

For general release

REPORT TO:	Children and Young People Scrutiny Sub-Committee 5 February 2019
SUBJECT:	Update on Children Social Care and Early Help, Families and Education Services
LEAD OFFICER:	Rob Henderson, Executive Director, Children, Families & Education
CABINET MEMBER:	Cllr Alisa Flemming, Cabinet Member for Children, Families and Learning
PERSON LEADING AT SCRUTINY COMMITTEE MEETING:	Rob Henderson, Executive Director, Children, Families & Education

CORPORATE PRIORITY/POLICY CONTEXT/AMBITIOUS FOR CROYDON:

The plans and recommendations in this report focus on ensuring that all Croydon's children live a happy, healthy life, free from harm and that they have every opportunity to thrive and become fulfilled adults.

1. EXECUTIVE SUMMARY

This report sets out the successes, challenges and future plans for children's social care and early help, alongside the key priorities and activities that will drive improvement.

The Ofsted Inspection in July 2017 rated Croydon Children's Services as inadequate. Since that time there has been significant and substantial activity to address the issues that were identified as well as build a sustainable service going forward which delivers to the needs of children, families and communities. This report will detail the progress which has been made, as well as the ongoing challenges.

The report will also outline the budget context which is providing the necessary financial support to deliver improvement at pace, as well as support the long term sustainable delivery of high quality children services.

2. Update on Children's Social Care and Early Help

2.1 Update on progress in Children Social Care and Early Help in last 12 months

Children and Early Help Services have made steady progress over the last year, particularly in certain areas of practice

- Significantly caseloads are appropriate across the service, with averages below the targets set following the inspection in 2017.

- Key performance indicators are improving in relation to assessment timeliness (reported as just 3% under target in December 2018) and the timeliness of social work visits to children on child protection plans (reported as 91% in December 2018), both of which are moving in line with national averages. However progress is inconsistent and still needs further work. There also needs to be a stronger focus on improving the quality assessments so that they result in purposeful plans which have an impact for children.
- Adolescent Services and Leaving Care are areas of relative strength, with strong leadership and increasing permanent managers and staff. Staff morale has improved significantly in Leaving Care and this has had a direct impact on effectiveness. Positively, serious youth violence and knife crime incidents have reduced significantly over the past 12 months and at a faster rate than the majority of other London boroughs, for example, rolling figures for 2018 show that in Croydon;
 - incidents of serious youth violence have reduced by 23% since 2017 (compared with a 5% reduction across London)
 - youth violence incidents have reduced by 12% since 2017 (compared with a 5% reduction across London)
 - knife crime incidents have reduced by 18% since 2017 (compared to a 1% increase across London).
- The introduction of three managed teams of social workers in July 2018 reduced caseloads and relieved duty pressures across the Assessment and Care Planning Services. The Single Point of Contact / MASH and Assessment teams have grown in confidence and competence, and decision making, assessment and visit timeliness have improved, although this progress needs time to embed and consolidate. Staff recruitment and retention is a major issue in the Assessment Service although retention has improved slightly.
- In the Children with Disability Service practice and morale is improving with improved performance on the timeliness of child protection and looked after children visits. An interim Head of Service has become permanent and more permanent staff are joining the service.
- The new in house Family Group Conference (FGC) Service is now operational, and following significant investment a team of 7 conference coordinators are in post. The FGC team are focusing initially on convening conferences for children in care proceedings, to ensure that before we go to Court with plans we have engaged all significant family and friends to see if they can support the child and family long term. We are expecting to see the impact of this investment over the coming months.
- There has also been investment in a new Court progression and tracking service to improve compliance and quality around court work and a family and friends assessment team to assess family members or friends as alternative carers. It is early days but we anticipate that these services together will keep more children within their families, reduce the numbers of children and families going to Court and, where this is unavoidable, ensure this is a more timely experience with appropriate permanency planning for children.

