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DATE: 2 November 2021

## CHILDREN, EDUCATION & FAMILIES INFORMATION BRIEFING

**Meeting to be held on Tuesday 9 November 2021**

This briefing will only be debated if 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. In addition, questions on the briefing should also be sent to the Clerk at least 24 hours before the meeting.

- 12a INDEPENDENT REVIEWING OFFICER 6-MONTHLY UPDATE (Pages 3 - 32)
- 12b LOCAL AUTHORITY DESIGNATED OFFICER 6-MONTHLY UPDATE (Pages 33 - 52)
- 12c YOUTH OFFENDING SERVICE 6 MONTH UPDATE (Pages 53 - 64)
- 12d CEF CONTRACTS REGISTER (Pages 65 - 74)
- 12e RISK REGISTER (Pages 75 - 86)
- 15a PART 2 (NOT FOR PUBLICATION) CEF CONTRACTS REGISTER (Pages 87 - 94)

Members and Co-opted Members have been provided with advanced copies of the Part 1 (Public) briefing via email. The Part 1 (Public) briefing is also available on the Council website at the following link: <http://cds.bromley.gov.uk/ieListMeetings.aspx?CId=559&Year=0>

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

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Report No.  
CEF21043

London Borough of Bromley

PART ONE - PUBLIC

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

**Date:** Tuesday 9 November 2021

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

**Title:** INDEPENDENT REVIEWING OFFICER 6-MONTHLY UPDATE

**Contact Officer:** Stuart Hills, Head of Service: Quality Improvement  
E-mail: Stuart.Hills@bromley.gov.uk

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

**Ward:** (All Wards);

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1. Reason for report

The annual report of the role and function of the Independent Reviewing Officers (IRO) based in Children's Social Care is a statutory report.

The report gives commentary on the Local Authority's duties in relation to Corporate Parenting and the activities of the IROs in discharging their duties for individual children and young people. These activities include the review of care plans for our children looked after, support and challenge as part of our system of continuous learning and improvement, and other statutory functions in line with the guidance in the IRO Handbook.

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2. **RECOMMENDATION(S)**

**The annual report of the activities of the Independent Reviewing Officers is scheduled for note.**

## Impact on Vulnerable Adults and Children

Summary of Impact: The Independent Reviewing Service experienced a year of increased stability and grew into a service that consistently demonstrated its footprint and impact for children and young people, challenging care planning where this was due and in a more structured and visible way. Performance improved with 94% of reviews now held within timescale. Challenges were faced particularly in finding a lasting solution to the need to use locum Reviewing Officers, particularly to cover two legacy part time posts within the service. The positive work of the service has increasingly been recognised through the Practice Assurance Stocktakes led by our external consultant and the Quality Improvement service has increased its role in this work as well as in the practice reviews that underpin these stocktakes.

- 9.2 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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## Corporate Policy

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

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## Financial

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

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## Personnel

1. Number of staff (current and additional): Not Applicable
2. If from existing staff resources, number of staff hours: Not Applicable

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## Legal

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

### Procurement

1. Summary of Procurement Implications: Not Applicable
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### Customer Impact

1. Estimated number of users/beneficiaries (current and projected): Our cohort of children looked after
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### Ward Councillor Views

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

**3. COMMENTARY**

The commentary is contained within the annual report attached to this item.

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

The role of the Independent Reviewing Officer and this report demonstrate positive impact for vulnerable children and represents the discharge of statutory duties towards children looked after.

**5. POLICY IMPLICATIONS**

There are no policy implications in relation to this report.

**6. FINANCIAL IMPLICATIONS**

There are no financial implications in relation to this report.

**7. LEGAL IMPLICATIONS**

There are no legal implications in relation to this report.

**8. PROCUREMENT IMPLICATIONS**

There are no procurement implications in relation to 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

**2020-2021**

## 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 for the period 1<sup>st</sup> April 2020 and 31<sup>st</sup> March 2021. It also provides themes for further service improvement for the financial 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 on the discharge of the IRO role and responsibilities. The terms Reviewing Officer (RO) and Independent Reviewing Officer (IRO) are used interchangeably in the report.

## Introduction

- 1.1 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 Corporate Parenting annual 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 8 full-time ROs, 3 part-time ROs and 1 full-time Fostering IRO (FIRO). The Reviewing Officers are managed by two Group Managers. The fostering IRO conducts the annual review of Bromley foster households to ensure they are meeting fostering standards and providing good parenting to our children living in our care. There is one Business Support Officer who leads on the administration of looked after reviews. The service saw more stability developing during 2020-21. A new Group Manager was recruited but the Reviewing Officers embedded in their roles. There was occasional turnover of locum Reviewing Officers, which particularly affected two of the three part time posts in the service. The

timeliness of the core function of looked after reviews increased slightly from 91% to 94% within the reporting year, and the aim is to achieve as close to 100% as possible in the future.

- 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 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 will become 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. 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.
- 2.4 The team reflects the diversity of the looked after population in Bromley and requires that all IROs have the skills and ability to meet the needs of children from diverse communities.

2.5 Guidance from the IRO Handbook outlines that each IRO should have a caseload between 50 to 70 children. During the period of this report the IROs experienced some fluctuation. Successful recruitment of permanent Reviewing Officers and an increase in the quality of some locum staff recruited was reflected by caseloads at the end of the period establishing at an average of 49 at the end of the year with an equitable split between Child Protection and IRO work for all the Reviewing Officers. This caseload has contributed to the Reviewing Officers achievement of consistent and impactful footprint. The impact of the pandemic and virtual meetings has had the unintended consequence of impacting on Reviewing Officers relationships with young people as the format does not work well for all children and young people. As the route out of the restrictions becomes clearer and sustained, the service will work closely with colleagues to identify children and young people who may be prioritised for reviews to increasingly be able to safely happen in a face to face meeting, so that relationships are at the forefront.

### **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 will be 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 annual report, children and young people can participate in decisions and activities that shape and influence practice, policies and services that can impact on their lives. Bromley have a dedicated team to work directly with our children to support their inclusion in services, they are called the Active Involvement Team (AIT). Some highlights of note during the 2020-21 period include as follows:

- The further development of a strong vision, with all team members making a promise to go above and beyond for young people, to give a shared sense of community and identity to give young people a sense of belonging and to feel loved.
- Specific examples of impact for young people and improving social work practice include the creation of a social worker job description; developing and delivering training to newly qualified social workers to support them building effective relationships with children and young people; speed dating sessions and quizzes with service areas to build relationships and influence beyond the Children Looked After and Leaving Care service.
- Bright Spots surveys have again been led by the team with support from the Virtual School and Reviewing Officers and key findings are reported in the Corporate Parenting annual report.
- Young People completed a successful pilot to become a core part of the challenge and scrutiny of services and Heads of Service, holding sessions alongside the PDS Chair and Director of Children's Services for young person focussed scrutiny of the previous annual reports of the Virtual School and Independent Reviewing Officer service.
- The team has supported impactful work of young people to prioritise the needs of young parents. This has included successful campaigning for an additional Setting up

Home Allowance, a monthly Chat and Chill session, the development of parenting classes alongside a Children's Centre and a Housewarming Gift policy for young people achieving their first tenancies.

- The team adapted well to virtual events. Although the usual annual Fun Day could not proceed, Celebration events were successfully held virtually and saw the highest number of award nominations for children and young people to date.
- Summer programmes for children and young people have continued. Of note is that sensitive exploration of themes of race and identity, in addition to celebrating Black History Month, has directly been incorporated in to training for foster carers and social workers, helping to support for example the stability of matched trans-racial placements.
- Further achievements of the team include the extension of New Beginnings group work for young people under 18 which supported four of seven young people attending to secure employment soon after. Meanwhile the successful extension of My Bank workshops for young people aged 14 and 15 will promote greater financial resilience and independence for young people before they begin planning their transition to adulthood alongside their social workers.
- The most significant challenge has been the loss of more young people from the LinCC work during the lengthy periods with social restrictions than had been expected, showing how vital the social aspect of the work is for our children and young people. At the current time with restrictions having eased, the LinCC and CFCL are again able to meet in person and have strong membership.

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 have increased their use of the Dispute Resolution Protocol (set out below in section 5) and have played an active role in supporting colleagues to improve placement stability for children and young people.

## **5. Action taken to improve IRO Performance**

### ***Supervision, Training and Development for IROs***

5.1 Reviewing Officers receive monthly supervision and have access to informal supervision as and when needed. Managers remain committed to ensuring the level

of supervision and support to the IROs is of the highest standard. Group Managers 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 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 now a member of the small team undertaking the Practice Assurance Stocktakes under the leadership of our external consultant, while our Reviewing Officers have contributed two practice reviews upon each auditing round. 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 now nearly at a point where it is permanently staffed with Reviewing Officers presently in the 'pipeline'.

5.2 The Reviewing Officers have attended an external conference to support the quality of their planning, recognition of and response to risks to young people in the community that is known as contextual safeguarding. One of the Group Managers in the service is an active participant in the regional IRO managers network and is influential in work to develop a standard university level training programme for Reviewing Officers, that in future may be able to act as a benchmark for recruitment and retention. The Reviewing Officers will be having bespoke Bromley Relationship Model training during 2021-22 and will also deliver training to social work colleagues to support our model of safety planning with children and young people.

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 has been training support and feedback sessions from Coram Voice that enabled our Reviewing Officers to play an active part in conducting interviews with children to contribute to the recent Bright Spots survey and a presentation to ensure ROs were

up to date with new Domestic Abuse legislation. The ROs enjoy access to all the same training and development opportunities made available for managers and social workers within the department.

- 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. All new permanent starters have been facilitated with a full two-week induction period and a specific induction programme for all is being developed.
- 5.5 The ethos of the service is one of collaborative learning through the development of group supervision and reflection sessions. Reviewing Officers have been committed to the goal of achieving excellence for children and young people and have attended where possible all Getting to Excellence seminars. Themed reflective sessions have led to the establishment of four task and finish groups among our Reviewing Officers to contribute to four work streams of the service plan. 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. Our Reviewing Officers are enthused by imminent developments such as receiving training from the members of LinCC.

### ***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 the Leaving Care and Children Looked After service areas between January and April 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. Moving forwards the RO footprint will be embedded in to reporting from our new social care electronic records system, so that weekly tracking of midway reviews will be able to be undertaken by the management team alongside Reviewing Officers. 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 leads to more timely escalation where IRO recommendations are not being taken forward from analysis of the use of the Dispute Resolution Process in 2020-21.

### ***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 will develop in 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. It is intended that this practice will contribute to fuller participation of children and young people and will form 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 fully embedded and escalations on behalf of our children looked after rose from 22 in 2019-20 to 66 in 2020-21. It is 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. This differential was tested by our Practice Assurance Stocktakes in January and April 2021 of our Leaving Care and Children Looked After services, and it was evident that Reviewing Officer escalation appeared timely and proportionate for the small number of children where this action was helpful in specific circumstances.

### **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.

### **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. In this recording period there were 1074 review meetings, with children and young people attending over 70% (includes all forms of attendance) in person.

	<b>Participation Code</b>	<b>Nos</b>	<b>%</b>
PN0	child under 4 at the time of review	186	17.3
PN1	child attends and speaks for themselves	532	49.5
PN2	child attends and an advocate speaks for them	23	2.1
PN3	child attends and conveys their views non-verbally	5	0.5
PN4	child attends but does not speak for themselves/convey their views	10	0.1
PN5	Child does not attend but asks advocate to speak for them	34	3.2

PN6	child does not attend but conveys their feelings to the meeting	239	22.2
PN7	child does not attend or conveys their view to meeting	45	4.2
	<b>Total</b>	<b>1074</b>	

- 5.11 There is a strong sense of the participation of children and young people in their reviews. There were 82 more reviews undertaken in 2020-21 than in 2019-20, which reflects a slight increase in our cohort of children aged under 4 at the time of their review, and a slight increase in overall numbers of children looked after. Only 4% do not participate in some form, although we would like to see more children and young people attending their review meeting in person and feeling able to play an active role in the meeting. Some young people attend some but not all their reviews, and this can depend on how they are feeling at given times as well as some young people who have achieved long standing permanence can prefer to have less intrusion in terms of statutory meetings. The pandemic has had two significant impacts. Firstly, some children and young people are uncomfortable with virtual meetings. Secondly, facilitating genuine participation with younger children aged between 4 and 7 has been particularly challenging for Reviewing Officers via remote methods which can impact on the child's voice among this age group of Reception to Year 2 age school children. With restrictions now significantly eased, our Reviewing Officers will be working closely with our Children Looked After service to prioritise the children and young people who will now benefit from a long-delayed resumption of small face to face review meetings. To improve participation, we have sought stability among our RO group and the recruitment of ROs who demonstrate deeply held motivation to work directly with young people and build helpful relationships. We are working closely with the LinCC to improve participation and Reviewing Officer's relationships with children and young people.
- 5.12 The service significantly improved its return of written feedback booklets by way of consultation. This is evident from children and young people but also from foster carers. The return from parents remained static. Feedback from young people is that they can be put off by some of the questions, but also young people see pre-review consultation as something that they would most likely complete if their Reviewing Officer contacted them and did the form with them. This is to be trialled and implemented. 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.

- 5.13 During the reporting year, 196 consultation forms were received, an increase from 95 forms received in 2019-20. This breaks down in to 76 forms (an increase from 51 the previous year) received by ROs as part of the review consultation from children and young people, 102 forms received from foster carers (an increase from 31 the previous year) and 18 forms received from parents (a small increase from 13 the previous year).
- 5.14 Foster carers and parents have been routinely invited to attend reviews or consult with ROs through a separate meeting if it is assessed to be unsafe, not in a child's best interests or contrary to a child's wishes and views to have a parent or foster carer present in their review meeting.

