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DATE: 2 March 2021

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

Councillor Nicky Dykes (Chairman)
Councillor Judi Ellis (Vice-Chairman)
Councillors Marina Ahmad, Yvonne Bear, Kevin Brooks, Christine Harris,
Neil Reddin FCCA and Will Rowlands

Church Representatives with Voting Rights
Reverend Roger Bristow and Joan McConnell

Parent Governor Members with Voting Rights
Emmanuel Arbenser, Vacancy and Vacancy,

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

A meeting of the Children, Education and Families PDS Committee will be held
Committee Rooms, Bromley Civic Centre on **WEDNESDAY 10 MARCH 2021 AT
6.30 PM**

**PLEASE NOTE: This is a 'virtual meeting' and members of the press and public
can see and hear the Sub-Committee by visiting the following page on the
Council's website: –**

<https://www.bromley.gov.uk/councilmeetingslive>

Live streaming will commence shortly before the meeting starts.

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**

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 PDS COMMITTEE MEETING HELD ON 26 JANUARY 2021 (Pages 5 - 16)

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

In accordance with the Council's Constitution, questions that are not specific to reports on the agenda must have been received in writing 10 working days before the date of the meeting.

Questions specifically on reports on the agenda should be received within two working days of the normal publication date of the agenda. Please ensure that questions specifically on reports on the agenda are received by the Democratic Services Team by **5pm on Thursday 4th March 2021.**

a QUESTIONS FOR THE CHAIRMAN OF THE CHILDREN EDUCATION AND FAMILIES PDS COMMITTEE

b QUESTIONS FOR THE CHILDREN, EDUCATION AND FAMILIES PORTFOLIO HOLDER

5 MATTERS OUTSTANDING AND WORK PROGRAMME (Pages 17 - 22)

HOLDING THE PORTFOLIO HOLDER TO ACCOUNT

6 PORTFOLIO HOLDER UPDATE

7 CHILDREN, EDUCATION AND FAMILIES PORTFOLIO PLAN 2018 TO 2022 UPDATE - QUARTER 3 2020/21 (Pages 23 - 42)

8 PRE DECISION SCRUTINY OF DECISIONS FOR THE CHILDREN, EDUCATION & FAMILIES PORTFOLIO HOLDER

a BUDGET MONITORING 2020/21 (Pages 43 - 56)

b CAPITAL PROGRAMME 2021/21 Q.3 (Pages 57 - 64)

- c **PROCEEDING TO PROCUREMENT (GATEWAY 0) FAMILY DRUG AND ALCOHOL COURT SERVICE (FDAC) (Pages 65 - 76)**

HOLDING THE EXECUTIVE TO ACCOUNT

9 PRE DECISION SCRUTINY OF EXECUTIVE REPORTS

- a **BASIC NEED/CAPITAL PROGRAMME (Pages 77 - 106)**
- b **AWARD OF CONTRACT TO BLOOM PROCUREMENT LTD FOR THE PROVISION OF SPECIALIST RESOURCES (Pages 107 - 114)**

POLICY DEVELOPMENT AND OTHER ITEMS

- 10 LOCAL AUTHORITY DESIGNATED OFFICER ANNUAL REPORT 2019/20 (Pages 115 - 132)**
- 11 INDEPENDENT REVIEWING OFFICER ANNUAL REPORT 2019-20 (Pages 133 - 168)**
- 12 CORPORATE PARENTING ANNUAL REPORT 2019-20 (Pages 169 - 204)**
- 13 CHILDREN EDUCATION AND FAMILIES CONTRACTS REPORT AND DATABASE (Pages 205 - 214)**
- 14 SCRUTINY OF THE CHILDREN AND FAMILIES SENIOR LEADERSHIP TEAM**
- 15 CHILDREN EDUCATION AND FAMILIES PERFORMANCE REPORT (Pages 215 - 224)**
- 16 ANNUAL SCRUTINY REPORT (TO FOLLOW)**
- 17 EDUCATION INFORMATION ITEMS**

The items comprise:

- Risk Register Update

Members and Co-opted Members have been provided with advance copies of the briefing via e-mail. The briefing is also available on the Council's Website at the following link: <http://cds.bromley.gov.uk/ieListMeetings.aspx?CId=559&Year=0>

PART 2 (CLOSED) AGENDA

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

The Chairman to move that the Press and public be excluded during consideration of the items of business listed below as it is likely in view of the

nature of the business to be transacted or the nature of the proceedings that if members of the Press and public were present there would be disclosure to them of exempt information.

Items of Business	Schedule 12A Description
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- | | | |
|-----------|--|---|
| 19 | PRE DECISION SCRUTINY OF PART 2 DECISIONS FOR THE CHILDREN, EDUCATION & FAMILIES PORTFOLIO HOLDER | |
| a | POST COMPLETION REVIEW REPORT - EDUCATION CAPITAL SCHEMES (Pages 225 - 246) | Information relating to the financial or business affairs of any particular person (including the authority holding that information) |
| 20 | PART 2 POLICY DEVELOPMENT AND OTHER ITEMS | |
| a | PART 2 CHILDREN EDUCATION AND FAMILIES CONTRACTS REPORT AND DATABASE (Pages 247 - 256) | Information relating to the financial or business affairs of any particular person (including the authority holding that information) |
| b | PART 2 CHILDREN EDUCATION AND FAMILIES PERFORMANCE REPORT (Pages 257 - 264) | Information relating to any individual. |
| c | PART 2 LOCAL AUTHORITY DESIGNATED OFFICER REPORT (Pages 265 - 270) | Information relating to any individual. |

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CHILDREN, EDUCATION AND FAMILIES PDS COMMITTEE

Minutes of the meeting held at 6.30 pm on 26 January 2021

Present:

Councillor Nicky Dykes (Chairman)
Councillor Judi Ellis (Vice-Chairman)
Councillors Marina Ahmad, Yvonne Bear, Kevin Brooks,
Robert Evans, Christine Harris and Neil Reddin FCCA

Reverend Roger Bristow
Emmanuel Arbenser
Angela Leeves

Also Present:

Councillor Peter Fortune, Portfolio Holder for Children, Education &
Families
Councillor Kieran Terry, Executive Assistant for Children, Education &
Families

34 APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTE MEMBERS

Apologies were received from Councillor Will Rowlands and Mrs Joan Mc Connell.

35 DECLARATIONS OF INTEREST

There were no additional declarations of interest.

36 MINUTES OF THE EDUCATION, CHILDREN & FAMILIES PDS COMMITTEE MEETING HELD ON 10 NOVEMBER 2020

The minutes of the meeting held on 10 November 2020 were agreed, and signed as a correct record.

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

A total of 6 questions had been received and these are attached at Annex A.

38 MATTERS OUTSTANDING AND WORK PROGRAMME **Report CSD21015**

The report set out progress on matters outstanding from the last meeting and the Committee's work programme from the remaining meetings for the 2020/21 municipal year.

Members noted that at the next meeting there would be a Panel Question and Answer session with the Children, Education and Families Senior Leadership Team, comprising – The Director of Children's Services, the Director of Education, the Assistant Director of Children's Social Care, the Assistant Director of Strategy, Performance and Corporate Transformation, and the Head of Children's Services Finance.

The Chairman reported that the Budget Task and Finish Group had held a further meeting recommendations from which had fed into the Budget Sub-Committee meeting on 19 January 2021. Recommendations from the Budget Sub-Committee would be drafted by the Chairman and the Vice-Chairman and forwarded to the Executive for consideration.

In relation to Youth Engagement, the Chairman reported that she and the Vice-Chairman had attended a very good meeting with Bromley Living in Care Council (LINCC) and Bromley Youth Council to hear the thoughts of young people in the Borough concerning some of the items for consideration on the Committee's agenda.

RESOLVED: That the report be noted.

39 PORTFOLIO HOLDER UPDATE

The Portfolio Holder for Children, Education and Families, Cllr Peter Fortune, attended the meeting to respond to questions from the Committee. The Portfolio Holder gave a brief introduction highlighting the following issues:-

- Over Christmas the latest lockdown was imposed and very late in the day notification was given that schools would not be reopening to all children in January. The Portfolio Holder stressed the importance of recognising that schools were not currently closed, teachers were working, children were learning and children from critical worker families and vulnerable families were in school. Rather than being closed schools were working differently at the moment.
- The restrictions placed on school attendance had presented challenges for the Local Authority. Schools had been supported with the roll out of meal vouchers and with re-opening in January – albeit in a different way – and support with remote online learning was also put in place.
- for the majority of schools are accessing the national food voucher programme and the Committee noted that Bromley had not experienced issues with the quality of food parcels experienced by some other areas and reported in the national media.

- Conversations had taken place with schools to ensure that there was sufficient IT equipment in place.
- Four key issues had emerged in the past four weeks:
 - Early Years – there had been some concern around Early Years settings remaining open. Settings had sought reassurance about safety. Communications with the settings had been maintained and conversations took place with MPs who had asked conversations of the Minister. Locally support was provided to Early Years providers to ensure that if they had to close there were no ramifications.
 - Critical Worker Children – in some provisions the numbers had certainly been higher than in “Lockdown 1”. Local school leaders were having conversations with parents and the Local Authority where there were areas of concern and monitoring would continue.
 - Teacher Testing – the Local Authority has written to schools and Early Years to confirm that testing was available in the Borough and teachers would be supported to access testing where necessary.
 - Exams – DfE had confirmed that it would consult on what would happen with the summer exams and the consultation had started last week.
- Communication was key and the Local Authority was working hard to maintain communication with all school leaders, providers, vulnerable families, and MPs. Weekly updates for Councillors had been reinstated and these provided the local context and could be more widely shared where necessary.
- Excellent work on the Domestic Violence agenda had been undertaken and the Portfolio Holder had attended a workshop delivered by ‘Drive’.
- The Corporate Parenting Board continued to meet.
- The Ofsted Annual Conversation had taken place and excellent feedback received.

The Portfolio Holder concluded his update by recognising the extraordinary commitment and dedication demonstrated by staff. Every single member of staff had been focused on ensuring that children and young people were safe.

Cllr Fortune then responded to questions making the following comments:-

- In terms of the provision of IT equipment for home learning, the Local Authority had been actively reaching out to schools and colleges. Where reports of families requiring help with technology were received the Local Authority had been responding and using the full extent of the powers it had. The Committee noted that over 700 devices had been issued and the Local Authority was working with schools to enable them to order additional laptops direct from the DfE where necessary.
- It was important to recognise the heroic efforts of teachers. Teachers were teaching, although differently. Additionally, it was also important to recognise that they had been required to quickly adapt to different ways of teaching. Teachers were currently doing more work and working longer hours than normal in order to deliver an online curriculum.

- Conversations had started around the educational gap that would be an inevitable consequence of the Lockdown. The Local Authority would continue to think about working with partners and the various agencies to ensure that everything possible was done to close progress gaps.
- There was an expectation that additional funding for Schools post lockdown would come forward, however the situation remained very fluid and confirmation of additional funding had not yet been received.
- Referrals to the MASH (Multi Agency Safeguarding Hub) had increased by 24%. Unsurprisingly during a lockdown situation, domestic violence remained the predominant issue although there was a broad spectrum of reasons for referral into the service.

The Committee thanked the Portfolio Holder for the update and extended its thanks to staff for their commitment and dedication.

**A PERFORMANCE REPORTING - CHILDREN'S SCRUTINY
DATASET
Report CEF20040A**

The report provided the regular update on the performance of services for children. The performance index provided in appendix one of the report was as at the end of October 2020.

The Committee noted that whilst the impact of the Covid-19 pandemic was visible across the Performance Report there remained a number of positive outcomes that had been achieved.

There remained challenges arising from Covid around some of the indicators and mitigations had been put in place. Performance across the Portfolio continued to be closely monitored.

In response to a question around the percentage of care leavers who were in Education, Training or Employment (EET), the Committee noted that there was an inevitable impact arising from the Covid pandemic and the reality was that it was likely that further increases in those classified as NEET (not in education, employment or training) would be seen. It had been predicted that this would happen and consequently the Head of Children Looked After (CLA) and Care Leavers had developed an EET Strategy. The Local Authority was working with the Department for Work and Pensions (DWP) and in addition to this a Panel had been established to review and offer individualised support to any young person at risk of becoming NEET.

The 6-week 'New Beginnings' programme also appeared to be having a positive impact and the Committee would be provided with more information about this initiative in the CLA Update presented to the next meeting.

The Chairman recognised the improvement that had been made in relation to the timeliness of Education, Health and Care Plans and congratulated the Team on the progress that had been made.

RESOLVED: That the report be noted.

**40 PRE DECISION SCRUTINY OF REPORTS FOR CONSIDERATION
BY THE PORTFOLIO HOLDER FOR CHILDREN, EDUCATION AND
FAMILIES**

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

**A AN INTERGENERATIONAL DOMESTIC VIOLENCE AND ABUSE
STRATEGY FOR 2021-2024 'MAKING DOMESTIC ABUSE
EVERYONE'S BUSINESS'**

The previous Violence Against Women and Girls (VAWG) Strategy 2016-19 had expired and a new wider and more comprehensive strategy had now been developed and designed to encompass the full remit of domestic violence and abuse. Domestic abuse crosses the whole Borough, all communities, all ages, and all socio-economic groups. The new strategy had been developed to address this and challenged all partners to work together to tackle this. The new strategy, An Intergenerational Domestic Violence and Abuse Strategy For 2021-2024 'Making Domestic Abuse Everyone's Business' demonstrated Bromley's commitment to tackling perpetrators and supporting both victims and survivors of domestic abuse in its widest sense and invited partners to join the public demonstration of this commitment.

The Head of Early Intervention and Family Support introduced the new Strategy. The Strategy had been developed as a useful training tool in addition to a statement as to where Bromley was and its direction of travel.

The Head of Early Intervention drew the Committee's attention to the Bromley Commitment to Tackling Domestic Violence to which Bromley Council and the Police had signed up. As other partners signed up to the Commitment the document would be refreshed to reflect this partnership-wide approach. All partner agencies were being encouraged to sign up to the Commitment.

The Committee noted that the Sanctuary Scheme across Bromley had been reintroduced. The scheme enabled victims to remain safely in their own home through the provision of additional security.

The Drive Scheme was a new perpetrator intervention programme. The Committee noted that whilst Bromley had fewer perpetrators of domestic abuse than neighbouring boroughs such as Croydon, Bromley's perpetrators were of a higher harm level. The Drive programme was intended to tackle specifically this issue of high harm perpetrators of domestic abuse with the aim being to reduce the numbers of such domestic abuse incidents by tackling the source of the problem. In response to a question, the Committee heard that the Drive Programme had been piloted across the Country and the closest pilot to Bromley had been Croydon. The Drive Scheme was now being rolled out across the BCU (Basic Command Unit – i.e. Bromley,

Croydon and Sutton). Where the pilots had been conducted there had been an 82% reduction in the extent of the harm inflicted on victims. Members of the Committee were invited to attend the strategic launch of the programme with details of the launch to be provided following the meeting.

Members noted that there had been a significant increase in the number of incidents of domestic abuse. The Head of Early Intervention and Family Support reported that the total number of referrals into the service last year had been 466. So far this year (quarters 1, 2 and 3) the referral rate was at 700. This demonstrated the timely nature of the production of an intergenerational domestic violence strategy which would be promoted across the strategic partnership.

The Committee noted that Domestic Abuse Awareness training was open to all Councillors and staff. Details of training could also be sent to local MPs. Members noted that efforts were currently underway to identify a provider who could deliver online training.

In response to a question, the Head of Early Intervention and Family Support confirmed that colleagues in Adult Social Care, the previous Chairman of the Adult Safeguarding Board and colleagues in Trading Standards had also been involved in the development of the Strategy to ensure that it addressed the issue of domestic violence against elderly people. In addition, colleagues across the wider workforce were also invited to contribute via a number of existing Committees and Boards; the DVA VAWG Strategic Board, the DVA VAWG Operational Forum, the Safer Bromley Partnership, the Health and Wellbeing Board, and the Bromley Safeguarding Children's Partnership.

RESOLVED: That

- 1. The Portfolio Holder be recommended to note, endorse and approve the promotion of the new intergenerational Domestic Violence and Abuse Strategy for 2021-2024 "Making Domestic Abuse Everyone's Business"; and**
- 2. Partners be encouraged to come forward and commit to the delivery of the Domestic Violence Strategy.**

41 UPDATE FROM EARLY INTERVENTION SERVICE AND BROMLEY CHILDREN PROJECT

The report set out the work of Early Intervention and Family Support and the services provided to families during COVID since 1 April 2020.

The Head of Early Intervention and Family Support provided a brief introduction highlighting a pleasing milestone – the Facebook page for the Service had now attracted over 1000 followers. The Team had worked very hard to reach this milestone and was rightly proud of its achievement. The Committee also noted that the new website for the SEND Information Advice and Support Service would go live later in the week.

In response to a question concerning whether any of the adaptations that had been made in response to Covid would become permanent, the Head of Early Intervention and Family Support reported that it had been pleasing to see an increase in the number of couples attending parenting courses together. These courses sometimes presented childcare issues for parents however the move to virtual provision had reduced some of these challenges. The Service was now looking at ways to provide both physical courses and a virtual presence in order to maintain these increased levels of participation.

The Chairman thanked the Head of Early Intervention and Family Support noting that the report clearly set out the vast amount of work undertaken by the Team and the adaptations that had been made in response to Covid.

RESOLVED: That the Portfolio Holder be recommended to note the report.

42 YOUTH OFFENDING SERVICE UPDATE **Report CEF20035**

The report provided an update on the work of Bromley Youth Offending Service (YOS) since January 2020, including the management of the service during the pandemic and the performance and other work of the service.

The Head of the Youth Offending Service introduced the report highlighting that throughout the Covid pandemic service delivery had been maintained from the Office as well as exploration of different virtual platforms for conducting supervision with young people. There was evidence of stronger engagement through these digital platforms. The Service had conducted a survey of young people to get a sense of their experiences and overwhelmingly young people had reported that they liked engaging with the virtual meetings with safety featuring highly as a reason for this. Members noted that there had also been a good level of engagement with parents and good performance had been maintained.

Reoffending rates were low although this was a volatile measure and changes were likely when data was next reported. Members noted that young people could reoffend for a variety of reasons. The number of children in custody had increased significantly although Members were reminded that the percentage increases were skewed by the small numbers involved.

The Committee noted that the Service had published a three-year Youth Justice Strategy which set out the ambition for children and young people. The Service was working to the Youth Justice Board Guidance around 'child first, offender second'. The strong focus on practice had continued and the workforce had been stable and committed over the last 12 months. Members noted that an inspection of the Youth Offending Service was expected, and staff were working hard to deliver a positive outcome.

In response to a question, the Head of the YOS explained that the category for 'Violent Offences' was very wide and included minor assaults as well as

very serious assaults. Members noted that the Service had seen an increase in some very serious offences committed by young people not previously known to children's social care with the pandemic also having an impact. There were delays coming through the system and often the YOS was not provided with information until children and young people were in court.

The Committee noted that there were currently 13 children looked after within the YOS. As well as having an allocated social worker the young person was also given a YOS social worker and joint meetings were held in an effort to holistically work with the young person.

In relation to safeguarding, emotional welling and gang affiliation, the Head of the YOS reported that issues were tracked and monitored through the MEGA (Multi Agency Exploitation and Gang Affiliation) Panel with lots of good work being undertaken. Members noted that the YOS was proud of the Health Team in place (including a clinical psychologist, school nurse and speech and language therapy) who worked with children and young people, particularly those who had experienced trauma. In addition, the wider CAMHS delivered through Bromley Wellbeing could also support children and young people where necessary.

RESOLVED: That the Portfolio Holder be recommended to endorse the Annual Report.

43 ADOPTION ANNUAL REPORT 2019/20
Report CEF20036

The report provided Members with an overview of the work of the Adoption service in compliance with legislation. Members noted that whilst still accountable for its children, in July 2019, Bromley had moved over to the Regional Adoption Agency.

The Committee heard that the Adoption Team was doing a lot of work and had continued to place children with permeant families throughout periods of lockdown. Following the first lockdown the Adoption Service had seen an increase in the number of post adoption requests it received. In addition, family finding continued with the Service processing 10 Adoption Orders this year.

In response to a question, the Adoption Group Manager confirmed that the Service only had one child waiting and was currently family finding with access to a large pool of adopters through the Regional Adoption Agency. Recruitment and assessment of adopters was managed through the Regional Adoption Agency and there were currently 79 adopters available.

Members noted the high levels of performance within the service and thanked the Group Manager and her Team for the enthusiasm and passion that had been shown and all the good work that continued.

RESOLVED: That the Portfolio Holder be recommended to endorse the Annual Report.

**44 PRIVATE FOSTERING ANNUAL REPORT 2019/20
Report CEF21039**

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

The Committee noted that there had been a significant (but understandable) reduction in the number of notifications from Independent Schools. Members further noted that there was a well resources training provision and training was currently being provided online on a quarterly basis.

The Director of Children's Services highlighted the recognition that had been received from Ofsted for the inclusion of Private Fostering in the Local Authority's Self-Evaluation.

RESOLVED: That the Portfolio Holder be recommended to endorse the Annual Report.

**45 VIRTUAL SCHOOL ANNUAL REPORT 2019/20 ANNUAL REPORT
Report CEF20037**

The report provided the regular update on the performance of the Virtual School for children in care and children previously in care currently adopted or cared for under a Special Guardianship Order.

The Head Teacher of the Bromley Virtual Scholl introduced the report explaining that she had taken up post at the end of August 2020. Within the report there were some strong highlights including personal education planning, strong educational outcomes for children looked after including good GCSE outcomes and other vocational qualifications, and pleasing post-16 work with 22 care leavers accessing higher education.

In relation to the response to Covid and the impact of the first lockdown, the Committee heard that it had been a challenging time as the usual attendance data from schools had not been available. Consequently, the Team worked very hard, making weekly phone calls to check wellbeing and to ensure that young people had the support and IT equipment that they needed and that where necessary schools were challenged and foster carers were supported in relation to home learning.

In the Autumn Term attendance monitoring resumed and data was checked every day. Where a child was off school due to isolating the Team contacted the foster carer to ensure that the necessary equipment and learning was in place for the period of isolation. In the Autumn Term there were 69 pupils with at least one day's absence. In these circumstances a lot of one to one

online tuition was to put in place to ensure that the children looked after were not disadvantaged. This term, where appropriate looked after children needed to be considered for a place at school. Risk assessments were undertaken to ensure that the right decisions were taken in each individual case. In the first week of lockdown 25% of children looked after were in school and this had now increased to 55%.

The Committee noted the difficult circumstances for all young people currently accessing higher education, noting the even greater challenges faced by children looked after. Members heard that the Service was currently monitoring and tracking closely those young people in higher education. It had been a very difficult time for them and there were certainly issues around isolation with online learning and limited opportunities to socialise with peers. Where necessary support had been provided.

The Committee noted that children and young people could move schools for a variety of reasons and whilst the Service sought to ensure continuity, especially in the GCSE and A-Level years, sometimes changes in schools were unavoidable. Often disruption was caused when a foster carer gave notice on a placement or where there were particular issues with a young person themselves. There were a range of complexities around where children and young people were placed and where it was not possible to maintain continuity of education provision the Service worked with young people to ensure that the transition was as smooth as possible. Members noted that coming out of the Covid pandemic there were likely to be some fragile placements.

RESOLVED That the report be noted.

**46 CONTRACTS REGISTER AND CONTRACTS DATABASE
Report 20042A**

This report presented an extract from November 2020's Contracts Register for detailed scrutiny by PDS Committee. The Contracts Register appended to the 'Part 2' report includes a commentary on each contract to inform Members of any issues or developments.

In relation to Contract 4947 – Domestic Violence Against Women and Girls – Members noted that since the report had been drafted progress had been made and the contact had been extended for a further year.

RESOLVED: That the report be noted.

**47 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.

**The following summaries
refer to matters involving exempt information**

**48 EXEMPT MINUTES OF THE CHILDREN, EDUCATION & FAMILIES
PDS COMMITTEE MEETING HELD ON 10 NOVEMBER 2020**

RESOLVED that the exempt minutes of the Children, Education and Families PDS Committee meeting held on 10 November 2020 be agreed.

49 PART 2 HOLDING THE PORTFOLIO HOLDER TO ACCOUNT

**A PART 2 PERFORMANCE REPORTING - CHILDREN'S SCRUTINY
DATASET
Report CEF20040B**

The Committee noted the Part 2 information contained in the report.

50 PART 2 POLICY DEVELOPMENT AND SCRUTINY

**A PART 2 CONTRACTS REGISTER AND CONTRACTS DATABASE
Report CEF20042B**

The Committee considered and noted the Part 2 commentary relating to the Contracts Register.

The Meeting ended at 8.10 pm

Chairman

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Report No.

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: Children, Education and Families PDS Committee

Date: 10th March 2021

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

Title: **MATTERS OUTSTANDING & WORK PROGRAMME**

Contact Officer: Philippa Gibbs, Democratic Services Officer
Tel: 0208 313 4508 E-mail: Philippa.Gibbs@bromley.gov.uk

Chief Officer: Mark Bowen, Director of Corporate Services

Ward: (All Wards);

1. Reason for report

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

- Monitoring progress against actions arising from previous meetings;
- Developing the 2020/21 Forward Work Programme; and

2. **RECOMMENDATION(S)**

That the PDS Committee reviews and comments on:

1. Progress on matters outstanding from previous meetings; and
2. The 2020/21 work programme, indicating any changes or particular issues that it wishes to scrutinise for the year ahead.

Impact on Vulnerable Adults and Children

1. Summary of Impact: None
-

Corporate Policy

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

Financial

1. Cost of proposal: No Cost
 2. Ongoing costs: Not Applicable
 3. Budget head/performance centre: Democratic Services
 4. Total current budget for this head: £350,650
 5. Source of funding: 2018/19 Revenue Budget
-

Personnel

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

Legal

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

Procurement

1. Summary of Procurement Implications: N/A
-

Customer Impact

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

Ward Councillor Views

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

Non-Applicable Sections:	Impact on Vulnerable People and Children/Policy/Financial/Legal/Personnel/Procurement
Background Documents: (Access via Contact Officer)	Minutes of previous meetings

3. COMMENTARY

Matters Outstanding from Previous Meetings

- 3.1. There were no outstanding actions from the last meeting.

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 The Committee may wish to consider establishing Task and Finish Groups for specific focused policy development work.
- 3.5 **Appendix 1** sets out the Education, Children and Families PDS Committee Work Programme for 2021/22. The Committee is invited to comment on the proposed schedule and suggest any changes it considers appropriate.
- 3.6 Other reports will be added to the 2021/22 Work Programme as items arise.

Children, Education & Families Work Programme 2021/22

Children, Education & Families PDS Committee		15th June 2021
Item		
Appointment of Co-opted Members		Annual report
Budget Closedown 2020/21	Annual Report	PH Decision
Education Commissioning Plan		PDS Item
Risk Register	Information report	PDS Item
Children Portfolio Plan 2021/22		Holding PH to Account
Spending on Primary, Secondary and Special Schools 2020/21	Information Report	Annual Report
Performance Management 2021/22		Holding PH to Account
Basic Need Update	Information Report	Executive Report
Schools' Forum		24th June 2021
SACRE		7th July 2021
Children, Education & Families PDS Committee		14th September 2021
Item		Status
Budget Monitoring 2021/22		PH Decision
Capital Programme Monitoring 2021/22 Q1		
Annual CEF Compliments & Complaints Report	Annual Report – Item postponed	PDS Item
Performance Management 2021/22	Item postponed	PDS Item
Schools' Forum		16th September 2021
Schools' Forum		4th November 2021
Children, Education & Families PDS Committee		9th November 2021
Item		Status
Bromley Safeguarding Annual Report 2020/21	Annual Report – as per email JG 05.08.2020	PDS Item
Expenditure on Consultants 2020/21 and 2021/22	Referred from ERC PDS	PDS Item
SACRE		1st December 2021
Children, Education & Families Budget Sub-Committee		18th January 2022
Item		Status
Budget Monitoring 2020/21		PH Decision

2021/22 Dedicated Schools Grant	Annual Report	PH Decision
ECF Draft Portfolio Budget 2020/21	Annual Report	PDS Item
Schools' Forum		20th January 2022
Children, Education & Families PDS Committee		25th January 2022
Item		Status
Performance Management 2021/22		PDS Item
Virtual School Annual report 2020/21	Annual Report	PDS Item
Adoption Annual Report 2020/21	Annual Report	PH Decision
Private Fostering Annual Report 2021/21	Annual Report	PH Decision
Youth Offending Service Update	Annual Report	PH Decision
Early Intervention and Family Support Service Update	Annual Report	PH Decision
SACRE		23rd February 2022
Children, Education & Families PDS Committee		15th March 2022
Item		Status
Annual Scrutiny Report 2021/22	Annual Report	PDS Item
Children, Education and Families Portfolio Plan Update		Holding PH to Account
Education Outcomes	Information Report	PDS Item
Risk Register	Information Report	Information Item
Capital Programme 2021/22 Q.3		PH Decision
Budget Monitoring 2021/22 Q.3		PH Decision
Basic Need/Capital Programme		Executive Report
IRO Annual Report	Annual Report	PH Decision
LADO Annual Report	Annual Report	PH Decision
Panel Discussion with the Children's Services SLT	Annual Item	PDS Item
Contracts Activity Report (Part 1 and Part 2)		PDS Item

*Items in italics are tentative

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Agenda Item 7

Report No.
CEF21009

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: CHILDREN, EDUCATION AND FAMILIES POLICY
DEVELOPMENT AND SCUTINY COMMITTEE

Date: Wednesday 10 March 2021

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

Title: CHILDREN, EDUCATION AND FAMILIES PORTFOLIO PLAN
2018 to 2022 UPDATE – Quarter 3 2020/21

Contact Officers: Naheed Chaudhry, Assistant Director Strategy, Performance and Corporate
Transformation

Georgina Sanger, Head of Service, Strategy and Performance
Tel: 020 8461 78939 Email: georgina.sanger@bromley.gov.uk

Chief Officer: Janet Bailey, Interim Director of Children's Services

Ward: N/A

1. Reason for report

1.1 This report presents the Children, Education and Families PDS with the Quarter 3 updates of the Children, Education and Families Portfolio Plan 2018-22.

2. **RECOMMENDATION(S)**

2.1 Members are asked to note the Quarter 3 updates for 2020-21 of the Children, Education and Families Portfolio Plan as detailed in Appendix 1.

Impact on Vulnerable Adults and Children

1. Summary of Impact:
-

Corporate Policy

1. Policy Status: Existing Policy
 2. BBB Priority: Children and Young People Excellent Council Safe Bromley Healthy Bromley
-

Financial

1. Cost of proposal: No cost:
 2. Ongoing costs: Not Applicable:
 3. Budget head/performance centre: Education, Children and Families Portfolio
 4. Total current budget for this head: £
 5. Source of funding:
-

Personnel

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

Legal

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

Procurement

1. Summary of Procurement Implications:
-

Customer Impact

1. Estimated number of users/beneficiaries (current and projected): All vulnerable children and young people within Bromley
-

Ward Councillor Views

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

3. COMMENTARY

Background

- 3.1 The Children, Education and Families Portfolio Plan 2018-22 focuses on delivering the longer-term strategic priorities for children and families in Bromley. The priority outcomes reflected the Building a Better Bromley vision which provided strategic direction for the Council at the time the Portfolio Plan was developed.
- 3.4 This current iteration of the Children, Education and Families Portfolio Plan reflects the progress that has been made during the first 2 years of the Portfolio Plan. It has been aligned with the Council's Transformation Programme.
- 3.2 The Children, Education and Families Portfolio Plan focusses on five priority outcomes:
- Safeguarding
 - Affordable, Decent and Secure Homes
 - Life chances, resilience and wellbeing
 - Supporting and challenging effective multi-agency working
 - Ensuring efficiency and effectiveness
- 3.3 Children, Education and Families PDS Committee is asked to note the Quarter 3 updates for 2020-21 pertaining to the actions and measure of success within each priority of the Children, Education and Families Portfolio Plan. The impact of Covid-19 has been noted.
- 3.5 Children, Education and Families PDS will continue to receive six-monthly updates to the Portfolio Plan giving an overview of progress against the measures of success.

4. IMPACT ON VULNERABLE ADULTS AND CHILDREN

All priorities of the Education, Children and Families Portfolio Plan have regard to the needs of the vulnerable children and young people of Bromley.

5. POLICY IMPLICATIONS

There are no policy implications arising directly from this report. Any policy implications arising from the implementation of the various actions contained within the plan will be reported to the Sub-Committee separately.

6. FINANCIAL IMPLICATIONS

There are no financial implications arising directly from this report. Any financial implications arising from the implementation of the various actions contained within the plan will be reported to the Sub-Committee separately.

7. LEGAL IMPLICATIONS

There are no legal implications arising directly from this report. Any legal implications arising from the implementation of the various actions contained within the plan will be reported to the Sub-Committee separately.

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

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Children, Education and Families

Portfolio Plan for 2020/21

Quarter 3 Update

Priority 1

Safeguarding

Our Ambitions:

The priority aligns to the following *Building a Better Bromley* ambitions:

- For children to grow up, thrive and have the best life chances in families who flourish and are happy to call Bromley home.
- For adults and older people to enjoy fulfilled and successful lives in Bromley, ageing well, retaining independence and making choices.

Strategic links:

This priority has links with the following strategic plans:

- ✓ The Roadmap to Excellence
- ✓ Looked After Children Strategy
- ✓ Care Leavers Strategy
- ✓ SEND Strategy
- ✓ Children and Young People's Plan
- ✓ The Roadmap to Excellence

What are we going to do?

ACTION	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD	UPDATES
1) Raise awareness of children's safeguarding	Multi Agency Safeguarding Training continues to be run by Early Intervention Service on behalf of Children's Social Care. Multi-agency training for partners is undertaken by the Bromley Safeguarding Children Partnership	Training programme published and well attended Annual conferences well attended	April 2022 [AP]	Director Children's Social Care / Independent Chair of Bromley Safeguarding Children's Partnership	MAPE (Multi Agency Partnership Event) is on hold due to COVID. The options for hosting it as a webinar are being considered.
2) Maintain effective oversight of case work impact	A) Implement the Children's Performance Framework	Weekly data delivered Children's Social Care and Education monthly digests delivered	April 2022 [AP]	Assistant Director: Strategy, Performance & Corporate Transformation	A) The Children's Services Performance Framework provides senior management oversight. •Performance Digests for Children Social Care and Education Divisions are refreshed and reviewed where appropriate on an on-going basis. •Reports to support Transformation Board have been developed •COVID-impact has been monitored and reported to the DfE

	B) Implementation of practice reviews as part of Phase 3 'to excellence' plan	Audits completed and recommendations implemented	April 2022 [AP]	Assistant Director Children's Social Care	B) Practice review cycle has continued as has Practice Assurance Stocktakes (PAS) despite COVID-19
3) Implement the Getting to Excellence Improvement Plan	A) Implementation of Getting to Excellence improvement plan	Progress against plan scrutinised by the Practice Improvement Board	April 2022	Assistant Director Children's Social Care	A) Virtual Practice Improvement Board held in December 2020, with quarterly meetings continuing. 'Getting to Excellence' seminars postponed due to COVID-19. Plans are being made for virtual delivery.
	B) Use the Recruitment and Retention Board to create a more stable workforce	Workforce stabilized	April 2021	Director of Human Resources	B) Workforce currently 85% permanent despite COVID-19.
	C) Use of Virtual Reality Headsets for Intervention and Child protection work	Improved relationship between carers/parents and children resulting in greater placement stability	January 2021	Director of Children's Services	C) Project initiated to look at using Virtual Reality headsets currently on hold due to COVID-19

Priority 2

Affordable, decent and secure homes

Our Ambitions:

The priority aligns to the following *Building a Better Bromley* ambitions:

- For children to grow up, thrive and have the best life chances in families who flourish and are happy to call Bromley home.
- For adults and older people to enjoy fulfilled and successful lives in Bromley, ageing well, retaining independence and making choices.
- For people to make their homes in Bromley and for business, enterprise and the third sector to prosper.
- To manage our resources well, individually and collectively, providing efficient and effective services and excellent value for money for Bromley's residents.

Strategic links:

This priority has links with the following strategic plans:

- ✓ Children and Young People's Plan
- ✓ The Roadmap to Excellence
- ✓ Housing Strategy
- ✓ Homelessness Strategy
- ✓ Corporate Parenting Strategy
- ✓ Care Leavers Strategy

What are we going to do?

ACTION	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD	UPDATES
1. Appropriate accommodation for Children in Care and Care Leavers	A) Increase number of in-house foster carers	Children Looked After sufficiency of provision	April 2022 [AP]	Assistant Director Children's Social Care	<p>A) The team have been promoting various types of fostering. Information sessions and training courses for prospective foster carers are held virtually on a regular basis. Seven fostering households have already been approved in this financial year so far with sixteen prospective foster families in assessment.</p> <p>The number of fostering enquires remains steady, with a further 18 new enquiries during November and December.</p>

	B) Increase Staying Put take-up	Effective in-house Fostering offer Increase in Care Leavers	April 2021	Assistant Director Children's Social Care	B) The staying put policy has been re written and relaunched. The service now falls under fostering and benefits from having annual reviews of carers undertaken by QI. All placements are also reviewed at post 18 panel to offer oversight of the arrangements. Strengthened joint working across Care and LCT ensure early identification of potential staying put arrangements and a recent targeted audit has led to improvements in practice around staying out and transition planning
	C) Develop a procurement framework for Care Leavers accommodation, including market analysis	Ensure good quality and suitable accommodation and support Reduction in the average cost of Care Leavers placements	March 2021	Assistant Director Children's Social Care/ Housing	C) We are developing several supported lodging providers. Membership of West London Alliance (WLA) commenced 27/01/2020 with the Semi Independent provision going live on 01/09/2020. An accreditation scheme has been created in order to ensure high quality placements across the Dynamic Purchasing Vehicle.
	D) Children's Placement Project - Increase capacity and accommodation choices related to residential, Independent Fostering Agencies (IFAs) and semi-independent accommodation	Good quality placements that have reduced the residential and IFA budgets	March 2021	Assistant Director of Integrated Commissioning	D) The IFA and residential provision of the 'Community Alliance' went live in February 2020. Fortunately, we have not needed as many placements in the last few months. Those that we have used, we are not yet seeing significant savings. The new Assistant Director for Integrated Commissioning has met the Director Children Services and Assistant Director of Children's Social Care and will be reviewing with the providers in due course. Semi-independent provision is due to go live. The Semi Independent provision

	E) Implementing Transition to Independence priority in Corporate Parenting Board Action Plan	Young people able to sustain independent living	March 2021	Director Housing	<p>went live on 01/09/2020 meaning that all three Dynamic Purchasing Vehicles are now in operation. Four long term pre framework placements were successfully negotiated to move over to Careplace with a combined saving of £50k per annum. We are also now seeing placements made in February meeting the nine month long term discount which will lead to further savings. To date 32 placements have been made via Careplace.</p> <p>There are now 19 Local Authority members of the Alliance with over 250 providers across the three provisions. Engagement with new providers continues in order to maintain a choice of good quality placements.</p> <p>E)</p> <ul style="list-style-type: none"> • Framework in place for Looked After Children. • Review to take place to expand framework for care leavers and young people experiencing homelessness. • Housing division maintains attendance at Corporate Parenting Board.
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Priority 3

Life chances, resilience and wellbeing

Our Ambitions:

The priority aligns to the following *Building a Better Bromley* ambitions:

- For children to grow up, thrive and have the best life chances in families who flourish and are happy to call Bromley home.
- For adults and older people to enjoy fulfilled and successful lives in Bromley, ageing well, retaining independence and making choices.
- To manage our resources well, individually and collectively, providing efficient and effective services and excellent value for money for Bromley's residents.

Strategic links:

This priority has links with the following strategic plans:

- ✓ Health and Wellbeing Strategy
- ✓ Children and Young People's Plan
- ✓ Childcare Sufficiency: Annual Report
- ✓ School Place Planning Strategy
- ✓ Adult Education Community Learning Strategy
- ✓ Education Outcomes for Children in Bromley Schools: Annual Report

What are we going to do?

ACTION	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD	UPDATES
1. Secure sufficient school places	Secure sufficient school places for pupils in Bromley	Sufficient school places to sustain percentage of pupils offered one of their first three preferences Sufficient local provision for children with special educational needs and/or disabilities (SEND)	April 2022 [AP]	Director Education	<ul style="list-style-type: none"> • Continued work on education commissioning with an area-based approach to the delivery of high-quality education provision across all phases. • In depth SEND place planning exercise underway including the commissioning of a specialist model to ensure effective decisions are taken about ensuring provision meets local needs. • We continue to work on the opening of the new KS2-KS4 special free school for September 2023.

					<ul style="list-style-type: none"> • Work continues with DfE on new approved free schools to ensure sufficient secondary provision from 2020 onwards • Sufficiency of placements for CYP with SEND – please refer to priority 4.2
2. Sufficiency for funded childcare	<p>A) Ensure there is sufficient good quality appropriate capacity in the sector to enable 30 hours of funded childcare for two, three and four-year olds of working parents entitled to free provision</p> <p>B) Procure a digital solution to manage and process Early Years funding</p> <p>C) Produce an updated sufficiency report for supply and demand for Early Years childcare places</p>	<p>Take up of targeted childcare for two-year olds</p> <p>Take up of 15 hour and 30 hours funded offer childcare</p>	<p>April 2022 [AP]</p> <p>September 2020</p> <p>June 2020</p>	Director Education	<p>A) Weekly monitoring of take up and unmet demand in progress to inform planning. Early Years Funding providing monthly Covid-19 top-up payments to support providers experiencing lower take-up due to pandemic.</p> <p>B) Roll out of digital solution in progress. Automated monthly payments went live from September 2020 and working well. Parent portal now under development.</p> <p>C) Specialist company commissioned to undertake sufficiency review, contract due to commence January 2021. Report due April 2021</p>
4. Narrow the educational gap	A) Develop our capacity to challenge and support schools and other educational settings to close the achievement	Attainment and progress gaps between pupils in disadvantaged groups and their peers reduced	April 2022 [AP]	Director Education	A) Negative impact on attainment gap anticipated because of Covid-19. Interventions to address this remain key priority for schools. First thematic session of Head Teacher conference took place on 15th January 2021 focussing on work to narrow the attainment gap

	<p>and progress gaps for children from disadvantaged groups</p> <p>B) Develop a local offer of Alternative Provision for young people at risk of disengaging from education</p> <p>C) Narrow the attainment and progress gap for Children Looked After</p>	Exclusions and persistent absence from school reduced	<p>April 2022</p> <p>April 2022</p>	<p>Director Education</p> <p>Assistant Director Children's Social Care / Virtual School Lead</p>	<p>B) A comprehensive external review of Alternative Provision has taken place in Bromley and the outcomes implemented. Primary and Secondary outreach service commissioned to increase earlier intervention in placement breakdown.</p> <p>C)</p> <ul style="list-style-type: none"> • The virtual School continues to offer interventions and support for children and young people aged 3 to 19. The number and quality of Personal Education Plans is improving. • The Virtual School has supported all pupils (CLA) during the pandemic by making a minimum of weekly contact with young people and their carers to support with their education. • This monitoring and support continues. We offer support to foster carers and young people who have to isolate or the school has closed.
5. Keep young people in Education, Employment or Training to improve life chances	A) Reduce the rate of children and young people Not in Education, Employment or training	Reduction in Not in Education, Employment or Training (NEET) figures	April 2022 [AP]	Assistant Director Children's Social Care / Virtual School Lead	A) Creation of new EET strategy to reduce NEET in 16-25 cohort. Creation of a NEET panel in January 2020 involving Virtual School, Bromley Education Business Partnership, targeted youth support, SEND, I Aspire and DWP. Improved tracking and monitoring of NEET will ensure timely presentation at panel, better joint working with partner agencies and improved outcomes for young people. Active involvement group are also running targeted group work for NEET

	B) Participation in the Social Impact Bond	I-Aspire programme reduces the number of young people Not in Education, Employment or Training			Young People with offer of bespoke work experience opportunities to build confidence. B) Bromley continue to remain involved with I-Aspire who offer progression coaching to young people who are NEET. We currently have 62 young people engaged with the service and new ETE worker attached to the programme to offer specialist support.
6. Reduce permanent exclusions	Develop and commission earlier intervention for pupils in secondary schools to provide suitable alternatives to exclusion	Reduction in exclusions	April 2021	Director Education	See 4B above
7. Improve life chances through adult learning	Offer targeted adult education programmes to improve the life chances of adults in our disadvantaged communities	Increased number of participants from disadvantaged areas schools	April 2022 [AP]	Director Education	Due to Covid-19 restrictions most community venues continued to remain closed during autumn term. Work is underway with the Children and Family centres to pilot a blended approach with recorded online sessions in cookery. If successful, it will be rolled out with other subjects.

