into account any known actions that the department will be undertaking.
- 5.6 However the expectation is that a shift will occur in the type of settings the children will be in. For example the number of children placed in IFA's is expected to halve in the next five years with in house fostering increasing significantly. If the increase in the in house carers (of 32) were all to be placed in IFA's, this would increase expenditure by £736k.
- 5.7 There are other areas where numbers are increasing which will cause pressure on the budgets in the coming years.
- 5.8 Other pressures outside of the Councils control also impact on the budget. One such example is UASC children. We have 26 and need to get to 53 before we reach our threshold of coming off the rota – these are unpredictable and some are placed within foster care if not age disputed and others will go to Semi Independent but with a cost of 24/7 support initially. It is estimated that this additional growth will cost gross £1.2m per annum. It is estimated that the Council would receive grant of £800k leaving a net cost £400k per annum required to support these extra children.
- 5.9 Current growth and mitigation assumptions are listed below for Children's Social Care. These are draft at this stage and will need further development:-

GROWTH AND MITIGATION				
CHILDREN'S SOCIAL CARE				
GROWTH	2019/20	2020/21	2021/22	2022/23
	£'000	£'000	£'000	£'000
PLACEMENTS FULL YEAR EFFECT	2,756	2,756	2,756	2,756
PLACEMENT GROWTH	1,049	1,836	1,400	1,010
	3,805	4,592	4,156	3,766
MITIGATION				
CCG FUNDING FOR CHC PLACEMENTS	-505	-505	-505	-505
SPECIALIST FOSTERING PROVISION	-200	-200	-200	-200
FURTHER SERVICE DEVELOPMENTS TO BE SCOPED (tbc)	-478	-1,610	-1,844	-2,293
	-1,183	-2,315	-2,549	-2,998
NET GROWTH	2,622	2,277	1,607	768

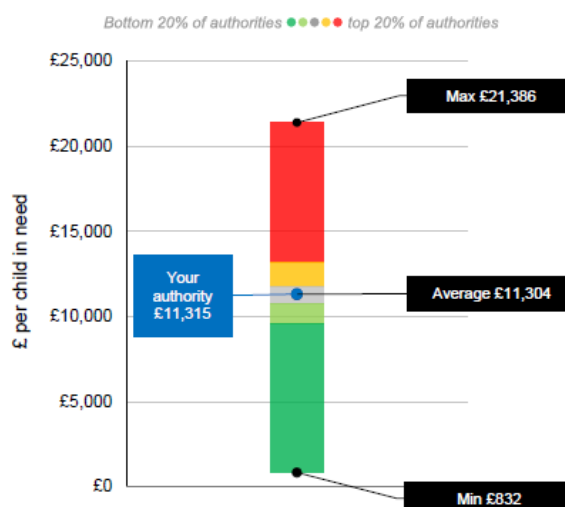
5.10 Discussions are held with the service and debated. The service is challenged on growth and mitigation through Officer challenge sessions. This is then debated by Members before being finally agreed through the Committee process

6. Benchmarking

6.1 Another tool that is used is benchmarking against other authorities

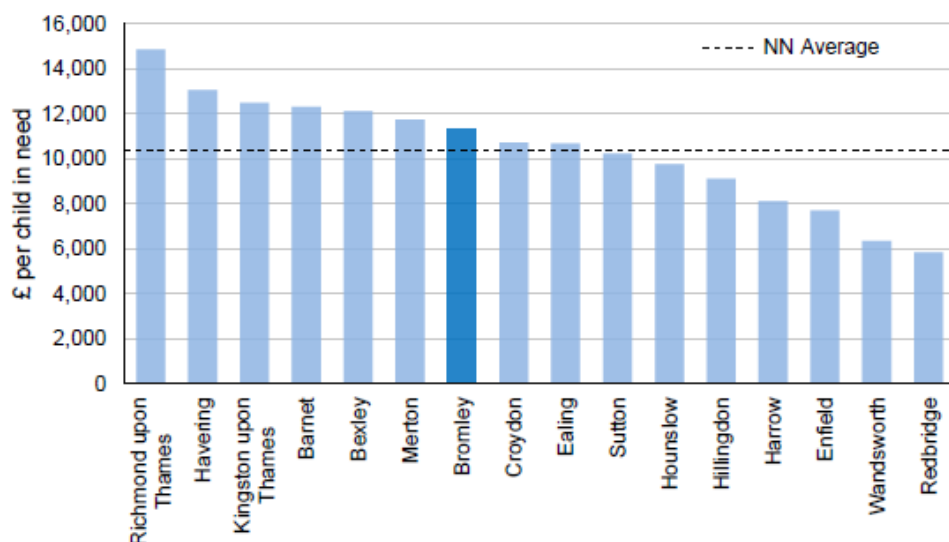
6.2 The 2016 Ofsted report found that the Children's Social Care budget allocation was sufficient to support its duties, but found high unit costs for the services delivered were causing pressures that needed to be addressed.