- A new Learning and Development offer has been established for all children's social care and early help staff to support them in doing what is a highly complex and challenging job. This offer has been well received by staff with extensive and positive feedback from staff directly and through the staff reference group, although we will continue to improve the offer (you can view the programme [here](#)). Better career progression pathways for social workers have also been identified and a progression panel established to allow talented social workers to progress faster.
- The Advocacy Service has been recommissioned to offer more hours of support for children and is proving more successful, with more children benefitting from having the support of an advocate and more referrals being made to the service (compared with the previous 6 months period).
- Coram have been commissioned to deliver our fostering recruitment process with a view to bringing this in house in 2021. It is early days but it appears that Coram have added capacity and capability to this area and we are hoping that this will lead to a new pool of local foster carers caring for children and young people closer to their homes and communities.
- There has been a new dedicated placements commissioning team established within the Corporate Commissioning Service. The service is supporting a needs analysis for locality based working but also helping with strategic and operational, day to day commissioning. Ofsted noted the improvements in the quality of placements. Over time the service will ensure that the commissioning of placements is efficient and that we are also delivering more local provision for our children and young people.
- Early Help has moved into a new locality model. This builds on the locality vision of Croydon Council and the Local Strategic Partnership, and the gateway initiative in Croydon. It is an immensely ambitious and exciting strategic framework based on partnership prevention at the earliest point, working with families and communities. It is a strong model but it is very early days with a transitional plan. Staff will need significant support and strong management and leadership to make sure we deliver an outstanding early help and preventative offer. We now need to prioritise our work with partners including Schools, Public Health, community, faith and voluntary sector organisations and the Clinical Commissioning Group to really maximize the vision of integrated locality teams based on local need. The previous Interim Head of Early Help, Carolann James has been replaced by an experienced Head of Service Clive Seall who started on the 2nd January. He is undertaking a review of the service moving forward to ensure it has sufficient capability and capacity.
- Significant investment has been made into youth voice and engagement activity, including. a £250,000 investment into a Youth Fund, support for the Youth Council, Youth Mayor and a revamped Children in Care Council; (rebranded by the children as 'Empire') with increased membership of around 20 young people. The Children in Care Council will deliver its own priorities for children in care and ensure that it becomes a truly representative and powerful voice. We are also currently working with young people to develop trained recruiters, young advisers on policy and practice and young commissioners.

- The Croydon Safeguarding Children's Board has undertaken a comprehensive review of 60 vulnerable young people to help us understand the common themes that have led to serious safeguarding incidents, as well as helping us shape services in the future to address these issues and prevent further incidences. Alongside this we are looking to develop a preventative service which identifies children at risk of offending and puts in interventions at the earliest opportunity. This will form part of the early help offer.
- The Clinical Commissioning Group are investing an additional £630,000 per annum into emotional and mental health and this is to be welcomed and will support our early help service.

2.2 Areas of ongoing concern

- Recruitment and retention of staff continues to be a significant issue in high demand service areas (particularly Assessment and Care Planning). Whilst overall the vacancy rate is 35%, with the majority of these covered by agency staff, vacancies are not evenly distributed across the service. As at December the Assessment Service had 78% of permanent posts vacant compared to 12% in corporate parenting. This lack of stability undermines managers' ability to grip the service to meet quality and performance standards consistently.
- Performance is improving in most areas but in some areas of the service improvement is too slow. There are common themes of inconsistent improvement across teams in services. Although supervision timeliness has improved and is now at 77% within timescales for all staff, performance is inconsistent across service and teams and reflective high quality supervision is not happening as standard across the service. SMART plans, transfer of cases between teams, chronologies, genograms and life story work are also inconsistent and all need to be raised in terms of quality and consistency - embedding core expectations in all frontline staff and managers.
- Care planning key performance data is improving but the quality of practice is still a concern. Court work in particular needs significant improvement and the Family Group Conference Service and Family and Friends Assessment Team have had insufficient time to make an impact. The work with high risk families needs to be more focused on support rather than using Court processes as an intervention. The new Early Help Service will help support this ambition.
- Children in need are getting insufficient focus within the care planning service with poor assessment and planning, and service standards for visits to children in need not being met. Social workers are often prioritising the most at risk children and families over child in need work. The configuration of the service is currently under review and will be improved swiftly and significantly through developing a dedicated management focus on this area.
- Corporate Parenting bar the Leaving Care Service is not improving as quickly as we would want, for example:
 - Health assessments, Personal Education and Pathway Plan performance needs improving. An action plan to improve performance on Personal

Education Plans (PEPs) was signed off at the Children, Families and Education Departmental Leadership Team meeting on 10th January and a new Virtual School Headteacher started on the 7th January 2019 to lead this work.