Priority 4

Supporting and challenging effective multi-agency working

Our Ambitions:

The priority aligns to the following *Building a Better Bromley* ambitions:

- For children to grow up, thrive and have the best life chances in families who flourish and are happy to call Bromley home.
- For adults and older people to enjoy fulfilled and successful lives in Bromley, ageing well, retaining independence and making choices.
- To manage our resources well, individually and collectively, providing efficient and effective services and excellent value for money for Bromley's residents.

Strategic links:

This priority has links with the following strategic plans:

- ✓ SEND Strategy
- ✓ Youth Justice Strategy
- ✓ Reforms Improvement Plan
- ✓ Corporate Parenting Strategy
- ✓ Children and Young People's Plan

What are we going to do?

ACTION	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD	UPDATES
1. Integrated services 0 - 25	Review assessment, decision making and planning processes across services to ensure that transition between children's and adults' services are effective including commissioning	Better transitions between children's and adults' services for young people and their parents	April 2021	Director Children's Social Care/ Adult Social Care	Head of Service 0-25 post has been agreed to take strategic lead in developing this service through improved transitioning of children to adulthood. Appointment was made in November 2020.

<p>2. Local specialist SEND provision</p>	<p>A) Complete sufficiency review of local specialist school placements for SEND</p> <p>B) Implement a new SEN centre of excellence in Bromley (subject to funding)</p> <p>C) Establish quality assurance arrangements for commissioned placements to ensure children and young people make progress and provision secures value for money</p>	<p>More children and young people attend a suitable, local school. Pressures on high needs Funding Block controlled</p>	<p>April 2022</p>	<p>Director Education</p>	<p>A)</p> <ul style="list-style-type: none"> • Invest to save business case agreed for 5-year sufficiency programme • Mastodon C have been commissioned to complete the sufficiency work in partnership with LBB • Draft 5-year sufficiency programme, with scenario planning due to be completed 2021 <p>B)</p> <ul style="list-style-type: none"> • Specification for the Special Free School reviewed and revised using updated demand data. Centre of Excellence with a SFS at the heart of the centre. Supports CYP who have SCD and associated SEMH, including high levels of anxiety. 150 places in KS2 to KS4. • 8 applications received and evaluated. Early 2021 Announcement of successful proposer group following interviews. <p>C)</p> <ul style="list-style-type: none"> • SEN Advisory Teams realigned to maximise resource and fill gaps in support with a specific focus on Children and Young People with EHCPs in mainstream provision, to ensure right support and the right time, minimising risk of placement breakdown • Quality Assurance and Practice Improvement Framework in place and being embedded • Focused annual review task and finish group set up with representatives from SEND Governance Board to improve the system to ensure the right support and progress being made • Exploration of activity that will review the SEN Funding Levels to ensure appropriate support in place that represents value for money
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					<ul style="list-style-type: none"> • SEN Placements review currently taking place to ensure accuracy in placement planning and funding across all types of provisions
3. Improve access to Direct Payments	Increase the use of direct payments as a model of service delivery with changes to our care management practice to facilitate this	Direct payments increased	April 2022	Assistant Director Children's Social Care Director Adult Social Care	Ongoing use of electronic payment cards for care leavers.
4. Improve life chances for CYP in the youth justice system	Strengthening our Partnership Board and workforce	Reduced number of first time entrant children in the youth justice system Reduced re-offending by children in the youth justice system	April 2022	Assistant Director Children's Social Care	<p>First Time Entrants (FTE) info: The latest figures available are for a 12 month period October 2018 – September 2019</p> <ul style="list-style-type: none"> • 54 Young people became first time entrants into the criminal justice system during October 2018 – September 2019. This is a 29% (74) reduction in the rate of first time entrants compared with the previous year. • Bromley's rate of first time entrants is 36% lower than the average for London and is 21% below the national average. FTE's are 1% above statistical neighbours. Bromley also has the lowest rate compared with the 6 surrounding boroughs • The success of our reductions in FTE is attributed to the use of diversionary and preventative service offers. We have seen year on year falls with crime falling and a reduction in some risk factors and behaviours associated with crime such as substance misuse and we have undertaken prevention work with young people perceived to be on the cusp of offending. Support programmes along with Early Help services are offered to our

					<p>families and children. A high proportion of our FTE do not go onto commit further offences. The Liaison and Diversion scheme in the borough helps police and the Diversion worker to quickly identify children in custody and divert low level offending away from the system.</p> <p>Re-offending The YOS tracks a cohort of offenders who received a pre-court, court disposal or were released from custody in a 12 month period. The latest figures available are for a 12 month period April 2017 - March 2018 (tracked until the end of March 2019)</p> <ul style="list-style-type: none"> • 182 Young people were sentenced between April 2017 - March 2018. This cohort of young people being tracked has reduced over the past 4 years where 221 young people were serving YOS interventions by the end of March 2014. This is an 18% (39 cases) reduction over a 4 year period. <p>We continue to offer a range of support to help children to desist from offending, this includes health interventions, education, training and employment, reparation and victim awareness work.</p>
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Priority 5

Ensuring Efficiency and Effectiveness

Our Ambitions:

The priority aligns to the following *Building a Better Bromley* ambitions:

- For children to grow up, thrive and have the best life chances in families who flourish and are happy to call Bromley home.
- For adults and older people to enjoy fulfilled and successful lives in Bromley, ageing well, retaining independence and making choices.
- To manage our resources well, individually and collectively, providing efficient and effective services and excellent value for money for Bromley's residents.

Strategic links:

This priority has links with the following strategic plans:

- ✓ Our Journey to Excellence
- ✓ Health and Wellbeing Strategy
- ✓ Commissioning Strategy
- ✓ Contract Monitoring & Management in Bromley
- ✓ Performance Management Framework(s)
- ✓ Risk Management Log

What are we going to do?

ACTION	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD	UPDATES
1. Effective Performance Management	Implement Children's performance framework	Performance Frameworks reviewed annually	April 2022	Assistant Director: Strategy, Performance & Corporate Transformation	<p>The Children's Services Performance Framework provides senior management oversight.</p> <ul style="list-style-type: none"> • Performance Digests for Children Social Care and Education Divisions are refreshed and reviewed where appropriate on an on-going basis. • Reports to support Transformation Board have been developed • COVID-impact has been monitored and reported to the DfE

2. Ensure that our approach to commissioning is robust	Application of Commissioning Cycle best practice to all services; Review of Strategic Contracts with Gateway Reports for Officer/Member decision completed as required; Development and implementation of Market Position Statements	Good commissioning outcomes	April 2021 [AP]	Assistant Director of Integrated Commissioning and Programmes	<ul style="list-style-type: none"> • Review of key strategic contracts carried out (and ongoing) to ensure contracts clearly state outcomes, KPI's and Performance Reporting; • Development and decision making completed for numerous commissioning strategies including Transport, Support to the Voluntary Sector, Learning Disabilities Day Care and others; • Work Plan in place setting out key actions and timescales for all People Department contracts; • Production of key strategies including Aging Well and Learning Disabilities;
3. Effective use of IT	Deliver new Social Care Information System for children and adults	New system in place and providing individual and performance management information Programme to be delivered by April 2022	April 2022	Assistant Director, Strategy, Performance & Corporate Transformation	<ul style="list-style-type: none"> • Experienced and qualified Programme Manager appointed together with a multi-disciplinary team to support procurement and implementation of a new system. • Contract for new social care information system awarded in May 2020. Optimum go live on track for autumn 2021, programme end date March 2022. • Configuration of new system commenced to align with current and developing business processes. Carefirst data being prepared for migration to new system.
4. Understand the perspective of service users and residents	Implement the User Voice Framework and regular approach to feeding back intelligence	User Voice Framework implemented Improved approach to engagement Improved understanding of what our service users are telling us	April 2022	Assistant Director Strategy, Performance & Corporate Transformation	<ul style="list-style-type: none"> • The User Voice Framework and the staff provides guidance and best practice to achieve the desired outcomes from user engagement. This management tool has been rolled out. Annual highlight report produced. • Surveys carried out with residents supported by the COVID-19 Assistance Helpline and the Shielding Team to improve current and future support

Report No.
CEF21002

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: CHILDREN, EDUCATION AND FAMILIES POLICY
DEVELOPMENT AND SCRUTINY COMMITTEE

Date: 10th March 2021

Decision Type: Non-Urgent Executive Non-Key

Title: BUDGET MONITORING 2020/21

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

Chief Officer: Director, Children, Education and Families

Ward: (All Wards);

1. Reason for report

- 1.1 This report provides the budget monitoring position for 2020/21 based on activity up to the end of December 2020.

2. RECOMMENDATION(S)

2.1 The Children, Education and Families Policy Development and Scrutiny Committee are invited to:

- (i) Note that the latest projected overspend (excluding the impact of COVID-19) of £370,000 is forecast on the controllable budget, based on information as at December 2020;
- (ii) Note the full year effect cost pressures of £3,469,000 in 2021/22 as set out in section 4;
- (iii) Note the comments of the Department in section 8 of this report; and,
- (iv) Refer the report to the Portfolio Holder for approval.

2.2 The Portfolio Holder is asked to:

- (i) Note that the latest projected overspend of £370,000 is forecast on the controllable budget, based on information as at December 2020.

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: CEF Portfolio
 4. Total current budget for this head: £53,201k
 5. Source of funding: CEF approved budget
-

Staff

1. Number of staff (current and additional): 1,155 Full time equivalent
 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): The 2020/21 budget reflects the financial impact of the Council's strategies, service plans etc which impact on all of the Council's customers (including council tax payers) and users of the services
-

Ward Councillor Views

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

3. COMMENTARY

- 3.1 The 2020/21 projected outturn for the Children, Education and Families Portfolio is detailed in Appendix 1a, broken down over each division within the service. Appendix 1b gives explanatory notes on the movements in each service. The current position is an overspend of £370k. This position assumes that further management action will be taken for the remainder of the year to at least maintain the current position. If this does not take place, then the position may change. Some of the main variances are highlighted below.
- 3.2 Senior officers meet on a regular basis to scrutinise and challenge the expenditure position and formulate management action to address any issues.

Education - £102k overspend

- 3.3 Overall the position for Education is a predicted £102k overspend. The main areas of movement are as follows: -
- 3.4 Education Psychologists - £135k overspent - This has resulted in having to employ agency staff to meet statutory service requirements and reductions to the services sold to schools. There are currently vacant posts which are being recruited to, which will reduce the agency spend and increase the capacity to undertake traded work this academic year.
- 3.5 SEN Service – £89k overspent – This is in the main due to additional staffing requirements to meet demand including the larger than expected rise in EHCP's
- 3.6 The above overspends are partially offset by underspends in Adult education where the ceasing of some costs has caused a £61k underspend.
- 3.7 The Nurseries/early Years are underspending by £90k due to underspends on staffing and running costs partially offset by an under collection of income. However, the service continues to contribute to corporate overheads.
- 3.9 The Education department is reviewing sold services as part of Transforming Bromley, including those referred to in paragraphs 3.4.

Dedicated Schools Grant (DSG) - £4,254k overspend

- 3.9 An element of the Education Budget is classed as Schools' Budget and is funded by the dedicated Schools Grant (DSG). Grant conditions require that any over or under spend should be carried forward to the next financial year.
- 3.10 There is a current projected in year overspend in Dedicated Schools Grant (DSG) of £4,254k. This will be deducted from the £1,733k carried forward from 2019/20. There is also an adjustment of £301k of additional income to the carry forward figure for Early Years Prior Year Adjustment.
- 3.11 It was also agreed to use £252k of the brought forward balance to support the services in-year. It was agreed that £1,100k of this years DSG allocation would be set aside to fund 2021/22 future pressures. However, as these pressures have emerged more rapidly the funding will be used to support additional expenditure in year.
- 3.12 Additionally this year we have identified £363k worth of spend within the DSG that is being incurred due to COVID-19 and will be funded from other sources.

- 3.13 This gives an estimated DSG deficit balance to be carried forward of £1,009k into the new financial year. It should be noted that the DSG can fluctuate due to pupils requiring additional services or being placed in expensive placements.
- 3.14 A summary of the main variations is provided in the table below, and further details of the variations can be found within Appendix 1B.

	Variations £'000
Classroom Hire	164
Primary Support Team	-68
Home & Hospital	407
Behaviour Support	151
Education Welfare Officers	57
Other Small Balances	2
SEN:	
- Placements & Alternative Programmes	2,133
- Matrix Funding	1,094
- Support in FE colleges	340
- High Needs Pre-school Service	-40
- Sensory Support	-20
- Pupil Support Services	18
- SEN Inclusion Fund (SENIF)	-31
- Darrick Wood Hearing Unit	52
- Outreach & Inclusion Service	-77
- SEN Staff	80
- Other Small SEN Balances	-8
Total	<u><u>4,254</u></u>

- 3.15 Placements have increased mainly due to an increase in new placements, and additional funding requests agreed for existing placements. Alternative programmes have increased due to an increase in demand for Home Tuition funded via Personal budget and the Hospital and Home Tuition Team.
- 3.16 The Matrix funding overspend is mainly due to significant increase in EHCPs. Between September and December 2020, 77 new Plans have been issued and PRA funding for 19 pupils has been agreed. Additional funding has been agreed for a number of placements and a proportion of this can be described as exceptional.

Children's Social Care (CSC) - £268k overspend

- 3.17 The Children's Social Care division is currently overspending by £268k (net of management action of £60k). The main areas of over/underspend are highlighted in the paragraphs below and in Appendix 1B.
- 3.18 These figures include the contribution from Bromley Clinical Commissioning Group (BCCG) of £2.35m for 2020/21. Officers negotiated an increase of £450k over the previous 2019/20 contribution rate.
- 3.19 The budgeted number of children looked after was 296 (excluding UASC) for 2020/21. The average number has been 316 in the current financial year to December 2020, 20 more than budgeted.
- 3.20 Placements are overspending by £183k. there is no further management action expected to take place. Within this there has been a movement away from residential placements and more

into fostering, both in house and IFA. This has caused corresponding over and under spends in these respective areas.

- 3.21 Leaving care is another area with a significant overspend, currently projected at £236k. there are 3 or 4 placements that are particularly expensive costing £4k per week each which accounts for the majority of the overspend.
- 3.22 The other main area of overspend is in staffing. The budget was set on the basis of 85% permanency across all staff in CSC in 2020/21. Levels of Agency staff across CSC have been fairly static all year at around 82 to 83% (of all CSC staff). There is an allowance for agency staff within the budget, but this has still resulted in a small overspend. We have staff in pipeline to take us to 85%, but this figure will also depend on the level of those leaving the organisation.
- 3.23 Another factor is the vacancy factor which equates to £548k for CSC. Although some of this has been found some remains. It will be difficult to eradicate all of this and still maintain the case load promise, especially as numbers have remained higher than budget. Some of this issue has been covered by COVID grant.
- 3.24 The overall position of the salaries budget is an overspend of £4k
- 3.25 Full details of all the over and underspends are contained in Appendix 1.

4. FULL YEAR EFFECT GOING INTO 2021/22

- 4.1 The cost pressures identified in section 3 above will impact in 2021/22 by £3,469k. Management action is assumed and contained within this figure. Management action will continue to need to be taken to ensure that this does not impact on future years.
- 4.2 Given the significant financial savings that the Council will need to make over the next four years, it is important that all future cost pressures are contained, and that savings are identified early to mitigate these pressures. However, the continuation of the impact from Covid is a further factor in relation to these financial pressures. Whether there is an easing of measures in the foreseeable future, the increase in referrals and the complexity is likely to continue over the next year.
- 4.3 Further details are contained within Appendix 1.

5. IMPACT OF COVID-19

- 5.1 The figures above and shown in the appendices all exclude the financial impact of the COVID-19 pandemic. Based on figures submitted to MHCLG, the impact on the CEF Portfolio budgets could potentially be around £8m.
- 5.2 Further details are included in the Council-wide Budget Monitoring report that will be scrutinised by the Executive, Resources and Contracts PDS Committee on 24th March and then by the Executive on the 31st March.
- 5.3 The impact of COVID-19 will be closely monitored throughout the year and further updates will be included in future budget monitoring reports.

6. POLICY IMPLICATIONS

- 6.1 The Resources Portfolio Plan includes the aim of effective monitoring and control of expenditure within budget and includes the target that each service department will spend within its own budget.

- 6.2 Bromley's Best Value Performance Plan "Making a Difference" refers to the Council's intention to remain amongst the lowest Council Tax levels in outer London and the importance of greater focus on priorities.
- 6.3 The four year financial forecast report highlights the financial pressures facing the Council. It remains imperative that strict budgetary control continues to be exercised in 2020/21 to minimise the risk of compounding financial pressures in future years.
- 6.4 Chief Officers and Departmental Heads of Finance are continuing to place emphasis on the need for strict compliance with the Council's budgetary control and monitoring arrangements.

7. FINANCIAL IMPLICATIONS

- 7.1 A detailed breakdown of the projected outturn by service area is shown in appendix 1(a) with explanatory notes in appendix 1(b). Appendix 1 (c) shows the latest full year effects. Appendix 2 gives the analysis of the latest approved budget. Other financial implications are contained in the body of this report and Appendix 1b provides more detailed notes on the major services.
- 7.2 Overall the current overspend position stands at £370k (£3,469k overspend full year effect). The full year effect will need to be addressed in 2020/21 and 2021/22 in due course.
- 7.3 Costs attributable to individual services have been classified as "controllable" and "noncontrollable" in Appendix 1. Budget holders have full responsibility for those budgets classified as "controllable" as any variations relate to those factors over which the budget holder has, in general, direct control. "Non-controllable" budgets are those which are managed outside of individual budget holder's service and, as such, cannot be directly influenced by the budget holder in the shorter term. These include, for example, building maintenance costs and property rents which are managed by the Property Division but are allocated within individual departmental/portfolio budgets to reflect the full cost of the service. As such, any variations arising are shown as "non-controllable" within services but "controllable" within the Resources Portfolio. Other examples include cross departmental recharges and capital financing costs. This approach, which is reflected in financial monitoring reports to budget holders, should ensure clearer accountability by identifying variations within the service that controls financial performance. Members should specifically refer to the "controllable" budget variations relating to portfolios in considering financial performance.

8. DEPARTMENTAL COMMENTS

- 8.1 The Children, Education and Families Portfolio has an overspend of £370,000 for the year.
- 8.2 The Education Division has an underspend of £102k. This is mainly to do with staffing costs in SEN and Inclusion.
- 8.3 The DSG projected to overspend by £4,254k. This will be taken from the £1,733k carried forward from 2019/20. There is also an adjustment of £301k of additional income to the carry forward figure for Early Years Prior Year Adjustment. We have agreed to use £252k of the brought forward balance to support the services in-year. This year it has been agreed that we will use £1,100k of this year's allocation to support future years pressures. Additionally, this year we have identified £363k worth of spend within the DSG that is being incurred due to COVID-19 and will be funded from other sources. This gives us an estimated DSG deficit balance to be carry forward of £1,009k in to the new financial year. It should be noted that the DSG can fluctuate due to pupils requiring additional services or being placed in expensive placements.
- 8.4 In Children's Social Care the overspend is £268k.

- 8.5 The ongoing impact of C19 on Children Services and we continue to experience the fallout from this pandemic and will continue to do so for some time to come particularly in relation to the increasing referral rate and complexity of the children coming into care. We continue to see the significant impact on the most vulnerable families and our efforts to safeguard them but the cost of supporting them through the last year and what will inevitably be the ripple effect in 21/22. We continue to concentrate on ensuring that children are safeguarded throughout the current crisis and we move forward over the next year to 18 months. Of course, if children come into the system and are unable to be reunified within 6 months the likelihood is that these young people will remain long term and move through to increase the numbers and cost as care leavers up until the age of 25 years. We are visiting more families physically and offsetting this with virtual visits where appropriate and safe to do so. Staff have adapted to new ways of working and using skills to assess families virtually through remote working, but it makes those professional judgements more difficult. Cases progressing through courts continue to be delayed due to the court closing which has created a backlog delaying some cases being finalised We currently have around 100 children within the court system. Covid has caused courts to be cautious around final decisions leaving the LA (and children) in challenging situations and delaying permanency moves thus increasing the cost of placements.
- 8.6 There has been increased requests for support particularly in CWD and we have maintained our caution in relation to closing cases which was acknowledged as good practice by Ofsted, but where children in ordinary circumstances may have been removed from plans multi agency professionals and families have a heightened anxiety requesting the LA to remain involved. During the second wave as predicted this continued and whilst we review all cases regularly this is likely to continue until the summer.
- 8.7 The risks in the Education, Children & Families Portfolio are: -
- i) Recruitment and retention of permanent staff/ ability to recruit skilled staff for the posts vacant.
 - ii) Limited supply and increasing costs of residential placements – including the specialist placements for very complex young people – Covid pressures.
 - iii) Increase in the Looked After Population due to C19 and families being unable to cope
 - iv) Increased complexity of children (SEND).
 - v) Impact of Social Work Act 2017 implementation.
 - vi) Income from partners reducing.
 - vii) Long term closure of short breaks throughout 2020 resulting in demand and cost pressures.
 - viii) Shortage of local school places.
 - ix) Increasing High Needs Block expenditure not matched by a commensurate increase in Government Grant
 - x) Continuing impact of 2014 Children and Families Act extending the age range to 25 for Education, Health and Care Plans.

Non-Applicable Sections:	Legal Implications Personnel Implications Customer Implications
Background Documents: (Access via Contact Officer)	2020/21 Budget Monitoring files in CEF Finance Section

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Children, Education and Families Portfolio Budget Monitoring Summary

2019/20 Actuals £'000	Service Areas	2020/21 Original Budget £'000	2020/21 Latest Approved £'000	2020/21 Projected Outturn £'000	Variation £'000	Notes	Variation Last Reported £'000	Full Year Effect £'000
EDUCATION CARE & HEALTH SERVICES DEPARTMENT								
Education Division								
Cr 350	Adult Education Centres	Cr 401	Cr 376	Cr 437	Cr 61	1	Cr 96	0
543	Schools and Early Years Commissioning & QA	715	715	625	Cr 90	2	Cr 107	0
8,206	SEN and Inclusion	6,597	6,948	7,211	263	3	328	0
74	Strategic Place Planning	103	103	103	0		0	0
8	Workforce Development & Governor Services	Cr 29	Cr 29	Cr 29	0		Cr 1	0
356	Access & Inclusion	156	156	158	2		12	0
Cr 1,243	Schools Budgets	Cr 1,528	Cr 1,528	Cr 1,528	0	4	0	0
10	Other Strategic Functions	717	717	705	Cr 12		73	0
	Management Action	0	0	0	0		0	0
7,604		6,330	6,706	6,808	102		209	0
Children's Social Care								
1,427	Bromley Youth Support Programme	1,526	1,526	1,526	0	5	0	0
920	Early Intervention and Family Support	1,178	1,178	1,114	Cr 64		Cr 62	0
6,580	CLA and Care Leavers	6,252	6,371	6,642	271		846	664
16,846	Fostering, Adoption and Resources Management Action	16,808	16,808	16,991	183		994	2,805
3,581	Referral and Assessment Service	3,410	3,494	3,506	12		Cr 459	0
2,943	Safeguarding and Care Planning East	2,768	2,763	2,784	21		6	0
5,163	Safeguarding and Care Planning West	5,389	5,356	5,417	61		109	0
1,071	Safeguarding and Quality Improvement Management Action	Cr 1,454	Cr 1,528	Cr 1,684	Cr 156		55	0
		0	0	Cr 60	Cr 60		154	0
						Cr 60	0	
38,531		35,877	35,968	36,236	268		1,583	3,469
46,135	TOTAL CONTROLLABLE FOR EDUCATION, CHILDREN & FAMILIES	42,207	42,674	43,044	370		1,792	3,469
8,817	Total Non-Controllable	1,812	1,834	1,834	0		0	0
8,541	Total Excluded Recharges	8,693	8,693	8,693	0		0	0
63,493	TOTAL EDUCATION, CHILDREN & FAMILIES PORTFOLIO	52,712	53,201	53,571	370		1,792	3,469
Memorandum Item								
Sold Services								
37	Education Psychology Service (RSG Funded)	Cr 115	Cr 115	118	233	6	108	0
43	Education Welfare Service (RSG Funded)	Cr 24	Cr 24	18	6		52	0
8	Workforce Development (DSG/RSG Funded)	Cr 31	Cr 31	31	0		0	0
27	Community Vision Nursery (RSG Funded)	61	61	31	Cr 30		Cr 42	0
47	Blenheim Nursery (RSG Funded)	94	94	70	Cr 24		Cr 15	0
162	Total Sold Services	Cr 15	Cr 15	170	185		103	0

REASONS FOR VARIATIONS**1. Adult Education - Cr £61k**

The underspend in Adult Education is due to reduced activity that includes a reduction in the exam expenditure for the year.

Due to the COVID-19 lockdown all of the training courses in the summer term were delivered online. Since the start of the new academic year most of the training courses have returned to the classroom with smaller class sizes. The small number of remaining courses are either delivered as blended or online courses.

2. Schools and Early Years Commissioning & QA - Cr £90k

The Nurseries are currently forecast to underspend by £54k. This is due to staff vacancies as these are currently on hold due to the COVID-19 lockdown. This is then partially offset by the loss of income.

Early Years has a forecast underspend of £16k that is due to staff underspends.

The remaining underspend relates to running costs of £20k.

3. SEN and Inclusion - Dr £263k

The SEN Transport is currently forecast to be overspent by £39k. This is following the extra £363k added to the budget to support the anticipated extra costs of renewing the transport contracts from the start of the new academic year. The forecast is based on a full set of routes for January and February as the information on the exact routes that ran in January (and therefore like to run in February) was still being gathered. Therefore the outturn figure may be lower at the year end.

The Education Psychologists are currently in the process of recruiting to the vacant posts in their team. This has causing the statutory service they are required to provide to be underspending by £98k and the Trading Service they offer to the Schools is projected to overspend by £233k. This is due to the using agency staff to provide the service. This is a net overspend of £135k.

The costs for running the SEN service (included working on the EHCP's) has caused an overspend of £89k due to staffing.

4. Schools Budgets (no impact on General Fund)

Expenditure on Schools is funded through the Dedicated Schools Grant (DSG) provided by the Department for Education (DfE). DSG is ring fenced and can only be applied to meet expenditure properly included in the Schools Budget. Any overspend or underspend must be carried forward to the following years Schools Budget.

The DSG projected to overspend by £4,254k. This will be taken from the £1,733k carried forward from 2019/20. There is also an adjustment of £301k of additional income to the carry forward figure for Early Years Prior Year Adjustment. We have agreed to use £252k of the brought forward balance to support the services in-year. This year it has been agreed that we will use £1,100k of this years allocation to support future years pressures. Additionally this year we have identified £363k worth of spend within the DSG that is being incurred due to COVID-19 and will be funded from other sources. This gives us an estimated DSG deficit balance to be carry forward of £1,009k in to the new financial year. It should be noted that the DSG can fluctuate due to pupils requiring additional services or being placed in expensive placements.

The in-year overspend is broken down as follows:-

There is an estimated overspend of £164k on modular classroom rentals during the year.

There is currently projected to be an underspend of £68k in the Primary Support Team which is mainly due to staffing

The Home and Hospital service has a projected overspend of £407k and this is mainly due to the need to use agency staff to support the number of children being directly looked after by the team. Due to the increase in the number of pupils being supported by the wider service since the COVID-19 lockdown there is also an increase in use of Alternative Programmes and Vocational Courses and has caused an additional £151k overspend.

The Education Welfare service has an overspend of £57k in staffing costs and loss of income.

SEN placements are projected to overspend by a total of £3,227k. These overspends are split as follows:-

Residential Placements - £1,433k

Matrix Funding - £1,094k

Alternative Provisions - £700k

The Post 16 placements are this forecasted to overspend by £340k.

The High Needs Pre-school Service is currently forecasting to underspend by £40k for the year which relates mostly to staffing.

The SENIF, Sensory Support, and the Outreach & Inclusion Service are all currently projected to underspend. Most of the underspend relates to lower than expected staffing costs, but there is also a small amount that relates to running costs that are not expected to be incurred during the year. These are then offset by overspends at the Darrick Wood Hearing Unit, Pupil Support Service and other areas across within SEN. The net effect of these cost centres is a £22k overspend.

There is also a total small balance of underspends of £6k in total.

	Variations £'000	High Needs £'000	Schools £'000	Early Years £'000	Central £'000
Classroom Hire	164	0	164	0	0
Primary Support Team	-68	0	0	0	-68
Home & Hospital	407	407	0	0	0
Behaviour Support	151	151	0	0	0
Education Welfare Officers	57	0	0	0	57
Other Small Balances	2	-8	2	8	0
SEN:					
- Placements & Alternative Programmes	2,133	2,133	0	0	0
- Matrix Funding	1,094	1,094	0	0	0
- Support in FE colleges	340	340	0	0	0
- Transport	0	0	0	0	0
- High Needs Pre-school Service	-40	-40	0	0	0
- Sensory Support	-20	-20	0	0	0
- Pupil Support Services	18	18	0	0	0
- SEN Inclusion Fund (SENIF)	-31	0	0	-31	0
- Darrick Wood Hearing Unit	52	52	0	0	0
- Complex Needs Team	0	0	0	0	0
- Outreach & Inclusion Service	-77	-77	0	0	0
- SEN Staff	80	80	0	0	0
- Other Small SEN Balances	-8	-8	0	0	0
Total	4,254	4,122	166	-23	-11

There will continue to be pressures in the DSG from 2020/21 onwards, especially in the High Needs Block. More children are coming through the system which will put additional pressure on DSG resources.

5. Children's Social Care - Dr £268k

The current budget variation for the Children and Families Division is projected to be an overspend of £268k. This is an decrease of £1,315k in the overspend reported previously which was £1,583k. Despite additional funding being secured in the 2020/21 budget, increases in the number of children being looked after together with the high cost of some placements has continued to put considerable strain on the budget.

Early Intervention and Family Support - Cr £64k

The projected underspend in this area relates entirely to staffing

CLA and Care Leavers - Dr £271k

The projected variation in this area relates to overspends on accommodation costs in relation to the Children Looked After placement support costs of £10k and accommodation costs of £226k. There is an additional £35k overspend on staffing.

Fostering, Adoption and Resources - Dr £183k

The current expected forecast for this area is an overspend of £183k. This is due to a net overspend of £131k across all of the various Residential, Fostering and Adoption Placements.

There is an overspend of £52k relating to staffing costs.

The budget for children's placements (Residential, Fostering and Adoption Placements) is projected to overspend this year, The analysis of this over the various placement types is shown below.

- Community Home's / Community Home's with Education - Cr £870k (Cr £835k)
- Boarding Schools - Dr £94k (Dr £30k)
- Secure Accommodation - Cr £408k (£0k)
- Youth on Remand - Cr £250k (Cr £0k)
- Fostering services (IFA's) - Dr £1,699k (Dr £1,887k)
- Fostering services (In-house, including SGO's and Kinship) - Cr £90k (Cr £66k)
- Adoption placements - Cr £44k (Cr £45k)
- Transport - Dr £0k (Dr £7k)

Referral and Assessment Service - Dr £12k

The projected overspend of £51k in this area all relates to staffing costs.

This is being offset by an underspend of £39k on the subsistence and accommodation of NRPF.

Safeguarding and Care Planning East - Dr £21k

The projected overspend in this area relates to staffing costs which is £21k overspent as a result of the use of agency staff.

Safeguarding and Care Planning West- Dr £61k

The projected overspend in this area of £61k that relates fully to staffing costs.

Safeguarding and Quality Improvement - Cr £216k (net of management action)

The projected underspend in this area of £156k and this relates to staffing costs. Additionally there is a management action of £60k resulting in an overall projected underspend of £216k.

6. Sold Services (net budgets)

Services sold to schools are separately identified in this report to provide clarity in terms of what is being provided. These accounts are shown as memorandum items as the figures are included in the appropriate Service Area in the main report.

Waiver of Financial Regulations

The Council's Contract Procedure Rules state that where the value of a contract exceeds £50k and is to be exempt from the normal requirement to obtain competitive quotations the Chief Officer has to obtain the agreement of the Director of Corporate Services, the Director of Finance and the Director of Commissioning and (where over £100,000) approval of the Portfolio Holder and report use of this exemption to Audit Sub-Committee bi-annually. Since the last report to the Executive, in Children's Social Care there were 7 waivers agreed for placements of between £50k and £100k, 2 between £100k and £150k, 2 between £150k and £200k and 7 for more than £200k.

Virements Approved to date under Director's Delegated Powers

Details of virements actioned by Chief Officers under delegated authority under the Financial Regulations "Scheme of Virement" will be included in financial monitoring reports to the Portfolio Holder. Since the last report to Executive, there have been no virements.

Description	2020/21 Latest Approved Budget £'000	Variation To 2020/21 Budget £'000	Potential Impact in 2021/220
Children's Social Care	35,968	268	The overall full year effect of the Children's Social Care overspend is a net £3,469k, analysed as Residential Care, Fostering and Adoption Dr £2,805k and Leaving Care costs of £664k.

Reconciliation of Latest Approved Budget		£'000
Original Budget 2020/21		52,712
Contingency:		
Tackling Troubled Families		
	- expenditure	348
	- income	Cr 348
Carry forwards:		
Delivery Support Fund		
	- expenditure	18
	- income	Cr 18
Investing in Practise Grant		
	- expenditure	104
	- income	Cr 104
Extension of Virtual Heads		
	- expenditure	34
	- income	Cr 34
Reducing Parental Conflict		
	- expenditure	40
	- income	Cr 40
Tackling Troubled Families		
	- expenditure	543
	- income	Cr 543
Adult Education Match Funding		25
Expenditure on North Lodge		79
Other:		
SEN Transport		363
R&M Planned - Blenheim Family Centre		22
Latest Approved Budget for 2020/21		<u>53,201</u>

Report No.
FSD21015

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: PORTFOLIO HOLDER FOR CHILDREN, EDUCATION, AND FAMILIES

Date: For Pre-Decision Scrutiny by the Children, Education, & Families PDS Committee on 10th March 2021
Non-Urgent Leader Non-Key

Title: CAPITAL PROGRAMME MONITORING - 3RD QUARTER 2020/21 & CAPITAL STRATEGY 2021 TO 2025

Contact Officer: Katherine Ball, Principal Accountant
Tel: 020 8313 4792 E-mail: Katherine.Ball@bromley.gov.uk

Chief Officer: Director of Finance

Ward: All

1. Reason for report

On 10th February 2021, the Executive received a report summarising the current position on capital expenditure and receipts following the 3rd quarter of 2020/21, and presenting for approval the new capital schemes in the annual capital review process. The Executive agreed a revised capital programme for the five year period 2020/21 to 2024/25. This report highlights changes agreed by the Executive in respect of the Capital Programme for the Children, Education & Families Portfolio. The revised programme for this portfolio is set out in Appendix A and detailed comments on individual schemes are shown in Appendix B.

2. **RECOMMENDATION(S)**

The Portfolio Holder is asked to note and acknowledge the changes agreed by the Executive on 10th February 2021.

Impact on Vulnerable Adults and Children:

1. Summary of Impact:

Corporate Policy

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

Financial

1. Cost of proposal: Total increase of £145k over the five years 2020/21 to 2024/25, mainly due to the approval and addition for Feasibility Studies and for s106 Education receipts.
2. Ongoing costs: Not Applicable
3. Budget head/performance centre: Capital Programme
4. Total current budget for this head: £21.3m for the Children, Education and Families Portfolio over the five years 2020/21 to 2024/25
5. Source of funding: Capital grants, capital receipts, S106 and earmarked revenue contributions.

Personnel:

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

Legal

1. Legal Requirement: Non-Statutory - Government Guidance
2. Call-in: Applicable

Procurement:

1. Summary of Procurement Implications:

Customer Impact

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

Ward Councillor Views

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

3. COMMENTARY

Capital Monitoring - variations agreed by the Executive on 10th February 2021

3.1 A revised Capital Programme was approved by the Executive on 10th February 2021, following a detailed monitoring exercise carried out after the 3rd quarter of 2020/21. The base position is the programme approved by the Leader in November 2020, as amended by variations approved at subsequent Executive meetings. All changes to schemes in the Children, Education & Families Portfolio Programme are itemised in the table below and further details are included in paragraphs 3.2 to 3.6. The revised Programme for the Portfolio is attached as Appendix A, whilst Appendix B shows actual spend against budget in 2020/21, together with detailed comments on individual scheme progress.

		2020/21	2021/22	2022/23	2023/24	2024/25	TOTAL 2020/21 to 2024/25
		£'000	£'000	£'000	£'000	£'000	£'000
Programme approved by Leader Nov 2020		13,040	7,966	190	10	0	21,206
Variations approved by Executive 10/02/21							
s106 Education receipts (see para 3.2)		0	135	0	0	0	135
Rephasing from 2020/21 into 2021/22 (see para 3.3)	Cr	3,204	3,204	0	0	0	0
New scheme (see para 3.6)		0	0	0	0	10	10
	Cr	3,204	3,339	0	0	10	145
Revised Children, Education & Families Programme		9,835	11,305	190	10	10	21,350

3.2 Section 106 Education (net increase of £135k in 2021/22)

At its meeting on February 10th 2021 the Executive agreed an increase of £135k in the Capital Programme budget for Education s106 in respect of additional receipts received since the last report. S106 Education contributions are secured to mitigate the impact of development on the need for school places and school facilities. Until recently, changes in regulations contributions had to be secured against a named school at which the funds must be spent. Funds have been allocated to schemes being developed by the Council in line with the Basic Need programme agreed by Members. Officers monitor s106 contributions closely and there are no s106 contributions at risk of being lost or clawed back.

3.3 Schemes re-phased from 2020/21 into 2021/22

As part of the 3rd quarter monitoring exercise, a total of £3,204k has been re-phased from 2020/21 into 2021/22 to reflect revised estimates of when expenditure is likely to be incurred. This is itemised in the table below and comments on scheme progress are provided in Appendix B. This has no overall impact on the total approved estimate for the capital programme.

Capital Expenditure - Rephasing in Q3 Monitoring	2020/21	2021/22	TOTAL
	£'000	£'000	£'000
Basic Need	Cr 2,400	2,400	0
Glebe School Expansion	Cr 382	382	0
Seed Challenge Fund	Cr 100	100	0
Security Works	Cr 46	46	0
Capital Maintenance	Cr 200	200	0
School Access Initiative	Cr 76	76	0
Total Children, Education & Families re-phasing	Cr 3,204	3,204	0

Annual Capital Review – new scheme proposals

- 3.4 In recent years, the Council has steadily scaled down new capital expenditure plans and has transferred all of the rolling maintenance programmes to the revenue budget. General (un-earmarked) reserves, established from the disposal of housing stock and the Glades Site, have been gradually spent and have fallen from £131m in 1997 to £44.4m (including unapplied capital receipts) as at 31st March 2020. The Council’s asset disposal programme has diminished, and any new capital spending will effectively have to be met from the Council’s remaining revenue reserves
- 3.5 As part of the normal annual review of the Capital Programme, Chief Officers were invited to come forward with bids for new capital investment, including Invest to Save bids which were particularly encouraged.
- 3.6 The 2024/25 annual provision for feasibility studies (£10k) was approved and has been added to the Capital Programme.

Post-Completion Reports

- 3.7 Under approved Capital Programme procedures, capital schemes should be subject to a post-completion review within one year of completion. After major slippage of expenditure in prior years, Members confirmed the importance of these as part of the overall capital monitoring framework. These reviews should compare actual expenditure against budget and evaluate the achievement of the scheme’s non-financial objectives. Post-completion reports on the following schemes are currently due for the Children, Education and Families Portfolio:
- Langley Park Boys School (BSF) (Langley Park Learning Trust)
 - The Highway Primary (South Orpington Learning Alliance)
 - Beacon House Refurbishment (LSEC)
 - Universal Free School Meals

This quarterly report will monitor the future position and will highlight any further reports required.

4. POLICY IMPLICATIONS

- 4.1 Capital Programme monitoring and review is part of the planning and review process for all services. The capital review process requires Chief Officers to ensure that bids for capital investment provide value for money and match Council plans and priorities.

5. FINANCIAL IMPLICATIONS

5.1 These were reported in full to the Executive on 10th February 2021. Changes agreed by the Executive for the Children, Education & Families Portfolio Capital Programme are set out in the table in paragraph 3.1.

