

Key: [AP] = Annual Programme

CEF = Children, Education and Families

RRH = Renewal, Recreation and Housing

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 will ensure children and adults are safe and less likely to require statutory intervention.

Key strategies/plans

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

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 4 update | PH Plan |
|---|---|---|------------------------|--|--|------------|
| 1) Raise awareness of children and adults safeguarding | <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> | <p>April 2022 [AP]</p> | <p>Director Children’s Social Care</p> | <p>A)</p> <ul style="list-style-type: none"> • A programme of multi-agency training courses has been scheduled for 2018/19 together with a suite of e-learning. Lunchtime events were held in autumn 2018 and spring 2019 to provide learning from recent Serious Case Reviews and Learning Reviews. • 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 was repeated monthly through to December 2018. Another four sessions have been scheduled from March to July 2019. <p>B)</p> <ul style="list-style-type: none"> • 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. | <p>CEF</p> |

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| | | | | | <ul style="list-style-type: none"> The Bromley Safeguarding Children Board's Annual Conference, held on 20 November 2018, focused on vulnerable adolescents and pathways to harm. Keynote speakers addressed the issues of gang involvement and successful interventions as well as contextual safeguarding. Additionally there was training about suicide prevention and learning from recent Serious Case reviews. The first annual Children's Social Care Conference, held in October 2018, focussed on social work values and practice including safeguarding. The second annual conference is planned for October 2019. | |
| 2) Maintain effective oversight of Safeguarding impact | A) Implement the Children's Performance Framework | Weekly data delivered Monthly digests delivered Frameworks reviewed annually | April 2022 [AP] | Assistant Director Strategy, Performance & Engagement | Children's Performance Framework: <ul style="list-style-type: none"> The Children's Performance Framework has been finalised and implemented. The monthly Performance Digest has been refreshed. | 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. Phase 3 began in February 2019 with scrutiny provided by the Practice Improvement Board (commencing April 2019). | 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. An audit by LBB auditors has been carried out on temporary accommodation and allocations with an action plan subsequently implemented. An audit of the new Homelessness regulations is planned for next year. | CEF, RRH |
| 3) Implement the Children's Improvement Plan | 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 | A) The Improvement Plan has been signed off as complete. B) The Ofsted inspection was carried out in November 2018. The report, published in January 2019, graded Bromley as Good overall for services and Outstanding for leadership. | 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 4 | PH Plans |
|--|--|--|-------------|--------------------|---|----------|
| 1. Develop our local school improvement strategy with schools | <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"> • Meeting with Head teachers of maintained schools to agree new framework planned for April 2019. • SIP jointly appointed for St Olave's School, has begun work programme to include 6 month and 12 month review of action plan following investigation. • Annual analysis of headline educational outcomes for 2018 presented to briefing for head teachers in October 2018 to identify priorities for 2018/19 school year. <p>B)</p> <ul style="list-style-type: none"> • New school improvement strategy was presented to maintained schools on 29 April • Mapping of partnership groups including school representation is being undertaken | CEF |

| Action | Detail | Measure of success | Target date | DLT Lead | Quarter 4 | PH Plans |
|--|--|--|-----------------|--------------------|---|----------|
| 2. Secure sufficient school places | 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"> • The School Place Planning Strategy 2019 was completed and considered by the Schools Places Working group on 4th April 2019, before being approved by Portfolio holder. • 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"> ➢ Currently no planned bulge classes. ➢ Eden Park High School is on track to move to its permanent site in September 2019. ➢ Stewart Fleming Primary School expansion to 3 FE currently delayed to 2020. ➢ Trinity CE Primary School to have an additional form of entry ➢ Scheme to provide an additional 60 places at Bishop Justus CE Secondary school by August 2019 ➢ Permanent planning consent for Bullers Wood School for Boys achieved. The Council is seeking assurance from DfE on arrangements for September 2019. SHaW Futures planning application was rejected by Planning Inspectorate. Additional project proposal outcomes are awaiting results. ➢ Bromley Beacon Academy Phase 2 due to be completed by Spring 2019 • Initial SEND place planning analysis completed, in depth work underway | CEF |
| 3. Sufficiency for funded childcare | 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"> • Take up of 30 hours free childcare places Bromley in top 3 London boroughs each term in 2017/18. • Staff vacancies have had an impact on take up of targeted two year old offer. Temporary officer commenced in November 2018 to increase communications with parent groups and encourage higher take-up of early years' entitlements. | CEF |

