

Children, Education and Families Portfolio Plan for 2019/20

Key: [AP] = Annual Programme

ACH = Adult Care and Health

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 are in place to respond to safeguarding risks we will ensure children and adults are safe and less likely to require statutory intervention.

Aligns to Building a Better Bromley

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

Key strategies/plans

- ✓ Our Journey to Excellence
- ✓ Older People's Strategy
- ✓ Children and Young People's Plan
- ✓ The Roadmap to Excellence

Action	Detail	Measure of success	Target date	Lead	Updates	PH Plan
1) Raise awareness of children's safeguarding	<p>A) Multi Agency Safeguarding Training continues to be run by Early Intervention Service on behalf of Children's Social Care.</p> <p>Multi-agency training for partners is undertaken by the Bromley Safeguarding Children Partnership</p>	<p>Training programme published and well attended</p> <p>Annual conferences well attended</p>	April 2022 [AP]	<p>Director Children's Social Care / Independent</p> <p>Chair of Bromley Safeguarding Children's Partnership</p>	<p>A) MAPE (Multi Agency Partnership Event) is run monthly and attendance is good.</p> <p>CSC Staff conference took place on 4 November 2019. Well attended and well received.</p>	CEF

Action	Detail	Measure of success	Target date	Lead	Updates	PH Plan
2) Maintain effective oversight of case work impact	A) Implement the Children's Performance Framework	Weekly data delivered Monthly digests delivered	April 2022 [AP]	Assistant Director: Strategy, Performance & Corporate Transformation	A) The Children's Performance Framework is implemented providing good performance management oversight for all key stakeholders. The Framework was well regarded during both Children Social Care (Nov 2018) and SEND (Sept 2019) Ofsted inspections. Children's' Social Care and Education Performance Digests both refreshed and produced monthly to inform the Director, ADs and Heads of Service. Daily and weekly performance reports are produced / automated to assure operational level oversight for managers. All are refreshed and reviewed as appropriate. Annual analysis is in progress for all major statutory returns which were submitted in July 2019 for 2018/19, benchmarking data will be published by the DfE in (anticipated) December 2019.	CEF
	B) Implementation of practice reviews as part of Phase 3 'to excellence' plan	Audits completed and recommendations implemented	April 2022 [AP]	Assistant Director Children's Social Care	Practice review cycle remains in place for 2019/20 and is supported by Practice Assurance Stocktakes (PAS)	CEF
3) Implement the Getting to Excellence Improvement Plan	A) Implementation of Getting to Excellence improvement plan	Progress against plan scrutinised by the Practice Improvement Board	April 2022	Assistant Director Children's Social Care	A) Practice Improvement Board met in October 2019. Plans for Getting to Excellence seminars for all staff in place. PAS and review cycle feedback in to Practice Improvement Board (PIB).	CEF
	B) Use the Recruitment and Retention Board to create a more stable workforce	Workforce stabilised	April 2020	Director of Human Resources	B) Workforce currently 82% permanent.	

PRIORITY 2 – AFFORDABLE, DECENT AND SECURE HOMES

Enable residents to access and sustain a place to live that is affordable, decent and secure.

Rationale

By maximising the supply of accommodation, promoting good quality housing across all sectors and assisting those in housing need to resolve their own housing difficulties, we will reduce demands on our housing operation services and ensure that residents are safe, protected, well supported and living within strong communities.

Aligns to Building a Better Bromley

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

Key strategies/plans

- ✓ Our Journey to Excellence
- ✓ Older People's Strategy
- ✓ Children and Young People's Plan
- ✓ The Roadmap to Excellence
- ✓ Housing Strategy
- ✓ Homelessness Strategy
- ✓ Corporate Parenting Strategy
- ✓ Children Looked After Strategy
- ✓ Care Leavers Strategy

Action	Detail	Measure of success	Target date	Lead	Updates	PH Plan
1. Appropriate accommodation for Children in Care and Care Leavers	A) Increase number of in-house foster carers B) Increase Staying Put take-up	Children Looked After sufficiency of provision Effective in-house Fostering offer Increase in Care Leavers Staying Put	April 2022 [AP]	Assistant Director Children's Social Care	A) Target of 25 new fostering households is on track for 2019 B) 8% of our care leavers are currently in a Staying Put arrangement. This is higher than the national average. Living Together Agreements are used to outline to carers and young people changes in responsibilities and to promote resilience and independence.	CEF

