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DATE: 12 June 2023

To: Members of the
**CHILDREN, EDUCATION AND FAMILIES POLICY DEVELOPMENT AND
SCRUTINY COMMITTEE**

Councillor Kira Gabbert (Chairman)

Councillor Jonathan Andrews (Vice-Chairman)

Councillors Graeme Casey, Sophie Dunbar, Robert Evans, Hannah Gray,
Colin Hitchins, Alexa Michael, Ryan Thomson and Rebecca Wiffen

Church Representatives with Voting Rights
Reverend Roger Bristow and Vacant

Parent Governor Members with Voting Rights
Shamilah Martin, Vacant and Vacant

Non-Voting Co-opted Members

Rosie White, Non-School Representative (Early Years)

Alice Kirby, Bromley Youth Council (Part 1 Only)

Tommy Velvick, Bromley Youth Council (Part 1 Only)

A meeting of the Children, Education and Families Policy Development and Scrutiny
Committee will be held the Council Chamber, Bromley Civic Centre on **TUESDAY 20
JUNE 2023 AT 7.00 PM**

TASNIM SHAWKAT

Director of Corporate Services & Governance

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

A G E N D A

PART 1 (PUBLIC) AGENDA

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

STANDARD ITEMS

1 APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTE MEMBERS

2 APPOINTMENT OF CO-OPTED MEMBERS (Pages 5 - 8)

3 DECLARATIONS OF INTEREST

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

In accordance with the Council's Constitution, members of the public may submit one question each on matters relating to the work of the Committee. Questions must have been received in writing 10 working days before the date of the meeting - by **5.00pm on Tuesday 6 June 2023.**

Questions seeking clarification of the details of a report on the agenda may be accepted within two working days of the normal publication date of the agenda – by **5.00pm on Wednesday 14 June 2023.**

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

b QUESTIONS FOR THE CHILDREN, EDUCATION AND FAMILIES PORTFOLIO HOLDER

5 MINUTES OF THE CHILDREN, EDUCATION & FAMILIES PDS COMMITTEE MEETING HELD ON 14 MARCH 2023 (Pages 9 - 20)

6 MATTERS OUTSTANDING AND FORWARD WORK PROGRAMME (Pages 21 - 28)

HOLDING THE PORTFOLIO HOLDER TO ACCOUNT

7 PORTFOLIO HOLDER UPDATE

a CHILDREN, EDUCATION AND FAMILIES PORTFOLIO PLAN - 2022/23 Q4 UPDATE AND 2023/24 REFRESHED PLAN (Pages 29 - 86)

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

a EARLY INTERVENTION AND FAMILY SUPPORT ANNUAL UPDATE (Pages 87 - 108)

- b **EDUCATION PLANNED MAINTENANCE PROGRAMME 2023/24**
(Pages 109 - 114)
- c **PROCEEDING TO PROCUREMENT (GATEWAY 0/1): FAMILY GROUP CONFERENCE** (Pages 115 - 128)
- d **SCHOOL PLACE PLANNING REPORT 2023-27** (Pages 129 - 270)
- e **CEF OUTTURN REPORT (TO FOLLOW)**

9 **POLICY DEVELOPMENT AND OTHER ITEMS**

- a **PROVISION OF TRANSPORT SERVICES FOR ALL CLIENT GROUPS - ANNUAL MONITORING REPORT** (Pages 271 - 286)

Members of the Adult Care and Health Policy Development and Scrutiny Committee are invited to attend the meeting for consideration of this item.

- b **ENGAGEMENT FRAMEWORK** (Pages 287 - 316)
- c **PERFORMANCE REPORTING - CHILDREN'S SCRUTINY DATASET PART 1 (PUBLIC) REPORT** (Pages 317 - 328)
- d **CHILDREN, EDUCATION AND FAMILIES RISK REGISTER - UPDATE QUARTER 4** (Pages 329 - 340)
- e **CONTRACT REGISTER PART 1 (PUBLIC)** (Pages 341 - 350)
- f **DEEP DIVE: MENTAL HEALTH**

PART 2 (CLOSED) AGENDA

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

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

Items of Business

Schedule 12A Description

- | | |
|--|--|
| <ul style="list-style-type: none"> 11 EXEMPT MINUTES OF THE CHILDREN, EDUCATION & FAMILIES PDS COMMITTEE MEETING HELD ON 14 MARCH 2023 (Pages 351 - 352) | <p>Information relating to the financial or business affairs of any particular person (including the authority holding that information)</p> |
|--|--|

- a CHILDREN'S SCRUTINY PERFORMANCE DASHBOARD & REPORT - Q4 (PART 2)**
(Pages 353 - 360)

Information relating to the financial or business affairs of any particular person (including the authority holding that information)

- b CONTRACTS REGISTER PART 2 (EXEMPT)** (Pages 361 - 368)

Information relating to the financial or business affairs of any particular person (including the authority holding that information)

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Report No.
CSD23079

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: CHILDREN, EDUCATION AND FAMILIES PDS COMMITTEE

Date: Tuesday 20 June 2023

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

Title: APPOINTMENT OF CO-OPTED MEMBERS

Contact Officer: Kerry Nicholls, Democratic Services Officer
Tel: 020 8461 7840 E-mail: kerry.nicholls@bromley.gov.uk

Chief Officer: Director of Corporate Services and Governance

Ward: All Wards

1. Reason for report

- 1.1 Members are asked to confirm Co-opted Membership appointments to the Children, Education and Families PDS Committee for 2023/24.

2. **RECOMMENDATION(S)**

- 2.1 That the following Parent Governor Representative appointments be made to the Children, Education and Families PDS Committee for 2023/24 with voting rights:

- Ms Shamilah Martin, Special Schools Representative

- 2.2 That the following Church Representative appointments be made to the Children, Education and Families PDS Committee for 2023/24 with voting rights:

- Reverend Roger Bristow, Church of England Representative

- 2.3 That the following Co-opted Membership appointments be made to the Children, Education and Families PDS Committee for 2023/24 without voting rights:

- Ms Alice Kirby, Bromley Youth Council Representative (Part 1 only)
- Mr Tommy Velvick, Bromley Youth Council Representative (Part 1 only)
- Ms Rosie White, Early Years Representative

Impact on Vulnerable Adults and Children

Summary of Impact: Any Co-opted Members appointed to the PDS Committee will give due consideration to the impact of the work of the Committee on vulnerable children and young people.

Transformation Policy

1. Policy Status: Not Applicable:
 2. Making Bromley Even Better Priority:
(1) For children and young People to grow up, thrive and have the best life chances in families who flourish and are happy to call Bromley home.
-

Financial

1. Cost of proposal: Not Applicable:
 2. Ongoing costs: Not Applicable: There is a marginal cost attached to printing agendas and posting to co-opted Members.
 3. Budget head/performance centre: Democratic Services
 4. Total current budget for this head: £366k
 5. Source of funding: Revenue Budget
-

Personnel

1. Number of staff (current and additional): 6 fte
 2. If from existing staff resources, number of staff hours: Not Applicable
-

Legal

1. Legal Requirement: Statutory Requirement: The Parent Governor Representatives (England) Regulations 2001 require the election of a minimum of two and a maximum of five Parent Governors to any Education Overview and Scrutiny Committee. DfEE Circular 19/99 contains a specific direction of the Secretary of State under section 499 of the Education Act 1996 requiring local authorities in England to appoint representatives of the Church of England and the Roman Catholic Church to their Committees dealing with education.
 2. Call-in: Not Applicable: This report does not involve an Executive decision.
-

Procurement

1. Summary of Procurement Implications: N/A
-

Property

1. Summary of Property Implications: N/A
-

Carbon Reduction and Social Value

1. Summary of Carbon Reduction/Sustainability Implications: N/A
-

Impact on the Local Economy

1. Summary of Local Economy Implications: N/A
-

Impact on Health and Wellbeing

1. Summary of Health and Wellbeing Implications: N/A
-

Customer Impact

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

Ward Councillor Views

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

3. COMMENTARY

Co-opted Membership for 2023/24

- 3.1 Under the terms of DfES Circular 19/99 both the Church of England and the Roman Catholic Church are entitled to representation on any Committee which exists to oversee and scrutinise the Executive's education decisions. Rev. Roger Bristow will represent the Church of England Rochester Diocesan Board of Education. There is currently a vacancy for the representative for the Roman Catholic Archdiocese of Southwark Commission for Schools and Colleges.
- 3.2 Under the terms of the Parent Governor Representatives (England) Regulations 2001, the Council must provide for the election of a minimum of two and a maximum of five Parent Governors to any Education Overview and Scrutiny Committee. Ms Shamilah Martin has been confirmed as the Parent Governor Representative for Special Schools. There are currently vacancies for the Parent Governor Representatives for Primary and Secondary Schools. A further round of elections for Parent Governor Representatives was undertaken in May 2023, but no nominations were received for these vacant roles.
- 3.3 The Committee has previously agreed to make additional Co-opted Membership appointments in the areas of Early Years (one Co-opted membership) and the Bromley Youth Council (two Co-opted memberships – Part 1 only) without voting rights. Ms Rosie White has been confirmed as the Early Years Representative and Mr Tommy Velvick and Ms Alice Kirby, existing Bromley Youth Council Representatives, have both nominated to serve a further term.

Role of Co-opted Members

- 3.5 Co-opted Members bring their own area of interest and expertise to the work of a PDS Committee. Co-opted Members often represent the interests of key groups within a Portfolio and co-option to a committee can ensure that their views are taken into account on issues. They broaden the spectrum of involvement in the PDS process and make the intrusion of party politics into scrutiny proceedings more difficult.

Non-Applicable Headings:	Impact on Vulnerable Adults and Children, Transformation/Policy/Financial/Personnel/Legal Procurement/Property/Carbon Reduction/Social Value Implications, Impact on the Local Economy/Health and Wellbeing and Customer, Ward Councillor Views
Background Documents: (Access via Contact Officer)	Not Applicable

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CHILDREN, EDUCATION AND FAMILIES POLICY DEVELOPMENT AND SCRUTINY COMMITTEE

Minutes of the meeting held at 7.00 pm on 14 March 2023

Present:

Councillor Kira Gabbert (Chairman)
Councillor Jonathan Andrews (Vice-Chairman)
Councillors Felicity Bainbridge, Graeme Casey,
Sophie Dunbar, Robert Evans, Alexa Michael,
Ryan Thomson, Thomas Turrell and Rebecca Wiffen

Alice Kirby and Tommy Velvick

Also Present:

Councillor Kate Lymer, Portfolio Holder for Children, Education
and Families
Councillor Jeremy Adams (observing)

Item 9a: 0-25 Progress Report only

Councillors Mike Botting, Mark Brock, Dr Sunil Gupta FRCP
FRCPATH, David Jefferys and Diane Smith
Vicki Pryde and Rona Topaz

61 APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTE MEMBERS

Apologies for absence were received from Reverend Roger Bristow.

The Chairman welcomed the Portfolio Holder for Adult Care and Health and Members and Co-opted Members of the Adult Care and Health Policy Development and Scrutiny Committee who were attending the meeting in respect of Item 9a: 0-25 Progress Report which was a service that came within the remit of both Portfolios.

62 DECLARATIONS OF INTEREST

Councillor Sophie Dunbar declared that she had a close family member in receipt of transport services and a Special Educational Needs-funded placement out of the Borough.

Councillor Kira Gabbert declared that she was the Local Authority's nominated representative on the Management Committee of Woodlodge Living Skills Centre.

14 March 2023

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

No questions were received.

64 MINUTES OF THE CHILDREN, EDUCATION & FAMILIES PDS COMMITTEE MEETING HELD ON 1 FEBRUARY 2023

RESOLVED: That the minutes of the meeting held on 1 February 2023 be agreed and signed as a correct record.

**65 MATTERS OUTSTANDING AND WORK PROGRAMME
Report CSD23043**

The report set out progress against outstanding actions from previous meetings and the forward work programme of the Committee.

With regard to Minute 18b: Future Use of the Phoenix Centre, the Director of Education advised that the Riverside School provision at the Phoenix Centre was well-established and that the potential to further expand special school provision across the Borough would continue to be an area of focus moving forward.

In considering the forward work programme, the Chairman observed that a deep dive on mental health (including representation from Bromley Y and CAMHS) would be undertaken by the Committee at its meeting on 20 June 2023. The Committee agreed further deep dives be scheduled on Education, Health and Care Plans and Youth Services (including the findings of the Youth Services review) at the Committee's meetings on 13 September and 22 November 2023 respectively. The Chairman advised that Committee Members would shortly be consulted on reverting to annual reporting in a number of service areas comprising Corporate Parenting, Youth Justice, Private Fostering, Independent Reviewing Officers, Local Authority Designated Officer and the Virtual School but that this would not preclude updates being provided where there were any concerns identified around service provision.

RESOLVED: That the report be noted.

66 PORTFOLIO HOLDER UPDATE

The Portfolio Holder for Children, Education and Families provided an update to the Committee on her activities.

As Lead Member for Children, Education and Families, the Portfolio Holder continued to represent the Local Authority in a range of settings both locally and regionally. Work was underway to prepare for forthcoming service inspections including a recent mock Inspection of the Youth Justice Service.

Other activities included Practice Observation week and the annual Celebration of Achievement for Bromley's Care Leavers and Children Looked After. The annual Fun Day for Bromley's Care Leavers and Children Looked After had been scheduled for 13 July 2023 and all Members were invited to attend.

The Chairman emphasised how useful she had found Practice Observation week and asked that more notice be provided for next year's event to maximise participation by Members.

RESOLVED: That the update be noted.

**A CHILDREN, EDUCATION AND FAMILIES PORTFOLIO PLAN –
2022/23 Q3 UPDATE
Report CEF23009**

The report presented the Children, Education and Families Portfolio Plan Quarter 2 update for the 2022/23 financial year.

In responding to Members' questions, the Director of Education advised that 82% of eligible children aged 2-years took up funded Early Years places which was well above the London and National averages and that work to raise awareness of this entitlement was ongoing. National offer day for secondary schools for the 2023/24 academic year had taken place on 1 March 2023 and the proportion of Bromley children securing their first choice of school had been in line with and in some cases exceeded that of other London Boroughs.

Another Member raised a significant concern about Bromley SEND annual visits in Bromley primary schools and the Director of Children, Education and Families thanked the Member for bringing this matter to his attention. Work was being undertaken to address this matter with the affected school as well as to identify whether there were any other Bromley schools which had experienced a similar issue, and it was underlined that the Local Authority worked closely with Bromley schools to resolve issues, including via the Schools' and Head Teacher's Forums as well as the SEN Governance Board. The Committee agreed to undertake a deep dive of Education, Health and Care Plans at its meeting on 13 September 2023.

RESOLVED: The progress on actions associated with the Children, Education and Families Portfolio Plan be noted.

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

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

14 March 2023

**A BUDGET MONITORING 2022/23
Report CEF23013**

The report presented the budget monitoring position for the 2022/23 financial year which showed an overspend of £8,933k based on activity to 31 December 2022.

A Member expressed concern regarding the overspend. The Head of Children, Education and Families Finance advised that since the 2022/23 budget had been agreed there had been significant increases in service delivery costs and demand for services, particularly at the higher end of need. Another Member suggested that an increased proportion of permanent staff would help contain costs and requested a comparison of permanent pay against Agency rates be provided. In responding to a question on the increasing deficit within the Dedicated Schools Grant, the Head of Children, Education and Families Finance explained that this was a national issue caused by growing pressures within the High Needs Funding Block. The Local Authority had developed a robust Deficit Recovery Management Plan in consultation with the Department for Education to help contain and ultimately recover the deficit and was continuing to work to identify best practice in this area. As an interim measure the Government had put a Financial Disregard in place which meant that such deficits did not have to be counted within the reserves of local authorities.

In response to a question, the Head of Children, Education and Families Finance confirmed that recharges were made to Adult Social Care to cover costs related to young people who had transitioned to adult services. On a related note, the Integrated Commissioning Board was approached to fund the health needs of children and young people, including the medical element of any individual care packages. A Member queried references within the budget report to the under collection of income and the Head of Children, Education and Families Finance clarified that this related to sold services where it had not been possible to achieve the anticipated income due to staff shortages or a change in demand or behaviour post-COVID. This included Adult Education where the number of learners had not yet recovered to pre-COVID levels. A Member asked a question around the increase in demand for services supporting children and young people with social, emotional and mental health needs during the COVID-period. The Director of Children, Education and Families advised that whilst there was still significant demand for such services, Child and Adolescent Mental Health Services had reported a recent reduction in the number of children and young people presenting with acute need.

RESOLVED: That the Portfolio Holder be recommended to:

- 1) Note the latest projected overspend of £8,933,000 forecast on the controllable budget based on information as at December 2022; and,**

- 2) Recommend the Council's Executive agree the release of funds from the Central Contingency and from the Reserves as set out in Section 5 of Report CEF23013.**

**B SUPPORT FOR WOODLODGE LIVING SKILLS CENTRE,
BICKLEY
Report CEF23022**

The report proposed the allocation of Dedicated School Grant to Marjorie McClure School to support the operation of the Woodlodge Living Skills Centre.

The Chairman praised the excellence of this provision which supported children and young people with special educational needs and disabilities to develop their independence and social skills and also provided an important respite function for parents and carers. A Co-opted Member queried whether this provision could be expanded to include children with Education, Health and Care Plans attending mainstream schools and the Chairman advised that this provision was specially adapted to meet the needs of children with a higher level of need. In response to another question from a Member, the Head of Strategic Place Planning confirmed that this was an existing area of spend within the Dedicated Schools Grant and that the proposals simply aimed to regularise the funding arrangements now that Marjorie McClure School, which operated the Centre, was a foundation school and was able to enter directly into the lease with Sanctuary Housing Association.

RESOLVED: That the Portfolio Holder be recommended to agreed that Dedicated Schools Grant funding of £70k per annum be allocated to Marjorie McClure School for a period of five years to support the operation of the Woodlodge Living Skills Centre.

68 PRE-DECISION SCRUTINY OF EXECUTIVE REPORTS

**A BASIC NEED UPDATE REPORT
Report CEF23014**

The report provided an update on funding and the capital schemes included within the Council's Basic Need Programme.

RESOLVED: That the Council's Executive be recommended to:

- **Agree the updated Basic Need Programme as set out in Appendix 3 to Report CEF23014, subject to Full Council approval;**
- **Agree that new projects at Burnt Ash Primary School, Oaklands Primary School, The Highway Primary School and Trinity CE Primary be added to the Basic Need Programme as detailed in the scheme appraisals in Appendix 1 to Report CEF23014;**

14 March 2023

- **Agree the allocation of an additional £43k of S106 allocations to projects within the Basic Need Capital Programme as outlined in Appendix 2 to Report CEF23014; and,**
- **Note the additional High Needs Provision Capital Funding allocation of £8,478k received for the 2022/23 and 2023/24 financial years for improving and expanding SEN and Alternative provision.**

69 POLICY DEVELOPMENT AND OTHER ITEMS

A 0-25 PROGRESS REPORT Report CEF23021

The report provided an update on the progress of the 0-25 Service to support young people with special educational needs and disabilities moving into adult services which had been launched on 1 September 2022.

A Member queried how the service was funded and the Head of Service explained that the service brought together four existing teams from across Children and Adults' Social Care Services but that a small amount of additional funding (0.5 FTE) had been identified to fund a third full-time worker within the Preparing for Adulthood Team. The co-location of these services was anticipated to lead to stronger partnership working and had already been successful in identifying some gaps in service provision. The Portfolio Holder for Adult Care and Health expressed her support for the 0-25 project and underlined the need for clear action plans to be put in place for the four team areas that included specific goals and timeframes. Another Member suggested that Key Performance Indicators would also be helpful in monitoring performance and the Head of Service reported that action plans were already in place and would be further developed in the coming months.

In response to a question from a Co-opted Member, the Head of Service confirmed that the 0-25 Service took account of any additional needs of young people in transition, including ensuring that mental health support needs were picked up by the Community Mental Health Team as young people moved into adult services. Another Member queried plans to review the transition process for young people receiving Occupational Therapy services. The Head of Service advised that the current transition arrangements within the Occupational Therapy team worked well but that further work would be undertaken to identify whether extending transition until an Education, Health and Care Plan ceased would be beneficial. This work would commence once a review of the service offer alongside the Bromley Healthcare Occupational Therapy Service had been completed. Members agreed that a further update report would be provided to the Children, Education and Families and Adult Care and Health Committees in September 2023.

RESOLVED: That the update on the new 0-25 Service be noted.

**B BROMLEY YOUTH COUNCIL MID YEAR REPORT
Report CEF23018**

The report heard a presentation from Alice Kirby and Tommy Velvick, Bromley Youth Council Representatives presenting a mid-year update on the work of the Bromley Youth Council. This included progress in delivering the 2022/23 Youth Council Manifesto Campaign Objectives which comprised 'Youth Anti-Social Behaviour and Knife Crime' and 'Relationships, Sex and Education'.

In response to a question from a Member, Tommy Velvick explained that Bromley Youth Council was run by and for young people aged 12-18 years (up to 25 for young people with disabilities) who were recruited from schools and youth services across the Borough, as well as the Living in Care Council. Another Member asked about how the work of Bromley Youth Council tied in with the National Youth Parliament and the London Youth Assembly and Tommy Velvick advised that the Bromley Youth Council had representatives on both of these bodies and that students at Bromley Schools participated in an annual voting process to determine the key priorities of the National Youth Parliament.

In considering the 2022/23 Youth Council Manifesto Campaign Objectives, the Committee was advised that the workstream for the 'Relationships, Sex and Education' Objective had been successful in identifying limitations placed on schools in this area. A Member queried whether the Bromley Youth Council had undertaken any work around the use of vapes and/or the sale of nitrous oxide to young people as part of its objective on 'Youth Anti-Social Behaviour and Knife Crime' and Alice Kirby advised that whilst this was not something Bromley Youth Council had particularly focused on, representatives of Bromley Youth Council had met with Trading Standards Officers to discuss the issue of young people being illegally sold vapes, creating both health and environmental concerns. The Chairman observed that an information item on 'Gambling Support for Children and Young People' had been put to the Committee and asked whether the Youth Council Representatives had any views in this area. Tommy Velvick suggested there was scope to raise awareness amongst young people on how gambling was disguised in video games and Alice Kirby further added that free or low stakes online gambling also posed a danger to young people. A Member outlined a recent meeting he had with a representative of a leading provider of guidance, advice and support for gambling addiction and suggested that Bromley Youth Council play a role in raising awareness of the support on offer to young people.

The Chairman led the Committee in thanking Tommy Velvick and Alice Kirby for their excellent presentation and commended the Bromley Youth Council for its work during 2022/23.

14 March 2023

RESOLVED: That progress made towards delivering the actions identified in the Bromley Youth Council 2022/23 Campaigns Work Plan be noted.

**C INDEPENDENT REVIEWING OFFICER 6 MONTH UPDATE REPORT
Report CEF23015**

The report provided a six-month update of the activity of the Independent Reviewing Service to January 2023.

In response to a question from a Member, the Head of Service Quality Improvement explained that approximately 70% of Independent Reviewing Officers were permanent staff and that the Local Authority continued to work to increase this number, including promoting the benefits of becoming permanent to its existing locum staff. Another Member was pleased to note the increase in advocacy referrals for Children Looked After at the end of the 2021/22 financial year and the Head of Service Quality Improvement advised that Independent Reviewing Officers were working to raise awareness about the right and entitlement of Children Looked After to access advocacy services and that this would continue to be an area of focus moving forward.

RESOLVED: That the progress and actions of the Independent Reviewing Officers in discharging their statutory duties and contributing to the aims of the Corporate Parenting Strategy be noted.

**D LOCAL AUTHORITY DESIGNATED OFFICER SIX MONTH UPDATE REPORT
Report CEF23016**

The report provided an overview of the activity of the Local Authority Designated Officer (LADO) for the period April 2021 to January 2022 in managing allegations against people who worked or volunteered with children and were therefore in a position of trust.

In response to a question from the Chairman, the Head of Service Quality Improvement advised that whilst every effort was made to conclude LADO referrals as soon as possible, the complexity of allegations and/or need for criminal investigations to be undertaken by the Metropolitan Police could cause delays.

RESOLVED: That the report be noted.

**E EDUCATION OUTCOMES FOR CHILDREN IN BROMLEY SCHOOLS 2022
Report CEF23011**

The report summarised the education outcomes for the 2021/22 academic year for children attending Bromley schools.

A Member was pleased to observe that the attainment of pupils with special educational needs and disabilities was higher at Key Stage 4 in Bromley than at a national level and the Director of Education outlined different ways that attainment was supported, including early identification and via a range of interventions. In response to a question from a Member about attainment of all pupils at Key Stage 4, the Director of Education explained that whilst attainment was often extremely high in Bromley schools, this was not always reflected in pupil progress and that work was underway to address this, including training in schools and targeted work with the Education Endowment Foundation. Attainment data for Key Stage 5 for the 2021/22 academic year was not yet available but this would be provided to the Committee once it had been released.

In considering exclusion outcomes, a Member was concerned to note that Bromley secondary schools had fallen 51 places in the percentile rankings between the 2020/21 and 2021/22 academic year for fixed period exclusion rates. The Director of Education advised that this statistical variation in part reflected the significant reduction in fixed term exclusions during the COVID-19 period; however, there were identified issues around increased pupil anxiety and challenge in the post-COVID period that was impacting the number of fixed term exclusions. There had also been a disproportionate increase in permanent exclusions in some Bromley schools for the 2021/22 academic year which was subject to challenge as part of an ongoing monitoring exercise. A Member proposed that an information briefing exploring truancy in Bromley schools be provided to a future meeting of the Committee and this was supported by Members.

RESOLVED: That education outcomes for children in Bromley schools for the 2021/22 academic year be noted.

**F PERFORMANCE REPORTING - CHILDREN'S SCRUTINY
DATASET PART 1 (PUBLIC) REPORT
Report CEF23010A**

The report presented a regular update on the performance of services for children across a suite of performance measures.

RESOLVED: That the December 2022 outturn of key performance indicators and associated management commentary be noted.

**G CHILDREN, EDUCATION AND FAMILIES RISK REGISTER -
UPDATE QUARTER 3
Report CEF23008**

The report set out the Children, Education and Families Risk Register update for Quarter 3 of the 2022/23 financial year.

RESOLVED: That the current Children, Education and Families Risk Register and the existing controls in place to mitigate the risks be noted.

**H CONTRACT REGISTER PART 1 (PUBLIC) REPORT
Report CEF23017A**

The Committee considered a report setting out the Contract Register for the Children, Education and Families Portfolio.

RESOLVED: That Members' comments on the Contracts Register as at 19 January 2023 be noted.

70 CHILDREN, EDUCATION AND FAMILIES INFORMATION ITEMS

The items comprised:

- Children's Performance Management Framework
- Gambling Support for Children and Young People

RESOLVED: That Information Items be noted.

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

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

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

72 EXEMPT MINUTES OF THE CHILDREN, EDUCATION & FAMILIES PDS COMMITTEE MEETING HELD ON 1 FEBRUARY 2023

The Part 2 (Exempt) minutes of the meeting held on 1 February 2023 were agreed and signed as a correct record.

73 POLICY DEVELOPMENT AND OTHER ITEMS PART 2 (EXEMPT)

A PERFORMANCE REPORTING - CHILDREN'S SCRUTINY DATASET PART 2 (EXEMPT) REPORT

The Committee considered a report setting out Part 2 (Exempt) aspects of performance reporting against the Children's Scrutiny dataset.

B CONTRACT REGISTER PART 2 (EXEMPT) REPORT

The Committee considered a report setting out Part 2 (Exempt) aspects of the Contract Register for the Children, Education and Families Portfolio.

The Meeting ended at 9.55 pm

Chairman

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Agenda Item 6

Report No.
CSD23081

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: CHILDREN EDUCATION AND FAMILIES PDS COMMITTEE

Date: Tuesday 20 June 2023

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

Title: MATTERS OUTSTANDING AND FORWARD WORK PROGRAMME

Contact Officer: Kerry Nicholls, Democratic Services Officer
Tel: 020 8461 7840 E-mail: Kerry.Nicholls@bromley.gov.uk

Chief Officer: Director of Corporate Services and Governance

Ward: All Wards

1. Reason for decision/report and options

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

- Monitoring progress against actions arising from previous meetings; and
- Developing the Committee's Forward Work Programme.

2. **RECOMMENDATION(S)**

2.1 That the PDS Committee:

1. **Reviews progress on matters arising from previous meetings, including Minute 65: Matters Outstanding and Work Programme which asks Members to formally note the move to annual reporting for the following reports (see Paragraph 3.2):**
 - Corporate Parenting
 - Youth Justice
 - Private Fostering
 - Independent Reviewing Officers
 - Local Authority Designated Officer
 - Virtual School
2. **Reviews the Committee's Forward Work Programme, indicating any changes or particular issues that it wishes to scrutinise for the year ahead; and,**
3. **Reconstitutes and agrees the membership of the School Place Planning Working Group for the 2023/24 municipal year, including the appointment of Chairman and Vice-Chairman.**

Impact on Vulnerable Adults and Children

1. Summary of Impact: None
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Transformation Policy

1. Policy Status: Not Applicable
 2. Making Bromley Even Better Priority (delete as appropriate): Not Applicable
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Financial

1. Cost of proposal: Not Applicable
 2. Ongoing costs: Not Applicable
 3. Budget head/performance centre: Democratic Services
 4. Total current budget for this head: £366k
 5. Source of funding: Revenue Budget
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Personnel

1. Number of staff (current and additional): 6
 2. If from existing staff resources, number of staff hours: N/A
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Legal

1. Legal Requirement: None
 2. Call-in: Not Applicable: Non-Executive reports are not subject to call-in
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Procurement

1. Summary of Procurement Implications: Not Applicable
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Property

1. Summary of Property Implications: Not Applicable
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Carbon Reduction and Social Value

1. Summary of Carbon Reduction/Sustainability Implications: Not Applicable
-

Impact on the Local Economy

1. Summary of Local Economy Implications: Not Applicable
-

Impact on Health and Wellbeing

1. Summary of Health and Wellbeing Implications: Not Applicable
-

Customer Impact

1. Estimated number of users or customers (current and projected): This report is intended primarily for the benefit of Committee Members.
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Ward Councillor Views

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

3. COMMENTARY

Matters Outstanding from Previous Meetings

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

Minute 65: Matters Outstanding and Work Programme (14 March 2023)

- 3.2. Following discussion at the meeting of Children, Education and Families PDS Committee on 14 March 2023, consultation was undertaken with Committee Members between 17-31 March 2023 on reverting to annual reporting for the following service areas:

- Corporate Parenting
- Youth Justice
- Private Fostering
- Independent Reviewing Officers
- Local Authority Designated Officer
- Virtual School

No consultation responses were received in objection to the proposal and one response was received in support from Councillor Alexa Michael. Members are therefore requested to formally note the move to annual reporting for these reports.

Work Programme

- 3.3 Each PDS Committee determines its own work programme, balancing the roles of (i) pre-decision scrutiny and holding the Executive to account, (ii) policy development and review and (iii) external scrutiny. E&R PDS Committee has the additional role of providing a lead on scrutiny issues and co-ordinating PDS work.
- 3.4 PDS Committees need to prioritise their key issues. The work programme also needs to allow room for items that arise through the year, including Member requests, call-ins and referrals from other Committees. Committees need to ensure that their workloads are realistic and balanced, allowing sufficient time for important issues to be properly scrutinised. Members also need to consider the most appropriate means to pursue each issue – the current overview and scrutiny arrangements offer a variety of approaches, whether through a report to a meeting, a time-limited working group review, a presentation, a select committee style meeting focused on a single key issue, or another method such as a task and finish group.
- 3.5 **Appendix 2** sets out the Education, Children and Families PDS Committee Work Programme for 2023/24. The Committee is invited to comment on the proposed schedule and suggest any changes it considers appropriate.

School Place Planning Working Group

- 3.6 The Committee is also recommended to reconstitute the School Place Planning Working Group for the 2023/24 municipal year and appoint Members to serve on the Working Group as well as appoint the Chairman and Vice-Chairman from the serving Members. The purpose of the School Places Working Group is to meet annually to review the need for school places in order to advise the Council how it can best meet its statutory duties under Section 14 of the Education Act 1996. The Working Group reviews information about the need for school places in Bromley and the draft school places plan and makes recommendations to the Children, Education and Families PDS Committee about future commissioning arrangements for school places.

- 3.7 At its annual meeting on 10 May 2023, the Council of the London Borough of Bromley chose not to agree the reconstitution of the Children, Education and Families Budget Sub-Committee for the 2023/24 municipal year. The work of this sub-committee will therefore be undertaken by the Children, Education and Families PDS Committee moving forward.
- 3.8 Other reports will be added to the Forward Work Programme as items arise.

Non-Applicable Headings:	Impact on Vulnerable Adults and Children, Transformation/Policy/Financial/Personnel/Legal/Procurement/Property/Carbon Reduction/Social Value Implications, Impact on the Local Economy/ Health and Wellbeing/Customer, Ward Councillor Views
Background Documents: (Access via Contact Officer)	Minutes of previous meetings

MATTERS OUTSTANDING FROM PREVIOUS MEETINGS

Minute Number/Title/ Date	Action/PDS Request	Update	Action by	Expected Completion Date
65. Matters Outstanding and Work Programme (14 March 2023)	The Committee to be consulted on reverting to annual reporting for the following service areas: <ul style="list-style-type: none"> • Corporate Parenting • Youth Justice • Private Fostering • Independent Reviewing Officers • Local Authority Designated Officer • Virtual School 	Consultation was undertaken between 17-31 March 2023. No responses were received in objection and one response was received in support from Councillor Alexa Michael. Members are therefore requested to formally note the move to annual reporting for these reports.	Clerk	June 2023.
66. Portfolio Holder Update	More notice be provided to Members in advance of future Practice Observation weeks.	To be noted for future events.	Assistant Director: Children's Social Care	Completed.
67a. Budget Monitoring 2022/23	A comparison of permanent pay against Agency rates to be provided.	To be provided when available.	Director: Children, Education and Families	In progress.
68e. Education Outcomes for Children in Bromley Schools 2022	Key Stage 5 attainment data for the 2023/23 academic year to be provided to the Committee.	To be provided when available.	Director: Education	In progress.
73/1a. Performance Reporting – Children's Scrutiny Dataset (14 March 2023)	Future reporting of Performance Indicators 32 and 33: % of Education, Health and Care Plans Issued Within Statutory 20-Week Timescale (Excluding/Including Exception Cases) to include the number of plans issued.	To be included in future reporting.	Assistant Director: Strategy, Performance and Corporate Transformation	Completed.

Children, Education & Families Work Programme 2023/24

Children, Education & Families PDS Committee		13 September 2023
Item		Status
Children, Education and Families Portfolio Plan Update		Holding PH to Account
Budget Monitoring 2023/24		PH Decision
Capital Programme Monitoring 2023/24 Q1		PH Decision
CEF/ACH Joint Item: 0-25 Service Update	6-Month Update	Joint PDS Item (with ACH)
Performance Management 2023/24 (Part 1 and Part 2)		PDS Item
Virtual School Annual Report	Annual Report	PDS Item
Adoption Update Annual Report	Annual Report	PDS Item
Private Fostering Annual Report	Annual Report	PDS Item
Risk Register		PDS Item
Spending on Primary, Secondary and Special Schools 2022/23	Annual Report	PDS Item
Deep Dive: Education, Health and Care Plans/SEND		PDS Item
Truancy in Bromley Schools		Information Item
Children, Education & Families PDS Committee		22 November 2023
Item		Status
Children, Education and Families Portfolio Plan Update		Holding PH to Account
Budget Monitoring		PH Decision
Capital Programme Monitoring 2023/24 Q2		PH Decision
Award of Contract for Capital Works at Red Hill Primary School		Exec Decision
Corporate Parenting Annual Report	Annual Report	PDS Item
Performance Management 2023/24 (Part 1 and Part 2)		PDS Item
Bromley Safeguarding Annual Report 2022/23	Annual Report	PDS Item
Independent Reviewing Officer Annual Report	Annual Report	PDS Item
Local Authority Designated Officer Annual Report	Annual Report	PDS Item
Youth Justice Service Annual Update	Annual Update	PDS Item
Family Group Conference		PDS Item
Annual CEF Compliments & Complaints Report	Annual Report	PDS Item
Risk Register		PDS Item
Deep Dive: Youth Services (including the findings of the Youth Services review)		PDS Item
Contracts Register and Database (Parts 1 and 2)		PDS Item
Children, Education & Families PDS Committee		1 February 2024
Item		Status
Capital Programme Monitoring 2023/24 Q4		PH Decision
2023/24 Dedicated Schools Grant	Annual Report	PH Decision
Performance Management 2023/24 (Parts 1 and 2)		PDS Item

Virtual School Annual report 2022/23	Annual Report	PDS Item
Risk Register		PDS Item
CEF Draft Portfolio Budget 2024/25	Annual Report	PDS Item
Children, Education & Families PDS Committee		20 March 2024
Item		Status
Children, Education and Families Portfolio Plan Update		Holding PH to Account
Budget Monitoring		PH Decision
Basic Need Capital Programme Update		Exec Decision
Performance Management 2023/24 (Parts 1 and 2)		PDS Item
Education Outcomes		PDS Item
Bromley Youth Council End of Year Report (BYC Representatives to present with Danie Gibbs support)	Annual Report	PDS Item
Risk Register		PDS Item
Contracts Register and Database (Parts 1 and 2)		PDS Item

*Items in italics are tentative

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Report No.
CEF23025

London Borough of Bromley

PART ONE - PUBLIC

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

Date: Tuesday 20 June 2023

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

Title: CHILDREN, EDUCATION AND FAMILIES PORTFOLIO PLAN –
2022/23 Q4 UPDATE AND 2023/24 REFRESHED PLAN

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

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

Ward: All Wards

1. Reason for report

- 1.1 This report presents the Children, Education and Families Policy, Development and Scrutiny Committee with a Children, Education and Families Portfolio Plan 2022-23 Quarter 4 update.
 - 1.2 Appendix 2 also presents a draft 2023-24 Portfolio Plan for comment. (AP) – Annual Programme
-

2. RECOMMENDATION(S)

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

Impact on Vulnerable Adults and Children

1. Summary of Impact:
-

Corporate Policy

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

Financial

1. Cost of proposal: No cost:
 2. Ongoing costs: Not Applicable:
 3. Budget head/performance centre: Education, Children and Families Portfolio
 4. Total current budget for this head: £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: None:
 2. Call-in: Not Applicable: No Executive decision.
-

Procurement

1. Summary of Procurement Implications: Not Applicable
-

Customer Impact

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

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

3. COMMENTARY

- 3.1 The Children, Education and Families Portfolio Plan focuses on delivering the longer-term strategic priorities for children and families in Bromley and has been refreshed in line with the Council's Transformation Programme and the Corporate Strategy, Making Bromley Even Better.
- 3.2 The Children, Education and Families Portfolio Plan focusses on five priority outcomes:
- Safeguarding
 - Affordable, Decent and Secure Homes
 - Life chances, resilience and wellbeing
 - Supporting and challenging effective multi-agency working
 - Ensuring efficiency and effectiveness
- 3.3 Within each priority are a number of statements which are underpinned by actions and measures of success within the work of Children's Services and other departments which impact on children and families.
- 3.4 Progress is noted in the Quarter 4 update in Appendix 2 against the actions and measures of success within the Portfolio Plan.
- 3.5 A draft 2023/24 plan is presented to Members for comment.

4. IMPACT ON VULNERABLE ADULTS AND CHILDREN

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

5. TRANSFORMATION/POLICY IMPLICATIONS

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

6 CUSTOMER IMPACT

- 6.1 A Children's Performance Management Framework agreed in 2018 and updated in 2020, stipulates that the Children's PDS Committee should receive a regular updates on the Portfolio Holder Plan in respect of children's services. Reports should enable Members to '*ask challenging questions about areas of underperformance and make recommendations accordingly to the Executive*'.

Non-Applicable Sections:	Financial/Personnel/Legal/Procurement/Property/Carbon Reduction and Social Value Implications and Ward Councillor Views
Background Documents: (Access via Contact Officer)	Portfolio Holder Plan 2022/23

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Priority 1 Safeguarding

Our Ambitions:

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

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

Strategic links:

This priority has links with the following strategic plans:

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

What are we going to do?

ACTION	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD	UPDATES	Update Status
1. Continue to improve our children's safeguarding practice in Bromley, embedding the statutory safeguarding partnership and strengthening our focus on non-familial (contextual) safeguarding risks, including	a) Carry out an annual Strategic Threat Assessment including considering issues of disproportionality, community alienation and isolation.	Strategic Threat Assessment development update	April 2023 (AP)	Independent Chair of Bromley Safeguarding Children's Partnership (BSCP)	<ul style="list-style-type: none"> • Two Strategic Threat Assessments published to date. 	Completed
	b) The Safeguarding Partnership Partners' challenges partners' safeguarding practices	Challenge Log referenced in BSCP annual report; Escalations recorded in case notes; Set up of Children's Safeguarding Scrutiny Board	April 2023 (AP)		<ul style="list-style-type: none"> • Challenge Log Updated • Scrutiny Board taking place every 6 months. 	Completed
					<ul style="list-style-type: none"> • Multi agency audit of serious youth violence/extra familial harm to be completed in February 2023. 	Completed
					<ul style="list-style-type: none"> • Report to be disseminated April 2023. 	Completed

Children's Portfolio Holder Plan 2022/23 Quarter 4 update

children going missing, children missing education, child sexual and criminal exploitation, and gang affiliation.	c) Bromley Safeguarding Partnership commission a comprehensive training programme	Training evaluation included in BSCP annual report	April 2023 (AP)		<ul style="list-style-type: none"> • Training evaluation was published in annual report 2021-22. • New training programme procurement for 2022-25 complete. 	Completed
	d) Children and Family Act 2014 Assessments carried out promptly Protect Vulnerable adolescents, especially those vulnerable to child sexual exploitation (CSE), child criminal exploitation (CCE), modern-day slavery	i) Timeliness of assessments; Child seen during assessment.	April 2023 (AP)		<ul style="list-style-type: none"> • 94% of assessments were completed within timeframe with the majority of children seen. 	In Progress
		ii) Undertake review of the Vulnerable Adolescents' Strategy and associated protocols; Publication of new Bromley Child Exploitation Strategy.	April 2023		<ul style="list-style-type: none"> • Review of Vulnerable Adolescents Strategy completed. • New strategy renamed as Bromley Child Exploitation Strategy, in-line with adopted pan-London Exploitation Strategy. 	Completed Completed

Priority 2 Affordable, decent, and secure homes

Our Ambitions:

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

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

Strategic links:

This priority has links with the following strategic plans:

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

What are we going to do?

ACTION	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD	UPDATES	Update Status
1. Maintain a relentless focus on improving outcomes for Bromley's looked after children and care leavers. In order to meet the pledge, the Council has made to these young people, we will continue to develop our partnerships across the Council, NHS,	a) Ensure sufficiency of good quality placements for Children Looked After (CLA) and accommodation for Care Leavers	Effective sufficiency strategy implemented	April 2023	Director Children Services	<ul style="list-style-type: none"> • CLA Sufficiency Strategy 2022-2024 was signed off by members on 27th November 2022. • The strategy was then used as part of the mock inspection where a couple of things were raised. These have now been drafted and inserted with the strategy which has now been signed off and published. • The associated action plan is live and updated quarterly. 	Completed
	b) Improve education, employment and training outcomes.	Delivery of high education outcomes presented in Annual Virtual Head School report. Successful	April 2023 (AP)	Assistant Director Children's Social Care, Safeguarding	<ul style="list-style-type: none"> • Virtual Head Teacher Annual report was presented to committee in Q3 	Completed

<p>DWP and housing providers to: increase the choice of high quality placements; improve our education offer; help young people maintain good health and wellbeing; and increase housing and employment opportunities.</p>	<p>c) Ensuring easy access to Bromley health services where every child has a named specialist nurse, has their health plan regularly reviewed and has regular health-related checks and immunisations</p>	<p>Delivery of Care Leavers EET Strategy Good performance in regard to annual health checks, immunisation and dental checks.</p>	<p>April 2023 (AP)</p>	<p>& Care Planning</p>	<ul style="list-style-type: none"> Focus on increasing opportunities for CLA and Care Leavers re current South East London consideration of free prescriptions for Care Leavers. 	<p>In Progress</p>
		<p>Embed THRIVE (mental health) provision to ensure access is available for all children in need, and carers in need of support.</p>	<p>April 2023</p>	<p>Asistant Director Specialist Services</p>	<ul style="list-style-type: none"> The THRIVE Team provides therapeutic intervention and support to any child or young person (and carers) known to Bromley Children's Services who, for whatever reason do not live with their birth parents. This includes adopted children, children looked-after and children cared for by special guardians or connected persons. 	<p>Completed</p>
	<p>d) Further develop the local offer for care leavers</p>	<p>Care leavers will receive improved assessment, support, and services and each will have their own advisor; local offer reviewed regularly</p>	<p>April 2023 (AP)</p>	<p>Assistant Director Children's Social Care, Safeguarding & Care Planning</p>	<ul style="list-style-type: none"> Ongoing funding for additional mental health support post directly employed in Leaving Care Team has now been achieved for 2023/24. Practitioner is in post and is currently working with 25 care leaver. In addition, the practitioner leads on therapeutic support group for foster carers. Consultation, engagement and coproduction with Bromley Linc and Care Leavers Forum and senior leaders from Corporate Parenting Board. The local offer is under review after consultation with the Care Leaver Forum. 	<p>Completed</p>
						<p>Completed</p>
						<p>In Progress</p>

Priority 3 Life chances, resilience, and wellbeing

Our Ambitions:

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

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

Strategic links:

This priority has links with the following strategic plans:

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

What are we going to do?

ACTION	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD	UPDATES	Update Status
1. Support the local childcare and early education market to maintain high standards and a good level of choice for parents, promoting inclusion and school readiness as well as monitoring those children who are educated at home.	a) Promote educational inclusion for all. Continue to provide high quality and timely information through a range of sources to support families.	Early Years directory published annually and updated monthly; Bromley Education Matters updated monthly and accessible to schools and families.	April 2023	Director Education	<ul style="list-style-type: none"> • Early years directory published annually and updated monthly. • Bromley Education Matters continues to be updated regularly and is accessible to schools, colleges and early years settings. • School Circular is issued fortnightly. 	Completed
	b) Implement the findings of the updated sufficiency report for supply and demand for Early Years childcare places	Take up of 15 hours and 30 hours funded offer childcare	April 2023 (AP)		<ul style="list-style-type: none"> • As of 31 March 2023, there were 5,005 eligible 3 and 4 year old children accessing Universal funded places. • 2,026 accessing 30 hours funded places. 	In Progress

	c) Work with local early years settings and childminders to increase the number of Early Years places provided for vulnerable children and those with SEN	Capacity to enable 30 hours of funded childcare; Take-up of funded 2yr old places; % Childminders / Early Years Settings rated good or outstanding; Take up of Disability Access Fund.	April 2023 (AP)		<ul style="list-style-type: none"> The take up of 2-year old places compares well with national comparators. As of 31 March 2023, there were 478 (82%) of eligible children accessing 2-year-old funded places (National benchmark 72%). 98% of early years settings in Bromley that have been inspected are rated as Good or Outstanding (National benchmark 96%). DAF funding has been paid out for a total of 42 children in early years settings so far during the 2022/23 academic year. 	In Progress
2. Build on the success of Bromley's excellent schools, academies and further education offer. We consistently deliver a high 'first choice' school preference for our children and we will continue to ensure a sufficiency of school places in high quality provision, enabling high quality local choice for parents and young people.	a) Enable all children to access good educational outcomes through increasing places at Good and Outstanding schools	% Of schools/ places in Good or Outstanding provision	Sept 2023 (AP)	Director Education	<ul style="list-style-type: none"> 96% of Bromley Schools are good or outstanding with 97% of pupils attending schools judged good or outstanding. 	In Progress
	b) Sufficient school places to sustain percentage of pupils offered one of their first three preferences	% of children in receipt of first and second choice school places.	Sept 2023 (AP)		<ul style="list-style-type: none"> 68.7% of secondary school children in receipt of first choice and 94% in receipt of a preference. 87.9% of primary school children in receipt of first choice and 98.8% in receipt of a preference. 	In Progress
	c) Sufficient local provision for children with special educational needs and/or disabilities (SEND)	SEN Free School delivered	Sept 2023 (AP)		<ul style="list-style-type: none"> SEN estates review underway to identify opportunities for additional SEN places. Special Free School project ongoing led by DfE, currently at feasibility stage. 	In Progress
3. Work with our partners across the education sector to improve outcomes for all children and young people across the range of academic abilities	a) Embed the Fair Access Protocols (FAP) which introduces greater inclusive practice, targeted support for learners and schools and efficient and timely engagement of	FAP Practice embedded and consistently placing children at the centre of decision making and giving schools and learners access	April 2023	Director Education	<ul style="list-style-type: none"> 100% secondary school engagement in FAP/Inclusion meetings and increased Council oversight of managed moves between schools supported by the Pupil Referral Unit, Outreach, the Home and Hospital Teaching Service and the chair of Gateway Panel. 	Completed

<p>– this includes enabling children who learnt from home during the pandemic to catch up.</p>	<p>outreach, where appropriate for pupil transitions</p> <p>b) Ensure that there is a strong and coherent offer of support to Bromley Schools focussed on local priorities including closing the attainment gap for disadvantaged children</p>	<p>to the right support at the right time.</p> <p>Clearly articulated offer for schools closely aligned to key priority of improved outcomes for disadvantaged children through Closing the Gap Workshops</p>	<p>April 2023</p>		<ul style="list-style-type: none"> • Offer in place and circulated to schools. Addressing the Attainment Gap events took place in July 2022 (secondary) and November 2022 (primary). • Joint follow-up workshop took place on 30 March 2023 with 42 attendees from schools. • Addressing the needs of pupil from Gypsy Roma and Traveller background primary and secondary events held in November 2022 and March 2023. • Successful Family Learning Outreach pilot supporting Ukrainian pupils and their parents in schools has been extended into the summer term. 	<p>Completed</p> <p>Completed</p> <p>Completed</p> <p>In Progress</p>
<p>4. Implement our Health and Wellbeing strategy focusing primary healthcare resources including Health Visitors and school nurses on promoting protective factors including breastfeeding, immunisations and healthy lifestyles, responding to issues such as obesity, substance misuse, sexual health and mental health.</p>	<p>a) Work takes place with vulnerable families to establish good physical and emotional development</p>	<p>Numbers of babies being breastfed</p> <p>Reviews as part of the Healthy Child programme – height and weight</p>	<p>April 2023</p> <p>April 2023</p>	<p>Director of Public Health</p>	<ul style="list-style-type: none"> • Numbers of babies being breastfed (2022/23, Q1 – Q3) • At birth, exclusive breastfeeding: 45.3% • At birth, prevalence of breastfeeding (mixed and exclusive): 79% • At 6-8 week visit, exclusive breastfeeding: 39% • At 6-8 week visit, prevalence of breastfeeding (mixed and exclusive): 63.1% • The data collected is for children classified as obese/ overweight - YTD for 2021/22: Percentage of children aged 2 – 2.5 overweight or obese – 6% (denominator = number of children who had 2 – 2.5 year review) 	<p>In Progress</p> <p>In Progress</p>

<p>5. Embed our mental health and wellbeing model across the multi-agency children's workforce to further improve the identification of additional needs in children, to improve assessment of need and risk, and to improve access to targeted and specialist services.</p>	<p>a) Place prevention and early intervention at the heart of the mental health and wellbeing offer for children and young people.</p>	<p>Build on the success of the mental health support team (MHST) pilot in Bromley schools, with a long-term solution that helps ensure the resilience of Bromley schools to manage mental health challenges, in partnership with other mental health and wellbeing services.</p>	<p>April 2023</p>	<p>Senior Commissioning Manager – C&YP's Mental Health & Wellbeing</p>	<ul style="list-style-type: none"> • Bromley was awarded a third Mental Health Support Team (MHST) in 2023/24. • These teams will now cover 75% of schools with other schools receiving a tailored school responder offer. • Work is now taking place between the Director of Education, commissioners, and Bromley Y to review the total MHST offer now that the pilot period is completed, to look at lessons learned and the right model going forward. 	<p>In Progress</p>
	<p>b) Embed the Mental Health and wellbeing toolkit into practice informing practitioners' interventions within multi-agency practice</p>	<p>Mental Health and Wellbeing toolkit well used in schools.</p>	<p>April 2023</p>		<ul style="list-style-type: none"> • Mental Health Wellbeing Leads in place in every Bromley school, supported by training offer and publication of a Bromley MHW Toolkit. • Two network meetings held to date in 2022/23, with good attendance from schools. • Those schools not in attendance are being encouraged to join future events. 	<p>Completed</p>
	<p>c) Ensure staff supporting families are trained in mental health first aid and are provided with training and advice on CYP mental health and wellbeing support</p>	<p>Ongoing training programme by Bromley Y and Oxleas CAMHS.</p>	<p>April 2023 (AP)</p>		<ul style="list-style-type: none"> • Ongoing training programme monitored through normal CYP Mental Health and Wellbeing contracting processes. • 6 of 27 people = 22% • Training running in August, September, and October. • Overview and scope of review in development, with a presentation at CYP Mental Health and Wellbeing Partnership Board in October 2022. 	<p>Completed</p>

	<p>d) Embed the new THRIVE framework in CYP Mental Health and Wellbeing Services</p> <p>e) Embed and develop our new THRIVE inhouse therapeutic provision. This team provides a psychological support service to our foster carers, special guardians, and adopters.</p>	<p>Review of Bromley CAMHS to ultimately place this service on a THRIVE basis, linking with Bromley Y approach. This change process is being overseen by CYP Mental Health and Wellbeing Partnership Board. The number of referrals into THRIVE and feedback.</p>	<p>April 2023</p> <p>April 2023 (AP)</p>	<p>Assistant Director Specialist Services</p>	<ul style="list-style-type: none"> Support and Parenting Practitioner, and Children and Family Centre Support Officer and CAF team member. THRIVE have received 53 referrals to date from April 2022 	<p>Completed</p> <p>In Progress</p>
<p>6. Provide venues where young people can mix in a safe environment, learn, explore and develop skills and where, if required, early intervention can be identified, including vocational training and apprenticeships in line with local business needs.</p>	<p>a) Review Youth Services</p> <p>b) Provide careers advice and offer work experience and apprenticeships to young people together with support in education, training, and employment</p>	<p>Ensure appropriate youth services offer is operational</p> <p>Retain good NEET performance for post 16</p>	<p>April 2023</p> <p>April 2023 (AP)</p>	<p>Assistant Director Specialist Services</p>	<ul style="list-style-type: none"> A review of the youth service is currently being scoped within the next 12 months. We are looking at the post 16 support worker in the VS to have more of a role around intense NEET support – to start in September 2023. We now have a dedicated Youth Justice Service Lead ETE worker who has good skills engaging with our children and young people. Continue to monitor NEET performance for care leavers through the leaving care panel and joint work with DWP / Bromley education business partnership and targeted youth support. Ongoing group work offer for young people needing pre-employability skills and confidence raising. 	<p>In Progress</p> <p>In Progress</p> <p>Completed</p> <p>In Progress</p> <p>In Progress</p>

<p>7. Information about how Bromley is supporting young people experiencing loneliness and/or getting involved in this topic.</p>	<p>a) Next steps – Loneliness Champion to continue to make stronger links with care leavers (via Tom Schaub-Jones – Group Manager Care Leavers / 16+ Children Services)</p>	<p>Children and young people becoming less lonely and isolated; improving their mental health and linking older generations with younger generations together within local communities</p>	<p>April 2023 (AP)</p>	<p>Principal Loneliness Champion</p>	<ul style="list-style-type: none"> • As part of the Children and Family Assessments loneliness and social isolation are identified and families are sign-posted to appropriate services. • Schools – Information has been shared directly with the Mental Health education lead and on projects, research and papers which may help teachers and governing bodies support children within education who are experiencing mental ill-health issues and Loneliness. • This information has also been published into the Mental Health and Wellbeing Toolkit for teachers Mental Health & Wellbeing Toolkit (adobe.com) • The Principal Loneliness Champion has a resident spot on the Agenda at the Schools Mental Health and Wellbeing leads networking event which occurs numerous times throughout the year. • Schools receive an update on how they can get involved in helping to tackle loneliness in the local community, workshops, assemblies, and relevant research/ initiatives within schools. • From the beginning of 2023, the Principal Loneliness Champion has been giving assemblies to Bromley Schools to help inform students of what loneliness is, when it may occur, and resources available to help start the conversation. • Children's Mental Health Week (6th – 12th February) promoted across the borough internally and with our partners. An A5 leaflet was produced to advertise local and national services for young people to use if experiencing loneliness. 	<p>In Progress</p> <p>Completed</p> <p>In Progress</p> <p>In Progress</p> <p>Completed</p>
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					<ul style="list-style-type: none"> • World Book Night – The Principal Loneliness Champion made an application to World Book Night which helps disadvantaged groups of people get closer to reading and accessing books. • The application was successful, and the borough received 80 children's books entitled: Superheroes: Inspiring Stories of Secret Strength featuring local sporting legend Dina Asher-Smith and other successful Londoners such as BRIT award winner musician Stormy and BAFTA award winning comedian, Mo Gilligan. • These 80 books were distributed to children within care, young carers, children with autism who attend Mencap activities and young people receiving support from the Youth Justice Team. 	Completed
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Priority 4 Supporting and challenging effective multi-agency working

Our Ambitions:

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

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

Strategic links:

This priority has links with the following strategic plans:

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

What are we going to do?

ACTION	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD	UPDATES	Update status
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<p>1. Encourage take up of our multi-agency early help services.</p>	<p>a) Enable parents to access information, advice, and support</p>	<p>Families report that they are able to find the information that they need at the right time.</p> <p>Provide training to partners to effectively signpost families to EIFS. Attendance at Multi Agency Partnership Events (MAPE) which promote early help.</p>	<p>April 2023 (AP)</p>	<p>Assistant Director Specialist Services</p>	<ul style="list-style-type: none"> EIFS social media platforms actively promote services for families with at least 3 posts per week. Launched Parenting Hub for parents. Multi-Agency Partnership Events 'MAPE' which focused on the front door to family support, called "Safeguarding is Everyone's Responsibility" were introduced in 2016. Delivered in partnership by two Team Managers from Early Intervention and Family Support, and the Group Manager for the Children & Families Hubs. Fully booked sessions. Sessions paused in Spring 2023 when the new front door model was introduced to prevent confusion during the roll out of Phase1 of the Children and Families Hub. Sessions targeting specific cohorts of professionals; Health, Education and Early Years education run termly. A range of bespoke training is available to Children Social Care colleagues. 	<p>In Progress</p> <p>Completed</p> <p>Completed</p> <p>In Progress</p> <p>In Progress</p>
	<p>b) Continue to provide high quality and timely information through a range of sources to support families. Information is available through:</p> <ul style="list-style-type: none"> Early years directory Bromley Education Matters, the Schools Circular the Local Offer, SENDMatters newsletters, Early Intervention and Family Support (EIFS) Social Media platforms 	<p>Early support is joined up across health and education to reduce duplication.</p>	<p>April 2023 (AP)</p>	<p>Assistant Director Specialist Services</p>	<ul style="list-style-type: none"> Social Media presence has grown strong and use platform to: <ul style="list-style-type: none"> re-post information, advice and guidance from Public Health, specific support services Timetable of services in our Children and Family Centres are published monthly Social Media is used to promote different activities daily. The Parenting Hub website is now live, accessible, explains services and signposts, as well as linking to other useful sites. Use of QR codes to make access to digital information easy. Introduction of 'flipbooks' for parents and staff and accessed via QR codes. Bromley Education Matters continues to be updated monthly and is accessible to all education settings. 	<p>Completed</p> <p>Completed</p> <p>In Progress</p> <p>In Progress</p>

	<p>b) Increase the effectiveness of partnership working between education settings, health, social care and other partner agencies, providing support and advice to staff, children and young people and families to support those with SEN</p> <p>c) Improve services for children and young people with social communication difficulties including Autism</p>	<p>Settings understand the 'local offer' and are confident about who they need to contact in order to provide appropriate and timely support to CYP and families;</p> <p>Waiting times measured through All-Age Autism Board and Autism Family Support Contract feedback from families</p>	<p>April 2023 (AP)</p> <p>April 2023 (AP)</p>	<p>Director Education</p> <p>Associate Director Integrated Commissioning</p>	<ul style="list-style-type: none"> Continued and focused work delivered by SEN Advisory Teams, providing support and challenge to schools, promoting the graduated approach. Continuing to provide traded and project work through Education Provision Service, early support, promoting inclusion at pre-statutory work. Local Offer kept under review and promoted with co-production of families and professionals. Bromley Council and NHS South East London Integrated Care Board (Bromley), in partnership with Bromley Healthcare and Oxleas CAMHS will be undertaking an independent expert-led review of Children and Young People's ASD/ADHD Diagnostic and Support Services in order to inform next steps and reduce waiting times. 	<p>In Progress</p> <p>In Progress</p> <p>In Progress</p> <p>In Progress</p>
<p>3. Promote the proper inclusion of young people who have SEND in local universal services, through: developing and implementing joint commissioning strategies; prioritising localise needs, including increasing more local specialist placement choice; and establishing a service structure</p>	<p>a) Mainstream schools and settings are able to provide for an increased level of complexity, enabling CYP who have SEND to be supported effectively within mainstream settings</p>	<p>Increased number of children and young people accessing mainstream settings in their local community</p>	<p>April 2023 (AP)</p>	<p>Director Education</p>	<ul style="list-style-type: none"> Continued and focused work delivered by SEN Advisory Teams, providing support and challenge to schools, promoting the graduated approach. Continuing to provide traded and project work through EP Service, early support, promoting inclusion at pre-statutory work. Support and challenge to settings where the Local Authority is not assured that reasonable adjustments have been made in order to support CYP in mainstream schools. Investment in resource for mainstream schools to promote and enable higher levels of inclusion. Introduction of new Education Health Care Needs Assessment Eligibility Guidance has provided greater clarity on the Ordinarily 	<p>In Progress</p> <p>In Progress</p> <p>In Progress</p> <p>In Progress</p> <p>Completed</p>

<p>which supports mainstream schools, settings and partnership working.</p>	<p>b) Ensure sufficient schools places to meet rising demand for SEND places</p>	<p>Deliver new SEN Free School and Multi-Agency Centre for Excellence (MACE)</p>	<p>April 2023 (AP)</p>		<p>Available Provision expectations within mainstream schools.</p> <ul style="list-style-type: none"> DfE feasibility for SEN Free School underway. Site clearance work undertaken to enable surveys to be completed. 	<p>In Progress</p>	
	<p>c) Transform the Bromley CYP Integrated Therapies (Physiotherapy, Speech & Language, and Occupational Therapy) commissioning and provision achieved through co-production</p>	<p>Commission and provide extra resource; Coproduce, redesign and strengthen a Graduated 3-tier (Universal, Targeted and Specialist) Approach; Develop a Commissioning Framework for Therapies</p>	<p>April 2023</p>	<p>Assistant Director Children & Young People Integrated Commissioning</p>	<ul style="list-style-type: none"> We have launched our Beehive website and carried out some direct communication with parent/carers since January 2023. We are working on a whole system approach to implementing the balanced model for speech and language therapy. We have commissioned Bromley Healthcare to provide added capacity to support educational input into Occupational Therapy assessments. We have been working on a revised specification for therapy services. This will be finalised in April 2023. 	<p>Completed</p> <p>In Progress</p> <p>Completed</p> <p>Completed</p>	
	<p>4. Develop our offer to young adults aged 18 to 25 who have SEND, including improving transitions into adulthood and, for those with continuing needs, adult services.</p>	<p>a) Better transitions between children's and adults' services for young people and their parents</p>	<p>Establish a 0-25 service</p>	<p>April 2023 (AP)</p>	<p>Head of Service 0-25 Service Children & Young People with Disabilities</p>	<ul style="list-style-type: none"> A new 0-25 service has been initiated from the 1st September 2022, although the structure needs to be finalised. The Local Authority has appointed a new Head of Service. The service will cover 4 key areas: <ul style="list-style-type: none"> a social work team for Children with Disabilities Short Break service Preparing for Adulthood team (Social Care) team Occupational Therapy (social care) team. 	<p>In Progress</p> <p>Completed</p>
		<p>b) Helping young people prepare for adulthood from the earliest years</p>	<p>Young people and their families being fully involved in strategic planning and service</p>	<p>April 2023 (AP)</p>		<ul style="list-style-type: none"> A third worker has now been recruited within the Preparing for Adulthood Team, this will support the service supporting young people whose primary need is a physical disability. 	<p>Completed</p>

	<p>c) Providing services that are focused on how they can support young people to progress through 'preparing for adulthood' outcomes</p>	<p>design supporting commissioners in the development of services</p> <p>Young people and their families being at the centre of individual service planning, delivery and review</p> <p>Evidencing positive and improving outcomes for young people</p>	<p>April 2023 (AP)</p>		<ul style="list-style-type: none"> • A Performance Management Framework Report has been drafted to set standards for the service, consider how future needs are identified and setting key performance indicators to monitor the delivery of the service. 	<p>In Progress</p>
	<p>d) Achieving an effective, fully engaged, strategic partnership of agencies working collaboratively with an inclusive ethos</p>	<p>Providing a well-maintained Local Offer with up-to-date and clear information</p>	<p>April 2023 (AP)</p>		<ul style="list-style-type: none"> • Two transition events have been completed; on the 26th October 2021 and 25th April 2022 • Supported over 250 young people and their parents/carers, be better informed regarding the transition process, services, opportunities and providers available within Bromley and the surrounding area. • Both events have had approx. 30+ stalls and a number of workshops both for young people and families. Over 70 young people attended. Successful events were supported by Schools and SEN. • Future events are to be considered to inform families of localised options. • The governance of the 0-25 Service is now through the SEND governance board. • Discussion is happening on the 26th April 2023 to agree the terms of reference for a Transitional Working Group. • The group will aim to move forward on future Preparing for Adulthood (PfA) events and developing information and operational practices on the 4 PfA pathways. 	<p>Completed</p> <p>In Progress</p> <p>Completed</p> <p>In Progress</p> <p>In Progress</p>

		Putting in place an effective 'user voice' feedback and review mechanism to capture rich information on what is working and what the issues and gaps are for young people and families	April 2023 (AP)	Assistant Director Strategy Performance & Corporate Transformation	<ul style="list-style-type: none"> Existing User Voice Framework creates a robust approach for capturing the voice of the children and families using our services. Regular reports are provided to the Children's Executive Board and the Children, Education and Families Policy Development and Scrutiny Committee. 	Completed In Progress
5. Work collaboratively across the Council, schools, health and voluntary sector services to improve the identification of, and support to, children and young people who are young carers	a) Enable carers to access information, online, advice, support, and access to services	Delivery of an effective young carers support service	April 2023 (AP)	Assistant Director Integrated Commissioning	<ul style="list-style-type: none"> Development of new Carers Strategy in progress – including children and young people that are young carers. The plan is to have a carers strategy and Action Plan for June 2023. A task and finish group is looking at 'Young Carers' specifically with Vicky West, Assistant Director Specialist Services, leading on this for Children, Education & Families. 	In Progress
6. Work to improve the emotional wellbeing and mental health of young people in Bromley, providing support earlier in schools and other settings, and improving access to, and waiting times for, more specialist Child and Adolescent Mental Health Services (CAMHS). We will	a) Transform the Bromley CYP Mental Health and Wellbeing Single Point of Access (SPA) in order to deliver improved services, shorter waiting times and integrated delivery across CAMHS and Bromley Y	Following the covid-19 pandemic there was a significant increase in the number of children and young people being referred into CAMHS services across England, with resulting long waiting times. This is also the case in Bromley, with more children and young people coming into services with multi-faceted and complex challenges.	April 2023 (AP)	Senior Commissioning Manager – Children and Young People's Mental Health and Wellbeing	<ul style="list-style-type: none"> Additional investment in core Bromley CAMHS services will enable a speeding-up of assessments, with waiting times due to come down through the course of 2023/24. Waiting times for CAMHS however remain very long and the risk around this area remains high. 	In Progress

<p>focus resources on improving our response to: young people with eating disorders; perpetrators and victims of sexually harmful behaviour; and young people in youth offending services (YOS).</p>	<p>b) Reduce the number of referrals of children and young people into A&E due to their mental ill health in Bromley, but instead provide an embedded partnership system of early intervention and support</p>	<p>Joint work across Oxleas CAMHS, Bromley Y, SEL ICB, Bromley Council, schools and other partners to consider the outcomes of a refreshed analysis of Bromley A&E/crisis cases for children and young people with mental health challenges.</p>	<p>April 2023 (AP)</p>	<p>Senior Commissioning Manager – Children and Young People's Mental Health and Wellbeing</p>	<ul style="list-style-type: none"> • Current work taking place to bring forward a full analysis of this information for consideration by partners, after which time there will need to be a cross-organisational action plan of improvements. 	<p>In Progress</p>
	<p>c) Establish an eating disorders early intervention pilot in Bromley, linked to the Single Point of Access (SPA) and Mental Health Support Teams (MHSTs) in schools</p>	<p>An innovative early intervention/prevention pilot between the NHS/voluntary sector to support children and young people who have disordered eating challenges to receive support, advice and clinical input where required.</p>	<p>Dec 2022</p>		<ul style="list-style-type: none"> • The business case for this service was agreed with mobilisation taking place from 1st April 2023. • The pilot will be strongly linked with the Mental Health Support Teams (MHSTs) offer – with schools able to access this help going forward. 	<p>Completed</p>
<p>7. Deliver our Youth Justice strategy by working holistically and collaboratively to deliver our 'child first, offender second' principle – aiming to reduce the numbers of children and young people offending or at risk of offending, including developing the YOS work with</p>	<p>a) Provide multi-agency support to those at risk of entering the youth justice system or who have been convicted.</p>	<p>Reducing the numbers of children entering the youth justice system.</p>	<p>April 2023 (AP)</p>	<p>Assistant Director Specialist Services</p>	<ul style="list-style-type: none"> • The numbers of FTE have reduced by 19% compared with the number in 2018 and by a further 41% compared with 2017. • The reductions in the volume of children entering the criminal justice system is supported by our prevention and diversionary activities, including our out of court joint decision-making panel. • Analysis shows that young people who are most likely to offend are also most likely to have complex needs. • We continue to reduce FTE. We are the 4th Lowest in London (35% lower than London Average). 21% reduction on previous year. 	<p>In Progress</p>

<p>younger offenders and our partnership approach to addressing harmful gang activity and violent crime. We will continue to engage offenders and victims in developing our restorative justice approaches.</p>	<p>b) Address disproportionality</p>	<p>YOS disproportionality action plan delivered.</p>	<p>April 2023 (AP)</p>	<p>Assistant Director Specialist Services</p>	<ul style="list-style-type: none"> Youth Justice service continues to work to deliver the priorities within our Youth Justice Strategy 2020/23. We deliver a wide range of interventions both 1 to 1 and group setting working to address serious use violence, weapons awareness, gender specific groups and working closely with emergency services who have delivered workshops to our children. Ongoing range of intervention provided to address offending from Girls group, weapons and crime and consequence sessions. 	<p>In Progress</p>
	<p>c) Provide multi-agency support to CYP with SEND at risk of entering the youth justice system or who have been convicted</p>	<p>Multi-agency meetings held monthly to share intelligence, agree solutions to provide wrap-around support for the young person, to achieve the best outcome</p>	<p>April 2023 (AP)</p>		<ul style="list-style-type: none"> We have a Youth Justice Plan 2022/24 that sets out our work for the next 2 year including addressing our strategic priorities; how we intend to promote long term desistance; our commitment to understanding and effecting change in behaviour through the support and resources we have available. Assurance reports presented quarterly to the Youth Justice Service (YJS) Governance Board. An updated refresh plan for 2023/24 is currently being drafted. YJS have commissioned Trauma training for all staff and this will be rolled out from June 2023 – one manager already trained. 	<p>In Progress</p>
	<p>d) To ensure SALT support to YOS is provided through a tiered model (universal, targeted and specialist support) with clear agreed outcomes</p>	<p>Young people being referred for assessment and support.</p>	<p>April 2023 (AP)</p>		<ul style="list-style-type: none"> Restorative justice interventions are delivered with a high level of engagement with victims and their wishes included which has focused on information giving in indirect reparation. Young people coming into the service have an initial SALT SCREENING as first-time entrant, an Initial Summary RAG Report for every new YP seen at the YOS to highlight areas of needs, areas of development and strengths. 	<p>In Progress</p>
						<p>In Progress</p>

					<ul style="list-style-type: none"> • This is then shared with advice with the YP, YOS case officers, Education and parents. A set of block intervention sessions are agreed ranging from 3-6 + sessions. • Made contact with 23 young people and offered support to enable ETE progression (Information advice and guidance on ETE options, help with CV, job search strategies, job/college applications and support into training). • A significant number of young people, who received intensive support from various specialists at the YJS, were able to make a positive transition to an ETE outcome (further education, Sixth Form etc.) and in some cases achieve independence through employment. • The collaborative approach between YJS and SEN continues to meet to support improvements for children with ECHP and young people through ETE pathways. 	<p>In Progress</p> <p>Completed</p> <p>In Progress</p> <p>In Progress</p>
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Priority 5 Ensuring Efficiency and Effectiveness

Our Ambitions:

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

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

Strategic links:

This priority has links with the following strategic plans:

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

What are we going to do?

ACTION	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD	UPDATES	Update Status
1. Living within our means. We are rightly expected to work within our budgets to deliver high quality services to our residents whilst ensuring the prudent and efficient management of our finances through the operation of sound finance systems and processes.	a) Work within our budgets and maintain sound financial processes and systems	Budgetary control	April 2023 (AP)	Director Children, Education and Families	<ul style="list-style-type: none"> • Quarterly budget monitoring enables effective Member oversight. • Key areas of spend are overseen monthly by the Director with additional monthly oversight of the deliverability of Transformation Proposals and associated financial implications. • DSG deficit recovery management plan in place, following review from the DfE/ESFA. 	In Progress
		Maintain an effective Performance Management Framework	April 2023 (AP)	Assistant Director Strategy, Performance & Corporate Transformation	<ul style="list-style-type: none"> • A robust performance management framework delivers weekly, monthly and quarterly oversight. • To enable good management oversight for managers and other key stakeholders. 	In Progress

					<ul style="list-style-type: none"> Members receive an annual and six-monthly reports on key areas of work In addition to a quarterly performance dashboard consistent of a suite of indicative set of KPIs which assure of the deliverability of services. Demand measures provide evidence on resource pressures. 	In Progress
<p>2. Being opportunistic and collaborative in making bids to Government and other funding sources to increase resources available to the Partnership. Lobby the Government and Government departments strongly for increased resources when we see a need or opportunity.</p>	<p>a) Lobby the government for increased resources</p>	<p>Be opportunistic in making bids for funding sources and additional resources</p>	<p>April 2023 (AP)</p>	<p>Director Children, Education and Families</p>	<ul style="list-style-type: none"> Children's services take every opportunity to lobby for a fairer funding for services. 	In Progress
					<ul style="list-style-type: none"> SEN demand pressures are regularly raised at discussions with the Regional Director's office. Responded to a couple of consultations around the National Funding Formula and Early Years. We do surveys for London Councils in terms of our financial position which they use as London wide lobbying. Peter Turner (Director of Finance) meets with government representatives to discuss funding for Bromley and London as part of his role in the Society of London Treasurers. This is ongoing and for all areas but has discussed the financial disregard, etc. We are currently in discussion with DfE around the Deficit recovery plan. 	<p>In Progress</p> <p>Completed</p> <p>In Progress</p> <p>In Progress</p> <p>In Progress</p>
<p>3. Recognising the importance of our workforce to the achievement of our ambitions and implementing workforce strategies which help to recruit and retain the highest</p>	<p>a) Recruit and retain the highest quality staff across the whole workforce</p>	<p>Workforce Stable</p>	<p>April 2023 (AP)</p>	<p>Director Children, Education and Families / Director of HR</p>	<ul style="list-style-type: none"> The Recruitment and Retention Board Chaired by the Director of HR continues to ensure Bromley are best placed to mobilise a stable and well-trained workforce. 	In Progress
					<ul style="list-style-type: none"> A locum to perm event was held for Children's Social Care. Bromley attended Disability Confident Recruitment event. 	<p>Completed</p> <p>Completed</p>

<p>quality staff for services in the borough.</p>	<p>b) Good learning and development offer</p>	<p>Good % of permanent staff</p>	<p>April 2023 (AP)</p>		<ul style="list-style-type: none"> • Links have been established with local colleges so that Bromley can be present at future recruitment events. • The Early Years Team and Early Intervention Service attended a recruitment event to talk about the careers in their service. • LinkedIn strategy and Refer a Friend Scheme re-promoted. • Bromley has relaunched its Wake Up 2 Care programme which had previously successfully recruited over 35 carers in the last round. • We are also supporting the care homes and domiciliary care agencies with overseas recruitment. • The Council continues to support and facilitate the Proud to Care initiative. • An Open Day to showcase the organisation's vacancies is being planned for October 2022. • 80% of social workers were in permanent posts as of June 2022. 	<p>Completed</p> <p>Completed</p> <p>Completed</p> <p>In Progress</p> <p>In Progress</p> <p>In Progress</p> <p>Completed</p>
<p>4. Maintaining our focus on commissioning and market shaping, developing integrated and joint commissioning where it makes sense to do so, and ensuring we commission intelligently with clear outcomes in mind. Ensuring our commissioned services deliver</p>	<p>a) Commission services intelligently and integrate services where appropriate</p>	<p>Effective contract management</p> <p>Timely procurement</p> <p>Good co-production where appropriate</p>	<p>April 2023 (AP)</p>	<p>Assistant Director of Integrated Commissioning</p>	<ul style="list-style-type: none"> • Contracts continue to be monitored robustly to ensure that services are delivered to meet expectation. • The department continues to work through inflation related issues with providers. • Recent increased engagement event and visits to local residential providers to further improve commissioning relationship and quality, safety, accessibility and outcomes for CLA requiring residential placements • Additional SLT provision has been procured via 6-month contract 	<p>In Progress</p> <p>In Progress</p> <p>Completed</p> <p>Completed</p>

<p>what is expected through robust and active contract management.</p>					<ul style="list-style-type: none"> • Short breaks and school holiday tender has concluded and Riverside commenced a new contract on 1 April 2023 • The new Advocacy Service contract commenced with Advocacy for All delivering an all age contract from 1 April 2023 • The commissioning team have completed the amalgamation of the adults and children's services procedures online via a contract award with Tri-x. • The new contract commenced on 1 April 2023. 	<p>Completed</p> <p>Completed</p> <p>Completed</p>
<p>5. Continuing to exploit the benefits of digitalisation in service delivery through a new Digital Strategy, integrating systems and processes where it is feasible and practical. The Council will learn from best practice with a view to utilising technologies which provide practical improvements to our services.</p>	<p>a) Exploit the benefits of digitalisation</p>	<p>Bed in use of Liquid Logic new social care management system</p> <p>Procure SEND Transport route optimisation system</p> <p>Continually explore opportunities and implement, such as the use of Virtual Reality Headsets for Domestic Violence Training.</p>	<p>April 2023</p> <p>April 2023</p> <p>April 2023 (AP)</p>	<p>Director Children, Families and Education</p> <p>Director of Education</p> <p>Assistant Director of Specialist Services</p>	<ul style="list-style-type: none"> • Weekly and monthly performance management report have been built and are in use. • A good training offer is available to ensure the best use of the system. • New Microsoft Power BI dashboards are being developed to enable great management oversight. • SEND Transport route optimisation solution now in place and supporting effective planning of routes. • Virtual reality (VR) headsets are used across children's services. • The project continues to develop within each service area. From April 2022 to date, 38 practitioners were trained as VR practitioners across Children Social Care. • Virtual reality training was also made available to Bromley Foster Carers in 2022-2023. 	<p>Completed</p> <p>Completed</p> <p>In Progress</p> <p>Completed</p> <p>Completed</p> <p>In Progress</p> <p>Completed</p>

					<ul style="list-style-type: none"> The use of Virtual Reality practice tool is embedded across the different services in Children Social Care. At a Social workers' Wellbeing conference in November 2022, the following was mentioned as practice in Bromley: 'Virtual reality is proving effective in helping professionals, parents, and carers understand the impact of trauma on children.' 	Completed
6. Developing information and knowledge sharing across Partnership agencies to enhance the intelligence available to all agencies in planning and evaluating our services.	a) Maintain effective strategic and operational partnership	Including; Children's Executive Bromley Safeguarding Children Partnership Corporate Parenting Board	April 2023 (AP)	Director Children, Families and Education	<ul style="list-style-type: none"> Operational and strategic partnership work is ongoing and mature. Escalations are used appropriately within agencies to enable resolutions to emerging issues. Guidance on information sharing updated on BSCP website, including 2022 London SCB guidance Information Sharing promoted in BSCP video: 'BSCP annual report' (Dec 22) 	In Progress
	b) Maintain and Effective 'User Voice and Engagement Framework'	Deliver annual 'you said we did' reports as evidence	April 2023 (AP)	Assistant Director Strategy, Performance and Corporate Transformation	<ul style="list-style-type: none"> Annual and six-monthly reports to summarise key 'user voice' activity is bedded in. An emerging digital "Childs Voice Hub" is enabling the Children Executive Partnership to share best practice, a toolkit and feedback findings amongst other professionals. Report presented to CEF PDS Committee on 4 October 2022. Refreshed corporate engagement framework in development with launch scheduled for early 2023 following consideration at CEF PDS Committee in February 2023. 	Completed



Children, Education and Families

Portfolio plan for 2023 to 2024

Welcome

Message from the Portfolio Holder for Children, Education and Families

Welcome to the Children, Education and Families Portfolio Plan for 2023 to 2024.

This Portfolio Plan will contribute to the delivery of our long-term vision as presented in our corporate strategy, **Making Bromley Even Better**; available from www.bromley.gov.uk/corporatestrategy.

Our department leads on the delivery of the first of five ambitions, for.

'For children and young people to grow up, thrive and have the best life chances in families who flourish and are happy to call Bromley home'.

Our priorities included

- ✓ Targeted early intervention and good universal service
- ✓ Safeguarding children and adolescents
- ✓ Being the best corporate parents
- ✓ Challenging disproportionality
- ✓ Engaging with children, young people and families

Clearly many if not all of our activity involves working closely with or through partners agencies, we will continue to develop and maintain these key relationships to enable effective service delivery. By implementing this plan, I truly believe that we can enable our children and young people to achieve, thrive and reach their full potential.

Achieving this ambition in a changing regulatory, financial and physical environment remains a challenge and should not be underestimated. Members will monitor the delivery of this Portfolio Plan through our Children, Education and Families Policy, Development and Scrutiny Committee, as part of the Children's Services Performance Framework.

We remain ambitious for our children and will continue to engage with them effectively, co-producing where possible. Our Bromley Relationship Social Work Model promotes 'doing with' rather than 'doing to' approach, we pride ourselves on the relationships we build with our families in order to support and assist positive change.

Cllr Kate Lymer

Deputy Leader and Portfolio Holder for Children, Education and Families

About this Portfolio Plan

This Portfolio Plan will contribute to the delivery of our long-term vision as presented in our corporate strategy, **Making Bromley Even Better**; available from www.bromley.gov.uk/corporatestrategy

Our vision

We want Bromley to be...

a fantastic place to live and work, where everyone can lead healthy, safe and independent lives

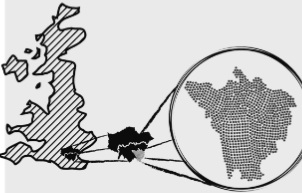
Our plan will be delivered jointly by the Council and partner agencies. We firmly believe that strong partnerships formed the foundation of our previous plan 'Building a Better Bromley'.

Together we have five new ambitions:

- 1** For children and young people to grow up, thrive and have the best life chances in families who flourish and are happy to call Bromley home.
- 2** For adults and older people to enjoy fulfilled and successful lives in Bromley, ageing well, retaining independence and making choices.
- 3** For people to make their homes in Bromley and for business, enterprise and the third sector to prosper.
- 4** For residents to live responsibly and prosper in a safe, clean and green environment great for today and a sustainable future.
- 5** To manage our resources well, providing value for money, and efficient and effective services for Bromley's residents.

Making Bromley Even Better 2021 to 2031
Our corporate plan on a page

Get to know Bromley




We are located in **south east London**, we are the **largest London borough**.

We cover **59 square miles**.

We have more than **330,000 people** living here - in an estimated **141,000 households**.

We have a **vibrant rural and urban mix** - with **51%** of our space being **green belt land** and we have **eleven distinct town centres**.

We have relatively **low levels of deprivation** - we are the 4th least deprived of the 33 London boroughs.



Our children thrive and flourish secure into adult

We support our residents with **good universal services** for everyone:

- 99% of early years settings are 'Good' or better
- 90% of schools are 'Good' or better
- 91% of GPs are 'good' or better

We have **high life expectancy** which exceeds national figures:

- 81 for males and 85 for females
- 7 year gap in some parts

Our adults enjoy fulfilling and successful lives

We have a well **qualified and skilled working age** population:

- 50% have qualifications beyond A-Levels
- 3% have no qualifications

We have a high proportion of our **working age adults in employment**:

- 78% of adults are in employment
- 2% claiming out of work benefits
- average household income is just £43,000+

Our families, businesses and communities thrive

We a mixture of **quality homes**:

- 12% increase in number of households
- mixed tenure - 72% home ownership and 14% social housing

We support our **businesses and town centres**:

- 15,000+ individual enterprises
- four Business Improvement Districts (BID)
- investment in public realm works

Our borough is safe, clean and sustainable for the future

We care for and protect our **environment**:

- 50% of domestic waste is recycled
- becoming a direct 'net zero carbon' Council

We have lots of **green and historic spaces**:

- 45 conservation areas
- 1,000+ locally and 800 statutory listed buildings
- 7,000 hectares of green spaces
- 129 open spaces

We support our **residents with additional needs** well:

- 100,000+ visits to our Children and Families Centres
- 3,000 children have Education, Health and Care Plans
- 3,400 referrals to children's social care
- 9,000 requests for adult social care and support
- 2,000 adults receive care in their home
- 1,500 adults live in care homes

We have a strong and innovative **early help and intervention offer**:

- mix of holistic statutory, private and voluntary services
- single points of access

We support our **vulnerable residents** well through our:

- strengths-based approach
- relationship model
- Continuums of Need

We have a range of **quality homes** available:

- 1,500+ families are in temporary accommodation
- 1,000 affordable homes to be built

We encourage our children and adults to live **healthy and safe lives**:

- obesity levels and smoking rates are lower than national averages
- proportion of residents with mental health problems has increased

Making it even better

Our vision

A fantastic place to live and work, where everyone can lead healthy, safe and independent lives

Our ambitions

For children and young people to grow up, thrive and have the best life chances in families who flourish and are happy to call Bromley home

For adults and older people to enjoy fulfilled and successful lives in Bromley, ageing well, retaining independence and making choices

For people to make their homes in Bromley and for business, enterprise and the third sector to prosper

For residents to live responsibly and prosper in a safe, clean and green environment great for today and a sustainable future

To manage our resources well, providing value for money, and efficient and effective services for Bromley's residents

Action plan

Ambition 1

For children and young people to grow up, thrive and have the best life chances in families who flourish and are happy to call Bromley home

Portfolio links

This priority has links with the following portfolio plans:

- Children, Education and Families

Strategic links:

This priority has links with the following strategic plans:

- Children and Young People's Plan

What are we going to do?

Children, Education and Families Portfolio plan for 2023 to 2024

MAKING BROMLEY EVEN BETTER	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD
<p>1. Support the local childcare and early education market to maintain high standards and a good level of choice for parents, promoting inclusion and school readiness as well as monitoring those children who are educated at home.</p>	<p>a) Promote educational inclusion for all. Continue to provide high quality and timely information through a range of sources to support families.</p> <p>b) Work with local early years settings and childminders to increase the number of Early Years places provided for vulnerable children and those with SEN.</p> <p>c) Promote school readiness through the provision of training, targeted at Bromley early years providers, that contribute to the promotion of school readiness in pre-school children.</p>	<p>Early Years directory published annually and updated monthly; Bromley Education Matters updated monthly and accessible to schools and families. https://bromleyeducationmatters.uk</p> <p>Capacity to enable 30 hours of funded childcare; Take-up of funded 2yr old places; % Childminders / Early Years Settings rated good or outstanding; Take up of Disability Access Fund.</p> <p>Number of training courses that have taken place.</p> <p>Number of settings represented, and practitioners participated.</p>	<p>April 2024 (AP)</p> <p>April 2024 (AP)</p> <p>April 2024</p> <p>April 2024</p>	<p>Director Education</p>

Children, Education and Families Portfolio plan for 2023 to 2024

MAKING BROMLEY EVEN BETTER	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD
<p>2. Build on the success of Bromley’s excellent schools, academies and further education offer. We consistently deliver a high ‘first choice’ school preference for our children and we will continue to ensure a sufficiency of school places in high quality provision, enabling high quality local choice for parents and young people.</p>	<p>a) Enable all children to access good educational outcomes through increasing places at Good and Outstanding schools</p> <p>b) Sufficient school places to sustain percentage of pupils offered one of their first three preferences</p> <p>c) Sufficient local provision for children with special educational needs and/or disabilities (SEND)</p>	<p>% of schools/ places in Good or Outstanding provision</p> <p>% of children in receipt of first and second choice school places.</p> <p>SEN Free School delivered</p>	<p>Sept 2023</p> <p>April 2024 (AP)</p> <p>April 2024 (AP)</p>	<p>Director Education</p>

Children, Education and Families Portfolio plan for 2023 to 2024

MAKING BROMLEY EVEN BETTER	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD
<p>3. Work with our partners across the education sector to improve outcomes for all children and young people across the range of academic and narrowing attainment and progress gaps for vulnerable and disadvantaged pupils</p>	<p>a) Ensure that there is a strong and coherent offer of support to Bromley Schools focussed on local priorities including closing the attainment gap for disadvantaged children</p>	<p>Clearly articulated offer for schools closely aligned to key priority of improved outcomes for disadvantaged children through Closing the Gap Workshops</p>	<p>April 2024 (AP)</p>	<p>Director Education</p>

Children, Education and Families Portfolio plan for 2023 to 2024

MAKING BROMLEY EVEN BETTER	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD
<p>4. Embed our mental health and wellbeing model across the multi-agency children’s workforce to further improve the identification of additional needs in children, to improve assessment of need and risk, and to improve access to targeted and specialist services.</p>	<p>a) Place prevention and early intervention at the heart of the mental health and wellbeing offer for children and young people.</p>	<p>Build on the success of the mental health support team (MHST) pilot in Bromley schools, with a long-term solution that helps ensure the resilience of Bromley schools to manage mental health challenges, in partnership with other mental health and wellbeing services.</p>	<p>April 2024 (AP)</p>	<p>Senior Commissioning Manager – C&YP’s Mental Health & Wellbeing</p>
	<p>b) Ensure staff supporting families are trained in mental health first aid and are provided with training and advice on CYP mental health and wellbeing support</p>	<p>Ongoing training programme by Bromley Y and Oxleas CAMHS.</p>	<p>April 2024 (AP)</p>	<p>Senior Commissioning Manager – Children and Young People’s Mental Health and Wellbeing</p>
	<p>c) Embed the new THRIVE framework in CYP Mental Health and Wellbeing Services</p>	<p>Review of Bromley CAMHS to ultimately place this service on a THRIVE basis, linking with Bromley Y approach. This change process is being overseen by CYP Mental Health and Wellbeing Partnership Board.</p>	<p>April 2024 (AP)</p>	<p>Assistant Director Specialist Services</p>
	<p>d) Embed and develop our new THRIVE inhouse therapeutic provision. This team provides a psychological support service to our foster carers, special guardians, and adopters.</p>	<p>The number of referrals into THRIVE and feedback.</p>	<p>April 2024 (AP)</p>	<p>Assistant Director Specialist Services</p>

Children, Education and Families Portfolio plan for 2023 to 2024

MAKING BROMLEY EVEN BETTER	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD
<p>5. Encourage take up of our multi-agency early help services.</p>	<p>a) Enable parents to access information, advice, and support</p> <p>b) Continue to provide high quality and timely information through a range of sources to support families. Information is available through:</p> <ul style="list-style-type: none"> • Early years directory • SENDMatters newsletters, • Early Intervention and Family Support (EIFS) Social Media platforms • EIFS Parenting Hub website • IASS website 	<p>Families report that they are able to find the information that they need at the right time.</p> <p>Provide training to partners to effectively signpost families to EIFS. Attendance at Multi Agency Partnership Events (MAPE) which promote early help.</p> <p>Early support is joined up across health and education to reduce duplication.</p>	<p>April 2024 (AP)</p> <p>April 2024 (AP)</p> <p>April 2024 (AP)</p>	<p>Assistant Director Specialist Services</p>

Children, Education and Families Portfolio plan for 2023 to 2024

MAKING BROMLEY EVEN BETTER	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD
<p>6. Continue to improve our children’s safeguarding practice in Bromley, embedding the statutory safeguarding partnership and strengthening our focus on non-familial (contextual) safeguarding risks, including children going missing, children missing education, child sexual and criminal exploitation, and gang affiliation.</p>	<p>a) Carry out an annual Strategic Threat Assessment including considering issues of disproportionality, community alienation and isolation.</p> <p>b) The Safeguarding Partnership challenges partners’ safeguarding practices</p> <p>c) Bromley Safeguarding Partnership commission a comprehensive training programme</p> <p>d) Children and Family Act 2014 Assessments carried out promptly Protect Vulnerable adolescents, especially those vulnerable to child sexual exploitation (CSE), child criminal exploitation (CCE), modern-day slavery</p>	<p>Strategic Threat Assessment development update</p> <p>Challenge Log referenced in BSCP annual report; Escalations recorded in case notes; Set up of Children’s Safeguarding Scrutiny Board</p> <p>Training evaluation included in BSCP annual report</p> <p>i) Timeliness of assessments; Child seen during assessment.</p>	<p>April 2024 (AP)</p> <p>April 2024 (AP)</p> <p>April 2024 (AP)</p> <p>April 2024 (AP)</p>	<p>Independent Chair of Bromley Safeguarding Children’s Partnership (BSCP)</p>

Children, Education and Families Portfolio plan for 2023 to 2024

<p>7. Maintain a relentless focus on improving outcomes for Bromley’s looked after children and care leavers. In order to meet the pledge, the Council has made to these young people, we will continue to develop our partnerships across the Council, NHS, DWP and housing providers to: increase the choice of high-quality placements; improve our education offer; help young people maintain good health and wellbeing; and increase housing and employment opportunities.</p>	a)	Ensure sufficiency of good quality placements for Children Looked After and accommodation for Care Leavers	Effective sufficiency strategy	April 2024 (AP)	Director Children’s Education and Families
	b)	Improve education, employment and training outcomes	Delivery of high education outcomes presented in Annual Virtual Head School report. Successful Delivery of Care Leavers EET Strategy	April 2024 (AP)	Assistant Director, Children’s Social Care, Safeguarding & Care Planning Services
	c)	Ensuring easy access to Bromley health services where every child has a named specialist nurse, has their health plan regularly reviewed and has regular health-related checks and immunisations	Good performance in regard to annual health checks, immunisation and dental checks.	April 2024 (AP)	Assistant Director Specialist Services
			Embed THRIVE (mental health) provision to ensure access it available for all children in need, and carers in need of support.	April 2024 (AP)	
d)	Further develop the local offer for care leavers	Care leavers will receive improved assessment, support, and services and each will have their own advisor; local offer reviewed regularly	April 2024 (AP)	Assistant Director, Children’s Social Care, Safeguarding & Care Planning Services	

Children, Education and Families Portfolio plan for 2023 to 2024

<p>8. Build on the progress we have made in improving services for children who have Special Educational Needs (SEND), continuing to build on working partnerships with parents, carers, agencies and SEND Governance Board</p>	<p>a) Implement our SEND vision and priorities. Improved multi-disciplinary and cross agency support (health, education and social care) for young people</p>	<p>Targets for completion of Education Health Care Plan's (EHCPs) within 20 weeks are met</p>	<p>April 2024 (AP)</p>	<p>Director Education</p>
	<p>b) Increase the effectiveness of partnership working between education settings, health, social care and other partner agencies, providing support and advice to staff, children and young people and families to support those with SEN</p>	<p>Settings understand the 'local offer' and are confident about who they need to contact in order to provide appropriate and timely support to CYP and families</p>	<p>April 2024 (AP)</p>	<p>Director of Education</p>
	<p>c) Improve services for children and young people with social communication difficulties including Autism</p>	<p>Waiting times measured through All-Age Autism Board and Autism Family Support Contract feedback from families</p>	<p>April 2024 (AP)</p>	<p>Associate Director of Integrated Commissioning</p>

Children, Education and Families Portfolio plan for 2023 to 2024

<p>9. Promote the proper inclusion of young people who have SEND in local universal services, through: developing and implementing joint commissioning strategies; prioritising localise needs, including increasing more local specialist placement choice; and establishing a service structure which supports mainstream schools, settings and partnership working.</p>	<p>a) Mainstream schools and settings are able to provide for an increased level of complexity, enabling children & young people (CYP) who have SEND to be supported effectively within mainstream settings</p>	<p>Increased number of children and young people accessing mainstream settings in their local community</p>	<p>April 2024 (AP)</p>	<p>Director Education</p>
	<p>b) Ensure sufficient schools places to meet rising demand for SEND places</p>	<p>Deliver new SEN Free School and Multi-Agency Centre for Excellence (MACE)</p>	<p>April 2024 (AP)</p>	<p>Director of Education</p>
	<p>c) Transform the Bromley CYP Integrated Therapies (Physiotherapy, Speech & Language, and Occupational Therapy) commissioning and provision achieved through co-production</p>	<p>Commission and provide extra resource; Coproduce, redesign and strengthen a Graduated 3-tier (Universal, Targeted and Specialist) Approach; Develop a Commissioning Framework for Therapies</p>	<p>April 2024 (AP)</p>	<p>Assistant Director of Children & Young People's Integrated Commissioning</p>

Children, Education and Families Portfolio plan for 2023 to 2024

<p>10. Develop our offer to young adults aged 18 to 25 who have SEND, including improving transitions into adulthood and, for those with continuing needs, adult services.</p>	<p>a) Helping young people prepare for adulthood from the earliest years</p>	<p>Young people and their families being fully involved in strategic planning and service design supporting commissioners in the development of services</p>	<p>April 2024 (AP)</p>	<p>Head of Service, 0-25 Service, Children and Young People with Disabilities</p>
	<p>b) Providing services that are focused on how they can support young people to progress through 'preparing for adulthood' outcomes</p>	<p>Young people and their families being at the centre of individual service planning, delivery and review. Evidencing positive and improving outcomes for young people.</p>	<p>April 2024 (AP)</p>	
	<p>c) Achieving an effective, fully engaged, strategic partnership of agencies working collaboratively with an inclusive ethos</p>	<p>Providing a well-maintained Local Offer with up-to-date and clear information</p>	<p>April 2024 (AP)</p>	

Children, Education and Families Portfolio plan for 2023 to 2024

<p>11. Work collaboratively across the Council, schools, health and voluntary sector services to improve the identification of, and support to, children and young people who are young carers</p>	<p>a) Enable young carers to access information, online, advice, support, and access to services</p>	<p>Delivery of an effective young carers' strategy, support and action plan</p>	<p>April 2024 (AP)</p>	<p>Assistant Director Integrated Commissioning</p>
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Children, Education and Families Portfolio plan for 2023 to 2024

<p>12. Work to improve the emotional wellbeing and mental health of young people in Bromley, providing support earlier in schools and other settings, and improving access to, and waiting times for, more specialist Child and Adolescent Mental Health Services (CAMHS). We will focus resources on improving our response to: young people with eating disorders; perpetrators and victims of sexually harmful behaviour; and young people in youth offending services (YOS).</p>	<p>a) Transform the Bromley CYP Mental Health and Wellbeing Single Point of Access (SPA) in order to deliver improved services, shorter waiting times and integrated delivery across CAMHS and Bromley Y</p>	<p>Supporting higher number of children and young people coming into services with multi-faceted and complex challenges and waiting times being reduced</p>	<p>April 2024</p>	<p>Senior Commissioning Manager – Children and Young People’s Mental Health and Wellbeing</p>
	<p>b) Reduce the number of referrals of children and young people into A&E due to their mental ill health in Bromley, but instead provide an embedded partnership system of early intervention and support</p>	<p>Joint work across Oxleas CAMHS, Bromley Y, South East London Integrated Care Board, Bromley Council, schools and other partners to consider the outcomes of a refreshed analysis of Bromley A&E/crisis cases for children and young people with mental health challenges.</p>	<p>April 2024 (AP)</p>	<p>Senior Commissioning Manager – Children and Young People’s Mental Health and Wellbeing</p>
	<p>c) Establish an eating disorders early intervention pilot in Bromley, linked to the Single Point of Access (SPA) and Mental Health Support Teams (MHSTs) in schools</p>	<p>An innovative early intervention/prevention pilot between the NHS/voluntary sector to support children and young people who have disordered eating challenges to receive support, advice and clinical input where required</p>	<p>April 2024</p>	<p>Senior Commissioning Manager – Children and Young People’s Mental Health and Wellbeing</p>

Children, Education and Families Portfolio plan for 2023 to 2024

<p>13. Deliver our Youth Justice strategy by working holistically and collaboratively to deliver our ‘child first, offender second’ principle – aiming to reduce the numbers of children and young people offending or at risk of offending, including developing the YOS work with younger offenders and our partnership approach to addressing harmful gang activity and violent crime. We will continue to engage offenders and victims in developing our restorative justice approaches.</p>	a)	Provide multi-agency support to those at risk of entering the youth justice system or who have been convicted.	Reducing the numbers of children entering the youth justice system.	April 2024 (AP)	Assistant Director Specialist Services
	b)	Address disproportionality	YOS disproportionality action plan delivered.	April 2024 (AP)	
	c)	Provide multi-agency support to CYP with SEND at risk of entering the youth justice system or who have been convicted	Multi-agency meetings held monthly to share intelligence, agree solutions to provide wrap-around support for the young person, to achieve the best outcome	April 2024 (AP)	
	d)	To ensure Speech and Language Therapy (SALT) support to Youth Offending Service (YOS) is provided through a tiered model (universal, targeted and specialist support) with clear agreed outcomes	Young people being referred for assessment and support.	April 2024 (AP)	

Children, Education and Families Portfolio plan for 2023 to 2024

<p>14. Provide venues where young people can mix in a safe environment, learn, explore and develop skills and where, if required, early intervention can be identified, including vocational training and apprenticeships in line with local business needs.</p>	<p>a) Review Youth Services</p> <p>b) Provide careers advice and offer work experience and apprenticeships to young people together with support in education, training, and employment</p>	<p>Ensure appropriate youth services offer is operational</p> <p>Retain good NEET performance for post 16</p>	<p>April 2024</p> <p>April 2024 (AP)</p>	<p>Assistant Director Specialist Services</p>
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Children, Education and Families Portfolio plan for 2023 to 2024

<p>15. Information about how Bromley is supporting young people experiencing loneliness and/or getting involved in this topic.</p>	<p>a) Loneliness Champion to continue to build local partnership working and make stronger links with care leavers</p>	<p>Children and young people becoming less lonely and isolated; improving their mental health and linking older generations with younger generations together within local communities</p>	<p>April 2024 (AP)</p>	<p>Assistant Director Strategy, Performance and Corporate Transformation</p>
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Ambition 5

To manage our resources well, providing value for money, efficient and effective services for Bromley's residents.

