

Decision Maker: EXECUTIVE

Date: Wednesday 24th May 2017

Decision Type: Non-Urgent Executive Non-Key

Title: UPDATE ON CHILDREN'S SERVICES

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Chief Officer: Ade Adetosoye, Deputy Chief Executive, ECHS Department

Ward: Borough-wide

1. Reason for report

- 1.1 This is the second update report outlining progress on the Children's Services Improvement Agenda. The first report was submitted on the 22 March 2017.
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2. RECOMMENDATION

- 2.1 Members are invited to comment on the contents of this report and the progress of Improvements that have taken place in Children's Social Care.

Impact on Vulnerable Adults and Children

1. Summary of Impact: The full content of this report impacts on needs of vulnerable children and the required actions necessary to improve the services delivered.
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Corporate Policy

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

1. Cost of proposal: Not Applicable:
 2. Ongoing costs: Not Applicable:
 3. Budget head/performance centre: New Funding being requested
 4. Total current budget for this head: £0
 5. Source of funding: Supplementary Estimate
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Staff

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

1. Legal Requirement: Statutory Requirement:
 2. Call-in: Not Applicable: No Executive Decision
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Customer Impact

1. Estimated number of users/beneficiaries (current and projected): Approx. 300 CLA, 230 subject to a child protection plan and 2000 children in need
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Ward Councillor Views

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

3. COMMENTARY

3.1 Introduction

3.1.1 This is an update to the report which was presented to the Executive on 22 March 2017 and provides an outline of how the service has been progressing the Children's Services Improvement Agenda.

3.2 Progress made against Children's Services Improvement Plan

3.2.1 The inspection of Bromley Children's Services and Bromley Safeguarding Children Board was carried out in May 2016. Following this the service developed the Children's Services Improvement Plan to respond to report recommendations.

3.2.2 Ofsted's first Monitoring Visit took place on Tuesday 8 and Wednesday 9 November 2016 with inspectors observing that progress of the Improvement Plan had been slow.

3.2.3 In December 2016, new governance and monitoring arrangements were put in place by the Deputy Chief Executive & Executive Director of ECHS to inject pace and focus to the completion of actions outlined within the Improvement Plan.

3.2.4 In January 2017, the Children's Service Improvement Governance Board (CSIGB) requested monthly 'Exemption' reports (**Appendix 1**) be presented to the meetings highlighting actions that are RAG rated 'Red'.

3.2.5 Ofsted's second Monitoring Visit took place 22 and 23 February 2017 where inspectors observed that the service had begun to make progress in improving practice.

3.2.6 The third Monitoring visit took place on 9 and 10 May 2017 (see section 3.4). As part of the visit inspectors met with the Deputy Chief Executive & Executive Director of ECHS to discuss work that had been completed as part of the Improvement Plan and review progress being made on the report recommendations.

3.2.7 For the period May 2016 to the end of March 2017 there was a total of 236 actions that needed to be started or completed.

3.2.8 15 actions out of the 236 (6%) had not progressed within the published timescale and were RAG rated Red. The priorities with the highest number of outstanding actions were *Priority 5 – Children Looked After* (4 actions) and *Priority 4 – Safeguarding* (3 actions). No actions that were outstanding posed immediate safeguarding risks to children and young people.

3.2.9 The majority of the outstanding actions were due to be completed in December 2016 (5 actions out of 15). The oldest action was from *Priority 5 – Children Looked After* and should have been completed in September 2016. However, there was clear rationale behind the reason for its delay. All actions that have been identified in the report have been discussed at the weekly Improvement Team Board meetings and have remedial work planned.

3.3 Key Achievements and Activity

3.3.1 Leadership and Management

- Member's responsibilities have been realigned so that the Portfolio holder for Education also holds responsibility for Children's Services. Cllr Fortune is now responsible for Education and Children's Services Portfolio.

