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Decision Maker: **Children and Young People Portfolio Holder**

Date: **For Pre-Decision Scrutiny by the Children and Young People PDS Committee on 29 November 2011**

Decision Type: Non-Urgent Executive Key

**TITLE: CHILDREN AND YOUNG PEOPLE SERVICES, STAFFING, BUSINESS FUNCTIONS AND FUNDING**

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Chief Officer: Gillian Pearson, Director of Children and Young People Services

Ward: Boroughwide

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1. Reason for report

- 1.1 This report is submitted by the Director Children and Young People Services to provide an overview of the CYP Department's service provision, staffing numbers, organisational structure, funding arrangements and performance as at Autumn 2011.

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2. **RECOMMENDATION(S)**

- 2.1 **The Children and Young People PDS Committee is asked to consider and comment on the following:**
- (i) **The business functions, service provision, funding and staffing within Children and Young People Department, together with the changes made to the organisational structure in October 2011 to facilitate transition towards the Council's organisational redesign in 2012 (Section 3.2-3.5 and Appendices 1 and 2).**
  - (ii) **The budget framework for CYP Department, the profile of changes 2010/11 – 2011/12 to address in-year grant reduction and cessation of Grants by DfE, together with the Council's budget options 2011/12 – 2012/13 (Section 3.5).**
  - (iii) **Bromley's low expenditure on children's services when compared to statistical neighbours and other London boroughs as evidenced by the Audit Commission (Section 3.6).**
  - (iv) **The significant improvement achieved across a range of key services as validated by independent inspection (Appendix 3).**
  - (v) **The extensive involvement of Members in reviewing and scrutinising Children and Young People Departmental services (Appendix 4).**
- 2.2 **The Portfolio Holder for Children and Young People is asked to consider and endorse the position for the CYP Department as identified in 2.1 (i)-(v) above.**

## Corporate Policy

1. Policy Status: Existing policy: Every Child Matters - national requirements for Local Authorities' Children's Services  
Children and Young People's Plan 2011-12  
Building a Better Bromley
  2. BBB Priority: Children and Young People
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## Financial

1. Cost of proposal: N/A
  2. Ongoing costs: N/A
  3. Budget head/performance centre: Various - Children and Young People Services - £48.078m net of income.
  4. Total current budget for this head: The total budget for Children and Young People Services combines non-schools' budget share, approved elements of the Dedicated Schools' Grant, Government grant (Area Based Grant, Standards Fund), Revenue Support Grant and Council Tax.
  5. Source of funding:
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## Staff

1. Number of staff (current and additional) – Estimated to be 702 (Full-Time Equivalents as at October 2011)
  2. If from existing staff resources, number of staff hours – N/A
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## Legal

1. Legal Requirement: Statutory requirement: Bromley Council's Children and Young People Services are directly responsible for the delivery of a wide range of statutory functions resulting from legislation pre and post the Children's Act 2004. The services cover statutory duties related to safeguarding and children's social care, education-related services, including access to pre-school and school provision and improving outcomes for children and young people and in meeting statutory targets now included in the Local Area Agreement and National Indicator Set.
  2. Call in: Call-in is applicable
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## Customer Impact

1. Estimated number of users/beneficiaries (current and projected) - Boroughwide: The Children and Young People Services impact upon over 70,000 children and young people and their families and carers.
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## Ward Councillor Views

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

### 3. COMMENTARY

#### 3.1 Background

- 3.1.1 Bromley's Children and Young People (CYP) Department was established on 1 May 2006 in line with the statutory provisions of the Children Act (2004) and following formal approval by Bromley Council's Executive (6 March 2006). This new department was created within the wider context of portfolio and departmental revisions to ensure delivery of the Council's statutory duties and priorities within the "Building a Better Bromley Plan".
- 3.1.2 The Council's commitment to the children and young people agenda was signalled well before the previous government's focus on Every Child Matters, through the introduction of the CYP Portfolio in 2002, with a lead Executive Member taking responsibility for the strategic direction of services for children and young people across the Council. Following the establishment of the new CYP Department on 1 May 2006 and interim leadership arrangements in place for eight months, the statutory post of Director CYP was appointed to with effect from 1 January 2007.
- 3.1.3 Bromley's CYP Services brought together the Council's Education and Children's Social Care Services, together with a requirement to develop strong partnership arrangements for the commissioning and delivery of services where there is joint accountability; this includes the statutory, voluntary and independent sector agencies working with children and young people in the Borough. In addition, the Council transferred the Youth Offending Team (YOT) from the former Environment and Leisure Services (Community Safety) into the new CYP Department and following a PDS Select Committee Review in 2006, the externalised and failing Youth Service was brought back into the Council as a central CYP service.
- 3.1.4 In Autumn 2007, the Director CYP reviewed the departmental structure, the outcomes from which were reported to the Portfolio Holder CYP on 17 January 2008. A number of changes were made to secure improved performance, achieve greater service efficiency, and improved outcomes for children and young people. These changes included:
- a more appropriate alignment of service blocks to achieve improved integration;
  - a better balance between universal services for all children and young people and targeted specialist services to meet the needs of the vulnerable, including children with special educational needs and those with disabilities, Looked After Children and Young Carers;
  - to ensure capacity to deliver statutory and local key service priorities within Bromley's CYP Plan, the increasing expectations of our local communities together with national requirements and performance indicators;
  - a more appropriate balance of service responsibilities and accountabilities across assistant directors, performance centre managers and service teams;
  - the capacity to maximise funding streams to provide high quality, value for money services within a context of a challenging financial constraints as a 'grant floor' local authority.
- 3.1.5 CYP Services were originally designed on a framework of three service divisions, '**Learning and Achievement**', '**Access and Inclusion**', '**Safeguarding and Social Care**', together with a business support unit '**Strategy and Performance**'. The department has a wide ranging and complex remit serving 72,000+ children and young people aged 0-19 years, with accountability for universal services for all children and targeted support for vulnerable groups, including children with additional and special needs, those with disabilities, Looked After Children, young carers and Youth Offenders. The business functions are predominantly statutory, mandatory duties for the Council, together with some service areas that are discretionary and more open to local determination. Attached as **Appendix 2** is a summary of the CYP service volumes and business functions as at November 2011.

