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DATE: 7 March 2022

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

Councillor Nicky Dykes (Chairman)  
Councillor Judi Ellis (Vice-Chairman)  
Councillors Hannah Gray, Christine Harris, Simon Jeal, Robert Mcilveen,  
Neil Reddin FCCA, Ryan Thomson and Stephen Wells

Church Representatives with Voting Rights  
Reverend Roger Bristow

Parent Governor Members with Voting Rights  
Vacancy, Vacancy and Vacant, Vacant

Non-Voting Co-opted Members  
Penny Osborne, Early Years Representative

A meeting of the Children, Education and Families PDS Committee will be held  
Committee Rooms, Bromley Civic Centre on **TUESDAY 15 MARCH 2022 AT 7.00  
PM**

**PLEASE NOTE:** This meeting will be held in the Council Chamber at the Civic  
Centre, Stockwell Close, Bromley, BR1 3UH. Members of the public can attend the  
meeting: you can ask questions submitted in advance (see item 3 on the agenda) or  
just observe the meeting. There will be limited space for members of the public to  
attend the meeting – if you wish to attend please contact us, before the day of the  
meeting if possible, using our web-form:

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

Please be prepared to follow the identified social distancing guidance at the meeting,  
including wearing a face covering.

TASNIM SHAWKAT

Director of Corporate Services & Governance

**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 25 JANUARY 2022 (Pages 5 - 18)**

**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 9 March 2022.**

**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 19 - 26)**

### **HOLDING THE PORTFOLIO HOLDER TO ACCOUNT**

**6 PORTFOLIO HOLDER UPDATE**

**a CHILDREN, EDUCATION AND FAMILIES PORTFOLIO PLAN UPDATE  
(Pages 27 - 46)**

**7 CHILDREN'S SCRUTINY PERFORMANCE DASHBOARD (Pages 47 - 56)**

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

- a **CONTRACT EXTENSION - CLEANING SERVICES CONTRACT FOR THE CHILDREN AND FAMILY CENTRES, CHILDREN'S CONTACT CENTRES, AND NURSERIES** (Pages 57 - 66)
- b **CAPITAL PROGRAMME 2021/22 Q.3** (Pages 67 - 76)
- c **BUDGET MONITORING 2021/22** (Pages 77 - 94)

### **HOLDING THE EXECUTIVE TO ACCOUNT**

#### **9 PRE-DECISION SCRUTINY OF EXECUTIVE REPORTS**

- a **BASIC NEED PROGRAMME UPDATE** (Pages 95 - 118)
- b **PROVISION OF HOLIDAY AND SATURDAY GROUP BASED SHORT BREAK SERVICES FOR DISABLED CHILDREN AND YOUNG PEOPLE** (Pages 119 - 134)

### **POLICY DEVELOPMENT AND OTHER ITEMS**

- 10 INDEPENDENT REVIEWING OFFICER REPORT 2021-22** (Pages 135 - 158)
- 11 LOCAL AUTHORITY DESIGNATED OFFICER ANNUAL REPORT 2021-22** (Pages 159 - 180)
- 12 CORPORATE PARENTING MID YEAR REPORT** (Pages 181 - 188)
- 13 CONTRACT REGISTER** (Pages 189 - 198)
- 14 ANNUAL SCRUTINY REPORT 2021/22 (TO FOLLOW)**
- 15 CHILDREN, EDUCATION AND FAMILIES INFORMATION ITEMS**

The items comprise:

- Education Outcomes
- Risk Register

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://cde.bromley.gov.uk/ieListMeetings.aspx?CId=559&Year=0>

**Information Items will not be debated at Children, Education and Families PDS Committee unless a member of the Committee requests a discussion be held. 24 hours' notice must be given to the Clerk.**

### **PART 2 (CLOSED) AGENDA**

**16 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
<b>17 PART 2 PDS ITEMS</b>	
<b>a PART 2 CHILDREN'S SCRUTINY PERFORMANCE DASHBOARD</b> (Pages 199 - 210)	Information relating to the financial or business affairs of any particular person (including the authority holding that information)
<b>b PART 2 CONTRACTS REGISTER</b> (Pages 211 - 218)	Information relating to the financial or business affairs of any particular person (including the authority holding that information)

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## **CHILDREN, EDUCATION AND FAMILIES PDS COMMITTEE**

Minutes of the meeting held at 7.00 pm on 25 January 2022

### **Present:**

Councillor Judi Ellis (Vice-Chairman, in the Chair)

Councillors Judi Ellis, Hannah Gray, Simon Jeal,  
Robert Mcilveen, Ryan Thomson and Stephen Wells  
Reverend Roger Bristow

### **Also Present:**

Councillor Kate Lymer, Children, Education and Families Portfolio  
Holder  
Councillor Kieran Terry, Executive Assistant for Children, Education &  
Families Portfolio  
Councillor Robert Evans

#### **47 APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTE MEMBERS**

Apologies were received from Councillor Nicky Dykes and the Vice-Chairman, Councillor Judi Ellis was in the Chair.

#### **48 DECLARATIONS OF INTEREST**

There were no additional declarations of interest.

#### **49 QUESTIONS FROM COUNCILLORS AND MEMBERS OF THE PUBLIC ATTENDING THE MEETING**

One written question was received and is attached at Appendix A.

#### **50 MINUTES OF THE EDUCATION, CHILDREN & FAMILIES PDS COMMITTEE MEETING HELD ON 9 NOVEMBER 2021**

The minutes of the meeting held on 9 November 2021 were agreed, and signed as a correct record, subject to Reverend Bristow's apologies being recorded.

#### **51 MATTERS OUTSTANDING AND WORK PROGRAMME Report CSD22012**

The report set out the proposed programme for scrutiny of reports relating to the Children, Education and Families Portfolio for the 2021/22 municipal year.

Members noted that the Care Leavers Covenant had been circulated by the Portfolio Holder following the last meeting.

In response to a question concerning an update on progress in relation to Marjorie McClure School, the Director of Education confirmed that the work would commence in Spring 2022.

The Committee noted that it would be receiving a report concerning referrals into the Multi Agency Safeguarding Hub (MASH) and this would be added to the Committee's work programme. The Director for Children, Education and Families confirmed that demand through the front door of the service remained high.

In relation to the link with local businesses in terms of work experience for young people, the Director of Children, Education and Families would liaise with Councillor Gray concerning the action that was required and an update would be provided at the next meeting.

**RESOLVED: That the report be noted.**

## **52 PORTFOLIO HOLDER UPDATE**

The Portfolio Holder for Children, Education and Families, Cllr Kate Lymer, attended the meeting and highlighted the following updates:-

- The Portfolio holder had attended a LGA workshop on political leadership of SEND and would be attending a further LGA workshop concerning a whole council approach to Children's Services.
- In February 2022, there would be a round table event focusing on Violence Against Women and Girls (VAWG) organised by the Police. All MPs, lead councillors and relevant council officers from the three boroughs within the BCU would be attending.
- A successful holiday activities and food programme was delivered during the Christmas holidays and the scheme had now been extended to enable events to be run for all three of the school holidays in 2022. Food voucher support would also be available during the February half term via the Household Support Fund.
- In November 2021, a new Mental Health and Wellbeing Network had been launched amongst Bromley schools and was very well received.
- In December 2021, the "Schools Safe Scheme" was launched by LBB and the Metropolitan Police Service bringing together agencies seeking to increase preventative safety measures in schools.
- In December 2021, the Bromley Well Young Carers Service had won a national activity for kids award.
- Councillor Jefferys had been appointed as a Local Authority Governor at Southborough Primary School. The Portfolio Holder encouraged all councillors to consider becoming school governors, highlighting that it was a very rewarding role to fulfil.
- The annual engagement meeting with Ofsted would take place at the end of the week.

- The Corporate Fun Day had been postponed and it was hoped would now be held in the Spring.
- The launch of the Care Leavers Hub had been postponed with a new date being set soon. The Portfolio Holder would make enquiries regarding a suitable time for a Member visit to the Hub once it was formally open.
- A Celebration of Achievement Event for Children Looked After would be held on 17<sup>th</sup> February 2022 at the Warren.

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

- There were two separate elements of the Household Support Grant and the lead Department was the Housing Department. An element was managed within the Education Department for the provision of supermarket vouchers. That element of funding had been protected to enable the support to continue for the February half term and Officers also expected it to continue for the Easter holidays as well. The Department would be writing to schools to confirm that funding would be available. The Committee noted that the grant currently supported approximately 9,200 children per week during school holidays.

The Committee thanked the Portfolio Holder for the update.

### **53 PERFORMANCE REPORTING - CHILDREN'S SCRUTINY DATASET Report CEF22001A**

The report provided the regular update on the performance of services for children as at the end of October 2021.

The Committee noted that there were two indicators which had fallen below the target set:

#### Indicators 13 and 19 - Child Protection Review

Members noted that further investigation had revealed that there were some training needs around the new social care management system – Liquid Logic. Officers were satisfied that there were no safeguarding concerns and the correct number of children had been reviewed. More training had been implemented and performance had now improved. The Assistant Director for Children's Social Care was monitoring performance on a weekly basis and was assured that performance was higher than the system was reporting.

In response to a question, the Assistant Director for Strategy, Performance and Transformation explained that the Liquid Logic system had been live in Children's Services since July 2021 and use of the system had been monitored. Whilst other indicators had fallen behind, managers were aware that this did not fit with their understanding of practice and performance and were therefore able to address any training issues with the system. The Committee received assurances that all key indicators were now back to where they should be.

The Chairman congratulated the Service on the green performance indicators, especially in relation to the stability of long-term placements in what had been a very difficult period noting that the good performance was a credit to the work of the Service and the excellent foster carers who were willing to engage with the Service.

The Committee welcomed the stretch targets that had been included as well as the understanding of how and why targets had been missed.

**RESOLVED: That the report be noted.**

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

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

**A DOMESTIC ABUSE: EXTENSION AND VARIATION OF CONTRACT  
Report CEF22012**

The report sought to use the final option to extend the contract with Bromley and Croydon Women's Aid for the delivery of a range of support services to women and girls at risk of, or who had suffered domestic abuse (DA) for a further one year commencing on the 1<sup>st</sup> April 2022. Authorisation was also sought to vary the original estimated contract value for 2022/23 from £154,262 to £200,000 to cover the increased costs of delivering victim support services as proposed by Bromley and Croydon Women's Aid to deliver this service following an unsuccessful Tender exercise and to vary the contract value to cover the additional MOPAC funded DRIVE IDVA post for six months until 30 September 2022, at a cost of £20,897.

The Committee noted the typing error in paragraph 12.1 which should have read "there are *no* HR implications".

In response to a question, the Head of Early Intervention and Family Support confirmed that the DRIVE IDVA position was a separate MOPAC funded position. In terms of the increase in the cost, there had been a 100% increase in the numbers of families seeking support and as a result of this the decision had been taken to further add to the MOPAC grant.

Members noted that this was a difficult contract to place, and work had begun on the process of seeking alternative providers from April 2023. A paper outlining proposals from 2023 would be presented to Members in the summer. There was an acknowledgement that the size of the budget may need to be reviewed and options for exploring funding from across the partnership were also being considered as this was an issue which impacted on a number of partner agencies.

The Committee noted that the Service was well promoted via social media to encourage victims to come forward and access services where necessary. A senior police officer had developed an app to facilitate reporting and assist mapping of domestic abuse and Violence Against Women and Girls (VAWG).

**RESOLVED: That the Portfolio Holder be recommended to**

1. **Extend the existing domestic abuse ('DA') contract with Bromley & Croydon Women's Aid for one year utilising the final option to extend the current contract for 1 year, commencing 1 April 2022.**
2. **Vary the proposed annual cost of the DA contract for services to support victims of abuse for 2022/23 to reflect the substantial increase in the costs of Bromley and Croydon Women's Aid to deliver this contract safely to women within the Borough. The new estimated annual value will be £200,000. This is an increase on the estimated value of the contract, originally £154,262 for 2022/23.**
3. **Vary the proposed value of the DA contract to incorporate the additional six months MOPAC funding for the continuation of the DRIVE IDVA post at the cost of £20,897 until 30 September 2022.**
4. **Approve the variation to the contract estimated annual and whole life values as follows: -**
  - (i) **WAS: as per previous Gateway Report to the Portfolio Holder dated 31 March 2021; Updated to reflect the inclusion of the DRIVE grant for 2020/21 and 2021/22 and totalled £186,392 for 2020/21, £191,769 for 2021/22 and £154,262 for 2022/23 with a whole life value of £532,423.**
  - (ii) **NOW: as per this Gateway Member Report; Updated to reflect the recommendations in 2.1 – 2.3 above and updated to reflect the increase in the value of the victim services contract for 2022/23 and the recent confirmation of the extension to the DRIVE grant for 2022/23 this now totals £186,392 for 2020/21, £191,769 for 2021/22 and £220,897 (this is £200,000 for victims' support services plus the £20,897 for the DRIVE IDVA) for 2022/23 with a whole life value of £599,058.**

**B PRIVATE FOSTERING ANNUAL REPORT 2020-2021  
Report CEF22004**

The report provided a self-evaluation of London Borough of Bromley's (LBB) practice against The Children Private Fostering Arrangements for Fostering Regulations 2005. The report also gave details of the circumstances of children identified as Privately Fostered.

The Committee noted that the table detailing the ethnicity of children in private fostering arrangements during 2020/21 would be circulated following the meeting.

Noting that the report made reference to ensuring that the child's needs arising from faith, race, cultural and education were met, a Member sought and received assurances that consideration was also given to meeting any needs around sexual orientation, gender identity or disability.

The Chairman noted that it was a very interesting report reflecting a lot of detail.

**RESOLVED: That the Portfolio Holder recommended to endorse the annual report.**

**55 BROMLEY COMMUNITY WELLBEING**  
**Report CEF22007**

Policy Development and Scrutiny Committees were able to review contracting arrangements on an annual basis, where the contract was valued over £500k. The Bromley Children and Young People's Mental Health and Emotional Wellbeing Service contract commenced on 1 April 2021 and had an annual value which exceeded this threshold (50/50 with SEL CCG). The report provided an insight into the delivery of the contract in accordance with the service specification and did not consider the wider CYP mental health and wellbeing arrangements that were delivered outside of the contract. Bromley Y had developed an accompanying presentation in order to provide an awareness of operational service delivery which was attached to the report.

The Chairman welcomed Gill Allen, Director of Bromley Y, James Postgate, Associate Director for Integrated Commissioning Bromley CCG and Daniel Manns, Integrated Strategic Commissioner Bromley Council and South East London CCG Bromley to the meeting.

In response to questions, the Committee noted that significant additional resources had been put into both CAMHS (Children and Adolescent Mental Health Services) and Bromley Y with the local children's mental health system expanded by a third in the last three years. Members noted that CAMHS was now a £4m service. There were still challenges in terms of recruitment although there had been significant investment.

The Director of Bromley Y welcomed the 9-year contract and reported that they were not yet fully staffed as a result of the backlog but would be. The Service was ensuring that where young people were waiting, there was sufficient resources in place to provide some support. The only area of concern was the gap between Bromley Y (a needs led service) and CAMHS (a threshold led service) with the young people waiting arguably the most vulnerable. The Committee noted that the situation was challenging, with growing waiting lists but there was a clear desire to identify the best solution for the young people. Members requested that an update be provided at the next meeting confirming that meetings had taken place and plans were in place.

The Director of Education highlighted the impact of successive lockdowns on the mental health and wellbeing of children and young people over the past two years. Early intervention and early identification of wellbeing needs was identified by the Local Authority and its partner agencies very early as a key ongoing priority. There was a particular focus on the earlier identification of wellbeing needs before they reached the point of significant mental health needs requiring specialist services. Bromley Y had been central to leading on this early intervention work and the delivery of a mental health and wellbeing toolkit for schools which had been very well received. It would be through this work around early identification and prevention that some of the sustainability issues could be addressed. The Director of Children, Education and Families confirmed that the need for further resources to support mental health and wellbeing would be an ongoing priority.

Members noted that work continued on the children's social care business case and meetings were taking place around the additional investment.

The Director of Bromley Y confirmed that there were currently no young people on the Board of Trustees as it was very difficult to attract young people however, a youth ambassador was in place and was looking to strengthen the voice of young people and link with Wellbeing Ambassadors in schools.

The Committee noted that performance data was now available with a full report being provided in the next few months. Members also sought and received assurances that performance data would also provide information on vulnerable service users such as black and minority ethnic groups, LGBT, and neurodiverse and disabled young people.

**RESOLVED: That the report be noted.**

**56 ANNUAL ADOPTION REPORT 2020-2021  
Report CEF22003**

The report provided an overview of the activity of Bromley Adoption Service from 1 April 2020 to 31 March 2021.

In opening the discussion, the Chairman welcomed the excellent outcomes reflected in the report with 10 children achieving permanency and the service supporting children very well. The Committee also commended the work of the family finders who did an excellent job in seeking permanency for young people.

In relation to the complaints referenced in the report, the Adoption RAA Service Manager provided an overview explaining that one adopter had not agreed with the decision taken not to allow her to continue with stage one of the process. A second complaint related to letterbox contact and this could sometimes be a difficult situation to manage.

In response to a series of questions, the Committee noted that the aim of the service was to secure a permanent family for children. Sometimes it was not possible to exactly match a child's culture and identity with a new adopted family and this was not an impediment as long as the service was fully satisfied that the placement would meet the needs of the child and the prospective adopters were able to demonstrate that they would actively promote the cultural and identity needs of the child.

Assessments concerning the separation of siblings were a large piece of work involving foster carers, schools and a number of other professionals involved with the child and sibling group. It was an emotional journey for social workers as sibling relationships were regarded as the most enduring and siblings would not be separated unless absolutely necessary. There were also levels of scrutiny and quality assurance before any decision to separate siblings was taken.

In relation to the performance indicators, the Committee noted that the trajectory over the last few years showed a consistent improvement in performance. The pandemic had impacted on performance, although family finding work had continued. The service continued to actively family find for children well before care proceedings were concluded.

The Committee noted that in terms of post adoption support, efforts had been made to unify post adoption support across the Regional Adoption Agency. Significant efforts were made to ensure that adopters had the necessary support and access to services. During the pandemic some virtual sessions (such as coffee mornings and workshops) were offered and this year a more robust calendar of virtual coffee mornings was being delivered. It was envisaged that as restrictions were eased, an element of these virtual sessions would continue to be offered.

Members noted that there would never be enough adopters for the number of children requiring permanency, however, being part of the Regional Adoption Agency had increased the opportunities available. One of the key aspects was ensuring that the right adopters were available.

In relation to the work that needed to be undertaken in order for the Service to move to outstanding, the Adoption RAA Service Manager reported that it was now about matching children with the right adopters and ensuring minimum disruption for the children. Another aspect was the post adoption service, ensuring that adopters felt supported.

**RESOLVED: That the report be noted.**



**57 BROMLEY VIRTUAL SCHOOL ANNUAL REPORT 2020/21 'A  
TRAUMA-INFORMED APPROACH TO TEACHING VULNERABLE  
CHILDREN INCLUDING THOSE IN OUR CARE"  
Report CEF22002**

The report provided the Committee with a 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.

In response to a question, the Virtual School Head Teacher outlined the work being done to better engage young people with education. The Committee noted that there were a number of factors affecting the persistent absentee data as, due to the pandemic, children had been in education for fewer days. The periods of lockdown had had a greater impact on young people entering care later and who may have already been more disengaged with education. Members noted that Primary School attendance was very good with foster carers going a good job of getting young people to school. There was a greater focus on young people in Years 10 and 11 and engagement had been difficult because of the lockdowns that had been imposed during the last two years.

Advisors were now working in a different way and overseeing a specific cohort. Weekly attendance was being monitored and every personal education plan quality assured. Advisors were able to work with schools to identify suitable interventions and direct pupil premium funding in the right way. A flexible approach was taken to the support provided but the key was to challenge schools to ensure that they were using every resource available to make sure that young people were encouraged to attend school, that the curriculum was appropriate and that adequate support was available to re-engage the young person.

The Virtual School Head Teacher explained that in terms of Covid Catch up for looked after children, each child and young person had a personal education plan which was regularly reviewed. Three additional questions had been included on the personal education plan in relation to Covid. The Service had also reorganised how the Pupil Premium Plus was distributed to schools. Funding was given to schools termly and each term a pupil progress day was held to review the progress of each individual child. This ensured that the Pupil Premium Plus was tailored to the barriers for the individual child. It was not always about academic catch up but reviews could also consider aspects such as mental health and extracurricular activities. For those children who were progressing well, the funding could be used to enrich their educational experience. Schools were also challenged on how they were spending their Covid recovery funding and the appropriateness of the curriculum provided.

In relation to the impact of Covid in the longer term, the Virtual School Head Teacher explained that figures for the expected progress of children were lower than the service would want them to be, however the figures were also affected by the fact that children missed large periods of education when the

lockdowns were imposed. The Service had an awareness of the children who had been most affected and those who were struggling to engage. There had been some successes in challenging potential exclusions and good work had been done with schools but there had been some children who had needed to move onto other settings. The Committee noted that roughly 10-20% of the cohort were struggling and the remainder of the cohort were affected in the same way as every other child who had experienced disruption to their education over the past two years. The important thing was that the Advisors knew the children very well and extra monitoring and tracking was in place which enable challenge to be used and, where necessary, support put in place.

The Committee noted that the post CLA Advisor met the statutory duties introduced in 2018. In addition, Post-16 Advisors worked closely with other services to ensure that when young people reached 18 years old, they had a clear idea of their destinations. There were currently 24 young people in higher education and 8 who had started university in Autumn 2021. One of the Post-16 Advisors was a specialist in careers advice. In addition, the Chairman noted that the Leaving Care Team provided a great deal of support as did many of the Council's foster carers.

In response to a question, the Virtual School Head Teacher explained that there were not many children from displaced families within the Service. Those who did access the Service were mostly aged 16 and above and were supported by Post-16 Advisors who worked with Bromley College to access a ESL (English and a Second Language) course to enable them to develop their English as quickly as possible. These young people were particularly affected by the lockdowns as the courses were delivered virtually which, in the circumstances, made them difficult to access. In these cases, the young people were supported, with meetings taking place in parks and outdoor areas in order to maintain a connection. It could be more challenging to find a school place for the few under 16s entering the Service but Bromley schools had been very accommodating and had done their best to support the young people. The Committee noted that there were small numbers but suggested that it would be helpful for a further update to be included in the next Annual Report.

Members noted that the role of the Virtual School had been extended and that some posts were being grant funded. The Virtual School Head Teacher confirmed that although the grants were provided on an annual basis there was some certainty that the grants would continue. From September 2021, the duties of the Virtual School had been further extended and there was a requirement to promote the education of all children with a social worker. Consequently, the Service had been monitoring the education of children with a Child Protection Plan since the beginning of January 2022, and schools had been responsive to this.

In relation to Challenge 2 within the report, the Committee noted that the joined up worked had been further developed and monthly meetings brought together the key Heads of Service and representatives from the single points

of contact for SEN. The meetings considered a number of issues, for example, at one point in the year the transition from primary and secondary school would be reviewed. This was replicated across the key transition points.

Members also noted that there were currently 11 staff within the Team including admin and quality control staff. There were enough staff to oversee the children in a meaningful way, staff knew each child well and meetings were prioritised to ensure the best outcomes.

**RESOLVED: That the report be noted.**

## **58 CHILDREN, EDUCATION AND FAMILIES INFORMATION ITEMS**

The items comprised:

- ETE Update
- CEF Contracts Register

## **59 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**

## **60 EXEMPT MINUTES OF THE CHILDREN, EDUCATION & FAMILIES PDS COMMITTEE MEETING HELD ON 9 NOVEMBER 2021**

The Part 2 (exempt from publication) minutes of the meeting held on 9 November 2021 were agreed, and signed as a correct record.

## **61 PART 2 PERFORMANCE REPORTING CHILDREN SCRUTINY DATA SET**

The Committee noted the Part 2 (exempt from publication) report. Two indicators were noted by the Committee and Management commentary was provided and discussed.

The Meeting ended at 8.46 pm

Chairman

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**CHILDREN, EDUCATION & FAMILIES  
POLICY DEVELOPMENT & SCRUTINY COMMITTEE  
ITEM 3A: QUESTIONS TO THE COMMITTEE**

**THE FOLLOWING QUESTIONS HAVE BEEN SUBMITTED FOR WRITTEN REPLY  
BY THE CHAIRMAN OF THE CHILDREN EDUCATION & FAMILIES PDS  
COMMITTEE**

**1. From Owen Wittekind to the Chairman of the Children, Education and Families PDS Committee**

An understanding of mortgages, taxes, pensions, etc. are important things for young adults to understand after leaving school, and can be confusing for many people. How are these key life skills covered in the council's youth service provision, and what services does the council offer to academies on these subjects?

**Reply:**

*In Bromley the majority of schools are academies, which operate outside of local authority control and have considerable autonomy over the curriculum. The Children, Education and Families Department recognises the importance of preparing young people with financial awareness. We would signpost Bromley schools to the Money and Pensions Service resources on financial education, which is backed by the Government.*

*As part of our broad offer to young people, our Youth Services will frequently work with young people on budgeting skills and how to manage money across a number of scenarios such as managing benefits and when they are starting out in employment which will include advice about tax and pension contributions.*

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# Agenda Item 5

Report No.  
CSD22043

London Borough of Bromley

PART ONE - PUBLIC

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**Decision Maker:** Children, Education and Families PDS Committee

**Date:** Tuesday 15 March 2022

**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:** Tasnim Shawkat, Director of Corporate Services and Governance

**Ward:** (All Wards);

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1. Reason for report

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

- Monitoring progress against actions arising from previous meetings;
- Developing the 2021/22 Forward Work Programme; and

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2. **RECOMMENDATION(S)**

That the PDS Committee considers and comments on:

1. Progress on matters outstanding from previous meetings; and
2. The 2021/22 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: £359k
  5. Source of funding: Revenue Budget
- 

Personnel

1. Number of staff (current and additional): 6.67 FTE
  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

<b>Non-Applicable Sections:</b>	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. **Appendix 1** provides a progress update on requests made by the Committee at previous meetings. This list is checked after each meeting so that any outstanding issues can be addressed at an early stage and timely progress made.

#### 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 2** sets out the Education, Children and Families PDS Committee Work Programme for 2022/23. 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 2022/23 Work Programme as items arise.

<b>Minute Number/Title/Date</b>	<b>Action/PDS Request</b>	<b>Update</b>	<b>Action by</b>	<b>Expected Completion Date</b>
51 Matters Outstanding and Work Programme (25 January 2022)	That a report concerning referrals to the MASH be added to the Committees Work Programme	This action will be completed when the timing of the report is advised.	Democratic Services	June 2022
55 Bromley Community Wellbeing	That an update be provide to the next meeting regarding addressing the gap between Bromley Y and CAMHS	An update will be provided at the meeting.	Joint Children's Strategic Commissioner	March 2022

## Children, Education &amp; Families Work Programme 2022/23

<b>Children, Education &amp; Families PDS Committee</b>		<b>16 June 2022</b>
<b>Item</b>		
Appointment of Co-opted Members		Annual report
Budget Closedown 2021-22	Annual Report	PH Decision
Education Commissioning Plan		PDS Item
Risk Register	Information report	PDS Item
Children Portfolio Plan 2022/23		Holding PH to Account
Spending on Primary, Secondary and Special Schools 2021/22	Annual Information Report	PDS Item
Performance Management 2022/23		Holding PH to Account
Education Planned Maintenance Programme		PH Decision
Early Intervention and Family Support Service Update	Annual Report	PDS Item
YOS Update		PDS Item
Panel Discussion with the Children's Services SLT – Overview of Children's Services		PDS Item
<b>SACRE</b>		<b>13 July 2022</b>
<b>Schools' Forum</b>		<b>14 July 2022</b>
<b>Children, Education &amp; Families PDS Committee</b>		<b>13 October 2022</b>
<b>Item</b>		<b>Status</b>
Spending on Primary, Secondary & Special Schools 2021/22		PH Decisions
Budget Monitoring 2022/23		PH Decision
Capital Programme Monitoring 2022/23 Q1		PH Decision
School Place Planning Report		PH Decision
Annual CEF Compliments & Complaints Report	Annual Report – Item postponed	PDS Item
Performance Management 2022/23	Item postponed	PDS Item
Virtual School Update Report	6 month Update	PDS Item
Adoption Update Report	6 month Update	PDS Item
Private Fostering Update Report	6 month Update	PDS Item
Corporate Parenting Update Report	6 month Update	PDS Item
Contracts Register and Database		PDS/Information Item

Family Group Conferencing Contract Performance Review		PDS Item
<b>Schools' Forum</b>		<b>29 September 2022</b>
<b>Children, Education &amp; Families PDS Committee</b>		<b>17 November 2022</b>
<b>Item</b>		<b>Status</b>
Bromley Safeguarding Annual Report 2021/22	Annual Report	PDS Item
Contracts Register and Database		PDS/Information Item
IRO Annual Report	Annual Report	PDS Item
LADO Annual Report	Annual Report	PDS Item
Youth Offending Service Update	6 month update	PDS Item
<b>Schools' Forum</b>		<b>24 November 2022</b>
<b>Children, Education &amp; Families Budget Sub-Committee</b>		<b>18 January 2023</b>
<b>Item</b>		<b>Status</b>
Budget Monitoring 2022/23		PH Decision
2022/23 Dedicated Schools Grant	Annual Report	PH Decision
ECF Draft Portfolio Budget 2023/24	Annual Report	PDS Item
<b>Schools' Forum</b>		<b>26 January 2023</b>
<b>Children, Education &amp; Families PDS Committee</b>		<b>1 February 2023</b>
<b>Item</b>		<b>Status</b>
Performance Management 2022/23		PDS Item
Virtual School Annual report 2021/22	Annual Report	PDS Item
Adoption Annual Report 2021/22	Annual Report	PH Decision
Private Fostering Annual Report 2021/22	Annual Report	PH Decision
<b>SACRE</b>		<b>1 March 2023</b>
<b>Children, Education &amp; Families PDS Committee</b>		<b>14 March 2023</b>
<b>Item</b>		<b>Status</b>
Annual Scrutiny Report 2022/23	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 2022/23 Q.3		PH Decision
Budget Monitoring 2022/3 Q.3		PH Decision
Basic Need/Capital Programme		Executive Report
IRO Update Report	6-months	PH Decision
LADO Update Report	Annual Report	PH Decision

Panel Discussion with the Children's Services SLT	Annual Item	PDS Item
Youth Offending Service Update	Annual Report	PH Decision
Early Intervention and Family Support Service Update	Annual Report	PH Decision
Contracts Activity Report (Part 1 and Part 2)		PDS Item

\*Items in italics are tentative

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Report No.  
CEF22011

London Borough of Bromley

PART ONE - PUBLIC

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

**Date:** Tuesday 15 March 2022

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

**Title:** CHILDREN, EDUCATION AND FAMILIES PORTFOLIO PLAN –  
2021/22 Q3 Update

**Contact Officers:** Naheed Chaudhry, Assistant Director Strategy, Performance and Corporate  
Transformation  
Tel: 020 8461 7554 Email: [naheed.chaudhry@bromley.gov.uk](mailto:naheed.chaudhry@bromley.gov.uk)

**Chief Officer:** Richard Baldwin, Director of Children's Services

**Ward:** N/A

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1. Reason for report

- 1.1 This report presents the Children, Education and Families Policy, Development and Scrutiny Committee with a Children, Education and Families Portfolio Plan 2021-22 Quarter 3 update.
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2. **RECOMMENDATION(S)**

- 2.1 Members are asked to note progress on the actions associated with the Children, Education and Families Portfolio Plan – Appendix 2.

## 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

- 3.1 The Children, Education and Families Portfolio Plan focuses on delivering the longer-term strategic priorities for children and families in Bromley and has been refreshed in line with the Council's Transformation Programme and the Corporate Strategy, Making Bromley Even Better.
- 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
- 3.2 Within each priority are a number of statements which are underpinned by actions and measures of success within the work of Children's Services and other departments which impact on children and families.
- 3.3 Progress is noted in the Quarter 3 update in Appendix 2 against the actions and measures of success within the Portfolio Plan.