- Between January and March 2017 members were invited to attend 6 training and development sessions (1 in January, 2 in February and 3 in March).
- The Council has recently commissioned an experienced external consultant from the Local Government Information Unit to undertake member development training to support them in their role. The consultant has observed the most recent Care Services PDS (21 March 2017) and has reported back initial observations from this. It is anticipated that the training will be delivered in June 2017.
- In January 2017, Jim Gamble QPM was appointed to the role of Independent Chairman of Bromley's Safeguarding Children Board. Jim was awarded the Queen's Police Medal for distinguished service in a former role and is currently independent chair of the City and Hackney Safeguarding Children Board, which, under Jim's leadership, is the first and only Local Safeguarding Children Board to be judged outstanding by Ofsted.
- The member led monthly monitoring and scrutiny board (CSIGB) headed by the independent chair Isobel Cattermole has continued to review work being completed by the service.
- The Recruitment and Retention Board continues to identify and progress initiatives in order to help the council recruit and retain staff within the service.

3.3.2 Quality improvement framework

- The audit and improvement programme continues to be completed by managers. This has included 'deep dive' audits for i) Children looked after under voluntary care order for over a year, ii) children in long term foster placements, and iii) supervision. Feedback and learning from all audit activity continues to be regularly disseminated.
- Members of the Senior Management Team, the Chief Executive, Leader and Portfolio Holder have participated in the first practice development week (26 April – 28 April 2017). This included 33 activities and observational opportunities listed below:
 - *5 Review Child Protection Conferences* (there was only one Initial Child Protection Conference scheduled for the period covered by Practice Week and the family refused consent for observation):
 - *2 LADO Strategy Meeting*
 - *1 LAC Review*
 - *1 Child in Need Meeting*
 - *1 CSE MAP Meeting*
 - *20 Team-Based Discussions*
 - *3 Live Audits*
- The three independent consultants reviewing 'live cases' through 'Triple lock' continue to quality assure decision making, provide feedback to front line staff and to facilitate continuous improvement and learning.
- The BSCB has completed its multi-agency audit of neglect and a second audit on CSE, both reports are being finalised.

3.3.3 Scrutiny and challenge around practice

- The Early Permanency Panel continues to monitor care plans of children up to the age of 16 years old. A total of 47 cases were reviewed between January and March 2017. From February 2017 early tracking of potential adoption cases has been in force. The work of the panel is scheduled to be reviewed from September 2017.

- In March 2017 the Interim Director of Children’s Social Care and Head Teacher of the Virtual School held the first PEP surgery to facilitate the completion of outstanding PEPs.
- In January 2017 the ‘PLO Panel’ chaired by the Interim Director of Children’s Social Care, was set up to look at decisions and progress being made for pre proceedings cases, meetings were held fortnightly.

3.3.4 Partnership working

- In January 2017, monthly Multi-Agency Partnership Events were launched. These events were designed to offer partner agencies the opportunity to attend informative presentations on a range of topics and were designed to run as a set of three that could be attended in any order.
 - 1: Understanding Safeguarding; it’s everybody’s business - 27 January 2017
 - 2: Emerging Issues - 27 February 2017
 - 3: Aspirations for all our CYP, especially the vulnerable - 28 March 2017

All sessions have been well attended by partnership agencies. In total there has been 118 participants for the first 3 events. The second round of events will be taking place in May and June 2017.

- The BSCB Vulnerable Adults Sub Group became operational in January 2017 and have taken over responsibility for monitoring and reviewing progress of actions listed in Priority 8 – Tackling child sexual exploitation, children missing and gangs.
- The Children’s Executive Partnership has been set up and held its inaugural meeting in March 2017. The partnership whose membership includes the police, schools, health, parents and carers and the voluntary sector will be monitoring and reviewing the Children and Young People plan which is currently being developed.
- Work continues to take place in progressing the Housing action plan and a full update is being presented to the Children’s Services Improvement Governance Board in May 2017.

