

## PRIORITY 1 – SAFEGUARDING

Ensure effective arrangements are in place to respond to safeguarding risks, preventing the escalation of issues to keep children and vulnerable adults safe.

### Rationale

Safeguarding children and adults is everyone's business. By ensuring that effective arrangements are in place to respond to safeguarding risks we are in place to respond to safeguarding risks we will ensure children and adults are safe and less likely to require statutory intervention.

### Key strategies/plans

- ✓ Our Journey to Excellence
- ✓ BSAB Safeguarding Strategy
- ✓ Older People's Strategy
- ✓ BSCB Business Plan
- ✓ Children and Young People's Plan
- ✓ VAWG Strategy
- ✓ The Roadmap to Excellence

### Aligns to Building a Better Bromley

- ✓ Supporting independence
- ✓ Supporting children and young people
- ✓ Excellent Council

Action	Detail	Measure of success	Target date	DLT Lead	Quarter 2 update	PH Plan
<b>1) Raise awareness of children and adults safeguarding</b>	<p>A) Work with both Children and Adult Safeguarding Board Chairs to promote multi-agency training</p> <p>B) Undertake a campaign to improve awareness of adult and children safeguarding with residents and professionals to make Bromley a place where preventing abuse and neglect is everybody's business</p>	<p>Training programme published and well attended</p> <p>Annual conferences well attended</p> <p>Campaigns launched</p>	April 2022 [AP]	Director Children's Social Care	<p>A)</p> <ul style="list-style-type: none"> <li>• A programme of multi-agency training courses has been scheduled for 2018/19 together with a suite of e-learning.</li> <li>• The Multi-Agency Partnership Events for front-line professionals and volunteers in Bromley re-started in September 2018. <i>Understanding Safeguarding: it's everybody's business</i> focusing on Bromley's Threshold of Needs, the safeguarding pathway and support available for families will be repeated monthly in 2018.</li> </ul> <p>B)</p> <ul style="list-style-type: none"> <li>• The Safer Schools event in September 2018 saw the launch of the Safer Schools package for pupils, parents and staff to access up to date information and resources.</li> <li>• The Bromley Safeguarding Children Board's Annual Conference, to be held in November 2018, is focusing on vulnerable adolescents. Keynote speakers will address the issues of gang involvement and successful interventions as well as contextual safeguarding. Additionally there will be training to prevent suicides and learning from recent Serious Case reviews.</li> </ul>	CEF

					<ul style="list-style-type: none"> <li>The first annual Children's Social Care Conference, being held in October 2018 will focus on social work values and practice including safeguarding.</li> </ul>	
<b>2) Maintain effective oversight of Safeguarding impact</b>	A) Implement the Children's Performance Framework	Weekly data delivered  Monthly digests delivered  Frameworks reviewed annually	April 2022 [AP]	Assistant Director: Strategy, Performance & Business Support	<p><b>Children's Performance Framework:</b></p> <ul style="list-style-type: none"> <li>The Children's Performance Framework was published in March 2018 and shared with all ECHS staff through the ECHS staff newsletter (issue 3, March 2018)</li> <li>The Children's Performance Framework set of 39 key performance indicators were considered and agreed by the Education, Children and Families Budget and Performance Monitoring Sub-Committee in March 2018 (report ED18053)</li> </ul>	CEF
	B) Implement programme of Children's case audits	Audits completed and recommendations implemented	April 2022 [AP]	Director Children's Social Care	A programme of audits for 2018/19 has been scheduled and an update of the Quality Assurance Framework was presented to the Governance Board. As part of the Quality Assurance Framework maturing, Case Audit Planning meetings are now being held which enable 360° feedback with social workers leading to improved practice.	CEF
	C) Implement programme of Housing case audits, which including safeguarding of vulnerable adults and families			Director Housing	A programme of audits for 2018/19 has been scheduled. Lessons learnt are reported through the senior management team and actions identified incorporated into the service improvement plan.	CEF
<b>3) Implement the Children's Improvement Plan</b>	A) Implement actions in Children's Improvement Plan  B) Prepare for follow up Ofsted Single Inspection	All actions implemented  Improvement on Ofsted rating 'inadequate'	Dec 2018	Director Children's Social Care	<p>A) By September 2018 89% of actions in the Children's Services Improvement Plan were complete. The focus of practice is now aligning to the recommendations from the new audit and service improvement framework. This framework is designed to test and validate the impact of completing actions outlined in the plan thus testing the actions in a systematic and regulated way.</p> <p>B) Following the last monitoring visit we are now preparing for a full inspection anticipated to be by the end of the year.</p>	CEF