Non-Applicable Sections:	Legal, Personnel and Procurement Implications, Impact on Vulnerable Adults and Children
Background Documents: (Access via Contact Officer)	Capital Programme Monitoring Qtr 2 2020/21 (Leader 18/11/20) Capital Programme Monitoring Qtr 3 2020/21 (Executive 10/02/21)

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CHILDREN, EDUCATION & FAMILIES PORTFOLIO - APPROVED CAPITAL PROGRAMME 10TH FEBRUARY 2021									
Capital Scheme/Project	Total Approved Estimate	Actual to 31.3.20	Estimate 2020/21	Estimate 2021/22	Estimate 2022/23	Estimate 2023/24	Estimate 2024/25	Responsible Officer	Remarks
	£'000's	£'000's	£'000's	£'000's	£'000's	£'000's	£'000's		
SPECIAL SCHOOLS									
Glebe School expansion (single academy trust)	4,880	4,498	0	382	0	0		Rob Bollen	Approved by Full Council 14/04/14
TOTAL SPECIAL SCHOOLS	4,880	4,498	0	382	0	0	0		
OTHER EDUCATION SCHEMES									
Healthy Pupil Capital Fund	29	0	29	0	0	0		Rob Bollen	Healthy Pupil Capital Fund received from ESFA
Formula Devolved Capital 2.1a	5,437	5,387	50	0	0	0		David Bradshaw	100% government grant
Seed Challenge Fund	2,464	2,050	0	414	0	0		Rob Bollen	£300k "suitability" funding in 2011/12; £11k for Farnborough scheme
Schools Access Initiative	1,390	1,254	60	76	0	0		Rob Bollen	DDA requirement; £150k p.a from schools' revenue budget; £24k to Bickley PCP
Security Works	1,170	1,072	4	94	0	0		Rob Bollen	
Children and Family Centres	6,662	6,613	49	0	0	0			100% DfES grant; £500k for Highway scheme, £750k for Hawes Down Co-location, grant cut by £802k; £297k revenue cont c/f from 12/13
Transforming Children's & Family Centres	1,420	0	910	330	180	0			Resources set aside by Executive 12/02/20 - subject to a further Executive report
Refurbishment of Saxon Family Contact Centre	160	0	100	60	0	0			Resources set aside by Executive 12/02/20 - subject to a further Executive report
Capital maintenance in schools	12,578	10,311	1,100	1,167	0	0		Rob Bollen	100% government grant - 2011/12 settlement; £300k to seed challenge; £150k to security works; £150k to suitability/modernisation settlement; £80k to Hawes Down Co-Location & £93k to The Highway in 11/12; £161k t/f from modernisation fund
Basic Need	89,003	75,331	5,035	8,637	0	0		Rob Bollen	100% government grant
Early Education for Two Year Olds	894	852	42	0	0	0		Carol Arnfield	100% government grant. Further additions to the £558k in the Early Education for Two Year Olds scheme; £150k contribution from revenue (DSG), and £186k for the London
30 Hours Funded Childcare IT Solution Scheme	46	46	0	0	0	0		Carol Arnfield	Childcare Grant (Approved in Executive 26/11/14)
Feasibility Studies	70	0	30	10	10	10	10	Rob Bollen	
0	0								
Mobile Technology to Support Children's Social Workers	71	53	18	0	0	0		David Dare	100% Grant
Youth centres - Capital improvements	72	69	3	0	0	0		Linda King	Youth Capital Fund grant £72k
S106 - Education	2,540	0	2,405	135	0	0		Rob Bollen	S106 Receipts
TOTAL OTHER EDUCATION SCHEMES	124,007	103,039	9,835	10,923	190	10	10		
TOTAL CHILDREN, EDUCATION & FAMILIES PORTFOLIO	128,887	107,537	9,835	11,305	190	10	10		

CHILDREN, EDUCATION & FAMILIES PORTFOLIO - APPROVED CAPITAL PROGRAMME 10TH February 2021					
Capital Scheme/Project	Revised Estimate Nov 2020	Actual to 18.11.20	Revised Estimate Jan 2021	Responsible Officer	Remarks
		£'000's			
SPECIAL SCHOOLS					
Glebe School expansion (single academy trust)	382	0	0	Rob Bollen	Approved by Full Council 14/04/14
TOTAL SPECIAL SCHOOLS	382	0	0		
OTHER EDUCATION SCHEMES					
Healthy Pupil Capital Fund	29	0	29	Rob Bollen	Funds have been passed to mainstream schools for use in compliance with grant conditions
Formula Devolved Capital 2.1a	50	50	50	David Bradshaw	100% government grant
Seed Challenge Fund	100	0	0	Rob Bollen	£300k "suitability" funding in 2011/12; £11k for Farnborough scheme
Schools Access Initiative	136	41	60	Rob Bollen	DDA requirement; £150k p.a from schools' revenue budget; £24k to Bickley PCP
Security Works	50	4	4	Rob Bollen	
Children and Family Centres	49	0	49	Jared Nehra	100% DfES grant; £500k for Highway scheme, £750k for Hawes Down Co-location, grant cut by £802k; £297k revenue cont c/f from 12/13
Transforming Children's & Family Centres	910	0	910		Resources set aside by Executive 12/02/20 - subject to a further Executive report
Refurbishment of Saxon Family Contact Centre	100	0	100		Resources set aside by Executive 12/02/20 - subject to a further Executive report
Capital maintenance in schools	1,300	86	1,100	Rob Bollen	100% government grant - 2011/12 settlement; £300k to seed challenge; £150k to security works; £150k to suitability/modernisation settlement; £80k to Hawes Down Co-Location & £93k to The Highway in 11/12; £161k t/f from modernisation fund
Basic Need	7,435	5,115	5,035	Rob Bollen	100% government grant
Early Education for Two Year Olds	42	0	42	Carol Arnfield	100% government grant. Further additions to the £558k in the Early Education for Two Year Olds scheme; £150k contribution from revenue (DSG), and £186k for the London Childcare Grant (Approved in Executive 26/11/14)
30 Hours Funded Childcare IT Solution Scheme	0	0	0	Carol Arnfield	
Feasibility Studies	30	0	30	Rob Bollen	
Mobile Technology to Support Children's Social Workers	18	0	18	David Dare	100% Grant
Youth centres - Capital improvements	3	0	3	Linda King	Youth Capital Fund grant £72k
S106 - Education	2,405	0	2,405	Rob Bollen	S106 Receipts
TOTAL OTHER EDUCATION SCHEMES	12,657	5,297	9,835		
TOTAL CHILDREN, EDUCATION & FAMILIES PORTFOLIO	13,040	5,297	9,835		

Report No.
CEF21012

London Borough of Bromley

Part 1

Decision Maker: PORTFOLIO HOLDER
WITH PRE-DECISION SCRUTINY FROM CHILDREN, EDUCATION AND
FAMILIES POLICY DEVELOPMENT AND SCRUTINY COMMITTEE

Date: 10 March 2021

Decision Type: Non-Urgent Key Decision

Title: PROCEEDING TO PROCUREMENT (GATEWAY 0) FAMILY DRUG AND
ALCOHOL COURT SERVICE (FDAC)

Contact Officer: Bola Bakare, Integrated Strategic Commissioner
Tel: 020 8461 7614 E-mail: bola.bakare@bromley.gov.uk

Chief Officer: Janet Bailey, Director Children's Social Care

Ward: All

1. REASON FOR REPORT

- 1.1 The London Borough of Bromley has been a member of the Pan London Family Drug and Alcohol Court Service (FDAC) consortium since January 2018. The consortium is made up of 9 London Boroughs; the London Boroughs of Wandsworth, Camden, Bromley, Croydon, Sutton, Lambeth, Southwark and the Royal Boroughs of Kingston and Richmond. The service is available to all participating boroughs with the London Borough of Wandsworth acting as the lead commissioning borough
- 1.2 The current contract arrangements will be coming to an end on 31 December 2021 however due to the pandemic and other delays in decisions made by member organisations, this report seeks authorisation from the Portfolio Holder for Children, Education and Families to:
 - a) proceed to procurement to re-tender the FDAC service with LB Wandsworth as the lead commissioner, for a two year period with an option to extend for a further 1 + 1 years, following the agreement of the Assistant Director of Governance, the Director of Finance, and the Director of Corporate Services.
 - b) extend the existing contract by up to 1 year, to mitigate against the adverse impact on the current contract, if member authorities have delayed internal approval which results in a delay to the commencement of the tender.
- 1.3 The proposed cost of the new contracts following the tender will be £165k per annum, with a whole life value of £660k.
- 1.4 The value of the extension (should it be required) will be £165k full year effect, or pro rata depending on the additional time that might be required to support the preparation for the new tender.
- 1.5 The maximum cost of the proposal (tender plus the extension) is £825k.

2. RECOMMENDATION(S)

- 2.1 The Portfolio Holder for Children, Education and Families is recommended to approve the proposal for LB Bromley to remain in the Pan-London Consortium and proceed to tender the Family Drug and Alcohol Court (FDAC) service, with the LB Wandsworth as the procurement lead authority. The proposed duration for the new arrangement is for a period of two years (with the option to extend the arrangement for up to a further two years) at an estimated annual contract value of £165k (whole life value £660k)
- 2.2 The Portfolio Holder for Children, Education and Families is recommended to approve an extension to the contract from 1 January 2022, should it be required for a period of up to 12 months, at an estimated annual value of £165k .

Impact on Vulnerable Adults and Children

1. Summary of Impact: Decreasing the risk of children being taken into care through the provision of a service that tackles the root cause of family breakdowns brought about by substance misuse

Corporate Policy

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

Financial

1. Cost of proposal: £165k per annum
 2. Ongoing costs: £165k per annum for a period of 2 years with an option to extend for up to a further two years (whole life value £660k)
 3. Budget head/performance centre: 808160 3135 00000
 4. Total current budget for this head: ££165k
 5. Source of funding: Core funding
-

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. Education Act 2002 (Section 175), Children's Act 2004 (Section 11), duty to safeguard and promote the welfare of children.
 2. Call-in: Call-in is applicable
-

Customer Impact

1. Estimated number of users/beneficiaries (current and projected): Approximately 10 packages of care per year will be referred to the FDAC process with each package consisting of Vulnerable families of varying sizes.
-

Ward Councillor Views

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

3. COMMENTARY

- 3.1 The London Borough of Bromley has been a member of the Pan London FDAC consortium since January 2018. The service is provided by the Tavistock and Portman NHS Trust. The consortium is made up of nine local authorities, (which initially included LB Merton, who have since been replaced by LB Southwark). The Local Authorities forming the current consortium are the London Boroughs of Southwark, Wandsworth, Camden, Bromley, Croydon, Lambeth, Sutton and the RB of Kingston and Richmond), with LB Wandsworth now acting as the lead borough.
- 3.2 This collaboration means that families in the nine boroughs have the option of being referred to the Central London Family Court, Croydon Family Court, and West London Family Court so their case can proceed through FDAC.
- 3.3 The FDAC is a specialist problem-solving court, hearing care proceedings for children put at risk by parental substance misuse and providing models of intervention within the context of the court proceedings. A specialist multi-disciplinary team of practitioners works with the court, the families and their children to support treatment regimens where parents have an alcohol and/or drug dependency.
- 3.4 The service is a fully evaluated model offering improved outcomes for children and families, who are being put at risk due to parental substance misuse. The service focuses on families whom the responsible local authority is working with, within a pre-care proceedings framework, and those for whom care proceedings are about to be filed. The model is endorsed by senior Family Court Judges.
- 3.5 The FDAC model has been developed to also address the number of repeat cases where children were being removed from the same parents due to ongoing drugs and alcohol misuse, as well dealing with aspects of domestic violence and mental health in addition to parental substance misuse. The FDAC multi-disciplinary team provide a “one stop” solution to undertake many of the assessments outlined below whilst offering intervention services.

Examples of independent expert assessments that are covered in the FDAC package that would otherwise be commissioned separately include:

- Independent social workers undertaking parenting assessments;
 - Adult psychiatric assessments of parents (both mental health and substance abuse);
 - Psychological assessments (cognitive assessments and behavioural matters);
 - Child and family psychological assessments;
 - Child and family psychiatric assessments.
- 3.6 Use of the FDAC assessment service at an early stage, especially where parents have had children removed previously, or who have a significant history of substance misuse, can reduce or avoid expensive residential assessment options, and reduce the delay in settling the future for these children.
- The team also carry out drug and alcohol testing, and in cases in proceedings they prepare regular short reports on the parents’ progress and they attend court

reviews. Intervention Planning review meetings are held at regular intervals, to agree any changes to the plan and decide on future action.

- There is regular communication between the team and the judge in relation to cases in court, and between the team and relevant Adult and Children's Services as well as with housing services and domestic abuse services and with legal representatives.
- Integral to the FDAC approach is an assumption that adults referred to the service will need help from a variety of services, for example from substance misuse services, housing services and services providing support in relation to domestic violence. The team will work with parents and other agencies to ensure they can get the help they need to maximise their chances of making the changes in order to retain the care of their child

3.7 The work that has been carried out in the UK over the last eight years has been noted and commended by: -

- The president of the Family Division – Sir James Munby who publicly and positively supported the model in the 7th published view from his chambers, stating that “the pioneering FDAC model is a successful attempt to improve both the process and outcomes for those involved in care proceedings”.
- The Family Justice Review stated that “Both local authorities and courts more generally could learn from FDAC’s focussed approach to proceedings, including its engagement with all the parties and its use of an integrated team to provide high quality assessments to court and therapeutic support for parents”
- The Department for Education have since commissioned the Tavistock & Portman to develop the model nationally as part of their Supporting Families Project.

4. SUMMARY OF THE BUSINESS CASE

- i) The proposal is for Bromley to continue as a member of the Pan London FDAC consortium led by the London borough of Wandsworth for the provision of FDAC services, purchasing ten FDAC packages a year.
- ii) The procurement exercise will be led by LB Wandsworth in agreement with the consortium members.
- iii) This proposal will cost LB Bromley £165k per annum with a potential whole life value of £660k.
- iv) Should there be delays to the commencement of the procurement by any of the local authority members, continuity of care will be provided via an Extension Variation to the existing contract (up to 1 year).

4.1 SERVICE PROFILE/DATA ANALYSIS

4.1.1 Since 2018, LB Bromley has utilised all its annual allocations for the FDAC service and is looking to achieve the same for the final year (2021) of the contract.

4.1.2 Even though COVID- 19 has impacted on service delivery in the first quarter of 2020 things have since picked up. Performance and quality of the service has been good, over the life of the contract. The provider has worked well with all members of the consortium, providing detailed quarterly monitoring information whilst also attending group and individual operational/commissioning meetings, thus building a strong relationship base.

4.1.3 Data is available for the last five quarters, from January 2019 to December 2020: ,

- In 2018 the service worked with eleven Bromley families consisting of fifteen children, the final outcome for ten of these children was to remain or reunify with family; with only two going into placement; one case was withdrawn.
- In 2019 there were 16 children from 10 Bromley families. Of the completed cases, the outcome was for 10 to remain or reunify 1 went into placement.
- in 2020 all 10 packages have been utilised, there are no outcomes recorded on these yet

4.1.4 Current costs for case management vary and it is difficult to obtain an average cost of the range of assessments that would need to be commissioned at any one time.

Below are some care management examples of how much services can cost outside of FDAC, where the main issues negatively impacting on the children and young people were identified as chronic substance misuse, mental ill-health and domestic violence.

- Case 1 – Residential parenting assessment and costs of drug screening came to £47,702. This case is ongoing and has exceeded the 26-week court timetable;
- Case 2 – Community based parenting assessments, psychiatric assessment and costs of drug screening came to £18,629. This case exceeded the 26-week court timetable for the children;
- Case 3 – Community based parenting assessments, psychiatric assessments, risk assessments and drug screening came to £18,098.
- Case 4– Community based multi-disciplinary assessment and drug screening came to £19,230.

4.1.5 The cost of these cases is substantially higher than the proposed unit cost of an FDAC package (£16,500) These cases illustrate the costs of assessments only where there was no element of treatment provided The added value of being in the Pan London FDAC partnership is that the provider will also provide substance misuse treatment/parenting support, psychology and psychiatrist assessments, and child play therapy during the assessment period and are included in the cost.

4.1.6 The overall long-term positive impact of this service would be the money saved by the decrease in the number of children taken into care as a result of their parent's substance misuse. Short term would be the individual amounts saved on numerous assessments, court costs and additional substance misuse treatment costs that would otherwise be incurred non FDAC cases. It also provides continuity for the children and families involved.

4.2 OPTIONS APPRAISAL

4.2.1 Option 1– Remain in the Consortium and re-tender the service

FDAC has proved to be a valued service for LB Bromley by offering both quality and value for money as detailed in 4.1.4 above.

Benefits

- There is an established relationship within the consortium.
- The FDAC has performed well over the life of the contract and has offered value for money as identified in paragraph 4.1.4 of this report
- Would offer continuity of service.
- Continued peer support from the other consortium members
- Shared risk

Disadvantages

- Dependency on provider, lack of competition
- Financial - as costs of the service could rise significantly if consortium members drop out and economies of scale decrease
- Differing and changing priorities of the members

4.2.2 Option 2 – Leave the Consortium at the end of the contract period and retender a standalone service

This would involve Bromley commencing a tendering exercise for a service that market testing has shown few providers able to offer what is currently offered as a package.

Benefits

- Bromley would have greater control over procurement and contract management
- Development of a bespoke service

Disadvantages

- Collective bargaining power would be lost
- Economies of scale gains realised as being part of a consortium would be lost
- Tendering can prove very expensive and would unlikely would unlikely result in a better deal.
- Would need to develop individual links and access to court judges.
- The previous tender has already shown that there are very few providers able offer the FDAC model, at the last tender there were only 2 bids, for the service, and the unsuccessful bid was unable to offer all the additional benefits such as established relationships with the London courts.

4.2.3 Option 3 – Do nothing and leave consortium at end of contract

This would involve Social Workers continuing to carry out assessments and care proceedings in the normal way for potential FDAC cases. This would involve the purchasing of individual professional assessments at a high cost with the likelihood of little positive outcomes at the end.

Benefits

- Bromley would have greater control over procurement and contract management

Disadvantages

- This could prove very costly as the cost of an FDAC package is £16,500, whilst the average cost of a multidisciplinary community-based assessment can be estimated at around £18,500, whilst the cost of a residential parenting assessment can be in excess of £47K.
- The LA will need to access and pay for additional substance misuse treatments
- External Peer support will be reduced

4.3 PREFERRED OPTION

4.3.1 Option 1 as in section 4.21

4.4 MARKET CONSIDERATIONS

4.4.1 FDAC is a problem-solving court approach to improving outcomes for children involved in care proceedings. It offers an alternative and more successful way of supporting parents to overcome the substance misuse, mental health and domestic abuse problems that have impacted on their ability as parents to safeguard their children against risk of serious harm. It also offers parents optimism about recovery and change, combined with a realistic understanding of the immense challenge they face.

4.4.2 The FDAC service is quite unique regarding the package offered, it is a specialist problem-solving court, hearing care proceedings for children put at risk by parental substance misuse and providing models of intervention within the context of the court proceedings. A specialist multi-disciplinary team of practitioners works with the court to support treatment regimens where parents have an alcohol and/or drug dependency. The team also works with the children affected offering various therapeutic inputs.

4.4.3 During the original tender in 2017, only 2 providers met the minimum requirements to be put through to tender, this indicates that there is limited market competition. This has been mainly due to the court aspect of the service in that the service work across 4 London courts.

4.4.4 FDAC has already formed the relationships with the judges of these courts, a relationship that has been built over time

5. STAKEHOLDER ENGAGEMENT

5.1 The Assistant Director for Children’s Social Care and Head of Service for Safeguarding and Care Planning and Court Team has had regular involvement in the development and monitoring of this service and is in favour of the service proceeding to procurement.

5.2 Feedback from Bromley Legal (Social Care) “It is notable that in the experience of the FDAC lawyers it is unlikely that without the specialist intervention of FDAC that these cases would have had a successful rehabilitation home particularly for those parents who had longstanding substance misuse issues (amongst their other issues) Feedback from other consortium members has also been very positive.

- 5.3 The service is provided to a small number of families, with a very high level of need. Feedback from adults participating in the service is gathered regularly and reviewed quarterly some of the feedback provided by service users includes the following: -

“Feeling like I wasn’t just a case that I’m going to be supported by them.”

“That they give you time.”

“Ability to offload any thoughts of stress and talk to understanding people.”

“My keyworker sessions are very helpful.”

6. PROCUREMENT AND PROJECT TIMESCALES AND GOVERNANCE ARRANGEMENTS

- 6.1 The London Borough of Wandsworth will lead the procurement exercise in cooperation with the other consortium members, for this the following procurement timetable is proposed:

Agreement from all Consortium members and various sign offs.	June 2021
Documents made available Agree spec, contract, method statement etc	July 2021
Tender out	July 2021
Tender Closing date	August 2021
Evaluation of submitted Tenders	Week commencing Aug/ Sept 2021
Anticipated award date	October 2021
Notify Tenderers	October 2021
Contract sign off all members	October /November
Mobilisation	November /December 2021
Contract Commencement date	1 January 2021

Estimated Contract Value – £165k per annum, £660k over the life of the contract.

- 6.2 **Other Associated Costs** – £165k for the period of 1 January 2022 – December 2022 - the cost of the extension/variation as set out in Section 1.2b, if the contract requires an extension due to possible delays to the above proposed timetable
- 6.3 **Proposed Contract Period** – the authorisation period for this proposal is 1 January 2022 – 31 December 2023 with the option to extend for up to two years.

7. SUSTAINABILITY AND IMPACT ASSESSMENTS

- 7.1 The Council is required to provide these services in accordance with the statutory guidance and legislation and because there is an allocated budget financial risk is low.
- 7.2 There is the potential for risk if children and young people and their families do not have timely access to support services that can make the difference between a child staying with their family and being taken into care. If a child or young person is deemed to meet the eligibility criteria for social care services, the council is obliged to fulfil its statutory duty. Joining this consortium to provide this service mitigates this risk.

- 7.3 An Equalities Impact Assessment has been completed as part of the procurement strategy considerations. Equality monitoring will also form part of the contract monitoring process.
- 7.4 Care proceedings are used to protect the most vulnerable children within our communities and the Local Authority uses them to ensure that children can achieve the best outcomes despite the breakdown of their family unit.
- 7.5 People misusing substances have complex physical and mental health needs. The FDAC approach should encourage and support earlier parental engagement with treatment services where there are concerns over parenting, and over time, lead to a reduction in the number of repeat care proceedings across all communities.
- 7.6 Improved outcomes from those impacted by substance misuse will have a positive impact on local communities as a result of the improvement of family life, for children within the affected families. National evaluations of the service show that FDAC intervention evidences a positive impact on families who go through the process, by enabling parents to make a positive and lasting changes by becoming better parents allowing children to achieve better outcomes.
- 7.7 Keeping vulnerable families together where safe and avoiding family breakdown is expected to have positive implications for children and young people. It is likely to allow for better educational and health outcome for children and young people. In addition to significantly contributing to community safety by reducing the potential for young people and their families to become involved in anti-social behaviour and or criminal activity.

8. POLICY CONSIDERATIONS

- 8.1 **Transforming Bromley Road map (2019 – 23) – Children’s Services and Education Work stream** - Ensure that the delivery of children’s services and education is sustainable and helps our children and young people at the earliest point of need.
- 8.2 **Bromley Children and Young People’s Plan 2018 -21** Key priorities of Early help and to deliver improved outcomes for our children and young people.

9. IT AND GDPR CONSIDERATIONS

- 9.1 N/A

10. PROCUREMENT RULES

- 10.1 This report seeks authorisation to proceed to jointly commission a contract for the provision of Family Drug and Alcohol Court (FDAC) services commencing on 01/01/2022 and expiring on 31/12/2023 with an option to extend for a further 1 + 1 years (four years in total), under the Pan London FDAC consortium procurement led

by the London Borough of Wandsworth acting as the lead commissioning borough. The anticipated total value of the contribution of the Council is £660k over the whole life of the contract. A high-level timetable is shown at 6.1 above.

- 10.2 The report also seeks authority to extend the existing contract by up to 1 year from 01/01/2022 at a per annum cost of £165k (pro-rata) in the event members of the Consortium at 1.1 delay the commencement of the tender.
- 10.3 Health, social and related services are covered by Schedule 3 of the Public Contracts Regulations 2015, and thus any tender would be subject to the application of the “Light Touch” regime (LTR) under those regulations. This procurement falls below the current threshold of £663,540 and can benefit from the flexibilities of the Light Touch regime. However, it is expected the lead Council in the tender will comply with the requirement to advertise contracts with values above £25k in both Contracts Finder and Find a Tender Service (FTS). The procurement must also comply with the principles of transparency and equal treatment.
- 10.4 The Council’s specific requirements for authorising proceeding to procurement are covered in Rules 1 and 5 of the Contract Procedure Rules with the need to obtain the formal Agreement of the Assistant Director Governance & Contracts, the Director of Corporate Services and the Director of Finance for a procurement of this value. In accordance with CPR 2.1.2, Officers must take all necessary professional advice.
- 10.5 In accordance with CPR 3.5.3 the officer must consult with the Director of Finance and the Director of Corporate Services before entering any collaborative procurement arrangements, joint contracts, or shared service arrangements with another Public Body. The Head of Procurement must also be consulted regarding entering joint contracts with other Authorities.
- 10.6 It is expected the lead contractor will publish the award notice in both Contracts Finder and Find a Tender Service (FTS) as the contract value is over £25k.
- 10.7 The actions identified in this report are provided for within the Council’s Contract Procedure Rules, and the proposed actions can be completed in compliance with their content.

11. FINANCIAL CONSIDERATIONS

- 11.1 The budget for the service is estimated at £165k per annum for each year.
- 11.2 There is sufficient budget within the service to contain this contract.
- 11.2 The contract is based on the premise of 10 packages a year. The expenditure can fluctuate due to the number and timing of referrals during the year.
- 11.3 The proposal offers value for money as the cost of other referrals can be as much as £47k a referral in comparison to £16.5k under this arrangement.

13. LEGAL CONSIDERATIONS

- 13.1 This report seeks to approve the proposal to proceed to procurement to retender and jointly commission the Family Drug and Alcohol Court (FDAC) Pan London Service with the London Borough of Wandsworth as the lead Authority, for a two year period with the option to extend for a further 1 +1 years. The current Contract comes to an end on 31.12.21. Approval

is also sought to extend the current Contract by up one year to mitigate against the adverse impact on the current Contract, if member authorities have delayed internal approval which results in the delay to the commencement of the tender. The proposed contract period commences on 01.01.22 and is due to expire on 31.12.25. The proposed cost of the extension is £165k per annum.

13.2 The overall whole life cost of the proposed contract (i.e. £660k) falls as a below-the light touch Regime for services outlined in Schedule 3 in the Public Contract Regulations 2015 (PCR). However due to the aggregation of value of all local authorities within the Consortium, it will be necessary to comply with the light touch regime procurement rules.

13.3 As the Contracts hold a threshold value over 25k, a Contract award notice (regulation 50 of the PCR), will in due course need to be published via Contracts Finder (by the lead Contractor) within 30 days of awarding the Contracts. Advertisement via the Find a Tender Service (FTS).

13.4 Due to the aggregate value of the Contracts across the Consortium being above the threshold of £663,540, such a procurement is governed by the Regulations.

13.5 Due to the value of the current contract and the value the extension, it would appear that such a modification can be made in compliance with Regulation 72 (1) which allows Contracts to be modified without a new procurement procedure where the requirement for modification has been brought about by circumstances which a Council could not have foreseen and that the modification does not alter the overall nature of the Contract and that any increase in price does not exceed 50% of the value of the original Contract.

13.6 Under the Council’s Contract Procedure Rules (CPR), the Councils requirement for authorisation of an extension to a Contract, must be made in accordance to CPR 23.7 and 13.1. Under 13.1 of the CPR and guidance, the decision to approve the extension, must be made by the Portfolio Holder for Children, Education and Families in agreement with the Chief Officer, the Budget Holder, Assistant Director Governance & Contracts, the Director of Corporate Services and the Director of Finance.

13.7 Similarly with regard to the Council’s specific requirements for authorising proceeding to procurement this is covered in Rules 1 and 5 of the CPR’s which must be made by Portfolio Holder for Children, Education and Families with the need to obtain the formal agreement of the Assistant Director Governance & Contracts, the Director of Corporate Services and the Director of Finance for a procurement of this value.

13.8 In accordance with CPR 2.1.2, all Officers must take all necessary professional advice.

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

Report No.
CEF21013

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: EXECUTIVE

Date: Wednesday 31 March 2021
For Pre Decision Scrutiny by the Children, Education and Families
PDS Committee on 10 March 2021

Decision Type: Non-Urgent Executive Key

Title: BASIC NEED PROGRAMME UPDATE

Contact Officer: Robert Bollen, Head of Strategic Place Planning
Tel: 020 8313 4697 E-mail: robert.bollen@bromley.gov.uk

Chief Officer: Director of Education

Ward: (All Wards);

1. Reason for report

This report provides an update on the capital schemes included within the Council's Basic Need Programme

2. **RECOMMENDATION(S)**

- 2.1 That the Executive agrees the updated Basic Need Programme as set out in Appendix 3. subject to Full Council approval.
- 2.2 That the Executive agrees the allocation of an additional £4,128k of S106 allocations to projects within the Basic Need Capital Programme as outline in Appendix 2.
- 2.3 That agreement be given that the schemes at Marian Vian Primary School and Red Hill Primary School be brought forward to the Projects in Delivery (Funded) Programme and that an allocation be included to fund requirements secondary bulge classes or temporary accommodation, should it be needed for the Council to meet its statutory duty.
- 2.4 That where required funding be delegated to schools for local delivery subject to there being sufficient mechanisms in place to control expenditure and ensure delivery of outcomes.

2.5 That the Executive notes that schools will be submitting planning applications in association with these works.

Impact on Vulnerable Adults and Children

1. Summary of Impact: This programme is currently benefitting local children through providing 1,680 temporary and 3,298 permanent school places in both mainstream and specialist settings.
-

Corporate Policy

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

_____ Education Capital Programme

Financial

1. Cost of proposal: Estimated Cost
 2. Ongoing costs: Non-Recurring Cost
 3. Budget head/performance centre: Education Capital Programme
 4. Total current budget for this head: £93,130k
 5. Source of funding: DfE Basic Need Capital Grant, DfE SEND Capital Grant, DfE Capital Maintenance Grant, S106 contributions
-

Personnel

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

Legal

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

Procurement

1. Summary of Procurement Implications: There are no procurement implications arising from this report. The procurement strategy for Basic Need has been set out in previous reports.
-

Customer Impact

1. Estimated number of users/beneficiaries (current and projected): In excess of 4,000 pupils in Bromley
-

Ward Councillor Views

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

3. COMMENTARY

- 3.1 This report provides a progress update on the delivery of the Council's Basic Need Capital Programme over the past year.
- 3.2 The Council receives Basic Need Capital Grant from the DfE to support the delivery of sufficient school places, with a total of £80m so far allocated for 2011-2022. The Council has received no additional mainstream allocation for the years 2019-20 and 2020-21. Further allocations are awaiting the outcome of the Government's future comprehensive spending review.
- 3.3 In addition, the Council has received a £4.4m SEN capital allocation. These allocations are provided in addition to the Basic Need Capital Grant that local authorities receive to support the capital requirement for providing new pupil places. The formula for allocation is based principally on projected population growth for children and young people aged 2-18 between the years 2018-19 and 2020-21.

Basic Need Allocation	
2011-12 allocation	£4,496,771
Autumn 2011 exceptional in-year allocation	£1,277,936
2012-13 allocation	£2,404,519
Spring 2012 exceptional in-year allocation	£1,590,436
2013-15 allocation	£9,968,079
2015-16 allocation	£20,635,153
2016-17 allocation	£21,666,911
2017-18 allocation	£8,837,573
2018-19 allocation	£6,895,846
2021-22 allocation	£2,237,466
Total allocation to date:	£80,010,690
SEND Provision Capital Funding	
2018-19 allocation	£865,510
2019-20	£865,510
2020-21	£865,510
Additional 2018-21 allocation (May '18)	£603,844
Additional 2018-21 allocation (Dec '18)	£1,207,688
Total allocation to date:	£4,408,062

- 3.3 The table above provides details of all the Basic Need Capital Grant and SEND Provision Capital Funding received by the Council.
- 3.4 In addition, the Basic Need capital programme also includes capital contributions from a range of other capital funding programmes including Capital Maintenance Grant and Section 106 contributions. These are detailed in Section 6 of this report.
- 3.5 Appendix 1 provides an update on those projects recently completed, currently being delivered or under development
- 3.7 Appendix 2 provides details of the Basic Need Programme and the funding allocated for individual project. Projects are categorised as follows:
- A Completed projects, including projects that are in defects and yet to reach Final Account.

- B Projects in Delivery (Funded) – schemes that are in the delivery phase, including projects under construction and in procurement, and have available funding allocated to them to allow delivery
- C Projects in Delivery (Unfunded) – schemes that are not an immediate priority and are therefore fully funded, but are being delivered to a ‘shovel ready’ status

3.8 Design development of schemes not in the delivery phase (funded or unfunded) of the programme will continue, but schemes will not be brought forward until there is sufficient need and funding is available.

Recently Completed Schemes

3.9 Since the last Basic Need Update Report to the Executive in July 2018, the following schemes have been completed:

Bromley Beacon Academy - Orpington site	Expansion and refurbishment of school accommodation for children with a diagnosis of Social Emotional and Mental Health (SEMH) need.
Bishop Justus	Expansion of secondary school by 2 Forms of Entry
Leesons Primary School	Works to increase the school intake from 1 to 2 Forms of Entry and create nursery provision
Oaklands Primary School	New reception block to ensure sufficient accommodation for the school to admit 3 Forms of Entry
Parish CE Primary School	Final works to increase the school intake from 2 to 3 Forms of Entry
Pickhurst Junior School	Works to allow creation of a resource provision for children diagnosed with SEN
Poverest Primary School	Works to increase the school intake from 1 to 2 Forms of Entry and enhance nursery provision
Riverside School	Creation of 3 rd site at Hawes Down Centre, West Wickham, increasing the provision of specialist places for children with SEN
Trinity CE Primary School	Refurbishment of former EDC building to increase school places available
Tubbenden Primary School	Expansion and enhancement of existing resource provision, increasing the provision of specialist places for children with SEN

Projects in Delivery (Funded)

3.10 The following schemes are being are currently in or being progressed to the Projects in Delivery (Funded) stage:

Marian Vian Primary School	This scheme is being brought into the delivery phase of the programme. Phase 1 will introduce a new drop off zone for the school and convert the former children and family centre into a
----------------------------	---

	nursery. Later phases will replace dilapidated accommodation and address accessibility issues. The scheme is funded entirely by S106 contributions.
Nightingale (PRU).	This scheme has been on hold due to the review of Alternative Provision, which will inform how these monies are spent
Red Hill Primary School	This scheme is being brought forward into the 'Projects in Delivery (funded)' programme and involve will carry out remodelling and limited new build construction at the school to ensure that there is sufficient accommodation to admit 4FE in KS2, creating a guaranteed place KS2 for all pupils leaving Mead Road Infant School.
Secondary School Bulge Classes	Pupil Projections indicate a growing need for secondary school places. The Council is working with the DfE and Harris Federation on the proposed development of a new secondary school on the Kentwood site in Penge. However, due to the complexity of the project which includes new premises for Harris Kent House Primary Academy and the reprovision of the Council's Adult Education Centre and adult social facilities, it is not due to open until 2025. The allocation made will ensure that the Council has the resources to ensure that offers can be made to all applicant until such time as the new school is ready.
Stewart Fleming Primary School (Phases 2 and 1(b)):	Phase 2 is now nearing completion with only external works remaining to be completed. Works have been delayed due to COVID. Phase 1(b) involves the Phase 1 contractor returning to site to convert the temporary hall and kitchen servery required during the build phase into KS1 classes.

Projects in Development (Unfunded)

- 3.11 Following the failure to obtain planning consent for the expansion of Farnborough Primary School, options are being considered with the school for the use of Section 106 monies granted to be used at the school. Any works will focus on enhancements and re-providing specialist spaces lost rather than expansion.
- 3.12 Conversation have restarted with St John's Primary School about the use of S106 monies granted. The school is now rated Good by Ofsted and eventual expansion to 2FE is being considered amongst options.
- 3.13 Further improvements to Castlecombe Primary School to enable the amalgamation of the school with Dorset Infants School will be subject to a separate report to the Executive.

4 IMPACT ON VULNERABLE ADULTS AND CHILDREN

- 4.1 The Basic Need Capital Programme has added 1,680 temporary and 3,298 permanent school places in mainstream and specialist settings.

5 POLICY IMPLICATIONS

- 5.1 Bromley Council has an established policy for the review and strategic planning of school places and related school organisation. The need to ensure sufficient school places, the quality of those places and their efficient organisation is a priority within the Council's strategy 'Building a Better Bromley' and contributes to the strategy to achieve the status of An Excellent Council. This policy also contributes to key targets within the Education Portfolio Plan.

6 FINANCIAL IMPLICATIONS

- 6.1 The Council has been allocated £84.4m in 100% Basic Need Capital Grant and SEND Provision Capital Funding for the financial years 2011-22 to meet the need for mainstream, specialist and alternative provision school places. The programme also includes various transfers from other schemes to support the delivery of the Council's Basic Need Programme. Allocations have also been made to Basic Need to support other education capital schemes, resulting in a total current budget of £93.1m as shown in the table below.

	£'000s
Basic Need Allocation 2011-22	80,011
SEND Provision Capital Funding 2018-21	4,408
Total DfE mainstream and SEND place provision funding	84,419
Other funding streams	
Approved S106 allocations	7,723
Transfers from DfE Capital Maintenance Grant (SCA)	1,294
Transfer from Reconfiguration of Special Schools Scheme	113
DfE payment for Trinity CE Primary School MUGA	301
	9,431
Total Basic Need Budget	93,850
Transfer to Highway Capital Project	-650
Transfer to Beacon House Capital Project	-577
Transfer back from Highway Capital Project to Basic Need	113
Transfer back from Beacon House Capital Project to Basic Need	391
Transfer from Langley Park BSF Capital Project to Basic Need	3
New Basic Need Capital Programme	93,130

- 6.2 The table above sets out the Council's updated Basic Need Capital Programme including the SEND Provision Capital Funding and the addition of £4,128k additional S106 detailed in Appendix 2.
- 6.3 For the purposes of monitoring total Basic Need related expenditure, and to ensure that any underspends are returned to Basic Need, the £650k and £577k transfers to the Highway Primary Rebuild and Beacon House Refurbishment Schemes respectively have been added back in to the list of projects, and the Section 106 funding removed and shown as other funding. £113k, £391k and £3k have been passed to Basic Need from the Highway, Beacon House and Langley Park School for Boys Capital Project respectively now that these schemes are closed.

6.4 To date, a total of £102.2m expenditure has been committed (completed schemes plus schemes in delivery). Funding of this is broken down as follows:-

	£'000
Expenditure committed	102,202
Funded by:	
Basic Need Grant	-79,903
SEND Capital Grant	-2,726
Other (including S106 and School contributions)	-19,573
Funding in balance	0

6.5 The detail of the expenditure and the funding is contained within Appendix 3. Residual funding that remains will support future schemes.

7. LEGAL IMPLICATIONS

7.1 The distribution and application of monies received from Central Government is subject to guidance and advice from the Department for Education. Under Section 14 Education Act 1996 the Council has a statutory duty to ensure that there are enough primary and secondary school places are available to meet the needs of pupils in its area.

7.2 Section 106 monies must be spent in accordance with the Education contribution clauses

8. PROCUREMENT IMPLICATIONS

8.1 This report provides details on the funding allocations and priorities for the Council's Basic Need Capital Programme. The procurement strategy, as set out in previous Executive reports, is not altered by this report.

Non-Applicable Sections:	7 PERSONNEL IMPLICATIONS
Background Documents: (Access via Contact Officer)	[Title of document and date]

APPENDIX 1 – NEW CAPITAL SCHEME APPRAISALS

B1 Marian Vian Primary School (Phase 1)

	2020/21	2021/22	2022/23	Total
	£000's	£000's	£000's	£000's
Land Acquisition				0
Contract Payments - MainContract		595	15	610
Consultant Fees*	3	20	1	24
Furniture and Equipment		20		20
Contingency		60	1	61
	3	695	17	715

* Some consultant fees already costed at line A34 in Appendix 3, which covered earlier bulge classes and feasibility and planning application works

B3 Red Hill Primary School

	2020/21	2021/22	2022/23	2023/24	Total
	£000's	£000's	£000's	£000's	£000's
Land Acquisition					0
Contract Payments - MainContract		1,755	45		1,800
Consultant Fees*	40	138	2		180
Furniture and Equipment					0
Contingency		176	4		180
	40	2,069	51		2,160

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APPENDIX 2: SECTION 106 SCHEDULE

Public Register Reference	Development	S106 Agreement Education Clause	How the money will be allocated	Justification	Works Period	Value of Works	S106 Contribution
LLB Internal	Burnt Ash Lane	Secured via condition - Committee report states: As the Council is unable to enter into a planning obligation with itself as both applicant and planning authority, the applicant has confirmed the required planning obligations for health, education and child play to mitigate the impact of the proposal development will be transferred to the Council's funding and delivery programmes prior to the planning decision being issued.	Towards the expansion of Stewart Fleming Primary School	Need for primary school places in Bromley. The school is expanding from 2 to 3 FE	2015 - 2021	£10,178,000	£89,485.48
296A	Land at rear of 86-94 High St Beckenham	"Education Contribution" means the sum of £195,117.49 (One Hundred and Ninety Five Thousand one Hundred and Seventeen Pounds forty nine pence payable to the Council towards the objects specified in the Payment Table in respect of the Second Development or the Third Development- which shall be payable in accordance with Sub-Clause 5.1. 7 the definition of the expenditure	Towards the expansion of Worsley Bridge Primary School	Need for primary school places in Bromley. The school is expanding from 2 to 3 FE	2015- 2017	£4,850,718	£182,389.38

		objects for the Education Contribution in column 2 of the Payment Table incorporated in the Principal Agreement shall be amended to: "Towards the cost of recently permitted extensions and upgrades at Worsley Bridge Primary School."					
370	Bassetts Day Care Centre	The sum of Seven Hundred and Seventy Three Thousand Three Hundred and Ninety Pounds and Seventy Six Pence (£773,390.76) Indexed to provide new facilities and/or the improvement of existing facilities at Farnborough Primary School, Farnborough Hill, Farnborough, Orpington, Kent BR6 7EQ or for other education projects for residents of the Council's administrative area in receipt of no more than four other such contributions under the Act	Towards works at Farnborough Primary School	To support bulge classes admitted to school.	2022-23	TBC	£773,390.76
355	4 Oaklands Road Bromley	Education Contribution means the sum of £14,293.05 towards the provision of new facilities and/or the improvement of and/or support for existing facilities at St George's Bickley CE Primary School Tylney Road Bromley BR1 2RL	Towards the expansion of St George's CE Primary School	Need for primary school places in Bromley. The school is expanded from 1.5 to 2 FE	2017-2019	£2,660,000	£14,293.05

342	Dylon International Ltd, Worsley Bridge Rd	<p>"Education Contribution" means the sum of £195,117.49 (One Hundred and Ninety Five Thousand one Hundred and Seventeen Pounds forty nine pence payable to the Council towards the objects specified in the Payment Table in respect of the Second Development or the Third Development- which shall be payable in accordance with Sub-Clause 5.1. 7</p> <p>the definition of the expenditure objects for the Education Contribution in column 2 of the Payment Table incorporated in the Principal Agreement shall be amended to: "Towards the cost of recently permitted extensions and upgrades at Worsley Bridge Primary School."</p>	Towards the expansion of Worsley Bridge Primary School	Need for primary school places in Bromley. The school is expanding from 2 to 3 FE	2015-2017	£4,850,718	£198,520.60
350	Orpington Police Station	<p>means the sum of £160.491.61 (one hundred and sixty thousand four hundred and ninety one pounds and sixty one pence) to be used by the Council solely for the Education Contribution Purpose;</p> <p>"Education Contribution Purpose"</p>	Towards the expansion of St Paul's Cray CE Primary School	Need for primary school places in Bromley. The school is expanded from 1 to 2 FE	2015-2017	£2,561,720	£86,590.74

		means use of the Education Contribution towards the provision of new facilities and/or the improvement of and/or support for existing pre-school facilities at Saint Pauls Cray Primary School;					
284	Westmoreland Car Park, Simpson Rd	<p>"Education Contribution" means the sum of £504,045.51 (five hundred and four and forty five pounds and fifty pence</p> <p>"Education Contribution Purpose" means the provision of education facilities and/or improvement of and/or support for existing education facilities at St Georges School Bickley or for other education projects within the Council's administrative area in receipt of no more than four other such contributions under the Act.</p>	Towards the expansion of St George's CE Primary School	Need for primary school places in Bromley. The school is expanded from 1.5 to 2 FE	2018-2019	£2,660,000	£504,045.51
353	57 Albemarle Road	"Education Contribution" means the sum of eighty thousand and ninety nine pounds and ninety five pence (£80,099.95) towards the provision of education facilities and/or improvement of and/or support for existing education facilities at Clare House School or for other education	Towards the expansion of Clare House Primary School	Need for primary school places in Bromley. The school is expanded from 1 to 2 FE	2015-2017	£6,756,736	£81,165.23

		projects within the Council's administrative area in receipt of no more than four other such contributions under the Act					
369	HG Wells Centre	The Owner shall pay to the Council on the Commencement Date the sum of £140,635.07 as a financial contribution towards education in the local borough and a sum of £52,364 as a financial contribution towards health in the local borough and further covenants not to Commence Development until such payments have been made.	Towards the expansion of Stewart Fleming Primary School	Need for primary school places in Bromley. The school is expanding from 2 to 3 FE	2015 - 2021	£10,178,000	£140,635.07
355	165 Masons Hill	"Education Contribution" means the sum of ONE HUNDRED AND FIFTY FOUR THOUSAND FOUR HUNDRED AND THIRTY ONE POUNDS SIXTY TWO PENCE (£154,431.62) to provide new facilities and/or the improvement of existing facilities at St Georges, Bickley CE Primary School, Tylney Road, Bromley BR1 2RL	Towards the expansion of St George's CE Primary School	Need for primary school places in Bromley. The school is expanded from 1.5 to 2 FE	2017-2019	£1,907,721	£155,350.76
382	Orchard Lodge, 107 William Booth Road)	"Education Contribution" means the sum of £875,142.90 (eight hundred and seventy five thousand one hundred and forty two pounds and ninety pence) to be used by the	Towards improvement works at ST John's CE Primary School	Improvements to the school including possible	TBC	TBC	£1,004,046.84

		<p>Council solely for the Education Contribution Purpose</p> <p>"Education Contribution Purpose" means use of the Education Contribution towards St John's CE Primary School</p>		expansion 1.5 to 2FE			
389	Land Adj to Main Road Blggin Hill	<p>"Education Contribution" means the sum of £875,142.90 (eight hundred and seventy five thousand one hundred and forty two pounds and ninety pence) to be used by the Council solely for the Education Contribution Purpose</p> <p>"Education Contribution Purpose" means use of the Education Contribution towards St John's CE Primary School</p>	Towards works at Oaklands Primary School	Works to ensure school could provide 3FE in each year group	2019-2021	£2,530,000	£133,104.43
411	North Orpington Pumping Station	<p>"Education Contribution" means the sum of £231,680.22 (Two Hundred and Thirty One Thousand Six Hundred and Eighty Pounds and Twenty Two Pence);</p> <p>"Education Contribution Purpose" means the ~ Provision of education facilities and/or the improvement of and/or support for existing education facilities at Poverest</p>	Towards the expansion of Poverest Primary School	Need for primary school places in Bromley. The school is expanded from 1 to 2 FE	2017-2019	£5,529,935	£231,680.22

