

Children, Education and Families

Portfolio Plan for 2020/21

Quarter 3 Update

Priority 1

Safeguarding

Our Ambitions:

The priority aligns to the following *Building a Better Bromley* ambitions:

- For children to grow up, thrive and have the best life chances in families who flourish and are happy to call Bromley home.
- For adults and older people to enjoy fulfilled and successful lives in Bromley, ageing well, retaining independence and making choices.

Strategic links:

This priority has links with the following strategic plans:

- ✓ The Roadmap to Excellence
- ✓ Looked After Children Strategy
- ✓ Care Leavers Strategy
- ✓ SEND Strategy
- ✓ Children and Young People's Plan
- ✓ The Roadmap to Excellence

What are we going to do?

ACTION	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD	UPDATES
1) Raise awareness of children's safeguarding	Multi Agency Safeguarding Training continues to be run by Early Intervention Service on behalf of Children's Social Care. Multi-agency training for partners is undertaken by the Bromley Safeguarding Children Partnership	Training programme published and well attended Annual conferences well attended	April 2022 [AP]	Director Children's Social Care / Independent Chair of Bromley Safeguarding Children's Partnership	MAPE (Multi Agency Partnership Event) is on hold due to COVID. The options for hosting it as a webinar are being considered.
2) Maintain effective oversight of case work impact	A) Implement the Children's Performance Framework	Weekly data delivered Children's Social Care and Education monthly digests delivered	April 2022 [AP]	Assistant Director: Strategy, Performance & Corporate Transformation	A) The Children's Services Performance Framework provides senior management oversight. •Performance Digests for Children Social Care and Education Divisions are refreshed and reviewed where appropriate on an on-going basis. •Reports to support Transformation Board have been developed •COVID-impact has been monitored and reported to the DfE

	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	B) Practice review cycle has continued as has Practice Assurance Stocktakes (PAS) despite COVID-19
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) Virtual Practice Improvement Board held in December 2020, with quarterly meetings continuing. 'Getting to Excellence' seminars postponed due to COVID-19. Plans are being made for virtual delivery.
	B) Use the Recruitment and Retention Board to create a more stable workforce	Workforce stabilized	April 2021	Director of Human Resources	B) Workforce currently 85% permanent despite COVID-19.
	C) Use of Virtual Reality Headsets for Intervention and Child protection work	Improved relationship between carers/parents and children resulting in greater placement stability	January 2021	Director of Children's Services	C) Project initiated to look at using Virtual Reality headsets currently on hold due to COVID-19

Priority 2 Affordable, decent and secure homes

Our Ambitions:

The priority aligns to the following *Building a Better Bromley* ambitions:

- For children to grow up, thrive and have the best life chances in families who flourish and are happy to call Bromley home.
- For adults and older people to enjoy fulfilled and successful lives in Bromley, ageing well, retaining independence and making choices.
- For people to make their homes in Bromley and for business, enterprise and the third sector to prosper.
- To manage our resources well, individually and collectively, providing efficient and effective services and excellent value for money for Bromley's residents.

Strategic links:

This priority has links with the following strategic plans:

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

What are we going to do?

ACTION	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD	UPDATES
1. Appropriate accommodation for Children in Care and Care Leavers	A) Increase number of in-house foster carers	Children Looked After sufficiency of provision	April 2022 [AP]	Assistant Director Children's Social Care	<p>A) The team have been promoting various types of fostering. Information sessions and training courses for prospective foster carers are held virtually on a regular basis. Seven fostering households have already been approved in this financial year so far with sixteen prospective foster families in assessment.</p> <p>The number of fostering enquires remains steady, with a further 18 new enquiries during November and December.</p>