## PRIORITY 2 - LIFE CHANCES, RESILIENCE AND WELLBEING

**Every child, young person and adult should have access to a good education and services which support their health and wellbeing and enable their potential. Our residents should have access to preventative early help which is vital to prevent problems getting worse.**

### Rationale

We want to improve the life chances of the local population and increase wellbeing. By working in partnership with key partners and residents to identify challenges early on, we can increase the resilience of our residents and our communities, stop needs from escalating and increase social mobility.

### Aligns to Building a Better Bromley

- ✓ Supporting independence
- ✓ Supporting children and young people
- ✓ Healthy Bromley
- ✓ Excellent Council

### Key strategies/plans

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

Action	Detail	Measure of success	Target date	DLT Lead	Quarter 2	PH Plans
<b>1. Develop our local school improvement strategy with schools</b>	<p>A) Work with schools to produce a local school improvement strategy to reflect the changing landscape of education providers and to set out how we will fit within the landscape in the future</p> <p>B) In partnership with schools, explore the viability and usefulness of traded services that are financially robust, make a positive impact on Improving outcomes</p>	<p>Vision for education in Bromley agreed</p> <p>Ways of working and enabling agreed</p>	April 2019	Director Education	<p>A)</p> <ul style="list-style-type: none"> <li>• Approach to LA validated school self-evaluation discussed with headteachers of maintained schools from autumn term 2018. School Improvement Partner (SIP) engaged to implement the process.</li> <li>• SIP jointly appointed for St Olave's School, with work programme to include 6 month and 12 month review of action plan following investigation.</li> <li>• Annual analysis of headline educational outcomes for 2018 presented to briefing for headteachers in October 2018 to identify priorities for 2018/19 school year.</li> </ul>	CEF

Action	Detail	Measure of success	Target date	DLT Lead	Quarter 2	PH Plans
<b>2. Secure sufficient school places</b>	A) Secure sufficient school places for pupils in Bromley	Sufficient school places to sustain percentage of pupils offered one of their first three preferences  Sufficient local provision for children with special educational needs and/or disabilities (SEND)	April 2022 [AP]	Director Education	<ul style="list-style-type: none"> <li>• School Place Planning Strategy 2018 sets out analysis of sufficiency. Schools capital programme agreed by Executive in July 2018.</li> <li>• Additional school places to be provided by the expansion of existing schools and the creation of new free schools:           <ul style="list-style-type: none"> <li>• Oaklands Primary School's Early Years block to allow 3 FE</li> <li>• Castlecombe Primary School has expanded in KS2 to be able to offer all pupils leaving Dorset Road Infant School for September 2018</li> <li>• Stewart Fleming Primary School to expand to 3 FE from 2019</li> <li>• Trinity CE Primary School to have an additional form of entry</li> <li>• Langley Park Primary School and Eden Park High School to move to their permanent sites in September 2018</li> <li>• An additional 60 places at Bishop Justus CE Secondary school by 2019</li> </ul> </li> <li>• Achieving 360 new secondary school places through Bullers Wood School for Boys and SHaW Futures are experiencing difficulties due to planning issues.</li> <li>• SEND place planning analysis completed (see also Priority 3: 4A and 4B)</li> </ul>	CEF
<b>3. Sufficiency for funded childcare</b>	A) Ensure there is sufficient good quality appropriate capacity in the sector to enable 30 hours of funded childcare for two, three and four year olds of working parents entitled to free provision	Take up of targeted childcare for two year olds  Take up of 15 hour and 30 hours funded offer childcare	April 2022 [AP]	Director Education	<ul style="list-style-type: none"> <li>• 9 projects funded by the DFE 30 hour delivery support fund are being delivered. This includes:           <ul style="list-style-type: none"> <li>◦ Creating more funded childcare places</li> <li>◦ Support for providers to ensure their sustainability</li> <li>◦ Recruiting to the workforce to enable expansion</li> <li>◦ Training to increase provision for children with SEND</li> <li>◦ Establishing a parent champion network to engage with the harder to reach families</li> </ul> </li> <li>• Take up of 30 hours free childcare places Bromley in top 3 London boroughs each term in 2017/18.</li> <li>• Staff vacancies have had an impact on take up of targeted two year old offer.</li> </ul>	CEF