		<p>Primary School or for other education projects for residents of the Council's administrative area in receipt of no more than four other such contributions under the Act;</p> <p>The Council shall apply all Contributions towards the respective purposes set out in Clause 1 of this Deed ("Contribution Purpose") save that if, by the fifth anniversary of the completion of this Deed, the Education Contribution and Health Contribution have not been expended, in whole or in part, for the Contribution Purpose then the Council may apply such Contribution to the Affordable Housing Purpose as a modification to this Agreement.</p>					
416	Maybrey Business Park	<p>"Education Contribution" means the sum of £532,938.59 (five hundred and thirty two thousand nine hundred and thirty eight pounds and fifty nine pence)</p> <p>the Education Contribution towards the provision of new facilities and/or the improvement of and/or support for existing school facilities at Marian Vian Primary School, Eimers</p>	Towards works at Marian Vian Primary School	Works to improve drop off facilities and refurbish children and family centre for nursery usage	TBC	TBC	£532,938.59

		End, Beckenham or other education projects in the Council's administrative area in receipt of no more than four other such contributions under the Act.					
							£4,127,636.66

APPENDIX 3 - BASIC NEED PROGRAMME 2011-22

	School	Description of Works	Type	Year (S)	Status	Project Cost	Funding Sources				Description	Budget Changes		
							Basic Need	SEND Capital	New S106 Funding	Other		Cost July 2019	Change	Explanation
Completed Projects														
A1	Balgowan Primary School	Internal refurbishment	Bulge Class	2014	Complete	10,000	10,000					10,000	0	
A2	Balgowan Primary School	Access works at school	Access initiative	2017	Complete	230,390	230,390					235,000	-4,610	Final cost update
A3	Bickley Primary School	Kitchen works to complete 2FE expansion	Permanent Expansion	2010-11	Complete	103,000	103,000					103,000	0	
A4	Bishop Justus	All Phases of Scheme	Permanent Expansion	2016-17	Complete	4,820,000	3,224,105			1,595,895	S106	4,820,000	0	
A5	Blenheim Primary School	Minor works to support admission of additional pupils	Bulge Class	2014	Complete	23,877	23,877					23,877	0	
A6	Bromley Beacon Academy (Beacon House)	Refurbishment of site to provide vocational offer and extend services to KS2 and girls.	SEN Expansion	2015-16	Complete	4,886,000	186,000			4,700,000	DSG	4,897,412	-11,412	Estimated final account below estimated project cost
A7	Bromley Beacon Academy (Orpington Site) Phases 1,2 & 3	External works and new build block	SEN Expansion	2017-19	Defects/ Final Account	5,220,000	3,728,600	1,184,000		307,400	CIF Funding	5,220,000	0	Awaiting Phase 3 Final Account

A8	Burnt Ash Primary School	Internal SEN unit modifications to address OfSTED recommendations	SEN	2013	Complete	50,000	50,000					50,000	0	
A9	Castlecombe Primary School	Permanent expansion of the school to 2FE in KS2 including temporary accommodation	Temporary Accommodation	2016-17	Complete apart from minor works	3,564,662	3,202,496			362,166	DSG, CIF	3,711,015	-146,353	Reinstatement of pond to take place
A10	Churchfields Primary School	Internal refurbishment, infill expansion, new nursery block	3 x bulge class, 1FE permanent expansion	2011-16	Complete	1,367,000	1,367,000					1,367,000	0	
A11	Clare House Primary School	Internal modifications to existing school, 3 temporary classroom units, demolition of existing school and construction of new 2FE school building.	3 x bulge class, 1FE permanent expansion	2011-2016	Complete	6,756,736	6,546,571		81,165	129,000	DSG		6,756,736	
A12	Coopers School	Feasibility into options for expansion	Feasibility	2015	Complete	5,000	5,000					5,000	0	
A13	Crofton Infant School	New build class and facilities for additional 'Busy Bees' class	Additional SEN Unit Class	2014	Complete	409,000	384,000			25,000	Access Initiative	409,000	0	
A14	Crofton Junior School	Access Works - New hygiene room, lift and ramps	Access initiative	2017	Complete	393,188	393,188					400,000	-6,812	Final Account reached

A15	Darrick Wood School	Access Works - acoustic partitions and associated ICT/M&E works	SEN	2012	Complete	45,000	45,000				45,000	0	
A16	Darrick Wood Infants School	Review of space at school	Site sufficiency	2014	Complete	3,395	3,395				3,395	0	
A17	Darrick Wood Junior School	Review of space at school	Site sufficiency	2014	Complete	3,395	3,395				3,395	0	
A18	Dorset Road Infants School	Feasibility	Potential Expansion		Complete	24,000	24,000				0	24,000	
A19	Edgebury Primary School	New build to support expansion from 1 FE to 2 FE	Permanent Expansion	2016	Complete	4,434,626	3,622,388		812,238	S106 & Planned Maintenance	4,455,174	-20,548	
A20	Farnborough Primary School	Internal refurbishment and FF&E	2 x bulge classes	2015 & 2016	Complete	230,685	230,685				70,000	160,685	Includes all costs associated with 2 bulge classes and feasibilities
A21	Glebe	New classroom block to support 2FE ASD secondary expansion	SEN Expansion	2015-16	Defects	4,887,000	0		4,887,000	DSG, School, S106	4,887,000	0	Awaiting agreement on Final Account. Contractor in administration
A22	Green Street Green	Feasibility on options to expand the school from 2FE to 3FE	Potential Expansion	2015	Complete	58,211	58,211				0	58,211	Previously Scheme in Development
A23	Harris Beckenham Green (Bromley Road Primary)	Internal remodelling/ refurbishment to provide accommodation for the re-organised school	Change of age range + linked to Worsley Bridge	2015-16	Defects	1,124,988	1,124,988				1,124,988	0	Additional Final costs resulting from dealing with historic nature of building

A24	Harris Primary Academy Crystal Palace	Minor refurbishment and temporary toilet unit to facilitate an extra form of entry in 2011 & 2012. Internal refurbishment and external works to Permanent support permanent expansion of school	3 x bulge classes and permanent expansion	2011-2016	Complete	1,159,488	1,138,688			20,800	DSG	1,159,488	0	Amalgamated Costs all Phases. Estimated final account and associated costs above estimated project cost
A25	Harris Primary Academy Kent House	Modular accommodation to provide an additional form of entry in 2011.	Bulge Class	2011	Complete	263,000	263,000					263,000	0	
A26	Harris Primary Academy Orpington	Works to SEN Unit	SEN	2010/11	Complete	100,000	57,000			43,000	Primary Capital Programme	100,000	0	
A27	Hawes Down Infants School	Internal refurbishments for single bulge class	Bulge Class	2012	Complete	115,000	115,000					115,000	0	
A28	Hawes Down Junior School	Additional class to admit bulge class from infant school and SEN Unit class	Bulge Class	2015	Complete	829,325	763,299			66,026	S106	829,325	0	
A29	James Dixon Primary School	Temporary reception block and relocation of contact centre	2 x Bulge Class	2014 & 2015	Complete	851,631	729,951			121,680	DSG	851,631	0	
A30	Keston CE Primary School	internal and external works to provide permanent facilities for 2012 class.	Bulge class	2012	Complete	935,804	935,804					935,804	0	

A31	Langley Park School for Boys	Internal refurbishment	Bulge class	2015	Complete	56,000	56,000					56,000	0	
A32	Leesons Primary School	Internal refurbishment and FF&E	3 x Bulge Class	2014-16	Complete	30,000	30,000					30,000	0	
A33	Leesons Primary School	Refurbishment of area separated from former day care centre and new teaching block to support 1 to 2 FE expansion	Permanent Expansion	2017-18	Procurement	4,426,000	3,816,216			609,784	S106, Early Years Capital and Seed Challenge	4,426,000	0	Subject to Final Account
A34	Marian Vian Primary School	Internal works and FF&E For Bulge class in advance of new facilities being brought forward.	2 x Bulge Class	2015 & 2016	Complete	154,869	154,869					154,869	0	Includes bulge classes, feasibility and development of design
A35	Mead Road Infants School	Review of space at school	Site sufficiency		Complete	19,080	19,080							
A36	Midfield Primary School	Internal refurbishment, new classroom block and nursery	3 x bulge classes and permanent expansion	2012 -2015	Complete	1,624,077	1,606,277			17,800	S106	1,624,077	0	
A37	Mottingham Primary School	Internal refurbishment, kitchen and utilities works	KS2 bulge classes	2014 & 2015	Complete	1,019,340	1,019,340					1,019,340	0	
A38	Oaklands	Bulge Class and provision of new reception block to ensure school has sufficient pupil accommodation	Sufficiency and Suitability	2016 & 2018-19	Complete	2,524,625	2,391,521		133,104			2,609,086	-84,461	Phase 1 works now complete

A39	Parish CE Primary School	3 New reception classrooms, new teaching block and secondary path to support 2 to 3FE expansion	Permanent Expansion	2012 -2014	Complete	3,509,000	3,509,000					3,509,000	0	
A40	Parish Primary School	Kitchen works to support 2 to 3FE expansion			Complete	175,000	175,000					175,000	0	Tenders higher than PTE
A41	Pickhurst Junior School	Hygiene and Sensory Room and capital works to support creation of Resource Provision			Complete	456,000	70,000	386,000				456,000	0	Works complete
A42	Poverest Primary School	New accommodation block and refurbishment of dining hall and CFC to form new early years block, enabling 1 to 2 FE expansion	3 x Bulge Class and Permanent Expansion	2014-20	Complete	5,529,935	4,631,255		231,680	667,000	S106, Early Years Capital and School Contribution	5,581,650	-51,715	Final account agreed, project complete
A43	Red Hill Primary School	Improvement of toilet facilities to support increase in pupil numbers	Bulge Class	2012	Complete	82,000	82,000					57,000	25,000	Additional external works in support of taking additional pupils in KS2
A44	Ravensbourne School	Move Gym to provide new classroom	Bulge Class	2015-16	Complete	950,890	950,890					950,890	0	
A45	Ravenswood School	First stage of Feasibility	Feasibility	2015	Complete	6,375	6,375					0	6,375	Previously Scheme in Development
A46	Riverside School	New school hall and ASD specific entrance	SEN Expansion	2013-14	Complete	1,239,506	836,653			402,853	S106	1,220,000	19,506	
A47	Riverside School	Opening 3rd site		2020	In defects	175,000	175,000							New scheme

A48	Scotts Park Primary School	Refurbishment of early years area and temporary accommodation block	4 x Bulge Class	2012-14	Complete	498,000	463,000			35,000	S106	498,000	0	
A49	St George's CE Primary School	Conversion of existing space to form single bulge class	Bulge Class	2015	Complete	2,660,000	1,907,721		673,689	78,590	S106	2,660,000	0	
A50	St John's CE Primary 2 Classroom refurbishment	Works during Summer 2017 to convert smaller spaces into classrooms	Bulge Classes		Complete	369,898	369,898					200,000	169,898	Includes bulge classes and development of proposals to planning stage
A51	St Mark's CE Primary School	Refurbishment of reception classrooms	Suitability	2013	Complete	135,000	135,000					135,000	0	
A52	St Marys Cray Primary School	Minor works to support admission of additional pupils	Additional Pupils	2012	Complete	78,705	78,705					11,000	67,705	Costs of taking additional pupils and feasibility
A53	St Nicholas CE Primary School	Expansion of School to 2FE Primary School	Potential Relocation and Expansion	2015 to 2016	Scheme on hold	71,000	71,000					0	71,000	Previously Scheme in Development
A54	St Paul's Cray CE Primary School	Mixed refurbishment and new build to allow expansion from 1 to 2 FE	Permanent Expansion	2015	Complete	2,561,720	2,375,608		86,591	99,521	Early Year Capital, Seed Challenge, UKPN	2,561,720	0	
A55	Stewart Fleming Primary School	Temporary accommodation block and internal refurbishment	2 x Bulge Class plus decant accommodation	2015	Complete	795,000	421,000			374,000		795,000	0	
A56	Stewart Fleming Primary School	Phase 1 of main school expansion	Expansion 2 to 3 FE		In defects	2,945,000	2,945,000					0	2,945,000	Reflects Phase 1 project is now complete and has been moved from projects in delivery

A57	Trinity CE Primary School	Temporary accommodation block and internal refurbishment, new access road and multi use games area	Bulge Class	2013-16	Complete	1,781,772	1,139,772			642,000	S106, ESFA & DSG	1,781,772	0	
A58	Trinity CE Primary School	EDC Block Refurbish	Permanent Expansion		Award	890,000	640,000			250,000	S106	890,000	0	In defects
A59	Tubbenden Primary School	New unit classroom and ancillary accommodation	SEN Expansion	2017	Defects	1,056,398	8,000	1,006,398		42,000	School	1,270,000	-213,602	Complete
A60	Unicorn Primary School	Temporary Classroom and new build expansion to ensure sufficient hall space, new classroom accommodation for 'bulge' class and hygiene facilities	Bulge Class	2015	Complete	1,438,000	1,410,000			28,000	DSG	1,438,000	0	
A61	Valley Primary School	Modular accommodation to facilitate an extra form of entry in 2011 & 2012.	Bulge Class	2011	Complete	353,000	353,000					353,000	0	
A62	Widmore Centre	Review of accommodation	Feasibility		Complete	7,000	7,000					7,000	0	
A63	Worsley Bridge Primary School	Temporary modular classrooms for additional 2 classes in 2013, refurbishment and extension	Permanent Expansion and School Re-organisation	2013-16	Complete	4,850,718	4,375,808		380,910	94,000	DSG	4,850,718	0	

A64	The Highway Primary School	Contingency to cover over-spend on project	Suitability	2010-11	Complete	537,000	537,000					650,000	-113,000	
A65	Capitalised Staffing Costs	Capitalised Project Management Costs	n/a	2013-18	n/a	493,675	493,675					300,000	193,675	Reflects additional costs since 2018
Cost of Completed Schemes						86,403,984	65,829,694	2,576,398	1,587,139	16,410,753			9,845,278	

	School	Description of Works	Type	Year (S)	Status	Project Cost	Funding Sources				Description	Budget Changes		
							Basic Need	SEND Capital		Other		Cost July 2017	Change	Explanation
Projects in Delivery (Funded)														
B10	Marian Vian Primary School (Phase 1)	Conversion of CFC to nursery and new drop off/pick up arrangements	Bulge classes an other improvements	2021	Procurement	£715,328	£0		£532,939	£182,389	S106	£4,002,000	-£3,286,672	Scheme S106 funded. Phase 1 brought forward from projects in development
B2	Nightingale (PRU)	New facilities		TBC	In preparation	£1,205,000	£1,205,000					£0	£1,205,000	
B3	Red Hill Primary School	To allow school to admit all children leaving Mead Road Infants School	4FE in KS2 (40 extra pupils)	2022-23	Feasibility	£2,160,000	£2,160,000						£2,160,000	Scheme brought forward from projects in development
B4	Secondary bulge classes	Funding to create bulge classes if required		n/a	In preparation	£3,000,000	£3,000,000						£3,000,000	New Scheme
B5	Stewart Fleming Primary School (Phase 2)	Demolition, new classroom block and refurbishment to enable 2 to 3FE expansion	Permanent Expansion	2016-21	Construction / Procurement	£7,233,000	£6,373,076		£230,121	£629,804	School & S106	£6,732,000	£501,000	Phase 1a complete. Contracted entered insolvency for Phase 2
B6	Stewart Fleming Primary School (Phase 1b)	Minor works to convert temporary hall to classrooms	Permanent Expansion	2015-21										Part of phase 1 works costed in Section Above

B7	Projects In Development	Support for development works for projects in development (unfunded)		Ongoing	Feasibility	£250,000	£250,000					£1,000,000	-£750,000	Expenditure now moved to projects
B8	Special Provision Capital Feasibilities	Feasibilities to identify priorities for future SEN investment		2021-22	Feasibility	£150,000	£0	£150,000						New scheme
B9	Access Initiative 2016-19	Accessibility and adaptations at schools		n/a	Programme	£100,000	£100,000					£100,000	£0	
B10	Capitalised Staffing Costs 2021-2023	Staffing cost for project management of programme		n/a	n/a	£270,000	£270,000					£250,000	£20,000	
Cost of schemes in delivery						£15,083,328	£13,358,076	£150,000	£763,059	£812,193	Total complete and in delivery value	Complete + in delivery minus programme contingency		
Programme Contingency (5%)						£715,666	£715,666							
In delivery (Funded) Schemes Total						£15,798,994	£14,073,742	£150,000	£763,059	£812,193				
Completed Schemes and In delivery Schemes Total						£102,202,978	£79,903,436	£2,726,398	£2,350,198	£17,222,946	£102,202,978	£101,487,312		
Current i) Basic Need Scheme Budget ii) SEN capital Budget							£80,010,690	£4,408,062						
Remaining i) Basic Need Scheme Budget ii) SEN capital Budget							£107,254	£1,681,664						
Changes to programme in delivery														

	School	Description of Works	Type	Year (S)	Status	Project Cost	Funding Sources				Description	Budget Changes		
							Basic Need	SEN		Other		Cost March 2016	Change	Explanation
Projects in Development (Unfunded)														
C1	Farnborough Primary School	Following failure to obtain planning consent works to bring school up to standard to accommodate 2 bulge classes	Bulge Classes	2017-18	Scheme on hold	£773,391			£773,391			£1,500,000	-£726,609	Options for modest improvement scheme utilising S106 being reviewed.

C3	St John's CE Primary School	Refurbishment and new accommodation block to enable expansion 1.5 FE to 2 FE	Permanent Expansion	2017-18	On hold/Planning	£4,430,300	£3,426,253		£1,004,047			£4,430,300	£0	Scheme being reviewed with trust for possible improvements or future expansion
C4	Trinity CE Primary School	Remaining Phases for expansion to 4FE	Permanent Expansion	2017 -	Post Planning	£3,013,000	£3,013,000					£3,600,000	-£587,000	Reflects additional works being delivered in line B7
C5	Marian Vian Primary School	Remaining phases of scheme		TBC		£2,500,000	£2,500,000					£4,002,000	-£1,502,000	
C6	Scotts Park Primary School	New classroom block to complete 2 to 3 FE expansion	Permanent Expansion	TBC	On hold	£2,970,000	£2,970,000					£2,970,000	£0	
C7	St Mary Cray	Re-organisation of school and Duke Youth Centre	Re-development	TBC	Feasibility	£2,970,000	£2,970,000					£2,970,000	£0	
Total cost of schemes in development						£16,656,691	£14,879,253	£0	£1,777,438	£0	£0		-£2,815,609	

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Report No. **London Borough of Bromley**

PART 1 - PUBLIC

Decision Maker: **Executive**
For Pre Decision Scrutiny at the Children, Education and Families PDS Committee on 10 March 2021

Date: **31st March 2021**

Decision Type: Non-Urgent Executive Non-Key

Title: **Award of Contract to Bloom Procurement Ltd for the provision of specialist resources**

Contact Officer: Naheed Chaudhry, Assistant Director Strategy, Performance and Corporate Transformation
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Chief Officer: Janet Bailey, Interim Director of Children's Social Care
Tel: 020 8313 4644 E-mail: Janet.Bailey@bromley.gov.uk

Ward: All

1. REASON FOR REPORT

- 1.1 To engage specialist resources to support the implementation of a new Social Care Information Management System.
 - 1.2 The Council is currently making use of Bloom Procurement Services Ltd. via the NEPRO Framework, this report seeks to make further use of that arrangement to conclude the implementation of the new Social Care Information Management System.
 - 1.3 Funding to enable this award of contract was approved by the Executive in a business case to replace Bromley's Social Care Information Management System (September 2018, Gateway 1 Report ED10868).
-

2. RECOMMENDATION(S)

The Executive is recommended to:

- 2.1 Approve the continued use of Bloom Procurement Services Ltd via a direct award on the NEPRO Framework for a further £450k of specialist resources to continue the implementation of a new Social Care Management Information System.
- 2.2 Delegate to the Chief Officer the approval of the award from the framework of individual contracts following further competition as/if required.
- 2.3 Delegate to the Chief Officer the approval of the award from the framework of individual contracts without further competition, subject to the agreement of the Assistant Director Governance & Contracts, Director Corporate Services, and Director of Finance.

Impact on Vulnerable Adults and Children

1. Summary of Impact: The Social Care Case Management System ensures the delivery of a fit for purpose children's and adult social care service to support the needs of vulnerable adults and children.

Corporate Policy

1. Policy Status: Existing policy.
 2. BBB Priority: Children and Young People Supporting Independence Safer Bromley.
-

Financial

1. Cost of proposal: Estimated cost £450k
 2. Ongoing costs: Non-recurring cost.
 3. Budget head/performance centre: Capital Programme
 4. Total current budget for this head: £3,000k
 5. Source of funding: Approved Capital Programme
-

Staff

1. Number of staff (current and additional): The Social Care Case Management System is widely used within Bromley across children and adult social care, with up to 700 user licences in operation and up to 300 concurrent users per day.
 2. If from existing staff resources, number of staff hours: N/A
-

Legal

1. Legal Requirement: Statutory requirement.
 2. Call-in: Call-in is applicable
-

Customer Impact

1. Estimated number of users/beneficiaries (current and projected):
Approximately 11,300 client referrals and 15,000 active cases, this amounts to around 5,000 assessments, 5,000 reviews and 6,000 care plans per year.
-

Ward Councillor Views

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

3. COMMENTARY

- 3.1 The Executive approved a business case in September 2018 to replace Bromley Social Care Information Management System, including the addition of £3m to the Capital Programme (Gateway 1 Report ED10868).
- 3.2 An initial contract was awarded to Bloom Procurement Services Ltd via the NEPRO Framework under delegated authority, which secured resources to deliver the specified procurement phase outputs. This included a baseline of all business processes to establish current ways of work and future aspirations, which led to the development of a robust specification and an efficient and effective tender outcome in 8 months.
- 3.3 A second contract was awarded to Bloom Procurement Services Ltd contract via the NEPRO Framework under a delegated Executive decision on 19 May 2020 which enabled ongoing access to the specialist resources to continue to deliver this programme effectively and at pace.

4. DESCRIPTION OF SERVICE AND SUMMARY OF THE BUSINESS CASE

- 4.1 The North East Procurement Organisation (“NEPRO”) Framework allows the Council to engage specialist resources quickly and flexibly through an award to *Bloom Procurement Limited* (Bloom). Bloom is the delivery partner of the neutral vendor framework for specialist professional services delivered through the NEPRO Framework which is fully OJEU Compliant.
- 4.2 Bloom focuses on “Outcomes” and driving value for money by giving contracting authorities the best choice of large and small suppliers in a quick, compliant and collaborative way.
- 4.3 Bloom’s unique neutral vendor approach is a safe and viable alternative to traditional procurement methods. Bloom manage the complexities of supplier management, assisting the Council to select the best sub-contractor available based on the brief. Bloom also manage and assure delivery of the Outcomes to the Council’s satisfaction.
- 4.4 Prior to the engagement of the initial Bloom Contract, the project sponsor had attempted to appoint a suitability qualified and experienced Programme Manager through a national advert on a fixed term contract and a round of recruitment through Adecco. These alternative routes were unsuccessful. Given the high value and risk of the programme accessing a pool of highly skilled and experienced resources is recommended to be most advantageous. The bloom contract remains competitive in that it engages resource at market value and ensures that the Council can use and manage resources as required against specified outcomes to implement the new social care management system.

5 CONTRACT AWARD RECOMMENDATION

- 5.1 **Recommended Framework and Provider** – Direct Award to Bloom Procurement Limited via the NEPRO Framework
- 5.2 **Estimated Contract Value (annual and whole life)** – £450k
- 5.2 **Other Associated Costs** – None
- 5.3 **Proposed Contract Period** – April 2021 until March 2022
- 5.4 The advantages of utilising the Bloom arrangement through the NEPRO Framework are:
 - a) This is the quickest option and would ensure value for money

- b) Competition within the 'safety' of Bloom to evaluate the potential market leaders and ensure Value for Money
- c) It is a transparent process which allows separate Work Packages based upon defined costs and agreed outcomes
- d) Weekly specialist reports are submitted by resources to ensure progress is on track and deliverable Outcomes are achieved. Payments are made in line with these agreed deliverables. This provides accurate information about progress compared to plan and which, when collated, form the basis of information for the project management and reporting to ensure governance scrutiny
- e) Utilising Bloom also ensures there is flexibility for recruitment of specialists; additional resources can be bought in quickly and efficiently. Payment is for the deliverables, not the resources, so there are no IR35 implications and the Supplier is responsible for the delivery.

6 MARKET CONSIDERATIONS

- 6.1 Bloom Procurement Ltd is a delivery partner in the North East Procurement Organisation ("NEPRO") Framework who source, appoint and manage specialist professional services offering fast access to the most relevant suppliers, with transparent governance, robust reporting and efficient budget control.
- 6.2 There are different providers within the market that offer procurement solutions for acquiring specialist resources. However Bloom is the exclusive provider of the "neutral vendor approach" which means they take full control of the process. Bloom act as the single point of contact between suppliers and the local authority, through the operation of a managed service, helping buyers select the most suitable supplier and achieve the best outcome.

7. STAKEHOLDER ENGAGEMENT

- 7.1 There has been extensive engagement with children's and adult social care practitioners and managers throughout the procurement phase, with direct input into the development of the system specification and subsequent evaluation exercise.
- 7.2 Officers will continue to engage with the service throughout the programme. Adults and children's social care practitioners, services managers and other key representatives from the related business areas including information technology and external bodies such as NHS health representatives, will be involved in a series of design workshops to ensure the new solution supports the Council's operating model and any new models derived from the Transformation Programme outcomes.
- 7.3 The Programme Board have agreed Terms of Reference and meetings are chaired by the Assistant Director of Strategy, Performance and Corporate Transformation. The Board signed off the system specification and agreed the evaluation method and stakeholder representation. The Board will continue to oversee the implementation of the Programme and will monitor any impacts on other projects and programmes underway across the Council. The Board will resolve any issues/blockages that arise to keep the programme on track for delivery.

8. SUSTAINABILITY AND IMPACT ASSESSMENTS

- 8.1 It is anticipated that a replacement case management system will not have any adverse impact on the environment, residents, local people, communities or employees.
- 8.2 The Programme Board is engaged to provide governance; the Chair is a member of the Council's Corporate IT Strategy and Governance Board and will continue to work in close partnership with the Board. This will enable links to be maintained to related IT and change management priorities across the Council to ensure a co-ordinated approach and mitigate any potential impact on other projects or on the upgrade of any other line of business systems.

9. POLICY CONSIDERATIONS

- 9.1 The procurement and implementation of a fit-for-purpose care management system enables the Council to meet the strategic priority of “Ensuring efficiency and effectiveness” in both the Portfolio Plans for Education, Children and Families and the Portfolio Plan for Adult Care and Health Services.
- 9.2 The flexibility of the new system will enable the London Borough of Bromley to quickly respond to any changing needs for example legislation changes and this would have assisted the Council in responding to the COVID-19 pandemic.

10. IT AND GDPR CONSIDERATIONS

- 10.1 The Council, as part of its on-going commitment and sustaining an evolved approach to data protection and information management, requires the following to be considered and evidenced for all (if any) systems provided by the contractor;
- Privacy By design – A Data Protection Impact Assessment to be carried out where necessary
 - Review of contractual agreement including hosting and support services with attention paid to the requirements of the GDPR and UK Data Protection Act
 - Providers must have necessary GDPR compliance evidence in place including policies, training, Information Asset Register, Register of processing activities for example
 - Data protection Officer – providers must appoint one where required
 - Breach notification – the providers must alert the Council of a breach within 24 hours of becoming aware of it to allow the Council to meet it's 72 hour reporting commitments
 - Data Sovereignty – providers that use hosted or cloud based services must ensure they are in UK Data Centres
 - Information management control – the provider must employ and evidence appropriate information security and management controls to safeguard personal and sensitive personal data
 - A retention period for personal and sensitive personal data must be identified and documented. This must be applied to information throughout the lifecycle of the contract
 - Explicit determination of what happens to the information collected and stored by providers after the contract finishes must be identified, documented and actioned as appropriate.
- 10.2 All personnel utilised by Bromley through the Bloom contract must complete the London Borough of Bromley Information Governance Training.

11. PROCUREMENT RULES

- 11.1 The previous two reports approved under delegated authority in September 2019 and by the Executive in May 2020 authorised the direct award of a contract to NEPRO, via the North East Procurement Organisation Framework. NEPRO have appointed Bloom as a delivery partner and their exclusive operator in the UK. The Council is able to make use of the Framework and has been properly included on the Contract Notice. This report requests approval from the Executive to make further use of the arrangement.
- 11.2 In accordance with Clause 3.5 of the Contract Procedure Rules, the Head of Procurement has been consulted regarding the use of the Framework.
- 11.3 The total value of the services to be awarded via the contract is up to £450k. Bloom take their fee as a 5% of each requirement.

- 11.4 Officers must use this arrangement in the first instance to fulfil individual requirements by way of a further competition. The further competitions will be conducted by Bloom Procurement Services Ltd. rather than via the Council's e-procurement system, as usually required by CPR Rule 3.6.1. The report requests to delegate to the Chief Officer the awarding of individual contracts from the framework which are likely to range in value and duration but will not exceed the values set out in this report.
- 11.5 Should officers want to appoint a contract without competition, this must be authorised only where there must be sufficient justification to do so. The report requests to delegate to the Chief Officer the approval of award of individual contracts from the framework without further competition as required, with agreement from Assistant Director Governance & Contracts, Director Corporate Services, and Director of Finance.
- 11.6 In accordance with CPR 2.1.2, Officers must take all necessary professional advice.
- 11.7 The Council's Contract Procedure Rules require the following for authorising awards of contract via a framework for this aggregated value; the Approval of the Executive following Agreement by the Portfolio Holder, Chief Officer, the Assistant Director Governance & Contracts, the Director of Corporate Services and the Director of Finance must be obtained.
- 11.8 The actions identified in this report are provided for within the Council's Contract Procedure Rules, and the proposed actions can be completed in compliance with their content.

12. FINANCIAL CONSIDERATIONS

- 12.1 At its meeting in September 2018 the Executive approved a business case to replace Bromley's Social Care Information Management System and approved the addition of £3m to the Capital Programme based on estimated costs as set out in the table below:

	Year 1	Year 2	Year 3	Total
	£'000	£'000	£'000	£'000
Programme Manager	140	140	140	420
Adults Business Analyst	70	70	70	210
Children's Business Analyst	70	70	70	210
Data Test Manager	70	70	70	210
Trainers (Care Managers)	0	120	120	240
Reports Specialists	0	20	20	40
Total Resources	350	490	490	1,330
Decommissioning & Network Charges	0	0	100	100
System Cost	420	350	350	1,120
Contingency	0	120	330	450
	770	960	1,270	3,000

- 12.2 In September 2019 an initial award to Bloom was approved under delegated authority by the Directors of Children's and Adults Services for a value of up to £450k, which has successfully delivered the first phase of this programme.
- 12.3 In May 2020 a further award of contract to Bloom was approved by the Executive for a value of £866k to enable the implementation of the new social care management system. This contract has enabled the continued access to specialist resources and work packages in a quick and efficient way.
- 12.4 Officers are seeking the Authority to award a further contract to Bloom for £450k to enable the programme to continue to access the specialist resources and work packages in a quick and efficient way. This will result in total spend with Bloom of up to £1,766k, which will see

the utilisation of the £450k contingency allocation within the agreed Capital programme budget.

13. PERSONNEL CONSIDERATIONS

- 13.1 In the event that this contract is awarded there are no HR/Staffing implications.
- 13.2 Bloom Procurement Limited is a supplier responsible for the delivery of the specified outcomes. The Council makes payments against the receipt of quantifiable deliverables only.
- 13.3 Bloom have a supplier accreditation process and ensures all standard documentation such as professional indemnity insurance, collateral warranties, right to work and recent references are in place.

14. LEGAL CONSIDERATIONS

- 14.1 This report seeks to make a direct contract award to Bloom Procurement Ltd total value of £450k for the reasons detailed in the report to continue the work on this important capital programme. The value of the service is above the EU threshold level and as such needs to be procured in full compliance with the Public Contracts Regulations 2015 (Regulation) and the Councils own Contract Procedure Rules. The Council may under Regulation 33 award the contract through a Framework Agreement set up by another public authority provided it has been competitively tendered in compliance with the Regulation and the Council is named as a body who can access the Framework.
- 14.2 Any contract awarded will need to be in accordance with the Framework call-off procedure and using the call-off terms and conditions under the Framework, which in this case allows for a Direct award to Bloom Procurement Limited. The Council have consulted with NEPRO to use the framework. The Head of Procurement has also been consulted as per Clause 3.5 of the Councils Contract Procedure Rules.
- 14.3 Should officers want to appoint a contract without competition, this must be authorised only where there is sufficient justification to do so, in addition the report requests to delegate authority to the Chief Officer the approval of award of individual contracts from the framework without further competition as required, with agreement from Assistant Director Governance & Contracts, Director Corporate Services, and Director of Finance.
- 14.4 In accordance with CPR 2.1.2, Officers must take all necessary professional advice.
- 14.5 The use of the framework, award of the contract and the delegations can all be carried out in accordance with the Regulation and the councils Contract procedure rules.

Non-Applicable Sections:	None
Background Documents: (Access via Contact Officer)	Social Care Case Management System Gateway 1 Report 12 th September 2018

Report No. London Borough of Bromley
CEF21004A

PART ONE - PUBLIC

Decision Maker: CHILDREN, EDUCATION AND FAMILIES PDS COMMITTEE

Date: Wednesday 10th March 2021

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

Title: LOCAL AUTHORITY DESIGNATED OFFICER ANNUAL REPORT FOR 2019/20

Contact Officer: Stuart Hills, Head of Service Quality Improvement – Children, Education and Families
Tel: 020 8461 7801 E-mail: Stuart.Hills@bromley.gov.uk

Chief Officer: Janet Bailey
Director of Children's Services

Ward: All

1. Reason for report

The report updates Members on the activity and performance of the Local Authority Designated Officer role (LADO) for 2019/20.

The report provides evidence of the effectiveness of the LADO service provided to and on behalf of Bromley's children between April 2019 and March 2020.

2. **RECOMMENDATION(S)**

Members of the Committee **NOTE** the report.

Impact on Vulnerable Adults and Children

1. Summary of Impact: The national requirement for Local Authorities to appoint a Designated Officer (LADO) to manage allegations against adults who work or volunteer with children is outlined in Working Together and in Safeguarding Children and Safer Recruitment in Education.
 2. The LADO should be alerted to all cases in which it is alleged that a person who works with children has:
 - Behaved in a way that has harmed, or may have harmed, a child
 - Possibly committed a criminal offence against or related to a child
 - Behaved towards a child in a way that indicates they may pose a risk of harm to children.
 3. In 2019-20, 394 referrals were made to the LADO. Of these, 98 met the significant harm threshold to be classed as a referral. Of the others, 197 were classed as contacts to the LADO and 99 were classed as consultations with the LADO.
 4. Where the harm threshold is met, the LAFO must reach a finding based on the available evidence. In 2019-20, 36 allegations were substantiated, 47 were unsubstantiated, 11 were unfounded and 4 are ongoing owing to delays in the criminal justice system. There was no evidence to support LADO findings that allegations were made on a false or malicious basis during the year.
 5. Of the substantiated allegations, 21 individuals were referred to regulatory bodies, agency unions or sporting bodies for consideration of further sanction around those individuals paid or voluntary activities with children. No individuals met the criteria to be referred to the Disclosure and Barring Service (DBS).
-

Corporate Policy

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

Financial

1. Cost of proposal: No Cost
 2. Ongoing costs: Not Applicable:
 3. Budget head/performance centre: N/A
 4. Total current budget for this head: N/A
 5. Source of funding: N/A
-

Personnel

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

Legal

1. Legal Requirement: Statutory Requirement:

2. Call-in: Not Applicable:
-

Procurement

1. Summary of Procurement Implications: N/A
-

Customer Impact

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

Ward Councillor Views

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

3. COMMENTARY

See Executive Summary and full report below

4. IMPACT ON VULNERABLE ADULTS AND CHILDREN

See Section 2 above

Non-Applicable Sections:	Policy Implications, Financial Implications, Personnel Implications, Legal Implications, Procurement Implications.
Background Documents: (Access via Contact Officer)	[Title of document and date]



Local Authority Designated Officer Annual Report

Executive Summary

April 2019 to March 2020

All organisations that provide services for children or provide staff or volunteers to work with or care for children, should operate a procedure for handling allegations that is consistent with Pan London Safeguarding Children Procedures and Working Together to Safeguard Children 2018.

The national requirement for Local Authorities to appoint a designated officer (LADO) to manage allegations against adults who work with children is outlined in Working Together and in Safeguarding Children and Safer Recruitment in Education.

The LADO responsibility sits within the Children, Education and Families Directorate in Bromley Council. Gemma Taylor is employed on a full-time basis and has overall responsibility for discharging the duties of the LADO. The LADO reports to Stuart Hills, Head of Service of Quality Improvement. The LADO and the Head of Service of QI are both new to their posts in this reporting year.

The role of the LADO is to:

- Provide advice and guidance to employers and voluntary organisations
- Liaise with the police, children’s social care and other relevant agencies.
- Monitor the progress of cases to ensure that they are dealt with as quickly as possible, consistent with a thorough and fair process.

Every agency that works with children and young people should have a Designated Officer whose job it is to liaise with and refer to LADO.

The LADO should be alerted to all cases in which it is alleged that a person who works with children has:

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

SOURCE OF REFERRALS

Referrals and consultations come from a range of agencies. Most referrals have been from education and early years. Training and awareness of the LADO role have been focussed on these agencies within the year as well as with faith groups and health agencies. The data highlights the need for the LADO in the coming year to continue to work with the Bromley Safeguarding Children Partnership in improving awareness and links within Police and Health but also the voluntary sector.

2019/20	Contacts	Consultations	Referrals
Number of allegations referred to LADO	197	99	98

CONCLUSION AND SUMMARY

The number of referrals which met threshold for harm is significantly higher than last year, where out of 202 contacts only 29 met threshold. Of the 98 2019/20 referrals, 36 were substantiated, 47 were unsubstantiated, 11 unfounded and 4 are ongoing. There was no evidence to support allegations deemed false or malicious. 21 of these cases were referred to regulatory bodies, agency unions or sporting bodies.

The activity report attached below offers oversight of our LADO service. This report includes recommendations and areas for focus to continue to improve our service during 2020-21.



Local Authority Designated Officer Activity Report

April 2019 to March 2020

INTRODUCTION

The Local Authority Designated Officer (LADO) is responsible for the management and oversight of all investigations into allegations of abuse against people who work and volunteer with children. The LADO is also responsible for the line management and professional development of the Education Safeguarding Officer, who works closely with senior leadership teams in schools to improve and scrutinise safeguarding arrangements and practice within schools in Bromley.

Nationally, all agencies and settings that provide services or staff working with children are required (under statutory guidance – *Working Together to Safeguard Children, 2018*), to have clear procedures for responding to allegations against staff, whether they are paid or voluntary. Within education services, additional guidance ‘*Keeping Children Safe in Education 2018*’ outlines specific requirements considered when managing allegations against staff working in educational settings. The requirements of the LADO process are set out in the London Safeguarding Procedures and are followed by all London boroughs.

The management of allegations should be seen in the wider context of safer employment practices, which has three essential elements:

- Safer recruitment and selection practices
- Safer working practices
- Management of allegations or concerns

This report will primarily focus on the third element, but this activity should be seen in the wider context of the BSCP’s work in respect of safer recruitment, employment and guidance to support safer working practices across the children’s workforce and within the private and voluntary sectors.

When an allegation is made against a professional, the safety of the children with whom the professional comes into contact is the priority. Employers, however, have an additional duty of care towards their staff and therefore the complexities involved in responding to such allegations require balance and careful judgement to ensure risk and support are measured at both levels. The LADO supports this process through advice on thresholds at the stage of notification; mediation with colleagues in other agencies, providing a proportionate response to investigations; guidance on individual risk management including careful consideration of whether suspension of the staff member might be necessary, or temporary adjustments to their duties/role; and support in the analysis of information and evidence gained as investigations progress, to ensure risks are responded to and appropriately concluded.

LADO work is not restricted to allegations against adults whilst working in a professional capacity with children. If there are concerns that a professional has harmed their own children or other children in the community, it may be necessary and proportionate to undertake enquiries and share information with the employer, HR, police, social care, and other relevant parties to form a judgement as to whether they are suitable to continue to work with children. There are also times when people may be out of work, but pose a risk of harm, because of their past employment with children, which has given them credibility with families.

This report provides detail of allegation activity notified within Bromley during the period April 1st, 2019 to March 31st, 2020. The report will also seek to identify trends and issues affecting the children's workforce relating to the management of allegations. It is written to provide statistical data for the BSCP and partner agencies on the number, nature, investigation process and outcome of allegations which are considered to meet threshold.

Bromley had a change of LADO in this reporting year, with the previous LADO leaving the department in September 2019, and the new LADO joining in late October 2019. During this period, although the service was covered within the Quality Improvement Service, there was a period of transition with the new LADO undergoing the two week induction programme and developing a new data recording system (LADO tracker) to monitor the progress of referrals and contacts with the LADO.

During this reporting year a total of 197 'contacts' were made to the LADO Service. A 'contact' being defined as any information received that required an initial evaluation and/or further research to determine if the issue falls under the managing allegations procedure.

98 of the contacts made to LADO reached threshold for a referral, however, many of the other contacts made required just as much careful attention, as they refer to the safety and welfare of children. These contacts are referred to as Consultations, of which there were 99. Examples of consultations could include contact from Ofsted about concerns within schools, notifications about children experiencing extreme bullying, serious health and safety incidents in regulated provisions, LADO referrals which after investigation have to be referred on to another local authority, and historical allegations within which we are unable to identify the professional etc. These matters can impact on the safety of children and the reputation of the BSCP and Council.

Working Together to Safeguard Children states the criteria for LADO intervention are applied when an individual has:

- Behaved in a way that has harmed or may have harmed a child
- Possibly committed a criminal offence against or related to a child
- Behaved towards a child that indicated he/she would pose a risk of harm if they work regularly or closely with children

STATISTICAL DATA AND INFORMATION ON REFERRALS AND NOTIFICATIONS

The number of contacts to the LADO service for consultation and allegation management support remains high. Between April 2019 and the end of March 2020, the LADO recorded 197 allegations against the children's workforce (including volunteers) in Bromley. Approximately half of these contacts mainly relate to staff conduct issues which, on consultation, are designated as below the allegation threshold or unlikely to result in a S47 investigation and are passed back to employers to manage as practice or professional capability issues. They may also constitute historical matters where staff are no longer working within the children's workforce or could relate to matters of policy guidance.

The LADO continues to track and record not only referrals but also all consultations between the LADO and relevant agencies. The categorisation of a piece of work as a 'consultation' is

deceptive and may suggest lesser input from the LADO. However, many consultations require considerable follow-up from the LADO beyond the initial contact.

Upon determining that LADO threshold of harm has been met, a decision as to whether an Allegations against Staff and Volunteers Meeting (ASV) needs to be convened. These are carried out as indicated in Working Together to Safeguard Children 2013, 2015 and 2018, and the Department of Education Statutory Guidance Keeping Children Safe in Education 2018. The London Child Protection Procedures also guide LADO practice.

The meetings draw together and co-ordinate three strands of enquiries through:

- The police in relation to possible criminal matters.
- Social care in relation to the needs of any child or young person.
- The employer in relation to disciplinary and employment matters, including support to the adult about whom the allegations have been made.

2019/20	Contacts	Consultations	Referrals
Number of allegations referred to LADO	197	99	98

BREAKDOWN REFERRALS FROM AGENCIES/SECTORS

Agency	Referrals
Early Years	16
Schools/Colleges	45/3
Ofsted	3
Foster Carers: Bromley/IFA's	1/5
Health	9
Transport	3
Police	1
Social Care	4
Residential Units	2
Faith Groups	1
Sports Groups	4
Scouts	1
Total	98

It is unsurprising that the staff most likely to have allegations made against them will be those working with children directly and for significant periods of the day and often when the children have experienced difficulties. For these staff, the need to understand and work within the basic rules of professional safe working practice is crucial to protect both children and staff. It is also important that all staff working with children know that they will be subject to certain procedures (without prejudice) should an allegation be made against them, in the interest of keeping children safe. The LADO provides regular Managing Allegations training throughout the year to support the development and upkeep of safe practice in responding to Allegations against professionals.

ALLEGATIONS BY CATEGORY

The LADO referrals are categorised in line with DfE data collation descriptors. This is a crude tool for complex dynamics and is only an indicator of potential harm. At the point where an allegation is made, motivation for the action may not have been established.