3.3.5 Support to the existing workforce

- Following the approval and drawdown of additional funding teams within the service have been realigned in order to identify additional management capacity. Team Managers are responsible for smaller ‘cluster’ teams so that there can be better ‘management grip’ on cases.
- In February 2017 the service introduced a sixth RAS team and employed an additional Group Manager to increase capacity and make caseloads more manageable.
- The service has recruited a specialist Children in Need (CIN) chair to independently review CIN cases. The purpose of this role is to make sure that all CIN get the right help at the right time to reach their full potential.
- The second practice development training programme (April – June 2017) has been circulated to staff covering all essential areas of practice where it has been evidenced that practice is poor.
- The Legal department have secured three additional lawyers who will be starting with the team in June and July 2017. Once in post, Legal services will be reviewing the structure of the team in order to increase support provided to children’s social care.

- In January 2017, the Senior Management Team launched its ambitious Caseload promise to workers. Social Workers caseloads are being carefully monitored by management and are reviewed on a monthly basis at the Children's Services Improvement Governance Board.
- The council has developed an overarching communication strategy along with a robust communications plan. The communications plan is to be linked with BSCB and other key partners.

3.4 Ofsted Monitoring Visit – 9 and 10 May 2017

- 3.4.1 The third Monitoring Visit took place on Tuesday 9 and Wednesday 10 May 2017. The inspection team was again headed by Marcie Taylor, the lead inspector from the SIF with another inspector.
- 3.4.2 Inspectors spent the first day reviewing cases that had been selected from Children's Social Care's monthly audit cohort. The focus of the visit was to look at the outcomes for children accommodated looked after and care leavers.
- 3.4.3 The second day was spent 'case sampling' in the Children Looked After and Care Leavers teams. Inspectors also met with the Head of Service Children Looked After/Care Leavers and Group Manager Care Leavers to discuss the changes that have taken place in the team and what is being implemented to support our young people.
- 3.4.4 The lead inspector met with the Deputy Chief Executive & Executive Director of ECHS to discuss the progress of the Improvement Plan, followed by meetings with Head of Service Safeguarding and Care Planning East and Court Team and Legal Services to discuss changes for cases in legal proceedings. A further meeting was held with the Virtual School Head, Youth Support Programme Manager, Group Manager Care Leavers and 16-25 Commissioning Manager (SEND) to discuss support being given to NEET Care Leavers. Inspectors also contacted parents/carers of our children and young people to discuss their experiences with the service.
- 3.4.5 The inspection team provided verbal feedback to Senior Managers and the Leader at the end of the monitoring visit observing that they had seen no 'inadequate' practice. Inspectors recognised that there was continued improvement in practice and that workers had demonstrated that they knew their children and young people well.
- 3.4.6 Ofsted will now prepare their letter which will be shared with all staff on publication which is expected mid-June.

4. IMPACT ON VULNERABLE ADULTS AND CHILDREN

- 4.1 The full content of this report impacts on needs of vulnerable children and the required actions necessary to improve the services delivered.

5. POLICY IMPLICATIONS

- 5.1 All actions within the improvement action plan are set in the context of the Building a Better Bromley Key Priorities for 2016-2018 by being ambitious for all our children and young people though:

- Fulfilling our duty of care to ensure the health, wellbeing and achievements of our vulnerable children
- Provide the best possible service to deliver appropriate support to all children and young people.

By ensuring the best possible future for the children and young people of Bromley, with a clear focus on supporting the most vulnerable through:

- Safeguarding children and young people within schools and the community.
- Listening to the views of children and young people to influence the decisions that are made about them.
- Encouraging excellent educational opportunities from the early years through to further and higher education for all Bromley children and young people including those with Special Educational Needs.