## 3.2 Departmental Reorganisation

- 3.2.1 Bromley Council faces significant financial and service challenges over the next four year planning cycle 2011/12 – 2014/15. The direct funding reductions to Local Government in respect of Revenue Support Grant and related funding streams, will require an overall reduction in Bromley Council's net spend from £200m to £150m by 2014/15. Whilst the four year programme of budget options has identified £22m savings across departments, a further £28m has yet to be realised. The service and financial processes to identify appropriate options through which to realise these additional savings are well-advanced and will be the subject of reporting to Portfolio PDS Committees and Portfolio Holders in early 2012 in accordance with the corporate timetable.
- 3.2.2 The Council is looking at all areas of spend within service departments and from central support service costs to identify further areas for reduction. All departments are the subject of a programme of corporate Aligning Policy and Finance reviews as a basis for determining future levels of statutory and discretionary services, identifying efficiencies, and alternative ways of delivering services. We are also considering opportunities for shared service delivery with our neighbouring boroughs, Bexley and Croydon.
- 3.2.3 Given the very difficult financial context for the Council, the significant reductions in grant funding and the major Government reform agenda including the academy programme, it has been timely to review the CYP departmental structure. There is a phased approach to accommodate the changes required of the CYP Department as set out in 3.2.4 and 3.2.5 below.
- 3.2.4 **Phase 1** – To rationalise the organisational structure of the CYP Department, and reduce from three service divisions: **Learning and Achievement; Access and Inclusion; Children's Social Care and Safeguarding**, supported by a **Strategy, Performance and Commissioning** down to two service divisions, with continued business support from the Strategy, Performance and Commissioning division. This new structure was adopted in October 2011 and delivers to a number of objectives:
- ➔ a consolidated focus on:
    - Education related services
    - Children's social care, safeguarding and early intervention services;
  - ➔ achieves efficiencies in management overheads and support functions;
  - ➔ provides an appropriate alignment of service blocks and a balance of service responsibilities and accountabilities across assistant directors, performance centre managers and service teams;
  - ➔ ensures the continued realisation of the major benefits achieved through integrated children's services at strategic and operational levels;
  - ➔ positions the department for its transition towards the Council's broader organisational redesign and the formation of the new children's/adults services department.
- Appendix 1** provides an overview of the CYP interim departmental structure with the realigned service blocks and lead officers.
- 3.2.5 **Phase 2** – the Chief Executive and Members have given detailed consideration over recent months to plans for a major redesign of the overall Council structure. These changes are designed to secure the efficient delivery of Bromley Council's future priorities, address the cost pressures and deliver the significant budget savings required for 2012/13 – 2014/15, and establish a more cost-effective organisation that is sustainable in the future. The Council's Executive endorsed the proposals on 19 October 2011.

In broad terms the future organisation structure will consolidate the Council into four departments:

- ➔ **A new Department** bringing together Education, Children's social care, Adult social care, Commissioning and the operational aspects of Housing.
- ➔ **Environment Department**, comprising the key operational services including Transport and Highways, Street Scene and Green space, Trading Standards and Public protection, Customer and Support Services.
- ➔ **Resources Department**, comprising Legal, Democratic and Registration Services, Finance, ICT.
- ➔ **Strategic Regeneration and Development**, comprising the strategic elements of Planning, Property, Leisure and Culture (including Libraries), Bromley Adult Education College and Housing.

In addition, the Chief Executive's corporate teams will include **Audit, Human Resources, Communications** and **Organisational Improvement**.

3.2.6 The new Department will replace the current departments of **Children and Young People Services** and **Adult and Community Services**; it will be a new entity. During the transitional period leading to the formation of the new department in **April 2012**, a range of workstreams will be progressed to underpin the integration of various service functions such as a joint commissioning approach for children and adult services. Extensive consideration is being given to the future range and level of core services that the Council will continue to provide in relation to LA maintained schools, early years and other settings, together with the future 'sold services' policy to Academies and schools within the borough. This will be influenced by the Government's reform agenda, Academies Programme and the Schools Act (2011) which will redefine the future roles and responsibilities of schools and Local Authorities.

### 3.3 Performance Management Framework

- 3.3.1 A strong performance management framework has been established within the CYP Department. This involves robust performance monitoring arrangements across key service functions and includes budget and financial data. This has generated a culture of continual challenge to drive efficiencies, reduce costs and raise service standards and performance. Performance is reported weekly/monthly to the Director CYP and Senior Management Team and quarterly to the CYP PDS Committee and Portfolio Holder. A budget monitoring report is submitted to the CYP PDS and Portfolio Holder for each meeting. In addition, given the shared accountability for specific service performance between the Local Authority and statutory partners (PCT, Police and Voluntary Sector), quarterly reports are also taken to the CYP Partnership Forum.
- 3.3.2 Staffing vacancies are managed through robust 'gatekeeping' arrangements involving the Director, Assistant Directors, Head of Finance (CYP) and Human Resources (CYP). All vacancies are considered within a prescribed format of submission. This procedure ensures a full assessment regarding the key functions of a post, funding streams, whether the post is still required, the potential for post deletion and redistribution of functions across other posts and funding streams. This procedure applies to permanent, fixed term and temporary posts. This CYP procedure has been acknowledged by the Members' HR Services Working Party as a strong management arrangement and recommended for implementation across other departments in the Council. This recommendation was endorsed by Audit Sub-Committee.

3.3.3 The CYP Portfolio has demonstrated a strong track record of regular service reviews. This discipline has been driven by the need to reduce central costs, generate efficiency savings and value for money services and secure high standards of service performance. Many key service areas have been identified as the subject of CYP PDS Member Working Parties and in the case of two areas of business, standing sub-groups of the Council's Executive. Examples are tabled in **Appendix 3**.