Action	Detail	Measure of success	Target date	Lead	Updates	PH Plan
	C) Develop a procurement framework for Care Leavers accommodation, including market analysis	Ensure good quality and suitable accommodation and support Reduction in the average cost of Care Leavers placements	April 2021	Assistant Director Children's Social Care/ Housing	C) We are developing a number of supported lodging providers. Membership of West London Alliance will in part assist a broader range of accommodation. The review and soft market testing has been completed to consider the potential for a framework with the Gateway Review due to come back to Members in Autumn 2019. This will produce efficiency savings through providers without compromising quality.	CEF RRH
	D) Children's Placement Project - Increase capacity and accommodation choices related to residential, Independent Fostering Agencies (IFAs) and semi-independent accommodation	Good quality placements that have reduced the residential and IFA budgets	March 2020	Assistant Director of Integrated Commissioning and Programmes	D) The gateway report recommending joining the West London Alliance has been signed off and we are now in the mobilisation stage. Over the coming few weeks we need to carry out diagnostics, training for staff and engagement with providers. We are looking at a go live date of mid to late January 2020.	
	E) Implementing Transition to Independence priority in Corporate Parenting Board Action Plan	Young people able to sustain independent living	April 2020	Director Housing	E) Working Group overseeing priority action plan: work progressing and Corporate Parenting Board updated with progress in September 2019. Housing division maintains attendance at Corporate Parenting Board.	

PRIORITY 3 - 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	Lead	Updates	PH Plans
1. Develop our local school improvement strategy with schools	A) In partnership with schools, explore the viability and usefulness of traded services that are financially robust, make a positive impact on Improving outcomes	Ways of working and enabling agreed	April 2020	Director Education	<ul style="list-style-type: none"> • New School Improvement Strategic Framework for maintained schools developed and agreed for implementation in 2019/20 academic year. • Independent School Improvement Partner (SIP) contracted to provide support and challenge to maintained schools • New Bromley Education Matters website to be ready for soft launch November 2019, to include school standards training offer and booking system. 	CEF

Action	Detail	Measure of success	Target date	Lead	Updates	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"> • Development of an Education Commissioning Plan underway that will take an integrated area based approach to the delivery of high quality education provision across all phases. • In depth SEND place planning exercise underway including the commissioning of a specialist model to ensure effective decisions are taken about ensuring provision meets local needs. • We continue to work on the opening of the new KS2 special free school for September 2021. • Work continues with DfE on new approved free schools to ensure sufficient secondary provision from 2020 onwards 	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 B) Procure a digital solution to manage and process Early Years funding C) Produce an updated sufficiency report for supply and demand for Early Years childcare places	Take up of targeted childcare for two year olds Take up of 15 hour and 30 hours funded offer childcare	April 2022 [AP] September 2020 June 2020	Director Education	A) Sufficiency assessment work in progress. Initial findings indicate need to survey local parents to more accurately identify local demand. B) Digital funding system procured and phase 1 of implementation in progress with autumn final provider claims to be submitted via new system. Parent portal to roll out in Spring term 2020 C) Assessment work underway (see action 3A above)	CEF

Action	Detail	Measure of success	Target date	Lead	Updates	PH Plans
					<p>The Virtual School provides 1:1 tuition for children in academic year groups 6, 10 and 11 and is able to identify where this is having an impact. Provisional data for academic year 2018/19 shows that 29% of the reporting group of Children Looked After left YR11 with five or more GCSEs at grade 4 or above, including English and Maths. 10% of the cohort is unaccompanied minors and 67% of this cohort has special or additional needs, with 45% having an Education, Health and Care plan.</p> <p>Following the second year of the 16+ Transition Project, 91% of that cohort has progressed to secure post-16 provision. This is an increase of 7% from last year's figure and a total of 13% across the 2 years. This work is extremely important for children looked after, who may not achieve in school during YR11 (or who may not have been attending) but who can thrive in a post-16 learning environment and be able to catch up with their peers.</p>	
5. Keep young people in Education, Employment or Training to improve life chances	<p>A) Reduce the rate of children and young people Not In Education, Employment or training</p> <p>B) Participation in the Social Impact Bond</p>	<p>Reduction in Not in Education, Employment or Training (NEET) figures</p> <p>I-Aspire programme reduces the number of young people Not in Education, Employment or Training</p>	April 2022 [AP]	Assistant Director Children's Social Care / Virtual School Lead	<p>A) The reduction in the NEET rate (School years 12 and 13) for the DfE annual scorecard period to February 2019 was 0.1%, (0.4% reduction if we include the 'Not Known' young people) Our current statistics for November 2019 are showing a reduction of 0.2% against the end of November 2018, (or 1.7% reduction if you include the Not Known young people.) 98.4% of young people had an offer of education or training for September 2019 an increase of 0.1% on the previous year.</p> <p>B) I-aspire programme for post 18 Care Leavers is in place. Year 11 transition program for CLA ensuring secure post 16 destination continues.</p>	CEF