Nature of Allegation	Abuse/Behaviour Type
Physical	39
Sexual	13
Grooming	3
Emotional	9
Neglect/Failure to follow Protocol	4/2
Inappropriate Behaviour/Professional Conduct	15/12
Risk by Association	1
Total	98

Physical abuse is the largest proportion of alleged abuse due to the nature of interaction required between teaching staff and early year's practitioners and children. There may be a need for the use of restraint on a child who is deemed to be placing themselves or others at risk due to their exhibiting behaviour. During the incident, the child may make an allegation which could be malicious, or the child may have been unintentionally hurt in the course of being restrained. It is for this reason that schools ensure that staff are fully trained and there are clear guidelines if it is deemed that the use of restraint is required, and appropriate training provided.

Once it has been established that the allegation is not of a criminal nature, or the criminal investigation has been completed, LADO will advise and guide employers in conducting their own Internal Management Investigation (IMI) during this process issues considered would include:

- What/When to disclose details of the allegation
- Guidance through Investigation Process
- Ensuring Employer evidences their Duty of Care
- Ensuring fair and transparent process
- Ensuring timely process

Allegations against Staff and Volunteer Meetings are also under review and we are increasingly holding more meetings where threshold is met particularly where there is a high level of complexity in a case such as multiple suspects and/or multiple victims. This not only builds relationships and trust but also increases challenge from the LADO in holding organisations accountable for their activities in conducting robust investigations when allegations are made against staff/volunteers.

OUTCOME OF ALLEGATIONS

The Department for Education has defined outcomes within four definitions – Substantiated, Unsubstantiated, Unfounded, False, and Malicious. The LADO is required by guidance to collate information on allegation outcomes within these definitions.

Substantiated means sufficient evidence to prove or admitted; **Unsubstantiated** means there is insufficient evidence to either prove or disprove the allegation. The term, therefore, does not imply guilt or innocence; **Unfounded** means there is no evidence or proper basis which supports the allegation being made; **False** means there is sufficient evidence to disprove the allegation; and **Malicious** means there is sufficient evidence to disprove the allegation and there has been a deliberate act to deceive.

We must be mindful when considering these statistics that any adults deliberately intent on harming children are unlikely to do so in front of witnesses, that a child’s word against an adult’s is unlikely to be accepted as evidence at a criminal level and that many children do not have a voice either due to their young age or communication difficulties, and these are our most vulnerable children. The LADO’s starting point is that children’s allegations are believed and investigations of allegations are conducted from this starting point.

Outcome of Allegations/LADO Findings 19/20	Total
Unsubstantiated	47
Substantiated	36
Unfounded	11
Ongoing	4
Total	98

21 of those cases were referred to other regulatory bodies such as DBS, the TRA, Sporting Bodies like Football, Swimming, Cricket, and we are awaiting CPS decisions on 4 cases.

Below is a graph showing a breakdown of the 19 referrals to regulatory bodies

Breakdown of Agency	Total
Health Governing Bodies e.g. NHS England	2
Sporting Governing Bodies e.g. Football Association, Swim England, Cricket Board	2
Music Governing Bodies e.g. Bromley Youth Music Trust	1
Ofsted	4
DBS	8

Teaching Regulatory Agency	4
Totals	21

It is important to note that the procedures require an automatic referral to the DBS when an employee resigns during an investigation so some of the above data refers to those circumstances and not necessarily when an allegation of harm has been substantiated. We do not get informed of how many referrals to the DBS reach threshold for the Barred List.

LADO liaison with Ofsted has been a developing relationship for the new LADO in continuing the positive work maintained by the previous LADO. The LADO has liaised closely with Ofsted in relation to a Bromley nursery where historical concerns had been raised about their management and treatment of children. 5 parents booked an appointment to meet with LADO to discuss these concerns and how these had impacted upon the emotional wellbeing of their pre-school aged children. LADO provided a sympathetic ear, and a conduit between them and Ofsted, who were addressing the issues, but don't feedback to referrers directly.

TIMESCALES TO CONCLUDE REFERRALS

Working Together to Safeguard Children sets out the expectations that 80% of LADO cases should be resolved within one month of referral, 90% within three months, and all but the most exceptional cases, completed within one year. The graph below illustrates the timescales in which referrals have been concluded by the LADO in the 19/20 reporting year.

Whilst investigations are undertaken by employers, the police and any responsible agency or body, the LADO manages and monitors the investigations to ensure fairness and thoroughness and to challenge where and when required.

It is also the responsibility of the LADO to provide timescales and guidance and although several sectors can work within these timescales, some sectors still struggle to meet deadlines for various reasons. The Covid 19 Pandemic also affected this data near the end of the reporting year.

Timescales	Totals
1 Month	45
1 -3 Month	33
3 - 6 Month	5
6 - 9month	3
9 -12 month	0
12 month +	8
Ongoing	4
Total	98

The response time in respect of responding to consultation and referrals providing advice and support and responding to referrals of allegations remains positive. However, there was some drop in this during the transition period September – November 2019 between when the previous LADO left the department and the new LADO started. Although the service was covered by managers in the Quality Improvement Service there was a drop in timeliness which will need to be closely monitored with the assistance of the new spreadsheet and increased dedicated Business Support. These measures add resilience to the LADO work process now when the LADO is absent. Given the broader service realignment and transformation alongside the embedding of a new LADO, we are satisfied with the timescales in which LADO investigations have reached conclusions. Overall, we have completed 80% within 1-3 months.

One area of difficulty is the amount of time it takes for the Police to investigate adults who have been subject to allegations of child sexual abuse. Police report that, on average, it can take up to a year sometimes longer for the Police to prepare the case and obtain a decision from the Crown Prosecution Service. Because of this delay, both the child making the allegation and the adult/s requiring justice, experience delay. The person against whom the allegation has been made will often not be able to work during this time and some have reported to have suffered family problems and mental health difficulties during this time. Where the adult is a professional, the LADO process is stalled, with professionals having to wait for the Police to complete their interventions before other investigations can be progressed to a closure, such as disciplinary procedures and Standards of Care Assessments. This is the reason for the four cases noted in the table above to be 'ongoing'.

TRAINING AND AWARENESS RAISING

The LADO has continued to seek to provide information and learning to all partners. This has included the delivery of sessions to the NHS England and the South East London CCG meetings to raise the profile of the LADO within Health along with advice around what constitutes a referral to the LADO and LADO processes.

The LADO has delivered training to the Designated Safeguarding Leads (schools) forum, ESAC and frontline teaching staff. The LADO line manages the Education Safeguarding Officer (ESO) and has been instrumental in supporting the development of the ESO role during the year.

The LADO had planned twilight sessions that would have been delivered in a range of community settings to build the reach of the LADO more broadly to community organisations, including sports organisations. It continues to be a challenge locally to form LADO links with the broader voluntary umbrella of organisations that provide services to children. Unfortunately, the growing difficulty towards the end of the reporting year associated with the pandemic meant that these plans had to be put on hold.

LADO briefings undertaken over the last year 2019/2020:

June 2019 – All agencies

14th October 2019 – All agencies

28th January 2020 – All agencies

2nd March 2020 – Designated Safeguarding Leads in Bromley Schools

13th March 2020 – LADO presentation to Mentors

Although the Covid-19 pandemic has not significantly impacted on the LADO role, the briefings have continued online and have been well attended.

EMERGING THEMES AND CHALLENGES

Some emerging themes worth noting are the challenges in respect of the ongoing issue around referrals and notifications from the police relating to Police officers. This remains a national LADO challenge and LADO's continue to work together to look for more effective ways of addressing this as a collective body.

Like with other LADOs Nationally, the Bromley LADO continues to reflect on various possible reasons such as lack of knowledge of process or that the police are managing/addressing allegations internally via the Independent Office for Police Conduct (IOPC) and/or choosing not to engage with the LADO procedures.

At the recent national LADO conference held on the 10th of May 2019, according to the survey reported by the Paedophile Online Investigation Team Detective Inspector in Surrey, 58% knew what the LADO role is. This remains an agenda item both at the Regional and National level.

The second emerging theme is in respect of managing allegations in respect of individuals and or charities that are not registered with regulated bodies. I.e. independent tutors. LADOs in general (regional and national) find it challenging when individuals or charities undertake activities with children and are not regulated by any 'Body' that they are accountable to, especially if the allegation is against the manager or leader of the group.

The exact numbers of unregistered organisations are unknown and such individuals will only come to light when an allegation is made. Such individuals use church halls and school halls and/or their homes to deliver such services.

The LADO continues to encourage schools and churches to speak to parents about the need to ensure that the adults employed privately to work with their children are safe adults and that the required checks are done.

In addition to this, the BSCP have also supported in targeting such individuals by providing some sectors with guidance on what to look out for when employing the services of private tutors and or coaches.

According to the LADO procedures, when an allegation is made against an individual working with children, the LADO will liaise with their employer and manager and in cases where the allegation is made against the manager, the director, and chair of trustee and or regulatory body will work with the LADO to manage the allegation. However, with charities and individual led companies, this becomes a challenge. The LADO must be creative in seeking multi agency support and/or involving the DBS if the allegation meets the threshold.

LADO continues to manage the Education Safeguarding Officer (ESO) Joan Keenan-O'Malley and works very closely with her in liaison with the Director of Education, Jared Nehra to agree and implement themed strategies to improve the relationship between Children, Education and Families Services and Schools. Schools have provided regular feedback about how much

they have appreciated the ESO's support in communicating with CSC, understanding LADO thresholds, and managing challenging issues such as Bullying and CSE.

During the changeover of LADO's, there was also a loss of Business Support Staff, as a result any administrative support needed to come from the pool of Quality Improvement Business Support Officers who had competing priorities. This proved challenging and resulted in the development of a cohesive and effective recording system and LADO tracker being delayed.

WIDER LADO NETWORK

The Bromley LADO is a member of the Regional London Network. The Regional LADO's have a bi-monthly meeting where best practice is shared and case work experiences as well as reviewing interfaces and cooperation across boroughs, including identifying themes and emerging patterns.

The regional group continues to develop with its prime focus of ensuring that practice and processes between London LADOs are consistent in complying with statutory guidance and the Pan London Child Protection Procedures.

This offers significant opportunities to compare and benchmark thresholds and levels of intervention, draw on the experience of others, and consider alternative approaches as evidenced in the benchmarking above. The Group also meets regularly with members from a variety of stakeholders.

The National LADO conference for 2019 was hosted by the London LADO group and took place on the 10th of May 2019, which the Bromley LADO attended.

CONCLUSIONS

The LADO is focussed on the steps needed to work with the Local Authority on the road to excellence and is positive about the year ahead. It has been a very productive year for the LADO service, and it continues to establish itself within the safeguarding network in Bromley and is seen as a positive and supportive provision. Professionals continue to feedback the benefits of learning and knowledge acquired because of working with the LADO.

With the progress and achievement made this year, the LADO acknowledges that there is still ongoing work to be done and more sectors to reach within Bromley such as newly employed staff in organisations as well as Designated Safeguarding leads in schools and charities. More collaborative work needs to be done with the police and voluntary organisations.

The LADO recommends that the information and details provided within this report is noted and that partners ensure that their respective services are aware of the LADO function and if not, arrange for the LADO to attend key forums within their various departments and organisations or for their staff to attend the regular LADO training.

ACTIONS FOR 2020/21

- Review of LADO Business Support to obtain dedicated service to improve LADO response to enquiries, referrals, distribution of minutes and data collection

- Continue to disseminate LADO procedures, processes and thresholds through regular training sessions, contribution to inductions and attendance at various service meetings. With particular focus on R&A, Schools, Nursery's, and Frontline
- Revise and update the LADO referral form for professionals
- Development of a leaflet explaining LADO role and procedure for parents and carers, Staff & Volunteers.
- Seeking out various ways of engaging Charities/Voluntary Agencies and self-employed staff
- Continued attendance at monthly MAPPA meetings
- Continued attendance at the bi-monthly London LADO Group
- Continued attendance at the NHSE/CCG Meetings
- Active review and update of LADO information and documents on the BSCP website
- Increase the timeliness of referral outcomes
- To continue to participate in the developing of effective data recording systems linking up the LADO spreadsheet/Carefirst/Liquid Logic and management of the shared LADO drive
- Continue to support and develop the Education Safeguarding Officer's role in liaison with the Education Department's objectives
- The Annual Report for 2020/21 to include benchmarking data agreed by the National LADO Network.

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Report No.
CEF21005

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: CHILDREN, EDUCATION AND FAMILIES PDS COMMITTEE

Date: Wednesday 10th March 2021

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

Title: INDEPENDENT REVIEWING OFFICER REPORT 2019-20

Contact Officer: **Stuart Hills**, Head of Service Quality Improvement – Children, Education and Families
Tel: 020 8461 7801 E-mail: Stuart.Hills@bromley.gov.uk

Chief Officer: **Janet Bailey**
Director of Children’s Services

Ward: All

1. Reason for report

The purpose of this annual report is to provide an account of the activity of the Independent Reviewing Service between 1 April 2019 and the 31 March 2020. This report analyses and evaluates practice, plans and arrangements for looked after children and the effectiveness of the Independent Reviewing Officer service in ensuring the local authority, as a corporate parent, discharges its statutory responsibilities towards looked after children. The report contains and Appendix A to evaluate the response to the Covid-19 pandemic.

2. **RECOMMENDATION(S)**

The Committee note the progress and actions of the Independent Reviewing Officers in discharging their statutory duties and contributing to the aims of the Corporate Parenting Strategy.

Independent Reviewing Officers (IROs) were nationally introduced to represent the interests of looked after children. Their role was strengthened through the introduction of statutory guidance in April 2011. The Independent Review Officers (IRO) service is set within the framework of the updated IRO Handbook, Department for Children, Schools and Families (2010) and linked to revised Care Planning Regulations and Guidance which were introduced in April 2011.

This report identifies good practice as well as highlighting areas for development in relation to the IRO function. The IRO has a key and statutory role in relation to the improvement of care planning for looked

after children. The responsibility of the IRO is to have an overview of the child's care planning arrangements in respect of the child's wellbeing in placement, and plans for the future

Impact on Vulnerable Adults and Children

1. Summary of Impact:

In line with statutory guidance this annual IRO report provides both quantitative and qualitative evidence relating to the IRO service in Bromley and the key findings are outlined below.

- The profile of Looked After Children locally shows that our cohort of children are mainly aged 10-17. 3% of our children living in care are in this age range.
- The majority of children become looked after when they are very young in age group 0-4 and when they are in late adolescence at age 15-17, but an increasing number become looked after aged 4-9.
- The majority of children have a Looked After Care Plan that is based on assessed need and they are satisfied with this plan.
- The IRO Service continues to evidence strength in the timeliness of reviews, their encouragement of children and young people's participation in reviews and case monitoring and quality assurance between and at the point of review
- IRO monitoring suggests that the majority of children's care plans are of good quality.
- The average caseload for IRO's in Bromley is 54 young people. This is in the lower end of national guidance for the number of cases it is recommended IROs hold (50 to 70 per IRO). The fewer cases that are held, less IRO time is taken with chairing and recording looked after reviews and more time is available for monitoring progress, escalating concerns, contributing to practice improvement and other practice meetings. Caseloads fluctuated during 2019-20 but this end of year caseload reflects the increasing stability of the IRO group heading into 2020-21.
- Evidence suggests IROs monitor and escalate issues appropriately but have not always recorded this in line with the expected method (Dispute Resolution Protocol) and have relied upon informal methods of raising issues of concern.
- The model of writing review minutes to the child is fully embedded. IROs are motivated and enthused to continue developing this model.
- The large majority of monitoring completed by IRO's did not require a formal escalation process to be initiated to achieve progress in the child's plan. This can be seen as evidence of the necessary robust oversight of the quality of Care Planning including the informal escalation and active monitoring between Reviews by the IRO team.
- When cases are escalated the majority are resolved at a local level with team or group manager with very few progressing to more senior management for review and action.
- The IRO service realigned its role in June 2019 meaning that all our IROs now work with children living at home with their families with Child Protection Plans and our children living in care. This was necessary to ensure children and families receive consistency in their plans and reviews, and build a relationship over time with one Reviewing Officer. In particular, children and their families no longer need to repeat their narratives in their care plan reviews and get to know a new IRO should they become looked after. We are also seeing caseloads reduce as the realigned role takes effect and this will support further service development moving forwards.

Corporate Policy

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

Financial

1. Cost of proposal: No Cost:
2. Ongoing costs: Not Applicable:

3. Budget head/performance centre: N/A
 4. Total current budget for this head: N/A
 5. Source of funding: N/A
-

Personnel

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

Legal

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

Procurement

1. Summary of Procurement Implications: N/A
-

Customer Impact

1. Estimated number of users/beneficiaries (current and projected): All Bromley children in care
-

Ward Councillor Views

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

3. COMMENTARY

See full report below.

4. IMPACT ON VULNERABLE ADULTS AND CHILDREN

See Section 2 above.

Non-Applicable Sections:	Policy Implications, Financial Implications, Personnel Implications, Legal Implications, Procurement Implications
Background Documents: (Access via Contact Officer)	[Title of document and date]

Children's Social Care

Annual Report on Independent Reviewing Officers for Children Looked After

The contribution of Independent Reviewing Officers to quality assuring and improving services for children in care of Bromley Council

2019-2020

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Purpose of Report

An annual report of the Independent Reviewing Service for children looked after is required in accordance with the *Children and Young Person's Act 2008* and provides a summary of the work undertaken by the IROs for the period 1st April 2019 and 31st March 2020. It also provides themes for further service improvement for the financial year 2020-2021. The Quality Improvement Service underwent transformation during the first quarter of 2019-20 and the IROs now combine their role with that of chairing Child Protection Conferences and are known by the title of Reviewing Officer. The rationale for this was to ensure that children did not need to make a relationship with a different independent reviewing officer if they transferred from Child Protection to become a child looked after. This report focuses on the discharge of the IRO role and responsibilities. The terms Reviewing Officer (RO) and Independent Reviewing Officer (IRO) are used interchangeably in the report.

Introduction

- 1.1 After consultation with staff in the Quality Improvement Service, a change to a dual role of Independent Reviewing Officer and Child Protection Conference Chairperson was implemented from June 2019 and this combined role is called Reviewing Officer.
- 1.2 The appointment of an Independent Review Officer (IRO) is a legal requirement under Section 118 of the Adoption and Children Act 2002. In March 2010, the government issued new statutory guidance for local authorities and IROs on care planning and reviewing arrangements for looked after children as contained in *Care Planning, Placement and Case Review (England) Regulations 2010 and Statutory Guidance*. This came into force from April 2011. The IRO handbook 2010 supplements this and provides guidance to IROs about how they should discharge their distinct responsibilities to children looked after.
- 1.3 The annual report is a management responsibility as set out in the IRO Handbook 2010, Chapter 7, Strategic and Management responsibilities where Section 7.11 states; "The manager should be responsible for the production of an annual report for

the scrutiny of the members of the corporate parenting board. This report should identify good practice but should also highlight issues for further development, including where urgent action is needed”.

- 1.4 Every parent wants the best for their child and as a corporate parent, Bromley Council is working to make sure that the aspirations for ‘our’ children looked after are healthy, safe and happy, do well at school, enjoy good relationships with their peers and can grow towards adulthood equipped to lead independent lives. This report should be read in conjunction with the Corporate Parenting annual report.
- 1.5 Each child has their own IRO from the time they become looked after. The IRO role is to offer support and challenge and advocacy, to be a critical friend in ensuring care planning is meeting the holistic needs of children within the timescales that children need, escalate issues that are adversely impacting on achieving good outcomes for children to the right level of the management structure, drive and champion plans for permanence, and monitor the performance of the local authority as a corporate parent. Above all, the IRO must make sure that children’s swishes and feelings are given full consideration in relation to their care plans and the support being given to them by their social workers.
- 1.6 This report explores the local authority’s responsibilities as outlined above.

2. Profile of the Independent Reviewing Service in Bromley

- 2.1 The Reviewing Officers are placed within the Quality Improvement Service in the Children’s Social Care Division of the Children, Families and Education Directorate, People Department. Reviewing Officers have a unique position within the Division in that they do not hold the case decision making responsibility or supervisory responsibilities with social workers and can therefore take an independent view of the service and care planning being provided for children. The Reviewing Officers are valued members of the Children’s Social Care Division and are not independent of the Local Authority, something that is a common misconception.
- 2.2 Following the change of role for the Reviewing Officers that took effect from June 2019, the service was structured to be composed of 8 full-time ROs, 3 part-time ROs and 1 full-time Fostering IRO (FIRO). The Reviewing Officers are managed by two Group

Managers. The fostering IRO conducts the annual review of Bromley foster households to ensure they are meeting fostering standards and providing good parenting to our children living in our care. There is one Business Support Officer who leads on the administration of looked after reviews, who is managed by the Business Support and Children & Families Reception Manager. The restructuring of the Reviewing Officer role was a positive step for the service to build its relationships with other services in the Division. However, this had an effect of seeing an unusual turnover during the 2019-20 period which is not uncommon when realigning and improving a service. This contributed in the short term to temporary instability and some variable performance at times, with both realistic workloads and recording systems being developed as remedial actions to bring the service calmly and confidently through this fundamental change. In many ways, by the end of the reporting period, the Quality Improvement Service could almost be described as a new service, with permanent recruitment taking priority and a number of Reviewing Officers with a wealth of different statutory and third sector social care experience forming the nucleus of an ambitious group. The service recruited two new Group Managers and a permanent Head of Service to deliver a long term commitment and enthusiasm to achieve lasting and continuous improvement of the service as part of the Division's striving for excellence for our children and young people. Despite these changes (for the better) key areas of performance were maintained with the timeliness of the core function of looked after reviews increasing to 91% within the reporting year.

- 2.3 During this period there has been a continuation of high support and high challenge to Reviewing Officers to improve outcomes for children and make a real difference to their lives. The focus has remained on professional development in building knowledge, skills and abilities of the IROs. Supervision, role modeling, case discussions and focused training has resulted in continued improvement of the service in discharging its role. The model of writing review minutes to the child or young person is fully embedded and acknowledged by our regulators as key development. Starters in the service receive a full induction to support their skills in this aspect of their role. This has included additional training and learning support to help staff who previously chaired Child Protection Conferences to adapt and adjust to the IRO element of their new dual role. Reviewing Officers have become increasingly a part of significant meetings that respond to vulnerabilities of young people. This includes evidencing their overview and involvement in supporting and challenging social workers and their managers through ever increasing use of midway reviews and proactive visiting of young people between reviews. Reviewing Officers are increasingly

demonstrating their 'footprint' within children's records. With a significantly changed group of Reviewing Officers and their leadership, base line performance standards have been maintained. Group Managers and the Head of Service have extended the reach of the Quality Improvement Service through membership of the full range of decision-making panels, including Legal Gateway Panel, Placement Panel, Children in Need panel and the Permanency Panel. The challenge for the service is to achieve consistently good and excellent work to demonstrate how the role impacts in supporting the Division to achieve the best and most timely outcomes possible for children and young people.

- 2.4 The team reflects the diversity of the looked after population in Bromley and requires that all IROs have the skills and ability to meet the needs of children from diverse communities.
- 2.5 Guidance from the IRO Handbook outlines that each IRO should have a caseload between 50 to 70 children. During the period of this report the IROs experienced some fluctuation in workloads which in part was due to some staff wishing to leave rather than be part of the innovation of the introduction of the dual role. Successful recruitment of permanent Reviewing Officers and an increase in the quality of some locum staff recruited, caseloads at the end of the period were 54 and an equitable split between Child Protection and IRO work had been achieved for all the Reviewing Officers. This change in Reviewing Officers did have short term impact on the quality of some reviews and the experiences of young people, some of whom did ask their new ROs if they would now be staying as their RO.

3. Corporate Parenting Board

- 3.1 The Deputy Leader is the Portfolio Holder for Children's Services and is proactive in ensuring the Council and its partners as corporate parents are demonstrating a strong commitment to ensuring children and young people growing up in care receive what they need into adulthood.

- 3.2 The purpose of the Corporate Parenting Board is to ensure the Council with its partners effectively discharges its responsibilities as Corporate Parents to all children and young people looked after and care leavers.
- 3.3 The Corporate Parenting Board is made up of senior officers of the Council, its partner agencies and members of the Living in Care Council (LinCC) and is driving improvement in services through rigorous challenge and support. The Corporate Parenting Board is jointly chaired by the Deputy Leader of the Council, and Portfolio Holder for Education, Children and Families, and the Chair of LinCC.
- 3.4 As a Corporate Parent to all children and young people looked after and care leavers the Council and its partners must act as a responsible and good parent.
- 3.5 A refreshed Corporate Parenting Board was launched on 24.04.19. Key partner agencies agreed to chair operational sub-groups to develop and progress action plans to feed into the Board for its scrutiny. This has included the Change for Care Leavers group and LinCC having sight of documents for the Board in advance and questioning sub-group leads about the progress and ambition of their work as part of Strive sessions at each Board meeting.
- 3.6 The Quality Improvement service has ambition to play a part and it has joined the membership of each of the sub-groups, although at this stage does not have a lead area of development that it is reporting into the Board which will be addressed in the next iteration of the Corporate Parenting Board refresh 2021. The strategic areas the sub-groups are responsible for are Support and Stability, Health and Wellbeing, Education and Enjoyment, Transitions and Independence.

4. Voice and Influence of Children and Young People

- 4.1 While this report should be read in conjunction with the Corporate Parenting annual report, children and young people can participate in decisions and activities that shape and influence practice, policies and services that can impact on their lives. Bromley have a dedicated team to work directly with our children to support their inclusion in services, they are called the Active Involvement Team (AIT). Some highlights of note during the 2019-20 period include as follows:
- The annual corporate parenting fun day was held in July 2019. This was well attended and gave children and young people a chance to meet senior leaders and elected members while taking part in organized activities.

- The Active Involvement Team ran a summer programme in 2019 for young people and care leavers. This included a residential trip for eight young parents with their children to promote bonding and outdoor play while staying on a farm. Day trips for care leavers were also offered and a music project.
 - LinCC members delivered an inspirational session to the 2019 annual staff conference for all Children's Social Care with a relationship building theme.
 - A Celebration of the success of care leavers was held in October 2019 during care leavers week. More than 30 young people and 20 staff attended the event.
 - LinCC and CFCL put on a coffee morning during the Care Leavers week in October 2019 to raise funds and these were used to provide housewarming gifts for young people who have achieved their own tenancy.
 - The annual celebration event for our children was held in February 2020. Despite growing concern about Covid-19, the event was attended by over 50 young people and their carers to celebrate both academic and personal achievements during the previous year.
 - A small group of care leavers took part in group work to help develop their financial skills through MyBank in March 2020.
 - Children and young people were consulted about the impact of the Bromley Pledge for Children in Care and their feedback helped the revision of our Pledge to Children in Care and Care Leavers, Bromley's Promise.
- 4.2 One of the key roles of Reviewing Officers is to offer a critical friend role if there is concern as to how the Local Authority is discharging its Corporate Parenting duties. This can involve raising themes and trends identified with the senior management team or it can on an individual child level see an issue of disagreement escalated for resolution. However, a positive development as the service has evolved during 2019-20 is an increased onus on relationship building and Reviewing Officers have dedicated days to visiting young people outside of reviews when they have expressed concern about specific issues such as their accommodation or desire to engage with support. This has been a pro-active means of supporting the Department and collaborating with colleagues and young people to help the discharge of corporate parenting responsibilities around matters such as suitable accommodation and listening to the wishes of young people.

5. Action taken to improve IRO Performance

Supervision, Training and Development for IROs

- 5.1 Reviewing Officers receive monthly supervision and have access to informal supervision as and when needed. Managers remain committed to ensuring the level of supervision and support to the IROs is of the highest standard. Group Managers have audited files to assess the quality and visibility of IRO support and challenge and have analysed individual areas for focus as required to drive improved practice and performance. The Quality Assurance framework including Practice Assurance Stocktakes support the identification of areas for improvement. The service is aware of the need to achieve consistent tracking of the progress of children and evidence actions taken to support and challenge social workers and their managers if the RO is concerned about how any aspect of a child or young person's needs are being responded to, and where there is an indication of drift or delay that can be remedied to achieve timely and ambitious outcomes. The dual role's design is demonstrating a move towards achieving this consistency and at the end of 2019-20 the service had come through its change and had the promise of a stable staff group ahead.
- 5.2 Training and development included taking part in sessions to begin implementing the Department's overarching Practice Model, the Bromley Relationship Model (BRM) and also focused on upskilling and building confidence to deliver the Child Protection Conference chair role for those staff who had always been IROs and vice versa.
- 5.2 The Reviewing Officers continued to have fortnightly team meetings which included briefings on childcare issues and new developments in practice. The focus following the change to the dual role, a new staff group and a change in the management group during this reporting period meant that the focus was on building relationships within the service and achieving a future vision and direction for the service therefore during this period. The ROs enjoy access to all the same training and development opportunities made available for managers and social workers within the department.
- 5.3 Review meeting records have been fully embedded and are written to the child or young person in sensitive language. Shadowing and learning from the best examples of 'My Review Report' have been a key element of induction of new starters in the service. A large range of induction materials across 3 folders was put together for new starters and all new permanent starters have been facilitated with a full 2 weeks induction period.

- 5.4 The ethos after the completion of the change to a dual role for Reviewing Officers has moved to one of collaborative learning through the development of group supervision and reflection sessions. Reviewing Officers have been committed to the goal of achieving excellence for children and young people and have attended where possible all Getting to Excellence seminars and the annual CSC staff conference.

Midway reviews to track progress of plan

- 5.5 Reviewing Officers now routinely coordinate midway reviews to track the progress of care plans between reviews and consult with children, young people and their carers where this is in a child's best interests. The greater visibility of Reviewing Officers involvement and providing a critical friend voice through their interventions and 'footprint' on children's social care records has been recognised through the undertaking of Practice Assurance Stocktakes. The challenge, now that the service began to show signs of a new stability at the end of the year, is to achieve consistency across the Reviewing Officer group.

Quality Assurance and Monitoring

- 5.7 IRO footprint on the children's and foster carers' files provide evidence of oversight and challenges. The CLA Review Preparation Checklist and Monitoring document is a tool to provide qualitative and quantitative oversight of care planning for each child in the pre-meeting (IRO and social worker meeting before the review) in advance of reviews that ROs are required to hold. These meetings help ensure statutory requirements have been completed or are in progress, confirm the care plan in addition to identifying areas of good practice or where challenge is required. They also ensure that any contentious issues can be discussed more discretely so that these do not affect the quality of the child or young person's review meeting.
- 5.8 This tool allows managers to track work with individual children in addition to identifying any trends across a specific team or service along with any practice issues.
- 5.9 The Midway Monitoring Review provides an opportunity for the IRO to track and quality assure the progress and timeliness of planning for children. When required, challenge is raised using the Dispute Resolution Form. This form was only embedded with ROs routinely using this from the autumn of 2019 which with the changes of ROs and managers within the service made it more difficult to identify case escalations.

However, the senior management team now receives a DRP weekly performance report as part of the standard performance data so that RO concerns are known and tracked throughout the Senior Management Team chaired by the Assistant Director.

Strengthen the quality of permanency planning for Looked After Children

- 5.10 The Reviewing Officers have continued to ensure that children aged 0-5 years have 3 monthly Reviews rather than the statutory 6 monthly reviews. This practice is embedded and has focused planning by the local authority to reduce the delay for young children and has seen an improvement in the attainment of permanency through adoption and Special Guardianship Orders. Permanency planning for older children has significantly improved but requires the RO to remain active to drive this in an ongoing manner until achieved.

Children’s participation in and satisfaction with Reviews

- 5.11 Children participate in the review process in many ways. Children and young people are supported and encouraged to take part in the review of their care plan as they feel most comfortable with. Some like to attend the meeting for a brief period, whilst others prefer to take part in the whole meeting, while others do not attend but share their views with their RO, foster carer or keyworker. In this recording period there were 992 review meetings, with children and young people attending over 69% (includes all forms of attendance) in person.

	Participation Code	Nos	%
PN0	child under 4 at the time of review	146	14.7
PN1	child attends and speaks for themselves	629	63.4
PN2	child attends and an advocate speaks for them	19	1.9
PN3	child attends and conveys their views non-verbally	2	0.2
PN4	child attends but does not speak for themselves/convey their views	2	0.2
PN5	Child does not attend but asks advocate to speak for them	9	0.9
PN6	child does not attend but conveys their feelings to the meeting	154	15.5
PN7	child does not attend or conveys their view to meeting	31	3.1

Total	992	
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- 5.12 There is a strong sense of the participation of children and young people in their reviews. Only 3% do not participate in some form, although we would like to see more children and young people attending their review meeting in person and feeling able to play an active role in the meeting. This is because over 18% of children and young people have chosen not to attend reviews in person. However, if excluding the youngest children who participate through non-verbal cues and play, we can see that three quarters of our children and young people aged over 4 are attending their reviews and playing an active part in their meeting. This practice continues to drive permanence plans being achieved at as early a stage as possible for children but is an area we are ambitious to improve on. The year saw a dip in numbers of young people who decided not to attend in person but convey their views for the meeting (this is the PN6 code that increased to 15.5%. This has been an effect of the service realignment and periods of short staffing impacting on review arrangements and young people’s attendance in person. To improve participation, we have sought stability among our RO group and the recruitment of ROs who demonstrate deeply held motivation to work directly with young people and build helpful relationships.
- 5.13 The service continued to receive a low return of written feedback booklets by way of consultation. This is evident not just from children and young people but also from parents and foster carers. This became more pronounced as the reporting year came to an end and the pandemic took more of a hold on everyone’s lives during February and March 2020. This said, it is very clear from review records that ROs consult fully with children and young people in line with their wishes, and the Group Manager has tabled this issue with regional IRO managers who have universally shared similar experiences in how the process of consultation, be this through a written or virtual platform, is used by children, young people, their parents and carers. Where needed, ROs have taken specific and proportionate actions to support young people who have expressed dissatisfaction with the service they have received including intervening where necessary in care proceedings to ensure that children’s wishes and views are heard by all those responsible for making care planning decisions for children.
- 5.14 During the reporting year, 95 consultation forms were received. This breaks down in to 51 forms received by ROs as part of the review consultation from children and young people, 31 forms received from foster carers and 13 forms received from parents.

Participation of Foster Carers and Parents

- 5.15 Foster carers and parents have been routinely invited to attend reviews, or consult with ROs through a separate meeting if it is assessed to be unsafe, not in a child's best interests or contrary to a child's wishes and views to have a parent or foster carer present in their review meeting.

Dispute Resolution Processes

- 5.18 The Reviewing Service experienced difficulties evidencing the formal challenge function of the role during 2019-20 year through its use of the Dispute Resolution Protocol (DRP). As this process becomes embedded in the electronic recording system, Care First, the number of practice alerts is likely to increase. A report from Care First became active in the autumn of 2019. Regrettably, to that point there had not always been compliance with recording escalation on Care First electronic systems and these activities were primarily stored in individual emails. There has been considerable activity to ensure that ROs evidence their escalation of issues affecting children on their files. This includes the performance report, that is reviewed on a weekly basis with ROs and by the Senior Management Team. This threads as a weekly item discussed between the management group, as a standing agenda item at the ROs team meetings and in individual supervision. ROs now routinely have case discussions with their line managers if they are considering whether a practice escalation should be raised. This is improving performance and the RO footprint is now found consistently on children's records. The management group has worked hard with ROs to support them to take a system-based approach to escalation as this promotes a more impactful outcome for children. Two recent examples of this approach ensured improved structures are in place to identify when a young person being privately fostered may need to be offered Section 20 accommodation, while another led to improvements in the joined up care planning systems for new born babies.
- 5.19 In total, there were 22 DRP forms completed by Reviewing Officers on Care First. It would be more usual to see a significantly higher number as evidenced by the previous two years reporting of 144 and 66. While Reviewing Officers were challenging practice, embedding how this is undertaken and recorded required a much higher level of stability and knowledge of children's cases. Part of improving

again (see appendix A) was to prioritise and invest considerable energies in recruiting the right people for the role to implement the transformation of the service and its management. The service has decided to take a strong line that a DRP is not an escalation if it is not properly recorded and tracked as such to ensure this practice is embedded fully and this, alongside the temporary impact of high turnover in the service, affected the numbers being reported. Those DRPs that were raised with colleagues across the services were purposeful and assisted in drawing attention to drift and delay in progressing care plans for children. The escalation work of ROs is now reliably captured as part of ROs footprint on children's case records and is on target to reach 80 DRPs in 2020-21.

- 5.20 In the specific context of the 2019-20 year, the service ceased its compilation of quarterly overview reports and the refresh and renewal of this is part of the service plan moving forwards.

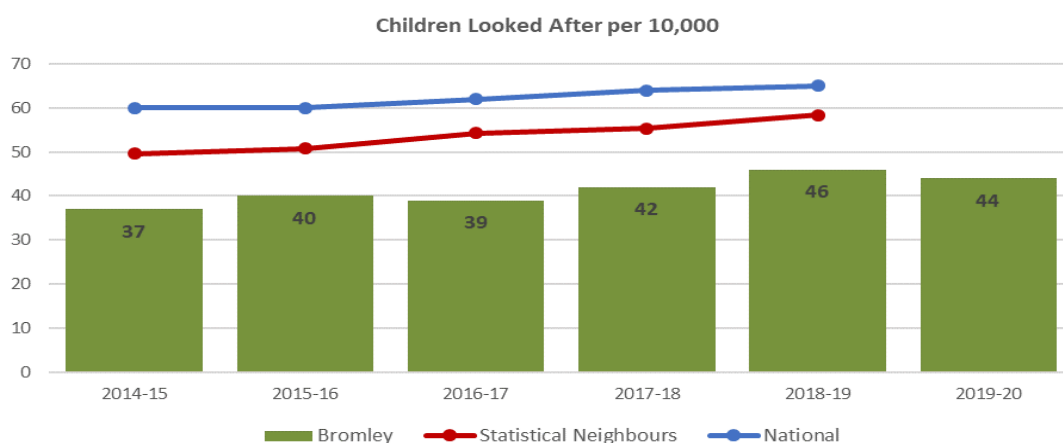
Impact of Staff Turnover

- 5.21 Nationally recruitment of social workers is challenging, and Bromley have continued to strive for stability with the ambitious target of 90% permanent social workers. We know that changes in social workers impacts on children and their relationships and can impact on care planning.
- 5.22 It's the RO Service's role to promote an optimum service to all our young people in line with national requirements. The most significant impact in this reporting year on the discharge of the RO function was the turnover of Reviewing Officers following the move to a dual role. This had an impact on the capturing of case escalations using the Dispute Resolution Protocol (DRP) and fluctuating performance at times in evidencing footprint and midway reviews. Despite this, the service was able to hold its review performance within timescale at 91%, and the change of role is envisaged to demonstrate better impact moving forwards as a stabilised service rebuilds more effective relationships with families and colleagues. The consistency of one reviewing officer when children who have child protection plans become looked after is beginning to show impact in children and young people not needing to repeat their stories to a new professional and reducing the complexities of having two reviewers involved with dual plans. Our Covid response is now seeing an increase to 95% of reviews held within timescale at the end of quarter 3 of 2020-21.

6. Profile of Children Looked After in Bromley

Numbers of Children Looked After & Young People

6.1 Following a steady increase in the number of children looked after in Bromley each year from 2016 to 2019, these numbers dropped from 348 children in March 2019 to 328 at the end of March 2020 but were above the predicated number of 298 post the Ofsted 2016 report. Bromley's rate of looked after children per 10,000 children has always been below the national average and remains significantly so at 44 per 10,000 children (compared with a national average of 64 per 10,000 children). The looked after population by gender is comprised of 59% males (at 31/03/20) and 41% females, so there is a significant disparity between gender.

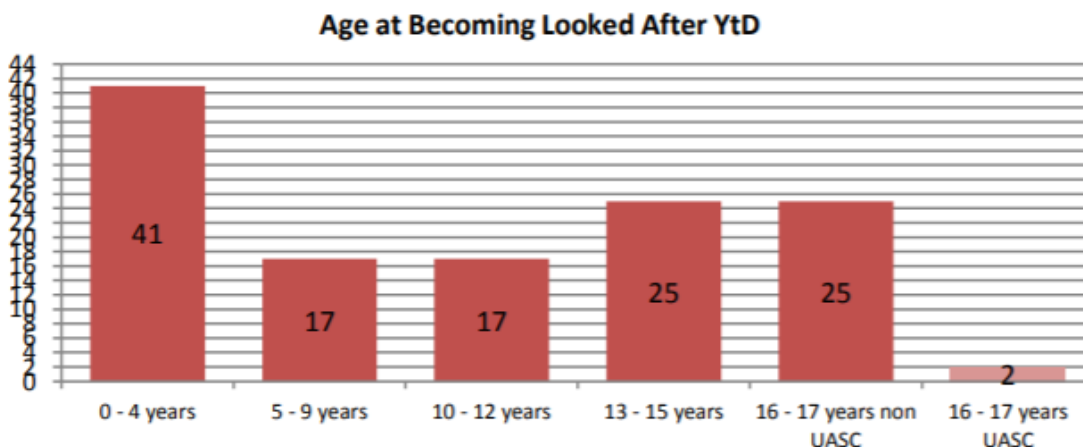


6.2 The ethnicity of Bromley's cohort of children looked after evidences significant disproportionality in relation to the demographics overall of Bromley's under 18 population. While this is not a Bromley specific pattern in the children looked after

population (and those receiving Children's Social Care services overall), this pattern does require closer analysis to help gain an understanding of how this pattern could reduce and be mitigated. The demographics of Bromley's looked after children population at the end of March 2020 was 60% White, 7% Black African, 8% Black Caribbean, 4% Black Other, 15% Mixed Heritage, 2% Asian and 4% are identified as Other. In total, 40% of our children in Bromley have Black and Minority Ethnic (BAME) ethnicity. This contrasts with 23% of the overall child population in Bromley.

Age profile of children looked after and young people

6.2 The data continues to show, as in the previous year, that a higher proportion of Bromley's older children are living in care. In 2019/20, our cohort of 16 and 17 year old's living in care was below the national average (30% of the looked after population in Bromley compared with a national average of 37%), while our 10-15 year old age group constituted 43% of the looked after population, which is above the London average of 39%. This means 73% of the Bromley looked after population is aged between 10 and 17 years old. Younger children reflect national averages more closely, with 15% of children being aged from 0-4 years and children aged 5-9 years make up 13% of the looked after population. Older children tend to come into care because of child criminal exploitation (CCE, which includes the sexual exploitation of children) concerns, challenges to effective parental control, parental dysfunction and the breakdown of familial relationships, historical child protection concerns and/or previous social care involvement. There is often an extra-familial contextual risk, that is particularly apparent for older males and can contribute significantly to missing from care episodes and the safeguarding responses that our Children Looked After and Leaving Care service regularly put in place for these young people. These older children also often experience placement instability and can pose challenges in finding suitable accommodation. Two older children have needed, for their safety, to be placed in Secure Accommodation under welfare grounds and one young person was placed in this type of accommodation at the end of March 2020. The Head of Service now conducts the Secure Accommodation Criteria Reviews that are held to review whether the criteria to be placed in such provision are met in the view of a panel on the date of the review.



- 6.3 It is understandable that older children have had life experiences and contextual needs that can mean they tend to find it hard to settle in placements, which can result in a series of placement moves. A constant focus is maintained on placement stability as it is fundamental to doing well in education and developing stable relationships. Placement stability has been a focus during 2019/20 which has seen a Group Manager from the Quality Improvement Service attend a permanency panel chaired by the Head of Service for permanency and an older children's panel chaired by the Head of Service for Children Looked After and Leaving Care. This presence feeds in Reviewing Officer perspectives to the permanency needs of children and young people. A corporate parenting sub-committee on stability is established which has considered placement stability as one of its priorities, led by the Head of Service for Permanency. Achieving timely permanence and stability has been an improving picture during this reporting year.
- 6.4 Older children are vulnerable to exploitation by adults and peers and are more likely to go missing from care. The understanding of missing patterns and themes for children looked after is being considered in the return home interviews, which are offered every time a child returns from a period that they have been missing from care. Our approach is that when one of our children does not return when they should we immediately report this to the police irrespective of the length of time they are missing. This is because risk to children is present and live in all periods of time that children are not where they are expected to be, however short or long that time is.
- 6.5 The local authority has continued to demonstrate effective tracking of children who are at risk of child criminal (including sexual) exploitation, missing or gang affiliated through

the multidisciplinary MEGA (Missing, Exploitation and Gang Affiliation) panel. At the end of March 2020, 16 of our looked after children are currently being tracked. A Group Manager from the Quality Improvement service continues to sit as a panel member.