### 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.

<b>Non-Applicable Sections:</b>	Personnel Implications, Procurement Implications
Background Documents: (Access via Contact Officer)	Portfolio Holder Plan 2021/22

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## 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

### What are we going to do?

ACTION	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD	UPDATES	Update Status
1) Raise awareness of children's safeguarding	A) Multi Agency Safeguarding Training continues to be run by Early Intervention Service on behalf of Children's Social Care.	Training programme published and well attended	April 2022	Director Children's Social Care / Independent Chair of Bromley Safeguarding Children's Partnership	<ul style="list-style-type: none"> <li>• Online and Covid Safe webinars have been developed to ensure that training continues.</li> <li>• Multi Agency Partnership Events (MAPE) run monthly and offer a good introduction/refresher to safeguarding children and the key local services. These are organised by EIFS and available to the whole children's workforce.</li> </ul>	Completed
	b) Multi-agency training for partners is undertaken by the Bromley Safeguarding Children Partnership	Annual conferences well attended			<ul style="list-style-type: none"> <li>• BSCP commissions all other multi-agency safeguarding children training. The current programme is run virtually.</li> </ul>	Completed

					<ul style="list-style-type: none"> <li>• Booking numbers for 'live learning' are good however Covid has affected attendance in Q3 (Dec 2021: 33% cancellations/no shows. 141 actual attendees at 11 live learning sessions).</li> <li>• Online training (pre-recorded e-learning modules) continues to be popular. The new BSCP training programme is being procured for April 22.</li> </ul>	
<b>2) Maintain effective oversight of case work impact</b>	A) Implement the Children's Performance Framework	Weekly data delivered  Children's Social Care and Education monthly digests delivered	April 2022	Assistant Director: Strategy, Performance & Corporate Transformation	<ul style="list-style-type: none"> <li>• The Performance Framework was refreshed in 2021.</li> <li>• Since going live with a new Social Care Management System (Liquid Logic) new weekly and monthly performance management report have been built and are in use.</li> <li>• As at the end of December Good Manager Oversight has been regained.</li> </ul>	Completed
	B) Continuation of practice reviews of 'Getting to excellence' plan	Practice reviews completed and recommendations implemented	April 2022	Assistant Director Children's Social Care	<ul style="list-style-type: none"> <li>• Practice review cycles and Practice Assurance Stock takes have continued with the implementation of recommendations evidenced at the quarterly departmental Performance Improvement Board.</li> <li>• In January 2022 we added an additional layer of quality assurance through the introduction of thematic monthly dip sampling against our priorities across all our services. The schedule for 2022 is established</li> </ul>	Completed

<b>3) Implement the Getting to Excellence Improvement Plan</b>	A) Implementation of Practice Improvement Action Plan	Progress against plan scrutinised by the Practice Improvement Board	April 2022	Assistant Director Children's Social Care	<ul style="list-style-type: none"> <li>Getting to Excellence seminars are held regularly and are a key part of the performance improvement schedule. These take place once a month and are chaired by the two Assistant directors.</li> <li>Seminars are very well attended across our staff group.</li> </ul>	Completed
	B) Use the Recruitment and Retention Board to create a more stable workforce	Workforce stabilized	April 2022	Director of Human Resources	<ul style="list-style-type: none"> <li>Workforce currently 81%</li> </ul>	Completed
	C) Use of Virtual Reality Headsets for Intervention and Child protection work	Improved relationship between carers/parents and children resulting in greater placement stability	April 2022	Director of Children's Services	<ul style="list-style-type: none"> <li>Virtual reality headsets are used across children's services. The project continues to develop within each service area.</li> </ul>	Completed

## 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	Update Status
1. <b>Appropriate accommodation for Children in Care and Care Leavers</b>	A) Increase number of in-house foster carers	Children Looked After sufficiency of provision  Effective in-house Fostering offer	March 2022	Assistant Director Children's Social Care	<ul style="list-style-type: none"> <li>• Eleven fostering households approved in 2021/22 with 15 prospective foster families in assessment</li> </ul>	Ongoing
	B) Increase Staying Put take-up	Increase in Care Leavers	March 2022	Assistant Director Children's Social Care	<ul style="list-style-type: none"> <li>• 48% of care leavers aged 19-20 who are eligible for staying put remain in placement. This is compared with 28% nationally. Increased support and training to staying put carers including a bimonthly support group</li> </ul>	Completed

	<p>C) Develop a procurement framework for Care Leavers accommodation, including market analysis</p>	<p>Ensure good quality and suitable accommodation and support</p>	<p>March 2022</p>	<p>Assistant Director Children's Social Care/ Housing</p>	<ul style="list-style-type: none"> <li>• In March 2021 279 care leavers were eligible for a leaving care service from Bromley - 234 were actively receiving services. In January 2022 we have 251 young people actively in receipt of a service from the Leaving Care Team.</li> <li>• A Mental Health Worker has been employed to offer additional support and has expanded Active Involvement participation.</li> <li>• We are developing several supported lodging providers. An accreditation scheme has been created to ensure high quality placements across the Dynamic Purchasing Vehicle. Priority is to on board as many local providers as possible so that all SI placements can be placed. This year the young inspectors programme will train two young people to complete QA visit to providers and provide feedback from the young person's perspective.</li> </ul>	<p>Ongoing</p>
	<p>D) Children's Placement Project - Increase capacity and accommodation choices related to residential, Independent Fostering Agencies (IFAs) and semi-independent accommodation</p>	<p>Reduction in the average cost of Care Leavers placements</p> <p>Good quality placements that have reduced the residential and IFA budgets</p>	<p>March 2022</p>	<p>Assistant Director of Integrated Commissioning and Programmes</p>	<ul style="list-style-type: none"> <li>• The IFA and residential provision of the 'Commissioning Alliance' went live in February 2020. The Semi-Independent provision went live on 01/09/2020.</li> <li>• The associate director for children's commissioning is leading on a coffee morning for IFA leads to ensure a new working relationship with external providers. This will be taking place at the end of February</li> <li>• Providers continue to join the Dynamic Purchasing Vehicles, giving increased options particularly for IFA and Semi-Independent placements.</li> </ul>	<p>Ongoing</p>

	E) Implementing Transition to Independence priority in Corporate Parenting Board Action Plan	Young people able to sustain independent living	March 2022	Director Housing	<ul style="list-style-type: none"> <li>An accreditation scheme has been developed with the Commissioning Alliance ensuring quality of provisions for those Semi-Independent placements. Current focused work is progressing with the Commissioning Alliance to review performance within the contract and increase effectiveness and impact moving forward. Further work is ongoing to strengthen the local residential provision, with updates provided in the next quarter</li> <li>Review to take place to expand framework for care leavers and young people experiencing homelessness.</li> <li>Joint working between Housing and Leaving Care officers via the Corporate Parenting Board to develop good practice and enhanced ways of working to support Care Leavers and other young people approaching the service.</li> </ul>	Ongoing
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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	Update Status
<b>1. Secure sufficient school places</b>	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)	September 2022	Director Education	<ul style="list-style-type: none"> <li>• Executive approved land transfer for special free school September subject to feasibility studies and planning consent. DfE have begun work on feasibility in dialogue with Council and sponsor Riverhead Inclusive Trust. New school will be called Redwood Academy. Work continues with DfE on new approved free schools to ensure sufficient secondary provision from 2020 onwards</li> <li>• Executive approved land transfer for Kent House secondary free school in Penge subject to feasibility and planning. Discussions with DfE and Harris ongoing. Harris offering additional places at local secondary school in September 2022 to help meet need.</li> <li>• Works to increase KS2 and KS3 provision at Bromley Beacon Academy Orrington complete</li> </ul>	Ongoing

					<p>(Phase 3). Work at Bromley Beacon academy in defects period.</p> <ul style="list-style-type: none"> <li>• New SEND modelling commissioned, and initial baseline projections produced. Creation of additional baseline based on planned changes in capacity currently underway</li> <li>• Discussion on the delivery of new SEN Free School underway, with a proposed opening date of 2023</li> <li>• Buller's Wood School for Boys open on new site</li> </ul>	
<b>2. Sufficiency for funded childcare</b>	<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 old of working parents entitled to free provision</p> <p>B) Implement the findings of the updated sufficiency report for supply and demand for Early Years childcare places</p>	<p>Take up of targeted childcare for two-year old's</p> <p>Take up of 15 hours and 30 hours funded offer childcare</p>	April 2022	Director Education	<ul style="list-style-type: none"> <li>• Weekly monitoring of take up and unmet demand in progress to inform planning. Autumn term provider and parent data capture survey completed to monitor fluctuations trends in demand.</li> <li>• Data for take up in December: Targeted 2 yr. olds = 591 (79% of those eligible) Universal 15 hours = 4040 Extended 30 hours = 1488</li> <li>• Parent Portal steering group established to review business case and make recommendations for next steps.</li> </ul>	<p>Ongoing</p> <p>Ongoing</p>
<b>3. Narrow the educational gap</b>	A) Develop our capacity to challenge and support schools and other educational settings to close the achievement and progress gaps for children from disadvantaged groups	Attainment and progress gaps between pupils in disadvantaged groups and their peers reduced	September 2022	Director Education	<ul style="list-style-type: none"> <li>• Negative impact on attainment gap anticipated because of Covid-19. Interventions to address this remain key priority for Education and schools</li> <li>• Well, received Closing the Gaps workshops to be offered to primary and secondary schools, with increased focus on recovery curricula</li> <li>• More one to one tuition has been offered but many YP do not want extra online learning and face to face has been interrupted because of COVID.</li> </ul>	Ongoing

	B) Narrow the attainment and progress gap for Children Looked After	Close the achievement and progress gaps for children from disadvantaged groups	April 2022	Assistant Director Children's Social Care / Virtual School Lead	<ul style="list-style-type: none"> <li>• Sessions with Designated Teachers that covered the issue and looked at good practice in schools.</li> <li>• CP/CIN (New Duties): New manager and education advisor have been recruited</li> <li>• CP attendance / exclusions are being collected from Jan 2022.</li> <li>• Join up happening with CSC and Education to look at follow up of children not having full access to full time quality first teaching.</li> <li>• BTA identified as the partner organization for the delivery of the PRU with contracts in the final stages of negotiations.</li> <li>• Roll out of new Fair Access Protocol amongst schools designed to ensure children access education without delay</li> <li>• FAP – new duties manager to attend FAP and look at access to schools for CIN / CP children.</li> <li>• LAC: New model means every child is scrutinized by advisors each term and underachievement can be addressed.</li> <li>• Challenge to schools around supporting gaps because of COVID is in every PEP as a set of discrete questions.</li> <li>• Primary and Secondary outreach service commissioned to increase earlier intervention in placement breakdown.</li> </ul>	Ongoing
<b>4. Keep young people in Education, Employment or Training to improve life chances</b>	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	Assistant Director Children's Social Care / Virtual School Lead	<ul style="list-style-type: none"> <li>• NEET strategy is in place to reduce NEET in 16-25 cohort.</li> <li>• Active involvement group are running targeted group work for NEET Young People with offer of bespoke work experience opportunities to build confidence. In January 2022 Our Education, Training and Education figures have increased to 54%</li> </ul>	Ongoing

Children's Portfolio Holder Plan 2021/22 Quarter 3 update

	B) Participation in the Social Impact Bond	I-Aspire programme reduces the number of young people Not in Education, Employment or Training		Assistant Director Children's Social Care / Head of CLA	<ul style="list-style-type: none"> <li>I-Aspire is concluding and Maximus who provide similar services will take this work forward towards the end of the year once the social impact bond project is finishes.</li> </ul>	
<b>5. Reduce permanent exclusions</b>	Embed the updated 0-10 of Alternative Provision for young people at risk of disengaging from education	Exclusions and persistent absence from school reduced	April 2022	Director Education	<ul style="list-style-type: none"> <li>The fair access protocols and inclusion partnership work are embedded and there is support from all secondary schools in the Borough.</li> <li>Each school is represented at the inclusion meetings which are held monthly.</li> <li>The numbers of permanent exclusions are lower than in previous years</li> </ul>	Completed
<b>6. Improve life chances through adult learning</b>	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	Director Education	<ul style="list-style-type: none"> <li>71 targeted outreach courses took place Sept – Dec 2021. Data collection for 12 of those courses still in progress. 433 adults enrolled on the remaining 59 courses, of which 146 were from the areas of deprivation (Cray valley East and West, Penge &amp; Cator, Crystal Palace, Mottingham)</li> </ul>	Completed

## 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	Update status
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 2022	Director Children's Social Care/ Adult Social Care	<ul style="list-style-type: none"> <li>• New Head of Service 0-25s is in post and is taking strategic lead in developing this service. An update report was presented to PDS in November 2021.</li> <li>• Transition event held on 26th October with over 30 providers and 76 families in attendance. Agreed that the transition event to support young people with SEND is now expected to take place twice a year with the next one scheduled for the Spring.</li> <li>• Development work on training for capacity assessments and consideration as to how we address deprivation of liberty issues for children 16+ is in process.</li> <li>• Developing short breaks that can be accessed for 14–25-year-old.</li> <li>• 0-25 Governance Board is operational and ongoing and linking in with COE and the Transformation Board.</li> <li>• Updated report and proposals prepared for February 2022</li> </ul>	Ongoing

Children's Portfolio Holder Plan 2021/22 Quarter 3 update

<b>2. Local specialist SEND provision</b>	A) Complete sufficiency review of local specialist school placements for SEND	More children and young people attend a suitable, local school.	April 2022	Director Education	<ul style="list-style-type: none"> <li>• Draft 5-year sufficiency programme, with scenario planning completed December 2020</li> <li>• Successful Trust appointed to deliver the Special Free School and Centre for Excellence to create 152 places for CYP in KS2 to KS4</li> <li>• High Needs Funding Banding Review in train to review the SEN Funding Levels to ensure accuracy in placement planning and funding.</li> <li>• SEN Placements review currently taking place to ensure accuracy in placement planning and funding</li> <li>• The review will also measure quality of provision and the local area SEN Estate to ensure appropriate support in place representing value for money</li> <li>• Quality assurance visits to be expanded beyond Additionally Resourced Provisions to include all special schools</li> <li>• Ongoing review of SEN Transport to mitigate cost and need pressures</li> </ul>	Completed
	B) Implement a new SEN Centre of excellence in Bromley (subject to funding)	Pressures on high needs Funding Block controlled	September 2023	Director Education		Ongoing
	C) Review quality assurance arrangements for commissioned placements to ensure children and young people make progress and provision secures value for money	Reduced pressure on the High Needs budget. Assurance of placements meeting need.	April 2022	Director Education		Ongoing
<b>3. Improved timeliness of Education, Health and Care Plans statutory assessment process</b>	Strengthen the multi-agency arrangements within education, Health and Social Care to enable the statutory assessment process to consistency be completed within 20 weeks excluding exceptions	Targets for completion of EHCPs within 20 weeks are met	January 2022	Director Education	<ul style="list-style-type: none"> <li>• Timeliness of EHC Needs Assessments completed within 20 weeks 65% cumulative for 2021 calendar year, achieving local target. Delays in obtaining professional health advice and a shortage of local specialist provision mean this will remain a key priority and a significant challenge to maintain performance which exceeds the London average</li> </ul>	Ongoing

Children's Portfolio Holder Plan 2021/22 Quarter 3 update

<p><b>4. Improve access to Direct Payments</b></p>	<p>Increase the use of direct payments as a model of service delivery with changes to our care management practice to facilitate this</p>	<p>Direct payments increased</p>	<p>April 2022</p>	<p>Assistant Director Children's Social Care</p>	<ul style="list-style-type: none"> <li>• Ongoing use of electronic payment cards for care leavers.</li> <li>• As of 1 Jan 2021, there were 214 children receiving Direct Payments. We are awaiting the report for 2022</li> </ul>	<p>Completed</p>
<p><b>5. Improve life chances for CYP in the youth justice system</b></p>	<p>Strengthening our Partnership Board and workforce</p>	<p>Reduced number of first-time entrant children in the youth justice system</p> <p>Reduced re-offending by children in the youth justice system</p>	<p>April 2022</p>	<p>Assistant Director Children's Social Care</p>	<ul style="list-style-type: none"> <li>• Bromley's rate of first-time entrants is 36% lower than the average for London</li> </ul> <p>Re-offending</p> <ul style="list-style-type: none"> <li>• 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 January 2018 - December 2018 (tracked until the end of December 2019)</li> <li>• 135 Young people were sentenced between January 2018 - December 2018.</li> <li>• The rate of reoffending has increased however, the number of young people re-offending has reduced by 10% from 2018.</li> <li>• There is an 84% reduction of young people who reoffending over a 5-year period. Of the 18 who have reoffended 10 have been known to the YOS for several years.</li> </ul> <p>Latest figures are unavailable from Ministry of Justice and this information is take from our live tracker which is unpublished data.</p>	<p>Ongoing</p>

## 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:

- ✓ Health and Wellbeing Strategy
- ✓ Commissioning Strategy
- ✓ Contract Monitoring & Management in Bromley
- ✓ Performance Management Framework
- ✓ Risk Management Log

### What are we going to do?

ACTION	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD	UPDATES	Update Status
<b>1. Effective Performance Management</b>	Implement Children's performance framework	Performance Frameworks reviewed annually	April 2022	Assistant Director: Strategy, Performance & Corporate Transformation	<ul style="list-style-type: none"> <li>• The Performance Framework was refreshed in 2021.</li> <li>• Since going live with a new Social Care Management System (Liquid Logic) new weekly and monthly performance management report have been built and are in use.</li> <li>• As at the end of December Good Manager Oversight has been regained.</li> </ul>	Completed
<b>2. Ensure that our approach to commissioning is robust</b>	Application of Commissioning Cycle best practice to all services.  Review of Strategic Contracts with Gateway Reports for Officer/Member decision completed as required.	Good commissioning outcomes	April 2022	Assistant Director of Integrated Commissioning and Programmes	<ul style="list-style-type: none"> <li>• Review of key strategic contracts carried out (and ongoing)</li> </ul>	Ongoing



	Development and implementation of Market Position Statements					
<b>3. Understand the perspective of service users and residents</b>	Implement the User Voice Framework and regular approach to feeding back intelligence	<p>User Voice Framework implemented</p> <p>Improved approach to engagement</p> <p>Improved understanding of what our service users are telling us</p>	April 2022	Assistant Director Strategy, Performance & Corporate Transformation	<ul style="list-style-type: none"> <li>The User Voice Framework and the staff provides guidance and best practice to achieve the desired outcomes from user engagement. Six monthly highlight reports produced and shared with the Children's Executive partners.</li> <li>Work is underway to improve how feedback and lessons learnt is shared amongst professionals in the borough through the development of the 'Children's Voice Hub' in the first half of 2022.</li> </ul>	<p>Completed</p> <p>Ongoing</p>

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Report No.  
CEF22021A

London Borough of Bromley

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

**Date:** 15 March 2022

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

**Title:** Performance Reporting – Children’s Scrutiny Dataset

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

**Chief Officer:** Richard Baldwin, Director Children’s Services

**Ward:** All

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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 2021.

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2. **RECOMMENDATION(S)**

The Committee note and comment on the December 2021 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 – e.g., 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 **MANAGEMENT COMMENTARY ON EXCEPTION – Index indicators performing below expectation.**

Some data in this Part 1 public committee report has 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 for this reason is presented in the Part 2 report.

As at the end of December 2021, the following Children's Scrutiny Dataset key performance indicators were performing below expectation.

### **Indicator 13: % of reviews completed within timescale for Children with Child Protection Plans (AMBER)**

93% of children subject of a child protection plan were reviewed in timescale, against a target of 95%. A significant increase in demand (up to 40% more children with new CP plans) during the year has impacted on performance.

The new electronic recording system (Liquid Logic) is bedded in, with human errors and training needs now mostly resolved. Services are working closely alongside each other to resolve 'blocked or stuck' workflows as required. Some of these are complex to resolve and these are addressed at our regular LCS risk register meeting.

We maintain 100% of RCPC (Review Child Protection Conferences) to timescale.

### **Indicator 19: % of Children Looked After cases which were reviewed within required timescales (AMBER)**

72% of children looked after were recorded as having been reviewed within time scale against a target of 95%. This is an improvement on the most recently reported to PDS of 64% (October). We believe there continues to be some training need to ensure that this indicator reports accurately on Liquid Logic. On manual check we believe that most LAC reviews are in timescale. We are working to resolve this as we have CP reviews (indicator 13).

We continue to work across our services to ensure the workflow is understood by all our staff and is completed in a timely way. Where backlogs developed, these are being cleared over time and we continue to address matters arising from the review and its workflow at our regular Liquid Logic risks meeting. Additional training workshops across services are being arranged.

To resolve this, an action plan is in place, with the Assistant Director reviewing performance reports weekly.

### **Indicator 20.2: Number of In-house foster carers recruited (Amber)**

See Part Two report.

### **Indicator 21: Number of Children Looked After who were adopted (Amber)**

See Part Two report.

### **Indicator 27: Average Caseloads (Amber)**

Average caseloads are reported as 16 per social worker, against our 'case load promise' of 12 – 15. Additional cases are a reflection of the additional demand pressures on the front door (higher levels of referrals), this has resulted in higher numbers of 'children in need' and that subject of a child protection plan. Additional staffing capacity has been placed as an interim arrangement in the MASH referral and Assessment service and the Central Social Work Teams.

## **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.

<b>Non-Applicable Sections:</b>	[List non-applicable sections here]
Background Documents: (Access via Contact Officer)	Children's Scrutiny Dataset, agreement of regular performance monitoring (March 2018) <a href="http://cds.bromley.gov.uk/ieListDocuments.aspx?CId=593&amp;MId=6166&amp;Ver=4">http://cds.bromley.gov.uk/ieListDocuments.aspx?CId=593&amp;MId=6166&amp;Ver=4</a> Children's Performance Management Framework (updated January 2020)

### Appendix One: Children's Scrutiny Dataset, December 2021

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## Children, Education and Families Scrutiny - Performance Index 2021/22

No.	Performance Indicators	Why is this important?	Polarity	Target or Range of acceptable performance 2021/22	Benchmarking and trend										RAG rating	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Year to Date	Notes
					Bromley 2020/21	Bromley 2019/20	Bromley 2018/19	England	London																				
<b>Early Help</b>																													
1.1	Number of families supported by the Bromley Children's Project (Early help) (Family referrals)	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	972	977	949	Local Measure	Local Measure	This is not a target measure	80	81	77	81	72	61	62	87	78								679		
1.2	Numbers of Children supported by the Bromley Children's Project (Early help) (under 18yrs)		n/a	This is not a target measure	1758	1694	1554	Local Measure	Local Measure	This is not a target measure	146	149	154	149	127	115	122	153	118									1233	
2	Number of Common Assessment Frameworks undertaken (CAFs)		n/a	This is not a target measure	487	588	709	Local Measure	Local Measure	This is not a target measure	54	50	51	55	16	43	42	48	28									387	
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%	97%	96%	89%	93%	GREEN							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 2022	x (rate: 0.00)	x (rate: 0.00)	Rate: 0.02	Rate: 0.00	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 2022	21 (rate: 0.09)	62 (rate: 0.21)	Rate: 0.13	Rate: 0.09	GREEN	18	19	20	22		3	4	1	5										
6	% of Secondary persistent absenteeism (10% absence) (Academic year)		Low	11-11.9%	Publication Cancelled	Publication Cancelled	12%	13.7%	12.0%	Annual measure																			
<b>Safeguarding and Child Protection</b>																													
7	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	3,827	3,829	3,422	646,120	100,620	This is not a target measure	360	317	345	340	219	276	366	347	285								2855		
8	% 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%	85%	86%	81%	83%	82%	GREEN	85%	90%	92%	93%	94%	94%	95%	93%	89%										
9	Child Protection Plans rate per 10,000	This is a prevalence measure which is examined by managers and regulators alongside other rates including GIN 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	37	39	33	43	39	This is not a target measure	41	41	44	45	48	51	50	49	48										
10	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	283	290	244	51,080	7,760	This is not a target measure	310	321	329	340	364	381	379	371	361										
11	% 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%	100%	Local Measure	Local Measure	GREEN	100%	100%	100%	100%	100%	100%	99%	100%	100%										
12	% 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%	100% (initial) 99.6% (review)	99% (initial) 100% (review)	98% (initial) 96% (review)	Local Measure	Local Measure	GREEN						100% (initial) 100% (review)			Not available at this time							100% (initial) 100% (review)	Liquid Logic review process		
13	% 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/RO (Independent Reviewing Officer) oversight of complex casework and decisive social work planning.	High	100 - 95%	100%	97%	99%	92%	96%	AMBER	100%	98%	99%	100%	93%	84%	100%	94%	93%										
14	% 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%	14%	15%	16%	19%	15%	GREEN	15%	20%	17%	12%	11%	12%	12%	12%	14%										
15	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	49	42	36	41	32	Data not yet published									44										

No.	Performance Indicators	Why is this important?	Polarity	Benchmarking and trend																	Year to Date	Notes
				Target or Range of acceptable performance 2020/21	Bromley 2020/21	Bromley 2019/20	Bromley 2018/19	England	London	RAG rating	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22		
<b>Children Looked After and Care Leavers</b>																						
16	Children Looked After rate per 10,000	As above this is a prevalence measure to be looked at alongside others including CIL/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	46	43	47	62	52	This is not a target measure	44	44	43	44	43	42	42	43	43			
17	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	341	328	348	72,670	9,910	This is not a target measure	336	331	329	331	327	315	318	327	327			
18	% 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%	100%	Local Measure	Local Measure	GREEN	100%	100%	100%	100%	100%	100%	100%	100%				
19	% 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/RO (Independent Reviewing Officer) oversight of complex casework and decisive social work planning.	High	100- 95%	93%	91%	97%	Not available	Not available	JAMBER			97%	Not available at this time	Not available at this time	Not available at this time	64%	63%	72%			
20.1	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	High	This is not a target measure	10	7	15	Local Measure	Local Measure	This is not a target measure	Data suppressed, see part 2 report											
20.2	Number of in-house foster carers recruited (YTD)		High	20	14	9	27	Local Measure	Local Measure	RED	Data suppressed, see part 2 report											
21	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	10	8	18	Local Measure	Local Measure	RED	Data suppressed, see part 2 report											
22	Number of Children Looked After for whom a Special Guardianship Orders was granted		High	This is not a target measure	33	27	22	Local Measure	Local Measure	This is not a target measure	Data suppressed, see part 2 report											
23	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%	7%	10%	10%	10%	10%	GREEN				1%	3%	3%	4%	5%	7%	7%		
24	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)	66%	60%	57%	69%	68%	GREEN			64%	Not available at this time	Not available at this time	Not available at this time	Not available at this time	Not available at this time	Not available at this time	69%		
25	% 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%	42%	41%	45%	50%	52%	GREEN												
26	% 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%	86%	77%	81%	84%	82%	GREEN			93%			95%				96%		
<b>Children's Social Care Caseload Promise: Average caseloads</b>																						
27	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	19	18	16	Local Measure	Local Measure	JAMBER	15	16	16	15	14	14	14	15	16			
<b>Children and Young People with complex needs</b>																						
28	% 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% (104/7042)	1.5% (102/6826)	1.8% (120/6783)	2.8%	1.9%	GREEN												
29	% 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%	0.2% (17/7042)	0.3% (20/6826)	0.6% (43/6783)	2.8%	2.7%	GREEN			0.7%									
30	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	30	38	57	15182	3090	This is not a target measure	Data suppressed, see part 2 report											
31	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%	22%	26%	28%	42% 2015/16	48% 2015/16	GREEN	18%	18%	18%	18%	18%	18%	26%	26%	26%			
32	Percentage of Young Offenders in Education Employment and Training	This indicator recognises the importance of engaging young offenders in education, employment or training to enhance their life chances and future opportunities.	High	TBC	100%	92%	95%	Local Measure	Local Measure	GREEN	80%	73%	92%	100%	89%	81%	100%	80%	90%			
33	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	27	35	28	Local Measure	Local Measure	This is not a target measure	29	n/a	30	29	26	27	25	31	34	35		

1.1% is the threshold for Q1 national benchmark performance

The following indicators are measured on a calendar year:			Benchmarking and trend																					
No.	Performance Indicators	Why is this important?	Priority	Target or Range of acceptable performance 2020	Bromley 2021	Bromley 2020	Bromley 2019	England 2019	London 2019	RAG rating	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Year to Date	Notes
34.1	% 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%	Available March 22	62%	54%	60%	65%	GREEN			74%			58%			67%				69%	
34.2	% of Education, Health and Care plans issued within statutory 20 week timescale <u>(including 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	This is not a target measure	Available March 22	43%	49%	59%	60%	This is not a target measure			38%			38%			34%				38%	

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Report No.  
CEF22025

## London Borough of Bromley

### Part 1

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

**Date:** 15 March 2022

**Decision Type:** For pre-decision scrutiny by the Children, Education and Families Portfolio on 15 March 2022

**Title:** Contract Extension - Cleaning Services Contract for the Children and Family Centres, Childrens Contact Centres and Nurseries

**Contact Officer:** Rachel Dunley, Head of Service for Early Intervention and Family Support  
0208 461 7261 E-mail: [Rachel.dunley@bromley.gov.uk](mailto:Rachel.dunley@bromley.gov.uk)

**Chief Officer:** Richard Baldwin, Director of Children's Social Care

**Ward:** Wards

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## 1. REASON FOR REPORT

- 1.1 The council holds a contract with Chequers Contract Services to provide cleaning services to the Children and Family Centres, Family Contact Centres and Nurseries. The service is for the provision of all cleaning requirements for the Children and Family Centres and associated sites, including daily cleans as well as annual deep cleans.
- 1.2 The current contract commenced on 1<sup>st</sup> August 2019 for a three year period with the option to extend for up to two years. The contract has a current annual value of £83,394 including the option to extend for a further two years with an estimated whole life value of £416,970.
- 1.3 This report seeks authorisation to use our option to extend this contract for a further two years at a cost of £89,789 for year 2022-2023 and £92,483 for year 2023-2024 with a whole life value of £432,454. The explanation of the overall cost increase of 7.7% and a further 3% for the extension years is provided in (3.3) below.
- 1.4 This report also requests an extension beyond term of two months past the current contract term to end on the 30<sup>th</sup> September 2024 at an estimated cost of £15,414 with a whole life value of £447,868. The rationale for the additional 2 months past the planned contract end is provided in (1.5) below.
- 1.5 As part of the LBB implementation of the corporate landlord model of property management and to seek best value and consistency of service the property division suggest that the demand for cleaning services across the directly delivered services within the operational estate is consolidated and a procured with an appropriate lotting strategy. This procurement will have been concluded so that any

new contracting arrangements go live on 1<sup>st</sup> October 2024. The additional two month extension of the contract with Chequers until 30<sup>th</sup> September 2024 is therefore recommended so that the contract is co-terminus with the cleaning contract for the Civic Centre and Walnuts Offices to allow for participation in this wider procurement exercise..

## 1 RECOMMENDATION(S)

1. The Portfolio Holder is recommended to approve the request to extend the contract from the 1<sup>st</sup> August 2022 to 30<sup>th</sup> September 2024 at a cost of £89,789 for year 2022-2023, £92,483 for year 2023-2024 £432,454
2. The Portfolio Holder is recommended to approve the request for an extension beyond term of an additional 2 months (1<sup>st</sup> August 2024 to 30<sup>th</sup> September 2024) at a cost of £15,414 increasing a whole life value to £447,868.

### Impact on Vulnerable Adults and Children

#### 14. Summary of Impact:

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#### Corporate Policy

14. Policy Status: Existing Policy

14. BBB Priority: Children and Young People Excellent Council Quality Environment Safe Bromley Healthy Bromley

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#### Financial

Cost of proposal:

The cost of the proposed extension for the first year (2022-2023) is £89,789

3. Ongoing costs: Year 2 (2023-2024) £92,483

Provider	<u>Total</u> 2019/20	<u>Total</u> 2020/21	<u>Total</u> 2021/22	<u>Total</u> 2022/23	<u>Total</u> 2023/24	<u>Total</u> Extension beyond term of 2 months	<u>Total</u> including extension
				Extension 1 + 1			
Chequers	£83,394	£83,394	£83,394	£89,789	£92,483	£15,414	£447,868

1. Budget head/performance centre: This contract provides cleaning services to the Children and Family Centres, Family Contact Centres and Nurseries.