| Action | Detail | Measure of success | Target date | DLT Lead | Quarter 4 | PH Plans |
|--------------------------------------|--|---|-----------------|--------------------|--|----------|
| 4. Narrow the educational gap | <p>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</p> <p>B) Develop a local offer of Alternative Provision for young people at risk of disengaging from education</p> | <p>Attainment and progress gaps between pupils in disadvantaged groups and their peers reduced</p> <p>Exclusions and persistent absence from school reduced</p> | April 2022 [AP] | Director Education | <p>A)</p> <ul style="list-style-type: none"> All School Standards training activities include an element focused on tackling the disadvantaged gap. A research action project focused on closing the gap has commenced. 22 schools participating, 2 events completed and 3rd event planned for May 2019. Summer conference on reciprocal reading planned for July 2019 Headline data for 2018 education outcomes retain Bromley's high rankings nationally. The disadvantage gap in Early Years education has been reducing since 2015 and is now narrower than the national gap although still likely to be wider than for London as a whole. In Primary education, the disadvantage gap has widened at the end of both KS1 and KS2 and is wider than nationally. 7 Primary SLEs have been recruited, training has taken place and they are ready to commence delivery in schools to model effective practice in supporting pupils who have SEND. <p>B)</p> <ul style="list-style-type: none"> Nightingale has transferred to BTA to secure leadership and quality of provision. Commissioning of complementary vocational alternative provision offer underway, using £250k p.a. investment to pump prime Fair Access Protocol to be reviewed | CEF |

| Action | Detail | Measure of success | Target date | DLT Lead | Quarter 4 | PH Plans |
|--|---|---|-----------------|---------------------------------|---|----------|
| 5. Keep young people in Education, Employment or Training to improve life chances | 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 th birthday | Reduce Education, Employment or Training (NEET) figures | April 2022 [AP] | Director Children's Social Care | <ul style="list-style-type: none"> 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. Tracking of young people is carried out through the Bromley Youth Support Programme. An additional NEET worker has started based in the Leaving Care service. A Social Impact Bond project in partnership with Lewisham, Greenwich and Depaul UK will provide support over 4 years to those care leavers most at risk of NEET. 100% target achieved for transition project of year 11 CLA, to identify post 16 provisions | CEF |
| 6. Eliminate permanent exclusion from primary schools | 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 | <p>A) SEND Graduated Approach was launched in September 2018 with a toolkit now in the final stages of development across the four categories of SEND.</p> <p>B) Primary outreach service commissioned for two years and in place from April 2018. Options being considered to secure sustainability. Significant reduction in permanent exclusions from primary schools from 17 in 2016/17 to 2 in 2017/18. There has been 1 permanent exclusion from primary schools in 2018/19 year to date.</p> | CEF |
| 7. Improve life chances through adult learning | 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"> Spring term 2019 there were: 321 English and Math enrolments. 97% retention, 56 GCSE English & Math enrolment, 93% retention. 439 ESOL enrolments; 98% retention. Enrolments in targeted outreach provision were 982, with 60% from residents in disadvantaged wards Outreach provision included: Editing photos with Google photo; Upcycling clothes and materials, handmade chocolate for Easter; Healthy lunchbox for babies and young children; Make, play and take away, story sacks. | 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.

Aligns to Building a Better Bromley

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

Key strategies/plans

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

| Action | Detail | Measure of success | Target date | DLT Lead | Quarter 4 | PH Plans |
|-------------------------------|--|-------------------------|-------------|--------------------|---|----------|
| 1. Implement the SEND Reforms | A) Implement the SEND Reforms Improvement Plan | All actions implemented | April 2022 | Director Education | A) <ul style="list-style-type: none"> • 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. • SEND multi-agency conference in September 2018 to report progress on the SEND Reforms. • Project manager appointed to drive the pace of implementation and strengthen accountability to SEN/D Governance Board. • A three-year Strategy is being developed to build on the Strategic Vision and Priorities 2018-19 based on the key themes of localising, stretching services and accountability. • Bromley SEN Training Collaborative set up with a focus on SEN with appointment of 7 Primary Specialist Leaders in Education to model effective practice to support pupils with SEN/D. | CEF |