- Following critical feedback at the last monitoring visit the UASC service have had a review. There needs to be more management oversight and clearer assessment and planning for these children and young people. An action plan is being developed to respond to the review recommendations.
- The Adoption Service will be regionalised but we are still focusing on improving our permanency practice in terms of the recruitment of adopters, matching and the timeliness of this process.
- Children looked after numbers are too high and adolescents are entering the system too often. We are currently developing a specialist service that will provide intensive support and intervention to families before it is too late, and support young people within their families in the community. This will be fully launched in June 2019, although we are starting to develop the service now.

2.3 What are the priority things we are doing now to improve services

1. We are prioritising performance and practice with Heads of Service, Service Managers and Team Managers, raising expectations for children. We have established a rota of weekly performance and practice clinics starting on 22nd January 2019. This will be a supportive process focusing on ensuring our children get the very best service and that our staff have the right environment and tools to make this happen. It will include strong challenge.
2. Increasing business support by 16 full time equivalent posts to ensure that we maximize social work staff's direct face to face work with children by reducing administrative tasks.
3. Ongoing work with Camden, the Institute of Family Therapy and British Association of Social Work to support managers in delivering quality supervision and raising practice standards. Camden, as our Improvement Partner, will also be supporting us in our audit work and helping us to improve the process of transferring cases as well as attending the weekly performance and practice clinics to share their approach to this work in practice.
4. As indicated a new service for supporting adolescents to stay within their families is being developed. This will include social work interventions, CAMHS, Youth Services, adult services regarding parental issues including adult mental health, substance misuse and domestic violence.
5. Business case being developed for a separate UASC duty team as currently the duty throughput and pressures at front door are negatively impacting on the UASC core business. We will request that Home Office fund this facility and are currently communicating with them.
6. Bringing in SEND Interim senior manager to support SEND transformation and the move to a more preventative service.

7. Head of Early Help changed to drive the localities strategy. We are introducing a social work spine into early help management and frontline to ensure that the service understands safeguarding thresholds and can manage risk outside of the statutory framework.

2.4 Delivering outstanding services to children and families in Croydon.

- We are looking to maximize the locality based model. I am working with the Commissioning Service to identify locality needs, map assets, schools and children centres so that we can ensure that the right services are in place locally to match the needs. We will be working with partners and commissioners to ensure that we all use the locality based early help resources to deliver an integrated localised service that meets the needs of the whole family. The locality model:
 - Builds relationships with Schools and communities,
 - Supports geographical knowledge and understanding and helps teams to work together better around needs and outcomes,
 - Allows variation of resource to meet specific needs,
 - Builds on Gateway in north Croydon as the blueprint,
 - Supports work with adult based services – domestic violence, adult mental health and adult substance misuse can be embedded in a think family based model, as we know most children at risk have parents and carers with one or more of this toxic trio.
 - Looks to work with Public Health and the Clinical Commissioning Group to commission health visiting, school nursing and emotional health services on a locality basis.
- Developing the buy in of the whole staff group to service values and behaviours and how we do business - this will include our practice and management standards and our framework for service delivery - systemic practice and strengthening families. It will be driven by the principle of putting children and young people at the centre of all our decision making and be underpinned by the clear understanding that in order to have a positive impact on children and families we need to build strong relationships with children and families, each other and with partners. It is further based on a culture of strong support for staff and strong challenge with honest and open communication. A staff conference to start this conversation is planned on January 31st 2019.
- Developing a recruitment and retention strategy to review what Croydon can offer in terms of pay and conditions, benefits, housing, parking and caseloads so we can benchmark and ensure we are competitive and attract the very best staff. This will dovetail with a stronger performance and quality practice culture with high and aspirational expectations. Croydon only wants staff who are committed to putting children first and are capable and willing to develop into outstanding social workers. We will ensure they get substantial support and a culture of innovation, creativity and energy, with a relentless focus on supporting children's outcomes. A workshop in mid-January will start to develop our recruitment and retention strategy.