### ***Dispute Resolution Processes***

- 5.15 The Reviewing Service experienced difficulties evidencing the formal challenge function of the role during 2019-20 year through its use of the Dispute Resolution Protocol (DRP). As this process embedded in the electronic recording system, the number of practice alerts increased threefold from 22 in 2019-20 to 66 in 2020-21. This was underpinned by a weekly performance report shared with Heads of Service. ROs are expected to have case discussions with their line managers if they are considering whether a practice escalation should be raised. This is improving performance and the RO footprint is now found consistently on children's records. The management group has worked hard with ROs to support them to take a system-based approach to escalation as this promotes a more impactful outcome for children. Two positive examples of this approach during 2020-21 ensured improved structures are in place to identify when a young person being privately fostered may need to be offered Section 20 accommodation, while another led to improvements in joined up care planning systems for new-born babies. Reviewing Officers can resolve different views about children's care plans without recourse to the Dispute Resolution Protocol but are expected to ensure their footprint is recorded on children's records where this occurs.
- 5.16 In total, there were 66 DRP forms completed by Reviewing Officers regarding children looked after. The Practice Assurance Stocktakes completed in January and April 2021 identified that these escalations were proportionate and lower numbers will reflect the increasing practice quality and strengths of the Leaving Care and Children

Looked After services. Those DRPs that were raised with colleagues across the services were purposeful and challenged different aspects of care planning, but particularly where there were delays in care planning, or care planning may not have considered all possible family and friend alternatives that may mean a child could be cared for within their birth family network. The escalation work of ROs is now reliably captured as part of ROs footprint on children's case records and is child centred and a meaningful part of the Division's wider learning culture. Most DRPs are resolved at the informal or first stage between Reviewing Officers and Team Managers, with only 3 of 66 escalations being progressed to stage 2 and Head of Service level.

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

- 5.17 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.
- 5.18 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. The service has struggled to fill two part time posts with permanent staff and has seen a Reviewing Officer decide to leave her post to return to an operational management role during 2020-21. This means that we continue to have reliance on a low level of locum Reviewing Officers that can affect the consistency of reviews for some of our children and young people. Good recruitment continues to be a priority for the service and our current position gives grounds for optimism that the service may reach a fully permanent staff establishment during 2021-22.

## **6. Profile of Children Looked After in Bromley**

### ***Numbers of Children Looked After & Young People***

- 6.1 Following a steady increase in the number of children looked after in Bromley each year from 2016 to 2019, these numbers dropped from 348 children in March 2019 to

328 at the end of March 2020. At the end of March 2021, the number had increased again to 341 children. Bromley's rate of looked after children per 10,000 children has always been below the national average and remains significantly so at 44 per 10,000 children (compared with a national average of 64 per 10,000 children). The looked after population by gender is comprised of 58% males (at 31/03/21) and 42% females, so there continues to be a significant long-term disparity between gender.

- 6.2 The ethnicity of Bromley's cohort of children looked after gives evidence of significant disproportionality in relation to the demographics overall of Bromley's under 18 population. While this is not a Bromley specific pattern in the children looked after population (and those receiving Children's Social Care services overall), this pattern is being examined across services within the safeguarding partnership and is a priority within the refreshed Children and Young Persons Plan to help gain an understanding of how this pattern could reduce and be mitigated. The demographics of Bromley's looked after children population at the end of March 2021 was 58% White, 7% Black African, 8% Black Caribbean, 4% Black Other, 17% Mixed Heritage, 2% Asian and 4% are identified as Other. In total, 40% of our children in Bromley have Black and Minority Ethnic (BAME) ethnicity. This contrasts with 23% of the overall child population in Bromley.

### ***Age profile of children looked after and young people***

- 6.3 The data continues to show, as in the previous year, that a higher proportion of Bromley's older children are living in care. In 2020/21, our cohort of 16- and 17-year old's living in care was however below the national average (32% of the looked after population in Bromley compared with a national average of 37%), while our 10–15-year-old age group constituted 40% of the looked after population, a reduction from 43% in the previous year, but slightly above the London average of 39%. This means 72% of the Bromley looked after population is aged between 10 and 17 years old. Younger children reflect national averages more closely, with 15% of children being aged from 0-4 years and children aged 5-9 years make up 13% of the looked after population. Older children tend to come into care because of child criminal exploitation (CCE, which includes the sexual exploitation of children) concerns, challenges to effective parental control, parental dysfunction and the breakdown of familial relationships, historical child protection concerns and/or previous social care

involvement. There is often an extra-familial contextual risk, that is particularly apparent for older males and can contribute significantly to missing from care episodes and the safeguarding responses that our Children Looked After and Leaving Care service regularly put in place for this cohort that contributes to the gender disparity in our care population. Older children entering care also often experience placement instability and can pose challenges in finding suitable accommodation. Two older children have needed, for their safety, to be placed in Secure Accommodation under welfare grounds during 2021/21. The Quality Improvement Head of Service conducts the Secure Accommodation Criteria Reviews that are held to review whether the criteria to be placed in such provision are met in the view of a panel on the date of the review.

- 6.4 It is understandable that older children have had life experiences and contextual needs that can mean they tend to find it hard to settle in placements, which can result in a series of placement moves. Older children are vulnerable to exploitation by adults and peers and are more likely to go missing from care. The understanding of missing patterns and themes for children looked after is being considered in the return home interviews, which are offered every time a child returns from a period that they have been missing from care. Our approach is that when one of our children does not return when they should we immediately report this to the police irrespective of the length of time they are missing. This is because risk to children is present in all periods of time that children are not where they are expected to be, however short or long that time is. The number of young people being reported missing has decreased during 2020-21 but the number of incidences of the cohort of young people who have gone missing has increased, reflecting the complexity of need presented by those young people to the safeguarding agencies.
- 6.5 The majority of children looked after are placed with foster families (72%) Of these children, 113 (33%) are placed with Bromley approved fostering households, while 94 children (27%) are placed with fostering households approved by Independent Fostering Agencies (IFAs). A smaller number of 42 children are placed with family and friends who are known as connected persons (12%), A higher number of 69 children (20%) with especially complex needs were placed in residential placements (these can include children's homes, infants living with parents being assessed in mother and baby units and residential schools as well as young people who are being detained on remand). At the end of March 2021, our number of children placed 20 miles or more from the borough has increased slightly from 16% to 18%. Whilst every effort is made

to keep children closer to home, some children are placed at distance because of their complexity of need and the location of the best matching placement to promote best outcomes, or for safeguarding reasons. There continues to be national concern about the sufficiency of foster placements for children and young people. This is under scrutiny by the government's review of Children's Social Care currently being undertaken. Our services consistently do well in planning and assessing how they can support young people to return closer to home, and this ethos was recognised within the Practice Assurance Stocktake of the Leaving Care Service in January 2021.

- 6.6 In Bromley during this recording period there were 192 children subject of Care Orders (56%, up from 51% at the end of the previous year), 74 children subject of Interim Care Orders (22%), 13 children were subject of Placement Orders awaiting adoption (4%), 60 children were subject of Section 20 accommodation (a reduction from 72 children at the end of the previous year) while 2 young people were held on remand (1%).

### ***Placement Stability***

- 6.7 Our services and Reviewing Officers maintain a constant focus on placement stability as it is fundamental to doing well in education and developing stable relationships. After a challenging 2019-20, our progress in improving both short- and long-term placement stability is a success story of our services and their joined-up working. Stability in well matched placements forms a key building block upon which our services deliver excellent care and support for our children and young people.
- 6.8 At the end of March 2020, 54% of our children had been in their current placement for two years or more. This rose to 66% at the end of March 2021. The number of children who have experienced two or more placement moves over the 2020/21 year has fallen from 10% (in line with natural averages) to 6% at the end of March 2021. We experienced fewer moves during the national lockdowns. When restrictions have eased, we have seen pressures increase for some young people and some moves have been unable to be prevented. Our services work closely together to learn from significant disruptions, identifying and responding quickly with creative support plans as soon as a risk of instability for a young person is identified, engaging partner agencies where necessary.

## *Permanency Outcomes*

- 6.9 Permanency is considered at all stages of the child's journey. Where this requires a legal order, there is a strong Legal Gateway Panel, chaired by the Head of Safeguarding and Care Planning (East Locality), and legal advice is available from specialist lawyers within the council. Any delay in achieving permanency is subjected to the Dispute Resolution Process when needed and this includes escalating concern if the transition planning to permanence is not focused wholly on the needs of the individual child.
- 6.10 During this reporting period 26 children have been reunified home; 10 children have been adopted and 33 have been placed permanently with relatives under a Special Guardianship Order. 131 children became looked after during 2020/21 while 127 children and young people ceased to be looked after. At the end of March 2021, there were no children without a permanence plan who had been looked after for two months, although 17% of permanence plans were at a parallel planning stage to reflect that many children would be in the earlier stages of care proceedings where a definitive permanence plan is subject to a range of possible options or court proceedings had been delayed because of the pandemic. There is a focus on permanence with the Permanence Panel, which ensures that within 8 weeks of being accommodated there is oversight of planning for children. In 2020-21, we issued care proceedings for 121 children. Of these, 62% achieved permanence within their families via Special Guardianship Orders or reunification with birth parents while a further 27 children were reunified with parents with a Supervision Order outcome of the care proceedings. The length of care proceedings extended to an average of 48 weeks in the fourth quarter of 2020-21.
- 6.11 ROs continue to promote timely planning via the review process for young people who are accommodated under section 20 to avoid any drift or delay within the care system and ensure that a clear permanence plan is achieved by the second review. Increased scrutiny between children looked after reviews and the use of the Dispute Resolution Protocol is assisting in ensuring timely plans are achieved for children within their timescales. Children are considered at the Legal Gateway Panel if they have been accommodated under Section 20 for three months and Reviewing Officers feed their views into this panel through the panel membership of one of the Quality Improvement Group Managers.

- 6.12 Achieving placement stability for children and young people in care will remain a priority for the Reviewing Officers. The Group Manager for the IRO Service continues to contribute to the Placement Panel and will be challenging the service and professional networks around young people to strengthen placement stability for children and young people who have complex care needs.

## **7. Services for Children Looked After and Young People**

### ***Health***

- 7.1 The Phoenix Centre is responsible for children's statutory medicals and the Looked after nurses for the monitoring and oversight of looked after children's health needs. Information from the Looked after nurse indicates the physical health of the looked after population has been generally good with no significant themes arising. There are a small number of children with complex health needs who are being supported by specialist services within the children with disabilities team. 95% of children having an annual health assessment within 12 months (an increase from 91% in 2019-20), an increase from 95% to 98% of children fully up to date with their immunisations and a considerable drop from 88% to 45% of children having seen a dentist in the previous year at the end of March 2021. This drop has been due to the lack of availability of dental appointments due to the pandemic and some dental practices implementing policies of only receiving emergency appointments during the 2020-21 period.
- 7.2 All of our children have a completed strengths and difficulty questionnaire (SDQ) with an average score of 12.8. A score of 0-13 indicates that a child's emotional wellbeing is within the normal range. The questionnaire is used to identify children who need CAMHS or other wellbeing support. Although the SDQ scores are used to inform referrals to CAMHS, senior managers are also linking these into progress monitoring and care planning. Reviewing Officers check and consider how the SDQ score may affect the care planning needs of children and young people.

### ***Education***

- 7.3 The educational attainment of Bromley Looked after Children is primarily monitored by the Virtual School. There is an annual Celebration of Achievement event to recognise both academic and personal achievement of our looked after children. This was able to happen virtually during 2020-21 and saw the highest number of nominations to date.

Nominations were received from social workers, the Virtual School, foster carers and Reviewing Officers.

- 7.4 The Bromley Virtual School has been actively supporting children and young people in addition to social workers to find creative ways to provide education to those who have not had successful classroom experiences. These creative options have included home tuition to get children ready to return to school and alternative forms of education. Fewer of our children are receiving fixed term exclusions from school year on year. During 2020/21 this figure dropped further to 13 young people from 18 in the previous reporting year.
- 7.5 Every looked after child has a Personal Education Plan (PEP) to ensure they receive the support they require in addition to the Pupil Premium funding available to schools. The Personal Educational Plans are reviewed on a termly basis in the form of a meeting with the Virtual School Advisors, teacher, parent, social worker and carers in attendance. The Head of the Virtual School continues to monitor and report on the progress and the quality of PEPs. PEP performance is strong with 95% of children having an up-to-date PEP meeting at the end of the 2021 Spring term despite the stop-start nature of the school year and not all our children being able to attend school provision depending on their personal circumstances. Reviewing Officers scrutinise PEPs before each review to ensure that these are ambitious for children and are progressing meeting any additional needs in a timely way. This is especially important for children with Education and Health Care Plans (EHCP) or who are considered to require assessment with a view to having an EHCP, as 41% of our children have an EHCP compared with 27% of children looked after nationally. We know that our older entrants to care often have needs that can be masked by behavioural needs. Joint working to identify additional needs with learning has improved through the regular attendance and input of the Virtual School at the weekly multi-agency Placement Panel, chaired primarily by the Head of Service for Children Looked After and Leaving Care. This has seen timely recognition of need and starting the Education and Health Care planning process.
- 7.6 Every effort is made to keep education stable especially when a foster placement is new and bedding in. Transport is organised even if this means transporting young people some distance if it is in their best interest and for planned periods of time. The Virtual School Head is on the distribution list for newly accommodated children and is

pro-active in checking on the possible impact of a move with social care. The Virtual School has worked hard to ensure social workers understand the education implications of their decisions. The Virtual School monitors the progress and attainment of Bromley's children looked after and young people with termly data collections. The analysis of data gives the Virtual Head her priorities in terms of providing challenge and support to schools on individual or group progress.

## **Advocacy**

- 7.7 Independent advocacy to support children and young people with specific issues about their care plan or the service they are receiving is available to all our children. The service is provided by Advocacy for All. We would like to continue promoting increased use of advocacy by our children and the advocacy service has been more successful to date in working with children who are subject of Child Protection plans. In 2020/21 there were 51 advocacy involvements, an increase from 25 advocacy involvements in the previous reporting year. The advocacy support for our children looked after is primarily to support their participation in reviews, accounting for 45 of the 51 involvements. Fifteen of these involvements provided support so that young people could participate in line with their wishes in their looked after review meetings. There were no specific involvements in relation to children subject of care proceedings, or children seeking independent support in relation to their contact with family and friends. There were two advocacy involvements in relation to post 18 transition plans for care leavers. Advocacy for our children is being actively promoted and the referral form has been redesigned in addition to the data set provided so that we can achieve an improved analysis of how we can strengthen the advocacy offer, as well as how we can promote more referrals, including self-referrals. Of notes is that only one self-referral has been made during 2020/21. This may be that young people lack confidence to seek an advocate or that they remain unaware of the advocacy service. Advocacy is discussed at every review and has a prominent page on the website for children and young people.
- 7.8 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.