6.3 The findings of the LGFutures Financial Intelligence Toolkit¹ for 2018/19 show that this continues to be the case. The first chart below shows that LBB spends £11,315 per child in need, just 0.1% away from the average of 123 comparator authorities.



Unit Costs for Children's Social Care, LBB compared to 123 comparable authorities

6.4 However, the following graph shows there is opportunity to achieve savings by learning from our nearest neighbours. Bromley's unit cost was 8.8% above the London neighbour average, with nine authorities delivering services at a lower unit cost. It is unlikely that low unit cost authorities are purchasing like-for-like services, so it will be important to understand how their service delivery differs from that of Bromley and what elements can be replicated.



Unit Costs for Children's Social Care, LBB compared to 15 London neighbours

6.5 This high level comparison is a starting point for considering whether there is opportunity to achieve savings within the system. The next table provides a breakdown of where attention should be focused based on the total area spend or high unit cost, as shown in the table below.

Service Area	Budget 2018/19 (£m)	Unit cost		Difference from average		Rank (1=high)	Units*
		Your authority (£ per unit)	Group average (£ per unit)	(%)	(Band)		
Children Looked After	19.078	38,087.41	38,635.08	-1.4%	●	9th / 16	Looked After Children
Safeguarding, Commissioning and Strategy	17.556	4,503.81	2,935.67	53.4%	●	3rd / 16	Children in Need
Sure Start and Early Years	0.497	21.42	79.83	-73.2%	●	13th / 16	Residents (0-4)
Young People's Services	0.862	32.70	77.38	-57.7%	●	15th / 16	Residents (13-19)
Family Support Services	3.927	1,007.43	1,330.13	-24.3%	●	12th / 16	Children in Need
Youth Justice	1.570	46.74	33.68	38.8%	●	5th / 16	Residents (10-17)
Other Children's and Families Services	0.616	158.03	511.04	-69.1%	●	15th / 16	Children in Need
Total	44.106	11,314.94	10,398.76	8.8%	●	7th / 16	Children in Need

Unit Costs Breakdown for Children's Social Care, LBB compared to 15 London neighbours

6.6 The two service areas Children Looked After and Safeguarding, Commissioning & Strategy account for 83% of the £44.106 million budget (2018/19).

6.7 The unit cost for Children Looked After is £38,087 (average for London authorities). Savings could be achieved by:

- Increasing the availability of foster care placements (average cost below £1,000 per week) so that fewer children's home placements are required (average cost over £3,000 per week);
- Identification of young people ready to transition to becoming a Care Leaver, where different accommodation options are available;
- Reducing the total number of children who require any type of placement through specialist early intervention and prevention services.
- The unit cost for Safeguarding, Commissioning & Strategy is £4,504 (53% higher than the London authority average). Savings can be achieved by:
 - Increasing the skills, capability, and capacity of in-house social worker and legal staff, to reduce reliance on independent social workers for specialist assessments and increase speed and successful outcome of court proceedings;
 - Commissioning specialist early intervention and prevention services that address the issues that lead to children requiring support through foster care or children's home placements.

6.8 Note that the LG Futures analysis is for a budget of £44 million. This is based on a national return and includes both controllable and non-controllable budgets.

7. Are Baseline Budgets realistic?

- 7.1 Baseline budgets are realistic, but are taken at a point in time and it is assumed that the appropriate agreed management actions take place. This needs to be monitored closely.
- 7.2 If management action is not achieved or there is a slight deviation from plans then there is likely to be budgetary issues. Challenging management action/savings/efficiencies are set by the Council across all divisions in order to balance the budget
- 7.3 The CSC budget is a fair proportion of the overall budget of the Council. This needs to be looked at this as part of the MTFS.
- 7.4 The Council needs to find £40m+ in the next five years and in order to balance budget savings and efficiencies will need to be found. Difficult choices are ahead. These are being worked through at Officer level at the moment.

8. What alternatives are there where children are placed

- 8.1 When children come into care in an emergency the alternatives for care are very dependent upon the availability of carers whether this is foster care or residential. Often a placement has to be found in an emergency to safeguard the child. The placement panel is held every week and chaired by the Director or HOS (David Dare).
- 8.2 The Director scrutinises and agrees for any child to be accommodated and following this the case is heard at the next panel. This panel is made up of Chair, Virtual School Head, Education HOS, CCG; LAC nurse; IRO and Commissioning. This enables any agreed placement to be for no more than 7 days before the multi-agency panel has a discussion; this is to facilitate professional discussion, ensure that the young person has the required services and how the financial contribution to the young person is split between the partnership. It is

then dependent on commissioning to plan any further placement. The Executive Director also goes through the list of children coming into care, providing an additional level of scrutiny. They are personally reviewed and discussed with the Director