Portfolio links

This priority has links with the following portfolio plans:

- Children, Education and Families

Strategic links:

This priority has links with the following strategic plans:

- Performance Management Framework
- Quality Assurance Framework
- Bromley Relationship Social Work Model
- User Voice and Engagement Framework

Children, Education and Families Portfolio plan for 2023 to 2024

What are we going to do?

MAKING BROMLEY EVEN BETTER	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD
<p>1. Living within our means. We are rightly expected to work within our budgets to deliver high quality services to our residents whilst ensuring the prudent and efficient management of our finances through the operation of sound finance systems and processes.</p>	<p>a) Work within our budgets and maintain sound financial processes and systems</p>	<p>Budgetary control</p>	<p>April 2024 (AP)</p>	<p>Director Children, Education and Families</p>
		<p>Maintain an effective Performance and Quality Assurance Management oversight</p>	<p>April 2024 (AP)</p>	<p>Assistant Director Strategy, Performance and Corporate Transformation</p>

Children, Education and Families Portfolio plan for 2023 to 2024

MAKING BROMLEY EVEN BETTER	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD
<p>2. Being opportunistic and collaborative in making bids to Government and other funding sources to increase resources available to the Partnership. Lobby the Government and Government departments strongly for increased resources when we see a need or opportunity.</p>	<p>a) Lobby the government for increased resources</p>	<p>Be opportunistic in making bids for funding sources and additional resources</p>	<p>April 2024 (AP)</p>	<p>Director Children, Education and Families</p>

Children, Education and Families Portfolio plan for 2023 to 2024

MAKING BROMLEY EVEN BETTER	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD
<p>3. Recognising the importance of our workforce to the achievement of our ambitions and implementing workforce strategies which help to recruit and retain the highest quality staff for services in the borough.</p>	<p>a) Recruit and retain the highest quality staff across the whole workforce</p> <p>b) Good learning and development offer</p>	<p>Workforce Stable</p> <p>Good % of permanent staff</p>	<p>April 2024 (AP)</p> <p>April 2024 (AP)</p>	<p>Director Children, Education and Families / Director of HR</p>

Children, Education and Families Portfolio plan for 2023 to 2024

MAKING BROMLEY EVEN BETTER	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD
<p>4. Maintaining our focus on commissioning and market shaping, developing integrated and joint commissioning where it makes sense to do so, and ensuring we commission intelligently with clear outcomes in mind. Ensuring our commissioned services deliver what is expected through robust and active contract management.</p>	<p>a) Commission services intelligently and integrate services where appropriate</p>	<p>Effective contract management</p> <p>Timely procurement</p> <p>Good co-production where appropriate</p>	<p>April 2024 (AP)</p>	<p>Assistant Director of Integrated Commissioning</p>

Children, Education and Families Portfolio plan for 2023 to 2024

MAKING BROMLEY EVEN BETTER	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD
<p>5. Developing information and knowledge sharing across Partnership agencies to enhance the intelligence available to all agencies in planning and evaluating our services.</p>	<p>a) Maintain effective strategic and operational partnership</p>	<p>Including; Children’s Executive Bromley Safeguarding Children Partnership Corporate Parenting Board</p>	<p>April 2024 (AP)</p>	<p>Director Children, Families and Education</p>
	<p>b) Maintain and Effective ‘Engagement Framework’</p>	<p>Deliver annual ‘you said we did’ reports as evidence</p>	<p>April 2024 (AP)</p>	<p>Assistant Director Strategy, Performance and Corporate Transformation</p>

Our ambitions framework

OUR VISION

A fantastic place to live and work, where everyone can lead healthy, safe and independent lives

OUR AMBITIONS

For children and young people to grow up, thrive and have the best life chances in families who flourish and are happy to call Bromley home

For adults and older people to enjoy fulfilled and successful lives in Bromley, ageing well, retaining independence and making choices

For people to make their homes in Bromley and for business, enterprise and the third sector to prosper

For residents to live responsibly and prosper in a safe, clean and green environment great for today and a sustainable future

To manage our resources well, providing value for money, and efficient and effective services for Bromley's residents

WHAT WE WILL DO

A good start to life

- Focus our primary healthcare on promoting protective factors
- Promote and enhance multi-agency early help services
- Embed our wellbeing model

Growing older positively

- Improve health outcomes for adults and older people with a focus on prevention
- Embed our 'strengths based approach' in adult social care
- Integrate our health and care services

A home for everyone

- Meet the housing needs of our residents
- Support those who are at risk of becoming homeless
- Provide longer-term housing options to reduce the use of temporary accommodation

A safe and protected community

- Adopt 'systems thinking' to problem solve and reduce crime and disorder
- Protect communities from nuisance behaviour, rogue traders, poor food hygiene and the risk of fire
- Protect the local environment through effective and responsible enforcement

Living within our means

- Work within our budgets and maintain sound financial processes and systems
- Lobby the government for increased resources when we see a need
- Effectively manage the collection of Council Tax and Business Rates

Learning and living well

- Maintain high educational standards and enable parents to have choice
- Promote educational inclusion for all
- Improve life outcomes for children in care and care leavers, those who have special educational needs, and young carers

Living independently

- Improve life outcomes for those have a learning disability or mental health, and those who are informal carers
- Help older people age well and independently
- Explore and implement innovation in seeking to improve outcomes for service users

A home for businesses

- Encourage economic growth and regeneration across the borough
- Improve the public realm, especially in town centres and business investment districts
- Develop our town centres to provide focal points for communities

A clean and green environment

- Collectively sustain a clean, green and tidy environment
- Increase levels of recycling and minimise levels of waste
- Promote more sustainable forms of transport and enhance the travel offer

Transforming our services

- Recruit and retain the highest quality staff across the whole workforce
- Exploit the benefits of digitalisation
- Make the best use of our resources, including the public estate and our people

Healthy and safe lives

- Improve support for those with poorer health outcomes
- Maintain our safeguarding practice
- Focus on reducing the number of young people in the youth justice system

Living well

- Promote and enhance multi-agency early help services
- Maintain and develop our education and skills offer
- Maintain our safeguarding practice

A community for all

- Maintain our collective investment in leisure facilities and cultural assets
- Maintain our high quality library service
- Support the enhancement of the third sector and increase volunteering

A carbon neutral environment

- Tackle carbon levels in the borough by becoming a net zero carbon Council
- Encourage residents and businesses to reduce their carbon-emissions
- Improve air quality

Collaborating and innovating together

- Be opportunistic in making bids for funding sources and additional resources
- Commission services intelligently and integrate services where it makes sense to do so
- Explore and implement innovation in service delivery and design

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Report No.
CEF 23022

London Borough of Bromley

PART ONE - PUBLIC

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

Date: For Pre-Decision Scrutiny by the Children, Education and Families PDS Committee on 20 June 2023

Decision Type: Non-Urgent Executive Non-Key

Title: **EARLY INTERVENTION AND FAMILY SUPPORT ANNUAL UPDATE**

Contact Officer: Rachel Dunley, Head of Service Early Intervention and Family Support Services (CSC)
Tel: 020 8461 7261 E-mail: Rachel.dunley@bromley.gov.uk

Chief Officer: Richard Baldwin, Director; Children Education and Families

Ward: All Wards

1. Reason for report

- 1.1 This report provides an update on the work of Early Intervention and Family Support and the services provided to families.
-

2. **RECOMMENDATION(S)**

- 2.1 The Children Education and Families PDS Committee is invited to note the content of the report.
- 2.2 The Children Education and Families Portfolio Holder is recommended to endorse the annual update.

Impact on Vulnerable Adults and Children

1. Summary of Impact: Positive
-

Corporate Policy

1. Policy Status: Not Applicable
 2. BBB Priority: Children and Young People Excellent Council Safe Bromley Healthy Bromley Regeneration:
-

Financial

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

Personnel

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

Legal

1. Legal Requirement: N/A
 2. Call-in: Applicable; Portfolio Holder decision.
-

Procurement

1. Summary of Procurement Implications: N/A
-

Customer Impact

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

Ward Councillor Views

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

3. COMMENTARY

- 3.1 Early Intervention and Family Support Services sits within Children's Social Care. The umbrella of EIFS encompasses both statutory and non-statutory services, as well as being the lead for Bromley's Supporting Families (previously known as 'Tackling Troubled Families') work. Consequently, during the period of this report, EIFS comprised of the different services / programmes as listed below.
- Children and Family Centres
 - Bromley Children Project Family Support and Parenting Practitioner Team (FSPP Team)
 - Parenting offer
 - The 'CAF' Team (Common Assessment Framework)
 - Children's Contact Centres
 - Information Advice and Support Service (IASS)
 - Domestic Violence and Abuse Strategic Lead Officer
 - Reducing Parental Conflict Programme
 - Social Communications (ASC) Family Support Coordinator for the Borough
- 3.2 During 2022/23 the Domestic Violence and Abuse work transfer back to Public Protection and Enforcement, its natural home.
- 3.3 During 2022/23 Bromley's Children's Social Care created a new Children and Family Hub ('Front Door'). Under Phase 1 of this process the CAF Practitioners transferred to support the introduction of the new Front Door and will remain within the Children and Family Hub.
- 3.4 This paper will provide a snapshot of examples of the work undertaken in the past 12 months (01 April 2022 to 31 March 2023). All data reported will be for this timeframe unless otherwise stated in the report.
- 3.5 In our Children and Family Centres, due to the impact of COVID on commissioning of activities, the usual broad offer of support was narrower than pre-COVID. The full commissioning cycle was reintroduced in 2022 and the broader range of services will commence in April 2023.
- 3.6 The safety of our staff and our residents has remained paramount despite COVID being reclassified as endemic. Safety remains centre stage and we continue to promote robust measures in line with guidance from colleagues in Public Health. These measures have allowed the service to keep the doors open to the public since June 2020, providing services and support to residents, as well as developing other ways to provide support such as on-line.
- 3.7 It is also important to acknowledge that although this paper focuses on the work of the EIFS, early help services across the Borough also include a number of other teams and partners. The contribution to early help support from organisations such as Bromley Y and our Youth Services play an important role in ensuring that all our young people are able to access a full range of services. EIFS works closely with these other services and partners to ensure a seamless service and that where young people need to move between services, that this happens as easily as possible.
- 3.8 **Children and Family Centres**
- 3.8.1 We had been restricted to offering 'by appointment only' health appointments for health Visiting, Midwifery, and some mental health services such as the perinatal team, including during the National Lockdown (tier 5 = 'T5') periods. Health partners have been invited to resume 'drop-in' sessions; when partners are ready we will support them.

- 3.8.2 Learn and Play sessions have run throughout the year, returned to drop-in as soon as we were allowed to safely do so, and have been led by our staff. We are seeing increasing numbers of participants, and during this reporting period 14,924 session places were filled. Feedback has been very positive.
- 3.8.3 We have continued to be an issuer for Healthy Start Vitamins, despite this now being rolled out to supermarkets and available directly on-line to families, and during this year have issued forty-seven.
- 3.8.4 Our Swap-Shop offer continues and following the lifting of restrictions, donations are now being accepted. Local business have also sent donations of new items and pre-loved cleaned items e.g., a local dry cleaner donated uncollected clothes, and a children's boutique has donated school uniforms and other children's clothes. There have been in excess of 115 request for support via the Swap-Shop this year.
- 3.8.5 We retained our Foodbank Voucher status and continue to support the Foodbanks however during the pandemic many other teams in Bromley and other partner agencies started to undertake this role too and we saw a dramatic reduction in the number of families approaching the Children and Family Centres for Foodbank support.
- 3.8.6 During the year we continued to work with local charities, e.g., Bromley Brighter Beginnings, Bromley Children and Families Voluntary Sector Forum, to help distribute food hampers, gifts for children and families, school uniforms, books, e.g., over 90 hampers were collected and taken to families in the week before Christmas. Families were hugely grateful for the gifts and the generosity of Bromley's residents and businesses.
- 3.8.7 Our work with the Gypsy Romany and Traveller (GRT) community has continued, with the focus on developing a strong understanding of the individual and collective needs of our local GRT communities and how we can use our local knowledge creatively to develop services to meet identified needs. One challenge is that the GRT community do not choose to identify as GRT when reporting to authority. We are working with the community to change this. We are building data reporting to capture GRT statistics using addresses, but this will not capture those families living beyond own known sites.
- 3.8.8 The Practice Assurance Stocktake in June 2021 stated: *"Impressive work was seen with the Traveller community, which showed sensitivity, and a developing understanding of their culture and how to work with the community to link them into services"*. Work by the service has led to the introduction of a 'Traveller Awareness' training module being added to the Evolve training system for staff across the entire Council to access.
- 3.8.9 Our site visits to the Star Lane site continued throughout the year, and we extended this to include the Old Maidstone Road site. This year our focus will be to extend this to include the sites in the west of the borough. We believe this consistent and proactive approach to engage families from this community has resulted in more of the families choosing to declare their Gypsy, Romany, and Traveller heritage.
- 3.8.10 The Children and Family Centres are recognised as the first port of call for families seeking support in relation to information, advice and signposting for service focused on children with Autism / ASD and other social communication challenges. The Social Communication Needs Family Support Coordinator (previously known as Autistic Spectrum Conditions ASC Coordinator) embedded within EIFS has been positively received by families and professionals. During this year in excess of 300 enquiries have been received and actioned.

- 3.8.11 Work with our colleagues in the SEN Advisory Team continues, and targeted play sessions for children with SEN including Social Communication difficulties continue to run from the Children and Family Centres.
- 3.8.12 Our Social Media presence has grown from strength to strength. We have used our social media platforms to re-post information, advice and guidance from Public Health, specific support services such as Bromley and Croydon Women's Aid for DVA support, and increased our video /play activity library. In addition to this, we used these platforms to promote and demonstrate the local authority's commitment to all our residents e.g., during October, Black History Month, we posted daily in Facebook and Instagram information on unsung historical and current day achievers to educate and inspire, and in March, likewise for International Women's Day. We have promoted engagement events and Bromley's public consultations, for example the future of the Council's two in-house nurseries;
- we have in excess of 2,689 Facebook followers (an increase of 1,000 in the last 12 months), and in excess of 2,175 Instagram followers (an increase of over 1,000 in the last 12 months).
 - we have published in excess of 800 posts on Facebook and 917 in Instagram (over 600 in this reporting period).
 - our YouTube Channel now has 31 videos, with 2,346 views of these.
- 3.8.13 During this period, we have supported colleagues from a range of services both within the council and partner agencies to return to face-to-face service delivery in the community through Children and Family Centres. Some of those we have worked with are:
- CSC Children Looked After Team; activities including NEET including holiday and out of hours sessions into the evening
 - CSC Children with Disabilities Team
 - Partners delivering activities for children with ASD
 - Hidden Harm Worker; by appointment only – appointments with young people
 - CSC Safeguarding Teams; undertaking Parenting Capacity Assessments
 - CSC ASYE Group; a safe space for weekly group Supervision sessions
 - CSC Social workers and our own staff; a safe space for face-to-face meetings with families whilst enabling eyes-on the children; and
 - Public Health: providing sites for pop-up and planned children's vaccination drives for COVID, MMR, Flu, BCG, and Polio.
 - Birth Registrations
- 3.8.14 Our Children and Family Centre Support Officers continue to offer targeted 'Light Touch' support for families who need help as a lower level of need. Their 'Assessment' tool is now embedded and is providing better identification of issues at an earlier point in time for the family and families' feedback remains positive.
- 3.8.15 Some examples of the feedback from parents being supported via Light Touch caseloads held by the Children and Family Centre Support Officer (CFCSO) or just accessing the Children and Family Centres for activities:

"I just wanted to thank you and the amazing team at the Children and Family Centre for all their support during this time. Without you guys I'm not sure I would be here right now. Between classes, phone calls and meetings I have felt so supported and made some incredible friends. Thank you for everything you have done"

"I visited the Children and Family Centre for the first time today with my 4-month old for music and movement and it was fantastic. Lovely staff and all were extremely welcoming and made us feel so comfortable – thank you"

“During my support with the Children and Family Centre Officer, I am pleased to say she was a saint. She will community with me at least every week, she was encouraging. She went out of her way and beyond to give me the support I needed. She was nurturing. Some days she will just call to check in and have a chat and this was so helpful during a time where I was going through a lot. She help me with my mental health always gave me the best advice and till this day I know I can always go to her and she will receive me with open arms. She is a very compassionate person and a great asset to the community. I don’t know where I would be right now if she didn’t come into our family lives when I needed the help. She gives you the feel that she is one of the family almost like the aunt that you can always come to and she can support you and give you the tools you need to get on and be better. My little girl love seeing her whenever we go to the Center to attend activities or just to simply visit. It’s reassuring that we have such a caring member in the community. And her team give of the same sense of feel that when we attend the Center it just feels like a second home.”

- 3.8.16 Our data for 2019/20 was on track to reach our highest-ever recorded levels however due to COVID, we were closed for the last two weeks of March 2020 which impacted on our registrations and footfall (visits). Data shows that 2020/21 was an exceptional year due to COVID, but more importantly, data for 2022/23 shows families returning to the centres to access the services they need, in their communities.
- 3.8.17 Registration data – this data shows new registrations only. Once you register, you are registered for life or until you ask us to remove your records. If someone has another child, that child needs to be registered but the existing registered family members do not. Therefore, each added registration is a unique person. Data shows in 2019/20 there were in excess of 9,650 new registrations across the six Children and Family Centres, but due to COVID this dropped to just 1,819 in 2020/21. Data shows this has dramatically increased during 2021/22 to 5,340 whilst remaining within COVID safety measures and have now increased during 2022/23 to in excess of 8,735 new registrations.
- 3.8.18 Footfall data – this data shows visits to the Children and Family Centres. One person visiting 10 times is 10 visits = 10 footfall by 1 unique service user, whereas 10 people each visiting once is 10 visits = 10 footfalls but by 10 unique service users. Data shows in 2019/20 there were in excess of 98,000 visits across the six Children and Family Centres by over 24,500 service users. Due to COVID this dropped to just 6,668 visits by 3,355 unique service users in 2020/21. Data shows this has dramatically increased during 2021/22 to 28,280 visits by 11,404 unique service users as we have flexed our capacity whilst remaining within COVID safety measures and has now increased during 2022/23 to in excess of 52,055 visits by 16,088 unique service users. This is clearly shows that families appreciate and want to access services locally.
- 3.8.19 We have undertaken a considerable Capital Works programme which has included two streams: outside play spaces and internal works. Outside play spaces were completed last year, whilst the internal works have progress this year. The internal works programme focuses on two sites: Blenheim Children and Family Centre and Cotmandene Children and Family Centre. The works in Blenheim are to bring the site in line with the council’s duty under the Equality Act to ensure the site is accessible. The works in Cotmandene are to extend the current very small site into the empty and derelict shop next door. Contractors were appointed, works commenced in May 2022, and, with snagging aside, completion is anticipated for summer 2023. The works have made the sites accessible and functional. Existing service users who use a wheelchair were involved in the process of testing accessibility.

3.9 **Family Support and Parenting Practitioner Team**

- 3.9.1 Family Support services have continued to support families just below the threshold for statutory interventions. This work is shaped by the Supporting Families agenda (nee Trouble Families). Practitioners are required to work with the entire family, to complete a holistic family assessment, to identify challenges and areas of need, working to a plan and goals, to ‘turn the family around’.
- 3.9.2 Data shows that we received our highest ever number of referrals for support for our Family Support and Parenting Practitioner Team in 2019/20 at 977. Despite COVID this extremely high rate of referrals for support was mirrored in 2020/21 with 971 referrals, and likewise in 2021/22 with 949 referrals. In 2022/23, Bromley asked agencies to hold referrals for a five week period to support the launch of the new front door ‘Children and Families Hub’ when referrals were then able to be passed through the new hub. During the period 2022/23, 909 referrals were received and data shows that comparing the period April to January to previous years, we received our highest ever number of referrals for targeted family support.
- 3.9.3 Data shows that the highest number of referrals into the service are from Children’s Social Care. Normally we would expect Schools to be the second highest source of referrals but in 2020/21 Schools’ referrals drop which was to be expected with the challenges faced by schools during the height of the pandemic. In 2021/22 the normal pattern of referrals returned with Schools being the second highest source. This trend continued through 2022/23.
- 3.9.4 We actively seek feedback from families both during and after the support has ended. The families continue to be very open and share with us their feedback on the support they have received.
- 3.9.5 This is some of the feedback received in the last 12 months from parents supported by Family Support and Parenting Practitioners in the post-closure evaluation telephone calls:

“...the support has made a massive difference to me and the children, I do not know what I would have done without you and the Bromley Children Project”

“I couldn’t have asked for anything more, brilliant service and I’m so very grateful to have had it!”

“I just wanted to drop you a line to say thank you for the amazing support you have offered to us and our family. When you first met us, we were in a desperate situation, completely confused and worn out battling to find support for our son. Your professional guidance and support has been second to none and helped us I our darkest times. You handle difficult situations with forthright determination and skilful diplomacy...I felt I had a trusted, knowledgeable advocate I could rely on for honest counsel and support at all times”

“A few years ago my family had the support of a Bromley Children Project worker, ...(she) was very helpful, and really helped myself and my son... he is now 16yo and doing really well. Thank you!”

- 3.9.6 The work of the Family Support and Parenting Practitioner Team is the core work used for the Supporting Families Grant (previously known as Tackling Troubled Families Grant). The measures are pre-determined by the Department for Levelling Up, Housing and Communities, and the grant is ‘payment by results’. Outcomes are measured over a period of time to evidence sustained change, making this a robust and challenging grant to achieve. Internal Audit are required to verify all claims to ensure that the outcomes claimed for are appropriate and evidenced.

- 3.9.7 Throughout the entire Supporting Families Grant programme, Bromley has achieved all the targets set by Department for Levelling Up, Housing and Communities, in respect of both ‘attaching’ families and ‘turning families around’. This has continued, and we have achieved all

targets for 2022/23. This has resulted in Bromley being able to draw down the full grant allocation for the year 2022/23.

- 3.9.8 We track the number of families we support, and the number of times those families come back to us for more support. Our tracking runs from 01 April 2012 to the current day. This provides us with data over the past 11 years and demonstrates the effectiveness of the work we are doing with families. This data shows we have worked with in excess of 4,800 families and supported in excess of 6,545 cycles of support. Of these 6,545 cycles of support our impact has been very positive with over 92% of families receiving no more than 2 cycles - in fact, 75% (3,587) families have only received one cycle of support in the 10 years we have been tracking.
- 3.9.9 In addition to this, our embedded Employment Advisors, who are loaned to us full time by the Department for Work and Pensions from the Job Centre Plus Team in Bromley have continued to work alongside the team and support the families with employment and skills opportunities as well as benefit checks to ensure that the local authority is not having to provide for where there is existing funding available via central Government.

3.10 Parenting Offer

- 3.10.1 During COVID our normal level of classroom delivery of parenting courses was not possible due to the restrictions however as restrictions lessened, we reintroduced classroom delivery. Permission to return to pre-COVID delivery model which took place in September 2022. This has impact on the number of parents able to attend a classroom-based parenting course.
- 3.10.2 To better support the wider parenting population, we developed and introduced an interim solution, a Parenting Hotline. The hotline is operational Monday to Friday 9am to 4.30pm, with answerphone for calls outside this window. The service is being used and we have taken the decision to keep this option for parents to access ad-hoc advice and support as it has proved to be a better use of staff time than hosting a weekly 'drop-in' at each Children and Family Centre, and it extends the service for our residents from a weekly drop-in to a daily accessible helpline.
- 3.10.3 We continue to deliver 18 different online parenting standalone seminars covering a number of topics; Boundaries, Relationships, Communications, New to Parenting ('NAP'), ASC bedtime, ASC anxiety, Parenting Styles. We are demand led and run the courses request by parents in each locality in line with our needs-led approach.
- 3.10.4 We continue to deliver 2 virtual 'short-course' options, which require a little more commitment from a parent as they span 4 and 5 weeks, for some of our most popular parenting programmes such as the New Forest Parenting Programme ('NFPP') for parents of children with /likely to have ADHD, and New at Parenting ('NAP') for new parents.
- 3.10.5 In the period of October 2020 and until 31 March 2022, we ran 151 online parenting seminars and short courses, which equated to 261 online sessions of virtual parenting. During 2022/23, we reduced the number of online seminars to create capacity for face-to-face and virtual courses. We ran 88 online parenting seminars, 7 online NFPP short courses (3 of which were in the evening), and 3 online NAP short courses. Despite the reduction in the number of online seminars, attendees for seminars increased; there were 731 online seminar attendees compared to 561 online seminar attendees last year.
- 3.10.6 During 2022/23 in addition to the 10 online parenting courses delivered, we ran a further 33 face-to-face parenting courses out of the Children and Family Centres, including 2 on a Saturday, and covering 8 different courses. Courses vary in length from 4 weeks to 13 weeks. Data shows that the 33 face-to-face courses had 370 attendees and 10 online courses had

210 attendees, totalling 580 parenting course attendees compared to 327 parenting course attendees last year.

3.10.7 Due to the success of this mixed delivery model, online sessions, we have already committed to deliver in quarter 1 of 2023/24; 20 online seminars including 2 evening seminars targeting parents of teenagers, 3 online short courses and 14 face-to-face courses including 1 at the weekend.

3.10.8 We have trained all our new staff in our core programmes, and they will commence their delivery of these during the coming term, with the ambition for all to achieve formal accreditation by the relevant overseeing / licensing bodies in the coming 12 months.

3.10.9 This is some of the feedback received in the last 12 months from parents attending parenting courses with Bromley Children Project at the Children and Family Centres:

“The course has taught me to be calmer and to recognise how my children are feeling even if they are not directly showing it”

“It has made me think about things from my child’s point of view and realise that a lot of the negative behaviours are not his fault. I definitely feel more positive to use the techniques I’ve learnt”

“I feel motivated and empowered to do things differently and I enjoy spending time with my children more now”

3.11 **CAF Team (Common Assessment Framework)**

3.11.1 During this year, and up until 31 January 2023, the CAF Team continued to offer their full range of services including contributing to the MASH team and supporting Lead Professionals whether in-house, school-based or from other partners agencies. We have altered the model to ensure EIFS is represented in MASH throughout the week which enables participation in the morning MASH partners’ meeting.

3.11.2 As might be expected, the number of CAF logged with the CAF Team dipped in the height of the pandemic from 591 in 2019/20 to 487 in 2020/21. We saw a resurgence in 2021/22 with 540 CAF being logged, and during 2022-23, 505 CAFs were logged. As at 31 March 2023 there were 573 live CAFs for children and young people across Bromley.

3.11.3 In pre-COVID times, the predominate author of CAF were education settings, which is to be expected as CAF are early help assessments and completed by the professionals, often at universal level, working with children and young people. As a borough we have over 100 schools and therefore this is the pattern we would expect to see, followed by Bromley Children Project’s Family Support and Parenting Practitioners and step-downs from statutory social care. However, during the height of the pandemic, when schools were having to adjust to the huge challenges of keeping children and staff safe, whilst still providing an education, this balance swapped. During 2021/22 we saw this pattern start to revert and in 2022/23 educational settings were the main authors of CAF, followed by Early Intervention and Family Support and then Children’s Social Care.

3.12 **Family Contact Centres now known as Children’s Contact Centres**

3.12.1 Recruitment of staff during the past year has continued to be a challenge. The ambition remains to enhance the service provided to our children by extending the operating hours,

improving the premises, and identifying quiet times where there is the opportunity to sell unused space and officer time to generate income to offset the cost of providing this statutory service. We are in the process of recruiting to the additional posts and vacancies and are currently offering a 6-day week service with the ambition to offer a 7-day week service once fully staffed.

- 3.12.2 During 2021/22, without formally promoting the 'sold' element we generated £3,200 income to off-set against the service's running costs. During the past year, 2022/23, we increased this income generation to in excess of £17,500, again without formally promoting the 'sold' element, described in 3.11.1, due to staff shortages.

3.13 Information Advice and Support Service

- 3.13.1 Business as usual has continued and the IASS team have continued to support families in their meetings with professionals and at SENDIST Tribunals. This has been both virtually and in person. Our team of five Independent Volunteer Supports have also continued to give up their time, energy, and expertise to support our families.
- 3.13.2 The team have a public-facing website www.bromleyiass.org.uk which has been live for 2 years and is recognised as a beacon of best practice by the Council for Disabled Children, and the National Information Advice and Support Services Network. Work continues to develop the website further, as our residents and professionals have told us how valuable and useful it has been.
- 3.13.3 We receive a lot of feedback from parents and carers

"I hope everyone had a good weekend. I just wanted to say 'Thank you' to the IVS who came to my meeting with 'H' School on Friday. She was extremely helpful and got the school to listen to her when they wouldn't listen to me. I'm hoping that the meeting helped shift the school's stance enough, but if it hasn't then it's good to know that IASS is there to help. Thank you again. The links you sent me were also very helpful and I even referenced some of them in the meeting."

"Your support and help is very much appreciated, Thank you, you've put a smile on my face 😊"

3.14 Domestic Abuse

- 3.14.1 During this year, the responsibility for Domestic Abuse returned to Public Protection and Enforcement. EIFS Service is proud of the milestone pieces of work achieved as detailed in last year's annual report, which have developed this key strand of work over the past 5 years but is also reassured that this has now returned to the correct Directorate.
- 3.14.2 Domestic Abuse remains prevalent in cases supported by EIFS and statutory Children's Social Care, and interventions are needed to support children impacted by it. Consequently, in EIFS we continue to devote time and staffing to the delivery of 'CODA' Children Overcoming Domestic Abuse. This is a course of 10 child focused support sessions for children who have witnessed DA against their primary female carer. It is an evidence based licenced programme overseen by the charitable organisation 'AVA' (Against Violence and Abuse).
- 3.14.3 EIFS has been delivering the CODA programme for over 6 years. Schools work in partnership to enable the children to attend these sessions, whilst their mothers attend a parallel session.
- 3.14.4 Parents have told us that this programme is making a real difference to their lives and the lives of their children. Here are some examples of the type of feedback received from those attending the courses which ran during 2022/23 (children in these cohorts were aged 7-12).

Feedback to the question 'How has it (this course) made you feel differently from when you started?

Children after completing the course

"that I am not responsible"

"I now feel so confident when I get abused or anything I know what I can do"

"it's made me happier"

Parent after completing the course

"I learnt a lot for myself and my children, the tools I have now should allow us to stay strong and together"

"Lots of personal reflection which has been hard but worth it, ... I now have a 'new' support system!"

3.15 Reducing Parental Conflict Programme

- 3.15.1 We have received funding from the Department for Work and Pension to raise awareness about the concept of Reducing Parental Conflict 'RPC'. Our goal is to intervene earlier, to help people identify that their relationship is not healthy, that the conflict they expose one another to, could develop into domestic abuse, can harm their own mental wellbeing, and impact the long-term wellbeing of their children. The end of the road does not have to be a domestic abuse relationship, and conversely, domestic abuse happens without going through a 'safe enough' parental conflict stage.
- 3.15.2 We are currently in year 3 of this funding. To date we have developed a training programme for professionals to better understand the sign and symptoms, enlisted 'champions', developed a Forum for discussion and learning, developed and produced a toolkit and strategies for those who work with families to help the families alter their pathway which is given to colleagues and partners who complete the Awareness Raising Training, and most recently developed a short 3-week course to deliver the Reducing Parental Conflict message in an accessible format directly to parents through the Children and Family Centres existing parenting support offer, being piloted in April 2023.
- 3.15.3 We have complimented this with a website www.bromleyparentinghub.info which is free to access for families and professionals, sharing the tools and strategies, and encouraging families to look at their own lives and challenge themselves to change – with support.

3.16 Social Communications (ASC) Family Support Coordinator for the Borough

- 3.16.1 This role was developed as part of Bromley's All Age Autism strategy and also reflects the growth in requests for support from families with a child who has social communication challenges. The post funded through the SEND Department in Education but hosted with EIFS and located in the Children and Family Centres. The role supports not only families, but professionals too through the provision of advice, guidance, and challenge, as well as being the gateways to specialist support from MENCAP. We have worked collaboratively to ensure the Children and Family Centres are centres of excellence for Autism and Social Communication.
- 3.16.2 During 2022/23, demand has exceeded expectations with the number of families who have reached out to this service exceeding 300 and it continues to grow.
- 3.16.3 We have provided access for parents via on-line coffee morning which have recently transitioned to in person at the Children and Family Centres. The response has been good, and feedback supports this.

3.16.4 Some of the feedback received this year
“Face to face meetings really helped as I met other parents”

“I have a better understanding of SEND and the provision in Bromley”

“Speaking to her has been mentally beneficial”

“She answered my questions about how to move forward and also gave me information about services I had not even considered”

3.17 General developments

3.17.1 As a service we recognise the importance of our staff without whom we would not have managed to deliver the services detailed in this paper. We have seen staff achieve promotions within and beyond the Service, some have stepped out for a period to have babies or to be seconded to support other teams, and several have retired after long service with Bromley. We have welcomed a number of new staff into the Team during the past year who have already become valuable team members.

3.17.2 In November 2022 the Service was nominated for the prestigious national Children and Young People now Awards for Early Intervention. Whilst we did not win on the night, the service was shortlisted as one of the Finalists for this category. The staff are able to add this recognition to their signatures for 12 months.



3.17.3 Recognising the need to keep our staff, the face of Bromley, relevant and supported, we have continued with our Whole Service Training days and returned to Face to Face events in April 2023. Over 100 of the team successfully participated both Training Days in April and October 2022. We ran multiple sessions which included self-care for staff as well as practice workshops by working with partners across the council and other key partner agencies who supported this by delivering sessions in addition to our in-house led sessions; some examples being Gambling Awareness, SEND, Working with Fathers.

3.17.4 We have continued to deliver general awareness raising information sessions to support colleagues and partners to understand the EIFS offer of support for families in the shape of our EIFS Info Sessions, and sessions targeting Education, Health and Pre-school/Nursery settings (EEE, HEE, and PEE respectively). The ambition is to ensure all families who need support know where to access this, and those professionals working with them are sighted on the offer too and can signpost when families are unaware. The aim being to get the right support to the family at the earliest opportunity, local to where they live, in order to promote any necessary change in their lives to improve the children's and parents' lived experience and outcomes. These sessions are monthly on-line and bookable via Eventbrite. We have delivered eight sessions, but with mixed attendance, with 65 people attending.

3.17.5 The Single Point of Contact 'SPOC' model developed during COVID for our colleagues in Children's Social Care, schools across Bromley's educational landscape, and partner agencies such as Change Grow Live, Bromley and Croydon Women's Aid, Probation

Services, continues to offer support to colleagues in the moment. This model continues to promote communication, bespoke training, improved referrals, and better case management.

- 3.17.6 Multi-Agency Partnership Events ‘MAPE’ which focused on the front door to family support, called “Safeguarding is Everyone’s Responsibility’ were introduced in 2016. These are delivered in partnership by two Team Managers from Early Intervention and Family Support, and the Group Manager for the Children and Families Hub. The sessions have been fully booked, running virtually rather than face to face, and 6 times a year but paused in Spring 2023 when the new front door model was introduced to prevent confusion during the roll out of Phase1 of the Children and Families Hub.

MAPE sessions scheduled for 2022/23			
Date	HOST Agency	Booked	Attended
28/01/2022	Early Intervention and Family Support Svs	30	30
15/03/2022	Early Intervention and Family Support Svs	30	30
26/04/2022	Youth Justice Service	29	40
15/07/2022	SEND	Cancelled	
27/09/2022	Early Intervention and Family Support Svs	30	20
22/11/2022	Youth Justice Service	Cancelled	

- 3.17.7 During 2022/23 four sessions were delivered by EIFS and 80 people completed the training.

- 3.17.8 Working with Children’s Strategy and Performance Team, EIFS supported the development of a corporate Early Help Strategy. This was approved in the November 2022 PDS Schedule (CEF 22066) and is being launched April 2023.

3.18 Update on our ambitions for 2022/23

- 3.18.1 Last year we set challenges for the Service to focus on. We have progressed these, an update is provided below.

3.18.2 Children and Family Centres

- a) *Streamlining our front facing processes to make it quicker and easier for service users and reduces the time spent on administration, e.g., online registration portal, online activity bookings.*
 - This has taken longer to implement due to technical challenges. This will now go-live in summer 2023.
- b) *Expanding our outreach to the Gypsy Romany and Traveller Communities in Bromley to encompass the sites across the south of the borough.*
 - This has been successful and expanded further than planned. The team are now attending not only Star Lane but have extended this to include Old Maidstone Road and from April 2023, the Layhams Road site too.

3.18.3 Family Support and Parenting Practitioner

- a) *Developing the existing assessment tool to include the Reducing Parental Conflict (RPC) and Contextualised Safeguarding models.*

- The Assessment Tool has been updated, piloted, and rolled out to include not only RPC and Contextualised Safeguarding, but also reference to Adverse Childhood Experiences too.
- b) *Working with our embedded Job Centre Plus Employment Advisors and other partners such as Clarion's Love London Working team, to ensure we are providing the best possible advice and support e.g., checking benefits and providing more employment opportunities and training.*
- This has developed further and the partnership working with JCP colleagues and Clarion has resulted in regular drop-ins for parents about Childcare Support and activities to support the cost-of-living crisis such as cooking on a budget.

3.18.4 Parenting offer

- a) *Developing additional parenting courses to meet the needs of Bromley's residents and utilising the virtual reality training tools to enhance the experience and learning of participants.*
- Parenting seminars have been developed to meet the needs expressed by parents for example, the 3-week Reducing Parental Conflict course for parents.
- b) *Continuing with the mixed delivery approach to provide all parents and carers with the opportunity to access parenting courses and seminars.*
- The service has continued to run services in virtual settings, in the classroom, during the day, in the evening and some Saturdays too, as well as out of all six Children and Family Centres and the Central Library.
 - The service has supported colleagues in Youth Justice Service to be trained and to deliver target parenting to their parental cohort, again, in evening sessions.

3.18.5 CAF

- a) *Undertake a review of the CAF service.*
- The CAF service delivery model changed during 2022/23 and in Autumn 2022 adopted a 'triage' model to support the waiting list for those families awaiting support from Family Support and Parenting Practitioners.
 - In Spring 2023 a new front door was implemented, and the Children and Families Hub (C&FH) was launched on the 6th March 2023. This resulted in the CAF Practitioners posts moving into the C&FH, allowing a better first response within the front door, with the Early Intervention social workers embedded.
 - The ambition for the new Front Door is for all Tier 2 requests and referrals for support from both Council and Partner led services to come via the C&FH. The roll out of the C&FH is planned as a multi-phased project; Phase 1 of this project started with the referral route for this Early Intervention and Family Support Service. With effect from 6 March 2023, requests and referrals for Bromley Children Project's Tier 2 services, Family Support and Parenting Practitioner support and Light Touch support, moved into the C&FH.
- b) *Explore options to increase the online offer e.g., automated CAF registers, development of E-Learning guidance.*
- This is no longer relevant.

3.18.6 Children's Contact Centres

- a) *To further develop the 'sold' element of this service to other local authorities and private users when not being used by our own families, to increase the income generation which can be used to offset running costs.*
 - We have struggled to recruit to the vacancies but despite this, we have generated in excess of £17,500 income this year.
- b) *To review the capital needs for the Orpington site and progress the redevelopment of our premises in order become Equality Act 2010 compliant for both staff and service users.*
 - Work has been completed, but due to the corporate Property Review undertaken in 2021/23, work on the capital renovation of Saxon stalled. Alternative options have been explored and a decision about the best proposed option is anticipated in May 2023, once decisions regarding 'Bromley's on the Move' are finalised.

3.18.7 Information Advice and Support Service

- a) *Further develop the range of material available to service users on our website in a range of different media formats.*
 - Work to review the website content has been undertaken, and the website refreshed, updated and a workplan for the coming year finalised.
- b) *Undertake a focused recruitment exercise to increase the number of Independent Volunteer Supporters (IVS) in the Team.*
 - Work has commenced but to date we have not increased our team of IVS.

3.18.8 Domestic Abuse

- a) *Complete the procurement exercise for DA victim survivor services for 2022/23, and as part of this exercise review the existing provision and whether this meets the needs within the borough.*
 - No longer relevant as this work has moved to Public Protection and Enforcement.
- b) *To develop the Multi Agency Risk Assessment Conference panel, MARAC, to ensure it is fit for purpose and meets the challenges outlined in the SafeLives Improvement Action Plan.*
 - No longer relevant as this work has moved to Public Protection and Enforcement.

3.18.9 Reducing Parental Conflict (RPC)

- a) *Recognising the importance and value of the RPC agenda, and the focus on communication, we will embed the learning for parents and carers in to all our existing parenting delivery.*

- This has been completed.
- b) *Using the funding for the coming 3 years, we will be increasing the strategic awareness and requesting buy-in to the RPC ethos across all departments within the council, partner agencies and professionals working with families.*
- The RPC Coordinator joined the team in Spring 2023 and this work is now moving forward.

3.18.10 General

- a) *Following on from the work undertaken to support the Ukrainian Hub, we will look at ways to develop tools and resources in formats which are easier to translate using universally available tools*
- Work to exploit the universally available tools has started. Our websites have this functionality embedded within them and we have requested that all images are replaced by text to enable translation.
- b) *We are reviewing the data we collect, collate and present to reflect the changes in service delivery models, such as online delivery.*
- This is evidenced in the delivery of services to families across EIFS, and the decision to maintain some of the changes introduced in response to COVID, where parents have told us that they found the changes helpful, an example being working parents who liked short online parenting seminars they could access in their lunch break.
- c) *We will be using electronic tools to enhance and improve our outreach and capture of the voice of our service users, parents, carers, and children as well as other professionals.*
- The team have developed tools, outreach, and engagement options utilising technology, one example is the use of Flipbooks for parents and professionals to help bring services to their fingertips on their electronic devices.
 - Please see **Appendix 1** for some examples of these tools
- d) *We will be presenting a separate paper on the Early Help Strategy following the May 2022 elections.*
- This was completed, paper CEF 22066.

3.19 Future Focus

3.19.1 The services continue to look for opportunities to enhance service delivery, despite capacity challenges. The following highlights just one of our focused pieces of work for each of the service areas within EIFS for the coming year.

3.19.2 Children and Family Centres:

We will be introducing on-line registration and booking options for the Children and Family Centres with the ambition of improving access, streamlining administration functions, and improving data capture quality.

- 3.19.3 **Family Support and Parenting Practitioner:**
We will be focusing on developing the ways we capture and record families' journeys, looking at embedding relevant nationally recognised measurement tools to evidence sustained change to validate the Supporting Families grant draw-down.
- 3.19.4 **Parenting Offer:**
We will be reviewing all the existing programmes, refreshing the content to reflect the latest research and any new findings as approved by the licensors of each individual programme.
- 3.19.5 **Children's Contact Centres:**
Our focus this year will be to achieve our National Association of Child Contact Centres 'NACCC' Accreditation.
- 3.19.6 **Information Advice and Support Service:**
We will continue to focus efforts on two key streams, firstly our development of digital alternative communication options such as video for our children and young people, and secondly recruitment of Independent Volunteer Supporters.
- 3.19.7 **Reducing Parental Conflict:**
Our focus will be on the development of additional tools to support both professionals and families which will provide information, guidance, and signposting to the tools available. This is to raise the profile and support conversations to lead to positive change.
- 3.19.8 **Social Communications (ASC) Family Support Coordinator for the Borough:**
Developing streamlined referral pathway to make the process easier for parents with an online portal and calendar booking system.

4. IMPACT ON VULNERABLE ADULTS AND CHILDREN

- 4.1 Our most vulnerable families and their children have continued to be supported by EIFS services throughout the past 12 months.
- 4.2 There is always more that we can do, and the wider EIFS will continue to look for and exploit available opportunities to expand the reach and range of support that can be offered. EIFS have continued with the 'needs-led' approach, driven by what our families are telling us they need to ensure our resources are best placed and not wasted.
- 4.3 This PDF is a extract of our compliments log for 2022/23. It is not exhaustive. It does not repeat quotes included in this paper (above). It is included in Appendix 2 to this paper but can be viewed more easily by double-clicking the PDF link too.



EIFS
Compliments.pdf
Double click on image above to see full-size

5. FINANCIAL IMPLICATIONS

- 5.1 All of the work outlined in this paper has been achieved within the existing budget and staffing allocations, or through successful bids such as Capital Bid for the development of some of our

sites and grant bids to external funders e.g., DWP for the Reducing Parental Conflict programme.

5.2 There is has been no additional cost to the local authority.








6. PERSONNEL IMPLICATIONS

6.1 All of the work outlined in this paper has been achieved within the existing establishment.

Non-Applicable Sections:	POLICY IMPLICATIONS LEGAL IMPLICATIONS PROCUREMENT IMPLICATIONS
Background Documents: (Access via Contact Officer)	NONE

The Early Intervention and Family Support e-Flip Books 2023

	<p>Parenting Course Handbook for professionals https://heyzine.com/flip-book/35bbe0b576.html</p>	
	<p>Parenting Course Handbook for parents/ carers https://heyzine.com/flip-book/e46ab40f21.html</p>	
	<p>Handy Guide to 1-1 Family Support for parents/ carers https://heyzine.com/flip-book/0981266253.html</p>	
	<p>The FSPP Assessment Guidance Booklet https://heyzine.com/flip-book/6229c354d3.html</p>	
	<p>A Social Worker's Guide to Parenting Plus https://heyzine.com/flip-book/ff4c8a0ae2.html</p>	

	<p>Your Guide to Reducing Parental Conflict https://heyzine.com/flip-book/84c1d63830.html</p>	
	<p>*Final stages* CFC Programmed activities/ services booklet 2023 https://heyzine.com/flip-book/8c99317efc.html</p>	
	<p>EIFS Tour eNewsletter: https://express.adobe.com/page/LKMvuJnwkRDJe/</p>	
	<p>*New* RPC Newsletter https://heyzine.com/flip-book/2aa4f8f88e.html</p>	



***New* CCC Information Leaflet**
<https://heyzine.com/flip-book/6b1d55fadb.html>



***New* EFS Safety Awareness Newsletter**
<https://heyzine.com/flip-book/89ee7254ce.html>



FEEDBACK

(A selection of many)

(FSPP) YOU'RE AMAZING + I DON'T WANNA CLOSE THE CASE BUT I UNDERSTAND WHY.

THANK YOU FOR ALL YOUR HELP YOU WAS NEVER SEEN AS HELP FOR US YOU WAS + ARE OUR FRIEND! THANK YOU - C

(FSP) after meeting I was surprised about being the only meeting call for the day I did not just sitting for another 10 min. she (Angela) I did so much for me & my kids during the meeting &

(CF/C) HELLO DONNA, HELLO TRACY,

IT IS UNFORTUNATELY TIME TO SAY GOODBYE FROM US. WE WILL MOVING TO WELLINGTON NZ THIS THURSDAY. ME, MY HUSBAND AND THE LITTLE "C" WE WANT TO THANK YOU SO MUCH FOR YOUR GREAT SUPPORT DURING THIS 18 MONTHS OF COLIN'S LIFE. IT WAS A VERY DIFFICULT TIME FOR US AND FOR MANY FAMILIES DURING THE COVID PERIOD, HOWEVER WE HAD ALWAYS A HARD HELP FOR YOUR SPECIAL CENTRE!!!

THANK YOU VERY MUCH AND WE NEVER FORGET YOU

"You know when you don't believe in no one, hope is only 3%, the world shuts you down, then the angels... you see a haze, this person just wants to help you, didn't judge you, thank you for providing support for mums like me, to make us feel important, to know there is help."

(FSPP)..because of your involvement, we are in a significantly better place this year than when you were working for us. I feel like I have my James back. You knew exactly where to send me & told me specifics that I should do to improve our situation & it worked. Your expertise & experience had a huge impact on us - C

Dear Cat, (ASC)

I just wanted to thank you and Kieran (and all the lovely team at the ticket office) for giving "E" and his family the chance to enjoy the theatre. He really liked the play and lit up when we told him we'd take him to the theatre. Thank you for giving children with SEND like mine the opportunity to enjoy the theatre and for enriching their lives. A big thank you from "E" and his family!

Parenting Hotline call: "Angela (FSPP) was amazing. She hit all the buttons. I really needed to speak to someone like her. She is an angel. Thank you so much, Angela."

(JASSC)

I wanted to say a huge huge thank you for sending me your detailed school list and wanted to let you know that it has been a humongous help. I have been to visit several schools and I am still currently looking at a few others but without your list I would have been a lost soul. Your support and help is very much appreciated, Thank you.

BILL HELPED PARENT WITH INFO. MUM HAD FSP IN PAST!

DEAR BILL, THAT'S FANTASTIC, THANK YOU SO MUCH. IT MEANS THE WORLD TO US. BCP IS TRULY THE BEST SERVICE THERE IS! KINDEST REGARDS, P

Lucy Bate @recommends The Barnaby Rudge Project

I have been to the Carlisle Centre a few times now. It's a great place and the staff are so friendly. I love the group that I have been to and she is lovely. My baby was used to the sensory room. A wonderful free resource that is right on the doorstep!

I just wanted to let you know that I booked a women's gathering and for partner had read and support from Stephen at Carlisle and he was really pleased with the way Stephen had excited him.

I just wanted to let you know on the kind of help I've needed. The family wanted me to let you know.

From a personal perspective I also feel Stephen really helped and commiserating when I was running my clinic. He is always really kind and welcoming to my women. (from Rita B)

(JASS) * Thank you so much for your time today. You don't know the difference you have made! Definitely mark me down as your act of kindness for the day! Many thanks."

(Mum) said that Amy (FSPP) did a brilliant job, she went "above and beyond" to help Jodie's family. Jodie said "big up" from me, because Amy was brilliant. Jodie said she was "pilled" that the support had to end.

Thanks to comedy helping our faith in ourselves, our voices and the ability to work to come to end the

I just wanted to say how wonderful you have been, kind, caring and perceptive and very caring. She has helped enormously and I just wanted to let her message know how grateful she has been.

A real asset to BCP

and regards

(ASC webinar)

Thank you! Please send my best wishes to Bernice - she's been so lovely on the webinar! M

Thank you for being so kind, helpful and everything you have done for me and my little one...

(NEW FOREST COURSE) IT HAS BEEN A BRILLIANT COURSE. ABSOLUTELY INVALUABLE AND SUCH PRACTICAL ADVICE AND STRATEGIES. PLEASE PASS ON MY THANKS.

Dear Kay, I hope you have a good Christmas. Thankyou for helping me deal for visiting in on me. Being told that I was obsessive was such a really hard lesson. Although that I was just dumb and it's given me confidence in doing academic things without you I don't think I would've found out. Thankyou -Gisele

Report No.
CEF23026

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: PORTFOLIO HOLDER FOR CHILDREN, EDUCATION AND FAMILIES

Date: For Pre-Decision Scrutiny by the Children, Education and Families PDS Committee on 20 June 2023

Decision Type: Non-Urgent Executive Non-Key

Title: EDUCATION PLANNED MAINTENANCE PROGRAMME 2023/24

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

Chief Officer: Director of Education

Ward: All Wards

1. Reason for decision/report and options

1.1 To agree the capital maintenance programme for 2023/24 at maintained schools.

2. **RECOMMENDATION(S)**

2.1 That the Children, Education and Families Portfolio Holder:

- Notes Bromley's allocation of £388,472 of School Condition Allocation (SCA) for 2023/24 from DfE to support the capital maintenance of community and foundation maintained schools within Bromley;
- Delegates responsibility to the Director of Education to authorise the allocation of £388,472 the School Condition Allocation received for 2023/24;
- Note the additional £60,000 Capex funding from S106 allocations to support decarbonisation;
- Authorises the expenditure of the capital funding up to the sum of £865k based on the 5 remaining Community and Foundation schools as set out in para of this report;
- Maintenance works will normally be procured through open procurement. The Council may also on occasion delegate funds to schools or commission the Council's Corporate Property Team to deliver capital works; and,
- The Council's Lot 4 consultant has been commissioned to support the Council where required in the planning and project management of education planned maintenance works.

Impact on Vulnerable Adults and Children

1. Summary of Impact: Will benefit at least estimated 1,702 children at Bromley maintained schools.
-

Transformation Policy

1. Policy Status: Existing Policy
 2. Making Bromley Even Better Priority (delete as appropriate):
(1) For children and young People to grow up, thrive and have the best life chances in families who flourish and are happy to call Bromley home.
-

Financial

1. Cost of proposal: Estimated Cost £865k
 2. Ongoing costs: Non-Recurring Cost
 3. Budget head/performance centre: School Planned Maintenance
 4. Total current budget for this head: £865k
 5. Source of funding: DfE School Condition Allocation (SCA)
-

Personnel

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

Legal

1. Legal Requirement: Statutory Requirement
 2. Call-in: Applicable: Portfolio Holder decision.
-

Procurement

1. Summary of Procurement Implications: There are no direct procurement implications arising from this report as it deals with the education capital programme budget. Individual contracts will be subject to future Member or officer reports subject to value.
-

Property

1. Summary of Property Implications:
Riverside School is a maintained school
-

Carbon Reduction and Social Value

1. Summary of Carbon Reduction/Sustainability Implications:

The report allocates 10% of the SCA capital grant received from the DfE to renewable improvements/technology. The Council is working to identify further funding opportunities to reduce the carbon impact of Bromley's maintained school estate.

Customer Impact

1. Estimated number of users or customers (current and projected): The proposals will benefit 1,760 children, their families and staff at maintained schools
-

Ward Councillor Views

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

3. COMMENTARY

- 3.1 LBB receives an annual school conditions allocation (SCA) from the Department for Allocation to support capital maintenance works at the remaining LBB maintained school annually from the DfE. The allocation for 2023/24 was £388K.
- 3.2 The allocation from the DfE to the Council is made on the basis of 5 remaining maintained schools of which Riverside SEND school operates out of 4 satellite sites:
- Edgebury Primary School (Foundation)
 - Marjorie McClure School (Foundation)
 - Poverest Primary School (Foundation)
 - Riverside School (Community) (site at Orpington, Beckenham, West Wickham and Phoenix Centre)
 - Southborough Primary School (Foundation)
- 3.3 The Council is seeking to support decarbonisation of the maintained school estate through its delivery of the education capital maintenance programme and is seeking to achieve the outcomes detailed below:
- 10% of fund for improvements that benefit the environment – solar power, LED lights etc
 - Set standard for efficiency of improvements above basic building regulations requirements
 - Use new condition surveys to set targets for sustainable asset management plan
 - Identify funding opportunities and support schools to access support from Greater London Authority (GLA) and Salix funds for environment improvements to school property
- £39k will be set aside in the 2023/24 programme to support works at maintained schools which meet these objectives. Work has been ongoing with colleagues in Environment and Public Protection on the decarbonisation of our remaining maintained school and have secured in principle a Capex contribution of £60k funded from Section 106 to support solar arrays at schools subject to meeting carbon reduction criteria.
- 3.4 The remaining £865k (including contingency and unallocated funded) will be allocated to maintained schools by the Director of Education following consultation with schools.
- 3.5 Allocations to schools are made based on priority condition works and health and safety issues. This is informed by the schools' premises development maintenance plans and condition surveys in addition to DfE Condition Data Collection reports. Consultants appointed under Lot 4 of the Consultancy Framework are in the process of compiling a programme of works out of these surveys.

4. IMPACT ON VULNERABLE ADULTS AND CHILDREN

- 4.1 The proposals will benefit at least 1,702 children, their families, and staff at maintained schools

5. POLICY IMPLICATIONS

- 5.1 The delivery of high-quality education environments is a priority within the Council's strategy Making Bromley Even Better 2021-31; 'For children and young people to grow up, thrive and have the best life chances in families who flourish and are happy to call Bromley home.' The allocation of capital funding to support capital maintenance to LB Bromley schools contributes to the overall capital investment in school buildings. This policy also contributes to key targets within the Children Education and Families Portfolio Plan.

6. FINANCIAL IMPLICATIONS

- 6.1 The budget of £865k for 2023/24 is made up of DfE new SCA funding for 2023/24 and carry forward from 2022/23 that includes a saving of £101k on the £200k allocation to deliver S278 highways works associated highways connections to Marjorie McClure's school's new premises. The budget and planned expenditure is set out in the table below:

FUNDING	2023/24
	£'000s
2023/24 DfE SCA Allocation	388,472
Carried Forward from 2022/23	416,787
Capex allocation Solar Panels	60,000
TOTAL BUDGET 2023/24	865,259
ESTIMATED EXPENDITURE	
Southborough PSDS3 (3 years monitoring)	18,000
Solar PV	60,000
10% renewables PV	39,000
Schemes (to be confirmed)	607,308
Contingency	80,479
Unallocated funding	£60,472
Planned Expenditure 2023/24	865,259

- 6.2 The use of the £607k allocation to schemes is still to be agreed with LBB maintained schools. An allocation will need to be made to support the refurbishment of the old Marjorie McClure school site. Discussions with schools are currently ongoing including fire safety, boiler and window replacement and roofing works. A 10% contingency has been added to the programme to cover these works.

7. LEGAL IMPLICATIONS

- 7.1 This report seeks approval from the children, education and families portfolio holder to agree the capital maintenance programme for 2023/24 at maintained schools, specifically to;
- I. Note allocation of £388,472 of School Condition Allocation (SCA) for 2023/24 from DfE
 - II. Note £60,000 Capex funding from S106 allocations to support decarbonisation
 - III. Authorise £865k based on the 5 remaining Community and Foundation schools as set out in this report
 - IV. Delegate funds to schools or commission via London Borough of Bromley portal or the Council's Corporate Property Team to deliver capital works
 - V. Authorise allocation of £388k the School Condition Allocation received for 2023/24

- 7.2 The Council has a statutory duty under Section 14 of the Education Act 1996 to secure sufficient schools to meet demand in its area, ensuring that schools are sufficient in “number, character and equipment”. The distribution and application of monies received from Central Government is subject to guidance and advice from the Department for Education.
- 7.3 There are no significant legal issues raised regarding the recommendations made in this report.
- 7.4 Officers will need to consult with Legal Services in respect of the further provision of the schools capital maintenance works when it becomes necessary to carry out a new procurement in regards to the schools capital maintenance work and may contact Legal Services should they require legal advice in relation to the appropriate legal documentation.

8. PROPERTY IMPLICATIONS

- 8.1 There are no implications on Bromley’s corporate estate. 5 of the schools have foundation status and these schools hold their premises on a freehold basis. Riverside School is a Community School where the Council is landlord, but day-to-day management is delegated to the headteacher and governing body.

9. CARBON REDUCTION/SOCIAL VALUE IMPLICATIONS

- 9.1 The education planned maintenance programme sets aside 10% of the 2023/4 SCA grant for renewables at schools. Further bids are anticipated to be made to Salix PSDS3c in the Autumn 2023 fund to support carbon reduction projects including current gas fired boilers with energy efficient air source heat pumps and associated improved insulation.

Non-Applicable Headings:	10. PERSONNEL IMPLICATIONS, CUSTOMER IMPACT, WARD COUNCILLOR VIEWS, PROCUREMENT IMPLICATIONS
Background Documents: (Access via Contact Officer)	

Report No.
CEF23024

London Borough of Bromley

PART 1 - PUBLIC

Decision Maker:	PORTFOLIO HOLDER FOR CHILDREN, EDUCATION AND FAMILIES		
Date:	For Pre-Decision Scrutiny by the Children, Education and Families PDS Committee on 20 June 2023		
Decision Type:	Non-Urgent	Executive	Non-Key
Title:	PROCEEDING TO PROCUREMENT (GATEWAY 0/1): FAMILY GROUP CONFERENCE		
Contact Officer:	Bola Bakare, Integrated Strategic Commissioner, Tel: 0208 461 7614 E-mail: bola.bakare@bromley.gov.uk		
Chief Officer:	Richard Baldwin, Director Children Education and Families		
Ward:	All Wards		

1. REASON FOR REPORT

- 1.1 The Family Group Conference (FGC) service is a key tool in early intervention used in the prevention of children entering the care system. The current contract is held by Daybreak Family Group Conferences, following a competitive tender. The contract commenced on 1 April 2019 and has an estimated annual value of £90k, for 75 FGC's and 5 reviews per annum.
- 1.2 The original contract award was for 3 years, and commenced from 1 April 2019 to 31 March 2022, with the option to extend for a further two years up to 31 March 2024. The option to extend has been exercised, and the contract is currently operating in final year of the two-year extension period.
- 1.3 As these contract arrangements will come to an end on 31 March 2024 and there are no further extensions, this report seeks authorisation from the Portfolio Holder for Children, Education and Families to explore procurement options and recommendations on how FGC's will be commissioned in the future to meet the needs of Bromley's vulnerable families from 1 April 2024.
- 1.4 A procurement exercise will allow for a new contract that will be let on a 5 + 2-year basis. The available budget for this service is £129.6k per annum. There has been a significant increase in demand for the service, as such the projected total estimated value of this procurement exercise will be £907k over 7 years, based on an annual value of £129k per annum for 105 FGCs per year.

2. RECOMMENDATION(S)

- 2.1 Children Education and Families PDS is asked to note and comment on the contents of this report.

2.2 The Portfolio Holder for Children, Education and Families in agreement with the Chief Officer, Director of Corporate Services, Assistant Director of Governance & Contracts and the Director of Finance is recommended to approve proceeding to tender for a new FGC service for a five year contract commencing 1 April 2024, with the option to extend for a further two years, at an estimate annual value of £129.6k (estimated whole life value of £907k).

Impact on Vulnerable Adults and Children

1. Summary of Impact: This will have a positive impact on vulnerable children and families, by providing children the best opportunity to remain within the family network and reducing the number of those going into the care system.
-

Transformation Policy

1. Policy Status: Existing Policy: Safeguarding Children and Young People
 2. Making Bromley Even Better Priorities: -
 - (1) For children and young People to grow up, thrive and have the best life chances in families who flourish and are happy to call Bromley home.
 - (5) To manage our resources well, providing value for money, and efficient and effective services for Bromley's residents.
-

Financial

1. Cost of proposal: Estimated Cost, £129k per annum, based on current spend and utilisation, giving a cumulative value of £907K over 7 years
 2. Ongoing costs: Recurring Cost
 3. Budget head/performance centre: R11251
 4. Total current budget for this head: £ £130k
 5. Source of funding: Core
-

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: Non-Statutory - Government Guidance: Family Justice Review (2011) Public Law Outline, (2014) :(2023)
 2. Call-in: Applicable: Portfolio Holder decision.
-

Procurement

1. Summary of Procurement Implications:
-

Property

1. Summary of Property Implications There are no property implications attached to this contract.
-

Carbon Reduction and Social Value

1. Summary of Carbon Reduction/Sustainability Implications: See section 5
-

Customer Impact

1. Estimated number of users or customers (current and projected): Current: 75 FGC's per annum, Projected 105 per annum
-

Ward Councillor Views

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

3. COMMENTARY

- 3.1 A Family Group Conference (FGC) is a decision-making meeting in which a child's wider family network come together with the relevant agencies to make a plan for the future arrangements for the child. The Conference ensures that the child's safety and wellbeing is promoted and that they are an active participant in the plan that is being made for them. A Family Group Conference must be facilitated by an independent co-ordinator.
- 3.2 FGCs originated in New Zealand where they have been used since the 1970s. They are now used in many local authorities as part of the legal planning process in safeguarding, and have considerable benefits in working with children and families to find family-based solutions that will: -
- Keep children safe by preventing the occurrence and re-occurrence of child abuse and neglect.
 - Keep children within their family.
 - Include family members in the creation of their own plan and facilitate implementation of the plan.
 - Strengthen and extend the support networks within and around the family.
 - Increase the number of children and young people living safely with immediate or extended family or friends.
 - Develop plans for children in care which are supported by extended family and significant people in the child or young person's life.
- 3.3 The government has placed increased emphasis on the importance on the role of "family" in the development of a young child, with the emphasis on keeping the child at the centre of all discussions and decisions, by looking at ways to keep the family together whilst safeguarding the child/dren, by providing intervention at the earliest opportunity.
- 3.4 The Family Justice Review report (2011), noted that alternative processes such as FGC's, aimed at avoiding proceedings or resolving difficulties between local authorities and families outside the court room, may reduce distress and promote better support to and for families. The report also highlighted the benefits of Family Group Conferences stating that they should be more widely recognised, and their use should be considered before proceedings rather than further down the line.
- 3.5 FGC's feed into the decision-making process for children going into legal planning and can be instrumental in keeping children and young people from going into care and in some cases facilitate returning children back to their families, from care. FGCs also empower families by providing them with an active role in decision making.
- 3.6 The current FGC contract was awarded to Daybreak Family Group Conference service, following a competitive tender process. The contract commenced on 1 April 2019 for a three-year period with the option to extend for a further two years. The contact is now in year one of a two-year extension that will end on 31 March 2024. The contract is for 75 FGC's and 5 reviews per annum.

3.7 The provider is paid at fixed unit rates per Conference or Review delivered, based on referrals made by the Children’s Social Care (CSC) teams. However, the last 2 years has seen an increase in the number of FGC completed as seen in Table 1, mainly due to CSC promoting the need to embed FGC’s much earlier in the child/rens journey to proceedings in line with government guidelines.

Table1

	2019/20	2020/21	2021/22	2022/23
Referrals	94	106	119	133
FGCs completed	66*	95	108	94
Reviews	0**	3	4	2

**This figure was greatly impacted by covid 19*

*** The 5 reviews were converted into cases for 20/21*

3.8 CSC have also reported an increase in the number of referrals coming through the front door since the covid outbreak. This increase has resulted in an increase in demand on all CSC services including FGC’s. The aim is to mitigate the need for or migration to more expensive services by embedding FGCs at the earliest opportunity in line with Government guidelines as per the Family Justice Review report (2011)

3.9 To ensure that FGCs become more embedded in social work practice the current provider also offers Lunchtime learning sessions for staff to explain the service and how to access it. These sessions that are arranged in conjunction with the Head of service, and also offers a platform for social workers to ask questions and voice concerns. This practice has been incorporated into the new service specification to ensure that this practice continues with future providers.

Summary of Business Case

3.10 The recommissioning of the FGC service offers the opportunity for LBB Children’s Social Care (CSC) to effectively support Bromley children and their families through difficult periods in their lives, by ensuring that decisions concerning the safeguarding and wellbeing of the children and young people are made in a more timely and holistic manner, by exploring alternative options early in the child’s journey.

3.11 There has been a reported increase in the number of referrals into CSC since the Covid 19 lockdown. This has been putting tremendous pressure on social care budgets, the early intervention aspect of FGC’s can positively impact on the number of child/ren affected through consolidating support from within their own family network at an early stage.

3.12 Placing children into the care of the Local Authority, is a major financial strain on Children’s Social Care across the Country. In 2019, Local Government Association and the Association of Directors of Children’s Services research established an average cost of £56,000 per annum to look after a child in care. In addition, children who have been in care are more likely to demonstrate several poorer outcomes and life chances, than their non-care peers.

3.13 FGCs operate as a ‘spend to save’ option, but more importantly as a preventative model, because the early use of FGC’s is likely to offer better outcomes for all involved. By intervening early and providing an arena for family networks to develop a plan to safeguard the child/ren within that

network offers better outcomes for the child/ren in that decisions can be made much earlier reducing the time of uncertainty, families realise they have more to offer than they thought and enables the LA to focus spend on where it is needed most.

Service Profile / Data Analysis / Specification

3.14 As stated in section 3.7, there has been a steady increase in the number of FGC's undertaken, CSC staff correlate this with the increase in new referrals coming through the front door, especially post COVID as can be seen in Table 1.

3.15 Data from the last 4 years indicates that there were more referrals for FGCs from the Safeguarding and court teams, however, not all these referrals proceeded to an FGC. As part of CSC's aim to ensure that FGCs are offered at a much earlier stage, it is envisioned that referrals from Family Support and Child in Need (CIN) teams will increase and referrals at the later stages such as when cases are about to go or are already in court. The earlier stage is where it is felt that FGC's will have the most impact and could potentially decrease the number of Safeguarding referrals

Spend

3.16 The estimated annual cost of the current contract is £90,000 for 75 FGC's and 5 reviews per annum, however as stated in section 3.7 the number of FGC's is steadily increasing, this as a result of CSC embedding the use of FGC into their service delivery. This is indicated in the spend to date noted in Table 2 below There is the likelihood that these figures could increase if the number of FGC's continue to rise, but this is seen as a positive, however this will continue to be monitored closely through the contract monitoring process.

Table 2

Year 1 (2019/20)		Year 2 (2020/21)		Year 3 (2021/22)		Year 4 (2022/23)	
Projected Spend	Actual Spend	Projected Spend	Actual Spend	Projected Spend	Actual Spend	Projected Spend	Actual Spend
£90,000	£ 84,840	£90,000	£ 101,320	£90,000	£110,702	£90,000	£104,212

Options Appraisal

3.17 The options below are presented based on there being the acceptance that the council is committed to the FGC model due to the positive outcomes for the child, family and local authority:

3.18 Option 1- Do nothing

3.18.1 This is not an option to be considered, because of the following: -

- As the contract would come to a natural end with nothing in place to provide this best practice service.
- Even though this is not a statutory service, it has a significant impact on the need for statutory services by reducing the need for cases to move to statutory provision.
- It would expose the council to spot purchasing individual FGC's if directed by the court
- and would negatively impact on the current momentum of embedding the practice of early FGC's
- Does not offer value for money.

3.19 Option 2 - Bring service in-house

3.19.1 This option would involve creating an in-house service which would have to consist of an FGC lead and 3 or 4 coordinators in order to meet the caseloads. And additional casual Coordinators. In the current market the estimated cost would be £140,000 per annum.

3.19.2 This option is not recommended due to the following reasons:

- This would not offer value for money based on current bench marking, considering set up costs, TUPE implications, LA staff costs such as pensions and line management staff implications, and would result in Bromley paying more for the same.
- It may add to the workload of an already stretched service
- A tender exercise will generate competition within the market
- A tender exercise should deliver efficiencies both in service provision and financially.
- It would also remove the perceived lack of objectivity of parents of dealing with the same body who is questioning their parenting ability

3.20 Option 3 – Re-commission the FGC service via competitive tender

3.20.1 This is the option recommended for the following reasons: -

- A tender exercise will generate competition within the market, and ensure that a provider with detailed knowledge and experience in this area will bid
- It will also enable the Council to fully understand the breadth of the market available and ensure value for money is achieved.
- A tender exercise will deliver efficiencies both in service provision and spend, ultimately the tender will seek experts in the field.
- It will also ensure compliance with the Council Contract Procedure Rules and National Procurement regulations, as there is no option to extend the contract beyond the existing term.

3.21 Preferred Option

Option 3 as per section 3.20

4. MARKET CONSIDERATIONS

- 4.1 The use of FGCs in Bromley has been consistent, and the model continues to be endorsed by the social care management and operational teams as an invaluable tool in preventing young people entering care.
- 4.2 Market research has highlighted the fact that there are at least five well known FGC providers who offer this service, so there is feasibility in going to market.
- 4.3 Benchmarking with similar services and across other local authorities who outsource FGCs indicated that the average cost of an FGC averages to about £1,300 per FGC, inclusive of reviews. Benchmarking also highlighted that some boroughs either offered a hybrid service, using their own conference coordinators and casual staff or bought in the whole service, or provided the whole service in House, some of which are indicated below, however these do not indicate the additional LA staff costs.

- LB Southwark operates a hybrid FGC service, they complete about 135 FGCs per annum, the service consists of 3 FGC LA workers, (1 manager, 1 parent advocacy worker and 1 FGC coordinator) and up to 10 independent FGC coordinators at up to £ 1000/FGC in-house.
- LB Lambeth – operate an in-house service, with 1 FGC manager, 1 FGC coordinator and 1 administrator in addition to 7 casual FGC coordinators. In 2022/22 they completed 66 FGC's and are projecting to complete 75 in 2022/23.

4.4 At present LBB is operating on par with other outsourced services at 1,088 per FGC based on of 75 packages, with an additional £2,500 for 5 reviews

5. SOCIAL VALUE, CARBON REDUCTION AND LOCAL / NATIONAL PRIORITIES

5.1 The Public Services (Social Value) Act 2012 requires local authorities to have regard to economic, social, and environmental wellbeing in connection with public service contracts. In doing so, the London Borough of Bromley contracted services must consider these factors when tendering for a new service and measures must be put in place to ensure that Providers adhere to the Council's Social Value and Local /National Priorities.

5.2 In proceeding to procurement, the new FGC Service contract and service specification has been reviewed to maximise the Social Value opportunities. New tender instructions will now require providers to demonstrate via the tender their Social Value strategy which will include details on what they will do to grow the local economy e.g, via apprenticeships and work placements for residents. Providers will also be asked to consider the impact of their service on the environment, in line with the Council's Net Zero Carbon ambitions.

6. STAKEHOLDER ENGAGEMENT

6.1 Initial feedback from operational colleagues has been positive; they have found the service very responsive in meeting the needs of the families involved. The provider as part of the contractual agreement obtains feedback from all participants including the children and young people that access the service. Feedback has included the following which has informed the service specification and individual care and support planning for children: -

6.2 **The voice of the child: -**

What do you think was the positive aspects of holding an FGC?

"My whole family helped me say what I wanted to say".

What would you like to say at the FGC?

I would like to say that I love to go back to my mum whenever she adjusts herself.

Where would you like to live apart from your mum's house?

"I would like to live with my mum but if I cannot live with my mum, I would like to live with xxx until my sister xxx comes back from Africa

Would you like to attend the FGC meeting?

"Yes, I would like to attend and tell them at the meeting that I am sorry for xxx for taking me to school far from the house, therefore I would like to change my school to xxx school which is very close to xxx house

Is there anything you like to tell your family?

"I think that the plan is great, and I feel that I will be safer as a result and my views were included in the plan.

6.3 Families/ Friends: -

What do you think was the positive aspects of holding an FGC?

- Found it very useful, we all expressed concerns, comments & got a good plan for the future. Thank you for providing the room to meet and providing the food, it made the experience more relaxed. The coordinator was very helpful & kind and made the meeting very smooth. Thank you. Yes, we made a very useful plan.
- Was a good meeting. Xxx (Mother) was able to express herself.
- Increased time spent at his dad's and stepmother's house where child benefits a safe environment free of drugs and violence and with a well-structured routine supporting his needs. Good outcome.
- The meeting was very helpful and exceeded my expectations. Would recommend to anyone in similar position. Coordinator was excellent.
- "Just to say thank you for helping us all feel at ease with your friendly manner and being supportive by making sure we all fully understood what the meeting was about and being there to clarify anything we were not sure about".
- "This meeting is greatly helpful and very important. I am reassured and truly relieved to learn more about social worker involvement in monitoring the wellbeing and safety of my nieces. Moreover, this is an opportunity to express my willingness and hope to support and stay in touch with my nieces. Yes, it certainly was a welcome opportunity. I had a chance to learn more from the social worker perspective and advice from the coordinator. I now understand the current situation of my nieces. I can therefore make a practical plan to support them".
- "Thank you so much to arrange the family conference to discuss about the solutions and support which family can give us. Special thanks to xxx & xxx to arrange such a useful meeting. Xxx did a good job in making contact with all the family members most of whom live abroad (India, Sri Lanka and the USA). It was challenging but she was able to reach out to them and to have the meeting held despite the difference in time zones and the working schedules of the family members. She was able to foster a good working relationship with parents within a short period by listening and speaking to them and this helped to progress the FGC to its successful conclusion."

6.4 Operational colleagues/professional:

what do you think was the positive aspects of holding an FGC?

- Positives
 - "The Family were able to get together and agree a plan".
 - "Family working positively together & understanding the purpose of the plan"
 - Brought the family together, put differences aside in order to put children first. They worked well together.
 - It allowed the family to focus specifically on the children and identify support available.
 - Family engaged well with professionals and have committed themselves to implement the developed plan.

What do you think were the negative aspects?

"Although the remote meeting worked well, it would of course have been preferable to hold the meeting in person, yet due to Covid-19 measures this wasn't possible. That said, the family members worked really well and supported each other, and they were obviously very

comfortable with their social worker so in this instance, I don't think the remote meeting disadvantaged them.

The family seemed a bit anxious about having their plan ready to send to the co-ordinator by the required time; the nominated family member has a busy life with children and a demanding job, and I think the deadline seemed to concern her."

"I believe that initially the child's parents struggled to agree during the conference and tensions escalated, however the coordinator was able to step in and remind the family of the importance of keeping the child's best interests at the centre of discussions, and by the time I re-joined the conference, both families were agreeable and amicable towards one another, and the plan was constructive.

Neg: Mixed Information and understanding around the child attending the FGC, which nearly caused problem between the parents at the last minute.

(An example of how stakeholder feedback leads to service improvement - In this instance the information was relayed back to the provider, and it turned out that information regarding the parents' estrangement had not been relayed to the FGC Coordinator. The outcome of this particular situation highlighted the need for good communication and led to a change to the referral form that LBB social workers complete to ensure that all pertinent information is provided.)

6.5 All Information collected from the various feedback both positive and negative is used for continuous service improvement with the current provider and will be incorporated into future service delivery.

7. PROCUREMENT AND PROJECT TIMESCALES AND GOVERNANCE ARRANGEMENTS

7.1 The indicative timetable for this exercise is as below: -

Activity	Date
Documents made available from	W/C 26 June 2023
Closing date for clarification questions	W/C 24 July 2023
Tender closing date	4 August 2023
Evaluation of submitted tenders	August /September 2023
Clarification interviews	September 2023
Anticipated award date	November 2023
Standstill Ends	November 2023
Mobilisation period	December - 2023 March 2024
Commencement of contract	1 April 2024

7.2 **Estimated Value of Proposed Action:** The estimated value of the proposed exercise is £129.6k per annum, with a projected total estimated value of £907K over 7 years.

7.3 **Other Associated Costs:** N/A

7.4 **Proposed Contract Period:** Proposed Contract Period: will be 5 years, with the option to extend for a further 2 years.

7.5 The current service specification is fit for purpose; however, we continuously seek to improve the service by reflecting on any lessons learnt during the lifetime of the existing contract as

detailed in the stakeholder feedback. As such the specification has been refined, for example following feedback from operational colleagues the referral process has been modified to ensure clearer communication channels between the provider and LBB, the additional lunchtime training for LBB staff.

7.6 The proposed tender process will be carried out with support from Corporate Procurement in line with the Council's Contract Procedure Rules and compliance with the Public Contracts Regulations 2015 requirements and prospective bids will be evaluated on a 60% price and 40% quality split.

7.7 The proposed quality criteria for scoring prospective bid will be based on the following which has been agreed by the FGC Project Group, which will consist of operational staff, commissioning, Finance with input from Procurement and Quality Assurance.

7.8

Criteria	Weighting
Financial Resources & Contract Affordability	10%
General Data Protection Regulations (GDPR) and Information Governance	5%
Implementation/Mobilisation	5%
Management, Operation and Delivery of Service:	
Achieving Outcomes	20%
Service Delivery	20%
Contract Management	00%
Staffing and Structures	10%
Social Value	10%

8. IMPACT ASSESSMENTS (INCLUDING VULNERABLE ADULTS AND CHILDREN)

8.1 An equalities impact assessment has been completed for this service and has shown that there will be no disproportionate negative or positive impact on any identified group as the service is needs led. The gaps in the evidence base however include the following mainly because these are not areas currently monitored for this service.

- Gender re-assignment
- Sexual orientation
- Religion and belief
- Pregnancy and maternity
- Marriage and civil partnership

8.2 Because the provider is required to support the councils Equalities Duty, monitoring on the 9 protected characteristics will be submitted for review as part of the contract monitoring arrangement.

8.3 As this is a needs led service offered at point of need, it is not envisioned that any of these groups will be impacted negatively.

9. TRANSFORMATION/POLICY IMPLICATIONS

9.1 The commissioning approach embraces the Making Bromley Even Better Ambitions:

- “For children and young people to grow up, thrive and have the best life chances in families who flourish and are happy to call Bromley home”.
- Whilst the procurement approach supports ambition 5, “To manage our resources well, providing value for money, and efficient and effective services for Bromley’s residents”.

10. IT AND GDPR CONSIDERATIONS

10.1 The contract for this service will be updated to ensure that it remains GDPR compliant. In addition, providers will need to demonstrate their compliance with all data protection legislation as part of the tender submission.

11. PROCUREMENT CONSIDERATIONS

11.1 This report seeks proceeding to procurement of a Family Group Conference (FGC) service contract at an estimated annual value of £129.6k for a total of seven years on an initial 5 years plus a potential 2 years’ extension. The total value if the available extension is utilised is £907k.

11.2 This is an above threshold contract that falls within the Light Touch Regime (LTR) and is therefore covered by Schedule 3 of the Public Contracts Regulations 2015. An open process will be used, and a high-level timetable is included at Section 7.1 above.

11.3 The Council’s specific requirements for authorising proceeding to procurement are covered in Rules 1 and 5 of the Contract Procedure Rules with the need to obtain the formal Agreement of the Assistant Director Governance & Contracts, the Director of Corporate Services and the Director of Finance for a procurement of this value. In accordance with CPR 2.1.2, Officers must take all necessary professional advice.

11.4 In compliance with the Council’s Contract Procedure Rules (Rule 3.6.1), this procurement must be carried out using the Council’s e-procurement system.

11.5 The actions identified in this report are provided for within the Council’s Contract Procedure Rules, and the proposed actions can be completed in compliance with their content.

12. FINANCIAL CONSIDERATIONS

12.1 The estimated budget required for this service is £129,600, with a whole life value of £907k. There is sufficient budget within the service to manage this contract

12.2 As can be seen in the main body of the report there has been increases in demand for this service. As part of the budget setting process for 2023/24 the budget was increased to reflect these demand pressures.

13. PERSONNEL CONSIDERATIONS

13.1 There will be TUPE implications attached to this exercise

14. LEGAL CONSIDERATIONS

- 14.1 The Council has a statutory duty for the provision of vulnerable children and families and for the prevention of children entering into the Care System. This is generally echoed in the Public Services (Social Value) Act 2012 (taking into account the economic, social and environmental wellbeing in connection with Public Service Contracts) and in the 'Making Bromley Even Better Ambitions' Guidance as stated at clause 9.1 of the Report. In furtherance of this statutory duty, the Council has the legal power to enter into a Family Group Conference (FGC) Service Contract and may also provide and commission through the contract, the services outlined in this report.
- 14.2 This Report seeks approval for the tender regarding a new Family Group Conference Service. The Current Contract is held by Daybreak Family Group Conference Service following a competitive tender. The Proposed Contract period for the new Contract commences from 1st April 2024 and lasts till 31st March 2029 with the option to extend till 31st March 2031, resulting in a duration of 5 years with the option to extend for a further two years (i.e a 5 + 2-year Contract). An open process will be undertaken. The annual value of the Contract is £129.6k (i.e seven years in total with 5 + 2 years extension). The whole life cost of the extension to the Contract amounts to £907k.
- 14.3 This is a public services Contract within the meaning of the Public Contracts Regulations 2015 whereby the value of the Contract is above the relevant threshold and falls within the services outlined in Schedule 3 of the Public Contracts Regulations (PCR's) 2015 (i.e the light touch regime).
- 14.4 This Report also asks the Portfolio Holder for Children, Education and Families in agreement with the Chief Officer, Director of Corporate Services, Assistant Director of Governance and Contracts and the Director of Finance authorisation regarding the tender for the new FGC service. Under the Council's Contract Procedure Rules, the Councils requirement for Proceeding to Procurement is in accordance with CPR 1-5 where the agreement of the Budget Holder, Chief Officer, Assistant Director of Governance and Contracts, Director of Corporate Services, Director of Finance and the approval of the Portfolio Holder must be sought for a Contract of this value. In accordance with CPR 2.1.2, Officers must take all necessary professional advice.
- 14.5 In accordance with 3.6.1 of the Council's Contract Procedure Rules, all Officers are required to make use of the Council's eProcurement System when carrying out any Contracting activity which has an estimated value of £5,000 and above, unless otherwise agreed with the Head of Procurement.
- 14.6 The Contract can be awarded in accordance with the Council's Contract Procedure Rules and the Public Procurement Regulations 2015.

16.1 N/A Non-Applicable Headings:	Strategic Property Considerations; Ward Councilor Views
Background Documents: (Access via Contact Officer)	[Title of document and date]

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Report No.
CEF23031

London Borough of Bromley

PART ONE - PUBLIC

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

Date: **For Pre-Decision Scrutiny by the Children, Education and Families PDS Committee on 20 June 2023**

Decision Type: Non-Urgent Executive Non-Key

Title: **SCHOOL PLACE PLANNING REPORT 2023-27**

Contact Officer: Robert Bollen, Head of Strategic Place Planning
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Chief Officer: Director of Education

Ward: All Wards

1. Reason for decision/report and options

- 1.1 This report asks the Children, Education and Families Portfolio Holder to consider the Council's School Place Planning Report 2023-27 that sets out how the Council's plans to meet the forecast need for primary, secondary and specialist places and seeks agreement to the recommendations of the School Places Working Party held on 26 April 2023.

2. **RECOMMENDATION(S)**

That the Portfolio Holder agrees:

- 2.1 That pupil roll projections and other trend data set out in the report (Appendix 2) be noted.
- 2.2 That the continued increase in the number of children and young people with an Education Health and Care Plan (EHCP), above demographic trends be noted.
- 2.3 That a planning margin of 5% above the GLA School Roll Projections continues to be implemented to provide for local variations in need and to meet parental preferences.
- 2.4 That the GLA School Roll Projections indicate a potential future reduction in the need for primary places and this position needs to be kept under review.

- 2.5 Whilst there are, currently, sufficient places available or planned to meet current and projected demand for school places, the Council will work with schools to safeguard the existing supply of school places as required.
- 2.6 That the Council will prioritise the needs of education within the Infrastructure Delivery Plan
- 2.7 That there are specific pressures for placements for pupils with an Education Health and Care Plans (EHCPs) and that the Council works with local schools, trusts and the DfE to bring proposals forward to increase capacity and improve provision where necessary. The High Needs Funding and Estates Review will be a key route for identifying opportunities to bring forward additional capacity.
- 2.8 That discussions be undertaken with schools, multi academy trusts and the DfE, as outlined in this report, to ensure a sufficient supply of mainstream school places in the Borough, including through expansions and opening new schools.
- 2.9 That Members note the recent notification received from the Department for Education's Regional Director that the Harris Federation has withdrawn its application to open the Harris Kent House free school.
- 2.10 That whilst there has been delay in the delivery of Redwood Academy, the special free school, the Council is working proactively with both the Department for Education and operator Rivermead Inclusive Trust to open the school at the earliest opportunity.
- 2.11 That the Council should actively seek to increase the capacity of in-Borough specialist provision.
- 2.12 Where expansion is agreed, to implement through the education capital programme (subject to the availability of funds).
- 2.13 That officers continue dialogue with the DfE on amending the primary and secondary planning areas.

Impact on Vulnerable Adults and Children

1. Summary of Impact:

53,262 pupils in state funded schools in Bromley, including children and young people in special schools, additionally resourced provisions and alternative provision.

Transformation Policy

1. Policy Status: Existing Policy

2. Making Bromley Even Better Priority:

(1) For children and young people to grow up, thrive and have the best life chances in families who flourish and are happy to call Bromley home.

Financial

1. Cost of proposal: No Cost

2. Ongoing costs: Not Applicable:

3. Budget head/performance centre: Education Capital Programme

4. Total current budget for this head: £105,124k

5. Source of funding: DfE Basic Need Capital, DfE Send Capital Grant

Personnel

1. Number of staff (*current and additional*):

2. If from existing staff resources, number of staff hours:

Legal

1. Legal Requirement: Statutory Requirement

2. Call-in: Applicable: Portfolio Holder decision.

Procurement

1. Summary of Procurement Implications: Not applicable

Property

1. Summary of Property Implications: Not applicable

Carbon Reduction and Social Value

1. Summary of Carbon Reduction/Sustainability Implications: Not applicable

Impact on the Local Economy

1. Summary of Local Economy Implications: Not applicable

Impact on Health and Wellbeing

1. Summary of Health and Wellbeing Implications: Not applicable

Customer Impact

1. Estimated number of users or customers (*current and projected*):

53,262 pupils in state funded schools in Bromley.

Ward Councillor Views

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

3. COMMENTARY

- 3.1 The Council has a statutory duty for ensuring that there are sufficient school places locally to meet need in the Borough. The attached School Place Planning Report 2022 (Appendix 2) sets out the Council's proposals to meet this duty.
- 3.2 On 26 April 2022 the Council's School Place Working Group, a sub-group of the Council's Education, Children and Families Policy Development and Scrutiny Committee, met to consider the Report and make recommendations to the Education, Children and Families Portfolio Holder. Minutes of the meeting are attached at Appendix 1.
- 3.3. The strategy focusses on the period 2023-27 but includes analysis beyond that date. The strategy reviews the projections of the future need for school places and other relevant demographic information to inform planning for school places. Information sources include:
- 2020 GLA School Roll Projections
 - DfE School Census
 - GLA population projections
 - ONS data on live births and migration
- 3.4 In common with most London local authorities, Bromley uses the GLA School Roll Projections produced by the GLA as the primary source for informing its planning for school places. These are based on the latest ONS population data and take into account information on school rolls and dwelling stock changes.
- 3.5 For the purposes of planning for primary school places, the projections in Bromley are split into 9 school place planning areas. For secondary planning there is a single planning area that covers the whole borough. The planning areas are agreed with the Department for Education (DfE) and are used by Government to calculate Basic Need capital allocations.
- 3.6 The School Place Planning Report provides analysis of the need for school places in Bromley at both at a borough-wide level and based on the 9 primary school place planning areas. The local analysis includes projections of the future need for school places, details of school developments and Free Schools that have been delivered and future proposals for school expansions and new schools.
- 3.7 Whilst over recent years the Council's main focus has been on meeting primary aged need, the focus of need has now changed with priorities now being ensuring that there are sufficient secondary school places and meeting the growing need for places for children with an Education, Health and Care Plan (EHCP).
- 3.9 In Bromley, providing additional school capacity has been delivered through a range of options; opening bulge classes, permanently expanding existing schools and the creation of new Free Schools. Whereas in the primary sector capacity was mainly added through the extension of existing schools, the provision of additional secondary capacity has primarily been delivered through the creation of Free Schools.
- 3.10 Two secondary Free Schools have opened in Bromley, Eden Park High School and Bullers Wood School for Boys. A further special free school, Redwood Academy, is in the pre-opening phase.
- 3.11 On 17 May 2023, following the meeting of the School Places Working Group, the Council received notification from the Department for Education that Harris Kent House was being withdrawn as a pipeline free school, citing that *"Sadly, the site difficulties could not be*

overcome and subsequently, Harris Federation has decided to withdraw its application from the programme.”