	B) Increase Staying Put take-up	Effective in-house Fostering offer Increase in Care Leavers	April 2021	Assistant Director Children's Social Care	B) The staying put policy has been re written and relaunched. The service now falls under fostering and benefits from having annual reviews of carers undertaken by QI. All placements are also reviewed at post 18 panel to offer oversight of the arrangements. Strengthened joint working across Care and LCT ensure early identification of potential staying put arrangements and a recent targeted audit has led to improvements in practice around staying out and transition planning
	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	March 2021	Assistant Director Children's Social Care/ Housing	C) We are developing several supported lodging providers. Membership of West London Alliance (WLA) commenced 27/01/2020 with the Semi Independent provision going live on 01/09/2020. An accreditation scheme has been created in order to ensure high quality placements across the Dynamic Purchasing Vehicle.
	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 2021	Assistant Director of Integrated Commissioning	D) The IFA and residential provision of the 'Community Alliance' went live in February 2020. Fortunately, we have not needed as many placements in the last few months. Those that we have used, we are not yet seeing significant savings. The new Assistant Director for Integrated Commissioning has met the Director Children Services and Assistant Director of Children's Social Care and will be reviewing with the providers in due course. Semi-independent provision is due to go live. The Semi Independent provision

	E) Implementing Transition to Independence priority in Corporate Parenting Board Action Plan	Young people able to sustain independent living	March 2021	Director Housing	<p>went live on 01/09/2020 meaning that all three Dynamic Purchasing Vehicles are now in operation. Four long term pre framework placements were successfully negotiated to move over to Careplace with a combined saving of £50k per annum. We are also now seeing placements made in February meeting the nine month long term discount which will lead to further savings. To date 32 placements have been made via Careplace.</p> <p>There are now 19 Local Authority members of the Alliance with over 250 providers across the three provisions. Engagement with new providers continues in order to maintain a choice of good quality placements.</p> <p>E)</p> <ul style="list-style-type: none"> • Framework in place for Looked After Children. • Review to take place to expand framework for care leavers and young people experiencing homelessness. • Housing division maintains attendance at Corporate Parenting Board.
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Priority 3

Life chances, resilience and wellbeing

Our Ambitions:

The priority aligns to the following *Building a Better Bromley* ambitions:

- For children to grow up, thrive and have the best life chances in families who flourish and are happy to call Bromley home.
- For adults and older people to enjoy fulfilled and successful lives in Bromley, ageing well, retaining independence and making choices.
- To manage our resources well, individually and collectively, providing efficient and effective services and excellent value for money for Bromley's residents.

Strategic links:

This priority has links with the following strategic plans:

- ✓ 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

What are we going to do?

ACTION	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD	UPDATES
1. Secure sufficient school places	Secure sufficient school places for pupils in Bromley	<p>Sufficient school places to sustain percentage of pupils offered one of their first three preferences</p> <p>Sufficient local provision for children with special educational needs and/or disabilities (SEND)</p>	April 2022 [AP]	Director Education	<ul style="list-style-type: none"> • Continued work on education commissioning with an 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-KS4 special free school for September 2023.

					<ul style="list-style-type: none"> • Work continues with DfE on new approved free schools to ensure sufficient secondary provision from 2020 onwards • Sufficiency of placements for CYP with SEND – please refer to priority 4.2
2. Sufficiency for funded childcare	<p>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</p> <p>B) Procure a digital solution to manage and process Early Years funding</p> <p>C) Produce an updated sufficiency report for supply and demand for Early Years childcare places</p>	<p>Take up of targeted childcare for two-year olds</p> <p>Take up of 15 hour and 30 hours funded offer childcare</p>	<p>April 2022 [AP]</p> <p>September 2020</p> <p>June 2020</p>	Director Education	<p>A) Weekly monitoring of take up and unmet demand in progress to inform planning. Early Years Funding providing monthly Covid-19 top-up payments to support providers experiencing lower take-up due to pandemic.</p> <p>B) Roll out of digital solution in progress. Automated monthly payments went live from September 2020 and working well. Parent portal now under development.</p> <p>C) Specialist company commissioned to undertake sufficiency review, contract due to commence January 2021. Report due April 2021</p>
4. Narrow the educational gap	A) Develop our capacity to challenge and support schools and other educational settings to close the achievement	Attainment and progress gaps between pupils in disadvantaged groups and their peers reduced	April 2022 [AP]	Director Education	A) Negative impact on attainment gap anticipated because of Covid-19. Interventions to address this remain key priority for schools. First thematic session of Head Teacher conference took place on 15th January 2021 focussing on work to narrow the attainment gap