- 8.3 How a placement is costed is dependent on whether the provider is within London and therefore part of the Pan London Agreement and this reflects in the agreed costs and any uplift. However this year there is caveat that any provider can approach Pan London for increases beyond 6% that has been agreed.
- 8.4 For those placements outside London and where it sometimes essential our more complex and vulnerable children are placed there is no agreement and the providers can charge what they wish – this then depends on the demand led need which can escalate increases.
- 8.5 In addition to the raw price of the bed the providers for those children who present a high risk will require an increase in the support. This can range from 2:1 or 3:1 and can be for set hours or 24/7. This substantially increases the cost and is not one that can be regulated for. In some circumstances placements of this kind can reach £8,500. Often our late entrants into care i.e. teenagers are the most complex and are unknown and present the most challenges to regulate their emotional well-being and behaviour.
- 8.6 Examples of costs are as follows:-
- Child 1 – Now 18 but costs were £3,995 per week in 16+ Accommodation
- Child 2 - Children’s Homes and 16+ Accommodation at £3,600/£3,900 per week
- Child 3 - Residential Children’s Homes at £4,100 per week.
- 8.7 During the last year there have been a small number of children where they have met the secure threshold but where there were either no places available from the secure estate or the children were deemed ‘too risky’ and would impact on the dynamics of children already in placement. In one circumstance the secure establishment ended a placement on a Friday night because the young person had assaulted staff. This seems at odds when a secure order has been granted with a very high threshold to protect the young person or others. It is often that on any one day there can be up to 30 referrals from across the country for 1 or 2 beds. If a secure bed is not available then the cost to the LA can significantly increase to around £8,500 per week with the on cost of support workers. There are beds available in the secure estate for those young people who have been before the court and are remanded to secure – however none of these beds can be released for welfare reasons – which is the higher demand.

9. Costs of different placements to Children’s Social Care

- 9.1 The average costs of the main placements made by Children’s Social care are detailed in the table below.

	Average costs £'000
Relative or friend	10
Independent Fostering (IFA)	46
In-House Fostering	23
Children's Homes	166
Residential School	124
Youth Offending	107
Secure Unit	305
Semi-independent Living	38
Mother & Baby Unit	23

- 9.2 It can be seen that there is a huge differential between different placements options. Where a child is placed can have a huge impact on the budget. There is a drive by the division to provide the most cost effective level of care. However this can be thwarted by the amount of supply available for different types of provision, meaning that in some cases placements are made in other more expensive provision due to the lack of availability of the required provision. A good example of this would be with the fostering provision. In house foster carers cost the Council half the amount that an independent fostering agency charges (£23k versus £46k). The more in house foster carers we can recruit, the more efficiencies can be made together with keeping children locally, etc .
- 9.3 By children remaining within their 'home' area this reduces the impact on children having disrupted school lives; maintains their network of friends which improves their emotional well-being; contact with their family; ensuring that services can be wrapped around and we have control over this; offers better possibility of rehabilitation home; improved contact by their social worker. All of these elements improve outcomes for children but alongside this reduces costs.
- 9.4 To this end we have instigated a hard driven campaign to recruit foster carers within Bromley and in 2017/18 we recruited 26 foster carers and we are ambitious to repeat this number and more in 2018/19. At the current time we have 29 foster carers 'in the pipeline' at various stages of assessment. We are identifying carers who could undertake training and be specialist carers for our more challenging young people and have a recognised accreditation for this and financial incentive, which will be far less than the costs we are paying residential but more importantly a better experience for our young people. We are also identifying carers who would support a mother and baby placement rather than the use of residential mother and baby placements and assessments which can be in excess of £23k for a short term placement. The LA are often instructed to place in residential when the parents make an application during court proceedings – this may be against the local authority care plan but if granted it may be the family remain in various types of residential until the end of the proceedings which at best can take 26 weeks and at worst longer This has an unpredicted financial impact. . We have this year substantially reduced this type of placement through using foster placements.

9.5 We have also worked hard to reduce the cost for our 18 + cohort through an 18+ panel which is jointly attended with our housing colleagues and Leaving Care and has ensured that our care leavers are in suitable accommodation at appropriate cost.

10. Data Reports

10.1 The London population is set to grow by around 10% from 2017 to 2027, with greater increases occurring in the oldest age groups. Current estimates suggest that the proportion of children and young people 0-25 years will remain around 30% of the general population.

10.2 In Bromley, the population is also set to grow by around 10% in the next ten years from 333,017 in 2017 to 364,600 in 2027. Children and young people (0-25 years) make up more than one in four of the population (96,400, 28.9%) and this is projected to continue through to 2027 (106,200, 29.1%).