- 3.12 The requirement for places will continue to be kept under review and further reports will be made on a regular basis with an update of forecasts, actual rolls, financing and decisions about the opening and enlargement of schools. In this way it is hoped not only to secure sufficient places but to meet parental preferences so far as is possible.
- 3.13 In 2022, following recommendation from the Council’s School Places working group, the Children, Education and Families Portfolio Holder agreed that officers enter dialogue with the DfE on amending the primary and secondary planning areas. This dialogue is ongoing with proposals to amend planning primary areas so that they are co-terminus with ward boundaries and to move from a single to 2 secondary planning areas.
- 3.14 Following the implementation of the Community Infrastructure Levy in 2021, and loss of S106 funding for education schemes, consideration needs to be given with regards to the inclusion of education capital schemes within the Council’s Infrastructure Delivery Plan.

4. IMPACT ON VULNERABLE ADULTS AND CHILDREN

- 4.1 The strategy supports vulnerable children by ensuring that sufficient school places are available to meet local need. Schools offer educational support to children, their parents and carers and can be the first port of call/point of identification when they need additional help and support

5. TRANSFORMATION/POLICY IMPLICATIONS

- 5.1 Bromley Council has an established policy for the review and strategic planning of school places and related school organisation. The need to ensure sufficient school places, the quality of those places and their efficient organisation is a priority within the Council’s strategy Making Bromley Even Better 2021-31; ‘For children and young people to grow up, thrive and have the best life chances in families who flourish and are happy to call Bromley home.’ In seeking best value in the delivery of school places this proposal will be the priority; ‘To manage our resources well, providing value for money, and efficient and effective services for Bromley’s residents.’ The proposals contained within this report also contribute to key targets within the Children, Education and Families Portfolio Plan.

6. LEGAL IMPLICATIONS

- 6.1 The Council has a statutory duty under Section 14 of the Education Act 1996 to secure sufficient schools to meet demand in its area, ensuring that schools are sufficient in “number, character and equipment”. Part 3 of the Children and Families Act 2014 places a statutory duty upon the Council to help children and young people achieve the best possible educational outcomes and keep under review the educational provision for children and young people who have SEN or a disability.
- 6.2 This report seeks approval from the Children, Education and Families Portfolio Holder to note the recommendations set out in the Council’s School Place Planning Report 2023-27 and seeks agreement to the recommendations of the School Places Working Party on 26 April 2023 to facilitate the Council to meet its statutory duties.
- 6.3 The role of Policy Development and Scrutiny includes:
1. The development of the Council’s plans within the policy framework that make up this portfolio and exploring whether such plans are being achieved effectively.

2. Receiving reports and making recommendations on performance monitoring of functions falling within the remit of this portfolio which include:
- a) all of the functions of the Council as an education authority under the Education Acts, School Standards and Framework Act 1998 and all other relevant legislation in force from time to time; and
 - b) all functions of the Council in so far as they relate to the provision of opportunities for education, training and learning outside the school environment including pre-school learning.
- 6.4 This report will be put before the Pre-Decision Scrutiny by the Children, Education and Families Portfolio holder in accordance with the Policy Development and Scrutiny Committees Terms of Reference and Appendix 1 to the Executive Procedure Rules.

7 FINANCIAL IMPLICATIONS

- 7.1 There are no direct financial implications arising from this report. However, in future reports to Committee, the financial impact of meeting the Council’s sufficiency duty will be included within reports on the Council’s Basic Need Capital Programme.

8. CUSTOMER IMPACT

- 8.1 The Council’s plans to meet its school places sufficiency duty will benefit 53,262 children and young people and their families.

<p>Non-Applicable Headings:</p>	<p>FINANCIAL IMPLICATIONS</p> <p>PERSONNEL IMPLICATIONS</p> <p>PROCUREMENT IMPLICATIONS,</p> <p>IMPACT ON THE LOCAL ECONOMY</p> <p>PROPERTY IMPLICATIONS</p> <p>CARBON REDUCTION/SOCIAL VALUE IMPLICATIONS</p> <p>WARD COUNCILLOR VIEWS</p>
<p>Background Documents: (Access via Contact Officer)</p>	<p>[List any documents used in preparation of this report - Title of document and date]</p>

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SCHOOL PLACE PLANNING WORKING GROUP

Minutes of the meeting held at 7.00 pm on 26 April 2023

Present:

Councillor Felicity Bainbridge (Chairman)
Councillor Thomas Turrell (Vice-Chairman)
Councillors Graeme Casey, Robert Evans and Ryan Thomson

Also Present:

Robert Bollen, Head of Strategic Place Planning
Jared Nehra, Director of Education
Gill Slater, Planner (Planning Strategy)
Kerry Nicholls, Democratic Services Officer

4 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Jonathan Andrews and Councillor Robert Evans attended as his substitute.

5 PLANNING UPDATE (VERBAL)

The Working Group heard a verbal update on planning matters from the Planner (Planning Strategy).

The Local Authority was in the process of reviewing its Local Plan 2019-2030 which set out planning policies and proposals for new development in the Borough, including identifying and allocating potential sites for education provision as well ensuring that existing education sites were not lost to alternative uses. Bromley's Local Plan was required to be in conformity with the National Planning Policy Framework and the London Plan and would be subject to a robust public consultation process as it was developed. Public consultation would shortly commence for an Issues and Options document, and it was anticipated that the detailed draft Local Plan would be available for public consultation by Spring 2024 in advance of the finalised draft being submitted to the Secretary of State in June 2025.

RESOLVED: That the verbal update be noted.

6 BROMLEY SCHOOL PLACES EDUCATION SCHOOL PLACE PLAN 2023-27

The Working Group considered the draft Education School Places Plan 2023-27 which aimed to ensure there were enough high-quality accessible school places in the Borough to meet projected demand in the short to medium term.

In introducing the report, the Head of Strategic Place Planning advised that two key challenges had been identified around school places. These comprised a

projected reduction in demand for mainstream school places, particularly at primary level, and further growth in demand for specialist education as a result of the high number of Bromley children and young people with Education, Health and Care Plans. There were two new free schools in the pre-opening phase including Harris Kent House, a secondary provision that would provide much needed school places in the Penge area, and Redwood Academy, a special school that would enable more young people to attend an in-borough provision. The Local Authority would continue to work closely with the Department for Education to progress both projects and would seek earlier opening of these schools using temporary accommodation where feasible.

In response to a question from a Member, the Head of Strategic Place Planning explained that school place planning at primary level was undertaken on the basis of ward groupings, but that this did not preclude pupils attending schools in other planning areas or indeed neighbouring boroughs. Secondary place planning was undertaken via a single borough-wide planning area with the most acute need in the North West of the Borough. Whilst there was some surplus secondary capacity in the Cray Valley area, this was not a reasonable school offer for children living in Penge, Anerley or Crystal Palace due to travel times and distances, based on the Department for Education's statutory home to school travel and transport guidance. The Member queried whether the highly selective Newstead Wood and St Olave's Schools were included in the secondary planning area and was advised that they were as there were only two grammar schools in the Borough and the small number of pupils involved did not warrant the creation of a separate planning area.

A Member asked about the support provided to Harris Academy Orpington and Kemnal Technology College which were both rated by Ofsted as 'Requires Improvement'. The Director of Education advised that the Local Authority offered a wide range of support to Bromley schools including a fortnightly schools' circular; regular governor briefings; events, groups and forums; and the Bromley Education Matters website. Whilst Harris Academy Orpington and Kemnal Technology College often preferred to rely on their own resources and partnerships, the Local Authority had recently undertaken some collaborative work with Harris Academy Orpington on supporting students with a Gypsy Roma and Traveller background. The Regional Director was ultimately accountable for the performance of academy schools, although the Local Authority did retain responsibility for safeguarding for which there were currently no concerns. The Head of Strategic Place Planning added that whilst academies had freedoms to pick and choose some matters on which they collaborated with the Local Authority, relationships between schools, academies and the Local Authority were strong and had enabled the delivery of many initiatives, including the provision of sufficient school places. On a related note, a Member asked what triggered an Ofsted inspection. The Director of Education advised that following a change in practice, all schools should expect to be inspected at least once every four years. A Member flagged that St Paul's Cray CE Primary School which was rated 'Requires Improvement' had not been inspected since 2016 and the Director of Education would take this forward with the Regional Director following the meeting. Another Member observed that developers had contributed £8.7M to the delivery of school places over the past 10 years and that it would be important to ensure that the educational impact of new

development continued to be mitigated under the Community Infrastructure Levy which had recently replaced Section 106 agreements.

In considering Planning Area 4: Bickley, Bromley Town and Plaistow and Sundridge, a Member asked for an update on Bromley Trust Alternative Provision Academy (Hayes Lane site). The Director of Education advised that primary and secondary outreach services supported schools to manage pupils with challenging behaviour with a view to avoiding the breakdown of their school placement. On occasions where it was not possible to avoid temporary or permanent exclusion, vocational placements were made available to excluded pupils at Bromley Trust Alternative Provision Academy. The Member requested that further details regarding the work of the Bromley Trust Alternative Provision Academy be included in the Education Commission Plan for future years. With regard to Planning Area 6: Chislehurst, Mottingham and Chislehurst North, a Member observed that Chislehurst School for Girls was a single academy trust and queried whether this was common across the Borough. The Head of Strategic Place Planning advised that whilst there were a number of single academy trusts across the Borough, an increasing number of these academies were seeking to join multi-academy trusts which had a number of benefits including closer working with other schools as well as economies of scale in some cost areas.

In reviewing the recommendations within the draft Education Commission Plan 2023, the Chairman suggested a further recommendation be included to highlight the need for sufficient education provision to be prioritised within the Infrastructure Delivery Plan in light of the transition from Section 106 arrangements to the Community Infrastructure Levy. The Working Group endorsed the draft Education Commission Plan 2023 for approval by the Children, Education and Families PDS Committee, subject to this further recommendation being incorporated.

RESOLVED that the Children, Education and Families PDS Committee be recommended to agree:

- 1) That pupil roll projections and other trend data set out in the report be noted;**
- 2) That the continued increase in the number of children and young people with an Education Health and Care Plan (EHCP), above demographic trends be noted;**
- 3) That a planning margin of 5% above the GLA School Roll Projections continues to be implemented to provide for local variations in need and to meet parental preferences;**
- 4) That the GLA School Roll Projections indicate a potential future reduction in the need for primary places and this position needs to be kept under review;**
- 5) Whilst there are, currently, sufficient places available or planned to meet current and projected demand for school places, the Council will work with schools to safeguard the existing supply of school places**

as required;

- 6) That the Council will prioritise the needs of education within the Infrastructure Delivery Plan;**
- 7) That there are specific pressures for placements for pupils with an Education Health and Care Plans (EHCPs) and that the Council works with local schools, trusts and the DfE to bring proposals forward to increase capacity and improve provision where necessary. The High Needs Funding and Estates Review will be a key route for identifying opportunities to bring forward additional capacity;**
- 8) That discussions be undertaken with schools, multi academy trusts and the DfE, as outlined in this report, to ensure a sufficient supply of mainstream school places in the Borough, including through expansions and opening new schools;**
- 9) That whilst there has been progress in the delivery of both Harris Kent House and Redwood Academy free schools that there remains a potential delay to both projects and that it is recommended that the Council engages in conversation with both trusts to ensure that there are sufficient school places available until each school opens;**
- 10) That the Council should actively seek to increase the capacity of in-Borough specialist provision;**
- 11) Where expansion is agreed, to implement through the education capital programme (subject to the availability of funds); and,**
- 12) That officers continue dialogue with the Department for Education on amending the primary and secondary planning areas.**

The Meeting ended at 8.36 pm

Chairman

EDUCATION SCHOOL PLACES COMMISSIONING PLAN 2023

1. Foreword by the Children, Education and Families Portfolio Holder
2. Executive Summary
3. Recommendations
4. Purpose of the plan
5. Bromley Context
6. Background - Borough wide summary
7. What We Are Seeking to Achieve
8. Delivery
9. Area Analysis old area analysis

Appendix A – New Planning Area Proposals

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1. Foreword by the Deputy Leader and Children, Education and Families Portfolio Holder

The Bromley School Places Plan 2023-27 is our annual review of the need for school places. It sets out how we intend to meet need in Bromley in future years and informs how we work with our key partners including local schools, academy trusts and the Department for Education to achieve our aims.

We are proud of the levels of excellence in the London Borough of Bromley and our diverse mix of high performing schools, including foundation schools, sponsored and standalone academies and faith schools, with most being rated as Good or Outstanding by Ofsted.

Although most of Bromley schools are no longer controlled directly by the Council, we retain the responsibility for ensuring that there are sufficient school places available to meet need in the local area. In its recent White Paper, the Government re-confirmed its intention that councils should continue to lead on forecasting the future need for school places and identifying proposals to meet need.

Our success in meeting need is demonstrated by the creation of over 6,000 places locally over the past 12 years and ensuring that there have been sufficient places each year.

Looking forward I am confident that this plan will continue to ensure we are able to meet need.

Yours Sincerely

Councillors Kate Lymer

Deputy Leader and Executive Portfolio Holder for Children Education and Families,
London Borough of Bromley

2. Executive Summary

- The Council has met its statutory duty each year since 2010 ensuring that every on-time applicant gets an offer of a school place on primary and secondary national offer day
- In the most recent admissions rounds 88% of applicants for a primary school place and 68% of secondary applicants got their first choice
- The Council's current pupil place planning focus is special education needs (SEN). Bromley's average annual growth of 14% for the number of children and young people with an Education Care and Health Plan (EHCP) over the last 3 years has outstripped London and national comparators and it is unclear when this rate of increase in need will flatten.
- The Council is continuing to work with the Department of Education (DfE) to deliver the new SEN Free School in Chislehurst at the earliest opportunity.
- Current Greater London Authority (GLA) School Roll Projections are indicating a fall in need for primary school places for this decade. Other indicators such as live births and GP data also suggest a reduction in need. However, the need for primary school places has remained strong in Bromley in recent years whilst other parts of London have seen a significant fall. In January 2021 Reception places in Bromley were at a higher peak than at any point in the past decade.
- There is uncertainty about the projections of falling need for primary school places. During the past year there has not been any significant reduction in school numbers in Bromley, but on-time applications for starting at school in 2023 have fallen. Over the medium-term other factors could affect need, such as migration and the number of housing units being delivered in the Borough.
- There is a continuing need for the Harris Kent House secondary free school to open to ensure that there are sufficient secondary school places to meet local need. The scheme is currently at feasibility stage.
- The Council and its partners have added over 6,500 new permanent school places since 2011. As part of this expansion the Council has invested over £80m in expanding existing schools and worked with the Government to open 4 primary and 2 secondary Free Schools

3 Recommendations

- 3.1 That pupil roll projections and other trend data set out in the report be noted.
- 3.2 That the continued increase in the number of children and young people with an Education Health and Care Plan (EHCP), above demographic trends be noted.
- 3.3 That a planning margin of 5% above the GLA School Roll Projections continues to be implemented to provide for local variations in need and to meet parental preferences.
- 3.4 That the GLA School Roll Projections indicate a potential future reduction in the need for primary places and this position needs to be kept under review.
- 3.5 Whilst there are, currently, sufficient places available or planned to meet current and projected demand for school places, the Council will work with schools to safeguard the existing supply of school places as required.
- 3.6 That there are specific pressures for placements for pupils with an Education Health and Care Plans (EHCPs) and that the Council works with local schools, trusts and the DfE to bring proposals forward to increase capacity and improve provision where necessary. The High Needs Funding and Estates Review will be a key route for identifying opportunities to bring forward additional capacity.
- 3.7 That discussions be undertaken with schools, multi academy trusts and the DfE, as outlined in this report, to ensure a sufficient supply of mainstream school places in the Borough, including through expansions and opening new schools.
- 3.8 That whilst there has been progress in the delivery of both Harris Kent House and Redwood Academy free schools that there remains a potential delay to both projects and that it is recommended that the Council engages in conversation with both trusts to ensure that there are sufficient school places available until each school opens.
- 3.9 That the Council should actively seek to increase the capacity of in-Borough specialist provision.
- 3.10 Where expansion is agreed, to implement through the education capital programme (subject to the availability of funds).
- 3.11 That officers continue dialogue with the DfE on amending the primary and secondary planning areas.

4 Purpose of plan

The Council's School Places Plan 2023-27 is a 4-year rolling annual strategy that sets out how the Council intends to ensure that there are enough high-quality accessible school places locally. Fundamental to this aim is that as far as is practicable, children and young people should be able to access an education place that meets their needs within their own community.

Whilst most of Bromley schools are academies, the Council retains responsibility for ensuring that there are sufficient school places to meet need.

The plan provides analysis of historic data and demographics and includes details of the projected future need for school places. The information contained within this document provides the basis for the Council, schools and academies and other agencies to work in partnership to plan future provision. It also provides parents with an understanding of how the Council intends to ensure sufficient education provision in the future.

Statutory context

The Education Act 1996 makes local authorities responsible for securing sufficient school places for children of compulsory school age in their local area and that provision should be diverse and increase opportunities for parental choice.

The Children and Families Act 2014 places statutory responsibilities on the Council for supporting children and young people with special education needs (SEN) and disabilities to ensure that there are good places for all pupils.

The Local Authority can influence the supply of schools by expanding existing schools. Since the 2011 Education Act local authorities are no longer able to open new maintained schools and all new schools must be secured via the Free School route.

Central Government Policy

In last year's plan we provided details of the Government's proposals for Education as set out within their Schools White Paper and SEN Green Paper.

In December 2022 the Government announced that the Schools Bill would not progress in the third session of Parliament. However, it announced that parts of the Bill would proceed as part of separate legislation.

Whilst most of the aspects of the Bill relating to the powers of academies are not expected to proceed for now, the Government remains committed to seeing the continued transition to a fully academised school system by 2030. The establishment of a register of children not in school and greater powers to tackle illegal schools are expected to be prioritised.

Following the SEN Green Paper and resulting consultation last year the Government responded in the form of its *Special Educational Needs and Disabilities (SEND) and*

Alternative Provision (AP) Improvement Plan Right Support, Right Place, Right Time published in March 2023. The document reiterates the Government's intentions to move toward a national system for SEN and Alternative Provision with core standards.

2023 also sees SEN capacity included for the first time within the local authority annual school capacity return to central government. This could be significant as it may result in a change over time whereby capital funds to support SEN provision are no longer based solely on the local SEN cohort, but also in part on the capacity of existing provision for children with SEN within each local area. It is unclear at this point who would be the winners and losers from this change.

Note on data.

Please note that where new information is available the relevant sections of this plan have been updated. However, as this plan is being produced earlier this year some datasets, such as the DfE Spring 2023 School Census and 2023 SEN2 Census and derived DfE publications, are not yet available. Where this is the case, the information presented will be the same as in last year's plan.

However, wherever possible this plan has been updated using the Autumn (October) 2022 school census.

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5 Bromley context

Bromley is a diverse London borough that combines urban and town centre environments, suburbs and small rural communities on the edge of London bordering the counties of Surrey and Kent and 6 other London boroughs. There are significant cross borough movements for school places, particularly at secondary age, with Bromley being a net importer of pupils for mainstream provision.

Bromley has also been a pioneer in terms of school organisation, with 94% of local schools being academies, which atypically aligns Bromley to the Government's aspiration that all schools become academies. This influences the way the Council works with schools, academy trusts, partner organisations and Government agencies. As the Council does not control most of its schools to deliver change it seeks to maintain and improve its relationships with partner agencies on a systems leadership basis.

Primary

Since 2010 there has been a significant increase in primary school rolls in Bromley. There are now 4,233 more pupils in local primary schools than there were in 2010, an increase of 18%. Over this period Reception Year rolls have increased from 3,442 to 3,851, with a peak of 4,051 in January 2021. Key growth areas have been Crystal Palace, Penge and Anerley, Beckenham, Central Bromley and Cray Valley. As autumn 2022 there are 27,216 pupils in Bromley primary schools.

During this period the Council has provided 2,625 primary places through permanent expansion of existing schools and a further 1,890 places by working with the Department for Education through its free school programme. This has delivered 4 new schools: Harris Primary Academy Beckenham, Harris Primary Academy Shortlands, La Fontaine Academy and Langley Park Primary.

Primary school rolls are currently projected to fall steadily over the next decade, according to the GLA School Roll Projections. This trend would appear to be echoed by live birth and GP registration data that indicates a potential reduction in need. Migration has also been historically a significant factor in the need for school places, however the long-term implications of recent changes, such as Covid that saw a 6% decrease in school admissions for September 2021 entry, remain to be seen. However, between January 2022 and October 2022 which takes into account the 2022 Reception Year intake, reception rolls have remained static with a slight decrease of 57 pupils across all years.

Boroughs in other parts of London have had to initiate significant programmes of school capacity reductions, with wide reaching implications. To a certain extent the need for school places is cyclical and there are significant issues with adding capacity back into the system when needed after capacity is physically reduced. This is particularly the case in Bromley which has been a leader in academisation, but where the Council no longer controls the organisation of most of its schools.

Data set out later in this report illustrates that Bromley has seen lower levels of reduction in the need for primary school places than other parts of London. Data

from recent years suggests that going forward changes in the need for primary places are likely to be influenced more by local than Borough-wide trends.

Secondary

Since 2016 the corresponding increase in the need for primary school places has begun to be reflected in the need for secondary school places. There are now 2,839 more pupils in Bromley secondary schools than there were in 2016, an increase of 13%. Over this same period Year 7 rolls have increased from 3,463 in 2016 to 3,936 in October 2022, an increase of 14%.

Most secondary schools in the borough have seen an increase in the need for places and are operating at capacity, with the most acute need in north-west Bromley, where the Council has had to make offers to out-of-Borough schools on national offer day. Conversely, secondary schools in Cray Valley have surplus capacity, but are not generally a 'reasonable offer' for children living in Penge, Anerley or Crystal Palace due to travel times and distances.

During this period the Council has provided an additional 300 permanent secondary places through the expansion of Bishop Justus School whilst a further 2,580 places were provided in working with the Department for Education to open Eden Park High School and Bullers Wood School for Boys through its free school programme.

Special Education Needs

Since 2020 Bromley has experienced a growth of 44% in the number children and young people aged 0-25 with an Education Health and Care Plan. This additional need presents the Council with significant challenges, both in terms of effectively meeting the needs of children and finding suitable placements whilst managing the associated costs of provision, support and transport.

Over the past 10 years the Council has significantly expanded its existing provision, increasing the number of special school places by 89% and primary resource provision places by 51%, whilst also seeking to support children and young people with an EHCP in mainstream classes where appropriate.

The three most significant type of need for children with an EHCP in Bromley are Speech, Language and Communication Needs (SLCN), Autistic Spectrum Disorder (ASD) and Social, Emotional and Mental Health Needs (SEMH).

The Council wherever possible seeks to support children locally. However, one of the major challenges for the Council is how to reduce the number of pupils going to the costly independent sector because their needs cannot be met locally either due to their complexity or following the outcome of a tribunal. Currently there are 229 pupils with an Education Health and Care Plan in independent special schools and 65 in independent maintained schools.

Bromley has an approved special free school and multi-agency centre of excellence for Autism, Redwood Academy that forms a core part of its strategy to meet the need

for specialist placements in future years. A sponsor has been appointed and the Department for Education is currently undertaking a feasibility on the scheme.

The Council currently working with Oaklands Primary School and The Highway Primary School to investigate opening an additional resources provision (ARP) at each school.

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6 Background - Borough wide summary

School Organisation

Bromley has 102 schools including 2 free schools in the pre-opening stage. This is made up of 20 secondary schools, 76 primary schools, 5 special schools and an alternative provision academy.

Except for the secondary sector, Bromley's schools are mixed gender. In the secondary sector half of Bromley schools are single sex, with 5 boys and 5 girls schools. These provide places for 54% of the secondary school population.

18 of Bromley's schools have a religious denomination, with 12% of the borough's school population being in a Church of England (9%) or Roman Catholic (3%) school. There are 2 Church of England Secondary Schools, but no in-borough Catholic secondary provision. The borough has two grammar schools, St Olave's (boys) and Newstead Wood (girls).

Bromley has a highly academised school systems with 96 academies, including 2 in the pre-opening stage. The academy environment has changed in recent years, in line with government policy, from a system dominated by single academy trusts, to one characterised by larger multi-academy trusts, many locally grown. Many of these trusts now operate schools in other boroughs. However, the information in this report solely concentrates on schools in Bromley.

The section below details the organisation of schools based on pupil numbers in the Autumn 2022 School Census. The table below details the make-up of the Bromley's school population by trust and/or type of school. The trusts with the largest number of pupils at their schools in Bromley are Impact (8,086), Education for the 21st Century (5,030) and Harris Federation (4,941). 6,035 pupils are currently taught in single academy trusts and 2,791 in maintained schools.

Figure 6.1: Pupils in Bromley Schools by School Organisation

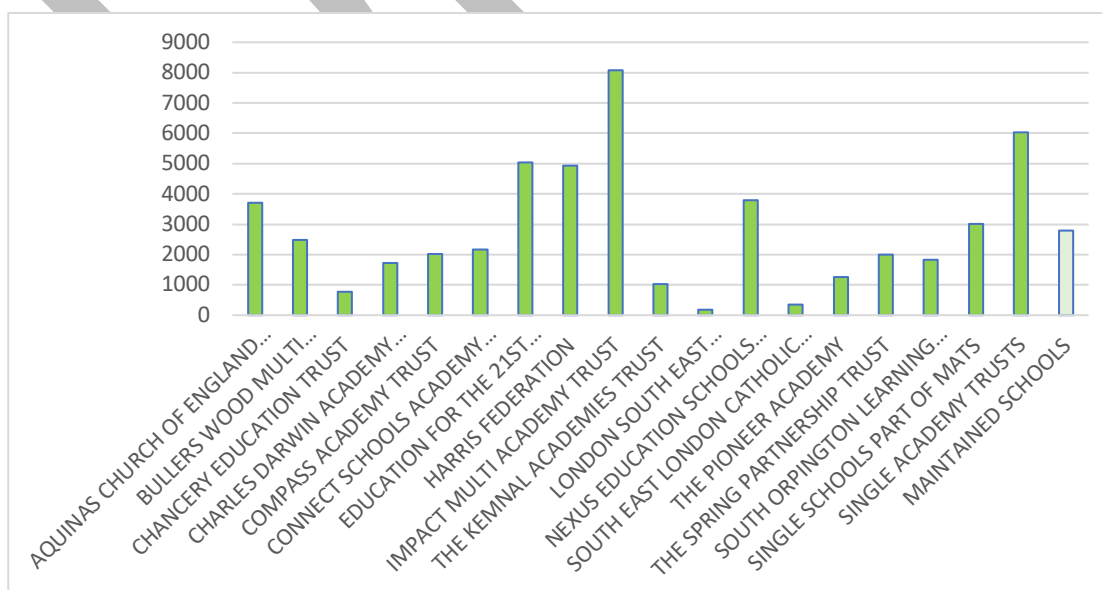
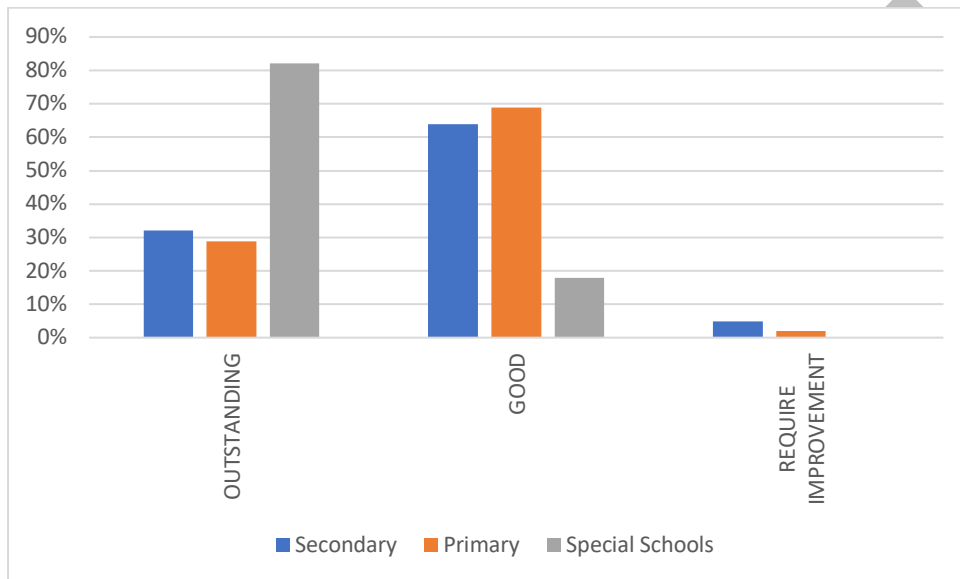


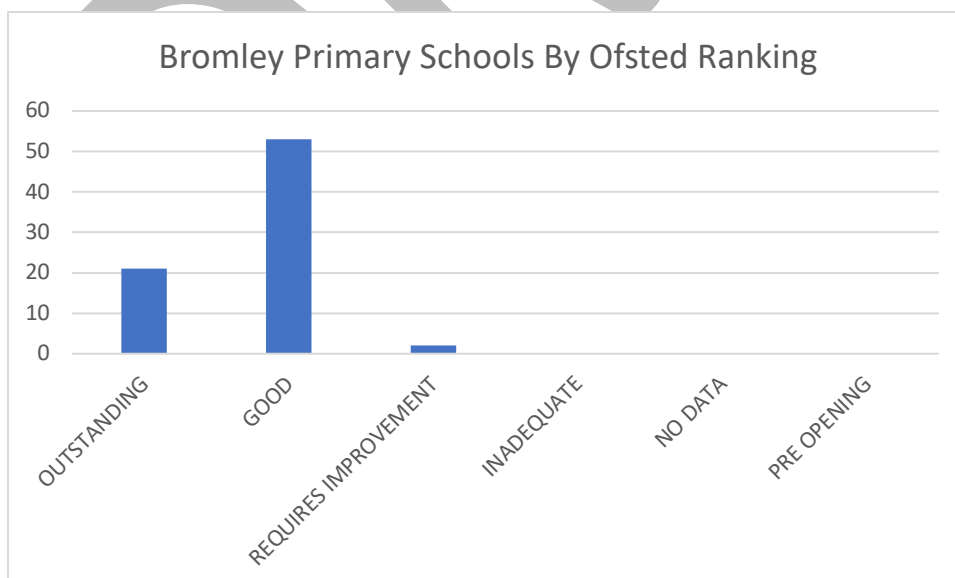
Table 6.2 below provides details of the percentage of Bromley pupils in Ofsted ranked schools, by type of schools. 82% of pupils in special schools in Bromley are educated in a school ranked outstanding, compared with 32% of secondary pupils and 29% of primary pupils. 5% of secondary pupils and 2% of primary pupils are taught in schools assessed as Requires Improvement. No schools are currently ranked as Inadequate.

Figure 6.2: Percentage of Pupils in Bromley Primary, Secondary and Special Schools by Ofsted Ranking



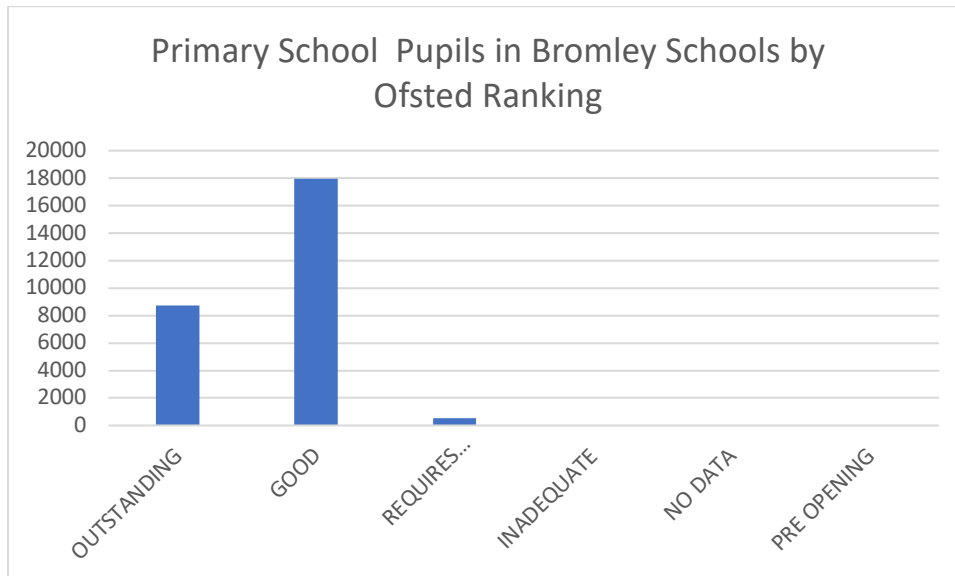
21 of Bromley's primary schools are ranked as Outstanding, 53 Good and 2 as Requires Improvement.

Figure 6.3: Bromley Primary Schools by Ofsted Ranking



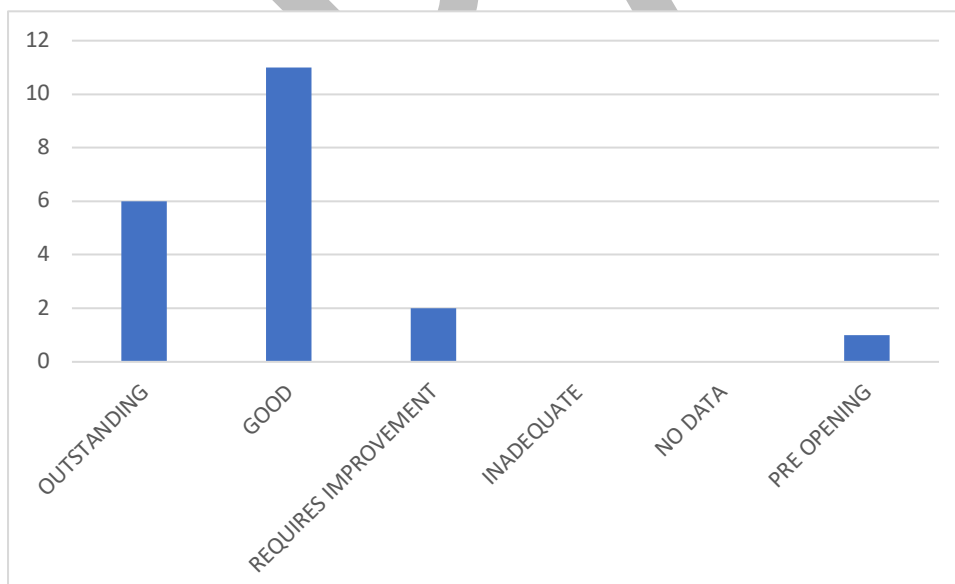
8,709 of Bromley’s primary school pupils are taught in Outstanding primary schools, 17,961 in schools ranked Good and 546 in schools assessed by Ofsted as Requires Improvement.

Figure 6:4 Primary School Pupils in Bromley Schools by Ofsted Ranking



6 of Bromley secondary schools are rated as Outstanding, 11 Good and 2 Requires Improvement. There is a single secondary schools Harris Kent House in the pre-opening phase.

Figure 6.5: Bromley Secondary Schools by Ofsted Ranking



The table below details the number of pupils in Bromley secondary schools by Ofsted rating. 7,928 pupils attend an Outstanding school, 16,200 attend schools rated Good and 1,220 schools rated as Requires Improvement.

Figure 6.6: Secondary School Pupils in Bromley Schools by Ofsted Ranking

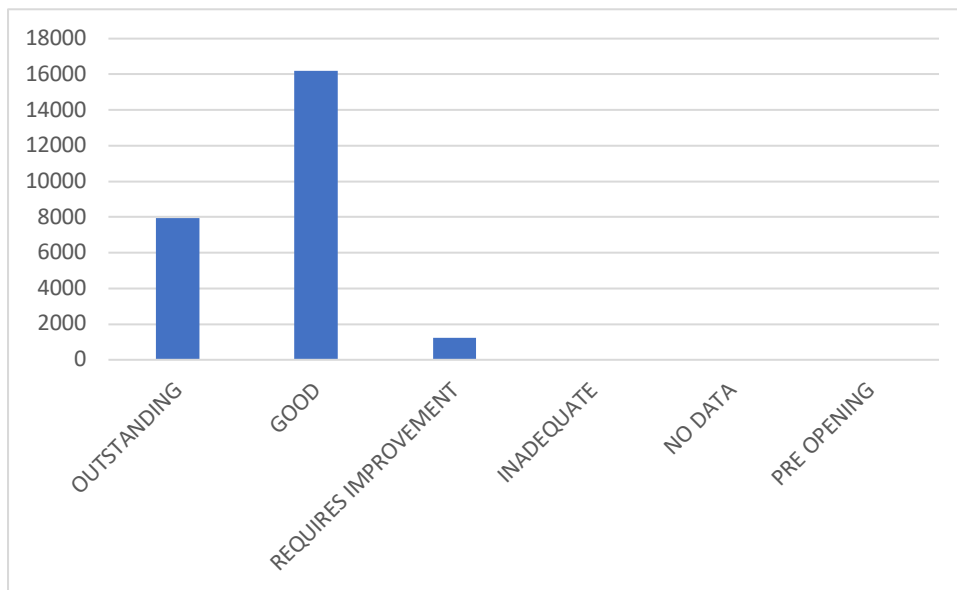
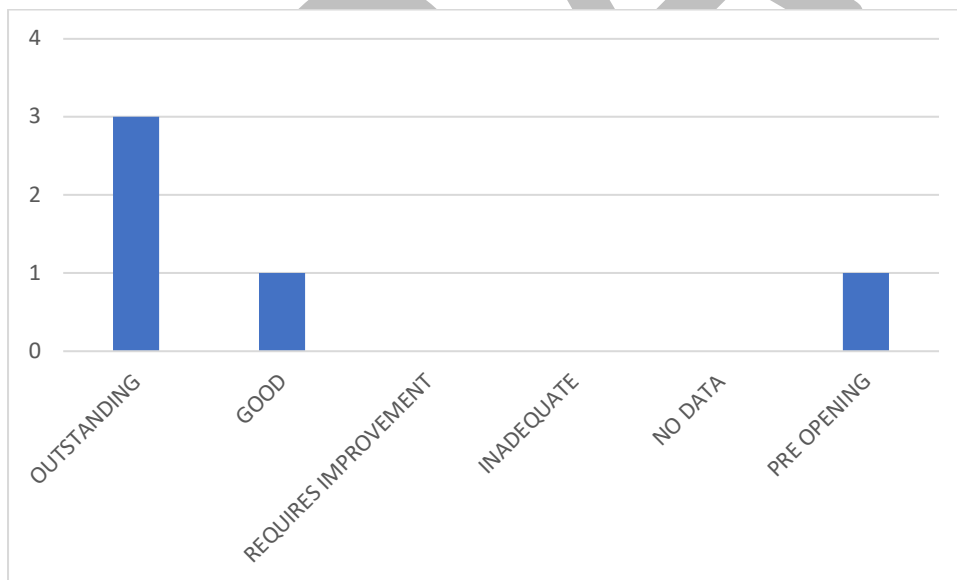


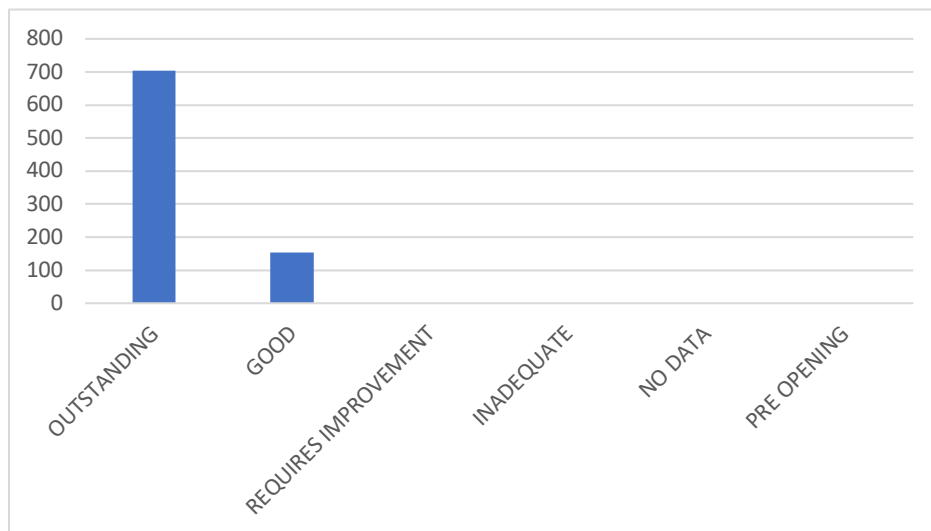
Figure 6.7 below details that 3 out of 4 of Bromley's open Special Schools are ranked as Outstanding. 1 Special School, Redwood Academy is in the pre-opening stage.

Figure 6.7: Bromley Special Schools by Ofsted Ranking



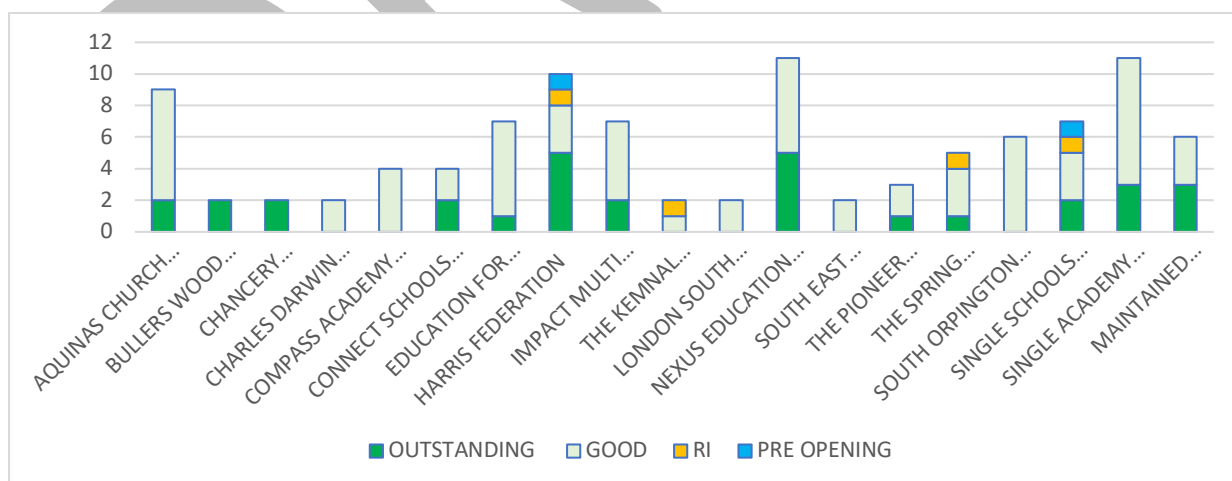
703 pupils attend special schools with an Outstanding rating.

Figure 6.8: Special School Pupils in Bromley Schools by Ofsted Ranking



The table below analyses the number of pupils in different multi-academy trusts, trusts, and schools. Harris federation has the highest number of pupils (3,366) in Ofsted raked Outstanding schools, but also has the most pupils in schools ranked as Requires Improvement (619). Impact MAT has 2,153 pupils in schools raked outstanding (2,153). Bullers Wood, Connect Schools, Nexus each have more than 1,000 pupils in Outstanding Bromley schools. Over 50% of pupils in Bromley’s maintained schools, attend schools rated as Outstanding.

Figure 6.9: Pupils in Bromley Schools by Trust and Ofsted Ranking



Planning Area 5 has the most schools (14) with the joint highest number (6) being ranked as Outstanding, equal to Planning Area 3. All of Bromley’s Requires Improvement Schools are in Planning Areas 7 & 8.

Figure 6.10: Number of Schools in Planning Areas by Ofsted Ranking

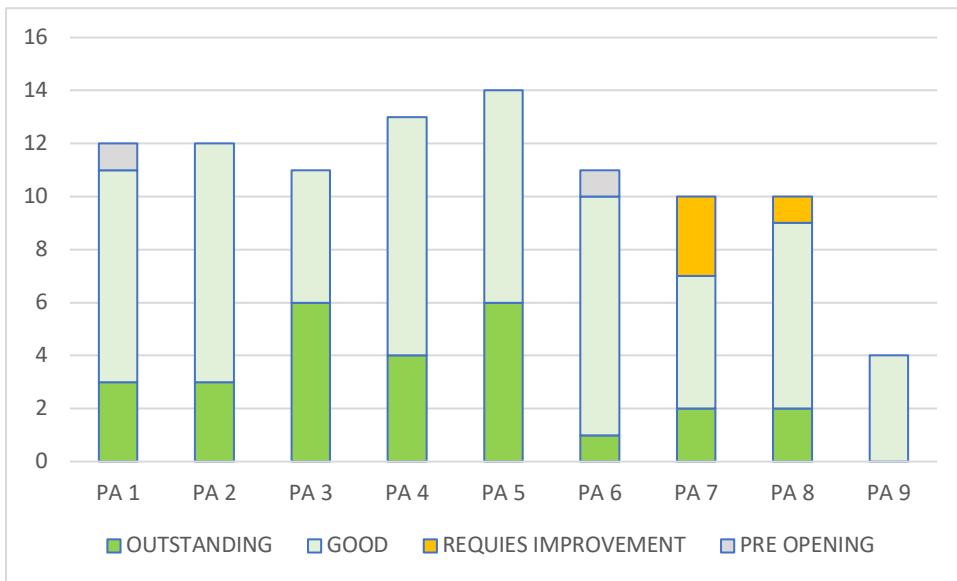
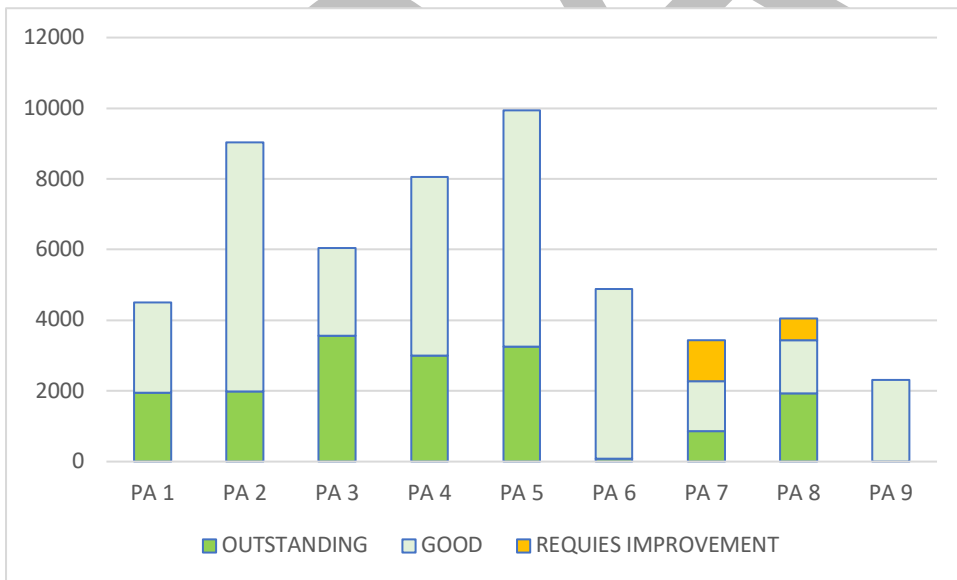


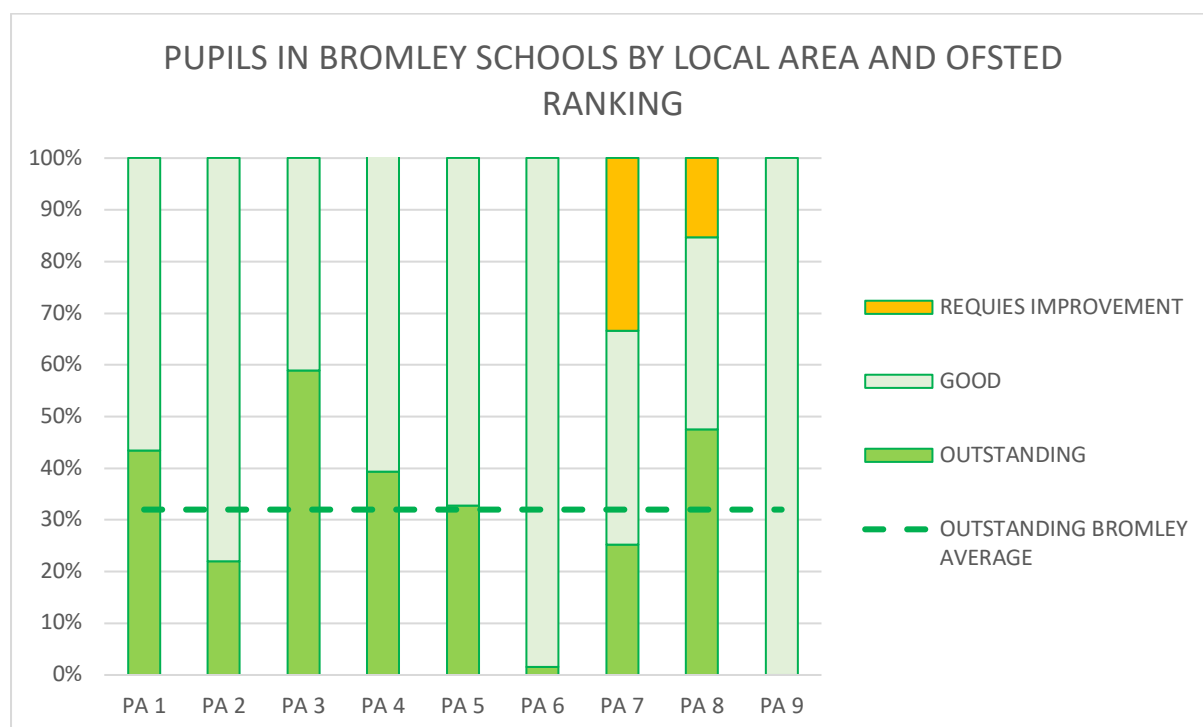
Figure 6.11 details number of pupils in each planning area by Ofsted ranking. Planning Area 3 has the most pupils in Outstanding Schools (3,467) closely followed by Planning Area 5 (3,261). 1,147 pupils in Planning Area 7 and 619 in Planning Area 8 were in schools rated as Requires Improvement.

Figure 6.11: Number of pupils in Planning Areas by Ofsted Ranking



The table below analyses each Planning Area by the number of pupils in each Ofsted Ranking. Pupils in Planning Area 3 are most likely to be in a school ranked Outstanding (59%), whilst a third of pupils in Planning Area 7 attend a school ranked as Requires Improvement. Planning Areas 1, 3, 4, 5 and 8 all have more pupils in schools ranked outstanding than the Bromley average of 32%.

Figure 6.12: Percentage of pupils in Ofsted Ranked Schools by Planning Area

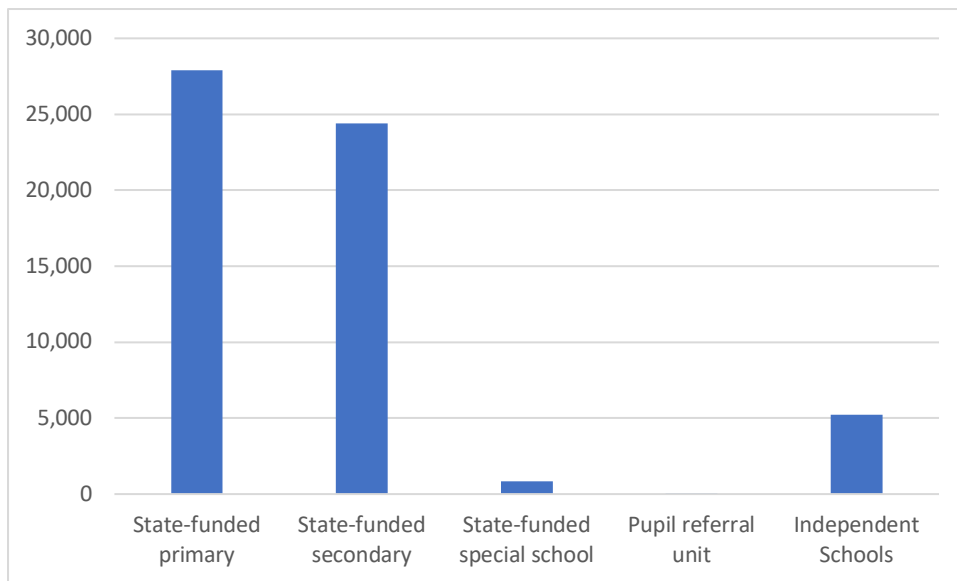


DfE School Census Analysis

This section focusses on analysis of the DfE school census.

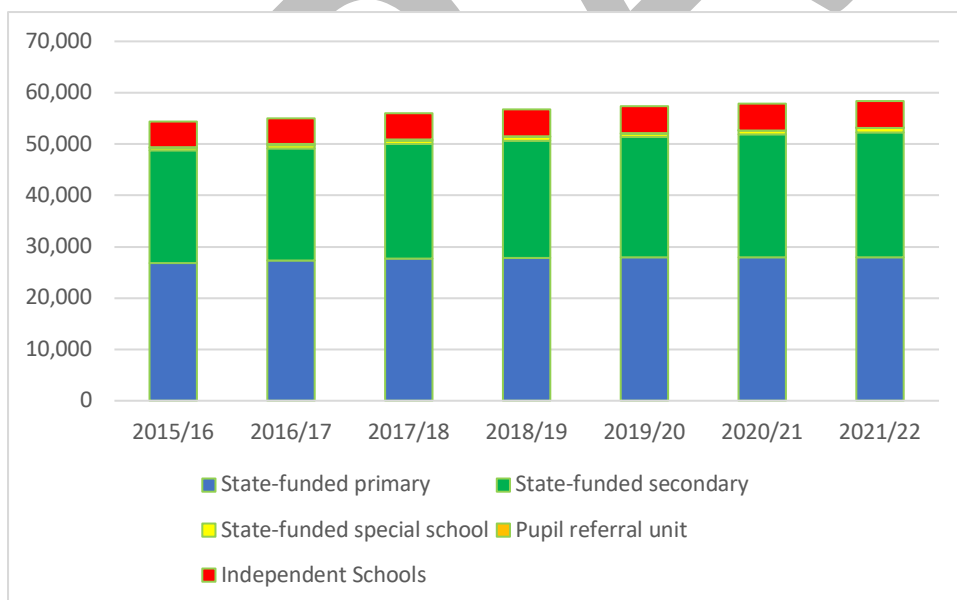
The table below provides analysis of the types of schools in Bromley. Primary Schools make up the largest type of school by pupil population with 27,907 pupils on roll, followed by secondary schools with 24,395 and independent schools with 5,277 pupils.

Figure 6.13: Comparative types of Bromley schools by pupil numbers – January 2022



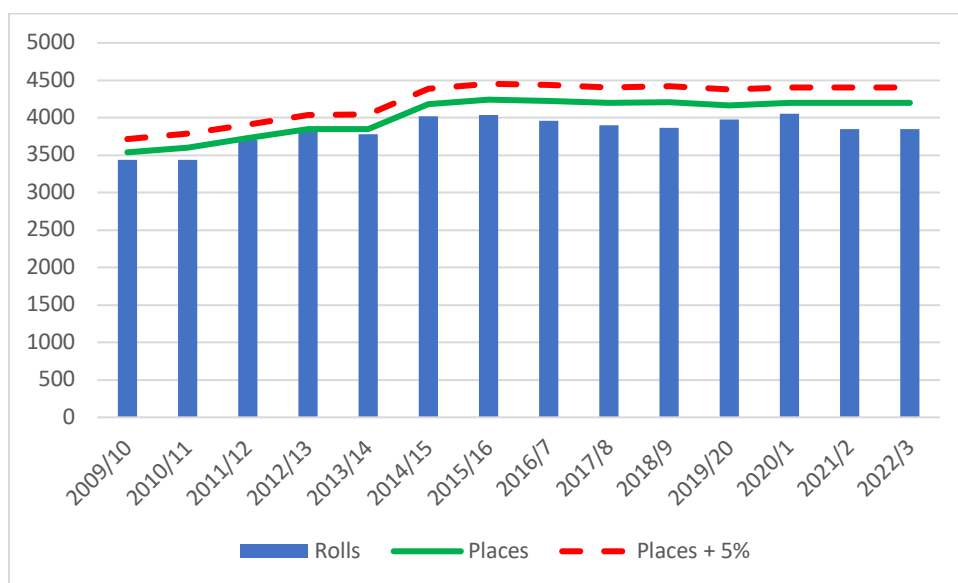
The number of pupils in all types of schools in Bromley has increased from 54,398 in January 2016 to 58,419 in January 2022, an increase of 7.4%. Over this period the primary school population has grown by 4%, secondary population by 11% and independent schools by 4%.

Figure 6.14: Change in Bromley school population by type of school 2015-2022



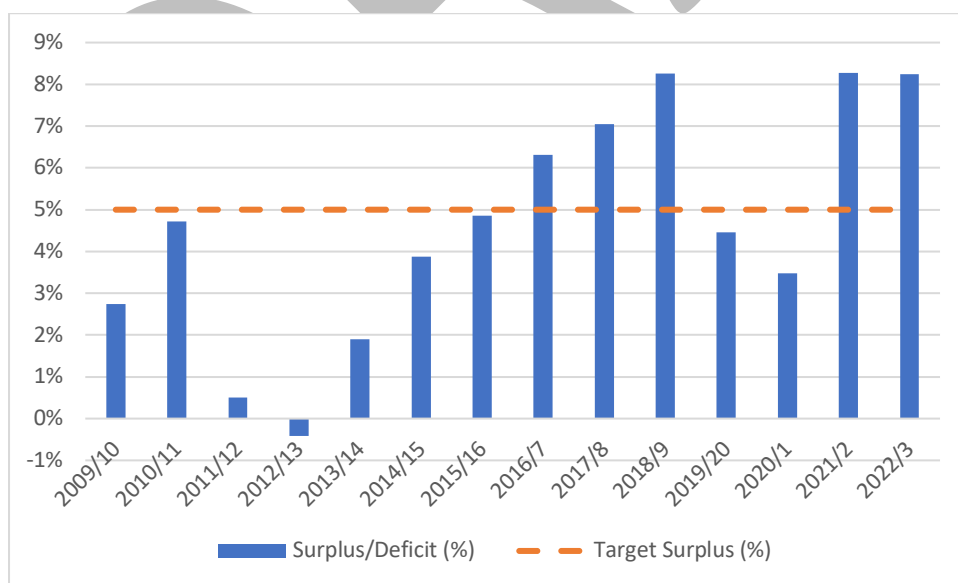
The table below details the number of Reception Year pupils on roll at Bromley primary schools between 2009/10 and 2022/23. Reception numbers grew between 2009/10 and 2014/15 to reach a first peak of 4,036, then after a small dip to 2018/19 rolls peaked again at 4,051. In October 2022 Reception rolls were 3,851, one up from 3,850 in January 2022.

Figure 6.15: Bromley primary school reception year rolls and capacity 2010-23



The Council has a policy to plan for 5% surplus Reception places, to act as a contingency for shifts in need and to support choice, part of the Council’s statutory sufficiency duty. For 9 of the past 14 years the surplus has been below 5%, and for 5 years, including the January and October 2022 census, the surplus has exceeded 5%. The surplus is currently 8% boroughwide, but fluctuates between planning areas. More details on the position in each planning area can be found in Section 9 of this report.

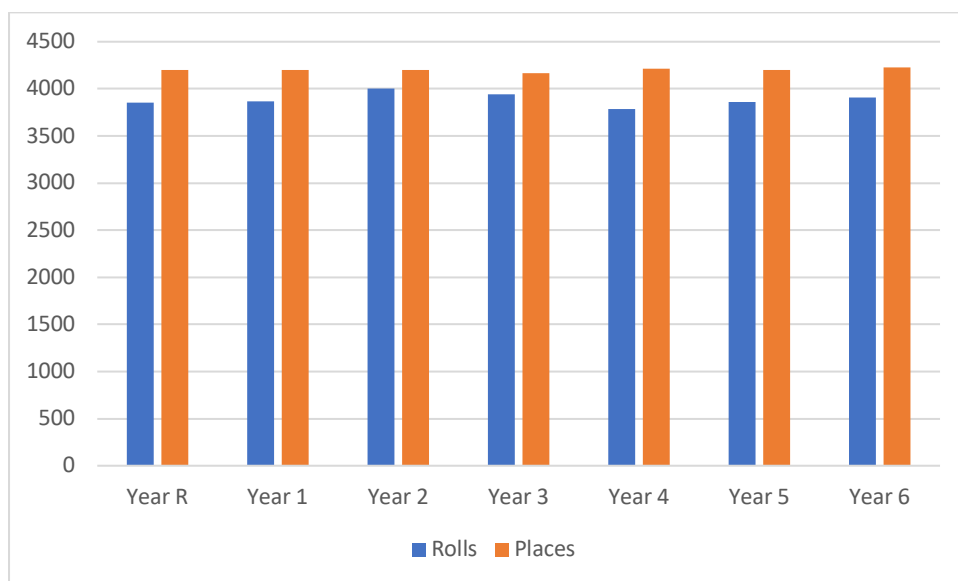
Figure 6.16: Percentage of surplus places in Reception year 2010-23



The table below compares primary school rolls and capacities for each national curriculum year at the October 2022 census. In each year there are more places

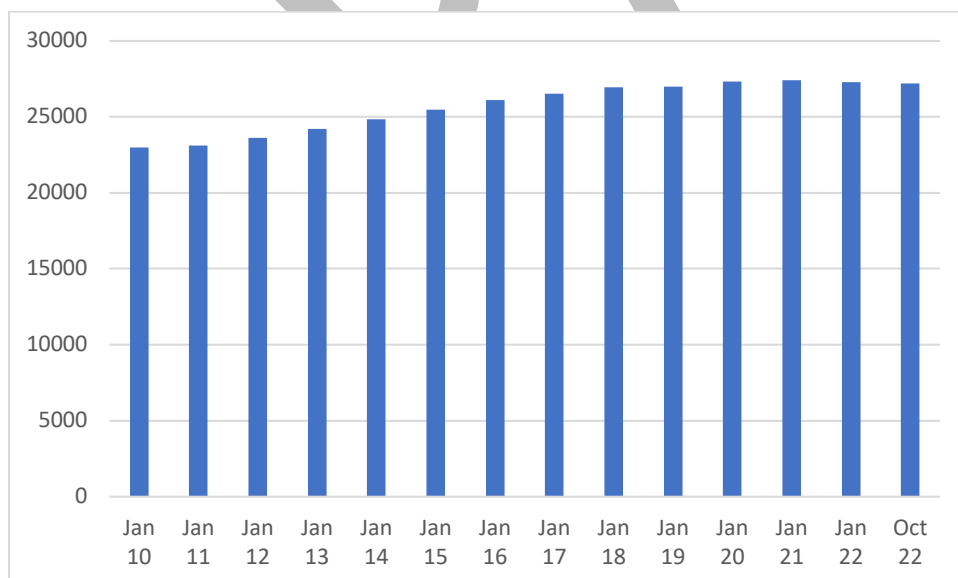
than pupils on role. The surplus ranges from 5% in Year 2 and Year 3 to 10% in Year 4.

Figure 6.17 Primary school population by year group Autumn 2022



The population across all primary years has increased from 22,983 to a peak of 27,421 in January 2021 and has since reduced slightly (by less than 1%) to 27,216 in October 2022. Overall, in October 2022 there are over 18% more pupils in Bromley primary schools than there were in January 2020.

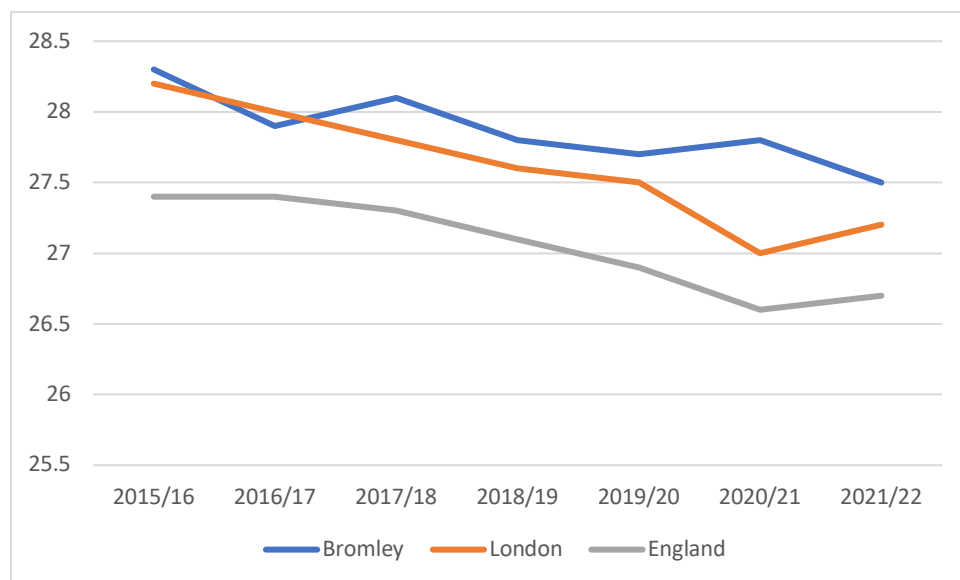
Figure 6.18: Change in primary school rolls Bromley 2016-22



The next two tables provide details of Key Stage 1 & 2 class sizes in Bromley compared to London and nationwide averages. Although Key Stage 1 class sizes have fallen in all areas, class sizes are currently higher in Bromley than both London and nationwide comparators.

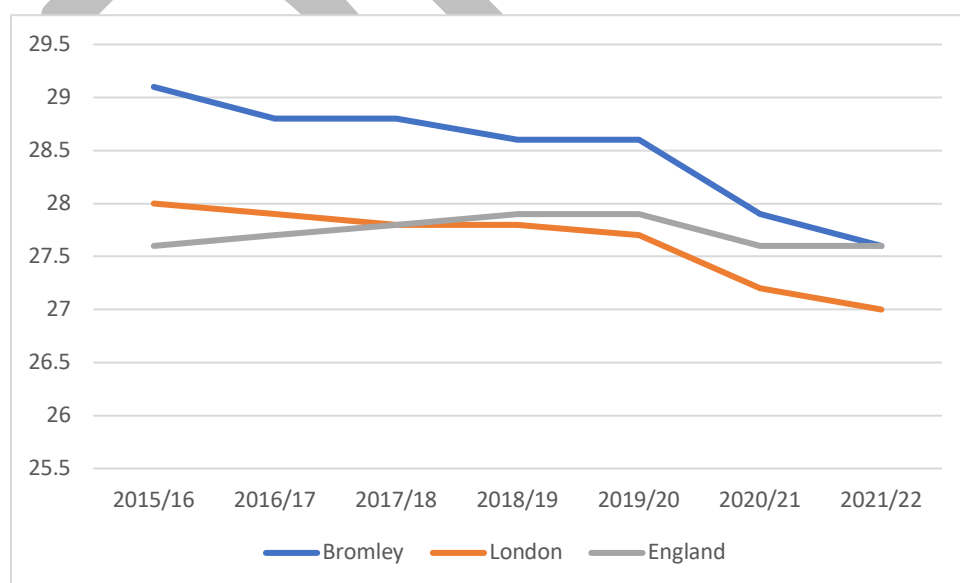
It should be noted that falling class sizes is not necessarily an indication of reducing rolls, it can also be a result, in part, of increases in capacity resulting from bulge classes, school expansion and the opening of new schools.

Figure 6.19: Comparative Key Stage 1 Class Sizes 2015-22



Key Stage 2 class sizes tend to be larger due to the lack of class size legislation applicable to Key Stage 1 where class sizes are restricted to 30 pupils. In 2015/16 the number of pupils in Bromley in Key Stage 2 was higher than both London and England averages. Since Bromley's Key Stage 2 average class size has dropped from over 29 pupils a class to under 28, similar to the English average.

Figure 6.20: Comparative Key Stage 2 Class Sizes 2015-22



The table below provides comparative analysis of primary school rolls in Bromley with that of London and England. Whilst primary rolls fell slightly in Bromley in 2022, across the period 2016 to 2022 Bromley's number of school rolls have held up well in comparison.

Figure 6.21: Comparative annual change in primary school rolls 2016-22

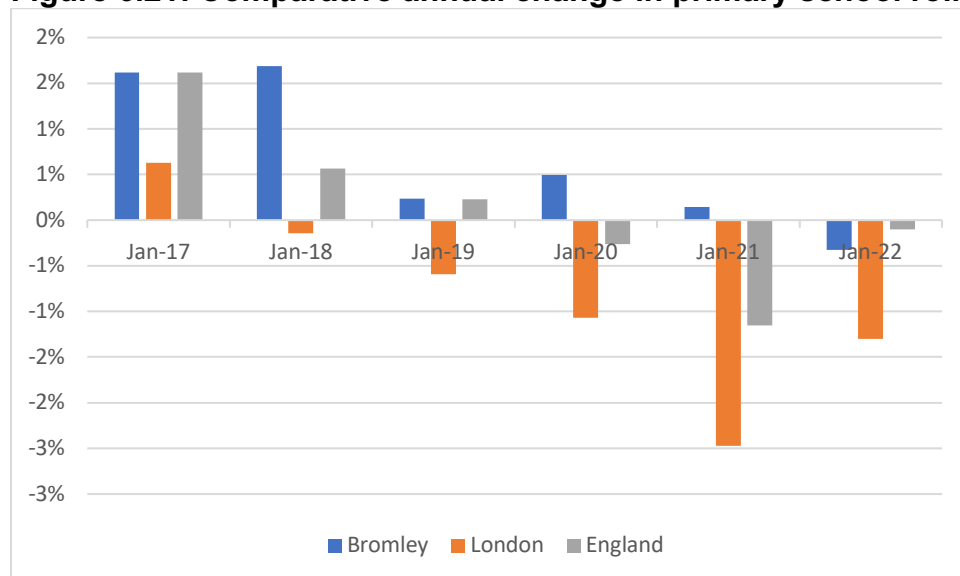


Table 6.22 below details the change in Year 7 rolls in secondary schools between January 2010 and October 2022. Rolls initially fell from 3,498 in January 2010 to 3,319 in January 2013 before increasing to a peak of 4,023 in January 2020. This is an increase of 15% on January 2010. In January 2022 Year 7 rolls were 3,937 and fell by 1 to 3936 in October 2022. This is 13% higher than in 2010.

Figure 6.22: Change in Year 7 rolls 2010-22

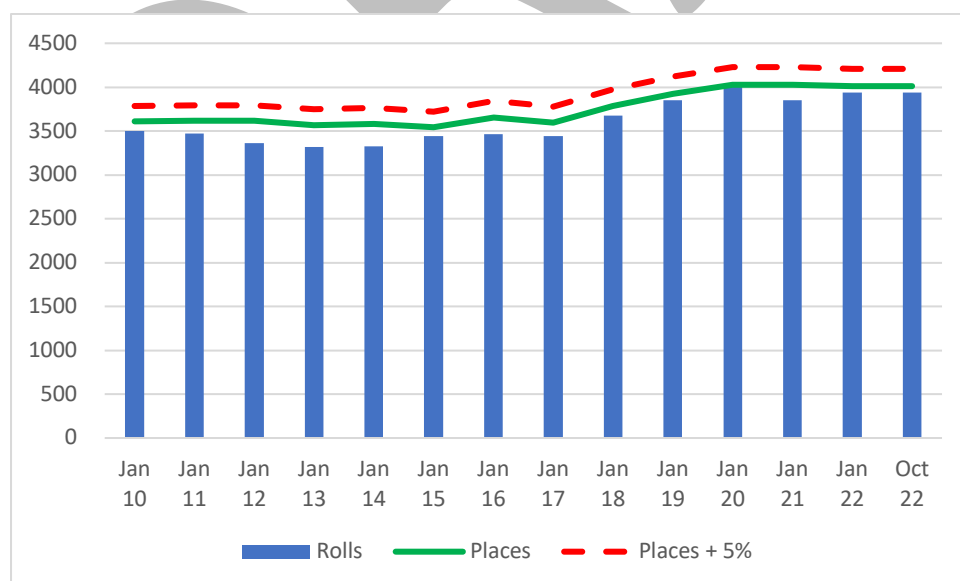
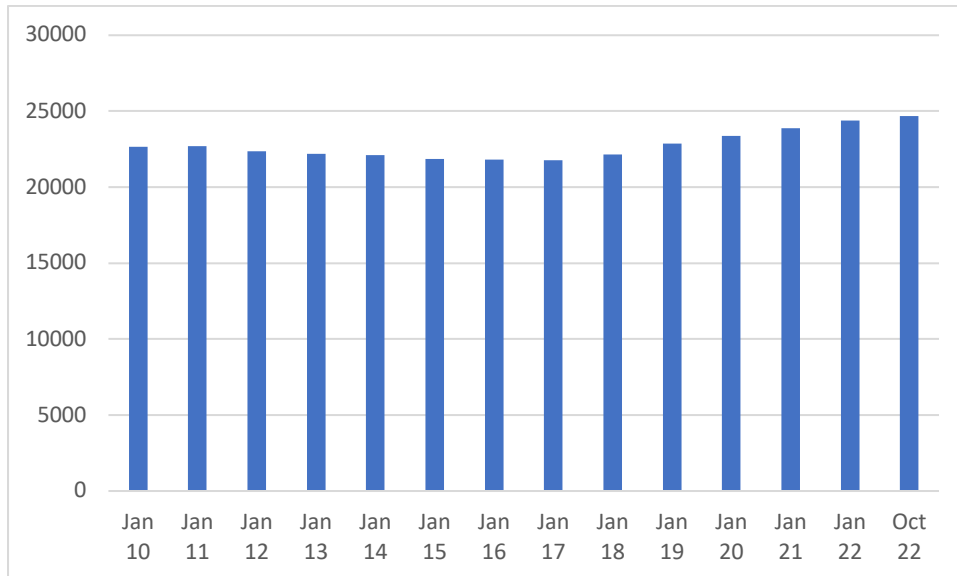


Table 6.23 below analyses the total change in secondary school rolls across all national curriculum years between January 2010 and October 2022. Rolls initially fell

from 22,648 in January 2010 to 21,774 in January 2017. Since then, secondary school rolls have risen to 24,662 in October 2022. This represents an increase of 13% on 2017 and 9% on 2010.

Figure 6.23: Change in secondary rolls Bromley 2010-22



The table below provides details of the pupil population of each secondary national curriculum year group. Year 7 at 3,936 has the most pupils compared with 3,645 in Year 11 and 2,655 in Year 13.

Figure 6.24: Secondary school rolls by national curriculum years autumn 2022

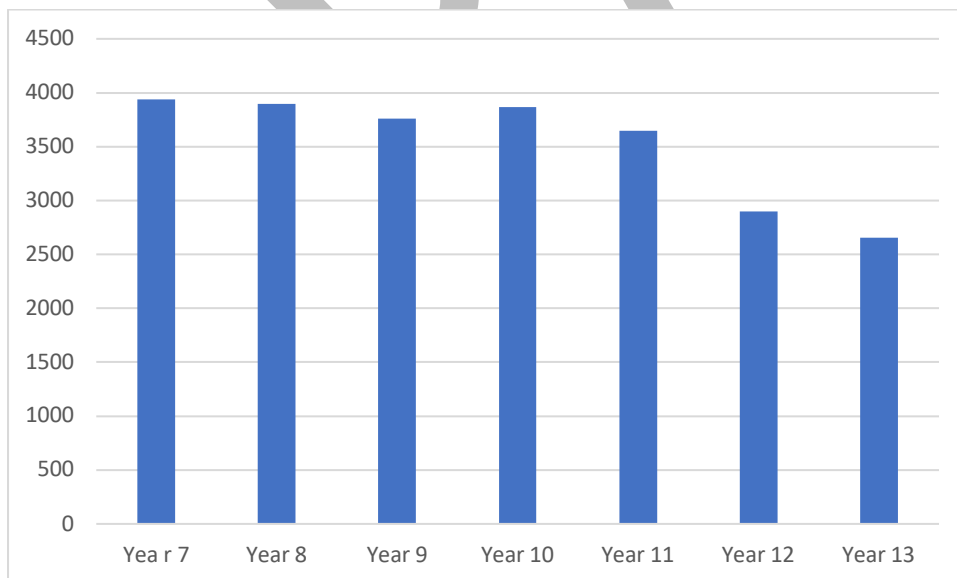
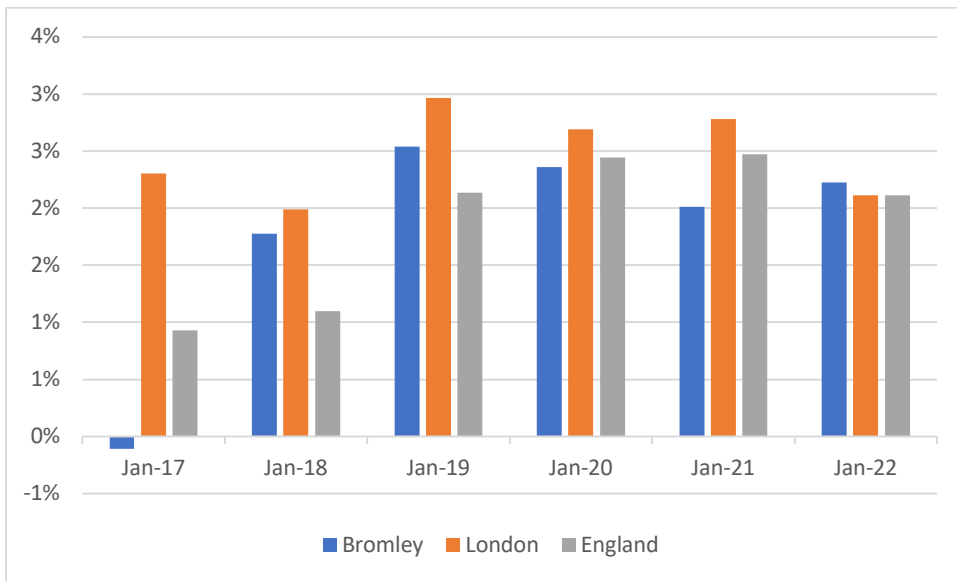


Figure 6.25 below provides comparison of the rates of growth in pupil rolls in secondary schools between Bromley, London and nationwide between January 2016 and January 2022.

Figure 6.25: Change in comparative secondary rolls – all years 2016-22

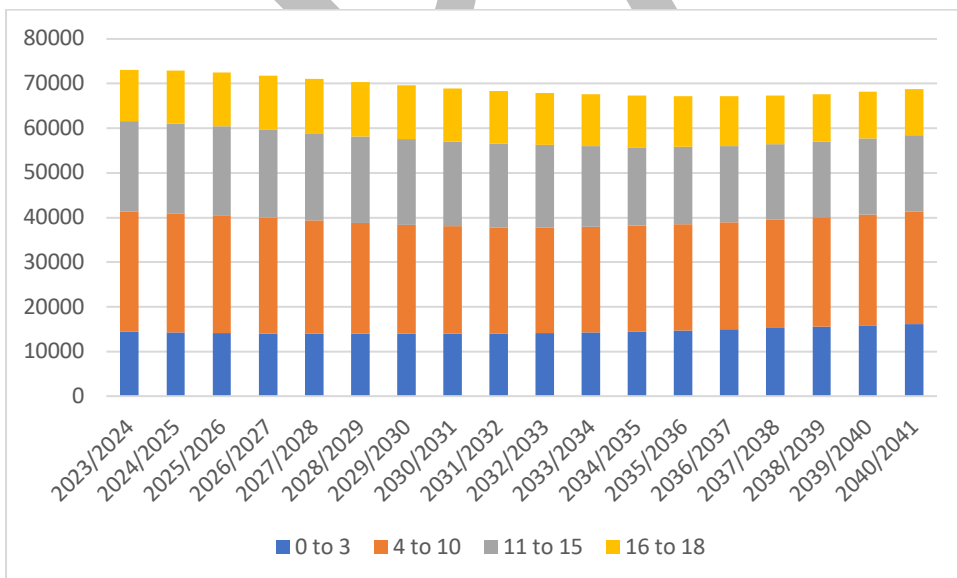


GLA School Roll Projections

This section includes analyses of the most recent GLA 2022 School Roll Projections.

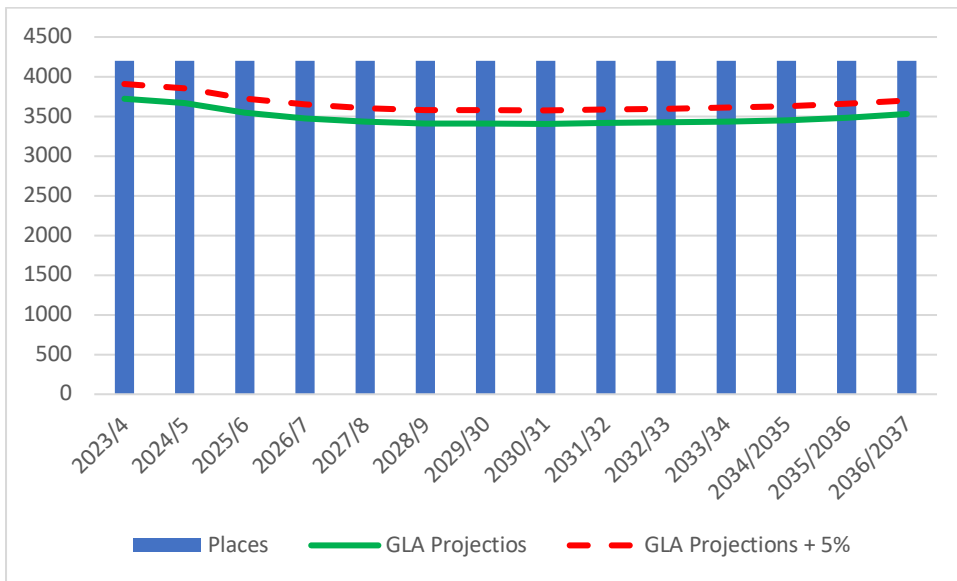
The table below sets out the 0-18 population projections from 2023/24 through to 2040/41. The population is forecast to fall from 73,119 in 2023/24 to 69,558 in 2029/30.

Figure 6.26: Population projections age 0-18: 2023/24 to 2040/41



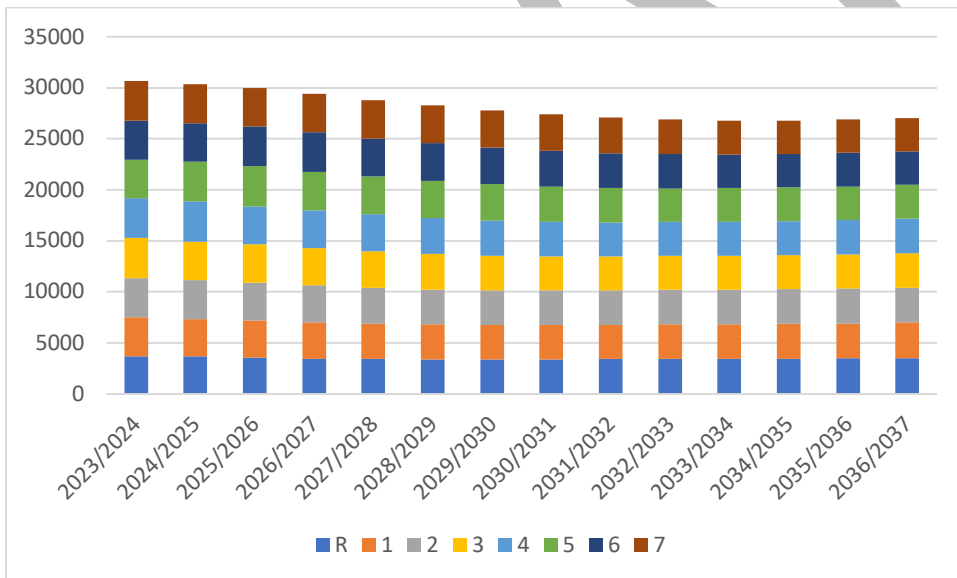
Reception Year rolls are projected to fall from 3,722 in 2023/24 to 3,408 by 2029/30, a fall of 8%, although they are forecast to increase again towards 2036/37.

Figure 6.27: Primary Reception Year Roll Projections 2023-2037



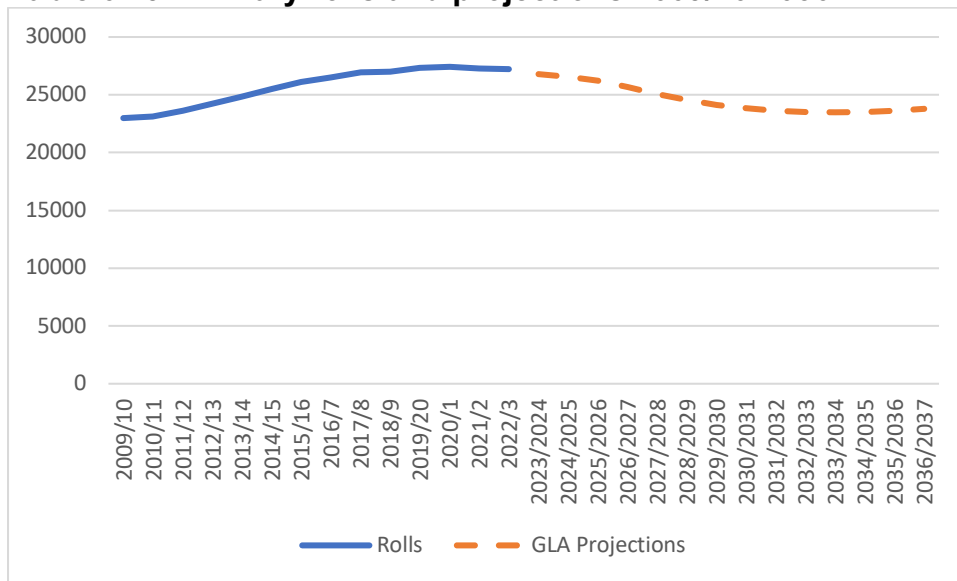
The primary school population across all national curriculum years is forecast to fall by 2,889 (9%) between 2023/24 and 2029/30.

Figure 6.28: Primary roll projections by year group



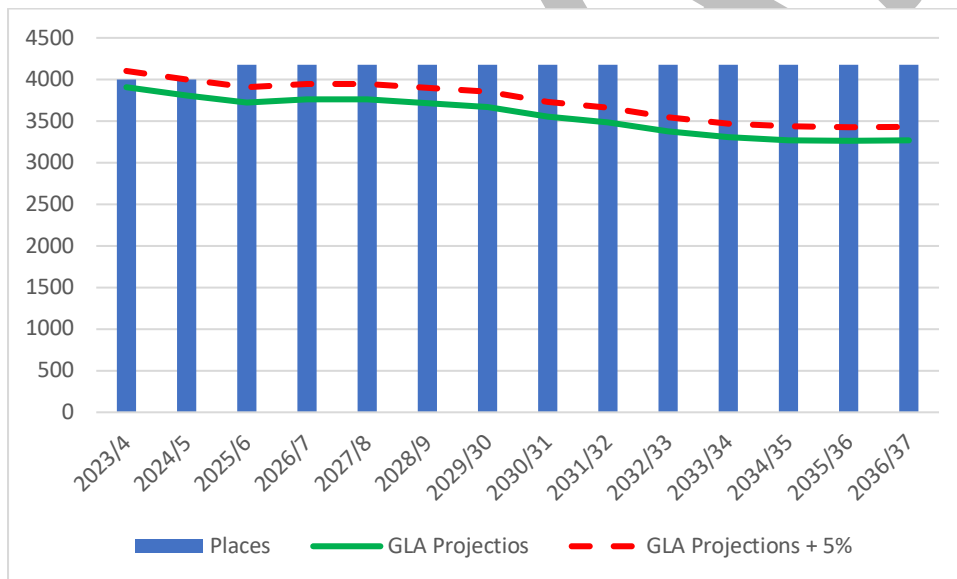
The table below shows how primary school rolls have grown from 22,983 in 2009/10 to 27,216 in 2022/23 and are forecast to fall to 23,486 in 2,033/34 before increasing to 23,790 by 2036/37.

Table 6.29: Primary rolls and projections 2009/10-2036



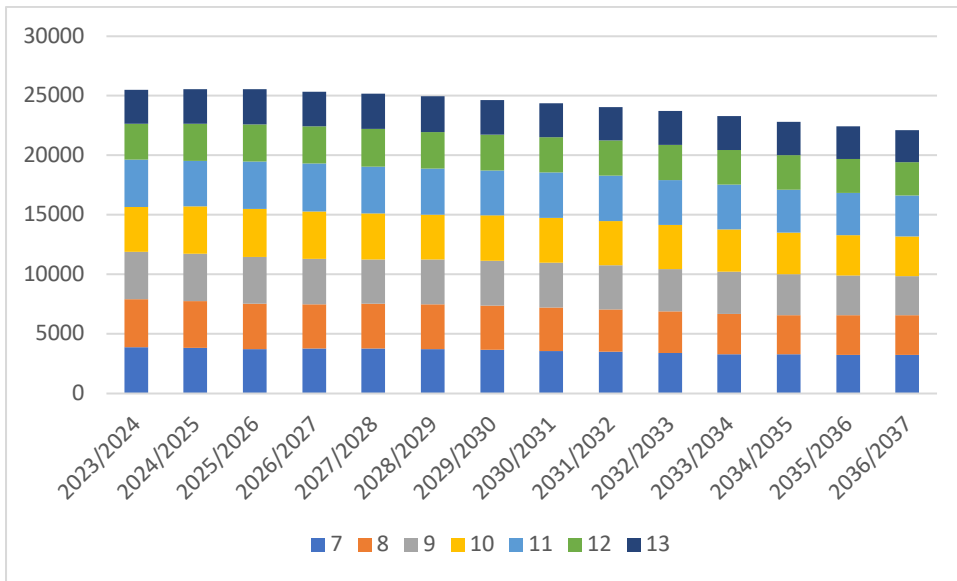
The table below provides the GLA school roll projections for Year 7 rolls from 2023/24 to 2036/37. It forecasts that rolls will fall from 3,907 in 2023/24 to 3,670 by 2029/30, a decrease of 237 (6%).

Figure 6.30: Secondary Year 7 Roll Projections 2021-2036



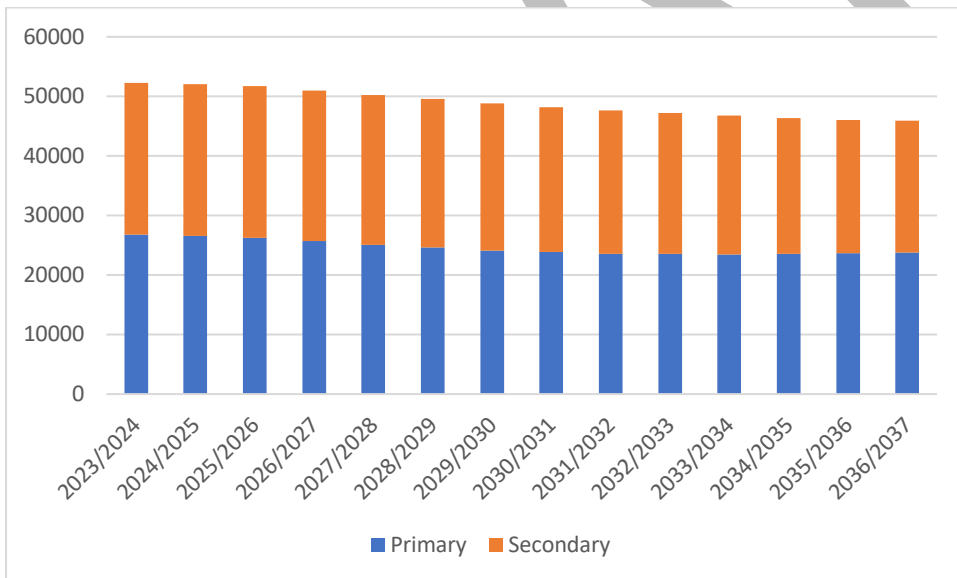
The secondary school population across all national curriculum years is forecast to fall by 823 (3%) between 2023/24 and 2029/30.

Figure 6.31: Secondary roll projections by year group



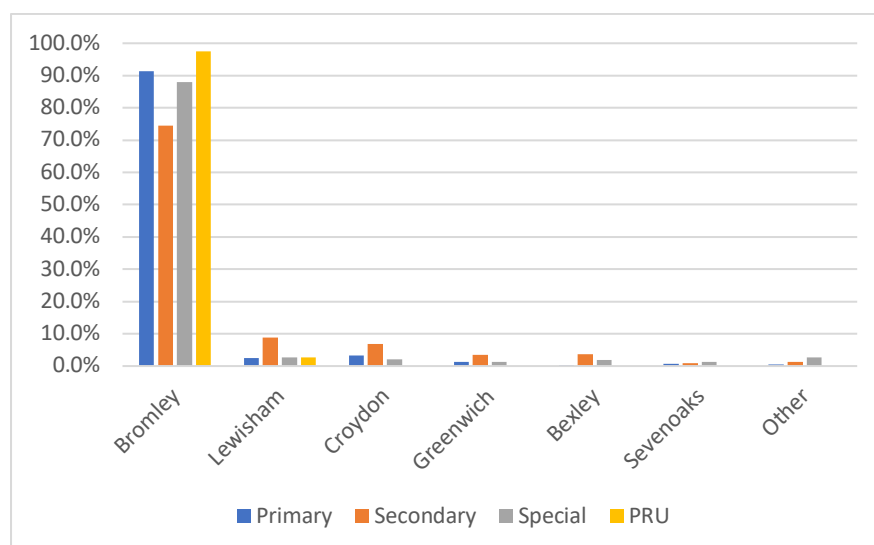
Across both primary and secondary sectors school rolls are projected to fall by 3,467 (7%) between 2023/24 and 2029/30.

Figure 6.32: Primary and Secondary School Population Projection 2023-37



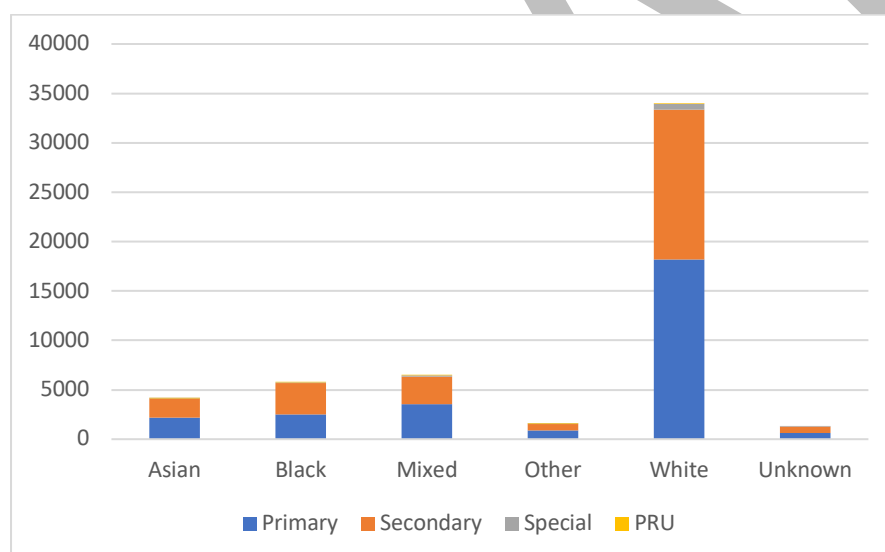
Bromley is a net importer of mainstream pupils from other boroughs. The table below provides details of school rolls by borough of residence.

Table 6.33: Pupils in Bromley Schools by borough of residence



The table below provides information about the ethnicity of pupils in state schools in Bromley. 63.8% of pupils are white and 32.6% non-white, of which mixed (12.1%) and black (10.9%) make up the largest groups.