<b>Expenditure Codes</b>		
Blenheim Children and Family Centre		133603~1273~00000
Biggin Hill Children and Family Centre		133604~1273~00000
Burnt Ash Children and Family Centre		133605~1273~00000
Castlecombe Children and Family Centre		133613~1273~00000
Cotmandene Children and Family Centre		133615~1273~00000
Community Vision Children and Family Centre		811900~1273~00000
Royston Family Contact Centre		834503~1273~00000
Orpington Family Contact Centre		834505~1273~00000

Blenheim Nursery  
Community Vision Nursery

121601~1273~00000  
121602~1273~00000

14. Total current budget for this head: £88k
14. Source of funding: Contained within the Early Intervention and Family Support/Early Years budgets

#### Personnel

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

#### Legal

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

#### Procurement

14. Summary of Procurement Implications:
- 

#### Customer Impact

14. Estimated number of users/beneficiaries (current and projected): unique individuals accessing these sites exceeded 26,000 in 2019/20. This has reduced significantly due to COVID restrictions but is still in excess of 8,500 in the year 2021/22 to date, plus staff. As COVID restrictions ease it is anticipated that our footfall and number of unique individuals accessing our premises will begin to increase steadily and possibly return to pre-COVID levels.
- 

#### Ward Councillor Views

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

## 14. COMMENTARY

- 3.1 The current contractor Chequers Contract Cleaning Services have delivered a reliable cleaning service of a good standard to all our sites over the past three years at a competitive cost. During the COVID pandemic all of our sites have remained open for the majority of the time to allow us to meet our statutory duties and the importance of maintaining a clean safe environment for both staff and service users has been paramount. Chequers have played their part in doing this and have completed additional short notice COVID deep cleans when required.
- 3.2 All of the sites have an ongoing requirement for a good standard of cleaning to maintain a hygienic environment and allow the sites to remain operational during this difficult COVID pandemic period.
- 3.3 The current contractor Chequers Contract Cleaning Services confirmed the cost increase for 2022/23 was as a result of the forecasted uplift to National Minimum Wage to £9.42 per hour. The adjustments made are built from the historic costs as part of the original tender submission. For the extension, Chequers have applied an uplift to the rate of pay only. The cost for 2023/24 is higher as Chequers do not have a mechanism to review costs annually and adjust for legislative increases and indexation. Therefore, they have priced 2023/24 on the basis of a 3% increase to contract costs which they need to pass through.

### 3.4 Summary of Business Case

- i) This is an ongoing requirement for cleaning services at the Children and Family Centres and associated sites. The current contract is due to end on the 31<sup>st</sup> July 2022.
- ii) The service is for cleaning services across the six Children and Family Centres and associated sites providing hygiene solutions to the public who use the centres.
- iii) The current provider has proved reliable and good value for money particularly throughout the current COVID pandemic when maintaining hygiene has been very important as the Nurseries, Family Contact Centres as well as the Children & Family Centres have remained opened throughout this period.
- iv) Our premises are open to the public for daily access for e.g., clinic sessions, COVID Vaccination Sites, Children's Social Care events and Children With Disabilities respite.
- v) Following careful consideration and in light of the national living wage increase from April 2022 to £9.50 which is the reason for Chequers increase, we feel this is a reasonable increase. There is sufficient budget across the service to manage the contract and the extension.

### 3.5 Service Profile / Data Analysis

- 3.6 Children and Family Centres (CFC) are based in six separate sites. In addition, there are two Council Nurseries and two Family Contact Centres that come under the same service. All sites are accessed by both staff and the public all year round. All sites require suitable daily cleaning and, where and when necessary, enhanced cleaning, due to COVID. The locations are as follows:

Biggin Hill CFC  
 Blenheim CFC  
 Burnt Ash CFC  
 Castlecombe CFC  
 Cotmandene CFC  
 Community Vision CFC  
 Blenheim Nursery  
 Community Vision Nursery  
 Orpington Family Contact Centre



Royston Family Contact Centre

### 3.7 Financial breakdown of current contract

Contract Current Annual Value	£83,394
Contract Extension Annual Value 2022/23	£89,789
Contract Extension Annual Value 2023/24	£92,483
Contract Extension for additional 2 months	£15,414
Estimated Whole Life Contract Value	£ 447,864
Expenditure Codes	133603~1273~00000
	133604~1273~00000
	133605~1273~00000
	133613~1273~00000
	133615~1273~00000
	811900~1273~00000
	834503~1273~00000
	834505~1273~00000
	121601~1273~00000
	121602~1273~00000

### 3.8 Options Appraisal

3.9 **Option 1 – Doing nothing:** This is not a viable option as all sites require daily cleaning on an ongoing basis and this cannot be provided in house.

3.10 **Option 2 – Proceed to Tender:** There is the option to out to tender and test the market however the current providers performance is good, the original award demonstrated value for money on a comparative tender basis, there is no market information that suggests more competitive prices can be obtained at this time.

3.11 **Option 3 – Extending the current contract including the extension beyond term:** Use our option to extend the contract from 01 August 2022 for a further two years, and an extension beyond term of 2 months (rationale provided in paragraph 1.5), terminating on the 30<sup>th</sup> September 2024. Over the past three years Chequers Cleaning Services have remained reliable and good value for money.

### 3.12 Preferred Option

3.13 The preferred option is as described in 'Option 3' above; to extend the existing contract for a further two years at a cost of £89,789 for year 2022-2023, £92,483 for year 2023-2024 and £15,414 for an additional 2 months with a whole life value of £447,868. This will allow the Children & Family Centres and the associated sites to continue to have trouble free daily cleaning throughout this difficult and uncertain COVID period.

3.14 From 1<sup>st</sup> October 2024 following LBB Transformation review of all LBB soft facility management services we will join a corporate contract and benefit from economies of scale.

## 1.4 MARKET CONSIDERATIONS

4.1 Alternative providers are available to provide this service. The current contract was awarded in 2019 following a competitive tender process where Chequers Cleaning Services scored highest in both quality and price.

4.2 The current provider Chequers Cleaning Services have supplied a competitive cost to continue the extend the existing contract for a further 26 months to bring us in line with a proposed new corporate cleaning contract to start from 1<sup>st</sup> October 2024.

- 4.3 We have no market information that suggests more competitive prices can be obtained at this time.

## 14. STAKEHOLDER ENGAGEMENT

- 5.1 Procurement supported the Service with the competitive tender process in March 2019, of which this contract was awarded in August 2019.
- 5.2 All ECHS sites were involved in developing the specification of requirements for cleaning.

## 6. PROCUREMENT AND PROJECT TIMESCALES AND GOVERNANCE ARRANGEMENTS

- 6.1 **Estimated Value of Proposed Action:** For the first three years of this contract the contract value was £83,394 per annum, however the contractor has confirmed, due to legislative increases (such as living wage, NI uplifts etc.) and indexation, that the annual value for 2022-23 will be £89,789 and £92,483 for 2023-24 plus the cost of an extension beyond of 2 months at £15,414. The estimated whole life value of the contract therefore will be £447,868.
- 6.2 **Other Associated Costs:** N/A
- 6.3 **Proposed Contract Period:** 1<sup>st</sup> August 2019 to 30<sup>th</sup> September 2024

## 7. IMPACT ASSESSMENTS

- 7.1 The Children and Family Centres are vital in terms of the Council meeting its statutory obligations and legislation.
- 7.2 The Children and Family Centres are used to deliver a range of services, including statutory health clinics commissioned by Public Health and delivered under the Health Visiting contract, along with other health services such as Dietitian and Speech and Language drop ins commissioned by the Service through a different provider. They are also used for Midwifery services commissioned through the Kings Trust providing clinics, support groups and pregnancy classes. In addition to this, we are also providing support with activities for our children with disabilities. These services require the centres to be clean and hygienic in line with infection control standards and if it is not the case the services cannot be delivered.
- 7.3 Additionally, the Children and Family Centres officer childcare provision across all six sites through creche facilities and in two of the sites Nurseries that are maintained by the local authority's Early Years' service within ECHS. The Nurseries are included within this contract. If the Children and Family Centres and associated sites were not cleaned then they would not be able to be used for childcare as they would not meet the standards required by the regulatory body (Ofsted). Therefore local services for young children and their families would not be able to be accessed, and the local authority's ability to meet the statutory sufficiency duty would be negatively affected.
- 7.4 During COVID all the sites have been operational, the Nurseries have remained open to allow key workers who require childcare to continue to work, our Family Contact Centres continued to support court appointed contacts and the Children & Family Centres operated on an appointment only basis to support the most vulnerable families and providing vital services.

## **8. POLICY CONSIDERATIONS**

- 8.1 Making Bromley Even Better (2021-2031): Key priorities; Bromley has five ambitions for the next stage of our journey. These are:
1. For children and young people to grow up, thrive and have the best life chances in families who flourish and are happy to call Bromley home.
  2. For adults and older people to enjoy fulfilled and successful lives in Bromley, ageing well, retaining independence, and making choices.
  3. For people to make their homes in Bromley and for business, enterprise and the third sector to prosper.
  4. For residents to live responsibly and prosper in a safe, clean, and green environment great for today and a sustainable future.
  5. To manage our resources well, providing value for money, and efficient and effective services for Bromley's residents.
- 8.2 Transforming Bromley Our Four-Year Roadmap (2019 – 2023): To be flexible and responsive to the local needs of our residents and their wider communities, embracing new ways of working with partners, staff, and our communities. Part of the Transforming Bromley Our Four Year Roadmap is managing demand, through enhancing our understanding of our demand pressures by mapping need and aligning our service to ensure the most effective use of targeted resources. Through the Transforming Programme, Bromley will seek opportunities to be innovative in our relationships with commissioned providers, delivering more for our residents. One of our themes is prioritising the health, safety and wellbeing of our residents 'the right help at the right time to keep them safe and to meet their needs... at the earliest point of need'.
- 8.3 The Children and Young Peoples Plan (2021-24): Delivering good and outstanding services that improve outcomes for our children, young people and families who are disadvantaged. Our priorities are:
1. Targeted early intervention and good universal services
  2. Safeguarding children and adolescents
  3. Being the best corporate parent
  4. Challenging disproportionality
  5. Engaging with children, young people, and families
  6. Children and young people to grow up, thrive, and have the best life chances in families who flourish and are happy to call Bromley home.

## **9. IT AND GDPR CONSIDERATIONS**

- 9.1 As this is an extension to the current contract with no change in scope, there are no further GDPR considerations.

## **10. STRATEGIC PROPERTY**

- 10.1 This report recommends that the two year extension option within the existing contract for cleaning services at the council's Children and Family Centres is used, and that an additional two month extension beyond term is agreed to make the contract co-terminus with the council's core cleaning contract for the Civic Centre and Walnuts Offices which is due to end on 30<sup>th</sup> September 2024.
- 10.2 Currently, soft facilities management arrangements such as cleaning and waste disposal are not centrally managed and services located at satellite sites are expected to manage these arrangements directly themselves.
- 10.3 In July 2020, the Executive agreed to the implementation of a Corporate Landlord model of property management. The corporate landlord model centralises responsibility for property management to

allow a strategic approach to decision making, and to implement a consistent approach to how the estate is managed and used.

- 10.4 The proposal to extend the contract so that it is co-terminus with the centrally managed cleaning contract for the Civic Centre and Walnuts Offices is to enable coordinated procurement exercise that consolidates the council's cleaning requirements at sites used for direct service delivery and seeks best value through an appropriate lotting strategy. This approach is consistent with the corporate landlord approach.
- 10.5 The Property division will lead this procurement, with assistance from the affected services to ensure that requirements are accurately specified and that the quality of suppliers is assessed in relation to the service needs.

## 11. PROCUREMENT RULES

- 11.1 This report seeks a two year extension to the contract with Chequers Cleaning Services utilising the formal extension options built into the contract, the value of the proposed extension is outlined in 6.1 above.
- 11.2 The Council's requirements for authorising an extension are covered in CPR 23.7 and 13.1. For an extension of this value, the Approval of the Portfolio Holder, Chief Officer, the Assistant Director Governance & Contracts, the Director of Corporate Services and the Director of Finance would normally be required.
- 11.3 Following Approval, the extension must be applied via Extension notification, to be signed by both parties, as specified in the contract. The Contract Database to be updated accordingly.
- 11.4 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 The cost of the two 1 year extensions will be £90k in 2022/23 rising to £92k in 2023/24. There is also a proposal to extend the current contract for a further two months to the end of September 2024. This is to align with corporate contracts
- 12.2 The impact in financial years is as follows:-

<u>2021/22</u>	<u>2022/23</u>	<u>2023/24</u>	<u>2024/25</u>
<u>£'000</u>	<u>£'000</u>	<u>£'000</u>	<u>£'000</u>
			<b>(part year 6 mths)</b>
83	88	91	46

- 12.3 The difference occurs as the contract straddles financial years and the increases have a partial impact in a given financial year
- 12.4 There is sufficient budget across the service to manage the contract and the extension.

## 13. PERSONNEL CONSIDERATIONS

13.1 No HR implications.

## 14. LEGAL CONSIDERATIONS

14.1 The Council has the power to receive and spend any Government Grant as outlined in this report. The Council has various statutory duties and powers for the maintenance of a clean and safe environment for staff and services. This is also echoed generally under 'Making Bromley Even Better 2021-2031' as per clause 8.1 of the Report, 'Transforming Bromley: Our Four Year Roadmap (2019-2023)' as per clause 8.2 of the Report and also 'The Children and Young People's Plan (2021-24)' as per clause 8.3 of the Report. In furtherance of these powers, the Council has the legal power to enter into a Contract with Chequers Cleaning Services and the Council may provide and commission through a contract the services outlined in this report.

14.2 This Report seeks approval for the proposal of a two year extension to the Contract with Chequers Cleaning Services. The Council already holds a Contract with Chequers Cleaning Services to provide cleaning services to Children and Family Centres, Family Contact Centres and Nurseries and associated sites for the provision of all their cleaning requirements, including all daily and annual deep cleans. The current Contract was awarded in 2019 via a competitive tender process. The current Contract commenced on 01.08.19 for a three year period with the option to extend for up to a two year period. The current Contract is due to expire on 31.07.22. The proposal for the new Corporate cleaning Contract to commence is from 01.10.22. The annual value of the Contract is £83,394. The contract's overall whole life cost over the whole life (i.e total cumulative spend) is £416,965. Authorisation is also sought to extend the Contract from 30.09.24 at a cost of £89,789 for 2022/23 ( i.e the proposed extension costs for the first year) and £92,483 for 2023/24, holding an overall whole life value of the Contract worth £432,454 (i.e Ongoing costs). Authority is also sought for an extension beyond the term of two months, past the current Contract term from 01.08.24 till 30.09.24 at a cost of £15,414, holding a whole life value of the Contract of £447, 868.

14.3 Under the Council's Contract Procedure Rules (CPR), the Council's requirement for authorisation of an extension to a Contract, is in accordance to CPR 23.7 and 13.1 Under 13.1 of the (CPR's) and guidance, the decision to approve the extension , must be made with the approval of the Portfolio Holder, agreement of the Budget Holder, Chief Officer, the Assistant Director for Governance and Contracts, the Director of Corporate Services and the Director of Finance. In accordance with CPR 2.1.2, Officers must take all necessary professional advice

14.4 Following Approval, the extensions of the Contracts must be applied via the appropriate Change of Control Notice, or similar method signed by both parties, as specified in the contracts.

14.5 The Contracts can be awarded in accordance with the Council's Contract Procedure Rules. Officers should ensure they comply with all Grant conditions.

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

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Report No.  
FSD22028

London Borough of Bromley

PART ONE - PUBLIC

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

**Date:** For Pre-Decision Scrutiny by the Children Education, & Families PDS Committee on 15<sup>th</sup> March 2022

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

**Title:** CAPITAL PROGRAMME MONITORING - 3<sup>RD</sup> QUARTER 2021/22

**Contact Officer:** David Dobbs – Head of Corporate Finance & Accounting  
Tel: 020 8313 4145 E-mail: david.dobbs@bromley.gov.uk

**Chief Officer:** Peter Turner - Director of Finance  
Tel: 020 8313 4668 E-mail: peter.turner@bromley.gov.uk

**Ward:** Borough Wide

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1. Reason for report

On February 9<sup>th</sup> 2022, the Executive received a report summarising the current position on capital expenditure and receipts following the 3<sup>rd</sup> quarter of 2021/22 and agreed a revised Capital Programme and an updated Capital Strategy for the five-year period 2021/22 to 2025/26. This report highlights the current position agreed by the Executive and the Leader in respect of the Capital Programme for the Children, Education and Families Portfolio. The latest programme for this portfolio is set out in Appendix A and detailed comments on individual schemes are shown in Appendix B

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2. **RECOMMENDATION(S)**

**The Portfolio Holder is asked to note and acknowledge the current position in respect of Capital Schemes, as agreed by the Executive on 9<sup>th</sup> February 2022.**

### Impact on Vulnerable Adults and Children:

1. Summary of Impact: None arising directly from this report.

### Corporate Policy

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

### Financial

1. Ongoing costs: Not Applicable
  2. Budget head/performance centre: Capital Programme
  3. Total current budget for this head: £18.5m for the Children, Education and Families Portfolio over the four years 2021/22 to 2025/26
  4. 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: N/A
- 

### 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 9<sup>th</sup> February 2022

- 3.1 A revised Capital Programme was approved by the Executive on 9<sup>th</sup> February 2022, following a detailed monitoring exercise carried out after the 2<sup>nd</sup> quarter of 2021/22. The base position is the programme approved by the Executive on 24<sup>th</sup> November 2021, as amended by variations approved at subsequent Executive meetings.
- 3.2 No changes to schemes in the Children, Education & Families Portfolio Programme were made during this monitoring cycle. The current Programme for the Children, Education & Families Portfolio is attached as Appendix A, whilst Appendix B shows actual spend against budget in the third quarter of 2021/22, together with detailed comments on individual scheme progress.

	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	Total 2021/22 to 2025/26 £'000
Approved programme prior to 3rd Quarter monitoring	9,444	8,994	10	10	0	18,458
<u>Variations approved by the Executive 09/02/22</u>	0	0	0	0	0	0
Total approved variations	0	0	0	0	0	0
<b>Revised Children, Education &amp; Families Programme</b>	<b>9,444</b>	<b>8,994</b>	<b>10</b>	<b>10</b>	<b>0</b>	<b>18,458</b>

- 3.3 Additionally, no re-phasing of planned expenditure was requested during this cycle of monitoring activity.

#### Post-Completion Reports

- 3.4 Under approved Capital Programme procedures, capital schemes should be subject to a post-completion review within one year of completion. 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 now due for submission.
- Early Education for Two-Year-Olds
  - 30 Hour Funded Childcare IT Solution
  - Performance Management/Children's Services IT scheme

### 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 9<sup>th</sup> February 2022. Changes agreed by the Executive for the Children, Education, & Families Portfolio Capital Programme are set out the main body of the report.

<b>Non-Applicable Sections:</b>	Legal, Personnel and Procurement Implications, Impact
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	on Vulnerable Adults and Children.
Background Documents: (Access via Contact Officer)	<p>Capital Programme Monitoring Qtr.3 2020/21 (Executive 10/02/21)</p> <p>Capital outturn 2020/21 (Executive 30/06/2021).</p> <p>Capital Programme Monitoring Qtr.1 2021/22 (Executive 15/07/21)</p> <p>Capital Programme Monitoring Qtr.2 2021/22 (Executive 24/11/21)</p> <p>Capital Programme Monitoring Qtr.2 2021/22 (Executive 09/02/22).</p>

CHILDREN, EDUCATION & FAMILIES PORTFOLIO - APPROVED CAPITAL PROGRAMME 9th FEBRUARY 2022								
Capital Scheme/Project	Total Approved Estimate	Actual to 31.03.21	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		
<b>SPECIAL SCHOOLS</b>								
Glebe School expansion	4,880	4,498	382	0	0	0	Rob Bollen	Approved by Full Council 14/04/14
<b>TOTAL SPECIAL SCHOOLS</b>	<b>4,880</b>	<b>4,498</b>	<b>382</b>	<b>0</b>	<b>0</b>	<b>0</b>		
<b>OTHER EDUCATION SCHEMES</b>								
Healthy Pupil Capital Fund	29	29	0	0	0	0	Rob Bollen	Healthy Pupil Capital Fund received from ESFA
Formula Devolved Capital 2.1a	5,494	5,437	57	0	0	0	David Bradshaw	100% government grant
Seed Challenge Fund	2,464	2,050	414	0	0	0	Rob Bollen	£300k "suitability" funding in 2011/12; £11k for Farnborough scheme
Schools Access Initiative	1,390	1,326	65	0	0	0	Rob Bollen	DDA requirement; £150k p.a from schools' revenue budget; £24k to Bickley PCP
Security Works	1,170	1,077	93	0	0	0	Rob Bollen	
Children and Family Centres	6,662	6,613	49	0	0	0	Rachel Dunley	100% DfES grant;£500k for Highway scheme, £750k for Hawes Down Co-location, grant cut by £802k; £297k revenue cont c/f from 12/13
Transforming Children's & Family Centres	1,420	26	1,214	180	0	0	Rachel Dunley	Resources set aside by Executive 12/02/20 - subject to a further Executive report
Refurbishment of Saxon Family Contact Centre	160	9	151	0	0	0	Rachel Dunley	Resources set aside by Executive 12/02/20 - subject to a further Executive report
Capital maintenance in schools	12,953	10,412	1,875	667	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	91,497	80,818	2,542	8,137	0	0	Rob Bollen	100% government grant
Early Education for Two Year Olds	852	852	0	0	0	0	Carol Arnfield	100% government grant. Further additions to the £558k in the Early Education for Two Year Olds scheme; £150k contribution from revenue (DSG), and £186k for the London Childcare Grant (Approved in Executive 26/11/14)
30 Hours Funded Childcare IT Solution Scheme	46	46	0	0	0	0	Carol Arnfield	
Feasibility Studies	70	0	40	10	10	10	Rob Bollen	
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	2,540	0	0	0	Rob Bollen	S106 Receipts
<b>TOTAL OTHER EDUCATION SCHEMES</b>	<b>126,890</b>	<b>108,815</b>	<b>9,061</b>	<b>8,994</b>	<b>10</b>	<b>10</b>		
<b>TOTAL CHILDREN, EDUCATION &amp; FAMILIES PORTFOLIO</b>	<b>131,770</b>	<b>113,313</b>	<b>9,444</b>	<b>8,994</b>	<b>10</b>	<b>10</b>		

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## CHILDREN, EDUCATION &amp; FAMILIES PORTFOLIO - APPROVED CAPITAL PROGRAMME 9TH FEBRUARY 2022

Capital Scheme/Project	Revised Estimate Nov 2021	Actual to Jan 22	Estimate Feb 22	Remarks
<b>SPECIAL SCHOOLS</b>	£'000's	£'000's	£'000's	
Glebe School expansion	382	7	382	The contractor is in administration and final accounts are not yet agreed. Although conversations with the administrator are ongoing about the final account, the Council's Employer's Agent believes that no substantial further costs are due from the Council.
TOTAL SPECIAL SCHOOLS	382	7	382	
<b>OTHER EDUCATION SCHEMES</b>				
Healthy Pupil Capital Fund	0	0	0	Approved by Executive in July 2018. ESFA have allocated the Council £29k from Healthy Pupils Capital Fund. The HPCF is Intended to improve children's and young people's physical and mental health by improving and increasing availability to facilities for physical activity, healthy eating, mental health and wellbeing and medical conditions. Currently reviewing how best to spend this money in 2020/21.
Formula Devolved Capital 2.1a	57	0	57	In and out to Schools. Funding is covered by grant received. Budget to be reduced by £177k as this was utilised last financial year.
Seed Challenge Fund	414	0	414	£434K Budget for 2019/20 - July 2019 Exec rephased £200k to future years. Maintained schools will be requested to submit updates as to whether they will utilise approved budgets - otherwise money will be reprofiled back to Basic Need. Requesting Feb 2020 Exec to re-profile an additional £184k to 2020/21.
Schools Access Initiative	66	9	65	£174K Budget for 2019/20. Works are installation of sound field systems and hygiene room and other accessibility works.
Security Works	93	5	93	There was an agreed budget of £140k for 2019/20. Notification of works from schools is currently being awaited.
Children and Family Centres	49	0	49	Works are managed by Operational Property (now Amey). £50k Budget for any unforeseen premises issues and planned improvements. Current priority for the budget has been agreed for works to be carried out at outside play areas. These funds are likely to be used for that.
Transforming Children's & Family Centres	1,214	4	1,214	Resources set aside by Executive 12/02/20 - subject to a further Executive report. £250k added at EXEC 01/04/20 Management Consultant - Frankhams (playgrounds for Biggin Hill, Castlcombe and Community Vision) and Bailey Partnership (interiors for Blenheim, Cotmandene and Saxon including the DDA alterations). Work on the 'playgrounds' is progressing; Contract Award has been made to AMMCASS to deliver these works, and a start date is being agreed. The contract specifies the work must be completed by 31 December 2021. Work on two of the three interior sites (Blenheim and Cotmandene) is progressing; Permission to procure is with the Director for Children Education and Families. Planning is required for Cotmandene and the paperwork has been validated and we are waiting for the outcome. Planning is not required for Blenheim. Work on Saxon is currently on hold whilst other options are explored due to the costing of the works being greater than the estimates provided by AMEY when originally quoted for.

## CHILDREN, EDUCATION &amp; FAMILIES PORTFOLIO - APPROVED CAPITAL PROGRAMME 9TH FEBRUARY 2022

Capital Scheme/Project	Revised Estimate Nov 2021	Actual to Jan 22	Estimate Feb 22	Remarks
<b>SPECIAL SCHOOLS</b>	£'000's	£'000's	£'000's	
Refurbishment of Saxon Family Contact Centre	151	2	151	Resources set aside by Executive 12/02/20 - subject to a further Executive report. See comments above for Transforming Children and Family Centres.
Capital maintenance in schools	1,875	0	1,875	Work on the 'playgrounds' is progressing; Contract Award has been made to AMMCASS to deliver these works, and a start date is being agreed. The contract specifies the work must be completed by 31 December 2021.
Basic Need	2,543	447	2,542	Work on two of the three interior sites (Blenheim and Cotmandene) is progressing; Permission to procure is with the Director for Children Education and Families. Planning is required for Cotmandene and the paperwork has been validated and we are waiting for the outcome. Planning is not required for Blenheim.
Early Education for Two Year Olds	0	0	0	Work on Saxon is currently on hold whilst other options are explored due to the costing of the works being greater than the estimates provided by AMEY when originally quoted for.
30 Hours Funded Childcare IT Solution Scheme	0	0	0	Executive 19/07/17 -Development of process to support implementation is underway. Total scheme budget of £46k is broken down as follows: £5k cost for software development, £26k for implementation, and £15k approved by Executive on 21 May 2018. Funded from Rev Grant underspend in 2017//18. Project manager working with contractor to carry out variations to build a bespoke IT system. Scheme put on hold - revised costs for Phase I came back higher than budgeted. Most likely to buy off-the-shelf product. in the process of implementing an off the shelf product. To date £30,600 of costs has been invoiced and paid. Invoice for phase 2 of the project expected in April / May 2020 therefore will request to carry remainder forward.
Feasibility Studies	40	0	40	This budget will be used for feasibility works.
Mobile Technology to Support Children's Social Workers	18	0	18	This spend will afford the ASYEs and 'frontline' staff as part of the recruitment and retention of 'Grow Your Own Staff' to improve the permanency figures to 90%. The remaining budget of £18k budget had been re-phased to 2020/21.  Continued roll out of mobile phones to these staff is required to enhance day to day practice -staff expect up to date equipment which assists in recruitment and retention
Youth centres - Capital improvements	3	0	3	Commitments to be removed. The remaining budget of £3k had been re-phased to 2020/21. This will be used for the disabled toilets at Mason's Hill in order to comply with DDA. Youth Centres are re opening with Public Health advice and measures in place . Funds needed for minor improvement work/ repairs on buildings.
S106 - Education	2,540	0	2,540	This spend will afford the ASYEs and 'frontline' staff as part of the recruitment and retention of 'Grow Your Own Staff' to improve the permanency figures to 90%. The remaining budget of £18k budget has been re-phased to 2020/21. Continued roll out of mobile phones to these staff is required to enhance day to day practice -staff expect up to date equipment which assists in recruitment and retention

CHILDREN, EDUCATION & FAMILIES PORTFOLIO - APPROVED CAPITAL PROGRAMME 9TH FEBRUARY 2022				
Capital Scheme/Project	Revised Estimate Nov 2021	Actual to Jan 22	Estimate Feb 22	Remarks
SPECIAL SCHOOLS	£'000's	£'000's	£'000's	
TOTAL OTHER EDUCATION SCHEMES	9,061	467	9,061	
<b>TOTAL CHILDREN, EDUCATION &amp; FAMILIES PORTFOLIO</b>	<b>9,443</b>	<b>474</b>	<b>9,444</b>	

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Report No.  
CEF22014

London Borough of Bromley

PART ONE - PUBLIC

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

**Date:** 15<sup>th</sup> March 2022

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

**Title:** BUDGET MONITORING 2021/22

**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);

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1. Reason for report

- 1.1 This report provides the budget monitoring position for 2021/22 based on activity up to the end of December 2021.

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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 of £1,987,000 is forecast on the controllable budget, based on information as at December 2021;
- (ii) Note the full year effect cost pressures of £5,846,000 in 2022/23 as set out in section 4;
- (iii) Note the comments of the Department in section 7 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 £1,987,000 is forecast on the controllable budget, based on information as at December 2021.

### 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: £46,307k
  5. Source of funding: CEF approved budget
- 

### Staff

1. Number of staff (current and additional): 1,154 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 2021/22 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 2021/22 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 £1,987k. This position assumes that no further management action will be taken for the remainder of the year. 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 - £649k overspend**

- 3.3 Overall the position for Education is a predicted £649k overspend. The main areas of movement are as follows: -
- 3.4 SEN Transport - £2,045k overspent - This is due in the main to:-
- a) The number of children requiring transport has increased by circa 17%.
  - b) Unavailability of drivers has resulted in more expensive providers having to be used from the call off framework.
  - c) During the pandemic single transport was required for those vulnerable children attending schools and this further impacted on the cost.
- 3.5 Immediate management action has been taken on the notification of the forecast budget overspend position. A specialist external transport provider has been commissioned to undertake a review of SEN transport, including benchmarking analysis and a full review of processes and eligibility criteria to identify potential savings. Potential areas of mitigation are being explored which may have an impact on future years. These will be reported back to the committee in due course.
- 3.6 There are also overspends due to the under collection of income in Adult Education, Education Welfare Service and Education Psychology. This has been partially offset by underspends in running costs and staffing across the division
- 3.7 The Education Risk Reserve of £500k (ERR) was set aside by the Executive in January 2020 to cover pressures in Special Educational Needs and Disabilities (SEND) which could be called upon if there were gaps in funding that cannot be funded elsewhere. The use of the funding would be subject to Executive approval. Considering the position of SEN Transport and the overspend manifesting itself in this particular area it was agreed at the Executive that this could be utilised as a one off for 2021/22 to offset costs.
- 3.8 Additional General COVID grant support has also been utilised to offset costs in the Division. The amount of General COVID grant used is £1,000k. This is a one off grant only. Additional COVID grant of £33k has also been utilised to offset a small amount of loss of income in the division.

#### **Dedicated Schools Grant (DSG) - £5,183k 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 £5,183k. This will be added to the £1,139k deficit that was carried forward from 2020/21. Included in this

figure is an in year increase in the High Needs Block DSG of £1,333k and also a decrease in the Early Years Block DSG allocation of £2,410k.