An improved data set will support this as referral reasons and sources can be better analysed.

## **8 Progress of developments and key priorities for 2020/21**

- 8.1 The Reviewing Service has achieved more stability and consistency, with one Reviewing Officer leaving her post and one Group Manager during the year. Further consistency was achieved by the successful recruitment of a locum Reviewing Officer into the vacant Group Manager post that this created. The service is highly motivated to build relationships with our children and colleagues, but the pandemic has hampered this with our Reviewing Officers necessarily working remotely throughout the year owing to the need to conduct meetings virtually throughout the period. The aim is to achieve a fully permanent staff group and there are grounds for optimism with permanent recruits in the pipeline that this goal is achievable. To support Reviewing Officers relationships with young people, there will be a close working relationship with LinCC which will include training for Reviewing Officers in this area, and a priority list of children and young people who will benefit from seeing their Reviewing Officer in person is in development now that restrictions have eased significantly.
- 8.2 The use of escalation and the Dispute Resolution Process has been child-centred throughout the year and commonly evidences a positive impact for young people. Practice Assurance Stocktakes have found that Reviewing Officers have escalated proportionately and in a timely way for children who receive support from the Children Looked After and Leaving Care services. Reviewing Officers can strengthen their final reviews with young people before their 18<sup>th</sup> birthday, and this is an area regularly dip sampled by the management team and mentored through reflective group sessions.
- 8.3 The Reviewing Service has fully embedded its shared expectations of the tracking undertaken by Reviewing Officers between reviews and seeks to strengthen the footprint and involvement of the Reviewing Officer further during the 2021-22 year. The IRO footprint and use of midway reviews has been viewed favourably during the Practice Assurance Stocktakes of the Leaving Care and Children Looked After services undertaken respectively in January and April 2021.
- 8.4 Over time, the service is successfully growing its connection to the Corporate Parenting work streams and with the work of LinCC and CFCL. The Head of Service has presented to LinCC to seek their agreement to prioritise the participation in reviews

of children and young people and this work will be taking off during 2021-22 as a priority area for our young people to support improvement.

- 8.5 The service is leading alongside the Principal Child and Family Social Worker the development of a department wide methodology for gathering regular feedback from all our children, young people, and their families. This will be implemented during 2021-22, having been impacted by priorities related to the pandemic during 2021-22.

## **Priorities for 2021-22**

- 8.6 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.
- 8.7 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.
- 8.8 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.
- 8.9 That a consistent and defined training and development package for Reviewing Officers be developed alongside a training inventory of all staff in the service.
- 8.10 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.

- 8.11 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.

## **9. Conclusion**

9. The Independent Reviewing Service experienced a year of increased stability and grew into a service that consistently demonstrated its footprint and impact for children and young people, challenging care planning where this was due and in a more structured and visible way. Performance improved with 94% of reviews now held within timescale. Challenges were faced particularly in finding a lasting solution to the need to use locum Reviewing Officers, particularly to cover two legacy part time posts within the service. The positive work of the service has increasingly been recognised through the Practice Assurance Stocktakes led by our external consultant and the Quality Improvement service has increased its role in this work as well as in the practice reviews that underpin these stocktakes.
- 9.2 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.



Report No.  
CEF21044

London Borough of Bromley

PART ONE - PUBLIC

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

**Date:** Tuesday 9 November 2021

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

**Title:** LOCAL AUTHORITY DESIGNATED OFFICER 6-MONTHLY UPDATE

**Contact Officer:** Stuart Hills, Head of Service: Quality Improvement  
E-mail: Stuart.Hills@bromley.gov.uk

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

**Ward:** (All Wards);

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1. Reason for report

The report updates members on the activity and performance of the Local Authority Designated Officer (LADO) for 2020/21.

The report provides evidence of the effectiveness of the LADO service provided to and on behalf of Bromley's children between April 2020 and March 2021.

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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 national requirement for Local Authorities to appoint a Designated Officer (LADO) to manage allegations against adults who work or volunteer with children is outlined in Working Together and in Safeguarding Children and Safer Recruitment in Education.
  2. The LADO should be alerted to all cases in which it is alleged that a person who works with children has behaved in a way that has harmed, or may have harmed, a child; Possibly committed a criminal offence against or related to a child; Behaved towards a child in a way that indicates they may pose a risk of harm to children.
  3. In 2020-21, the number of referrals that met the threshold for harm was higher than the previous year, rising from 96 to 116 referrals. Of these, 56 were substantiated, 29 were unsubstantiated, 24 unfounded, 3 false and 4 are ongoing. There was no evidence to support any allegations being deemed malicious. Of these cases, 12 were referred to regulatory bodies, agency unions or sporting bodies.
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## Corporate Policy

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

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

## Personnel

1. Number of staff (current and additional): Not Applicable
  2. If from existing staff resources, number of staff hours: Not Applicable
- 

## Legal

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

See Executive Summary and full report attached.

**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 from this report

**7. PERSONNEL IMPLICATIONS**

There are no specific personnel implications from this report

**8. LEGAL IMPLICATIONS**

There are no specific legal implications from this report

**9. PROCUREMENT IMPLICATIONS**

There are no specific procurement implications 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 2020 to March 2021**

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.

**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 have been focussed on these agencies within the year as well as with faith groups and health agencies. The data highlights the need for the LADO in the coming year to continue to work with the Bromley Safeguarding Children Partnership in improving awareness and links within Police and Health but also the voluntary sector.

2020/21	Contacts	Consultations	Referrals
Number of allegations referred to LADO	228	112	116

**CONCLUSION AND SUMMARY**

The number of referrals which met threshold for harm is higher than last year, where out of 197 contacts only 98 met threshold for a referral. Of the 116 2020/21 referrals, 56 were substantiated, 29 were unsubstantiated, 24 unfounded, 3 false and 4 are ongoing. There was no evidence to support allegations deemed malicious. 12 of these cases were referred to regulatory bodies, agency unions or sporting bodies.

The activity report attached below offers oversight of our LADO service. This report includes recommendations and areas for focus to continue to improve our service during 2021-22.



Bromley Safeguarding  
Children Partnership

# Local Authority Designated Officer Activity Report

**April 2020 to March 2021**

## INTRODUCTION

This report is written to provide an overview of the activity of the Designated Officer (LADO) for the period April 2020 – March 2021 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, to ensure risks are responded to and appropriately concluded.

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

This report provides detail of allegation activity notified within Bromley during the period April 1st, 2019 to March 31st, 2020. The report will also seek to identify trends and issues

affecting the children's workforce relating to the management of allegations. It is written to provide statistical data for the BSCP and partner agencies on the number, nature, investigation process and outcome of allegations which are considered to meet threshold.

## **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.

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, inappropriate online activity, and transferrable risk cases which

often lead to LADO referrals, for behaviour in a professional's personal life. 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 the MASH, while bespoke training is now under development for Education staff who would visit children and families in their homes to improve their awareness, curiosity and impact in supporting professional networks with the safeguarding of vulnerable students.

Considerable improvements in reporting and capturing data have been possible in this reporting period following the appointment of a LADO Business Support Officer. This appointment has enabled us to implement several essential strategies, including an effective LADO tracker, which is now 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.

### **ACTIVITY AND PERFORMANCE DATA**

The number of contacts to the LADO service for consultation and allegation management support remains high. Between April 2020 and the end of March 2021, the LADO recorded 228 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
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 228 contacts made to LADO, 116 reached threshold for a Referral, meeting the criteria points 1. & 2. above, however, many of the other Contacts, referred to as Consultations, points 3. & 4., of which there were 112. 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 but 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 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 Child Protection Procedures also guide LADO practice.

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

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

2019/20	Contacts	Consultations	Referrals
Number of allegations referred to LADO	197	99	98
2020/21	Contacts	Consultations	Referrals
Number of allegations referred to LADO	228	112	116

### BREAKDOWN REFERRALS FROM AGENCIES/SECTORS

Agency	Referrals 2019/20	Referrals 2020/21
Early Years	16	8
Schools/Colleges	45/3	36/1
Ofsted	3	2
Foster Carers: Bromley/IFA's	1/5	1/3
Health/LAS	9	12
Transport	3	1
Police/Probation Service	1	9
Social Care	4	28
Residential Units	2	3
Faith Groups	1	2
Sports Groups/Leisure/Holiday Play Schemes	4	5
Scouts	1	1
NSPCC		4
<b>Total</b>	<b>98</b>	<b>116</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 have been established.

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

Physical abuse remains the largest proportion of alleged abuse due to the nature of interaction required between teaching staff and early year's 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 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 148 virtual ASV Meetings, 66 initial and 82 review meetings held. 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 LADO to be accountable for challenge and increasing understanding of 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 etc. without incurring additional travel time.

## OUTCOME OF ALLEGATIONS

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

**Substantiated** means 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.

Outcome of Allegations/LADO Findings	Total 2019/2020	Total 2020/2021
Unsubstantiated	47	29
Substantiated	36	56
Unfounded	11	24

False		3
Ongoing	4	4
Total	<b>98</b>	<b>116</b>

There has been an increase in Substantiated LADO outcomes and a decrease in Unsubstantiated LADO outcomes. This change on the most part, 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 produced a guidance document for employers during this reporting period to assist with completing Internal Management Investigations and a LADO threshold document to aid professionals in their critical thinking of criteria and outcomes.

The 4 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.

LADO work saw 2 successful criminal convictions of adults in this reporting period and advised 3 referrals to the Disclosure and Barring Service (DBS).

12 cases were referred to other regulatory bodies such as the Teaching Regulatory Authority (TRA), Sporting Bodies regulating Football, Swimming and Cricket, and we are awaiting Crown Prosecution Service (CPS) decisions on 4 cases. Awaiting CPS decisions can be another cause of delay to achieving a final LADO outcome of a small number of referrals.

Below is a graph showing a breakdown of the 12 referrals to regulatory bodies, this is a significant decrease from the previous year. It is difficult to determine why this might be the case, however, it is suspected that with an increase in Substantiated referrals, also comes an increase in better understanding of risk and therefore the management of that risk without having to refer on. It is also the case that there were lengthy periods of time during the year when social restrictions prevented grassroots activity of children in their usual sporting and other activities.

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

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

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

LADO liaison with Ofsted has continued to strengthen in this reporting year. This relationship has been positive for both Ofsted and LADO and often 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.

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. 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.

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

<b>Timescales</b>	<b>Totals 2019/20</b>	<b>Totals 2020/21</b>
1 Month	45	50
1 -3 Month	33	42
3 - 6 Month	5	15

6 - 9month	3	5
9 -12 month	0	0
12 month +	8	0
Ongoing	4	4
<b>Total</b>	<b>98</b>	<b>116</b>

The response time in respect of responding to consultation and referrals providing advice and support and responding to referrals of allegations remains positive. Overall, we have completed almost 80% referrals completed within 1-3 months.

One area of difficulty is the amount of time it takes for the Police to investigate adults who have been subject to allegations of child sexual abuse. Police report that, on average, it can take up to a year 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, commonly on full pay. Where the LADO process is stalled, with employers having to wait for the Police to complete their interventions before other investigations can progress can mean delay in reaching closure, i.e. disciplinary procedures, Standards of Care Assessments, referrals to governing bodies etc.

### **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 the health economy, 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 reporting year associated with the pandemic meant that these plans had to be put on hold and continued throughout this reporting period.

### **LADO briefings undertaken over the last year 2020/2021:**

- 9<sup>th</sup> October 2020 – All agencies
- 27<sup>th</sup> October 2020 – NHSE/CCG re: KHH
- 4<sup>th</sup> November 2020 – KHH
- 7<sup>th</sup> January 2021 – All Agencies
- 26<sup>th</sup> January 2021 – NHSE/CCG re: KHH
- 24<sup>th</sup> March 2021 – All Agencies

Although the Covid-19 pandemic has not significantly impacted on the LADO role, the briefings have continued online and have been well attended. However, challenges experienced have included virtual delivery and IT difficulties associated with this, while the necessary secondment of staff from our Workforce Development section to respond to the Covid pandemic meant that the LADO no longer had a dedicated member of staff to cover advertising, technical support and collation of feedback from participants.

## **EMERGING THEMES AND CHALLENGES**

Some emerging themes worth noting are the challenges in respect of the ongoing issue around referrals and notifications from the police relating to Police officers. There has been an emerging relationship with the Independent Office for Police Conduct (IOPC) which replaced the Independent Police Complaints Commission (IPCC). This remains a national LADO challenge and LADO's continue to work together to look for more effective ways of addressing this as a collective body.

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

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

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

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

Covid related challenges have included increased stress levels resulting in Mental Health issues increasing for both employees/volunteers and children, requiring increasing levels of evidence from the employer in relation to their duty of care obligations.

In addition, online teaching has illuminated various issues in relation to how teachers communicate with children within online platforms where guidance and policies had yet to be developed regarding appropriate communication practices. This in turn has increased employee vulnerability to having allegations made against them which has resulted in specific guidance and support to teachers in managing this safely.

Keeping Children Safe in Education guidance for Schools has also had an impact on LADO and the ESO role. The section in relation to Transferable Risk around risk factors such as Domestic Violence or other concerns raised in an employee's personal life has helped to raise awareness within Education as to how these concerns can bring into question an employee's suitability to work with children to the fore.

### **WIDER LADO NETWORK**

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

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

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

### **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.

### **REVIEW ACTIONS FOR 2020/21 WITH UPDATES**

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

**Update:** Achieved

- Continue to disseminate LADO procedures, processes and thresholds through regular training sessions, contribution to inductions and attendance at various service meetings. With particular focus on R&A, Schools, Nurseries, and Frontline.

**Update:** Achieved throughout this reporting year in multiple ways, through Briefings, training, ESO work, promotional work, updating BCSP website, Education Matters website etc.

- Revise and update the LADO referral form for professionals.

**Update:** Achieved

- Development of a leaflet explaining LADO role and procedure for parents and carers, Staff & Volunteers.

**Update:** Achieved

- Seeking out various ways of engaging Charities/Voluntary Agencies and self-employed staff.

**Update:** Not Achieved and requires further work

- Continued attendance at monthly MAPPA meetings.

**Update:** Achieved and Ongoing

- Continued attendance at the bi-monthly London LADO Group.

**Update:** Achieved and Ongoing

- Continued attendance at the NHSE/CCG Meetings.

**Update:** Achieved and Ongoing

- Active review and update of LADO information and documents on the BSCP website.