- 6.6 The majority of children looked after are placed with foster families (60%) Of these children, 110 (32%) are placed with Bromley approved fostering households, while 97 children (28%) are placed with fostering households approved by Independent Fostering Agencies (IFAs). A smaller number of 51 children are placed with family and friends who are known as connected persons (15%), A higher number of 69 children (20%) with especially complex needs were placed in residential placements (these can include children's homes, infants living with parents being assessed in mother and baby units and residential schools as well as young people who are being detained on remand). At the end of March 2020, 41% of children were placed locally in Bromley, while 59% were placed outside of Bromley's boundaries and 55 children were placed more than 20 miles from their home borough. The Quality Improvement service supports the efforts being made by our services for Children Looked After and Care Leavers, Fostering and Commissioning to continue to seek innovative ways to bring children closer to home for whom this can be safely achieved through ongoing campaigns to increase our in house fostering.
- 6.8 In Bromley during this recording period there were 177 children subject of Care Orders (51%), 64 children subject of Interim Care Orders (19%), 12 children were subject of Placement Orders awaiting adoption (4%), 72 children were subject of Section 20 accommodation including 20 Unaccompanied Asylum Seeking Children (21%) while three young people were held on remand (1%).

Placement Stability

- 6.9 Placement stability experienced challenges in Bromley during 2019-20. Short term placement stability measure of 3 or more moves in the year increased slightly from 9% to 10% year on year. However, this is in line with national averages.
- 6.10 Long term placement stability, which had reduced to 57% for children looked after for 2.5 years who have lived in the same placement for 2 or more years, increased to 60% in 2019-20. However, the national benchmark is 69%. A Group Manager from the Quality Improvement Service joined a taskforce established by the Head of Service for Children Looked After and Care Leavers to strengthen practice to promote placement

stability. Reviewing Officers advocated for early stability meetings when they identified a potential risk of placement disruption and continue to do so with what has been a significantly improving picture moving in to 2020-21.

Permanency Outcomes

- 6.11 Permanency is considered at all stages of the child's journey. Where this requires a legal order, there is a strong Legal Gateway Panel, chaired by the Head of Safeguarding and Care Planning (East Locality), and legal advice is available from specialist lawyers within the council. Any delay in achieving permanency is subjected to the Dispute Resolution Process when needed and this includes escalating concern if the transition planning to permanence is not focused wholly on the needs of the individual child.
- 6.12 During this reporting period 29 children have been reunified home, 8 children have been adopted and 31 have been placed with relatives under a Special Guardianship Order. There is a focus on permanence with the Permanence Panel, which ensures that within 8 weeks of being accommodated there is oversight of planning for children. At the end of March 2020, only 3% of children looked after for 2 months plus did not have a clearly defined permanence plan and 105 children had achieved permanence during the year. Our success with our court work with children and families has contributed to these levels of overall performance. In 2019-20, we issued care proceedings for 102 children. Of these, 61 children (60%) achieved permanence within their families via Supervision Orders, Special Guardianship Orders or long term connected persons placements with family or friends. 26 of these children (25.5%) were placed in long term foster care or placed for adoption. We can refer 10 families each calendar year to the Family Drug and Alcohol Court (FDAC). Of the 10 families referred during 2019-20, This has supported reunification with families and the outcomes have included 5 cases concluded with children remaining with their birth parents, 2 cases concluding with Special Guardianship Orders and 1 child returning to their parent with a Supervision Order made to the Local Authority. The other two cases referred to FDAC remain uncompleted with the family court.
- 6.12 ROs continue to promote timely planning via the review process for young people who are accommodated under section 20 to avoid any drift or delay within the care system and ensure that a clear permanence plan is achieved by the second review. Increased scrutiny between children looked after reviews and the use of the Dispute Resolution

Protocol is assisting in ensuring timely planning for individual children and young people are within their timescale. Children are considered at the Legal Gateway Panel if they have been accommodated under Section 20 for three months and Reviewing Officers feed their views into this panel through the panel membership of one of the Quality Improvement Group Managers.

- 6.13 Achieving placement stability for children and young people in care will remain a priority for the Reviewing Officers. The Group Manager for the IRO Service has and will continue to contribute to the Placement Panel and will be challenging the service and professional partner networks around young people to strengthen placement stability for children and young people who have complex care needs. In addition, the new Head of Service chairs this panel on occasion.

7. Services for Children Looked After and Young People

Health

- 7.2 The Phoenix Centre is responsible for children's statutory medicals and the Looked after nurses for the monitoring and oversight of looked after children's health needs. Information from the Looked after nurse indicates the physical health of the looked after population has been generally good with no significant themes arising. There are a small number of children with complex health needs who are being supported by specialist services within the children with disabilities team. 91% of children having an annual health assessment within 12 months, but a very slight decrease saw 95% of children fully up to date with their immunisations and 88% of children had seen a dentist in the previous year at the end of March 2020.

- 7.4 All of our children have a completed strengths and difficulty questionnaire (SDQ) with an average score of 12. A score of 0-13 indicates that a child's emotional wellbeing is within the normal range. The questionnaire is used to identify children who need CAMHS or other wellbeing support. Although the SDQ scores are used to inform referrals to CAMHS, senior managers are also linking these into progress monitoring and care planning. Reviewing Officers check and consider how the SDQ score may affect the care planning needs of children and young people.

Education

- 7.5 The educational attainment of Bromley Looked after Children is primarily monitored by the Virtual School. There is an annual Celebration of Achievements to recognise both academic and personal achievement of our looked after children.
- 7.6 The Bromley Virtual School has been actively supporting children and young people in addition to social workers to find creative ways to provide education to those who have not had successful classroom experiences. These creative options have included home tuition to get children ready to return to school and alternative forms of education. Fewer of our children are receiving fixed term exclusions from school year on year. During 2019-20 this figure dropped to 18 young people, leading to 66 lost days at school in total for those young people.
- 7.8 Every looked after child has a Personal Education Plan (PEP) to ensure they receive the support they require in addition to the Pupil Premium funding available to schools. The Personal Educational Plans are reviewed on a termly basis in the form of a meeting with the Virtual School Advisors, teacher, parent, social worker and carers in attendance. The Head of the Virtual School continues to monitor and report on the progress and the quality of PEPs. PEP performance is strong with 93% of children having an up to date PEP at the end of the 2020 Spring term. Reviewing Officers scrutinise PEPs before each review to ensure that these are ambitious for children and are progressing meeting any additional needs in a timely way. This is especially important for children with Education and Health Care Plans (EHCP) or who are considered to require assessment with a view to having an EHCP, as 41% of our children have an EHCP compared with 27% of children looked after nationally. We know that our older entrants to care often have needs that can be masked by behavioural needs. Joint working to identify additional needs with learning has improved through the regular attendance and input of the Virtual School at the weekly multi-agency Placement Panel, chaired by the Head of Service for Children Looked After and Leaving Care. This has seen timely recognition of need and starting the Education and Health Care planning assessment process.
- 7.9 Looked after children in Bromley have been achieving well in their education. In the 2019-20 period, 46% of students achieved 5 GCSEs and 71% achieved at least 1 GCSE. We are aspirational for all our looked after children and want to see them attain higher education opportunities including university level outcomes where possible. In this recording period 22 young people were attending higher education and we want to see this number grow.

	2020 Reporting cohort of 28 pupils	2019 Reporting cohort of 31 pupils	2018 Reporting Cohort of 20 pupils	2017 Reporting Cohort of 19 pupils
5 at grade 4 and above incl. English and Maths	21% (6 pupils)	29% (9 pupils)	15% (3 pupils)	26% (5 pupils)
5 at grade 4 and above	25% (7 pupils)	29% (9 pupils)	20% (4 pupils)	26% (5 pupils)
5 GCSEs	46% 13 pupils	45% 18 pupils	65% (13 pupils)	47% (9 pupils)
1 GCSE	71% (20 pupils)	58% (18 pupils)	80% (16 pupils)	84% (16 pupils)

7.10 Every effort is made to keep education stable especially when a foster placement is new and bedding in. Transport is organised even if this means transporting young people some distance if it is in their best interest and for planned periods of time. The Virtual School Head is on the distribution list for newly accommodated children and is pro-active in checking on the possible impact of a move with social care. The Virtual School has worked hard to ensure social workers understand the education implications of their decisions. The Virtual School monitors the progress and attainment of Bromley's children looked after and young people with termly data collections. The analysis of data gives the Virtual Head her priorities in terms of providing challenge and support to schools on individual or group progress.

Advocacy

7.11 Independent advocacy to support children and young people with specific issues about their care plan or the service they are receiving is available to all our children. The service is provided by Advocacy for All. We would like to continue promoting increased

use of advocacy by our children and the advocacy service has been more successful to date in working with children who are subject of Child Protection plans. In 2019-20, there were 25 advocacy involvements for specific issues for looked after children. 15 of these involvements provided support so that young people could participate in line with their wishes in their looked after review meetings. There were 42 advocacy involvements in relation to care proceedings, which increases the numbers of looked after children who wished to receive independent support. There were no advocacy involvements in relation to accommodation. 11 referrals were made to the advocacy service by the Children Looked After and Leaving Care Service, and close work has been undertaken with the service to seek to increase the awareness and use of advocacy as an essential means of support for children and young people in addition to their social workers, carers, Reviewing Officers and others.

- 7.12 The IROs routinely check that the children and young people know about the advocacy service and how it can support decisions about their lives. It continues to be a challenge to translate this promotion in to use of this service by our children but as we move forward we will ensure that they have the choices and options available to them.

8 Progress of developments and key priorities for 2019/20

- 8.1 There were many challenges during the reporting year which required the Reviewing Service to continue to focus on the quality of provision to children and young people, both within the offer to children in care, but more fundamentally around how it fulfils its role and ensures the child remains at the centre of all of our work.
- 8.2 The developmental work in relation to the discharge of the role has been affected by a review and formal consultation to change the contractual requirements of the role so that Reviewing Officers fulfilled both a Child Protection conference chair role with families and the Independent Reviewing Officer role for our children looked after.
- 8.3 The purpose of this change was to benefit our children, but some Reviewing Officers and their managers were tested, and a number of Child Protection Chairs left their roles. Some who had historically been recruited as IROs gave the new role some

months before deciding whether the role was the right one for them and elected to leave posts.

- 8.4 During this transition period the service relied on agency staff and saw periods of staff shortages and covering of work that adversely affected morale. The new management team, including the Head of Service, was in the early process of developing relationships both with each other while recruiting and building what was, to all intents and purposes, a new service. As a contingency, the service used a specialist agency for a short time to ensure that reviews were held on time.
- 8.5 This said, performance held up well except for embedding the Dispute Resolution Process. With the role change in the, Reviewing Officers did not always record their case escalation and data was not available to track. This was fixed and a performance report provided on a weekly basis became a core part of the weekly performance data shared with the senior management team. By the end of the year the service was once again in a position where it could clearly demonstrate work it had undertaken to challenge and support continuous improvements in practice and service delivery for children and young people.
- 8.6 Through this process of change, strengths were identified through the Practice Assurance Stocktake framework. In general, Reviewing Officers footprint and overview was embedding and improving. Observations of practice were largely positive about the quality of relationship and delivery of reviews through mechanisms such as Practice Week and observation by managers.
- 8.7 New recruits understood how we write review records for children and a Speech and Language therapist attended a team meeting. The service continued to audit and sample records to challenge Reviewing Officers constructively around how they are evidencing the voice of the child including empowering young people to co-chair reviews.
- 8.8 With new staff, the service held a joint getting to know session with colleagues in the Children Looked After and Leaving Care service to build relationships and collaborate on the services vision of collaborative working that will demonstrate excellence.
- 8.9 The service became more visible and involved in a range of meetings where it could support and challenge services around their planning and work with children. This has

included attendance at strategy meetings for young people missing from care, developing attendance at Corporate Parenting sub-groups and commencing planning with the Active Involvement team to explore how best to seek to work more closely with LinCC to achieve their involvement in developing the Reviewing service.

- 8.10 The work of the service continues to be assessed at every round of Practice Reviews (audits) and Practice Assurance Stocktakes lead by an external independent social work consultant.

Priorities for 2020-21

- 8.11 The Reviewing Service will achieve stability and increase permanent staff to the group. This stability will support the successful building of relationships with children and young people as well as strengthening relationships with our colleague services through relaunching links, learning from each other with appreciation of the challenges colleagues face.
- 8.12 The use of case escalation will increasingly demonstrate a curious and appreciative systems-based approach to helping learning across the services when we make mistakes, or our systems don't work as intended for children and young people. Case escalation will demonstrate support and robust challenge where necessary but will not focus on achieving set numbers at the expense of the quality of the escalation and its impact for a child.
- 8.13 The Reviewing service will be increasingly visible with its overview and tracking of the progress of care plans and participatory with colleagues as they develop plans to meet children's needs.
- 8.14 The service will continue to build its presence at key strategic planning groups in relation to the Corporate Parenting priorities and will seek to establish closer relationships with the Active Involvement team and its work including with LinCC for their support and challenge in developing the reviewing service in the best interests of children and young people.
- 8.15 We will have a clear sense of young people's experience of reviews and develop our methodologies for consultation, feedback and practice observation in a way that

reflects the Bromley Relationship Model (BRM) and demonstrates our ambition to achieve excellence.

9. Conclusion

- 9.1 The Independent Reviewing Service experienced a year of significant but needed change which caused temporary disruption as it seeks to join all colleague services across Children's Social Care in striving to deliver excellence. The changes made to the service throughout 2019-20 are a vital step in supporting consistency of reviewing for children and their families, and supporting the development of a wholly consistent and seamless service for our children as they journey from our front door services through our safeguarding and care planning service to the Children Looked After service. At the year end, the service has introduced several new permanent Reviewing Officers and has retained only its very best locum Reviewing Officers who reflect a diverse range of experience and knowledge that can promote the growth of the role. We continue to try to convert these workers to permanent but in line with the recruitment programme we only want the best for our children.
- 9.2 There remain challenges for the service to demonstrate its impact consistently and this will include promoting collaborative working partnerships with all our colleague services to build a culture of appreciation and understanding of the unique role that Reviewing Officers hold within the Children's Social Care Department, and how this can be put to the most effective use. Dispute Resolution as an appreciative learning exercise and playing a significantly more active role in the Department's overarching Quality Assurance Framework will expand and build on this shift in the Reviewing Service.

APPENDIX A

THE COVID-19 GLOBAL PANDEMIC

As the 2019-20 year was ending, it was increasingly clear from February 2020 onwards that work patterns were needing to adjust to the growing risks of a novel coronavirus that had started to transmit within London and the UK. The speed of the growth of the pandemic meant that by the end of March 2020, we were all working remotely and everyone was living under unprecedented lockdown conditions that severely limited direct social contact and interaction.

For professionals who are motivated to undertake work that is premised upon the impact of social relationships and meeting unmet social and care needs, these changes posed a huge challenge. These challenges ranged from adapting to the increased and all-embracing reliance on IT, to the impact of being at home and not seeing children and young people in person. This regular contact with children is one of the primary motivations for becoming a Reviewing Officer rather than pursuing a more traditional career pathway in the line management and supervision of front-line social workers.

The nature of the Reviewing Officer role means that the service is not part of managing the allocation of resources for children and families, and therefore the direct delivery of additional support and services for looked after children. It is also a role where direct face to face visiting, where restrictions have made this possible for short periods of time during the past 10 months, have necessarily and rightly been prioritised for social workers to undertake. However, where young people have expressed a specific wish to meet in person with their Reviewing Officer, this has been considered in terms of risk and has on several occasions been able to happen safely during the summer months in an open space.

Reviewing Officers have not been requested or required to work from the Civic Centre offices since the lockdown commenced in March 2020. The service had delivered a new Children & Families Reception via its Business Support team, which was providing a safe and discreet venue for young people experiencing difficulties and attending to

see their social workers could wait, be given a drink and a biscuit and have social care staff chat with them to increase their comfort before seeing their social worker. Naturally, this reception closed in March 2020 and has needed to remain closed to date.

Before the national lockdown was announced in March 2020, reviews with our children had continued as small meetings in the venue of young people's choice. This is usually in their placement. Post lockdown, meetings have been undertaken virtually. Unfortunately for the first period of lockdown there were Skype conference call facilities for the majority of Reviewing Officers and Webex licenses were subsequently purchased but the platform was unsuccessful for the service. The delivery to staff of Microsoft Teams as a virtual platform heralded significant progress in providing a virtual platform that could cope with broadband width and give a visual means that better supported Reviewing Officers relationships with children and young people, their carers and others. Upon delivery of this platform, it immediately became the means to deliver reviews and consultations in advance of reviews with children and young people. Not all our children are comfortable with virtual platforms and some can experience shyness or a lack of confidence when on a screen.

Invitations to reviews are always sent electronically and include the consultation form and the information leaflet setting out the service offered by Advocacy for All.

The service has contributed to the refreshed Linkin Bromley website for our children. This has included ensuring there is a dedicated page about the service and its role, as well as a dedicated page detailing the advocacy offer to all children and young people. Advocacy is promoted at all reviews and a dedicated page has also been added to the Council website. An impact of the pandemic has been hugely improved placement stability, but a side effect is that reductions in the use of advocacy have been noted. There is clear evidence that social workers are thinking of advocacy and both they and Reviewing Officers are taking opportunities to discuss with children and young people how an advocate can help at appropriate intervals. The Advocacy for All service is reporting that the range of methods taken to promote the service is having impact and advocacy referrals are again on the rise as the third quarter ended.

The service has achieved the stability it had aimed for. A locum Reviewing Officer has converted to become permanent and the use of locum ROs has reduced. Those locums the service has employed and retained add considerable strength and depth

to the skillset of the RO group overall. During the year, two locum ROs have left and 1 permanent RO will be leaving before the end of the year as she wished to return to a team manager role. This has felt more akin to natural turnover of the staff group. One Group Manager also left the service in June 2020, and permanent recruitment was achieved with an internal applicant being successful, meaning this member of staff also converted from a locum position to a permanent role in the service.

Shortly before the pandemic took hold, the senior management team had commenced its planned aim to deliver excellence for our children and young people. The SMT defined excellence in Bromley as;

‘Consistently going above and beyond, enabling our children, young people and their families to grow and flourish, being aspirational and building resilience for the future.

We strive to create opportunities to be innovative and reflective within an organisation that nurtures relationships, always seeks feedback and has self-confidence to listen and act.’

The Quality Improvement Service has used this to deliver its definition of excellence in relation to the role of the Reviewing Officers as;

To be champions of best practice with children and their families. We endeavour to give high support to social workers and our partners to achieve the very best outcomes, with high aspirations for our children.

We go all out to build relationships, listen carefully to our children, families, colleagues and partners and act accordingly. We challenge where challenge is due, in the right way at the right time. We challenge sensitively where we believe we can do better for our children. Our intent is to be drivers of continued improvement and learning across our organisation.

The staff in the service have developed their motto of “impact, impact, impact” and morale has remained consistently high despite the disappointment in being unable to see children and young people in person. Reviewing Officers have continued to wish to have two keeping in touch meetings as groups to bookend each working week and have a WhatsApp group that regularly remains in touch and supports with resolving any IT problems or other difficulties that are affecting individuals working alone in their homes.

A positive impact of the stability gained in the service is that developing the leadership aspects of the Reviewing Officer role has been taken forwards. Reviewing Officers who have constructive ideas to strengthen the service can lead working groups to develop proposals around these to the management group. This has included a RO leading a group of colleagues in reviewing the impact of the dual role.

The Black Lives Matter movement had a significant impact on the staff group in the service. Managers facilitated open conversation with staff to help reflections on how the issues of discrimination, unconscious and conscious bias and structural inequalities experienced by people of Black and Minority Ethnic backgrounds affected them personally and in their work. These discussions were hugely appreciated by the staff group.

The service has become increasingly valued and involved in contributing to the broader developments across services. ROs now routinely attend newly developed final care planning meetings for children who are subject of care proceedings and their contributions are valued by colleagues. 35 children have been subject of these meetings since July 2020 and the meetings show joint ownership, shared thinking and the adoption of a holistic approach to care planning for children. Liaison with CAFCASS Guardians is fully embedded and now occurs in all cases. Our Safeguarding service has established a virtual court in the rooms usually used for Child Protection conferences and this has facilitated court hearings for families on two occasions. This has included confidential space for parents to consult lawyers. ROs attend permanence panel for young people they are involved with and contribute to these planning sessions, but in ways that does not compromise their position. ROs are delivering the Bright Spots survey with children and are seeking to embed exit discussions when children and young people cease to be looked after. Because of the impact on relationships with children and young people, ROs have written individualised introduction letters to send to children when they become their Reviewing Officer.

The use of the Dispute Resolution Protocol is now fully embedded. Numbers will fluctuate month on month but the way escalations are now managed by ROs is focused on taking an appreciative systems based approach. Along with the refreshed launch of RO links across the service areas, this is helping build more collaborative and impactful relationships that are evidencing a contribution to improved outcomes for children and young people. In November 2020, 11 DRPs were raised concerning children looked after and these focused on quality of practice and the impact for young people. The ROs are increasingly identifying themes and trends through their regular reflective sessions, and these include lobbying and raising a need for improved evidence of how life story work is undertaken, to considering whether for children with disabilities their planning may reflect a medical model rather than a clearly prioritised social model of care delivery.

Alongside the above, the service has become increasingly integrated and involved in the delivery of the Quality Assurance Framework. This has seen ROs now contribute two practice reviews towards each practice review cycle, support YOS inspection preparation through taking on a specific practice reviewing role with the YOS service. The Head of

Service has recently formed part of the small team conducting a Practice Assurance Stocktake of our services for care leavers under the coaching of our external independent social work consultant.

Key performance indicators have maintained or improved. Our reviews are now 95% within timescale, an increase from 91% and 90% in the previous two years.

Building on its definition of excellence, the service has agreed an ambitious service plan that has been progressed and will be fully achieved in 2021-22. Learning and development is at the forefront and reflective group supervision has been introduced to give additional career and professional development sessions for our Reviewing Officers. Our Fostering IRO has completed a training the trainers course and used this to develop and deliver learning seminars for supervising social workers of lessons learned from serious case reviews. The service embraces the Bromley Relationship Model and its managers deliver a range of training including Practice Standards and Diversity in its Widest Form. Our Reviewing Officers and Business Support colleagues will all receive bespoke Bromley Relationship Model training later this year.

The service is aware it has a lot to achieve to demonstrate its excellence but the pandemic response from staff has demonstrated real commitment and passion that gives cause for much optimism.

Report No.
CEF21008

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: CHILDREN, EDUCATION AND FAMILIES PDS COMMITTEE

Date: MeetingDate

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

Title: CORPORATE PARENTING ANNUAL REPORT

Contact Officer: Cathy Lloyd Williams Head of Service Children looked after and care leavers
0208 461 7792
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Chief Officer: Janet Bailey Director of Children's services
Janet.bailey@bromley.gov.uk

Ward: Wards

1. Reason for report

The Corporate Parenting Annual Report captures the activity of the council and corporate partners to support children in care and care leavers.

2. **RECOMMENDATION(S)**

- Respond to the findings of both Brightspots Surveys.
- Creation of recruitment and interview training schedule for young people run in conjunction with HR.
- Establish a standard expectation that young people will be involved in key recruitment events and interviews.
- Ensure that young people continue to have opportunities to shape their care plans and pathway plans.
- Creation of training schedule around race and identity for children's social care
- Delivery of Young Inspector's programme
- Delivery of Young Parents attachment and trauma training
- Sustain improvements in long term placement stability by offering support as soon as placements become fragile and learning positive lessons from lockdown
- Recruit more foster carers who are able to manage children with higher levels of need.
- Improve placement sufficiency and choice particularly in relation to placing children and young people closer to home.
- Creation of pathway for young people with complex needs as they transition to adulthood
- Strengthen training offer for YPAs around adult safeguarding
- Work with SEN/VS to create new post to oversee cohort of CLA with SEN to bolster monitoring and review of EHC plans

- Work with CWD and adult services to support young people with additional needs transitioning to adult
- Improved health interventions for Care Leavers in relation to physical health and mental health services. Consideration to be given to extending services of the CLA nurses in line with the extended duties to care leavers.
- Exploration of emotional support via mentoring scheme with Bromley Y
- Substance misuse training for all staff to include information about new drugs and risks relating to county lines activity
- Extended Leisure offer for Care Leavers to be considered
- Launch Bid to DWP for additional funding for young people at risk of NETE
- Establish NETE group work programme to run twice yearly and establish work experience offer
- Work with SEN/VS to create new post to oversee cohort of CLA with SEN to bolster monitoring and review of EHC plans
- Revise and Relaunch a Multi-Agency Local Offer for Care Leavers.
- Deliver a moving on group work programme to support young people who are transitioning to leaving care service and to independent living.
- Bright spots survey for care leavers to be disseminated November 2020 and feedback collated and built in to service plan
- Discussions with CCG and Bromley Y about building on the offer for emotional and MH support for care leavers.
- Young Inspectors Scheme to launch
- Launch of young mums theraplay group

Impact on Vulnerable Adults and Children

1. Summary of Impact: Our looked after children and care leavers are amongst the most vulnerable in our community. The London Borough of Bromley recognises the central duty of the local authority and corporate parenting partners to ensure young people in care and leaving care are given every opportunity to experience a safe, healthy and happy life in which they achieve their potential. Being the best (corporate) parents we can be, has been at the heart of our improvement journey and it is clear that the quality and impact of our service delivery is making a real difference to children and young people.
-

Corporate Policy

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

Financial

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

Personnel

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

Legal

1. Legal Requirement: Statutory Requirement Non-Statutory - Government Guidance None: Further Details
 2. Call-in: Applicable Not Applicable: Further Details
-

Procurement

1. Summary of Procurement Implications:
-

Customer Impact

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

Ward Councillor Views

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

3. COMMENTARY

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4. IMPACT ON VULNERABLE ADULTS AND CHILDREN

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5. POLICY IMPLICATIONS

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6. FINANCIAL IMPLICATIONS

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7. PERSONNEL IMPLICATIONS

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8. LEGAL IMPLICATIONS

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9. PROCUREMENT IMPLICATIONS

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



London Borough Bromley

Annual Corporate Parenting Report.

2019 -2020

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1. Introduction

1.1 ***“Good, responsible parents hold together the many strands of their child’s life. They care about their child’s safety, health, education, identity, hobbies, interests, friendships and futures. They protect and support them. They are ambitious for them. They continuously know about their developments and talents. They listen and talk to their children, celebrate and share their achievements and are aware of their needs and concerns. Good corporate parenting is about mirroring this as best as we can.”***

Bromley Corporate Parenting Strategy 2017 -2019

1.2 The London Borough of Bromley recognises the central duty of the local authority and corporate parenting partners to ensure young people in care and leaving care are given every opportunity to experience a safe, healthy and happy life in which they achieve their potential. We will make every effort to ensure they are able to grow up in a stable and supportive home with a sense of belonging, where they can feel cared for and cared about. Our role as corporate parents is significant and far reaching and we will exercise this with commitment and accountability across all areas of the council and partnership. Through this we will consistently ensure all our children and young people develop into independent, self-confident adults and enjoy their place in society. We need to always be reflecting on services offered and asking ourselves: ‘is this good enough for our children’. We also have a duty to ensure when young people are struggling that we challenge ourselves as agencies to work collectively and creatively to deliver services more flexibly in order to find tailored solutions and support.

1.3 Being the best (corporate) parents we can be, has been at the heart of our improvement journey and it clear that the quality and impact of our service delivery is making a real difference to children and young people. Bromley children’s services were inspected in November 2018 and found to be good with outstanding leadership. The experience of children in care and care leavers were also found to be good. This report will summarise the progress made to build on and sustain this progress to deliver ambitious and creative services for our young people over the 2019-2020 period.

1.4 Bromley has set itself the target post inspection to working towards becoming outstanding in all areas and as such set themselves a mission statement to achieve excellence by:

‘CONSISTENTLY GOING ABOVE AND BEYOND, ENABLING OUR CHILDREN, YOUNG PEOPLE AND THEIR FAMILIES TO GROW AND FLOURISH, BEING ASPIRATIONAL AND BUILDING RESILIENCE FOR THE FUTURE.

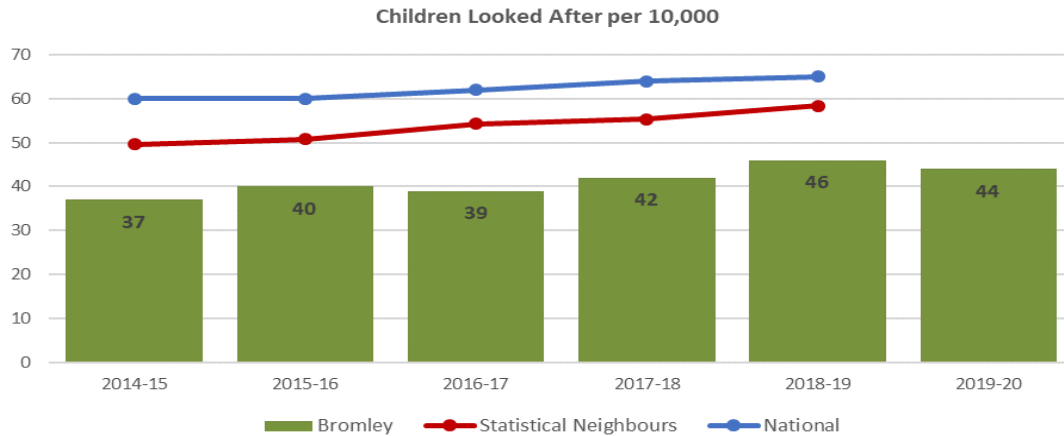
WE STRIVE TO CREATE OPPORTUNITIES TO BE INNOVATIVE AND REFLECTIVE WITHIN AN ORGANISATION THAT NURTURES

2. Context

- 2.1 This report sets out an annual update on the corporate parenting arrangements in Bromley focusing on activity and performance from April 2019 – March 2020. This report will need to be considered alongside the annual IRO Report, the annual Fostering and Adoption Report and the annual Virtual School Report to better understand the local context of service delivery in Bromley.
- 2.2 There have been a number of staffing changes over the twelve months 2019-2020. A new permanent Head of Service Children Looked After and Care Leavers came into post in August 2019. At that stage we had six agency workers in the service including two TM posts. The Leaving Care Group Manager also left in September 2019 and we successfully recruited a new GM in Dec 2019. As of March 2020 the Looked After Children and Leaving Care Teams became fully permanent staffed and have experienced limited staff turnover. This allowed for growth and development of the service and staff.
- 2.3 It was in January 2020 that the world became aware of dangerous new coronavirus that was causing huge disruption in China and it was at the end of this reporting year in March 2020 that we initially went into lockdown in the UK This report needs to read with that context in mind. Some areas of service development including a planned government review of the national care system were put on hold to concentrate efforts on the response to what became a global pandemic.

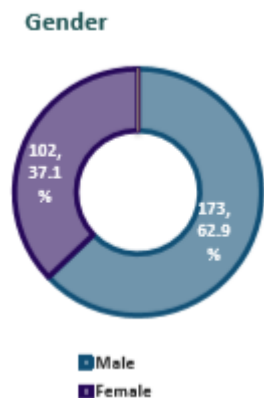
3. Characteristics and Demographics of Children Looked After and Care Leavers.

- 3.1 Bromley's rate of Children Looked After per 10 000 has historically always been significantly below the national average. In 2019-20, our rate was 44 per 10 000 compared to the national average of 64. This represents a slight dip from 46 in contrast to 2018-2019 and a departure from the previous year on year increase in our Children in Care population since 2015. As at the 31st March 2020, we had 328 children in care compared to 348 children in our care on 31st March 2019.

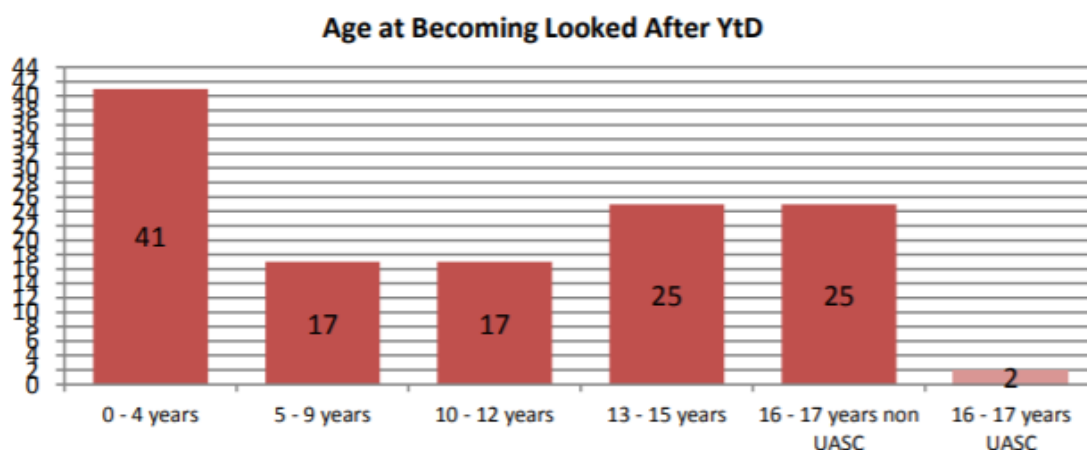


3.2 Of our looked after children 59% were male and the other 41% were female. In terms of ethnicity 60% of our children are white, 7% Black African, 8% Black Caribbean and 4% are Black other, 15% are from mixed heritage, 2% Asian and 4% other (comprising 40% being of BAME heritage). In Bromley 77% of our population are white British and a further 6 % of residents self-classifying as of White Irish, Traveller or White Other heritage. We have 5% of Asian heritage, 3% Black African, 2% Black Caribbean and 1% Black British, 4% of mixed Black African Caribbean or Asian and white heritage (23% in total from BAME groups). This clearly shows a disproportionate number of children from BAME groups in our community being represented in our care population which will require further examination with partner agencies in safeguarding services.

3.3 Males are also disproportionately represented in our care population. This is most likely linked to males coming into care due to criminal exploitation and offending behaviour. We experienced three young men remanded to secure accommodation in 2019-20 but several others have suffered family breakdown as a result of going missing and/or offending behaviour.



3.4 In terms of ages of our children we have 15% 0-4 year olds in care, the number of 5 to 9 year olds is 13% both of which are in line with national averages. The number of adolescents (10-15 years) increased to 43%, remaining above the London average of 39%. Our 16 /17 year old cohort represents 30% of our in care population which is below the London comparator (37%).



Reasons for coming into care 2019-2020;

NETE/ETE3.4 There was an increase in the number of children who became looked after due to a breakdown in a previous Residence Order or a Special Guardianship Order being in place. 5 Children were accommodated in 2018-19 compared to 11 children in 2019-20.

3.6 Legal Status of Children Looked After 2019-2020

- 177 children are subject to full care order (51%)
- 64 are subject to Interim Care Orders (19%)
- 12 children are on a placement order awaiting adoption (4%)
- 72 are subject to section 20 voluntary accommodation -this number includes 20 UASC (21%)
- 3 on remand (1%)

3.7 Placement Types

- 32% (110) of our children are placed with in house foster carers.
- 28% (97) are placed with Independent Foster Agency carers.
- 15% (51) are placed with relatives
- 20% (69) are in residential settings
- 5% (12) are placed for adoption

3.8 A key area for development over 2018-2019 was placement stability. The short term placement stability indicator measure the percentage of children who have experienced two or more moves in a calendar year was at 9% as of March 2019 and rose slightly in 2019-20 to 10% in line with national averages. In term of long term stability only 57% of looked after children in Bromley had been in the same placement for over 2.5 years in 2018-2019. The new head of service established a task force around this issue looking at strengthening practice to promote support for carers to promote placement stability. This indicator rose slightly to

60% by March 2020. However national benchmark is in fact 69% and this remained a priority area for 2020-2021. The stability data in fact was massively impacted by the covid lockdown and placement moves considerably slowed down over March -Sept 2020- see covid response. This resulted in an upturn in this data with long term stability being achieved for 71% of CLA by Dec 2020 and short term stability dropping to 4% which is hugely positive. Further work will need to be undertaken to unpick what the impact of covid on placement moves and whether there is some positive learning for us regarding achieving stability.

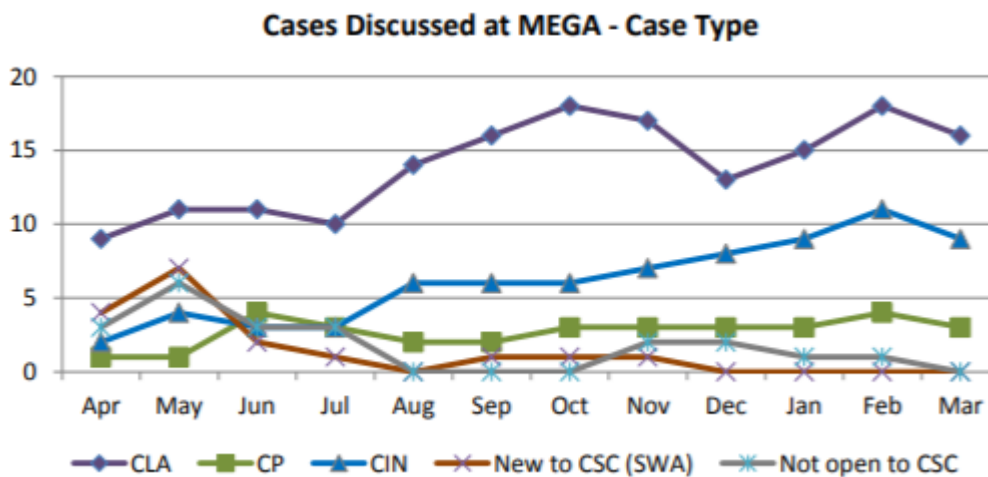
- 3.9 At end of year March 2020 133 children (41%) were placed in Bromley, with 179 children in placements outside of Bromley (55%). 55 children were placed over 20 miles from their home, which is a consistent number of children from November 2019. We still feel this is number is too great high and continue to work with the fostering team and commissioning to develop relationships with providers closer to the borough.

4. Vulnerable adolescents

- 4.1 Of the 127 young people coming into care between March 2019 and March 2020 41% between 13 and 17. Generally young people being received into care in later adolescence have more complex needs which often relate to contextual safeguarding issues such as criminal or sexual exploitation and subsequent family breakdown. These young people have often also experienced education disruption and social exclusion which can also make it harder to achieve stability in care. Over 2019-2020 we received three children into care via remand and we had 2 young people placed in secure accommodation which is a slight rise from two young people in custody in 2 young people in custody across 2018-2020. We also experience a significant rise in the number of missing from care episodes from 2018 to 2020. In 2018-2019 we had 66 young people who went missing at least once in the calendar year. This rose to 82 over 2019-2020. The number of missing incidents across the cohort also rose from 353 to 546 over the reporting year.
- 4.2 Many of these young people may have been missing from home which lead to reception into care. We have also tightened practice in this area and ensured all children are reported missing from care without a formal risk assessment and agreement for them to stay elsewhere, rather than recording young people as 'unauthorised absence'. This has created a rise in number of recorded missing episodes but greater assurance around safeguarding arrangements for our young people.

There are also clear policies and procedures around multi agency strategy meetings being held for all young people missing from care within 24 hours and a clear escalation policy to ensure senior management oversight for young people who remain missing over three days.

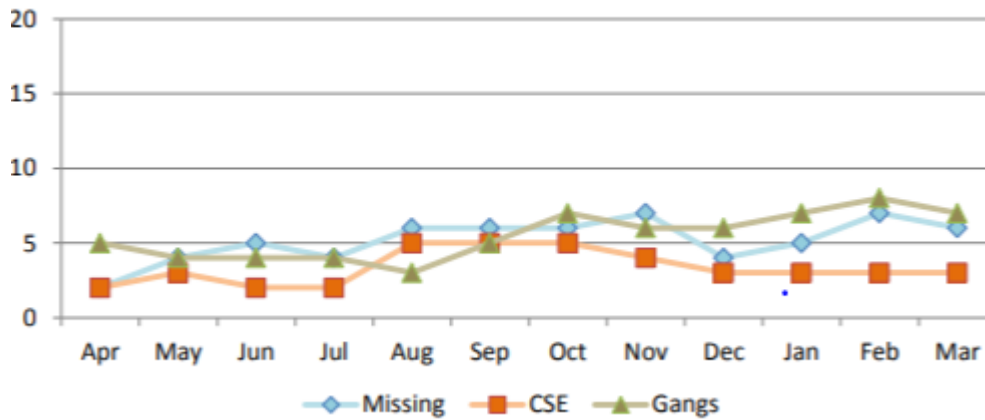
4.3 Children who are at risk of missing exploitation and gang affiliation are also presented to the MEGA panel which is attended by corporate parenting partners in health, education police, CAMHS, sexual health and substance misuse services. The majority of cases heard at MEGA are looked after children as shown in the table below. This will be as a result of children who entered care in adolescence due to identified contextual safeguarding concerns. However there are some children who have failed to achieve stability during their time in care and are additionally vulnerable to exploitation in the community due to adverse early childhood experiences such as physical and sexual abuse whose needs will also be discussed at MEGA.



4.4 The next table shows the reasons for children being discussed with a clear rise in concerns regarding gang affiliation being evidenced over the past 12 months. This is in line with national concerns regarding the growth of county lines activity where children are used to move drugs around the country. Bromley work closely with the police to gather intelligence to disrupt exploitation and grooming of our young people. We also commission specialist services such as mentors and voluntary sector partners such as St Giles rescue and respond to create trusting relationships between young people and safe adults. We work hard to offer safe and suitable alternative activities linking in with Virtual School, active involvement team and placement providers to build young people’s confidence and increase the ‘push factors’ to placement

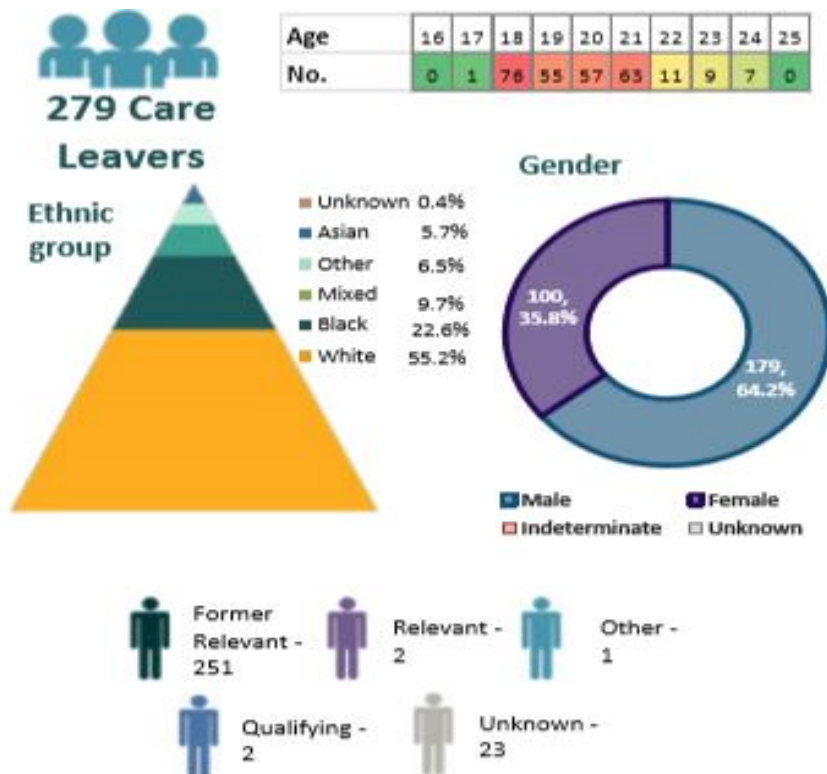
to resist the 'pull factors' of increased status and the lure of money/goods/drugs from criminals in the community.