- 3.11 The prior year adjustment to the Early Years Block has now been announced, which decreases the allocation in the early years block by a further £576k. There are some underspends in the Early Years Block that partially offset these reductions. This would give a total DSG deficit of £6,322k. It should be noted that the DSG can fluctuate due to pupils requiring additional services or being placed in expensive placements.
- 3.12 The unsustainability of the SEN system is a national issue and there are high expectations being set for the DfE’s SEND Review which has just been pushed back to Spring 2022. Nevertheless, officers are seeking to further reduce costs, within the tight constraints of the legal framework. Officers are working on a deficit recovery plan ahead of this being required by the DfE.
- 3.13 A summary of the main variations is provided in the table below, and further details of the variations can be found within Appendix 1B.

	<b>Variations £'000</b>
Grant reductions from DfE	1,652
Early Years	-1,676
Primary Support Team	-52
Bulge classes	38
Home & Hospital	296
Behaviour Support	-45
Other Small Balances	9
SEN:	
- Placements, Top up and AP	5,175
- Complex Needs Team	-51
- High Needs Pre-school Service	16
- Darrick Wood Hearing Unit	-85
- Outreach & Inclusion Service	-97
- Other Small SEN Balances	3
Total	<u><u>5,183</u></u>

- 3.12 There has been a significant increase in EHCPs issued, all of which have a varying cost attached. The number of EHC Plans as at 31<sup>st</sup> December 2021 is 3,241, compared to 3,198 in September 2021 (increase of 43). In total the level of EHCP’s has risen by 257 since the beginning of the 2021/22 financial year.
- 3.13 There continues to be an increase in the number of CYP who have complex SEMH needs, some of which requiring high-cost placements with significant packages of support

**Children’s Social Care (CSC) - £1,338k overspend**

- 3.14 The Children’s Social Care division is currently overspending by £1,338k. The main areas of over/underspend are highlighted in the paragraphs below and in Appendix 1B.
- 3.15 These figures include the contribution from Bromley Clinical Commissioning Group (BCCG) of £2.35m for 2021/22.
- 3.16 The budgeted number of children looked after was set at 320 at the start of the financial year rising to 327 (excluding UASC) by the end of 2021/22. The average number has been 326 in the current financial year to the end of December 2021, more than budgeted.

- 3.17 Placements are overspending by £1,370k. The profile is slightly different than budgeted with a few more children in residential than expected and more in IFA's leading to an overspend. Further management actions have been removed which has also led to an overall increase in this area.
- 3.18 Leaving care is another area with a significant overspend, currently projected at £479k. There are 3 or 4 placements that are particularly expensive costing £4k per week each which accounts for the majority of the overspend.
- 3.19 The other main area of risk is staffing. Additional staffing costs are in the region of £1m. This is due to higher levels of interims/agency staff, higher staffing costs and continuing temporary staffing beyond budgeted term.
- 3.20 The budget was set on the basis of 85% permanency across all staff in CSC in 2021/22. Levels are currently around the 83% permanent staff, including the 'in the pipeline' appointments. There is an allowance for agency staff within the budget, but this may result in a significant overspend if this continues to be lower than expected. As mentioned above there are staff in pipeline to take the figure to 84%, but this figure will also depend on the level of those leaving the organisation.
- 3.21 These figures are offset by a one off contribution of £2.5m from the COVID Contain Outbreak Management Fund (COMF)/General COVID Grant. There is also an amount of £8k of grant that offsets a small amount of income loss in the division.
- 3.22 Full details of all the over and underspends are contained in Appendix 1.

#### **4. FULL YEAR EFFECT GOING INTO 2022/23**

- 4.1 The cost pressures identified in section 3 above will impact in 2022/23 by £5,846k. 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. POLICY IMPLICATIONS**

- 5.1 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.
- 5.2 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.
- 5.3 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 2021/22 to minimise the risk of compounding financial pressures in future years.

- 5.4 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.

## **6. FINANCIAL IMPLICATIONS**

- 6.1 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. Appendix 3 gives details of the COVID expenditure for the Portfolio in the 2020/21 and 2021/22 financial years. Other financial implications are contained in the body of this report and Appendix 1b provides more detailed notes on the major services.
- 6.2 Overall the current overspend position stands at £1,987k (£5,846k overspend full year effect). The full year effect will need to be addressed in 2021/22 and 2022/23 in due course.
- 6.3 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.

## **7. DEPARTMENTAL COMMENTS**

- 7.1 The Children, Education and Families Portfolio has an overspend of £1,987,000 for the year.
- 7.2 The Education Division has an underspend of £649k. This figure has partially been offset by using one off COVID funding to reduce the in year overspend by £1m. The overspend is mainly to do with SEN transport.
- 7.3 Initial analysis indicates that there are two main causal factors resulting in the forecast overspend position on transport:
- 7.4 Increase in number and complexity of Special Educational Needs and Disabilities - The national increase in EHCPs is widely acknowledged as unsustainable and the rate of increase is accelerating across the country. In Bromley, despite gatekeeping measures, the increase in EHCPs has now reached 17%, higher than the projected increase of 14% used to produce Growth funding assumptions. Additionally, the complexity of children and young people's needs is increasing, particularly Covid-related acute social, emotional and mental health needs, which require specialist provision which is typically costly independent provision outside of Bromley. Transport is often required and although officers seek to minimise costs, transport is often required to meet children's needs.
- 7.5 Transport provider pressures arising from the Covid-19 pandemic - The number of children requiring transport has increased by circa 17%, but this only accounts for part of the increase in costs. The outgoing Transport Manager reports that the unavailability of drivers has resulted in more expensive providers having to be used from the call off framework. Anecdotally, there

are reports from across the UK and in Bromley that a large number of former minicab drivers have moved to delivering parcels and takeaway deliveries which were a significant growth area in the pandemic, resulting in drivers and smaller vehicles not being available. In addition, during the pandemic single transport was required for those vulnerable children attending schools and shared cross-Borough arrangements ceased and this further impacted on the cost. Whilst children are now expected to be in school settings post the lockdown the number of drivers available to pick this up has reduced and forced costs up.

- 7.6 Immediate management action was taken on the notification of the forecast budget overspend position. A specialist external transport adviser has undertaken a review of SEN transport arrangements, including benchmarking analysis and a full review of processes and eligibility criteria to identify potential savings. This has enabled significant mitigation proposals to be identified as part of the MTFs process, which would offset the forecast pressures on SEN Transport. In addition work has been undertaken by our AD Strategic Performance resulting in predictive work for the next few years. This work will feature in the regular budget challenge with the Chief Executive and the Director of Finance. We have also recently purchased new software that will assist us to review transport routes and seek to reduce and optimise existing routes so that taxi costs can be reduced .
- 7.7 This is an area of complexity involving children transitioning from pre-school to primary schools and from primary to secondary schools and onward to colleges. Route planning can only take place in September once school places have been confirmed hence the reporting timetable of November.
- 7.8 There is a current projected overspend in DSG of £5,183k. This will be added to the £1,139k carried forward from 2020/21. This gives us an estimated DSG deficit balance of £6,322k into the new financial year. Adjustments relating to the Early Years DSG funding for 2021/22 and a backdated DSG adjustment for 2020/21 have had an impact. Although there are some underspends to offset these in early years they do not cover the whole reduction in grant. There has also been increases in SEN placements and top up funding that have had an impact.
- 7.9 The impact of additional legal duties from the SEND Reforms, has led to unsustainable financial pressures on High Needs costs within the DSG. An increase in Government funding (>£5m in 2021/22) is not sufficient to meet the increased costs. We understand that Bromley is one of the last London Boroughs to incur a deficit in the DSG, with some local authorities having deficits in excess of £20m. The legal framework is heavily weighted in favour of parental preference, which is often for independent day and residential provision. Outcomes from Tribunals on the basis of cost are often unsuccessful, incurring further legal additional costs to the Local Authority A further review will be undertaken over the next few months to look at the panel decisions and a greater onus on parents to make use of mediation before moving to tribunals. The review will also consider the quality of assessments and consideration of what successful challenges the Local Authority may make to the tribunals.
- 7.10 The number of children and young people requiring an Education, Health and Care Plan and the increase in the complexity of needs is the key driver for increased cost pressures in the SEN placement budget. At 17%, the current growth in EHCPs exceeds the forecast used to project growth funding. In the 2020 calendar year, 453 new EHCPs were issued, up from 274 in 2018 and 352 in 2019. We have sought to commission additional local specialist provision, including a new special free school due to open in 2023, but the needs and tribunal challenges are such that we have no choice but to continue placing children in more costly provision to ensure we are not in default of our legal statutory duties.

- 7.11 The unsustainability of the SEN system is a national issue and there are high expectations being set for the DfE's SEND Review which has continually been delayed and has again now been pushed back further into 2022. Nevertheless, officers are seeking to further reduce costs, within the tight constraints of the legal framework. Officers are working on a deficit recovery plan ahead of this being required by the DfE.
- 7.12 A review of High Needs Funding Bands has commenced, with oversight from the SEND Governance Board and CEF PDS. This will consider how the funding bands can be simplified and to identify where any savings can be made. We continue to work on increases to local specialist provision, including the special free school and increases in Additionally Resourced Provisions, which are specialist classes within mainstream schools.
- 7.13 In Children's Social Care the overspend is £1,338k. This figure has partially been offset by using one off COVID funding to reduce the in year overspend by £2.5m.
- 7.14 The ongoing impact of C19 on Children Services continues especially in respect of contacts into our MASH – these continue to remain consistently around 1,000 contacts per month with little sign of a reduction. This compares to around 600 in April 2020 and it is the complexity of need from the families and children that have an added dimension. The courts are still working to fully recover from the backlog and final hearings are now being scheduled for later in 2022 resulting in children remaining in the care system until that decision is made. The courts are only now returning to face to face tribunals since the pandemic but with little court space and Judges there is still pressure to reduce the backlog. The courts continue to be risk averse in making supervision orders even for those Special Guardianship orders, in usual circumstances no order would be expected to be made if an assessment was completed. Such moves result in social work time and increased caseloads restricting the flow as we have done pre pandemic.
- 7.15 There are currently 92 children waiting court outcomes which is slight reduction from 102 previously. Many of these children's final care plans for permanency are either SGO or Adoption resulting in around 28 children who should come out of the system and would be closed to the LA. The fallout from this pandemic will continue for some considerable time to come particularly in relation to the increasing referral rate and complexity of the children coming into care and we have seen an increase in care for children with disabilities resulting in double the number to 29 which is included in the total number of CLA. The increase in mental health and wellbeing amongst young people has resulted nationally in an increase in suicide and suicidal ideation and with the lack of CAMHS and adult mental health services the risk and support is falling to the Local Authority. To ameliorate this because the Local Authority has no option, we have used the Covid funding to recruit two mental health practitioners to support our children.
- 7.16 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 2021/22. We continue to concentrate on ensuring that children are safeguarded throughout the current crisis and as we move forward over the next year to 12 - 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.
- 7.17 We have returned to face to face visits for some while now. Our Early intervention service for the first time ever has seen waiting lists of 60 plus and as such have pivoted to develop a light touch assessment for some families to ensure that they are supported, preventing crisis and routes into the statutory services.



- 7.18 We are still experiencing families being referred who have not previously been known to the Local Authority. This is an indication of the impact of Covid where prior they would be reliant on families, friends, networks and community – such referrals are not light touch and have resulted in immediate escalation through to the courts particularly where immobile babies and young children are being harmed. CLA numbers remain high and are at higher levels than were budgeted.
- 7.19 There continues to be increased requests for support particularly in CWD which has meant a rise in demand for our short break provision. In response we have sought to increase the number of nights available for the number of families requiring this. Whilst These continued pressures have meant an increase in our looked after population in CWD despite the innovative and expensive care packages put in to support with health provision short breaks. The resilience for some families is now being significantly tested following two years of Covid challenges. This is primarily seen in families for children with profound and complex health and challenging sometimes aggressive behaviour. We review annually the contribution from the CCG and completed this exercise in November to ensure that we obtain the appropriate contribution from partners to meet the costs of these support packages.
- 7.20 During the height of the pandemic we were cautious in relation to closing cases which was acknowledged as good practice by Ofsted, and 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. We continue to review all CIN cases open over 9 months via our CIN Panel to ensure that we are either able to close or step down. However, as we now move back towards a position where “living with Covid” will be the expectation, we will be reviewing how best to respond to continuing needs and demands and to explore how we might support families in a wider range of ways that will also involve partners and early help services.
- 7.21 Throughout the Autumn we experienced a higher number of positive cases within the younger generation and whilst the increasing numbers of infection do not necessarily warrant hospitalisation it continues to place strain on families. With the roll out of the vaccine to children 12 years and above it is hoped this will stem some of the issues.
- 7.22 The risks in the Children, Education & Families Portfolio are:-
- i) Recruitment and retention of permanent staff/ ability to recruit skilled staff for the posts vacant and competitive salaries being paid at this time
  - ii) Limited supply and increasing costs of residential placements – including the specialist placements for very complex young people. For example Bromley has had in the last 2 years reduced its use of residential mother and baby placements but we have seen an increase in this area with the courts directing such placements which impacts on the cost of our placements budget. The cost of such placements is high and then with the delay to final hearing families are being retained in these placements beyond the assessment.
  - 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) Whilst we have seen partner agencies returning to their usual practice there is still high anxiety amongst them in relation to referrals and hesitancy in ownership around cases being closed to the statutory services and the universal services being responsible.
  - vii) Long term closure of short breaks throughout 2020/21 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.

xi) Responsibility of Virtual School (VS) in relation to supporting any child adopted living within Bromley entitled to support – this support can be requested from families and schools and with the Covid this has increased significantly stretching the VS team. We will not know the impact of this change for up to 12 months.

<b>Non-Applicable Sections:</b>	Legal Implications Personnel Implications Customer Implications
Background Documents: (Access via Contact Officer)	2021/22 Budget Monitoring files in CEF Finance Section

## Children, Education and Families Portfolio Budget Monitoring Summary

2020/21 Actuals £'000	Service Areas	2021/22 Original Budget £'000	2021/22 Latest Approved £'000	2021/22 Projected Outturn £'000	Variation £'000	Notes	Variation Last Reported £'000	Full Year Effect £'000
<b>EDUCATION CARE &amp; HEALTH SERVICES DEPARTMENT</b>								
<b>Education Division</b>								
Cr 423	Adult Education Centres	Cr 448	Cr 448	Cr 361	87	1	42	0
644	Schools and Early Years Commissioning & QA	735	735	710	Cr 25	2	Cr 118	0
6,827	SEN and Inclusion	7,707	7,859	9,885	2,026	3	1,615	2,637
126	Strategic Place Planning	103	103	103	0		0	0
Cr 30	Workforce Development & Governor Services	Cr 27	Cr 27	Cr 26	1		0	0
202	Access & Inclusion	184	184	281	97	4	39	0
Cr 1,416	Schools Budgets	Cr 1,482	Cr 1,482	Cr 1,482	0	5	0	0
146	Other Strategic Functions	777	816	812	Cr 4		0	0
0	Release of Education Risk Reserve	0	0	Cr 500	Cr 500		Cr 500	0
0	COVID grant to support impact of COVID on services	0	0	Cr 1,033	Cr 1,033		0	0
<b>6,076</b>		<b>7,549</b>	<b>7,740</b>	<b>8,389</b>	<b>649</b>		<b>1,078</b>	<b>2,637</b>
<b>Children's Social Care</b>								
1,313	Bromley Youth Support Programme	1,657	1,657	1,758	101	6	115	0
856	Early Intervention and Family Support	1,236	1,236	1,030	Cr 206		Cr 98	0
6,379	CLA and Care Leavers	6,839	6,918	7,397	479		563	466
16,919	Fostering, Adoption and Resources	17,778	17,778	19,148	1,370		1,454	2,743
0	Management Action	0	0	0	0		Cr 477	0
3,377	Referral and Assessment Service	3,598	3,598	4,212	614		96	0
2,956	Safeguarding and Care Planning East	2,869	2,869	3,296	427		183	0
5,377	Safeguarding and Care Planning West	5,503	5,495	6,258	763		300	0
Cr 889	Safeguarding and Quality Improvement	Cr 984	Cr 984	Cr 686	298		92	0
0	COVID grant to support impact of COVID on services	0	0	Cr 2,508	Cr 2,508		Cr 1,500	0
<b>36,288</b>		<b>38,496</b>	<b>38,567</b>	<b>39,905</b>	<b>1,338</b>		<b>728</b>	<b>3,209</b>
<b>42,364</b>	<b>TOTAL CONTROLLABLE FOR CHILDREN, EDUCATION &amp; FAMILIES</b>	<b>46,045</b>	<b>46,307</b>	<b>48,294</b>	<b>1,987</b>		<b>1,806</b>	<b>5,846</b>
8,893	<b>Total Non-Controllable</b>	1,582	1,580	1,580	0		0	0
8,531	<b>Total Excluded Recharges</b>	9,000	8,857	8,857	0		0	0
<b>59,788</b>	<b>TOTAL CHILDREN, EDUCATION &amp; FAMILIES PORTFOLIO</b>	<b>56,627</b>	<b>56,744</b>	<b>58,731</b>	<b>1,987</b>		<b>1,806</b>	<b>5,846</b>
<b>Memorandum Item</b>								
<b>Sold Services</b>								
Cr 35	Education Psychology Service (RSG Funded)	Cr 113	Cr 113	226	339	7	319	0
Cr 28	Education Welfare Service (RSG Funded)	Cr 22	Cr 22	28	50		56	0
Cr 30	Workforce Development (DSG/RSG Funded)	Cr 30	Cr 30	Cr 29	1		0	0
61	Community Vision Nursery (RSG Funded)	67	67	50	Cr 17		Cr 39	0
92	Blenheim Nursery (RSG Funded)	98	98	109	11		0	0
<b>60</b>	<b>Total Sold Services</b>	<b>0</b>	<b>0</b>	<b>384</b>	<b>384</b>			<b>336</b>

**REASONS FOR VARIATIONS****1. Adult Education - Dr £87k**

The Adult Education service is currently projecting to overspend by £87k. This is due to £128k under collection of income this year. This is then being offset by a net underspend on staffing and running costs of £41k.

**2. Schools and Early Years Commissioning & QA - Cr £25k**

The Nurseries are currently forecast to overspend by £27k. This is due to a forecasted underspend in staffing of £131k and running costs of £1k. These underspends are being offset by a loss of income of £159k. These variances are being effected by the on going concerns around children mixing due to COVID.

The remaining area has underspends of £52k that is mostly due to forecasted underspends in staffing.

**3. SEN and Inclusion - Dr £2,026k**

The staffing in this area is currently forecasting an underspend by £122k.

The Education Psychologists are currently in the process of recruiting to the vacant posts in their team. This is causing the statutory service they are required to provide to be underspent by £251k and the Trading Service they offer to the Schools to be overspent by £354k due to the use of expensive agency staff used to provide the service. This is a net overspend of £103k.

SEN Transport is currently forecast to overspend by £2,045k due to increased volumes of children receiving the service following COVID and other demands on the service. This figure may change during the year as route rationalisation occurs regularly and a complete review takes place as part of the design of the routes for the new academic year.

**4. Access & Inclusion - Dr £97k**

The Education Welfare Service Trading Account is currently expected to under collect on it's income by £51k due to the loss of a number of school contracts.

There is currently expected to be an overspend of £37k in this area on staffing.

There are small overspends on running costs that net off to £9k.

**5. 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.

There is a current projected overspend in DSG of £5,183k. This will be added to the £1,139k deficit that was carried forward from 2020/21. Included in this figure is an increase in the High Needs Block DSG of £1,333k and also a decrease in the Early Years Block DSG allocation of £2,410k. The prior year adjustment to the Early Years Block has now been announced, which decreases the allocation in the early years block by a further £576k. There are some underspends in the Early Years Block that offset these reductions. This would give a total DSG deficit of £6,322k. 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 overspend of £38k relating to the hire of classrooms while building work is carried out at the school(s) in question.

There is an overall reduction in grant of £1,652k

There is currently expected to be an underspend of £1,653k, mainly in the universal service provided to 3&4 year olds children via the DSG Early Years Block.

There is projected to be an underspend of £23k from the DAF running costs.

There is an underspend of £52k in the Primary Support Team, due to vacant posts and the under use of agency and consultancy costs to provide the service.

The Home and Hospital service has a pressure of £296k due to an overspends on agency and staffing of £218k and running cost of £78k.

The Behaviour Support service is currently expected to underspend by £45k this is due to underspends of £42k on staffing and additional income of £30k. This is offset by overspends on running costs of £27k.

SEN placements service is projected to overspend by a total of £5,175k. These overspends are split as follows:-

Residential Placements - DR £2,570 (Dr £2,054k)

Top-Up Funding - DR £1,720 (Dr £1,492k)

Alternative Provisions and Direct Payments - Dr £961 (Dr £642k)

These overspends are offset by projected underspends in running costs of £12k and grants allocated to support costs of £64k.

The Hearing Unit, Complex Needs Team and Outreach & Inclusion Services are all currently projected to underspend. These are being offset by a small overspend in the Pre-School Services. 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. The total of all of these underspends is £217k.

There is also a total small balance of overspends of £12k.

	Variations £'000		High Needs £'000	Schools £'000	Early Years £'000	Central £'000	
Grant (increases)/reductions from DfE	1,652	Cr	1,333	0	2,985		0
Bulge Classes / Classroom Hire	38		0	38	0		0
Free Early Education - 3 & 4 year olds	Cr 1,653		0	0	Cr 1,653		0
DAF	Cr 23		0	0	Cr 23		0
Primary Support Team	Cr 52		0	0	0	Cr	52
Home & Hospital	296		296	0	0		0
Behaviour Support	Cr 45	Cr	45	0	0		0
Other Small Balances	9		0	0	2		7
SEN:							
- Placements	5,175		5,175	0	0		0
- Darrick Wood Hearing Unit	Cr 85	Cr	85	0	0		0
- Complex Needs Team	Cr 51	Cr	51	0	0		0
- High Needs Pre-school Service	16		16	0	0		0
- Outreach & Inclusion Service	Cr 97	Cr	97	0	0		0
- Other Small SEN Balances	3		3	0	0		0
<b>Total</b>	<b>5,183</b>		<b>3,879</b>	<b>38</b>	<b>1,311</b>	<b>Cr</b>	<b>45</b>

### **7. Children's Social Care - Dr £1,338k**

The current budget variation for the Children's Social Care Division is projected to be an overspend of £3,838k. Despite additional funding being secured in the 2021/22 budget, continued increases in the number of children being looked after together with the cost of placements has continued to put considerable strain on the budget. This overspend has been offset by a £2,500k of COVID Grant funding, reducing the overall overspend down to £1,338k.

#### Bromley Youth Support Programme - Dr £101k

The overspend in this area is due to £85k staffing related overspends and £103k worth of unachievable income. This is being offset by an underspend on the running costs of £87k.

#### Early Intervention and Family Support - Cr £206k

The overspend in this area is due to an underspend of £208k on staffing, with the remaining £2k balance relating to various overspends in running costs.

#### CLA and Care Leavers - Dr £479k

The overspend in this area relates to accommodation and support costs in relation to the Children Looked After placements of £530k. There is then a net underspend of £51k relating to staffing and running costs that reduces the overspend.

#### Fostering, Adoption and Resources - £1,370k

This area is projected to overspend by £1,370k. £1,396k of this overspend relates to placements and is detailed below, the remaining underspend of £26k relates to overspending of £7k on staffing and an underspend of £33k on running costs.

The budget for children's placements is currently projected to overspend by £1,396k this year (after management actions). This amount is analysed by placement type below.

- Community Home's / Community Home's with Education - Dr £1,163k (Dr £876k)
- Boarding Schools - Cr £30k (Cr £30k)
- Fostering services (IFA's) - Dr £461k (Dr £271k)
- Fostering services (In-house, including SGO's and Kinship) Cr £192k - (Cr £192k)
- Adoption placements - Cr £6k (Cr £6k)

#### Referral and Assessment Service - Dr £614k

The projected variance relates to services to people with No Recourse to Public Funds (NRPF), which is currently projecting an overspend of £43k, an overspend on staffing of £452k and an overspend of £119k on running costs mostly related to community and residential parenting assessments.

#### Safeguarding and Care Planning East - Dr £427k

The budget currently projected to overspend by £427k. This is due to staffing pressures (£255k) and £99k relating to running costs. Additionally, the community and residential parenting assessments is forecast to overspend by £73k.

#### Safeguarding and Care Planning West - Dr £763k

The budget currently projected to overspend by £763k. This is due to a forecasted staffing overspend of £124k that is offsetting the pressures relating to the running costs of £427k and the community and residential parenting assessments is forecast of £212k.

#### Safeguarding and Quality Improvement - Dr 298k

The budget is currently projected to overspend by £298k. This is due to a staffing overspend of £132k, with other staff related costs of £166k.

### **8. 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, there has been no waivers in the Education area. In Children's Social Care there were 10 waivers agreed for placements of between £50k and £100k, 2 between £100k and £150k, 1 between £150k and £200k and 10 over £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 0 virements.

Description	2021/22 Latest Approved Budget £'000	Variation To 2021/22 Budget £'000	Potential Impact in 2022/23
Children's Social Care	38,567	3,838	The overall full year effect of the Children's Social Care overspend is a net £3,209k, analysed as Residential Care, Fostering and Adoption Dr £2,743k and Leaving Care costs of £466k.
SEN Transport	5,623	2,637	The current full year effect for SEN Transport - based on the current routes - is £2,637k.

<b>Reconciliation of Latest Approved Budget</b>	<b>£'000</b>
<b>Original Budget 2021/22</b>	<b>56,627</b>
<b>Contingency:</b>	
Role of Virtual School Heads to children with a social worker Implementation Grant	100
- expenditure	Cr 100
- income	
Reducing Parental Conflict Workforce Development Grant	
- expenditure	22
- income	Cr 22
Domestic Abuse - Support for Victims	
- expenditure	35
- income	Cr 35
Tackling Troubled Families	
- expenditure	324
- income	Cr 324
COVID Recovery Grant	
- expenditure	69
- income	Cr 69
Holiday Activities and Food Grant	
- expenditure	800
- income	Cr 800
COVID grant to support impact of COVID on services	
- expenditure	2,000
- income	Cr 2,000
COVID Income Compensation	
- expenditure	41
- income	Cr 41
<b>Carry forwards:</b>	
Holiday activities and Food Grant	
- expenditure	81
- income	Cr 81
Deed Settlement for Hawes Down Site	
- expenditure	12
- income	Cr 12
NHS England on training for staff	
- expenditure	90
- income	Cr 90
Tackling Troubled Families	
- expenditure	567
- income	Cr 567
Probation Service Grant	
- expenditure	5
- income	Cr 5
Wellbeing for Education	39



North Lodge	80
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<b>Items Requested this Cycle:</b>	0
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**Other:**

Repairs and Maintenance	Cr 2
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Transport Team transfer from ASC/Environment	
- expenditure	144

- recharge	Cr 144
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<b>Latest Approved Budget for 2021/22</b>	<b><u><u>56,744</u></u></b>
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Report No.  
CEF22015

London Borough of Bromley

PART ONE - PUBLIC

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**Decision Maker:** EXECUTIVE

**Date:** Wednesday 30 March 2022

**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);

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1. Reason for report

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

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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 £981k of S106 allocations to projects within the Basic Need Capital Programme as outline in Appendix 2.
- 2.2 That Members note the additional SEND Provision Capital Funding allocation of £2,451k received during 2021/22 for improving and expanding SEN and Alternative provision.
- 2.3 That agreement be given that the schemes at Farnborough Primary School, Marian Vian Primary School (Phase 2) and St John's CE Primary School be brought forward to the Projects in Delivery (Funded) Programme, that the existing allocation to fund secondary bulge classes be maintained and that a new contingency fund be set aside to support additional specialist provision, should it be required for the Council to meet its statutory duty and that two new accessibility schemes at Bishop Justus and Chislehurst School for Girls (Appendix 1) be approved.

- 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 and young people through providing an additional 1,680 temporary and 3,715 permanent schools places in both mainstream and specialist settings.
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### Corporate Policy

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

### Financial

1. Cost of proposal: Estimated Cost
  2. Ongoing costs: Non-Recurring Cost
  3. Budget head/performance centre: Educational Capital Programme
  4. Total current budget for this head: £96,562k
  5. Source of funding: DfE Basic Need Capital Grant, DfE SEND Provision Capital funding, DfE School Condition Allocations (SCA), 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 the Basic Need Capital Programme has been set out in previous reports.
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### Customer Impact

1. Estimated number of users/beneficiaries (current and projected): Over 5,000 children and young people in Bromley schools
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### Ward Councillor Views

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

### 3. COMMENTARY

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 to 2020-21. The formula for allocation is based principally on projected population growth for children and young people aged 2-18.
- 3.3 In addition, the Council has now received a £6.9m SEN Provision Capital Funding allocation. These allocations are provided in addition to the Basic Need Capital Grant to support local authorities to provide new specialist placements and improve SEN facilities

<b>Basic Need Allocations</b>	
2011-12 allocation	£4,496,771
Autumn 2011 exceptional in-year allocation	£1,277,936
2012-13 allocation	£2,404,519
Spring 2021 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
<b>Total Allocation To Date:</b>	<b>£80,010,690</b>
<b>SEND Provision Capital Funding</b>	
2018-19 allocation	£865,510
2019-20 allocation	£865,510
2020-21 allocation	£865,510
Additional 2018-21 allocation (May '18)	£603,844
Additional 2018-21 allocation (Dec '18)	£1,207,688
2021-22 allocation	£2,450,780
<b>Total Allocation To Date:</b>	<b>£6,858,842</b>

- 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 DfE School Condition Allocations (SCA) and Section 106 contributions. These are detailed in Section 6 of this report.
- 3.5 Appendix 1 provides an appraisal of new schemes being added to the Basic Need Programme.
- 3.6 Appendix 3 provides details of Section 106 funding being drawn down against schemes within the programme.
- 3.7 Appendix 3 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 Development (Unfunded) – schemes that are not an immediate priority and are therefore not 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 (Phase 3)	Expansion and refurbishment of school accommodation for children with a diagnosis of Social Emotional and Mental Health (SEMH) need.
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**Projects in Delivery (Funded)**

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

B1	Bishop Justus	Works to enhance hygiene facilities and accessibility to support child placed at school. Currently a number of options including a wider toilet refurbishment for which the school would contribute.
B2	Chislehurst School for Girls	Works to provide hygiene facilities and accessibility to support child placed at school.
B3	Farnborough Primary School	Council contribution of S106 monies towards school led scheme focussing on enhancements and re-providing specialist spaces rather than expansion.
B4	Marian Vian Primary School (Phase 1)	This scheme nearing completion provides a new drop off zone for the school and converts the former children and family centre into a nursery. The scheme is funded entirely by S106 contributions.
B5	Marian Vian Primary School (Phase 2)	S106 scheme to replace dilapidated year 6 accommodation block. S106 funded. Scheme delivery reliant on further expected S106 contributions.
B6	Nightingale (PRU)	Scheme has been on hold due to the review of Alternative Provision. Scope now broadened to include accommodation for Council’s Home Hospital Tuition Service (HHTS) as well as Bromley Trust Academy Blenheim (BTAB).

B7	Oaklands Primary School	Minor capital works to set up new SEN resource provision from September 2022.
B8	Red Hill Primary Schools	This scheme involves carrying 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.
B9	St John's CE Primary School	S106 funded scheme. Design works and discussions ongoing with Aquinas Trust. Potential need for more school places in area in future years. Delivery of full scheme reliant on further expected S106 or trust contributions.
B10	Stewart Fleming Primary School	Phase 2 is now in defects and final account discussions underway following COVID delays. Phase 1(b) that involved the Phase 1 contractor returning to site to convert the temporary hall and kitchen servery required during the build phase into KS1 classes was completed during summer 2021.
B11	Secondary bulge classes	Allocation to support the Council meet its statutory duty for ensuring sufficient school places. Pressure is currently in NW Bromley and will continue until Harris Kent House opens.
B12	Specialist placement	Allocation to support the Council to ensure it has sufficient placements for children and young people with an EHCP through capital works

### Projects in Development (Unfunded)

- 3.11 During 2021 Castlecombe Primary School and Dorset Road Infant School amalgamated to form Elmstead Wood Primary School following approval from the Regional Schools Commissioner (RSC). The disposal of the Dorset Road Infant School site, disposal process and use of funds was subject to a separate report approved by the Executive in November 2021.

