

Children, Education and Families

Portfolio Plan

2021/22

Introduction

Message from the Portfolio Holder for Children, Education and Families

Welcome to the Children, Education and Families Portfolio Plan for 2021 to 2022.

This Portfolio Plan presents the key priorities for our department for 2018-22. Through the Council's Executive and the Children, Education and Families Policy, Development and Scrutiny Committee, Members will monitor the progress of this Portfolio Plan as part of the Children's Services Performance Framework.

The Portfolio Plan is shaped around the following five strategic objectives of the Children Services department:

- Safeguarding
- Affordable, decent and secure homes
- Life chances, resilience and wellbeing
- Supporting and challenging effective multi-agency working
- Ensuring efficiency and effectiveness

Achieving these priorities in a changing regulatory, financial and physical environment remains a challenge and should not be underestimated. By implementing these strategic objectives, I truly believe that we can enable our Bromley residents to achieve, thrive and reach their full potential.

The leadership team strives to ensure that excellent services are consistently provided to our children and their families in the borough, despite the challenges posed by the Covid-19 pandemic and its impact on regular work practice.

We have responded to the pandemic confidently to ensure our services continue to keep children and young people safe in Bromley. Different ways of working have been adapted and some of them will continue.

As we progress with the Transforming Bromley programme to deliver improving services and outcomes we will continue to co-produce with our partners and our residents. The Bromley Relationship Social Work Model promotes the 'doing with' rather than 'doing to' approach and we pride ourselves on the relationships we build with our families in order to support and assist positive change.

Our priorities

This Portfolio Plan is shaped about the delivery of the following priorities:

Priority 1 Safeguarding

Why is this a priority?

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.

Priority 2 Affordable, decent and secure homes

Why is this a priority?

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.

Priority 3 Life chances, resilience and wellbeing

Why is this a priority?

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.

Priority 4 Supporting and challenging effective multi-agency working

Why is this a priority?

We know that agencies in the partnership commission and provide many of the services to our children and young people. Working individually and in partnerships we share responsibility for improving outcomes.

Rationale

We are convinced that by aligning our commitments and resources, and by strengthening our partnerships, we will succeed in delivering excellent services for our children and young people.

Priority 5 Ensuring efficiency and effectiveness

Why is this a priority?

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.

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
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	Director Children's Social Care / Independent Chair of Bromley Safeguarding Children's Partnership
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	Assistant Director: Strategy, Performance & Corporate Transformation
	B) Continuation of practice reviews of 'Getting to excellence' plan	Practice reviews completed and recommendations implemented	April 2022	Assistant Director Children's Social Care
3) Implement the Getting to Excellence Improvement Plan	A) Implementation of Practice Improvement Action Plan B) Use the Recruitment and Retention Board to create a more stable workforce C) Use of Virtual Reality Headsets for Intervention and Child protection work	Progress against plan scrutinised by the Practice Improvement Board Workforce stabilized Improved relationship between carers/parents and children resulting in greater placement stability	April 2022 April 2022 April 2022	Assistant Director Children's Social Care Director of Human Resources Director of Children's Services

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
1. Appropriate accommodation for Children in Care and Care Leavers	A) Increase number of in-house foster carers B) Increase Staying Put take-up C) Develop a procurement framework for Care Leavers accommodation, including market analysis D) Children's Placement Project - Increase capacity and accommodation choices related to residential, Independent Fostering Agencies (IFAs) and semi-independent accommodation E) Implementing Transition to Independence priority in Corporate Parenting Board Action Plan	Children Looked After sufficiency of provision Effective in-house Fostering offer Ensure good quality and suitable accommodation and support Reduction in the average cost of Care Leavers placements Good quality placements that have reduced the residential and IFA budgets Young people able to sustain independent living	April 2022 April 2022 March 2022 March 2022 March 2022	Assistant Director Children's Social Care Assistant Director Children's Social Care Assistant Director Children's Social Care/Housing Assistant Director of Integrated Commissioning and Programmes Director Housing

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
1. Secure sufficient school places	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)	September 2022	Director Education
2. 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) Implement the findings of the 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 hours and 30 hours funded offer childcare	April 2022 April 2022	Director Education
3. Narrow the educational gap	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) Narrow the attainment and progress gap for Children Looked After	Attainment and progress gaps between pupils in disadvantaged groups and their peers reduced Close the achievement and progress gaps for children from disadvantaged groups	September 2022 April 2022	Director Education Assistant Director Children's Social Care / Virtual School Lead

4. 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 B) Participation in the Social Impact Bond	Reduction in Not in Education, Employment or Training (NEET) figures I-Aspire programme reduces the number of young people Not in Education, Employment or Training	April 2022	Assistant Director Children's Social Care / Virtual School Lead Assistant Director Children's Social Care / Head of CLA
5. Reduce permanent exclusions	Embed the updated local offer of Alternative Provision for young people at risk of disengaging from education	Exclusions and persistent absence from school reduced	April 2022	Director Education
6. 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	Director Education

Priority 4 Supporting and challenging effective multi-agency working

Our Ambitions:

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- 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:

- ✓ 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
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 2022	Director Children's Social Care/ Adult Social Care
2. Local specialist SEND provision	A) Complete sufficiency review of local specialist school placements for SEND B) Implement a new SEN centre of excellence in Bromley (subject to funding) C) Review quality assurance arrangements for commissioned placements to ensure children and young people make progress and provision secures value for money	More children and young people attend a suitable, local school. Pressures on high needs Funding Block controlled Reduced pressure on the High Needs budget. Assurance of placements meeting need.	April 2022 September 2023 April 2022	Director Education Director Education Director Education
3. Improved timeliness of Education, Health and Care Plans statutory assessment process	Strengthen the multi agency arrangements within education, Health and Social Care to enable the statutory assessment process to consistency be completed within 20 weeks excluding exceptions	Targets for completion of EHCPs within 20 weeks are met	January 2022	Director Education
4. 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
5. 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

Priority 5 Ensuring Efficiency and Effectiveness

Our Ambitions:

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

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- 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:

- ✓ 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
1. Effective Performance Management	Implement Children's performance framework	Performance Frameworks reviewed annually	April 2022	Assistant Director: Strategy, Performance & Corporate Transformation
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 2022	Assistant Director of Integrated Commissioning and Programmes
3. 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