Action	Detail	Measure of success	Target date	Lead	Updates	PH Plans
6. Reduce permanent exclusions	<p>A) Set out clear and robust pathways for graduated support for children with additional needs to improve early identification</p> <p>B) Develop early intervention for pupils in secondary schools to reduce the need for exclusion</p>	Reduction in exclusions	April 2020	Director Education	<p>A) The external review of Alternative Provision (AP) and Social, Emotional and Mental Health Provision (SEMH) will consider the access to support for those at risk of exclusion. The report is due in November.</p> <p>B) Secondary vocational 14-16 programme is now in place at Bromley College; supporting 63 Year 10's identified by their secondary school.</p>	CEF
7. Improve life chances through adult learning	Offer targeted adult education programmes to improve the life chances of adults in our disadvantaged communities	Increased number of participants from disadvantaged areas schools	April 2022 [AP]	Director Education	<ul style="list-style-type: none"> • Re-focussing priorities towards disadvantaged adults has led to the following: • Increased course opportunities and participation for residential and independent older learners, carers, and Deaf Plus service users. • SEN - new partnerships created in different venues e.g. Mytime Active making the provision available to new groups of learners. • Family Learning – new partnership with Harris Orpington Secondary provided targeted family literacy support. An increase in volume and range of parenting courses has increased participation in this area. • Better targeting of provision resulted in an increase in achievement and retention rates in outreach provision e.g. FEML (Family English, Math and Language skills) achievement 93% in 17/18 to 98% in 18/19 and WFL (Wider Family Learning skills) from to 89% to 91%. 	

PRIORITY 4 - 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	Lead	Updates	PH Plans
1. Implement the SEND Reforms	A) Implement the SEND Reforms Improvement Plan	All actions implemented	April 2022	Director Education	<ul style="list-style-type: none"> • 2019-22 strategy and action plan developed and agreed at SEND Governance Board. Builds on three key themes; localising, stretching services and accountability. • Group Manager appointed to lead the SEN Statutory Assessment Team – implementation of new processes now being embedded, including management oversight, decision making, quality assurance, and robust EHC planning. • Quality Assurance and Practice Improvement Framework in place and being embedded. External QA validation taking place quarterly, demonstrating improvements in working practices, quality and timeliness of the statutory process 	CEF

Action	Detail	Measure of success	Target date	Lead	Updates	PH Plans
1. Implement the SEND Reforms (cont)	A) Implement the SEND Reforms Improvement Plan (cont)	All actions implemented (cont)	April 2022 (cont)	Director Education (cont)	<ul style="list-style-type: none"> EHC online portal now used for all new needs assessments – provides secure platform for all parties (including Children and young people and parents/carers) to input and review the process, providing transparency and working efficiencies Realigning resources to create a dedicated team to manage the EHC statutory needs assessments, with a new senior post to oversee and provide accountability for the 20 week timeliness measure QA programme for placements in independent schools to be implemented Local Offer Development Officer now recruited to strengthen and promote the Local Offer Engagement framework in place CYP Participation Officer post extended with workplan agreed CAMHS trailblazer project being delivered Bromley Teaching Schools leading SEN training collaborative to support school improvement. Placement planning framework in development for September 2020 and beyond Legal advice to be drawn in to support complex tribunal cases Post inspection action plan in place following inspection that took place in September 2019. 	
2. Integrated services 0 - 25	A) Review assessment, decision making and planning processes across services to ensure that transition between children's and adults' services are effective including commissioning	Better transitions between children's and adults' services for young people and their parents	April 2020	Director Children's Social Care/ Adult Social Care	<ul style="list-style-type: none"> Review of transition from children's to adult services complete. Multi-agency Transition Strategic Group and Operational Group in place to monitor the improvement work – includes young people and parents/carers. Multi-agency action plan in place, with Key Performance Indicators and progress scrutinised through SEND Governance Board Transition protocol for social care completed, working group to operationalise the protocol 	CEF ACH

Action	Detail	Measure of success	Target date	Lead	Updates	PH Plans
					<ul style="list-style-type: none"> Integrated Transition Register (ITR) completed and tested and used to support more effective transition and commissioning of services 	
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 2020	Director Education	<p>A)</p> <ul style="list-style-type: none"> SEND Governance Board well established with good representation across the local area including Members and parents 2019-22 strategy and associated action plan in place, with board sponsors and officer leads, providing oversight and scrutiny from governance board <p>B)</p> <ul style="list-style-type: none"> Inspection took place between 16th to 20th September 2019 Verbal feedback received, with inspection outcome letter due to be published post election. Post-inspection action plan developed, based on self-evaluation and verbal feedback 	CEF