3.3.4 Children's Services nationally are subjected to an intense framework of performance review and inspection by external agencies including Ofsted and the Department for Education (DfE). LA services are inspected against national indicators, outcomes for children and the impact, efficiency and cost-effectiveness of provision. Bromley's CYP Services have demonstrated year-on-year improvement. Some key services, including the YOT and Youth Services were transferred into CYP as failing, special measures services and have been transformed through intensive improvement programmes to secure Ofsted satisfactory and, in turn, good judgements. In 2006 Bromley's CYP Services were the subject of a full Ofsted inspection; the outcomes report and grading (published in 2007) being "**Level 2 – Performs Adequately**". The Annual Performance Assessment inspection by Ofsted HMI in October 2008, determined Bromley CYP Services to be "**Level 3 Good Performs Well**" across the board in the 6 inspection categories. This inspection performance rating has been sustained in **2009, 2010 and 2011**. A summary of CYP Performance is attached as **Appendix 4**.

### 3.4 Staffing Arrangements

3.4.1 The Department is funded from a number of sources including: Council Tax, Grants (including Dedicated Schools' Grant) and income from recharged and sold services. A high percentage of CYP staffing posts are grant funded and therefore fixed-term posts. Given the challenging funding context for the Council as a 'grant-floor' authority, it has been important to use grants flexibly and to assess legitimate use of Dedicated Schools' Grant to support service costs. Whilst grant allocations usually have strict DfE funding terms and requirements, even in some cases dictating the number and type of posts, every effort has been made by the Director and Senior Management Team to ensure that staffing overheads are kept to the minimum. Many of the grant allocations are tied to the delivery of specific statutory functions.

3.4.2 Given the high percentage of the CYP staffing posts that are grant funded and therefore fixed-term, management action has been taken by the Director, with the endorsement of the CYP Portfolio Holder and Executive, in respect of potential severance/redundancy costs should grant streams reduce or cease. Where DfE grant terms allow, these costs are built into Bromley's use of the grant envelope. However, in the case of some grants, the DfE has specified that Local Authorities cannot use these grants for redundancy costs. At the meeting of the Council's Executive on 17 June 2009 Members agreed to set aside a sum of £0.5m as an 'earmarked reserve' for any potential redundancy costs. This reserve was funded from managed underspends in the CYP Budget in 2008/09. Given the scale of the Council's departmental reorganisations flowing from phased service changes, the Council's Executive approved in February 2011 a central held contingency to address severance costs arising from these processes.

### 3.5 Budget Arrangements

3.5.1 The **2011/12 approved CYP budget is £48.078m**. The gross budget after allowing for services funded from the Dedicated Schools Grant (DSG), Specific Grant and Fees and Charges is £304.229m. The details of the budget over the three CYP divisions (this includes the delegated budgets to schools) is provided below in **Table A**.

**Table A**

	<b>Education</b>	<b>Safeguarding &amp; Social Care</b>	<b>Strategy &amp; Performance</b>	<b>Delegated Budget</b>	<b>Total</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Gross Budget</b>	72,996	32,112	1,189	197,932	304,229
<b>Funded by</b>					
<b>DSG</b>	-39,809	0	-61	-168,154	-208,024
<b>EIG</b>	-5,116	-5,883	0	0	-10,999
<b>Other Specific Grants</b>	-1,600	-382	0	-29,778	-31,760
<b>Fees and Charges</b>	-4,916	-440	-12	0	-5,368
<b>Net budget funded by Council Tax/RSG/EIG</b>	<b>21,555</b>	<b>25,407</b>	<b>1,116</b>	<b>0</b>	<b>48,078</b>
<b>Non Controllable</b>	-13,374	-3,064	-111	0	-16,549
<b>Controllable budget</b>	<b>8,181</b>	<b>22,343</b>	<b>1,005</b>	<b>0</b>	<b>31,529</b>

3.5.2 There are regulations and guidance on the use of Grants including the Dedicated Schools Grant (DSG). In recognition of the Councils position as a 'floor' authority, the Director CYP regularly makes recommendations to the Portfolio Holder that uses funding in as flexible a way as possible. Through this action a range of statutory functions and related staffing have become grant funded to reduce the burden of cost to the Councils central budget funded through Council Tax. Examples include:

- (1) contributions from DSG to fund capital improvements in SEN provision;
- (2) use of DSG funding to cover a proportion of central Local Authority services in respect of support and intervention in schools to raise standards;
- (3) creation of an earmarked reserve of £250,000 from DSG to provide for redundancy costs that may arise from reduction or cessation of grant funding in schools.

3.5.3 This flexible approach to CYP service planning and the use of funding has enabled the Council to:

- (1) deliver services that have demonstrated improvement over time;
- (2) reduce the cost impact of CYP services on the Councils' core budget and
- (3) fulfil our statutory duties as well as the CYP priorities within Building a Better Bromley and achieve improved outcomes for children and young people in the Borough.

3.5.4 The baseline budget for 2010/11 and its subsequent movements are outlined below in Table B.

**Table B**

<b>Starting position</b>	<b>£'000</b>	<b>FTE's</b>
Controllable budget baseline for savings target 2010/11	46,394	764
Add back specific grants used in calculation	(10,786)	
Controllable budget as per budget book 2010/11	35,608	
<b>2011/12 movements</b>		
2011/12 budget options	(4,321)	
Inflation	1,301	
In year savings/full year effects	(816)	
Area based grant options in year savings	(1,420)	
Growth	2,145	
Grant changes	(502)	
Other changes	(466)	
Controllable budget 2011/12	31,529	702
Proposed savings in 2012/13 and 2014/15 from 2011/12	(3,330)	

3.5.5 The savings target for 2011/12 used the 2010/11 controllable baseline and added in specific grants. This total was used as a baseline for the department to target cost reductions. CYP have made considerable effort to reduce costs in this period, with the majority of the savings frontloaded in the first two years. A total reduction of £6.8m has been targeted as the CYP contribution to the Council's overall savings and implementation is well-advanced.

3.5.6 Overall the Council has identified £22m savings through the departmental options already approved. However, given the need to generate a further range of budget options to secure the additional £30m savings required to achieve the overall net reduction of £50m by 2014/15, a corporate methodology has been developed based on cross-cutting 'themes' which include: Aligning Policy and Finance Reviews; Organisational Redesign; Procurement and Contract Spend; Asset Rationalisation; Market Testing and Outsourcing; Income and Charging; Service Transformation Changes; Shared Services.