## 4. IMPACT ON VULNERABLE ADULTS AND CHILDREN

The Basic Need Capital Programme has added 1,680 temporary and 3,715 permanent school places in mainstream and specialist settings.

## 5. POLICY IMPLICATIONS

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 Making Bromley Even Better 2021-31; 'For children and young people to grow up, thrive and have the best life chances in families who flourish and are happy to call Bromley home.' In seeking best value in the delivery of school places this proposal will be the priority; 'To manage our resources well, providing value for money, and efficient and effective services for Bromley's residents.' The proposals contained within this report also contribute to key targets within the Children, Education and Families Portfolio Plan.

## 6. FINANCIAL IMPLICATIONS



- 6.1 The Council has been granted £86.9m 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 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 £97.3m as shown in the table below.

	<b>£'000s</b>
Basic Need Allocation 2011-22	80,011
SEND Provision Capital Funding 2018-21	6,859
<b>Total DfE mainstream and SEND place provision funding</b>	<b>86,870</b>
Other funding streams	
Approved S106 allocations	8,704
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
	<b>10,412</b>
<b>Total Basic Need Budget</b>	<b>97,282</b>
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
<b>New Basic Need Capital Programme</b>	<b>96,562</b>

- 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 £981k additional S106 funding 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 into 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 £108.5m expenditure has been committed (completed schemes plus schemes in delivery). Funding of this is broken down as follows:-

	<b>£'000</b>
Expenditure committed	108,597
Funded by:	
Basic Need Grant	-79,995
SEND Capital Grant	-6,156
Other (including S106 and School contributions)	-22,446
Funding in balance	<b>0</b>

6.5 There are residual amounts remaining unspent of Basic Need and SEND capital that will be distributed in due course once projects progress.

## 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 have a statutory duty to ensure there enough primary and secondary school places are available to meet the need 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 Programme. The procurement strategy, as set out in previous Executive reports, is not altered by the report.

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

## APPENDIX 1 – NEW CAPITAL SCHEME APPRAISALS

### B1 Bishop Justus (Hygiene and Accessibility Works)

	2021/22	2022/23	2023/24	Total
	£000's	£000's	£000's	£000's
Land Acquisitions				0
Contract Payments (Temporary Works)	24	24	0	48
Contract Payments (Main Works)	0	228	12	240
Consultancy Fees	12	12	1	25
Furniture and Equipment				0
School	20			20
Contingency	2	25	1	29
	58	289	14	362

### B2 Chislehurst School for Girls (Hygiene and Accessibility Works)

	2021/22	2022/23	2023/24	Total
	£000's	£000's	£000's	£000's
Land Acquisitions				0
Contract Payments (Temporary Works)	15	12	0	27
Contract Payments (Main Works)	0	114	6	120
Consultancy Fees	15	5	5	25
Furniture and Equipment				0
School				0
Contingency	2	13	1	15
	32	144	12	187

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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
437	Redevelopment of GlaxoSmithKline site, Langley Court, South Eden Park Road, Beckenham	"Education Contribution Purposes" a contribution towards the costs of providing education infrastructure and improvements to Marian Vian School, Shirley Crescent, Beckenham BR3 4AZ or other education projects in the Council's administrative area in receipt of no more than four other such contributions under the Act	Towards Phase 2 works at Marian Vian Primary School	To support bulges classes and replace dilapidate year 6 block	2022-25	£2,300,000	£827,031.57
N/A – F1101	Banbury House, Bushall Way, Chislehurst, BR7 6SF	None – secured via condition as 'Education'	Towards works at Red Hill Primary School	To support allowing the school to admit 120 pupils in KS2.	2022-23	£2,160,000	£99,376.18
N/A - F1101	Land Adjacent to Anerley Town Hall, William Booth Road, Penge, London	None – secured via condition as 'Education'	Towards the expansion of Stewart Fleming Primary School Phase 2	To support expansion from 2 to 3FE	2017-2019	£7,233,000	£35,794.18
435	All Saints Catholic School, Layhams Road,	"Education Contribution Purposes" a contribution towards the costs of providing	Towards Phase 2 works at Marian Vian	To support bulges classes and replace	2022-2025	£2,300,000	£16,819.04

	West Wickham, BR4 9HN	education infrastructure in the Council's administrative area	Primary School	dilapidated year 6 block			
	Interest on Education Schemes						£1,658.68
							£980,679.65

**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 2021	Change	Explanation
<b>Completed Projects</b>														
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					£230,390	£0	
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	£4,886,000	£0	
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	Bromley Beacon Academy	Expansion to provide additional 28 places	SEN Expansion	2020	Complete	£20,000		£20,000				£0	£20,000	

A9	Burnt Ash Primary School	Internal SEN unit modifications to address OFSTED recommendations	SEN	2013	Complete	£50,000	£30,000	£20,000				£50,000	£0	
A10	Castlecombe Primary School	Permanent expansion of the school to 2FE in KS2 including temporary accommodation	Temporary Accommodation	2016-17	Complete	£3,564,662	£3,202,496			£362,166	DSG, CIF	£3,564,662	£0	
A11	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	
A12	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	£6,546,490		£81	£210,165	DSG	£6,756,736	£0	
A13	Coopers School	Feasibility into options for expansion	Feasibility	2015	Complete	£5,000	£5,000					£5,000	£0	
A14	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	
A15	Crofton Junior School	Access Works - New hygiene room, lift and ramps	Access initiative	2017	Complete	£393,188	£393,188					£393,188	£0	



A16	Darrick Wood School	Access Works - acoustic partitions and associated ICT/M&E works	SEN	2012	Complete	£45,000	£45,000				£45,000	£0	
A17	Darrick Wood Infants School	Review of space at school	Site sufficiency	2014	Complete	£3,395	£3,395				£3,395	£0	
A18	Darrick Wood Junior School	Review of space at school	Site sufficiency	2014	Complete	£3,395	£3,395				£3,395	£0	
A19	Dorset Road Infants School	Feasibility	Potential Expansion		Complete	£24,000	£24,000				£24,000	£0	
A20	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	£4,434,626	£0	
A21	Farnborough Primary School	Internal refurbishment and FF&E	2 x bulge classes	2015 & 2016	Complete	£230,685	£230,685				£230,685	£0	
A22	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
A23	Green Street Green	Feasibility on options to expand the school from 2FE to 3FE	Potential Expansion	2015	Complete	£58,211	£58,211				£58,211	£0	Previously Scheme in Development
A24	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

A25	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
A26	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	
A27	Harris Primary Academy Orpington	Works to SEN Unit	SEN	2010/11	Complete	£100,000	£57,000		£43,000	Primary Capital Programme	£100,000	£0	
A28	Hawes Down Infants School	Internal refurbishments for single bulge class	Bulge Class	2012	Complete	£115,000	£115,000				£115,000	£0	
A29	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	
A30	Hawes Down Primary School	Additional class SEN Unit class	SEN Expansion	2021	Complete	£16,000		£16,000			£0	£16,000	
A30	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	

A31	<b>Keston CE Primary School</b>	internal and external works to provide permanent facilities for 2012 class.	Bulge class	2012	Complete	£935,804	£935,804					£935,804	£0	
A32	<b>Langley Park School for Boys</b>	Internal refurbishment	Bulge class	2015	Complete	£56,000	£56,000					£56,000	£0	
A33	<b>Leesons Primary School</b>	Internal refurbishment and FF&E	3 x Bulge Class	2014-16	Complete	£30,000	£30,000					£30,000	£0	
A34	<b>Leesons Primary School</b>	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
A35	<b>Marian Vian Primary School</b>	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
A36	<b>Mead Road Infants School</b>	Review of space at school	Site sufficiency		Complete	£19,080	£19,080					£19,080	£0	
A37	<b>Midfield Primary School</b>	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	
A38	<b>Mottingham Primary School</b>	Internal refurbishment, kitchen and utilities works	KS2 bulge classes	2014 & 2015	Complete	£1,019,340	£1,019,340					£1,019,340	£0	

A39	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	£2,391,388		£133	£133,104		£2,524,625	£0	
A40	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	
A41	Parish Primary School	Kitchen works to support 2 to 3FE expansion			Complete	£175,000	£175,000					£175,000	£0	
A42	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	
A43	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			£898,680	S106, Early Years Capital and School Contribution	£5,529,935	£0	
A44	Red Hill Primary School	Improvement of toilet facilities to support increase in pupil numbers	Bulge Class	2012	Complete	£82,000	£82,000					£82,000	£0	
A45	Ravensbourne School	Move Gym to provide new classroom	Bulge Class	2015-16	Complete	£950,890	£950,890					£950,890	£0	

A46	Ravenswood School	First stage of Feasibility	Feasibility	2015	Complete	£6,375	£6,375					£6,375	£0
A47	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
A48	Riverside School	Opening 3rd site		2020	Complete	£175,000		£175,000				£175,000	£0
A49	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
A50	St George's CE Primary School	Conversion of existing space to form single bulge class	Bulge Class	2015	Complete	£2,660,000	£1,907,566		£155	£752,279	S106	£2,660,000	£0
A51	St John's CE Primary 2 Classroom refurbishment	Works during Summer 2017 to convert smaller spaces into classrooms and feasibility on expansion	Bulge Classes		Complete	£369,898	£369,898					£369,898	£0
A52	St Mark's CE Primary School	Refurbishment of reception classrooms	Suitability	2013	Complete	£135,000	£135,000					£135,000	£0
A53	St Marys Cray Primary School	Minor works to support admission of additional pupils and feasibility	Additional Pupils	2012	Complete	£78,705	£78,705					£78,705	£0
A54	St Nicholas CE Primary School	Feasibility into expansion of School to 2FE Primary School	Potential Relocation and Expansion	2015 to 2016	Scheme on hold	£71,000	£71,000					£71,000	£0
A55	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	£2,375,521		£87	£186,112	S106, Early Year Capital, Seed Challenge, UKPN	£2,561,720	£0

A56	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	
A57	Stewart Fleming Primary School	Phase 1 of main school expansion	Expansion 2 to 3 FE		Complete	£2,945,000	£2,945,000					£2,945,000	£0	
A58	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	
A59	Trinity CE Primary School	EDC Block Refurbish	Permanent Expansion		Award	£890,000	£640,000			£250,000	S106	£890,000	£0	In defects
A60	Tubbenden Primary School	New unit classroom and ancillary accommodation	SEN Expansion	2017	Defects	£1,056,398	£8,000	£1,006,398		£42,000	School	£1,056,398	£0	Complete
A61	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	
A62	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	

A63	Widmore Centre	Review of accommodation	Feasibility		Complete	£7,000	£7,000					£7,000	£0	
A64	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	£4,375,609		£199	£474,910	DSG, S106	£4,850,718	£0	
A65	The Highway Primary School	Contingency to cover over-spend on project	Suitability	2010-11	Complete	£537,000	£537,000					£537,000	£0	
A66	Access Initiative	2016-2022 costs	Accessibility	2020-2022	Complete	£330,000	£330,000					£100,000	£230,000	Covers 3 additional years
A67	Capitalised Staffing Costs	Education capital project management costs	n/a	2013-22	n/a	£634,168	£634,168					£493,675	£140,493	Reflects additional costs during 2021/22
<b>Cost of Completed Schemes</b>						<b>£86,910,477</b>	<b>£66,104,531</b>	<b>£2,807,398</b>	<b>£655</b>	<b>£17,997,892</b>			<b>£425,999</b>	

	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 2021	Change	Explanation
<b>Projects in Delivery (Funded)</b>														
B1	Bishop Justus	Access Initiative	Hygiene Room	2022-23	Pre-tender	£362,000		£247,000		£115,000	School contribution	£0	-£362,000	New Scheme
B2	Chislehurst School for Girls	Access Initiative	Hygiene Room and Access Improvements	2022-23	Procurement	£187,000		£187,000				£0	-£187,000	<b>New Scheme</b>
B3	Farnborough Primary School	LBB Contribution to school scheme to make improvements, and address impact of bulge classes admitted by the school.	Bulge Classes	2022-23	Planning	£773,391	£0			£773,391		£0	-£773,391	Scheme entering projecys in development. Options for modest improvement scheme utilising S106 being finalised.

B4	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	£669,000	£0			£669,000	S106	£715,328	-£46,328	Scheme S106 funded. Underspend allocated to Phase 2
B5	Marian Vian Primary School (Phase 2)	New Year 6 block	Bulge classes an other improvements	2022-23	Pre-tender	£890,179			£843,851	£46,328	S106. Projected savings on phase 1	£0	£890,179	Scheme S106 funded, brought forward from schemes in development
B6	Nightingale (PRU)	New facilities for BTAB and HHTS	New accommodation	2022-24	Feasibility	£2,800,000	£1,000,000	£1,800,000				£1,203,000	£1,597,000	Scope expanded to include accommodation for HHTS
B7	Oaklands Primary School	New Resource Provision class	SEN expansion	2022		£50,000		£50,000				£0	£50,000	New Scheme
B8	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	£2,060,624		£99,376			£2,160,000	£0	No change
B9	St John's Primary School	Review of accommodation and possible options for expansion utilising S106	Possible expansion and Improvements	TBC	Feasibility	£1,004,047			£1,004	£1,004,047	Section 106 funded + S106 Interest	£0	£1,004,047	Progress of full scheme reliant on additional funding.
B10	Stewart Fleming Primary School (Phase 2)	Demolition, new classroom block and refurbishment to enable 2 to 3FE expansion	Permanent Expansion	2016-21	Construction	£7,233,000	£6,337,281		£35,794	£859,925	School & S106	£7,233,000	£0	No change
B11	Secondary bulge classes	Contingency to support bulge classes and expansion if required		n/a	In preparation	£3,000,000	£3,000,000					£3,000,000	£0	No Change



B12	Specialist placements	Contingency to support additional specialist places if required		n/a	In preparation	£500,000		£500,000				£0	-£500,000		
B13	Projects In Development	Support for development works for projects in development (unfunded)		Ongoing	Feasibility	£100,000	£100,000					£1,000,000	-£900,000	Expenditure now moved to projects in delivery	
B14	Special Provision Capital Feasibilities	Feasibilities to identify priorities for future SEN investment		2021-22	Feasibility	£450,000	£0	£450,000				£150,000	-£300,000	Scope increased to over review of accommodation at all maintained specialist provision	
B15	Access Initiative 2022-23	Accessibility and adaptations at schools		n/a	Programme	£100,000	£100,000					£100,000	£0	Annual allocation	
B16	Capitalised Staffing Costs 2022-2024	Staffing cost for project management of programme		n/a	n/a	£400,000	£400,000					£250,000	£150,000	Increased staffing required for high needs capital works	
B17	Capitalised Legal and surveyor costs 2022-24	Internal legal and surveyor costs				£200,000	£200,000					£0	£200,000	New costs	
Cost of schemes in delivery						£20,878,616	£13,197,904	£3,234,000	£980,025	£3,467,691	Total complete and in delivery value	Complete + in delivery minus programme contingency			
Programme Contingency (5%)						£806,431	£692,231	£114,200							
In delivery (Funded) Schemes Total						£21,685,047	£13,890,135	£3,348,200	£980,025	£3,467,691					
Completed Schemes and In delivery Schemes Total						£108,595,524	£79,994,667	£6,155,598	£980,680	£21,465,583	£108,596,528	£107,790,097			
Current i) Basic Need Scheme Budget ii) SEN capital Budget							£80,010,690	£6,858,842							
Remaining i) Basic Need Scheme Budget ii) SEN capital Budget							£16,023	£703,244					£22,446,263		
Changes to programme in delivery															

School	Description of	Type	Year (S)	Status	Project Cost	Funding Sources	Description	Budget Changes
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	Works					Basic Need	SEN	New S106 Funding	Other		Cost March 2016	Change	Explanation
<b>Projects in Development (Unfunded)</b>													
C3	<b>St John's CE Primary School</b>	Refurbishment and new accommodation block to enable expansion 1.5 FE to 2 FE	Permanent Expansion	2017-18	On hold/Planning	£4,430,300	£4,430,300				£4,430,300	£0	Scheme being reviewed with trust (B9 above) for possible improvements or future expansion
C4	<b>Trinity CE Primary School</b>	Remaining Phases for expansion to 4FE	Permanent Expansion	2017 -	Post Planning	£3,013,000	£3,013,000				£3,013,000	£0	Reflects additional works being delivered in line B7
C5	<b>Marian Vian Primary School</b>	Remaining phases of scheme		TBC		£2,500,000	£2,500,000				£2,500,000	£0	Scheme being reviewed with trust (B9 above) for possible improvements or future expansion
C6	<b>Scotts Park Primary School</b>	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	<b>St Mary Cray</b>	Re-organisation of school and Duke Youth Centre	Re-development	TBC	On hold	£2,970,000	£2,970,000				£2,970,000	£0	
<b>Total cost of schemes in development</b>						<b>£15,883,300</b>	<b>£15,883,300</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	

Report No.  
CEF20021

## London Borough of Bromley

Public

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**Decision Maker:** EXECUTIVE WITH PRE DECISION SCRUTINY BY THE CHILDREN, EDUCATION AND FAMILIES PDS COMMITTEE

**Date:** 30 MARCH 2022

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

**Title:** PROVISION OF HOLIDAY AND SATURDAY GROUP BASED SHORT BREAKS - AUTHORISATION TO TENDER FOR NEW CONTRACT

**Contact Officer:** Dan Manns, Integrated Strategic Commissioner  
Tel: 020 8313 4618 E-mail: [daniel.manns@bromley.gov.uk](mailto:daniel.manns@bromley.gov.uk)

**Chief Officer:** Richard Baldwin, Director of Children, Education and Families  
E-mail: [richard.baldwin@bromley.gov.uk](mailto:richard.baldwin@bromley.gov.uk)

**Wards:** All

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### 1. REASON FOR REPORT

- 1.1 The contract for provision of Holiday and Saturday Short Breaks for Disabled Children was originally awarded to Riverside School in May 2010 following competitive tender. The purpose of this service is to provide meaningful and fulfilling activities for children and young people with a range of disabilities, while offering valuable respite for parents and carers. Studies show that Short Breaks can provide a vital preventative service for families which can support family cohesion and guard against breakdown. Further contracts were awarded in 2012, 2015 and 2018 via exemption to competitive tendering due to the specialist nature of the service, with a cumulative value to date of over £1m. The current contract extension period commenced on **1 April 2021** and is due to end on **31 March 2023** with all existing contractual options to extend further exhausted. The estimated annual value of the current contract is **£196,057 p.a.**, with a whole life value, inclusive of the extension options used, of **£968,753**
- 1.2 In order to ensure a timely recommissioning of this service, for a vulnerable cohort of children and young people with disabilities and their families, it is proposed to reprocure this service during 2022 at an estimated annual value of **£196,057 p.a.** It is further proposed to offer an initial contract term of three years with two options to extend for periods of up to two years each, making a whole life contract term of seven years if both extension clauses are utilised. This would mean that the full potential contract term would be for seven years from **1 April 2023 – 31 March 2030**. The approximate full life value of the service would consequently be **£1,372,399**.

## 2. RECOMMENDATION(S)

- 2.1 Executive is recommended to approve the procurement strategy outlined in this report for a new contract for a Weekend and Holiday Short Breaks Service for Children with Disabilities. It is proposed that the service will have an estimated annual value of **£196,057 p.a.** If the initial term (3 years) and both extension clauses (2 years + 2 years) are utilised, the approximate full life value of the service would be **£1,372,399.** The new contract would commence on **1 April 2023** and terminate on **31 March 2030.**
- 2.2 Executive is recommended to note that the results of the Prior Information Notice (PIN) that has been sent to providers, and further consideration of the risks to the service inherent in a formal tender for the continuation of the Holiday and Saturday Short Breaks service will be considered and a Gateway 1 seeking approval for the preferred procurement route will be presented at a later date.

## Impact on Vulnerable Adults and Children

1. Summary of Impact: As well as providing meaningful, fulfilling activities for children and young people with Special Educational Needs and Disabilities (SEND) and respite for parents and carers, Short Breaks play a vital role in family cohesion and support. Short Breaks are important as a preventative service, without which an increased number of children and young people with SEND are more likely to be subject to care orders when families are unable to continue to fulfil their caring responsibilities due to the physical, mental and emotional strain of the role.
- 

## Corporate Policy

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

## Financial

1. Cost of proposal: Estimated Cost: **£1,372,399** over seven years.
  2. Ongoing costs: Recurring Cost
  3. Budget head/performance centre: Group Based Short Breaks/Safeguarding and Care Planning West
  4. Total current annual budget for this head: **£197k** (for 2021-23)
  5. Source of funding: Revenue
- 

## 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: Applicable
- 

## Procurement

1. Summary of Procurement Implications: Formal tender for contracted service for up to seven years
- 

## Customer Impact

1. Estimated number of users/beneficiaries (current and projected): 160+ CYP
- 

## Ward Councillor Views

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

### 3. COMMENTARY

- 3.1 The current service operates for 22 Saturdays per year and for 25-30 days during summer, Easter, Christmas and February half-term school holidays. Children and young people who are able to access the scheme are typically allocated anywhere between 6 days to 35 days per year. As a general principle, younger children who are just starting on the scheme are allocated fewer days to start with, as their allocation is expected to grow over time as they get older. The maximum allocation in the past year of the service has been 35 days for a small number of older children with very high needs. The current service can support children from the age of 8 to 18 years old. Eligibility for the service is only via referral from the Children's Disability Service and is only for children whose needs reach the social care threshold, given the specialist nature of the service.
- 3.2 The current service provides a wide range of activities tailored for individual children's needs including many different sports, arts and crafts and trips out to a number of different venues. Please see Appendix 3 for a list of some of the recent activities offered by the service.
- 3.3 There are wider Children's Disability Service (CDS) plans to develop a more specialised and diversified offer, which is expected to include a high needs service which is aimed at children and young people with behaviour that challenges services. This will be under a separate contract via the proposed Short Breaks framework. There are around 25 young people currently reaching the service threshold whose needs fit this category. This type of service is expected to relieve some pressure on the demand for the current service.
- 3.4 Additionally there is also an intention to develop 16-25 age Short Breaks services via the framework which could also provide an alternative service for some of the older users of the Saturday and Holiday Short Breaks service.
- 3.5 The proposal to recommission this service will help to fulfil one of the five key priorities of [Making Bromley Even Better 2021-31](#); 'For children and young people to grow up, thrive and have the best life chances in families who flourish and are happy to call Bromley home.' In seeking best value as well as the highest quality of provision this proposal will also support another key priority; 'To manage our resources well, providing value for money, and efficient and effective services for Bromley's residents.'

### 4. SUMMARY OF THE BUSINESS CASE

- 4.1 There are approximately 400 Children and Young people with Disabilities in Bromley whose needs are sufficiently high to reach the social care threshold and are therefore eligible for a service from the Children with Disabilities Team. There are an estimated 6,000 children and young people with SEND in Bromley and over 3,000 children and young people with an Education, Health and Care Plan (EHCP).
- 4.2 The Saturday and Holiday Clubs to be recommissioned have been run by Riverside School since June 2010. Demand for places continues to exceed the number of places available. Most families benefit from 2-3 Saturdays per each half of school terms during the year and 1 or 2 days per week of operation during the holidays. Additional days are accommodated where possible for families in the greatest need, especially where such respite could help to support the family and avoid crisis which could lead to young people requiring out of Borough or residential placements. The scheme is wholly funded by the contract with no direct charge to service users. The service is only able to run for three weeks during the summer.
- 4.3 The current service is very successfully meeting needs, but it is limited in the amount of days on which it can run and by the physical limits of the school site. One of the elements which maintains the high quality of the service is the presence of school staff who are prepared to work during school holidays and weekends, but like anyone else, they require time off in order to avoid burn-out. Similarly although it would extend capacity to be able to operate on another site, for instance, Riverside Beckenham, this has not a viable option to date. Safety is of course a paramount concern and it has been felt that in terms of management capacity this could not be adequately maintained over two sites. It has also been

challenging to try to recruit enough suitably qualified staff, even with additional capacity drawn from outside of the school staff.

- 4.4 In order to attempt to address these issues, a new approach is to be taken regarding this procurement. Rather than only tendering for a complete solution from one provider, it is proposed that the Holiday and Weekend Short Breaks tender will be composed of Lots as follows:
- 4.5
- 1) Provider Lot: This will include staffing and management of the Short Breaks provision.
  - 2) Venue Lot: This will entail providing a safe and suitable venue with caretaker support as required
  - 3) Provider and Venue Lot: This will include provision of both 1) and 2) as detailed above.
- 4.6 It will then be possible for commissioners and service leads to determine the approximate amount and level of resources available to support Short Breaks in the borough. It is hoped that this approach will stimulate the market and reach potential school, college and community service providers in the Bromley area.
- 4.7 This procurement approach will also give commissioners the potential to consider the most economically advantageous elements of a Short Breaks service in each Lot.
- 4.8 There could be advantages in spreading provision across a variety of locations, possibly in collaboration with more than one organisation. Initial discussions with the current provider and other specialist providers indicates a potential willingness to share expertise and leadership in order to facilitate this development, but this approach also carries significant risks in terms of potentially increasing management and overhead costs and the potential need for providers to adapt services to a space which is not purpose built for this client group, unlike the current venue.
- 4.9 This also raises the issue of how the current level of nursing support could be maintained with a less centralised model of provision. The current provider is able to offer this support as part of the service package at no extra cost to commissioners, due to the existing NHS South East London CCG Bromley funded nursing service provided to Riverside school. Whether this could be replicated elsewhere would need further discussion and may depend on whether a potential venue is able to benefit from a similar arrangement, as a small number of special schools do currently.
- 4.10 A further potential risk stems from the high degree of parental satisfaction with the current service. The knowledge that the service may be tendered out and potentially result in a new provider and service model may cause concern among families that trust and rely on the current service to meet the needs of their children, some of which are very complex. Additionally, the service has built up a great deal of local systemic knowledge and the service is very well embedded within the overall CDS/SEND offer in Bromley. New providers, however skilled and knowledgeable on best practice for working with children with SEND, would take time to build up to the current high level of service quality and synchronicity with other parts of the SEND system in Bromley.
- 4.11 A Project Initiation Notice (PIN) has been issued to give potential providers advance warning of the tender and potentially to stimulate interest in bidding for the service. To date sixteen providers have viewed the PIN, including some from large national providers, although it remains to be seen whether any of these are likely to translate into actual bids should a formal tender be launched. Two providers have responded to the request to return the Soft Market Testing Questionnaire (SMTQ) which was included with the PIN. One of the responses queried the effectiveness of a Lot based strategy as outlined in 4.4 and 4.5 above.

## **5 SERVICE PROFILE/DATA ANALYSIS**

- 5.1. The current service is able to take advantage of school resources in terms of both the purpose built physical space and the specialist skills of staff employed by the school during term times. Staff and children and young people also benefit from existing relationships formed during school time. However, it is important to note that the service also accepts referrals for children who attend other schools as well as their own. During the year 2019-20, the scheme was attended by 147 children and young

people from 16 different schools and units. 128 children and young people attended the scheme between April and August 2021. See Appendix 3 for a list of activities undertaken in recent years.

- 5.2 Dedicated, full-time nursing staff, commissioned by Bromley CCG and employed by the school, are also available to support children attending the service, which ensures that children with a wide range of medical needs can be supported to enjoy activities safely, and that parents and carers can have peace of mind that a suitable level of skills and experience are available throughout each day attended.
- 5.3 See Appendix 1 for the complete contract and pricing history of the current service

## 6 OPTIONS APPRAISAL

- 6.1 Option 1: Test the market with a full open tender. In light of the current service being delivered by the incumbent provider for over a decade, and the service limitations noted in 4.3 above, it is proposed that, as part of the overall service drive to develop and improve the current Short Breaks offer, the contract for this service should be subject to full market competition following a period of co-production and market engagement.
- 6.2 Option 2: Bring the service in house. While this option might provide a greater degree of council involvement and influence on this service, the recruitment, overhead and management costs of internalising the service are likely to be prohibitive and may also expose the council to TUPE liabilities for staff in the existing service. For these reasons this option is not recommended.
- 6.3 Option 3: Do Nothing. The current contract terminates on 31<sup>st</sup> March 2023. Failure to renew this contract would leave a considerable number of families without the support they need and is likely to increase the numbers of families in crisis. It would also pose a risk to the reputation of the Bromley Autism Partnership and the council generally in relation to ensuring a robust short breaks offer in accordance with the Breaks for Carers of Disabled Children Regulations 2011 and other legislation (section 8 below). Another likely outcome would be an increase in the use of personal assistants to support families at a higher cost and an increase in social isolation for vulnerable children and young people. For these reasons this option is not recommended.
- 6.4 Option 4: Two Stage Process - A Project Initiation Notice (PIN) has been issued in order to engage with the market for any possible providers including local schools and other educational settings. Based on the previous experience of tendering for this service and of more recent tenders for childrens' disability services, it is uncertain whether there will be many credible alternatives to the current provider available from the market. Therefore, depending on the response to the PIN and further discussions with LBB service leads, it may be prudent to take the decision, in accordance with Reg. 32 of the Public Contract Regulations 2015, that it would not be justifiable to continue with the officer time and expense entailed in a tender for the service if it will not generate sufficient competition or produce a service that is as good or better than the current service provision. Instead, a direct award to the current provider, via a negotiated procedure, could be expedited relatively quickly, with governance via a further gateway report to explain the circumstances of the award. Should there be sufficient interest in the tender, then Option 1 above could be followed. **This is the recommended option.**

## 6.5 PREFERRED OPTION

- 6.5.1 The preferred option is 6.4, Option 4 – Two stage process using a PIN to decide whether a full tender is justified.. This will enable the council to ensure that it has made sufficient effort to engage the market in search of the best quality and best value provision available, without committing itself to a lengthy tender for minimal reward.

## 7 MARKET CONSIDERATIONS



- 7.1 There are other potential Short Breaks providers in the local, regional and national market. However, the features that make the current service as successful as it is include staff with a developed knowledge of the children and young people with whom they are working, and a specially adapted permanent site with which they are familiar.
- 7.2 As part of an ongoing review of Short Breaks provision, the current service has been tested for value for money by reviewing it against the unit costs of other comparable services. The average figure for a days attendance at the service is **£117.27**. When considering the high level of complexity of both medical and behavioural needs that the service is able to accommodate, and the high level of quality achieved by the service, this is considered to be a very competitive daily rate.
- 7.3 The tender will seek to achieve the same high quality service and the best possible price, (60/40 Price/Quality) and commissioners will apply the Prior Information Notice (PIN) process via the procurement portal to engage potential providers. Commissioners will also alert and work with Community Links Bromley and Bromley Well to engage the voluntary sector and schools for a in order to maximise competition.
- 7.4 Given that the service will potentially run for seven years until 2030 it is very likely that, given the rising levels of demand and complexity observed for specialist children’s services and overall population pressures expected, a growth bid will be required during this period in order to ensure that the service remains appropriately resourced throughout the life of the proposed contract term.
- 7.5 The following Bromley SEND population projection table (produced by the Head of Corporate Programmes (Demand Management)) indicates that the 0-25 population needing a specialist intervention, with EHCP numbers as an indicator, is likely to grow considerably during the initial contract term.