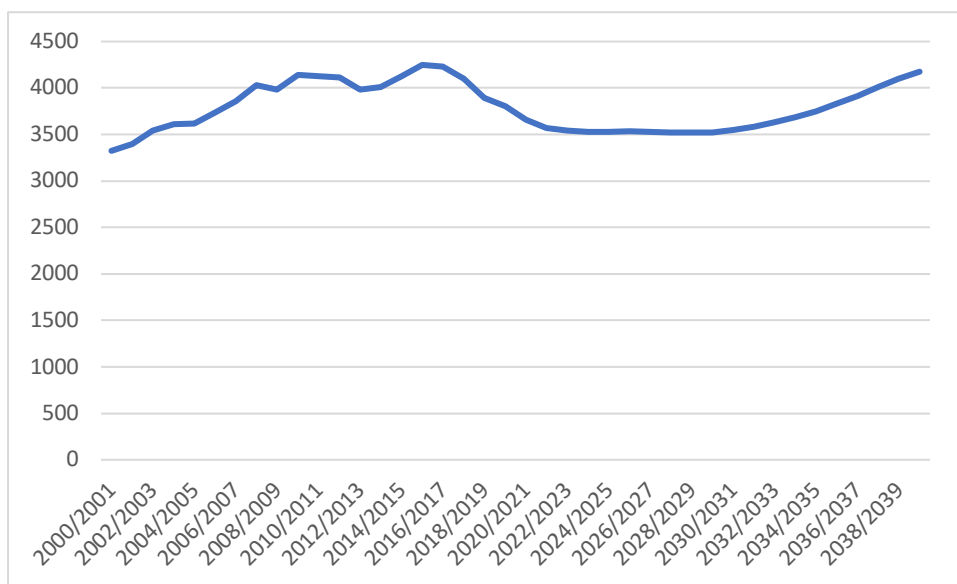
Table 6.34: School population by ethnicity January 2022



Live birth and GP registration data

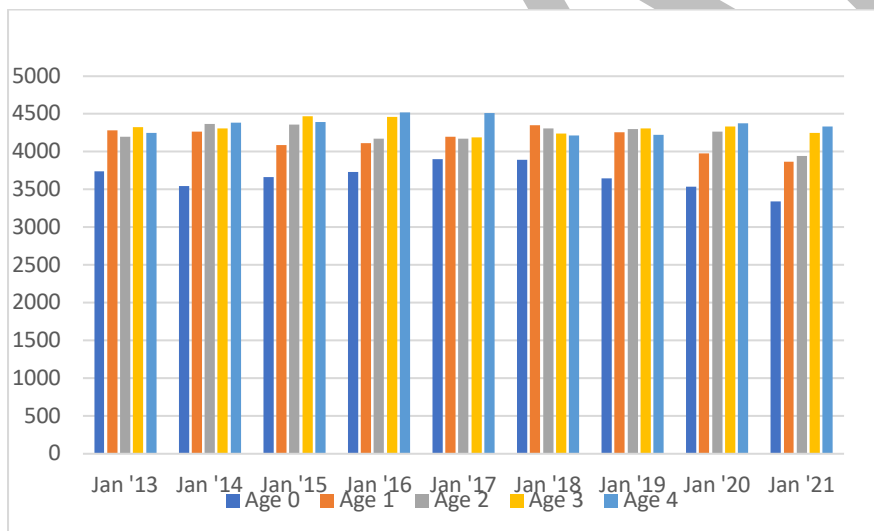
The table below provides details of live births in Bromley and projections through to 2040. It shows that after a sustained period of live births being annually over 4,000, since 2019 numbers have begun to fall and are projected to fall. However, the fall is less than projected in the GLA 2021 School Roll Projections and will not fall below 3,500 as previously projected. In 2029/30 live births are forecast to be 3,524, increasing to 4,177 by 2039/40.

Table 6.35: Live Births in Bromley 2001-40



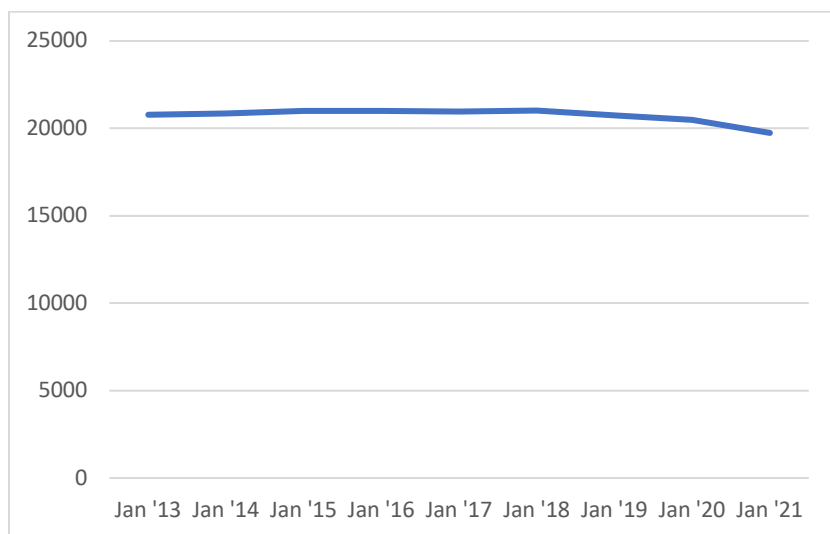
The table below sets out GP registrations by age. Similar to the live birth data above it suggests that registrations are lower than the peak in 2016 and 2017.

Table 6.36: GP Registration by age 2013-21 – Bromley



The table below shows the change in GP registration in Bromley in the 0-4 age group. GP registration grew from 20,788 in 2013 to 21,022 in 2018, but have since fallen back to 19,743.

Table 6.37: GP registrations 2012-21, 0-4 years old, Bromley

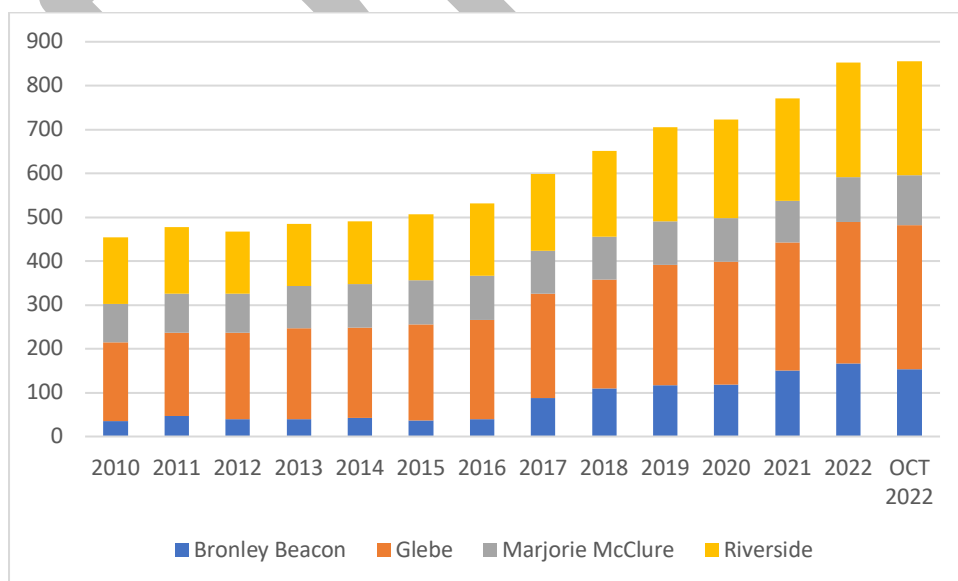


SEN (Special Education Needs)

This section sets out key data for the special education need sector, with particular focus on the increasing number of children and young people with an Education Care and Health Plan (EHCP). This is currently the key place planning pressure both locally and nationally.

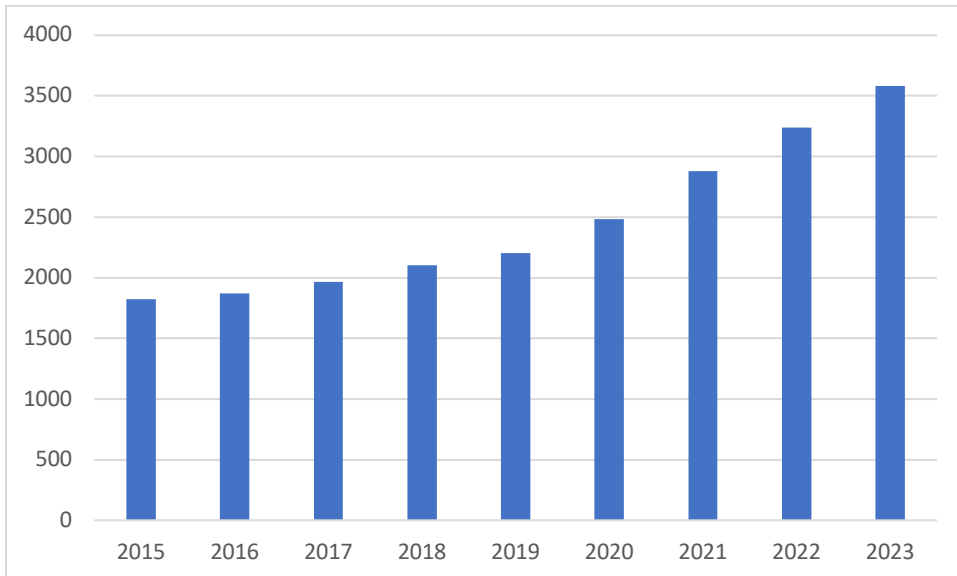
Since 2010 the special school population has grown by 402, an increase of 89%. Across this period all of Bromley's special schools, except for Marjorie McClure, have increased in capacity. Between 2010 and 2022 the number of children in a primary school additional resources provision (ARP) increased by 51% from 234 to 354.

Figure 6.38: Bromley special school population 2010 - October 2022



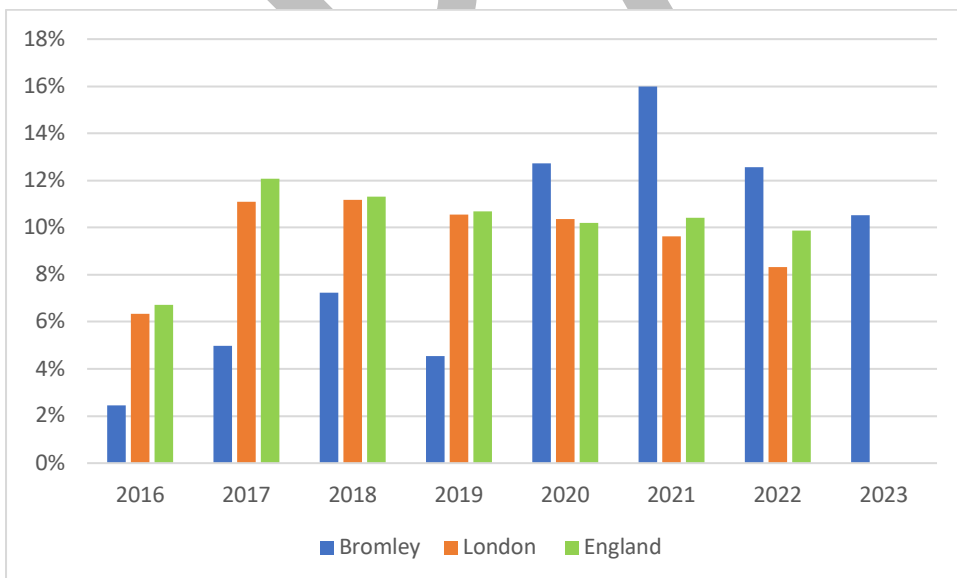
The number of children and young people in receipt of an EHCP has increased from 1,826 in 2015 to 3,582 in 2023, an increase of 91%. EHCPs have increased by 44% since 2020.

Figure 6.39: Bromley EHCPs 2015-2023



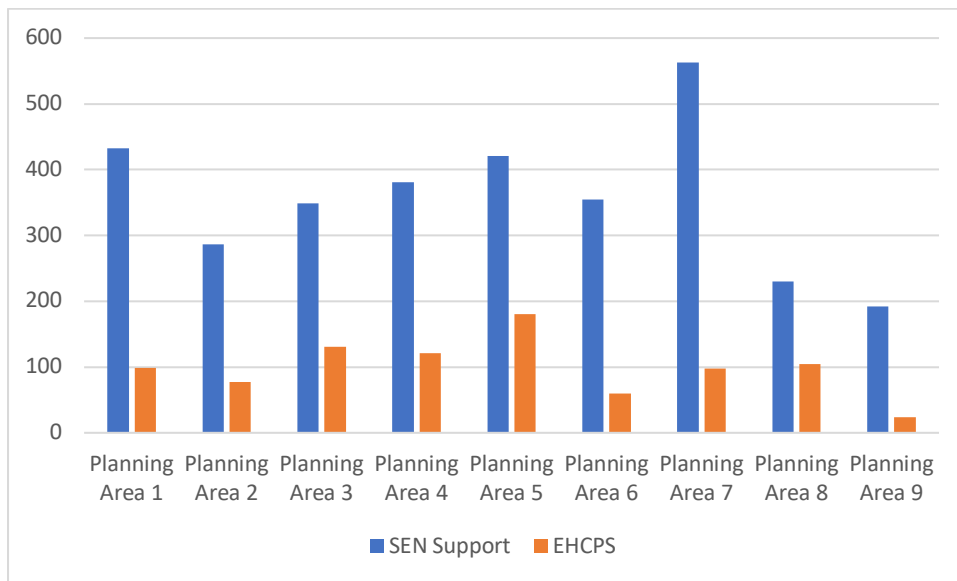
The table below provides details of the comparative growth in EHCP numbers of Bromley, London, and England. Since 2020 Bromley's rate of growth has surpassed both London's and England's.

Figure 6.40: Annual percentage change in the number of EHCPs



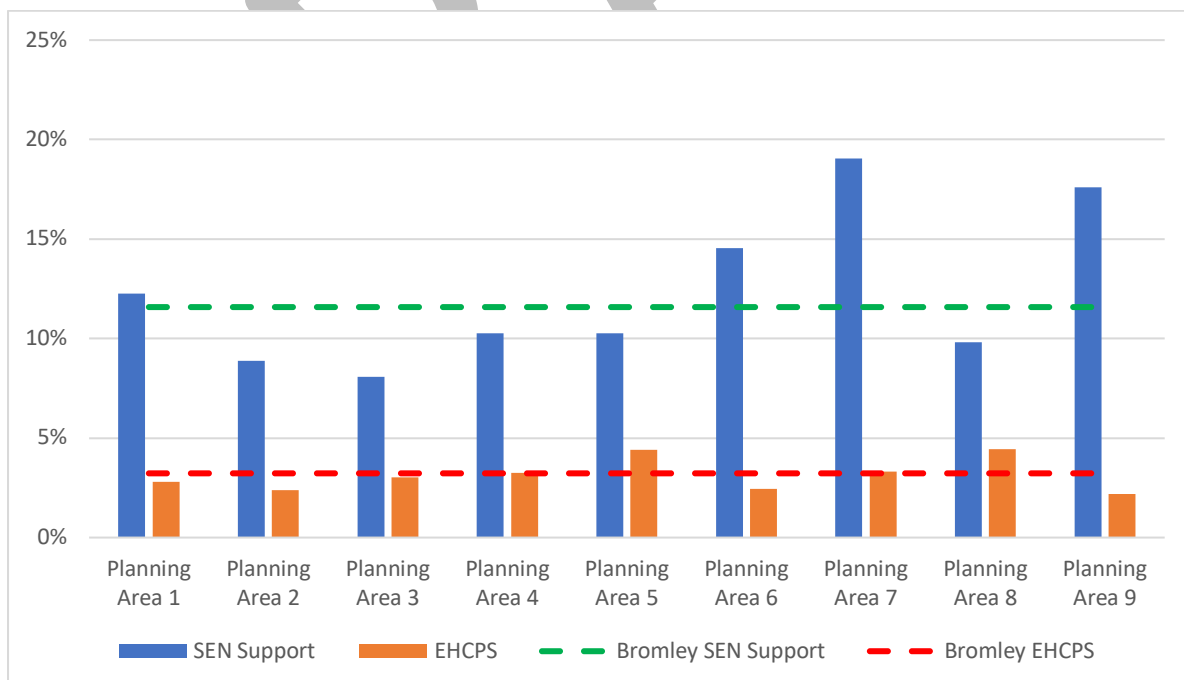
The table below provides details of the number of pupils at Bromley primary schools in receipt of either SEN Support or an EHCP by planning area. The greatest number of EHCPs are found in primary planning area 5 and pupils with SEN Support in planning area 7.

Figure 6.41: Number of pupils in primary schools with SEN Support or EHCPs in mainstream schools by planning area - October 2022



The table below reflects the data in the table above, but as a proportion of the school population. The planning areas with the greatest proportion of pupils with an EHCP are planning area 5 and 8 whilst the greatest proportion of pupils in receipt of SEN Support are at school in planning areas 7 and 9.

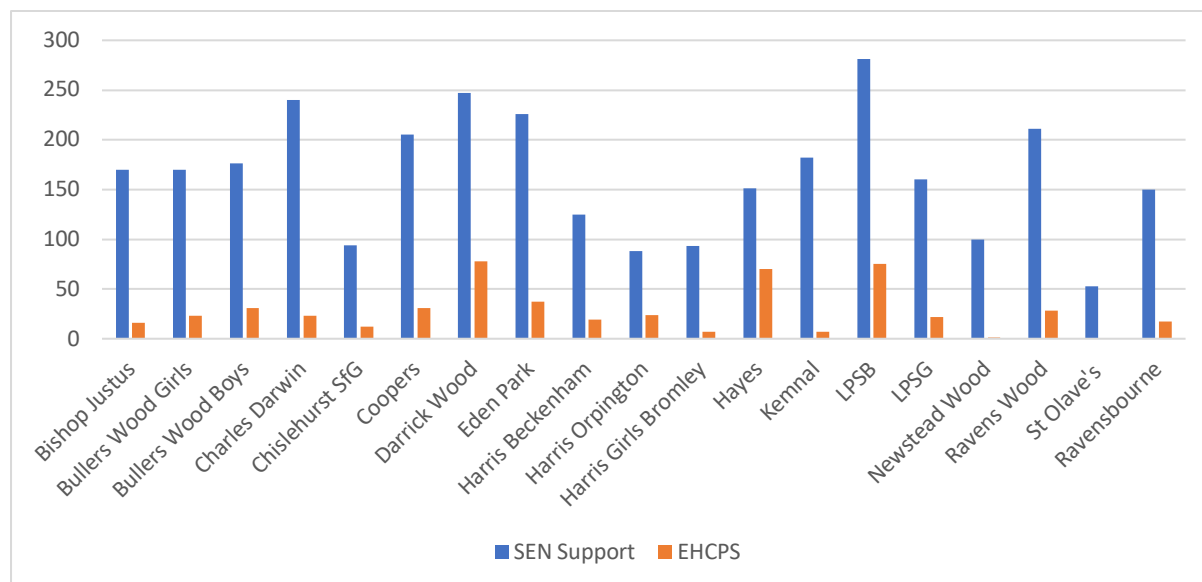
Figure 6.42: Percentage of pupils in primary schools with SEN Support or EHCPs in mainstream schools by planning area - October 2022



The table below provides details of the number of pupils at Bromley primary schools in receipt of either SEN Support or an EHCP by planning area. Unsurprisingly the highest number of children with an EHCP are at Darrick Wood School, Hayes School

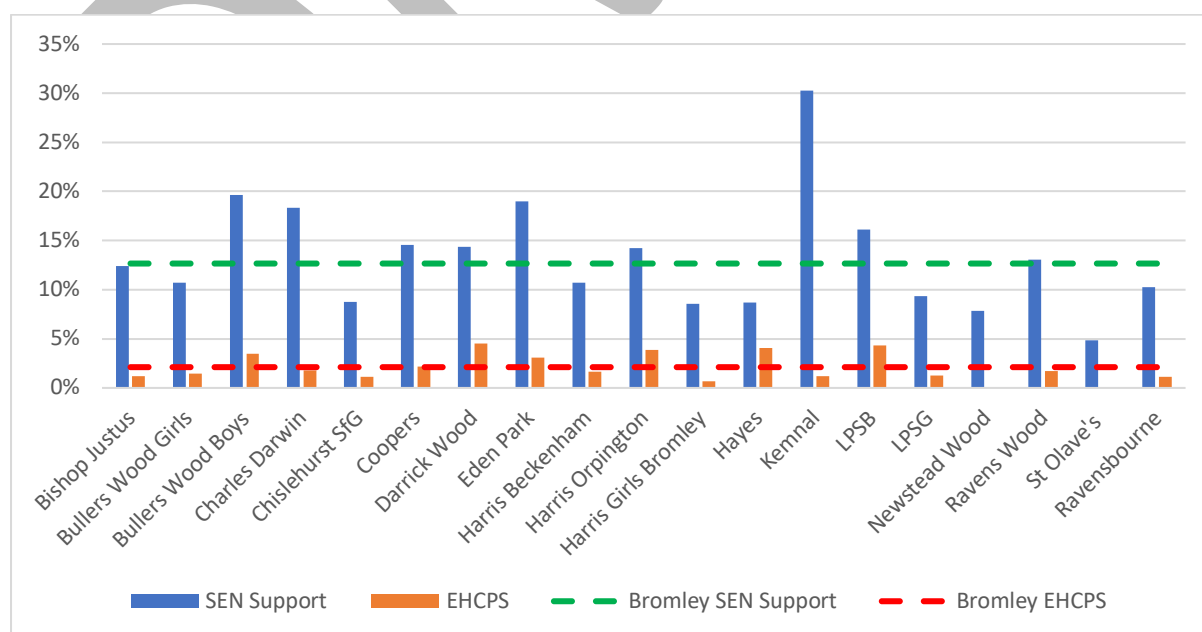
and Langley Park for Boys, the three Bromley secondary schools with additionally resourced provisions. Langley Park School for Boys also has number of pupils in receipt of SEN Support.

Figure 6.43: Number of pupils in secondary schools with SEN Support or EHCPs in mainstream schools by planning area - October 2022



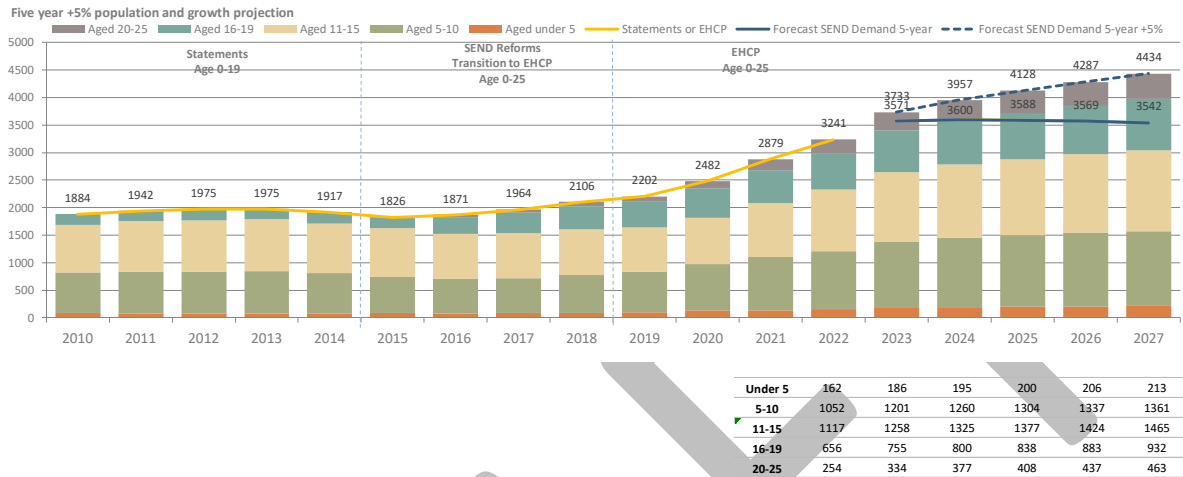
The graph below reflects the data in the table above as a proportion of the school population. Based on this data Harris Academy Orpington can be seen as a school with a higher rate of EHCPs without operating an additionally resourced provision. In terms of SEN support Kemnal is an outlier with over 30% of pupils in receipt.

Figure 6.44: Percentage of pupils in secondary schools with SEN Support or EHCPs in mainstream schools by planning area - October 2022



The Council has developed 5-year demand management model that utilised 5 years of trend data with a 5% uplift to account for above demographic growth. This projects that the number of EHCPs for children and young people aged 0-25 will increase from 3,241 in 2022 to 4,434 in 2027.

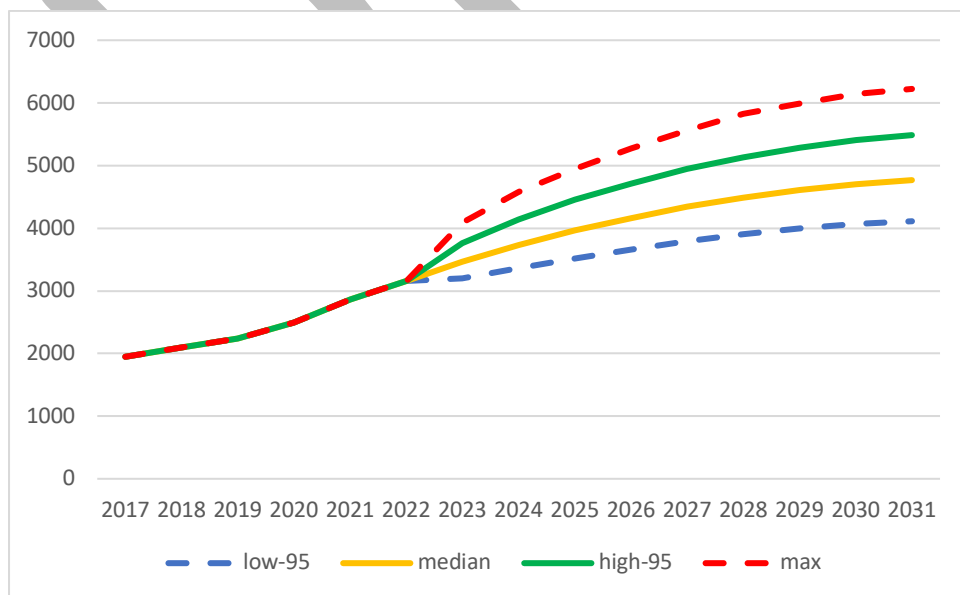
Figure 6.45: Bromley SEND demand 5-year model +5%



The Council has employed a consultant Mastodon C to support it in its aim to better understand the growth in Education Health and Care Plans and better plan to ensure new capacity meets needs.

The table below provides analysis of the projected increase in EHCPs between now and 2031. All variants of the model have numbers rising above 4,000 with the median projection increasing to 4,164 in 2026 and 4,768 by 2031 and the 95% (high) model increasing to 4,715 in 2026 and 5,486 by 2031.

Figure 6.46: EHCP population all ages 2017-31 – low, mid, high and max projections



The two tables below set out the projected change in the EHCP population between 2017 and 2031, comparing the high and mid-point variant by key stage. The model projects that the school population could increase from under 3,000 now to between 4,000 and 4,500 by 2031.

Figure 6.47: EHCPs by Key Stage 2017-31 – Midpoint projection and high variant total (Ages 4-18)

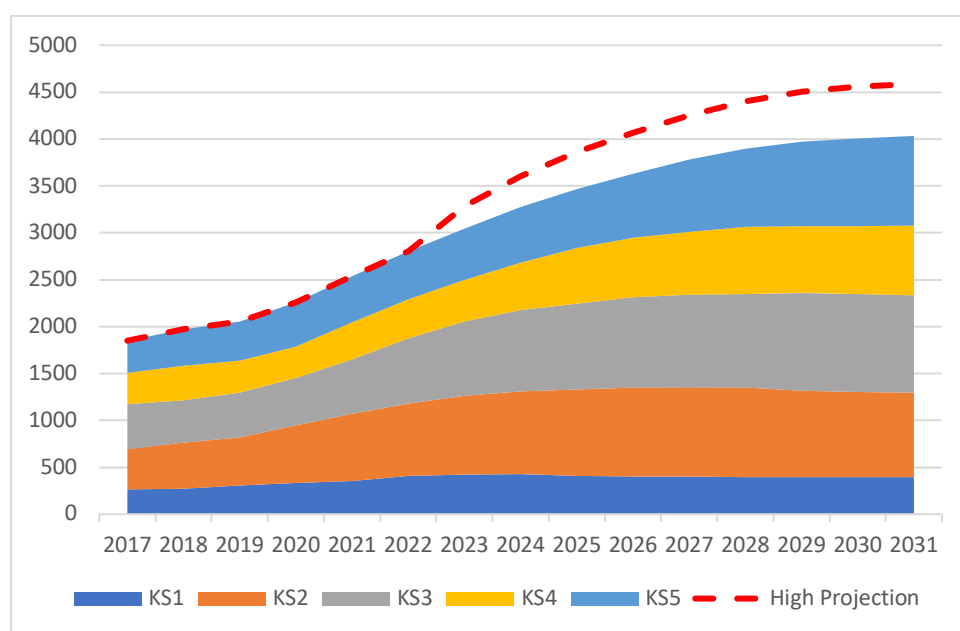
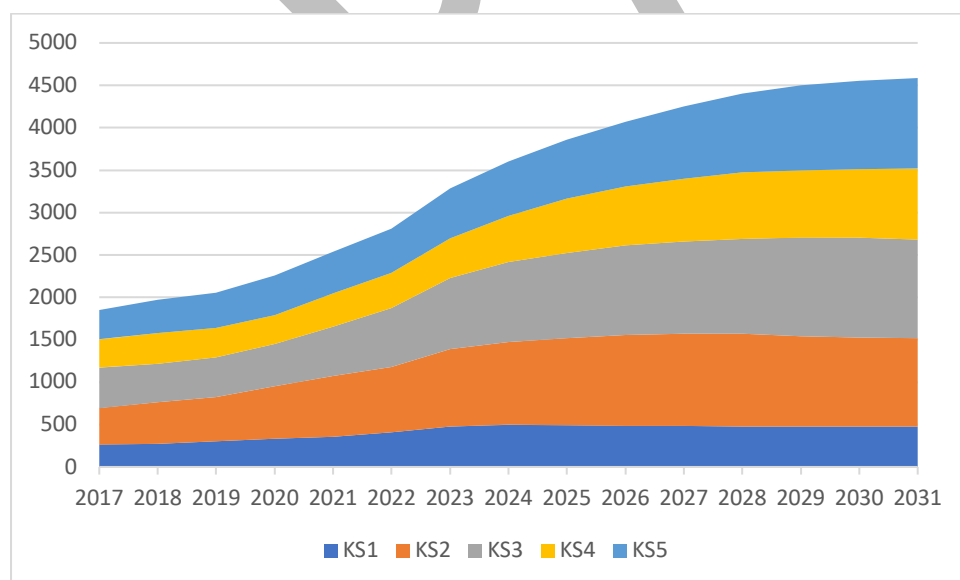
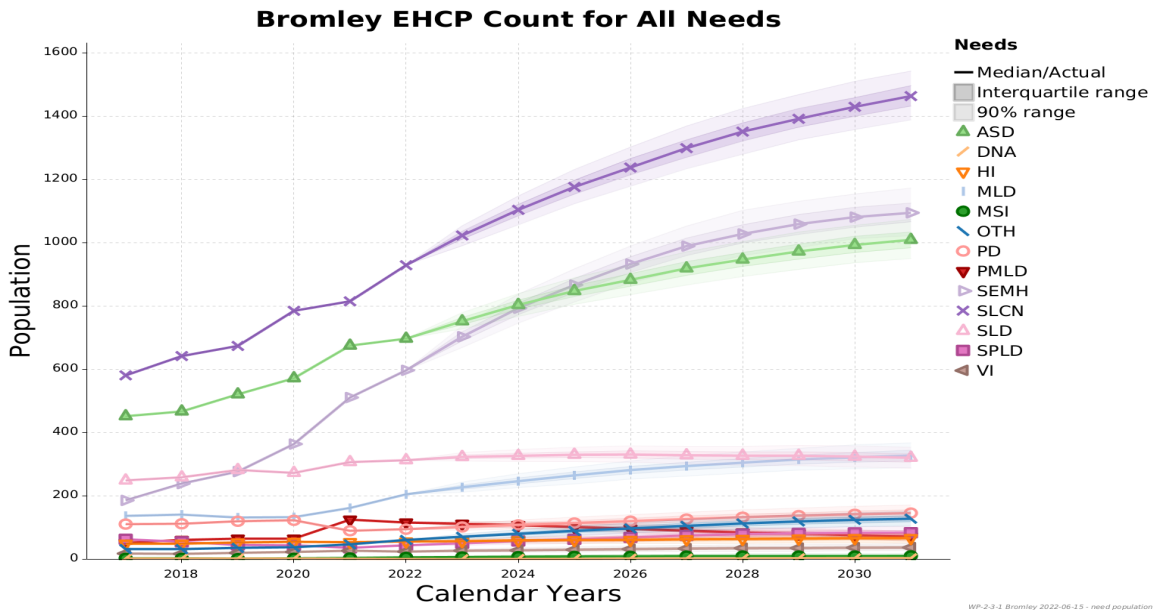


Figure 6.48: EHCPs by Key Stage 2017-31 – high variant projection (Ages 4-18)



The table below sets out the projected change in the number of EHCPs between 2017 and 2031. Whilst Speech, language and communication needs (SLCN) will remain the largest need, social, emotional and mental health needs are projected to overtake autistic spectrum disorder (ASD) as the second highest need by 2024.

Table 6.49: EHCPs by primary need 2017-31

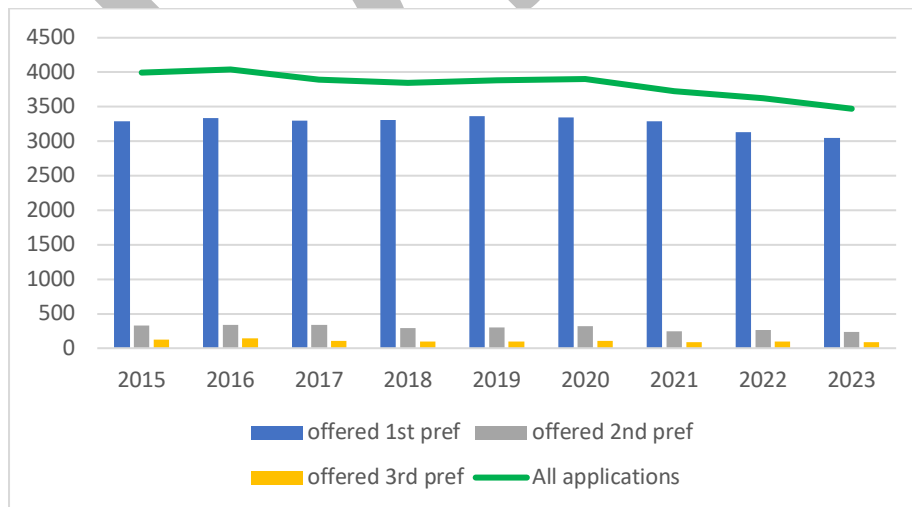


Admissions

87.93% of applicants for a place at primary school in September 2023 were offered their 1st preference. This was higher than the percentage (86.55%) achieved in 2022.

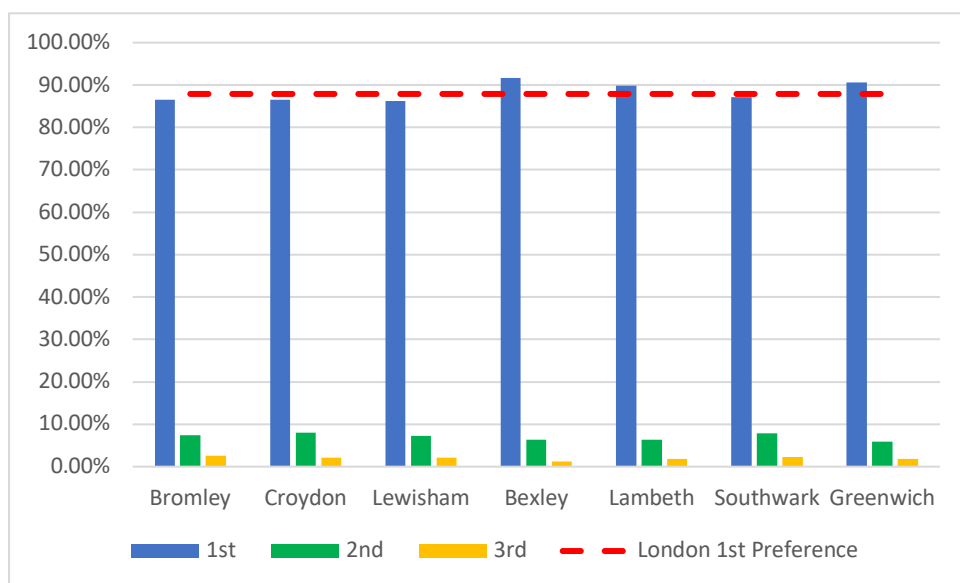
The admissions data indicates a decline in on-time applications, with 149 less Bromley applications for 2023 entry following falls of 108 and 178 in 2022 and 2021. What will be important to ascertain from the October 2023 Census data is whether the fall in on-time applications results in lower rolls. The 2022 fall in applications did not result in a reduction in reception rolls.

Figure 6.50: Primary admissions and preference data 2015-22



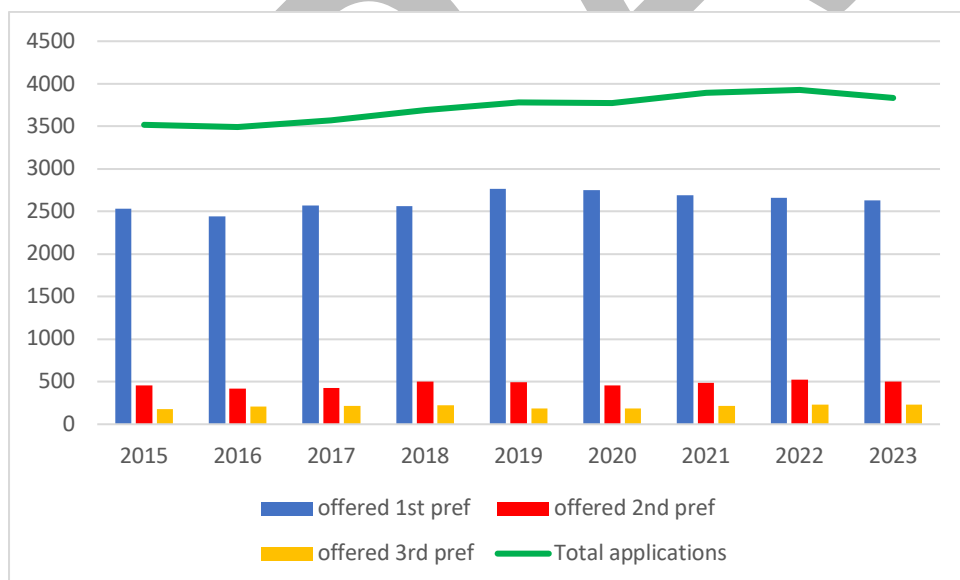
Bromley's rate of first preferences is slightly below the London average of 88.57%.

Figure 6.51 Comparative preference data for primary admissions 2023



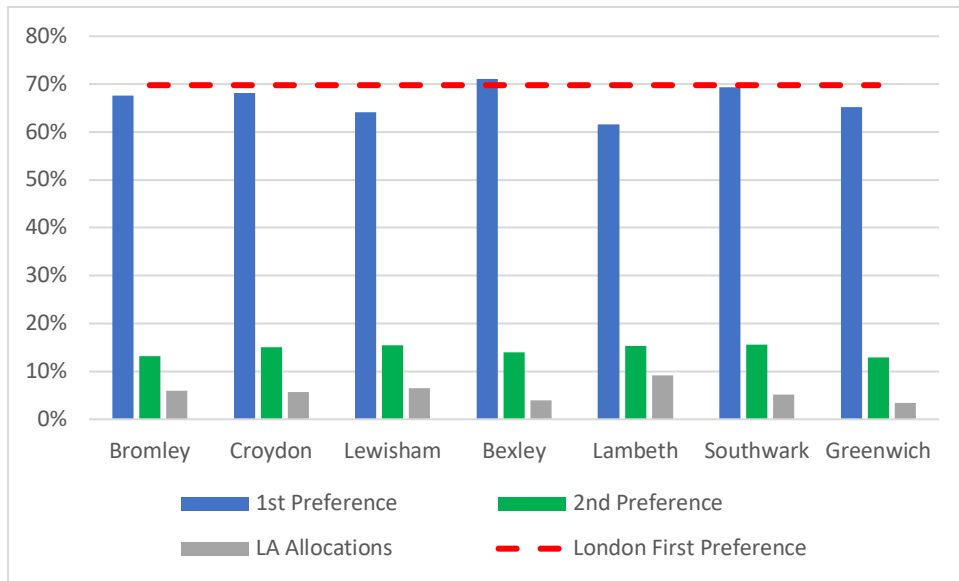
The table below provides details of the change in on-time applications for a secondary Year 7 place between 2015 and 2023. Although the number of applications is 9% higher than in 2015, 2023 applications are 2% lower than in 2022.

Figure 6.52: Secondary admissions and preference data 2015-23



The table below show the comparative data between Bromley, neighbouring boroughs, and London. Like Bromley, our neighbouring boroughs, except for Bexley, were slightly below the London average for the percentage of applicants receiving a first preference.

Figure 6.53: Comparative preference data for secondary admissions 2023



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7. What are we seeking to achieve?

Primary sector

To balance provision of school places to the actual need.

Keep school rolls under review to ascertain whether projected falls in school rolls occur. If there is a significant downwards shift in need the Council will need to review school organisation locally and work with schools and academies locally if necessary to identify and deliver reduce surplus capacity.

There is a cyclical ebb and flow to school rolls and the Council wishes to be careful not to permanently reduce the capacity of local schools. Some of the evidence above indicates that to date Bromley has not been as severely affected by the downturn in need compared to other London boroughs and it should be noted that yet there hasn't been a significant movement of schools and academies to look at reducing capacity. Reception Year and Year 7 Rolls have been remained stable over the past year.

There may be some opportunities to look at using surplus capacity to support the delivery of SEN places.

We are currently reviewing planning areas with the Department for Education. These proposals are detailed in Appendix A. Historically Members have preferred boundaries that are co-terminus with wards and align to local communities. Since the 2022 local elections ward boundaries have changed and this has affected this arrangement.

Secondary

The key secondary phase aim of the Council is the delivery of Harris Kent House free school in Penge. Existing projections indicate that secondary rolls will increase until the middle of the decade and not reduce significantly this decade. With continued difficulties in offering all applicants a preference or in-borough place at secondary transfer, there remains a clear need for the school.

What school rolls do indicate is a shift in need locally. The Council has experienced difficulty providing places for children in north-west Bromley, whilst concurrently there remain significant surplus places at a minority of schools in the east of the borough. Except for 2 schools in the east of the borough, all Bromley secondary school are operating close to or above capacity and directing a child from Penge to an Orpington school is often not a 'reasonable' travel offer.

The Council is working with the DfE on delivering proposals to separate the Borough into 2 planning areas that better represent travel to learn characteristics. These proposals are detailed in Appendix A.

Special Education Needs

Meeting the needs of the growing number of children with an Education Care and Health Plan is currently the key place planning challenge for the Council. To better meet needs the Council needs to increase capacity and enable local schools to better support children, reducing the number of children requiring costly out-of-borough placements.

Delivery of the Special Free School, Redwood Academy, at the earliest opportunity is key to the Council meeting the need for special school places locally, although further expansion of existing schools will also be required.

The Council is currently undertaking a strategic review of its SEN estate, as part of its High Needs Funding and Estates Review, which will identify options for increasing capacity of existing provision, improving facilities and supporting more children to remain in mainstream education with support.

The Council should actively seek to increase the capacity of in-Borough specialist provision by working with existing schools to commission new Additionally Resourced Provisions (ARPs), expand existing special schools and ensure that Alternative Provision meets the changing needs of the pupil population.

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8 Delivery

There are several ways that the Council can deliver new school places either by itself or through partners. This section provides details about the funding streams and programmes that the Council can access and work with partners to deliver new specialist or mainstream places.

Basic Need Programme

The Council receives Basic Need Capital Grant from the Department for Education to enable it to provide sufficient school spaces through expansion of existing schools. The Council can choose how it utilises Basic Need allocations, although future funding waves will place more responsibilities on local authorities to demonstrate efficient use of the grant.

Since 2011 the Council has received over £80 million in Basic Need Capital Grant. However, only £2.2m has been granted to Bromley since 2018-19, with the Council receiving no allocation in some years.

High Needs Capital Programme

The Council has received £15,336,464 since 2018 to assist it in delivering specialist placements. The fund is to improve and increase the number of school places for children with an Education Health and Care Plan (EHCP). This can be used to fund works at special schools, additional resource provisions at mainstream schools and pupil referral units and to support children with an EHCP being taught within mainstream classes.

The Council has commissioned consultants that are currently delivering a strategic review of Bromley's SEN estate, as part of the Council's High Needs Funding and Estates Review. The estate review will continue for the rest of this year into 2024 and will develop options for future expansion and improvement of SEN facilities. All existing specialist facilities are being visited and assessed with the output a programme of works that increases capacity to deliver more specialist placements, improves existing facilities so that they can better meet the need of children with complex needs and supports mainstream schools to adopt inclusive practice.

Department for Education Free Schools Programme

The DfE's free school programme is a national government led programme to deliver new academies. Whilst this programme when first established sought to address both need and increase local choice, it now focuses on the former.

6 free schools have already been opened in Bromley with 2 schools approved in the pre-opening stage. The 2 new schools form a critical part of the Council's efforts to meet mainstream and specialist need locally. The schools are:

- Harris Kent House, a secondary free school sponsored by the Harris Federation to meet the need for mainstream school places in north-west Bromley.

- Redwood Academy, a new 152 place special school for children aged 7-16 with Autism and/or speech, language and communication needs, based in Chislehurst but meeting the needs of children from across the borough.

Developer Contributions

Developer contributions have contributed £8.7m to the delivery of school places and infrastructure over the past 10 years. Until recently these monies have been received through Section 106 developer contributions. S106 contributions were in place to ensure that developers contribute to mitigating the impact of development on community infrastructure such as schools and health facilities.

Recently Section 106 has been replaced by the Community Infrastructure Levy (CIL). CIL is a charge that councils can set on new development in order to raise funds to help fund the infrastructure, facilities and services - such as schools or transport improvements - needed to support new homes and businesses.

Consideration will need to be given to future use of CIL monies, to ensure the educational impact of new development can be mitigated appropriately.

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9 LOCAL AREA ANALYSIS

9.1 Clock House, Crystal Palace, Penge and Cator (Planning Area 1)

The analysis in this section is based upon local pupil place planning areas and corresponds to pre-2022 ward boundaries. The wards included in the planning area are:

- Clock House Ward
- Crystal Palace Ward
- Penge and Cator Ward

The table below provides details of the schools in the local area, their organisation and Ofsted rating.

School	Type	Organisation	Ofsted	Date of Last Inspection
Alexandra Infants	Primary academy	Nexus Education Schools Trust (NEST)	Good	10 May 2018
Alexandra Juniors	Primary academy	Nexus Education Schools Trust (NEST)	Good	30 October 2019
Balgowan Primary School	Primary academy	Nexus Education Schools Trust (NEST)	Good	29 November 2017
Churchfields Primary School	Primary academy	Quality First Education Trust	Good	27 April 2022
Harris Girls Academy Bromley	Secondary academy	Harris Federation	Outstanding	30 November 2017
Harris Primary Academy Crystal Palace	Primary academy	Harris Federation	Good	12 September 2019
Harris Primary Academy Kent House	Primary academy	Harris Federation	Outstanding	5 May 2022
James Dixon Primary School	Primary academy	Swale Academies Trust	Good	22 January 2019

School	Type	Organisation	Ofsted	Date of Last Inspection
Riverside (Beckenham)	Community special school. (ASD - Autistic Spectrum Disorder, SLD - Severe Learning Difficulty and PMLD - Profound and Multiple Learning Difficulty)	Community	Outstanding	3 June 2019
St Anthony's Roman Catholic Primary School	Primary academy	South East London Catholic Academy Trust (SELCAT) LIMITED	Good	13 November 2019
St John's Church of England Primary School	Primary academy	Aquinas Church of England Education Trust	Good	23 July 2019
Stewart Fleming Primary School	Primary academy	The Pioneer Academy	Outstanding	22 June 2016

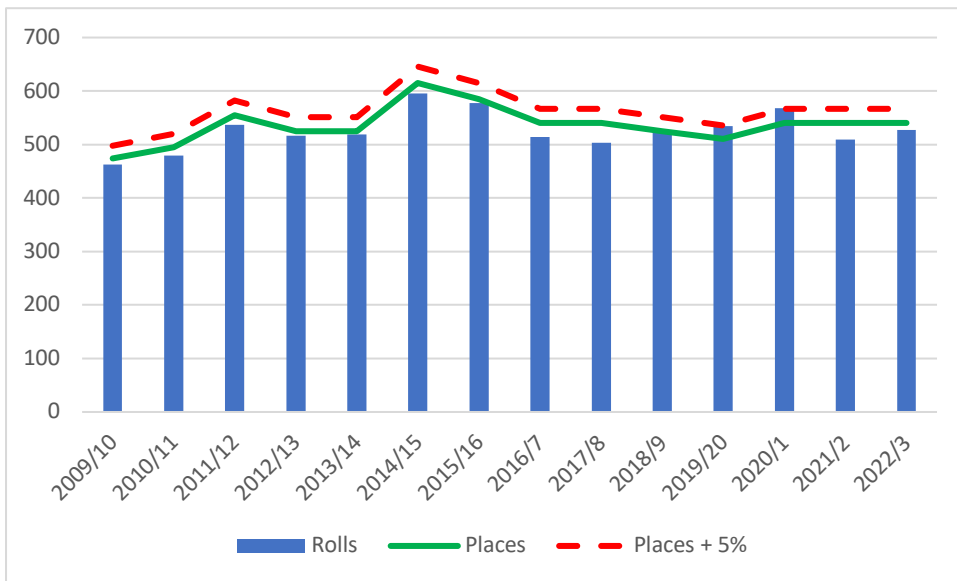
This planning area lies adjacent to 4 other London boroughs and the cross-borough movement of pupils has an impact on place planning. 3 primary schools have expanded over the past 10 years to meet local need; Churchfields; Harris Crystal Palace and; Stewart Fleming primary schools. Harris Kent House secondary free school is proposed to open in the local area.

No changes are proposed to the planning area as part of the changes outlined in Appendix A. The primary planning would be wholly within the proposed secondary planning area 1.

School Rolls

Reception rolls have increased from 462 in 2010 to 527 in October 2022. Although this is below the peak reception roll of 568 in 2021, it represents an increase from 509 in January 2022.

Figure 9.1.1: School rolls and capacities 2010-23 – Penge and Anerley



The table below shows that in every year apart from 2018 and 2022 the surplus reception places were less than the Council’s 5% planning target. There was a deficit of places in 2020 and 2021, when Churchfields increased its PAN temporarily. In October 2022 there was a 2% surplus of places, compared with the Council’s 5% planning target.

Figure 9.1.2: Reception Year rolls and capacities 2010-23

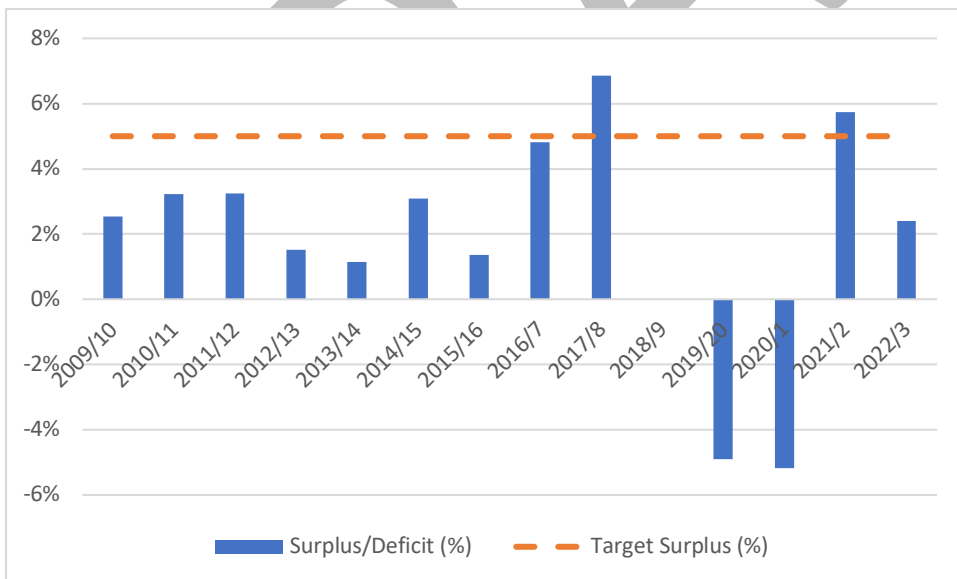
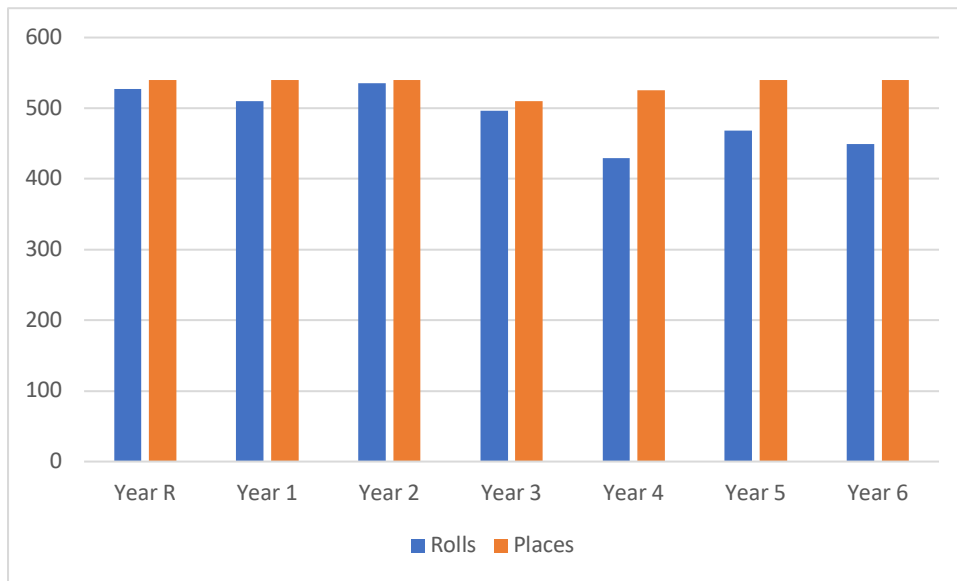


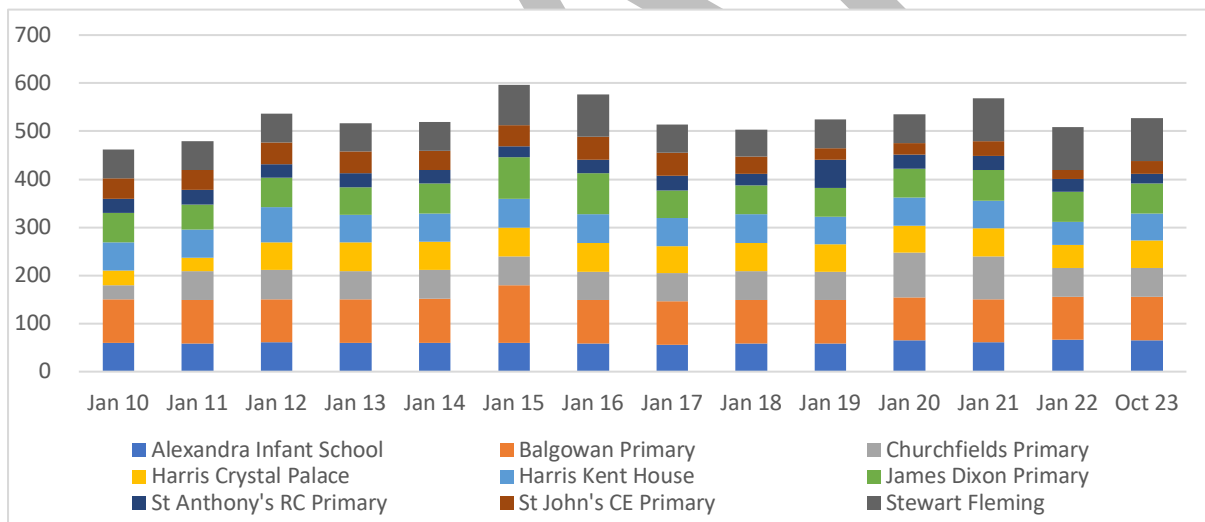
Table 10.1.3 below indicates that there is surplus capacity in all primary year groups, but with less unused capacity in Key Stage 1 than Key Stage 2.

Table 9.1.3 School rolls by primary year group 2022



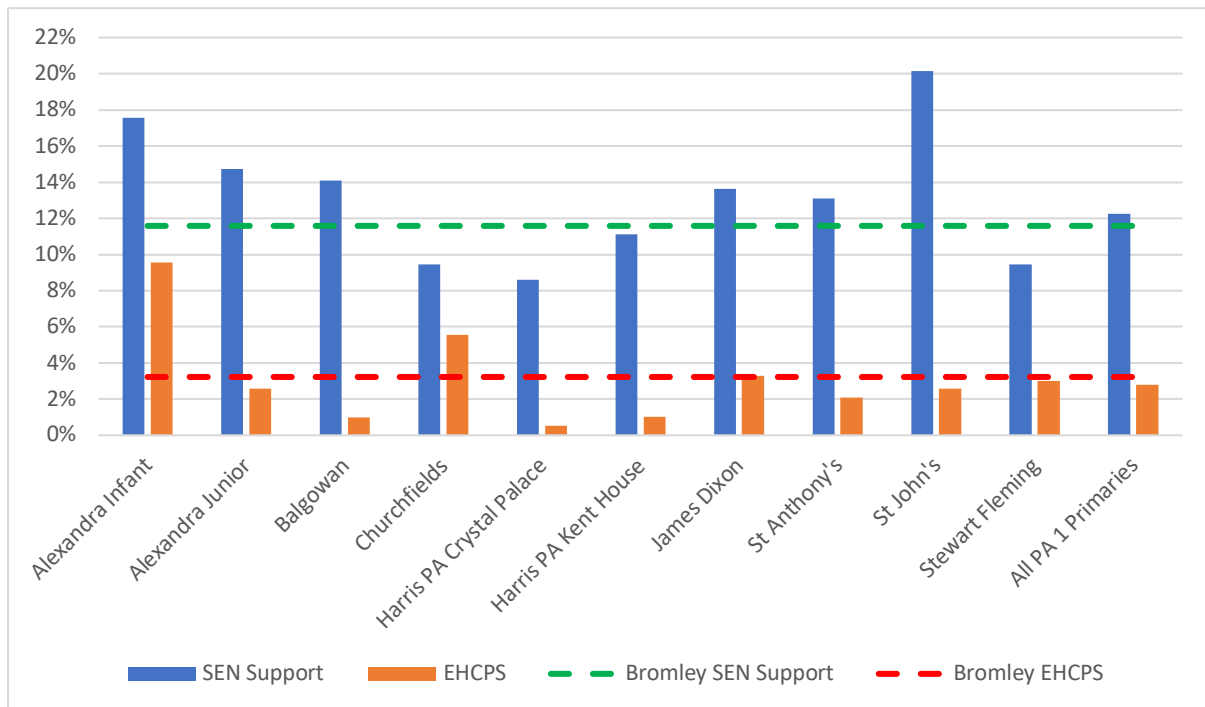
The table below provides details of Reception rolls by school for each year between 2010 and 2023.

Table 9.1.4 Receptions rolls by local school 2010-23



The table below analyses the percentage of pupils in local schools in receipt of SEN Support or an Education Health and Care Plan (EHCP). Both Alexandra Infant School and Churchfields Primary School have SEN additionally resourced provisions, which explains why these schools have higher rates of pupils with an Education Health and Care Plan. Alexandra Infant School and St John's CE Primary School both a higher proportion of children with SEN Support than the borough wide average.

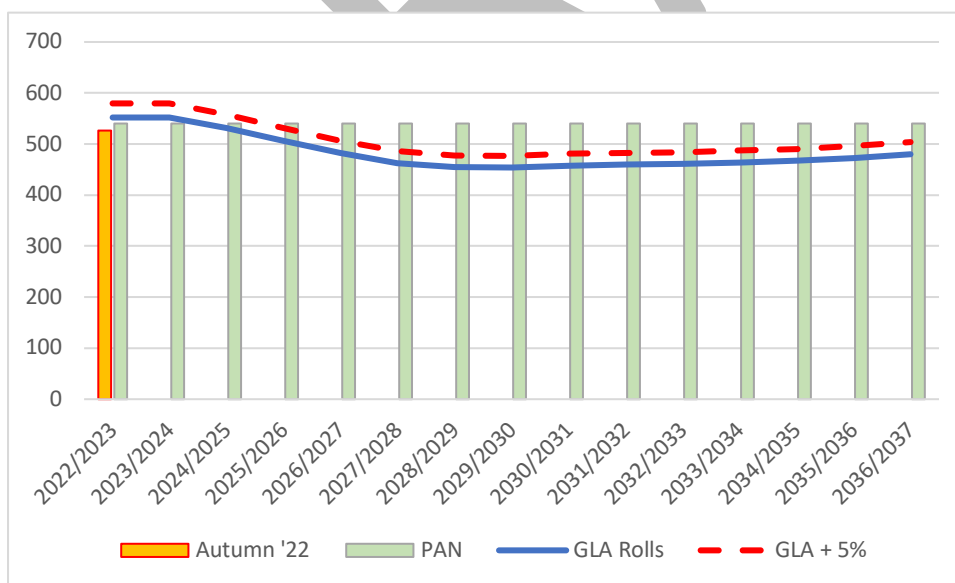
Table 9.1.5 Percentage of pupils with an EHCP and SEN Support



Projections

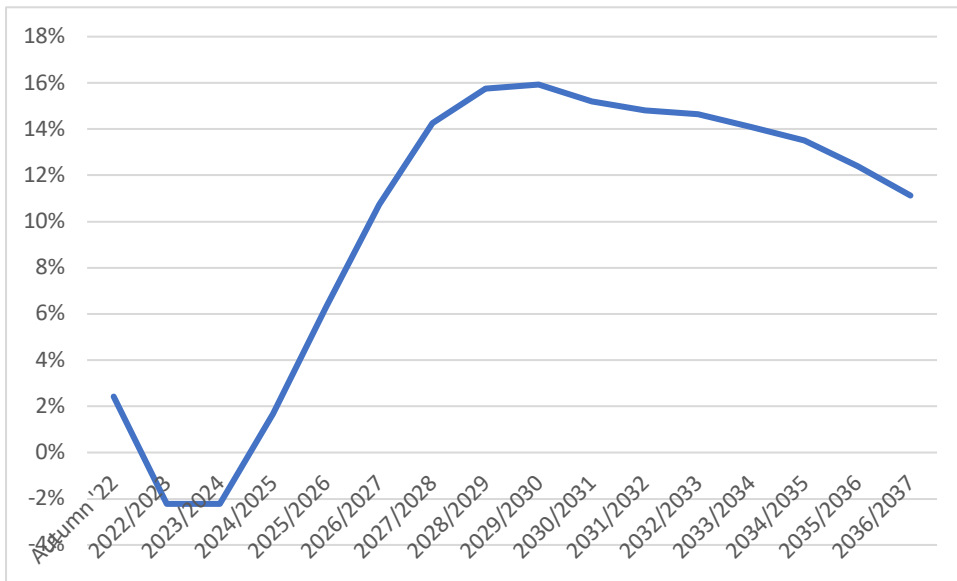
The 2022 GLA school roll projections predict that the number of children in Reception year will steadily fall to 454 by 2029/30 (compared to 473 by the GLA 2021 projections) but then rise to 480 by 2036/37.

Figure 9.1.6: Reception Year Roll Projections – Penge and Anerley



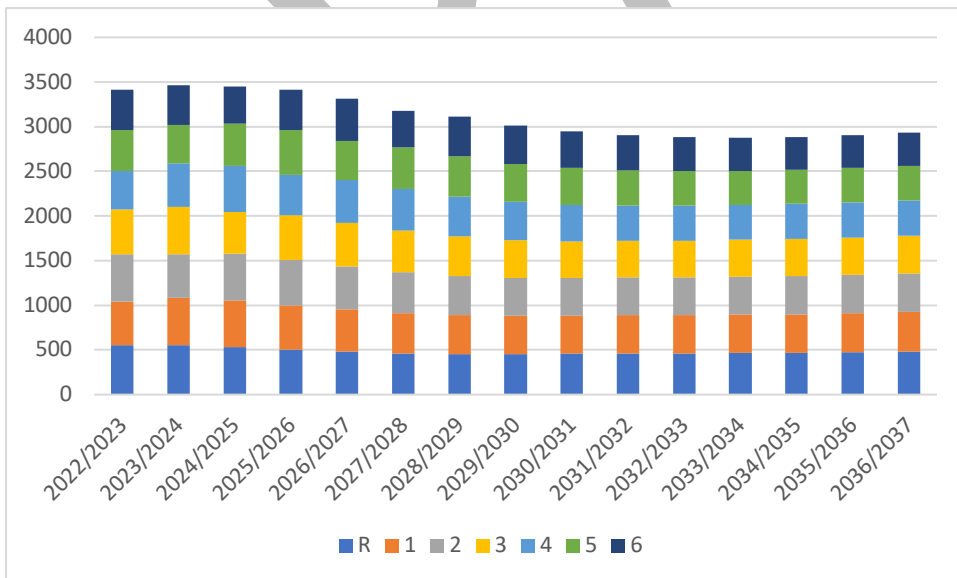
The table below indicates that from 2025/26 onwards the area is projected to have a rate of surplus reception places in excess of the 5% planned for, reaching a peak of 16% in 2029/30 before reducing during the next decade.

Figure 9.1.7: Reception Year Roll Surplus Places – Penge and Anerley



The GLA school roll projections predict that school rolls across all primary years will fall from 3,467 in 2023/24 to 2,878 in 2032/33 before rising to 2,932 by 2036/37.

Figure 9.1.8: Primary projections by school year 2022-36 – Penge and Anerley

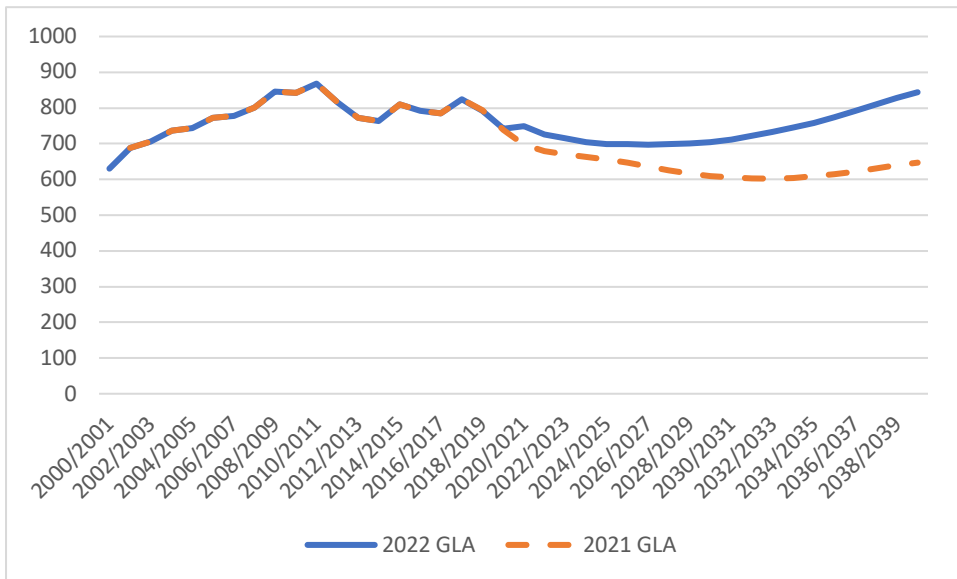


Demographics

The 2022 GLA projections indicate that live births will fall slightly from 705 now to 698 in 2026/27 before increasing to 844 by the end of the next decade. This

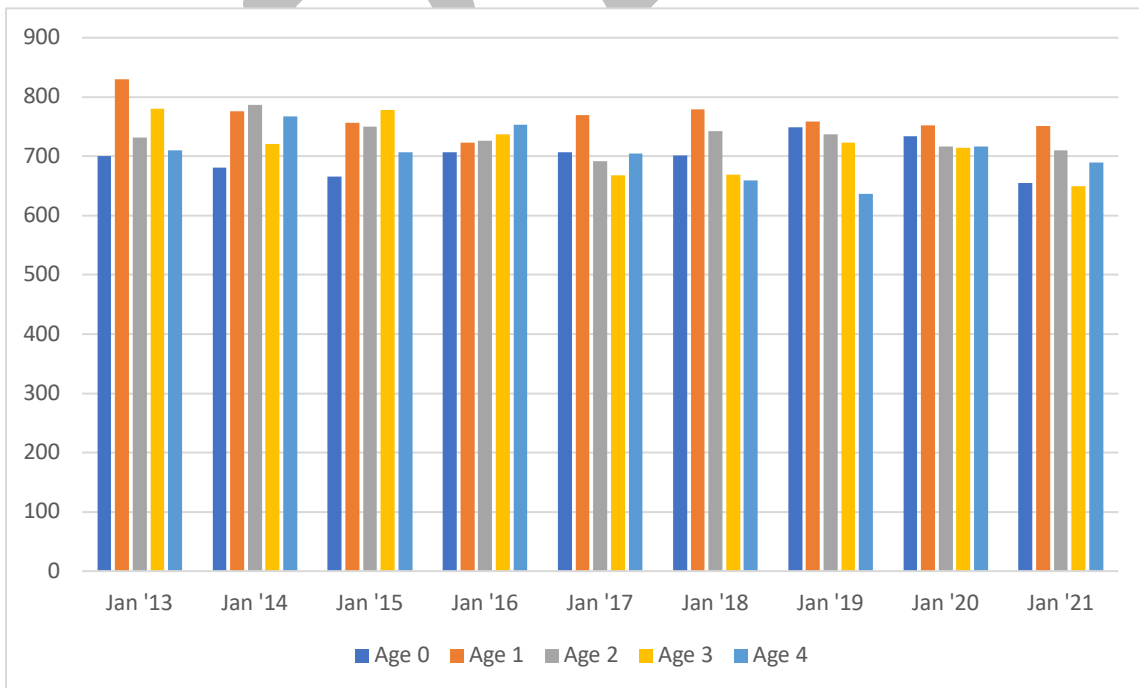
contrasts with the 2021 GLA projections that forecast that live births would fall to 603 in 2031/32 before rising to 647 by the end of the decade.

Table 9.1.9: Live births 2000-2040



The table below sets out the number of GP registrations for each age from 0-4. Between 2013 and 2021 the number of registrations fell for all age groups, but with the biggest drop of 17% amongst 3-year-olds.

Table 9.1.10: GP Registrations 2013-21 by age - Penge & Anerley



GP registrations have fallen for 0–4-year-olds from 3,752 in 2013 to 3,455 in 2021, a reduction of 297 registrations or 8%.

Table 9.1.11: GP Registrations 2013-21 0 - 4 Years Old - Penge & Anerley

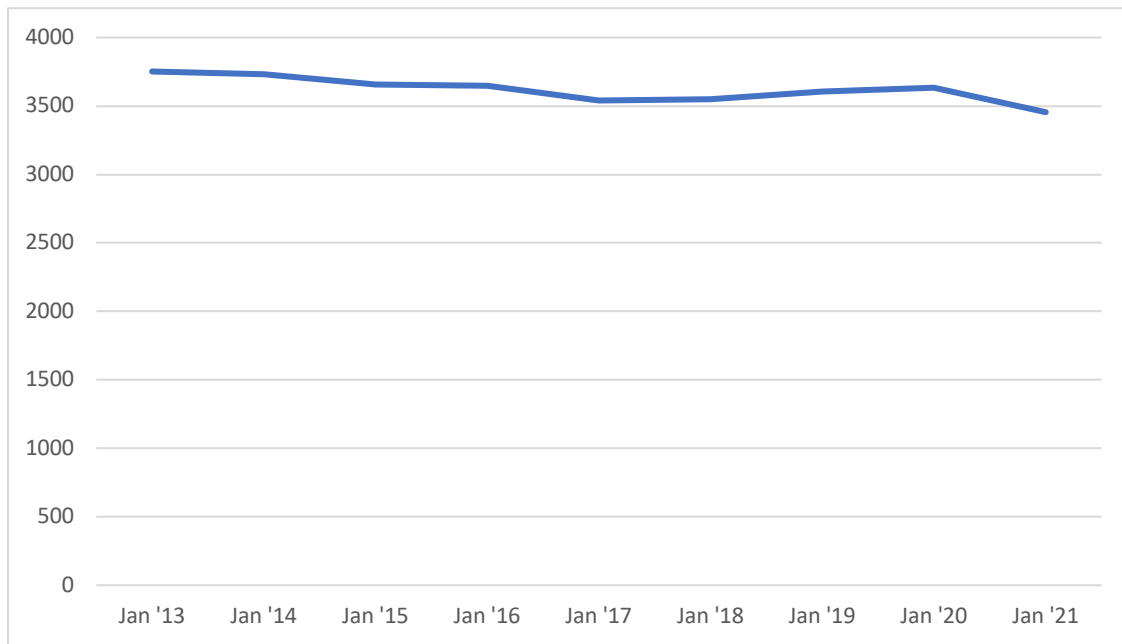
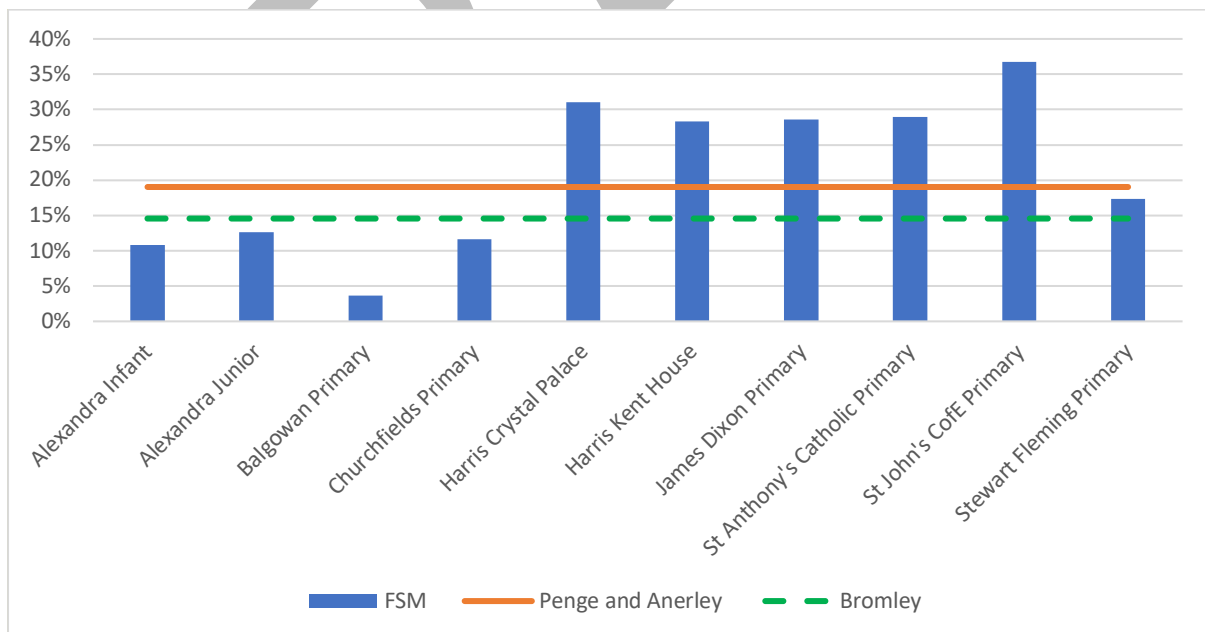


Table 9.1.10 below illustrates that there are 5 schools with significant more pupils eligible for free school meals than the local area and Bromley averages. 37% of pupils on the roll of St John’s CE Primary School are eligible for free school meals.

Table 9.1.12: Percentage of children on school roll eligible for free school meals – Penge and Anerley



9.2 Copers Cope, Kelsey and Eden Park (Planning Area 2)

The analysis in this section is based upon local pupil place planning areas and corresponds to pre-2022 ward boundaries. The wards included in the planning area are:

- Copers Cope Ward
- Kelsey and Eden Park Ward

The table below provides details of the schools in the local area, their organisation and Ofsted rating.

School	Type	Organisation	Ofsted Rating	Date of Last Inspection
Clare House Primary School	Primary academy	Impact Multi Academy Trust	Outstanding	13 March 2019
Eden Park High School	Secondary academy	E21C (Education for the 21 st Century)	Good	3 November 2020
Harris Academy Beckenham	Secondary academy	Harris Federation	Outstanding	7 June 2017
Harris Primary Academy Beckenham	Primary academy	Harris Federation	Outstanding	27 June 2018
Harris Primary Academy Beckenham Green	Primary academy	Harris Federation	Good	11 November 2021
Langley Park Primary Academy	Secondary academy	Impact Multi Academy Trust	Good	19 June 2019
Langley Park School for Boys	Secondary academy	Impact Multi Academy Trust	Good	6 March 2019
Langley Park School for Girls	Primary academy	Impact Multi Academy Trust	Good	17 November 2022
Marian Vian Primary School	Primary academy	Compass Academy Trust	Good	8 February 2018
St Mary's Catholic Primary School	Primary academy	Single academy trust	Good	9 October 2017
Unicorn Primary School	Primary academy	Compass Academy Trust	Good	12 September 2019
Worsley Bridge Primary School	Primary academy	Nexus Education Schools Trust (NEST)	Good	12 September 2018

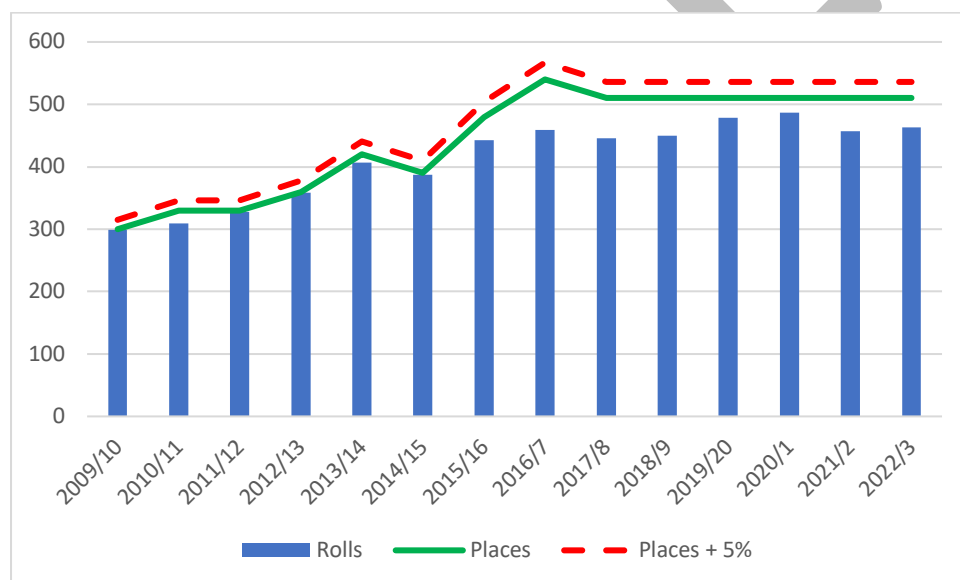
Beckenham has experienced considerable growth in pupil numbers. Local schools have been expanded to meet this need. Clare House and Worsley Bridge primary schools expanded by a form of entry each and 2 primary free schools opened locally, Harris Primary Academy Beckenham and Langley Park Primary School, opened both adding 420 places. A new secondary free school has also opened in the area, Eden Park High School, add 1,680 places.

No changes are proposed to the planning area as part of the changes outlined in Appendix A. The primary planning would be wholly within the proposed secondary planning area 1.

School Rolls

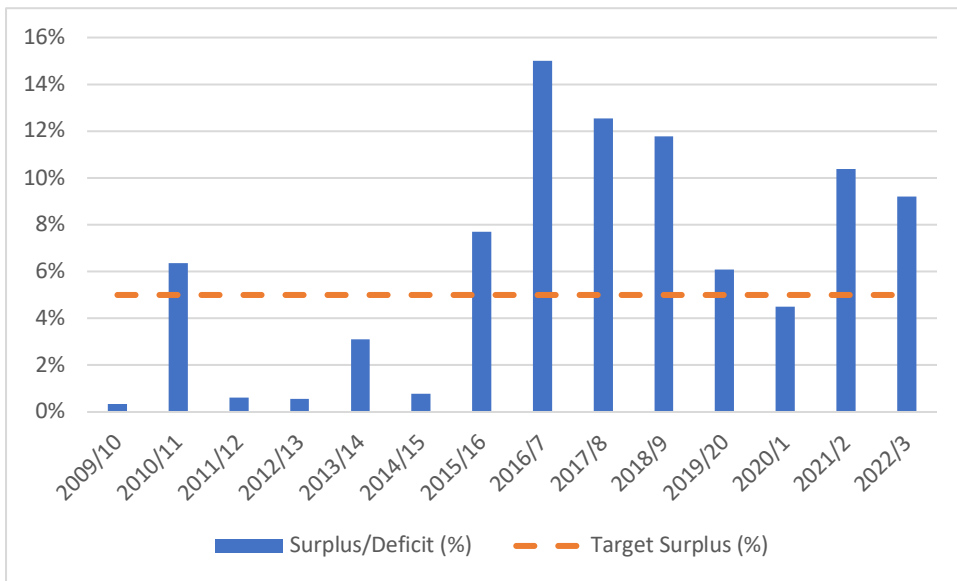
Reception rolls have increased by 164 or 55% between 2010 and Autumn 2022, as reception year capacities have increased from 300 in 2010 to 510.

Figure 9.2.1: Reception rolls and capacities 2010-21 – Beckenham



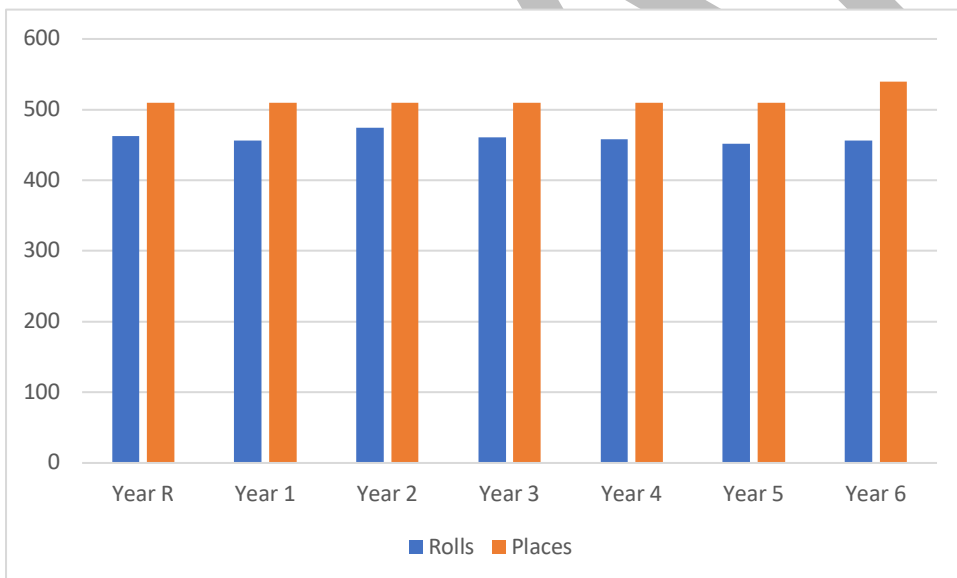
Whilst there has been a significant increase in both school rolls and capacities, over the past 8 years, except for 2021, there has been a surplus of Reception year places in excess of 5%, the Council's target.

Figure 9.2.2: Reception year rolls and capacities 2010-21 – Beckenham



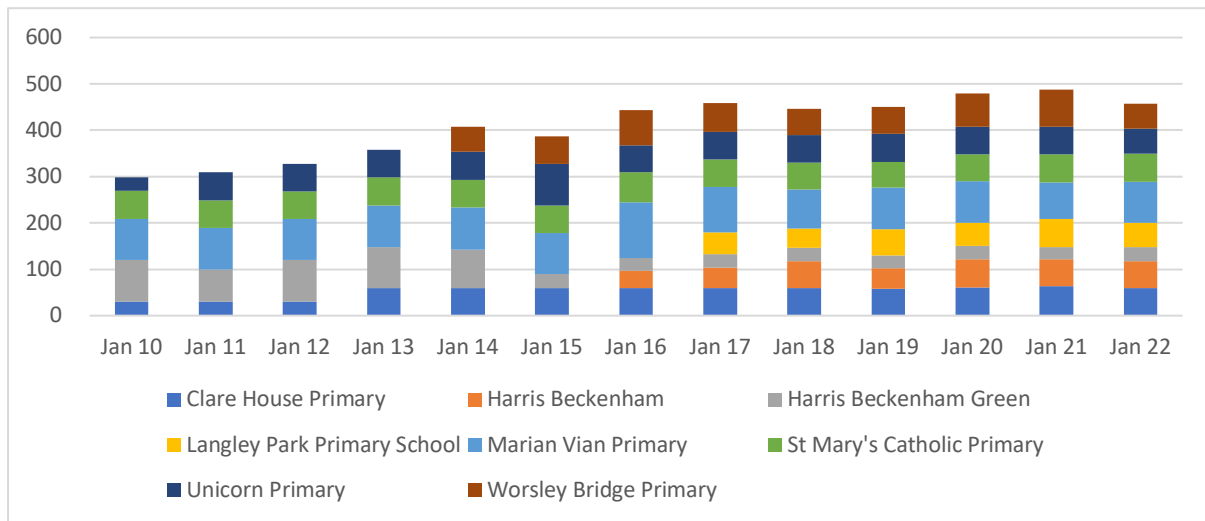
The table below shows that in each primary year in 2022 there were more school places than pupils on roll.

Table 9.2.3 School rolls by primary year group 2022 – Beckenham



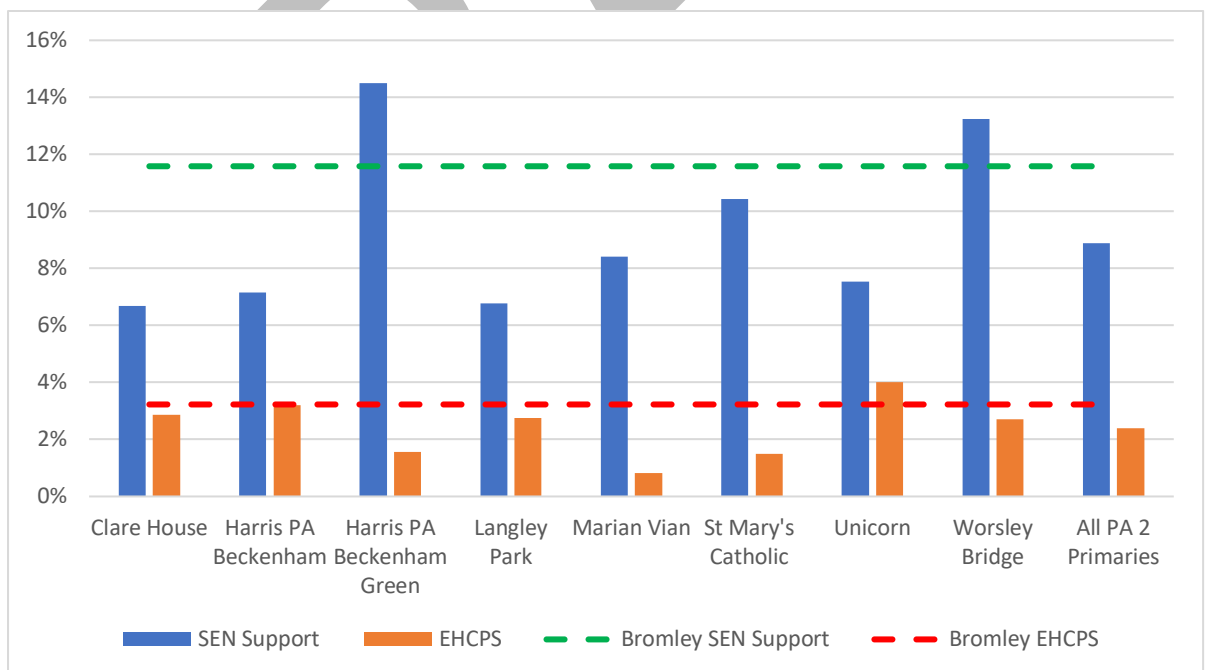
The table below provides detail of reception rolls by school across each year between 2010 and 2022. It provides a detailed visual picture of how new places at expanded schools and free schools has shaped the primary planning area.

Table 9.2.4 Reception year rolls by local school 2010-22 – Beckenham



The table below analyses the percentage of pupils in local schools with SEN Support or an Education Health and Care Plan (EHCP). There are no SEN additionally resourced provisions in the planning area and as a result most schools are below the borough wide average for the proportion of children with an Education Health and Care Plan (EHCP). Harris Primary Academy Beckenham Green and Worsley Bridge Primary School both have levels of pupils in receipt of SEN Support above the boroughwide average.

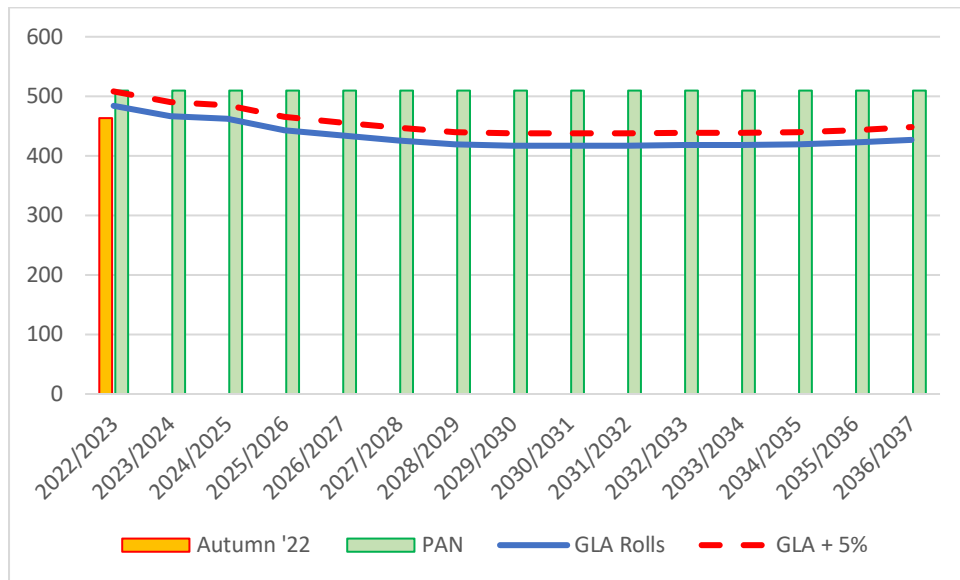
Table 9.2.5 Percentage of pupils with an EHCP and SEN Support



Projections

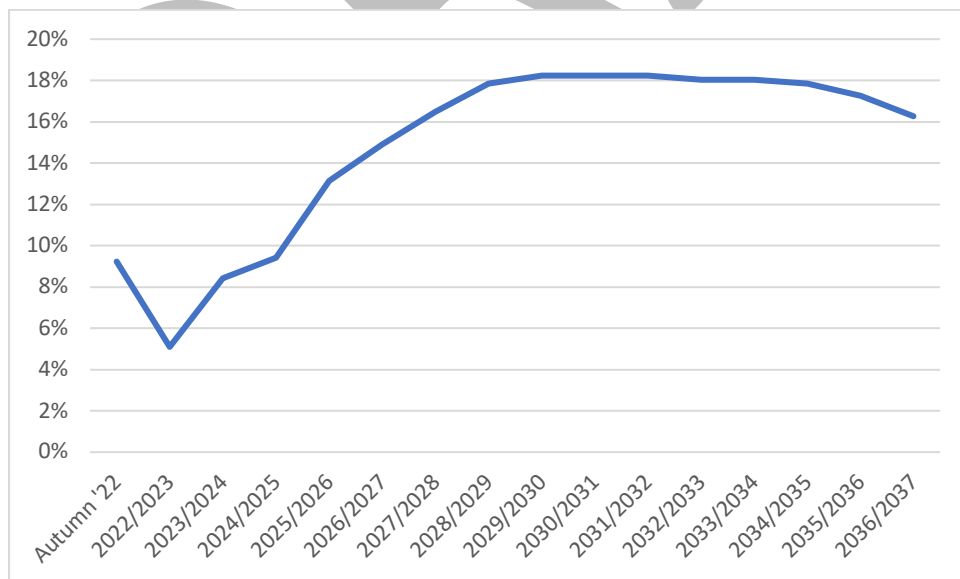
Based on the GLA 2022 School Roll Projections Reception rolls are projected to fall by 70 between 2022/23 and 2029/30 which is lower than the 80 forecast by the GLA in 2021.

Figure 9.2.6: Reception Year Roll Projections – Beckenham



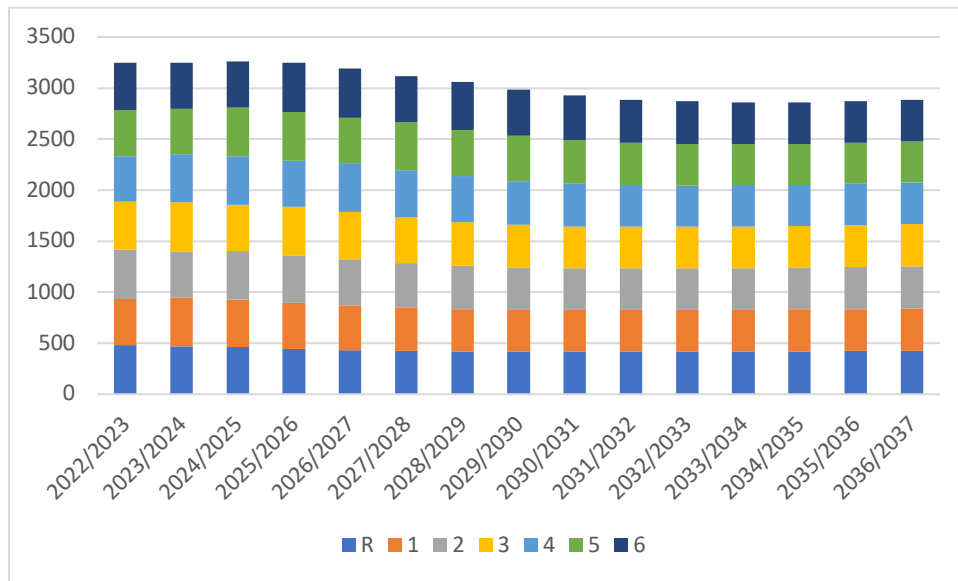
The surplus in school places is expected to grow until 2028/29 when it will be 93 places, double the local surplus in autumn 2022.

Figure 9.2.7: Reception Year Roll Surplus Places - Beckenham



Rolls across all primary years are projected to decrease by 226 between 2022/23 and 2029/30, but the decrease is less than the GLA 2021 projections.