3.5.7 Bromley Council's financial strategy 2012/2013 – 2014/15 will need to address significant variables. One particular example is Local Authority Central Spend Equivalent Grant (LACSEG). As previously reported to Members, DfE consulted LAs in late July on a proposed methodology to fund academies. The proposal is to top-slice RSG from authorities according to academy conversion rates and historical Section 251 returns. The potential impact on Bromley could be as much as a **£6.25m reduction in RSG grant**. Bromley has responded robustly to the proposed changes to funding both through the formal consultative response and representations to lead DfE officials via meetings involving the CYP Portfolio Holder and Assistant, and Directors CYP and Finance. It was anticipated that the outcomes of the consultation would be announced either before, or with, the overall local government funding announcement. However this looks unlikely. The DfE have advised that no date has been set yet for the outcome and it will not necessarily be linked with the Local Government financial settlement date.



3.5.8 The CYP Portfolio continues to experience significant service financial pressures in three main areas: SEN placements; Children with Disability placements; Social Care placements. Whilst management action has been taken to contain the overspend in-year, these areas will continue to be a major service/budget pressure due to the increasing volumes of children with complex and profound needs. Pressures will continue into 2012/13 and will need continuous monitoring. Pressures are monitored in-year and reported to the Portfolio Holder and the PDS Committee. In addition, the Executive Working Parties for SEN and for Children's Safeguarding and Corporate Parenting monitor closely these volatile service areas together with the strategies and management action taken by the Director and her Management Team to address these needs. Details of the pressures are contained in the budget monitoring report presented elsewhere on this agenda.

### 3.6 Comparative Data

3.6.1 The National Audit Commission publishes baseline indicators which provide comparative data for local authorities spend; using Section 251 Statement of local authority expenditure. Based on this annual assessment, Bromley has consistently been identified as a low spend Authority in terms of central costs per child per annum in comparison with statistical neighbour LAs, and London Average. This position is a direct result of the Government's requirement on the Local Authority to increase over time the percentage of delegated funding to schools, coupled with the low overall funding allocation to Bromley which has kept it on the Revenue Support Grant (RSG) 'floor' since 2002/03. The Audit Commission's comparative data for Bromley's spend compared to other LA's is summarised in Table C below.

**Table C**

<b>Extracts from Bromley's Value for Money Profile. Published by the Audit Commission Based on 2010/11 data</b>			
<b>Service Area</b>	<b>Bromley Spend</b>	<b>Statistical Neighbour Average</b>	<b>All London Average</b>
Children's services per young person aged 0-17	£1,526	£1,535	£2,071
Schools spend per pupil aged 3-19	£4,181	£4,561	£4,913
Schools Improvement per pupil aged 3-19	£32	£50	£76
LA functions per young person aged 0-17	£45	£81	£81
Youth Service spend per young person aged 13-19	£328	£332	£537
Special Education Needs per pupil aged 3-19	£42	£49	£53
Children's social services per young person aged 0-19	£370	£477	£798

## 4. POLICY IMPLICATIONS

4.1 The CYP Plan (2011-2012) and Building a Better Bromley Plan set out the Council's aspirations and objectives for integrated children's services, working with partners, to improve outcomes for the Borough's children and young people.

## 5. FINANCIAL IMPLICATIONS

5.1 The body of the report contains details of the 2011/12 CYP non-schools' contributable budget - £48.078, together with the staffing numbers - 702 FTEs.

## 6. LEGAL IMPLICATIONS

- 6.1 The provisions of the Children Act 2004 placed a duty on Local Authorities to establish children's services through a combination of education, social care and other services for children and to appoint a Lead Member for Children's Services and a Director of Children's Services. This reflected the requirements and aspirations propounded in the Every Child Matters Agenda. A Local Authority's Children's Services to incorporate the following:
- (a) functions conferred on or exercisable by the Authority in their capacity as a local education authority to secure efficient, adequate and sufficient education for all children resident in the borough;
  - (b) functions conferred on or exercisable by the Authority which are social services functions (within the meaning of the Local Authority Social Services Act 1970 (c.42)), so far as those functions relate to children;
  - (c) the functions conferred on the Authority under sections 23C to 24D of the Children act 1989 (c.41) (so far as not falling within paragraph (b));
  - (d) the functions conferred on the Authority under sections 10 to 12 and 17 of this Act; and
  - (e) any functions exercisable by the Authority under section 31 of the Health Act 1999 (c.8) on behalf of an NHS body (within the meaning of that section), as far as those functions relate to children.
- 6.2 The statutory duties of the Local Authority are determined within the following legislation:
- (i) Children Act 1989
  - (ii) Education Act 1996
  - (iii) The School Standards and Framework Act 1998
  - (iv) The Care Standards Act 2000
  - (v) Adoption and Children Act 2002
  - (vi) Children Act 2004
  - (vii) Childcare Act 2006
  - (viii) The Education and Inspection Act 2006
  - (viii) The Academy Act (2010)
- 6.3 In addition, the Government is progressing a range of further legislative changes including:
- The Schools' Act (2011) – which redefines the future roles and accountabilities for schools and local authorities;
  - SEN and Disabilities Green Paper;
  - Revised statutory guidance on the Roles and Responsibilities of the Director of Children's Services and the Lead Member for Children's Services.