10.3 The population of children and young people grew by 9.5% between 2007 and 2017. It is predicted to grow by around 1% annually from 2017 to 2027 (cumulative, 10.1%). This means that the challenges faced from population growth over the past ten years will be similar to those we face in the next ten years, alongside the additional challenges posed by a widening of eligibility for services through the Children and Social Work Act 2017.

11. Children and Young People accessing our services

11.1 Our Children and Family Centres support young families with universal and targeted services across six locations. Over the past five years the number of new registrations and visits has continued to grow. In 2018/19 we expect to see more than 12,000 new registrations and almost 100,000 unique visits.

11.2 Our Multi-Agency Safeguarding Hub (MASH) is an important centralised service that co-ordinates referrals that may require the input of staff from the police, health, probation trust, schools, and/or children's social care. They manage 8,500-9,000 enquiries each year, of which, 25%-30% are referred through to Children's Social Care for an assessment.

11.3 Children's Social Care undertake over 2,000 assessments each year, and over 95% of these are initiated via MASH. Around 50% of these assessments lead to outcomes that do not require on-going statutory services from Children's Social Care.

11.4 In August 2018, 2,061 children and young people were recorded as receiving statutory services from Children's Social Care. They range in age from birth to 25 years, come from every ward in the borough, and from every ethnic, social, and faith group.

Categories	Number	Comments
Assessment completed	295	Expect 2,300-2,700 assessment pa
Child in Need (not in other categories)	378	49% closed within 3 months; 94% closed within 12 months
Child Protection Plan	285	64% neglect, 27% emotional abuse
Child with Disability	478	Average 9 new children per month

Child Looked After	304	Adoption, fostering, residential placements
Care Leaver (17 to 25)	232	190 open cases for support and/or accommodation
Youth Offending Support	89	81% in education, employment or training
Children in Need	2,061	DfE definition
Carers receiving support	441	Estimated based on allocated cases vs 'children in need' count

Children and young people receiving statutory services, snapshot August 2018

- 11.5 Many children, young people and their families receive services for less than 12 months but for $\frac{2}{3}$ of children 'looked after' by the local authority; they remain in care for more than 2½ years. Over the past eight years, there has been 270-310 'looked after' children in Bromley at any one time. While we strive to keep families together or arrange permanent adoption or special guardianship orders, most will live with foster families. A small but important number will be placed in children's homes. Below is a snapshot showing where our children who are 'looked after' currently live.
- 11.6 While it is often thought that most children enter care when they are quite young, we find that this is not really the case. 55% of our children 'looked after' were teenagers when they came to us and more than $\frac{2}{3}$ of this group were 16 or 17 years old.
- 11.7 The Children and Social Work Act 2017 ensures that support is available to all care leavers until the age of 25. In Bromley, this has led to a 20% increase in the number of young people aged 17 to 25 identified as eligible to receive services. We expect this number to increase further as more people become aware of their eligibility to receive support.

12. Why children and young people enter the statutory care system

- 12.1 There are a range of reasons why children and young people require support from their local authority. This can be due to a disability or illness of either the child themselves or their caregiver, where perhaps a short break is all that's required to support the family unit. However, taken as a sample, the assessments completed in the first three months of 2018/19, show that there were risk factors in 75% of cases, with multiple factors often identified. The table below provides an overview of the key issues, demonstrating that for many children and young people entering care, they have experienced violence, abuse, neglect, and exploitation from the adults in their lives. Entering care is a way for society to intervene and provide a way towards better life opportunities and outcomes.

	Parent or Carer	Other Household Member
Domestic Violence	178	23
Mental Ill Health	140	30
Drug Misuse	90	9
Alcohol Misuse	70	7
Emotional Abuse	136	
Neglect	107	
Physical Abuse	84	
Sexual Abuse/Exploitation	50	

risk factors for coming into care, snapshot from 483 assessments April-June 2018

- 12.2 This data also reinforces the message that the most effective way to reduce the number of children entering statutory services is to intervene at the earliest opportunity at the family level and prevent or reduce the negative impacts experienced by children. Better life opportunities, improved outcomes and financial savings can only be achieved if there are fewer children requiring statutory care and accommodation each year.
- 12.3 The number of children and young people looked after remains broadly stable across the years, at around 40 children and young people per 10,000 population (0-18 years). This means that Bromley has $\frac{1}{3}$ fewer children looked after than the London average (50 per 10,000) and $\frac{1}{3}$ fewer than the England average (62 per 10,000). Across London, Bromley has the 10th lowest rate of children looked after of the 32 boroughs. We will continue to monitor this situation to ensure we are confident that all children and young people who need our support receive it while always working to ensure we focus on keeping families together whenever this is in the best interests of all members of the household.