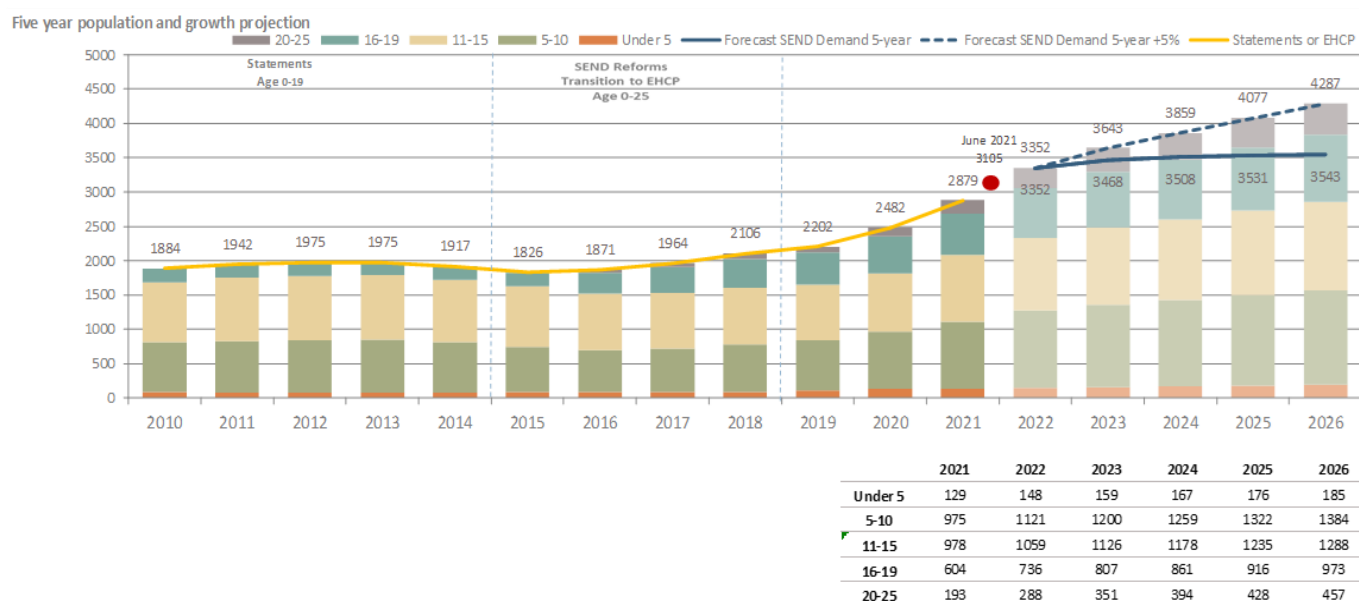


Fig 1. SEND Population Growth Projection 2021 - 2026

## 8. STAKEHOLDER ENGAGEMENT

- 8.1 The current service regularly receives very positive feedback from parents and children. The service is assiduous in communicating with families, referrers and other relevant practitioners, giving daily written

updates to parents for all days when their children have attended the service. Being embedded in the school as the service is, it is able to make really valuable contribution to the overall system in supporting children to stay safe and reach development goals.

- 8.2 A program of co-production is to be undertaken during the spring in order to ensure that service users views have been taken into account when commissioning the service. Bromley Children and Families Forum, Bromley Parents Voice and Your Voice in Health and Social Care are expected to be involved in supporting families to have their voices heard about this service.

## 9. PROCUREMENT AND PROJECT TIMESCALES AND GOVERNANCE ARRANGEMENTS

9.1 **Estimated Contract Value – £1,372,399**

9.2 **Other Associated Costs – N/A**

9.3 **Proposed Contract Period – Seven Years (If extension options are utilised).**

9.4 **Proposed Project Timescale:** A summary timescale is provided below. See Appendix 2 for the full project timescale

Activity	By Whom	By When
GW1 Proceeding to Procurement: Executive Sign-Off	Integrated Strategic Commissioner, Service Leads, Portfolio Holder, Leader of the Council	24 March 2022
Market Engagement, Co-Production. Tender Documents Produced	LBB/CCG Procurement/ Commissioners/ Service Leads	April – June 2022
Tender Go Live	LBB/CCG Commissioners/ Procurement	July 2022
Tender Closing Date	Potential Providers/ LBB/CCG Commissioners/ Procurement/ Service Leads	August 2022
GW2 Contract Award Approval	Integrated Strategic Commissioner, Service Leads, Portfolio Holder, Chief Officer	October 2022
Contract Award Date	LBB/CCG Commissioners/ Procurement/ Service Leads	November 2022
Contract Mobilisation Completion	LBB/CCG Commissioners/Provider(s)	March 2023
Contract Commencement Date	LBB/CCG Commissioners/ Procurement/ Successful Provider(s)	1 April 2023

## 10. SUSTAINABILITY AND IMPACT ASSESSMENTS

- 10.1 As well as providing meaningful, fulfilling activities for children and young people with SEND and respite for parents and carers, Short Breaks have been shown to play a vital role in family cohesion and support. Many parents have reported that Short Breaks, particularly overnight respite, are vital in allowing them time away from their caring responsibilities. In this sense, Short Breaks are incredibly important as a preventative service, without which an increased number of children and young people with SEND are more likely to be subject to care orders when families are unable to continue to fulfil their caring responsibilities due to the physical, mental and emotional strain of the role.
- 10.2 An Equalities Impact Assessment has been completed and the outcome is Equality Neutral.
- 10.3 This service will potentially bring social value and stimulate the local economy by offering work experience opportunities, apprenticeships and liaising with schools and colleagues to promote caring as a career. The provider will also support the LBB carbon neutrality priority.

## 11. POLICY CONSIDERATIONS

## 11.1 National Policies

- 11.1.1 Breaks for Carers of Disabled Children Regulations 2011
- 11.1.2 Children and Families Act 2014
- 11.1.3 Carers Act 2014
- 11.1.4 SEND Code of Practice 2015

## 11.2 Local Policies

- 11.2.1 Making Bromley Even Better (corporate strategy) 2021 - 31
- 11.2.2 Joint SEND Strategic Vision and Priorities 2019-22
- 11.2.3 LBB ECHS Portfolio Plan 2018-22
- 11.2.4 LBB Children and Young Peoples Plan 2018-21

## 12. IT AND GDPR CONSIDERATIONS

- 12.1 All documentation and processes were reviewed and amended (where required) when GDPR regulations were introduced. The successful bidder will continue to ensure compliance with regulations.

## 13. PROCUREMENT RULES

- 13.1 This report seeks authorisation to proceed to procurement for a Short Breaks Services contract in July 2022, subject to the outcome of a PIN which has been published with a closing date of 04/03/2022 to gauge market interest. The proposed initial contract duration is three years with options to extend by a further four years on a 2 + 2 year basis (seven years in total if all extensions are utilised). The annual estimated cost of the contract is £196k with a total value if it runs the full number of years proposed including extensions will be £1.4m. It is proposed the requirements will be divided into "Lots" as suggested at 4.5 above for which further documents such as appropriate Specification and pricing schedules will be developed and communicated in tendering documents.
- 13.2 The procurement process to be used, in the event of proceeding to full tender, will be disclosed in the Gateway 1 document. However, for a contract of this value which is above the threshold of a Light Touch regime as this service is, there will be flexibility on whichever tender process is used.
- 13.3 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 is above the threshold where it is deemed LTR services would be likely to be of cross border interest. Relevant advertisements will be placed in both Find a Tender Service (FiTS) and Contracts Finder as it is a requirement to advertise above threshold tenders in FiTs and any tender above £25 in Contracts Finder. The procurement must also comply with the 2015 Public Contracts Regulations Treaty principles of transparency and equal treatment.
- 13.4 The Council's specific requirements for authorising proceeding to procurement are covered in 1.3 of the Contract Procedure Rules with the need to obtain the approval of the Portfolio Holder following 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.
- 13.5 In compliance with the Council's Contract Procedure Rules (Rule 3.6.1), if this proceeds to full tender, this procurement must be carried out using the Council's e-procurement system.
- 13.6 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.

## **14. FINANCIAL CONSIDERATIONS**

- 14.1 The current contract value is £196k per annum. The proposal is to relet the contract for up to seven years (3+2+2) with a proposed cumulative value of £1,372k.
- 14.2 There is sufficient budget within the service to contain a contract of this size.
- 14.3 Any issues regarding growth will have to be addressed in future reports to the Executive, once further work has been carried out regarding potential demand and costs. Growth would need to be agreed by the Executive as part of the Medium Term Financial Strategy.

## **15. PERSONNEL CONSIDERATIONS**

- 15.1 N/A

## **16. LEGAL CONSIDERATIONS**

- 16.1 The Council has the power to receive and spend any Government Grant outlined in this report. The Council has various legal/statutory duties and powers for the provision of vulnerable children and young people with disabilities and their families which is reflected in the 'National Policies' as per Clause 8.1 and 'Local Policies' as per 8.2 of the Report. In furtherance of these powers, the Council has the legal power to enter into a new Contract for a Weekend and Holiday Short Breaks Service and may also provide and commission through the services outlined in this report.
- 16.2 This Report seeks approval to proceed to procurement for a new Contract for a Weekend and Holiday Short Breaks service for the provision of children with disabilities. The current Contract period commenced on 01.04.21 and is due to expire on 31.03.23 (which had all options to extend further exhausted). It is further proposed that if the initial 3 year term and both extension clauses (2 +2) years are utilised (i.e over a 7 year period), the proposed Contract period would commence from 01.04.23 till 31.03.30. The estimated annual value of the current Contract is £196,057. The whole life cost of the Contract (inclusive of all extension options over a 7 year period) is £1,372,399.
- 16.3 Under the Public Procurement Regulations 2015, the Council can also consider the use of the Light Touch Regime for specific health and social care related services. Hence, this Contract can be awarded as an over-threshold contract accordingly under the Light Touch regime.
- 16.4 Under the Council's Contract Procedure Rules, the Council's requirement for Proceeding to Procurement is in accordance to CPR 1.3 where advice should be sought from the Procurement Team, Legal Services (Contracts) and the relevant Head of Finance for any procurement with a value of £5k or over. Advice should also be sought from Human Resources, Information Technology and Strategic Property as required. In addition, the formal advice of the Assistant Director Governance and Contracts, the Director of Corporate Services and the Director of Finance must be sought for a Contract where the total value exceeds £100k.
- 16.5 The decision to commence an award of this value of the Contract and authorisation for such procurement actions are at the approval of the Executive (who is recommended to delegate the authority to approve the contract award, via Gateway 2 report following the completion of the tender in late 2022, to the Chief Officer-Director of Children, Education and Families), in consultation with the Portfolio Holder and subject to agreement of the Assistant Director of Governance and Contracts, the Director of Corporate Services and the Director of Finance for a Contract of this value. In accordance with CPR 2.1.2, Officers must take all necessary professional advice.
- 16.6 In accordance to 3.6.1 of the Council's Contract Procedure Rules, all Officers are required to make use of the Council's eProcurement System when carrying out any Contracting activity which has an estimated value of £5,000 and above, unless otherwise agreed with the Head of Procurement.

- 16.7 For a Contract holding a threshold value over 25k, a Contract award notice will need to be published via Contracts Finder within 30 days of awarding the Contract.
- 16.8 The Contract can be awarded in accordance with the Council's Contract Procedure Rules and the Public Procurement Regulations 2015. Officers should ensure they comply with all Grant conditions.

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

## Appendix 1

### Service Contract and Pricing History 2010 - 2023

<b>Date</b>	<b>Contract type</b>	<b>Value (p.a. unless stated)</b>	<b>Total Value</b>
1 April 2010 to March 2012 (option to extend)	Open market tender - Service Level Agreement	£238,405	£476,810
1 April 2012 to 31 March 2014	Awarded on basis of exemption	£249,004	£498,008
1 April 2014 to 30 September 2014	Awarded on basis of extension	£113,937 (6 months, inc summer holiday)	£113,937
1 October 2014 to 31 March 2015	Further contract extension	£79,917 (6 months exc. Summer holiday)	£79,917
1 April 2015 to 31 March 2018	Awarded on the basis of an exemption for 3 years until March 2018	£171,493	£514,479
1 April 2018 to 31 March 2021	Awarded on the basis of an exemption for 3 years + 2 years optional extension until March 2021	£192,213	£576,639
1 April 2021 to 31 March 2023	2 years optional extension with 2% uplift utilised until March 2023	£196,057	£392,114
	<b>Current Contract (Whole Life Value inc. Extension)</b>		<b>£968,753</b>
	<b>Total Service Cumulative Value (at Contract End)</b>		<b>£2,651,904</b>

**Fig.2 Riverside Short Breaks Service Contract and Pricing History 2010 - 2023**

## Appendix 2 - Full Project Timescale 2022-23

GW0 Options Paper: Draft Report to Head of Service, Community Living Commissioning	Integrated Strategic Commissioner	19/1/2022
GW0:Options Paper: Draft Report to AD Integrated Commissioning	Integrated Strategic Commissioner	24/1/2022
Prior Information Notice (PIN) to be issued	Integrated Strategic Commissioner. Procurement	February 2022
GW0: Options Paper: CEF SLT Dispatch	Integrated Strategic Commissioner, Legal, Finance & Procurement	14/02/2022
GW0: Options Paper: CEF SLT Sign-off	Integrated Strategic Commissioner, SLT Members	17/02/2022
GW0 : Options Paper Comments on report received	Legal, Finance & Procurement	02/03/2022
GW0: Options Paper: CEF PDS Dispatch	Integrated Strategic Commissioner/Service Leads/Procurement	04/03/2022
GW0: Options Paper: CEF PDS Meeting	Integrated Strategic Commissioner/Service Leads/Procurement	15/03/2022
GW0:Options Paper: Executive Sign-Off	Integrated Strategic Commissioner, Service Leads, Portfolio Holder, Leader of the Council	24/03/2022
Co-production with service users and service leads	Integrated Strategic Commissioner/Service Leads/Service Users	March – April 2022
Draft Tender Documents produced (If Applicable)	LBB/CCG Procurement/ Commissioners/ Service Leads	April 2022
Pre-Tender Market Engagement	LBB/CCG Commissioners/ Service Leads/Providers	May 2022
Contract, Service and Delivery Model, Tender Plan & Documents Co- Produced.	LBB/CCG Commissioners Procurement, Legal, Finance / Service Leads/YP/Providers/BPV	June 2022
Tender Go Live (If Applicable)	LBB/CCG Commissioners/ Procurement	July 2022
Documents made available from	LBB/CCG Commissioners/ Procurement	1 July 2022
Closing date for clarification questions	LBB/CCG Commissioners/ Procurement	12 Noon on 29 July 2022
Closing date for Return of Tenders	LBB Procurement	12 Noon on 5 August 2022
Evaluation of submitted tenders	LBB/CCG Commissioners/ Procurement/Legal/Finance/Service Leads	Week commencing 8 August – Week commencing 29 August 2022
Clarification Interviews (if required)	LBB/CCG Commissioners/ Procurement/ Service Leads	September 2022
Draft GW2 Contract Award	LBB/CCG Commissioners	September 2022
GW2 Contract Award Agreed	Executive Committee / LBB/CCG Commissioners/ Procurement/Legal/Finance/Service Leads	September / October 2022
Anticipated date to advise Tenderers	LBB Procurement	Week commencing 7 November 2022
Anticipated Standstill Period	LBB Procurement	Ends Week commencing 14 November 2022

Anticipated Award date	LBB Procurement	Week commencing 21 November 2022
Contract Mobilisation Start	LBB/CCG Commissioners/ Successful Provider(s)	December 2022
Contract Mobilisation Completion	LBB/CCG Commissioners/Provider(s)	March 2023
Contract Commencement Date	LBB/CCG Commissioners/ Procurement/ Successful Provider(s)	01/04/2023



## Appendix 3

### Saturday and Holiday Club Activities

With the use of school facilities and minibuses, all attendees have been able to benefit from:

Swimming	Party/discos
Trampoline	Pizza club
Soft play	Films Clubs
Bouncy Castle	World cup football competitions
Cookery	Board games
Willy Wonka seaside day	Breakfast Club
Water Disco	Costume Making for our Carnival
Sports day	Foam parties
Wii games	European Championship Football
Willy Wonka Carnival week	Seaside/Water sport
Art-Including amazing carnival outfits	Ice cream van visits
Ice skating trips	Alfresco Burger and chips day
Starlight and sensory room and trolley	Limbo dancing
ELLIE Room	500 water balloons fun day
Multiplay, swing and outside areas	Reggae day
Music therapy	Relaxation
Drumming	Ball Pit
Peter Pan Panto show	Friendship building
Sand and water play	Chicken and Veggie kebab day
Messy Play	Easter egg hunts
Outside ball games and bikes	Cake competitions
Dressing up	

**Visits included:** Walk to McDonalds; Nugent Centre and local shops; Adventure playground in the park; Visit to Pets at home; Ice skating and Ruxley Manor Garden Centre.

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Report No.  
CEF22016

## London Borough of Bromley

### PART ONE - PUBLIC

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**Decision Maker:** CHILDREN, EDUCATION AND FAMILIES – PDS COMMITTEE

**Date:** Tuesday 15 March 2022

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

**Title:** INDEPENDENT REVIEWING OFFICER REPORT 2021-22

**Contact Officer:** Stuart Hills, Head of Service Quality Improvement  
Tel: 020 8461 7801 E-mail: stuart.hills@bromley.gov.uk

**Chief Officer:** Richard Baldwin  
Director of Children's Services

**Ward:** All Wards

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1. Reason for report

The purpose of this report is to provide an account of the activity of the Independent Reviewing Service between 1 April 2021 to January 2022. This report evaluates 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.

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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.

### Impact on Vulnerable Adults and Children

1. Summary of Impact: The report evidences the impact of the role of the independent reviewing officers in achieving positive outcomes for looked after children.
- 

### Corporate Policy

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

### Financial

1. Cost of proposal: Not Applicable:
  2. Ongoing costs: Not Applicable
  3. Budget head/performance centre: Not Applicable
  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: Not Applicable
- 

### 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**

There continues to be high support and challenge to Reviewing Officers to improve outcomes for children and make a real difference to their lives. The Reviewing Officers have continued to improve the consistency and quality of their tracking and 'footprint' between reviews. This impact has been recognised in our Practice Assurance Stocktakes undertaken of our work alongside the Children Looked After and Leaving Care service areas. The focus has remained on professional development in building knowledge, skills, and abilities of the IROs. The model of writing review minutes to the child or young person is fully embedded and was recognised by Ofsted in the September 2021 Focused Visit. Our Reviewing Officers have grown the leadership element of their role in running Task and Finish groups to lead on how the service improves reviews and the child-centred quality of the records and recommendations from reviews. Starters in the service receive a full two-week induction to support their skills in this aspect of their role and this involves role modelling and observation, which continues beyond this period. The service is strengthening knowledge of the role of the Independent Reviewing Officer and has delivered seminar style training to a cohort of newly qualified social workers and students. This has been expanded and is now available to all new starters (and colleagues who wish to engage with a refresher) on a quarterly basis during 2021-22. Group Managers and the Head of Service have continued to extend 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 service established a Child Protection Scrutiny Panel to seek to unblock children who had been subject to long term Child Protection Plans. This has been successful in reducing the duration of children with Child Protection Plans. During 2021-22, this will extend to thematic sessions which will include scrutiny of care planning and decision making where children with Child Protection Plans may become looked after to support the quality of decision making and permanence planning. The challenge for the service continues to be demonstrating consistently good and excellent work to support and challenge the Division to achieve the best and most timely outcomes possible for children and young people. A particular area of priority focus, underpinned by our quality assurance work, is to enhance the challenge and scrutiny of permanence planning during the early stages of children's journeys when they are received into care, and close collaborative work with our Safeguarding & Care Planning services will support this area for continuous improvement as we head towards the 2022-23 year.

### **4. IMPACT ON VULNERABLE ADULTS AND CHILDREN**

See section 2 above

### **5. POLICY IMPLICATIONS**

There are no specific policy implications from this report.

### **6. FINANCIAL IMPLICATIONS**

There are no specific financial implications arising from this report.

### **7. PERSONNEL IMPLICATIONS**

There are no specific personnel implications arising from this report.

### **8. LEGAL IMPLICATIONS**

There are no specific legal implications arising from this report.

**9. PROCUREMENT IMPLICATIONS**

There are no specific procurement implications arising from this report.

<b>Non-Applicable Sections:</b>	[List non-applicable sections here]
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

Update report to January 2022

## Contents

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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 during the year. This is an update report for the current reporting year, 2021-22. The IROs combine their role with that of chairing Child Protection Conferences and are known by the title of Reviewing Officer. This report focuses primarily 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. For data relating to Corporate Parenting, this report is recommended to be read in conjunction with the Corporate Parenting Update report also being submitted at this time, authored by the Head of Service for Children Looked After and Leaving Care.

## Introduction

- 1.1 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.
- 1.2 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".
- 1.3 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 that they be healthy, safe and happy, do well at school, enjoy good relationships with their peers

and grow towards adulthood equipped to lead independent lives. This report should be read in conjunction with the updating Corporate Parenting report.

- 1.4 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 wishes and feelings are given full consideration in relation to their care plans and the support being given to them by their social workers.
- 1.5 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 The service is structured to be composed of 9.5 full time equivalent post 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. The service continues to recruit and uses locum Reviewing Officers, some of whom have worked long term in Bromley. There is occasional turnover of Reviewing Officers, and those who have left moved on to a role in which they focus on one specialism, either as a full time IRO for children looked after or as a chairperson of Child Protection Conferences. The timeliness of the

core function of looked after reviews has been impacted by the integration of our new electronic recording system, Liquid Logic, and is a priority area to ensure our end of year outturn will fully reflect the strong performance that has continued in conducting reviews within timescale. Prior to the introduction of the LCS system, the service performance had improved to 97% of reviews within timescale and our manual tracking in this area confirms that very few reviews fall out of their required timescale.

- 2.3 There continues to be high support and challenge to Reviewing Officers to improve outcomes for children and make a real difference to their lives. The Reviewing Officers have continued to improve the consistency and quality of their tracking and 'footprint' between reviews. This impact has been recognised in our Practice Assurance Stocktakes undertaken of our work alongside the Children Looked After and Leaving Care service areas. The focus has remained on professional development in building knowledge, skills, and abilities of the IROs. The model of writing review minutes to the child or young person is fully embedded and was recognised by Ofsted in the September 2021 Focused Visit. Our Reviewing Officers have grown the leadership element of their role in running Task and Finish groups to lead on how the service improves reviews and the child-centred quality of the records and recommendations from reviews. Starters in the service receive a full two-week induction to support their skills in this aspect of their role and this involves role modelling and observation, which continues beyond this period. The service is strengthening knowledge of the role of the Independent Reviewing Officer and has delivered seminar style training to a cohort of newly qualified social workers and students. This has been expanded and is now available to all new starters (and colleagues who wish to engage with a refresher) on a quarterly basis during 2021-22. Group Managers and the Head of Service have continued to extend 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 service established a Child Protection Scrutiny Panel to seek to unblock children who had been subject to long term Child Protection Plans. This has been successful in reducing the duration of children with Child Protection Plans. During 2021-22, this will extend to thematic sessions which will include scrutiny of care planning and decision making where children with Child Protection Plans may become looked after to support the quality of decision making and permanence planning. The challenge for the service continues to be demonstrating consistently good and excellent work to support and challenge the Division to achieve the best and most timely outcomes possible for children and young people. A particular area of priority focus, underpinned by our

quality assurance work, is to enhance the challenge and scrutiny of permanence planning during the early stages of children's journeys when they are received into care, and close collaborative work with our Safeguarding & Care Planning services will support this area for continuous improvement as we head towards the 2022-23 year.

- 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 a considerable increase in demand, a pattern reflected across our safeguarding system both locally and regionally. Numbers of children with Child Protection plans increased to more than 380 in the autumn of 2021 and have remained significantly higher than ever before. While this increase in demand appears to have plateaued to some extent, it has meant that our Reviewing Officers have had a high number of Initial and first Review Child Protection Conferences during the present year that has impacted on workloads and RO caseloads, with an increase from around 50 allocations on average to between 60 and 65 allocations. Our ROs have worked very hard to maintain their footprint and tracking of care plans between reviews, but the demand increase combined with adjusting to the new recording system has presently had some negative impact on the performance data output, which is being resolved as a priority alongside colleagues across our fellow services in Children's Social Care. In this context it is of reassurance that general feedback from our Practice Assurance Stocktakes during the year is positive about how ROs are fulfilling their role. Despite the additional workload, our ROs have started visiting targeted young people between reviews and this has been positive for the young people concerned.

### **3. Corporate Parenting Board**

- 3.1 The Deputy Leader is the Portfolio Holder for Children's Services and leads the Corporate Parenting Board. The purpose of the Corporate Parenting Board is to ensure the Council with its partners effectively discharges its responsibilities to all children and young people looked after and care leavers.

- 3.2 The Corporate Parenting Board is made up of senior officers of the Council, its partner agencies, members of the Living in Care Council (LinCC) and Change for Care Leavers (CfCL). The Board drives 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.
- 3.3 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.
- 3.4 The Quality Improvement service has ambition to play a full part in the work of the Corporate Parenting Board and has active membership of each of the sub-groups that reflect the priority areas for development and improvement. The strategic areas the sub-groups are responsible for are Support and Stability, Health and Wellbeing, Education and Enjoyment, Transitions and Independence. The Quality Improvement service is working closely with our Living in Care Council and Change for Care Leavers to improve young people's participation in reviews through delivery of training and support for our Reviewing Officers. Our Reviewing Officers are ambitious to make their reviews as child/young person centred as possible and are developing a model that will aim to embed young person leadership. This is complex in the context of the pandemic to achieve through a virtual meeting methodology and will necessarily involve some return to face-to-face meetings.

#### **4. Voice and Influence of Children and Young People**

- 4.1 While this report should be read in conjunction with the Corporate Parenting Update 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).
- 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. The Reviewing Officers regularly use the Dispute Resolution Protocol (for

which the service is awaiting a performance data report) and have played an active role in supporting colleagues to improve placement stability for children and young people. Some challenge themes have centred around recognition where children should be accorded Section 20 status as children looked after within family arrangements, quality of care planning and permanence planning for children in relation to their identity and challenge where Connected Persons may not be demonstrating the commitment and standard of care that children would most benefit from and social workers wish to see. Our Reviewing Officers can become more robust in challenging around specific aspects of delay where children may be subject of care proceedings as this will both support and challenge social workers and their managers to evidence they are doing all they can to minimise and reduce delay.

## **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 regularly sample children's records 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 two-week induction period for new starters in the service also includes practice observation and feedback and designated 'Practice Fortnights' for practice observations have been successfully implemented with positive learning for our ROs. The Quality Assurance framework including Practice Assurance Stocktakes support the identification of areas for improvement and the service has played an increasing role in this process and auditing exercises when requested by the Assistant Director of Children's Social Care. The Head of Service of Quality Improvement is a member of the small team undertaking the Practice Assurance Stocktakes under the leadership of our external consultants, while our Reviewing Officers have contributed a significant number of Practice Reviews to support this cycle and will be providing a validating and quality assurance role on a quarterly cycle within our newly launched monthly thematic dip sampling work across all our CSC services. This helps promote the service as champions of quality assurance and best practice. 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. Turnover of staff has reduced, and has become more focused around temporary agency cover, with legacy part time roles having been particularly challenging to recruit to with stability. The service is yet to achieve its goal of being permanently staffed and this would be of great benefit for young people. Our recruitment when needed of locums has been more geared towards identifying candidates who are most likely to convert to permanent roles with us, and we have adjusted our rolling recruitment of permanent ROs to set timescales to encourage those interested in working with Bromley to submit applications to a deadline.

- 5.2 One of the Group Managers in the service is an active participant in the regional IRO managers network and was influential in work to establish a standard university level training programme for Reviewing Officers. Our ROs will access this programme during 2022-23 and the aim is to provide a benchmark for ROs in the region to support improved practice as well as recruitment and retention. The Reviewing Officers will be having bespoke Bromley Relationship Model training and will also deliver training to social work colleagues to support our model of safety planning with children and young people which will commence before the end of the current reporting year. Our young people who are members of LinCC will deliver training to our ROs during the February half term, and we aim to mutually learn from each other, with a speed dating session planned followed by a Question Time style Q&A panel forum where the young people can ask questions for debate to help build their understanding of the IRO role and how it differs from the role of their social workers and their team managers.
- 5.3 The Reviewing Officers have a monthly half day team meeting and twice weekly Keeping in Touch meetings in which they share practice themes and trends with each other, including briefings on childcare issues and new developments in practice. Of note, the ROs had a bespoke session to build knowledge and expertise in relation to Early Permanence for children. The ROs enjoy access to all the same training and development opportunities made available for managers and social workers within the department and the service is taking on a greater role in leading learning and development around the quality of planning through delivery of Safety Plan training and a Group Manager delivering Child in Need planning training alongside another Practice Development manager.

- 5.4 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 the 'My Review Report' continues to be a key element of induction of new starters in the service as those with previous management or reviewing experience are not all familiar with our methodology when they start in the role with us. As noted above, all new permanent starters have been facilitated with a full two-week induction period and a specific induction programme for all is being developed, while new locum starters are provided with a week long induction including role modelling of chairing our meetings and practice observation.
- 5.5 The ethos of the service is one of collaborative learning through the development of 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. Four task and finish groups among our Reviewing Officers have concluded with recommendations to progress in four key areas. For our children looked after, these groups have concentrated on our model for participation of children and young people in their reviews and the continuous improvement of IRO records and recommendations. This work will be supported by the training from the members of LinCC that is now fully planned and scheduled. With the Group Manager for the Performance Improvement Board coming within the Quality Improvement service structure from the autumn of 2021, our ROs have benefitted from an extended session regarding our Quality Assurance Framework and all the key findings from the Quality Assurance work undertaken over the preceding 12 months.

#### ***Midway reviews to track progress of plan***

- 5.6 Reviewing Officers 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 of our services throughout 2021. 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. Our new recording system embeds the RO footprint and as reports are increasingly written, in due course weekly tracking of midway reviews will be able to be undertaken by the management team alongside Reviewing Officers as part of Data Mondays. This will further solidify this aspect of the



reviewing role and will enable greater scrutiny therefore of the quality and impact of tracking between reviews. This tracking can lead to more timely and impactful escalation for children where IRO recommendations are not being taken forward or there is delay in achieving desired outcomes.

### ***Quality Assurance and Monitoring***

- 5.7 IRO footprint on the children's and foster carers' files provides 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 undertake. These meetings help ensure statutory requirements have been completed or are in progress, confirm the care plan as well as 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. Practice is developing during 2021-22 so that these pre-meetings are part of the relational aspects of the Reviewing Officer's work with children and young people and will include the pre-review consultation with young people to ensure their full participation in the planning and delivery of their review meeting. This process is evolving alongside ROs visiting some of the young people for whom they fulfil the role, affected for some time unfortunately by the Omicron variant that emerged in late 2021. This practice will contribute to fuller participation of children and young people, forming part of feedback that will be sought from children and young people about every review so that the service can analyse feedback to help improve how it delivers the reviewing role. This tool also supports RO managers to track work with individual children in addition to identifying any trends across a specific team or service along with any practice issues.
- 5.8 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 has been embedded in the new recording system but we are awaiting a data report being written and we are working to improve functionality in the system. Escalations are always discussed between ROs and their line managers but it can be a challenge to receive timely responses from our colleague services. It remains evident from analysis that escalation about care planning from Reviewing Officers is more prevalent in the earlier stages of children's journeys through our services, particularly where children are experiencing delay in

permanence being achieved where there can be extenuating circumstances such as delay caused in family court proceedings. Where children have achieved permanence and receive a specialist service from our Children Looked After social workers, there is less identified need by ROs to escalate and so lower instances of Dispute Resolution. While generally our quality assurance work tells us that IRO recommendations are of a good standard, we are striving to ensure our work at all times is offering more than a check and balance about whether all due processes are being followed by our social workers, so that we are evidencing a role of champions of best quality planning including permanence planning and always challenging from an empathetic perspective where we feel an improved service can be given to children and young people. This is key in relation to a priority area for our ROs in strengthening the quality of permanency planning and the RO role within that goal.

### ***Strengthen the quality of permanency planning for Looked After Children***

- 5.9 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 strengthened but requires the RO to remain active to drive this in an ongoing manner until achieved. Reviewing Officers ensure their views are considered at Permanency Planning meetings through their Group Manager, who attends and, on some occasions, chairs this regular panel. This said, we recognise we need to do more, particularly in supporting and challenging our colleagues who are experiencing delays in the court system and ensuring that permanence is considered in detail from the very outset for children from their first looked after review, and this is a priority area for action within the service, underpinned by our Practice Assurance Stocktake with our Safeguarding and Care Planning services in December 2021.

### **Children's participation in and satisfaction with Reviews**

- 5.10 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. With the change to LCS and the rapid

roll out of a wide range of data reports, we are unfortunately awaiting at this stage the participation data for analysis and so data is unavailable to report on currently at this interim stage.