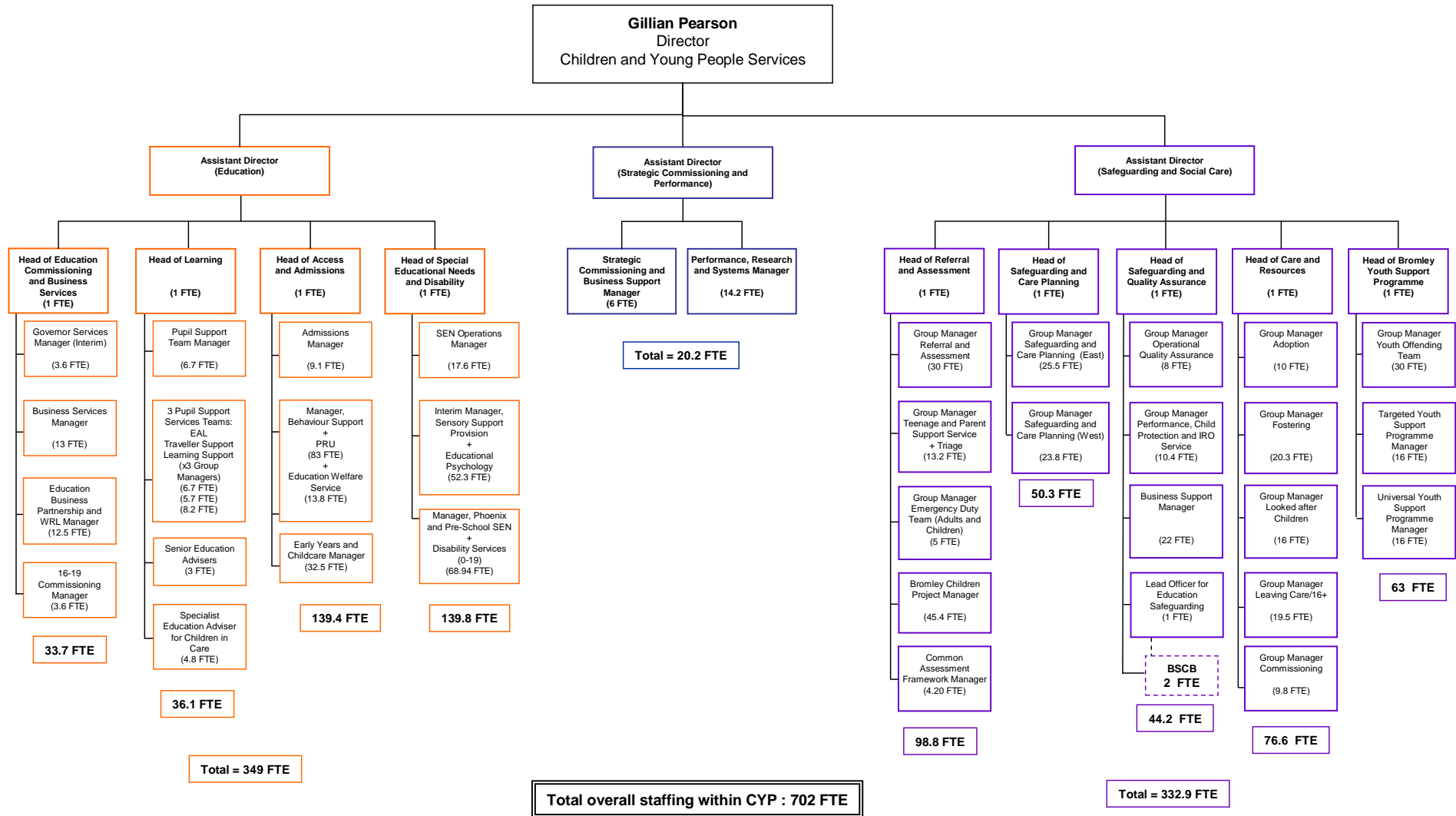
## 7. PERSONNEL IMPLICATIONS

- 7.1 The general personnel implications are set out in the report.

<b>Non-Applicable Sections:</b>	N/A
Background Documents:	Children and Young people Services, Staffing, Business Functions and Funding – 8 September 2009 – Report No: DCYP09113

# Children and Young People Services

Management Structure Tiers 1-4 as at 1 October 2011  
 (following rationalisation of Department into 2 Service Divisions plus  
 1 Commissioning/Performance Support Division)



## CYP SERVICE VOLUMES AND BUSINESS FUNCTIONS

**EDUCATION:****Access and Admissions:****Behaviour Service:**

- Pupil Referral Service providing statutory education for 15 students at Primary and 90 students at Secondary age.
- Nightingale centre providing statutory education for 20 teenage mothers and vulnerable students.
- Home tuition team providing statutory education for 92 students - this statutory service area has doubled in the last 2 years.
- 19 students receiving education through the statutory education provision delivered in The Princess Royal Hospital, Farnborough.
- Secondary Respite centre providing early intervention for students at risk of exclusion with capacity for 20 students. Although not statutory, this service has been instrumental in reducing Permanent Exclusions by 58% in 2 years.
- Primary Outreach team with 282 open cases and Secondary Outreach team with 202 open cases; both services having a direct impact on the reduction of Permanent Exclusions.
- 80 students supported by the 14-19 Alternative Provision Manager in various alternative settings.
- Education Welfare Service dealing each year with:
  - 3,250 cases (absences/welfare)
  - 18 truancy patrols
  - 98 work permits issued
  - 42 court cases (parents)
  - 501 performance licences issued
  - 294 chaperone licences issued

**Early Years Service:**

- Commissioning of Early Years Free Entitlement places from 170 Early Years settings and Childminders on an Accredited Network.
- Commissioning free places for over 200 eligible 2 year olds from 28 Early Years providers including childminders.
- Providing business support to 170 Early Years providers over 700 childminders and 55 out of school clubs.
- Supporting quality for over 700 childminders.
- Supporting inclusion in universal childcare in 55 out of school clubs
- Over 3900 calls received by Family Information Service (FIS) each year
- Over 220 children supported in transition to secondary school through the Moving on to Secondary School (MOSS) Project
- Over 180 families supported via the (statutory) CHOICE service
- Over 2000 outreach contacts made by the combined Family Information and Advice Service (FIS, MOSS and CHOICE services)

**Admissions:**

- Strategic responsibility for the planning and provision of school places and related school organisation.
- Co-ordinated admissions for all eligible Bromley resident children, including 3,750 applications for reception and 3,600 applications for secondary transfer each year, and over 1000 in-year applications for other year groups. Applications from out-borough residents to Bromley schools are also processed.
- Administration of 5,500 applications for free school meals each year.

**Special Educational Needs:**

- 1,928 CYP with statutory Statements of Special Educational Need (as at November 2011). Over 166 new Statements each year (the number is lower than previous years due to the introduction of pupil resource agreements).
- Commissioning of places/provision:
  - £10m for 11/12 financial year for independent day and independent boarding placements, + a further £2m+ for maintained day and boarding out of borough placements
  - £3.4 million for SEN transport (732 CYP provided with transport each year).
- 581 referrals for educational psychology assessed cases each year with 627 consultation reports generated and 1000 visits to schools, pre-schools and homes.
- 722 referrals to the early support pre-school panel each year.
- Over 299 children receive support from the pre school service including the early support full programme and Bromley Portage. (May Pupil Census 2011).
- 386 CYP receive support from the Sensory Support Service (hearing and visually impaired).