**Update:** Achieved and Updated as required

- Increase the timeliness of referral outcomes.

**Update:** Remains the same and requires further work

- To continue to participate in the developing of effective data recording systems linking up the LADO spreadsheet/Carefirst/Liquid Logic and management of the shared LADO drive.

**Update:** Achieved – new challenge is the transition from Care First to Liquid Logic which has not yet been consolidated. It however should be noted that a lot of meetings have taken place during this reporting year to look at the new system and consider how workflows need to be designed to support LADO processes.

- Continue to support and develop the Education Safeguarding Officer's role in liaison with the Education Department's objectives.

**Update:** Achieved and Ongoing

- The Annual Report for 2020/21 to include benchmarking data agreed by the National LADO Network.

**Update:** This is currently being collated with submissions being made by 24<sup>th</sup> September 2021.

## **ACTIONS FOR 2021/22**

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.
- Should Covid restrictions ease sufficiently, the development of twilight briefing sessions for local voluntary organisations and sporting bodies will be launched.

- 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 consultation.
- The LADO and Quality Improvement service will audit application of threshold to ensure this is always applied well with timely outcomes achieved.
- 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%.
- The LADO will continue contributing to the regional and national network to seek progress in stubborn problems such as the lack of referrals of Police Officers.
- 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.
- 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.

Report No.  
CEF21045

## London Borough of Bromley

### PART ONE - PUBLIC

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

**Date:** Tuesday 9 November 2021

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

**Title:** BROMLEY YOUTH OFFENDING SERVICE UPDATE

**Contact Officer:** Betty McDonald Head of Youth Offending and Youth Services:  
[Betty.McDonald@Bromley.gov.uk](mailto:Betty.McDonald@Bromley.gov.uk)

**Chief Officer:** Janet Bailey, Director of Children's Social Care:  
Janet.Bailey@Bromley.gov.uk  
David Dare, Assistant Director of Social care  
David.Dare@Bromley.gov.uk

**Ward:** All Wards

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1. Reason for report

This report provides an update on the work of Bromley Youth Offending Service over the last 6 months (since July 2020) to include managing the service during the pandemic as well as the performance and other work of the service.

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2. **RECOMMENDATION(S)**

The contents are received, noted, and provide any comments on the work of Bromley Youth Offending Service.

## Impact on Vulnerable Adults and Children

1. Summary of Impact:

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### Corporate Policy

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

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### Financial

1. Cost of proposal: Not Applicable:
2. Ongoing costs: Recurring Cost:
3. Budget head/performance centre: YOS Budget
4. Total current budget for this head: £1,682,315m
5. Source of funding: Statutory Partners and the Youth Justice Board

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### Personnel

1. Number of staff (current and additional): 30.5FTE
2. If from existing staff resources, number of staff hours:

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### Legal

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

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### Procurement

1. Summary of Procurement Implications:

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### Customer Impact

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

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### Ward Councillor Views

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

## YOS PDS update for November 2021

### **1. Executive summary**

This report gives an overview of the Bromley Youth Offending Service (YOS) and the impact of the pandemic on service delivery. This report will set out our priorities for the next year as well as our priorities in the Youth Justice Strategic Plan and our annual Youth Justice Plan 2021/22. The report will also provide information and data related to performance in the last six months. As well as work we are doing in relation to reducing offending and reoffending and more importantly our adoption of “child first” principle for children and young people in the justice system, this focuses on children and families getting the right help at the right time.

### **2. COMMENTARY**

The YOS is based at Masons Hill in Bromley. It is fully staffed with both experienced and permanent workers most of whom have professional qualifications in social worker as well as other disciplines some of whom are seconded from other agencies. The team is multi-disciplinary, multi-agency service that works with children and young people aged 10-18 years and their families to deliver statutory responsibilities in relation to a wide range of provision to address their needs. The work of the YOS includes out of court disposal, statutory supervision for those sentenced by the courts this include those sentenced to detention, on licence in the community, court work and those remanded on bail under supervision.

#### **2.1 Child First**

In 2020 we launched our first Youth Justice strategy 2020/23 where our governance board agree to adopt the YJB’s “child first” principle. We see this as our ability to recognise through our assessments and prioritise the needs of children, their capacity, and their potential. We do this by promoting the individual strengths of the child to develop pro social identity for them to desist from offending which will lead to fewer victims and more safer communities. We work to encourage and support children to engage in activities and interventions to promote a childhood removed from the criminal justice system, using pre-emptive prevention, diversion, and minimal intervention.

Over the last year we conducted two surveys to hear the voice of the child and that of parents of carers involved in the youth justice system. We wanted to provide an opportunity for children and families voice to be heard and to use the feedback to explore and enhance our service delivery as well as shape the future delivery. We recently conducted a survey on young people’s experience of being supervised during the pandemic. The purpose of the feedback is to glean an insight into our current practice in order to implement a dynamic, innovative, and improved service offer for young people that meets their needs within a changing environment. The questions were framed to collect both quantitative and qualitative data from young people in order to gather their perspectives about their experience of the YOS during

the pandemic. The age range was 13-18 open cases between September 2019 to 1 August 2020.

The sample size includes 78 cases, of which, 39 questionnaires were completed and used in the analysis. 39 cases (50%) were not received for the following reasons:

- 26 contact was attempted by case worker and this was unsuccessful
- 5 declined to participate
- 8 were not appropriate due to circumstances such as being placed out of borough, a young person being unable to respond due to being in crisis or the young people did not wish to be contacted.

The majority 81.5 % (n30) of young people within the sample identified that they thought that the YOS helped them to do better in the future. When asked specifically about how the YOS had helped them, 27 provided a narrative, themes that arose included that young people believed that the YOS helped them to do better; case workers helped them think about the consequences of their actions; sessions helped them cut down on smoking cannabis; and they received support with acquiring education and training opportunities. Furthermore, each young person who answered the question, (100% n37) said that they felt listened to; they felt that their case worker cared about what happened to them; and, that they believed that their case worker had tried to help them. Another significant finding includes that almost all the respondents (34, 97%) thought that they could tell their case worker if they needed help.

When asked to comment on the YOS experience 66 comments were received when young people were asked to highlight, "What is good about the YOS," and, "What is not good about YOS." Key findings from the respondents included that they identified the YOS to be a supportive and non-judgemental environment and that this was important to them. They also enjoyed simple, informal sessions where they were able to connect with their case worker. In most cases, respondents were happy with the service they received from the YOS.

Our survey of parents was equally encouraging with parents reporting positively on how we assisted their children during the pandemic.

The pandemic has given us new challenges within the YOS when dealing with the most vulnerable and high-risk children who often presented with a range of complexities and past trauma and the need to balance this to ensure public protection.

## **2.2 Performance**

The YOS has 68 open interventions with children and is broken down into type. There has been a reduction in the number of interventions with fewer cases coming through the courts partially related to the pandemic.

<b>Intervention</b>	<b>Active cases</b>
Referral Order	15
Remand in Custody (YDA) YOI	1
Section 90/91/Through Care Programme	3
Triage/Prevention Programme	19
Youth Caution	2
Youth Conditional Caution	5
Youth Rehabilitation Order	6
Informal Diversion Work	2
Pre panel OCCD Programme	6
Liaison & Diversion Programme	5
Assessment Programme (PSR)	2
Bail Support Programme	1
Section 90/91/Licence Programme	1
<b>Grand Total</b>	<b>68</b>

The YOS has 3 national key performance indicators, First Time Entrants (FTE); offending and reoffending and the use of custody and performance is measured by the Youth Justice Board (YJB) who in turn publishes the data. The latest outturn for Bromley is:

### ***First Time Entrants (FTE)***

We continue to reduce the level of FTE's to the criminal justice system from a rate of 157 (Jan – Dec 2019) to 153 (Jan – Dec 2020) per 100,000 and we are performing well. Bromley's rate of first-time entrants has reduced annually by 3% and is 33% lower than the average for London and is 27% below the national average. FTEs are 1% higher than our statistical neighbours. Bromley also has the lowest rate compared with the 6 surrounding boroughs. (Bexley, Croydon, Southwark, Lewisham, Lambeth, Greenwich) Bromley has the 7<sup>th</sup> lowest FTE rate in London and are ranked 77<sup>th</sup> out of the 154 YOS in the country.

Bromley YOS are Triaging an average 100 cases a year which is having a direct impact on keeping the number of first-time entrants low in comparison to the London and national average. (A young person receiving a triage for a 1<sup>st</sup> offence prevents them from becoming an FTE). Our review and analysis of first-time entrants is that

The reductions in the number of children entering the criminal justice system is supported in Bromley by our continued pre-emptive prevention and diversionary activities. Our review of Local trends shows that young people who are most likely to offend are also most likely to have complex needs with in some cases little prior opportunity for the YOS to help prevent the majority from entering the criminal justice system. We continue to prioritise all our work with children and offering a range of support to help effect positive lifestyle changes.

## ***Reducing offending and reoffending***

This measure helps in understanding the effectiveness of the youth justice system in supporting young people who previously offended not to reoffend. It is a quarterly rolling measure of the rate of re-offending after 12 months of a cohort of young people. Data taken locally shows that age plays a significant part with the older young people being more prolific in their offending.

The YOS tracks a cohort of offenders who received a pre-court, court disposal or were released from custody in a 12-month period. The latest figures available are for a 12-month period October 18 - September 19. (Tracked until the end of September 2020)

105 Young people were sentenced between October 18 - September 19. 32 (30%) reoffended within a 1-year tracking period. Bromley YOS have achieved a 7% reduction in the rate of reoffended compared with the previous year, October 17 – September 18.

This cohort of young people being tracked has reduced over the past 4 years where 234 young people were serving YOS interventions by the end of September 2015. This is a 55% (129 cases) reduction over a 4-year period.

Bromley YOS reoffending rate is 10% lower than the average for London and 5% lower than National average. Bromley's rate is also reoffending is 3% lower than stat neighbours.

Bromley has the **lowest reoffending rate in London** and are ranked 42 out of the 154 YOS in the country.

7 out of 105 (7%) have committed 4 or more offences within a year (Prolific offenders). These 7 young people had committed a total of 69 offences, which is 66% of the offence frequency rate. 1 young person has committed over 30 offences within a year, and another committed 9 offences. These were repeat motoring offences including Theft of vehicle, no licence, no insurance, failure to stop and dangerous driving.

Many of these young people were involved in Gangs. Had episodes of missing, having mental health issues and are high risk cases with vulnerability issues. They have committed serious and violent offences (Murder, GBH, knife/weapons, Suppling Drugs, and Robberies). All were aged between 15-17 and 6% (2) of those who have reoffended were females.

There is a continued focus within the YOS and with partners in respect of this vulnerable group of young people. These young people receive specialist and multi-agency packages of support that can improve their lives. We are working towards training staff and adopting a trauma informed practice model in the YOS to improve and enhance the quality of our work with children and young people.

## ***Custody***

The YOS tracks the number of young people sentenced to custody on an annual period. The latest figures available are for the 12-month period of July 2020 – June 2021. Good performance is typified by a low figure.

- 3 Young people were sentenced to custody Between July 2020 - June 2021.
- This is an annual reduction of 7% in the rate per 1000 of custodial sentences, compared with the same period last year (5 custodial sentences) Bromley's rate of custodial sentences is 10% below the average for London and is 4% below the National rate. Bromley's custody rate is 2% higher than the statistical neighbours.
- Bromley is currently ranked 66 out of the 154 YOS in the country and has the 15th lowest rate of custodial sentences in London. Bromley has the lowest custody rate in comparison to its 6 neighbouring boroughs. (Bexley, Croydon, Southwark, Lewisham, Lambeth, Greenwich)

All 3 of the young people serving custodial sentences between July 2020 - June 2021 were sentenced to long term custodial sentences.

### **Education, training, and Employment (ETE)**

The YOS monitors the percentage of young people engaged in suitable education, employment, and training at the end of their YOS intervention. The latest reporting period is for April 2021 to June 2021.

The YOS had 42 interventions which ended between April 2021 to June 2021. All school aged young people were on roll and attending an ETE provision at the end of their order. This is a 4% increase on the same period last year.

6 young people who were above school age were NEET at the end of their order these young people were all referred to the 16+ education officer who assisted these individuals with CV writing, interviewing and motivational skills. Unfortunately, 5 of these young people moved out of borough while serving their YOS orders and was unable to continue with the education processes put in place by the YOS education officer. The YOS has seen an 7% increase on the number of above school age young people being in a suitable education in comparison to last year. The YOS continues to meet regularly and work with colleagues in education there is a particular focus on SEND and how we support these children. This joined up working has enabled us to track and ensure that children with Education Health and Care Plan needs are met for those involved in the justice system with a stronger focus on these children's needs.

### **Accommodation**

The YOS tracks the number of young people who have access to suitable accommodation at the end of their order. The latest reporting period is for April 2021 to June 2021 where we had 42 interventions which ended between April 2021 to June 2021. All were living in a suitable accommodation with their parents/relatives

and carers at the end of their order. Young people in suitable Accommodation is 4% higher than last year.

## **Youth Justice Plan 2021/22**

The annual Youth Justice Plan is a statutory requirement under the Crime and Disorder Act 1998 section 40 that sets out the YOS Partnership responsibility in producing a plan. It states that it is the duty of each local authority, after consultation with partner agencies, to formulate and implement an annual plan, setting out how youth justice services will be delivered in Bromley and the composition and operation of the service.

The Bromley Plan headlines our achievements over the last year and highlights our priorities and opportunities for the coming year as well as risk to future delivery. The work of the YOS is monitored and overseen by the YOS Executive Partnership Board which in turn reports to the Children's Executive and the Bromley Safeguarding Partnership (BSCP) both receive updates and reports at every meeting. The separation of our Executive Board from the Operational subgroups allows a stronger focus on delivery against our objectives from an operational perspective.

The service improvement for 2021/22 are:

- Keeping young people safe
- Continued commitment to delivering high quality service provision
- Deploing wider evidence base on what works to reduce offending and continually upskilling of our staff though training and supervision.
- Sharing our work with partners at all levels to increase their insight and understanding of the work of the service.
- Greater partner involvement and updates of how they advocate and promote the work of the YOS in their organisations.
- Inclusion of a court representative on the YOS Partnership Board
- Our Quality assurance framework of audits and practice reviews will remain and followed.
- Understanding disproportionality and focus on making a difference
- Learning from research, inspection, and serious cases reviews through the YOS and beyond to help develop and enhance our services and support.
- Ensure that we use the voice of the child and parents in our planning and service development
- Implement some of the learning from our covid recovery plan 2020.