3. Update on Education and Youth Engagement

- Outcomes for children and young people have continued to improve over the last year and are above national indicators at every Key Stage. At Early Years Foundation Stage (EYFS) and in the phonics screening check in Year 1 Croydon's pupils achieve in line with the rest of London and above statistical neighbours. At Key Stage 1 pupils achieve better than their peers in the rest of London in reading and writing and above statistical neighbours at Key Stage 2.
- The percentage of schools judged to be good or better by Ofsted has remained stable over the last year. Overall, 86% of Croydon's schools are judged good or better and 27% are outstanding. 89% of Croydon's children attend a good or outstanding school, compared to 86.5% nationally.
- There were 39 permanent exclusions from Croydon maintained schools during the 2017/18 academic year giving a Croydon exclusion rate of 0.07%. This is a decrease in the number of actual permanent exclusions for the 2016/17 academic year when there were 41 permanent exclusions. Croydon's permanent exclusion rate is lower than the average rate for statistical neighbours for 2016/17 (0.09%). It was also lower than the rates for England (0.10%) London (0.09%) and Inner London (0.08%) for the last published year.
- Attendance rates for pupils in both primary and secondary schools are in line with national averages at 95.9% and 94.8% respectively.
- The Local Authority is currently consulting on a new SEND Strategy. The strategy has been devised in consultation with parents, carers, children and young people. They told us that the things they would most like to see improved are:
 - Improved early identification
 - Improved joint working with health, social care and education
 - Better graduated response so that children have their needs met in the right way at the right time and, if and when, a child's needs are met through an Education Health and Care Plan (EHCP), the EHCP is co-produced and accurately reflects a child's needs and provision.
 - Improved post 16 opportunities and outcomes with a greater number of young people with SEND gaining employment and having choices about how they achieve independence to stay in or near their family and local community.
- The strategy is based on the principles of:
 - **Inclusion** – schools and colleges increase participation of young people in, and reduce their exclusion from, the curriculum and the everyday life of the school or college. Schools and colleges respond to the diversity of students in their locality. Young people feel safe and are included in their community.

- **Dignity and independence** – children with SEND and their families feel welcomed. They have the right information and the right services at the right time so that they and their families can live a dignified life, as independently as possible, the same as any other child.
 - **Choice** – children, young people and parents are supported in participating fully in decisions that promote young people's aspirations.
 - **Best Value** – effective use of resources for better outcomes, with pooled resources and integrated health, care and education pathways. Better partnership work across education, health and care, and with other partners e.g. housing and the voluntary sector. Increasing provision and places for children with SEND in state-funded mainstream and special education in Croydon, so that there are local pathways for young people, without the need to travel outside the borough.
 - **Better outcomes** – young people with SEND achieve sustained employment, entering supported internships and/or living independently in their community in Croydon.
- The London Borough of Croydon maintains 2900 EHCP's (September 2018) and has seen an increase in demand such that more than 300 new EHCP's have been issued and less than 50 ceased during the period January 2018 to October 2018. The funding allocated to Croydon through the Dedicated Schools Grant is set to increase by 2.2% over three years. There is an assumption that as schools find the financial climate increasingly challenging, this has driven demand for funding through EHCP's. Croydon has historically placed a number of children and young people out of the borough and in the independent/non- maintained sector, in particular those in the older age range, due to a lack of suitable education and care provision pathways locally. In the academic year 2018/19 55% of young people with an EHC Plan 16 years old and over are placed in schools and colleges outside of Croydon; this compares with 15% of under 16 year olds. Placement outside of the borough has financial implications with increased transport costs and does not support the long-term outcome of independence in or near a young person's local community.
 - Croydon held its second annual Youth Congress event in October 2018. Attendees included students from 25 primary, secondary and special schools in the borough, as well as young representatives from other groups in Croydon, such as those who are home-educated as well as charities, community organisations and youth forums. During the day the delegates identified the three top priorities for children and young people, in order of priority, as crime and safety, mental health and employability, jobs and money.
 - The 'Choose Your Future' campaign featured heavily at the 2017 & 2018 congress and was designed to celebrate the achievements of young people, and encourage them to be the best they can be and make positive life choices. The campaign works directly to support the issues that were identified as priorities, focusing particularly on crime and safety, and jobs and employment. In the past year the campaign has:
 - Facilitated engagement with over 3,000 young people