Children Looked After Discussed at MEGA - Primary Concern



5. Young people leaving care

5.1 As at the 31st March 2019, we also had corporate parenting responsibilities for 254 Care Leavers up to the age of 25, although only 193 care leavers chose to access services. For 2018-19, the Local Authority was therefore the corporate parent to 602 children, young people and young adults. The number of care leavers however has risen over 2019-2020. At March 31st 2020 279 care leavers were eligible for a leaving care service from Bromley up to the age of 25. Of that number, 234 are actively receiving services. 64% are male and 35% female. 55% of our care leavers are white heritage and 11% Black African 11% are Black Caribbean, 10% mixed heritage, 6% Asian and 7% other. This is a significant rise in numbers and does reflect better engagement from the leaving care team with young people, better joint work with adult services, identification of risk and vulnerability for young adults beyond the age of 21 and greater outreach through the active involvement and leaving care for young adults. All young people who have chosen not to remain involved with the service are contacted annually and can return for bespoke support which does generate renewed contact with the service. Young people who are not in touch are phoned by leaving care duty around their birthday to remind them of the local offer. This does mean currently we have corporate parenting responsibility for 607 young people.



5.2 Our numbers of UASC have decreased and as of March 2020 we were supporting 20 young people under the age of 18 and 67 young people over the age of 18. This is in comparison to 50 UASC children that we were supporting as of March 2019 that were under the age of 18. Many of these young people have now become adults and are supported in the Leaving Care Service and the rise in numbers in LCT reflects the drop in numbers in CLA.

6. Delivering our Corporate Parenting Duties.

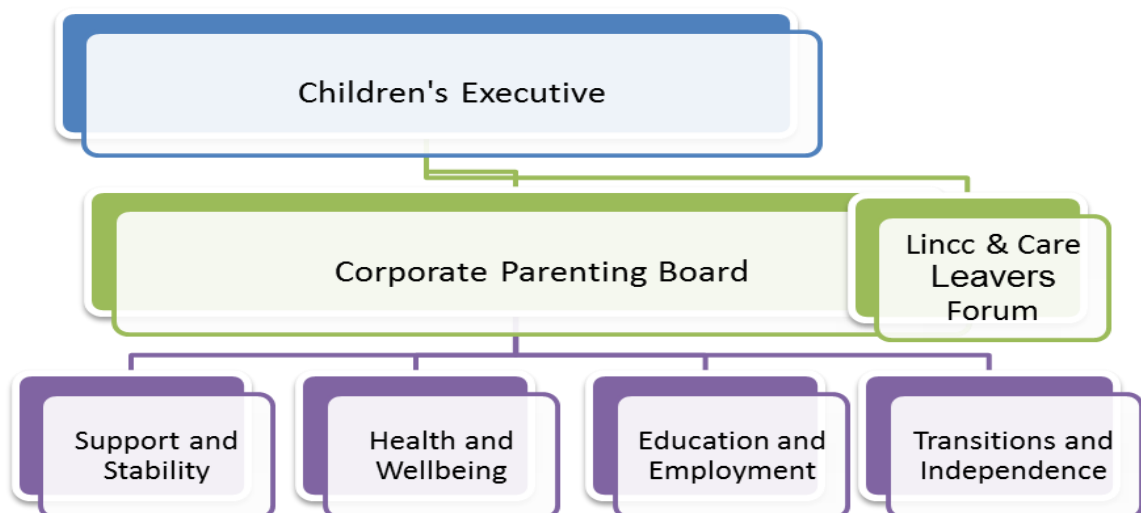
6.1 In Bromley we have a well-established Corporate Parenting Board. The Board is chaired by the Deputy Leader of the Council, who is also the portfolio holder for Education, Children and Families. Children and Young people are represented by Bromley's Children in Care Council (LinCC). The Chair of LinCC is also the co-chair of the Corporate Parenting Board.

6.2 Membership of the Board is made up of senior council officers, partner agencies and organisations that are responsible for those areas which have a direct impact on the lives of children in care and care leavers. All board members must hold responsibility as key decision makers within their organisation. The current board membership includes:

- Portfolio Holder for Education, Children and Families (Chair)
- Chair and Vice Chair of LinCC
- Director of Education, Children and Families

- Assistant Director – Children Social Care
- Assistance Director of Housing
- Director of Education
- Assistant Direct of Strategy, Performance and Business Support
- Head of Integrated Commissioning CCG
- Designated Doctor for CLA, CCG
- Director Bromley Y
- Operational Director Bromley CAMHS
- Designated Nurse CLA
- Head of Service, Children Looked After and Leaving Care
- Head of Service, Fostering and Adoption
- Head of Service, Youth Offending Service
- Head of Service, Quality Assurance
- Head Teacher, Bromley Virtual School

6.3. In 2019-2020 meetings took place bi-monthly, however there was a gap from Jan to July 2020 when the board was initially put on hold due to covid. The “new” Corporate Parenting Board was launched on the 24th April 2019. Key partner agencies agreed to chair operational sub-groups and work on an action plan per sub group that would be signed off by the board. The Care Leavers Forum and LinCC would have sight of the documents prior to the board and would have the opportunity to question strategic leaders in each service area as part of a ‘strive’ session at each Board Meeting.



6.4 In delivering against the key priorities set out in the following strategic documents:

- Children and Young People’s Plan 2018 – 2021
- Corporate Parenting Strategy 2017 – 2019
- Children Looked After Strategy 2018 – 2020
- Care Leavers Strategy 2017 -2019

- The Bromley Pledge

6.5 All four strategic documents broadly cover the following themes:

1. Having a Say
2. Support, Stability and Security
3. Health and Wellbeing
4. Education, Training and Employment
5. Transitions and Independence

6.6 These thematic areas (2-5) have now been established as the Corporate Parenting Board's sub-groups. A specific subgroup has not been created for *Having a Say*, as this priority features in every aspect of the work we do. The service response to each strategic aim is outlined in the body of the report.

6.7 Each subgroup had key priorities as set out by the young people in their 'strive' session at the board and the progress made is outlined below.

6.8 **Subgroup One : support and stability** were given a key priority to focus on better placement matching and choice for young people. The young people asked to see the new placement referral which was shared and clearly includes a space for young people's views. Bromley has also joined the commissioning alliance which has increased placement choice for fostering and residential care. The young inspectors scheme will also support young people being involved in quality assurance of placements in the semi-independent market and offering young people the opportunity to feedback to senior leaders and commissioners about the quality of accommodation and lived experience of young people using the placement.

6.9 **Subgroup Two: health and wellbeing** were asked to focus on apprenticeships for young people in a health setting. Although there is an established link into the CCG to provide work experience this priority has not progressed.

6.10 **Subgroup Three : Education, Training and Employment** were also asked to focus on apprenticeships for young people and asked how these were supported.

6.11 In 2020 Bromley offered five apprenticeship opportunities over 2020 and one which was ring fenced meaning only care leavers could apply. Two young people successfully completed apprenticeships within the council, one in IT and one in the registry office. Both were supported by a named worker in HR.

6.12 **Subgroup Four: transitions and independence** were asked to focus on providing clear support to develop independent living skills and acquire essential items for their new home.

- 6.13 Over 2019-20 care leavers have been supported through the use of an independent living skills tool kit. This is being updated over 2020 by the senior YPAs. Housing also offer access to white goods and household items at a reduced rate. All young people moving into their own tenancy also receive a moving in gift from Lincc.
- 6.14 The corporate parenting board will have a refresh in 2020-21 to offer young people greater opportunity to share their stories and enhance the corporate partners understanding of young people's lived experiences in care. The board will also be tasked with reviewing the local offer for young people leaving care to strengthen partnership working and improve outcomes for our young people. The corporate parenting strategy for 2021-2023 will also be rolled and should also be read in conjunction with the ETE strategy for LCT.

7. Priority 1: Having a Say

Young people have a right to share their views, wishes and feelings. They will be listened to so that they shape decisions made about their lives and the services they receive.

- 7.1 The Living in Care Council (LinCC) and the Care Leavers Forum (Change for Care Leavers) continue to engage children and young people to ensure that their voices are at the heart of what we do. Members regularly meet with senior managers, elected members and partner agencies in order to strengthen the relationships with corporate parents as well as offer challenge around service delivery.
- 7.2 Annual corporate parenting fun day ran in July 2019 with activities and games for all looked after children and opportunities to meet senior leaders and elected members
- 7.3 Active involvement ran a successful summer programme for young people in care and care leavers in summer 2019. This involved a week-long residential for 8 young parents staying on an organic farm enjoying outdoor play and bonding with their children. The team also offered day trips for care leavers and a music project which involved young people creating a song and a video.
- 7.4 Lincc members contributed to the staff conference in 2019 to support staff learning about the importance of relationship building with young people.
- 7.5 Young people continue to be part of recruitment panels for posts at all levels in the organisation and Active Involvement are writing a training manual to prepare young people to conduct interviews.

- 7.6 Young people continue to attend the corporate parenting board and challenge partners during the 'Strive' session to extend their offer and support for our children.
- 7.8 Young people are offered opportunities to meet with senior management and council leaders to discuss service delivery either through young people attending management meetings within the service or council leaders and attending Lincc and engagement events
- 7.9 The Active Involvement team was expanded in November 2019 from one participation worker with sessional support to a team manager post and four workers. The team now has two full time youth workers, one ETE worker and one Income and Tenancies worker. They have been able to hugely expand the active involvement offer over 2019-2020. This has included the following :
- 7.10 Active involvement lead the celebration of success of care leavers held in Oct 2019 during care leavers week with our best ever turn out of over 30 young people and 20 staff. The young people also gave recognition to the staff working with awards for our young person's advisors which was a very moving event. This event was run online October 2020 with over 70 nominations of young people who have recognized for achievements in education, becoming great parents, securing their own tenancy and/ or developing personal resilience.
- 7.11 Lincc and CFCL hosted a coffee morning in Care Leavers week during October 2019 attended by staff across the council to raise money which has been used for housewarming gifts for care leavers achieving their own tenancy.
- 7.12 We held our first ever end of year party for care leavers 2019 with songs and games and Santa delivering presents to the children of our care leavers. We also ensured no one was alone at Christmas who didn't want to be - we partnered with Sutton Leaving Care Team in 2019 and 2020 with several young people attending their Christmas day lunch in person in 2019 and online in 2020.
- 7.13 The Celebration event for children in care was held in February 2020 just before lockdown, led by Virtual School Head teacher Helen Priest prior to her retirement and attended by over 50 young people and their carer's to acknowledge and celebrate their personal and academic achievements. Staff, lead members and young people joined together to record a song together to celebrate supporting each other.
- 7.14 Group work was delivered to 5 care leavers around developing financial literacy by MyBank in March 2020.

- 7.15 During the initial March lockdown Active Involvement team delivered daily activities including cooking clubs, quizzes, competitions to offer a sense of belonging and connectedness.
- 7.16 97% of children who have attended their LAC Review and participated. Children and young people are regularly visited by their IRO, social worker and an independents advocate (if required) to ensure that their views are heard and acted on.
- 7.17 We consulted with children in care and care leavers about the impact of the Pledge for Children in Care and they have been instrumental in providing feedback. Their feedback has helped us to revise our Pledge to Children in Care and Care Leavers.

7.2 Covid Response

- 7.2.1 Sadly due to the restrictions of the coronavirus pandemic the corporate parenting fun day 2020 was cancelled as was the annual residential for Lincc members in April. However, Lincc and CFCL ran throughout the pandemic on line and in person as soon as restrictions permitted.
- 7.2.2 Active Involvement redeveloped the website for our children and young people which acts as a noticeboard of information as well as introduction to the 'local offer' for young people leaving care. The website also contains links to online counselling and information for young people coming into care. Please see: www.linkinbromley.
- 7.2.3 Active Involvement held a 6 week face to face summer programme of events in 2020 including well-being week, a photography project focusing on race and identity and a creation of a short film. We were supported by early help services by permitting us use of their family centres to facilitate the group work. The film is being used for training for carers and staff in children's social care. Active Involvement are also looking to develop a forum for learning and training around race and identity to roll out across children's services in 2021.
- 7.2.3 The team also held activities for care leavers including a Go Ape trip and a trip to Brighton. All of which were oversubscribed and well attended.
- 7.2.4 Active involvement are running --a 'Girl Power' group focusing on self-esteem and body confidence which was attended by 7 girls aged between 11 and 16 over 6 weeks in September 2020.
- 7.2.5 Active involvement ran a NETE group for young people who are NETE in Oct 2020 which has been attended by 8 young people. The group offers sessions around goal setting with a life coach, and the opportunity to attend work experience at the end of the programme.

- 7.2.6 Active Involvement lead monthly ‘conversations on race and racism’ online and developed the first ever Black History Month events programme for the young people including a drumming workshop, poetry event and fashion show.
- 7.2.7 Creation of Young Inspector’s Programme to support young people visiting providers in semi independent placement market and providing feedback to senior leaders and commissioners.
- 7.2.8 Creation and delivery of young mums theraplay group to understand trauma and attachment.
- 7.2.9 Bromley are working in partnership with Coram again to deliver the Brightspots Survey for the second time. This survey will offer our children and young people the chance to feedback how they have experienced working with our service. There are two surveys:
- i. My Life, My Care – For Children Looked After- which is due to begin Feb 2021
 - ii. My Life Beyond Care – For Care Leavers- which ran in Nov 2020
- 7.2. 10 CORAM will provide analysis of the data which will be fed back to council leaders and senior managers via a dissemination event in 2021. The service will also follow up and use the findings to discuss with the young people and build their views and recommendations into our service plan moving forward.

7.3 Action for 2020-21

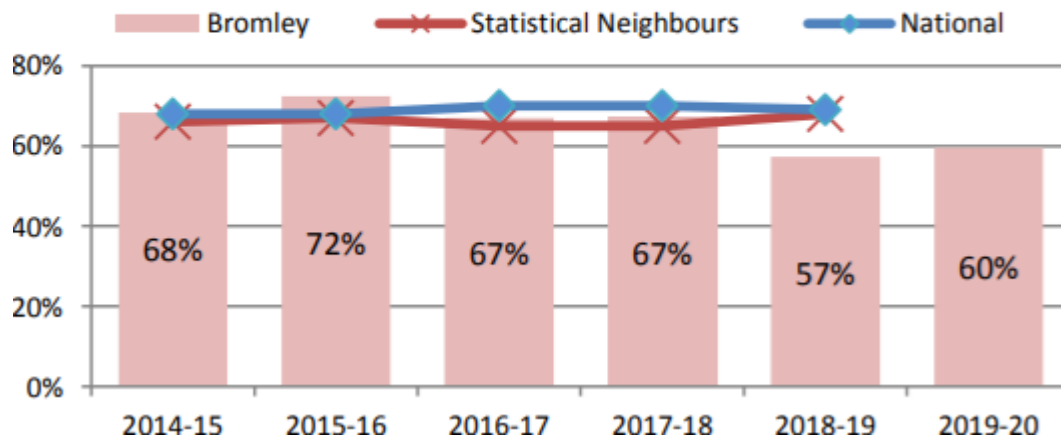
- Respond to the findings of both Brightspots Surveys.
- Creation of recruitment and interview training schedule for young people run in conjunction with HR.
- Establish a standard expectation that young people will be involved in key recruitment events and interviews.
- Ensure that young people continue to have opportunities to shape their care plans and pathway plans.
- Creation of training schedule around race and identity for children’s social care
- Delivery of Young Inspector’s programme
- Delivery of Young Parents attachment and trauma training

8. Priority 2: Support, Stability and Security

Having stable home lives, relationships and education as well as necessary support helps children and young people to achieve good outcomes in their lives.

- 8.1 Social workers & YPAs in the CLA and Leaving Care Service continue to have manageable caseloads. This allows social workers / YPAs the opportunity to visit more frequently and to undertake more direct work and deliver interventions when necessary. We also achieved a fully permanence staff group by March 2020 which also allowed us to maintain greater consistency of relationships between staff and young people.
- 8.2 Permanency Planning for all children up to the age of 17 continues to be a priority. All children who have been looked after for more than 8 weeks are presented at permanency panel by the Head of Permanence to ensure their permanence plan is being progressed. Once the care proceedings have concluded and the case transfers to CLA the case is reviewed by the Head of Service in Care and Head of Virtual School and allocated IRO also attends to ensure joint oversight. In between CLA reviews the Team Managers chair achieving permanence meetings with the professional network to ensure actions to achieve permanence are being progressed.
- 8.3 There has been a sustained performance in the number of children ceasing to be looked after due to a Special Guardianship Order being made. In 2017-18 - 25 children were made subject to an SGO. In 2018-19, 21 children were made subject to an SGO. This has risen again to 27 in the reporting year 2019-20.
- 8.4 During 2018/19, the average time between a child entering care and moving in with its adoptive family was 450 days. This was an improvement in the performance of the 3-year average from an average of 560 days (2015-18) to 438 days (2016-19). There has been sustained improvement in this area and the number of days between entering care and moving in with adopters has reduced again in 2019-2020 to 374.
- 8.5 During 2018/19, the average time between a local authority receiving court authority to place a child and the local authority deciding on a match to an adoptive family was 201 days. The three-year average (2016-19) is 171 days. The national average for 2015-18 was 201 days. This dropped again in 2019-2020 to 147 which is evidence of sustained progress in this area.
- 8.6 58% of children (2016-19) waited less than 14 months between entering care and moving in with their adoptive family. This is slightly above the 2015-18 national average of 56%. This rose again to 64% in the reporting year which is positive.
- 8.7 Placement stability has been a cause for concern. Although some improvements were seen during 2019-2020 the long term stability as shown below continued to be well below the national benchmark. Similarly we had roughly 10% of our cohort experiencing 2 or more moves in a calendar year for the last three reporting years.

Children Looked After aged under 16 who have been in care for 2.5 years and in the same placement for 2 years



8.8 A stability task force set up by new Head of Service in 2019 to look at improving practice around placement matching and support for carers to improve placement stability. We offered secure base training to fostering and care staff to be undertaken jointly and improved the referral template to include children’s views and offer better matching.

8.9 As of December 2020 we currently have less than 1% of our children who have experienced 2 or more moves in 12 months and 69% of our children who have been in the same placement for over 2 years which shows huge improvement over the last 6 months. This has been hugely impacted by COVID and restriction on movements slowing down placement, but we will need to examine over the coming twelve months how this progress can be sustained.

8.10 In 2018-2019 15.8% of Children and Young People are placed more than 20 miles away from their home. Whilst this is an improvement from 2017-18, where over 20% of children were placed more than 20 miles out of borough, we still feel that this number is too high. This number has sadly risen again to 18% in the reporting year. Our Children in Care tell us that they would like to be closer to home and we agree. While the number of young people placed in inhouse foster placements remained stable at 30% of the care population, both the fostering and commissioning teams are working on strategies to recruit more carers, and secure placements closer to home.

8.11 Weekly resource panel chaired by head of service for CLA is also attended by managers in SEN and CCG to ensure placements are tightly monitored to ensure they remain appropriate to need and are considered for joint funding.

8.12 Transitions between the CLA and Leaving Care Service is bespoke and in line with the needs of the young person rather than determined by

age. We aim to offer a YPA for all young people aged 17.5 to allow a smooth handover of support.

- 8.13 Pathway Plans are updated at least every 6 months and improvements are being made to ensure that they are updated when circumstances for young people change. Review social work assessments for younger children are also completed to reflect changes in contact plans or following significant life events.
- 8.14 Introduction of later life letter for young people moving from care to leaving care to help them better understand their care journey
- 8.15 Consistent Group Manager attendance at MEGA panel and feedback incorporated into supervision. Every case heard at MEGA was audited over the summer 2020 to ensure risk assessments and safety plans were in place.
- 8.16 Creation of senior YPA posts to create progression pathway for YPAs. Each YPA has a specialism in practice including offending and substance misuse, SEND and mental health, group work and participation, and transitions and independence. Each senior worker will lead on creating relationships with corresponding partner agencies in adult services and champion best practice in these areas.
- 8.17 Training programme to be embedded for YPAs. They have received training on secure base model of building resilience, Bromley Relationship Model, Immigration, life story work, mental health awareness, health training and writing PEPs in 2020.

8.2 Covid Response

- 8.2.1 Visiting was increased during lock down to weekly face time calls with some creative ways of engaging online or meeting outdoors for bike rides and walks and taking children to the park.
- 8.2.2 We delivered food parcels and play activities for young parents to our most vulnerable young people and parents during the height of lock down.
- 8.2.3 Face to Face visiting was offered during lock down for potential placement breakdowns and emergencies for example around young people with mental health difficulties. Routine face to face visiting was resumed as soon as permitted with covid regulations. All staff were provided with appropriate PPE.
- 8.2.4 Despite lock down in March 2020 the service has continued to progress permanency planning including transition to adoption to avoid delay for children. Since March to date we have matched:
 - **17** young people via our virtual fostering panel.

- 2 children with adopters
- 4 children have been placed into their forever homes
- 7 Adoption Orders have been obtained

8.2.5 All young people in Care and in Leaving Care service were provided with lap tops and wifi routers when needed to ensure internet access during lock down.

8.3 Actions for 2020-2021

- Sustain improvements in long term placement stability by offering support as soon as placements become fragile and learning positive lessons from lockdown
- Recruit more foster carers who are able to manage children with higher levels of need.
- Improve placement sufficiency and choice particularly in relation to placing children and young people closer to home.
- Creation of pathway for young people with complex needs as they transition to adulthood
- Strengthen training offer for YPAs around adult safeguarding
- Work with SEN/VS to create new post to oversee cohort of CLA with SEN to bolster monitoring and review of EHC plans
- Work with CWD and adult services to support young people with additional needs transitioning to adult

9. Priority 3: Health and Wellbeing

Each child and young person should enjoy good health and emotional wellbeing through a range of health services and activities

9.1 Every looked after child has a health assessment within a month of being received into care which is reviewed annually. 88% of looked after children had a review health assessment within a calendar year in 2019-20 compared to 91% in 2018/2019 and 91% of children in care for a month had an initial health assessment compared to 100% in 2018-2019. Both figures represent a slight dip in performance in this reporting period. Some of this can be explained by a number of older children refusing to see the nurse. There has been ongoing work with the CLA health team and CLA administrators to ensure assessments are carried and recorded accurately to ensure this picture improves. We have also worked to change the recording so when young people refused this is acknowledged so we can determine if there has been delay for children who are in need and willing to engage.

9.2 95% of young people are in up to date with their immunisations which again is near to the 96% last year. 88% of young people in care had seen

a dentist in the last 12 months in relation to 91 % in the previous year which again represents a slight dip. Sadly this is unlikely to be rectified in 2020-2021 given the extent of the pandemic on dental services in particular.

- 9.3 All young people in care are also subject to a strengths and difficulties questionnaire and an average score determined to reflect the extent of the young person's difficulties. A score between 0-13 indicates a normal range. In 2017-2018 this score was 16.7 and in 2019 the dropped to 13 and in March 2020 this dropped again to 12. This should reflect that fewer young people are experiencing more extreme emotional difficulties.
- 9.4 CAMHS have offered the CLA and LCT services support via clinical staff attending monthly group reflective supervision sessions with the staff on a monthly basis which has been well received. In 2019/20 65 referrals have been received by Bromley Y for children in Care and Care Leavers. 16 of these young people are rising 18 and 2 are over 18. 55 of those children are Bromley CLA while a further 8 are children from out of borough. There is no waiting list for a service and CLA cases are given priority. Young people in Bromley schools experiencing tier 1 and 2 level difficulty can also access the emotional wellbeing practitioner that is in place as part of the Mental Health trailblazer scheme.
- 9.5 CAMHS practitioners have been attending monthly group supervision with practitioners in CLA and LCT to support reflective thinking particularly around issues pertaining to mental health. Staff feel this has been beneficial and the support has been well received.
- 9.6 25 CLA were identified to have some concern around substance misuse in 2018-2019. This rose to 34 CLA in 2019-2020. This may be in line with an older cohort of CLA as well as indication that staff are assessing risk of substance misuse more proactively. Of the 25 young people where there are concerns, 17 have been offered interventions, and 16 have taken up this offer.
- 9.7 There is still concern that the offer for support with emotional wellbeing for young people over 18 could and should be stronger. Many of our care leavers who might be well supported by CAMHS struggle to transition successfully to adult services and face having their case closed if they miss appointments. Many of our young people who have experienced significant disruption in early life struggle to engage consistently and need robust and proactive outreach. CCG and Designated nurse are exploring whether additional funding can be sought for additional nursing capacity to sit within LCT to support the older cohort. The YPAs also received bespoke training in mental health awareness to help them spot early indicators of risk around MH.
- 9.8 All Children Looked After aged under 18 and their carers had access to the Bromley Mytime Leisure Pass in 2018-2019 This offer was extended

until September 2019 and was under review when we entered lockdown in March 2020. 138 young people took out membership in 2019-2020 with a small minority (14%) not using the card at all. Generally, the memberships were well used with activity concentrated over the school holidays. However, Mytime felt administration costs were high and didn't necessarily represent best value. They were keen to review the package and introduce a nominal £25 charge per membership to cover the administration. However, from March 2020 the leisure centres have closed and only reopened briefly.

9.9 Care leavers were also not routinely eligible for the scheme which meant the Leaving Care Team were spot purchasing leisure passes for older young people. However, Bromley Mytime did extended passes to children of young parents (care leavers). This offer was well received by our young parents who have taken up opportunities to use the soft play area. This will need review into 2021 with MyTime to determine what the offer could be post covid restrictions. In the meantime the leaving care team have been supplied with information about social prescribing via the GP who can offer support with free access to exercise classes and swimming for example.

9.10 Care Leavers had also reported in the Ofsted Nov 2018 that they do not find the current format of health histories helpful and it was recommended they needed more support to access their health information to support them developing emotional resilience. The CLA health delivered training to the YPAs in February 2020 and have redeveloped the leaving care health summary to include information about serious illnesses, immunisation history and also provides links to relevant health services such as smoking cessation, weight loss. The summary is also provided by email and the links are offered electronically.

9.2 Covid Response

9.2.1 Bromley changes is under new management and now offer an integrated service to adulthood. Since the lock down they are able to offer virtual support and are able to offer intervention to children outside the borough boundary for the first time. They have also offered virtual training to CLA and LCT staff around issues relating to substance misuse, county lines and exploitation.

9.2.2 Since the lock down the leisure centres have predominantly been closed and staff furloughed so the future of the mytime offer remains uncertain. It is likely for our children to receive support we will need to incur some administrative costs but if the offer is extended to care leavers up to 25 which would be a departure from the current offer this could offset some of the LA costs.

9.2.3 During lockdown we also distributed information about online counselling via Kooth. This is available to all young people in and out of borough and up to age 25.

9.2.4 Exploration of extension of emotional support through mentoring scheme being explored with Bromley Y and exploratory discussions being held with CCG to explore additional funding.

9.3 Actions for 2020-21

- Improved health interventions for Care Leavers in relation to physical health and mental health services. Consideration to be given to extending services of the CLA nurses in line with the extended duties to care leavers.
- Exploration of emotional support via mentoring scheme with Bromley Y
- Substance misuse training for all staff to include information about new drugs and risks relating to county lines activity
- Extended Leisure offer for Care Leavers to be considered.

10. Priority 4: Education, Training and Employment

Young people will be helped to achieve their full potential in education and leisure activities and participate in training, work experience and employment.

10.1 Our children are some of the most vulnerable in the borough have suffered multiple adverse childhood experiences prior to reception into care. As a result, some are falling behind in terms of educational achievement by Key Stage 2 in writing, maths and grammar although our children are achieving above national averages in reading and are making good progress.

10.2 In Summer 2020 key stage one SATS were cancelled for 7 year olds but 77% of our children in Key Stage 1 were making expected progress during the spring term. This is a small cohort of children so represents a couple of children not making expected progress. One is a very complex little boy. He is being well supported in school through a range of strategies paid for by the Pupil Premium Plus.

10.3 Similarly Key Stage 2 Summer 2020 for 11 year olds were also cancelled due to the lockdown but 91% of Key Stage 2 pupils were making at least expected progress during the spring term which is really positive.

10.4 41% of our children have an EHC Plan compared to 27.2% CLA nationally. We also have 18% of children receiving SEN support in schools which is lower than the national average of 28.7%. This could

be that children looked after are more likely to have achieved an EHC Plan to have their needs met in Bromley. During the 2019 calendar year 16 EHC Needs Assessment requests were received and all requests were agreed to assess; all 16 young people will have an EHC plan.

- 10.5 We are working on a growth bid with colleagues in SEN to ensure single oversight of all CLA with EHC given the specific need in Bromley. This post holder will be able to monitor every EHC plan and ensure each child has an annual review in timescales and advocate for children out of borough where they are experiencing delay in identifying appropriate resources.
- 10.6 Our attendance for children under 16 is 91%. In 2018/19 there were 17 young people who had a fixed term exclusion from school. This totalled a number of 118 lost days of school. In 2019/20 18 young people had a *fixed term exclusion* and this represented a total of 66 lost days from school. This is a huge improvement and correlates with having another education advisor and an education support officer who monitors attendance and exclusions. We have also not had any *permanent exclusions*. When we are notified early of behaviour issues, we can negotiate with a school to ensure that exclusions are minimised and where possible alternatives can be suggested. We are also able to support going forward to ensure that there are less likely to be repeat exclusions.
- 10.7 All young people in care have three PEPs per academic year. PEP performance is strong and 93% of young people had a PEP completed and authorised by the end of the spring term 2020. The social work staff are supported by Virtual School and education staff to support young people in thinking through their academic options, receive additional support in school when necessary and work to ensure all our children are in school and learning successfully. The social work team also look to support extra-curricular activities to increase confidence and build self-esteem. However, some of our children may have very complex needs, challenging behaviour, substance misuse, offending history or MH needs. They may have experienced multiple placement disruptions and have struggled in education resulting in them being at risk of NEET at 16 plus. We have reworked our ETE strategy to target attention for this cohort.
- 10.8 For GCSE we had 46% of students achieve 5 GCSEs and 71% achieve at least one GCSE which is an improvement on 2019 reporting year. However, 12 young people in the cohort have an EHC plan and a further 5 were receiving additional support in school without recourse to an EHC plan, and one was under assessment making a total of 64% with identified special or additional needs.

	2020 Reporting cohort of 28 pupils	2019 Reporting cohort of 31 pupils	2018 Reporting Cohort of 20 pupils	2017 Reporting Cohort of 19 pupils
5 at grade 4 and above incl. English and Maths	21% (6 pupils)	29% (9 pupils)	15% (3 pupils)	26% (5 pupils)
5 at grade 4 and above	25% (7 pupils)	29% (9 pupils)	20% (4 pupils)	26% (5 pupils)
5 GCSEs	46% 13 pupils	45% 18 pupils	65% (13 pupils)	47% (9 pupils)
1 GCSE	71% (20 pupils)	58% (18 pupils)	80% (16 pupils)	84% (16 pupils)

- 10.9 As of March 2020 36% of our young people who are NEET (not in education employment or training) compared with 39% of care leavers nationally. We have 11% young people in higher education in 2019-2020. This is in comparison to 38% of care leavers being NEET in 2018-2019 and 7 % of young people being in higher education in the same reporting year. Of 28 young people in key stage 5 all bar 2 succeeded in gaining at least entry level qualifications, 4 gained level 3, 7 gained level 2 and a further 12 achieved entry level of ESOL qualifications. 43% of this cohort were in fact UASC and had varying degrees of English. There are additional young people who were also studying level three through an apprenticeships and will gain qualifications through their course.
- 10.10 All young people remaining in statutory education in year 13 also receive three PEPs in their final academic year to support them planning for age 18 plus. In 2019/20 we also have 22 young people in higher education including some top flight universities such as Nottingham and Liverpool. We have a further 69 in education or training including a number of young people who are in apprenticeships. We have had two young people successfully complete apprenticeships with the council, one in the registry department and one in IT. as well as another two young people received recognition from their contribution to the Covid-19 response in both health care and hospitality sectors. We also have a further 14 young people in part time work or training.
- 10.11 As of March 2020 we had 123 young people who are NEET. 9 were NEET due to illness and disability, 17 were NEET due to pregnancy or parenting commitments but this leaves 97 young people who were NEET due to other circumstances. Of these 97, 11 were in custody and unable to seek work but should be in receipt of support around education and learning support. We would like to work towards reducing NEET in our care leaver population by a further 10% and work towards 75% of our care leavers being ETE within the next 2 years.

- 10.12 There is considerable concern on the impact of the coronavirus on the employment market and that this may disproportionately affect young people with entry level roles disappearing and certain industries such as retail and hospitality being at risk. There is an education training and employment strategy for Leaving Care Team that should be read in conjunction with the corporate parenting strategy to specifically target this issue. The leaving care team have created a NETE panel which is chaired by the Head of Service and/or Group Manager for LCT to oversee all cases within 28 days of a young person becoming NETE. We have also updated the role of the ETE worker within LCT to provide greater oversight of the whole NETE cohort and offer more targeted support to young people. We are also partnered with the DWP and Bromley education business partnership to identify opportunities within the business community and specialist employment agencies.
- 10.13 Bromley successfully bid to join Social Impact Bond funding for the I-Aspire programme in partnership with Lewisham, Greenwich, and De Paul. As of the end of October 2020 there were 62 young people signed up with I-Aspire to receive a personal progression coach and another 3 in the process of signing up for a total of 65. However, there have been some issues with the organisational delivery. There have been repeated changes in terms of staff members and so resulting in a lack of consistency which has negatively affected young people trying to build relationships with staff. More recently De Paul have engaged a specialist ETE advisor and have had a more stable staffing and management group but it has been hard to unpick the specific impact that joining the programme has brought. We have also identified alternative providers such as Maximus who are already established in the community who are able to offer more experienced staff and more rigorous processes. It is hoped with better reporting on the NETE cohort and more structured processes in LCT we can target support more successfully and limit the impact of coronavirus on employment opportunities for our young people.

10.2 Covid response

- 10.3 During covid the virtual school made weekly calls to carers to ensure children had clear plans about returning to school, or supporting online learning when necessary.
- 10.4 Active involvement ran clubs and competitions online to support learning and minimise social isolation with schools being shut.
- 10.5 Laptops were distributed to all young people including care leavers experiencing digital poverty to support online learning.

- 10.6 PEPs continued to run but were held virtually. VS held PEP training for YPAs. VS and SEN also ran training for SW staff around EHC processes.
- 10.7 Relaunch of ETE strategy for young people 16-25
- 10.8 Two young people receive recognition from their contribution to the Covid-19 response in both health care and hospitality sectors.
- 10.9 Online celebration of achievement for care leavers held in October 2020 with over 70 young people being nominated and receiving vouchers and certificates to recognise their achievement.
- 10.10 Bromley offered five apprenticeship opportunities in Nov /Dec 2020 with one ring fenced opportunity offered in Dec 2020. Care leavers were guaranteed interviews for all.
- 10.11 Creation and delivery of group work targeting young people who are NETE in Oct 2020. 7 young people attended and 5 have a forward destination. Sadly the work experience placement for each young person was put on hold due to covid response.

10.2 Actions 2020-2021

- Launch Bid to DWP for additional funding for young people at risk of NETE
- Establish NETE group work programme to run twice yearly and establish work experience offer
- Work with SEN/VS to create new post to oversee cohort of CLA with SEN to bolster monitoring and review of EHC plans

11. Priority 5: Transitions and Independence

Young people need to be supported at all stages of transition especially when moving to adulthood. This includes helping them to develop the skills to live independently

- 11.1 All Care Leavers have an allocated YPA. Pathway Plans are updated at least every 6 months. YPAs also continue use the Independence Tool Kit to assess readiness to live independently. In 2018-19 over 85% of Care Leavers had an up to date Pathway Plan. This has risen to 87% over 2019-2020.
- 11.2 LCT created four new created senior YPA post holders each with a practice specialism to support the development of the service. The specialisms are Offending and Substance misuse, MH and SEND, transitions and independence, and group work and engagement. The senior YPA's have revised the tool kit in 2020 to make it more user friendly. They are also introducing new group work aimed at support

young people moving on from Care to Leaving Care team and from placements to independent tenancies. Each post holder is creating links in the relevant adult services that can strengthen communication between teams and support YPAs to determine a pathway of support for each young person.

- 11.3 The local offer to care leavers was disseminated in Sept 2018 and care leavers are written to annually to remind them of their rights and entitlement, The offer will need to be renewed to remain current and will be a key focus for work of corporate partners over the next 6 months,
- 11.4 As of March 2020, 94% of our young people are in suitable accommodation which excludes 8 young people who are in custody. There are three young people whose circumstances are unknown- this is due to young people who have been unsuccessful in seeking asylum going missing and disengaging from the service. We do not have any young people in B and B accommodation.
- 11.5 We have had a rise from 17 young to people to 24 remaining in foster placements under 'staying put' arrangements which is hugely positive and indicates a greater proportion of young people achieving a sense of permanence within their placement to be able to remain post 18.
- 11.6 The new head of service introduced a fortnightly post 18 placement panel which is attended by placement providers and colleagues in housing to examine the suitability of support and move on plans for young people. The purpose is also to ensure young people are moved to their own tenancy in a timely way in line with their independent living skills. The group manager and benefit providers also meet monthly to discuss young people who are at risk of rent arrears and possible homelessness. Currently performance around ensuring young people in suitable accommodation is strong and benefits from positive joint work.
- 11.7 A new placement officer has also completed QA visits to our main providers and ensured appropriate contracts are in place which had been highlighted as an audit priority in 2019. LCT are also rolling out the Young Inspectors programme in 2020/21. This will involve young people completing placement visits with our placement team and providing feedback to senior management/leaders about the quality of accommodation and experience of support for young people.
- 11.8 Supported lodgings carers are now supported by the fostering team as of Spring 2020 to bring the offer of oversight, support and training and subject to annual review by QI in line with the offer for foster carers.

- 11.9 There has been an improvement in the number of care leavers who remain in touch with the LA. Improvements in service delivery and relationships with YPAs has meant that young people have opted for continued Leaving Care Services. Ongoing support helps young people transition more successfully to independence. Of the 196 Care Leavers with an open allocation to the service 187 are in touch with the local authority and are currently receiving a service:
- 11.10 A local protocol is in place with DWP which means all young people have an interview with a specialist work coach and arrangements are in place to ensure a 'no sanctions' approach for care leavers. At age 18, advance claims for benefits, and transitional payments to support the transfer on to Universal Credit if necessary are currently in place. The group manager in LCT meets with the benefits providers on a monthly basis and alerts are in place should any care leaver start to fall behind in their rent account.
- 11.11 Work has been done with adult learning disabilities and MH services to create a transitions panel and discuss young people who may be in need of a Care Act assessment to support them into adulthood. Discussions are taking place into 2021 to consider additional health funding within LCT to create a post 18 nursing post. We have low numbers of young people allocated in adults services- roughly 2%. Considering the impact of trauma on their emotional wellbeing and their ongoing vulnerability to contextual safeguarding risks this remains low.
- 11.12 The YPAs were offered bespoke training in MH awareness in October 2020 to support them in identifying need early and managers are holding network meetings for young people post 18 to create safety and support plans for young people who are vulnerable to MH issues. Bromley Y are also in discussion about offering mentoring for young people post 18 who are vulnerable to anxiety and depression. LCT has also done work with The Thrive team within fostering to create a therapy group for young parents to support them in forming strong more confident attachments to their children.

11.2 Covid Response

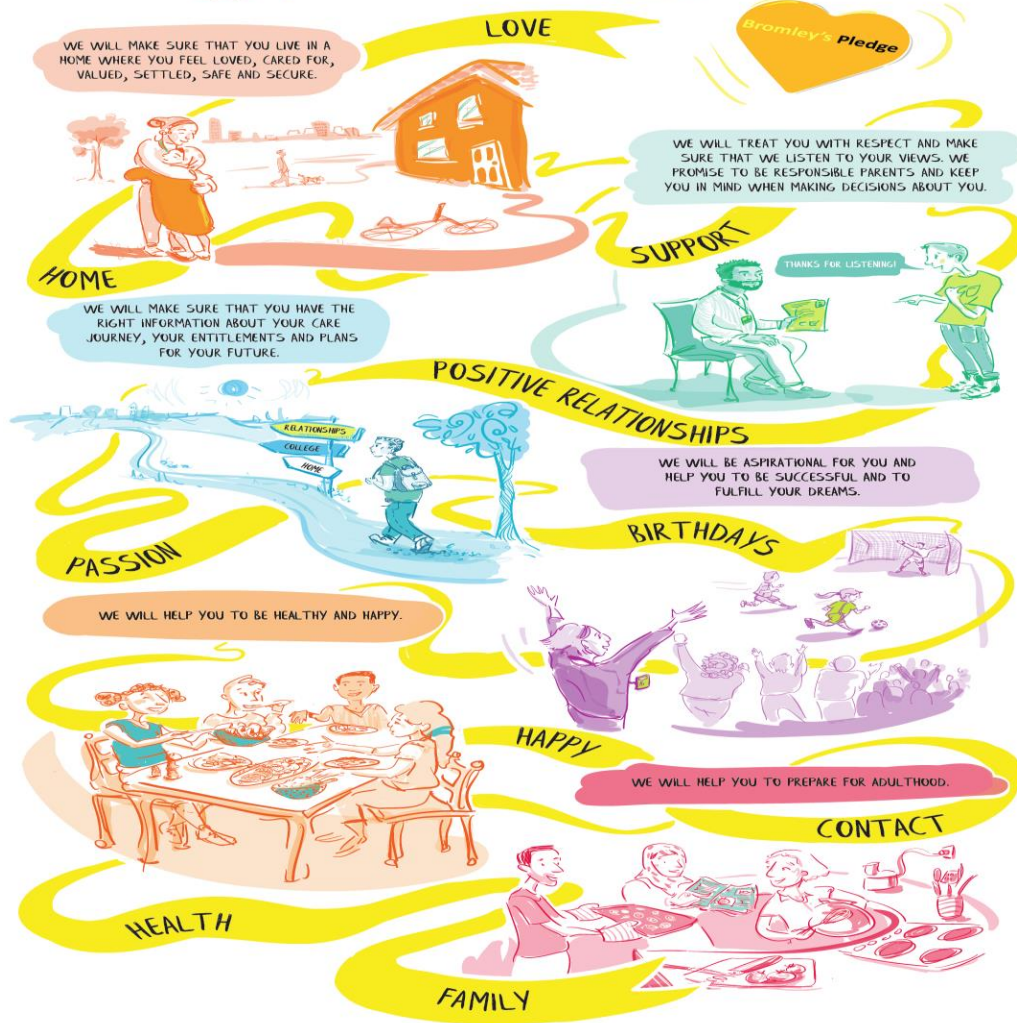
- 11.2.1 All care leavers initially contacted weekly and vulnerable young people living alone were offered doorstep visits and food parcels
- 11.2.2 Play materials distributed to young parents
- 11.2.3 Creation of senior YPA posts with specific practice specialisms to add to the service development.
- 11.2.4 Distribution of laptops for all care leavers experiencing digital poverty.
- 11.2.5 Establishment of transitions panel for young people with complex needs transitioning to adulthood.

11.3 Actions 2019-20

- Revise and Relaunch a Multi-Agency Local Offer for Care Leavers.
- Deliver a moving on group work programme to support young people who are transitioning to leaving care service and to independent living.
- Bright spots survey for care leavers to be disseminated November 2020 and feedback collated and built in to service plan
- Discussions with CCG and Bromley Y about building on the offer for emotional and MH support for care leavers.
- Young Inspectors Scheme to launch
- Launch of young mums theraplay group

12. Conclusion

- 12.1 2019-2020 has seen a rise in our Care Leavers Population and a slight drop in CLA numbers. As a service we have benefited from staff stability as the workforce is fully permanent. This has allowed us to grow and develop our response to need. We have continued to make progress in achieving positive outcomes in all areas for children and young people in our care and care leavers. Performance in all areas remains strong and we have delivered on all priority areas as set out in corporate parenting strategy. It has obviously been a difficult time for everyone in our community since the pandemic began to hit in early 2020. We have had to adapt our services to be able to meet the needs of young people by supporting staff, young people and carers to master new technology. We have delivered work face to face wherever possible and developed the service and continued to innovate and be creative despite the challenges whilst ensuring the core day to day business remain in focus.
- 12.2 It is hoped that we can revise and strengthen the local offer for care leavers over the coming months and build on existing relationships within adult services. We also hope to create opportunities for young people to be involved in the corporate parenting board to ensure their stories are heard and experiences understood by corporate parenting partners over the coming year.



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Report No.
CEF21007A

London Borough of Bromley

PART ONE – PUBLIC

Decision Maker: CHILDREN, EDUCATION AND FAMILIES PDS COMMITTEE

Date: 10th March 2021

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

Title: Contracts Register and Contracts Database Report

Contact Officer: Colin Lusted, Head of Complex & Long-Term Commissioning – Education, Care & Health Services. Email: Colin.lusted@bromley.gov.uk

Chief Officer: Janet Bailey, Interim Director of Children’s Services.