**Standards and Achievement and Education Commissioning and Business Services**

These two teams work in partnership to provide:

- Support to improve standards quality and outcomes in
  - 95 primary, secondary and special schools – 47,000 pupils, 6,600 staff, 1,600 governors
  - 170 PVI providers of nursery / pre school education – 6000 3-5 year olds and over 700 childminders.
- Training and professional development for over 6,600 teaching/non teaching staff and 1,600 Governors in Bromley.
- 1000 courses, training and professional development events per year to head teachers and school leaders, early years providers, school teachers, governors and professionals working with children.
- 1000 visits per year to schools re leadership, management and governance and pupil support.
- Direct support to 400 targeted pupils through learning support, literacy and numeracy and English as a second language.
- Performance management of Head Teachers.
- Targeted support to schools causing concern.
- Consultancy and support in school improvement and leadership development.
- A conference and training venue which serves both Children and Young People, the wider Council, its partners and stakeholders.

**14-19 Partnership:**

- Strategic planning and commissioning of places for 16-19 year olds in schools, colleges and work-based learning - including for young people up to age 25 with learning difficulties / disabilities.
- Partnership working between the LA, schools, academies, Further Education Colleges and a range of support agencies to reduce the number of young people who are Not in Education, Employment or Training.
- Raising standards of achievement of all 14-19 year olds in Bromley – GCSE, A level and employment and training, including a particular focus on the most vulnerable, through ensuring:
  - broad and balanced curriculum
  - GCSE and A level curriculum and qualifications which meet the needs of young people and the local economy
  - development of vocational and work-related courses.

## CHILDREN'S SAFEGUARDING AND SOCIAL CARE:

### Children in Need:

- Over 2000 CYP are currently Children in Need.
- Over 300 children with disabilities provided with social care services each year.
- Over 9000 contacts and 2600 referrals to the Referral & Assessment Service in 2010/11.
- 1130 core assessments in 2010/11.
- Support to Bromley Safeguarding Children Board and multi-agency training.
- Support to young carers (3000 approx in borough – 2001 census).
- Teenage And Parents Support (TAPS) service targeted at 12-17 year olds
- 2500 contacts each year to the Emergency Duty Team.
- Over 100 disabled CYP offered week day and week end respite.

### Child Protection:

- 301 CYP subject to child protection plan (as at 31st March 2011)
- Over 300 initial child protection conferences in 2010/11
- 461 child protection review conferences held in 2010/11
- Over 5000 statutory visits to those subject to a child protection plan in 2010/11

### Children in Care:

- 260 CYP in care (as at 31 March 2011).
- Over 1000 initial and review LAC meetings undertaken in 2010/11.
- Over 2400 visits to LAC in 2010/11 – approx 50% in borough and 50% out of borough.
- Over 40 court cases in 2010/11.
- 6 special guardianships granted and 12 adoptions approved in 2010/11.

### Resources:

- Approx 20 adopters actively supported each year.
- 115 foster carers supported at any one time.
- Leaving care service for over 60 LAC aged 16-18 each year and for over 150 other young people aged 18 to 21.
- 20 new referrals each year for counselling for birth records.

### Bromley Children Project:

- An extension of the original Bromley Children Project incorporating: Early intervention and prevention family support, Parenting courses, Children and Family Centres
- Currently 17 children and family centres across 18 sites (reducing to 6 plus a specialist support centre by end of March 2012)
- All primary schools in Bromley plus 3 Special Schools and the EBD provision are linked to the Bromley Children Project Family Support & Parenting Practitioner Team
- During the academic year September 2010 to July 2011, 47 evidence-based approved parenting courses ran and in excess of 520 parents enrolled.
- 75 family learning courses ran in the academic year September 2010 to July 2011 in partnership with Bromley Adult Education College Family Learning Coordinator.
- In excess of 68 vulnerable families totalling over 220 individuals were supported during the summer and took part in a family day trip.
- Footfall at Children & Family Centres in Bromley has increased by 124% from 1 July 2010 to 30 June 2011 and now is in excess of 28,500 visits per quarter.
- Currently 10,722 families and a total of 24,252 individuals registered with the Bromley Children Project at either a Children & Family Centre or with the Bromley Children Project Family Support & Parenting Team (as at 4 November 2011).

### **The Common Assessment Framework Team:**

- During 2010/11 466 statutory Common Assessment Framework assessments – an increase of 23.6% from 09/10.

### **Bromley Youth Support Programme:**

- Targeted and general Youth support for 11-19 cohort. Reaching 7,000 per year through 35 sessions of youth work in 8 centres and outreach each week and co-ordination of Duke of Edinburgh award to 750 young people per year.
- Support to Bromley Youth Council – 47 young people.
- Commissioning and grant aiding of positive and diversionary activities for young people.
- Targeted youth support to 1,200 young people per year who have been identified as at risk of not participating in education employment and training (NEET) and/or offending behaviour.
- Youth Offending Team - over 200 cases supported at any given time.
- Bromley Youth Music Trust provides music tuition and opportunity to perform to over 4,000 young people each year.

## **STRATEGIC COMMISSIONING AND PERFORMANCE:**

### **Performance, Research and Statistics:**

- Collation and management of data re 72,000 CYP.
- Data interrogation, analysis and training to inform statutory responsibilities for:
  - Monitoring standards in pre-school provision (170 early years settings) and schools (70 maintained and 25 Academy) i.e. by school and individual pupil performance (by cohort and Key Stage)
  - Post 16 school and college performance outcomes
  - Children's social care, including: contacts, referrals, initial and core assessments, children in care.
  - Pupil place planning and school organisation
  - Service performance across CYP, which contributes to internal performance management and reports to Members and to external validation by Ofsted.
  - Government allocation of funding including the Dedicated Schools Grant and other grants.
- Performance management reporting framework:
  - Internal: weekly and monthly reports to operational managers; monthly and quarterly reports to senior managers and Elected Members.
  - CYP Partnership Board
  - Schools, including performance data packs on attainment
  - External validation and inspection: DfE, Ofsted (including project management and preparation for key CYP inspections).
- Systems support for Capita ONE including systems upgrades and data cleansing/validation; and general support and advice on other CYP systems, data security and information sharing.
- Development and provision of a range of sold service products to over 86% of Bromley schools (maintained and Academy) including: bespoke analysis, training, support and guidance to school senior management teams and governing bodies.