- 5.11 The service continues to distribute and promote consultation forms in advance of looked after reviews which is an additional method for feedback alongside the one-to-one conversations ROs have as part of conducting reviews. We know the forms are unpopular with young people and that they can be put off by some of the questions. It is clear from review records that ROs consult fully with children and young people in line with their wishes, and there is no evidence regionally that the most common paper or virtual form methods are successful for pre-review consultation where the forms are not followed up by anyone having a direct conversation with children and young people. With increase on demands on the service, our ROs have yet been unable to undertake the pre-consultation discussion themselves as we aim to, and this remains therefore a service development for implementation.
- 5.12 During the first 9 months of the current year to the end of December 2021, 71 consultation forms were directly returned and so this is provisional data in terms of the year end figure later this year. These are largely evenly split between foster carers and children but indicating more can be done to fully engage birth parents in consultation, with a small number of forms being returned by birth parents remaining the case now for many years by way of pre-review consultation.
- 5.13 Foster carers and parents are 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***

- 5.14 The Dispute Resolution Protocol (DRP) is embedded in our Liquid Logic recording system, but to date we do not have available data, and a report is expected to be written in due course. Practice alerts have continued regularly where there is delay in care planning and one RO exercised the right to seek independent legal advice. At present the Head of Service and our Legal Services are working on delivering a formalised service agreement with a neighbouring Local Authority for the rare occasions when ROs may so fundamentally disagree with the care plan for a child that they consider they must exercise this aspect of their 'independence'. Where our ROs

can improve is the challenge made where practice is not timely or more can be done to progress care plans where children are subject of care proceedings or are within the pre-proceedings process. Our ROs have a strength in identifying where the Local Authority may need to consider a 'private family arrangement' as a care placement, but the evidence base indicates they are more reticent to push for more intensive permanency planning when the Court is involved. The service is working on this as the role requires the confidence to push our colleagues as experts who will drive care plans forward alongside the Court system and legal processes. It will be of significant benefit for the service when weekly reporting around ROs use of DRP is again made available after a long hiatus post the implementation of Liquid Logic.

- 5.15 DRPs have continued to be resolved primarily at the informal or stage 1 levels by ROs alongside our team managers, and only three so far this year have been escalated to Head of Service level. However, analysis of impact does suggest that ROs could escalate more thematically to Heads of Service to inform their knowledge of any specific risks in their service areas. It remains evident that some ROs use the DRP more consistently than others and this remains a challenge to achieve consistency across the ROs.

### ***Impact of Staff Turnover***

- 5.16 Nationally recruitment of social workers is challenging, and Bromley have continued to strive for stability with the ambitious target of 90% or higher permanent social workers. We know that changes in social workers impacts on children and their relationships and can impact on care planning.
- 5.17 It is the RO Service's role to promote an optimum service to all our young people in line with national requirements. As with all posts that require a qualified and experienced social worker who has demonstrable management skills, the role is challenging to recruit to. We know from young people that as well as stability of social worker, they value stability and consistency of Reviewing Officer. The service has lost two full time ROs who preferred to leave the dual role and take up roles chairing Child Protection Conferences only. We have recruited locum cover increasingly with a focus on candidates whom we believe are most likely to convert to permanence, but it remains challenging to recruit to the dual role given the roles remain separated in most Local Authority areas in the region. We have altered our strategy of a rolling advert to advertising at intervals with clear deadlines, to test whether this triggers an increase in

application volumes and quality. We are interested in offering an alternative to team management internally and potentially an alternative career pathway to retain good staff in the borough, and a team manager has recently transferred to a FT Reviewing Officer role from a team manager position. This said, we are alert that this can then cause a recruitment gap elsewhere in the service.

## **Advocacy**

- 6.1 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.

During the current reporting year, we have focused on increasing the quality of reporting from our advocacy service so we can better understand the reasons that young people have made use of advocacy, to better understand where we may be able to improve. The advocacy service has provided specific case study detail and also breaks down referrals by service area. From this information we can see that young people who wish to use an advocate for support at their looked after reviews are focussed on specific aspects of their care plans that they are dissatisfied with, for example their family contact arrangements. We continue to wish to see more use of advocacy by our children looked after and would welcome invitations by all Heads of Service to attend at service meetings to promote advocacy and answer questions from our social workers. Advocacy is discussed at every review and has a prominent page on the website for children and young people.

- 6.2 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. The improved data set will support this as referral reasons and sources can now be better analysed. Data at the end of December 2021 tells us that 31 children looked after have used the advocacy service, and 11 referrals have been made by our Children Looked After service. At this point, we have not seen any young people self-refer for advocacy, in part this may be positive but also may mean that young people continue to lack confidence or awareness of how advocacy can help and what it may

mean for their valued relationships with their social workers. It may also be that our social workers listen well and respond to young people's wishes and views reliably which in turn prevents a need for an advocate to become involved.

## **7 Progress of developments and key priorities for 2021/22**

- 7.1 *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 with new skills being learned directly from our young people themselves. The stability will also support the service to achieve its goal of all looked after reviews happening within timescale.*

This priority remains of vital significance for us in growing the service. We have been impacted by the significant increase in demand on the safeguarding aspect of the service and combined with the impact of our workflow recording system, our current data is not reflective of the work happening on the ground. Our manual tracking of CLA reviews tells us almost every meeting has been held within timescale but both our ROs and all our colleagues across services continue their adjustment and adaptation to a new way of recording and the service is alert to the workflows that need resolution and continues to work hard to ensure this is resolved and accurate reporting will be in place for the end of the reporting year. The CLA review data output is currently at 72% from LCS performance data. Adjustment and scrutiny of LCS performance is of such significance to successfully embed that a very high amount of time is spent on this, which inevitably impacts on progress in some other areas of priority for the service.

- 7.2 *The use of case escalation will continually demonstrate a curious and appreciative systems-based approach to contribute to 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.*

Case escalation is well embedded in the service, but we can continue to develop this to evidence key themes and trends from the ROs overview of our services. Most escalations are sensitive, systems based and are proportionate. It is harder to have impact where the ROs are raising issues that are perhaps consequences of the significant increase in demand across our safeguarding system because responses will be apologetic but in fact cannot of itself alter the impact that workload pressures in some service areas may have already had both for families and our staff. Our

continuous learning and quality assurance work tells us that our ROs can take a more active and curious role around permanence planning between children's first and second looked after reviews, and this connects with a renewed focus on permanency planning across our system.

- 7.3 *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. Reviewing Officers will always consult with children and young people several weeks before their next review, this will be helped by a stable and consistent staff group that is therefore able to form relationships that will see young people look forward to their reviews as a space where they can influence and shape the service and support that they receive.*

Reviewing Officers work collaboratively with social workers and young people and there has been compliments made of ROs during the year for how they have promoted the voices of young people and managed sensitive reviews positively. We are working closely with members of LinCC and have a training session for our ROs scheduled during the February half term as noted above. We will then track the impact of this session and its aim is to improve young people's experiences of reviews so that they can influence and shape the support that they receive.

- 7.4 *That a consistent and defined training and development package for Reviewing Officers be developed alongside a training inventory of all staff in the service.*

To progress this priority our service has led the development of IROs regionally accessing a university programme for IROs and this programme will commence for our ROs later this year. Our ROs are also sharing knowledge of the IRO role and remit across the Department through the provision of regular training sessions available to all.

- 7.5 *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. We will analyse the feedback and demonstrate changes in how we practice and fulfil the reviewing role from this.*

We have developed our understanding of young people's experiences through our work alongside LinCC and we are very grateful that our Reviewing service was selected as a young people's priority. We have implemented 'Practice Fortnights' for practice observation and feedback and our feedback methodology is being developed

through Survey Monkey methodology and will see a quarterly analysis report completed by the Head of Service.

- 7.6 *We will lead on improving the take up of advocacy support by children and young people, including the quality of data and analysis of the advocacy given by our commissioned service.*

We have developed the advocacy reporting to improve quality of analysis and there remains work to do to promote around all our services. The Head of Service now attends the quarterly meetings with our commissioned service and commissioning officers and our ROs are promoting at reviews. We can now see that our CLA service is identifying need in this area and actively referring young people for advocacy where social workers find themselves unable to resolve differences between their assessed views as to support that is in a child's best interests and the child's wishes.

## **8. Conclusion**

- 8.1 The Independent Reviewing Service continues to grow and evolve and demonstrate its footprint and impact. The significant increase in demand across our safeguarding system combined with the complications of learning and adjusting to a new recording system has had temporary impact on performance data output and the accurate reflection before LCS went live of 97% of CLA reviews in timescale is something that the service is confident it will evidence as staff across all our services become more confident in using the LCS system. Challenges have continued to be faced with recruitment and retention and we have sought different strategies to achieve this so that we can find lasting consistency in our dual role. The positive work of the service has increasingly been recognised through the Practice Assurance Stocktakes led by our external consultants and the Quality Improvement service has increased its role in this work as well as in the practice reviews that underpin these stocktakes.
- 8.2 There remain challenges for the service to demonstrate good quality relationships with young people which in many ways has been hampered by a relatively new group of Reviewing Officers and the restrictions of the pandemic. This work will include continued strengthening and 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.





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Report No.  
CEF22017

## London Borough of Bromley

### PART ONE - PUBLIC

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**Decision Maker:** PDS – CHILDREN, EDUCATION AND FAMILIES (CEF)

**Date:** 15 March 2022

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

**Title:** LOCAL AUTHORITY DESIGNATED OFFICER ANNUAL REPORT 2021-22

**Contact Officer:** Stuart Hills, Head of Service Quality Improvement  
Tel: 020 8461 7801    E-mail: stuart.hills@bromley.gov.uk

**Chief Officer:** Richard Baldwin  
Director of Children's Services

**Ward:** All Wards

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#### 1. Reason for report

This report is written to provide an overview of the activity of the Designated Officer (LADO) for the period April 2021 – January 2022 in managing allegations against people who work or volunteer with children and are therefore in a position of trust.

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, such as sports clubs and associations. 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 Child Protection Procedures and Practice Guidance and are followed by all London boroughs.

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#### 2. RECOMMENDATION(S)

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

### Impact on Vulnerable Adults and Children

1. Summary of Impact: The report demonstrates the impact of the Local Authority Designated Officer in ensuring positive outcomes for all Bromley children where they have cause to make an allegation against a member of staff or a volunteer.
- 

### Corporate Policy

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

### Financial

1. Cost of proposal: Not Applicable:
  2. Ongoing costs: Not Applicable:
  3. Budget head/performance centre: 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: Not Applicable
- 

### 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

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.
- Behaved in a way that indicates they may not be suitable to work with children (includes transfer of risk, risk by association)

#### SOURCE OF REFERRALS

Referrals and consultations come from a range of agencies. Most referrals have been from education, early years, and social care. Training and awareness of the LADO role has been targeted to 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.

2021/22	Contacts	Consultations	Referrals
Number of allegations referred to LADO	312	155	157

#### CONCLUSION AND SUMMARY

The number of referrals (up to 19<sup>th</sup> January 2022), which met threshold for harm is considerably higher than whole of the last reporting year, where out of 312 contacts, 157 met threshold for a referral. Of the 157 2021/22 referrals, 43 were substantiated, 19 were unsubstantiated, 46 unfounded, 1 false and 48 are ongoing. There was no evidence to support allegations deemed malicious.

### 4. IMPACT ON VULNERABLE ADULTS AND CHILDREN

See Section 2 above

### 5. POLICY IMPLICATIONS

There are no specific policy implications from this report.

### 6. FINANCIAL IMPLICATIONS

There are no specific financial implications arising from this report.

### 7. PERSONNEL IMPLICATIONS

There are no specific personnel implications arising from this report.

### 8. LEGAL IMPLICATIONS

There are no specific legal implications arising from this report.

**9. PROCUREMENT IMPLICATIONS**

There are no specific procurement implications arising from this report.

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



Bromley Safeguarding  
Children Partnership

# Local Authority Designated Officer Annual Report

## Executive Summary

**April 2021 to January 2022**

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 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.
- Behaved in a way that indicates they may not be suitable to work with children (includes transfer of risk, risk by association)

### **SOURCE OF REFERRALS**

Referrals and consultations come from a range of agencies. Most referrals have been from education, early years, and social care. Training and awareness of the LADO role has been targeted to 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.

2021/22	Contacts	Consultations	Referrals
Number of allegations referred to LADO	312	155	157

### **CONCLUSION AND SUMMARY**

The number of referrals (up to 19<sup>th</sup> January 2022), which met threshold for harm is considerably higher than whole of the last reporting year, where out of 312 contacts, 157 met threshold for a referral. Of the 157 2021/22 referrals, 43 were substantiated, 19 were unsubstantiated, 46 unfounded, 1 false and 48 are ongoing. There was no evidence to support allegations deemed malicious.



The activity report attached below offers oversight of our LADO service up to 19<sup>th</sup> January 2022. This report also includes an update of the 2021/2022 recommendations and areas for focus to continue to improve our service during.



# Local Authority Designated Officer Activity Report

**April 2021 to January 2022**

## INTRODUCTION

This report is written to provide an overview of the activity of the Designated Officer (LADO) for the period April 2021 – January 2022 in managing allegations against people who work or volunteer with children and are therefore in a position of trust.

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, such as sports clubs and associations. 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 Child Protection Procedures and Practice Guidance 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, and 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, 2021, to January 19th, 2022**. 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.

## **ROLE OF THE LADO**

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. Working Together states that organisations and agencies working with children and families should have clear policies for dealing with allegations against people who work with children. Such policies should make a clear distinction between an allegation, a concern about the quality of care or practice or a complaint. An allegation may relate to a person who works with children who 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 in a way towards a child that indicates they may pose a risk of harm to Children.
- Behaved in a way that indicates they may not be suitable to work with children (includes transfer of risk, risk by association)

In addition, the London Child Protection Procedures, revised in 2018, add the following:

- Has behaved in a way in their personal life that raises safeguarding concerns. These concerns do not have to directly relate to a child.
- As a parent or carer, has become subject to child protection procedures.
- Is closely associated with someone in their personal lives (e.g., partner, member of the family or other household member) who may present a risk of harm to child/ren for whom the member of staff is responsible in their employment or volunteering.

The Designated Officer (LADO) is responsible for:

- Identifying the level of concern, this may be explored through an Evaluation Meeting where there is disagreement.
- Providing advice, information, and guidance to employers and voluntary organisations around allegations and concerns regarding paid and unpaid workers.
- Managing and overseeing individual cases from all partner agencies.
- Ensuring the child's voice is heard and that they are safeguarded.
- Ensuring there is a timely proportionate, thorough, and fair process for all adults working with children and young people against whom an allegation is made.
- Monitoring the progress of cases to ensure they are dealt with as quickly as possible.

## **SERVICE STRUCTURE**

The LADO line manages the Education Safeguarding Officer (ESO) and continues to be instrumental in supporting the development of the ESO role during the year, providing a link between social care and education. The ESO role has identified an increase in concerns around bullying of children, peer-on-peer abuse, home schooling, tuition and other

alternative educational provision outside mainstream school. The ESO has also noted an increase in well-being and mental health issues affecting both children and professionals, which gives rise to a need for further support and the implementation of mental health leads identified within schools.

Connections with the Multi Agency Safeguarding Hub (MASH) have improved throughout the year, with the ESO now attending the MASH daily briefing meetings twice weekly to support the triangulation of information about young people and schools being reported to MASH. Bespoke training has been provided for Education staff who visit children and families in their homes around professional curiosity and learning from practice reviews/SCR's to support professional networks with the safeguarding of vulnerable students.

Considerable improvements continue in reporting and performance data has been possible in this reporting period with the continued support of our dedicated LADO Business Support Officer. This appointment enables us to ensure several essential strategies, including an effective LADO tracker, which is used to capture, chase, and report the number of referrals and consultations to ensure timely responses and outcomes are maintained. This appointment has also ensured that the LADO is better able to give the timeliest responses and Allegations against Staff and Volunteers (ASV) Meeting Minutes are drafted for approval within 24 hours. The implementation of Liquid Logic has caused some delay in capturing effective data and the Business Support Officer has been key in working with the support provider in managing this process and ensuring that data is captured effectively.

## **ACTIVITY AND PERFORMANCE DATA**

The number of contacts to the LADO service for consultation and allegation management support has increased significantly. Between April 2021 and January 2022, the LADO recorded 312 allegations against the children's workforce (including volunteers) in Bromley referred to as Contacts. A LADO contact is 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.

The LADO must consider concerns against threshold criteria, namely:

1. Harm has occurred or there is a risk of harm to child(ren)
2. Serious concerns regarding conduct which could lead to harm
3. The conduct falls below standards expected
4. The standard of care falls below that which is expected.

Of the 312 contacts made to LADO, 157 reached the threshold for a Referral, meeting the criteria points 1. & 2. above, however, many of the other Contacts, referred to as Consultations (points 3. & 4. Above), of which there were 155. These Consultations mainly relate to staff conduct issues which, on consultation, are designated as below the allegation threshold or unlikely to result in a S47 investigation. Consultations can refer to the safety and welfare of children 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, safer recruitment, low level concerns etc.

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 must be referred on to the ESO, another local authority, and/or 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 school, BSCP and Council.

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 is made 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 2018, and the Department of Education Statutory Guidance, Keeping Children Safe in Education 2018. The London Safeguarding Children 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.

<b>2019/20</b>	<b>Contacts</b>	<b>Consultations</b>	<b>Referrals</b>
Number of allegations referred to LADO	197	99	98
<b>2020/21</b>	<b>Contacts</b>	<b>Consultations</b>	<b>Referrals</b>
Number of allegations referred to LADO	228	112	116
<b>2021/22</b>	<b>Contacts</b>	<b>Consultations</b>	<b>Referrals</b>
Number of allegations referred to LADO	312	155	157

### **BREAKDOWN REFERRALS FROM AGENCIES/SECTORS**

<b>Agency</b>	<b>Referrals 2019/20</b>	<b>Referrals 2020/21</b>	<b>Referrals 2021/22</b>
Early Years	16	8	20
Schools/Colleges	45/3	36/1	43
Ofsted	3	2	0
Foster Carers: Bromley/IFA's	1/5	1/3	0/4
Health/LAS	9	12	33
Transport	3	1	7
Police/Probation Service	1	9	7
Social Care	4	28	27

Residential Units	2	3	1
Faith Groups	1	2	1
Sports Groups/Leisure/Holiday Play Schemes	4	5	11
Scouts	1	1	1
NSPCC		4	2
<b>Total</b>	<b>98</b>	<b>116</b>	<b>157</b>

It is unsurprising that the staff most likely to have allegations made against them will be those working with children directly for significant periods of the day and often they have experienced multiple challenges. For these staff, the need to understand and work within the basic procedures 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 safeguarding 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. **See section under Training and Awareness Raising for more details.**

### ALLEGATIONS BY CATEGORY

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 and context for the action may not be established.

Nature of Allegation	Abuse/Behaviour Type 2019/20	Abuse/Behaviour Type 2020/21	Abuse/Behaviour Type 2021/22
Physical Abuse	39	36	52
Sexual Abuse incl. Grooming and/or Online	13	14	9
Emotional	9	2	7
Neglect/Failure to follow Protocol	6	29	43
Professional Conduct	27	25	20
Risk by Association	1	5	24
Standards of Care		5	2
<b>Total</b>	<b>98</b>	<b>116</b>	<b>157</b>

Physical abuse remains the largest proportion of alleged abuse due to the nature of interaction required between teaching staff, early years, and health practitioners towards 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 restraint, the child may make an allegation which could be due to being unintentionally hurt in the course of being restrained. It is for this reason that schools, nurseries, and hospitals ensure that staff are fully equipped and understand the guidance in place if it is deemed that the use of restraint is required, and appropriate training is provided.

There has also been an increase in staff failing to follow protocol, this may be attributable to having to adopt new ways of working practices considering the impact of the pandemic in relation to online teaching.

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

- What and when to disclose details of the allegation and to whom
- Guidance throughout the Investigation Process
- Ensuring Employers evidence their Duty of Care towards staff
- Ensuring as much as possible a fair and transparent process
- Ensuring a timely and proportionate response

### **INITIAL EVALUATION MEETINGS (IEM) AND ALLEGATIONS AGAINST STAFF AND VOLUNTEER MEETINGS (ASV)**

Initial Evaluation Meetings (IEM) and Allegations against Staff and Volunteer Meetings (ASV) have also increased significantly during this reporting period with a total of 41 virtual ASV Meetings, 20 initial and 21 review meetings held. The LADO is 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. This also provides a mechanism for the LADO to be accountable for challenge and increasing understanding of the rationale for decisions being made.

Although not every case requires a multi-agency meeting, where these do need to take place the move to conducting these virtually has positively impacted on the attendance of professionals who can now log onto a virtual meeting via MS Teams/Skype/Conference Calls without incurring additional travel time.

### **OUTCOME OF ALLEGATIONS**

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

**Substantiated** means there is sufficient evidence to prove the allegation, or it has been 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; **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 are conducted from this starting point.





<b>Outcome of Allegations/LADO Findings</b>	<b>Total 2019/2020</b>	<b>Total 2020/2021</b>	<b>Total 2021/2022</b>
Unsubstantiated	47	29	19
Substantiated	36	56	42
Unfounded	11	24	46
False		3	1
Ongoing	4	4	48
<b>Total</b>	<b>98</b>	<b>116</b>	<b>157</b>

There has been an increase in Unfounded LADO outcomes. Analysis indicates that this is partly attributable to increased awareness of the LADO role and due diligence in the timeliness of referrals being made prior to undertaking any investigation. Also, I am reassured that the number of Unsubstantiated outcomes has decreased which I believe is due to a higher level of scrutiny in the quality of investigations, increased use of CCTV footage, and a concerted effort to reduce the number of Unsubstantiated LADO outcomes due to the unsatisfactory nature of not being able to prove one way or another the outcome of an allegation of harm against a child.

In addition, the LADO continues to update and circulate guidance for employers to assist with completing Internal Management Investigations and a LADO threshold document to aid professionals in their critical thinking of criteria and outcomes.

The 48 current ongoing cases continue to be under police investigation, mainly due to the time it takes to complete forensics and downloading evidence from electronic devices seized from alleged suspects and/or the length of time cases await decisions from the CPS.

LADO work saw 1 successful criminal convictions of adults in this reporting period and 3 referrals to the Disclosure and Barring Service (DBS) were advised.

Below is a graph showing a breakdown of the 14 referrals to regulatory bodies.

<b>Breakdown of Agency</b>	<b>Total 2019/2020</b>	<b>Total 2020/2021</b>	<b>Total 2021/2022</b>
Health Governing Bodies e.g. NHS England	2	0	3
Sporting Governing Bodies e.g. Football Association, English Cricket Board, British Gymnastics	2	5	4
Other Regulatory Bodies i.e. Bromley Youth Music Trust	1	1	0
Ofsted	4	2	3

DBS	8	3	4
Teaching Regulatory Agency	4	1	0
Totals	<b>21</b>	<b>12</b>	<b>14</b>

LADO liaison with Ofsted has continued to strengthen in this reporting year. This relationship has been positive for both Ofsted and LADO and often the LADO's views are sought during Ofsted consideration for emergency inspections or in the timing of scheduled Inspections. Please note that the above figures do not relate to the number of LADO referrals where Ofsted are involved, which is a considerable number, this is only where LADO has had to refer when the organisation hasn't already done so or when high levels of risk are determined, and Ofsted involvement is crucial. Most Ofsted referrals do not meet the harm threshold for LADO and are managed by the ESO.

There is one ongoing case regarding a rape of a minor allegation against an ex-teacher where there has been more than one regulatory body referred to, however this is not yet captured in this chart as the referral hasn't yet closed. However, as an example this one case has had LADO referrals advised and/or made to the Teaching Regulatory Authority (TRA), DBS, The Charity Commission, and the Independent Schools Inspectorate.

It is also suspected that better understanding of the LADO role has meant that employers are referring to their governing bodies themselves rather than waiting for LADO to do this or advise for this to be done. As a result, the governing body has often already had notification of an allegation at the point of referral to LADO. This is a significant achievement in promoting the LADO and ESO profile amongst employers.

### **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 20/21 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.

<b>Timescales</b>	<b>Totals 2019/20</b>	<b>Totals 2020/21</b>	<b>Totals 2021/22</b>
1 Month	45	50	56
1 -3 Month	33	42	36
3 - 6 Month	5	15	17
6 - 9month	3	5	
9 -12 month	0	0	
12 month +	8	0	

Ongoing	4	4	48
<b>Total</b>	<b>98</b>	<b>116</b>	<b>157</b>

The response time in respect of being able to resolve referrals of allegations has significantly reduced. Overall, we have completed 58.6% referrals completed within 1-3 months, in comparison to the last reporting year of 80%. It is 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, e.g the Police.

The increased referral rate to the LADO has had some impact on the timeliness of reaching LADO findings. However, other contributing factors are the Covid 19 Pandemic (due to increased members of staff not being available for investigations due to illness), increased mental health issues and the complexity of referrals.

There has also been an increase in Strategy Meetings conducted by Bromley MASH considering the need for sec 47 investigations on behalf of children which, although a welcome improvement, can add an additional layer of delay.

Most long-term/ongoing cases have police involvement. The Police report that, on average, it can take up to a year or longer to prepare their 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. The Employer can also experience frustration and resource issues whilst the employee remains suspended on full pay. Where the LADO process is stalled, with employers having to wait for the Police to complete their investigations (i.e. disciplinary procedures, Standards of Care Assessments, referrals to governing bodies etc.) before other investigations can progress, inevitably delays closure of the LADO role.

It is important to note that the above data is not indicative of the overall resolution rate of the LADO. Considering the high level of consultation work, the timeliness of resolution improves significantly to 194 contacts being successfully concluded within one month and a further 55 concluded up to 3 months, meaning 249 of 312 contacts (80%) made with the LADO have been fully resolved within 3 months.

## **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 services, along with advice around what constitutes a referral to the LADO and LADO processes.

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 local 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 last reporting year associated

with the pandemic meant that these plans had to be put on hold. However, I have included this as a focus area in 2022/2023 which I will work creatively with my manager to address.

In the meantime, I have scheduled an evening Managing Allegations training event in February for Early Years providers.

### **LADO briefings undertaken during 2021/2022:**

9 <sup>th</sup> July 2021	All Bromley Staff
9 <sup>th</sup> September 2021	Health Colleagues NHS CCG
15 <sup>th</sup> September 2021	Student Social Workers
4 <sup>th</sup> October 2021	All Bromley Staff
25 <sup>th</sup> November 2021	Health Colleagues NHS CCG
5 <sup>th</sup> January 2022	All Bromley Staff – high attendance rate of Bromley Foster Carers

### **Upcoming Training Dates for this Reporting Period:**

10 <sup>th</sup> February 2022	Step Up Students Induction
23 <sup>rd</sup> February 2022	Evening Training for Early Years Providers
31 <sup>st</sup> March 2022	LADO/CCG/SLAM

### **WIDER LADO NETWORK & MAPPA MEETINGS**

The Bromley LADO is a member of the Regional London Network. The Regional LADO's have a bi-monthly meetings where best practice is shared and case work experiences as well as reviewing interfaces and cooperation across boroughs, including identifying themes and emerging patterns as identified above. This offers opportunities to compare and benchmark thresholds and levels of intervention, draw on the experience of others, and consider alternative approaches.

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, and feeds into the National LADO Network.

The Group also meets regularly with members from a variety of stakeholders and actively participates in debates and challenge of emerging policy, procedures, and guidance as it relates to the LADO role.

The LADO also attends monthly MAPPA meetings and liaises with Children's Social Care to ensure the safeguarding service contributes to the safety planning around violent and sexual offenders who have access to children.

### **EMERGING THEMES AND CHALLENGES FOR LADO**

#### **LOCALLY**

- Significant Increase in LADO Referrals & Consultations.
- Timeliness of reaching LADO conclusion/outcome.
- Delays on LADO outcomes due to ongoing police investigations and/or CPS decisions being made – Also a national issue.
- Transition from Care First to Liquid Logic file recording systems.

- Increase in cases relating to Behaviour in Private Life and therefore, Transferrable Risk Assessments, and Low Level Concerns.
- The impact of the Pandemic in terms of illness and increased mental health issues.

## **REGIONAL- LONDON WIDE**

- Impact of Covid, in terms of increased stress levels resulting in an increase in Mental Health issues for both staff and children, increasing the need for employers to evidence their duty of care, issues arising out of online platforms and online learning.
- Referrals and Notifications from the police relating to Police Officers as LADOs do not get referrals from Met Police DPS as standard when there are conduct matters that may meet LADO thresholds, due to the role not being considered a regulated activity (excluding the Child Abuse Investigation Team - CAIT).
- Transport for London does not have a safeguarding policy, and this represents a breach of Working Together to Safeguard Children (2018). TfL is the Licensing Authority for London Local Authorities. This means that they license all London minicabs. As a Licensing Authority, they have a requirement to provide CSE and Safeguarding training. This is not in effect.
- Referrals in respect of individuals and/or charities that are not registered with regulated bodies, i.e. independent tutors, independent coaches in sport, churches, unregulated children's residential units. 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/grounds and/or their homes to deliver such services.
- Keeping Children Safe in Education (KCSIE) guidance for schools in terms of Low-Level Concerns, and increased understanding of Transferable Risk issues when behaviour in personal life brings into question a staff member's suitability to work with children. The key drivers in the Farrer & Co policy were included in KCSIE 2021 without consultation, and without consulting National and Regional LADO networks. The London and National LADO networks have responded to DFE and to the London Partnership to urge that decision-making around harm and risk of harm where conduct may have a safeguarding component always needs to be made in conjunction with the LADO. The National LADO network is in ongoing conversation with the DFE.
- DBS – the London and National LADO networks would like KCSIE to provide better guidance in terms of how to manage blemished DBS outcomes and whether to keep records of DBS disclosures on file. Ofsted seem to still discourage this, but DBS seem to suggest that this is a good idea.
- Ofsted Inspections have heavily criticised Local Authorities that don't have a Designated LADO and use Child Protection Chairs and/or Independent Reviewing Officers to fulfil this role or provide LADO cover when on annual leave.

## **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 2021/22 WITH UPDATES:**

The following are priorities during the 2021/22 year that the LADO will be progressing:

- Contributing Bromley data for the regional benchmarking exercise and using this to analyse any differentials between our approach to LADO and that of other London based LADOs.  
**Update: In Progress – feedback forms have been received; these will be analysed and themes shared at the next Regional LADO Meeting**
- Seeking out various ways of engaging Charities/Voluntary Agencies and self-employed staff.  
**Update: Not Achieved and requires further work**
- Should Covid restrictions ease sufficiently, the development of twilight briefing sessions for local voluntary organisations and sporting bodies will be launched.  
**Update: Commencing with bespoke sessions with Early Years providers.**
- The LADO will attend DSL forums to deliver a LADO briefing and explore significant amendments to the statutory guidance contained in Keeping Children Safe in Education that relates to LADO consultations.  
**Update: Achieved and ongoing**
- The LADO aims to improve to 90% the conclusion of LADO referrals within 1 to 3 months and increase the conclusion of LADO referrals in up to 1 month to 60%.  
**Update: Not Achieved**
- Continued attendance at the NHSE/CCG Meetings.  
**Update: Achieved and ongoing**
- The LADO will continue to attend monthly MAPPA meeting and act as liaison between panel and Children's Services as applicable.  
**Update: Achieved and ongoing**

- The LADO will continue contributing to the Regional and National LADO network.  
**Update: Achieved and ongoing**
- The LADO will continue to support and develop the Education Safeguarding Officer's role in liaison with the Education Department's and Children's Social Care Division's objectives.  
**Update: Achieved and ongoing**
- The LADO will continue to disseminate LADO procedures, processes and thresholds through regular training sessions, contribution to staff inductions and attendance at various service meetings both within Children's Social Care and with external partners.  
**Update: Achieved and ongoing**
- To continue to participate in the developing of effective data recording systems linking up the LADO spreadsheet/Care First/Liquid Logic and management of the shared LADO drive.
- **Update: Achieved and ongoing**

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Report No.  
CEF 22019

London Borough of Bromley

PART ONE - PUBLIC

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**Decision Maker:** CHILDREN, EDUCATION AND FAMILIES PDS COMMITTEE

**Date:** 15<sup>th</sup> March 2022

**Decision Type:** Non-Urgent

**Title:** CORPORATE PARENTING UPDATE 2020-2021

**Contact Officer:** Cathy Lloyd-Williams, Head of Children in Care and Care Leavers  
Tel 0208 461 7792  
E-mail: cathy.lloydwilliams@bromley.gov.uk

**Chief Officer:** Director of Children's Social Care

**Ward:** All Wards

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1. Reason for report

This report is to provide a mid-year update of the progress of children in care and care leavers in Bromley and identify progress made against the outcomes identified in the corporate parenting strategy.