Ward: All Wards

1. Reason for report

- 1.1 This report presents an extract from February 2021’s Contracts Register for detailed scrutiny by PDS Committee – all PDS committees will receive a similar report each contract reporting cycle, based on data as at 21st January 2021 and presented to E & RC PDS on 3rd February 2021.
- 1.2 The Contracts Register appended to the ‘Part 2’ report includes a commentary on each contract to inform Members of any issues or developments.

2. **RECOMMENDATIONS**

The Children, Education and Families PDS Committee:

- 2.1 Reviews and comments on the Contracts Register as at 21st January 2021.
- 2.2 Note that in Part 2 of this agenda the Contracts Register contains additional, potentially commercially sensitive, information in its commentary.

Impact on Vulnerable Adults and Children

1. Summary of Impact: The appended Contracts Register covers services which may be universal or targeted. Addressing the impact of service provision on vulnerable adults and children is a matter for the relevant procurement strategies, contracts award and monitoring reports, and service delivery rather than this report.
-

Corporate Policy

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

Financial

1. Cost of proposal: - N/A
 2. Ongoing costs: - N/A
 3. Budget head/performance centre: Children, Education and Families
 4. Total current budget for this head: Controllable Budget £42.207M
 5. Source of funding: Existing Relevant Budget 2020/21
-

Personnel

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

Legal

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

Procurement

1. Summary of Procurement Implications: Improves the Council's approach to contract management
-

Customer Impact

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

Ward Councillor Views

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

3. COMMENTARY

Contracts Register Background

- 3.1 The Contracts Database is fully utilised by all Contract Managers across the Council as part of their Contract Management responsibilities, which includes updating the information recorded on the database. The Register is generated from the Contracts Database which is administered by the Commissioning & Procurement Directorate and populated by the relevant service managers (Contract Owners) and approved by their managers (Contract Approvers).
- 3.2 As a Commissioning Council, this information is vital to facilitate a full understanding of the Council's procurement activity and the Contracts Register is a key tool used by Contract Managers as part of their daily contract responsibilities. The Contracts Register is reviewed by the Procurement Board, Chief Officers, Corporate Leadership Team, and E & RC PDS Committee as appropriate.
- 3.3 The Contracts Register is produced four times a year for members– though the CDB itself is always 'live'.
- 3.4 Each PDS committee is expected to undertake detailed scrutiny of its contracts – including scrutinising suppliers – and hold the Portfolio Holder to account on service quality and procurement arrangements.

Contract Register Summary

- 3.5 The Council has 226 active contracts covering all portfolios as of 21st January 2021 for the February 2021 reporting cycle as set out in Appendix 1.

3.6 Children, Education and Families

Item	Category	September 2020	November 2020	February 2021
Total Contracts	£50k+	36	39	40
Concern Flag	Concern Flag	0	0	0
Risk Index	Red	1	1	1
	Amber	6	7	8
	Yellow	16	18	20
	Green	13	13	11
Total		36	39	40
Procurement Status	Red	10	10	12
	Amber	7	4	4
	Yellow	5	6	6
	Green	13	18	16
Total		35	38	38

Please note: 2 Imminent contracts

- 3.7 No contracts have been flagged as a concern.

4. IMPACT ON VULNERABLE ADULTS & CHILDREN

4.1 The Corporate Contracts Register covers all Council services: both those used universally by residents and those specifically directed towards vulnerable adults and children. Addressing the impact of service provision on the vulnerable is a matter for the relevant procurement strategies, contracts, and delivery of specific services rather than this summary register.

5. POLICY IMPLICATIONS

5.1 The Council's renewed ambition is set out in the 2016-18 update to [Building a Better Bromley](#) and the Contracts Database (and Contract Registers) help in delivering the aims (especially in delivering the 'Excellent Council' aim). For an 'Excellent Council', this activity specifically helps by 'ensuring good contract management to ensure value-for-money and quality services'.

6. PROCUREMENT IMPLICATIONS

6.1 Most of the Council's (£50k plus) procurement spend is now captured by the Contracts Database. The database will help in ensuring that procurement activity is undertaken in a timely manner, that Contract Procedure Rules are followed and that Members are able to scrutinise procurement activity in a regular and systematic manner.

7. FINANCIAL IMPLICATIONS

7.1 The Contracts Database and Contract Registers are not primarily financial tools – the Council has other systems and reports for this purpose such as the Budget Monitoring reports. However, the CDB and Registers do contain financial information both in terms of contract dates and values and also budgets and spend for the current year.

8. PERSONNEL IMPLICATIONS

8.1 There are no direct personnel implications but the Contracts Database is useful in identifying those officers directly involved in managing the Council's contracts.

9. LEGAL IMPLICATIONS

9.1 There are no direct legal implications but the Contracts Database does identify those contracts which have a statutory basis and also those laws which should be complied with in delivering the contracted services.

9.2 A list of the Council's active contracts may be found on Bromley.gov.uk to aid transparency (this data is updated after each Contracts Sub-Committee meeting).

Non-Applicable Sections:	None
Background Documents: (Access via Contact Officer)	<ul style="list-style-type: none">• Appendix 1 – Key Data (All Portfolios)• Appendix 2 - Contracts Database Background information• Appendix 3 – Contracts Database Extract PART 1


Appendix 1 Key Data (All Portfolios)

Item	Category	September 2020	November 2020	February 2021
Contracts (>£50k TCV)	All Portfolios	213	220	223
Flagged as a concern	All Portfolios	2	0	4
Capital Contracts	All Portfolios	4	3	7
Portfolio	Executive, Resources and Contracts	57	56	57
	Adult Care and Health	73	73	74
	Environment and Community Services	14	16	16
	Children, Education and Families	36	39	40
	Renewal and Recreation and Housing	27	30	30
	Public Protection and Enforcement	6	6	6
Total		213	220	223
Risk Index	Red	14	17	17
	Amber	70	75	78
	Yellow	84	83	86
	Green	45	45	42
Total		213	220	223
Procurement Status	Red	84	77	83
	Amber	22	21	20
	Yellow	20	20	30
	Green	87	102	90
	Imminent	3	2	3
Total		216	222	226

Appendix 2 - Contracts Register Key and Background Information

Contract Register Key

1.1 A key to understanding the Corporate Contracts Register is set out in the table below.

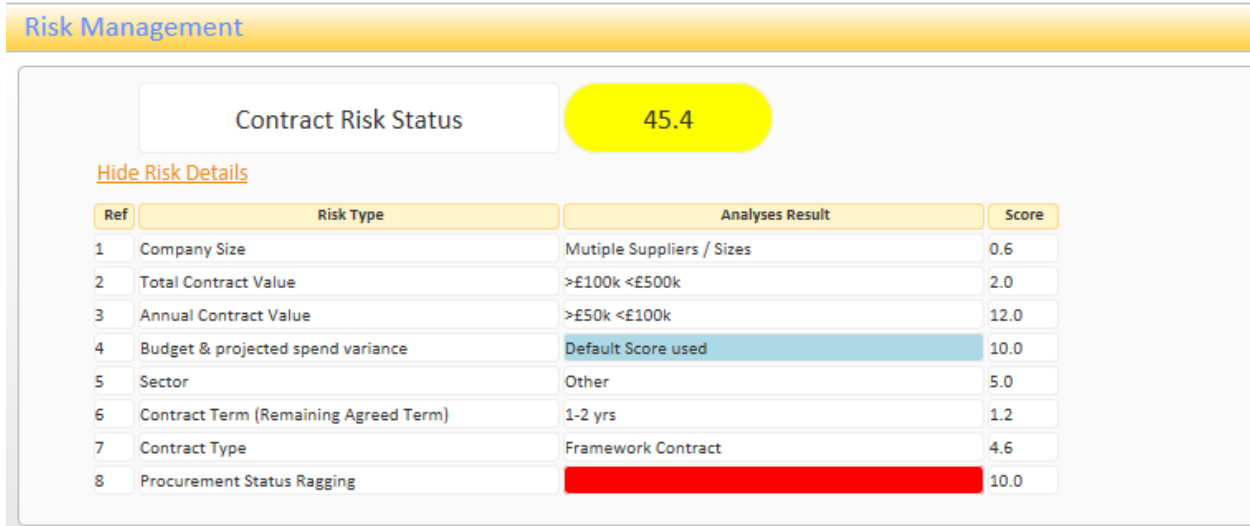
Register Category	Explanation
Risk Index	Colour-ranking system reflecting eight automatically scored and weighted criteria providing a score (out of 100) / colour reflecting the contract's intrinsic risk
Contract ID	Unique reference used in contract authorisations
Owner	Manager/commissioner with day-to-day budgetary / service provision responsibility
Approver	Contract Owner's manager, responsible for approving data quality
Contract Title	Commonly used or formal title of service / contract
Supplier	Main contractor or supplier responsible for service provision
Portfolio	Relevant Portfolio for receiving procurement strategy, contract award, contract monitoring and budget monitoring reports
Total Contract Value	The contract's value from commencement to expiry of formally approved period (excludes any extensions yet to be formally approved)
Original Annual Value	Value of the contract its first year (which may be difference from the annual value in subsequent years, due to start-up costs etc.)
Budget	Approved budget for the current financial year. May be blank due to: finances being reported against another contract; costs being grant-funded, complexity in the finance records e.g. capital (also applies to Projection)
Projection	Expected contract spend by the end of the current financial year
Procurement Status	Automatic ranking system based on contract value and proximity to expiry. This is designed to alert Contract Owners to take procurement action in a timely manner. Red ragging simply means the contract is nearing expiry and is not an implied criticism (indeed, all contracts will ultimately be ragged 'red').
Start & End Dates	Approved contract start date and end date (excluding any extension which has yet to be authorised)
Months duration	Contract term in months
Attention 	Red flag indicates that there are potential issues, or that the timescales are tight and it requires close monitoring. (also see C&P Commentary in Part 2)
Commentary	Contract Owners provide a comment – especially where the Risk Index or Procurement Status is ragged red or amber. Commissioning & Procurement Directorate may add an additional comment for Members' consideration <i>The Commentary only appears in the 'Part 2' Contracts Register</i>
Capital	Most of the Council's contracts are revenue-funded. Capital-funded contracts are separately identified (and listed at the foot of the Contracts Register) because different reporting / accounting rules apply

Contract Register Order

1.2 The Contracts Register is output in Risk Index order. It is then ordered by Procurement Status, Portfolio, and finally Contract Value. Capital contracts appear at the foot of the Register and 'contracts of concern' (to Commissioning & Procurement Directorate) are flagged at the top.

Risk Index

- 1.3 The Risk Index is designed to focus attention on contracts presenting the most significant risks to the Council. Risk needs to be controlled to an acceptable level (our risk appetite) rather than entirely eliminated and so the issue is how best to assess and mitigate contract risk. Contract risk is assessed (in the CDB) according to eight separate factors and scored and weighted to produce a Risk Index figure (out of 100). These scores are ragged to provide a visual reference.



Procurement Status

- 1.4 A contract's Procurement Status is a combination of the Total Contract Value (X axis) and number of months to expiry (Y axis). The table below is used to assign a ragging colour. Contracts ragged red, amber or yellow require action – which should be set out in the Commentary. Red ragging simply means the contract is nearing expiry and it is not an implied criticism (indeed, all contracts will ultimately be ragged 'red').

		Procurement / Commissioning Status					
Period	3 months						<div style="display: flex; align-items: center; gap: 10px;"> <div style="width: 20px; height: 20px; background-color: red; margin-right: 5px;"></div> Requires an agreed plan <div style="width: 20px; height: 20px; background-color: orange; margin-right: 5px;"></div> Develop / test options <div style="width: 20px; height: 20px; background-color: yellow; margin-right: 5px;"></div> Consider options <div style="width: 20px; height: 20px; background-color: green; margin-right: 5px;"></div> No action required </div>
	6 months						
	9 months						
	12 months						
	18 months						
		£5k - £50k	£50k - £100k	£100k - £173k	£173k - £500k	>£500k	
		Total Contract Value					

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Contract Register Report - £50k Portfolio Filtered - Children, Education and Families - February 2021

Feb-21

Risk Index	Contract ID	Owner	Approver	Contract Title	Supplier Name	Portfolio	Total Value	Original Annual Value	Budget	Projection	Proc. Status	Start Date	End Date	Months Duration	Attention	Capital
●	270	Naheed Chaudhry	Janet Bailey	Software Licence - Social Care Information System (Care First)	OLM Systems Ltd	Children, Education and Families	3,313,863	169,033			■	06/05/2006	31/03/2022	191		
●	1464	Kelly Sylvester	Janet Bailey	Health - Community Wellbeing Service For Children And Young People	Bromley Y	Children, Education and Families	2,854,328	448,661			■	01/12/2014	31/03/2021	76		
●	4888	Shakeela Shourie	Charles Obazuaye	Step Up To Social Work Cohort 6 (Provision of PG Diploma in Social Work to Royal Holloway University)	Royal Holloway, University of London	Children, Education and Families	291,975	78,000			■	10/06/2019	09/04/2021	22		
●	4909	Stephanie Withers	Jared Nehra	SEN Inclusion Funding in Pre-Schools (SENI) to Multiple Pre-School and Nursery Settings		Children, Education and Families	963,720	321,240			■	01/04/2019	31/03/2022	36		
●	3792	Carol Whiting	Janet Bailey	Family Drug And Alcohol Court	Tavistock and Portman NHS Trust	Children, Education and Families	458,835	159,255			■	03/01/2018	31/12/2021	48		
●	3690	Kelly Sylvester	Debi Christie	Travel Training Contract	Bexley Accessible Transport Scheme (BATS)	Children, Education and Families	402,676	105,000			■	01/09/2017	31/08/2021	48		
●	4844	Mark Smith	David Dare	Provision of Individual Support for Short Breaks For Disabled Children and YP and their families	Bromley Mencap	Children, Education and Families	195,212	62,920			■	01/10/2018	30/09/2021	36		
●	315	Debi Christie	Jared Nehra	Education - Family Support Services for CYP with Social and Communication Needs	Bromley Mencap	Children, Education and Families	153,210	26,477			■	18/07/2016	30/09/2021	62		
●	312	Aneesa Kaprie	Janet Bailey	Children's - Independent Visitor Service for Children Looked After	Asphaleia Ltd	Children, Education and Families	119,240	26,435			■	01/08/2016	31/01/2021	54		
●	4947	Joanne Cozens	Rachel Dunley	Domestic Violence Against Women and Girls Service - VAWG	Bromley & Croydon Women's Aid	Children, Education and Families	330,608	179,000			■	01/04/2020	31/03/2022	24		
●	4854	Carol Whiting	Janet Bailey	Family Group Conferencing Service	Daybreak Family Group Conferences	Children, Education and Families	374,000	90,000			■	01/04/2019	31/03/2022	36		
●	3810	Yasmin Ahmed	Carol Arnfield	Provision of Nursery meals	Zebedee's Lunch Box Ltd	Children, Education and Families	88,500	29,500			■	01/09/2018	31/08/2021	36		
●	3826	Beverley Brown	Aneesa Kaprie	CSE Support Service	Asphaleia Ltd	Children, Education and Families	155,000	55,000			■	01/12/2018	30/11/2021	36		
●	3701	Mark Smith	David Dare	The Provision of Holiday and Saturday Group Based Short Break Service For Disabled Children and Young People	Riverside School	Children, Education and Families	968,753	192,213			■	01/04/2018	31/03/2023	60		
●	4905	Rachel Dunley	Janet Bailey	Cleaning Services to Children and Family Centres and Nurseries	Chequers	Children, Education and Families	250,179	83,394			■	01/08/2019	31/07/2022	36		
●	179	Doreen Pendergast	Jared Nehra	Education - Co-ordination of admissions between 32 London boroughs	London Grid For Learning Trust	Children, Education and Families	174,086	14,000			■	01/04/2004	31/08/2022	221		
●	5029	Rachel Dunley	Janet Bailey	** Now Live ** CAPITAL BIDS FOR CHILDREN AND FAMILY CENTRES	Bailey Partnership	Children, Education and Families	97,576	97,576			■	01/11/2020	30/11/2021	12		
●	4849	Mary Nash	Kerry Davies	Bromley Safeguarding Children's Partnership (BSCP) Multi Agency Training Programme 2018-2021	Various	Children, Education and Families	120,000	30,000			■	01/10/2018	31/03/2022	42		
●	3786	Elena Diaconescu	Carol Arnfield	Adult Education MIS	West March Systems Ltd	Children, Education and Families	58,270	21,490			■	05/11/2018	04/11/2021	36		
●	5018	Maya Vadgama	Jared Nehra	Passenger Transport Services Framework Contracts	Multiple Suppliers	Children, Education and Families	49,000,000	7,000,000			■	19/09/2020	31/08/2025	59		
●	4945	Vicky West	Janet Bailey	provision of Independent Visitor service	CORAM (THOMAS CORAM FOUNDATION FOR CHILDREN)	Children, Education and Families	2,316,000	386,000			■	01/06/2019	30/05/2025	72		
●	4946	Philip White	David Dare	Participation in West London Alliance for Children's Care and Support Services	West London Alliance	Children, Education and Families	484,500	117,000			■	01/11/2019	30/04/2024	54		
●	4957	Paul Mitchell	Jared Nehra	ICT - Capita ONE Integrated Management Information System	Capita Business Services Ltd	Children, Education and Families	450,000	90,000			■	01/04/2020	31/03/2025	60		
●	4971	Stephanie Withers	Jared Nehra	Support Child specific Health needs to Multiple Mainstream School Settings	Multiple Mainstream Schools and Academies	Children, Education and Families	214,950	71,530			■	01/04/2020	31/03/2023	36		
●	1540	Betty McDonald	Janet Bailey	Education - Appropriate Adult Service at Police Stations	Appropriate Adults Service Ltd	Children, Education and Families	94,875	11,625			■	01/04/2017	31/03/2022	60		
●	1465	Stephanie Withers	Jared Nehra	IT Network - IT Support and Supplies to Specialist Support and Disability Service	Structured Network Solutions UK Ltd	Children, Education and Families	92,027	22,009			■	01/02/2017	31/01/2022	60		
●	3732	Mary Nash	Antoinette Thorne	ASYE Support Programme	Daisy Bogg Consultancy Ltd	Children, Education and Families	81,500	23,100			■	10/04/2017	31/03/2022	59		
●	3712	Linda King	Betty McDonald	Post 16 Learner Tracker	Royal Borough of Kingston upon Thames	Children, Education and Families	210,000	42,000			■	01/04/2018	31/03/2023	60		
●	4911	Rosemary Meissner	Carol Arnfield	Digital Solution for the Early Years Funding Process	Sentinel Partners Limited	Children, Education and Families	92,580	30,860			■	31/07/2019	30/07/2022	36		
●	3722	Sandra Walters	Janet Bailey	Bromley Children Looked After (CLA) school attendance and data collection	Welfare Call (LAC) Ltd	Children, Education and Families	81,680	20,420			■	01/04/2018	31/03/2022	48		
●	4993	Debi Christie	Jared Nehra	SEND Parent Participation	Your Voice in Health and Social Care	Children, Education and Families	80,000	20,000			■	01/06/2020	31/05/2024	48		
●	3823	Mary Nash	Antoinette Thorne	Hiring of external facilities for various venues	Various Suppliers	Children, Education and Families	80,000	36,000			■	01/04/2018	31/03/2024	72		
●	3793	Sally Jolliffe	Jared Nehra	Habilitation Services For Children and Young People With Vision Impairment	Guide Dogs For the Blind Association	Children, Education and Families	77,220	15,444			■	01/05/2018	30/04/2023	60		
●	1433	Rachel Dunley	Janet Bailey	Children's - Mosaic Customer Segmentation Tool	Experian	Children, Education and Families	76,242	25,414			■	01/10/2016	30/09/2022	72		

●	4912	Rachel Dunley	Janet Bailey	ICT - Management Information system for Children and Family Centres	Servelec Group plc	Children, Education and Families	74,366	12,798			■	01/04/2020	31/03/2025	60		
●	5035	Kelly Sylvester	Janet Bailey	** Now Live ** - Health - Community Wellbeing Service For Children And Young People	Bromley Y	Children, Education and Families	2,243,305	448,661			■	01/04/2021	31/03/2026	60		
●	5000	Emma Pearce	Naheed Chaudhry	** Now Live ** - Social Care Case Management Software Licence (1)	LiquidLogic Limited	Children, Education and Families	666,000	222,000			■	01/06/2022	30/06/2025	37		
●	5017	Robert Bollen	Jared Nehra	Phase 2 Works at Stewart Fleming Primary School	Walker Construction LTD	Children, Education and Families	4,916,619	4,916,619			■	01/10/2019	31/10/2021	25		Capital
●	4998	Emma Pearce	Naheed Chaudhry	Social Care Case Management Software System (1)	LiquidLogic Limited	Children, Education and Families	1,202,000	1,202,000			■	10/06/2020	31/03/2022	21		Capital
●	4997	Emma Pearce	Naheed Chaudhry	Bloom Procurement Ltd	Bloom Procurement Services Ltd	Children, Education and Families	866,000	866,000			■	15/06/2020	31/03/2022	21		Capital

Report No.
CEF21011A

London Borough of Bromley

PART ONE – PUBLIC

Decision Maker: Children, Education and Families Policy, Development and Scrutiny Committee

Date: 10 March 2021

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

Title: Performance Reporting – Children’s Scrutiny Dataset

Contact Officer: Georgina Sanger, Head of Service, Strategy and Performance (Children’s)
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Chief Officer: Naheed Chaudhry, Assistant Director Strategy, Performance and Corporate Transformation
Tel: 020 8461 7554 E-mail: naheed.chaudhry@bromley.gov.uk

Ward: All

1. Reason for report

1. To provide the Scrutiny Committee with a regular update on the performance of services for children. The performance index provided in appendix one is as at the end of December 2020.
-

2. **RECOMMENDATION(S)**

1. The Committee note and comment on the December 2020 outturns of key performance indicators and associated management commentary.

Corporate Policy

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

Financial

1. Cost of proposal: No Cost
 2. Ongoing costs: Not Applicable
 3. Budget head/performance centre: N/A
 4. Total current budget for this head: N/A
 5. Source of funding:
-

Staff

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

Legal

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

Customer Impact

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

Ward Councillor Views

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

3. COMMENTARY

- 3.1 In January 2018, the Performance and Budget Sub-Committee received a draft of a new performance management framework document in respect of children's services. This document described the roles and responsibilities of elected members and officers in managing the performance of the council's services for children and families. The specific responsibilities of the Education, Children and Families Select Committee and its Budget and Performance Sub-Committee were identified as *'receiving reports on performance, asking challenging questions about areas of underperformance, and making recommendations accordingly to the Executive'*.
- 3.2 The accompanying report recommended that Sub-Committee should, on behalf of the Select Committee, receive a regular update on a suite of performance measures in respect of children's services. This would be over and above more detailed reports on specific areas of practice – eg Corporate Parenting reports; annual School Standards reports – already received by the Sub-Committee. The suite would be selected from the much wider set of data collected and reported both internally and externally in respect of children's services and would act as a regular 'health check' on key areas of service delivery to enable scrutiny and enquiry from elected members.
- 3.3 The Sub-Committee agreed a proposed suite of indicators in March 2018 and agreed to receive four performance reports a year. Where appropriate, Directors have attributed either a target or a range of acceptable performance/outturns alongside trend and benchmarking data, these allow Members to be alerted to issues where they need further exploration only. It was agreed that the quarterly reports would provide management commentary against those indicators that were performing below expectation. Directors would also report on any other indicators not in the index, by exception, should they have particular concerns or if they wished to report particularly good performance.
- 3.4 Directors have provided number and percentage outturns in order to allow the Scrutiny Committee to gain a sense of scale and relativity. It was agreed that the suite of indicators would be reviewed annually and changed only on a periodic basis. It is worth noting that the committee will also be in receipt of the regular Finance, Contracts Register and Risk Register updates, these will provide some reassurance under the broader performance management framework.
- 3.5 Data within this part 1 report may have been suppressed in order to minimise the risk of sensitive personal information being identified and to comply with the General Data Protection Regulation. The publication of data should not result in the identification of a person when it is reviewed with other publicly available data or when combined with information provided through FOI requests. Performance information for these indicators for this reason is presented in the Part 2 report.
- 3.6 **MANAGEMENT COMMENTARY ON EXCEPTION – Index indicators performing below expectation.**

As at the end of December 2020, the following Children's Scrutiny Dataset key performance indicators were performing below expectation.

Please refer to the Part two report for management commentary on indicators 22 and 23 as per the data suppression outlined in the paragraph above.

3.6.1 Indicator 26: % of Care leavers who are in Education, Training or Employment (ETE) (RED)

This cohort for this indicator is those care leavers who have had their 19th, 20th or 21st birthday in the year to date, and their Education, Training or Employment (ETE) status as at their birthday. The target for this indicator is set between 47% and 52%. As at the end of December 2020, 38% of the cohort were in education, training or employment, remaining in line with the previous quarter. The cohort does include young people not receiving services from Bromley Leaving Care Team and also those young people not able to participate in education, training or employment due to illness or pregnancy.

Of the 250 17-25 year olds receiving a service from Bromley's Leaving Care Team, 123 are Not in Education, Training or Employment (NETE), including 30 young people unable to participate due to illness or pregnancy. As the impact of the pandemic continues to be felt, many young people have lost jobs in retail/ hospitality during this time. The continued increase in Bromley NETE was anticipated as youth unemployment nationally continues to increase. As part of the response for our young people, the newly launched ETE strategy aims to provide opportunities to mitigate against this where possible and to ensure all young people receive support to identify and maintain a pathway to ETE that reflects their skills and talents.

The ETE worker in the Leaving Care Teams continues to work with young people who become NETE, referring to the revamped ETE panel to identify courses, work experience, training, apprenticeships that could be appropriate. The panel is supported by Targeted Youth Support service, the Virtual School, Active Involvement team, Bromley Education Business Partnership and Department for Work and Pensions who attend to offer tailored opportunities. The Panel will identify candidates for the in-house young Inspectors Scheme and Bromley apprenticeships. Through a recent external audit, good feedback was received about the outcomes at panel.

The first group work session specifically for NETE young people took place in October 2020 and out of 6 attending, 5 now have destinations for ETE. The group involved specific life coaching goal setting and confidence building. The aim is to run this twice a year. The service is also working on a bid with DWP to obtain funding for a further ETE worker and continues to work in conjunction with I-Aspire and other providers like Maximus, to offer specific work coaching and 1-1 progression coaching.

3.6.2 Indicator 29: Average Caseloads (Children's Social Care) (AMBER)

As at the end of December 2020, the average caseload across the children's social care division per qualified social worker stood at 18. As previously reported, alongside the continued increased volumes to social care, the pandemic continues to impact on services. Caseloads are monitored on a weekly basis.

3.6.3 Indicator 35: % of Education, Health and Care Plans (EHCP) issued within statutory 20 week timescale (excluding exception cases) (AMBER)

This measure is reported on a calendar year and the full year to December 2020 shows that 62% of new EHCPs (excluding exception cases) have been completed within the 20-week timescale. The performance is an improvement on 2019 (54%) and given the impact of the Covid-19 pandemic in 2020, this is a significant achievement and is acknowledged as such. The EHC Needs Assessment Team have continued to improve performance throughout the year and in the last quarter, 74% of plans issued were within

timescale. Whilst we await the national and London figures for 2020, by way of context the figures for 2019 were national, 60% and London, 58%.

Throughout the lockdown period demand for EHC Needs Assessments has remained consistently high. During the period 1st January to 31st December 2020, 575 needs assessment requests were considered by the Multi-Agency Needs Assessment Panel and 502 (87%) needs assessments have been agreed.

In line with DfE Guidance and easements to Section 42 of the Children and Families Act 2014, EHC Needs Assessments continued throughout very challenging working conditions for partners and it was not until June 2020 that delays in timeliness in plans due to Covid-19 delays started to emerge. This was very closely monitored, and partners endeavoured to meet statutory timescales, but a higher number of exceptions were recorded in 2020 compared with 2019. The most frequently recorded exceptions were requests from families to delay finalising plans as visits to schools had not been possible, requests for additional time to consider draft plans with children largely being 'home-schooled' and delays in advice being provided from partners.

4. IMPACT ON VULNERABLE ADULTS AND CHILDREN

4.1 Examination of performance by elected members holding scrutiny roles is part of a broader performance management framework which supports improvement of services delivered to children, including those vulnerable to poorer outcomes.

5. POLICY IMPLICATIONS

5.1 The monitoring of key performance measures is part of the performance management framework developed to ensure that there is strong leadership and management oversight of children's services in Bromley.

6. FINANCIAL IMPLICATIONS

6.1 There are no specific financial implications arising from this report.

7. LEGAL IMPLICATIONS

7.1 There are no specific legal implications arising from this report.

8. PERSONNEL IMPLICATIONS

8.1 There are no specific personnel implications arising from this report.

9. PROCUREMENT IMPLICATIONS

9.1 There are no specific procurement implications arising from this report.

Non-Applicable Sections:	[List non-applicable sections here]
Background Documents: (Access via Contact Officer)	Children's Scrutiny Dataset, agreement of regular performance monitoring (March 2018) http://cds.bromley.gov.uk/ieListDocuments.aspx?CId=593&MId=6166&Ver=4 Children's Performance Management Framework (January 2018) http://cds.bromley.gov.uk/ieListDocuments.aspx?CId=593&MId=6069&Ver=4

Appendix One: Children's Scrutiny Dataset, December 2020

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Children, Education and Families Scrutiny - Performance Index 2020/21

No.	Performance Indicators	Why is this important?	Polarity	Target or Range of acceptable performance 2020/21	Benchmarking and trend																	Year to Date
					Bromley 2019/20	Bromley 2018/19	Bromley 2017/18	England	London	RAG rating	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	
Early Help																						
1.1	Number of families supported by the Bromley Children's Project (Early help) (Family referrals)		n/a	This is not a target measure	977	949	874	Local Measure	Local Measure	This is not a target measure	55	79	64	73	64	84	95	100	101			715
1.2	Numbers of Children supported by the Bromley Children's Project (Early help) (under 18yrs)	This is not a target measure. Numbers of CAFs undertaken and/or Children supported by the Children's Project is an indicator of early identification of problems/issues for a child.	n/a	This is not a target measure	1694	1554	1366	Local Measure	Local Measure	This is not a target measure	104	139	130	134	116	139	158	172	191			1283
2	Number of Common Assessment Frameworks undertaken (CAFs)		n/a	This is not a target measure	588	709	668	Local Measure	Local Measure	This is not a target measure	25	25	40	37	25	47	46	44	57			346
3	% outcome of School Ofsted inspections good or outstanding (overall effectiveness)	Schools are subject to regulation and inspection from Ofsted. Our ambition is that LB Bromley schools are at least good or better. This measure, to be considered alongside e.g. Key Stage results, progress measures, attendance and exclusion data.	High	95-90%	97%	96%	93%	89%	93%	GREEN			97%			97%			97%			
4	Number of Primary permanent exclusions (Bromley schools) (Number YTD Academic year)	Permanent exclusion can severely disrupt a pupil's education and social networks. It can be extremely challenging to find alternative school/alternative education for pupils excluded in the secondary phase because of the nature of the factors leading to the exclusion. However, the LA has mechanisms in place to both minimise time out of education and to identify alternative provision for pupils who are permanently excluded.	Low	0	Data published July 2021	x (rate: 0.00)	x (rate: 0.01)	Rate: 0.02	Rate: 0.01	GREEN	0	0	0	0		0	0	0	0			
5	Number of Secondary permanent exclusions (Bromley schools) (Number YTD Academic year)	The LA monitors persistent absence in primary, secondary and special school sectors. Persistent absence harms pupils' outcomes but also triggers powers and duties the LA has to ensure pupils' attendance.	Low	22-36 (rate of 0.10-0.16)	Data published July 2021	62 (rate: 0.21)	57 (rate: 0.26)	Rate: 0.20	Rate: 0.19	GREEN	25	25	25	25	Data suppressed, see part 2 report							
6	% of Secondary persistent absenteeism (10% absence) (Academic year)	The LA monitors persistent absence in primary, secondary and special school sectors. Persistent absence harms pupils' outcomes but also triggers powers and duties the LA has to ensure pupils' attendance.	Low	11-11.9%	Data published March 2021	12%	11%	13.7%	12.0%	Annual measure												
7	% of excess weight in children age 4-5 years (overweight and obesity) (Academic year)	There is concern about the rise of childhood obesity and the implications of such obesity persisting into adulthood. The risk of obesity in adulthood and risk of future obesity-related ill health are greater as children get older	Low	TBC	Available May 2021	20.7%	19.7%	22.6%	21.8%	Annual measure												
8	% of excess weight in children aged 10-11 years (overweight and obesity) (Academic year)		Low	TBC	Available May 2021	30.7%	28.2%	34.3%	37.9%	Annual measure												
Safeguarding and Child Protection																						
9	Number of 'Referrals' to Children's Social Care	Measure of demand for CSC services and an identification of the effectiveness of early help, as well as if thresholds are understood by partners.	n/a	This is not a target measure	3939	3,422	2,372	646,120	100,620	This is not a target measure	224	213	259	361	269	412	423	372	304			2837
10	% of statutory Assessments authorised within 45 days (Year to Date)	Assessments are undertaken in order to identify whether or not statutory thresholds for children's social care have been met and statutory services are required. There is a 45 day statutory timescale for completion - this is a measure of efficiency and effective management oversight. It is also a reflective of manageable caseloads.	High	95 - 83%	86%	81%	88%	83%	82%	GREEN	92%	91%	92%	93%	92%	89%	88%	87%	86%			
11	Child Protection Plans rate per 10,000	This is a prevalence measure which is examined by managers and regulators alongside other rates including CiN and CLA. These provide a proxy for the 'balance' in the child care system. It can also reflect events/issues nationally e.g. media coverage of child abuse enquiries. Rates should be broadly in line with benchmarks, particularly statistical neighbours. Low rates could suggest thresholds that are too high and a failure to recognise child neglect or abuse.	n/a	This is not a target measure	38	33	30	43	39	This is not a target measure	39	39	37	35	35	33	34	32	31			
12	Number of children subject of a Child Protection Plan	This is not a performance measure but indicates prevalence of need for intensive social care intervention. Also volume of intensive casework and social worker capacity required to fulfil statutory duties. Links to Child Protection Plans for children subject to a CP plan for the second or subsequent time in respect of decisiveness and impact of child protection interventions.	n/a	This is not a target measure	290	244	222	51,080	7,760	This is not a target measure	297	298	281	267	265	253	256	240	237			
13	% of Children subject of a Child Protection Plan with an allocated Social Worker	It is a statutory requirement that all Child Protection Plan casework is allocated to qualified social workers. This is a proxy for high quality interventions undertaken by qualified practitioners who are subject to national professional standards	High	100%	100%	100%	New measure	Local Measure	Local Measure	GREEN	100%	100%	100%	100%	100%	100%	100%	100%	100%			100%
14	% of quorate attendance at child protection conferences (ICPC and Reviews)	Child protection plans almost invariably require input from a range of professional disciplines and agencies. This is a proxy for appropriate engagement of key agencies e.g. NHS; Police in Child protection planning and delivery.	High	100 - 92%	99% (initial) 100% (review)	98% (initial) 96% (review)	New measure	Local Measure	Local Measure	GREEN			100% (initial) 99% (review)		100% (initial) 100% (review)			100% (initial) 100% (review)			100% (initial) 100% (review)	
15	% of reviews completed within timescale for Children with Child Protection Plans	There is a national framework of expectations around interventions with children requiring safeguarding. This measure is a proxy for appropriate management/IRO (Independent Reviewing Officer) oversight of complex casework and decisive social work planning.	High	100 - 95%	99%	99%	97%	92%	96%	GREEN	100%	100%	100%	100%	100%	100%	100%	100%	100%			100%
16	% of Children that became the subject of a Child Protection Plan for the second or subsequent time	If a second child protection plan is required for similar reasons, this could indicate potential lack of impact of earlier Child protection interventions. It can often demonstrate multiple risks/challenges faced by children and families. It prompts enquiry into whether or not other statutory interventions should be/should have been considered. Was the child removed from the plan too early? Was practice too optimistic?	Low	20- 15%	16%	16%	20%	19%	15%	GREEN	33%	23%	21%	16%	18%	14%	10%	11%	14%			
17	Average number of weeks taken to complete Care proceedings against a national target of 26 weeks (CAFCASS definition)	It is imperative to avoid 'drift' in making permanency plans for CLA. Time taken to undertake care proceedings is a proxy for decisive casework and can be looked at alongside timeliness of achieving adoptions. The measure can be affected by issues beyond professional control e.g. court delays.	Low	26 weeks	42	36	32	32	32	GREEN			28			Data Not Published			Data Not Published			

No.	Performance Indicators	Why is this important?	Polarity	Target or Range of acceptable performance 2020/21	Benchmarking and trend										Year to Date							
					Bromley 2019/20	Bromley 2018/19	Bromley 2017/18	England	London	RAG rating	Apr-20	May-20	Jun-20	Jul-20		Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21
Children Looked After and Care Leavers																						
18	Children Looked After rate per 10,000	As above this is a prevalence measure to be looked at alongside others including CIN/CP rates and should also be, broadly, in line with London and statistical neighbours. Low rates could suggest thresholds that are too high.	n/a	This is not a target measure	43	47	42	62	52	This is not a target measure	43	43	43	43	43	43	43	43				
19	Number of Children Looked After	As above this is compared with appropriate benchmarks and the measure also indicates professional social work capacity and placements/budgets required to fulfil statutory responsibilities.	n/a	This is not a target measure	328	348	310	72,670	9,910	This is not a target measure	328	330	329	330	324	324	325	325	328			
20	% of Children Looked After with an allocated Social Worker	It is a statutory requirement that all CLA casework is allocated to qualified social workers. This is a proxy for high quality interventions undertaken by qualified practitioners who are subject to national professional standards.(NB: Care Leaver often request a YPS who are not qualified social workers)	High	100%	100%	100%	New measure	Local Measure	Local Measure	GREEN	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	
21	% of Children Looked After cases which were reviewed within required timescales	There are statutory requirements for reviewing the care plans for CLA within set timescales. This measure is a proxy for appropriate management/IRO (Independent Reviewing Officer) oversight of complex casework and decisive social work planning.	High	100- 95%	91%	97%	90%	Not available	Not available	GREEN	88%	94%	95%	96%	96%	95%	93%	94%	95%			
22.1	Number of in-house foster carers recruited (households) (YTD)	We have set ambitious targets for increasing the number and range of in-house foster carers. Although placements with foster carers are, almost invariably, the first option to be considered for CLA, a shortage of 'in house' carers i.e. recruited and approved by Bromley, can result in placements	High	This is not a target measure	X	15	x (rate: 0.01)	Local Measure	Local Measure	This is not a target measure	Data suppressed, see part 2 report											
22.2	Number of in-house foster carers recruited (YTD)		High	20	X	27	26	Local Measure	Local Measure	AMBER	Data suppressed, see part 2 report											
23	Number of Children Looked After who were adopted	The key aim for looked after children who cannot return to their families of origin is to find alternative permanent families. Numbers of adoptions arrangements are, therefore, closely monitored by managers. Central government, from time to time and including the present government, issues policies aimed at increasing the number of children adopted.	High	16	x	18	14	Local Measure	Local Measure	AMBER	Data suppressed, see part 2 report											
24	Stability of placements of Children Looked After - number of placements (3 placements or more in the year)	There are two key measures for placement stability – Placement stability is a foundation stone for improving outcomes for CLA as it enables consistent relationships between young people and their carers; consistent school placements; a settled context in which young people can develop social networks etc. While some placement moves are 'positive' – e.g. move to a permanent home; move to withdraw a young person from a risky environment, others occur due to e.g. breakdown of relationships/behaviour issues etc. and should be minimised.	Low	12-0%	10%	10%	12%	10%	10%	GREEN	0%	0%	0%	0%	1%	2%	2%	3%	4%			
25	Stability of placements of Children Looked After - length of placement	There are two key measures for placement stability –The length of placement indicator refers to children under the age of 16 who have been in care for 2 and half years or more and have been in their current placement for 2 years or more. Placement stability is a foundation stone for improving outcomes for CLA as it enables consistent relationships between young people and their carers; consistent school placements; a settled context in which young people can develop social networks etc. While some placement moves are 'positive' – e.g. move to a permanent home; move to withdraw a young person from a risky environment, others occur due to e.g. breakdown of relationships/behaviour issues etc. and should be minimised.	High	70% (In line with national or above)	60%	57%	67%	69%	68%	GREEN	54%	56%	60%	62%	69%	73%	73%	72%	71%			
26	% of Care leavers who are EET (aged 19, 20, 21) (DFE definition)	This indicator provides a guide to the effectiveness of Corporate Parenting in improving life chances for children in care.	High	52-47%	41%	45%	46%	50%	52%	RED			49%			38%			38%			
27	% of Care Leavers in suitable accommodation (aged 19, 20, 21)	This indicator provides a guide to the effectiveness of Corporate Parenting in ensure Care Leavers have an appropriate and safe place to live.	High	84-76%	77%	81%	75%	84%	82%	GREEN			80%			80%			79%			
28	Numbers of Care Leavers provided with starter or other tenancies		n/a	This is not a target measure	21	x	New indicator 18/19	Local Measure	Local Measure	This is not a target measure	0	0	0	Not Available	Not Available	Not Available	Not Available	Not Available	Not Available			
Children's Social Care Caseload Promise: Average caseloads																						
29	Average Caseloads	Following the 2016 Ofsted inspection Bromley committed to maintaining safe caseload levels. This is a measure of manageability of Social worker workloads.	n/a	12 - 15	18	16	x	Local Measure	Local Measure	AMBER	16	15	16	17	18	18	19	20	18			
Children and Young People with complex needs																						
30	% of CYP (16 - 17 year olds) not in education, employment or training (NEET)	Non-participation in education, employment or training beyond age 16 is a major predictor of long-term unemployment and low income. This indicator should be reviewed alongside the 'Not Known' outturn.	Low	1.7%-1.9%	1.5%	1.8%	1.9%	2.8%	1.9%	GREEN			2.0%			1.3%			1.8%			
31	% of CYP (16 - 17 year olds) education, employment or training status 'not known'	The EET status of young people can be difficult to ascertain e.g. once pupils leave school. The aim is to have a low number of young people whose EET status is 'not known'. This indicator should be reviewed alongside the NEET outturn.	Low	0.7%-1.1%	0.3%	0.6%	0.7%	2.8%	2.7%	Reset at start of academic year leads to higher Not Known figures			0.5%			8.7%			0.7%			
32	Number of First Time Entrants (FTEs) to the Youth Justice System aged 10-17	Offending can be linked to factors such as truancy, low attainment, substance misuse, employability etc. and the challenge to the council, schools and partner agencies in a local area is to prevent young people from entering the youth justice system.	Low	This is not a target measure	38	57	108	15182	3090	This is not a target measure	Data suppressed, see part 2 report											
33	Proportion of offenders that are proven to re-offending in the youth justice system	This indicator measures the re-offending of specific cohorts of young people following an initial pre-court or court disposal.	Low	42% - 35%	26%	28%	35%	42% 2015/16	48% 2015/16	GREEN	18%	18%	18%	19%	19%	20%	21%	22%	22%			
34	Number of children/Young People discussed at MEGA	This indicator provides a guide as to the awareness of CSE and gang risk.	n/a	This is not a target measure	35	28	New indicator 18/19	Local Measure	Local Measure	This is not a target measure	38	33	35	35	31	21	18	17	18			

The following indicators are measured on a calendar year:

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No.	Performance Indicators	Why is this important?	Polarity	Target or Range of acceptable performance 2020	Bromley 2019	Bromley 2018	Bromley 2017	England 2019	London 2019	RAG rating	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19 / Q1	Jul-19	Aug-19	Sep-19 / Q2	Oct-19	Nov-19	Dec-19 / Q3	Year to Date
35.1	% of Education, Health and Care plans issued within statutory 20 week timescale <u>(excluding exception cases)</u>	In line with Children and Families Act 2014 Reform requirements, EHC plans replaced SEN Statements. They result from a multi-dimensional assessment of education, health and care needs. They specify outcomes to be achieved for a child and identify provision to meet those outcomes. There is a 20 week statutory timescale for completion, although there is a balance to be found between quality and timeliness.	High	75 - 65%	54%	60%	76%	60%	65%	AMBER			48%			60%			67%			74%	62%
35.2	% of Education, Health and Care plans issued within statutory 20 week timescale <u>(including exception cases)</u>		High	This is not a target measure	49%	52%	67%	59%	60%	This is not a target measure			43%			54%			41%			36%	43%

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