## **Governance and leadership**

The YOS governance board has continued to meet throughout the pandemic although after careful consideration the board has been revised to ensure that there is senior oversight and scrutiny of the YOS Partnership. There is now an Executive partnership Board chaired by Ade Adetosoye (OBE) (Chief Executive Officer) and three operational subgroups focused on our key performance indicators – Reducing

First Time entrants chaired by Associate Director at Oxleas, reducing offending and reoffending chaired by Police Superintendent and Reducing Custody, resettlement and education chaired by the Director of Education.

The Executive Partnership Board and subgroups supports the service in overcoming any barriers to effective multi-agency working. There is good representation and attendance and a refreshed term of reference to reflect the change which enables partners to make an effective contribution to delivering key youth justice outcomes and to hold partners to account for their operational performance and outcomes. There is a clear vision detailed in the plan that we work to. The Board is continually updated on the YOS, Risk Register and performance reporting and analysis of local data. This year the agendas have included:

- Disproportionality and understanding of issues locally
- Liaison and Diversion offer
- Voice of the child
- Victim and Restorative Justice
- Resettlement developments
- National standards
- Audit of practice

There has also been a series of inspection readiness workshops to prepare Board members for the forthcoming inspection although we have no date as this is an unannounced inspection led by HM Inspectorate of Probation.

## **Work with children**

Our focus with all the children we work with is to support them with various interventions that will lead to positive change. We understand that the process of desistance for some of our children and young people can be as simple as becoming a first-time entrant into the youth justice system and for most don't go onto reoffend. We have seen first time entrant's rate reduce significantly over the years. However, for the more persistent children and young people who offend this can be challenging often requiring more structural support to move them away from crime.

The interventions we offer in terms of positive activities include employment and training, education from our dedicated YOS teacher, leisure activities and learning new skills. We are implementing joint working peer to peer to see if this will make a greater impact on working with the friendship network to effect change in the offending group. We continue to promote desistance as this is our statutory aim of reducing re-offending. All the interventions we deliver are part of a whole process to change behaviour and ultimately reduce offending.

We have a range of specialist staff from a nurse, speech and language worker, substance misuse, psychologist who interventions too. We also provide one-to-one support, group work activities for children depending upon need and risk. In the last six months we have facilitated a girl's group with a small number of females who come into the justice system. Females represent approximately 18% of our caseload,

average age 14-17 years old. Since September 2021, we have had 12 girls referred to us for a range of offences. 9 of whom received out of court disposals. In relation to gender we ran a specific session facilitated by the YOS nurse and a case worker on healthy relationships and a girl's group. This is a gender specific programme which focuses on building self-esteem, gaining an awareness of what respectful relationships with others look like and participating in general feel-good interventions the feedback was overwhelming positive from all the participants all of whom expressed a view for the sessions to be longer in duration and ongoing. With this in mind we are actively preparing to run further groups throughout the year.

Other interventions we run include a bike maintenance course teaching young people vital skills around bike safety and repairs and this has proved very popular amongst young people with a current waiting list.

As part of our commitment to address issues related to disproportionality we are running a programme targeted at BAME young people. It is a highly motivational course directly addressing issues of identity and race, attitude and behaviour and breaking down stereotypes. The course can be effective in helping young people challenge their existing beliefs and thought patterns. We have delivered previously, and the cohort of participants talked encouragingly of the areas explored and how this had sparked an interest in wanting to further explore these areas and giving them a confidence boost in terms of the career aspiration and journey.

We are also focused on restorative justice and have a dedicated worker who is in contact with the victims of youth crime to ensure that they have a voice and the option to specify they are willing to engage in direct or indirect reparation. We have a wide range of community projects available that young people attend to complete unpaid hours of work to repair the harm or damage caused to the community by their offending.

## **Parenting**

In September 2021 we appointed a Parenting worker who will work closely with parents to offer support. Since the inception of YOS in 1998, parenting has played an important role in the development of the service. We recognise and acknowledge the importance of parenting in a child's life and as a powerful agent for change. We have therefore enhanced the support available by creating a dedicated YOS Parenting worker that sits within the YOS but also working closely with our family intervention service. We aim to deliver an evidenced based parenting programme, offer one to one support to parents. We see this as an opportunity to build upon existing good practice as well as bring new thinking to target and encourage parents to engage as we know the wider benefits including school performance and increased family stability.

## **Serious youth violence**

The operational definition of serious youth violence (SYV) used by the Youth Justice Board is a drug, robbery or violence against the person offence that has a gravity

score of 5 or more. Robbery offences carry a gravity score of 6. Gravity scores range from 1 (least serious) to 8 (most serious). In the year ending March 2021 there were 13 offences of SYV committed by children in Bromley.

Serious youth violence continues to be a cause for concern and with heightened attention as we constantly hear of tragic incidents of fatalities and other serious injuries caused by a small number of people. We have a small number of children involved in such offending many of whom have been sentenced to custody due to the serious nature of their behaviour. However as a service we continue to support these children throughout. For most of the pandemic the Youth Custody Service (YCS) introduced restorative measures, with social visits and other professionals' meetings and visits cancelled or held virtually. This was complemented by increased telephone contact with families and professionals. This has been a difficult time for families having these restrictions in place so the YOS increased contact with these children and provided additional resources to alleviate the frustration and boredom that some faced with longer time kept in confined areas.

## **Summary**

The last year has been a challenging one where service delivery has been delivered differently and in a creative way to fulfil statutory duties as well as meet the needs of children receiving our service and support. A business continuity plan to manage risk was approved by the YOS Governance Board and submitted to the YJB. Risk assessments have been completed on all aspects of our work and this period has enabled us to review our work with safety of children, families and staff being our priorities. For some children we have managed risk virtually but for others the service has continued with direct interventions taking account of government guidance and the need for social distance.

A child-centred approach is central to our vision alongside effective prevention and we remain committed to our aims which underpin our priorities as a Partnership in preventing youth offending and reoffending.

**Betty McDonald**

Head of Service 16/09/21

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Report No.  
CEF21046 A

## London Borough of Bromley

### PART ONE - PUBLIC

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

**Date:** 9 November 2021

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

**Title:** Contract Register

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

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

**Ward:** All Wards

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1. Reason for report

- 1.1 This report presents an extract from September 2021’s Contracts Register for detailed scrutiny by PDS Committee – all PDS committees will receive a similar report each contract reporting cycle, based on data as at 1 September 2021 and presented to E & RC PDS on 15 September 2021.
  - 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 1 September 2021.
- 2.2 Note that in Part 2 of this agenda the Contracts Register contains additional, potentially commercially sensitive, information in its commentary.

### Impact on Vulnerable Adults and Children

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

### Corporate Policy

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

### Financial

1. Cost of proposal: - N/A
  2. Ongoing costs: - N/A
  3. Budget head/performance centre: Children, Education and Families 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 Register 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 192 active contracts across all Portfolios as of 1 September 2021 for the September 2021 reporting cycle as set out in Appendix 1.
- 3.6 The summary for the Children, Education and Families Portfolio is as follows:

Item	Category	February 2021	May 2021	September 2021
Total Contracts	£50k+	40	36	39
Concern Flag	Concern Flag	0	0	0
Risk Index	Higher Risk	9	8	8
	Lower Risk	31	31	31
Procurement Status for Contracts approaching end date	Red	N/A	0	0
	Amber	N/A	0	3
	Green	N/A	13	15
	Neutral	N/A	23	21

- 3.7 No contracts have been flagged as a concern.

### 4. IMPACT ON VULNERABLE ADULTS & CHILDREN

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

## 5. POLICY IMPLICATIONS

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

## 6. PROCUREMENT IMPLICATIONS

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

## 7. FINANCIAL IMPLICATIONS

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

## 8. PERSONNEL IMPLICATIONS

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

## 9. LEGAL IMPLICATIONS

- 9.1 There are no direct legal implications but the Contracts Database does identify those contracts which have a statutory basis and also those laws which should be complied with in delivering the contracted services.
- 9.2 A list of the Council's active contracts may be found on [Bromley.gov.uk](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	February 2021	May 2021	September 2021
Contracts (>£50k TCV)	All Portfolios	223	211	192
Flagged as a concern	All Portfolios	4	2	2
Portfolio	Executive, Resources and Contracts	57	48	49
	Adult Care and Health	74	72	40
	Environment and Community Services	16	19	18
	Children, Education and Families	40	36	39
	Renewal and Recreation and Housing	30	31	41
	Public Protection and Enforcement	6	5	5
Risk Index	Higher Risk	95	85	61
	Lower Risk	128	129	131
Procurement Status for Contracts approaching end date	Red	N/A	2	2
	Amber	N/A	46	12
	Green	N/A	51	62
	Neutral	N/A	112	116

## 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.

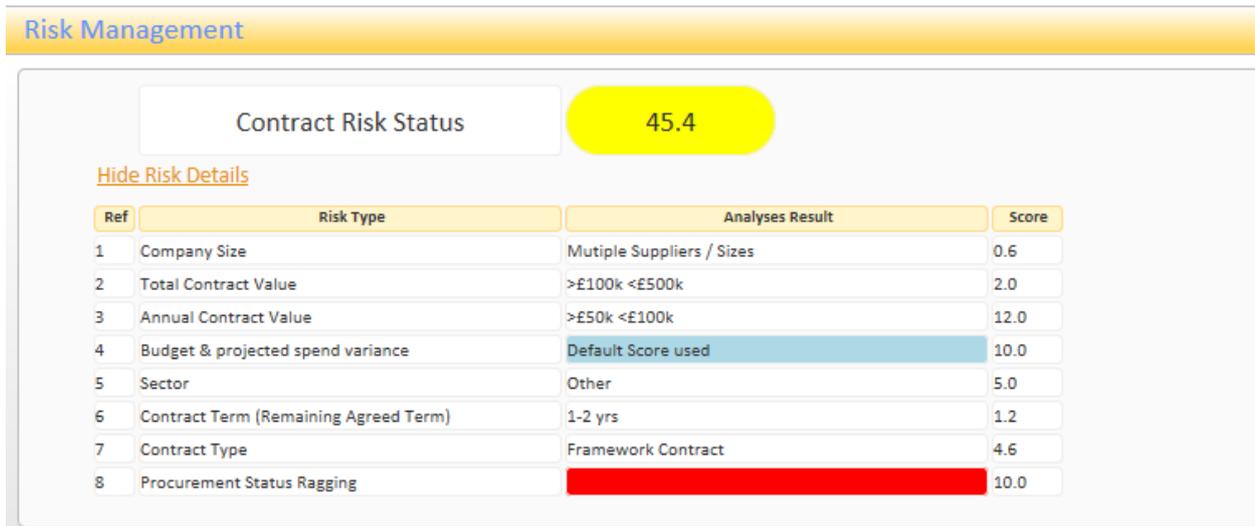
Register Category	Explanation
<b>Risk Index</b>	Colour-Ranking system reflecting eight automatically scored and weighted criteria providing a score (out of 100) reflecting the contract's intrinsic risk – reported as either Higher Risk or Lower Risk
<b>Contract ID</b>	Unique reference used in contract 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 -

September 2021

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	3722	Sally Kelly	Janet Bailey	<a href="#">Bromley Children Looked After (CLA) school attendance and data collection</a>	Welfare Call (LAC) Ltd	Children, Education and Families	81,680	20,420		01/04/2018	31/03/2022	48		
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		
Lower Risk	1540	Betty McDonald	Janet Bailey	<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	1509	Linda King	Betty McDonald	<a href="#">ICT - Software Licence - Line of business</a>	EduFocus Ltd	Children, Education and Families	50,989	4,999		01/04/2012	31/03/2022	120		
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	315	Debi Christie	Jared Nehra	<a href="#">Education - Family Support Services for CYP with Social and Communication Needs</a>	Bromley Mencap	Children, Education and Families	153,210	26,477		18/07/2016	30/09/2021	62		
Lower Risk	3826	Beverley Brown	Aneesa Kaprie	<a href="#">CSE Support Service</a>	Asphaleia Ltd	Children, Education and Families	155,000	55,000		01/12/2018	30/11/2021	36		
Lower Risk	179	Doreen Pendergast	Jared Nehra	<a href="#">Education - Co-ordination of admissions between 32 London boroughs</a>	London Grid For Learning Trust	Children, Education and Families	174,086	14,000		01/04/2004	31/08/2022	221		
Lower Risk	4844	Mark Smith	David Dare	<a href="#">Provision of Individual Support for Short Breaks For Disabled Children and YP and their families</a>	Bromley Mencap	Children, Education and Families	195,212	62,920		01/10/2018	30/09/2021	36		
Lower Risk	4905	Rachel Dunley	Janet Bailey	<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		
Higher Risk	5084	Emma Pearce	Naheed Chaudhry	<a href="#">** Now Live ** Bloom Procurement Ltd</a>	Bloom Procurement Services Ltd	Children, Education and Families	350,000	350,000		13/07/2021	31/12/2021	5		
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	4888	Shakeela Shourie	Charles Obazuaye	<a href="#">Step Up To Social Work Cohort 6 (Provision of PG Diploma in Social Work to Royal Holloway University)</a>	Royal Holloway, University of London	Children, Education and Families	583,950	78,000		10/06/2019	31/03/2023	45		
Lower Risk	3792	Carol Whiting	Janet Bailey	<a href="#">Family Drug And Alcohol Court</a>	Tavistock and Portman NHS Trust	Children, Education and Families	623,835	159,255		03/01/2018	31/12/2022	60		
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	270	Naheed Chaudhry	Janet Bailey	<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	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	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	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	1433	Rachel Dunley	Janet Bailey	<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		
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	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	5029	Rachel Dunley	Janet Bailey	<a href="#">CAPITAL BIDS FOR CHILDREN AND FAMILY CENTRES</a>	Bailey Partnership	Children, Education and Families	97,576	97,576		01/11/2020	30/11/2022	24		
Lower Risk	4912	Rachel Dunley	Janet Bailey	<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	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	5091	Liz Lake	Debi Christie	<a href="#">** Now Live ** Bromley Mencap</a>	Bromley Mencap	Children, Education and Families	115,500	38,500		01/10/2021	30/09/2024	36		
Lower Risk	5116	Rachel Dunley	Janet Bailey	<a href="#">** Now Live ** CAPITAL BIDS FOR CHILDREN AND FAMILY CENTRES (External Play Areas)</a>		Children, Education and Families	127,041	127,041		01/09/2021	31/03/2022	6		
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	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		
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	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	4854	Aneesa Kaprie	Janet Bailey	<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	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		
Higher Risk	4945	Vicky West	Janet Bailey	<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		

Higher Risk	5035	Kelly Sylvester	Janet Bailey	<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	5018	Maya Vadgama	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	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
Higher Risk	5017	Robert Bollen	Jared Nehra	<a href="#">Phase 2 Works at Stewart Fleming Primary School</a>	Walker Construction LTD	Children, Education and Families	4,916,619	4,916,619	■	01/10/2019	31/10/2021	25		Capital

Report No.  
CEF21049

## London Borough of Bromley

### PART ONE - PUBLIC

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

**Date:** Tuesday 9 November 2021

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

**Title:** CHILDREN, EDUCATION AND FAMILIES RISK REGISTER –  
UPDATE NOVEMBER 2021

**Contact Officer:** Naheed Chaudhry, Assistant Director Strategy, Performance and Corporate  
Transformation  
Tel: 020 8461 7554 Email: naheed.chaudhry@bromley.gov.uk

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

**Chief Officer:** Janet Bailey, Interim Director of Children Social Care

**Ward:** N/A

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1. Reason for report

- 1.1 Risk Management is the identification, analysis and overall control of those risks which can impact on the Council's ability to deliver its priorities and objectives. This report enables the Members to scrutinise risks and the actions taken to control them in line with Audit Sub-Committee recommendations.
- 

2. **RECOMMENDATION(S)**

2.1 Members are asked to note:

- The current Children, Education and Families Risk Register and the existing controls in place to mitigate the risks.