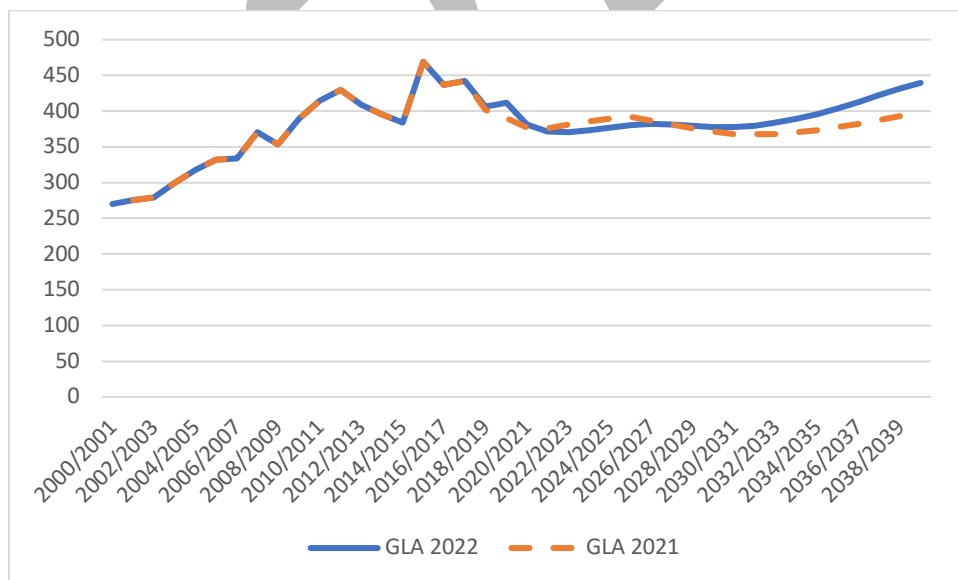
Figure 9.2.8: Primary school roll projections – Beckenham



Demographics

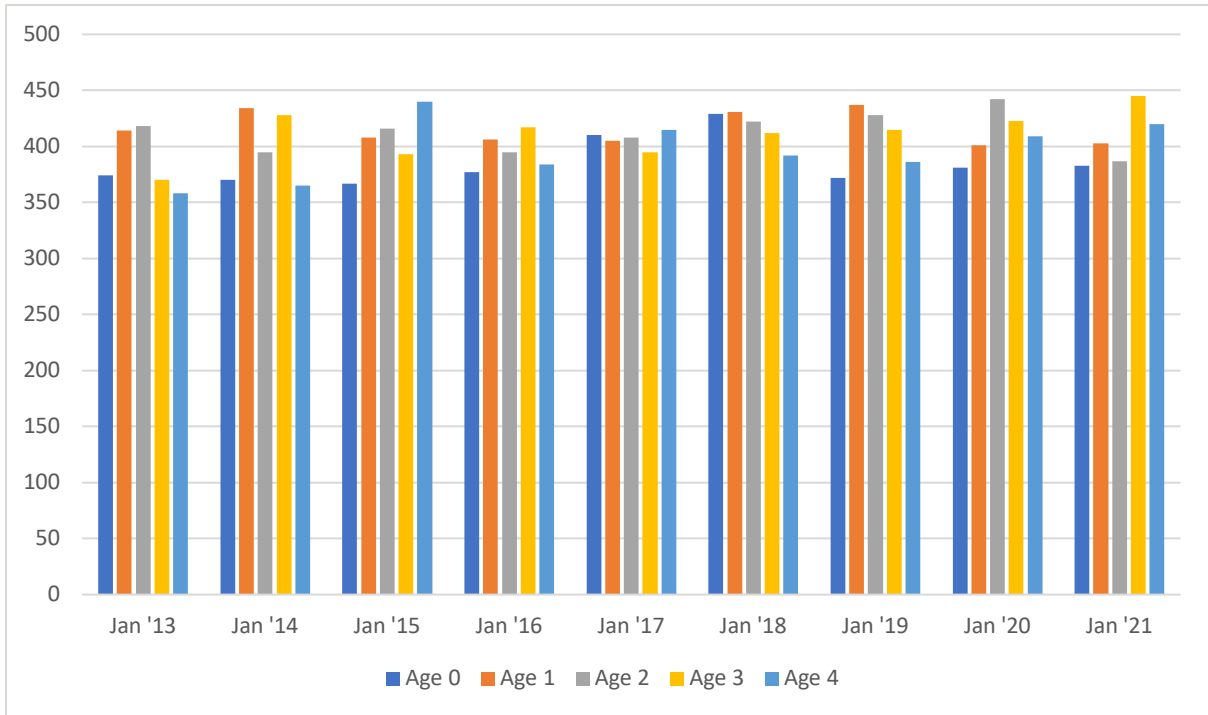
The number of live births is projected to stay relatively stable for the rest of this decade with 373 live births in 2029/30 compared to 373 in 2023/24. The 2022 projections are indicating a slightly higher increase in live births during the next decade with 439 in 2019/40 compared with 397 in the 2021 projections.

Table 9.2.9: Live births – Beckenham 2000-2040



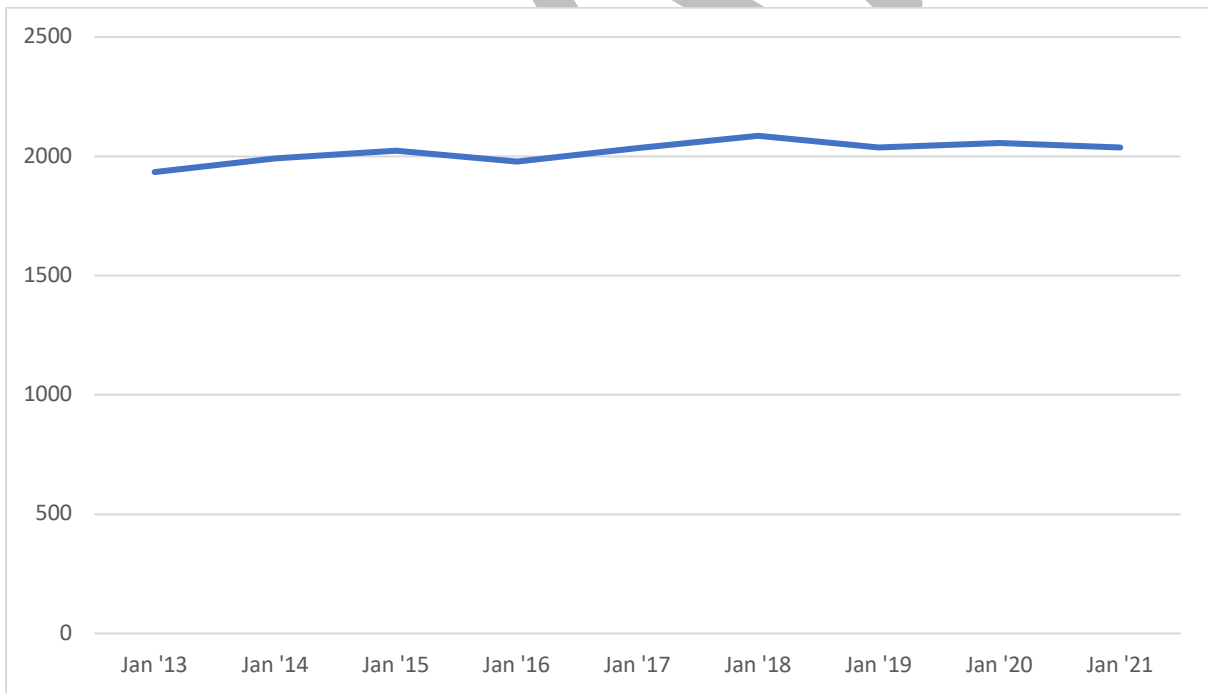
Whilst overall GP registrations have increased between 2013 and 2021, the number of registrations increased for 0, 3 and 4-year-olds, but fell for 1- and 2-year-olds.

Table 9.2.10: GP Registrations 2013-21 by age – Beckenham



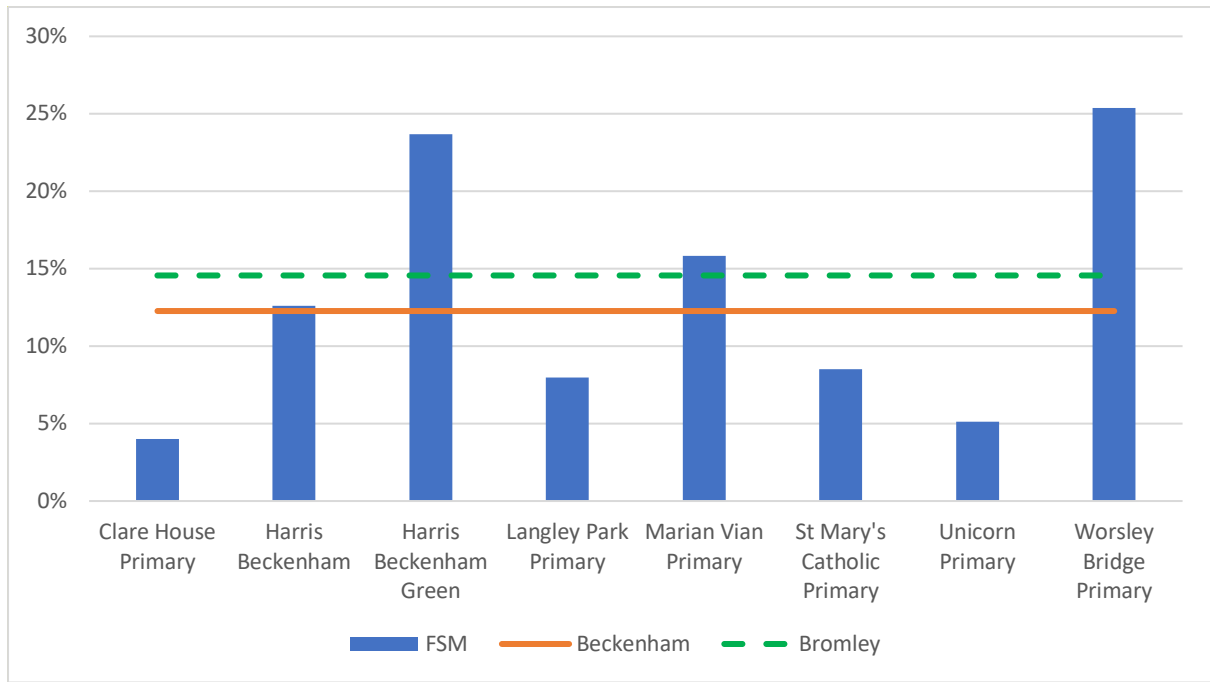
Across the 0-4 age group GP registration grew by 5% between 2013 and 2021.

Table 9.2.11: GP Registrations 2013-21 0 - 4 Years Old – Beckenham



The eligibility rate for free school meals in Beckenham at 12% is below the borough-wide average, although eligibility at Harris Beckenham Green is 24% and Worsley Bridge Primary School 25%.

Table 9.2.12: Percentage of children on school roll eligible for free school meals – Beckenham



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9.3 Hayes and Coney Hall, Shortlands, West Wickham (Planning Area 3)

The analysis in this section is based upon local pupil place planning areas and corresponds to pre-2022 ward boundaries. The wards included in the planning area are:

- Hayes and Coney Hall Ward
- Shortlands Ward
- West Wickham Ward

The table below provides details of the schools in the local area, their organisation and Ofsted rating.

School	Type	Organisation	Ofsted Rating	Date of Last Inspection
Glebe School	Academy special school (ASD - Autistic Spectrum Disorder MLD - Moderate Learning Difficulty)	Specialist Learning Trust	Outstanding	26 November 2019
Harris Primary Academy Shortlands	Primary academy	Harris Federation	Outstanding	27 April 2017
Hawes Down Primary School	Primary academy	Impact Multi Academy Trust	Good	6 February 2018
Hayes Primary School	Primary academy	The Spring Partnership Trust	Good	7 November 2017
Hayes School	Secondary academy	Impact Multi Academy Trust	Outstanding	22 September 2022
Highfield Infants' School	Primary academy	Nexus Education Schools Trust (NEST)	Outstanding	22 June 2022
Highfield Junior School	Primary academy	Nexus Education Schools Trust (NEST)	Outstanding	22 June 2022
Oak Lodge Primary	Primary academy	Compass Academy Trust	Good	21 June 2019

School	Type	Organisation	Ofsted Rating	Date of Last Inspection
Pickhurst Infant School	Primary academy	Nexus Education Schools Trust (NEST)	Outstanding	19 January 2022
Pickhurst Academy (Junior School)	Primary academy	Chancery Education Trust	Outstanding	5 July 2011
Riverside (West Wickham)	Community special school. (ASD - Autistic Spectrum Disorder, SLD - Severe Learning Difficulty and PMLD - Profound and Multiple Learning Difficulty)	Community	Outstanding	3 June 2019
St Mark's CE Primary	Primary academy	Aquinas Church of England Education Trust	Good	12 September 2017
Wickham Common Primary	Primary academy	Compass Academy Trust	Good	6 February 2018

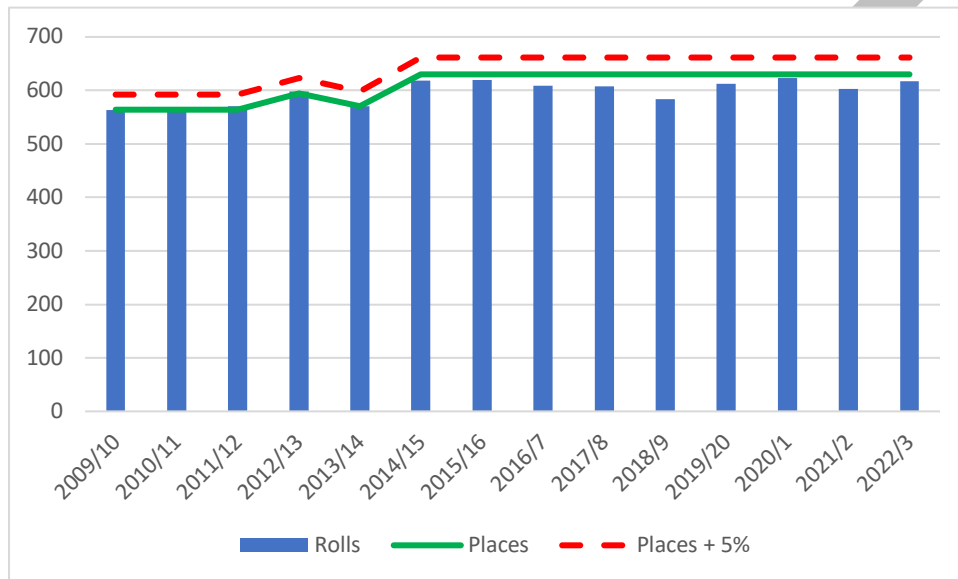
Hayes and West Wickham has not seen significant growth in the need for Reception year school places, with the only changes being the opening of Harris Shortlands Primary Academy and a bulge class at Hawes Down Primary School in 2012. However, the local area generally sees school rolls grow through the primary phase which suggest the area sees inward migration from other areas.

Significant changes are proposed to the planning area as part of the realignment of planning areas detailed in Appendix A. The planning area is currently the largest in Bromley. The proposals would see the planning area gain Keston CE Primary School from Planning Area 5, but the new Shortlands and Park Langley Ward, which includes area formerly part of Bromley Town would move to Planning Area 4. This would mean that in future years Harris Primary Academy Shortlands, Highfield Infants' School, Highfield Junior School and St Mark's CE Primary School would no longer be part of the planning area. The primary planning would be wholly contained within the proposed secondary planning area 1.

School Rolls

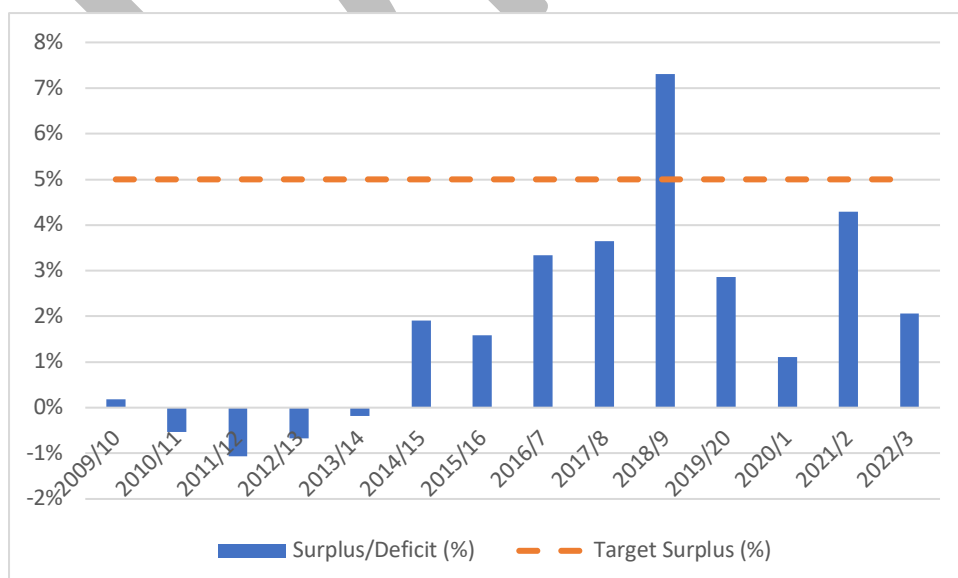
Reception year rolls have increased between January 2022 and October 2022 from 603 to 617. However, Hayes and West Wickham is an area where Reception rolls have been relatively stable, with only a single bulge class and Harris Primary Academy Shortlands being opened since 2010 and rolls increasing by 54 over this period (10%).

Figure 9.3.1: Primary year rolls and capacities 2010-21 – Hayes and West Wickham



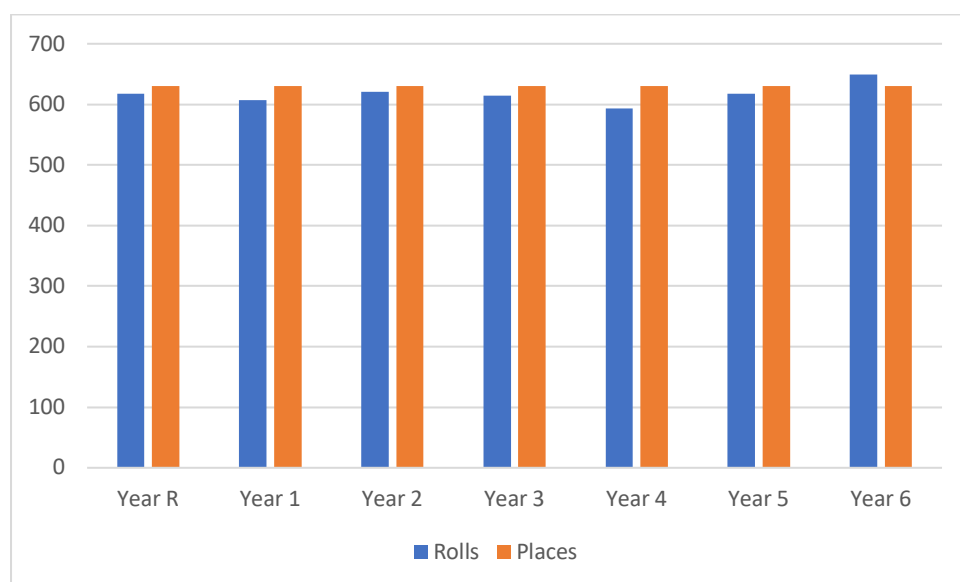
Places and Reception rolls have been closely matched with the target of a 5% surplus only being exceeded in a single year. At 2%, surplus reception places are below the borough's planning target of 5%.

Figure 9.3.2: Reception year rolls and capacities 2010-21 – Hayes and West Wickham



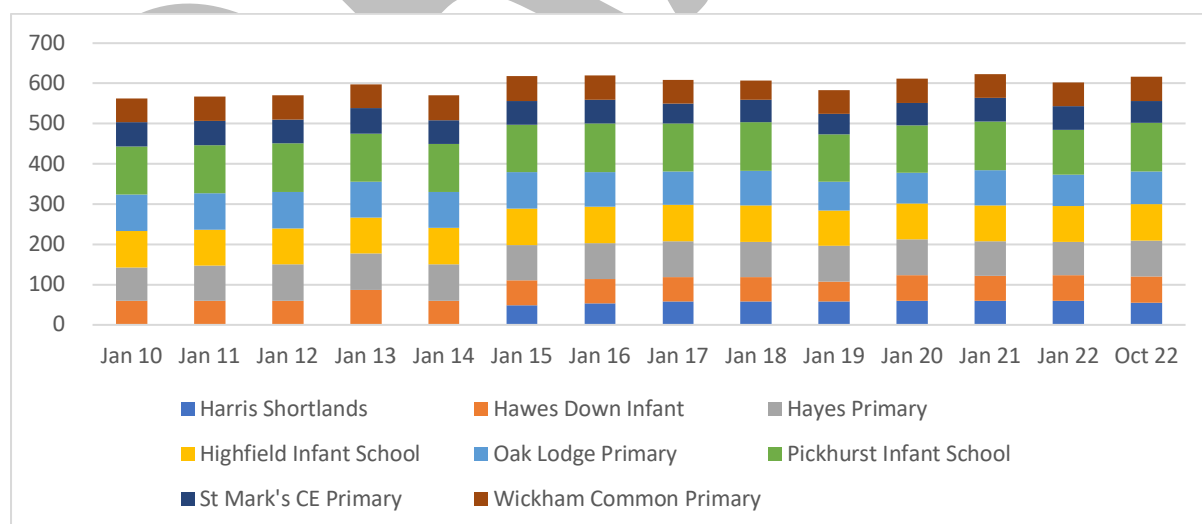
Hayes and West Wickham is a planning area where rolls have historically increased within schools between Reception to year 6. The table below shows that whilst in most years there are more places than pupils on roll, in Year 6 there are more pupils than school places. This is partly explained because schools can offer more than 30 places per class in Key Stage 2.

Table 9.3.3 School rolls by primary year group 2022 - Hayes and West Wickham



The table below provides detail of reception rolls by school across each year between 2010 and 2022.

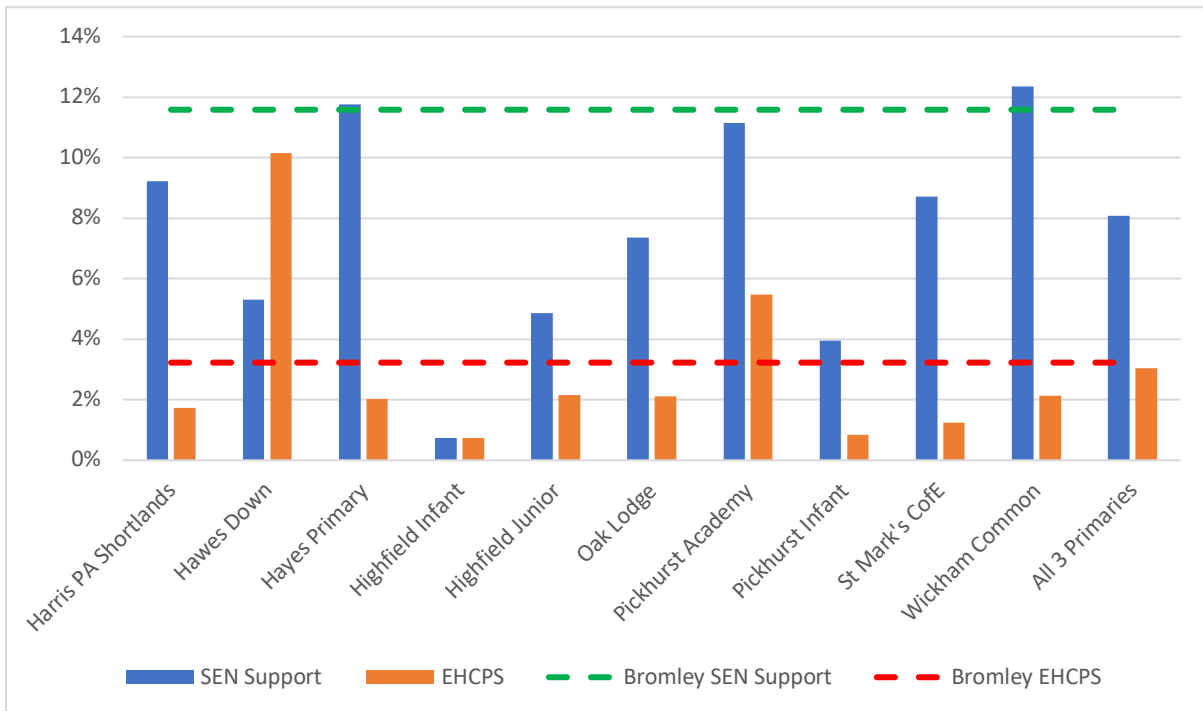
Table 9.3.4 School rolls by local school 2010-23 – Hayes and West Wickham



The table below analyses the percentage of pupils in local schools with SEN Support or an Education Health and Care Plan (EHCP). The proportion of pupils in receipt of an EHCP across the planning area is in line with the boroughwide average.

However, EHCP rates are higher at schools (Hawes Down Primary and Pickhurst Academy) where there is an SEN additionally resourced provision.

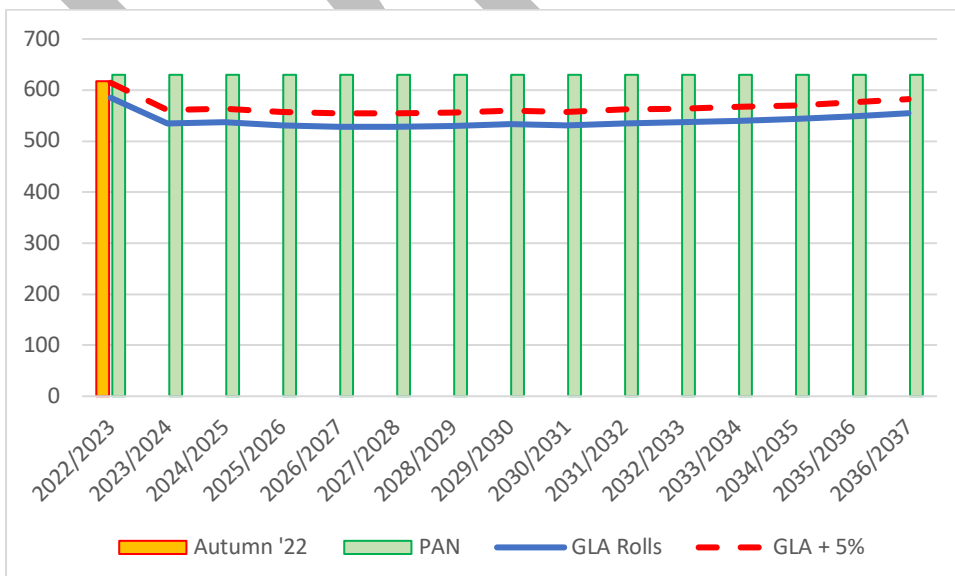
Table 9.3.5 Percentage of pupils with an EHCP and SEN Support



Projections

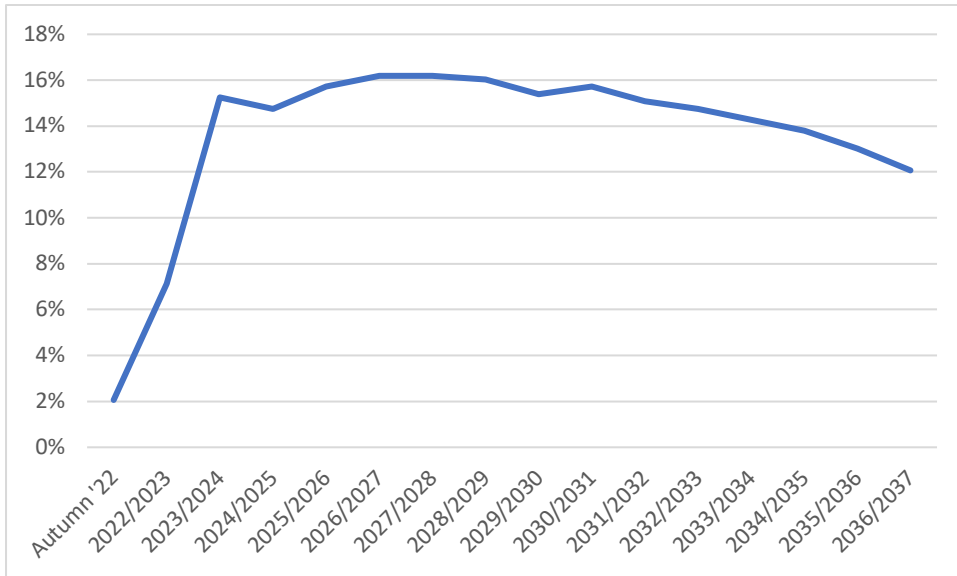
Reception rolls are projected to decrease by 57 to 528 by 2026/27 and then increase to 554 by 2036/37. The projected fall is less than forecast by the 2021 GLA projections and actual October 2022 reception rolls were higher than GLA projections for 2022/23.

Figure 9.3.6: Reception Year Roll Projections – Hayes and West Wickham



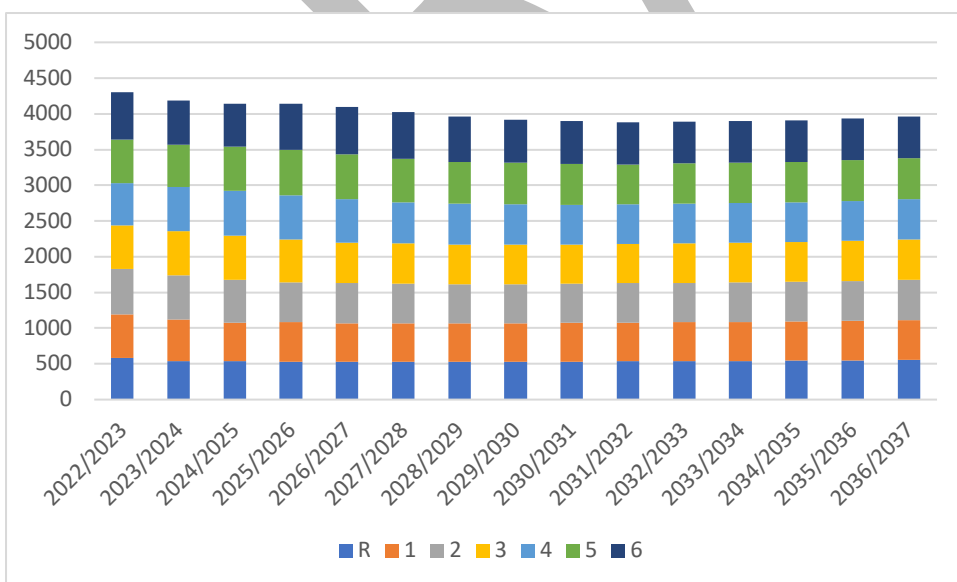
The table below illustrates the number of surplus school places projected in the planning area. Surplus school places are projected to increase by 2% now to 15% by 2029/30 before reducing to 12% by 2036/37.

Figure 9.2.7: Reception Year Roll Surplus Places - Hayes and West Wickham



The table below shows the projected primary school population by national curriculum year group. Primary school rolls are projected to decrease by 390 (9%) between 2022/23 and 2029/30.

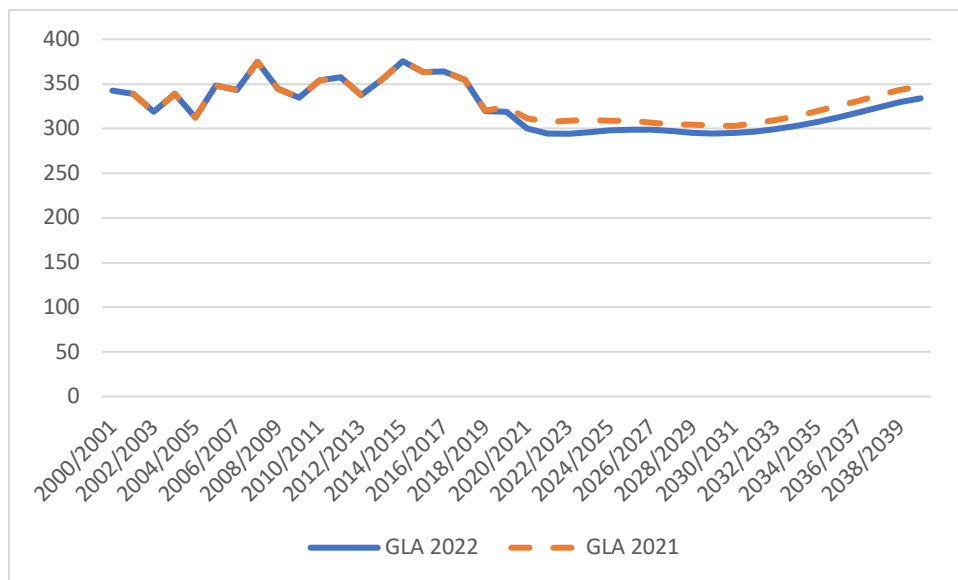
Figure 9.3.8: Primary school roll projections – Hayes and West Wickham



Demographics

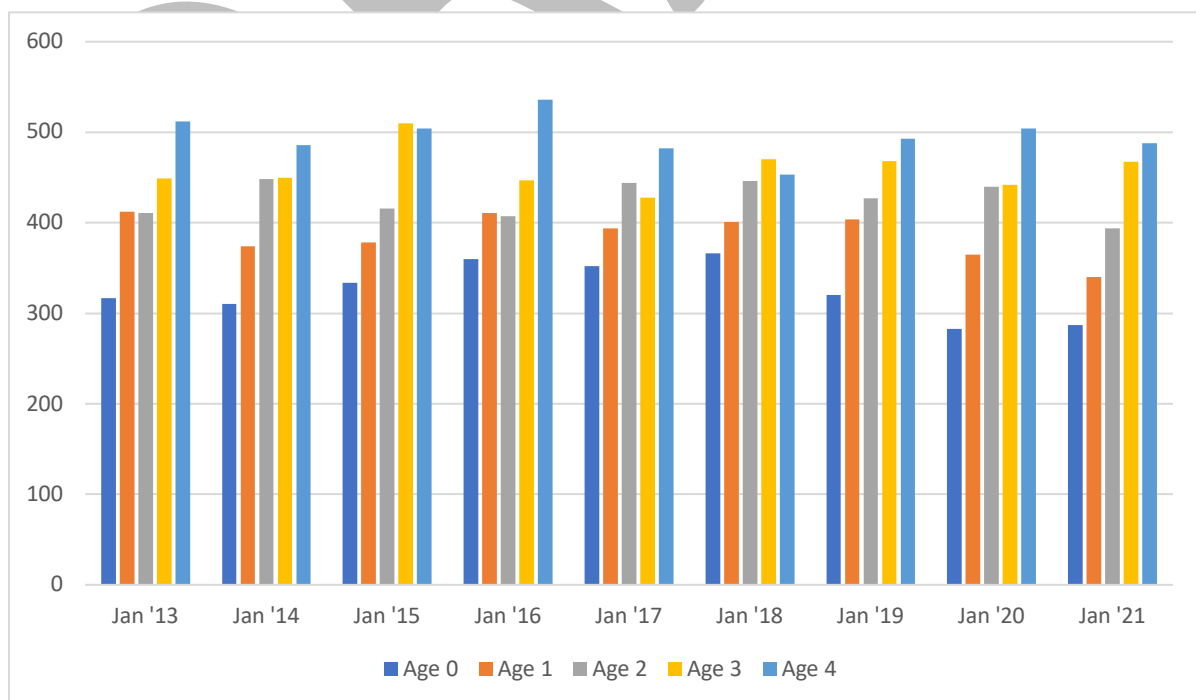
Live births are projected to remain stable across the next decade with 295 live births projected in 2029/30 compared to 296 in 2023/24. The 2022 GLA projections indicate slightly lower growth next decade with 334 live births in 2039/40 compared with 348 based on the 2021 GLA projections.

Table 9.3.7: Live births – Hayes and West Wickham 2000-2040



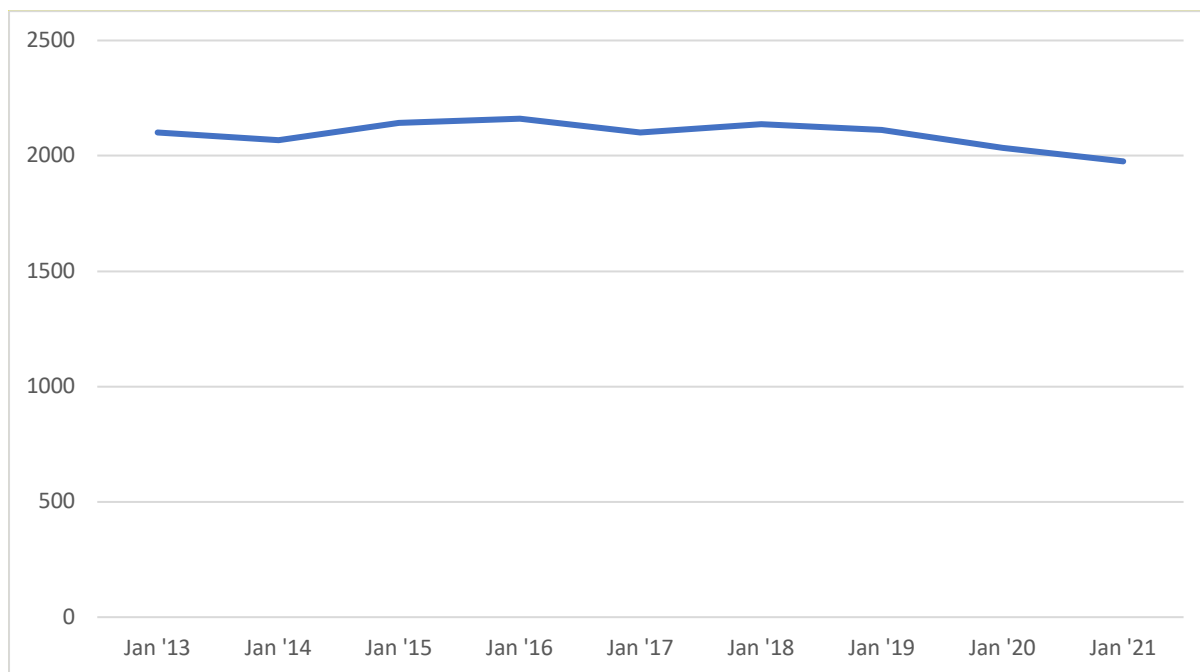
Overall, between 2013 and 2021 GP registrations decreased for all groups except 3-year-olds with the biggest drop being 17% for 1 year-olds.

Table 9.3.8: GP Registrations 2013-21 by age – Hayes and West Wickham



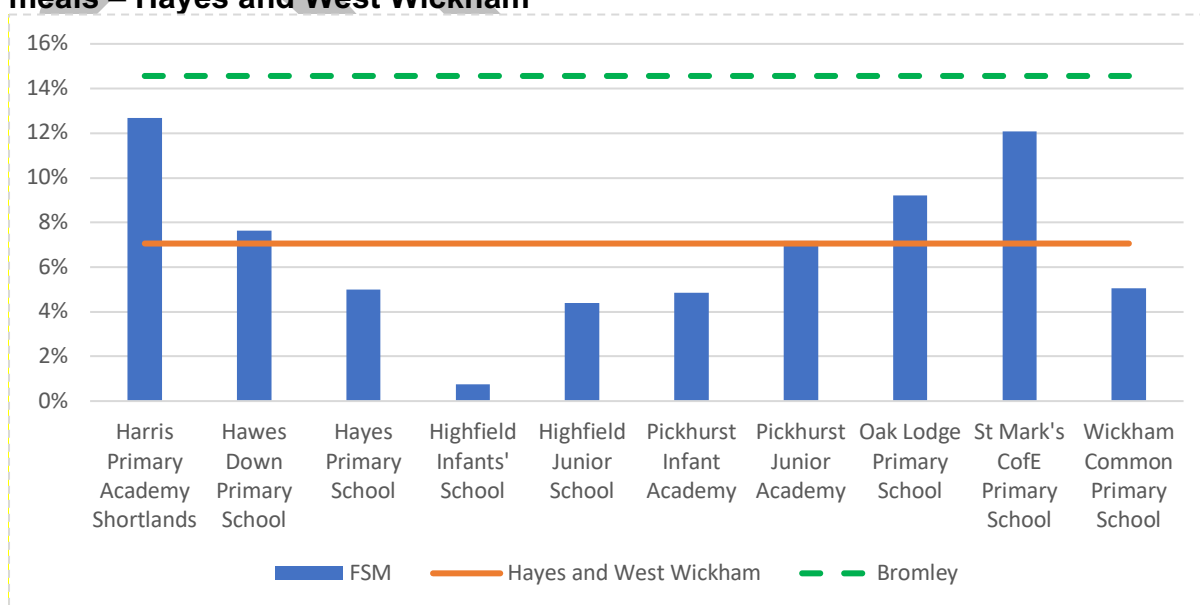
Across the period 2013 to 2021 GP registration fell for the 0-4 age group by 125 or 6%.

Table 9.3.9: GP Registrations 2013-21 0 - 4 Years Old – Hayes and West Wickham



At a 7% eligibility rate, the Hayes and West Wickham area has the lowest eligibility rate for free school meals in Bromley, under half the Borough-wide rate, with no schools exceeding the Bromley average.

Table 9.3.10: Percentage of children on school roll eligible for free school meals – Hayes and West Wickham



9.4 Bickley, Bromley Town and Plaistow and Sundridge (Planning Area 4)

The analysis in this section is based upon local pupil place planning areas and corresponds to pre-2022 ward boundaries. The wards included in the planning area are:

- Bickley Ward
- Bromley Town Ward
- Plaistow and Sundridge Ward

The table below provides details of the schools in the local area, their organisation and Ofsted rating.

School	Type	Organisation	Ofsted Rating	Date of Last Inspection
Bickley Primary School	Primary academy	Nexus Education Schools Trust (NEST)	Good	6 February 2019
Bromley Beacon Academy (Bromley site)	Academy special School – (SEMH - Social, Emotional and Mental Health)	London South East Academies Trust	Good	17 January 2019
Bromley Trust Alternative Provision Academy (Hayes Lane site)	Academy sponsored pupil referral unit (primary aged)	London South East Academies Trust	Good	20 September 2017
Bullers Wood School	Girls' secondary academy	Bullers Wood Multi Academy Trust	Outstanding	16 February 2012
Bullers Wood School for Boys	Boys' secondary academy	Bullers Wood Multi Academy Trust	Good	07 February 2023
Burnt Ash Primary School	Primary academy	Single academy trust	Outstanding	3 October 2019
La Fontaine Academy	Primary academy	Step Academy Trust	Good	8 June 2017

School	Type	Organisation	Ofsted Rating	Date of Last Inspection
Parish CE Primary School	Primary academy	Aquinas Church of England Education Trust	Outstanding	4 November 2011
Raglan Primary School	Primary academy	Connect Schools Academy Trust	Good	28 June 2017
Riverside (Phoenix)	Community special school. (ASD - Autistic Spectrum Disorder, SLD - Severe Learning Difficulty and PMLD - Profound and Multiple Learning Difficulty)	Community	Outstanding	3 June 2019
St George's, Bickley, Church of England Primary School	Primary academy	Aquinas Church of England Education Trust	Outstanding	5 February 2019
St Joseph's RC Primary School	Primary academy	South East London Catholic Academy Trust (SELCAT) Limited	Good	12 September 2017
Scotts Park Primary School	Primary academy	E21C (Education for the 21 st Century)	Good	22 April 2022
The Ravensbourne School	Secondary academy	E21C (Education for the 21 st Century)	Good	1 May 2018
Valley Primary School	Primary academy	Connect Schools Academy Trust	Good	20 November 2018

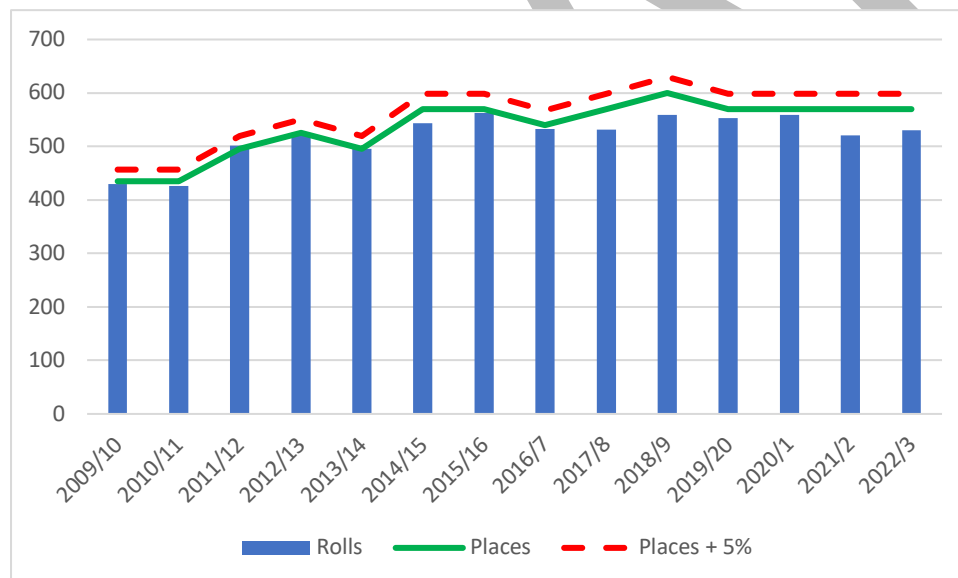
As a result of the proposed planning area changes detailed in Appendix A, there is likely to be significant change to this planning area in future years. Due to boundary changes Raglan Primary School moves to planning area 5. However, the planning area picks up a new ward, Shortlands and Park Langley. That proposed change enables Valley Primary School to remain in the planning area. but adds Harris Shortlands Primary School, Highfield Infant School, Highfield Junior School and St Marks CE Primary School to the planning area. The whole of the primary planning would be within the proposed secondary planning area 1.

Central Bromley has been one of the main areas of growth in school places since 2010. Over this period, Parish and St George’s primary schools have expanded, Valley and Scotts Park have taken bulge classes and La Fontaine a 3FE primary free school opened, increasing capacity Reception from 405 in 2009/10 to 570 in 2022. Bullers Wood School for Boys, a 6 forms of entry 900 place secondary free school, also opened in the area in 2018.

School Rolls

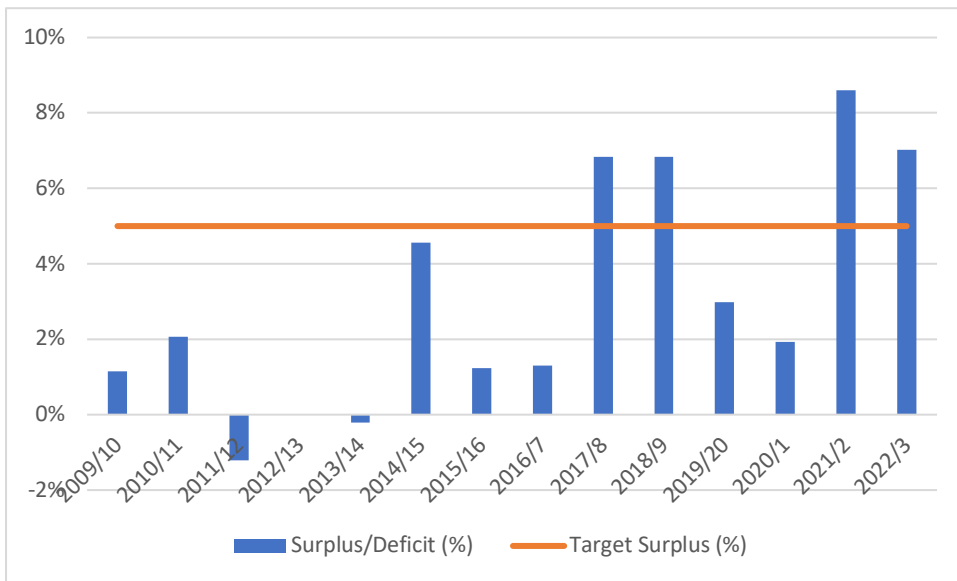
Reception rolls increase from 430 in 2010 to a peak of 559 in 2021, before falling back slightly to 521 in January 2022. They have now increased slightly to 530. The overall increase across the period 2010 to October 2022 is 23%.

Figure 9.4.1: Reception Year rolls and capacities 2010-21 – Central Bromley



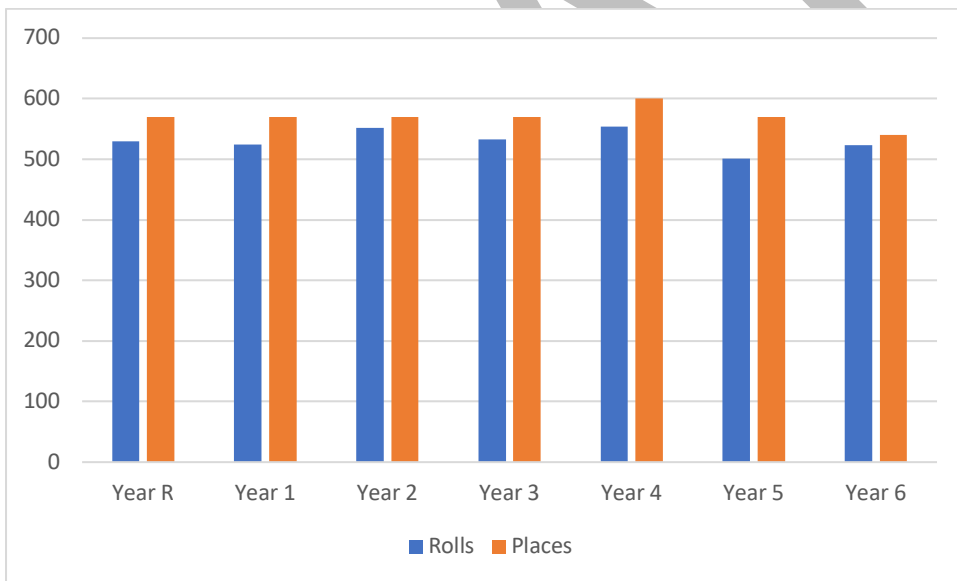
Reception year capacities have been reasonable well aligned with surplus capacity only being above 5% in 4 years, the highest 9% in 2022. The surplus is currently 7%.

Figure 9.4.2: Reception year rolls and capacities 2010-21 – Central Bromley



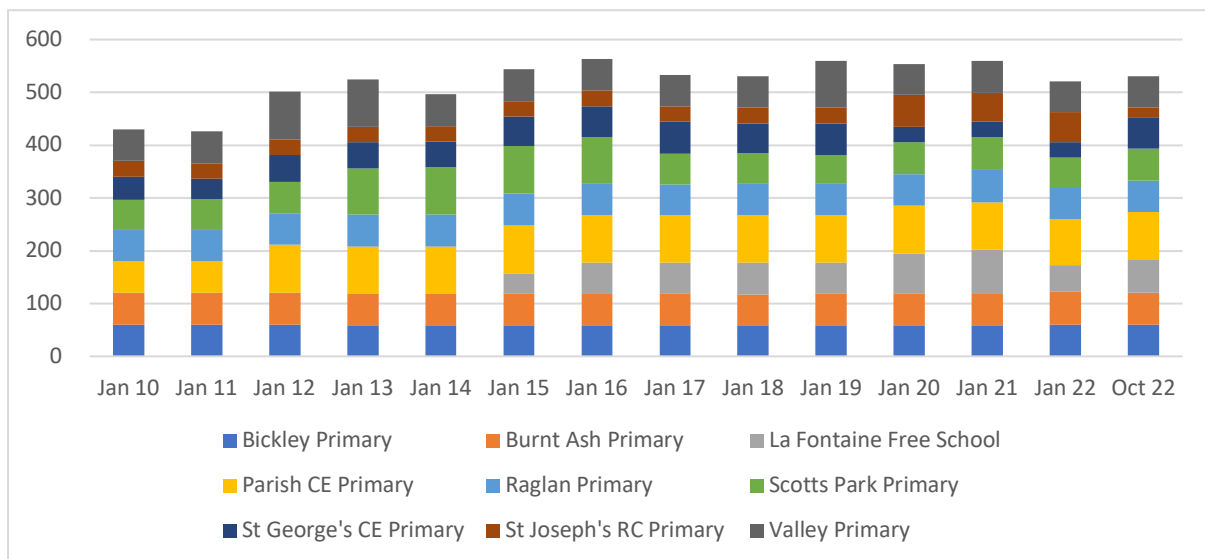
In 2022, there were less pupils in each year group than capacity.

Table 9.4.3 School rolls by primary year group 2022 - Central Bromley



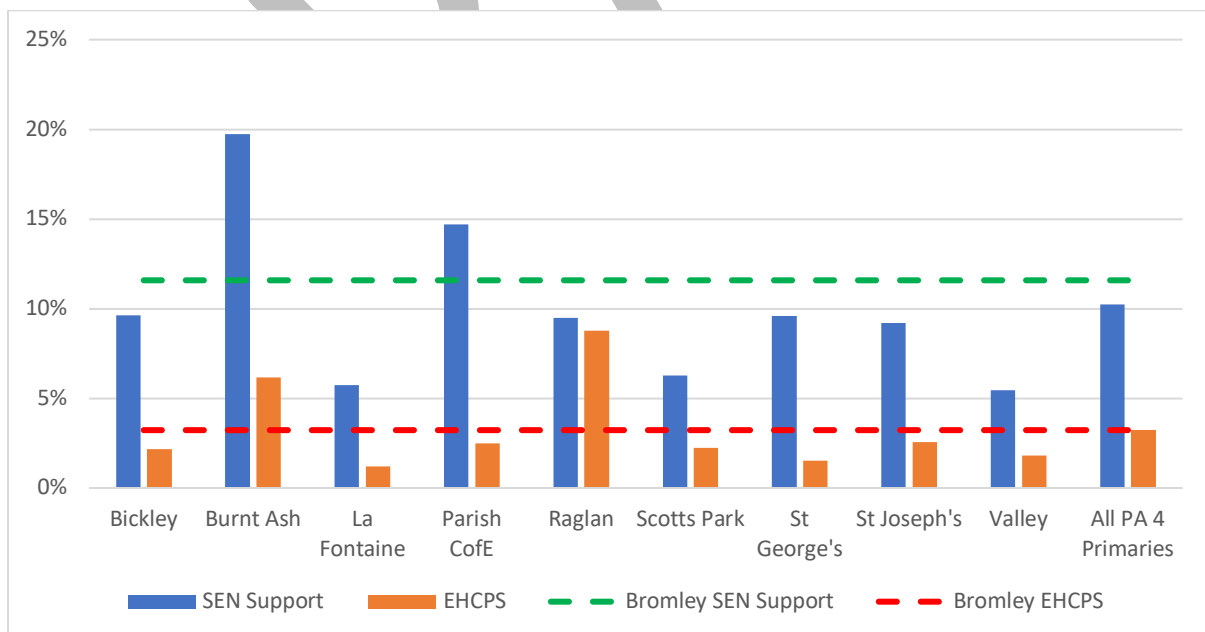
The table below provides detail of reception rolls by school across each year between 2010 and 2022.

Table 9.4.4 School rolls by local school 2010-22 – Central Bromley



The table below analyses the percentage of pupils in local schools with SEN Support or an Education Health and Care Plan (EHCP). The proportion of pupils in receipt of an EHCP across the planning area is in line with the boroughwide average. However, EHCP rates are higher at schools (Burnt Ash Primary School and Raglan Primary School) where there is an SEN additionally resourced provision. Burnt Ash Primary School also has a proportion of pupils with SEN Support significantly above the boroughwide average.

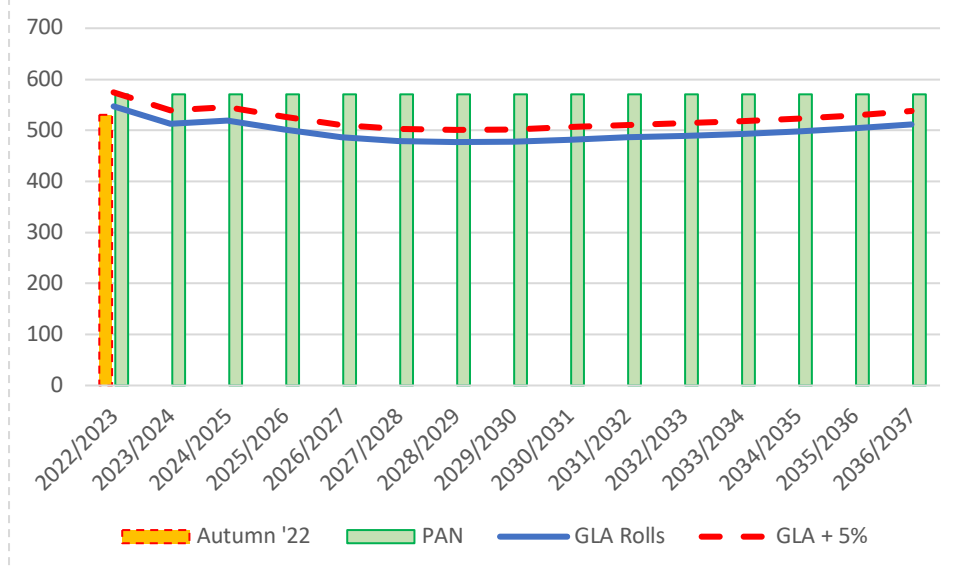
Table 9.4.5 Percentage of pupils with an EHCP and SEN Support



Projections

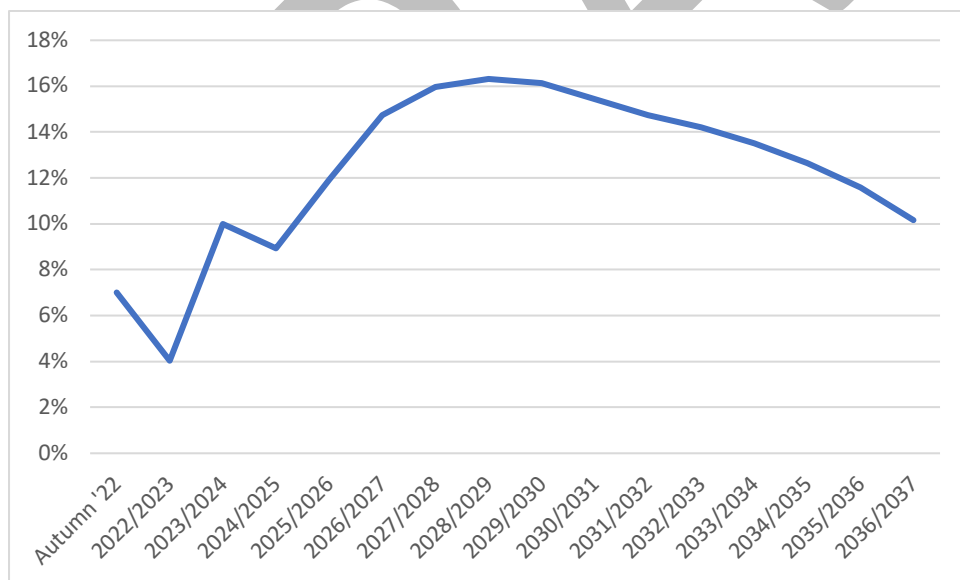
Reception year rolls are projected to reduce by 69 or 13% between 2022/23 and 2029/30.

Figure 9.4.6: Reception Year Roll Projections – Central Bromley



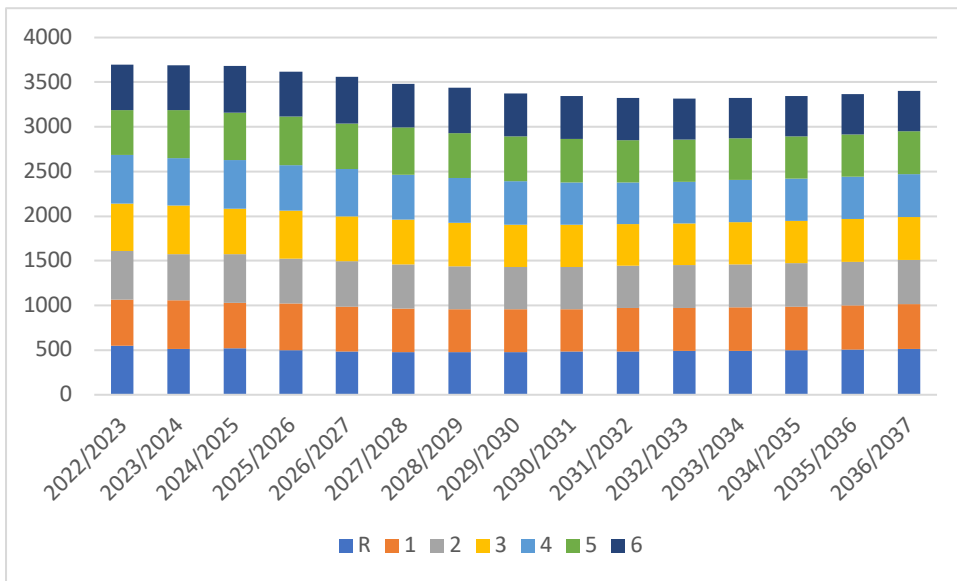
Surplus reception places are forecast to increase from 7% to 16% by 2029/30.

Figure 9.4.7: Reception Year Roll Surplus Places - Central Bromley



The table below shows the projected primary school population by national curriculum year group. Primary school rolls are projected to decrease by 320 (9%) by 2029/30.

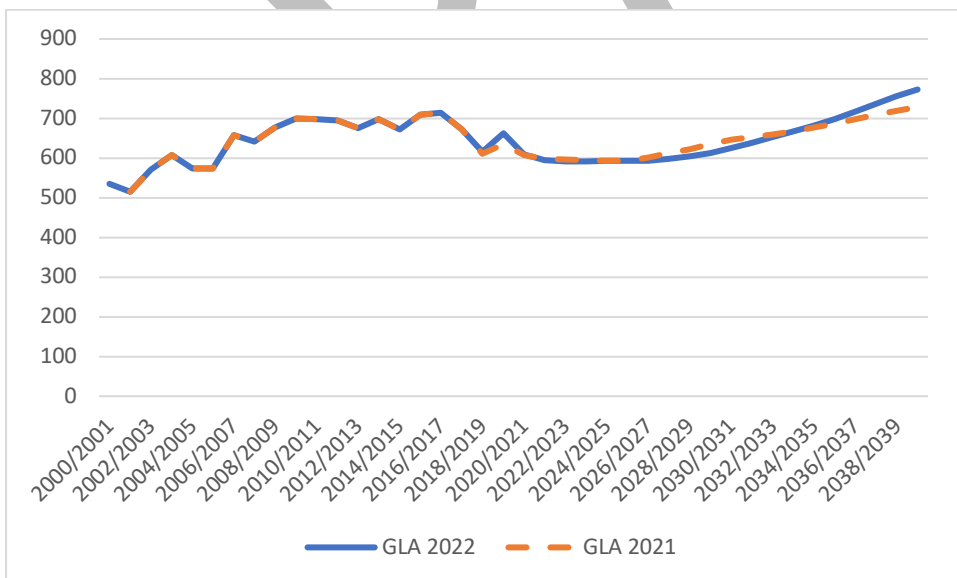
Figure 9.4.8: Primary school roll projections – Central Bromley



Demographics

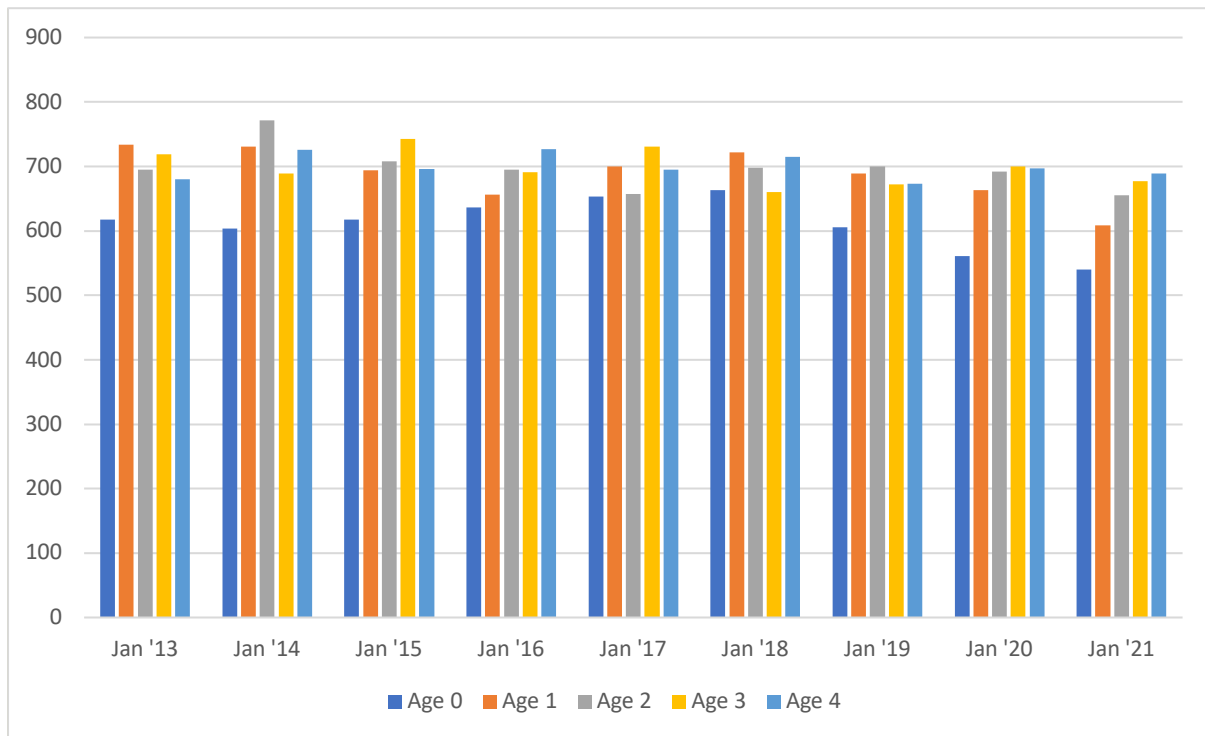
The 2022 GLA live birth projections show an increase from 591 in 2023/24 to 613 in 2029/30 and 773 in 2039/40.

Table 9.4.9: Live births – Central Bromley



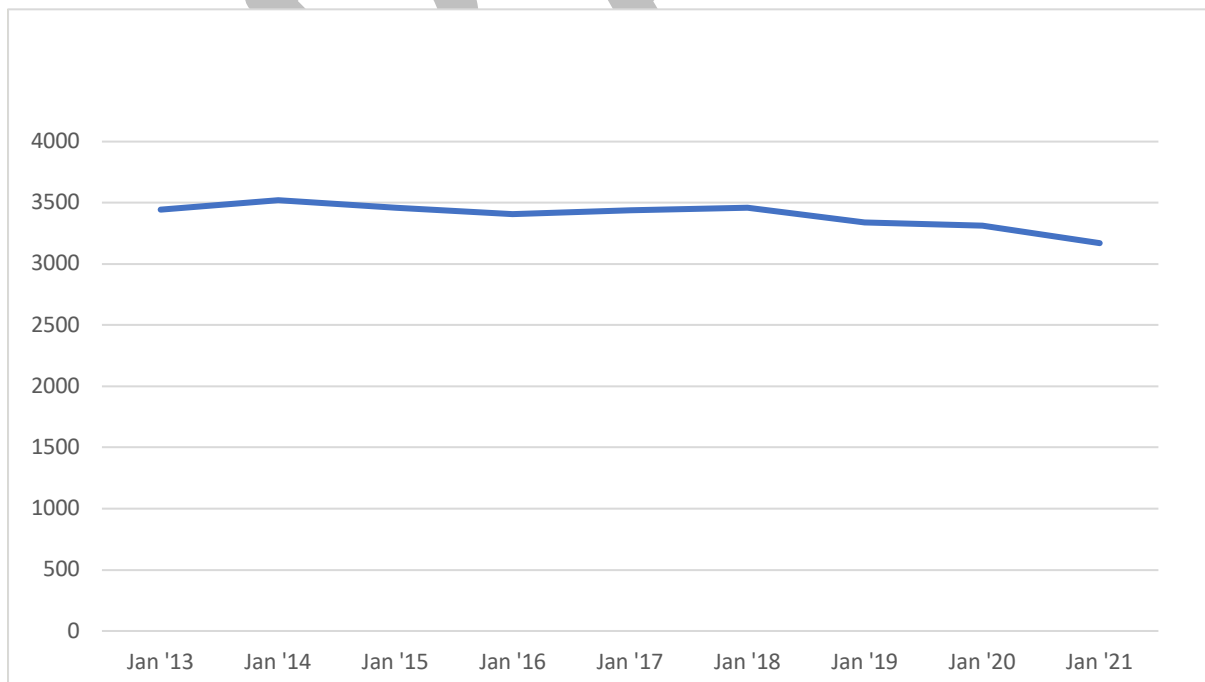
Between 2013 and 2021 GP registrations fell for all age 0-4 except for 4 years-olds.

Table 9.4.10: GP Registrations 2013-21 by age – Central Bromley



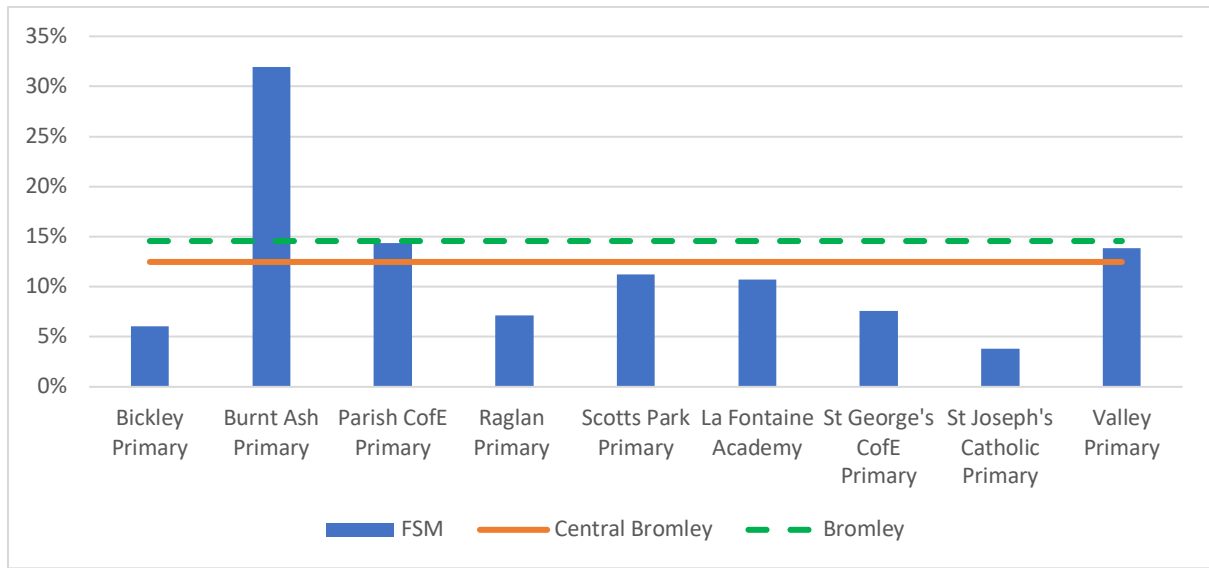
Across the 0-4 age group GP registrations fell by 275 or 8% between 2013 and 2021.

Table 9.4.11: GP Registrations 2013-21 0 - 4 Years Old – Central Bromley



Central Bromley has a lower eligibility rate (12%) for free school meals than for the whole of Bromley (15%). 32% of the pupils at Burnt Ash Primary School are eligible for free school meals.

Table 9.4.12: Percentage of children on school roll eligible for free school meals – Central Bromley



DRAFT

9.5 Bromley Common and Keston, Farnborough and Crofton, Petts Wood and Knoll (Planning Area 5)

The analysis in this section is based upon local pupil place planning areas and corresponds to pre-2022 ward boundaries. The wards included in the planning area are:

- Bromley Common and Keston Ward
- Farnborough and Crofton Ward
- Petts Wood and Knoll Ward

The table below provides details of the schools in the local area, their organisation and Ofsted rating.

School	Type	Organisation	Ofsted Rating	Date of Last Inspection
Bishop Justus CofE School	Secondary academy	Aquinas Church of England Education Trust	Good	23 January 2020
Crofton Infants School	Primary academy	Connect Schools Academy Trust	Outstanding	25 November 2021
Crofton Junior School	Primary academy	Connect Schools Academy Trust	Outstanding	7 February 2019
Darrick Wood Infant School	Primary academy	Chancery Education Trust	Outstanding	13 November 2009
Darrick Wood Junior School	Primary academy	South Orpington Learning Alliance (SOLA)	Good	5 February 2019
Darrick Wood School	Secondary academy	Single academy trust	Good	16 January 2019
Farnborough Primary School	Primary academy	Nexus Education Schools Trust (NEST)	Outstanding	28 November 2012

School	Type	Organisation	Ofsted Rating	Date of Last Inspection
Keston CE Primary School	Primary academy	Aquinas Church of England Education Trust	Good	27 September 2018
Newstead Wood School	Girls' secondary academy (selective)	United Learning Trust	Outstanding	3 February 2022
Ravens Wood School	Secondary academy	Impact Multi Academy Trust	Good	26 April 2018
St James' Roman Catholic Primary School	Primary academy	Single academy trust	Outstanding	3 November 2021
Southborough Primary School	Foundation primary school (maintained)	Aspiration For All Co-operative Trust (AFACT)	Good	13 February 2020
Trinity Church of England Primary School	Primary academy	Aquinas Church of England Education Trust	Good	28 September 2017
Tubbenden Primary School	Primary academy	South Orpington Learning Alliance (SOLA)	Good	28 November 2017

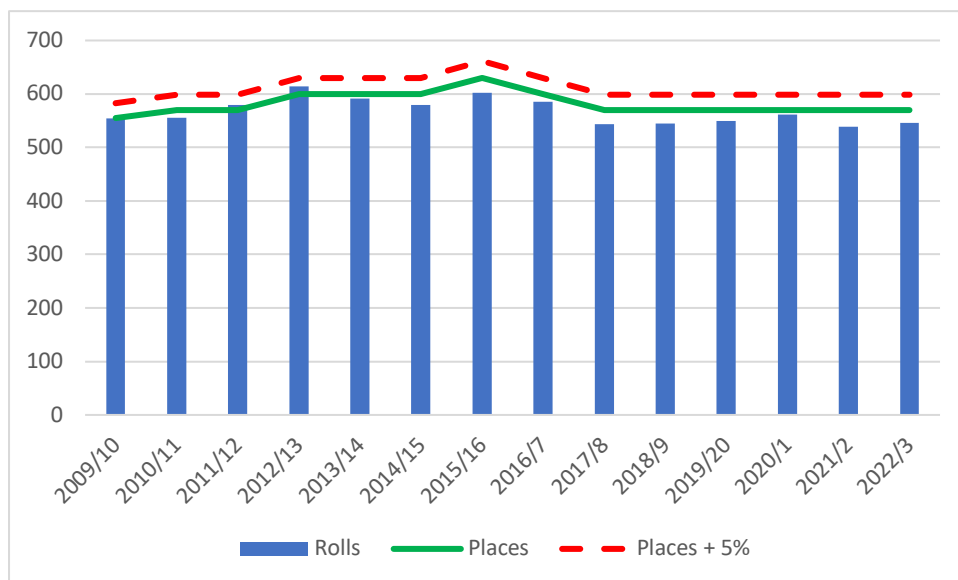
Under the proposed planning area changes set out within Appendix A, the planning area would, because of ward boundary changes, gain Raglan Primary School from planning area 4 and lose Keston CE Primary Area to planning area 3. For secondary place planning purposes, the primary planning area would be split between the proposed new secondary planning areas 1 & 2, with Bromley Common and Holwood Ward being in secondary planning area 1 and Farnborough and Crofton Ward and Petts Wood and Knoll in secondary planning area 2.

Following rising primary rolls during the last decade need has now dropped back. During this period there have been bulge classes at Keston, Trinity and Farnborough Primary Schools. Trinity CE Primary School has the capacity to expand to 3FE and planning consent to expand to 4FE. Bishop Justus has also expanded by 2FE adding 300 extra secondary school places.

School Rolls

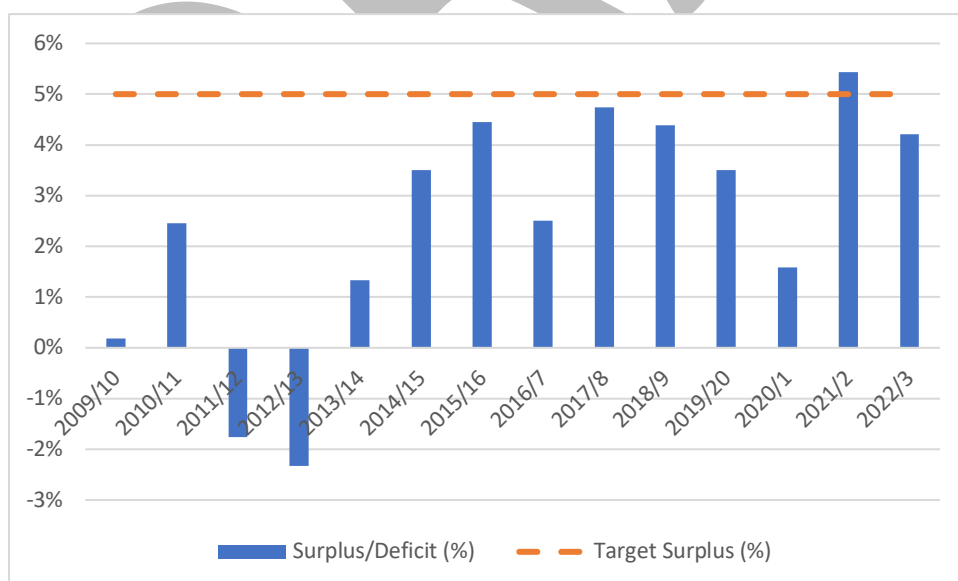
Reception year rolls rose from 554 to a peak of 614 in 2013 and now at 546 in 2022 are 1% lower than 2010.

Figure 9.5.1: Reception year rolls and capacities 2010-21 – Bromley Common and Keston, Farnborough and Crofton, Petts Wood and Knoll



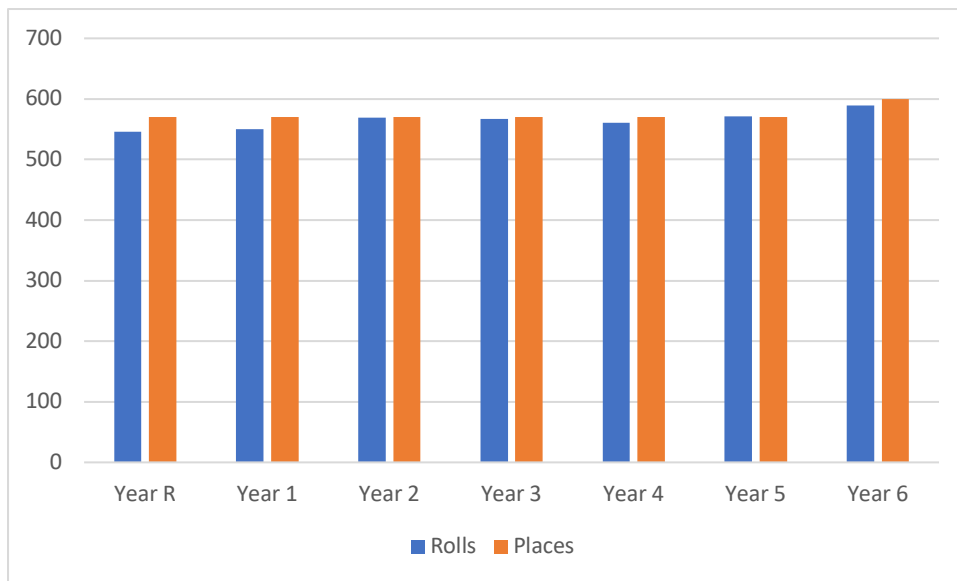
The table below indicates that Reception rolls and capacities are closely matched with the target surplus of 5% only exceeded in January 2022.

Figure 9.5.2: Reception year rolls and capacities 2010-21 – Bromley Common and Keston, Farnborough and Crofton, Petts Wood and Knoll



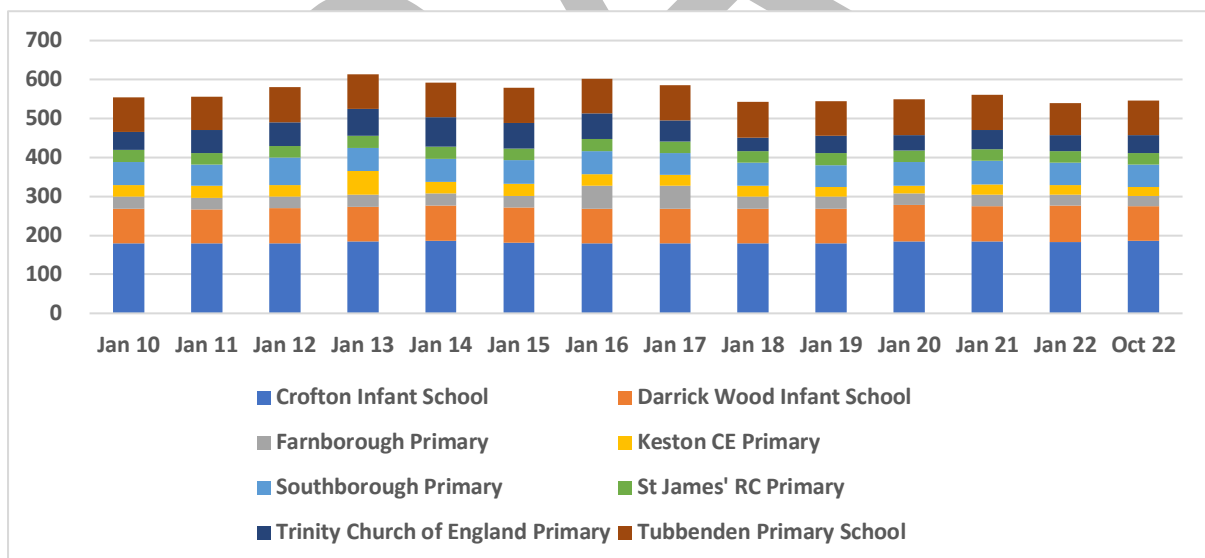
The table below demonstrates that there are more places than children on roll in each primary year group in 2022 except Year 5 where there is a 1 place deficit.

Table 9.5.3 School rolls by primary year group 2022 - Bromley Common and Keston, Farnborough and Crofton, Petts Wood and Knoll



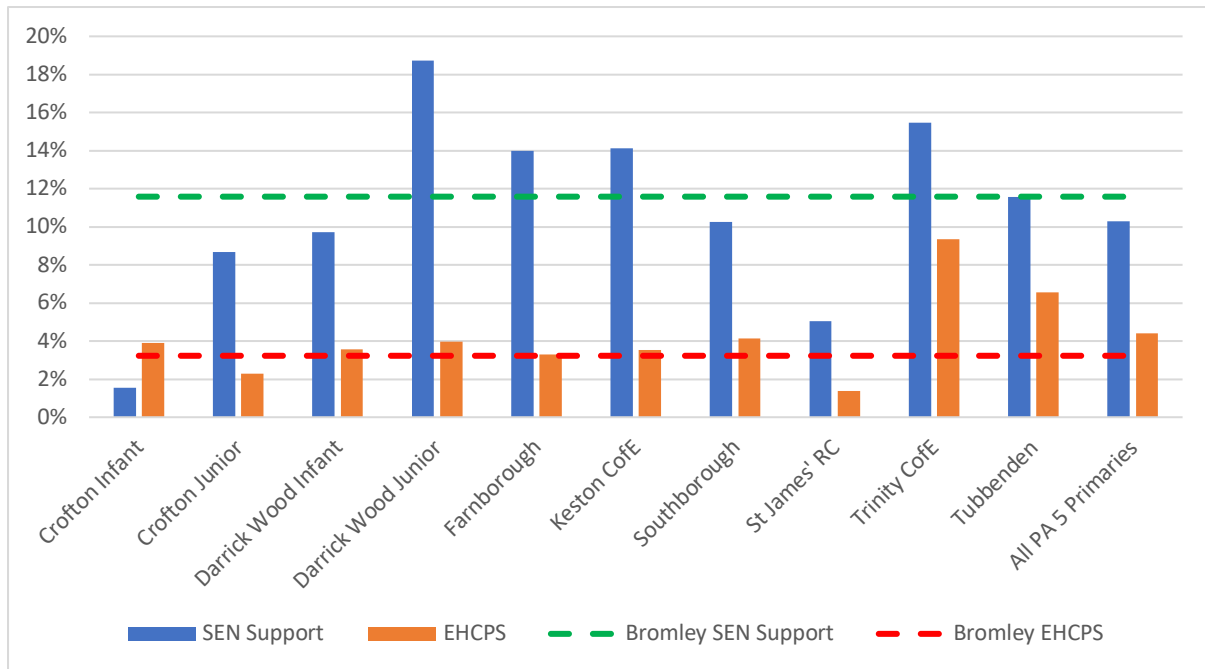
The table below provides details of the Reception year by school across each year from 2010 to 2022.

Table 9.5.4 School rolls by local school 2010-22 – Bromley Common and Keston, Farnborough and Crofton, Petts Wood and Knoll



The table below analyses the percentage of pupils in local schools with SEN Support or an Education Health and Care Plan (EHCP). The higher rates of EHCPs at Trinity CE Primary School and Tubbenden Primary School, at least in part, are explained by the additionally resourced provisions at those schools, although this trend is not reflected at Crofton Infant School. The proportion of pupils with SEN Support at Darrick Wood Junior School is over 50% higher than the borough average.

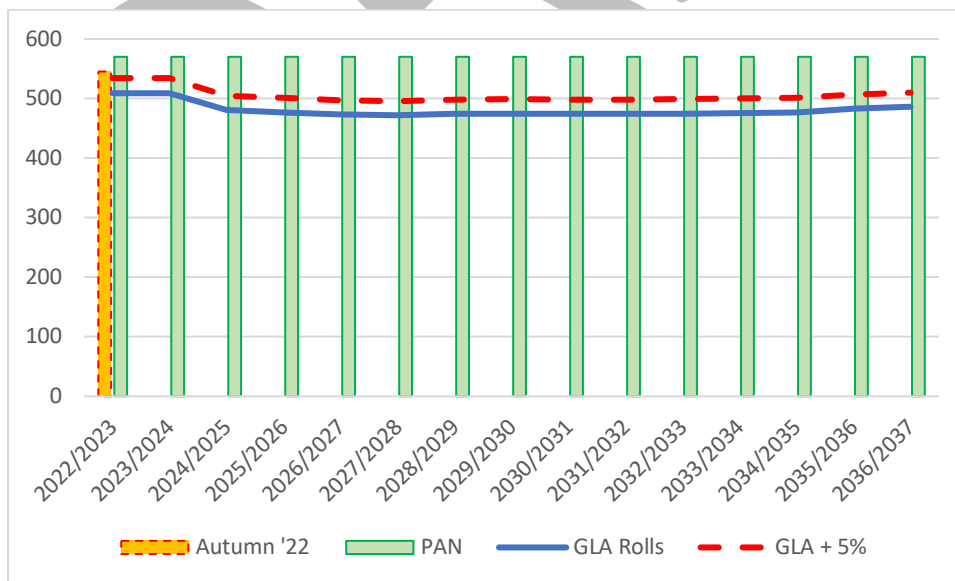
Table 9.5.5 Percentage of pupils with an EHCP and SEN Support



Projections

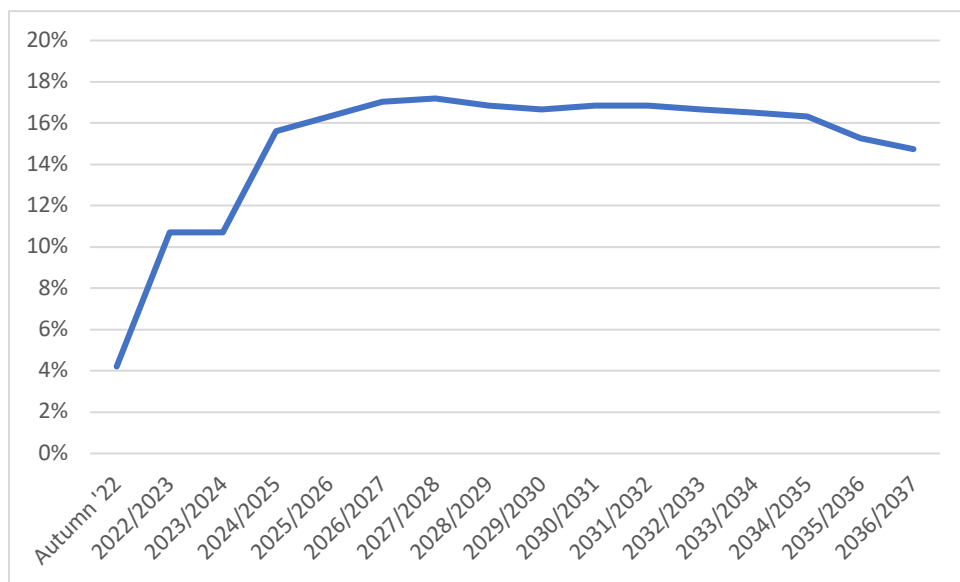
Reception year school rolls are projected to fall from 509 in 2022/23 to 475 in 2029/30, a reduction of 7%. School rolls in October 2022 are 36 higher than the 2022/23 forecast from the GLA 2022 projections.

Figure 9.5.6: Reception Year Roll Projections – Bromley Common and Keston, Farnborough and Crofton, Petts Wood and Knoll



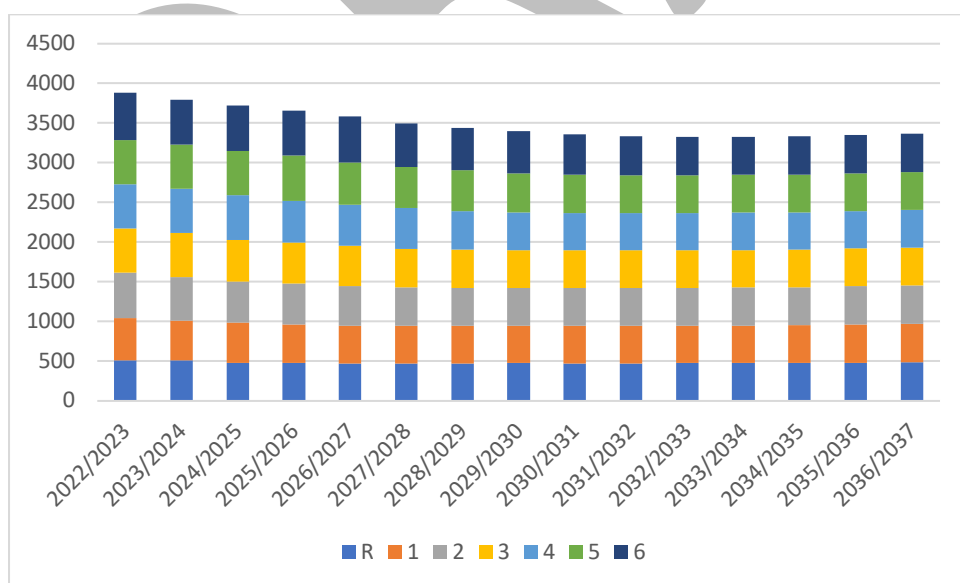
The table below indicates that surplus Reception places are forecast to increase from 24 places (4%) in 2022/23 to 95 (17%) 2029/30.

Figure 9.5.7: Reception Year Roll Surplus Places - Bromley Common and Keston, Farnborough and Crofton, Petts Wood and Knoll



Primary School rolls across all year groups are projected to fall by 490, or 13% between 2022/23 and 2029/30.

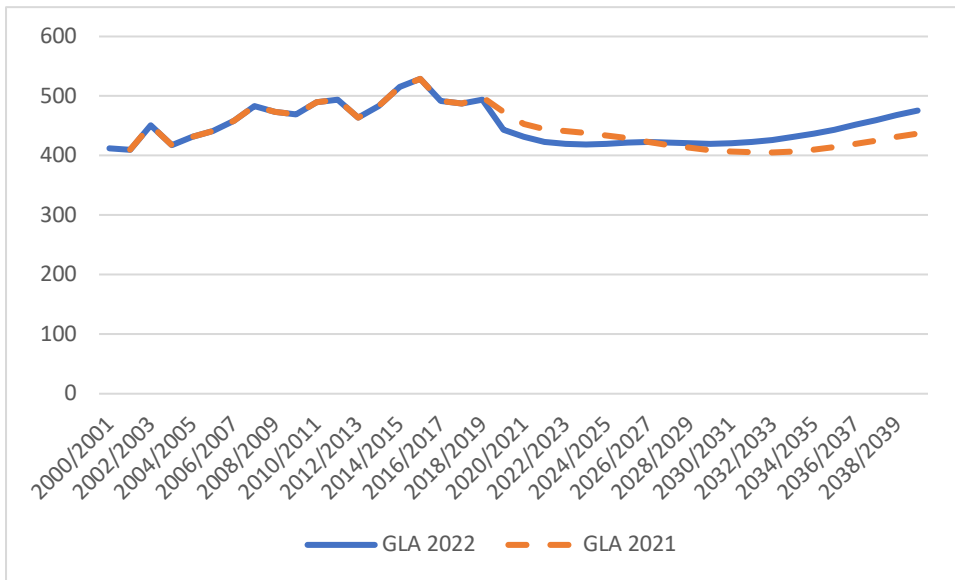
Figure 9.5.6: Primary school roll projections – Bromley Common and Keston, Farnborough and Crofton, Petts Wood and Knoll



Demographics

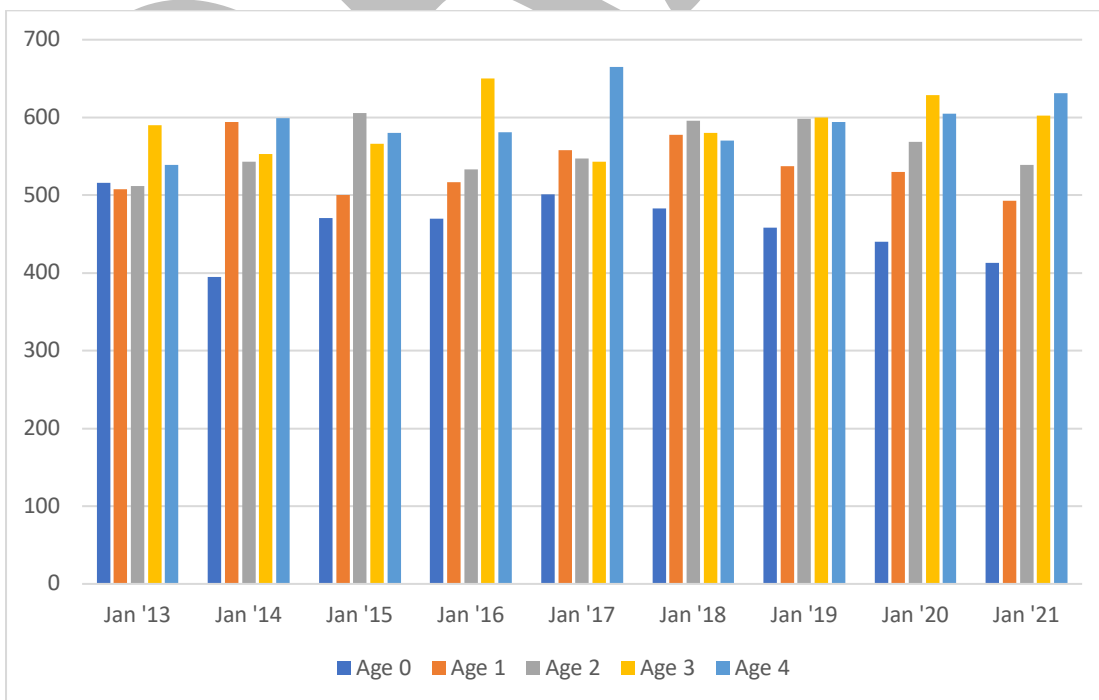
Live births are projected to remain static from 418 in 2023/24 across the next decade before increasing to 475 by 2039/40.

Table 9.5.7: Live births – Bromley Common and Keston, Farnborough and Crofton, Petts Wood and Knoll 2000-40



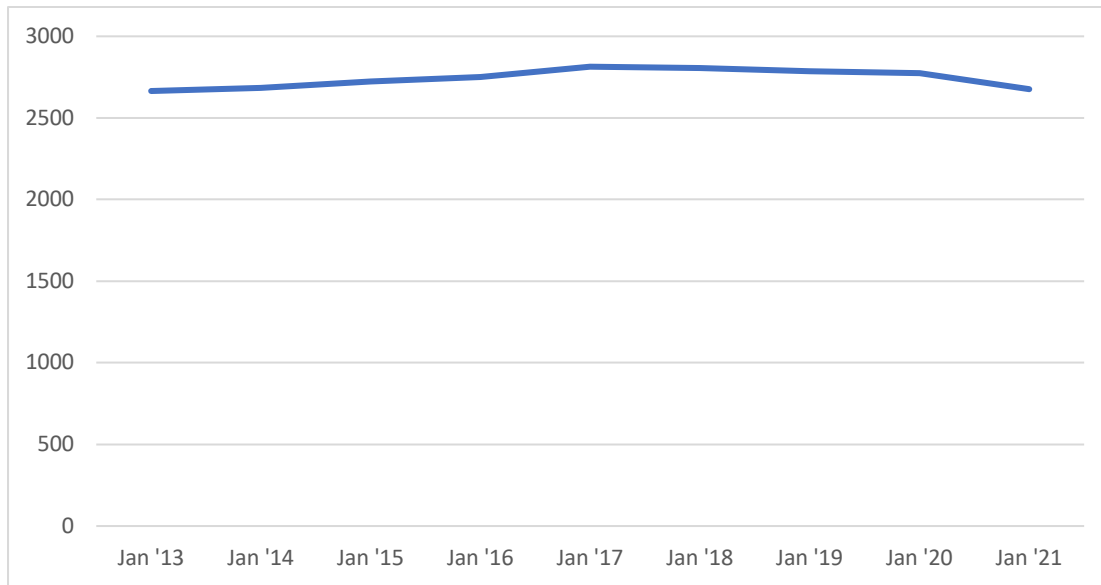
Between 2013 and 2021 GP registrations fell for 0 and 1 years-olds and increased for 2-, 3- and 4-year-olds.