- Supported Croydon's first Young Mayor election, engaging with 28 candidates and over 12,000 young voters
 - Brought together 40 young ambassadors who have directly supported the campaign
 - Gained the support of over 100 organisations, that promote the campaign and often partner on joint projects
 - Supported the creation of 30 new apprentices in Croydon Council
 - Supported Croydon's first Takeover Challenge day, engaging with 60 young participants
 - Launched 'You Choose', a play commissioned by the police taken to 6 schools in the borough
 - Been involved in several anti-knife crime events with Croydon Business Improvement District, the police and the Council's youth engagement team
 - Amassed more than 1,000 followers on Instagram, a Facebook reach of over 120,000, and almost 500,000 impressions on twitter using #ChooseYourFuture
- In March Croydon's young people elected their first ever Young Mayor and Deputy Mayor. William Awomoyi and Shea Williams were elected by 12,000 11-18 year olds to represent them and to pursue the manifesto pledges on which they stood.
 - In the summer of 2019 Croydon's new Legacy OnSide Youth Zone will open its doors to children and young people across the Borough. Legacy, the name chosen by young people, has been made possible with a combination of council, business and individual investment totaling £6m.

4. *Priorities for improvement*

- In the coming year the Education and Youth Engagement team will be focusing on the following areas to improve outcomes for children and young people further:
 - We will continue to work with our schools to further improve Ofsted outcomes in conjunction with the school improvement team in Octavo. This will include the use of termly school progress review meetings to provide detailed challenge and the brokering of support for any schools causing concern.
 - We will work with our schools to continue to reduce exclusions by challenging schools where exclusion rates are comparatively high and by providing support so that staff have the skills necessary to meet the needs of all pupils
 - We will support schools to improve inclusive practice, particularly for children with SEND and have appointed a new Inclusion Adviser to help in this area.
 - We will work to reduce our reliance on the non-maintained and out of borough independent sector for children with SEND by developing our own in-borough provision which will ensure children are able to go to

good quality schools closer to home and will impact positively on the high needs budget overspend

- We will develop our in-borough post-16 provision for young people with SEND so they are able to study close to home and make links with future employers

5. BUDGET Update

5.1 Strengths

Early Help and CSC Directorate

Delivering improvement as a result of the recent Ofsted inspection findings in Children's Social Care.

As a result of the Ofsted inspection in the summer of 2017 £10.784m was added to the budgets for Children's Services for 2018/19 to cover costs associated with additional placements, additional staff resources for social work and legal costs. A further £11m growth will be added to the Children's Services Budget in 2019/20.

Whilst Children's Services is still continuing to see pressures due to the number of cases that are being dealt with but also as a result of the transition whilst the new teams are being put into place and recruitment to roles continues. Funding for transformation will continue to be utilised where possible to fund Children's Services.

5.2 Weaknesses

Croydon Council remains under huge financial pressures, deriving notably from continued chronic underfunding of adult social care and children's social care – the Local Government Association (LGA) has reported that three quarters of local authorities with responsibility for social care are showing overspends and estimates that, by 2019/20, there will be a £2billion funding gap for each of adult social care and children's social care in England.

This underfunding, coupled with significant demand led growth relating to increased pupil numbers; a significant increase in Education, Health and Care Plans, the arrival of Asylum Seeking Children given Croydon's gateway status, has created a number of pressures within the Children, Families and Education department.