	<p>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>C) Narrow the attainment and progress gap for Children Looked After</p>	Exclusions and persistent absence from school reduced	<p>April 2022</p> <p>April 2022</p>	<p>Director Education</p> <p>Assistant Director Children's Social Care / Virtual School Lead</p>	<p>B) A comprehensive external review of Alternative Provision has taken place in Bromley and the outcomes implemented. Primary and Secondary outreach service commissioned to increase earlier intervention in placement breakdown.</p> <p>C)</p> <ul style="list-style-type: none"> • The virtual School continues to offer interventions and support for children and young people aged 3 to 19. The number and quality of Personal Education Plans is improving. • The Virtual School has supported all pupils (CLA) during the pandemic by making a minimum of weekly contact with young people and their carers to support with their education. • This monitoring and support continues. We offer support to foster carers and young people who have to isolate or the school has closed.
5. Keep young people in Education, Employment or Training to improve life chances	A) Reduce the rate of children and young people Not in Education, Employment or training	Reduction in Not in Education, Employment or Training (NEET) figures	April 2022 [AP]	Assistant Director Children's Social Care / Virtual School Lead	A) Creation of new EET strategy to reduce NEET in 16-25 cohort. Creation of a NEET panel in January 2020 involving Virtual School, Bromley Education Business Partnership, targeted youth support, SEND, I Aspire and DWP. Improved tracking and monitoring of NEET will ensure timely presentation at panel, better joint working with partner agencies and improved outcomes for young people. Active involvement group are also running targeted group work for NEET

	B) Participation in the Social Impact Bond	I-Aspire programme reduces the number of young people Not in Education, Employment or Training			<p>Young People with offer of bespoke work experience opportunities to build confidence.</p> <p>B) Bromley continue to remain involved with I-Aspire who offer progression coaching to young people who are NEET. We currently have 62 young people engaged with the service and new ETE worker attached to the programme to offer specialist support.</p>
6. Reduce permanent exclusions	Develop and commission earlier intervention for pupils in secondary schools to provide suitable alternatives to exclusion	Reduction in exclusions	April 2021	Director Education	See 4B above
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	Due to Covid-19 restrictions most community venues continued to remain closed during autumn term. Work is underway with the Children and Family centres to pilot a blended approach with recorded online sessions in cookery. If successful, it will be rolled out with other subjects.

Priority 4

Supporting and challenging effective multi-agency working

Our Ambitions:

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Strategic links:

This priority has links with the following strategic plans:

- ✓ SEND Strategy
- ✓ Youth Justice Strategy
- ✓ Reforms Improvement Plan
- ✓ Corporate Parenting Strategy
- ✓ Children and Young People's Plan

What are we going to do?

ACTION	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD	UPDATES
1. Integrated services 0 - 25	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 2021	Director Children's Social Care/ Adult Social Care	Head of Service 0-25 post has been agreed to take strategic lead in developing this service through improved transitioning of children to adulthood. Appointment was made in November 2020.

<p>2. Local specialist SEND provision</p>	<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. Pressures on high needs Funding Block controlled</p>	<p>April 2022</p>	<p>Director Education</p>	<p>A)</p> <ul style="list-style-type: none"> Invest to save business case agreed for 5-year sufficiency programme Mastodon C have been commissioned to complete the sufficiency work in partnership with LBB Draft 5-year sufficiency programme, with scenario planning due to be completed 2021 <p>B)</p> <ul style="list-style-type: none"> Specification for the Special Free School reviewed and revised using updated demand data. Centre of Excellence with a SFS at the heart of the centre. Supports CYP who have SCD and associated SEMH, including high levels of anxiety. 150 places in KS2 to KS4. 8 applications received and evaluated. Early 2021 Announcement of successful proposer group following interviews. <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 Quality Assurance and Practice Improvement Framework in place and being embedded Focused annual review task and finish group set up with representatives from SEND Governance Board to improve the system to ensure the right support and progress being made Exploration of activity that will review the SEN Funding Levels to ensure appropriate support in place that represents value for money
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					<ul style="list-style-type: none"> • SEN Placements review currently taking place to ensure accuracy in placement planning and funding across all types of provisions
3. Improve access to Direct Payments	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	Ongoing use of electronic payment cards for care leavers.
4. Improve life chances for CYP in the youth justice system	Strengthening our Partnership Board and workforce	Reduced number of first time entrant children in the youth justice system Reduced re-offending by children in the youth justice system	April 2022	Assistant Director Children's Social Care	First Time Entrants (FTE) info: The latest figures available are for a 12 month period October 2018 – September 2019 <ul style="list-style-type: none"> • 54 Young people became first time entrants into the criminal justice system during October 2018 – September 2019. This is a 29% (74) reduction in the rate of first time entrants compared with the previous year. • Bromley's rate of first time entrants is 36% lower than the average for London and is 21% below the national average. FTE's are 1% above statistical neighbours. Bromley also has the lowest rate compared with the 6 surrounding boroughs • The success of our reductions in FTE is attributed to the use of diversionary and preventative service offers. We have seen year on year falls with crime falling and a reduction in some risk factors and behaviours associated with crime such as substance misuse and we have undertaken prevention work with young people perceived to be on the cusp of offending. Support programmes along with Early Help services are offered to our