Action	Detail	Measure of success	Target date	Lead	Updates	PH Plans
4. Local specialist SEND provision	<p>A) Complete sufficiency review of local specialist school placements for SEND</p> <p>B) Implement a new SEN centre of excellence in Bromley (subject to funding)</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>	April 2022	Director Education	<p>A)</p> <ul style="list-style-type: none"> Invest to save business case in development to put in place for sufficiency programme Service Level Agreements with all mainstream schools with additionally resourced provisions to be finalised Exploration with secondary schools taking place to increase Alternative Resource Provision. <p>B)</p> <ul style="list-style-type: none"> Expression of Interest successful to establish a new Special Free School for children who have ASD with a profile of more complex needs. Evaluation of one bid received taking place early November with joint DfE/LBB interview taking place early December. <p>C)</p> <ul style="list-style-type: none"> SEN Advisory Teams realigned to maximise resource and fill gaps in support with a specific focus on Children and Young People with EHCPs in mainstream provision, to ensure right support and the right time, minimising risk of placement breakdown QA programme for specialist placements in independent sector established and improvements being made. Quality Assurance and Practice Improvement Framework in place and being embedded. External QA validation taking place quarterly, demonstrating improvements in working practices, quality and timeliness of the statutory process 	CEF

Action	Detail	Measure of success	Target date	Lead	Updates	PH Plans
5. Appropriate accommodation for children and adults with special educational needs and/or disabilities (SEND)	A) Review how the Disabled Facilities Grant (DFG) is used across the borough	Effective use of DFG Ensure integrated working between Home Improvement and OT Teams	April 2021	Director Housing	The grant continues to be spent and the review is in planning stages.	RRH
6. Improve access to Direct Payments	A) Increase the use of direct payments as a model of service delivery with changes to our care management practice to facilitate this	Direct payments increased	April 2022	Assistant Director Children's Social Care Director Adult Social Care	<ul style="list-style-type: none"> Prepaid card service is now in place. Work continues to be carried out to improve and promote the Direct Payment offer to service users and their families. Training for staff to increase knowledge and understanding of direct payments included a mandatory E-Learning module in April/May 2019 and a full day direct payments workshop in June 2019. Training on pre-paid cards took place in September 2019 A Direct Payment Operational Lead was appointed to support staff and implement good practice in teams in conjunction with Direct Payment Champions. The implementation of the pre-paid cards contract went live in September 2019: this simplifies and reduces the need for detailed monitoring of spend making Direct Payments more attractive to individuals. Teams are working to identify those who would benefit from the new offer. At the end of September 2019, 19.5% of adults received a Direct Payment, an improvement from 10% at the beginning of 2018/19. There are 407 Direct Payments, an increase of 43 since April 2019. 	CEF

PRIORITY 5 - 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	Lead	Updates	PH Plans
1. Effective Performance Management	A) Implement Children's performance framework	Performance Frameworks reviewed annually	April 2022	Assistant Director: Strategy, Performance & Corporate Transformation	<p>A) The Children's Performance Framework is implemented providing good performance management oversight for all key stakeholders. The Framework was well regarded during both Children Social Care (Nov 2018) and SEND (Sept 2019) Ofsted inspections.</p> <p>Children Social Care and Education Performance Digests both refreshed and produced monthly to inform the Director, ADs and Heads of Service. Daily and weekly performance reports are produced / automated to assure operational level oversight for managers. All are refreshed and reviewed as appropriate. Annual analysis is in progress for all major statutory returns which were submitted in July 2019 for 2018/19, benchmarking data will be published by the DfE in (anticipated) December 2019.</p>	CEF

Action	Detail	Measure of success	Target date	Lead	Updates	PH Plans
2. Ensure that our approach to commissioning is robust	Development and implementation of Market Position Statements	Good commissioning outcomes	April 2020 [AP]	Assistant Director of Integrated Commissioning and Programmes	A review of all key strategic contracts is being carried out to ensure that each has appropriate outcomes, KPIs and performance reporting. 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.	ACH CEF RRH
3. Effective use of IT	Deliver new Social Care Information System for children and adults	New system in place and providing individual and performance management information	April 2022	Assistant Director, Strategy, Performance & Corporate Transformation	Qualified and experience Programme Manager appointed. Contract awarded to engage other specialist staff resources to support procurement and implementation of a new system in place. Procurement strategy agreed following Framework publication in April 2019. Tender specification being drafted. Likely award of contract for new system April/May 2020 subject to procurement. Go live on schedule for April 2022.	CEF
4. Understand the perspective of service users and residents	Implement the 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	April 2022	Assistant Director Strategy, Performance & Corporate Transformation	<ul style="list-style-type: none"> User Voice Framework adopted by the Children Executive partnership in 2018/19. Annual report due to Children's Executive board in November 2019. SEND Engagement Framework commissioned by the SEND governance board launched in 2018/19. Published on the Local Offer, alongside quarterly "You said, we did" reports. Toolkits to support the frameworks contain guidance and best practice to achieve the desired outcomes from user engagement. Co-production training was carried out in June 2019 for officers involved in engagement with service users. 	ACH CEF