Table 1 – Summary of forecast revenue outturn position at Quarter 2¹

Department	Quarter 2 Forecast Variance	Quarter 1 Forecast Variance
	£'000s	£'000s
Early Help and CSC Directorate	7433	4506
Unaccompanied Asylum Seekers (UASC), UASC Leaving Care and All Rights Exhausted associated costs	2,279	1,454
Dedicated Schools Grant – High Needs Block	12,643	12,202

¹ Quarter 3 monitoring position is not yet available

Early Help and CSC Directorate

Pressure on children's social care is now becoming apparent. Research conducted by the LGA has revealed children's services are at breaking point with 75% of councils overspending to keep vital protections in place. The review found that in 2015/16 councils surpassed their children's social care budgets by £605m in order to protect children at immediate risk of harm. There has been an increase of 140% in child protection enquiries over the last 10 years with enquiries up to more than 170,000 in 2015/16.

The chair of the LGA's Children and Young People Board, has recently said: "The fact that the majority of councils are recording high levels of children's services overspend in their local areas shows the sheer scale of the funding crisis we face in children's social care, both now and in the near future."

There are calls on the government to introduce a fairer funding system based on demand for services. Referrals to children's services have increased and the number of children subject to child protection plans has doubled in the last decade. "Government needs to take note on this issue sooner rather than later, otherwise we are sleepwalking into another funding crisis for services that less fortunate young people rely on. LGA noted that a nationwide children's services funding gap of £2bn will exist by 2020. As detailed in this report we are continuing to experience rising demand and costs.

This year to date, Children's Social Care residential assessments have increased by 80% (10 in Q2, 18 in Q2). Comparing the same period (Q2) last year, the number of children with a Child Protection Plan has also increased by 35%, contributing towards the reported overspend.

Unaccompanied Asylum Seekers (UASC)

The Council is continuing to lobby the government to fund overspend against the budget for UASC, leaving care costs for former UASC and Appeal Rights. The UASC pressure continues to be as a result of the Home Office continuing to only fund a fixed rate per child, which does not accurately reflect our costs for looking after those children, not the costs of acting as a 'gateway' authority. The fall in the number of UASC has exacerbated this issue. While our numbers of UASC are decreasing, direct and indirect service provision costs are not decreasing at the same rate. Options to reduce this funding gap through the reduction of costs and maximising Home Office income are still continuing to be explored.

Additionally, Croydon acting as a 'gateway' authority continues to fund provision for UASC both leaving care and for those who have exhausted all appeal rights. This additional expenditure further increases the cost of exceptional items for the council.

High Needs Provision

The budget pressures are principally attributable to the increase in demand, which has led to an over-reliance on the independent / non-maintained sector, due to shortage of local state funded special schools and / or resourced provision. This is being addressed and a strategy developed to move to a more sustainable framework.

Croydon Council has a long term plan to increase special schools, Enhanced Learning Provision and post 16 specialist places, including a new free special school with 150 places opening in September 2020. Through this strategy the

intention is to provide an effective pathway of local education provision for young people which is an efficient use of resources and supports young people in becoming independent in or near their local community.

Management of the high needs block and reducing the overspend requires that together there is an approach that manages reliance on EHCP plans for children with lower levels of SEND, reduces demand and ensure placements of children are delivered through the continuum of state-funded education provision at efficient values.

5.3 Opportunities

Early Help and CSC Directorate

The Directorate is currently undertaking (has undertaken) a detailed needs analysis of the Looked after Children (LAC) population, identifying Croydon's placement needs to inform commissioning priorities and drive engagement with the provider market as a means of tackling high unit costs for externally provided placements and improving outcomes delivered.

Cross-department working is underway to support the standardisation of the systems used to track placements, costs and commitments.

Unaccompanied Asylum Seekers (UASC)

The Home Office have said that they are committed to reviewing funding rates and we have contributed to their call for evidence. At this stage there is no date for when there will be an outcome of that review. The Home Office have indicated, in a schedule the Council is required to complete regarding UASC that this year's rates will be the same as last year and therefore our forecast reflects that.