Table 9.5.8: GP Registrations 2013-21 by age – Bromley Common and Keston, Farnborough and Crofton, Petts Wood and Knoll



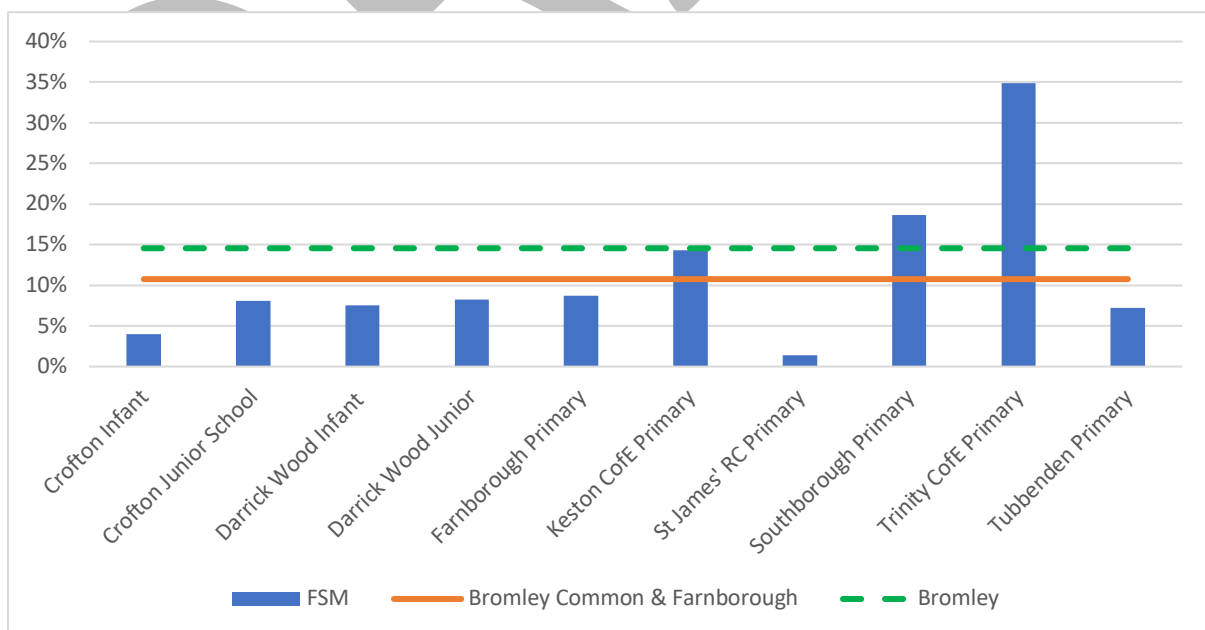
Across the 0-4 age groups GP registration rates were relatively stable with 13 more registrations in 2021 than 2013.

Table 9.5.9: GP Registrations 2013-21 0 - 4 Years Old – Bromley Common and Keston, Farnborough and Crofton, Petts Wood and Knoll



The rate of eligibility for free school meals (11%) is lower in Bromley Common and Keston, Farnborough and Crofton, Petts Wood and Knoll than the Bromley average. 25% of pupils at Trinity CE Primary are eligible for free school meals.

Table 9.5.10: Percentage of children on school roll eligible for free school meals – Bromley Common and Keston, Farnborough and Crofton, Petts Wood and Knoll



9.6 Chislehurst, Mottingham and Chislehurst North (Planning Area 6)

The analysis in this section is based upon local pupil place planning areas and corresponds to pre-2022 ward boundaries. The wards included in the planning area are:

- Chislehurst Ward
- Mottingham and Chislehurst North Ward

The table below provides details of the schools in the local area, their organisation and Ofsted rating.

School	Type	Organisation	Ofsted Rating	Date of Last Inspection
Chislehurst School for Girls	Secondary academy	Single academy trust	Good	13 December 2017
Coopers School	Secondary academy	E21C (Education for the 21 st Century)	Good	8 March 2018
Edgebury Primary School	Maintained (Foundation)	AFACT	Good	5 June 2018
Elmstead Wood Primary School	Primary academy	The Spring Partnership Trust	Good	13 February 2019
Marjorie McClure	Maintained Special School (Foundation) PD - Physical Disability	Foundation trust	Outstanding	30 January 2018
Mead Road Infant School	Primary academy	E21C (Education for the 21 st Century)	Outstanding	5 March 2009
Ravensworth Primary School	Primary academy	E21C (Education for the 21 st Century)	Good	17 July 2018
Red Hill Primary School	Primary academy	The Pioneer Academy	Good	28 February 2019
Redwood Academy	SEN Free School in pre-opening state	Rivermead Inclusive Trust		

School	Type	Organisation	Ofsted Rating	Date of Last Inspection
St Nicholas Church of England Primary Academy	Primary academy	Aquinas Church of England Education Trust	Good	19 September 2017
St Peter and St Paul Catholic Primary School	Primary academy	Single academy trust	Good	22 November 2022
St Vincent's Catholic Primary School	Primary academy	Single academy trust	Good	4 November 2021

There are no changes proposed to Primary Planning Area 6 as part of the changes to planning areas outlined in Appendix A. The primary planning area is proposed to be located in its entirety within secondary planning area 2.

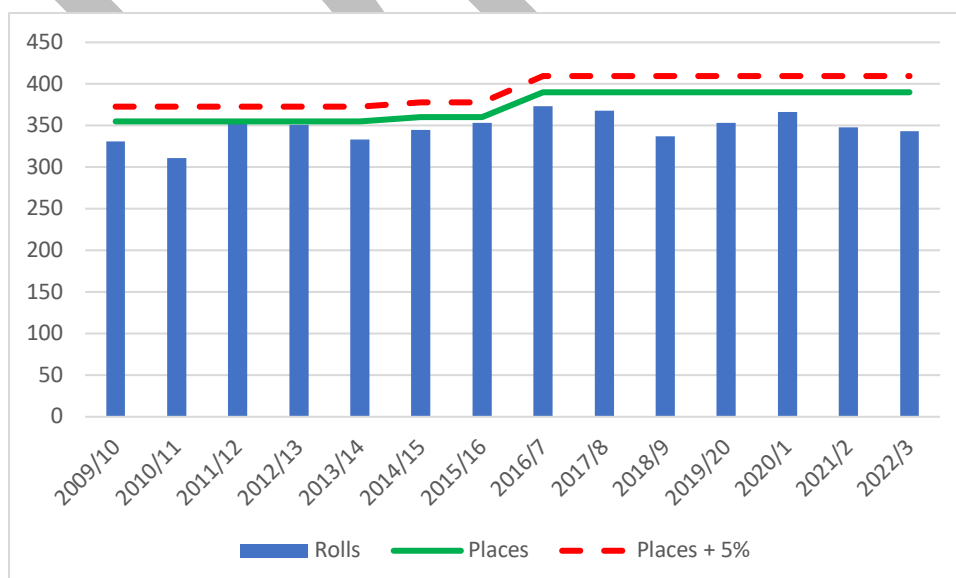
Between 2009/10 and 2020/21 school Reception rolls in Chislehurst have increased by just over a form of entry from 331 to 343. In 2016 Edgebury Primary School expanded from 1 to 2FE.

Marjorie McClure moved to its new site at Edgebury in April 2023.

School Rolls

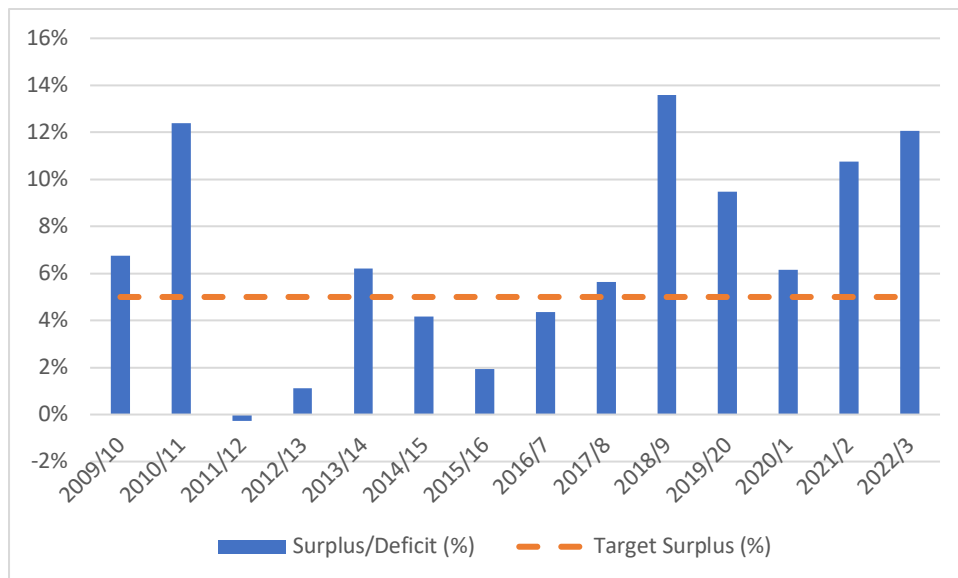
The table below compares Reception year school rolls and capacities. Reception rolls in Chislehurst, Mottingham and Chislehurst North increased from 331 in 2010 to a peak of 368 in 2018 and are currently 343.

Figure 9.6.1: Reception year rolls and capacities 2010-23 – Chislehurst, Mottingham and Chislehurst North



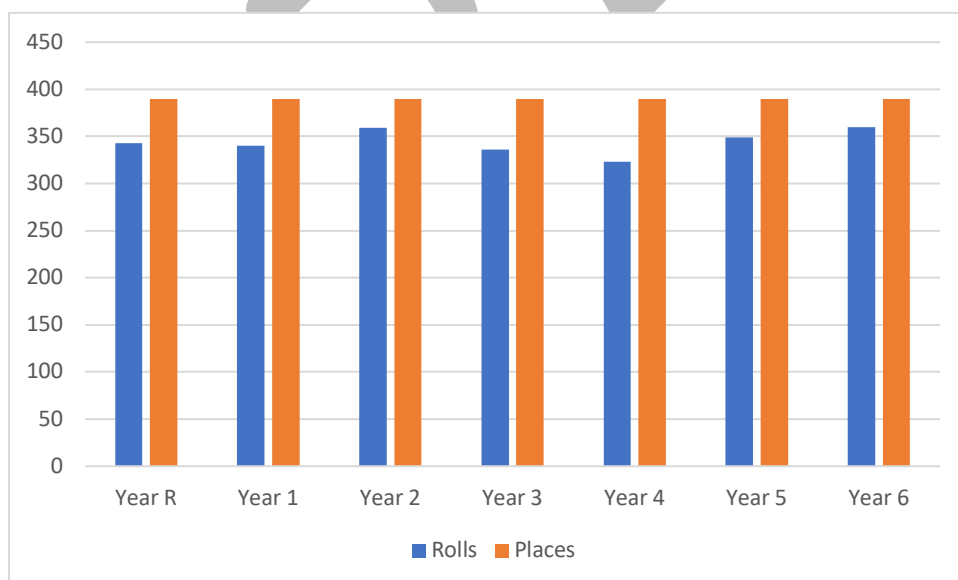
The table below indicates that in 7 out of 13 years, surplus Reception year capacity has been above the Council’s planning target, including the last four years.

Figure 9.6.2: School rolls and capacities 2010-23 – Chislehurst, Mottingham and Chislehurst North



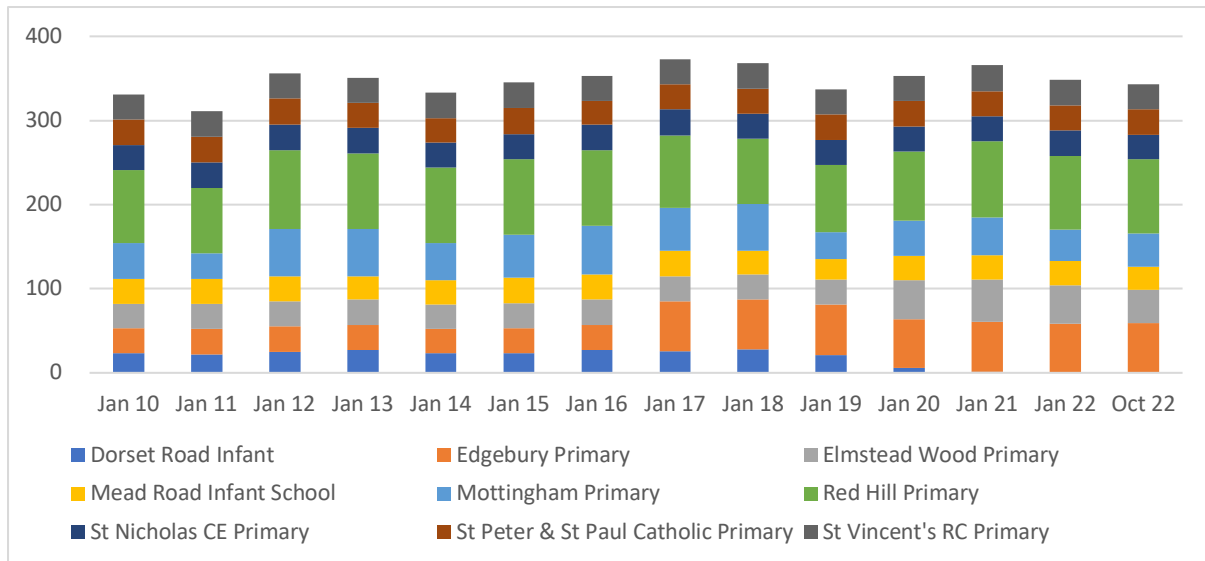
In all primary year groups in 2022 there are more places than pupils on roll.

Table 9.6.3 School rolls by primary year group Autumn 2022 – Chislehurst, Mottingham and Chislehurst North



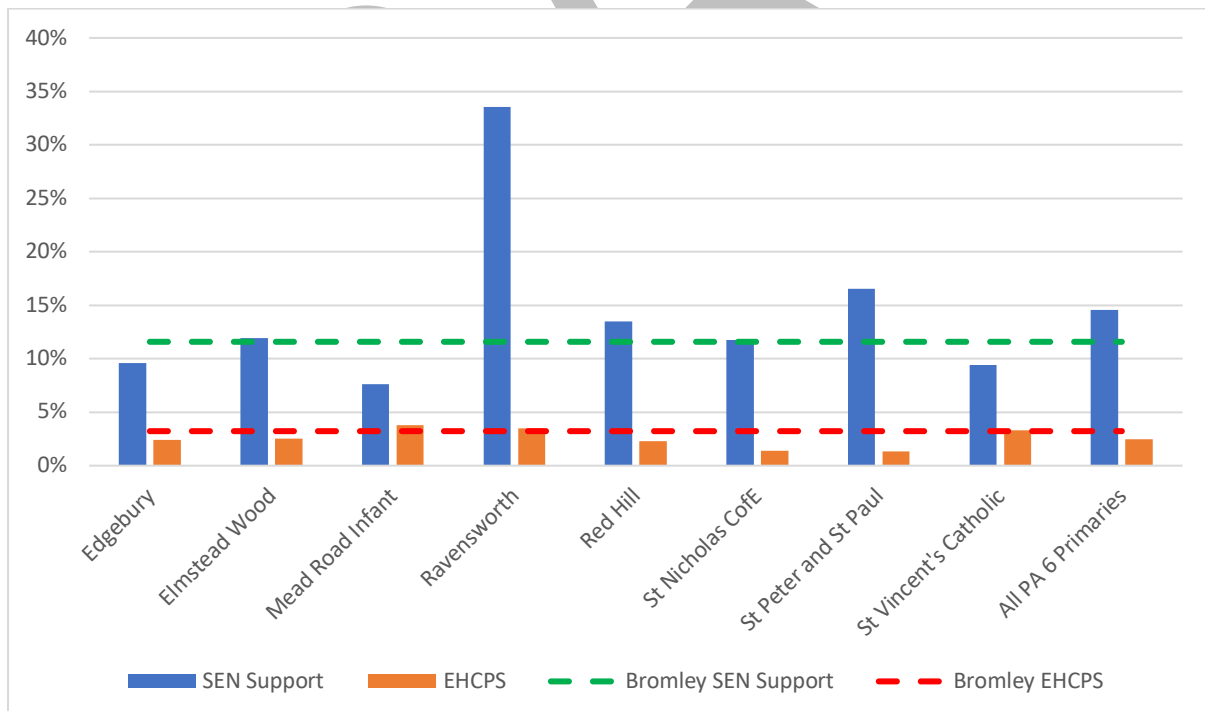
The table below shows reception rolls for school schools for each year from 2010 to 2022. Over this period Reception rolls have increased by 4%.

Table 9.6.4 School rolls by local school 2010-22 – Chislehurst, Mottingham and Chislehurst North



The table below analyses the percentage of pupils in local schools with SEN Support or an Education Health and Care Plan (EHCP). Of particular note is that a third of pupils at Ravensworth Primary School are in receipt of SEN Support.

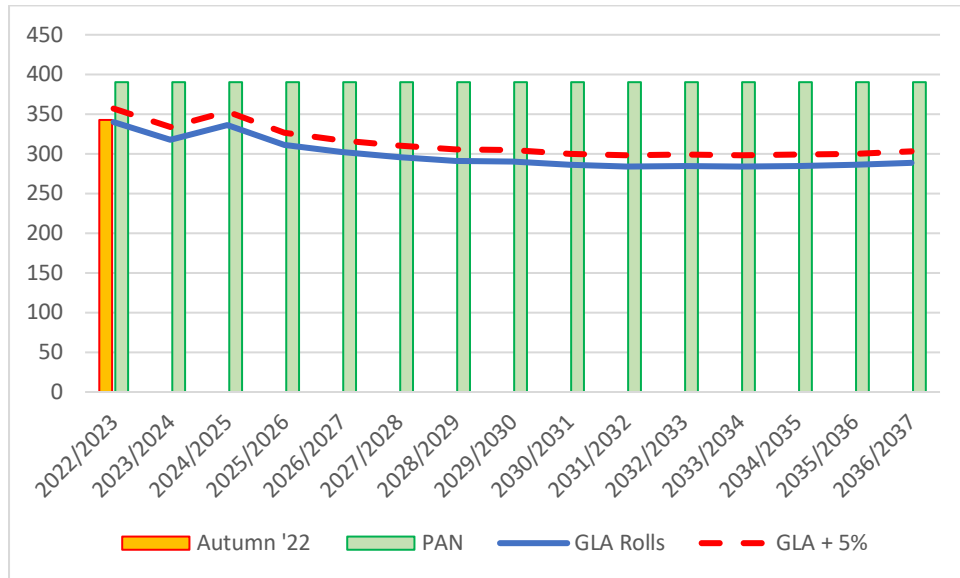
Table 9.6.5 Percentage of pupils with an EHCP and SEN Support



Projections

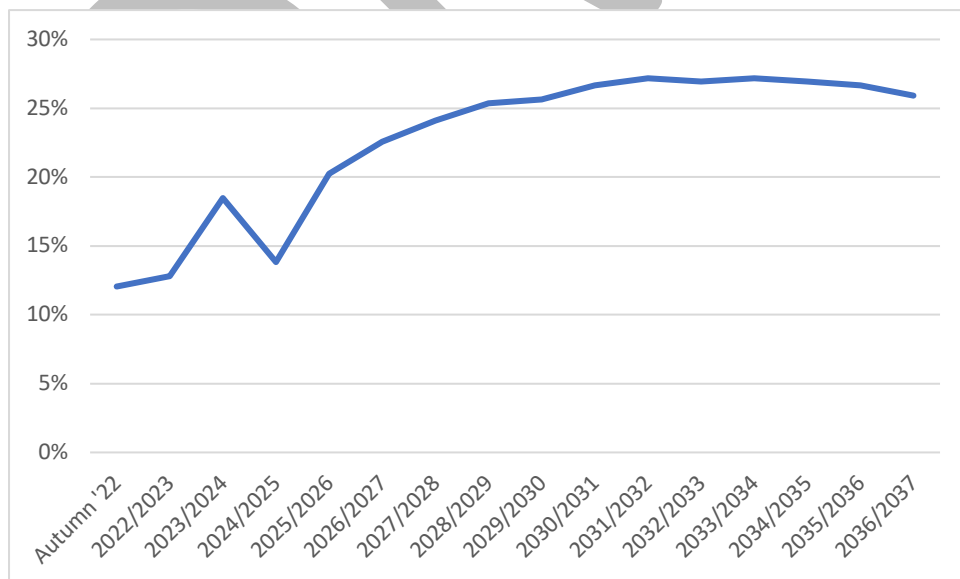
The need for Reception year places in Chislehurst is projected to decrease by 53 places or 15% between 2022/23 and 2029/30.

Figure 9.6.6: Reception Year Roll Projections – Chislehurst, Mottingham and Chislehurst North



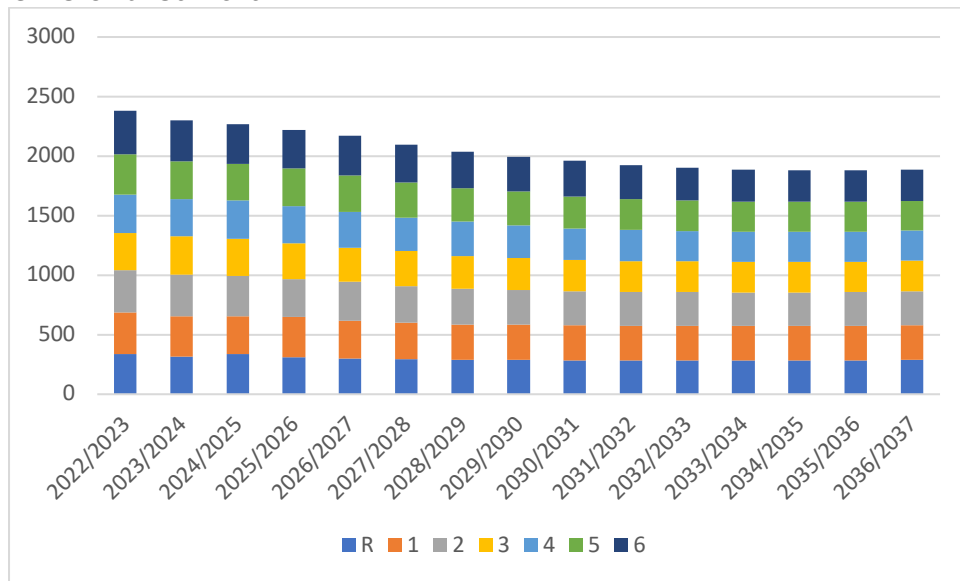
Surplus Reception places are forecast to increase from 47 (12%) in Autumn 2022 to 100 (26%) in 2029/30.

Figure 9.6.7: Reception Year Roll Surplus Places - Chislehurst, Mottingham and Chislehurst North



Across all primary year groups, the number of pupils on roll is projected to decrease by 386 or 16% between 2022/23 and 2029/30.

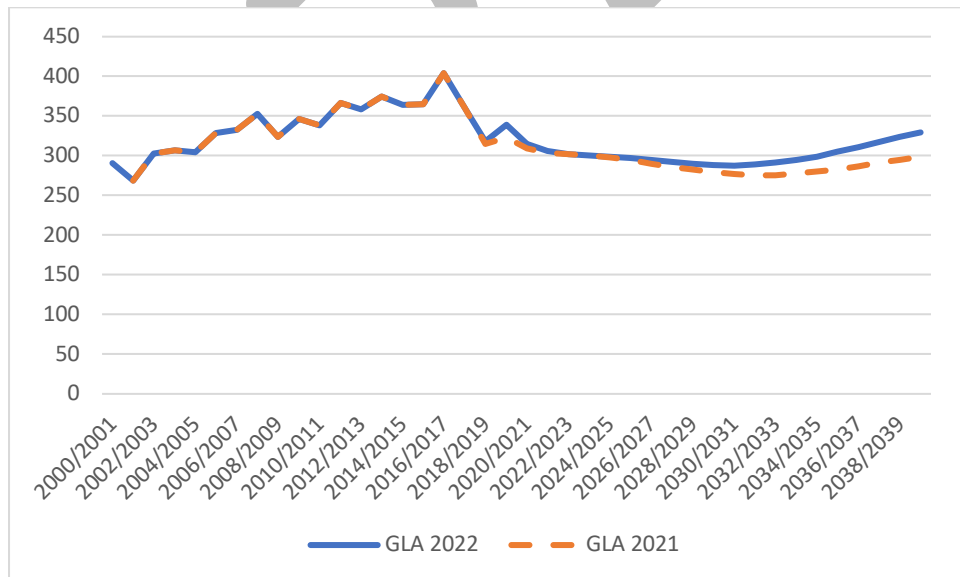
Figure 9.6.8: Primary school roll projections – Chislehurst, Mottingham and Chislehurst North



Demographics

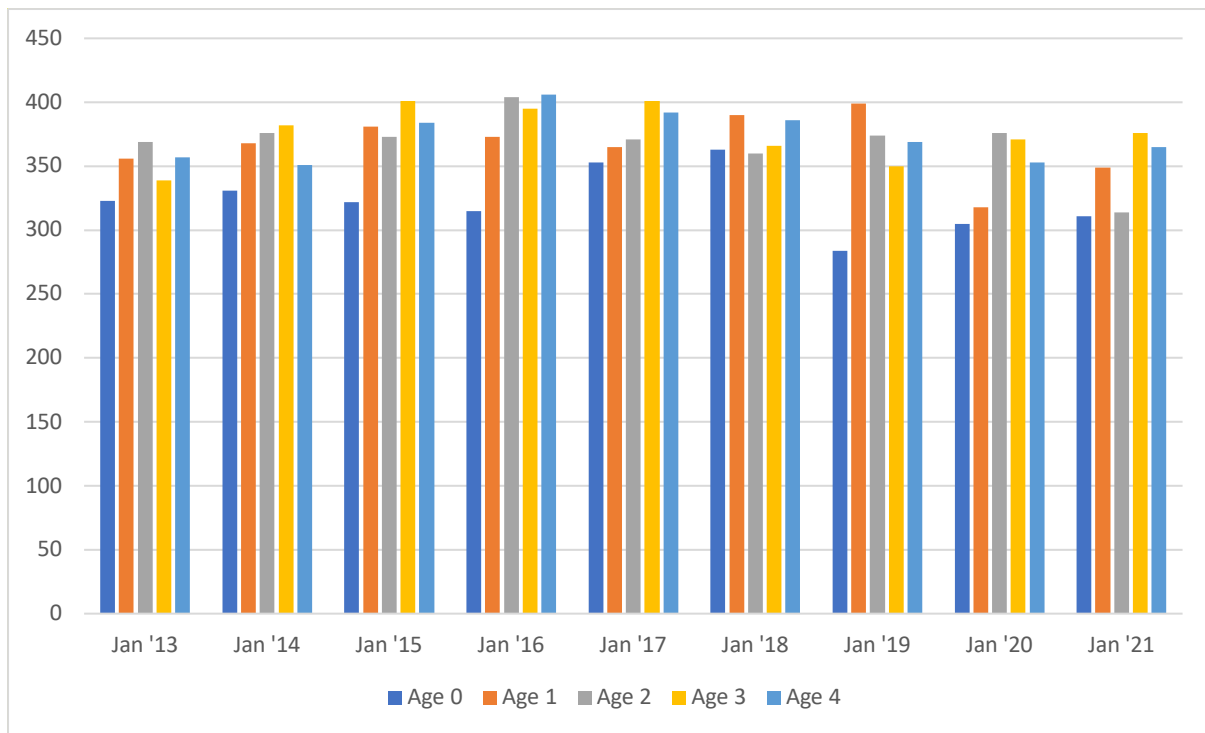
Live births are projected to fall from 300 in 2023/24 to 288 in 2029/30, before increasing to 330 in 2039/40.

Table 9.6.9: Live births – Chislehurst, Mottingham and Chislehurst North 2000-40



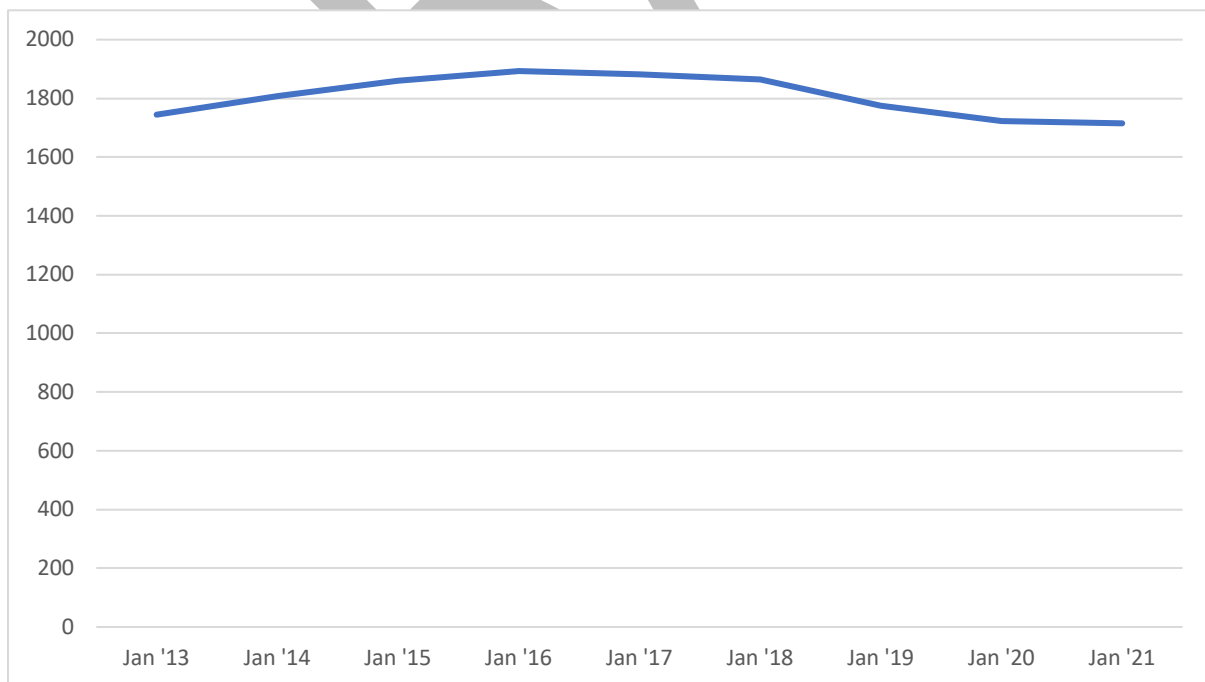
Between 2013 and 2021 GP registration fell for 0-, 1- and 2-year-olds and increased for 3 and 4-year-olds.

Table 9.6.10: GP Registrations 2013-21 by age – Chislehurst, Mottingham and Chislehurst North



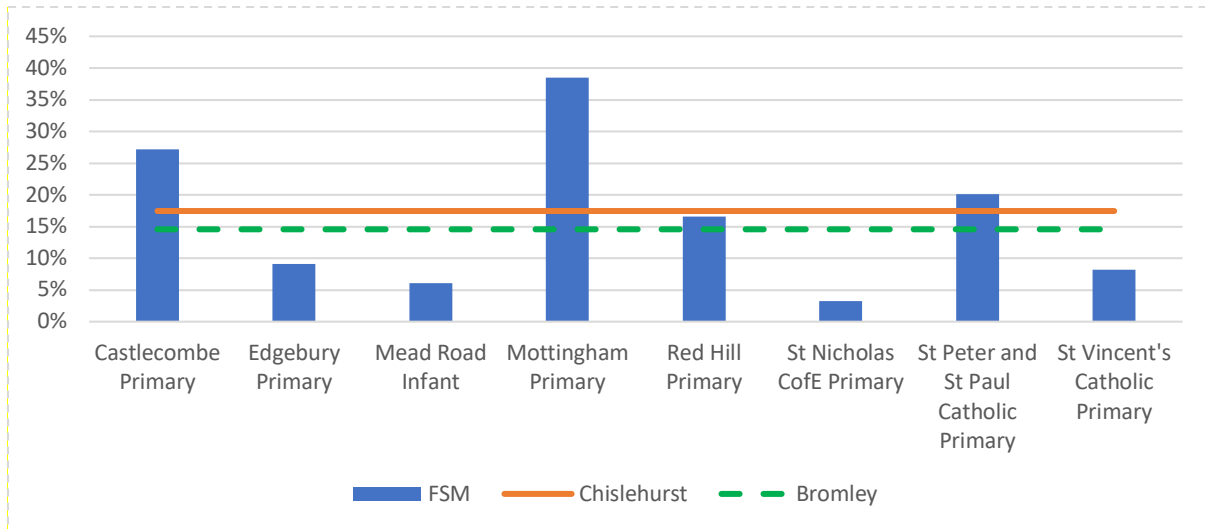
There were 29 fewer GP registrations in 2021 compared with 2013, a reduction of 2%.

Table 9.6.11: GP Registrations 2013-21 0 - 4 Years Old – Chislehurst, Mottingham and Chislehurst North



At 17%, Chislehurst's free school eligibility rate is slightly above Bromley's 15%. Ravensworth Primary School has an eligibility rate of 38%.

Table 9.6.12: Percentage of children on school roll eligible for free school meals – Chislehurst, Mottingham and Chislehurst North



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9.7 Cray Valley East, Cray Valley West (Planning Area 7)

The analysis in this section is based upon local pupil place planning areas and corresponds to pre-2022 ward boundaries. The wards included in the planning area are:

- Cray Valley East Ward
- Cray Valley West Ward

The table below provides details of the schools in the local area, their organisation and Ofsted rating.

School	Type	Organisation	Ofsted Rating	Date of Last Inspection
Bromley Trust Alternative Provision Academy (Midfield site)	Academy sponsored pupil referral unit (primary aged)	London South East Academies Trust	Good	20 September 2017
Gray's Farm Primary School	Primary academy	The Kemnal Academies Trust (TKAT)	Good	16 June 2021
Kemnal Technology College	Secondary academy	The Kemnal Academies Trust (TKAT)	Requires Improvement	22 June 2022
Leesons Primary School	Primary academy	The Spring Partnership Trust	Requires Improvement	30 November 2022
Manor Oak Primary School	Primary academy	Nexus Education Schools Trust (NEST)	Good	30 November 2016
Midfield Primary School	Primary academy	The Spring Partnership Trust	Outstanding	17 November 2017
Perry Hall Primary	Primary academy	Nexus Education Schools Trust (NEST)	Outstanding	23 November 2011
Poverest Primary	Foundation primary school (maintained)	Aspiration For All Co-operative Trust (AFACT)	Good	18 September 2018

School	Type	Organisation	Ofsted Rating	Date of Last Inspection
Riverside School (St Paul's Cray site)	Community special school. (ASD - Autistic Spectrum Disorder, SLD - Severe Learning Difficulty and PMLD - Profound and Multiple Learning Difficulty)	Community	Outstanding	1 May 2019
St Mary Cray Primary	Primary academy	The Spring Partnership Trust	Good	27 September 2017
St Paul's Cray Church of England Primary School	Primary academy	Amadeus Primary Academies Trust	Requires Improvement	1 July 2016
St Philomena's Catholic Primary School	Primary academy	Single academy trust	Good	19 September 2017

Under the proposed changes to planning areas set out in Appendix A Planning Area 7 would see Harris Primary Academy Orpington added to the planning area, now being part of the new St Mary Cray Ward. The whole of the primary planning area would be within secondary planning area 2.

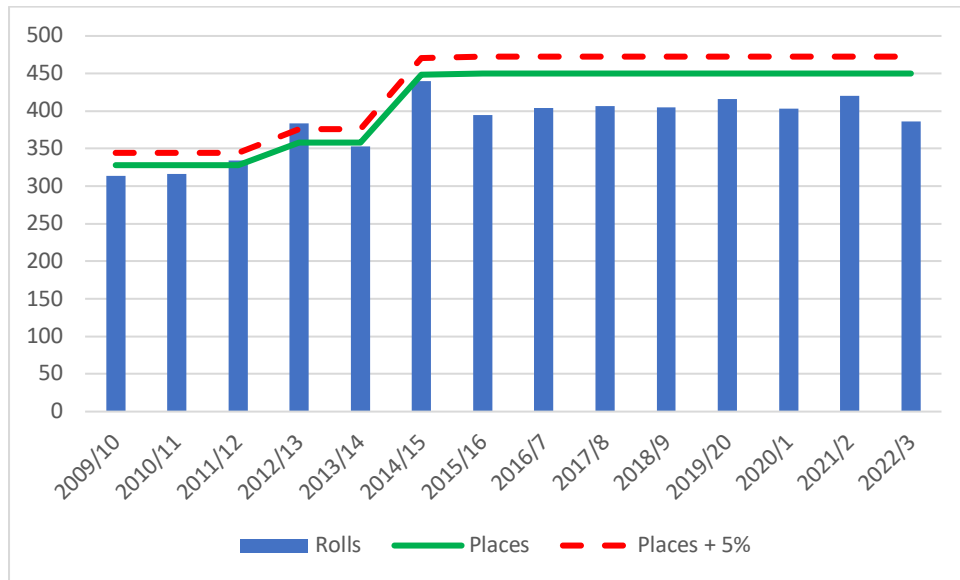
Cray Valley saw an increase in Reception rolls during past increasing from 314 in 2010 to 440 in 2014/15, an increase of 40%. However, since then rolls have fluctuated. Four primary schools permanently expanded locally to meet need:

- Leeson's Primary School
- Midfield Primary School
- Poverest Primary School
- St Paul Cray CE Primary School

School rolls

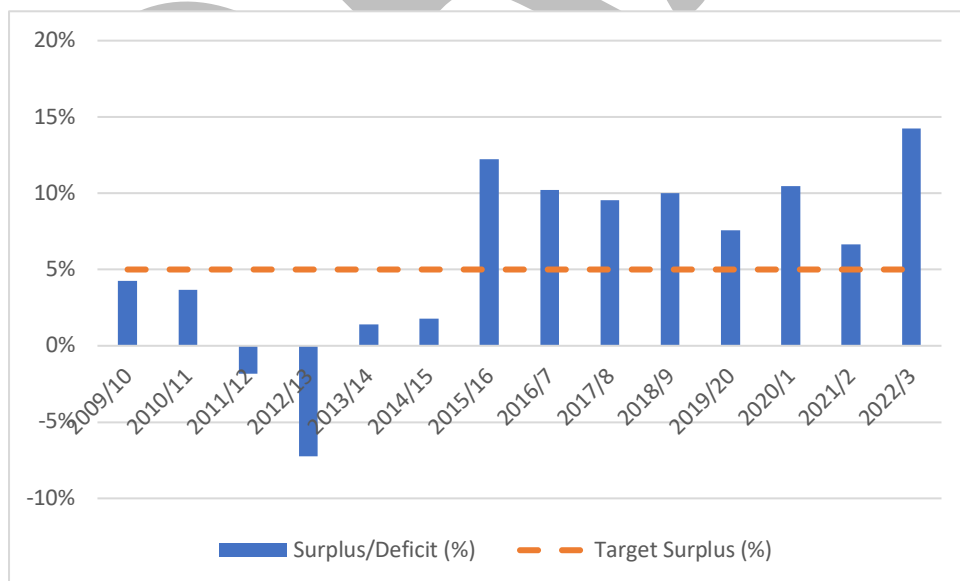
Reception school rolls increased from 314 to a peak of 440 in 2015. Rolls are currently 386, a decrease of 12% on 2015 but are still 23% higher than in 2010.

Figure 9.7.1: Reception year rolls and capacities 2010-23 – Cray Valley East, Cray Valley West



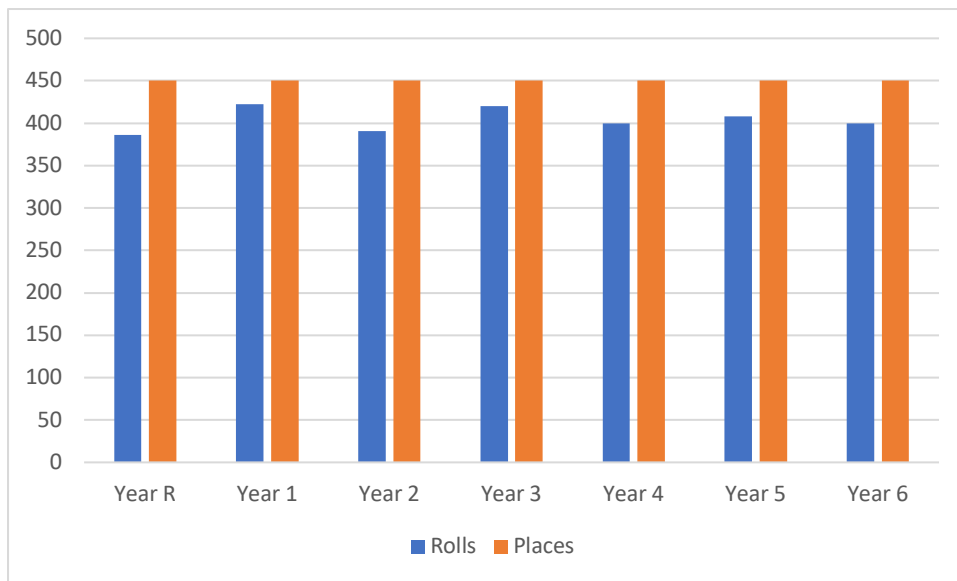
Since 2016 Reception rolls have been over the target capacity of 5%, with a 14% surplus capacity in October 2022.

Figure 9.7.2: Reception year rolls and capacities 2010-23 – Cray Valley East, Cray Valley West



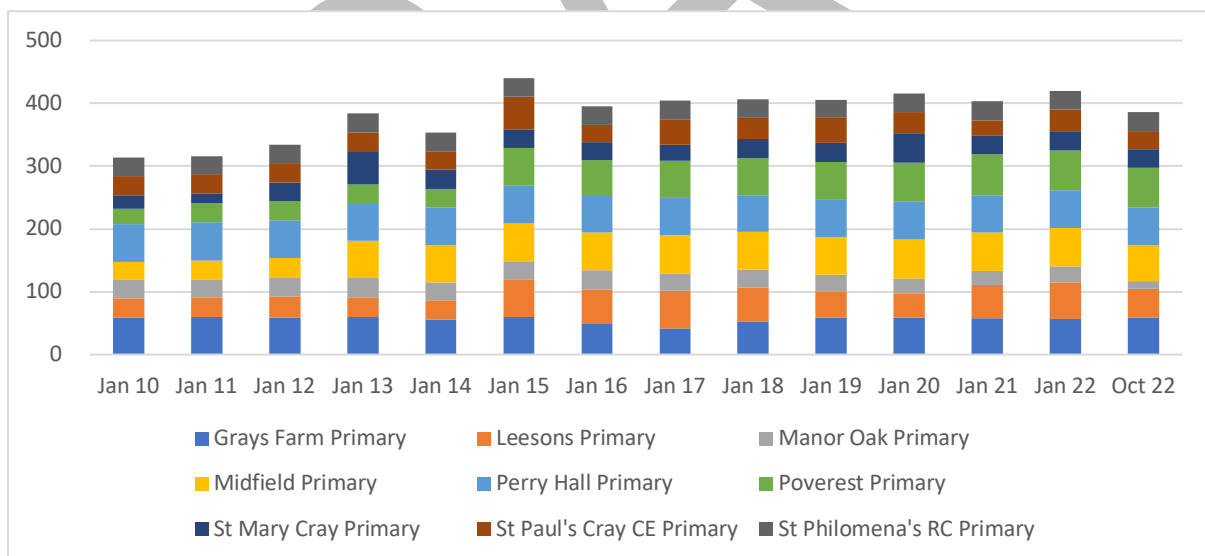
In Autumn 2022 there is surplus capacity in all primary year groups.

Table 9.7.3 School rolls by primary year group 2022 - Cray Valley East, Cray Valley West



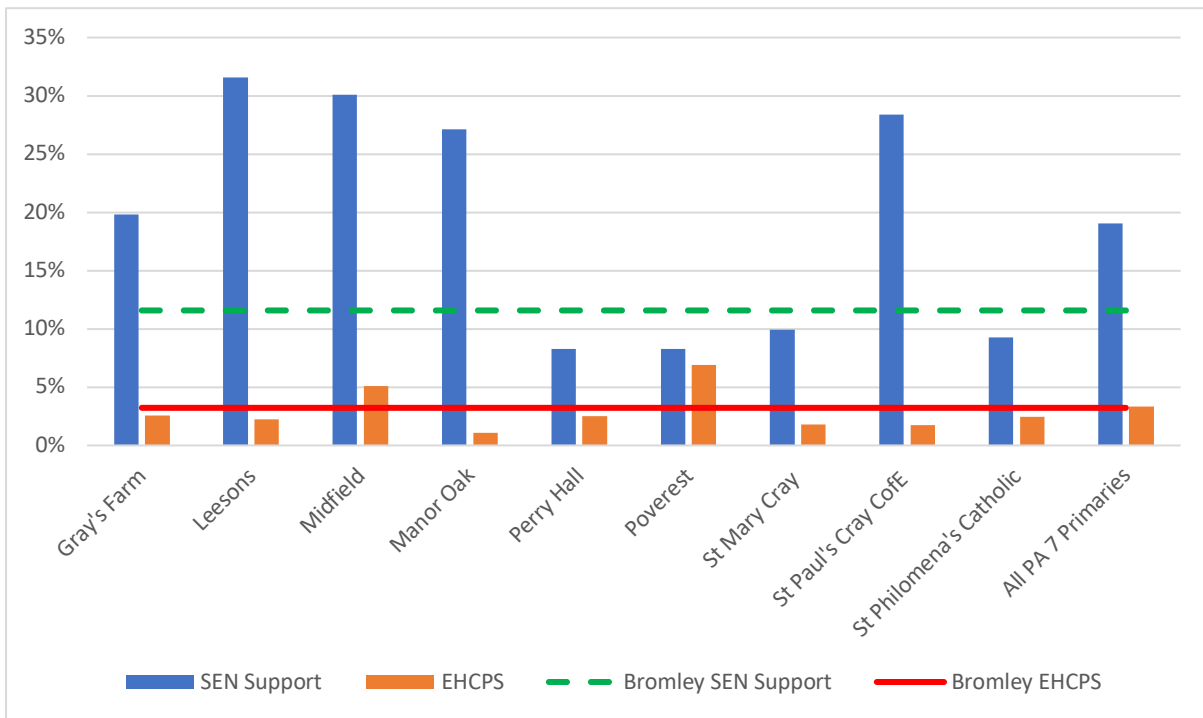
The table below shows Reception year rolls since 2010 by school. In October 2022 there are 72 more pupils in Reception at a local primary school than in 2010.

Table 9.7.4 School rolls by local school 2010-22 – Cray Valley East, Cray Valley West



The table below analyses the percentage of pupils in local schools with SEN Support or an Education Health and Care Plan (EHCP). The table shows that there is a much higher proportion of pupils in receipt of SEN support in the planning area than borough wide. Four schools have over a quarter of their pupils in receipt of SEN Support. The proportion of pupils in receipt of an EHCP is similar to the borough average. Midfield and Poverest have higher rates of pupils with EHCPs, but both schools have SEN additionally resourced provisions.

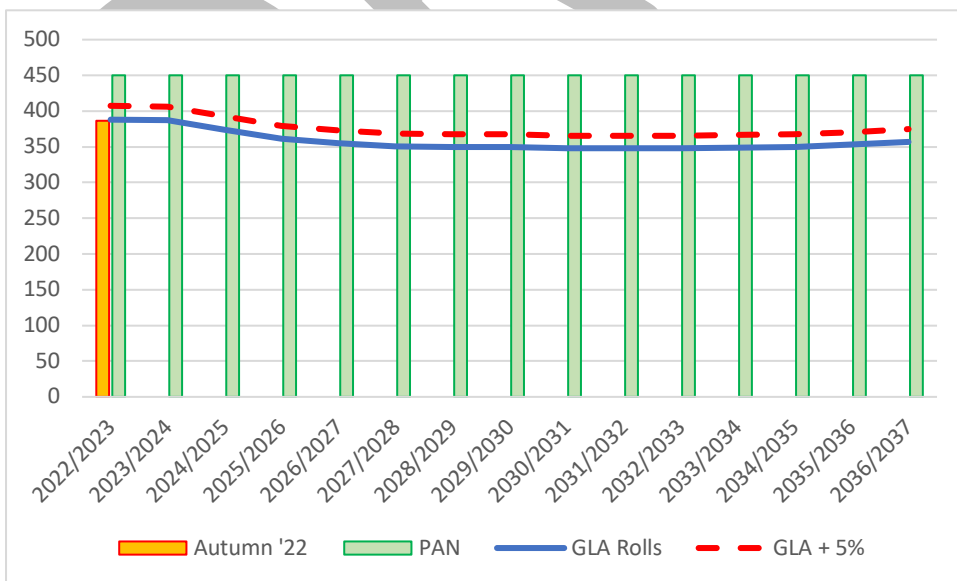
Table 9.7.5 Percentage of pupils with an EHCP and SEN Support



Projections

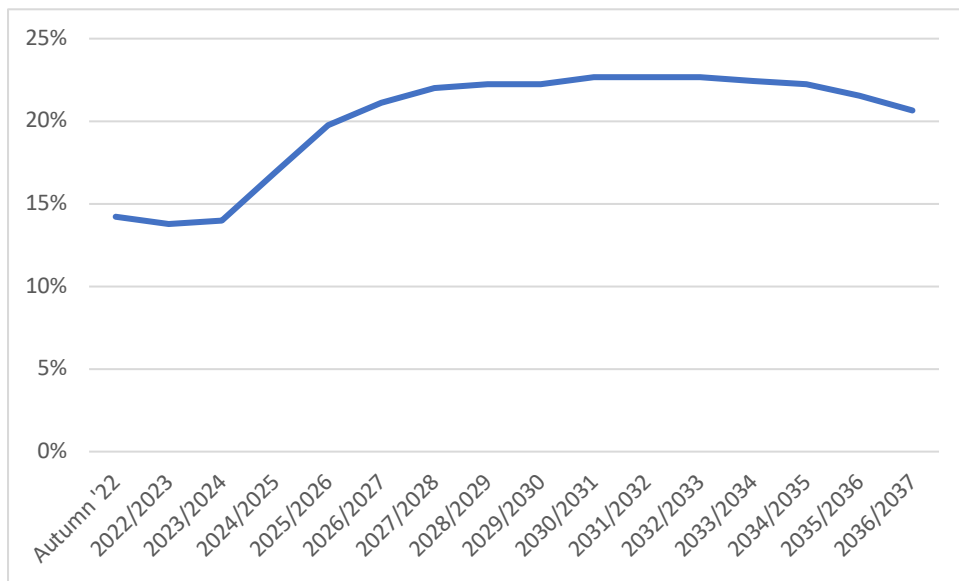
The need for Reception places is projected to fall by 33, or 10% between 2022/23 and 2029/30.

Figure 9.7.6: Reception Year Roll Projections – Cray Valley East, Cray Valley West



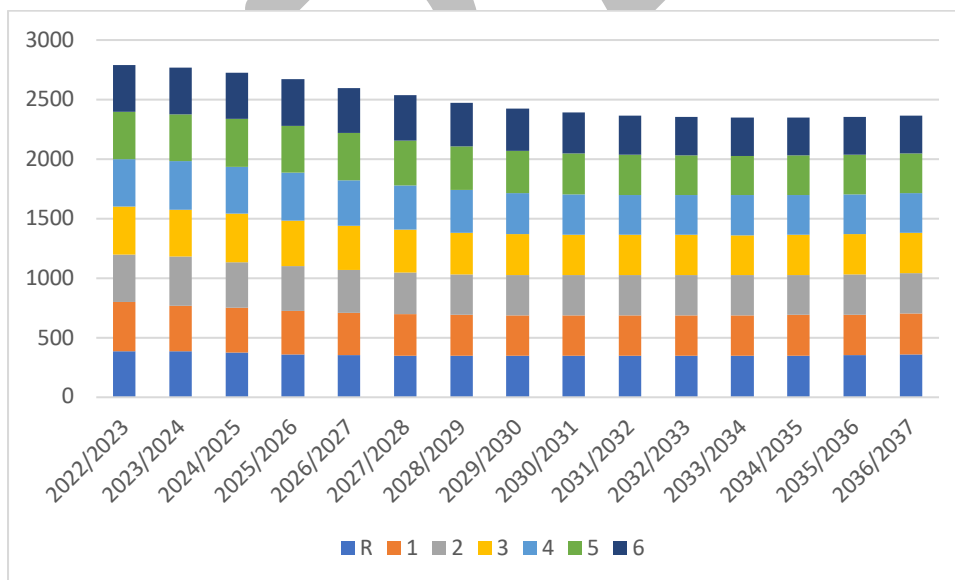
The number of surplus reception places is forecast to increase from 64 (14%) to 100 (22%) by 2029/30.

Figure 9.7.7: Reception Year Roll Surplus Places - Cray Valley East, Cray Valley West



School rolls across all primary years are projected to fall by 365 or 13% between 2022/23 and 2029/30.

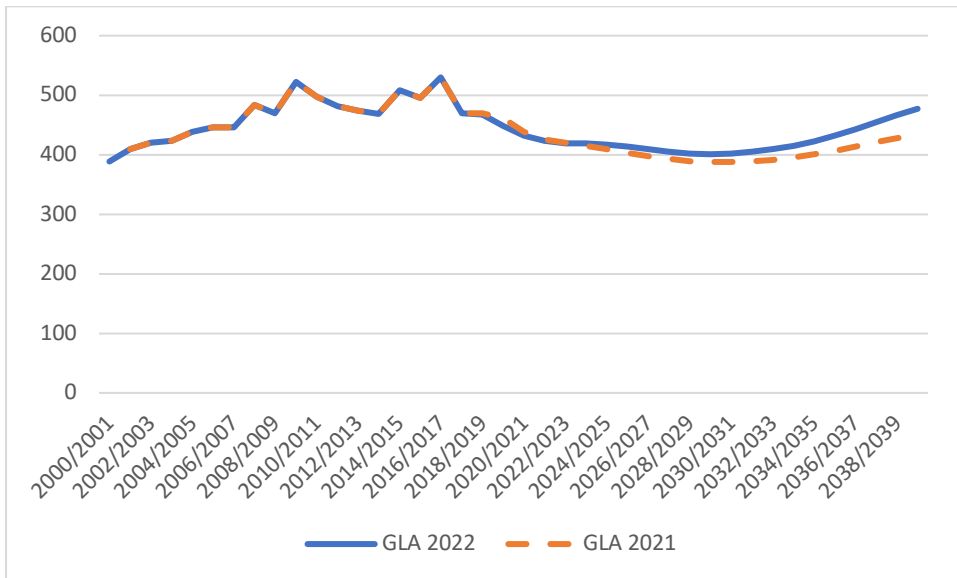
Figure 9.7.8: Primary school roll projections – Cray Valley East, Cray Valley West



Demographics

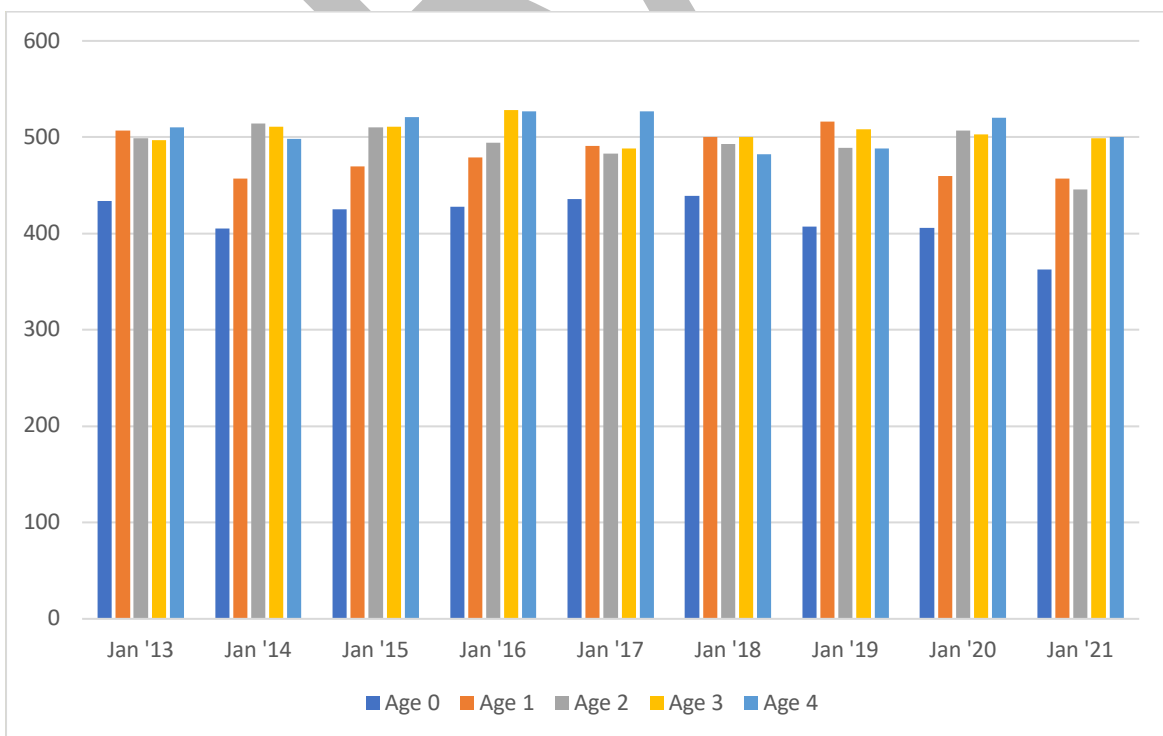
Live births are projected to fall from 419 in 2022/23 to 401 in 2029/30, before increasing to 478 in 2039/40.

Table 9.7.9: Live births – Cray Valley East, Cray Valley West 2000-40



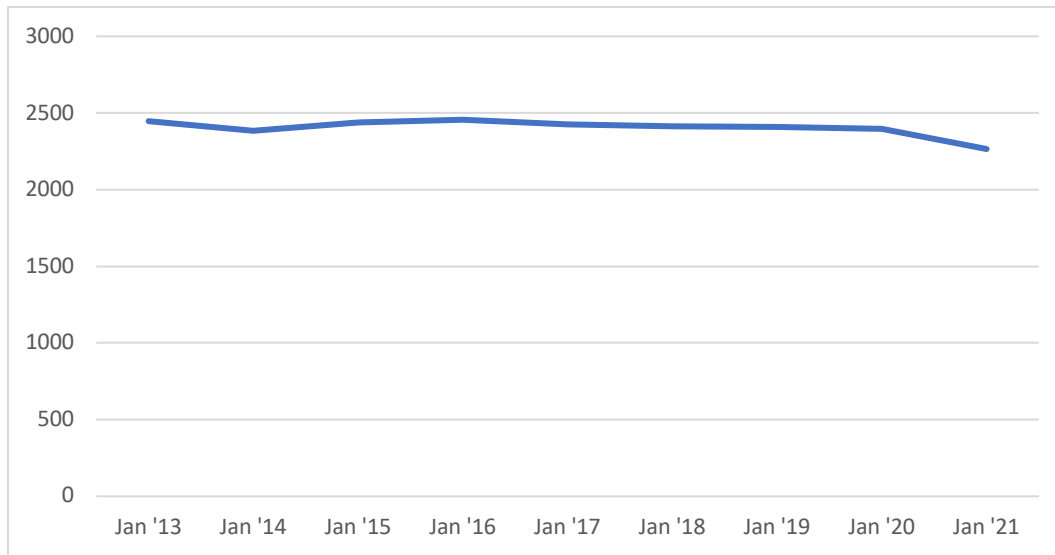
GP registrations fell for all age groups between 2013 and 2021 with the exception of 3-year-olds.

Table 9.7.10: GP Registrations 2013-21 by age – Cray Valley East, Cray Valley West



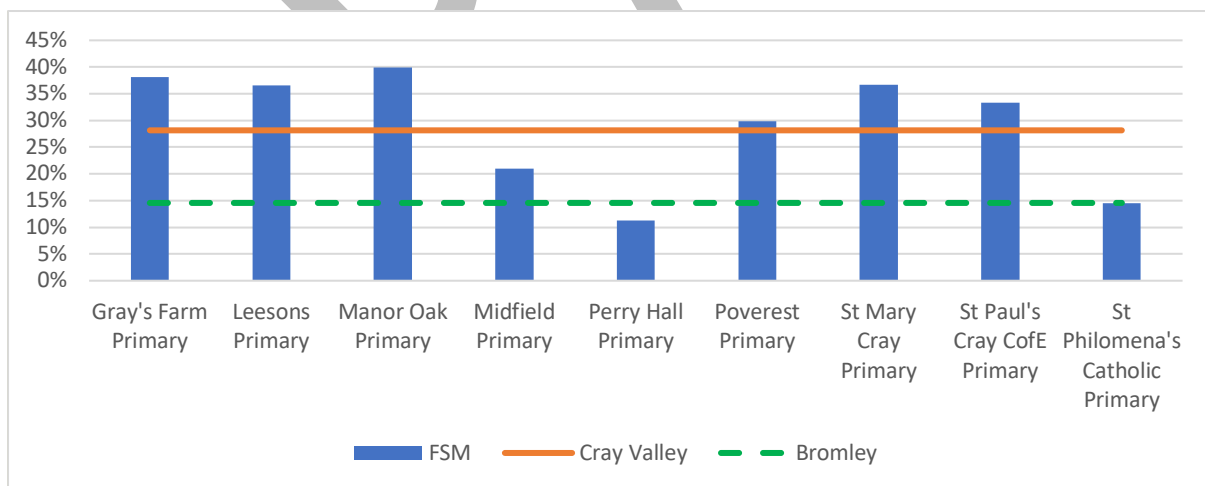
There were 182 fewer GP registrations in 2021 compared with 2013, a reduction of 182 or 7%.

Table 9.7.11: GP Registrations 2013-21 0 - 4 Years Old – Cray Valley East, Cray Valley West



At 28% eligibility for free school meals, Cray Valley’s eligibility rate is nearly double the Bromley average. 40% of pupils at Manor Oak Primary School are eligible for free school meals, the highest rate in Bromley.

Table 9.7.12: Percentage of children on school roll eligible for free school meals – Cray Valley East, Cray Valley West



9.8 Chelsfield and Pratts Bottom, Orpington (Planning Area 8)

The analysis in this section is based upon local pupil place planning areas and corresponds to pre-2022 ward boundaries. The wards included in the planning area are:

- Chelsfield and Pratts Bottom Ward
- Orpington Ward

The table below provides details of the schools in the local area, their organisation and Ofsted rating.

School	Type	Organisation	Ofsted Rating	Date of Last Inspection
Bromley Beacon Academy (Orpington site)	Academy special School – (SEMH - Social, Emotional and Mental Health)	London South East Academies Trust	Good	17 January 2019
Blenheim Primary School	Primary academy	E21C (Education for the 21 st Century)	Good	6 November 2019
Chelsfield Primary School	Primary academy	South Orpington Learning Alliance (SOLA)	Good	19 March 2019
Green Street Green Primary School	Primary academy	South Orpington Learning Alliance (SOLA)	Good	1 November 2018
Harris Academy Orpington	Secondary academy	Harris Federation	Requires Improvement	26 June 2019
Harris Orpington Primary Academy	Primary academy	Harris Federation	Good	10 July 2019
Holy Innocents Catholic Primary School	Primary academy	Single academy trust	Good	18 October 2017

School	Type	Organisation	Ofsted Rating	Date of Last Inspection
Pratts Bottom Primary School	Primary academy	South Orpington Learning Alliance (SOLA)	Good	13 February 2019
St Olave's and St Saviour's Grammar School	Voluntary aided selective secondary school	St Olave's and St Saviour's Grammar School	Outstanding	7 March 2014
The Highway Primary School	Primary academy	South Orpington Learning Alliance (SOLA)	Good	6 December 2018
Warren Road Primary School	Primary academy	Single academy trust	Outstanding	14 December 2022

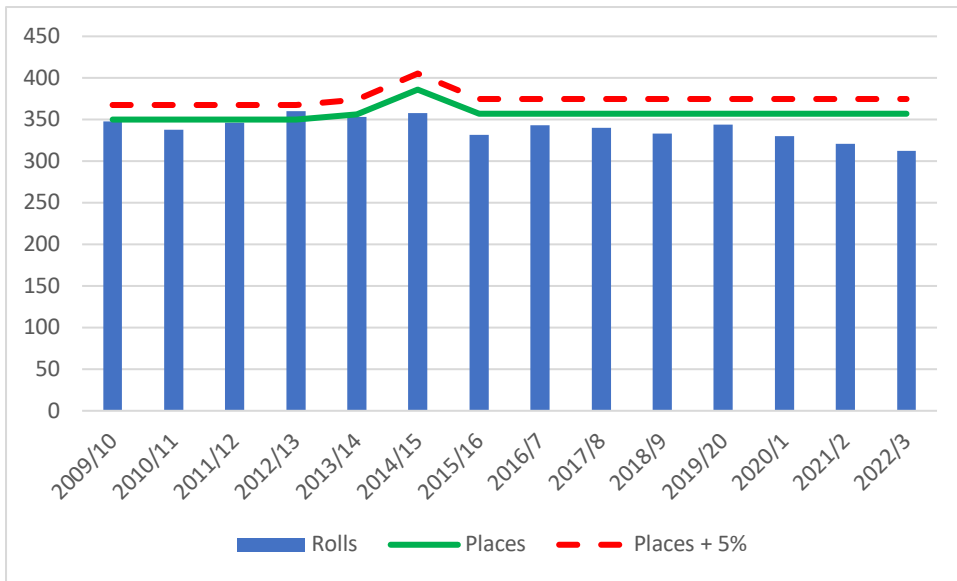
Orpington has not experienced any significant growth in the need for school places over the past decade and the current projections indicate a reducing need for primary places in future years.

As detailed in Appendix A, there have been changes to local ward boundaries that affect local schools. If Bromley's proposed amendments to planning area are accepted Harris Primary Academy Orpington will move in Planning Area 7 and Pratts Bottom Primary School will move to Planning Area 9. For secondary place planning purposes, the whole planning area is proposed to be in secondary planning area 2.

School rolls

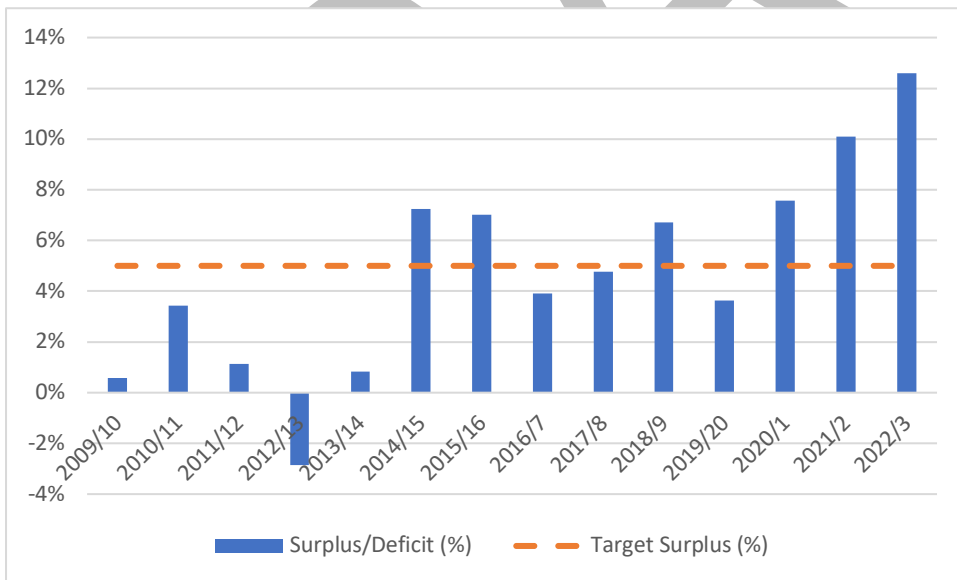
Reception year rolls in Chelsfield and Pratts Bottom and Orpington have been relatively stable across the period 2010-2022 with a peak of 358 in 2015 and a low of 312 in October 2022.

Figure 9.8.1: Reception year rolls and capacities 2010-21 – Chelsfield and Pratts Bottom, Orpington



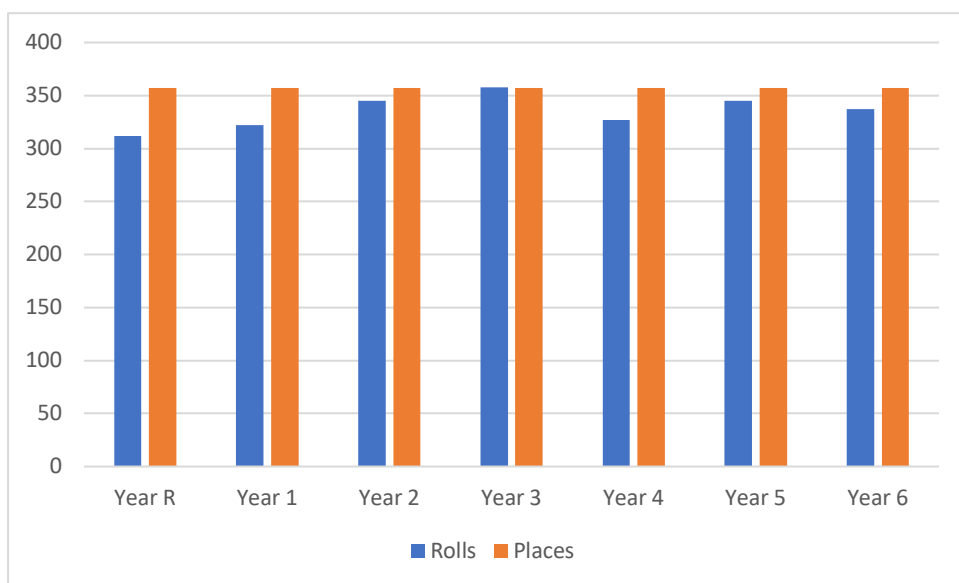
The area has had more than the planned 5% surplus for Reception places in 6 out of 13 years, with the biggest surplus of 13% in October 2022.

Figure 9.8.2: School rolls and capacities 2010-21 – Chelsfield and Pratts Bottom, Orpington



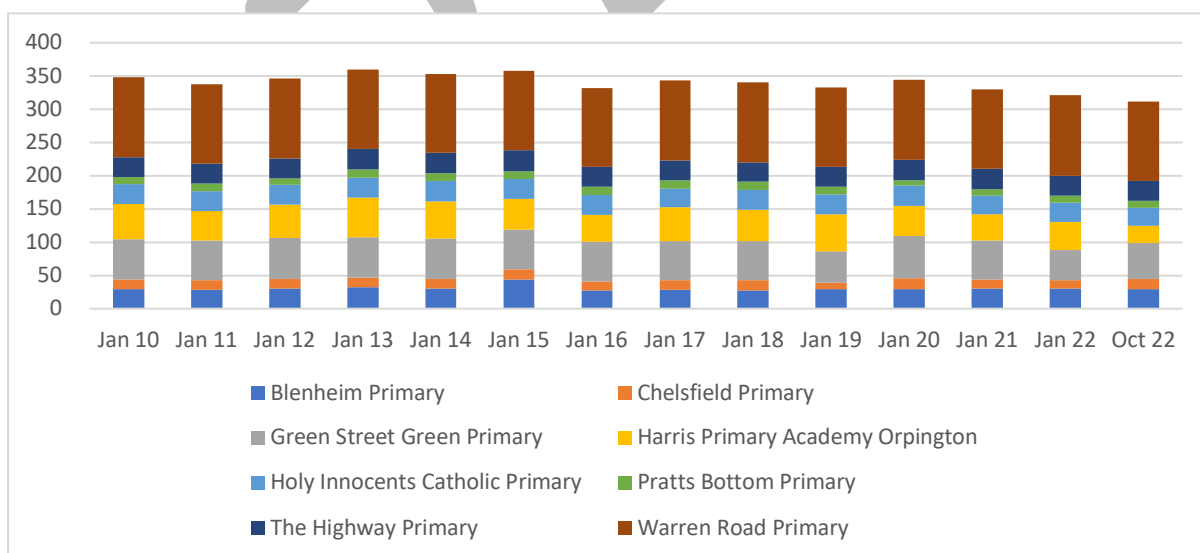
The table below demonstrates that in 2022 there are fewer pupils on roll than places with the exception being Year 3 where there is 1 pupil more than capacity. 3 out of 7 primary years have a surplus of more than 5%.

Table 9.8.3 School rolls by primary year group 2022 - Chelsfield and Pratts Bottom, Orpington



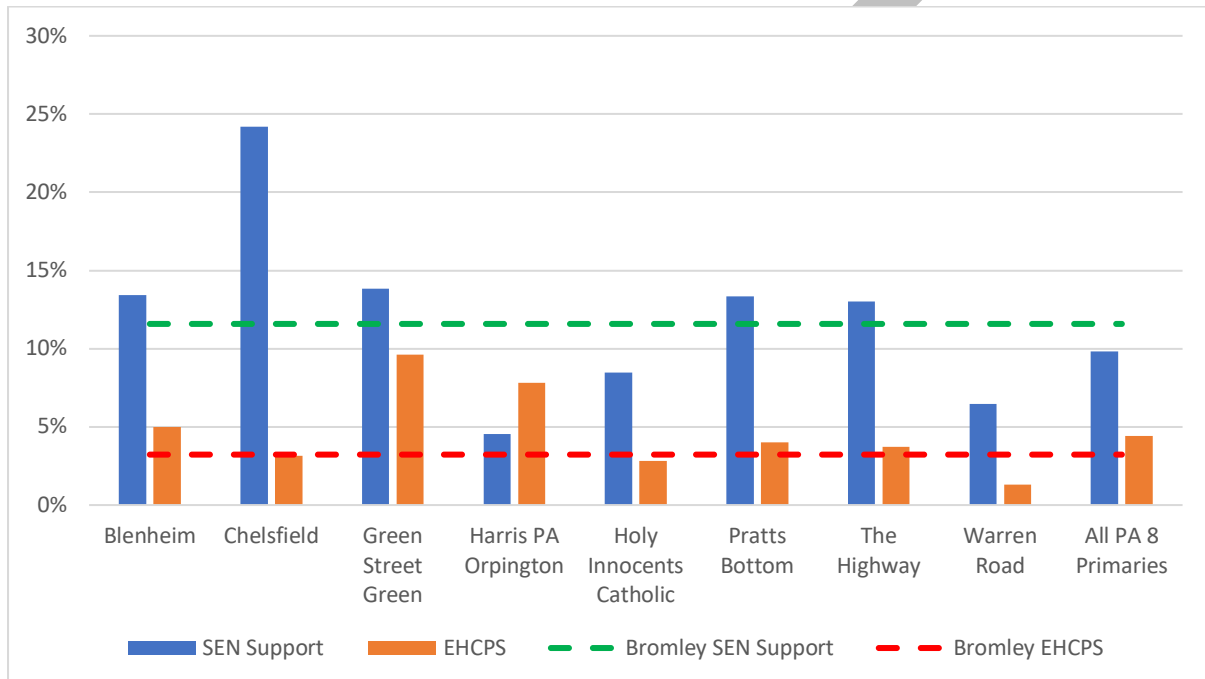
The table below shows Reception rolls broken down by school for each year since 2010.

Table 9.8.4 School rolls by local school 2010-22 – Chelsfield and Pratts Bottom, Orpington



The table below analyses the percentage of pupils in local schools with SEN Support or and Education Health and Care Plan (EHCP). Chelsfield Primary School has a significantly higher proportion of pupils in receipt of SEN Support than other schools in the planning area and double the borough-wide average. Harris Primary Academy Orpington and Green Street Green have higher than the boroughwide average of children with an EHCP, but this reflects that both schools have a SEN resource provision. Of the other schools Blenheim Primary School has a higher-than-average rate of EHCPs (5%).

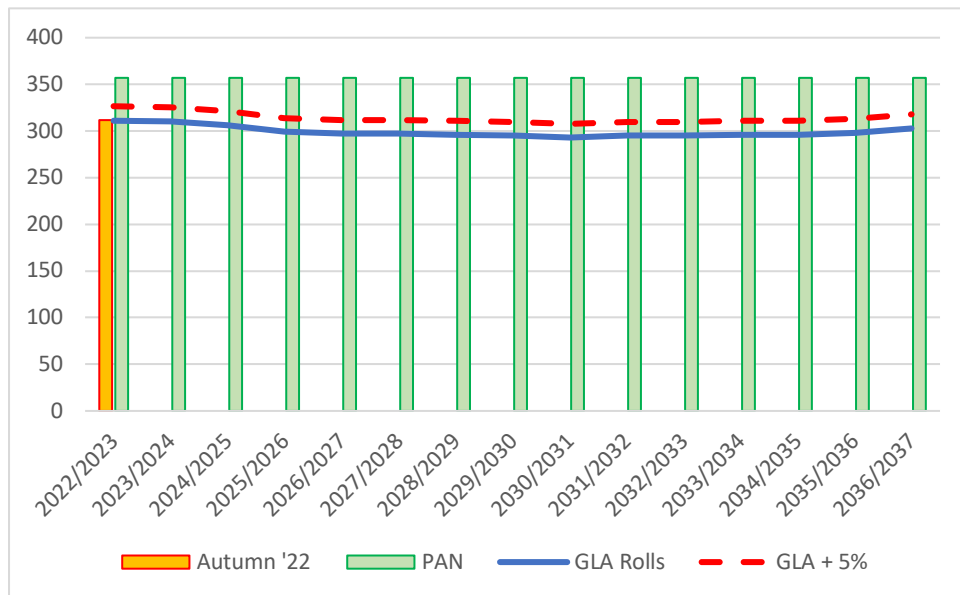
Table 9.8.5 Percentage of pupils with an EHCP and SEN Support



Projections

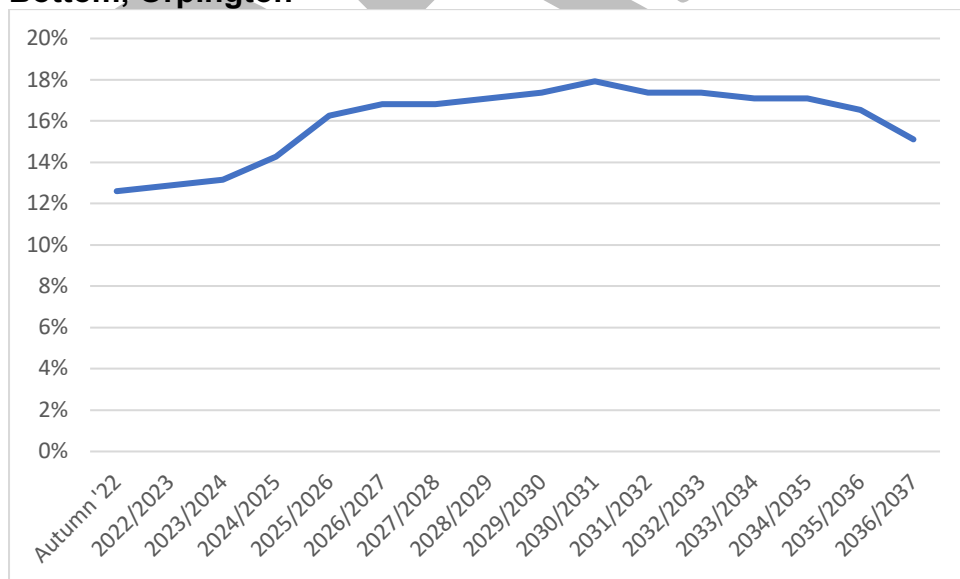
The 2022 GLA School Roll Projections predict that Reception year school rolls will decrease from 311 in 2022/23 to 295 in 2029/20. This is higher than the 274 forecast in last year's GLA projections.

Figure 9.8.6: Reception Year Roll Projections – Chelsfield and Pratts Bottom, Orpington



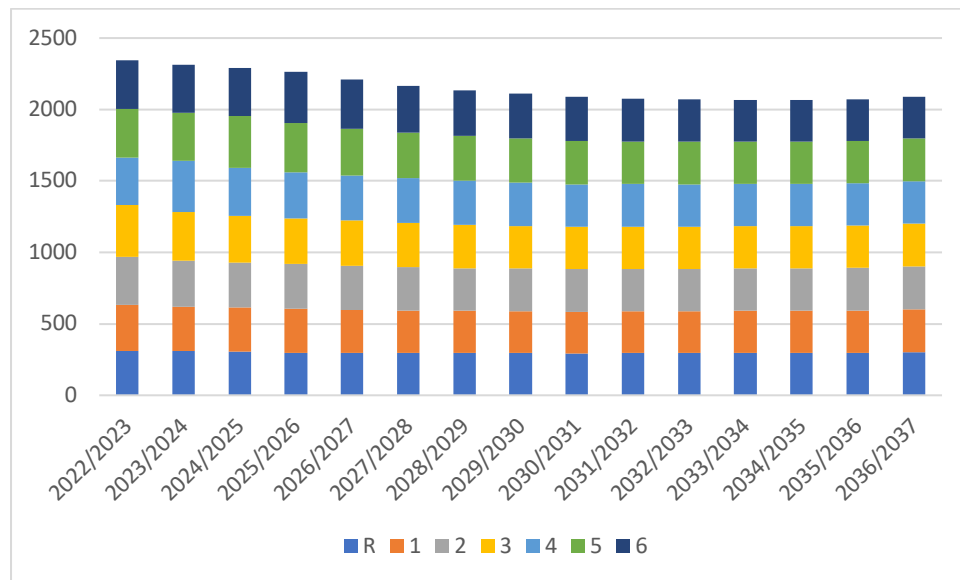
Reception Year Surplus are forecast to increase from 45 (13%) in October 2022 to 62 (17%) in 2029/30. The Council will want to keep this position under review.

Figure 9.8.7: Reception Year Roll Surplus Places - Chelsfield and Pratts Bottom, Orpington



The GLA projects that rolls across all primary years will decrease from 2,343 in 2022/23 to 2,110 in 2029/30, a reduction of 10%. This reduction is lower than forecast by the 2021 GLA projections of 1,974 pupils on roll in 2029/30.

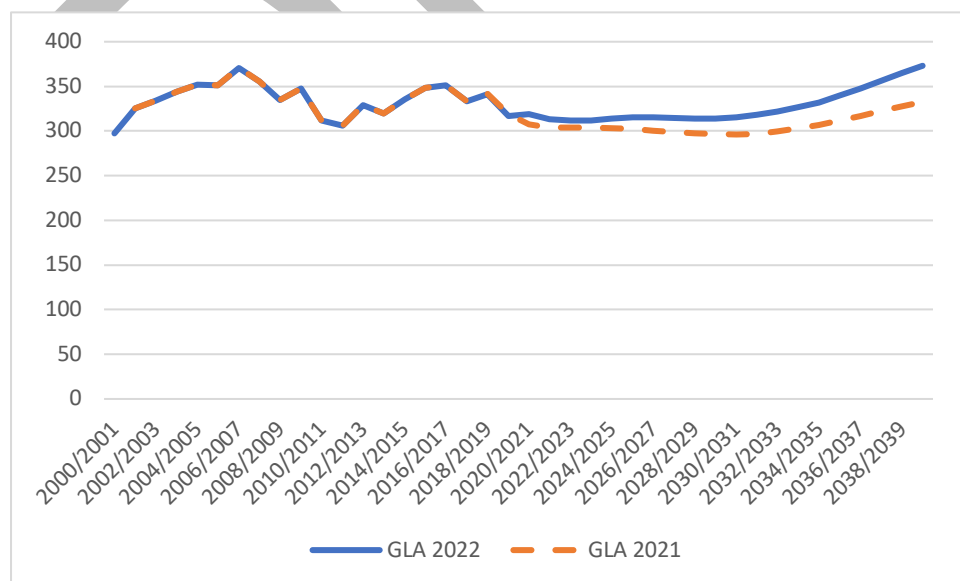
Figure 9.8.8: Primary school roll projections – Chelsfield and Pratts Bottom, Orpington



Demographics

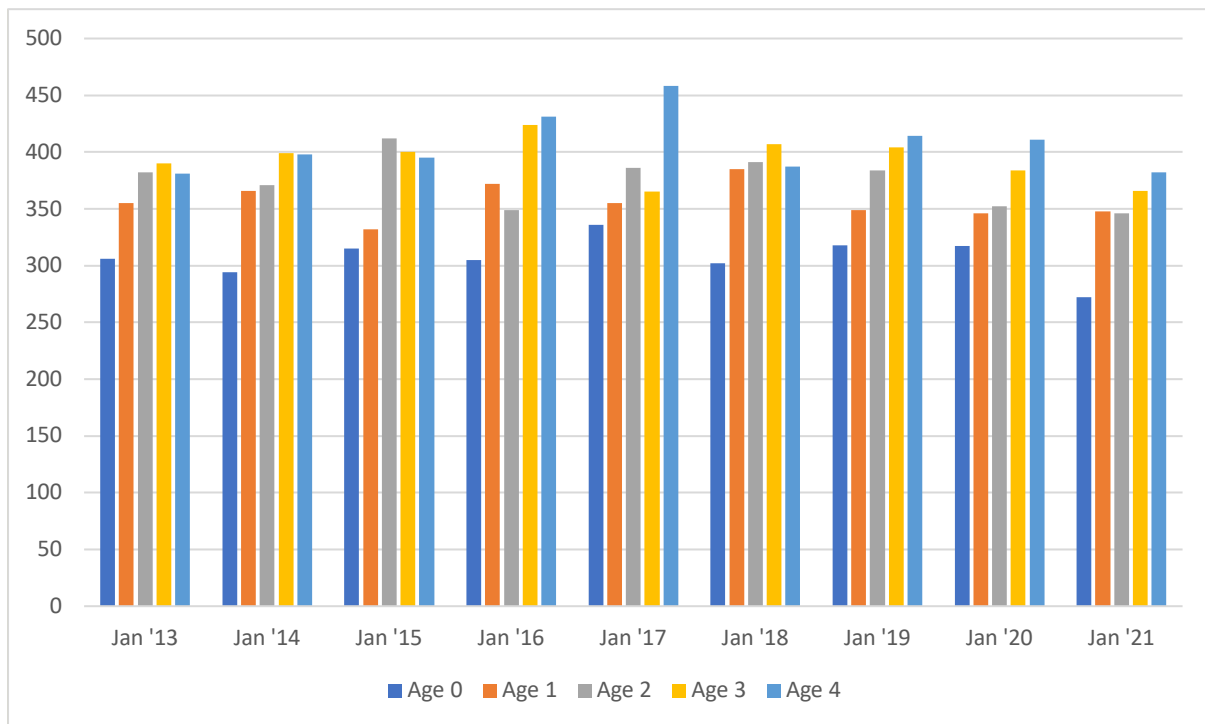
The 2022 GLA projections forecast the number of live births to remain stable increasing from 312 in 2024/25 to 314 in 2029/30 before rising to 373 in 2039/40. This is higher than the 332 project in 2021 GLA projections.

Table 9.8.9: Live births - Chelsfield and Pratts Bottom, Orpington 2000-40



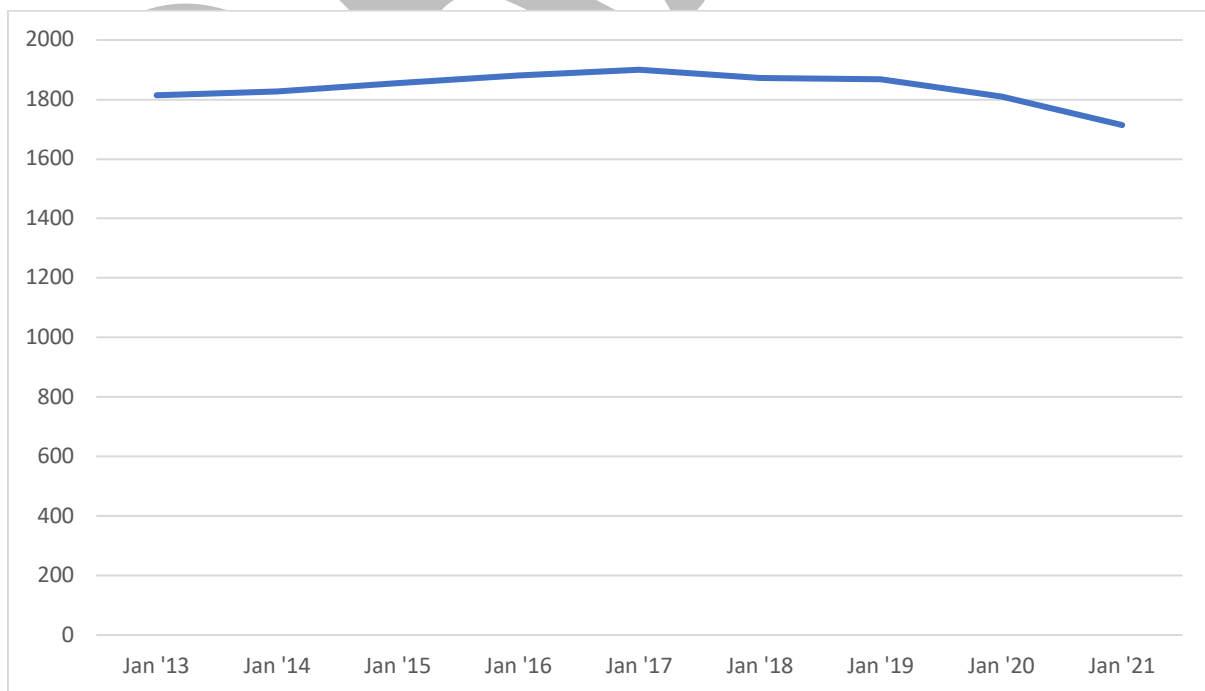
GP registration fell in 2021 compared with for all ages 0-4 with the exception of 4-year-olds where registrations remained stable.

Table 9.8.10: GP Registrations 2013-21 by age – Orpington



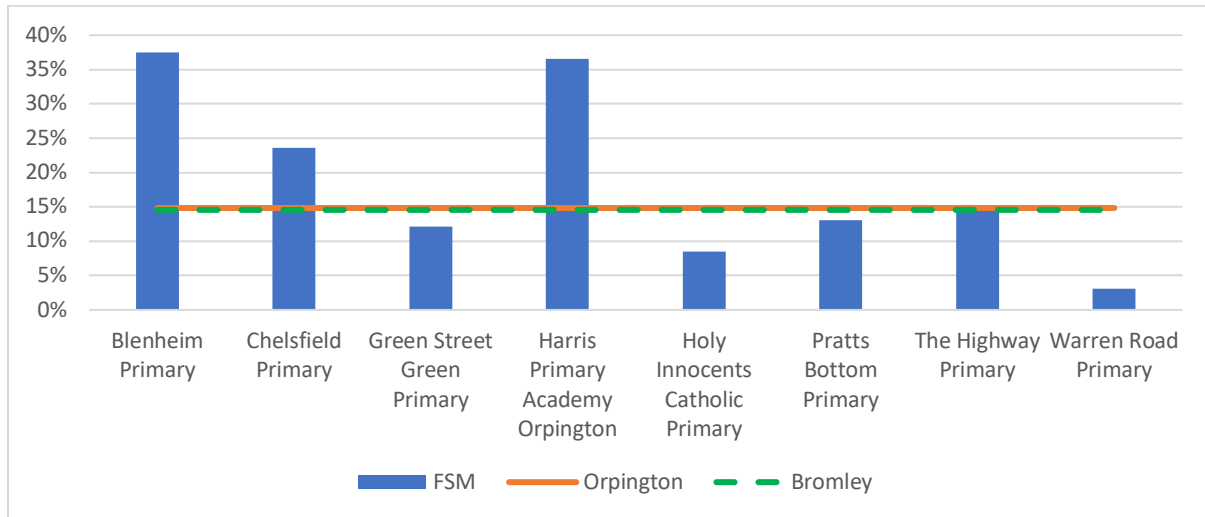
There were 100 or 8% fewer GP registrations in 2021 compared with 2013.

Table 9.8.11: GP Registrations 2013-21 0 - 4 Years Old – Chelsfield and Pratts Bottom, Orpington



15% of pupils in Orpington are eligible for free school meals locally which is close to the Bromley average. Both Blenheim Primary School and Harris Primary Academy Orpington at 37% significantly exceed the Bromley average.

Table 9.8.12: Percentage of children on school roll eligible for free school meals – Chelsfield and Pratts Bottom, Orpington



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9.9 Biggin Hill, Darwin (Planning Area 9)

The analysis in this section is based upon local pupil place planning areas and corresponds to pre-2022 ward boundaries. The wards included in the planning area are:

- Biggin Hill Ward
- Darwin Ward

The table below provides details of the schools in the local area, their organisation and Ofsted rating.

School	Type	Organisation	Ofsted Rating	Date of Last Inspection
Biggin Hill Primary School	Primary Academy	Charles Darwin Academy Trust	Good	7 June 2017
Charles Darwin School	Secondary Academy	Charles Darwin Academy Trust	Good	30 January 2018
Cudham Church of England Primary School	Primary Academy	Aquinas Church of England Education Trust	Good	13 December 2017
Downe Primary School	Primary Academy	Pioneer Academy	Good	21 March 2017
Oaklands Primary School	Primary Academy	Oaklands Primary Academy (single academy trust)	Good	23 May 2018

This planning area includes the town of Biggin Hill and the surrounding rural communities and includes two smaller village primary schools along with Charles Darwin secondary school. The area has the lowest population density in the Borough. Due to these factors the area has a historic higher level of surplus than other localities. There are sufficient school places to meet local need.

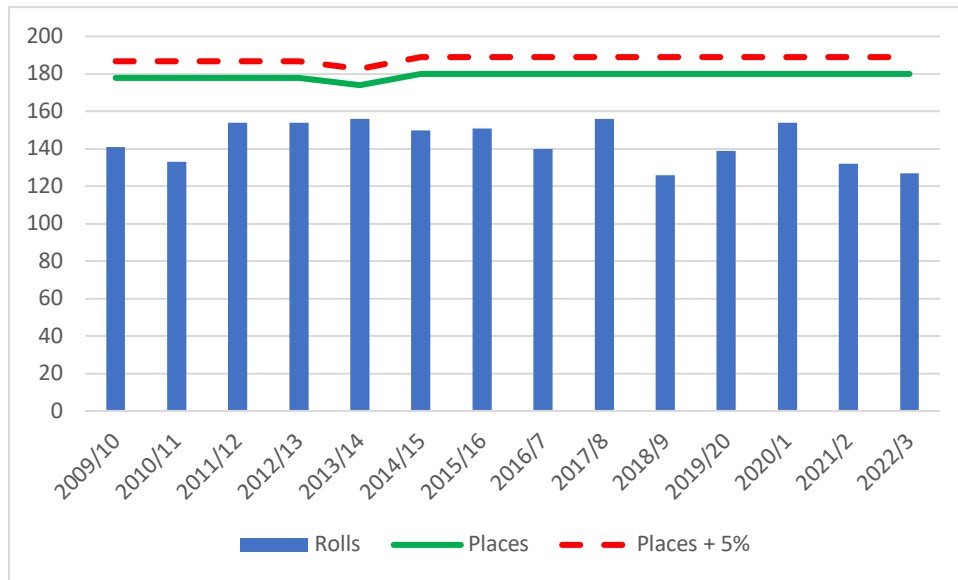
During the past year Downe Primary School has converted from a maintained school to become an academy as part of the Pioneer Academy multi academy trust.

As detailed in Appendix A if the DfE accepts Bromley's proposals for changes to local planning areas, Pratts Bottom Primary School would become part of the Biggin Hill and Darwin Planning Area in future years. For secondary place planning purposes, the whole planning area is proposed to be in secondary planning area 2.