Impact on Vulnerable Adults and Children

1. Summary of Impact:
- 

Corporate Policy

1. Policy Status: Not Applicable
  2. BBB Priority: Excellent Council Safe Bromley Supporting Independence Healthy Bromley
- 

Financial

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

Personnel

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

Legal

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

Procurement

1. Summary of Procurement Implications:
- 

Customer Impact

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

Ward Councillor Views

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

### 3. COMMENTARY

#### Background

- 3.1 Risk Management is the identification, analysis and overall control of those risks which can impact on the Council's ability to deliver its priorities and objectives. The Children, Education and Families Risk Register feeds into the Corporate Risk Register, via the Corporate Risk Management Group, and comprises the high level departmental risks which are underpinned by more detailed registers contained within the divisional business plans.
- 3.2 Audit Sub-Committee agreed that the Corporate and Departmental Risk Registers would be reviewed at their meetings twice a year and then subsequently scrutinised by the relevant PDS Committee. Internal processes require that the departmental risk registers be updated and agreed by the departmental Senior Leadership Team (SLT) on a quarterly basis and be reviewed by the Corporate Risk Management Group.
- 3.3 The Children, Education and Families Risk Register was last scrutinised by Children, Education and Families Policy Development and Scrutiny Committee in June 2021, with Quarter 2 updates agreed by Children's Services Leadership Team in October 2021.
- 3.4 The Children, Education and Families Risk Register is attached as Appendix 1. The risks included in the Risk Register are outlined below.

<b>Risk Ref</b>	<b>Risk Description</b>
1	Failure to deliver Children's Services Financial Strategy
2	Failure to deliver effective Children's services
3	Recruitment and Retention
4	Business Interruption / Emergency Planning
5	School Place Planning
6	Not in Education, Employment or Training (NEET)
7	Transport - School and Adult Social Care
8	SEND Reforms
9	Youth Offending
10	Out of Borough Placements (Children and Young People)
11	Data Collections
12	Funded childcare places for two, three and four year olds of working parents
13	Speech and Language Therapy
14	Social Care Information System
15	School Attendance

- 3.5 The updates around the control of all risks and actions taken to mitigate them are detailed in the register.
- 3.6 A summary of the levels of risk is detailed in the table below:

Level of Risk	Gross Risk		Net Risk	
	No.	%	No.	%
High	6	40%	1	6.7%
Significant	5	33.3%	4	26.7%
Medium	4	26.7%	8	53.3%
Low	0	0%	2	13.3%
<b>Total</b>	15	100%	15	100%

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

The controls already in place and the further actions outlined in the Risk Register mitigate the adverse impacts on vulnerable children.

**5. POLICY IMPLICATIONS**

There are no policy implications arising directly from this report. Any policy implications arising from the existing controls and the further action required to mitigate against the risks are reported to the Sub-Committee separately.

**6. FINANCIAL IMPLICATIONS**

There are no financial implications arising directly from this report. Any financial implications arising from the existing controls and the further action required to mitigate against the risks are reported to the Sub-Committee separately.

**7. PERSONNEL IMPLICATIONS**

There are no personnel implications arising directly from this report. Any personal implications arising from the existing controls and further action to mitigate against the risks are reported to the Sub-Committee separately.

**8. LEGAL IMPLICATIONS**

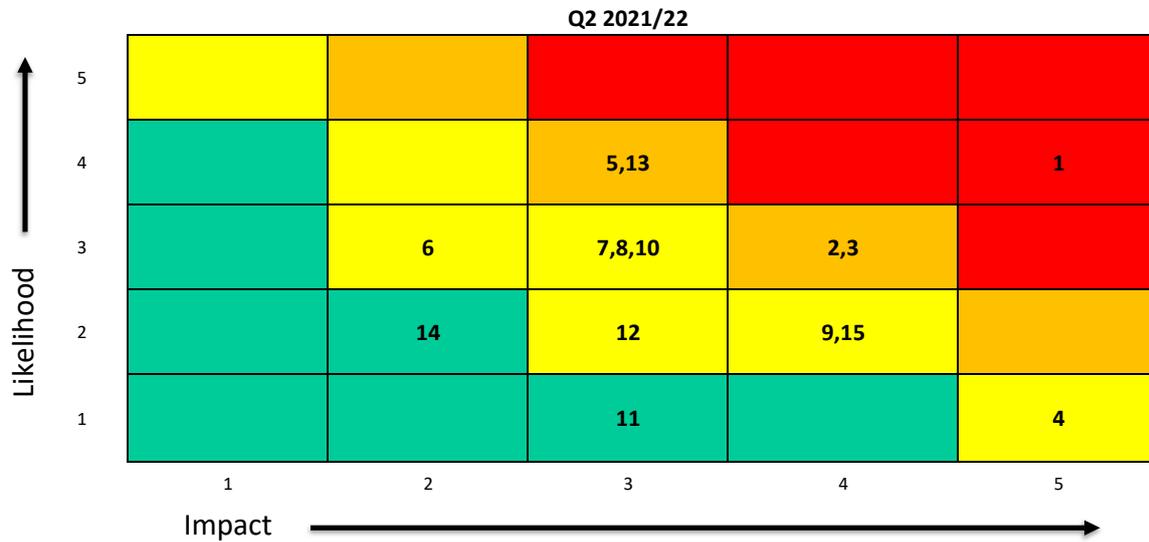
There are no legal implications arising directly from this report. Any legal implications arising from the existing controls and further action to mitigate against the risks are reported to the Sub-Committee separately.

**9. PROCUREMENT IMPLICATIONS**

There are no procurement implications arising directly from this report. Any procurement implications arising from the existing controls and further action to mitigate against the risks are reported to the Sub-Committee separately.

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

### Children, Education and Families Risk Register



Risk Ref	Risk Description	Gross Risk Rating	Net Risk Rating
1	Failure to deliver Children's Services Financial Strategy	25	20
2	Failure to deliver effective Children's services	15	12
3	Recruitment and Retention	20	12
4	Business Interruption / Emergency Planning	10	5
5	School Place Planning	12	12
6	Not in Education, Employment or Training (NEET)	6	6
7	Transport - School and Adult Social Care	15	9
8	SEND Reforms	16	9
9	Youth Offending	12	8
10	Out of Borough Placements (Children and Young People)	9	9
11	Data Collections	9	3
12	Funded childcare places for two, three and four year olds of working parents	6	6
13	Speech and Language Therapy	12	12
14	Social Care Information System	20	4
15	School Attendance	12	8

# Children, Education and Families Risk Register

Q2 2021/22

REF	DIVISION	RISK TITLE & DESCRIPTION (a line break - press shift & return - must be entered after the risk title)	RISK CAUSE & EFFECT	RISK CATEGORY	GROSS RISK RATING (See next tab for guidance)					EXISTING CONTROLS IN PLACE TO MITIGATE THE RISK	CURRENT RISK RATING (See next tab for guidance)					FURTHER ACTION REQUIRED	RISK OWNER
					LIKE	LIHO	OD	IMPA	CT		RISK	RATI	NG	LIKE	LIHO		
1	Children's Services	<b>Failure to deliver Children's Services Financial Strategy</b>	<p><b>Cause(s):</b></p> <ul style="list-style-type: none"> <li>- Continual reduction in Central Government funding</li> <li>- Demographic changes</li> <li>- Increased demand for services</li> <li>- Demand led statutory services (c. 80% of operations) which can be difficult to predict</li> <li>- Increasing cost volatility due to rise of complex, high cost families or placements requiring services.</li> <li>- Specific cost factors impacting transport services</li> </ul> <p><b>Effect(s):</b></p> <ul style="list-style-type: none"> <li>- Lower than anticipated levels of financial resource</li> <li>- Failure to achieve a balanced budget</li> <li>- Failure to secure economy, efficiency, and effectiveness of use of resources leading to a Qualified Independent Auditors' Report</li> <li>- Objectives of the service not met</li> <li>- Reputation is impacted</li> <li>- Wider goals of the Council are not achieved</li> </ul>	Financial	5	5	25					4	5	20	<ul style="list-style-type: none"> <li>- Budget monitoring and forecasting</li> <li>- Regular review of medium term strategy</li> <li>- Regular reporting to Members via the Committee reporting process</li> <li>- Effective contract monitoring arrangements to ensure acceptable quality of service provision and value for money</li> <li>- Monitor demographics, economic indicators and develop insight into future demand</li> <li>- Match financial planning to Council priorities</li> <li>- Internal audit framework</li> <li>- Early intervention with service users</li> <li>- Constantly reviewing service operations for potential efficiencies</li> <li>- Developed a series of commissioning plans, with mitigating actions, for Children's Social Care and SEND including mitigating actions addressing financial pressures</li> <li>- Growth and mitigation discussions</li> <li>- Service strategies in place to mitigate growth</li> </ul>	<ul style="list-style-type: none"> <li>- Plans are in place in Children's Social Care for improving sufficiency whilst reducing identified areas of budget.</li> <li>- Transformation work being undertaken on High Needs spend on SEND</li> </ul>	<p>Director, Children's Services (Janet Bailey)</p> <p>Director, Education (Jared Nehra)</p>
2	Children's Services	<b>Failure to deliver effective Children's services</b> The Council is unable to deliver an effective children's service to fulfil its statutory obligations in safeguarding and protect those at risk of significant harm or death, sexual exploitation or missing from care	<p><b>Cause(s):</b></p> <ul style="list-style-type: none"> <li>- Local authority response to Bromley Safeguarding Children's Partnership following Wood Review.</li> </ul> <p><b>Effect(s):</b></p> <ul style="list-style-type: none"> <li>- Impact on life chances and outcomes for children</li> </ul>	Legal, Reputational	3	5	15					3	4	12	<ul style="list-style-type: none"> <li>- Multi Agency Bromley Children's Safeguarding Partnership (BCSP) Training programme 2019 set.</li> <li>- Dedicated HR programme of support in place to recruit social workers to front line posts</li> <li>- Scrutiny of Performance Management Framework and Indicators</li> <li>- Effective procurement framework and contract monitoring arrangements to ensure acceptable quality of service provision and value for money - under review</li> <li>- Quality Assurance Audit Programme Phase 3</li> <li>- Children's Service Practice Improvement Board commenced April 2019 to deliver Ofsted and local authority recommendations.</li> <li>- Continued reduction of caseloads &amp; within Caseload Promise on average</li> <li>- Identified training plan for qualified social workers and other professionals reviewed and updated quarterly</li> </ul>	<ul style="list-style-type: none"> <li>- Phase 3 'to excellence' plan continues with Performance Improvement Board (PIB) sessions continuing to be held quarterly.</li> <li>- Practice review cycle has continued as has Practice Assurance Stocktakes (PAS) despite COVID-19</li> <li>- Due to Covid-19, progression of some elements of this work have been delayed.</li> </ul>	<p>Director, Children's Services (Janet Bailey)</p>
3	Children's Services	<b>Recruitment and Retention</b> Failure to recruit and retain key skilled staff with suitable experience/qualifications	<p><b>Cause(s):</b></p> <ul style="list-style-type: none"> <li>- Failure to compete with other organisations to recruit the highest quality candidates to build an agile workforce</li> <li>- Small pool of experienced children's Social Workers</li> </ul> <p><b>Effect(s):</b></p> <ul style="list-style-type: none"> <li>- Failure to identify and meet service user needs</li> <li>- Provision of service to ineligible clients</li> <li>- Provision of service prior to/without appropriate authorisation</li> <li>- Lack of skill set results in an inability to deliver effective children's services to fulfil statutory safeguarding obligations, impacting on life chances and outcomes</li> </ul>	Personnel	5	4	20					3	4	12	<ul style="list-style-type: none"> <li>- Dedicated HR role to support managers in recruiting social workers to front line posts</li> <li>- Joint meetings held between HR and employment agencies to improve the quality and speed of locum assignments</li> <li>- Review of the current Recruitment and Retention package through Recruitment and Retention Board</li> <li>- Recruitment drive to convert locums to permanent staff</li> <li>- Commissioning of improvements to the Council's recruitment web site to include a video virtual tour of the Council</li> <li>- Support in effectively managing staff performance</li> <li>- Provision of training measures to include targeted leadership and management training programmes including partners and other stakeholders</li> <li>- Tailored individual career plan for staff</li> <li>- Launch of Social Work Academy in April 2019.</li> <li>- Bespoke training for first line managers on-going with cohort 2</li> <li>- Training and quality assurance of practice</li> </ul>	<ul style="list-style-type: none"> <li>- April 2021 - workforce currently 84% permanent, despite challenges of Covid-19</li> </ul>	<p>Director, Children's Services (Janet Bailey)</p> <p>Director, Human Resources (Charles Obazuaye)</p>
4	Children's Services	<b>Business Interruption / Emergency Planning</b> Failure to provide Council services or statutory requirements of mass illness/fatalities scenario following a business interruption or emergency planning event	<p><b>Cause(s):</b></p> <ul style="list-style-type: none"> <li>- Business Interruption could be caused by Loss of Facility (fire, flood etc.), Staff (illness, strike) or IT (cyber attack).</li> <li>- Mass fatalities or illness has a range of causes and this risk to the council could be caused by council staff being impacted resulting in failure to manage statutory requirements of mass illness/fatalities scenario (e.g. registering of deaths within timescales)</li> </ul> <p><b>Effect(s):</b></p> <ul style="list-style-type: none"> <li>- Business interruption - failure to deliver services, loss of customer / resident satisfaction.</li> <li>- Emergency planning - failure to deliver statutory duties.</li> </ul>	Personnel, Reputational	2	5	10					1	5	5	<p>Business Interruption</p> <ul style="list-style-type: none"> <li>- Civil protection and emergency planning policies in place at corporate level overseen by the Corporate Risk Management Group</li> <li>- Business Continuity Plans in place at service level</li> <li>- Contracts contain business continuity provision</li> <li>- Communication to all staff prior to all impending industrial action, informing of any possible service disruption as well as explaining implications of strike action for individual staff members</li> </ul> <p>Emergency Planning</p> <ul style="list-style-type: none"> <li>- Robust plans in place, including Outbreak Plan, Flu Plan and Pandemic Flu Plan</li> <li>- Alert system via the South East London Health Protection Unit (SEL HPU)</li> <li>- Annual Flu vaccination programme in place</li> <li>- Introduction of Humanitarian and Lead Officer (HALO) role</li> </ul>	<ul style="list-style-type: none"> <li>- Business Continuity Plans reviewed annually. BCP reviewed and activated in response to Covid 19</li> </ul>	<p>Director, Children's Services (Janet Bailey)</p> <p>Director, Education (Jared Nehra)</p>
5	Education	<b>School Place Planning</b> Failure to meet the statutory requirement to ensure sufficient school places to meet the needs of the population in the area	<p><b>Cause(s):</b></p> <ul style="list-style-type: none"> <li>- Failure to secure sufficient Primary and Secondary school places in the area</li> <li>- Failure to secure sufficient educational placements for children with disabilities and special educational needs</li> <li>- Failure to secure sufficient alternative provision</li> </ul> <p><b>Effect(s):</b></p> <ul style="list-style-type: none"> <li>- Disruption to the education of children and impact on their life chances</li> </ul>	Political, Legal, Professional	3	4	12					4	3	12	<ul style="list-style-type: none"> <li>- Strategic needs analysis (birth rate, dwelling stock and migration) to project demand</li> <li>- Review analysis of demand annually</li> <li>- SEN sufficiency strategy will inform long term planning of specialist provision</li> <li>- Implement Basic Need programmes</li> <li>- Maintain relationships with DfE ESFA to support delivery of Free School and PSBP programmes</li> <li>- Monitor contractor performance in uncertain market</li> </ul>	<ul style="list-style-type: none"> <li>- Continue to work with DfE on delivery of approved new secondary and special Free Schools at the earliest possible opening date</li> </ul>	<p>Director, Education (Jared Nehra)</p>