| Action | Detail | Measure of success | Target date | DLT Lead | Quarter 4 | PH Plans |
|--------------------------------------|---|---|-------------|--|--|----------|
| | | | | | <p>Developing Inclusive practice event for senior leaders being held on 30th April</p> <ul style="list-style-type: none"> • 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. • SEN Statutory Assessment Team restructured with case allocations realigned providing a far greater emphasis on the child at the centre • Group Leader appointed to lead the SEN Advisory Teams, bringing together expertise and a much stronger offer of support to schools and settings across the continuum of provision and age range (0-25yrs) • Quality Assurance and Improvement Lead (QAIL) being appointed to drive the improvements in working practices, quality and timeliness of the statutory process | |
| 2. Integrated services 0 - 25 | <p>A) Review assessment, decision making and planning processes across services to ensure that transition between children's and adults' services are effective</p> <p>B) Improve systems for joint commissioning</p> | <p>Better transitions between children's and adults' services for young people and their parents</p> <p>Gaps in services identified and addressed effectively</p> | Sept 2018 | Director Children's Social Care/ Adult Social Care | <p>A)</p> <ul style="list-style-type: none"> • Interim Chief Executive has commissioned a review of transition from children's to adults' services. • 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. • Multi-agency Transition Strategy Group in place to monitor the Transition work plan and provide scrutiny that feeds into the SEND Governance Board <p>B) Joint commissioning position statement developed across LBB/CCG.</p> | CEF |

| Action | Detail | Measure of success | Target date | DLT Lead | Quarter 4 | PH Plans |
|--|--|---|-------------|--------------------|--|----------|
| 3. Improved governance and inspection readiness | <p>A) Strengthen our leadership and governance arrangements</p> <p>B) Prepare for the local area SEND inspection by establishing a robust baseline, plans for rapid and sustained improvement, and rigorous tracking</p> | Successful SEND local area inspection, demonstrating progress across all three key themes | April 2019 | Director Education | <p>A)</p> <ul style="list-style-type: none"> • SEN/D Governance Board is well established with good representation • Board members appointed to sponsor each of the 5 priorities with an officer lead. • Action plan aligned to five priorities (see 1A) so that future reporting will be more transparent with progress scrutinised at each SEND Governance Board. • Extended 2019-22 strategy being drafted for implementation in September 2019 <p>B)</p> <ul style="list-style-type: none"> • Initial briefings for senior and middle leaders in LBB and BCCG held on inspection process. • Inspection planning group in place with themed focus groups being set up to include key stakeholders covering areas likely to be included in the inspection. • Dataset developed that sets out a range of KPIs that are reported to the Governance Board on a bi-monthly basis. • 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. | CEF |
| 4. Local specialist SEND provision | <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>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"> • Place planning analysis completed. • New primary Additionally Resourced Provision opened in September 2018. • Service Level Agreements with all mainstream schools with additionally resourced provision are being established and will be reviewed annually. <p>B) Expression of Interest has been successful to establish a new primary Free Special School for children who have ASD with a profile of more complex needs. Phase 2 is underway with closing date for submissions 30th September 2019. The school likely to open September 2020.</p> | CEF |

| Action | Detail | Measure of success | Target date | DLT Lead | Quarter 4 | PH Plans |
|--------|---|--------------------|-------------|----------|--|----------|
| | C) Establish quality assurance arrangements for commissioned placements to ensure children and young people make progress and provision secures value for money | | | | C) <ul style="list-style-type: none"> • Review of SEN/D advisory teams completed and re-alignment of teams completed. New working practices in development to maximise resource and provide consistent support to fill gaps in the continuum of provision. • QA programme for specialist placements in independent sector developed and implemented from September 2018. • Quality Assurance and Improvement Lead currently being appointed to strengthen process | |

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.

Aligns to Building a Better Bromley

✓ Excellent Council

Key strategies/plans

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

| Action | Detail | Measure of success | Target date | DLT Lead | Quarter 4 | PH Plans |
|---|--|---|-----------------|---------------------|--|----------|
| 1. Ensure that our approach to commissioning is robust | <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 |

| Action | Detail | Measure of success | Target date | DLT Lead | Quarter 4 | PH Plans |
|---|---|--|-------------|---|--|----------|
| 2. Understand the perspective of service users and residents | 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 & Engagement | <ul style="list-style-type: none"> • The User Voice Framework was agreed and launched in October 2018 to improve how the department collates and uses feedback from residents and service users. • The toolkit to support the Framework contains guidance and best practice to achieve the desired outcomes from user engagement and is being rolled out. • Easy read training is to be commissioned by April 2019. | CEF |