School rolls

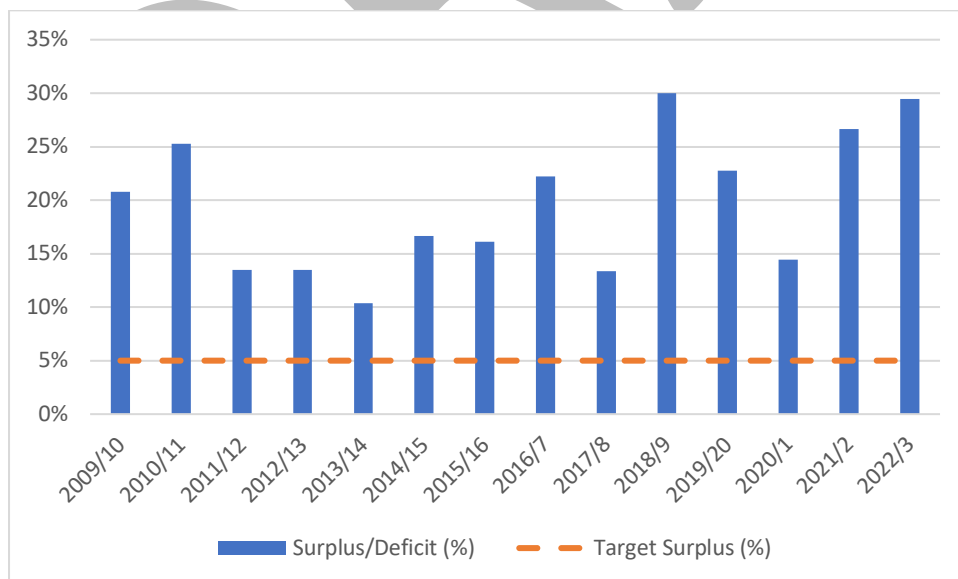
Reception year rolls have been changeable in Biggin Hill since 2010, fluctuating between a peak of 156 children on roll in 2014 and low of 126 in 201. The most recent roll in October 2022 was of 127.

Figure 9.9.1: Reception rolls and capacities 2010-21 – Biggin Hill, Darwin



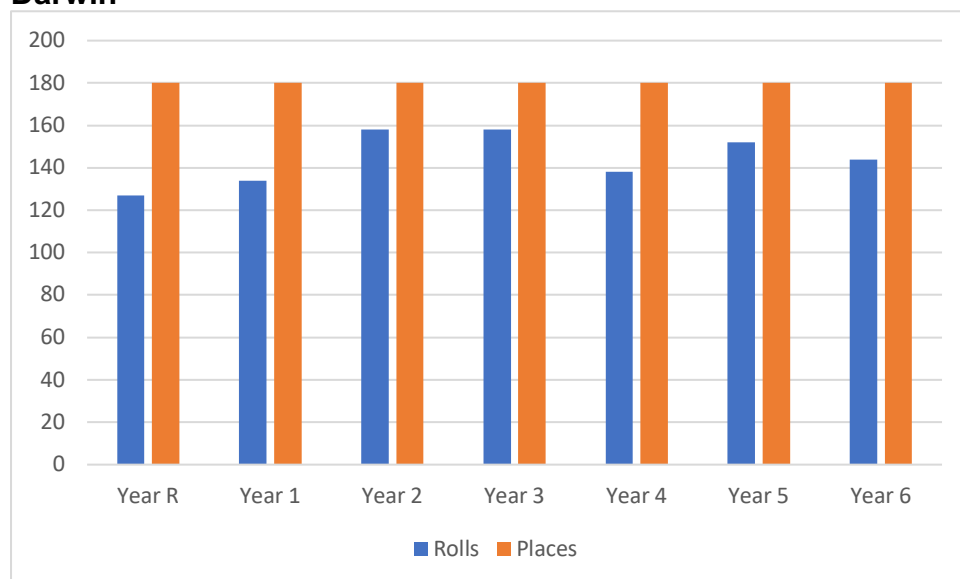
Due to the small number of schools in Biggin Hill, there is a larger than 5% surplus in the planning area. The lowest surplus of Reception places was 10% in 2014 and the highest 30% to 2019. The current surplus rate is 29%.

Figure 9.9.2: Reception rolls and capacities 2010-21 – Biggin Hill, Darwin



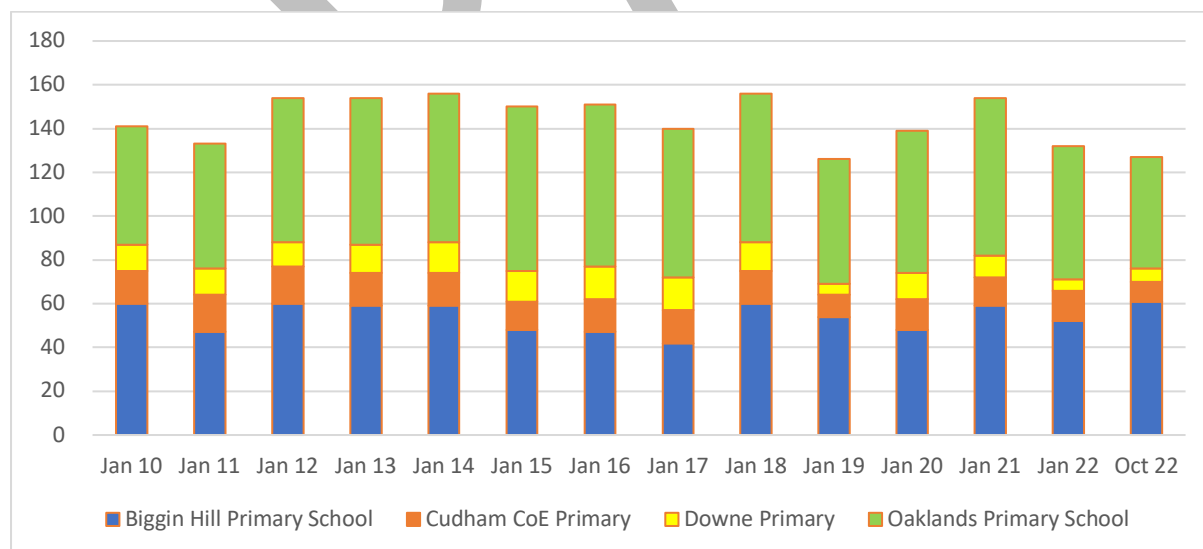
The table below compares school rolls and capacities in each year group and shows that there are surplus places in each year group.

Table 9.9.3 School rolls by primary year group Autumn 2022 - Biggin Hill, Darwin



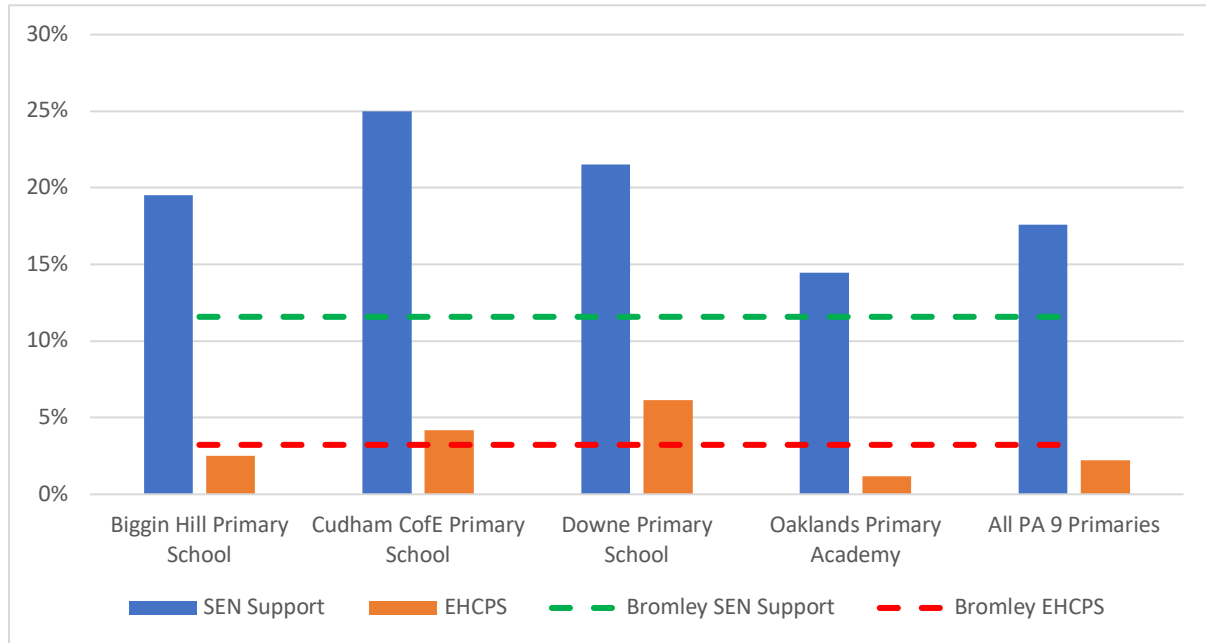
The table below shows primary rolls by school for each year between 2010 and 2022. Reception Rolls were highest in 2013/14 and 2017/18 at 156.

Table 9.9.4 School rolls by local school 2010-22 – Biggin Hill, Darwin



The table below shows the percentage of pupils at each school to be in receipt of either an Education Health and Care Plan (EHCP) or SEN Support. A quarter of pupils at Cudham CE Primary School are in receipt of SEN Support whilst Downe Primary School is approaching twice the borough average of pupils with an EHCP.

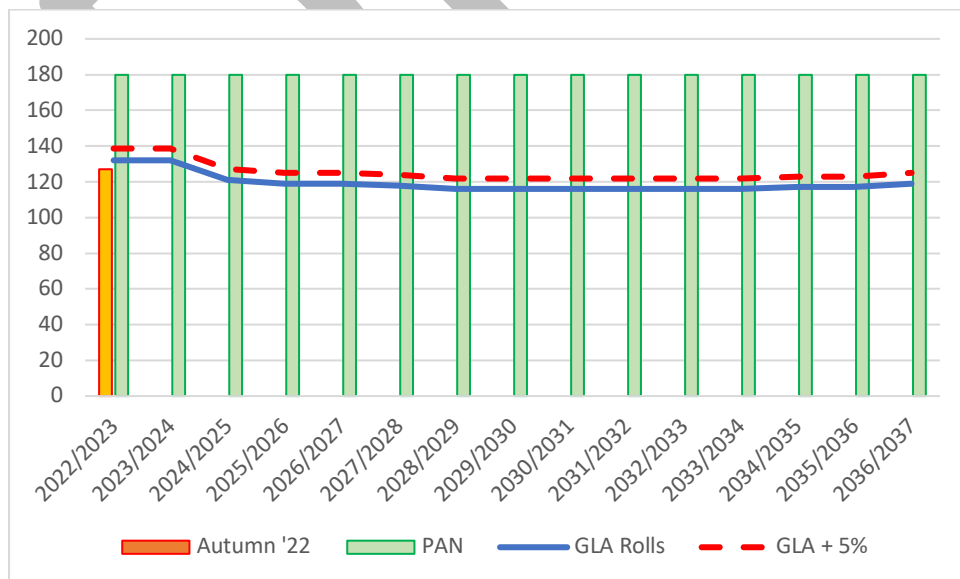
Table 9.9.5 Percentage of pupils with an EHCP and SEN Support



Projections

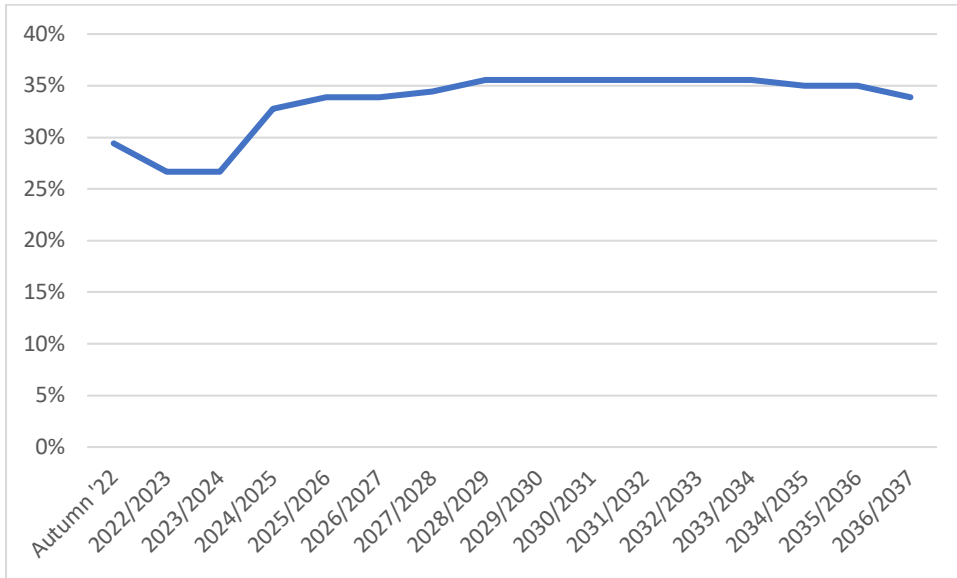
The 2022 GLA School Projections forecast that reception rolls in Biggin Hill and Darwin will reduce from 132 in 2022/23 to 116 in 2029/30.

Figure 9.9.6: Reception Year Roll Projections – Biggin Hill, Darwin



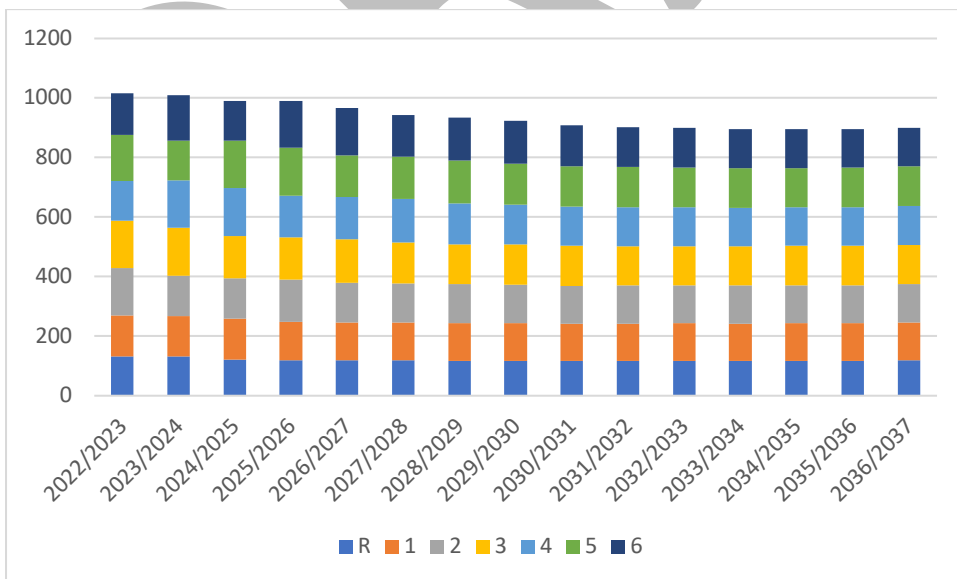
According to the GLA 2022 School Roll Projections surplus places will increase from 53 or 29% in Autumn 2022 to 64 (36%) in 2029/30. It should be noted that the Biggin Hill and Darwin has historically had a higher surplus rate than other planning areas.

Figure 9.9.7: Reception Year Roll Surplus Places - Biggin Hill, Darwin



The GLA School Roll projections predict that the primary school population will fall from 1016 in 2022/23 to 923 in 2029/30. This is lower than the GLA 2021 projections that forecast a population of 1,034 in 2029/30.

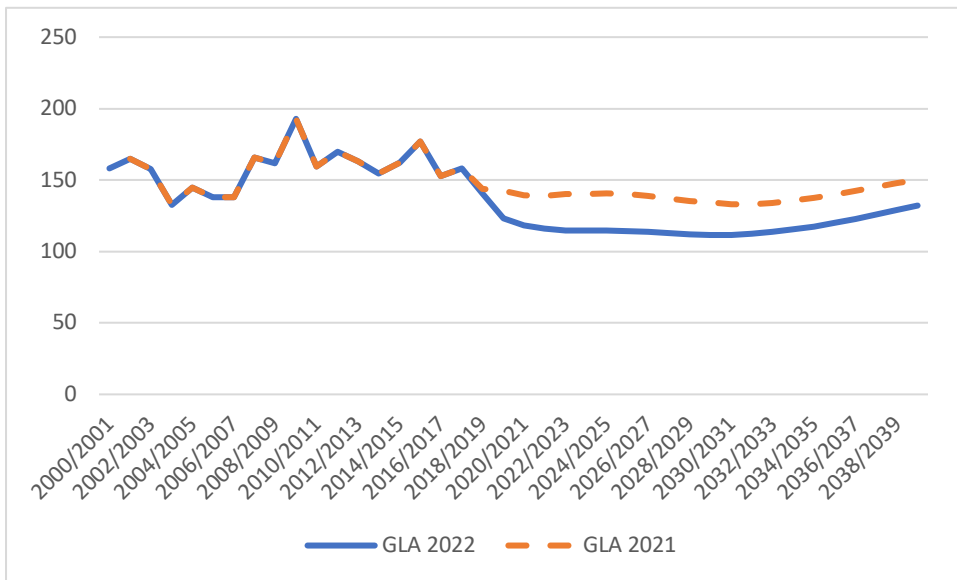
Figure 9.9.8: Primary school roll projections – Biggin Hill, Darwin



Demographics

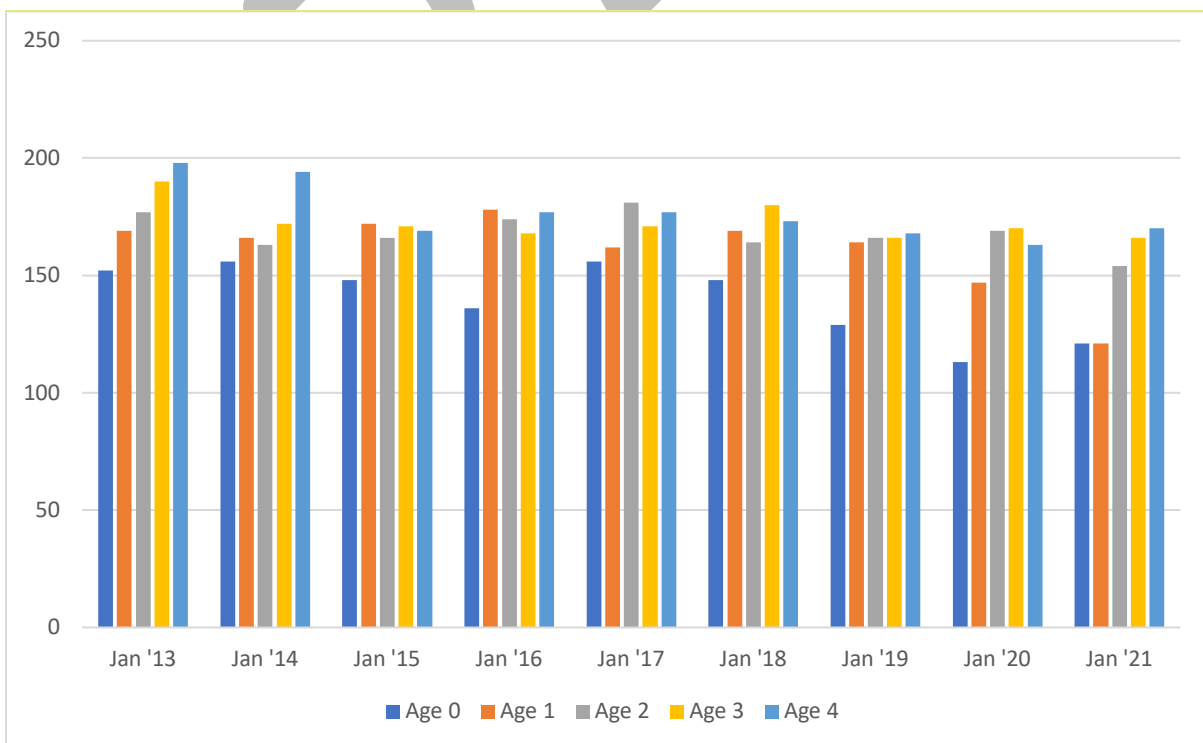
The 2022 GLA projections forecast that live births will be static until the end of the decade, reducing slightly from 115 in 2023/24 to 112 in 2029/30. Although live births increase to 132 to 2039/40 this is lower than the 150 forecast by GLA 2021 live birth projections.

Table 9.9.7: Live births - Biggin Hill, Darwin 2000-2040



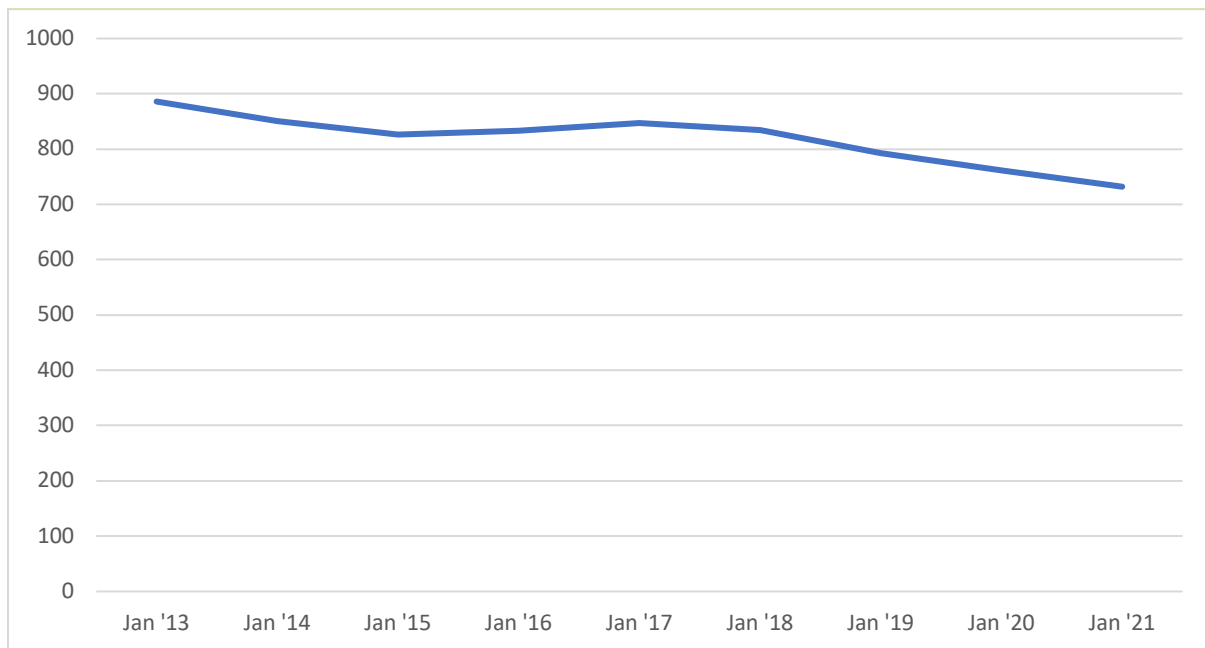
GP registrations were lower in all ages 0-4 in 2021 compared with 2013.

Table 9.9.9: GP Registrations 2013-21 by age – Biggin Hill, Darwin



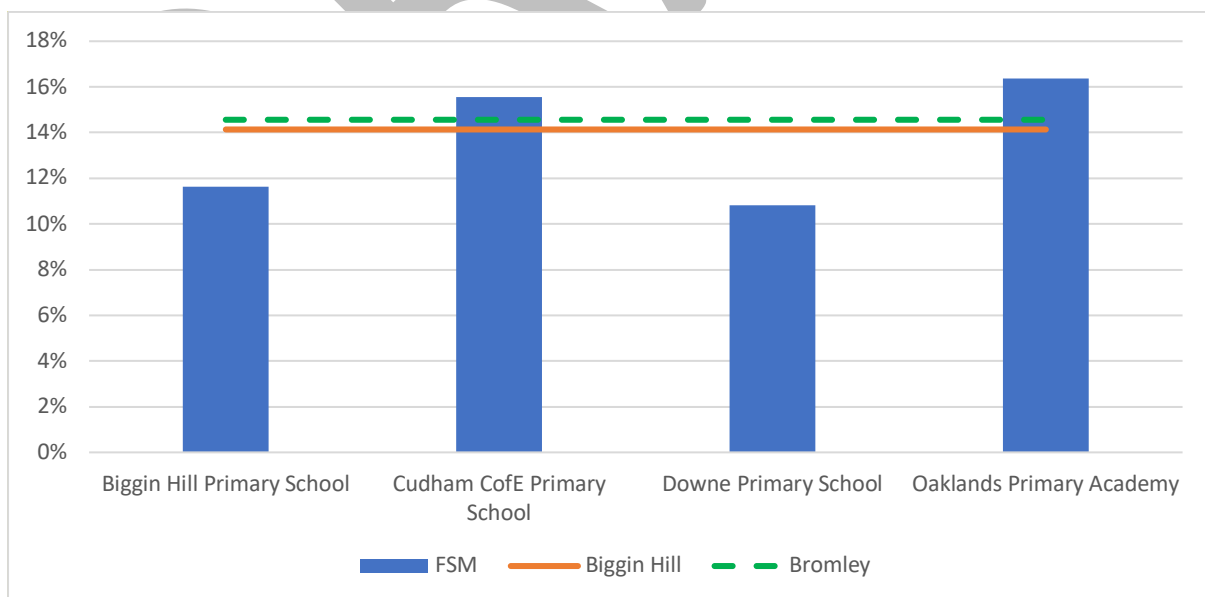
There were 114 less GO registrations across the 0-4 age group in 2021 compared to 2013, a drop of 17%.

Table 9.9.10: GP Registrations 2013-21 0 - 4 Years Old – Biggin Hill, Darwin



Across the planning area's primary schools 14% of pupils are eligible for free school meals, similar to the Bromley average. 16% of pupils at Cudham Primary School and Oaklands Primary School are eligible for free school meals.

Table 9.9.11: Percentage of children on school roll eligible for free school meals – Biggin Hill, Darwin



APPENDIX A - NEW PLANNING AREAS

Following the recommendations of the School Place Working Group in 2022 to review the Borough's planning areas, ratified by the Children Education and Families Portfolio Holder in September 2022, the Council is in conversation with the Department for Education about amending its planning areas. There are 2 key proposals:

1. To split Bromley into 2 planning areas for secondary place planning purposes
2. To amend the current planning areas so that they are co-terminus with ward boundaries.

Further detail is provided below about the proposals being discussed.

Proposed Secondary Planning Areas

Currently Bromley is a single planning area for secondary place planning purposes. Over the past 10 years a situation has developed whereby secondary schools in the west of the borough are over capacity, whilst a number of schools in the east of the borough have reduced their capacities and there continues to be vacancies in these schools.

The journeys required for many children and young people resident in the west of the Borough to access these vacant places in east of the Borough means that they cannot be reached within a reasonable time as set out in the DfE's ***Home to school travel and transport guidance - Statutory guidance for local authorities.***

Having a single secondary planning area is also disadvantaging the Council in remedying this issue. When the DfE is calculating the Council's Basic Need allocation it is offsetting the shortage of places in west of the borough against the surplus places in the extreme east of the borough. By creating 2 planning areas the Council is considered to be more likely to receive funding to deal with the shortage in the west of the borough. This has proved to be a significant issue whilst the Council awaits the DfE's delivery of Harris Kent House, the free school proposed for Penge, approved in 2017, but unlikely to open until 2025 at the earliest.

When comparing Year 7 places and Published Admission Numbers, the Council is currently operating at 98% of capacity boroughwide, which is less than its planning target of a 5% surplus. This problem is more acute in the west of the borough where schools are currently operating at 104% of capacity, with individual schools between 99% and 121% of capacity. In recent years the Council has only been able to make offers to every applicant by Bromley schools temporarily increasing their PAN, offering places over their agreed PAN, or by offering places in other boroughs, sometimes in poorer performing schools. There is insufficient capacity in the school premises in the borough to operate in this manner indefinitely.

To resolve this issue a proposal is being discussed to split the secondary planning area into two new planning areas of East and West:

Secondary Planning Area 1 (West)	Secondary Planning Area 2 (East)
Bishop Justus CofE School Bullers Wood School Bullers Wood School for Boys Eden Park High School Harris Academy Beckenham Harris Girls Academy Bromley Hayes School Langley Park School for Boys Langley Park School for Girls Ravens Wood School The Ravensbourne School	Charles Darwin School Chislehurst School for Girls Coopers School Darrick Wood School Harris Academy Orpington Kemnal Technology College Newstead Wood School St Olave's and St Saviour's Grammar School

Under the proposal, Secondary Planning Area 1 would include schools in the west of the borough and central Bromley, whilst Secondary Planning Area 2 would include Orpington and Biggin Hill. The new planning areas would be co-terminus with ward boundaries, but would split Primary Planning Area 6, With Bromley Common and Holwood ward being in Secondary Planning Area 1 and Farnborough and Crofton Ward and Petts Wood and Knoll Ward being in Secondary Planning Area 2.

PLANNING AREAS BY WARD BOUNDARIES	
Secondary Planning Area 1 (West)	Secondary Planning Area 2 (East)
Clock House Crystal Palace and Anerley Penge & Cator Beckenham Town & Copers Cope Kelsey Park & Eden Park Hayes & Coney Hall West Wickham Bickley & Sundridge Bromley Town Plaistow Shortlands & Park Langley Bromley Common & Holwood	Farnborough and Crofton Petts Wood & Knoll Chislehurst Mottingham St Mary Cray St Paul's Cray Orpington Chelsfield Biggin Hill Darwin

In terms of the number of pupils in each planning area, detail is provided in the two tables below of the rolls based on the Autumn 2022 school census.

SECONDARY PLANNING AREA 1	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	ALL
Bishop Justus CofE School	237	236	232	239	208	127	93	1372
Bullers Wood School	231	231	232	232	224	221	212	1583
Bullers Wood School for Boys	178	180	180	181	178			897
Eden Park High School	239	236	238	231	174	74		1192
Harris Academy Beckenham	218	196	195	194	190	102	70	1165
Harris Girls Academy Bromley	211	209	177	169	181	88	52	1087
Hayes School	254	253	253	254	241	269	210	1734
Langley Park School for Boys	228	220	223	221	212	327	315	1746
Langley Park School for Girls	239	240	240	240	239	251	266	1715
Ravens Wood School	223	223	242	238	238	238	218	1620
The Ravensbourne School	236	224	207	213	199	222	163	1464
	2494	2448	2419	2412	2284	1919	1599	15575

SECONDARY PLANNING AREA 2	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	ALL
Charles Darwin School	236	222	220	213	205	105	107	1308
Chislehurst School for Girls	208	179	165	190	171	76	81	1070
Coopers School	232	231	230	246	246	67	157	1409
Darrick Wood School	269	267	262	262	257	205	199	1721
Harris Academy Orpington	77	91	68	134	117	74	58	619
Kemnal Technology College	124	160	112	125	80			601
Newstead Wood School	168	168	159	160	160	230	225	1270
St Olave's and St Saviour's Grammar	128	128	128	127	125	224	229	1089
	1442	1446	1344	1457	1361	981	1056	9087

The two tables below provide details of each school in the 2 secondary areas with regards places (PAN) and rolls.

Figure A1: Schools in Secondary Planning Area 1 by Year 7 Places and Rolls

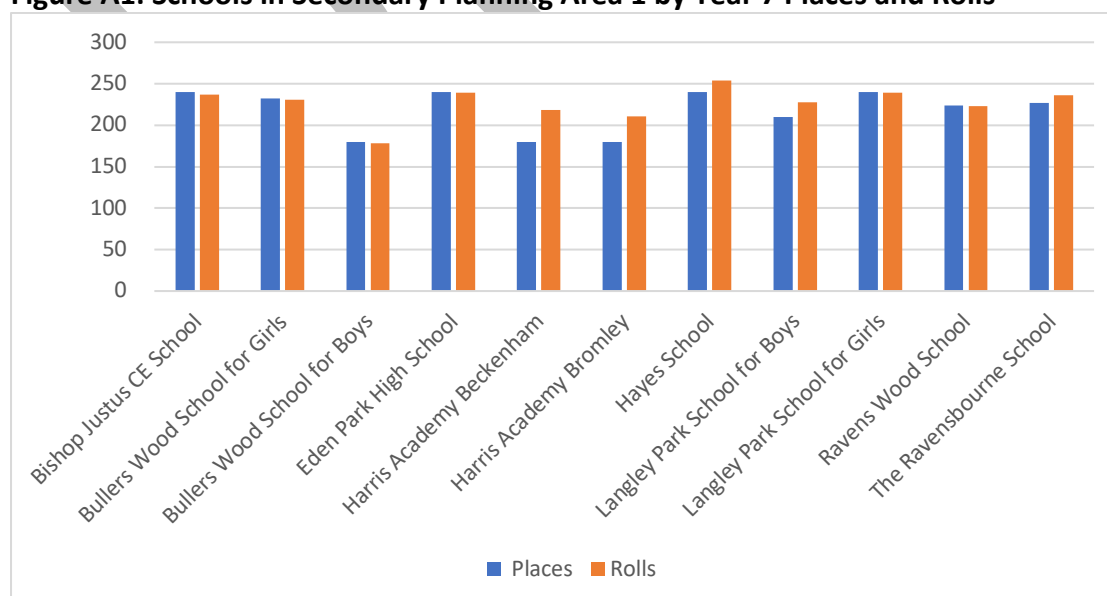
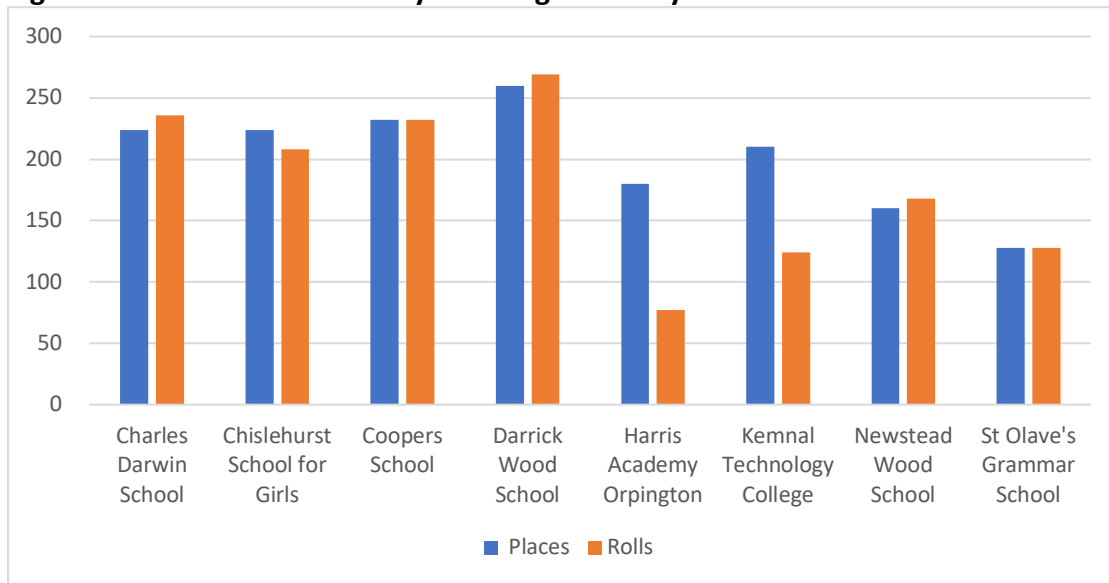


Figure A2: Schools in Secondary Planning Area 2 by Year 7 Places and Rolls



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Proposed Primary Planning Areas

The Boundary Commission changes, that altered the boundaries of several Bromley wards, had the impact of moving some schools across ward boundaries. The School Place Working Group in 2022 recommended that planning areas should reflect the post May 2022 arrangements and be co-terminus with ward boundaries.

The section below details the changes being discussed with the Department for Education and the rationale supporting the amendments.

Whilst Planning Areas 1, 2 and 6 remain unchanged, all other planning areas would see some change, with the most significant changes being made to Planning Areas 3 and 4.

The two tables below summarise the impact based on Autumn 2022 school census.

Figure A3: Comparison of reception year rolls between the current (old) and proposed (new) planning areas

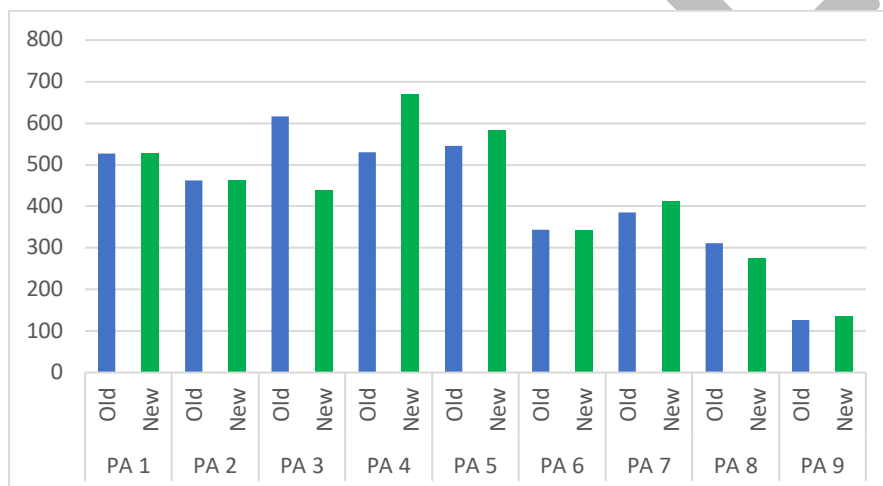
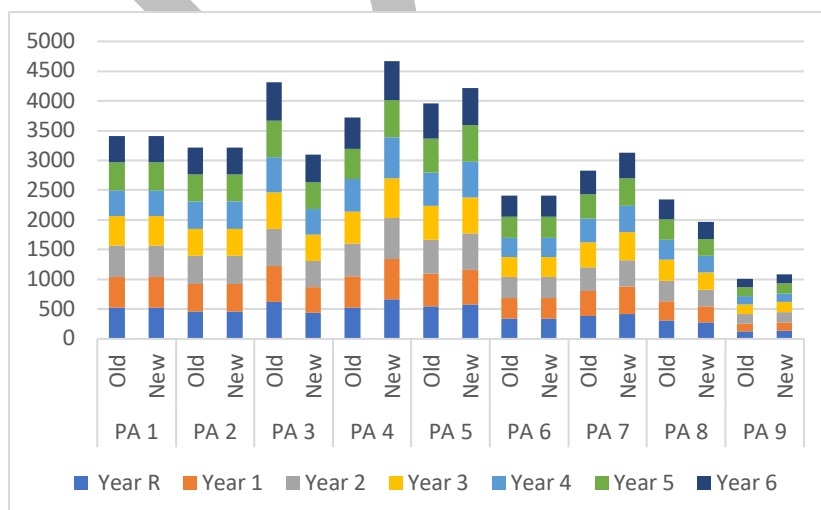


Figure A4: Comparison of the primary school population in each planning area between the current (old) and proposed (new) planning areas

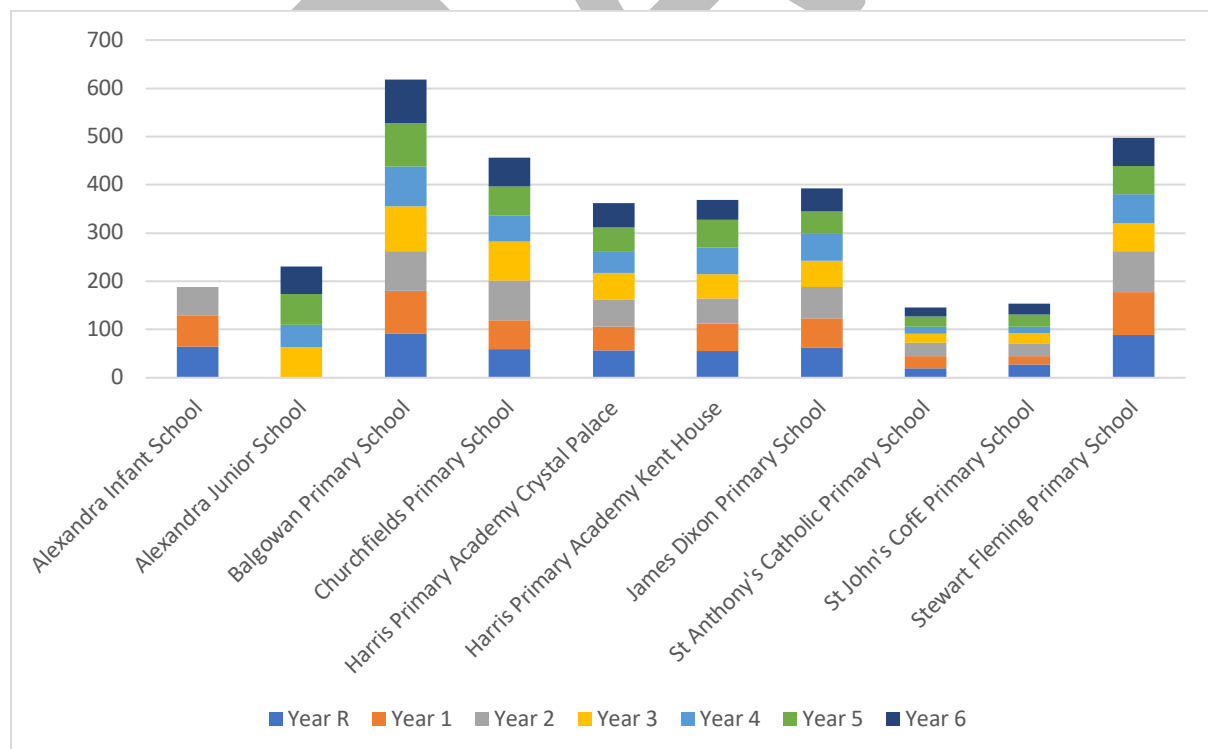


PROPOSED NEW PRIMARY PLANNING AREA 1 - CLOCK HOUSE, CRYSTAL PALACE & ANERLEY, PENGE & CATOR

No change

WARD	SCHOOL
Clock House	Balgowan Primary School Churchfields Primary School Riverside (Beckenham) Stewart Fleming Primary School
Crystal Palace and Anerley	James Dixon Primary School
Penge & Cator	Alexandra Infant School Alexandra Junior School Harris Bromley Harris Primary Academy Crystal Palace Harris Kent House Harris Primary Academy Kent House St Anthony's RC Primary School St John's CE Primary School

Figure A5: Proposed population of schools in Planning Area 1

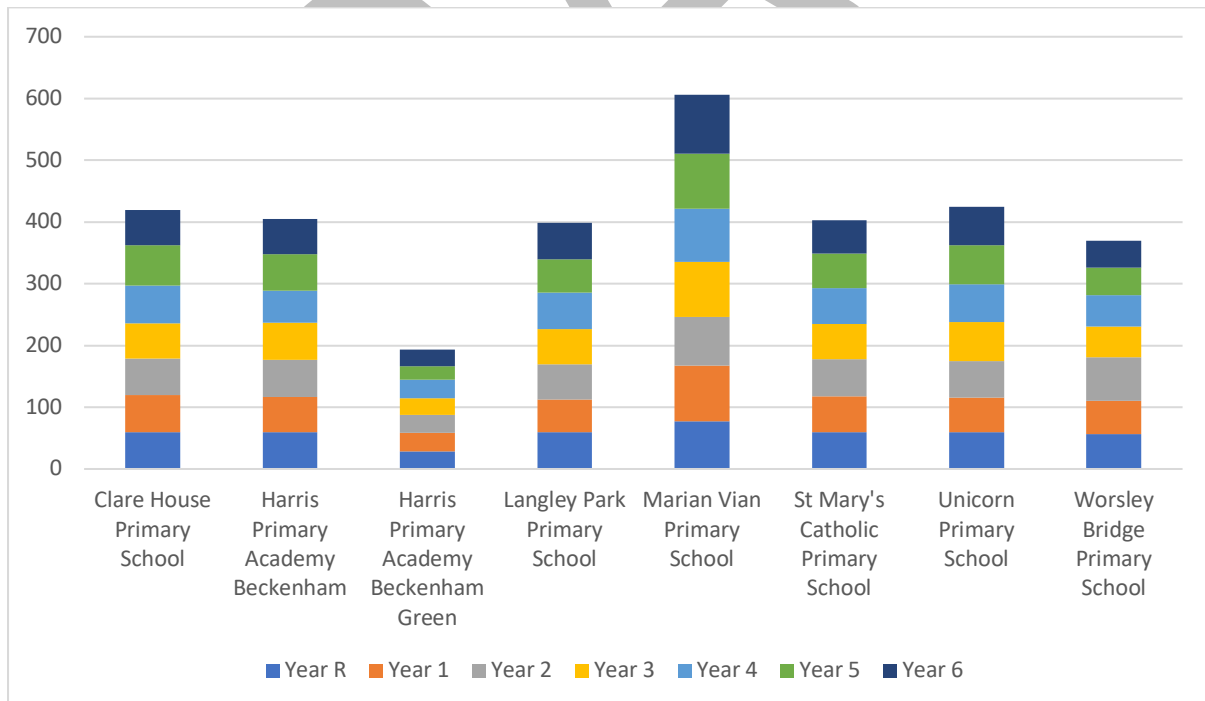


PROPOSED NEW PRIMARY PLANNING AREA 2 - BECKENHAM TOWN & COPERS COPE, KELSEY & EDEN PARK

No Change

Beckenham Town & Copers Cope	Clare House Primary Harris Primary Academy Beckenham Green St Mary's RC Catholic Worsley Bridge Primary School
Kelsey Park & Eden Park	Eden Park High School Harris Beckenham Harris Primary Academy Beckenham Langley Park School for Boys Langley Park School for Girls Langley Park Primary Marian Vian Primary School Unicorn Primary School

Figure A6: Proposed population of schools in Planning Area 2



PROPOSED NEW PRIMARY PLANNING AREA 3 – HAYES & CONEY HALL, WEST WICKHAM

Hayes & Coney Hall	Hayes Primary School Hayes School Keston CE Primary School Pickhurst Infants School Pickhurst Junior School Wickham Common Primary School
West Wickham	The Glebe Hawes Down Primary School Oak Lodge Primary School Riverside (West Wickham)

Summary of Changes

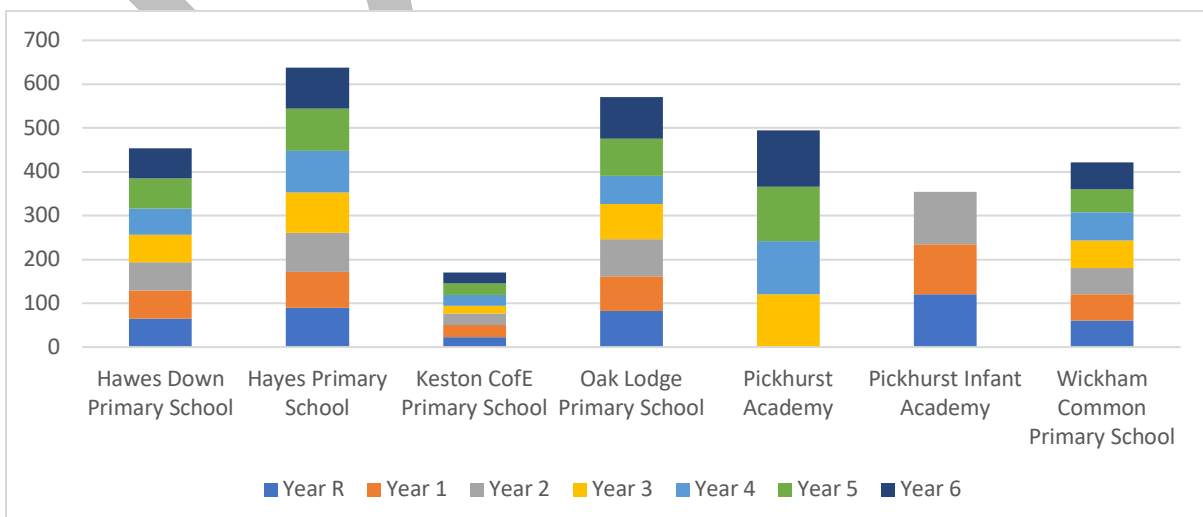
Shortlands & Park Langley to Planning Area 4

Schools Moving In	Schools Moving Out
Keston CE Primary School	Harris Primary Academy Shortlands Highfield Infant School Highfield Junior School St Mark's CE Primary School

Rationale:

To align Planning areas to new ward boundaries, Keston CE Primary School moves into the planning area from Planning Area 5. The 4 schools previously in Shortlands Ward, now part of Shortlands and Park Langley Ward, move into Planning Area 4 to reflect the new ward’s inter-relationship with central Bromley, including the incorporation of parts of the pre-2022 Bromley Town Ward.

Figure A7: Proposed population of schools in Planning Area 3



PROPOSED NEW PRIMARY PLANNING AREA 4 - BICKLEY & SUNDRIDGE, BROMLEY TOWN, PLAISTOW, SHORTLANDS & PARK LANGLEY

Bickley & Sundridge	Bickley Primary School Bullers Wood School Bullers Wood School for Boys La Fontaine St George's CE Primary School St Joseph's RC Primary School Scotts Park Primary School
Bromley Town	Bromley Beacon Academy (Beacon House) BTA (Hayes Lane) Ravensbourne School
Plaistow	Burnt Ash Primary School Parish CE Primary School
Shortlands & Park Langley	Harris Primary Academy Shortlands Highfield Infant School Highfield Junior School St Mark's CE Primary School Valley Primary School

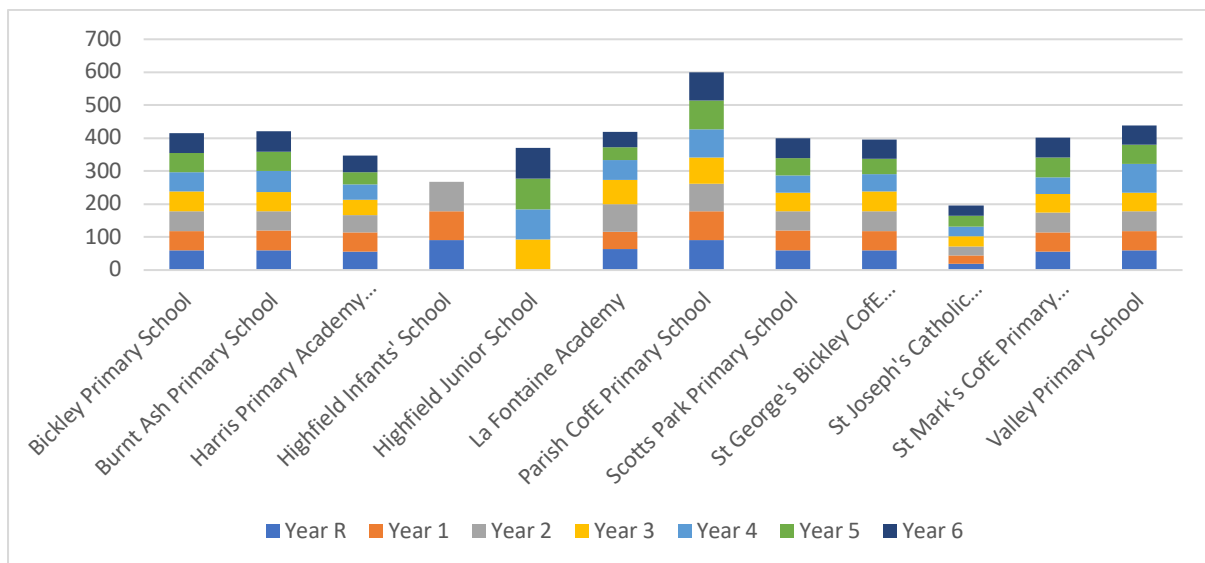
Summary of Changes

Schools Moving In	Schools Moving Out
Harris Primary Academy Shortlands Highfield Infant School Highfield Junior School St Mark's CE Primary School	Raglan Primary School

Rationale:

The Boundary Commission changes had the impact, through Raglan Primary School and Valley Primary School moving wards, of there being no primary schools in Bromley Town. Bromley Town is a focus of population growth and to reflect the schools that serve his community the new Shortlands and Park Langley Ward, that previous included parts of Bromley Town Ward, has been moved into planning area. This has the impact of adding Harris Primary Academy Shortlands, Highfield Infant School, Highfield Junior School and St Mark's CE Primary School to the planning area as well as retaining Valley Primary School. Raglan Primary School moves to Planning Area 5.

Figure A8: Proposed population of schools in Planning Area 4



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PROPOSED NEW PRIMARY PLANNING AREA 5 - BROMLEY COMMON & HOLWOOD, FARNBOROUGH AND CROFTON, PETTS WOOD & KNOLL

Bromley Common & Holmwood	Bishop Justus Raglan Primary School Ravens Wood School St James RC Primary School Southborough Primary School Trinity CE Primary School
Farnborough and Crofton	Darrick Wood Infant School Darrick Wood Junior School Darrick Wood School Farnborough Primary School Newstead Wood Tubbenden Primary School
Petts Wood & Knoll	Crofton Infants School Crofton Primary School

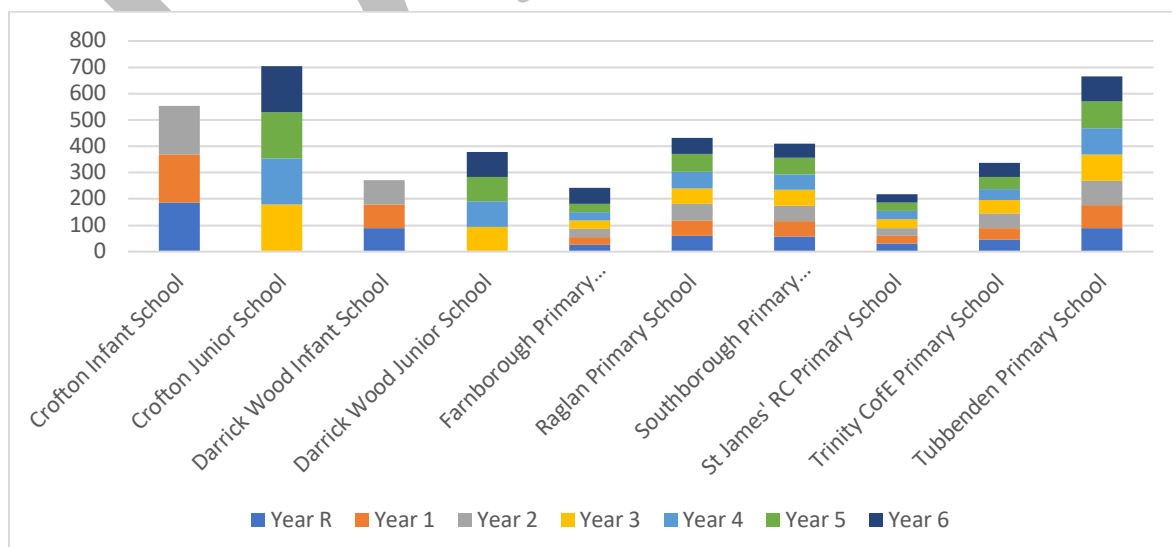
Summary of Changes

Schools Moving In	Schools Moving Out
Raglan Primary School	Keston CE Primary School

Rationale:

Under the May 2022 Boundary Commission changes Keston CE Primary School moved into Hayes and Coney Hall Ward from the former Bromley Common and Keston Ward and Raglan Primary School moved into Bromley Common and Holwood. The proposals reflect these changes.

Figure A9: Proposed population of schools in Planning Area 5

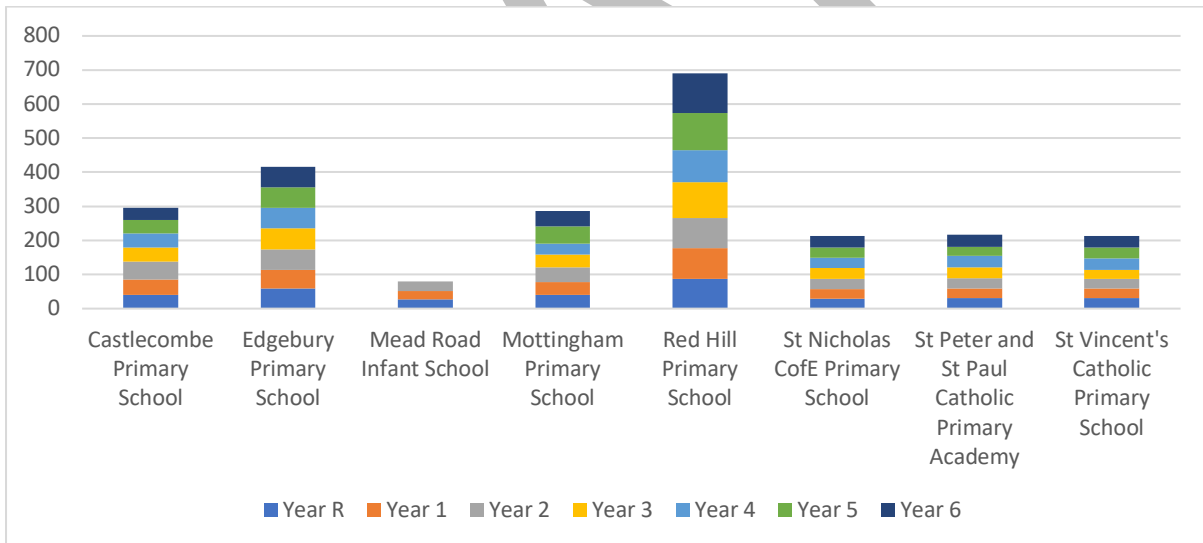


PROPOSED NEW PRIMARY PLANNING AREA 6 – CHISLEHURST, MOTTINGHAM

No Change

Chislehurst	Chislehurst School for Girls Coopers Edgebury Primary School Marjorie McClure Mead Road Infant School Redwood Academy Red Hill Primary School St Nicholas CE Primary St Peters & St Paul's RC Primary
Mottingham	Elmstead Wood Primary School Ravensworth Primary School St Vincents RC Primary

Figure A10: Proposed population of schools in Planning Area 6



PROPOSED NEW PRIMARY PLANNING AREA 7 – ST MARY CRAY, ST PAUL'S CRAY

St Mary Cray	Harris Primary Academy Orpington Manor Oak Primary School Perry Hall Primary School Poverest Primary School St Mary Cray Primary School St Philomena's RC Primary School
St Paul's Cray	BTA Midfield Grays Farm Primary School Kemnal Leesons Primary School Midfield Primary School Riverside (St Paul's Cray) St Paul's Cray CE Primary School

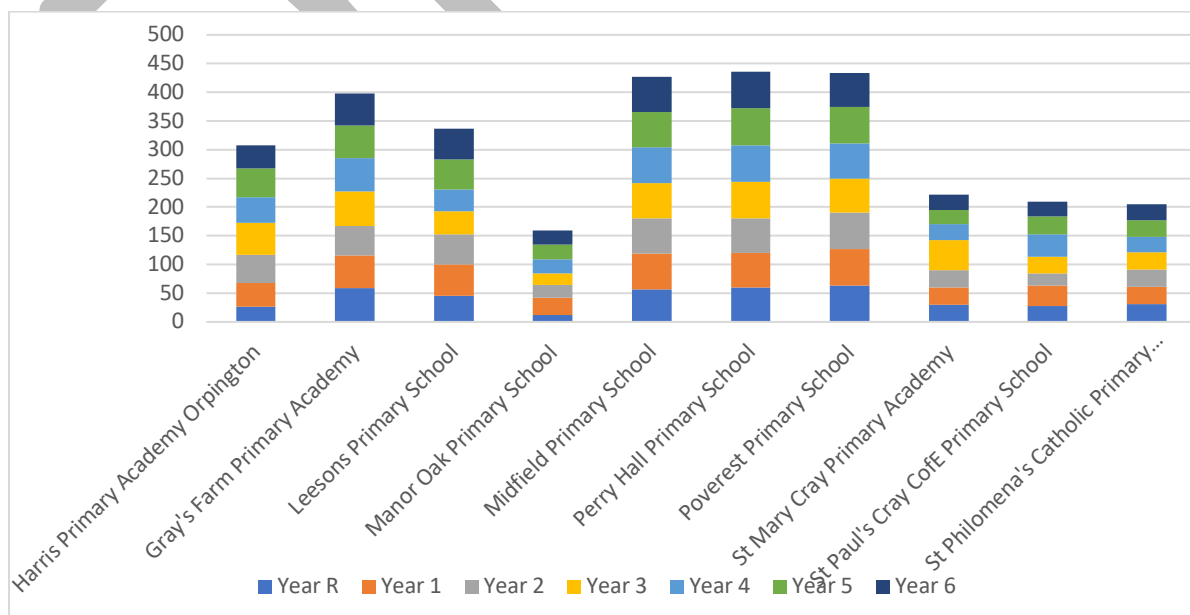
Summary of Changes

Schools Moving In	Schools Moving Out
Harris Primary Academy Orpington	

Rationale:

Under the May 2022 Boundary Commission changes Harris Primary Academy Orpington moved into the new St Mary Cray Ward from Orpington Ward. The proposals reflect these changes.

Figure A11: Proposed population of schools in Planning Area 7



PROPOSED NEW PRIMARY PLANNING AREA 8 – Orpington, Chelsfield

Orpington	Blenheim Primary School Bromley Beacon Academy (Orpington) Harris Academy Orpington St Olave's
Chelsfield	Chelsfield Primary School Green Street Green Primary School Holy Innocents RC Primary School The Highway Primary School Warren Road Primary School

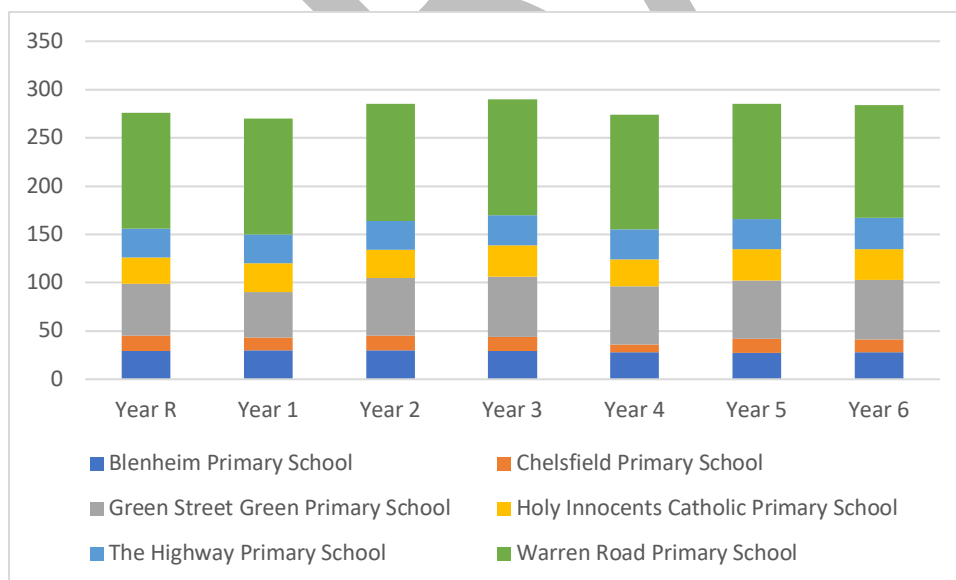
Summary of Changes

Schools Moving In	Schools Moving Out
	Harris Primary Academy Orpington Pratts Bottom Primary School

Rationale:

Under the May 2022 Boundary Commission changes Harris Primary Academy Orpington moved into the new St Mary Cray Ward and Pratts Bottom Primary School moved from the former Chelsfield and Pratts Bottom Ward to Darwin Ward. The proposals reflect these changes.

Figure A12: Proposed population of schools in Planning Area 8



PROPOSED NEW PRIMARY PLANNING AREA 9 – BIGGIN HILL, DARWIN

Biggin Hill	Biggin Hill Primary School Charles Darwin Oaklands Primary School
Darwin	Cudham CE Primary School Downe Primary School Pratts Bottom Primary School

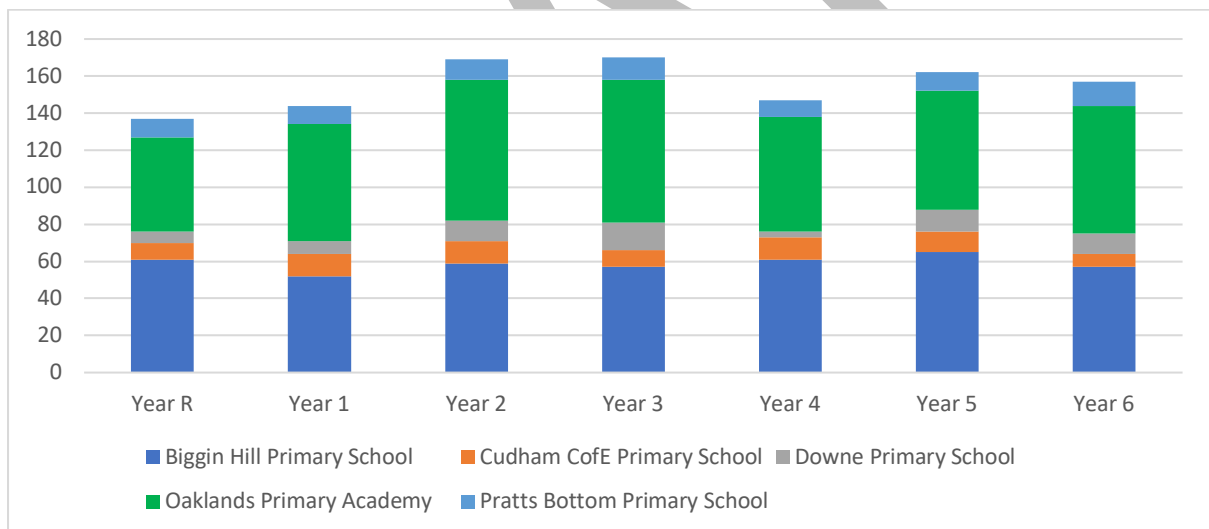
Summary of Changes

Schools Moving In	Schools Moving Out
Pratts Bottom Primary School	

Rationale:

In May 2022 Pratts Bottom School moved from the former Chelsfield and Pratts Bottom Ward to Darwin Ward. The proposed change by adding Pratts Bottom School to Planning Area 9 will reflect this change.

Figure A13: Proposed population of schools in Planning Area 9



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Report No.
CEF23023

London Borough of Bromley

PART ONE – PUBLIC

Decision Maker: CHILDREN, EDUCATION AND FAMILIES PDS COMMITTEE
AND ADULT CARE AND HEALTH PDS COMMITTEE

Date: Tuesday 20 June 2023

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

Title: PROVISION OF TRANSPORT SERVICES FOR ALL CLIENT
GROUPS – ANNUAL MONITORING REPORT

Contact Officer: Maya Vadgama, Integrated Strategic Commissioner
Tel: 0208 313 4046 E-mail: maya.vadgama@bromley.gov.uk

Chief Officer: Richard Baldwin, Director of Children, Education & Families
Kim Carey, Director of Adult Services

Ward: All Wards

1. Reason for report

- 1.1 This report is presented in accordance with CPR 23.2, monitoring requirements for all contracts with a value higher than £500K and provides monitoring update for the Policy Development and Scrutiny Committees for the Council's Transport Services call off framework contract.
 - 1.2 The Council has a statutory duty to support access to education for eligible children and young people, (CYP) and access to day opportunities for adults assessed to require a transport service. The Council discharges this duty through the provision of transport services, with or without a passenger assistant, (PA) with a range of providers and types of vehicles, dependent on client need.
 - 1.3 The current contract was awarded in August 2020, following a competitive tender. The contract commenced on 1 September 2020, for a five-year period to August 2025 with the option to extend for up to a further two years to August 2027. The estimated annual value of the framework was £7M, with a whole life value of £49M to August 2027.
-

2 RECOMMENDATION(S)

- 2.1 The Children, Education and Families PDS Committee and Adult Care and Health PDS Committee is requested to:
 - 1) **Note the content of this contract monitoring report on the performance of the contract for Transport Services.**
 - 2) **Note actions detailed at 9.3, and that officers will take forward the process to review the commissioning options for this service as we approach the contract end date of August 2025.**

Impact on Vulnerable Adults and Children

1. Summary of Impact:
 2. The services provided by these contracts ensures the Council meets its statutory duties, follows best practice guidance, and provides discretionary support following assessment and agreed under a defined process.
 3. The provision of transport services enables eligible CYP to access their education and adults to access community services and support their social and emotional wellbeing.
 4. For adults, there is an implied duty to support access to assessed care needs, under the Care Act 2014.
-

Transformation Policy

1. Policy Status: Existing Policy
 2. Making Bromley Even Better Priority (*delete as appropriate*):
 - (1) For children and young people to grow up, thrive and have the best life chances in families who flourish and are happy to call Bromley home.
 - (2) For adults and older people to enjoy fulfilled and successful lives in Bromley, ageing well, retaining independence, and making choices.
 - (3) For residents to live responsibly and prosper in a safe, clean, and green environment great for today and a sustainable future.
 - (4) To manage our resources well, providing value for money, and efficient and effective services for Bromley's residents.
-

Financial

1. Cost of proposal: This contract was awarded via a Part 2 process financial information is available as such on request to the Committees
 2. Ongoing costs:
 3. Budget head/performance centre: Adult Social Care & Children, Education & Families
 4. Total current budget for this head: £9.238K
 5. Source of funding: RSG For CYP, Adults
-

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
 2. Call-in: Not Applicable: No Executive decision.
-

Procurement

1. Summary of Procurement Implications
 2. The contract is now in its third year and a gateway review will be required to consider the outline commissioning options for the future delivery of transport services; whether to exercise the extension option and or to explore options, including Dynamic Purchasing Schemes, as part of a procurement plan to be presented to PDS in Autumn 2023.
-

Property

1. Summary of Property Implications: N/A
-

Carbon Reduction and Social Value

1. Summary of Carbon Reduction/Sustainability Implications:
 - 1.1 The contract requires all providers to adhere to current legislative requirements for road vehicle operation.
 - 1.2 Report CEF 23006, 1st February 2023, Transforming SEN Transport - 6 Month Review, details actions taken to mitigate some of these potential additional costs.
-

Impact on the Local Economy

1. Summary of Local Economy Implications:
 - 1.1 This contract provides employment opportunities for Bromley residents and business opportunities for Bromley based transport providers accepted on to the framework contract.
-

Impact on Health and Wellbeing

1. Summary of Health and Wellbeing Implications:
 - 1.1 For eligible CYP, the provision of this service supports an individual's health & well-being as it enables access to education assessed suitable to meet the needs of the individual, together with health support, as assessed and necessary during the school day.
 - 1.2 The provision of this service supports families with CYP with learning and or additional needs or health needs to access specialist education provision.
 - 1.3 For eligible adults, the provision of the service enables access to the community and day care opportunities.
-

Customer Impact

1. Estimated number of users or customers (*current and projected*): CYP 1256, Adults 93
-

Ward Councillor Views

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

3. COMMENTARY

- 3.1.1 The Council has a statutory duty to provide free travel assistance to eligible Children and young people of statutory school age, (5 years to 16 years) with an Education Care & Health Plan, (ECHP) to access their specialist provision. The Council also has a duty to provide discretionary travel assistance to enable pupils to access their education, who would not be eligible under statutory duties and would not be able to access their education without this assistance. There is also a duty to provide support to pupils aged 16 – 19 and over 19 years of age remaining in education. This provision does not have to be free.
- 3.1.2 Transport services are also commissioned by the Council to meet the needs of older service users and adults with learning disabilities to access day services. There is no equivalent statutory duty to provide free transport for adults, and legislation requires Councils to support eligible service users with assessed care needs to access their provision. Travel support is considered a suitable support mechanism for access.
- 3.1.3 The Council currently meets this need by providing a range of travel support options including specialist transport assistance. Where transport services are required, this is currently delivered through a multi vehicle framework contract with a number of transport providers offering a range of vehicles, drivers, and passenger assistants (PA's) to meet the needs of CYP with special educational needs and or disabilities (SEND), and adult learners in education settings. This is predominantly a daily service with the majority of travel aligned to the opening and closing times of educational settings during the academic year.
- 3.1.4 For adults, transport support is provided to access day care opportunities which is a year-round service.
- 3.1.5 A single transport team based in the Children, Education and Families Service coordinates the contract framework, and other ad hoc transport requirements.

3.2 2018-21 Service Background

- 3.2.1 The Gateway 1 report ECHS19041, 10th July 2019 detailed a number of procurement pathways together with the outline procurement strategy, following which a traditional multi vehicle call off framework contract was tendered.
- 3.2.2 Although new providers are unable to join this type of framework until a refresh is undertaken, the framework does not preclude the Council from procuring services from additional providers.
- 3.2.3 The contract specifications detailed the aims of the service and requirements of the providers. They highlighted the proposed client group and the Council's duties for the provision of a safe, sensitive, reliable, and efficient transport service to meet the needs of a range of passengers.
- 3.2.4 The framework consists of previously existing and new successful providers with providers ranked in order of price based on the type of vehicle used, the availability of a PA, where required and the route mileage. Passenger volumes are not guaranteed, and routes are called off the framework and offered to the provider offering the lowest price for a specific service requirement.
- 3.2.5 The majority of the routes operating within the borough are 15 miles or less. Therefore, further competition is introduced through mini tenders for any routes over approximately 15 miles and / or where a more specialist requirement arises. All providers with capacity to deliver the service requirement are offered the opportunity to participate in the mini tender competitions.

3.2.6 The tender process was undertaken during 2019 and contracts awarded to successful providers commencing September 2020. The tendered matrix prices were fixed for the first two years until August 2022, and providers sought price increases from September 2022.

3.3 SERVICE PROFILE

3.3.1 Demand for the CYP transport is inextricably linked to the volume of CYP with an Education Care & Health (EHC) plan and Report CEF 23006, 1st February 2023, Transforming SEN Transport - 6 Month Review, details the full CYP service data sets and highlights the exponential growth in pupils with an EHC plan.

3.3.2 Service data was provided at contract award and is updated below demonstrating the significant growth in demand for CYP transport services and the reduction in adult transport services from award of contract to date.

CYP Transport Data

Academic year	February 2023 report		2019/20	2018/19	2017/18
Pupils on transport at	Nov 2022		Jan-20	Jul-19	Jul-18
EHC Plans	3722		2,482	2,366	2,187
Total pupils	1220		857	827	783
Increase / decrease on previous period	-		3%	6%	-
Pupils on transport % of EHC plans	33%		35%	35%	36%
Parental Mileage	(current) 76		34	31	26
Travelling Out of borough	30 %	370	23% 198	23% 192	24% 188
Travelling In borough	70%	850	77% 659	77% 635	76% 595

Adult Transport Data

Financial Year	2022-2023	2021-2022 (Post pandemic)	2020 – 2021 (Intermittent transport during pandemic lockdowns)	2019-2020 *
Adults in receipt of transport	93	93	55	190
Number of providers used	~ 6 providers available	~ 6 providers	~ 4 providers	GS Plus to August 2019. 11 providers post August 2019 to start of pandemic March 2020
Number of venues attended	11	11	7	12

* The contract with the previous provider GS plus ended in August 2019 and the adult transport was delivered via the then existing CYP Transport framework pending the commencement of the new framework contract in September 2020.

3.3.3 The availability of the transport service for adults is poor, as most adults are transported following the completion of the morning 'school run' and before the collection of the pupils in the afternoon school run.

3.3.4 Some adults are not reaching their day activity venues until around 10.00 - 10.30 am and are required to leave by around 2.30 - 3.00 pm, for the return journey home. This delay leads to a loss of attendance hours at their day activity and increased costs for families and the Council for these lost hours.

- 3.3.5 The challenges of the transport service for adults are a significant point of contention for families and day activity providers and adds additional pressures on the Adult Social Care Teams.
- 3.3.6 In light of these challenges, officers are exploring alternative options for service provision for adult clients to assure better outcomes for this client group. All options will be explored and could include differing models of delivery and or separating the adults transport contracts from the children's services. Options will be presented (Summer 2023) to the adults and children's senior management teams prior to consultation with the relevant portfolio holders.
- 3.3.7 Officers are reviewing a number of options in preparation for the Gateway review process, as detailed at 9.3 below.
- 3.3.8 In March 2020, the UK entered into a national lockdown following the outbreak of the Covid virus across the world, resulting in much disruption to home, school, work, and business life. Limited transport services continued for children of key workers and the most vulnerable children only.
- 3.3.9 Between March 2020 to December 2021, intermittent Covid lock down restrictions continued with most adult day services remaining closed and vulnerable CYP and adults shielding at home. This led to significant disruption to service provision and providers' business'.
- 3.3.10 Providers reduced vehicles and staffing to curtail costs and together with the many self-employed personnel suffered significant loss of income despite government support, if and where available.

The Provider Market

- 3.3.11 The impact of the pandemic has had far reaching consequences and was experienced across many local authorities reliant on external contractors to deliver transport services.
- 3.3.12 The reduction in provider capacity has significantly affected the availability of transport service provision and greater use of minicab, black taxis, and single passenger journeys.
- 3.3.13 Factors that have had an impact on provider capacity
- Transport for London (TFL) has increased operator and driver license fees and the market has seen a program of operator rationalisation and amalgamations, reducing competition in the market
 - General contraction following nonoperation during the Covid pandemic
 - Competition for drivers from UBER and similar other platforms, following the high court ruling giving 'worker' rights to drivers
 - The work force is predominantly self-employed drivers and passenger assistants and having lost their income during the pandemic, many have left or moved away from the industry
 - The growth of on line and food delivery services during and post pandemic together with low unemployment has led to business' vying for the same small pool of drivers
 - Anecdotally, pressures in the ambulance service have resulted in greater use of private transport providers for patient transport
 - The energy and fuel price increases together with wage inflation and reduced provider capacity has triggered increased costs across the transport service

3.4 CONTRACT PERFORMANCE

- 3.4.1 A total of 21 providers were successful during the tender stage. 2 providers were unable to complete post tender documentation checks and a further 6 providers no longer provide a service. Of the remaining small pool of 13 providers 7 providers offer larger specialist wheelchair accessible vehicles, 6 are minicab operators and 1 black taxi operator.
- 3.4.2 Commissioners aim to manage contracts to enable both the Council and the service provider to meet their obligations and deliver the objectives required by the contract, while developing an appropriate working relationship.
- 3.4.3 The expectation of this contract is to receive a safe, affordable, and sustainable service that delivered positive outcomes for service users by arriving at their destination safely in a timely manner, having had a positive experience that enables them to benefit from their education / activity.
- 3.4.4 Contract and performance management is undertaken with providers submitting annual audit documents and visits to provider premises to review policies and processes, examination of sample personnel, vehicle, and registration files to meet regulatory, legislative, safeguarding and health and safety requirements.
- 3.4.5 Additionally, on an adhoc basis colleagues attend schools and day center venues to undertake unannounced visual spot checks on vehicles, staff understanding of provider policies and procedures and discuss any concerns they may have. These spot checks are valued by schools and day activity services, help to build relationships, and provide reassurance to families.
- 3.4.6 Due to the pandemic with the intermittent service delivery and the lack of a dedicated contract monitoring officer within the service, it has not been possible to undertake the full range of contract monitoring actions.
- 3.4.7 Provider audit visits for contract management and operations have commenced, focusing predominantly on safeguarding, health and safety and legislative monitoring, to check these requirements are always being met. The visits provide a valuable opportunity to rebuild goodwill with the providers, support service quality improvements and explore opportunities to support market growth. It is planned that all provider audits will be completed before the end of this academic year to inform the development of an improvement plan.
- 3.4.8 Current contract performance is adequate and summarized as follows:

4 /7 specialist large vehicle providers offer a good service, and 2 providers require further support to improve the quality of their service delivery.

3 / 6 minicab providers offer a good to reasonable service together with the Black Taxi provider and 2 providers require further support to improve the quality of their service delivery.

These findings need to be taken in the context of the volumes of venues attended together with the volumes of routes undertaken each.

	No of venues	Number of routes per day
CYP	>150	>350 journeys X 2 per day
Adults	10- 15 dependent on day of attendance	30 - 40 journeys X 2 per day

3.4.9 The specifications detailed the following key areas of performance measurement,

➤ Reliability of service delivery, (journey times):

Reliability is patchy with most providers offering a good service each day. However, the minicab operators with self-employed personnel require regular monitoring and discussion to manage service delivery.

➤ Management and compliance of safeguarding procedures and protocols

Safeguarding procedures are fully compliant across the framework with all personnel holding an enhanced DBS check and having received the minimum levels of training. However, 2 of the 6 minicab operators visited, were unable to demonstrate consistency in revisiting training needs and updating policies and procedures.

➤ Communications and information responses within agreed timescales

Compliance information is received and updated on a regular basis. Transport operations issues arise at the point of need and require instant solutions, and the direct interface between Council and contractor allows speedy resolution to issues arising to manage the service delivery. There remains a small cohort of providers where it becomes necessary to constantly 'chase' for information.

➤ Customer satisfaction / feedback

To date, a formal customer satisfaction survey has not been requested. However, schools, day services and families regularly offer verbal feedback where they have concerns, or the service has fallen short of expected levels. These issues are managed and resolved as they arise, and operation staff meet with schools as necessary. The major concern is the delay in securing suitable transport once an application for assistance has been agreed, for both the adult and the children's cohorts. These delays occur because of a lack of provider capacity.

Customer consultation and surveys will be undertaken as part of the Gateway review process detailed at 9.3 below.

➤ Recruitment and training

During the audit visits, large vehicle providers were found to have strong recruitment and training procedures and protocols in place. This was found to be an area of weakness for the minicab operators audited and the service is working with providers to raise standards.

Many authorities deliver all provider staff with minimum training requirements and subject to availability of resource this is an area for further consideration.

➤ Vehicle standards and compliance

There is full compliance as the providers and owner drivers are regulated by TFL and are required to meet stringent road and vehicle legislative requirements to maintain their operating and driver licenses.

The adhoc unannounced spot checks and visual vehicle inspection checks undertaken at schools and day activity venues identify poor quality vehicles. Providers are required to rectify any infringement normally within 14 days of the initial inspection or within an agreed

timescale for major repair or maintenance requirements. A revisit is undertaken to ensure issues identified are rectified as agreed.

- 3.4.10 **Appendix A** details the full range of KPI's and compliance detail together with commentary on current performance and work in progress with providers to become fully compliant.
- 3.4.11 Much of the work in progress relates to predominantly minicab operators and providers employing self-employed personnel where some gaps were seen. Not all minicab providers audited were able to demonstrate fully that all vehicles maintained a first aid kit on board.
- 3.4.12 Although the contract performed well during the first six months of award, post pandemic we have seen a reduction in the quality of service available from some providers. Compounded by the reduced capacity with 6 providers no longer offering a response to service requests, officers tread a fine line between seeking full contract compliance with availability of service provision and cost.
- 3.4.13 Officers are mindful of the impact of any deterioration in service quality and challenge providers appropriately, whilst being aware that providers are in a 'sellers' market; the dilemma being that should they take sterner actions relating to minor contract infringements, some providers can and will remove routes from the service leaving a vulnerable client group without a transport service. Not all minicab operators respond to all transport requests due to lack of personnel. Not all route prices are acceptable due to prices requested outside of the framework values.
- 3.4.14 The client group is children and young persons with special needs, adults with additional needs and families coping with significant challenges requiring a high level of support. Any break in service will have a major impact on this group and their families and the Council could face challenge of not meeting its statutory duties, LGA Ombudsman complaints, increased costs, and reputational damage.
- 3.4.15 Contract management for operational delivery becomes a daily routine as issues arising in relation to lateness, delayed collections or drop offs, or provider staff not wearing their identity badges and so forth, are managed as they arise and resolved swiftly.
- 3.4.16 The work in progress is to monitor these infringements to drive up service improvements and it is planned to complete all provider audit visits before the end of this academic year to inform the development of an improvement plan.

4 IMPACT ON VULNERABLE ADULTS AND CHILDREN

- 4.1 The service supports vulnerable Children and Young People and Adults to access, day care and respite services in addition to ad hoc requirements. The service offers equality of access to members of the community unable to access public transport services and provides opportunities to participate in community activities and supports the wellbeing of the client groups.
- 4.2 The services provided by these contracts ensures that the Council meets its statutory duties, follows best practice guidance, and provides discretionary support following assessment and agreed under a defined process.

5 TRANSFORMATION/POLICY IMPLICATIONS

- 5.1 A number of transformational initiatives are being delivered by the service detailed in Report CEF 23006, 1st February 2023, Transforming SEN Transport - 6 Month Review.

6 FINANCIAL IMPLICATIONS

- 6.1 There are no direct financial implications arising from this report.
- 6.2 However the report does outline the continuing difficulties in sourcing transport for Bromley clients. Transformational activities have been taking place which have helped to mitigate growth in demand and price pressures which have been presented to the committee previously.
- 6.3 These are contained within the Medium-Term Financial Strategy and will be reviewed annually.

7 LEGAL IMPLICATIONS

- 7.1 This Committee is requested to note the information contained within this monitoring report as to the performance of the current framework agreement for Transport Services which commenced on 1 September 2020, for a five-year period with the option to extend for up to a further two years. The estimated annual value of the framework is £7M, with a potential whole life value of £49M to August 2027.
- 7.2 The Council's Constitution, at Part 4 – Rules of Procedure, provides the terms of reference for the Children, Education and Families Policy Development and Scrutiny Committee as it relates to the Children, Education and Families Portfolio. Under these terms of reference, this Committee is responsible for receiving reports and making recommendations on performance monitoring of services falling within the remit of this portfolio.
- 7.3 Contract Procedure Rule 23.2 provides that for all Contracts with a value higher than £500,000, or which are High Risk, an annual report must be submitted to the Portfolio Holder, the responsible Officers having submitted for consideration a formal Gateway Review, covering, as appropriate, the matters identified in the Council's standard Gateway Review Template for consideration as part of Contract Monitoring/Management requirements.

8 PROCUREMENT IMPLICATIONS

- 8.1 This contract commenced in September 2020 for a period of 5 years with the option to extend for a period of up to 2 further years to 2027.
- 8.2 Post pandemic, we have seen a substantial reduction in provider capacity across the transport market with increasing costs and consideration will need to be given to alternative methods of contracting and service delivery in response to prevailing market conditions and legislative requirements.
- 8.3 The contract is now in its third year and a gateway review will be required to consider the outline commissioning options for the future delivery of transport services; whether to exercise the extension option and or to explore options, including Dynamic Purchasing Schemes, as part of a procurement plan to be presented to PDS in Autumn 2023.

9. CARBON REDUCTION/SOCIAL VALUE IMPLICATIONS

- 9.1 Report CEF 23006, 1st February 2023, Transforming SEN Transport - 6 Month Review, details service improvements to support carbon reduction and social value implications.
- 9.2 The use of electric vehicles and reduction in vehicle use during the busyness of the 'school run' times will support reduction of carbon pollution in the borough.

10 IMPACT ON THE LOCAL ECONOMY

10.1 The framework providers consist of local and regional providers operating across the London boroughs and this contract offers opportunities for business growth and employment.

11. IMPACT ON HEALTH AND WELLBEING

11.1 The provision of these services supports the health and wellbeing of CYP and adults. CYP are able to access their education and socialise with their peer groups in education settings and adults to access day opportunities and the community.

12. CUSTOMER IMPACT

12.1 There are 1256 CYP and 93 Adults, in receipt of Council funded transport services.

Non-Applicable Headings:	Personnel and Property Implications; Ward Councillor Views
Background Documents: (Access via Contact Officer)	<p>Gateway Zero: Commissioning options for provision in transport in children’s and adult services, report CS18125, 28.03.2018</p> <p>Proposed Contract Extensions - SEN Transport & Non-SEN Transport, report CS18185, 16th January 2019</p> <p>Gateway 1: Outline procurement strategy for adults and children’s transport services including interim arrangements for adults transport, report ECHS19041, 10th July 2019</p> <p>Passenger Transport Services Framework Contract Award report ACH20-015 1st April 2020</p> <p>Transforming SEN transport – 6-month review 1st February 2023 Report CEF23006</p>

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PASSENGER TRANSPORT SERVICES CONTRACT COMPLIANCE DETAIL

Monitoring by which the Contractor's performance will be measured

Area	Requirement	Applicable to	Validation	Comments
Seat belts	100%	All vehicles to be fitted with operational lap/diagonal belts	Venue Visits	Compliant
Seating Conditions	100%	All passenger seats to be kept in good clean condition eg. No tears or holes exposing padding	Venue Visits	Compliant
Baby seats (If required)	100%	Vehicles to be fitted with baby seats with clean covers and untwisted restraints and constructed appropriately for size of child where required	Venue Visits	Compliant
Additional harnessing (If required)	100%	To be provided eg. 5-Point safety harness/ Seat belt safety clips where required	Venue Visits	Provided by the Council dependent on specific additional needs of the passenger
First Aids Kits	100%	All vehicles to have a first aid kit equipped to meet operating license requirements	Venue Visits	Compliant for all minibuses and large providers Work in progress for 2 of the providers audited
Fire Extinguishers	100%	All vehicles to have a fire extinguisher and hammer to meet operational license requirements and inspected annually	Venue Visits	Compliant for all minibuses and large providers Work in progress for 2 of the minicab providers audited
Additional equipment	95%	Each vehicle to have sufficient number of wipes, gloves and tissues	Venue Visits	Compliant for all minibuses and large providers Work in progress for 2 of the minicab providers audited
Staff Training	100%	All staff to have received the following training as a minimum in addition to an induction programme: Disability Awareness Awareness of Health and Safety legislation Safeguarding awareness Additionally, Drivers to have received the following training/ good practice training programmes: MiDAS/CPC/ PCV Driver training Driver hours regulations	Information provided at the start of a route and on a six-monthly basis	Compliant for all minibuses and large providers Work in progress for minicab providers

PASSENGER TRANSPORT SERVICES CONTRACT Key performance indicators

KPI's Ref	Area	Performance Target	Reporting Frequency	Comments
KPI01	All Transport is clean inside and outside, vehicles and drivers and passenger assistants meet specification requirements	No more than 3 inspection notices, in a single contract year	Council Authorised officer spot checks	Spot checks outside schools and day service venues are undertaken to monitor this target. Audits undertaken to date demonstrate full compliance with this target. This is also a TFL licencing requirement
KPI02	All in borough Journeys are completed within an average of 1hr and 15 minutes, or exceptionally agreed extended time frame, throughout the service delivery	The Target requires immediate resolution to identified route lateness within 1 week The Target requires 95% for overall compliance	Upon request for specific identified routes Random monthly route tracking schedules upon request	9 /13 providers are meeting this target. Where delays occur, these are followed up on the day and discussed with the provider and remedial action sought. Continued infringement could lead to withdrawal of a route.
KPI03	All passenger journey data as per specification has been reported on each day	The Target requires 100% for compliance	Weekly	All passenger data is collected by the provider as a TFL licence requirement and is submitted to the operations team on a regular basis.
KPI04	All Staff are DBS checked All Staff have received training for: Safeguarding Awareness, Disability Awareness, Awareness of Health & Safety legislation and at least 1 member if staff on a route to have Basic First Aid training Additionally, Drivers to have received the following training: MIDAS/CPC PCV Driver training Driver hours regulations	The Target requires 100% for compliance for safeguarding and disability awareness and and at least 1-member of staff on a route to have Basic First Aid training	At the start of the Contract Six monthly staff lists And annual audit	All staff are DBS checked and all drivers undergo an enhanced DBS check as part of their TFL licence application process. All minibus provider staff have undertaken the mandatory training and all minibus providers audited are meeting this target. Whilst all minicab provider staff have undertaken basic disability training this is work in progress for all these providers to revisit training completed, on a regular basis, to be fully compliant with this KPI.

KPI05	All Staff carry company ID whilst operating a Bromley Routes	The Target requires 100% for compliance	Visual spot checks by the Council's authorise Officer	All providers are meeting this target. Any intermittent infringements are discussed with the provider and rectified by the following journey.
KPI06	All complaints received by the Provider have been acknowledged in 3 working days	The Target requires 95% for compliance	Individual complaint resolution for each complaint received by the Council / Provider, within the Councils' complaint policy guidelines	It has not been possible to collect detailed data on the volume of complaints received by each provider. However, officers ensure they maintain communication with clients where this target is not being met within the 3 working day time frame.
KPI07	Participation in customer satisfaction surveys as requested	The Target requires 80% satisfaction for compliance	Annual Surveys to be introduced by the Council	These have not been requested to date and will form part of the Gateway review process.

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Report No.
CEF23029

London Borough of Bromley

PART ONE - PUBLIC

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

Date: Tuesday 20 June 2023

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

Title: ENGAGEMENT FRAMEWORK

Contact Officer: Michael Watts, Engagement Strategy Manager
Tel: 020 8461 7608 E-mail: michael.watts@bromley.gov.uk

Chief Officer: Naheed Chaudhry, Assistant Director of Strategy, Performance (Children and Adults) and Corporate Transformation
Tel: 020 8461 7554 E-mail: naheed.chaudhry@bromley.gov.uk

Ward: All Wards

1. Reason for decision/report and options

1.1 This report presents a refreshed Engagement Framework, Curiosity and Influence.

1.2 The framework provides a tool to help our residents feel engaged and able to share their honest and holistic viewpoints about what it is like to live and work in the borough which will support us to deliver ambition five of our corporate strategy, *Making Bromley Even Better*: “to manage our resources well, providing value for money, and efficient and effective services for Bromley’s residents”.

2. **RECOMMENDATION(S)**

2.1. **Members of the Children, Education and Families Policy Development and Scrutiny Committee are asked to consider and endorse the updated engagement framework (Curiosity and Influence) replacing the existing User Voice Framework.**

Impact on Vulnerable Adults and Children

1. Summary of Impact:
-

Transformation Policy

1. Policy Status: Existing Policy
 2. Making Bromley Even Better Priority (*delete as appropriate*):
 - (1) For children and young people to grow up, thrive and have the best life chances in families who flourish and are happy to call Bromley home.
 - (2) For adults and older people to enjoy fulfilled and successful lives in Bromley, ageing well, retaining independence and making choices.
 - (3) For people to make their homes in Bromley and for business, enterprise and the third sector to prosper.
 - (4) For residents to live responsibly and prosper in a safe, clean and green environment great for today and a sustainable future.
 - (5) To manage our resources well, providing value for money, and efficient and effective services for Bromley's residents.
-

Financial

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

Personnel

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

Legal

1. Legal Requirement: None
 2. Call-in: Not Applicable: No Executive decision.
-

Impact on Health and Wellbeing

1. Summary of Health and Wellbeing Implications:
-

Customer Impact

1. Estimated number of users or customers (*current and projected*):
-

Ward Councillor Views

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

3. COMMENTARY

- 3.1. All successful and well-run organisations are shaped by the people who use their services. As part of our corporate strategy, *Making Bromley Even Better*, we have committed to putting the voice of our residents at the heart of our decisions to make sure that we truly serve our residents effectively and appropriately.
- 3.2. The framework provides a tool to help our residents feel engaged and able to share their honest and holistic viewpoints about what it is like to live and work in the borough which will support us to deliver ambition five of our corporate strategy:

“to manage our resources well, providing value for money, and efficient and effective services for Bromley’s residents”.

- 3.3. Engagement is a key underpinning tool to help us do this.

THE FRAMEWORK

- 3.4. The Council has had a strong framework for engagement with children and their families since 2018 (called the User Voice Framework). ‘*Curiosity and Influence*’ builds on this framework.
- 3.5. Engagement is a process of working with and through identified groups of people who are connected by special interests or similar situations, to enable them to influence their own set of circumstances. It proactively invites people into a conversation to influence improvements to systems, policies, programmes and practices.
- 3.6. Our approach is driven by professional *curiosity*. This means that we need to have the capacity and communication skills required to explore and understand what is happening within someone’s life rather than making assumptions or accepting their versions of events at face value. When put with the second essential element of engagement, *influence*, we provide our residents with the ability to offer suggestions to improve our systems, policies, programmes and practices.
- 3.7. The framework consists of four key Principles which enable us to hear the voice of children in Bromley and affect change across our work.
- 3.8. **Principle 1 - Shaping our casework.** Our direct work and practice is driven by the Bromley Relationship Model to ensure the wishes and feelings of children and their family is sought, heard and considered. Examples include:
 - Ensuring children are seen during assessments and visits to inform our casework.
 - Independent Reviewing Officers (IRO) for those subject to child protection and those in care are timely and robust, with escalations as necessary.
 - An independent advocacy service ensures that those who need it are supported to influence our casework.
- 3.9. **Principle 2 - Shaping our systems.** Capturing personal experiences to help us understand the pathways and journeys that our children and families go through when using our services. Examples include:
 - Surveys and engagement activities on particular topics, such as Brightspots surveys of our care experienced children and the Food 4 Thought consultation style meetings for young people in care (aged 17+).

- An independent complaints service which responds to and compiles systems learning from complaints which is fed back to senior managers and Councillors.
- Representation in our governance structures, such as the Corporate Parenting Board. This including thoughtful assisted preparation for young people to provide meaningful feedback to senior managers on key decisions.