6. LEGAL IMPLICATIONS

- 6.1 The Secretary of State has extensive powers under the provisions of Section 497 A where a local authorities performance in the delivery of Children’s Services is deemed to be inadequate. The Secretary of State has issued a new Direction under this provision appointing a Commissioner who is charged among other things to make recommendations for the improvement of Children’s Services in Bromley and recommending to the Secretary of State whether those services should continue to be provided by the Council.
- 6.2 The Secretary of State notes the recommendations outlined in the Children’s Commissioner report September 2016 to the effect that the Council should retain control of children’s social services for a period of six months, pending a further review of improvement progress.
- 6.3 The Children’s Commissioner will be submitting her final report to the Secretary of State by the end of May 2017. It is anticipated that this report will also be published mid-June 2017.

Non-Applicable Sections:	Financial and Personnel Implications
Background Documents: (Access via Contact Officer)	Children’s Services Improvement Plan Exemption Report – March 2017

APPENDIX 1 – Children’s Services Improvement Plan Exception Report - March 2017

LB Bromley Children’s Services Improvement Governance Board

Subject:	Children’s Services Improvement Plan Exception Report - March 2017
Date:	13 April 2017
Lead Officer:	Ade Adetosoye - Deputy Chief Executive & Executive Director of ECHS
Contact Officer:	Tracey Rogers – Service Improvement Officer

1. Purpose of the report

The purpose of this report is to outline areas where there has been a delay in progressing actions in the plan by the published timescale.

2. Recommendations

Members of the Board are invited to comment on the contents of this report.

3. Background

Following Ofsted’s inspection of Bromley Children’s Services and Bromley Safeguarding Children Board in May 2016 the service developed the Children’s Services Improvement Plan to respond to report recommendations.

The improvement plan is RAG rated to record progress against timescales. Green shows that the action is completed, amber means that it is in progress, red shows that an action has not progressed and white indicates that the work is not planned to start.

This report focuses on actions that have been RAG rated ‘Red’ up to 31 March 2017.

All RAG rated ‘Red’ actions are listed below in section 4, none of which pose any immediate safeguarding risks to children and young people. The majority of outstanding actions relate to supporting the service with processes, procedures and tools and have already been discussed at the weekly Improvement Team Boards. Some of the actions which are listed in this section will remain with a red RAG status one month to the next. This may be for a range of reasons and will be explained in greater detail in section 5. There may also be some instances where because of changes that have been implemented within the service the action is no longer applicable and will never be progressed.

4. Actions not progressed up to 31 March 2017

Timescale	Action ID	Key Action
Priority 1 - Leadership and Governance		
Jan-17	1.7.2	Undertake an annual staff survey and respond to findings with an action plan to address concerns of staff. Commencing January 2017.
Priority 3 – Bromley Safeguarding Children Board		
Nov-16	3.1.2	Create a revised multi-agency performance information data set, with greater focus on the Board’s Business plan priorities and including all key factors a) Board Performance Report to reflect the reality of services provided and identifies where services are and are not meeting standards.
Jan-17	3.3.1	Develop an action plan/ strategy to ensure that children and young people’s views are utilised and to include: a) Developing a Safeguarding Children’s forum to champion and challenge the work of the Board, b) Review capacity to audit work being completed, c) Assess and give the Board reassurance and d) Ensure children and young people’s views are used to inform service improvement.
Priority 4 - Safeguarding		
Dec-16	4.3.3	Child Protection chairs to deliver training on the Signs of Safety model of case