### **Strategic Commissioning and Business Support:**

#### Partnerships and Planning:

- CYP Portfolio Plan and BBB Community Plan – drafting, co-ordination and internal and external consultation.
- Co-ordination and support to the CYP Partnership arrangements including: Partnership Board, CYP Partnership 3-year Strategy, Partnership website.
- Project management support re key CYP policy initiatives including the Academies Programme and sold services operational and strategic development.
- Voluntary and community sector development including a contract with the Children & Families Voluntary Sector Forum.
- Co-ordination of risk management, business continuity planning and emergency planning for CYP.

### Strategic Commissioning:

- CYP strategic commissioning framework and strategy. Comprising: £151.5 million from DSG to commission places from Bromley schools and early years providers, £8.8 million contracts/SLAs with private, voluntary and other statutory agencies; £10M+ to commission out of borough placements for Special Educational Needs; £5.5M to commission placements for Looked After Children; and £3.2M internal spot purchasing for fostering/adoption placements.
- Management and high level monitoring and review of the CYP Contracts data base and input to Corporate Contracts Register and Corporate Procurement Board.
- Provision of advice and support on commissioning and procurement practice to CYP managers / officers.

### Communications:

- With 70 schools (+ 25 Academies) and 170+ pre-school settings
  - Press releases (working with central communications team)
  - Member visits / schedule of CYP events.
- 
- Active involvement strategy: children and young people and parents/carers – feedback on service need and service evaluation to inform forward planning.
  - Consultation processes to support the Director and Lead Member on major policy changes: school re-organisation (closures, amalgamations, new provision), SEN, children's social care.
  - Provision of information to senior managers, Members, and CYP Partnership Board re policy implications of national developments, including new legislation affecting children and young people services and the wider Local Government service.
  - Over 150 information circulars re LBB policy and strategy annually to schools and other stakeholders.
  - Maintenance and development of CYP information on two web sites and CYP intranet.
  - Co-ordination and monitoring of publications standards and guidelines for all CYP publications.

### Business Support:

- Secretariat for Director, 3 Assistant Directors, & Heads of Service; FOI requests, Members questions, complaints co-ordination and support to partnership meetings, e.g. Schools Forum.
- Co-ordination of PDS/PH committee reports, production of large/complex documents
- Centralised office services including admin support to Education Welfare Officers and Educational Psychologists and data cleansing for Capita ONE.



## PERFORMANCE / INSPECTION PROFILE

Table A

## Achievements: Validated by External Inspections:

Inspection	Previous Inspection (s)		Latest Inspection	
	Year	Grade	Year	Grade
<b>Ofsted Annual Assessment and Inspection of Local Authority Children's Services</b>	2006/07	Adequate (Grade 2)	2011	Performs Well (Grade 3)
	2008	Good – Performs Well (Grade 3)		
	2009	Good – Performs Well (Grade 3)		
	2010	Good – Performs Well (Grade 3)		
<b>Safeguarding and Looked After Children Inspection</b>		New inspection	2010 (May)	Adequate improvement plan judged Outstanding)
<b>Unannounced 2-Day Ofsted Inspection of Children's Social Care Services (Contact, Referral and Assessment arrangements)</b>	2009 (June)	No areas for priority action but a significant number of areas for development	2011 (May)	Area of strength - majority of areas of practice met requirements
<b>Bromley Adoption Service</b>	2006 (June)	Adequate	2009 (August)	Good
<b>Fostering Service</b>	2006 (June)	Adequate	2011 (May)	Good
	2008 (January)	Good		
<b>Pupil Referral Service</b>	2006	Special Measures	2011 (May)	Good
	2007	Satisfactory		
<b>Youth Offending Team (transferred from Environmental Services Community Safety to CYP May 2006)</b>	2006 (October)	Inadequate and failing	May 2010 (Monitoring Visit)	Good - capacity and capability to improve performance
	2008 (April)	Adequate		
	2009	Good prospects		
<b>14-19 Agenda</b>		New Inspection Area	2010 (April) (Progress check)	Green
<b>Youth Service*</b>	2006	Special Measures - Failing Service	2007 (October)	Good
			External inspections of Youth Services ceased after 2007	

\*Previously externalised service – brought back into CYP 2006 following Member Select Committee Review

**Table B.** Outcomes of Schools measured through Statutory Assessments and Tests

<b>Statutory Indicator (National data in brackets)</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011 Provisional</b>
<b>Early Years Foundation Stage</b>						
Percentage of children achieving good level of overall achievement	47 (45)	49 (46)	47 (49)	53 (52)	54 (56)	58 (-)
Percentage gap between lowest achieving 20% in the Foundation Stage Profile	37.4 (38.3)	35.0 (37.2)	34.9 (35.6)	33.7 (33.9)	33.3 (32.7)	31.5 (-)
<b>Key Stage 2</b>						
Percentage achieving Level 4+ in both English and Maths	75 (70)	75 (71)	77 (73)	75 (72)	77 (74)	79 (74)
<b>Key Stage 4</b>						
Percentage achieving 5A*-C including English and Maths	54 (46)	55 (46)	60 (48)	63 (51)	65 (55)	67 (-)
<b>Post 16: Level 3</b>						
Qualifications average point score (schools, independent, FE sector)	707.6 (716.4)	713.5 (731.2)	715.2 (740.0)	718.6 (739.3)	733.3 (744.8)	724.7 (-)

**Table C.** Ofsted Inspection of Schools and Early Years Providers: outcomes as at October 2011.

<b>Performance:</b>	<b>Early Years Providers</b>	<b>Primary Schools</b>		<b>Secondary Schools</b>		<b>Special Schools</b>
	(PVI)*	Maintained	Academy	Maintained	Academy	Maintained
Outstanding	33	10	6	0	9	2
Good or Good with Outstanding Features	96	34	4	0	5	1
Satisfactory	21	17	1	1	2	1
In Category (Notice to Improve)	2	2	0	-		-

\*152/170 private, voluntary and independent early years settings inspected. Data doesn't include maintained nurseries or any new PVI's (as at July 2011)

**Table D** (as at end October 2011)

	<b>All Bromley Schools</b>	<b>Primary</b>	<b>Secondary</b>	<b>Special</b>
Healthy Schools' Status	81%	85%	59%	60%

Please note that Sports Mark, Arts Mark, Specialist Schools Status, and Financial Management Standards no longer exist as national measures.