					<p>families and children. A high proportion of our FTE do not go onto commit further offences. The Liaison and Diversion scheme in the borough helps police and the Diversion worker to quickly identify children in custody and divert low level offending away from the system.</p> <p>Re-offending The YOS tracks a cohort of offenders who received a pre-court, court disposal or were released from custody in a 12 month period. The latest figures available are for a 12 month period April 2017 - March 2018 (tracked until the end of March 2019)</p> <ul style="list-style-type: none"> • 182 Young people were sentenced between April 2017 - March 2018. This cohort of young people being tracked has reduced over the past 4 years where 221 young people were serving YOS interventions by the end of March 2014. This is an 18% (39 cases) reduction over a 4 year period. <p>We continue to offer a range of support to help children to desist from offending, this includes health interventions, education, training and employment, reparation and victim awareness work.</p>
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Priority 5

Ensuring Efficiency and Effectiveness

Our Ambitions:

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Strategic links:

This priority has links with the following strategic plans:

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

What are we going to do?

ACTION	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD	UPDATES
1. Effective Performance Management	Implement Children's performance framework	Performance Frameworks reviewed annually	April 2022	Assistant Director: Strategy, Performance & Corporate Transformation	<p>The Children's Services Performance Framework provides senior management oversight.</p> <ul style="list-style-type: none"> • Performance Digests for Children Social Care and Education Divisions are refreshed and reviewed where appropriate on an on-going basis. • Reports to support Transformation Board have been developed • COVID-impact has been monitored and reported to the DfE

2. Ensure that our approach to commissioning is robust	Application of Commissioning Cycle best practice to all services; Review of Strategic Contracts with Gateway Reports for Officer/Member decision completed as required; Development and implementation of Market Position Statements	Good commissioning outcomes	April 2021 [AP]	Assistant Director of Integrated Commissioning and Programmes	<ul style="list-style-type: none"> • Review of key strategic contracts carried out (and ongoing) to ensure contracts clearly state outcomes, KPI's and Performance Reporting; • Development and decision making completed for numerous commissioning strategies including Transport, Support to the Voluntary Sector, Learning Disabilities Day Care and others; • Work Plan in place setting out key actions and timescales for all People Department contracts; • Production of key strategies including Aging Well and Learning Disabilities;
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 Programme to be delivered by April 2022	April 2022	Assistant Director, Strategy, Performance & Corporate Transformation	<ul style="list-style-type: none"> • Experienced and qualified Programme Manager appointed together with a multi-disciplinary team to support procurement and implementation of a new system. • Contract for new social care information system awarded in May 2020. Optimum go live on track for autumn 2021, programme end date March 2022. • Configuration of new system commenced to align with current and developing business processes. Carefirst data being prepared for migration to new system.
4. Understand the perspective of service users and residents	Implement the User Voice Framework and regular approach to feeding back intelligence	<p>User Voice Framework implemented</p> <p>Improved approach to engagement</p> <p>Improved understanding of what our service users are telling us</p>	April 2022	Assistant Director Strategy, Performance & Corporate Transformation	<ul style="list-style-type: none"> • The User Voice Framework and the staff provides guidance and best practice to achieve the desired outcomes from user engagement. This management tool has been rolled out. Annual highlight report produced. • Surveys carried out with residents supported by the COVID-19 Assistance Helpline and the Shielding Team to improve current and future support