		conferencing.
Jan – Mar 17	4.6.3	The Principal Social Worker leads on embedding direct work in practice to a good standard and this is reflected in case work assessments and planning across Children’s Social Care.
Mar 17	4.6.6	Front-line managers to discuss with their social work teams in team meetings and in supervision, the option to use the Children and Family Centres to undertake direct work with children in a neutral environment, where there are additional resources available, with a view to increasing this practice.
Priority 5 - Children Looked After		
Sep-16	5.3.3	Quarterly report of progress against IRO improvement action plan to the Improvement Board.
Nov-16	5.8.2	Review the capacity of staff to complete life story work and consider a business case to recruit a consultant to do a short piece of work to get this up to date
Dec-16	5.8.3	Develop a short life-story and direct work policy outlining minimum standards of practice. To include: a) a requirement for direct work with all CLA, and life story for all CLA in long-term placements, b) Life story work to focus on helping the child understand their journey and to be completed at the child’s pace and c) requirements on recording direct work and life story work is happening, on the case file.
Jan – Mar 17	5.6.2	Undertake a review of all placement plans to ensure delegated authority is agreed and recorded to those caring for the child looked after.
Priority 6 - Supporting Care Leavers		
Jan-17	6.4.4	Undertake a review of what health support care leavers require post 18 and work with the Clinical Commissioning Group (CCG) commission relevant services based on the recommendations.
Mar 17	6.1.2	Develop a suite of performance indicators linked to the care leaver’s strategy, to be agreed and monitored by the Corporate Parenting Board.
Priority 8 - Child Sexual Exploitation, Children Missing and Gangs		
Dec-16	8.3.4	Develop a multi-agency performance data set on CSE, missing, trafficking and gangs which is used to monitor multiagency performance, to track and check on timeliness, application of procedures, and identify cross links between cases: a) Monitor how police notify children’s social care when a child has gone missing and when they have returned immediately, same day, b) Monitor the number of staff that have received a briefing about how to respond to children missing from care or home and the performance data shows that 80% of children who comply receive a RHI within 72 hours and c) Review the number of repeat incidents of children who are running away from home or care.
Dec-16	8.3.5	Safer Communities Partnership to sign off gang’s strategy, and LSCB to provide scrutiny prior to sign off
Priority 9 – Commissioning		
Dec 16	9.5.1	Develop a foster carer academy to deliver, in partnership with learning providers, a range of courses, including professionally credited learning opportunities.

5. Current status on actions that have not progressed in section 4.

Priority 1 – Leadership and Governance

1.7.2 – The Social Work Practice Advisory Group will be scheduling the annual staff survey which is part of a much wider service user engagement framework. Since being in post the Deputy Chief Executive & Executive Director of ECHS has introduced links to frontline staff with a range of events as outlined in The Deputy Chief Executive’s Line of Sight document and continues to hold the monthly ECHS staff surgery, ‘Listening to you’ in order to ascertain views from all staff. The Interim Director of Children’s Social Care holds monthly ‘Tell me’ sessions to enable staff to discuss any issues of concerns regarding the service in an informal manner. In addition the Deputy Chief Executive & Executive Director of ECHS and Interim Director of Children’s Social Care both under take regular ‘floor walking’ in all areas of the service so they are visible and accessible to staff.

The service is currently undergoing a restructure of services therefore it has been agreed that feedback from staff will continue to be collated using these existing forums from the Deputy Chief Executive & Executive Director of ECHS and Interim Director Children’s Social Care and a wider staff survey will be carried out later in the year when there is greater

stability in the workforce. It is anticipated that this action will be delayed until September 2017.

Priority 3 – Bromley Safeguarding Children Board*

Capacity issues within BSCB have been identified as impacting on the delivery of actions. A written business case outlining these concerns was shared with the Chief Executive and the Deputy Chief Executive & Executive Director.

3.1.2 - The performance dataset and summary report is analysed and challenged by the QAPM Subgroup on a quarterly basis with exception reporting to the Board. The main Board also receive an annual performance report. The dataset has been revised and returns have improved so there are fewer gaps than they were in 2015 but there is work to do to ensure the report is able to fully meet the needs of the Board in a sustained way.

3.3.1 - The Board continues to meet its commitment to listening to the voice of children, young people and their families/carers through ongoing consultation sessions. Board members have met in the community with a consultation session before or after BSCB meetings. The Business Manager has also worked with the Bromley's LinCC (Children in Care Council) and Bromley Youth Council who have run sessions at the BSCB Annual Conference again in November 2016 and helped to design the new website.