## MEMBER WORKING PARTY REVIEWS

Name	Focus	Status and Date Established
<b>Special Educational Needs Executive Working Party</b>	<ul style="list-style-type: none"> <li>• 5 phase review of Bromley SEN provision</li> <li>• Invest to save strategy to increase in-borough capacity, reduce unnecessary reliance on out-borough placements, ensure value for money and improve quality</li> </ul>	<p>A Standing Executive Member Working Party.</p> <p><b>Established 2002, its work is ongoing.</b></p>
<b>Corporate Parenting Working Party</b>	<ul style="list-style-type: none"> <li>• Focus on Looked After Children</li> <li>• Improve attendance, attainment, stability of placements</li> <li>• Focus extended 2008 – to include adoption and fostering</li> </ul>	<p>An Executive Member Working Party.</p> <p>Established 2007, ceased March 2010.</p>
<b>Child Protection and Safeguarding Working Party</b>	<ul style="list-style-type: none"> <li>• Established to oversee: <ul style="list-style-type: none"> <li>- Recruitment and Retention Strategy</li> <li>- Strengthening social care and safeguarding arrangements</li> </ul> </li> </ul>	<p>An Executive Member Working Party.</p> <p>Established 2008, ceased March 2010.</p>
<b>Children's Safeguarding &amp; Corporate Parenting Executive Working Party</b>	<ul style="list-style-type: none"> <li>• Monitor and review performance in key areas relating to Safeguarding and Looked After children: <ul style="list-style-type: none"> <li>- Corporate Parenting Framework</li> <li>- Post-Ofsted Inspection of Safeguarding and Looked After Children Services Action Plan</li> <li>- Social Care &amp; Safeguarding Improvement Plan</li> <li>- Children's Social Care Charging Policy</li> <li>- Financing Arrangements for Safeguarding Children</li> <li>- Recruitment &amp; Retention Implementation Strategy</li> </ul> </li> </ul>	<p>A Standing Executive Member Working Party.</p> <p><b>Established April 2010, its work is ongoing.</b></p> <p>(This Working Party was formed through the amalgamation of the former Corporate Parenting and Child Protection &amp; Safeguarding Working Parties.)</p>
<b>Primary Schools' Development Plan Review Working Party</b>	<ul style="list-style-type: none"> <li>• Review of primary school place planning and school organisation taking account of demographic trends to inform future strategy</li> <li>• Detailed recommendations by planning area</li> </ul>	<p>A Standing CYP PDS Working Party.</p> <p><b>Established originally in 1994, its work is ongoing.</b></p>
<b>Secondary School Place Planning – Review Working Party</b>	<ul style="list-style-type: none"> <li>• Review secondary school place planning and school organisation to inform future strategy</li> </ul>	<p>A Standing CYP PDS Working Party.</p> <p><b>Established originally in 1999, its work is ongoing.</b></p>

Name	Focus	Status and Date Established
<b>School Improvement Strategy and Services Working Party</b>	<ul style="list-style-type: none"> <li>Oversee outcomes and action planning following independent external review</li> <li>Redesign the Primary School Improvement Strategy to sustain and raise standards of school performance</li> </ul>	<p>A CYP PDS Working Party.</p> <p>Established 2008 - ceased 2009, having reported its findings and recommendations to CYP PDS Committee and the CYP PH.</p>
<b>Scrutiny Review of Strategy for Young People Not in Education, Employment or Training (NEET) Working Party</b>	<ul style="list-style-type: none"> <li>Supporting transfer of duties for the Connexions service to the Council and incorporated within CYP</li> <li>Collaborative approach, engaging all services/partners</li> <li>Achieve target of 4.4% NEET rate by 2010</li> </ul>	<p>A CYP PDS Working Party.</p> <p>Established 2007 - ceased 2008, having reported its findings and recommendations to CYP PDS Committee and the CYP PH.</p>
<b>Youth Offending Team (YOT) Working Party</b>	<ul style="list-style-type: none"> <li>Post-inspection improvement plan to secure statutory duties and increase effectiveness of the service</li> <li>Recommendations for future development</li> </ul>	<p>A Joint PDS Working Party (CYP &amp; Public Protection and Safety).</p> <p>Established 2006 – ceased 2008, having overseen the improvements to the service as defined within the Post-Inspection Action Plan.</p>
<b>Teenage Pregnancy and Sexually Transmitted Diseases Working Party</b>	<ul style="list-style-type: none"> <li>Variations across Wards reviewed</li> <li>A strategy to address rising under 18 conceptions agreed</li> <li>Cross-portfolio and partnership objectives agreed</li> </ul>	<p>A CYP PDS Working Party.</p> <p>Established 2006 - ceased 2007, having reported its findings and recommendations to CYP PDS Committee and the CYP PH.</p>
<b>Review of Externalised Youth Service Working Party</b>	<ul style="list-style-type: none"> <li>Statutory requirements and local priorities including – diversionary activities</li> <li>Use of Authority Youth Centre accommodation</li> <li>Extending the service’s impact and contribution to BBB priorities</li> </ul>	<p>A CYP PDS Working Party.</p> <p>Established 2005 - ceased autumn 2006, having reported its findings and recommendations to CYP PDS Committee and the CYP PH.</p>

**Note:** Scrutiny Review of Gifted and Talented Strategy Working Party – although the membership and terms of reference were agreed for this Working Party in the Council Year 2007/08, it was decided that the School Improvement Strategy and Services Working Party be established in its place.