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2. **RECOMMENDATION(S)**

The Committee note and comment on progress made towards the actions identified in the Corporate Parenting Strategy as laid out in the outcomes and evaluation section of this report.

### Corporate Policy

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

### Financial

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

### Personnel

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

### Legal

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

### Procurement

1. Summary of Procurement Implications: N/A
- 

### Customer Impact

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

### Ward Councillor Views

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

### **3. COMMENTARY**

3.1 Covid has continued to dominate our lives and professional relationships. As a service we have continued to build on our knowledge and experience of working through the pandemic and have sought to innovate and provide creative solutions to reach out to all our young people despite the challenges. We were also lucky to be able to complete a full programme of summer activities again in Summer 2021 and were lucky to also hold an in-person Celebration of Success event for our Care Leavers in October 2021. Sadly, our corporate parenting Fun Day in Dec 2021 was cancelled due to concerns about the Omicron Variant, but we are hoping to reschedule as soon as possible.

3.2 We were subject to a focussed visit in Sept 2021 from Ofsted looking at the experiences of looked after children in Bromley who noted these successes and offered very positive feedback. Their headline findings were: 'Children in Bromley are recognised as a high priority and the lead member and the chief executive ensure that a consideration of their needs is championed and embedded in the wider council. Children in care in Bromley continue to make good progress, supported by a stable and skilled workforce. Ambitious and determined leadership ensures that services continue to strengthen so there is a positive experience for children in care. The local authority continues a positive trajectory of improvement supported by additional investment and resourcing. A new head of service for children in care provides strong and clear leadership.'

### **4. IMPACT ON VULNERABLE ADULTS AND CHILDREN** **Performance Data 020-2021 Children Looked After**

4.1 As of January 2022, Bromley had 327 children looked after which is a slight drop from 338 in March 2021. Bromley's rate of children looked after Children 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 figure remained static over 2020-2021 although there has been a slight drop to 43 per 10,000 in Nov 2021.

4.2 Of our children looked after 58% were male and the other 42% were female. In terms of ethnicity 58% of our children are white, 7% Black African, 8% Black Caribbean and 4% are Black other, 17% 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/other, 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 is being examined across services within the safeguarding partnership.

4.3 58% of our in-care population are male and are thus disproportionately represented in our care population. This is most likely linked to males coming into care due to criminal exploitation and offending behaviour but other may be vulnerable to family breakdown because of going missing and/or criminal exploitation.

4.4 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) is currently 40%, remaining slightly above the London average of

39%. Our 16 /17-year-old cohort represents 32% of our in care population which is below the London comparator (37%).

4.5 In terms of placements 73% (241) of our children are currently in foster care, of that number 29% (94) are in house foster placements, 33% in IFA placements (107) and 12% (40) with connected persons/ family placements. Our residential population increased over the course of the year 20-21 from 66 to 73 in Jan 21 but has returned to 63 by the year end where it remains as of January 2022. Many of these young people have physical and /or learning disabilities and residential care mains the most appropriate resource. However, we remain ambitious in our search for long-term fostering options as a step down for children with emotional or behavioural needs that may make significant progress in residential care and be ready for a return to family life offering within a fostering placement. Similarly our % of young people placed 20 miles or more from the borough has slightly increased from 16% to 18%. Whilst every effort is made to keep children closer to home some children are placed at a distance to the borough due to safeguarding concerns particularly those who were being exploited in the community. There continues to be national issues around the sufficiency of placements and this area is under scrutiny in the government's Children's Social Care Review.

4.6 We have been able to make a significant impact in terms of placement stability over the course of the year. This is measured by the number of children aged 16 and under who have been in placement for two years or more. As of March 2020 this was 54% of looked after children. This also rose over the course of the year to 66% in March 2021. It currently remains at 69% as of January 2022, The number of young people who have experienced two or more placement moves over the calendar year has also fallen from 10% which is in line with national averages to 6%. We experienced much fewer moves during both national lockdowns with foster families and young people working together but we did see a pattern as both lockdowns eased that potential difficulties became more openly acknowledged and several long-term arrangements sadly became unstable. We also noted that some young people who have been vulnerable in the community to peer exploitation or negative influence had a period of greater stability when lockdown measures were tightly applied across the country. Again, as things eased missing episodes started to increase and some placements became more pressured. We have however worked with fostering colleagues to learn lessons from significant disruptions and create a better standard or practice around promoting stability through strong multi agency proactive work and creative support.

4.7 By July 2021 27% of our children had received a health assessment in the calendar year. This ended the previous year at 91%. 97% of young people were up to date with immunisations by July 2021 which is in fact an increase from 78% at end of year March 2020. Sadly young people with an up to date dental appointment which dropped from 91% in the year 19-20 to 35% by March 2021. This is due to most dental surgeries being closed for all but emergency treatment for much of last year. The service is working hard with CLA health colleagues to increase take up since lockdown has eased and we have climbed back to 61% of young people having seen in a dentist in the last 12 months by Jan 2022. There are national issues regarding a shortage of NHS dentists available but we are working through our data to ensure proactive follow up for all children whose dental appointment is outstanding to drastically improve this figure by the end of the reporting year. We can't currently report on Strengths and difficulties questionnaire as although the majority have been returned the data has not been successfully loaded into the new database.

4.8 Over 70% of our children looked after are secondary school and over and 46 children coming into care for the first time were aged between 13 and 17 last year.. These young people are often received into care due to concerns around contextual safeguarding and can be at risk from peers or exploitative adults in the community. This cohort of young people is tracked through MEGA panel (missing, exploitation and gangs). Ofsted noted : *'Risks to children looked after are clearly understood and responded to well. Strategy meetings are held as required. Children who go missing receive a bespoke response according to their need'*.

We have been receiving Unaccompanied Asylum Seeking Children through the National Transfer Scheme. Three young people who were dispersed by the Home Office in December and are anticipating 1 more referral. As of January 2022, we are supporting 7 under 18 UASC and 72 young people aged 18-25. This represents 15, 22–25-year-olds and 57, 18-21 year olds.

## 5. CARE LEAVERS

5.1 As at the 31<sup>st</sup> March 2019, we had corporate parenting responsibilities for 254 Care Leavers up to the age of 25, although only 193 care leavers chose to access services. As of March 31<sup>st</sup> 2020 279 care leavers were eligible for a leaving care service from Bromley and of that number, 234 were actively receiving services. In January 2022 we have 255 young people actively in receipt of a service from the Leaving Care Team which demonstrate exponential growth in the number of young people receiving a service.

5.2 Our care leaving population is also 63% male and therefore young men are disproportionately represented. Young people from Black, Asian, or mixed heritage origin also represent 6% of our leaving care population and which is also not representative of the wider demographics of Bromley but is reflective of the overall in care population. The data demonstrates that we are currently in touch with 85% of care leavers meaning they have had a visit within 8 weeks of reporting. We have 96% of young people in suitable accommodation which again shows improvements from 86% last year and 78% in the previous reporting year. Young people in custody are regarded as not in suitable accommodation. They will remain supported by their YPA and in receipt of a pathway plan to help prepare them for release back into the community. Bromley compared favourably against other local authorities in our Bright Spots Survey last year with 81% of our care leavers saying they always felt safe at home compared to 64% of care leavers in other local authorities. A further 11% said they felt safe most of the time and 8% saying they felt less safe.

5.2 When the first lockdown occurred in March 2020 there was an initial negative impact on ETE as many young people who were on zero hours contracts or casual employment lost out on work. Young people aged 19-21 in ETE in fact dropped to 17% in April 2020. In May this bounced back up to 49% and dropped back to 41% by March 2021 which compared well with national averages of 38%. We have continued to employ our ETE strategy of combining work with DWP and partners in Bromley education business partnership as well as virtual school to identify bespoke opportunities for our young people. We have also run our new beginnings pre-employment group work programme for young people who have been NETE for over three months. This group ran for the third time in September/October 2021 and overall 14 young people have attended with 8 young people having secured and maintained full time education or employment subsequently and a further young person has a Kickstarter interview next week.

5.3 We also worked with HR to create Kickstarter opportunities within the council and three of our young people were successfully employed; one as a market supervisor, one as a digital information assistant and another as the Active Involvement engagement worker. We also have

two care leavers start their ASYE in social work, based in the Youth Offending Service in August 2021. Our ETE figures had climbed to 54% by January 2022 which is hugely positive.

5.4 We are increasingly offering support for young people with Mental Health needs and are offering support beyond the age of 21 for young people with complex needs. This is in line with the extension of leaving care duties as outlined in the Social Work Act 2017. We have worked with colleagues in adult services to create a transition panel to ensure young people with such needs receive suitable support to aid successful transition to adulthood. However some of our young people struggle to engage with statutory services and we had identified gaps in provision for young people needing an assertive outreach approach, We have been fortunate to obtain funding from the CCG and from Public Health to create a full time Mental Health Practitioner post who sits within the Leaving Care Service. The post holder offers support to young people who may struggle to engage with clinic-based support or may not reach threshold for Community Mental Health Services. We successfully recruited in August 2021 and to date 29 young people have been referred for a variety of interventions such as support around anxiety and depression, planning around hospital discharge and identification of future therapy. Twenty-Four young people have actively engaged with the service and are in receipt of ongoing support. We are hopeful that we may be able to achieve ongoing funding for the continuation of this valuable work.

## **6. PROGRESS OF PRIORITIES AS SET OUT IN CORPORATE PARENTING REPORT 19/20**

### **6.1 Priority 1: Having a Say**

Active Involvement in conjunction with our young people have created and delivered a training package for all staff across Children's Services and foster carers to focus on the quality of relationship. This was delivered in October and received really positive feedback. The training is being delivered to CLA service in March 2022.

The savings and pocket money policy has been reviewed and new guidelines created. All children will receive £5 a week in savings which will be paid directly into savings accounts held by the council to ensure young people have a financial cushion on leaving care in addition to their Setting Up Home Allowance.

Young people have been involved in recruitment activity for the new DCS as well as a placement officer, Young Person Adviser and new Team Manager in the CLA service throughout 2021.

Young people have created a series of videos focussed on race and culture as well as their care journeys which have been used as part of training our staff around listening to young people's voices and promoting their identity needs.

The Young Inspectors Programme has continued during 2021 with 2 young people being trained to work alongside our placement officer to offer quality assurance feedback around our placement providers. This programme has offered valuable insight into what makes a difference for young people.

### **6.2 Priority 2 Support, Stability and Security**

Long term stability improved over 2020-2021 from 56% to 66% which has been hugely positive. However, we did notice that with lockdown coming to an end a number of longer term placements becoming unstable. We have worked with colleagues in fostering and Thrive therapeutic service to offer positive support to placements before they hit a crisis.

This includes a variety of measures such as bespoke key work / mentoring support for vulnerable young people, therapeutic packages for carers and young people and respite when appropriate.

We remain part of the Commissioning Alliance and work with colleagues in the Central Placement Team to identify placements that are matched according to need.

Ofsted noted : 'Children benefit from good placement stability and are settled and doing well where they live, in appropriately matched and caring homes. Children placed at a distance receive a similarly high degree of support and services are promptly provided for them.'

### **6.3 Priority 3: Health and Wellbeing**

We ran a programme of in-person social events over summer 2021 including a film project, a photography project, a wellbeing week and care leavers week including a trip to Brighton to offer young people opportunities to make friends and reduce isolation. We also partnered with Churchill Theatre to run a drama project where young people created a drama piece to present to their carers. All events were highly successful and received positive feedback. We also ran in person events for Black History Month including a film night and a Come Dine with Me experience.

We were also delighted that our Celebration of Success event was able to take place 'in person' in conjunction with Bromley College in October 2021. All the young people attended and received an award from the Mayor noting their academic and personal achievements over a challenging year.

### **6.4 Priority 4: Education, Training and Employment**

Ongoing work with the DWP, Virtual school, Active Involvement team, Bromley Education Business Partnership and Targeted Youth Support has seen ETE rise. As of January 2022 we have 64% of our care leavers in full or part time ETE.

The Ofsted focussed visit reported 'A proactive Virtual School advocates strongly for appropriate educational provision'. We also refer to Maximus a third sector organisation that offer 1:1 support for young people at risk of NETE from the age of 16 to ensure we have a range of services on offer. We have partnered with I Aspire , a De Paul social enterprise programme who have offered 1:1 mentoring for young people who are NETE.

92% of CLA started year 12 with a secure place in a sixth form or college in September 2021. This is a 20% increase in the last 4 years. Of the 16 (most likely to be NEET) who engaged with "Fresh Start" over the summer, 14 are still in their college place as of November 2021. In total in 2020/21 we had a total of 24 enrolled in higher education L4+ courses, compared with 22 last year. We have 8 care leavers who have started an undergraduate course in 2021. We are exceptionally proud of them for continuing with their studies particularly given the challenges of studying throughout the pandemic. Our education partners are working with the Bromley Mentoring Programme to create a mentoring programme for young people at university or aspiring to go to university to reduce isolation and raise ambition.

### **6.5 Priority 5: Transitions and Independence**

Bromley joined the Care Leaver Covenant in October 2021 when they presented at the Corporate Parenting Board. This affords our young people pan London opportunities such as access to work and training placements, access to discounts and offers for mobile technology as well as access to counselling support.

Leaving Care Team are also in the process of revising the Local Offer in conjunction with our staff, statutory partners and young people to ensure it provides clear information and is responsive to young people's needs.

The Leaving Care Team have created a 'moving on group' which ran for the first time in July 2021. They offered sessions focussed on support for young people moving into their own

tenancy. This included workshops around budgeting, managing relationships and housing rights and entitlement. The group will run again in Spring 2022.

The Leaving Care Team continue to work with Adult Services to ensure young people with more complex needs are in receipt of suitable support. The Principal Social worker for adults delivered training to the service around threshold for adult safeguarding to all staff in November 2021. The transitions panel also continues bi-monthly for professionals in Adult Mental Health, Learning Disability and Complex Care teams to discuss cases with Children's Services. The panel is chaired by Head of Service for SEND to consider young people with complex needs and ensure there is suitable support in place to ensure smooth transition to adulthood.

## 6.6 Conclusion

Ofsted noted that staff felt well supported and an open learning culture ensured staff were offered suitable opportunities for development. They noted there was a strong culture of audit and critical challenge to drive improvements, and they noted evidence of strong management oversight. As a service we have continued to innovate despite the challenges of the pandemic and strengthen our offer to our young people.

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



Report No.  
CEF22018

## London Borough of Bromley

### PART ONE - PUBLIC

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**Decision Maker:** CHILDREN, EDUCATION AND FAMILIES PDS COMMITTEE

**Date:** 15 March 2022

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

**Title:** Contract Register

**Contact Officer:** Colin Lusted, Head of Complex & Long-Term Commissioning – Education, Care and Health Services. Email: [Colin.Lusted@bromley.gov.uk](mailto:Colin.Lusted@bromley.gov.uk)

**Chief Officer:** Richard Baldwin, Director of Children’s Services

**Ward:** All Wards

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1. Reason for report

- 1.1 This report presents an extract from February 2022’s Contracts Register of contracts with a whole life value of £50k or higher, for detailed scrutiny by PDS Committee – all PDS committees will receive a similar report each contract reporting cycle, based on data as at 19 January 2022 and presented to ER&C PDS on 7 February 2022.
- 1.2 The Contracts Register contained in ‘Part 2’ of this agenda includes a commentary on each contract to inform Members of any issues or developments. A covering report will also be included where additional commentary is required.
- 

## 2. RECOMMENDATIONS

### That the Children, Education and Families PDS Committee:

- 2.1 Reviews and comments on the Contracts Register as at 19 January 2022.
- 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 Portfolio
  4. Total current budget for this head: - £46,045,000
  5. Source of funding: - Existing Relevant Budget 2021/22
- 

### 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 Corporate Procurement 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 Registers is a key tool used by Contract Managers as part of their daily contract responsibilities. The Contract Registers are reviewed by the Procurement Board, Chief Officers and the Corporate Leadership Team.
- 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 206 active contracts across all Portfolios as of 19 January 2022 for the February 2022 reporting cycle as set out in Appendix 1.
- 3.6 The summary for the Children, Education and Families Portfolio is as follows:

#### Children Education and Families

Item	Category	September 2021	November 2021	February 2022
Total Contracts	£50k+	39	37	37
Concern Flag	Concern Flag	0	0	2
Risk Index	Higher Risk	8	9	8
	Lower Risk	31	28	29
Procurement Status for Contracts approaching end date	Red	0	0	2
	Amber	3	4	7
	Green	15	13	8
	Neutral	21	20	20

### 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 [Making Bromley Even Better 2021 - 2031](#) and the Contracts Database (and Contract Registers) help in delivering the aims (especially in delivering Ambition Five – Resources & Efficiencies). For Ambition Five, this activity specifically helps by supporting 'robust and active contract management'.

## 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](http://Bromley.gov.uk) to aid transparency (this data is updated after each ER&C PDS meeting).

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


## Appendix 1 Key Data (All Portfolios)

Item	Category	September 2021	November 2021	February 2022
Contracts (>£50k TCV)	All Portfolios	192	207	206
Flagged as a concern	All Portfolios	2	0	8
Portfolio	Executive, Resources and Contracts	49	59	60
	Adult Care and Health	40	48	50
	Environment and Community Services	18	19	17
	Children, Education and Families	39	37	37
	Renewal and Recreation and Housing	41	39	37
	Public Protection and Enforcement	5	5	5
Risk Index	Higher Risk	61	69	69
	Lower Risk	131	138	137
Procurement Status for Contracts approaching end date	Red	2	0	8
	Amber	12	23	16
	Green	62	58	65
	Neutral	116	126	117

## 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.

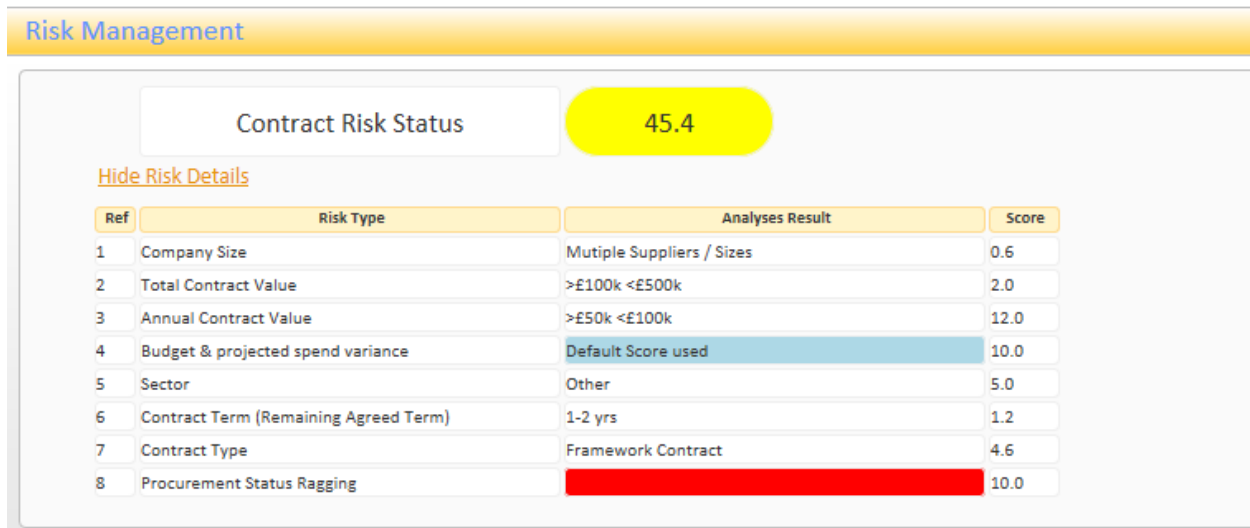
Register Category	Explanation
<b>Risk Index</b>	Colour-Ranking system reflecting eight automatically scored and weighted criteria providing a score (out of 100) reflecting the contract's intrinsic risk – reported as either Higher Risk or Lower Risk
<b>Contract ID</b>	Unique reference used in contract authorisations
<b>Owner</b>	Manager/commissioner with day-to-day budgetary / service provision responsibility
<b>Approver</b>	Contract Owner's manager, responsible for approving data quality
<b>Contract Title</b>	Commonly used or formal title of service / contract
<b>Supplier</b>	Main contractor or supplier responsible for service provision
<b>Portfolio</b>	Relevant Portfolio for receiving procurement strategy, contract award, contract monitoring and budget monitoring reports
<b>Total Contract Value</b>	The contract's value from commencement to expiry of formally approved period (excludes any extensions yet to be formally approved)
<b>Original Annual Value</b>	Value of the contract its first year (which may be difference from the annual value in subsequent years, due to start-up costs etc.)
<b>Procurement Status</b>	For all contracts automatically ranked by the Database as approaching their end date, a manual RAG rating is assigned by the Assistant Director Governance & Contracts to reflect the status of the contract. The RAG ratings are as follows:  <b>Red</b> – there are potential issues with the contract or the timescales are tight and it requires close monitoring.  <b>Amber</b> – appropriate procurement action is either in progress or should be commencing shortly.  <b>Green</b> – appropriate procurement action has been successfully taken or there is still sufficient time to commence and complete a procurement action.
<b>Start &amp; End Dates</b>	Approved contract start date and end date (excluding any extension which has yet to be authorised)
<b>Months duration</b>	Contract term in months
<b>Attention </b>	Red flag or Red RAG indicates that there are potential issues, or that the timescales are tight and it requires close monitoring. Further commentary may be provided in the Part 2 report.
<b>Commentary</b>	Contract Owners provide a comment –where contracts approach their end date. Corporate Procurement may add an additional comment for Members' consideration <i>The Commentary only appears in the 'Part 2' Contracts Register</i>
<b>Capital</b>	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 ordered by Procurement Status, Portfolio, and finally Contract Value. Capital contracts appear at the foot of the Register and 'contracts of concern' (to Corporate Procurement) 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). The Risk Index is reported as either 'Higher Risk' or 'Lower Risk'.



## Procurement Status

- 1.4 The Database will highlight contracts approaching their end date through a combination of the Total Contract Value and number of months to expiry . For all contracts highlighted by the Database as potentially requiring action soon, a commentary is provided on the status of the contract and a manual RAG rating is assigned.

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

February 2022

Risk Index	Main Contract Data						Finance Data		Proc. Status	Contract Terms			Attention	Capital
	Contract ID	Owner	Approver	Contract Title	Supplier Name	Portfolio	Total Value	Original Annual Value		Start Date	End Date	Months Duration		
Lower Risk	1540	Betty McDonald	Richard Baldwin	<a href="#">Education - Appropriate Adult Service at Police Stations</a>	Appropriate Adults Service Ltd	Children, Education and Families	94,875	11,625	■	01/04/2017	31/03/2022	60	⊗	
Lower Risk	4987	Betty McDonald	David Dare	<a href="#">Youth Offending Service Management information system</a>	CACI Ltd	Children, Education and Families	80,000	16,000	■	01/04/2020	31/03/2025	60	⊗	
Higher Risk	4947	Joanne Cozens	Rachel Dunley	<a href="#">Domestic Violence Against Women and Girls Service - VAWG</a>	Bromley & Croydon Women's Aid	Children, Education and Families	378,161	179,000	■	01/04/2020	31/03/2022	24		
Lower Risk	179	Simon Harrington-Whitnall	Jared Nehra	<a href="#">Education - Co-ordination of admissions between 32 London boroughs</a>	London Grid For Learning Trust	Children, Education and Families	259,391	31,061	■	01/04/2004	03/06/2026	266		
Lower Risk	4905	Rachel Dunley	Richard Baldwin	<a href="#">Cleaning Services to Children and Family Centres and Nurseries</a>	Chequers	Children, Education and Families	250,179	83,394	■	01/08/2019	31/07/2022	36		
Lower Risk	4849	Mary King	Kerry Davies	<a href="#">Bromley Safeguarding Children's Partnership (BSCP) Multi Agency Training Programme 2018-2021</a>	Various	Children, Education and Families	120,000	30,000	■	01/10/2018	31/03/2022	42		
Lower Risk	3810	Yasmin Ahmed	Carol Arnfield	<a href="#">Provision of Nursery meals</a>	Zebedee's Lunch Box Ltd	Children, Education and Families	111,200	29,500	■	01/09/2018	31/08/2022	48		
Lower Risk	4911	Rosemary Meissner	Carol Arnfield	<a href="#">Digital Solution for the Early Years Funding Process</a>	Sentinel Partners Limited	Children, Education and Families	92,580	30,860	■	31/07/2019	30/07/2022	36		
Lower Risk	1465	Stephanie Withers	Jared Nehra	<a href="#">IT Network - IT Support and Supplies to Specialist Support and Disability Service</a>	Structured Network Solutions UK Ltd	Children, Education and Families	92,027	22,009	■	01/02/2017	31/01/2022	60		
Higher Risk	270	Naheed Chaudhry	Richard Baldwin	<a href="#">Software Licence - Social Care Information System (Care First)</a>	OLM Systems Ltd	Children, Education and Families	3,313,863	169,033	■	06/05/2006	31/03/2022	191		
Lower Risk	3701	Mark Smith	David Dare	<a href="#">The Provision of Holiday and Saturday Group Based Short Break Service For Disabled Children and Young People</a>	Riverside School	Children, Education and Families	968,753	192,213	■	01/04/2018	31/03/2023	60		
Higher Risk	4888	Shakeela Shourie	Charles Obazuaye	<a href="#">Step Up To Social Work Cohort 6</a>	Royal Holloway, University of London	Children, Education and Families	593,124	78,000	■	10/06/2019	27/04/2023	46		
Lower Risk	3712	Linda King	Betty McDonald	<a href="#">Post 16 Learner Tracker</a>	Royal Borough of Kingston upon Thames	Children, Education and Families	210,000	42,000	■	01/04/2018	31/03/2023	60		
Higher Risk	5116	Rachel Dunley	Richard Baldwin	<a href="#">Playground Repairs and Maintenance at 3 different sites.</a>	AMMCASS Ltd	Children, Education and Families	127,041	127,041	■	01/09/2021	31/03/2022	6		
Lower Risk	3722	Sally Kelly	Richard Baldwin	<a href="#">Bromley Children Looked After (CLA) school attendance and data collection</a>	Welfare Call (LAC) Ltd	Children, Education and Families	91,640	20,420	■	01/04/2018	31/08/2022	53		
Lower Risk	1433	Rachel Dunley	Richard Baldwin	<a href="#">Children's - Mosaic Customer Segmentation Tool</a>	Experian	Children, Education and Families	88,242	25,414	■	01/10/2016	30/09/2022	72		
Higher Risk	5018	Simon Harrington-Whitnall	Jared Nehra	<a href="#">Passenger Transport Services Framework Contracts</a>	Multiple Suppliers	Children, Education and Families	49,000,000	7,000,000		19/09/2020	31/08/2025	59		
Higher Risk	5035	Kelly Sylvester	Richard Baldwin	<a href="#">Bromley Children and Young People's Mental Health and Emotional Wellbeing Service.</a>	Bromley Y	Children, Education and Families	4,520,000	904,000		01/04/2021	31/03/2026	60		
Higher Risk	4945	Vicky West	Richard Baldwin	<a href="#">Provision of Adoption Services</a>	CORAM VOICE	Children, Education and Families	2,316,000	386,000		01/06/2019	30/05/2025	72		
Lower Risk	5000	Emma Pearce	Naheed Chaudhry	<a href="#">** Now Live ** Social Care Case Management Software Licence (1)</a>	LiquidLogic Limited	Children, Education and Families	666,000	222,000		01/06/2022	30/06/2025	37		
Lower Risk	4854	Aneesa Kaprie	Richard Baldwin	<a href="#">Family Group Conferencing Service</a>	Daybreak Family Group Conferences	Children, Education and Families	554,000	90,000		01/04/2019	31/03/2024	60		
Lower Risk	4946	Philip White	David Dare	<a href="#">Participation in West London Alliance for Children's Care and Support Services</a>	West London Alliance	Children, Education and Families	484,500	117,000		01/11/2019	30/04/2024	54		
Lower Risk	4957	Scott Bagshaw	Jared Nehra	<a href="#">ICT - Capita ONE Integrated Management Information System</a>	Capita Business Services Ltd	Children, Education and Families	450,000	90,000		01/04/2020	31/03/2025	60		
Lower Risk	5171	Carol Whiting	Richard Baldwin	<a href="#">** Now Live ** Family Drug and Alcohol Court (FDAC) Service</a>	The Tavistock and Portman NHS Foundation Trust	Children, Education and Families	330,000	165,000		01/01/2022	31/12/2024	36		
Lower Risk	5135	Karen Fitzgibbon	Richard Baldwin	<a href="#">Individual Short Breaks Service</a>	Bromley Mencap	Children, Education and Families	224,998	75,000		01/10/2021	30/09/2024	36		
Lower Risk	5047	Cathy Lloyd williams	David Dare	<a href="#">Independent Visitors</a>	CORAM VOICE	Children, Education and Families	129,000	43,000		01/03/2021	29/02/2024	36		
Lower Risk	5091	Liz Lake	Debi Christie	<a href="#">Family Support Services for CYP with Social and Communication Needs</a>	Bromley Mencap	Children, Education and Families	115,500	38,500		01/10/2021	30/09/2024	36		
Lower Risk	4912	Rachel Dunley	Richard Baldwin	<a href="#">ICT - Management Information system for Children and Family Centres</a>	Servelec Group plc	Children, Education and Families	101,358	12,798		01/04/2020	31/03/2027	84		
Lower Risk	5029	Rachel Dunley	Richard Baldwin	<a href="#">Capital Bids for Childrens and Family Centres</a>	Bailey Partnership	Children, Education and Families	97,576	97,576		01/11/2020	30/11/2022	24		
Lower Risk	3786	Elena Diaconescu	Carol Arnfield	<a href="#">Adult Education MIS</a>	West March Systems Ltd	Children, Education and Families	95,050	21,490		05/11/2018	04/11/2023	60		
Lower Risk	5037	Debi Christie	Debi Christie	<a href="#">Mediation and Dispute Resolution Services</a>	Global Mediation Ltd	Children, Education and Families	84,000	28,000		01/01/2021	31/12/2023	36		
Lower Risk	3823	Mary King	Antoinette Thorne	<a href="#">Hiring of external facilities for various venues</a>	Various Suppliers	Children, Education and Families	80,000	36,000		01/04/2018	31/03/2024	72		
Lower Risk	4993	Debi Christie	Jared Nehra	<a href="#">SEND Parent Participation</a>	Your Voice in Health and Social Care	Children, Education and Families	80,000	20,000		01/06/2020	31/05/2024	48		
Lower Risk	3793	Sally Jolliffe	Jared Nehra	<a href="#">Habilitation Services For Children and Young People With Vision Impairment</a>	Guide Dogs For the Blind Association	Children, Education and Families	77,220	15,444		01/05/2018	30/04/2023	60		

Lower Risk	1509	Linda King	Betty McDonald	<a href="#">ICT - Software Licence - Line of business</a>	EduFocus Ltd	Children, Education and Families	60,987	4,999		01/04/2012	31/03/2024	144		
Lower Risk	1535	Sally Jolliffe	Jared Nehra	<a href="#">Education - Caretaking - Griffins Offices, Lovibonds Avenue, Orpington</a>	Lodestar Cleaning Contracts Ltd	Children, Education and Families	54,249	6,943		01/02/2017	30/09/2024	92		
Higher Risk	4998	Emma Pearce	Naheed Chaudhry	<a href="#">Social Care Case Management Software System (1)</a>	LiquidLogic Limited	Children, Education and Families	1,202,000	1,202,000	■	10/06/2020	31/03/2022	21		Capital

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