# Children, Education and Families Risk Register

Q2 2021/22

REF	DIVISION	RISK TITLE & DESCRIPTION (a line break - press shift & return - must be entered after the risk title)	RISK CAUSE & EFFECT	RISK CATEGORY	GROSS RISK RATING (See next tab for guidance)					EXISTING CONTROLS IN PLACE TO MITIGATE THE RISK	CURRENT RISK RATING (See next tab for guidance)					FURTHER ACTION REQUIRED	RISK OWNER		
					LIKE	LIHO	OD	IMPA	CT		RISK	RATI	NG	LIKE	LIHO			OD	IMPA
6	Children's Services	<b>Not in Education, Employment or Training (NEET)</b> Failure to meet requirements of Education, Care and Skills Act 2008 - duty on all young people to participate in Education, Employment or Training until their 18th birthday	<b>Cause(s):</b> - Lack of control over Academies - Lack of suitable opportunities for young people locally <b>Effect(s):</b> - Disruption to Education - Impact on life chances for young people	Professional, Legal		3		2		6		3		2		6	- Provision offered by Bromley Youth Support Programme (BYSP) - Advice and Guidance Drop in sessions, One to one support - Looked After Children NEET support and YOT NEET support - Provision offered by Bromley Education Business Partnership (BEBP) - Bromley Youth Employment Scheme (YES) - Bromley Flexible Learning programme - Mentoring programme - Skills Xtra - Work experience and apprenticeships for Children Looked After - Tracking service in conjunction with South London CCIS Service - 'Door knocking' - ETE Strategy for LCT and Care is in place with ETE panel and DWP/Bromley education business partnership, I aspire and social care working to identify new opportunities for young people at risk of NETE - I-aspire, a 4 year pilot programme, in partnership with Lewisham and Greenwich, providing support for care leavers most at risk of NEET is into year 3- all young people are offered 1;1 progression coaching and specialist ETE advice.	- Work experience and apprenticeship programmes are delayed due to Covid 19 - Monitoring the length of time YP remain NEET to measure impact of Covid 19 and efficacy of NEET strategy within CLA and Leaving Care service	Director, Children's Services (Janet Bailey)
7	Education Adult Social Care Programmes	<b>Transport - School and Adult Social Care</b> Failure to provide appropriate home to school transport assistance for children and young people with special educational needs and disabilities and home to day activities for vulnerable adults	<b>Cause(s):</b> - Fluctuating demand year on year - Rising numbers of children meeting criteria for transport provision and associated increase in costs - Interim transport service arrangements for adults currently uncertain <b>Effect(s):</b> - Disruption to education - Impact on life chances and outcomes for children and young people - Impact on outcomes for vulnerable adults	Legal Financial		5		3		15		3		3		9	- Budget monitoring and forecasting - Effective contract monitoring arrangements to ensure acceptable quality of service provision and value for money - Route review and rationalisation - Gateway review to improve efficiency - Interim arrangements for adult transport in place to cover period from September 2019 to August 2020 - Tender exercise completed and framework contract awarded	- Review of policy - consultation being undertaken - Travel training / personal transport budgets work to commence in September 2021	Director, Education (Jared Nehra) Director, Adult Services (Kim Carey)
8	Education	<b>SEND Reforms</b> Failure to meet expectation of SEND reforms	<b>Cause(s):</b> - Ineffective and inaccurate identification of SEND - Failure of schools to make reasonable adjustments to meet needs of individual children and young people - Failure to provide appropriate and effective support for children with identified needs and their schools - Pattern of provision which does not meet the needs of the local population resulting in placements in independent schools <b>Effect(s):</b> - Costs associated with the Legal process - Escalating cost of provision - Impact on education and life chances of children and young people	Financial Legal Professional		4		4		16		3		3		9	- SEN service realigned to improve decision making and management oversight - Service Level Agreements being established with mainstream settings with additionally resourced provisions to provide clarity across both parties - Legal advice to be drawn in to support complex tribunal cases - Local Area Autism Partnership established - Annual review programme, with additional resource identified - Covid-19 programmes established - data reporting, collaborative risk assessments, vulnerable CYP programme and CFA Modifications - Special Free School tendering process underway, Specialist placement planning model commissioned - Engagement framework finalised, CYP participation officer in place - Additional capacity in the Statutory assessment team agreed, recruitment in train with specific focus on vulnerable groups including CLA/LC cohort, CME/CMoE, NEET and EHE - increased resource identified to support schools in confidence to deliver education for CYP who have Dyslexia and other specific learning difficulties (SpLD)	- QA programme for placements in independent schools revised and programme of visits to recommence September 2021 - ASD Joint Strategy in development - CYP Participation Officer post extended with workplan agreed - Bromley Teaching Schools leading SEN training collaborative to support school improvement. - Placement planning for September 2021 and beyond - Additional local placement capacity in development - Options for SEND placement funding review being considered - Additional capacity in the Statutory assessment team identified and recruitment underway - Annual review project reviewed and re-established and broadened with multi-agency task and finish group - Quality Assurance and Improvement Framework revised and changes currently being embedded - Explore commissioning options for therapy capacity - Special Free School - identify Trust to deliver the new school - increase resource for Educational Psychology agreed, challenge with shortage of EP nationally - blended model of delivery developed - PRA approach revised	Director, Education (Jared Nehra)
9	Children's Social Care	<b>Youth Offending</b> Failure to deliver effective youth offending services to protect children and young people and reduce their vulnerability	<b>Cause(s):</b> - Increase in youth offending <b>Effect(s):</b> - Impact on life chances and outcomes for children - Failure to protect the public and actual or potential victims (assessment of risk to others and planning to manage the risk and protect the public)	Professional Reputational		3		4		12		2		4		8	- Youth Justice Plan 2021 in place. - Implementation of the Youth Justice Strategy 2020-2023 in place - Fortnightly Improvement Board with Head of Service and YOS management team - Frequent auditing programme as part of CSC Practice Improvement timetable. - Monthly YOS performance meeting to review national KPIs, act upon trends and drive improvement plan - Triage support to divert low level offenders from YJS - Packages of support to manage young people's risk appropriately in the community for those who are sent to custody. - New Strategic Board chaired by the CEO - Three sub groups to the Strategic Board chaired by partners as part of YOS inspection prep - Youth Justice Board self assessment of National standards submitted July'20	- Readiness for Youth Offending Service inspection is monitored through challenge sessions and Improvement Board meetings - SEF is being completed with story board for inspection - Covid 19 has slowed some progress, inspection also will be delayed	Director, Children's Services (Janet Bailey)
10	Children's Social Care	<b>Out of Borough Placements (Children and Young People)</b> Inability to reduce reliance on out of borough placements Financial implications	<b>Cause(s):</b> - Failure to provide/commission sufficient local placements for children with disabilities and children in care <b>Effect(s):</b> - Cost implications of out of borough placements (Cross refer Budget risk) - Impact for children's welfare and development	Professional Financial		3		3		9		3		3		9	- Close monitoring of placements and eligibility criteria at multi agency resource panel - Budget monitoring and forecasting - Effective contract monitoring arrangements to ensure acceptable quality of service provision and value for money - Monitor demographics, economic indicators and develop insight into future demand - Out of borough officer in Placements Team reviewing OOB placements and those placed in Bromley from other authorities - Laptop distribution to all NEET over summer 2020 to support accessing online training/learning during pandemic	- Review of children's residential, IFA and semi-supported 16+ market in borough and discussions with Bromley providers to increase our ability to place with them. - Step down from residential to foster care programme in place. - Work with housing to support Young People moving to own tenancy when ready and reduce risk of homelessness	Director, Children's Services (Janet Bailey)

# Children, Education and Families Risk Register

Q2 2021/22

REF	DIVISION	RISK TITLE & DESCRIPTION (a line break - press shift & return - must be entered after the risk title)	RISK CAUSE & EFFECT	RISK CATEGORY	GROSS RISK RATING (See next tab for guidance)					EXISTING CONTROLS IN PLACE TO MITIGATE THE RISK	CURRENT RISK RATING (See next tab for guidance)					FURTHER ACTION REQUIRED	RISK OWNER
					LIKE	LIHO	OD	IMPA	RISK		CT	RATI	NG	LIKE	LIHO		
11	Strategy, Performance and Corporate Transformation	<b>Data Collections</b> Failure to undertake statutory statistical data collections; including pupil census, attainment data and key children's social care information, thereby adversely affecting government grant allocations and performance assessments	<b>Cause(s):</b> - Business Interruption <b>Effect(s):</b> - Failure to commission effectively - Adverse impact on the timing and quality of decision making	Data and Information		3		3	9	- Schedule of statutory returns has been incorporated into the Strategy and Performance team's work programme - Specialist members of the team for each area - Other staff trained to provide 'back up' for specialist members of the team - Good project planning in place to co-ordinate all data collections including contributions from other services		1		3	3		Assistant Director, Strategy, Performance and Corporate Transformation (Naheed Chaudhry)
12	Education	<b>Funded childcare places for two, three and four year olds of working parents</b> The Council is unable to provide sufficient places within the local sector to fulfil its Statutory Duty	<b>Cause(s):</b> - Early Years Provider businesses failing financially as a result of Covid 19 closures and impact on the childcare sector - Insufficient places within local sector resulting in Local Authority failure to meet its statutory duty - Inability to fully implement IT system to support parental registrations <b>Effect(s):</b> - Parental dissatisfaction (availability of places or Parental Portal system failures) - Official notification from DfE regarding failure to fulfil statutory duty - Delays in payment to providers, destabilising local businesses and businesses and loss of confidence in LA's processes.	Political, Reputational		2		3	6	- Work to stimulate the market has increased capacity overall and work continues, local pockets at low risk of pressure exist. - These may be exacerbated by impact of C-19 pandemic - Monitoring eligibility, confirmations and take up of places to predict growth of demand, weekly data monitoring of attendance and unmet demand. - Early Years Sufficiency assessment underway with initial findings report due April 2021 - IT funding system resolution rollout of phases 1 and 2 implemented with automated monthly payments to settings now live and Census data captured within system.		2		3	6	- IT solution implementation to include development of parental portal - Completion of Sufficiency Risk Assessment, findings and recommendations for next steps - Pilot re-introduction of "Golden Ticket" for funded 2 year old places to stimulate demand for places thereby improving existing settings sustainability.	Director, Education (Jared Nehra)
13	Education	<b>Speech and Language Therapy</b> Failure to provide appropriate SaLT services to children and young people	<b>Cause(s):</b> - Current service provision not meeting needs of children and young people in a timely way <b>Effect(s):</b> - Failure to meet the need of children and young people including those with SEND and other vulnerabilities	Legal Reputational Professional		4		3	12	- Review of service undertaken to consider impact and effectiveness of current provision and potential service improvements. - Identification of additional funding for 2019/20. £250,000 from BCF funding and £90,000 from Bromley Clinical Commissioning Group.		4		3	12	- Multi-agency review of SaLT provision underway. - Further review of how SaLT is delivered within Bromley is also underway - Occupational Therapy - urgent actions being taken to identify support for EHCP Needs Assessments professional advice - sourcing urgent specialist	Director of Education (Jared Nehra)
14	Strategy, Performance and Corporate Transformation	<b>Social Care Information System</b> Failure to procure and implement new system	<b>Cause(s):</b> - Failure to establish tender specification of need - Failure to procure within budget - Failure to retain Programme Manager and appoint team to manage implementation - Failure to effectively implement and go live <b>Effect(s):</b> - Failure to safeguard vulnerable children and adults - Failure to manage children and adult records effectively - Failure to meet regulators expectations (Ofsted)	Financial Legal Data		4		5	20	- Programme Board established providing governance - Multi-disciplinary 'SCIS' team appointed and contracts secured. - Procurement strategy agreed, tenders evaluated, programme within budget, award of contract brought forward to May 2020 from July. - SCIS team influencing Transformation work streams to maximise digitalisation opportunities.		2		2	4	- Implementation phase development ongoing – reflective of Covid19 impact - Go live on schedule for April 2022.	Assistant Director, Strategy, Performance and Corporate Transformation (Naheed Chaudhry)
15	Education	<b>School Attendance</b> Ensuring return of children to school	<b>Cause(s):</b> - Children not returning to school following Covid-19 lockdown - Increased EHE declarations - Lack of real time data from schools <b>Effect(s):</b> - Children may not be in receipt of satisfactory education	Legal Reputational		3		4	12	- EWOs support schools with improving attendance - EHE officers monitor and follow up on new EHE cases & CSC involvement checked - Mental health and wellbeing initiatives being prioritised		2		4	8	- Further monitoring of EHE and non-attendance, working closely with schools to respond to Covid-specific guidance	Director of Education (Jared Nehra)