Rate of CLA	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
Bromley	41	41	39	37	39.6	39.3	41.7	40.5
Statistical Neighbours	48	47.5	50	49.7	50.7	54.3	TBC*	TBC*
National	59	60	60	60	60	62	TBC*	TBC*

- 12.4 Young people aged 16-25 years are approaching the local authority for support in increasing numbers, with a 20% rise over four years. The greatest need is from lone parents with dependent children (or pregnant mother), who make up 65% of the total. We have successfully eliminated the use of bed & breakfast accommodation through expansion of self-contained accommodation, and we will continue to work closely with Housing colleagues to streamline the process for young people in need of statutory accommodation provision.

13. Case Studies

- 13.1 **Child 1** – was remanded to local authority care in November 2016 following a breach of curfew arrangements for a period of 6 months whilst subject to a Youth Rehabilitation Order. At this point he had a number of criminal convictions including robbery and possession of a weapon. From the beginning of this court ordered period he was missing on multiple occasions, and these continued breaches led to the granting of a secure order and application by the local authority for a Care Order, based upon his vulnerability and continued involvement in offending behaviour.
- 13.2 He continues to be at high risk of harm, and the local authority have applied and been granted a further secure order – there are no secure beds and therefore he is being managed by 3:1 around him until a bed becomes available
- 13.3 **Child 2** - was adopted by his parents with his twin sister, Child 2a, aged 4. Child 2 is diagnosed with Attachment Disorder and Post Traumatic Stress Disorder. Prior to the adoption, Child 2 and Child 2a were subject to serious abuse and neglect by their birth parents. Child 2 and his sister were in foster care for 2 years and 7 months and it is understood from their adoptive parents that they were also subject to neglect during this time from the foster carers, through being sat in front of the TV for large periods with the door shut.
- 13.4 Parents report that they have struggled with Child 2's behaviour in the home for several years, difficulties continued resulting with the most recent referral progressing to a Child in Need Plan which was created on 01/08/2018 and transferred to the Safeguarding and Care Planning Service on this date. On 03/08/2018, after an outburst in the home, Child 2 was arrested having smashed his father's car window with stones. Whilst in the custody of police, the parents stated that they were unwilling to allow Child 2 home and as a result the Emergency Duty Team placed him in a residential children's home in Ilford where he has remained to date.
- 13.5 **Child 3** – she was accommodated due to going missing from home on numerous occasions and parents, despite their best efforts, being unable to manage this. This was triggered we believe by being a victim of CSE in Penge . During a 10 day missing episode, she was found shoplifting in B&Q Bexley for knives & hammers with girls from the Tottenham area.
- 13.6 She was initially placed with foster carers however absconded and then went missing for 7 weeks in summer 2017, she was found once in Lewisham by her mother whom she assaulted and ran away from. Police intel established her links with gangs and running county lines. Once found she was placed in a remote residential placement in Durham with 1:1 support.

14. BSCB Neglect strategy

- 14.1 The predominate factor within the cohort of families using statutory services within Bromley is that of neglect and domestic violence.
- 14.2 We know that Bromley is a relatively affluent borough, ranking 183 of 326 local authorities in the 2015.
- 14.3 Indices of Income Deprivation Affecting Children Index (IDACI) where 1 is the most deprived. It enjoys high employment rates and higher average salaries than most of London. We recognise that this means that there is likely to be hidden need in Bromley and work hard to identify this. We have promoted the Goldsmith research into affluent neglect and included it in our protocol to help our workforce engage with hidden neglect better. Our analysis of service take up by income and demography in the MOSAIC tool indicates that affluent families are represented in children's social care, and also well represented in early help service - this

suggests that we are able to identify children in affluent families. The most common reasons why children are identified as in need of services in Bromley are domestic abuse, parental mental ill health, and neglect and substance misuse.

- 14.4 The Bromley Safeguarding Children Board launched a neglect strategy to support professionals identify and use the neglect tool to support families where the need was identified.

Non-Applicable Sections:	Impact on Vulnerable Adults and Children, and Policy, Financial, Personnel, Legal and Procurement Implications
Background Documents: (Access via Contact Officer)	Not Applicable