Action	Detail	Measure of success	Target date	DLT Lead	Quarter 2	PH Plans
<b>4. Narrow the educational gap</b>	A) Develop our capacity to challenge and support schools and other educational settings to close the achievement and progress gaps for children from disadvantaged groups  B) Develop a local offer of Alternative Provision for young people at risk of disengaging from education	Attainment and progress gaps between pupils in disadvantaged groups and their peers reduced  Exclusions and persistent absence from school reduced	April 2022 [AP]	Director Education	<p>A) See 1(A)</p> <ul style="list-style-type: none"> <li>• Summer term Governor Forum focused on disadvantage gap with headteacher presenting effective practice.</li> <li>• Improving Outcomes for Bromley's Disadvantage Pupils Conference in September 2018 to learn from research and examples of effective practice.</li> <li>• Headline data for 2018 education outcomes retain Bromley's high rankings nationally. Pupil level data on disadvantage gap not yet available.</li> </ul> <p>B)</p> <ul style="list-style-type: none"> <li>• Redefinition of purpose of Nightingale as provision for secondary age children with mental health needs. Arrangements in place to transfer management of Nightingale to BTA to secure leadership and quality of provision.</li> </ul>	CEF
<b>5. Keep young people in Education, Employment or Training to improve life chances</b>	A) Meet requirements of Education, Care and Skills Act 2008 duty on all young people to participate in Education, Employment or Training until their 18 <sup>th</sup> birthday	Reduce Education, Employment or Training (NEET) figures	April 2022 [AP]	Director Children's Social Care	<ul style="list-style-type: none"> <li>• A variety of support is provided through the Bromley Youth Support Programme and Bromley Education Business Partnership to engage young people, especially those who are vulnerable, to participate in education, employment and training.</li> <li>• Tracking of young people is carried out through the Bromley Youth Support Programme.</li> <li>• An additional NEET worker has started based in the Leaving Care service. A pilot project, in partnership with Lewisham and Greenwich, will provide support over 4 years to those care leavers most at risk of NEET.</li> </ul>	CEF