## Risk Assessment Guidance

<b>Likelihood</b>	Almost Certain (5)	5	10	15	20	25	<table border="1" style="display: inline-table; vertical-align: top;"> <tr> <td style="background-color: red;">15+</td> <td><b>High Risk</b> - review controls and actions every month</td> </tr> <tr> <td style="background-color: orange;">10 - 12</td> <td><b>Significant Risk</b> - review controls and actions every 3 months</td> </tr> <tr> <td style="background-color: yellow;">5 - 9</td> <td><b>Medium Risk</b> - review controls and actions every 6 months</td> </tr> <tr> <td style="background-color: green;">1 - 4</td> <td><b>Low Risk</b> - review controls and actions at least annually</td> </tr> </table>	15+	<b>High Risk</b> - review controls and actions every month	10 - 12	<b>Significant Risk</b> - review controls and actions every 3 months	5 - 9	<b>Medium Risk</b> - review controls and actions every 6 months	1 - 4	<b>Low Risk</b> - review controls and actions at least annually
	15+	<b>High Risk</b> - review controls and actions every month													
	10 - 12	<b>Significant Risk</b> - review controls and actions every 3 months													
	5 - 9	<b>Medium Risk</b> - review controls and actions every 6 months													
	1 - 4	<b>Low Risk</b> - review controls and actions at least annually													
Highly likely (4)	4	8	12	16	20										
Likely (3)	3	6	9	12	15										
Unlikely (2)	2	4	6	8	10										
Remote (1)	1	2	3	4	5										
		Insignificant (1)	Minor (2)	Moderate (3)	Major (4)	Catastrophic (5)									
		<b>Impact</b>													

Risk Likelihood Key					
	Score - 1	Score - 2	Score - 3	Score - 4	Score - 5
	Remote	Unlikely	Possible	Likely	Definite
Expected frequency	10 - yearly	3 - yearly	Annually	Quarterly	Monthly

Risk Impact Key					
Risk Impact	Score - 1	Score - 2	Score - 3	Score - 4	Score - 5
	Insignificant	Minor	Moderate	Major	Catastrophic
<b>Compliance &amp; Regulation</b>	Minor breach of internal regulations, not reportable	Minor breach of external regulations, not reportable	Breach of internal regulations leading to disciplinary action Breach of external regulations, reportable	Significant breach of external regulations leading to intervention or sanctions	Major breach leading to suspension or discontinuation of business and services
<b>Financial</b>	Less than £50,000	Between £50,000 and £100,000	Between £100,000 and £1,000,000	Between £1,000,000 and £5,000,000	More than £5,000,000
<b>Service Delivery</b>	Disruption to one service for a period of 1 week or less	Disruption to one service for a period of 2 weeks	Loss of one service for between 2-4 weeks	Loss of one or more services for a period of 1 month or more	Permanent cessation of service(s)
<b>Reputation</b>	Complaints from individuals / small groups of residents Low local coverage	Complaints from local stakeholders Adverse local media coverage	Broader based general dissatisfaction with the running of the council Adverse national media coverage	Significant adverse national media coverage Resignation of Director(s)	Persistent adverse national media coverage Resignation / removal of CEX / elected Member
<b>Health &amp; Safety</b>	Minor incident resulting in little harm	Minor Injury to Council employee or someone in the Council's care	Serious Injury to Council employee or someone in the Council's care	Fatality to Council employee or someone in the Council's care	Multiple fatalities to Council employees or individuals in the Council's care

## INSTANT GUIDE TO RISK MANAGEMENT

The Process	Identify your risks	Assess your risks	Control your risks	Monitor and Review your risks
<p>Risk Management is an important element of the system of internal control. It is based on a process designed to identify and prioritise risks to achieving Bromley's policies, aims and objectives.</p> <p>The Risk Management process is a continuous cycle:</p> <p>Using your objectives Identify your risks&gt; Assess your risks &gt; Control your risks&gt; Monitor and Review your risks.</p> <p>Useful definitions:</p> <p><b>Risk Management</b> is the identification, analysis and overall control of those risks which can impact on the Council's ability to deliver its priorities and objectives.</p> <p><b>Risk</b> is the chance of something happening which will have an impact on objectives.</p> <p>The message is that if you don't manage your risks then you are unlikely to achieve your objectives</p>	<p>Brainstorming session using IE&amp;E plans and departmental objectives, to identify threats and opportunities.</p> <p>Useful analytical tools:</p> <p><b>Political</b> <b>Economic</b> <b>Social</b> <b>Technological</b> <b>Legal</b> <b>Environmental</b></p> <p><b>PESTLE</b> provides a simple and useful framework for identifying and analysing external factors which may have an impact on your service.</p> <p><b>Strengths</b> <b>Weaknesses</b> <b>Opportunities</b> <b>Threats</b></p> <p>Using the <b>PESTLE</b> output <b>SWOT</b> is a technique that can help a service to focus on areas for improvement and opportunities that could be pursued.</p> <p>Remember if it can go wrong it will go wrong.</p>	<p>We use a 5 x 5 matrix to assess risks (see Risk Assessment Guidance tab).</p> <p>Risk is scored using a traffic light system:</p> <p>Red = High Amber = Significant Yellow = Medium Green = Low</p> <p>There are two risk variables that make up the overall risk rating:</p> <p>Impact – how minor / severe is it when it happens?</p> <p>Likelihood – how likely is it / how often does it happen?</p> <p>The Risk Management Toolkit provides detailed guidance on how to score these.</p> <p>Some of these assessments can be based on past experience. In other cases you will need to take a view.</p> <p>We measure both gross risk (before any controls are taken into account) and net or residual risk.</p>	<p>Consider the controls you have in place to mitigate or reduce the risk.</p> <p>What further controls are required? Record these as actions until they are completed.</p> <p>Consider the cost of any controls against the potential benefit gained.</p> <p>What is our <b>Risk Appetite</b>? An element of risk is unavoidable or we would never do anything!</p> <p><b>AVOID</b> a risk – stop doing the activity</p> <p><b>REDUCE</b> a risk – put additional controls in place</p> <p><b>TRANSFER</b> a risk – by insuring or passing the risk to a third party</p> <p><b>TAKE</b> a risk – monitor to ensure the impact and likelihood do not change</p> <p>Risk of service failure can be minimised by ensuring effective <b>Business Continuity</b> Plans are in place. For guidance contact Laurie Grasty x4764..</p>	<p>Risks should be reviewed at least annually and whenever your business plans change.</p> <p>Remember risks evolve and change over time. Are the controls still effective?</p> <p>Your aim should be to:</p> <p>Manage <b>threats</b> that may hinder delivery of priorities and maximise <b>opportunities</b> that will help to deliver them.</p> <p>The Bromley Risk Register is maintained centrally by Audit and includes details of the risks, risk owners, controls and actions. Contact James Newell x4842.</p> <p>Further guidance on <b>Risk Management</b> can be found in the Managers' Toolkit on onebromley. This also provides links to the <b>Risk Management Strategy, Risk Management Toolkit and Risk Register</b>.</p> <p>The site also provides a link to the <b>Health and Safety</b> Unit who carry out H&amp;S risk assessments. For guidance contact the Corporate Safety Advisor Charlotte Faint x7584.</p>

## Children Education and Families Risk Register - REMOVED RISKS

REF	DIVISION	RISK TITLE & DESCRIPTION (a line break - press shift & return - must be entered after the risk title)	RISK CAUSE & EFFECT	RISK CATEGORY	GROSS RISK RATING (See next tab for guidance)					EXISTING CONTROLS IN PLACE TO MITIGATE THE RISK	CURRENT RISK RATING (See next tab for guidance)					FURTHER ACTION REQUIRED	RISK OWNER
					LIKE LIHO OD	IMPA CT	RISK RATI NG	LIKE LIHO OD	IMPA CT		RISK RATI NG						
13	Education	<b>School Standards</b> Failure to meet duty to promote educational achievement of all children	<b>Cause(s):</b> - Abdication of responsibility for outcomes for all children - Failure to use available intelligence to recognise when schools are letting children down - Failure to intervene effectively when schools let children down <b>Effect(s):</b> Impact on life chances and outcomes for children and young people	Political Legal Professional Reputational	1	4	4	- Improve collation and analysis of information about performance of schools and outcomes for children - Establish pathways to challenge and support school improvement and outcomes for children - Maximise every contact with schools to balance lack of school improvement and resources - Relationship with teaching schools to support school improvement	1	3	3		Director, Education (Gillian Palmer)				
16	Children's Social Care	<b>Foster Carers</b> Failure to meet the statutory requirement to ensure sufficient local placements to satisfy need	<b>Cause(s):</b> - Failure to recruit sufficient carers, particularly for adolescents, siblings, disabled children, parent and child placements, and BME children <b>Effect(s):</b> - Lack of suitable carers from independent foster care sources leading to the arrangement of more expensive alternatives - Impact on life chances and outcomes for children	Professional	4	2	8	- Reviewed and refreshed recruitment strategy - dedicated fostering recruitment officer appointed - Reviewed and refreshed Fostering web pages including rebranding and improved navigation - Carried out two borough wide leaflet distributions, via council tax information and environmental information - Publicity on buses and petrol station pumps - Appointed 26 new foster carers between July 17 - February 2018 - Awarded first Kite Mark in country for fostering - Monthly drop in sessions being held closer to foster carer homes within Children and Family Centres - Support to SGO carers provided in C&F Centres - Out of hours fostering support commenced in July 2018 - Coram psychologist accessible to carers 2 days a week - Support for grandparents and other family members who are providing full time care through Grandparents Plus - Joint training of social work professionals and foster carers - Head of Service attending Fostering Network Groups - Fostering and Adoption Panels merged in January 2018	3	2	6	- Head of Service to lead on the development of improved support and training packages for Foster carers to enable them to Care for children and young people with complex needs and/or challenging behaviour	Director, Children's Services (Janet Bailey)				
17	Housing Needs	<b>Care Leavers' accommodation</b> Failure to provide a sufficient range of safe and suitable housing for care leavers	<b>Cause(s):</b> - Failure to appropriately risk assess housing provision offered to care leavers <b>Effect(s):</b> - Impact on life chances and outcomes for Care Leavers	Legal	3	3	9	- Review of all young people in B&B accommodation (post 18 years) undertaken - no young people housed in B&B. - Pathway plans updated to ensure appropriate support provided in relation to health and education needs. - Full strategic needs assessment of Bromley's young people's accommodation needs funded by DCLG commissioned from St Basils (a specialist service in young people's housing) to inform future decision making and help streamline the housing pathway. - BIS team to work closely with colleagues in the Housing Teams (S&R and Allocations) to review the housing pathway for care leavers and to identify suitable accommodation options for care leavers. - Homelessness strategy reviewed, including the priority of housing all young people. - Develop a policy for vulnerable homeless and care leavers as part of the homelessness strategy, outlining the housing pathways, all placement options and alternatives to bed and breakfast accommodation. - Develop and implement a risk assessment framework for care leavers to be used before any placement in new accommodation. - Amend the wider housing policy to ensure it aligns to the new care leaver placement strategy - The BIS Team to adopt the risk assessment tool in practice to ensure that all accommodation to be provided to care leavers is assessed for its suitability, as a safe and secure base, prior to the placement being commissioned.	2	3	6	- A Gateway report will go to Committee in October for tendering the Care Leavers Accommodation Service	Director, Housing (Sara Bowrey) Director, Children's Services (Janet Bailey)				
5	Children's Services	<b>Contracts and Service Level Agreements</b> Failure to effectively procure and/or manage key contractors or partners, leading to the department being unable to deliver key services, including attracting appropriate contractors or partners to deliver services	<b>Cause(s):</b> - Failure of provider - Provider withdrawing from the contract <b>Effect(s):</b> - Failure to deliver required quality/quantity/value for money services	Contractual, Partnership	4	1	4	- Timely and effective procurement process - Effective contract monitoring arrangements to ensure acceptable quality of service provision and value for money - Business Continuity plans - Contracts Sub-Committee established (a sub-committee of the Executive and Resources PDS Committee which considers a range of contracts issues including legal requirements, contract clauses and contract management to ensure value for money). - Traffic light system in use to assess the current status of each procurement project, as part of the Corporate Contract Management System) and any projects with a red status are tracked and reported to fortnightly divisional management team meetings - Commissioners and Procurement and Contract Compliance staff implement recovery plans for projects with red status alerts in order to mitigate all risks and to ensure that the department operates within financial regulations	3	1	3	- Ensuring appropriate adjustment of prices following introduction of the National Living Wage	Director, Children's Services (Janet Bailey) Director, Education (Jared Nehra)				

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