High Needs Provision

The Education Secretary announced, on 16 December 2018, an additional £250 million for high-needs funding for LAs over the next two years. The additional funding is split evenly over the current (2018/19) and next (2019/20) financial year.

Croydon is the recipient of £0.998 million in both 2018/19 and 2019/20, receiving an additional £1.966 million over the two years.

Prior to this announcement, the Schools Forum (November 2018) agreed to transfer funding of 0.5% in 2019/20 from the schools block to the high needs block. This equates to £1.235 million (based on the notional DSG allocation, full allocations confirmed December 2018). This decision will be implemented and the top slice applied against the high needs carry forward overspend.

5.4 Tensions

Dedicated Schools Grant (DSG)

Following a brief consultation period the Department for Education (DfE) has introduced, as a condition of the 2019/20 DSG, the requirement to provide recovery plans for DSG deficits.

Where a LA has an overall deficit on DSG of one per cent or more at the end of the 2018/19 financial year, it must by 30th June 2019 submit a recovery plan to the DfE, setting out how it plans to bring the overall DSG account into balance within a maximum of three years. In exceptional cases the authority may propose to leave some of the accumulated deficit outstanding, where it is not practicable

to do otherwise. The recovery plan should be discussed and, if possible, agreed with the Schools Forum, and will require Chief Finance Officer sign off prior to submission to the DfE. Further guidance on the process and format for submitting the recovery plan will be issued in early 2019.

CHILDREN, FAMILIES AND EDUCATION

Division	Explanation of variance	Qtr 2 Amount £'000s	Qtr 1 Amount £'000s
Early Help and CSC Directorate	Unachievable savings offset by underspends in staffing	382	368
	Sub-total Early Help and CSC Directorate	382	368
Care Planning Service	Increase in costs in relation to Section 17 expenditure due to increased demand	383	383
	Other Minor Variances < £100k	93	83
	Sub Total Care Planning Service	466	466
Corporate Parenting	Increase in legal costs in relation to assessments	1,407	1,407
	Increase in the number of external placements and court driven allowances	1,734	1,274
	Increase in payments for birthdays, holidays, subsistence care and fostering costs	200	200
	Costs in relation to the number of agency and supernumerary staff in looked after children	1,432	300
	Other Minor Variances < £100k	1,089	235
	Sub Total Corporate Parenting	5,862	3,416
Safeguarding and LAC Quality Assurance	Additional cost of locums in permanent posts within Safeguarding and Quality Assurance	140	113
	Other Minor Variances < £100k	93	0
	Sub-total Safeguarding and LAC Quality Assurance	233	113
MASH and Assessments	Agency cover costs for maternity and long term sickness and increase in costs in relation to Section 17 expenditure due to increased demand	274	275
	Early Help Service realignment costs	(122)	(352)
	Other Minor Variances < £100k	132	119
	Sub-total MASH and assessments	284	42
Adolescent Services	Unbudgeted costs in relation to the Safer London Contract	126	126
	Other Minor Variances < £100k	75	75
	Sub-total Adolescent Services	201	201
Education & Youth Engagement	Other Minor Variances < £100k	24	0
	Sub-total Education & Youth Engagement	24	0
Children, Families & Education Directorate	Other Minor Variances < £100k	116	0
	Sub-total Children, Families & Education	116	0

	Directorate		
Early Years Services	Other Minor Variances < £100k	(36)	(48)
	Sub-total Early Years Services	(36)	(48)
	CHILDREN, FAMILIES AND EDUCATION	7,542	4,558

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BACKGROUND DOCUMENTS:

Children's Improvement Plan

<https://www.croydon.gov.uk/sites/default/files/articles/downloads/Croydon%20Children%27s%20Improvement%20Plan%202018-19.pdf>

Learning and Development offer

<https://lbcccloudadcroydongov.sharepoint.com/sites/srv-147/Learning%20and%20Development/Children's%20Learning%20&%20Development%20Offer.PDF>

PEP Improvement Plan

APPENDICES: None