Action	Detail	Measure of success	Target date	DLT Lead	Quarter 2	PH Plans
<b>6. Eliminate permanent exclusion from primary schools</b>	A) Set out clear and robust pathways for graduated support for children with additional needs to improve early identification  B) Develop early intervention for pupils in primary schools to reduce the need for exclusion	No permanent exclusions from primary schools	Sept 2018	Director Education	A) SEND Graduated Approach has been drafted and discussed with SENCO groups for launch in September 2018.  B) Primary outreach service commissioned for two years and in place from April 2018. Significant reduction in permanent exclusions from primary schools from 17 in 2016/17 to 2 in 2017/18.	CEF
<b>7. Improve life chances through adult learning</b>	A) Offer targeted adult education programmes to improve the life chances of adults in our disadvantaged communities	Increased number of participants from disadvantaged areas	April 2022 [AP]	Director Education	<ul style="list-style-type: none"> <li>• Courses in English and Maths are being delivered to improve core skills for adults to aid with employability.</li> <li>• Programmes of courses for carers and BAME groups are being developed as well as on-line opportunities for training targeted learners looking for employment in the catering industry.</li> <li>• 1,280 course participants from disadvantaged areas in 2017/18: an increase of 10.2% on the previous year. Overall retention rate for these learners for 2017/18 is 95.7% and the achievement rate is 91.6% (provisional figures)</li> <li>• Provisional 2017/18 outcomes show substantial improvements on all key performance measures.</li> </ul>	CEF

## PRIORITY 3 - IMPLEMENT THE SEND REFORMS

Implement the special educational needs and/or disabilities (SEND) reforms. Improve the identification, assessment of need and provision for our children and young people up to age 25. Ensure sufficient, appropriate and good quality provision within a sustainable financial envelope.

### Rationale

Improve learning and life outcomes through more effective joined up working across education, health and social care for children and young adults who have special educational needs and/or disabilities.

### Key strategies/plans

- ✓ Our Journey to Excellence
- ✓ SEND Reforms Improvement Plan
- ✓ SEND Strategic Vision and Priorities
- ✓ Children and Young People's Plan

### Aligns to Building a Better Bromley

- ✓ Supporting independence
- ✓ Supporting children and young people
- ✓ Healthy Bromley
- ✓ Excellent Council

Action	Detail	Measure of success	Target date	DLT Lead	Quarter 2	PH Plans
<b>1. Implement the SEND Reforms</b>	A) Implement the SEND Reforms Improvement Plan	All actions implemented	April 2022	Director Education	<p>A)</p> <ul style="list-style-type: none"> <li>• Review commissioned from SEND4change complete, achieving very good engagement from stakeholders and establishing a common understanding of the challenges facing Bromley. Feedback from this exercise has informed SEND Strategic Vision and Priorities 2018-19 and action plan re-aligned to five priorities.</li> <li>• SEND multi-agency conference in September 2018 to report progress on the SEND Reforms.</li> <li>• Project manager appointed to drive the pace of implementation and strengthen accountability to SEN/D Governance Board.</li> <li>• Group Manager appointed to lead the SEN Statutory Assessment Team and team being restructured to strengthen management oversight, improve the rigour of decision making and the quality of EHC planning.</li> </ul>	CEF

*Children, Education and Families – Portfolio Plan for 2018 to 2022 – 2018/19 Quarter 2 Update*

Action	Detail	Measure of success	Target date	DLT Lead	Quarter 2	PH Plans
<b>2. Integrated services 0 - 25</b>	A) Review assessment, decision making and planning processes across services to ensure that transition between children's and adults' services are effective  B) Improve systems for joint commissioning	Better transitions between children's and adults' services for young people and their parents  Gaps in services identified and addressed effectively	Sept 2018	Director Children's Social Care/ Adult Social Care	A) <ul style="list-style-type: none"><li>• Deputy Chief Executive has commissioned a review of transition from children's to adults' services.</li><li>• Transitions Programme Manager appointed with IBCF funding to oversee the transition process to support young people and their families transitioning from childhood through to adulthood.</li></ul>	CEF
<b>3. Improved governance and inspection readiness</b>	A) Strengthen our leadership and governance arrangements  B) Prepare for the local area SEND inspection by establishing a robust baseline, plans for rapid and sustained improvement, and rigorous tracking	Successful SEND local area inspection, demonstrating progress across all three key themes	April 2019	Director Education	A) <ul style="list-style-type: none"><li>• SEN/D Governance Board is well established with good representation</li><li>• Board members appointed to sponsor each of the 5 priorities with an officer lead.</li><li>• Action plan aligned to five priorities (see 1A) so that future reporting will be more transparent.</li></ul> B) <ul style="list-style-type: none"><li>• Initial briefing on inspection process for senior and middle leaders in LBB and BCCG.</li><li>• Draft Self-Evaluation Form updated and reported to Board each quarter showing deepening understanding of strengths, gaps and what needs to be done. Data and progress tracking better aligned to priorities.</li></ul>	CEF