The Independent Chair met with the Bromley Youth Council on 2 March 2017 and had a very useful conversation about how to engage young people in the work of the Board, where the following was agreed:

- The BYC Chair (young person) to shadow Jim Gamble at an appropriate Board meeting. This will then be evaluated to establish how well this has worked.
- BYC to use their network into their own schools to progress a digital footprint survey as a joint BYC/BSCB 'Voice of the Child and Young Person' Initiative.
- BSCB to work with BYC to scope out the viability of an appropriately moderated Instagram site for BYC.
- BSCB to develop a page on BSCB site for them and provide a monthly/quarterly blog for a range of BYC members to air issues and support campaigns.
- The Board will collaborate to create our Child's Voice 3 year business plan and agree a mechanism for the BYC to assess our progress.
- The Board will formalise bi-monthly meetings (if possible) between Jim Gamble and the BYC chair (young person).

Priority 4 – Safeguarding

4.3.3 - An external consultant has been appointed to undertake a review of the Signs of Safety model. This review will provide an updated implementation timeline and action plan which will include who and when case conferencing training should be delivered. Feedback from this review is anticipated end of April 2017.

4.6.3 – The service is currently scoping the role and remit of the Principal Social Worker before a final decision is made regarding how this will be delivered.

4.6.6 – Whilst the Children's Centres are heavily used for contact and family support there is a wider review being completed of the service which will commence mid May 2017 to provide an overview of the work being completed by staff in the Children's Centres and to consider if there is capacity to consider community parenting assessments. A resource has already been identified to undertake this task which will take between 6 – 8 weeks to complete. In the meantime details of the location of and how to book Children' centres will be included in the service Resource Directory.

Priority 5 – Children Looked After

5.3.3 - In November the London Borough of Bexley completed a peer challenge of the IRO service, which provided an opportunity for colleagues from a neighbouring borough to meet with the team and offer operational advice on specific areas of practice. An independent external consultant has now been commissioned to build on this by carrying out a full review of the IRO/CP service. Any recommendations made from this will then feed into improvements being made. Feedback from this review is anticipated end of April 2017.

5.8.2 & 5.8.3 – The Head of CLA/CL has reviewed how life story work is completed by the team and it has been decided that there is capacity within the team to undertake this work. Tasks have been assigned to officers in order to improve the quality of work that is recorded. As the Head of CLA/CL is still new into the service she will also be completing a dip sample of cases to give her assurance on the quality of direct work that is being completed.

5.6.2 – As part of the monthly audit framework Delegated Authority is always taken into account. The Quality Improvement Team has scheduled checking compliance with the Delegated Authority policy in placement plans which will take place in June 2017. In the interim the Improvement Team Board – CLA/CL has tasked QI with completing a small dip sample to provide some initial feedback.

Priority 6 – Care Leavers

6.4.4 - Health colleagues are currently considering the possibility of reintroducing Health surgeries in order for care leavers to have access to more flexible health support. The service is also considering in partnership with Health the possibility of introducing phone apps so that care leavers can store and access their health histories online and are currently consulting with young people to obtain their views on what they want.

6.1.2 – Performance indicators will be developed following the completion of the Care Leavers Strategy which is in draft and waiting approval.

Priority 8 – Child Sexual Exploitation, Children Missing and Gangs*

8.3.4 - A performance data set has been developed in consultation with the police, health and colleagues from BSCB. This is being further refined, in partnership with the ATLAS team, in order to capture all intelligence needed by the team and should be available in early May 2017.

8.3.5 - The newly set up BSCB Vulnerable Adolescent Sub Group chaired by Trevor Lawry from the Metropolitan Police will be discussing how to progress the Gangs Strategy at their next meeting on 28 April 2017.