3.10. **Principle 3 - Shaping our place.** Opportunities to influence our role in shaping our local community. Examples include:

- Forums of children and young people, such as Living in Care Council, Change for Care Leavers, Youth Council and school councils who also influence our key partnerships include the Children’s Executive and Safeguarding Partnership.
- Forums for parents and family members, such as Bromley Parent Voice, Your Voice in Health and Social Care, Children and Family Centres management committees, Fostering and Adoption Panel and School Governors, to enable direct and continued improvement to key services.
- Key involvement in commissioning to inform service design and delivery, examples include the children’s integrated therapies project and the emerging tender for a new contract for a Weekend and Holiday Short Breaks Service for children with disabilities.
- Key involvement in strategy refreshes, this includes informing and influencing our refreshed LAC Sufficiency Strategy, our first Autism Strategy for Bromley, and the development of our position statement and support for Emotional Based School Avoidance (EBSA).

3.11. **Principle 4 - Corporate intelligence.** We build skills and corporate intelligence across our whole organisation to engage in good quality, ethical and impactful user voice activities. Examples include:

- Delivering a broad Engagement Framework with six monthly reports on our progress to delivery to scrutiny committees and partnership boards.
- An Engagement Framework “digital library” (launched 2021) the Childs Voice Hub to share learning and engagement best practice tools across the children’s partnership.
- Regular ‘Director Surgeries’ and Chief Officer REAL value sessions for the whole workforce to ensure that we deliver services through the lens of Respect, Empowerment, Ambition and Learning.
- Training and awareness raising sessions delivered by young people, such as the Nothing Like Tracy Beaker film for foster carers, Reviewing Officer training and the Motivating Young Minds project for mentors

THE STRATEGIC CONTEXT

3.12. Listening to the voice of our residents sits hand-in-hand with our corporate REAL values of Respect, Empower, Ambition and Learn. These four words define the fundamental standards which govern the behaviour of our staff and underpin all of our engagement work.

3.13. We have a set of four key behaviours that we believe are fundamental to building and maintaining the kind of organisation we want to be: accountability and responsibility; building relationships; communication; and continuous improvement. They form the core of our competency framework for all our staff and are at the heart of everything we do, which is why they sit hand-in-hand with our engagement approach.

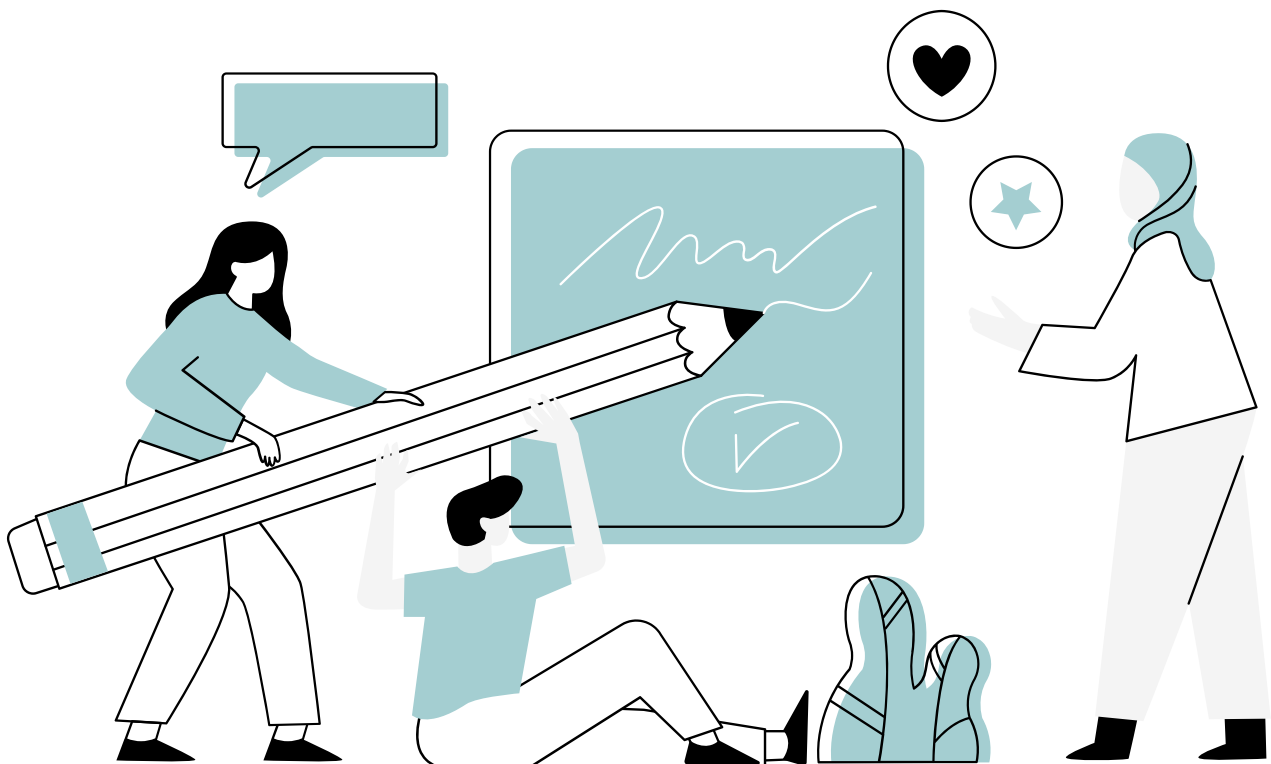
- 3.14. The principles and approach outlined in ‘Curiosity and Influence’ underpin our practice philosophy in our services for both adult social care (known as *Making Practice Personal*) and children’s social care (known as the *Bromley Relationship Model*).
- 3.15. Additionally, engagement forms an essential element of our service and strategic commissioning approach. This can happen at various levels depending of the commissioning process that we are going through. For example, the recently launched b-HIVE website (the Bromley Therapy Hub) was co-produced with parents, carers and other professionals, whilst the Cudham Playground improvements programme sought feedback from a survey of residents and users. What’s more, through the SEND Governance Board, for example, parents are helping to set the strategic direction of SEND services in the borough which in turn shapes our strategic commissioning. By building engagement into our service and strategic commissioning process we can make sure that the services that we are commissioning meet the needs of our residents now and in the future.

Non-Applicable Headings:	<ul style="list-style-type: none"> • Financial implications • Personnel implications • Legal implications • Procurement implications • Property implications • Carbon reduction/social value implications • Impact on the local economy • Impact on health and wellbeing • Impact on vulnerable adults and children • Transformation/policy implications • Customer impact • Ward councillor views
Background Documents: (Access via Contact Officer)	Report number CEF22056

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Curiosity and influence

Our framework and toolkit for community engagement, consultation and co-production



Welcome

We want to put the voice of our residents at the heart of our decisions to make sure that we truly serve our residents effectively and appropriately.

This framework and toolkit enable us to engage, consult and co-produce with our residents. When we say residents, we refer to those people who live, work and play in our borough, including our businesses, community groups, charities and other stakeholders.

We have ambitions to achieve excellence in everything that we do – embedding a culture of engagement will help us do that. And that’s where our approach of curiosity and influence comes in.

Curiosity will help us to explore and understand what is happening within the life of our residents. As a ‘listening organisation’, seeking the views of our residents is at the heart of our culture – included as a key principle in our corporate strategy, our organisational values and our professional behaviours. What’s more, the principles and approach outlined in this framework and toolkit underpin our practice philosophy in our services for both adult social care (known as *Making Practice Personal*) and children’s social care (known as the *Bromley Relationship Model*).

Listening is only the beginning. Once we have listened we are obliged to learn and respond to the feedback. People who give their time to tell us their thoughts expect and deserve to be able to influence our services. This doesn’t mean that we must do everything they ask, it means that we must listen, reflect and consider what is possible, and it means that we must feed back to them what the outcome of their feedback was. It is reasonable to recognise that feedback will result in varying levels of influence based on many factors.

Engagement can be challenging – both in terms of resources to undertake it and also in terms of hearing the messages that we receive. As an organisation we need to be confident enough to hear the feedback, mature enough to process what we've heard and insightful enough to learn about what we can do better. This framework and toolkit will help give us the processes to do this.

If you have any questions, ideas or thoughts about this framework and toolkit, please email engagement@bromley.gov.uk and one of our team will be able to help.

Naheed Chaudhry

Assistant Director: Strategy, Performance and Corporate Transformation



Understanding engagement

All successful and well-run organisations are shaped by the people who use their services.

Whether that's through the success of profit-making companies or the effective reach of non-profit-making organisations, all successful businesses must ask for, listen to and learn from what the people who use their services say.

And as a public sector organisation we are the same. We touch the lives of everybody who lives in, works or visits our borough.

But why engage?

Before we consider that, we will answer a key question – what actually is engagement?

What do we mean by “engagement”?

Engagement is a process of working with and through identified groups of people who are connected by special interests or similar situations, to enable them to influence their own set of circumstances.

It proactively invites people into a conversation to influence improvements to systems, policies, programmes and practices. Our approach is driven by curiosity.

What do we mean by “curiosity”?

Curiosity is having a strong desire to learn or know something. We need to develop the habits of exploring, learning and discovering.

In a professional sense, curiosity is the capacity and communication skills required to explore and understand what is happening within someone’s life rather than making assumptions or accepting their versions of events at face value.

Curiosity is a mental muscle that fades if we don’t exercise it regularly. This framework will help us to do this at each level.

What do we mean by “influence”?

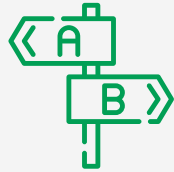
Whilst we have a culture of open and active engagement where we seek the views of everyone, we also recognise that there are some services and some interactions which are delivered in line with statutory requirements. This doesn’t mean that we can’t ask for feedback on those services - it just means that we may need to adjust what we ask for feedback on.

That’s where the term influence comes in. By influence we mean the ability of our residents to offer suggestions to improve our systems, policies, programmes and practices.

Engagement without influence has no impact. It is a waste of our time and resources, and it is a waste of time for those that take part. **Clearly defined areas of influence for each engagement activity can help to clarify and focus that activity.**

The benefits of engagement

There are numerous benefits to organisations when they proactively engage with the people who use their services. The benefits to the Council include:



Our decision-making will be better



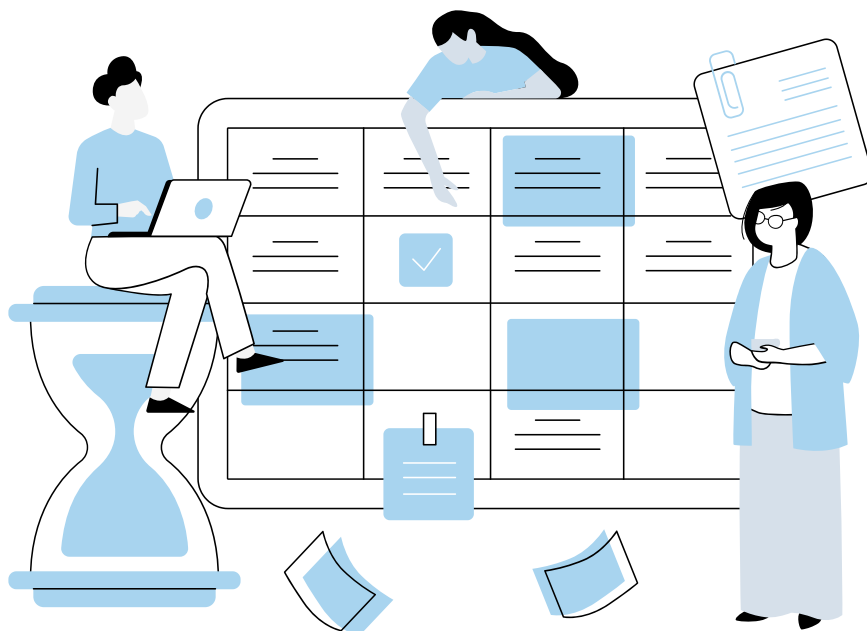
Our services will make better use of our resources



Our community will trust us more



Our residents will be happier with our services



Strategic context

Our vision

Our corporate vision is set out in our corporate strategy, *Making Bromley Even Better*:



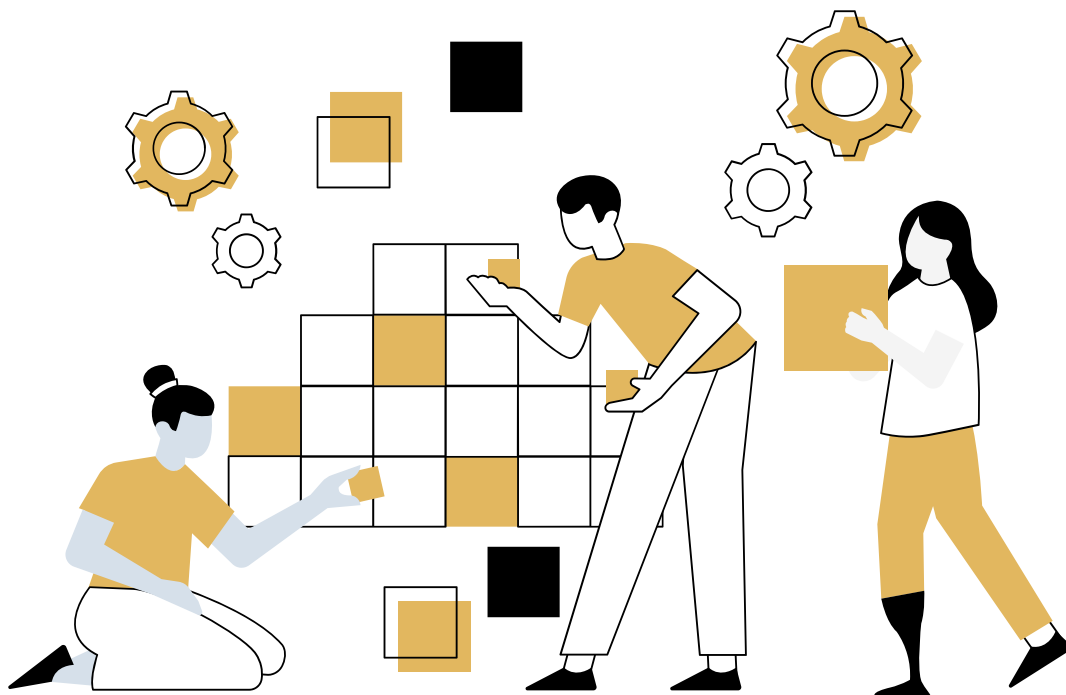
“A fantastic place to live and work, where everyone can lead healthy, safe and independent lives”

To achieve this vision, we must embed ‘Curiosity and Influence’ across our practices. This will help our residents feel engaged and able to share their honest and holistic viewpoints about what it is like to live and work in the borough.

This engagement framework is a key contributing factor to us achieving the fifth ambition of *Making Bromley Even Better*:



“to manage our resources well, providing value for money, and efficient and effective services for Bromley’s residents”



Our values

Listening to the voice of our residents sits hand-in-hand with our corporate REAL values: Respect, Empower, Ambition and Learn. These four words define the fundamental standards which govern the behaviour of our staff and underpin all of our engagement work.



Respect

This means we must have respect for ourselves, the people we work with and the people that we deal with when providing our services. Through this framework we will show the greatest respect to our residents as through the implementation of our approach we are proactively seeking to listen to them and show a significant interest in their life and their daily experiences.



Empower

This means we must empower ourselves, other agencies and the community to deliver services that meet the needs of our residents in the most appropriate and efficient manner. Through this framework we will empower our residents to share their experiences, ideas and concerns in a safe environment with the information they need to make informed decisions.



Ambition

This means we must have ambition for ourselves and our community which drives our efforts to improve services and find new ways of working – we should never accept second best for our residents. Through this framework we will remain ambitious for our borough – we want our borough to thrive and the people who live and work in it to achieve their ambitions. Our approach will help us to understand these ambitions and understand how we can help nurture an environment where they can be achieved.



Learn

This means we must learn from others and our own experiences to improve and extend our own performance and that of the organisation. Through this framework we will remain open-minded and curious to learn from the lived experiences of our residents, from our own experiences and from the experiences of our organisation. This learning will help us enhance and extend our performance and to identify what we do well, what we need to do better and what else we need to do to serve our residents.

Our behaviours

We have a set of four key behaviours that we believe are fundamental to building and maintaining the kind of organisation we want to be. They form the core of our competency framework for all our staff and are at the heart of everything we do, which is why they sit hand-in-hand with our engagement approach.



Accountability and responsibility

Through this framework we will be creating opportunities for our residents to provide their feedback on our actions and behaviours. This increased accountability brings an increased risk of receiving criticism and hearing negative views. However, creating those opportunities is essential for evidencing how we are delivering our responsibilities to our residents. The framework will ensure that as an organisation we are mature enough to deal with the accountability.



Building relationships

Good engagement is all about relationships. Relationships that are built on openness, integrity and equity foster trust, confidence and a feeling of inclusion. If these elements are missing, people can be reluctant to fully participate in engagement activities or, if they do, may have a negative mindset when providing their responses. What's more, without trust people may feel nervous about providing their honest feedback.



Communication

Engagement must be developed around communication that meets the needs of our residents and the Council. Quite often engagement will need to be conducted using a mix of channels that are tailored to the needs of the audience and which meet accessibility needs. When communicating directly with our residents, we need to be honest about what is in scope – and what is not – and we need to present our messages in planned, compelling and tailored ways.



Continuous improvement

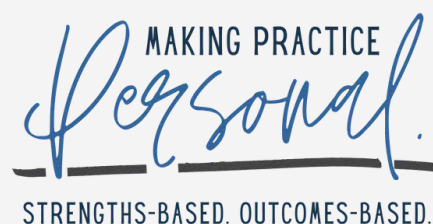
If we are not willing or able to improve and do better from the feedback we have gathered, the question must be asked why we are undertaking the engagement activity. All activity must form part of our corporate continuous improvement programme. The lessons from engagement must be acted on and we must be open in sharing the impact of engagement. This intelligence must be shared internally too so that we can enhance and expand our corporate knowledge.

Our practice philosophy

The principles and approach outlined in 'Curiosity and Influence' underpin our practice philosophy in our services for both adult social care (known as *Making Practice Personal*) and children's social care (known as the Bromley Relationship Model).

Adult Social Care *Making Practice Personal*

Making Practice Personal is our whole service approach to community practice, personalised enablement and new models of commissioning across adult social care. It is built on a philosophy of 'strengths-based' practice.



Strengths-based practice is a collaborative process between the person supported by services and those supporting them, allowing them to work together to determine an outcome that draws on the person's strengths and assets. In strengths-based practice the individual is empowered to have as much choice and control as possible and encouraged to propose options and solutions to enable them to have the life they want.

Learn more:

<https://bit.ly/makingpracticepersonal>

Children's Social Care *Bromley Relationship Model*

Our children's social care practice is driven by the *Bromley Relationship Model*. This underpins and informs how we work with children, young people, young adults, their families, colleagues and partner agencies.



Like *Making Practice Personal*, the *Bromley Relationship Model* builds on the strengths of the child and their family through open conversations and compassionate work. Every conversation and interaction between our practitioners and a child and their family is used as an opportunity for change and reflection. The model makes sure that the wishes and feelings of every child, young person and family is consistently sought, heard and considered.

Learn more:

https://bit.ly/brm_guide

Curiosity and Influence principles

Guiding our approach is a set of four principles which will result in continuous improvement and drive practice development across all our services.



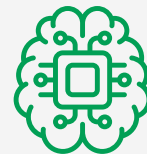
Principle 1:
Shaping our casework



Principle 2:
Shaping our systems



Principle 3:
Shaping our place








Principle 4:
Corporate intelligence

Principle 1: Shaping our casework



In line with *Making Practice Personal* and the *Bromley Relationship Model* we will curiously engage the person supported by services and those supporting them, allowing them to influence plans about them.

Alongside the voice of the people who use our service, we will actively engage, when appropriate, with their support network (including family members, personal networks, community groups and elected members) so that they can influence our casework.

-  We will proactively provide opportunities for individuals to shape and influence case and direct work.
-  We will create opportunities for family members and personal networks to influence case and direct work, where appropriate.
-  We will facilitate access to local advocates, impartial advice and support.
-  We will learn from the intelligence gathered through Councillor engagement activities and enquiries.
-  We will harness the routes that businesses, business owners and enterprises can use to share their views and thoughts.

Principle 2: Shaping our systems



We will create opportunities for the people who use our services to influence our processes and systems and, where appropriate, we will seek the views of their support network too. Their experiences will be used to improve services for all our residents.

By using their personal experiences, we can understand the pathways and journeys that our residents go through when using our services. This intelligence will be used to improve what we do and how we do it.






- We will survey the people who use our services so that they can tell us about their experiences.
- We will facilitate forums, conferences and events for our residents to share their thoughts and ideas on specific service areas, topics or themes.
- We will provide opportunities for family members, friends and community groups to give their thoughts, ideas and feedback to help shape the services and support that people need, where appropriate.
- We will invite our residents to take part in elements of our service commissioning processes.
- We will draw out the themes from any complaints, enquiries and compliments we receive and share these through our annual complaints reports.
- We will use the 'community intelligence' held by our partner organisations (such as the voluntary sector, local community groups and user-led bodies) to improve the 'offer' which is available across our borough so that we can improve the lives of our residents.

Principle 3: Shaping our place

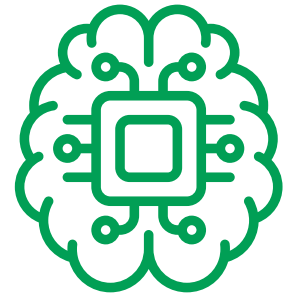


We will design spaces for our residents to help shape 'Bromley the place'. Our residents will be invited to help shape the natural and physical environment they experience every day to influence the design of 'Bromley the place' for now and the future.

This will help them to shape our strategies, policies and approach for improving the key issues that affect their lives, which will influence our role in shaping our local community.

-  We will conduct open, accessible and well publicised consultations and surveys which inform our service and strategic planning and developments.
-  We will facilitate forums, conferences and events for residents and businesses to share their thoughts and ideas.
-  We will invite our residents and other community members to take part in elements of our strategic commissioning and planning processes.
-  We will encourage residents to proactively participate in activities which have a positive impact on their lives, their local community and their local neighbourhood.
-  We will maximise the voice of our residents, our businesses and our local communities when we are shaping the future design of our physical and natural environment.

Principle 4: Corporate intelligence



We will build our skills across our whole organisation to engage in good quality, ethical and impactful user voice activities. This will enhance the opportunities offered by our services, teams and practitioners for our residents to share their thoughts, opinions and experiences.

By making sure that the learning from our engagement is shared across the organisation, our corporate intelligence will be maximised. We will use this intelligence to demonstrate the impact of their involvement in a range of ways to those who participate. This is to ensure that participants can see the value of their involvement and will be motivated to continue to contribute.



We will provide clear, accessible and well publicised 'You Said, We Did' reports from our activity to share learning and evidence impact.



We will share good practice and training and encourage teams to expand their own capacity, skills and knowledge on methods for engagement.



We will provide good practice guidance and training for our staff on meaningful and ethical approaches to capturing and learning from the voice of our users.



We will support our commissioned services to put the voice of the user at the heart of their work and approaches.



We will use the intelligence gathered from other organisations (local, regional and national) to maximise our understanding of the views of people who receive services.



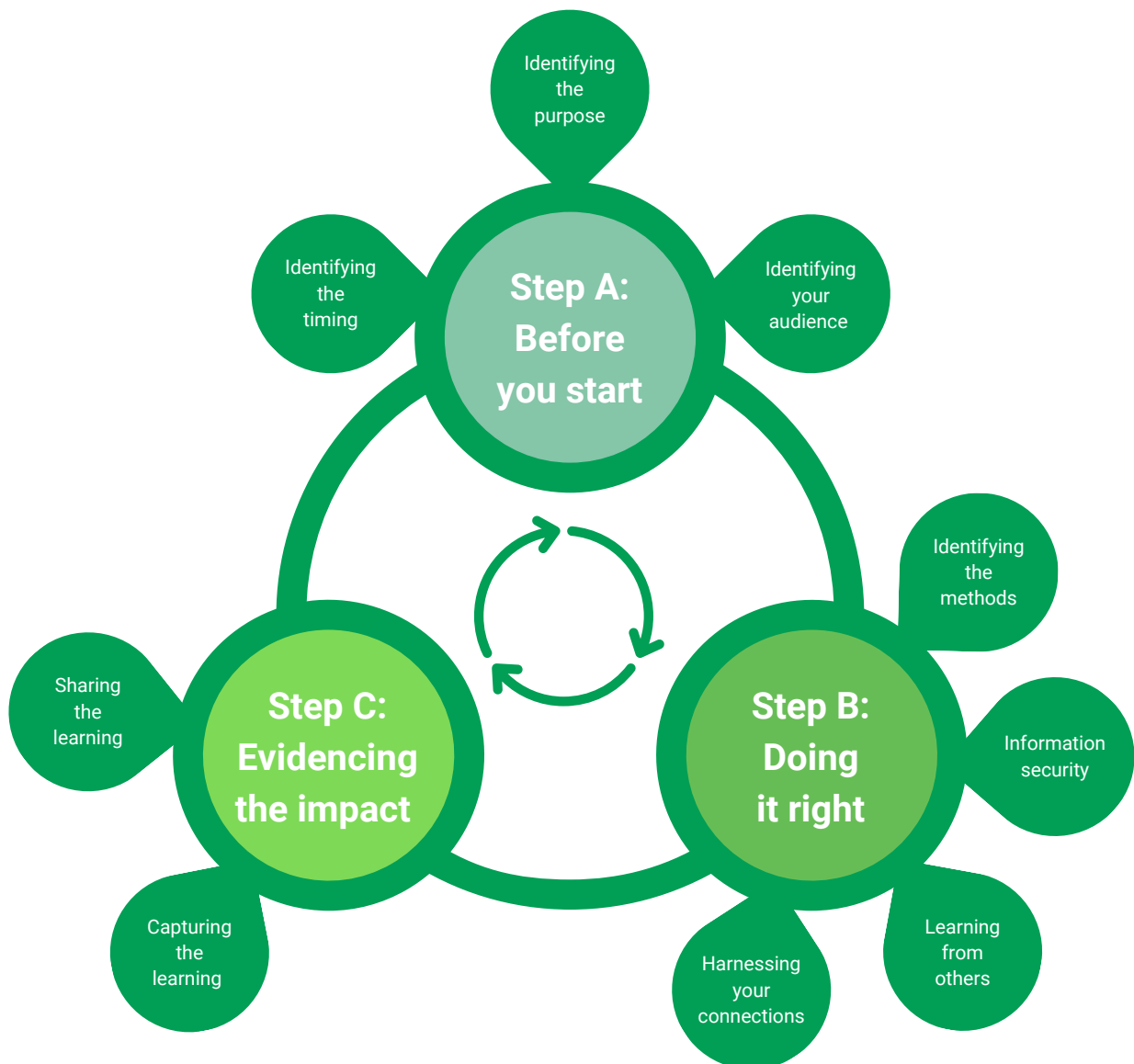
We will ensure that our 'key decision' committee reports will include thoughtful summaries of engagement activity undertaken.

Our approach and toolkit

We want our staff to feel empowered and confident when they are delivering this framework.

At the same time, we understand that engagement with residents can feel daunting and many people don't know where or how to start.

That's why we have developed a simple three step approach and toolkit to provide a hands-on guide. It has been designed to help us adopt or adapt ideas that can deliver better results for our residents.



Step A:

Before you start

Before you start any engagement activity it is important to answer a few key questions. Working your way through these questions will help you to make sure that you are reaching the right people in the right way. We know that everybody is busy and that quite often engagement activities are part of the 'day job' and so it has to compete with your many other priorities. By putting some energy and time into this section it will help you truly hit the ground running.

Identifying the purpose

Start by completing the short **engagement thought capture sheet** (Tool A1). It will help you to identify and define the following:

- the purpose of the engagement activity
- the outcome you are looking to achieve
- the areas that the respondees can influence and what they cannot
- the timescale for the engagement
- the resources available to support the engagement

This will also help you identify who you need to report to within your governance structure, including who will authorise you to begin your engagement activity.

All activities will have boundaries about what can be, and what cannot be, influenced or altered. Our **red underlines tool** (Tool A2) will help you to identify what falls inside these boundaries. This should be made clear to all residents who may potentially get involved so they understand the parameters. This will help focus the conversation, manage expectations and provide clarity to all.

Useful tools

- Tool A1 - Engagement thought capture sheet
- Tool A2 - Red underlines tool

Identifying your audience

Next you need to consider who is in your audience. Start by thinking about the current people who use the service – who are they and what is the best way of engaging with them? Our engagement **person profiler tool** (Tool A3) will help you do this.

Then move on to thinking about the wider stakeholders you may need to engage. Will the family members or carers of the people who use your service want to be involved? Do your colleagues or our partners need to be involved? What about Councillors? Our **stakeholder onion** (Tool A4) can provide a visual tool to identify who you need to talk to.

How will you ensure that no participant is excluded on the grounds of sexual orientation, age, gender, religious belief, ethnic group or disability? By using the **engagement equality checklist** (Tool A5), you can make sure that you meet our duties under the Equality Act 2010.

One of the benefits of being one of the 152 top tier local authorities across the country is that we are not the only ones who are delivering statutory services. What research have similar local authorities completed? What about non-similar authorities? What research is there available locally, regionally and nationally? Our **beyond the fence tool** (Tool A6) will help you to think about the places to look.

Useful tools

- Tool A3 - Engagement person profiler tool
- Tool A4 - Stakeholder onion
- Tool A5 - Engagement equality checklist
- Tool A6 - Beyond the fence tool

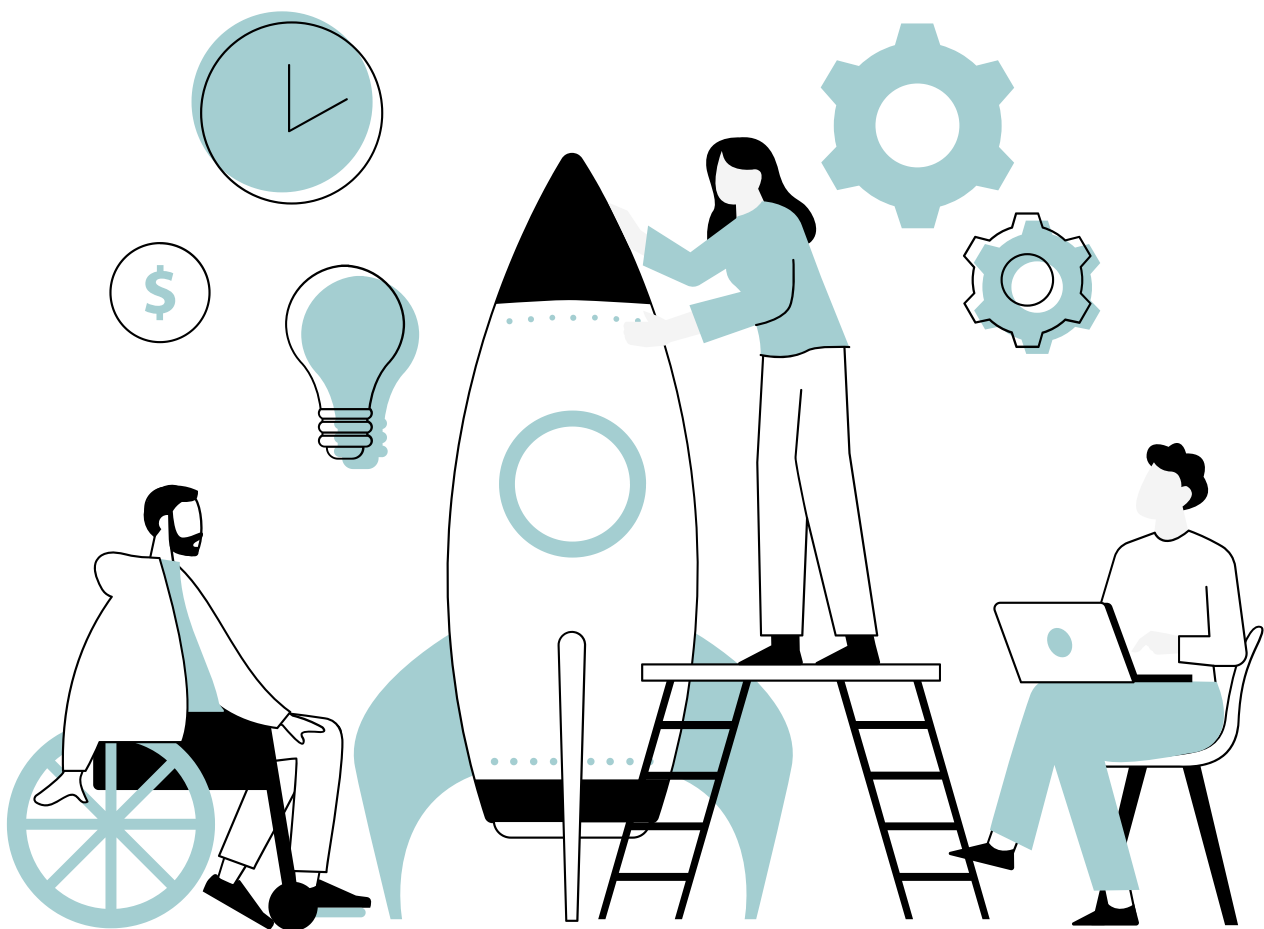
Identifying the timing

Consultation fatigue is a real thing. This happens when we are uncoordinated in our approach and some of our residents are receiving multiple engagement requests in a short period or continuously throughout a longer period. We need to make sure that this does not happen. The first thing to do is to check the **calendar of engagement activities** (Tool A7). This will show you whether someone is talking to the same people that you need to talk.

You can register your engagement activity on our engagement register form (Tool A8) so your colleagues are aware of what you are doing.

Useful tools

- Tool A7 - Calendar of engagement activities
- Tool A8 - Engagement register form



Step B:

Doing it right

We want you to do engagement right. We want it to be ethical, effective and proportionate. We want you to use tools that work during the actual engagement processes. And we want you to make engagement activities worthwhile for our users.

Identifying the methods

There are endless methods for undertaking your engagement activity, but some will fit your project better than others. Our **engagement method menu** (Tool B1) sets out a number of different options. The use of each one depends on the needs of your audience and the scope of your activity.

'Digital by default' is our organisational standard, therefore engagement activities should include a digital element first and foremost. But how will this be shared with those who need to know about it? Our **digital engagement fan** (Tool B2) will help you think about what digital options are available to you.

Quite often there will need to be a non-digital approach, such as face-to-face sessions, forums and focus groups. Our **offline engagement tool** (Tool B3) will help you to set out the options available to you, especially for those who we seldom hear from.

We are pulling together a **library of templates** (Tool B4) that you can use and customise as required which we hope will be useful. The template library will be regularly updated and expanded.

Useful tools

- Tool B1 - Engagement method menu
- Tool B2 - Digital engagement fan
- Tool B3 - Offline engagement tool
- Tool B4 - Library of templates

Information security

Data security is paramount to any engagement. Any data breaches will undermine confidence in us and may lead to the involvement of the Information Commissioner's Office (ICO). That's why it is essential to think about the data you will collect, how you will store it, how long it will be retained for and then how it will be destroyed. The **Information Management Team** (Tool B5) have provided a raft of guidance and advice and are always available for a chat to talk through your ideas.

Useful tools

- Tool B5 - Information Management Team SharePoint site

Learning from others

We have a wealth of experience across the Council. Our **engagement champions** (Tool B6) are people who have been there and done that. These people are available to offer advice and a listening ear. We are also exploring a set of learning sessions to share good practice from our engagement champions.

Useful tools

- Tool B6 - Engagement champions

Harnessing your connections

As the old saying goes – it's not what you know, it's who you know. And in engagement that's especially true. There is a vast network of connections out there in our community. Knowing who to talk to and how they can help can make a massive difference to the success of your engagement activity. Our **groups and people list tool** (Tool B7) will help you identify existing groups, forums and systems that you can make use of.

Useful tools

- Tool B7 - Groups and people list

Step C: Evidencing the impact

You've done the hard work. Many people think that's it. But it's not. Closing the loop is essential. It helps us evidence our impact. It helps us learn and improve what we do. And it helps encourage our users to participate in the future if they can see the impact of their previous interactions.

Capturing the learning

Our **key takeaways template** (Tool C1) will help you capture what you learn as you go through the engagement process. In a similar manner to the 'lessons learned' process used in project management, this will help you keep track as you go through it so you can fully reflect at the end.

Useful tools

- Tool C1 - Key takeaways template



Sharing the learning

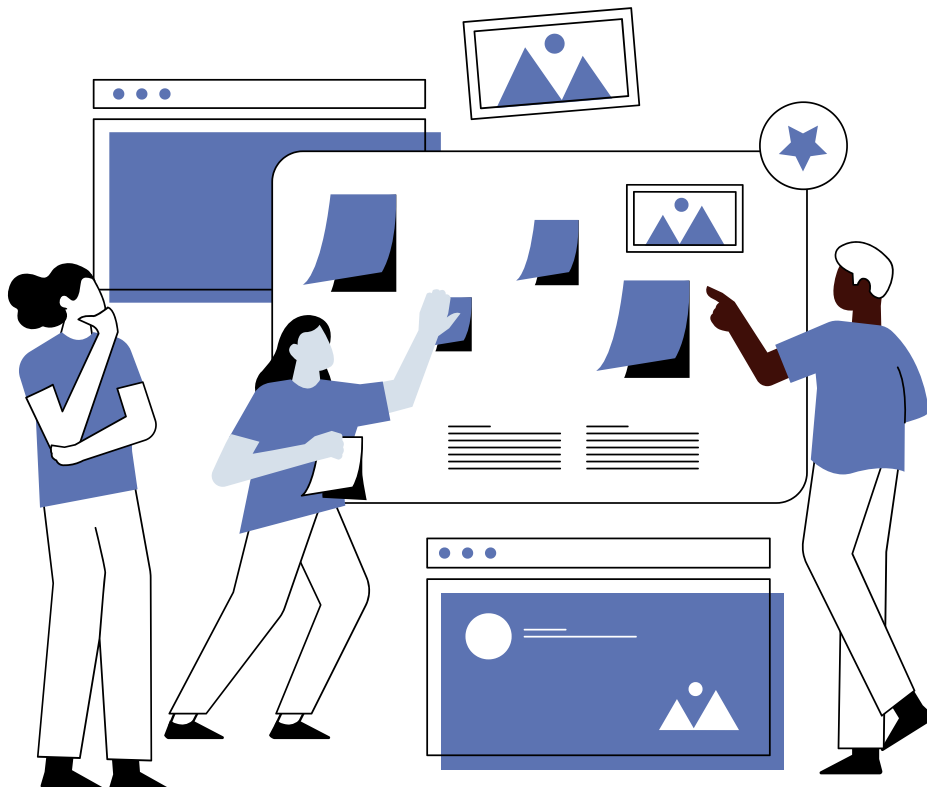
By using our **You Said, We Did cards** (Tool C2), you can easily capture the key lessons that you have identified and what you will or will not be changing as a result. This can then be shared both internally and externally. This tool provides a simple and consistent product that we can use across all of our services.

Once you have captured the 'you said, we did' learning and reported back to your governing board, we recommend that you pull together a public report which outlines your engagement activity. This creates a positive and active way of pulling together the learning and the steps we need to take to improve. Our **closing the engagement loop** (Tool C3) template will help you do this.

All of these reports, lessons and improvements should be sent to our Engagement Strategy Manager to update our engagement register (engagement@bromley.gov.uk).

Useful tools

- Tool C2 - You Said, We Did cards
- Tool C3 - Closing the engagement loop





Produced by:

Strategy, Performance and Corporate Transformation
London Borough of Bromley
Civic Centre
Stockwell Close
Bromley BR1 3UH



Report No.
CEF23028A

London Borough of Bromley

PART ONE – PUBLIC

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

Date: Tuesday 20 June 2023

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

Title: PERFORMANCE REPORTING – CHILDREN’S SCRUTINY DATASET PART 1 (PUBLIC) REPORT

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

Chief Officer: Richard Baldwin, Director Children’s Services

Ward: All Wards

1. Reason for report

1.1 To provide the Scrutiny Committee with a regular update on the performance of services for children. The performance index provided in appendix one is as at the end of March 2023.

2. **RECOMMENDATION(S)**

2.1 The Committee note and comment on the March 2023 outturns of key performance indicators and associated management commentary.

Impact on Vulnerable Adults and Children

1. Summary of Impact: To provide the Scrutiny Committee with a regular update on the performance of services for children.
-

Transformation Policy

1. Policy Status: Existing Policy: The monitoring of key performance measures is part of the performance management framework developed to ensure that there is strong leadership and management oversight of children's services in Bromley.
 2. Making Bromley Even Better Priority (delete as appropriate):
 - (1) For children and young People to grow up, thrive and have the best life chances in families who flourish and are happy to call Bromley home.
 - (5) To manage our resources well, providing value for money, and efficient and effective services for Bromley's residents.
-

Financial

1. Cost of proposal: Not Applicable
 2. Ongoing costs: 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: Non-Statutory - Government Guidance
 2. Call-in: Not Applicable: No Executive decision.
-

Procurement

1. Summary of Procurement Implications: Not Applicable
-

Property

1. Summary of Property Implications: Not Applicable
-

Carbon Reduction and Social Value

1. Summary of Carbon Reduction/Sustainability Implications: Not Applicable
-

Customer Impact

1. Estimated number of users or customers (current and projected): Not Applicable
-

Ward Councillor Views

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

3. COMMENTARY

- 3.1 A Children's Performance Management Framework agreed in 2018 and updated in 2023, stipulates that the Children's PDS Committee should receive a regular update on a suite of performance measures in respect of children's services. Reports should enable Members to *'ask challenging questions about areas of underperformance and make recommendations accordingly to the Executive'*.
- 3.2 This specific 'Children's Scrutiny Dataset' is over and above more detailed reports on specific areas of practice – e.g., Corporate Parenting reports; annual Education Outcomes reports – already received by the Committee. It is worth noting that the committee will also be in receipt of the regular Finance, Contracts Register and Risk Register updates, these will provide some reassurance under the broader performance management framework.
- 3.3 The 'Children's Scrutiny Dataset' is selected from a much wider set of data collected and reported both internally and externally in respect of children's services, it acts as a regular 'health check' on key areas of service delivery to enable scrutiny and enquiry from elected members.
- 3.4 The Committee initially agreed a proposed suite of indicators in March 2018, these indicators are reviewed and updated annually. A narrative on "why this indicator is important" has been provided to ensure that scrutiny is well informed and effective.
- 3.5 Directors have attributed either a target or a range of acceptable performance/outturns alongside trend and benchmarking data, these allow Members to be alerted to issues where they need further exploration only. Quarterly reports provide management commentary against those indicators that are performing below expectation. Directors have also committed to reporting on any other indicators not in the index, by exception, should they have concerns or if they wished to report particularly good performance.
- 3.6 Directors have provided number and percentage outturns in order to allow the Scrutiny Committee to gain a sense of scale and relativity.
- 3.7 **MANAGEMENT COMMENTARY ON EXCEPTION – Index indicators performing below expectation.**
- 3.8 Some data in this Part 1 public committee report has been suppressed in order to minimise the risk of sensitive personal information being identified and to comply with the General Data Protection Regulation. The publication of data should not result in the identification of a person when it is reviewed with other publicly available data or when combined with information provided through FOI requests. Performance for this reason is presented in the Part 2 report.
- 3.9 As at the end of March 2023, the following Children's Scrutiny Dataset key performance indicators were performing below expectation.

Indicator 12: Children that have become the subject of a Child Protection Plan for the second or subsequent time – Amber – Of the 474 young people becoming the subject of a child protection plan in 2022/23, 105 had previously been on a child protection plan. This indicator is based on at any point in the young person's life. The numbers reflect sibling groups including a group of 6 who had previously been on a plan in 2012. The indicator which has more relevance is those young people who have become the subject of a child protection plan within two years of their previous plan, that figure remains steady at 9.5% (45 young people)

Indicator 18: Number of in-house foster carers recruited (YtD) – Red

(See part two report)

Indicator 21. Number of Children Looked After who were adopted – Amber
(See part two report)

Indicator 26: Average Caseloads – Amber

Average caseloads are reported as 18 cases per social worker in Safeguarding and Care Planning against our caseload promise of 12-15. This is moving in the right direction compared to previous months.

Additional cases reflect the additional demand pressures on the front door (higher levels of referrals and assessments).

Additional staffing capacity has been placed as an interim arrangement in Safeguarding and Care Planning.

Members will be reassured to note visits to children subject of a social care plan remain good despite the higher caseloads, child in need visits 91% and child protection visit 85% in time. This should be noted as proxy indicators as to the manageability of caseloads.

Indicator 32: % of Education, Health and Care plans issued within statutory 20-week timescale (excluding exception cases) - Red

Education Health and Care Plan (EHCP) timeliness is reported on a calendar year basis. Performance is reported as 25% for the Q1 2023, representing a significant reduction in performance against the target of 65%. In Q1 123 EHCP's were issued, which includes 55 exceptions.

This decline in performance relates to workforce challenges and significant delays in the receipt of professional advice required to complete the statutory needs assessment process, including from health partners. Monthly performance fluctuates during the year, due to variability in the time taken for professional agencies to provide advice. The SEN Service has continued to pursue advice rigorously and a range of mitigating actions are in place across education and health. A number of strategic reviews are underway to address the increased volume and complexity of need and associated demand pressures. The publication of EHC Needs Assessment Eligibility Criteria in January has started to show a reduction in the requests for statutory assessment.

Additional capacity has been commissioned including additional assessments for Educational Psychology and Occupational Therapy, with early signs of improvement taking place. The SEN Service has recently recruited successfully to fill vacancies and increase capacity, ahead of wider service transformation. The SEN Service continues to review each outstanding case on an individual basis and wherever possible expedites the decision.

4. IMPACT ON VULNERABLE ADULTS AND CHILDREN

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

5. TRANSFORMATION/POLICY IMPLICATIONS

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

6. CUSTOMER IMPACT

6.1 A Children’s Performance Management Framework agreed in 2018 an updated in 2023, stipulates that the Children’s PDS Committee should receive a regular update on a suite of performance measures in respect of children’s services. Reports should enable Members to *‘ask challenging questions about areas of underperformance and make recommendations accordingly to the Executive’*.

6.2 This specific ‘Children’s Scrutiny Dataset’ is over and above more detailed reports on specific areas of practice – e.g., Corporate Parenting reports; annual School Standards reports – already received by the Committee. It is worth noting that the committee will also be in receipt of the regular Finance, Contracts Register and Risk Register updates, these will provide some reassurance under the broader performance management framework.

<p>Non-Applicable Headings:</p>	<p>Financial/Personnel/Legal/Procurement/Property/Carbon Reduction and Social Value Implications. Ward Councillor Views</p>
<p>Background Documents: (Access via Contact Officer)</p>	<p>Children’s Scrutiny Dataset, agreement of regular performance monitoring (March 2018) http://cds.bromley.gov.uk/ieListDocuments.aspx?CId=593&MId=6166&Ver=4 Children’s Performance Management Framework (updated January 2022) Appendix One: Children’s Scrutiny Dataset, March 2023</p>

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Children, Education and Families Scrutiny - Performance Index 2022/23

No	Performance Indicators	Why is this important?	Polarity	Target or Range of acceptable performance	Benchmarking and trend																	Year to Date	Notes						
					Bromley 2021/22	Bromley 2020/21	Bromley 2019/20	England	London	RAG rating	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23			Mar-23					
Early Help																													
1	Total Footfall Children & Family Centres		n/a	95000	28,613	6,668	97,505	Local Measure	Local Measure	GREEN	2770	7765	12024	15827	18560	22983	27277	32545	35044	40422	45765	52059	52059						
2	Children supported by the Bromley Children's Project (Children referred)	Data provides an indication of early indentified support and help provided.	n/a	1700	1,755	1,869	1,758	Local Measure	Local Measure	GREEN	125	115	104	105	70	108	87	139	90	76	5	39	1063						
	BCP Families stepped down from social care		n/a	Not a target measure	176	263	169	Local Measure	Local Measure	Not a target measure	28	18	27										73						
3	% outcome of School Ofsted inspections good or outstanding (overall effectiveness)	Schools are subject to regulation and inspection from Ofsted. Our ambition is that LB Bromley schools are at least good or better. This measure, to be considered alongside e.g. Key Stage results, progress measures, attendance and exclusion data.	High	95-90%	97%	97%	97%	89%	93%	GREEN			97%			97%			97%			96%	96%						
4	Number of Primary permanent exclusions (Bromley schools) (Number YTD Academic year)	Permanent exclusion can severely disrupt a pupil's education and social networks. It can be extremely challenging to find alternative school/alternative education for pupils excluded in the secondary phase because of the nature of the factors leading to the exclusion. However, the LA has mechanisms in place to both minimise time out of education and to identify alternative provision for pupils who are permanently excluded.	Low	0	Data published Autumn 2022	x (rate: 0.00)	x (rate: 0.00)	Rate: 0.02	Rate: 0.00		Data suppressed, see part 2 report																		
5	Number of Secondary permanent exclusions (Bromley schools) (Number YTD Academic year)		Low	22-36 (rate of 0.10-0.16)	Data published Autumn 2022	17 (rate:0.07)	21 (rate: 0.09)	Rate: 0.13	Rate: 0.09	GREEN	30	32	42	47		1	3	13	17	20	26	33	33	Amber for end of 21/22 academic year					
Safeguarding and Child Protection																													
6	Number of 'Referrals' to Children's Social Care	Measure of demand for CSC services and an identification of the effectiveness of early help, as well as if thresholds are understood by partners.	n/a	Not a target measure	4032	3,827	3,829	646,120	100,620	This is not a target measure	316	484	489	458	285	426	384	298	246	311	392	426	4515						
7	% of statutory Assessments authorised within 45 days (Year to Date)	Assessments are undertaken in order to identify whether or not statutory thresholds for children's social care have been met and statutory services are required. There is a 45 day statutory timescale for completion - this is a measure of efficiency and effective management oversight. It is also a reflective of manageable caseloads.	High	95 - 83%	96%	85%	86%	83%	82%	GREEN	92%	93%	94%	94%	93%	93%	94%	94%	94%	93%	93%	93%	93%						
8	Number of Childred in Need (Statutory threshold Section 17)	This is not a performance measure but indicates prevalence of need for intensive social care intervention. Also volume of intensive casework and social worker capacity required to fulfil statutory duties.	n/a	Not a target measure	915	615	521	n/a	n/a	This is not a target measure	874	929	973	990	972	965	947	883	884	931	939	920							
9	Number of children subject of a Child Protection Plan		n/a	Not a target measure	346	283	290	51,080	7,760	This is not a target measure	364	358	359	357	402	396	411	394	363	339	329	310							
10	% of Children subject of a Child Protection Plan with an allocated Social Worker	It is a statutory requirement that all Child Protection Plan casework is allocated to qualified social workers. This is a proxy for high quality interventions undertaken by qualified practitioners who are subject to national professional standards	High	100%	100%	100%	100%	Local Measure	Local Measure	GREEN	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%						
	% of reviews completed within timescale for Children with Child Protection Plans	There is a national framework of expectations around interventions with children requiring safeguarding. This measure is a proxy for appropriate management/IRO (Independent Reviewing Officer) oversight of complex casework and decisive social work planning.	High	100 - 95%	90%	100%	97%	92%	96%	GREEN	87%	96%	95%	96%	96%	95%	96%	96%	95%	96%	95%	100%	100%						

12	% of Children that became the subject of a Child Protection Plan for the second or subsequent time	If a second child protection plan is required for similar reasons, this could indicate potential lack of impact of earlier Child protection interventions. It can often demonstrate multiple risks/challenges faced by children and families. It prompts enquiry into whether or not other statutory interventions should be/should have been considered. Was the child removed from the plan too early? Was practice too optimistic?	Low	20- 15%	19%	14%	15%	19%	15%	AMBER	34%	34%	27%	24%	22%	20%	21%	19%	20%	20%	21%	21%
13	Average number of weeks taken to complete Care proceedings against a national target of 26 weeks (CAFCASS definition)	It is imperative to avoid 'drift' in making permanency plans for CLA. Time taken to undertake care proceedings is a proxy for decisive casework and can be looked at alongside timeliness of achieving adoptions. The measure can be affected by issues beyond professional control e.g. court delays.	Low	26 weeks	Provisional (44)	49	42	41	32				21		93			49			45	Awaiting publication

No	Performance Indicators	Why is this important?	Polarity	Target or Range of acceptable performance	Bromley 2021/22	Bromley 2020/21	Bromley 2019/20	England	London	RAG rating	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Year to Date	Notes
Children Looked After and Care Leavers																								
14	Children Looked After rate per 10,000	This is a prevalence measure to be looked at alongside others including CiN/CP rates and should also be, broadly, in line with London and statistical neighbours.	n/a	Not a target measure	43	46	43	62	52	This is not a target measure			45			44			45			45		
15	Number of Children Looked After	Actual numbers of looked after children should be considered alongside demand pressures on social work capacity and placements/budgets required to fulfil statutory responsibilities.	n/a	Not a target measure	328	341	328	72,670	9,910	This is not a target measure	328	326	336	339	336	335	340	344	343	333	335	342		
16	% of Children Looked After with an allocated Social Worker	It is a statutory requirement that all CLA casework is allocated to qualified social workers. This is a proxy for high quality interventions undertaken by qualified practitioners who are subject to national professional standards.	High	100%	100%	100%	100%	Local Measure	Local Measure	GREEN	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	
17	% of Children Looked After cases which were reviewed within required timescales	There are statutory requirements for reviewing the care plans for CLA within set timescales. This measure is a proxy for appropriate management/IRO (Independent Reviewing Officer) oversight of complex casework and decisive social work planning.	High	100- 95%	95%	93%	91%	Not available	Not available	GREEN	100%	97%	97%	97%	97%	97%	97%	96%	95%	95%	95%	94%	94%	
18	Number of in-house foster carers recruited (YtD)	We have set ambitious targets for increasing the number and range of in-house foster carers. Although placements with foster carers are, almost invariably, the first option to be considered for CLA, a shortage of 'in house' carers i.e. recruited and approved by Bromley, can result in placements being commissioned from independent sector providers. Recruitment processes can take 5 to 7 months. Agency foster carers are often profit making organisations, carers are often not local and carers are not supported or managed by Bromley services. Also, placements are typically significantly more expensive thus adding to pressure on placement budgets. Our aim is to reduce dependency on IFA placements. This indicator should be reviewed with the numbers of children in care at any given point, the profile of these children and their likely needs and our progress in recruiting In-house foster carers.	High	20	11	14	9	Local Measure	Local Measure	RED	Data suppressed, see part 2 report													
19	Stability of placements of Children Looked After - number of placements (3 placements or more in the year)	There are two key measures for placement stability – Placement stability is a foundation stone for improving outcomes for CLA as it enables consistent relationships between young people and their carers; consistent school placements; a settled context in which young people can develop social networks etc. While some placement moves are 'positive' – e.g. move to a permanent home; move to withdraw a young person from a risky environment, others occur due to e.g. breakdown of relationships/behaviour issues etc. and should be minimised.	Low	12-0%	11%	7%	10%	10%	10%	GREEN	11%	12%	12%	11%	12%	12%	12%	10%	8%	9%	10%	10%	10%	

20	Stability of placements of Children Looked After - length of placement	There are two key measures for placement stability –The length of placement indicator refers to children under the age of 16 who have been in care for 2 and half years or more and have been in their current placement for 2 years or more. Placement stability is a foundation stone for improving outcomes for CLA as it enables consistent relationships between young people and their carers; consistent school placements; a settled context in which young people can develop social networks etc. While some placement moves are ‘positive’ – e.g. move to a permanent home; move to withdraw a young person from a risky environment, others occur due to e.g. breakdown of relationships/behaviour issues etc. and should be minimised.	High	70% (In line with national or above)	71%	66%	60%	69%	68%	GREEN	73%	71%	70%	69%	69%	68%	67%	73%	74%	75%	75%	76%	76%
21	Number of Children Looked After who were adopted	The key aim for looked after children who cannot return to their families of origin is to find alternative permanent families. Numbers of adoptions and special guardianship arrangements are, therefore, closely monitored by managers. Central government, from time to time and including the present government, issues policies aimed at increasing premenace	High	16	10	10	8	Local Measure	Local Measure		Data suppressed, see part 2 report											12	
22	Number of Children Looked After for whom a Special Guardianship Orders was granted	This indicator provides a guide to the effectiveness of Corporate Parenting in improving life chances for children in care.	High	Not a target measure	11	33	27	Local Measure	Local Measure	This is not a target measure	Data suppressed, see part 2 report											10	
23	% of Care leavers who are EET (aged 19-21) (DFE definition)	This indicator provides a guide to the effectiveness of Corporate Parenting in ensure Care Leavers have an appropriate and safe place to live.	High	52-47%	51%	42%	41%	50%	52%	GREEN	53%	56%	56%	54%	54%	53%	52%	55%	55%	50%	50%	50%	50%
24	% of Care Leavers in suitable accommodation (aged 19-21)	This indicator provides a guide to the effectiveness of Corporate Parenting in ensure Care Leavers have an appropriate and safe place to live.	High	84-76%	94%	86%	77%	84%	82%	GREEN	98%	97%	97%	97%	96%	96%	96%	96%	96%	96%	96%	97%	97%
Children's Social Care Caseload Promise: Average caseloads																							
25	Average Caseloads RAS	Following the 2016 Ofsted inspection Bromley committed to maintaining safe caseload levels. This is a measure of manageability of Social worker workloads.	n/a	12 - 18	17	18	21	Local Measure	Local Measure	GREEN	15	17	19	23	20	17	16	16	17	18	17	21	
26	Average Caseloads Safeguarding and Care Planning		n/a	12 - 15	17	20	17	Local Measure	Local Measure	AMBER	17	18	19	19	19	20	21	20	18	18	18	18	
Children and Young People with complex needs																							
27	% of CYP (16 - 17 year olds) not in education, employment or training (NEET)	Non-participation in education, employment or training beyond age 16 is a major predictor of long-term unemployment and low income. This indicator should be reviewed alongside the ‘Not Known’ outturn.	Low	1.7%-1.9%	1.2%	1.5% (104/7042)	1.5% (102/6826)	2.8%	1.9%	GREEN			1.3% (96/7132)		1.6% (115/7125)	1.0% (71/7121)	1.1% (79/7121)	1.1% (79/7104)	1.3% (91/7136)	1.2% (87/7141)	1.1% (79/7142)	1.1% (82/7145)	
28	% of CYP (16 - 17 year olds) education, employment or training status ‘not known’	The EET status of young people can be difficult to ascertain e.g. once pupils leave school. The aim is to have a low number of young people whose EET status is ‘not known’. This indicator should be reviewed along side the NEET outturn.	Low	0.7%-1.1%	0.3%	0.2% (17/7042)	0.3% (20/6826)	2.8%	2.7%	GREEN			0.6% (45/7132)		1.0% (69/7125)	16.8% (1195/7121)	9.3% (665/7121)	4.2% (301/7104)	0.6% (46/7136)	0.3% (123/7141)	0.2% (17/7142)	0.4% (31/7145)	
29	Number of First Time Entrants (FTEs) to the Youth Justice System aged 10-17	Offending can be linked to factors such as truancy, low attainment, substance misuse, employability etc. and the challenge to the council, schools and partner agencies in a local area is to prevent young people from entering the youth justice system.	Low	Not a target measure	31	30	38	15182	3090	This is not a target measure	Data suppressed, see part 2 report												
30	Proportion of offenders that are proven to re-offending in the youth justice system	This indicator measures the re-offending of specific cohorts of young people following an initial pre-court or court disposal.	Low	42% - 35%	26%	22%	26%	42%	48%	GREEN	17%	17%	17%	17%	17%	19%	19%	19%	19%	20%	20%	20%	
31	Number of children/Young People discussed at MEGA	This indicator provides a guide as to the awareness of CSE and gang risk.	n/a	Not a target measure	41	27	35	Local Measure	Local Measure	This is not a target measure	37	31	27	27	26	26	23	24	40	37	39	36	

The following indicators are measured on a calendar year:		Polarity	Target or Range of acceptable performance	Benchmarking and trend										Year to Date		Notes						
No	Performance Indicators Why is this important?			Bromley 2022	Bromley 2021	Bromley 2020	England	London	RAG rating								Dec-23					
								Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Year to Date	Notes	
32	% of Education, Health and Care plans issued within statutory 20 week timescale <u>(excluding exception cases)</u>	High	75 - 65%	31%	65%	62%	60%	65%	RED	53%	29%	4%									25%	
33	% of Education, Health and Care plans issued within statutory 20 week timescale <u>(including exception cases)</u>	High	Not a target measure	11%	37%	43%	59%	60%	This is not a target measure	26%	14%	3%									14%	

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Report No.
CEF23027

London Borough of Bromley

PART ONE - PUBLIC

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

Date: Tuesday 20 June 2023

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

Title: CHILDREN, EDUCATION AND FAMILIES RISK REGISTER –
UPDATE QUARTER 4

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

Chief Officer: Richard Baldwin, Director of Children Social Care

Ward: N/A

1. Reason for report

1.1 Risk Management is the identification, analysis and overall control of those risks which can impact on the Council's ability to deliver its priorities and objectives. 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: 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 Non-Statutory - Government Guidance None:
Further Details
 2. Call-in: Not Applicable: No Executive decision.
-

Procurement

1. Summary of Procurement Implications: Not Applicable
-

Customer Impact

1. Estimated number of users/beneficiaries (current and projected): Not Applicable
-

Ward Councillor Views

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

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 is attached as Appendix 1. The risks included in the Risk Register are outlined below.

Risk Ref	Risk Description
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	SEND Transport
7	SEND Reforms
8	Youth Offending
9	Out of Borough Placements (Children and Young People)
10	Speech and Language Therapy
11	School Attendance

- 3.4 The updates around the control of all risks and actions taken to mitigate them are detailed in the register.

4 IMPACT ON VULNERABLE ADULTS AND CHILDREN

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

5 POLICY IMPLICATIONS

- 5.1 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

- 6.1 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

7.1 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

8.1 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

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

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

Children, Education and Families Risk Register

Q4
2022/23

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	IMPACT		RISK RATING	LIKE	LIHO	OD		
1	Children's Services	Failure to deliver Children's Services Financial Strategy	<p>Cause(s):</p> <ul style="list-style-type: none"> - Continual reduction in Central Government funding - Demographic changes - Increased demand for services - Demand led statutory services (c. 80% of operations) which can be difficult to predict - Increasing cost volatility due to rise of complex, high cost families or placements requiring services. - Specific cost factors impacting transport services <p>Effect(s):</p> <ul style="list-style-type: none"> - Lower than anticipated levels of financial resource - Failure to achieve a balanced budget - Failure to secure economy, efficiency, and effectiveness of use of resources leading to a Qualified Independent Auditors' Report - Objectives of the service not met - Reputation is impacted - Wider goals of the Council are not achieved 	Financial	5	5	25	<p>Growth and mitigation discussions informed by robust demand forecast analysis</p> <p>Medium financial term strategy reviews informed by evidence of demand pressures. Match financial planning to Council priorities</p> <p>Budget monitoring and forecasting</p> <p>Regular reporting to Members via the Committee reporting process</p> <p>Effective contract monitoring to ensure quality of service provision and value for money</p> <p>Internal audit framework to test financial controls</p> <p>Constantly reviewing service operations for potential efficiencies</p> <p>Developed a series of commissioning plans, with mitigating actions, for Children's Social Care and SEND including mitigating actions addressing financial pressures</p>	4	5	20	<p>Transformation work being undertaken on CLA Placements Sufficiency, High Needs spend on SEND and Transport.</p> <p>Further engagement / coproduction sessions with CYP, parents, schools & setting re strengthening the SEND Graduated Approach - website design and graduated approach being received well.</p> <p>Transformation work being undertaken on CYP Integrated Therapies designed to strengthen the borough's graduated approach and more proportionately engage children and young people at the level meeting their need. Increased funding has been required historically and currently to attempt to increase capacity in relation to SLT and OT to meet increased demand - this work, and the development of a Therapies Commissioning Framework aims to reduce the current over reliance and funding of specialist services and to ensure value for money as well as quality and consistency.</p> <p>DSG Deficit Recovery Plan principles agreed by SEND Governance Board and Schools Forum. Detailed Plan in development.</p> <p>Work to ensure equitable funding contributions to placements across E, H & C</p> <ul style="list-style-type: none"> - Health (Community Paediatric) now participating into EHC Needs Assessment Panel (NAP) to ensure earlier and more effective multi-agency working and triaging, more informed decisions regarding which CYP require EHC Needs Assessment and Plan and those that may be offered more appropriate / proportionate resource / service across the levels of the Graduated Approach. - Commissioning Framework document in development to be circulated and used across all therapy providers to ensure increased quality, safety, consistency and pave way for preferred list of providers moving forward - Plans are in place in Children's Social Care for improving CLA placement sufficiency 	Director, Children's Services (Richard Baldwin)		
2	Children's Services	Failure to deliver effective Children's services The Council is unable to deliver an effective children's service to fulfil its statutory obligations in safeguarding and protect those at risk of significant harm or death, sexual exploitation or missing from care	<p>Cause(s):</p> <ul style="list-style-type: none"> - Local authority response to Bromley Safeguarding Children's Partnership following Wood Review. <p>Effect(s):</p> <ul style="list-style-type: none"> - Impact on life chances and outcomes for children 	Legal, Reputation	3	5	15	<p>Scrutiny of Performance Management Framework and Indicators with regular deep live reporting</p> <p>Quality Assurance Framework overseen by independent Practice Improvement Board</p> <p>Engagement and Influence, Bromley relationship Model ensure user feedback informs continuous improvement.</p> <p>Multi Agency Bromley Children's Safeguarding Partnership (BCSP) Training programme in place.- Training plan for qualified social workers and other professionals reviewed and updated quarterly.</p> <p>Dedicated HR programme of support in place to enable recruitment and retention.</p> <p>Effective procurement framework and contract monitoring arrangements ensure acceptable quality of service provision and value for money</p> <p>Continued review of caseloads & within Caseload Promise on average and assurance of manageable caseloads</p>	3	3	9	<p>Phase 3 'to excellence' plan continues with Performance Improvement Board (PIB)</p> <p>Robust audit cycle in place.</p> <p>Demand Management forecasts informing MTFS</p>	Director, Children's Services (Richard Baldwin)		

Children, Education and Families Risk Register

Q4
2022/23

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					LIKE	LIHO	OD	IMPACT		RISK RATING	LIKE	LIHO	OD		
3	Children's Services	Recruitment and Retention Failure to recruit and retain key skilled staff with suitable experience/qualifications	<p>Cause(s):</p> <ul style="list-style-type: none"> - Failure to compete with other organisations to recruit the highest quality candidates to build an agile workforce - Small pool of experienced children's Social Workers and other qualified roles (Nursery Practitioners, Supervised Contact Workers) <p>Effect(s):</p> <ul style="list-style-type: none"> - Failure to identify and meet service user needs - Provision of service to ineligible clients - Provision of service prior to/without appropriate authorisation - 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 	Personnel	5	4	20		<ul style="list-style-type: none"> - Dedicated HR team to support managers in recruiting staff to hard to fill positions in CSC and Education - Joint meetings held between HR and employment agencies to improve the quality and speed of locum assignments - Review of the current Recruitment and Retention package and associated strategies through corporate Recruitment and Retention Board - Recruitment drive to convert locums to permanent staff - Utilisation of bespoke recruitment tools to directly source staff - Commissioning of improvements to the Council's recruitment web site to include a video virtual tour of the Council - Support in effectively managing staff performance - Provision of training measures to include targeted leadership and management training programmes including partners and other stakeholders - Tailored individual career plan for staff - Launch of Social Work Academy in April 2019. - Bespoke training for first line managers on-going - Training and quality assurance of practice - Established Social Work Academy with bespoke training offers to support career progression 	3	4	12	Continued review of caseloads in children social care and assurance of manageable caseloads Caseloads in SEN Statutory Assessment Team above London and statistical neighbour averages. Transformation plan for SEN being developed	Director, Children's Services (Richard Baldwin) Director, Human Resources (Charles Obazuaye)	
4	Children's Services	Business Interruption / Emergency incident Failure to provide Council services or statutory requirements, or mass illness/fatalities scenario following a business interruption or emergency incident	<p>Cause(s):</p> <ul style="list-style-type: none"> - Business Interruption could be caused by Loss of Facility (fire, flood etc.), Staff (illness, strike) or IT (cyber attack) or loss of Key suppliers. - 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 <p>Effect(s):</p> <ul style="list-style-type: none"> - Business interruption - failure to deliver services, loss of customer / resident satisfaction. - Emergency planning - failure to deliver statutory duties. 	Personnel, Reputational	3	4	12	<p>Business Interruption</p> <ul style="list-style-type: none"> - Civil protection and emergency planning policies in place at corporate level overseen by the Corporate Risk Management Group - Business Continuity Plans in place at service level - Contracts contain business continuity provision, yearly review of key suppliers BC plans - 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 <p>Emergency Planning</p> <ul style="list-style-type: none"> - Robust plans in place, including major incident plan / concept of operations document for emergency response and recovery - Annual Flu vaccination programme in place - Introduction of Humanitarian and Lead Officer (HALO) role 	3	3	9	Business Continuity Plans reviewed annually. Key suppliers BCPs to be reviewed annually	Director, Children's Services (Richard Baldwin)		
5	Education	School Place Planning Failure to meet the statutory requirement to ensure sufficient school places to meet the needs of the population in the area	<p>Cause(s):</p> <ul style="list-style-type: none"> - Failure to secure sufficient Primary and Secondary school places in the area - Failure to secure sufficient educational placements for children with disabilities and special educational needs - Failure to secure sufficient alternative provision <p>Effect(s):</p> <ul style="list-style-type: none"> - Disruption to the education of children and impact on their life chances 	Political, Legal, Professional	3	4	12	<ul style="list-style-type: none"> - Strategic needs analysis (birth rate, dwelling stock and migration) to project demand - Review analysis of demand annually - SEN sufficiency strategy will inform long term planning of specialist provision - Implement Basic Need programmes - Maintain relationships with DfE ESFA to support delivery of Free School and PSBP programmes - Monitor contractor performance in uncertain market 	4	3	12	<ul style="list-style-type: none"> - DfE Investment Committee had approved the secondary free school scheme and the DfE's feasibility on the scheme is currently underway. - Further delays have arisen in the DfE-led new school projects - Harris Kent House and Redwood Special School. Officers are pressing DfE for urgent escalation 	Director, Education (Jared Nehra)		

Children, Education and Families Risk Register

Q4
2022/23

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				
6	Education	SEND Transport Failure to provide appropriate home to school transport assistance for children and young people with special educational needs and disabilities	Cause(s): - Fluctuating demand year on year - Rising numbers of children meeting criteria for transport provision and associated increase in costs - Cost pressures from market place and rising fuel prices Effect(s): - Disruption to education - Impact on life chances and outcomes for children and young people	Legal Financial	5	3	15	- Budget monitoring and forecasting - Effective contract monitoring arrangements to ensure acceptable quality of service provision and value for money - Tender exercise completed and framework contract awarded - Monitoring of market place fluctuations - Purchase of route optimisation software 'QRoutes' - Introduction of Independent Travel Training offer	3	4	12	SEND transport review undertaken. Proposed initiatives have passed through PDS Committee and Executive. Once complete and following consultation, revised transport policies will seek to be adopted which will create greater opportunities and flexibilities in the transport offer including opportunities for Independent travel training, and access to personal transport budgets. Significant work has been undertaken to optimise the routes into schools to ensure vehicles operate at greater capacity and vehicle numbers reduced as a result. The tendering exercise based on the optimised routes has been successfully delivered reducing the numbers of vehicles operating and reducing the average daily costs of routes. Numbers continue to come through (as they will throughout the year) and these introduce new challenges. At this point in the year there is limited spare capacity which in turn demands a premium price. Formal consultation has been completed and final approval decision taken. Full implementation now underway.	Director, Education (Jared Nehra)		
7	Education	SEND Reforms Failure to meet expectation of SEND reforms	Cause(s): - Ineffective and inaccurate identification of SEND - Failure of schools to make reasonable adjustments to meet needs of individual children and young people - Failure to provide appropriate and effective support for children with identified needs and their schools - Pattern of provision which does not meet the needs of the local population resulting in placements in independent schools Effect(s): - Costs associated with the Legal process - Escalating cost of provision - Impact on education and life chances of children and young people	Financial Legal Professional	4	4	16	- 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 with Autism strategy developed - 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) - investment in two new posts (SEN Placements Manager and SEN Annual Reviews Manager) to focus support in these two key areas	3	3	9	Revised SEND Strategic Vision and Priorities has been agreed by SEND Governance Board, with a greater focus on driving outcomes and ensuring the sustainability of High Needs funding Transformation work is ongoing, linked closely with the DSG deficit recovery management plan Bromley Teaching Schools leading SEN training collaborative to support school improvement. - 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 approved and in pre-opening status - increase resource for Educational Psychology agreed, challenge with shortage of EP nationally – blended model of delivery developed - PRA approach revised - SEND / AP green paper published - partnership response and consideration of existing activities aligned with direction of travel - HNF Banding Review programme in train to develop equitable funding system, with a focus on sustainability	Director, Education (Jared Nehra)		
8	Children's Social Care	Youth Offending Failure to deliver effective youth offending services to protect children and young people and reduce their vulnerability	Cause(s): - Increase in youth offending Effect(s): - Impact on life chances and outcomes for children - Failure to protect the public and actual or potential victims (assessment of risk to others and planning to manage the risk and protect the public)	Professional Reputational	3	4	12	Youth Justice Strategy 2020-2023 in place, annual reports submitted in a timely way. Quality Assurance and auditing programme established. YOS performance monitoring reviews 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. - YJS Strategic Board chaired by the CEO	2	4	8	Ongoing preparedness for Youth Offending Service inspection, self evaluation established. Continued focus on early intervention and disproportionality work.	Director, Children's Services (Richard Baldwin)		

Children, Education and Families Risk Register

Q4
2022/23

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				
9	Children's Social Care	Out of Borough Placements (Children and Young People) Inability to reduce reliance on out of borough placements Financial implications	Cause(s): - Failure to provide/commission sufficient local placements for children with disabilities and children in care Effect(s): - Cost implications of out of borough placements (Cross refer Budget risk) - Impact for children's welfare and development	Professional Financial	3	3	9	<ul style="list-style-type: none"> - 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 - 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 	3	3	9	CLA Sufficiency Strategy, annual updated adn agreed at PDS In-house foster care recruitment stretch target remains in place, additional funding agreed to enable recruitment straetgy . Successful ongoing engagement with local residential providers discussing, quality and commissioning, strengthening relationship and joint working. Visits undertaken by commissioning, CSC and Central Placements Team to ensure a joint and integrated approach Compliance Officer in place to ensure quality, safety and effectiveness of placement and experience for our CLA New Horizons project established to enable step down placements to foster care Review of Commissioning alience allowing for greater access to local placements, review of alternative block arrangements	Director, Children's Services (Richard Baldwin)		
10	Education	Speech and Language Therapy Failure to provide appropriate SaLT services to children and young people	Cause(s): - Current service provision not meeting needs of children and young people in a timely way Effect(s): - Failure to meet the need of children and young people including those with SEN/D and other vulnerabilities	Legal Reputational Professional	4	3	12	<ul style="list-style-type: none"> - Multi-agency review of SaLT provision - Work with core provider (BHC) regarding SLT provision capacity undertaken given current levels of demand and pressures/demand on the system - Engagement Working Groups undertaken with children, young people, parents and schools & settings in February and March 2022 to coproduce this strengthened SLT offer. 	4	3	12	Occupational Therapy - urgent actions being taken to identify support for EHCP Needs Assessments professional advice - sourcing urgent specialist - BHC has employed an experienced Therapies Project Manager to deliver on the organisation's Therapy offer and plan. Project Manager has been working on a plan for SLT (and OT and Physio) to restructure the service offer in a way that mirrors and reflects the borough's wider piece of transformation work to strengthen the Graduated Approach - meaning earlier support, signposting and multi-agency collaborative working to better enable a more appropriate and proportionate offer in line with the specific and dindividual needs of CYP in the borough -Publication of the B-hive website is the first step in establishing a whole system approach to supporting SaLT needs, led by Integated Commissioning	Director of Education (Jared Nehra)		
11	Education	School Attendance Ensuring return of children to school	Cause(s): - Children not returning to school following Covid-19 lockdown - Increased EHE declarations - Lack of real time data from schools Effect(s): - Children may not be in receipt of satisfactory education	Legal Reputational	3	4	12	<ul style="list-style-type: none"> - 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	Monitoring of EHE and non-attendance is ongoing Work closely with schools through their Single Points of Contact (SPOC) Menatl Health and Wellbeing Toolkit embedded in schools. Attendance and Inclusion Taskforce has introduction of 'Studybugs' a specialist data provider to capture and report on live data from schools. Most schools are now signed up. This will inform targeted support and assistance from the Education Welfare Service. Attendance of vulnerable groups remain a key priority, with the new data analysis functionality enabling greater targeting of resource. The Service plans to publish Local Inclusion Dashboards by September 2023.	Director of Education (Jared Nehra)		

Risk Assessment Guidance

Likelihood	Almost Certain (5)	5	10	15	20	25	<table style="border: none;"> <tr> <td style="background-color: red; width: 20px; height: 15px; display: inline-block;"></td> <td>High Risk - review controls and actions every month</td> </tr> <tr> <td style="background-color: orange; width: 20px; height: 15px; display: inline-block;"></td> <td>Significant Risk - review controls and actions every 3 months</td> </tr> <tr> <td style="background-color: yellow; width: 20px; height: 15px; display: inline-block;"></td> <td>Medium Risk - review controls and actions every 6 months</td> </tr> <tr> <td style="background-color: lightgreen; width: 20px; height: 15px; display: inline-block;"></td> <td>Low Risk - review controls and actions at least annually</td> </tr> </table>		High Risk - review controls and actions every month		Significant Risk - review controls and actions every 3 months		Medium Risk - review controls and actions every 6 months		Low Risk - review controls and actions at least annually
		High Risk - review controls and actions every month													
		Significant Risk - review controls and actions every 3 months													
		Medium Risk - review controls and actions every 6 months													
		Low Risk - 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)									
		Impact													

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
Compliance & Regulation	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
Financial	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
Service Delivery	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)
Reputation	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
Health & Safety	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

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		
1	Education	School Standards Failure to meet duty to promote educational achievement of all children	Cause(s): - Abdication of responsibility for outcomes for all children - Failure to use available intelligence to recognise when schools are letting children down - Failure to intervene effectively when schools let children down Effect(s): Impact on life chances and outcomes for children and young people	Political Legal Professional Reputational	1	4	4			<ul style="list-style-type: none"> - 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	Annual reports, data led task and finish groups and Schools SLA refreshed and established. Ongoing challenge and support.	Director Education Assistant Director Strategy, Performance and Corporate Transformation		
2	Children's Social Care	Foster Carers Failure to meet the statutory requirement to ensure sufficient local placements to satisfy need	Cause(s): - Failure to recruit sufficient carers, particularly for adolescents, siblings, disabled children, parent and child placements, and BME children Effect(s): - Lack of suitable carers from independent foster care sources leading to the arrangement of more expensive alternatives - Impact on life chances and outcomes for children	Professional	4	2	8			<ul style="list-style-type: none"> - 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 - 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 	2	2	4	BAU approach to recruitment and retention of FC. Development of improved support and training packages for Foster carers. Targeted programmes of recruitment and training to enable care for children and young people with complex needs and/or challenging behaviour	Director Children's Services		
3	Housing Needs	Care Leavers' accommodation Failure to provide a sufficient range of safe and suitable housing for care leavers	Cause(s): - Failure to appropriately risk assess housing provision offered to care leavers Effect(s): - Impact on life chances and outcomes for Care Leavers	Legal	3	3	9			<ul style="list-style-type: none"> - 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		Director, Housing Director, Children's Services		

4	Children's Services	Contracts and Service Level Agreements Failure to effectively procure and/or manage key contractors or partners, leading to the department being unable to deliver key services, including attracting appropriate contractors or partners to deliver services	Cause(s): - Failure of provider - Provider withdrawing from the contract Effect(s): - 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 Director, Education
5	Children's Services	Not in Education, Employment or Training (NEET) Failure to meet requirements of Education, Care and Skills Act 2008 - duty on all young people to participate in Education, Employment or Training until their 18th birthday	Cause(s): - Lack of control over Academies - Lack of suitable opportunities for young people locally Effect(s): - Disruption to Education - Impact on life chances for young people	Professional, Legal	3	2	6	- Provision offered by Bromley Youth Support Programme (BYSP): - Advice and Guidance Drop in sessions - One to one targeted support - Children Looked After NEET support - Tracking service in conjunction with South London CCIS Service - Provision offered by Bromley Education Business Partnership (BEBP): - Bromley Youth Employment Scheme (YES) - Bromley Flexible Learning programme - Mentoring programme - Work related learning and work experience for Children Looked After and Care Leavers Generic EET Strategy being developed in consultation with YJS - ETE Strategy for LCT and Care is in place with ETE panel and DWP/Bromley education business partnership/Youth Support Programme, and social care working to identify new opportunities for young people at risk of NETE - Active Involvement team have offered group work programme based on employability skills for young people who are NETE - I Aspire social impact bond programme has ceased and we continue to engage with a number of third sector agencies who offer 1;1 coaching for young people who are NETE - Mentoring programme for young people who are in university to raise ambition and offer career guidance, delivered by BEBP	3	2	6	- Work related learning and 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 (Richard Baldwin)
6	Strategy, Performance and Corporate Transformation	Data Collections 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	Cause(s): - Business Interruption Effect(s): - Failure to commission effectively - Adverse impact on the timing and quality of decision making	Data and Information	3	3	9	- Schedule of statutory returns has been incorporated into the 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	All data requirements met to enable delivery of statutory data returns.	Assistant Director, Strategy, Performance and Corporate Transformation
7	Strategy, Performance and Corporate Transformation	Social Care Information System Failure to procure and implement new system	Cause(s): - 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 Effect(s): - 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	- Successful go live for Childrens in July 2021. - Post go live fixes completed by January 2022. - Management of system bedding into BAU.	Assistant Director, Strategy, Performance and Corporate Transformation
	Education	Funded childcare places for two, three and four year olds of working parents The Council is unable to provide sufficient places within the local sector to fulfil its Statutory Duty	Cause(s): - Early Years Provider businesses failing financially as a result of the pandemic and impact it had on demand for childcare. - 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 Effect(s): - 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	- Signposting to early years business support tools in place and Quality Officers resumed supportive sites visits to settings. - Local pockets of sufficiency of places pressure remain, which may be exacerbated by impact of as yet unknown demand from Ukrainian refugees. - Monitoring eligibility, confirmations and take up of places to predict growth of demand on a monthly basis. - Full Early Years Sufficiency assessment completed last year, annual update summary due this summer. - IT funding system operational and embedded into process, automated monthly payments to settings working well, Census data captured within system.	2	2	4	- Parental Portal steering group to review business case for proceeding with implementation and integration of phase 3 (parent portal) - Completion of annual sufficiency review and publish outcome data - Send lam2 postcards to all families identified as potentially eligible for funded 2 year old places to stimulate demand for places thereby improving existing settings sustainability.	Director, Education

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Report No.
CEF23032 A

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: CHILDREN, EDUCATION AND FAMILIES PDS COMMITTEE

Date: Tuesday 20 June 2023

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

Title: CONTRACT REGISTER PART 1 (PUBLIC) REPORT

Contact Officer: Christian Markandu, Interim Head of Complex & Long-Term Commissioning (ECH). Email: Christian.Markandu@bromley.gov.uk

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

Ward: All Wards

1. Reason for report

- 1.1 This report presents an extract from May 2023's Contracts Register of contracts with a whole life value of £50k or higher, for detailed scrutiny by PDS Committee – all PDS committees will receive a similar report each contract reporting cycle, based on data as of 21 April 2023 and presented to ER&C PDS on 15th May 2023.
- 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**

2.1 That the Children, Education and Families PDS Committee:

- 1) **Reviews and comments on the Contracts Register as of 21st April 2023.**
- 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. MBEB 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: - £47,574
 5. Source of funding: - Existing relevant budget 2023/2024
-

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: No Executive decision
-

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 the updating the information recorded on the database. The Register is generated from the Contracts Database which is administered by Corporate Procurement and populated by the relevant service managers (Contract Owners) and approved by their managers (Contract Approvers).
- 3.2 As a Commissioning Council, this information is vital to facilitate a full understanding of the Council's procurement activity and the Contracts Registers is a key tool used by Contract Managers as part of their daily contract responsibilities. The Contract Registers are reviewed by the Procurement Board, Chief Officers and the Corporate Leadership Team.
- 3.3 The Contracts Register is produced four times a year for members and is a 'snapshot' at the time of each report – though the CDB itself is always 'live'. The quarterly reporting cycle is based on the Executive, Resources and Contracts PDS timetable with reports for each Portfolio prepared and distributed at the same time. There may be a time lag between the quarterly reporting cycle and the next available date of the relevant Policy, Development and Scrutiny Committee for each Portfolio. Report authors for each Portfolio have the opportunity to provide updates on any contracts through the accompanying Part 2 report.
- 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 231 active contracts across all Portfolios as of 21 April 2023 for the May 2023 reporting cycle as set out in Appendix 1.
- 3.6 The summary for the Children, Education and Families Portfolio is as follows:

Item	Category	September 2022	February 2023	May 2023
Total Contracts	£50k+	41	45	40
Concern Flag	Concern Flag	0	0	0
Risk Index	Higher Risk	7	10	8
	Lower Risk	34	35	32
Procurement Status for Contracts approaching end date	Red	0	0	0
	Amber	3	2	0
	Green	12	11	14
	Neutral	26	32	26

4. IMPACT ON VULNERABLE ADULTS & CHILDREN

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

5. POLICY IMPLICATIONS

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

6. PROCUREMENT IMPLICATIONS

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

7. FINANCIAL IMPLICATIONS

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

8. PERSONNEL IMPLICATIONS

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

9. LEGAL IMPLICATIONS

- 9.1 There are no direct legal implications but the Contracts Database does identify those contracts which have a statutory basis and also those laws which should be complied with in delivering the contracted services.
- 9.2 A list of the Council's active contracts may be found on Bromley.gov.uk to aid transparency (this data is updated after each ER&C PDS meeting).

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


Key Data (All Portfolios)

Item	Category	September 2022	February 2023	May 2023
Contracts (>£50k TCV)	All Portfolios	236	246	231
Flagged as a concern	All Portfolios	0	1	2
Portfolio	Executive, Resources and Contracts	79	88	79
	Adult Care and Health	49	49	47
	Environment and Community Services	20	23	22
	Children, Education and Families	41	45	40
	Renewal and Recreation and Housing	41	38	35
	Public Protection and Enforcement	6	8	8
Risk Index	Higher Risk	73	74	69
	Lower Risk	163	172	162
Procurement Status for Contracts approaching end date	Red	0	1	2
	Amber	23	18	11
	Green	72	78	73
	Neutral	141	149	145

Contracts Register Key and Background Information

Contract Register Key

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

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

Contract Register Order

- 1.2 The Contracts Register is 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'.

Risk Management

Contract Risk Status		45.4	
Hide Risk Details			
Ref	Risk Type	Analyses Result	Score
1	Company Size	Mutiple Suppliers / Sizes	0.6
2	Total Contract Value	>£100k <£500k	2.0
3	Annual Contract Value	>£50k <£100k	12.0
4	Budget & projected spend variance	Default Score used	10.0
5	Sector	Other	5.0
6	Contract Term (Remaining Agreed Term)	1-2 yrs	1.2
7	Contract Type	Framework Contract	4.6
8	Procurement Status Ragging		10.0

Procurement Status

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

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

May 2023

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	Current Annual Value (Estimated)		Start Date	End Date	Months Duration		
Higher Risk	4888	Shakeela Shourie	Charles Obazuaye	Step Up To Social Work Cohort 7	Royal Holloway, University of London	Children, Education and Families	593,124	78,000		■	10/06/2019	27/04/2023	46		
Lower Risk	4854	Aneesa Kaprie	Richard Baldwin	Family Group Conferencing Service	Daybreak Family Group Conferences	Children, Education and Families	554,000	90,000		■	01/04/2019	31/03/2024	60		
Lower Risk	4946	David Dare	Richard Baldwin	Participation in West London Alliance for Children's Care and Support Services	West London Alliance	Children, Education and Families	484,500	117,000		■	01/11/2019	30/04/2024	54		
Lower Risk	4905	Rachel Dunley	Richard Baldwin	Cleaning Services to Children and Family Centres and Nurseries	Chequers	Children, Education and Families	464,634	83,394		■	01/08/2019	30/09/2024	62		
Lower Risk	3712	Linda King	Betty McDonald	Post 16 Learner Tracker	Royal Borough of Kingston upon Thames	Children, Education and Families	252,000	42,000		■	01/04/2018	31/03/2024	72		
Lower Risk	5135	Mark Smith	Vicky West	Individual Short Breaks Service	Bromley Mencap	Children, Education and Families	224,998	75,000	128,000	■	01/10/2021	30/09/2024	36		
Lower Risk	6315	Antoinette Thorne	Richard Baldwin	Recruitment of Overseas Social Work Qualified Workers	Multiple Suppliers	Children, Education and Families	150,772	75,386		■	01/12/2022	31/03/2024	16		
Lower Risk	5047	Cathy Lloyd williams	Richard Baldwin	Independent Visitors	CORAM VOICE	Children, Education and Families	129,000	43,000		■	01/03/2021	29/02/2024	36		
Lower Risk	3786	Elena Diaconescu	Jared Nehra	Adult Education MIS	West March Systems Ltd	Children, Education and Families	91,970	18,390		■	05/11/2018	04/11/2023	60		
Lower Risk	5037	Debi Christie	Debi Christie	Mediation and Dispute Resolution Services	Global Mediation Ltd	Children, Education and Families	84,000	28,000		■	01/01/2021	31/12/2023	36		
Lower Risk	3793	Debi Christie	Jared Nehra	Habilitation Services For Children and Young People With Vision Impairment	Guide Dogs For the Blind Association	Children, Education and Families	77,220	15,444		■	01/05/2018	30/04/2023	60		
Lower Risk	5026	Robert Bollen	Jared Nehra	Contract for SEN modelling services	Mastodon C Limited	Children, Education and Families	65,400	24,800		■	25/06/2020	23/06/2023	35		
Higher Risk	5018	Scott Bagshaw	Jared Nehra	Passenger Transport Services Framework Contracts	Multiple Suppliers	Children, Education and Families	49,000,000	7,000,000			19/09/2020	31/08/2025	59		
Higher Risk	5035	Kelly Sylvester	Richard Baldwin	Bromley Children and Young People's Mental Health and Emotional Wellbeing Service.	Bromley Y	Children, Education and Families	4,520,000	904,000			01/04/2021	31/03/2026	60		
Higher Risk	4945	Vicky West	Richard Baldwin	Provision of Adoption Services	CORAM VOICE	Children, Education and Families	2,316,000	386,000			01/06/2019	30/05/2025	72		
Higher Risk	6281	Robert Bollen	Jared Nehra	Consultancy Services for Education Capital Projects - Lot 1	Bailey Partnership (Consultants) LLP	Children, Education and Families	1,300,000	325,000			01/08/2022	31/07/2026	48		
Higher Risk	6282	Robert Bollen	Jared Nehra	Consultancy Services for Education Capital Projects - Lot 2	Bailey Partnership (Consultants) LLP	Children, Education and Families	1,200,000	300,000			01/08/2022	31/07/2026	48		
Higher Risk	6284	Robert Bollen	Jared Nehra	Consultancy Services for Education Capital Projects - Lot 4	Baily Garner LLP	Children, Education and Families	1,100,000	275,000			01/08/2022	31/07/2026	48		
Lower Risk	6283	Robert Bollen	Jared Nehra	Consultancy Services for Education Capital Projects - Lot 3	Pellings LLP	Children, Education and Families	1,100,000	275,000			01/08/2022	31/07/2026	48		
Lower Risk	6328	Daniel Manns	Richard Baldwin	** Now Live ** Holiday and Saturday Group based Short Break Service for Disabled Children and Young People	Riverside School	Children, Education and Families	672,675	219,832			01/04/2023	31/03/2026	36		
Lower Risk	4957	Scott Bagshaw	Jared Nehra	ICT - Capita ONE Integrated Management Information System	Capita Business Services Ltd	Children, Education and Families	450,000	90,000			01/04/2020	31/03/2025	60		
Lower Risk	5171	Carol Whiting	Richard Baldwin	Family Drug and Alcohol Court (FDAC) Service	The Tavistock and Portman NHS Foundation Trust	Children, Education and Families	330,000	165,000			01/01/2022	31/12/2024	36		
Lower Risk	179	Scott Bagshaw	Jared Nehra	Education - Co-ordination of admissions between 32 London boroughs	London Grid For Learning Trust	Children, Education and Families	268,863	14,000			01/04/2004	03/06/2026	266		
Lower Risk	6241	Maya Vadgama	Kelly Sylvester	Appropriate Adult Service	Appropriate Adults UK Limited	Children, Education and Families	175,500	58,500			01/04/2022	31/03/2025	36		
Lower Risk	4911	Carol Arnfield	Jared Nehra	Digital Solution for the Early Years Funding Process	Sentinel Partners Limited	Children, Education and Families	144,980	30,860			31/07/2019	30/07/2024	60		
Lower Risk	5091	Debi Christie	Debi Christie	Family Support Services for CYP with Social and Communication Needs	Bromley Mencap	Children, Education and Families	115,500	38,500			01/10/2021	30/09/2024	36		
Lower Risk	4912	Rachel Dunley	Richard Baldwin	ICT - Management Information system for Children and Family Centres	Servelec Group plc	Children, Education and Families	101,358	12,798			01/04/2020	31/03/2027	84		
Lower Risk	6305	Debi Christie	Jared Nehra	Education, Health and Care Plan (EHC Portal) Electronic Statutory Case Recording System	Idox Software Ltd	Children, Education and Families	99,000	33,000			21/10/2022	20/10/2025	36		
Lower Risk	3823	Antoinette Thorne	Charles Obazuaye	Hiring of external facilities for various venues	Various Suppliers	Children, Education and Families	80,000	36,000			01/04/2018	31/03/2024	72		
Lower Risk	4987	Betty McDonald	Vicky West	Youth Offending Service Management information system	CACI Ltd	Children, Education and Families	80,000	16,000			01/04/2020	31/03/2025	60		
Lower Risk	4993	Debi Christie	Jared Nehra	SEND Parent Participation	Your Voice in Health and Social Care	Children, Education and Families	80,000	20,000			01/06/2020	31/05/2024	48		
Lower Risk	6275	Sally Kelly	Richard Baldwin	Bromley Children Looked After (CLA) School Attendance and Attainment Data Collection	Welfare Call (LAC) Ltd	Children, Education and Families	71,712	23,904			01/09/2022	31/08/2025	36		
Lower Risk	4996	Elena Diaconescu	Jared Nehra	BAEC Wi-Fi Network and IT Infrastructure Support	Redinet LTD	Children, Education and Families	66,700	8,225			01/05/2020	30/04/2025	60		
Lower Risk	5190	Stephanie Withers	Debi Christie	Phoenix Centre IT Support Service	Structured Network Solutions UK Ltd	Children, Education and Families	65,650	13,130			01/02/2022	31/01/2027	60		
Lower Risk	1509	Linda King	Betty McDonald	ICT - Software Licence - Line of business	EduFocus Ltd	Children, Education and Families	60,987	4,999			01/04/2012	31/03/2024	144		
Lower Risk	1535	Debi Christie	Jared Nehra	Education - Caretaking - Griffins Offices, Lovibonds Avenue, Orpington	Lodestar Cleaning Contracts Ltd	Children, Education and Families	54,249	6,943			01/02/2017	30/09/2024	92		

Lower Risk	6313	Sally Kelly	Richard Baldwin	** Now Live ** Dynamic Purchasing System for provision of Supply Teachers	Access UK Limited	Children, Education and Families	50,000	25,000			02/03/2023	01/03/2025	24		
Higher Risk	6255	Rachel Dunley	Richard Baldwin	Adaptation and Refurbishment Works to two Children & Family Centres (CFC's) at Cotmandene CFC and Blenheim CF	Diamond Build PLC	Children, Education and Families	979,690	979,690	■		23/05/2022	31/07/2023	14		Capital
Lower Risk	6233	Robert Bollen	Jared Nehra	Chislehurst School for Girls - Permanent Hygiene Suite and Ramp	Woodside Contract Services	Children, Education and Families	118,541	118,541	■		13/06/2022	22/08/2023	14		Capital
Lower Risk	5209	Robert Bollen	Jared Nehra	Replacement of Heating System at Southborough Primary School	Pinnacle ESP Holdings Ltd	Children, Education and Families	69,750	23,250			01/03/2022	31/03/2025	37		Capital

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