*Children, Education and Families – Portfolio Plan for 2018 to 2022 – 2018/19 Quarter 2 Update*

Action	Detail	Measure of success	Target date	DLT Lead	Quarter 2	PH Plans
<b>4. Local specialist SEND provision</b>	<p>A) Complete sufficiency review of local specialist school placements for SEND</p> <p>B) Consider need and remit for of a new SEN centre of excellence in the borough</p> <p>C) Establish quality assurance arrangements for commissioned placements to ensure children and young people make progress and provision secures value for money</p>	<p>More children and young people attend a suitable, local school</p> <p>Pressures on high needs Funding Block controlled</p>	Sept 2018	Director Education	<p>A)</p> <ul style="list-style-type: none"> <li>• Place planning analysis completed.</li> <li>• New primary Additionally Resourced Provision opened in September 2018.</li> </ul> <p>B)</p> <ul style="list-style-type: none"> <li>• EOI being drafted for new primary special school for children with ASD.</li> </ul> <p>C)</p> <ul style="list-style-type: none"> <li>• Review of SEN/D advisory teams completed and re-alignment of teams to commence in autumn term 2018 to fill gaps in the continuum of provision.</li> <li>• QA programme for specialist placements in independent sector developed for implementation from September 2018.</li> </ul>	CEF

## PRIORITY 4 - ENSURING EFFICIENCY AND EFFECTIVENESS

We remain committed to delivering high quality services that make a positive difference to people's lives

### Rationale

By making the best use of the resources available to us and maximising the use of our assets we will deliver efficient and effective services which make a positive difference.

### Key strategies/plans

- ✓ Our Journey to Excellence
- ✓ Commissioning Strategy
- ✓ Contract Monitoring & Management in Bromley
- ✓ Performance Management Framework(s)
- ✓ Risk Management Log

### Aligns to Building a Better Bromley

- ✓ Excellent Council

Action	Detail	Measure of success	Target date	DLT Lead	Quarter 2	PH Plans
<b>1. Ensure that our approach to commissioning is robust</b>	<p>A) Contracts are procured on time, deliver value for money and the 'right' outcomes for children, families and adults</p> <p>B) Make smarter use of data and intelligence to understand the needs of our residents and how effective we are at achieving their desired outcomes</p>	<p>Good contract outcomes</p> <p>All existing contracts are reviewed to ensure outcomes, KPIs, performance reporting etc</p>	April 2022 [AP]	Director Programmes	<p>A) A review of all key strategic contracts is being carried out to ensure that each has appropriate outcomes, KPIs and performance reporting.</p> <p>B) The work to review contracts and develop intelligence coming from providers will strengthen our knowledge of residents' needs and ensure that providers are delivering appropriately.</p>	CEF

*Children, Education and Families – Portfolio Plan for 2018 to 2022 – 2018/19 Quarter 2 Update*

Action	Detail	Measure of success	Target date	DLT Lead	Quarter 2	PH Plans
<b>2. Understand the perspective of service users and residents</b>	A) Develop a User Voice Framework and regular approach to feeding back intelligence	User Voice Framework implemented  Improved approach to engagement  Improved understanding of what our service users are telling us	Dec 2018	Assistant Director Strategy, Performance & Business Support	• Following the restructure of the Strategy, Performance and Business Support division outlined in action 1, the newly established Customer Engagement and Complaints service will lead on the development of the User Voice Framework between September and December 2018.	CEF

**Key:**

- [AP] = Annual Programme
- CEF = Children, Education and Families