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BSCB

Multi-Agency Neglect Strategy

Drafted	January 2018
Ratified	March 2018
Review due	March 2021

1. Introduction

- 1.1 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. Lives are affected and their ability to attend and attain at school is reduced. Their emotional health and wellbeing is often compromised and this impacts on their success in adulthood and their ability to parent in the future¹.
- 1.2 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. Its relationship to other forms of child abuse is significant and for some, the impact of neglect upon their development can have serious consequences as they grow older, particularly in terms of their vulnerability to further abuse and exploitation.
- 1.3 Neglect is a key priority of the BSCB. Its importance is reflected through the significant activity already undertaken in responding to this issue and the sharp focus applied by the BSCB and partner agencies in ensuring coordinated, early and effective intervention is taking place in this area. Examples of local work undertaken by the partnership to tackle neglect include:
- Neglect being consistently prioritised into single and multi-agency training programmes available to the children’s workforce in Bromley.
 - Threshold tools revised and a strong drive across the Borough to ensure everyone knows what to do if they are worried about children.
 - The implementation of action plans and the delivery of learning events, case reviews and audits involving neglect.
 - The BSCB prioritising neglect and disseminating and embedding lessons from multi-agency case audits.
 - The BSCB multi-agency escalation policy.
 - Ensuring a focusing upon the importance of a Think Family approach.
 - The BSCB regularly reinforcing the necessity of home visiting and the need for children and young people to be seen, heard and helped – reflected through Bromley’s MASH processes and a commitment, when in doubt to “go look” visits, engaging other professionals to check on a child’s circumstances.
 - Increased alertness of practitioners by recognising that neglect is not isolated to low income families – raising awareness of “neglect by affluence”. Addressed in the 2017 BSCB Safeguarding Conference.
- 1.4 Building upon the work to date, this strategy presents a roadmap for the future towards which all local professionals can work. It focuses on the following priorities:
- **Knowing our Problem, Knowing our Response**
 - **Strong Leadership and Partnership**
 - **Effective Recognition, Assessment and Support**

¹ Taylor and Bridge 2005

2. Purpose of the strategy

- 2.1 The overarching aim of the BSCB Multi-Agency Neglect Strategy is to promote the welfare of children and young people and to improve their outcomes. The strategy itself outlines the vision and guiding principles of the BSCB, with its narrative aiming to galvanise the focus of partners on realising the strategic vision of the BSCB across Bromley.
- 2.2 The strategy's accompanying action plans identify priority areas of work that take account of both local context and the findings from Ofsted's SIF in 2016 and a range of their thematic inspections of neglect².
- 2.3 It is important to note that the multi-agency partnership is not starting from scratch in responding to this issue. There is some evidence highlighting how neglect has been and continues to be successfully addressed by professionals across a range of agencies.

3. Vision for Bromley

- 3.1 **Committed and trained professionals from a range of agencies have a shared understanding about the complexity of neglect. Supported by robust management oversight and effective supervision, professionals recognise neglect early and effectively respond to help and protect children and young people.**
- 3.2 Neglect by its nature is complex and difficult to address. Because of this, it is absolutely vital that practitioners from all agencies get the basics right and get them right every time. The context of our local learning on cases of neglect reflects this importance and as such, the BSCB vision for this strategy is aligned to reinforcing the importance of these fundamental tenets of practice:

Share Information

Assess and Analyse Risk

Focus on the Child (and Think Family)

Evidence decisions and use evidence to inform them and

Record their work accurately

If in doubt, professionals will "go look" and make sure that they, or another professional visits the child or young person at home

4. Principles

- 4.1 Children being neglected, or at risk of being neglected, need to be **seen, heard and helped**.
- **Seen**; in the context of their lives at home, friendship circles, health, education and public spaces (including social media).
 - **Heard**; to effectively protect children and young people, professionals need to take time to hear what children are saying and put themselves in the child or young person's shoes and think about what their life might truly be like.

² In the child's time: professional responses to neglect (March 2014) Reference no: 140059
<http://www.ofsted.gov.uk/resources/childs-time-professional-responses-neglect>

- **Helped;** by remaining professionally curious and by implementing effective and imaginative solutions that help children and young people. Professionals should give parents and families clear information in relation to expectations and improvements.

5. What is Neglect?

5.1 Neglect is defined in [Working Together to Safeguard Children 2015](#) as "the persistent failure to meet a child's basic physical, emotional and/or psychological needs, likely to result in the serious impairment of the child's health or development. Neglect may occur during pregnancy as a result of maternal substance abuse. When the child is born, neglect may involve the parents or carers failing to:

- Provide adequate food, clothing and shelter (including exclusion from home or abandonment);
- Protect the child from physical and emotional harm or danger;
- Ensure adequate supervision (including the use of inadequate care-givers); or
- Ensure access to appropriate medical care or treatment;
- Ensure child receives a suitable education
- It may also include neglect of, or unresponsiveness to, a child's basic emotional needs.

5.2 Neglect is characterised by the absence of a relationship of care between the parent/carer and the child and the failure of the parent/carer to prioritise the needs of their child. It can occur at any stage of childhood, including the teenage years".

5.3 Neglect can be defined from the perspective of a child's right not to be subject to inhumane or degrading treatment, for example in the European Convention on Human Rights, Article 3 and the United Nations Convention on the Rights of the Child (UNCRC), Article 19.