Priority 9 – Commissioning

9.5.1 – Following feedback from Foster Carers the training form has been amended which links to the Carefirst database therefore more accurate data and information on course attendance is being recorded. Foster Carers are supported with ongoing monthly personal development and supervision discussion.

Officers from the Quality Improvement Team have completed a dip sample audit of Foster Carers Personal Development Plans to assess if training has been received and the impact of this. The audit found that training is being completed and self-directed by carers. Supervision is regular, but the impact of training is not considered in supervision, and had not generally been considered by the carers themselves.

The service is currently investigating the possibility of introducing an additional specialist tier of foster carers that will have opportunities to study linked qualifications. The service is also

reviewing capacity to provide in-house therapeutic support to social workers and foster carers.

* The narrative on the progress of actions in Priority 3 and Priority 8 has been provided by BSCB who are responsible for monitoring and reviewing these areas.

6. Analysis

For the period May 2016 to March 2017 there have been a total of 236 actions that needed to be started or completed.

15 actions (6%) have not progressed within the published timescale. **Table 1** below provides a breakdown by priority of the number of actions that were due to be completed during this period.

Priority	Total no of actions due May 2016 – March 2017	No of actions not progressed
Priority 1 - Leadership and Governance	12 actions	1
Priority 2 - Management Oversight and Quality Assurance	39 actions	0
Priority 3 - Bromley Safeguarding Children Board	20 actions	2
Priority 4 - Safeguarding	33 actions	3
Priority 5 - Children Looked After	44 actions	4
Priority 6 - Care Leavers	23 actions	2
Priority 7 - Adoption	5 actions	0
Priority 8 - CSE, Missing and Gangs	32 actions	2
Priority 9 - Commissioning	14 actions	1
Priority 10 - Legal	14 actions	0
Total	236 actions	15 actions

Table 1

From the period ending February 2017 to the period ending March 2017 there were 33 new actions that needed to be completed. Of those 33 actions, 4 are RAG rated 'Red'.

Of the 15 actions identified in the February 2017 Exemption report, 11 remain RAG rated 'Red'. 4 actions (6.1.4, 6.3.4, 7.2.1 and 7.2.4) that were previously RAG rated 'Red' and highlighted in the February Exemption report have now been progressed to 'Amber'. These actions are from *Priority 6 - Care Leavers and Priority 7 - Adoption*.

Priority	No of actions not progressed			Difference
	Jan 17	Feb 17	Mar 17	
Priority 1 - Leadership and Governance	1	1	1	-
Priority 2 - Management Oversight and Quality Assurance	1	0	0	-
Priority 3 - Bromley Safeguarding Children Board	2	2	2	-
Priority 4 - Safeguarding	1	1	3	+2
Priority 5 - Children Looked After	3	3	4	+1
Priority 6 - Care Leavers	4	3	2	-1
Priority 7 - Adoption	3	2	0	-2
Priority 8 - CSE, Missing and Gangs	2	2	2	-
Priority 9 - Commissioning	2	1	1	-

Priority 10 - Legal	1	0	0	-
Total	20	15	15	-

Table 2

Priority 5 - Children Looked After has the most actions outstanding (4), followed by *Priority 4 – Safeguarding* (3), then *Priority 3 – BSCB*, *Priority 6- Children looked After* and *Priority 8 – CSE, Missing and Gangs* with 2 actions each.

Of the 15 actions that have not been completed within the published timescale the majority (33% or 5 actions) were due to be completed in December 2016. 20% (3 actions) were due to be completed in January 2017. The oldest actions are from September 2016 (1 action, *Priority 5 – Children Looked After*), and 2 actions from November 2016 (*Priority 3 – BSCB* and *Priority 5 – Children Looked After*).

Action deadline date	Number of actions	Percentage
March 2017	2	13%
January - March 2017	2	13%
January 2017	3	20%
December 2016	5	33%
November 2016	2	13%
September 2016	1	7%
TOTAL	15	100

Table 3