5.4 **The impact of neglect of children is often accumulative, advancing gradually and imperceptibly and therefore there is a risk that agencies do not intervene early enough to prevent harm.**

5.5 It is common for evidence of neglect to present through signs and symptoms which may be noticed by different agencies in relation to different children in the family at different points in time. Agencies need to feel confident in the recognising and the naming of neglect. It is important that all agencies, Health, schools /Education, Police, Probation, Housing, Voluntary and Community Organisations identify emerging problems and potential unmet needs and seek to address them as early as possible. It is equally important that practitioners are alert to the danger of drift and 'start again' syndrome

6. Risk Factors

6.1 A number of factors increase the likelihood of neglect in some families. Vulnerable families may have a combination of the following risk factors:

Child risk factors	Parental risk factors	Wider Risk Factors
Disability Behavioural problems Chronic ill health	Poor Mental Health (especially maternal mental health difficulties) Substance Misuse Domestic Violence and Abuse	Poverty Unemployment Poor social support

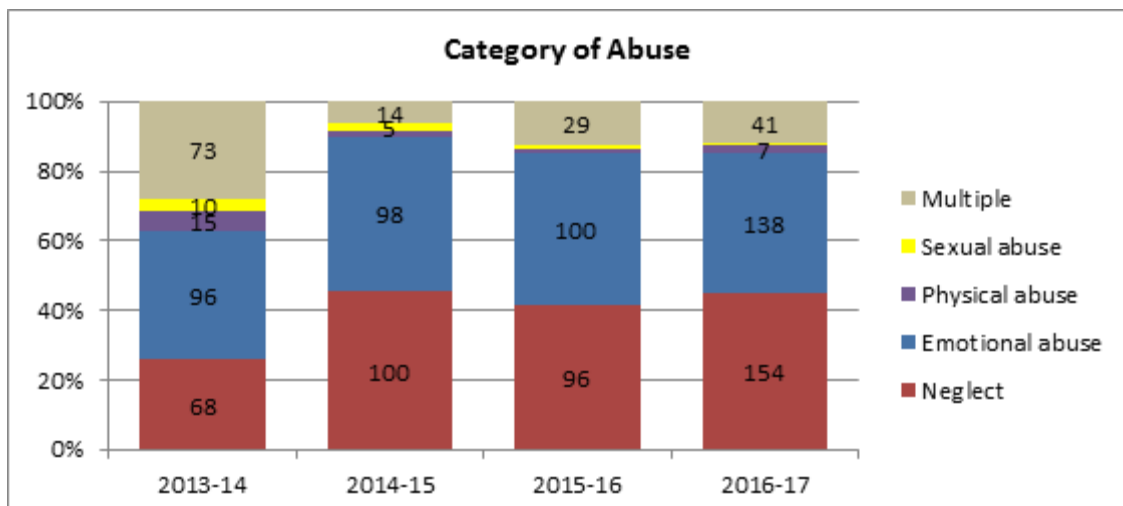
	Learning Difficulties Lack of experience of positive parenting in childhood Emotionally unavailable/detached parents	
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6.2 Whilst poverty is a recognised feature, not all the above risk factors are exclusive to children and young people living in poor households. Professionals must remain alert to neglect by affluence.

7. Context is key – Neglect Profile Snapshot

7.1 The BSCB is committed to ensuring the local contexts in Bromley remain key to the understanding of the prevalence and types of neglect across the Borough.

- 1 in 10 children have experienced neglect**
 Source: Radford, L. et al (2011) Child abuse and neglect in the UK today.
- Over 24,300 children were identified as needing protection from neglect last year**
 Source: Child protection plan statistics for England and child protection register statistics for Northern Ireland, Scotland and Wales (2015)
- Neglect is a factor in 60% of serious case reviews and Domestic abuse, mental ill health and/or substance misuse were common in households where children were neglected**
 Source: Brandon, M. et al. (2013) Neglect and serious case reviews: a report from the university of East Anglia commissioned by NSPCC.
- Neglect is the most common reason for taking child protection action**
 Source: NSPCC (2015) How safe are our children? 2015 Indicators 8 and 14.
- In London Borough of Bromley in 2016-17, the highest category of abuse for CPP was Neglect (154 cases equating to 45%)**
 Source: LBB Children Social Care statutory return 2017
- 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:**



8. Strategic Priorities

- 8.1 Given the interface of neglect with other harm and abuse, the BSCB understands the need to place this strategy in the context of other plans that influence the safety and wellbeing of children and young people and that its implementation must involve continued engagement with relevant groups representing local communities across both areas.
- 8.2 This includes being explicit about the impact of neglect in creating the vulnerabilities that make children and young people more susceptible to exploitation, whether this be related to sexual exploitation, radicalisation or gang involvement.
- 8.3 It is essential that neglect continues to form part of the ongoing dialogue and scrutiny at key strategic forums and that everyone is playing their part in dealing with this issue. It is also essential that the response to neglect is seen as one providing **early help to children and young people - early help in the sense that dealing with neglect swiftly and effectively prevents the life limiting consequences that result from growing up in such an environment.**
- 8.4 In its 2014 report into a number of thematic inspections (*In the Child's Time: Professional Responses to Neglect*), Ofsted identified that "the pervasive and long-term cumulative impact of neglect on the well-being of children of all ages is well documented". Findings from both inspections and research highlight the following areas as being key components to a successful, multi-agency response to neglect.
- **Early recognition**
 - **Robust management oversight and supervision**
 - **Specialist training**
 - **Acknowledgement of complexity**
 - **Effective and timely professional responses both for help and protection**
- 8.5 The following strategic priorities, informed by the above factors and local learning, provide the focus for further developing the local arrangements and responses to neglect. BSCB action plans will be informed and focused by this strategy.

Priority 1: Knowing our problem, knowing our response

To continue to improve our understanding about the quality of the response to neglect in the London Borough of Bromley.

The focus of this strategic priority is to ensure that all professionals in the London Borough of Bromley have an understanding of their local picture of neglect and, that there is a common understanding of neglect and the thresholds of intervention.

- Partners will have an overview of the prevalence and type of neglect affecting children and young people in their local area.
- Professionals who come into contact with children and young people will have relevant knowledge and a common understanding of neglect between and within agencies, as this is crucial to allow effective identification and a common language

- There will be an understanding of each agency's thresholds for action – which will allow effective and meaningful challenge (and **escalation** as appropriate) concerning cases of neglect.

Priority 2: Strong Leadership and Partnership

To secure collective commitment to addressing neglect across all partner agencies and to demonstrate effective leadership in driving forward the appropriate systems, culture and process changes required.

The focus of this strategic priority is a recognition of the need for all organisations to show leadership and commitment to identifying and responding to neglect, to promote a culture that encourages professional curiosity, challenge and appropriate escalation of concerns. This commitment is required from all levels and all agencies including those who are in the housing and environmental services.

- Leaders will ensure their staff have a **shared understanding** of neglect and know **what to do if they are worried** about a child and how to **escalate concerns**.
- Early identification and the effective response to neglect will remain a **priority** across all organisations, both statutory and non-statutory.
- Leaders will support **effective joint working between adult and children services** and across relevant strategic Boards; supporting a clear local partnership response to neglect that Thinks Family.
- Leaders will drive the importance of the professional network talking with each other and **sharing information** appropriately in order to tackle neglect effectively.
- Leaders will ensure their staff are **sufficiently trained** (both single and multi-agency training) to recognise and tackle neglect and are particularly alert to the risks arising for children with **special needs and disabilities**
- **Relevant developments in service provision are promoted** and clear for practitioners on a multi-agency basis

Priority 3: Effective recognition, assessment and support

To improve the recognition, assessment and response to children and young people living in neglect, before statutory intervention is required, including the appropriate use of assessment tools and to empower families to respond to children's needs

Through a focus on this priority, it is intended that there is early recognition of neglect, robust management oversight and supervision of practitioners and effective and timely responses both for help and protection.

Early Recognition of Neglect

- Neglect is identified and **named as a concern** by professionals at the earliest opportunity. Professionals know who to contact, and know what will be done in response. This is supported through robust awareness raising and regular training provided by the BSCB, to partner agencies.
- All professionals **"Think Family"** and are alert to the risk of children being neglected through exposure to domestic abuse, parental substance misuse, adult mental health and learning difficulties.
- Staff do not normalise neglect because of poverty.

- There is greater awareness of “**Neglect by Affluence**”.
- **Early Help** services effectively assess and provide timely, robust multi-agency services to prevent problems getting worse with less children and young people being brought up in households suffering from neglect.

Robust management oversight and supervision

- All professionals receive **effective supervision** to help them test, challenge and reflect upon their analysis of risk to children and young people; particularly in the context of neglect and the cumulative indicators of harm.
- Professionals **challenge each other and escalate** as appropriate when there are professional differences.

Effective and timely professional responses both for help and protection

- All professionals are intently **curious** about family circumstances and undertake or facilitate **home visits** to check on children and young people at home. **“If in doubt, go look”**
- There is effective collaboration and **information sharing**.
- **Hard to engage parents** do not prevent effective intervention with the child or young person.
- All services consider/research **historical information** to inform the present position.
- Professionals are able to identify and address vulnerabilities associated with neglect and **build up families’ ability to sustain change**.
- There are clear processes and mechanisms to enable practitioners to **assess and identify risk**.
- Where **neglect themed assessment tools** are used by agencies – these are aligned to the Bromley Threshold of Need document.

The **BSCB Neglect Toolbox** contains links to existing evidence-based assessment and identification tools, a simple chronology, and links to useful information from leading organisations on child neglect. Partner agencies within the BSCB partnership will choose which tools will be used by them. The toolbox also contains a list of the neglect indicators from the Bromley Threshold of Need Guidance, which is used by all partners.