

Children, Education and Families

Portfolio Plan for 2020/21

Quarter 4 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

	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	<ul style="list-style-type: none"> •COVID-impact has been monitored and reported to the DfE 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 has continued to be held quarterly. 'Getting to Excellence' seminars postponed due to COVID-19. They will restart virtually in April 2021.
	B) Use the Recruitment and Retention Board to create a more stable workforce	Workforce stabilized	April 2021	Director of Human Resources	B) Workforce currently 84% 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 training has taken place.

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	A) The team have been promoting fostering via information sessions and training courses for prospective foster carers that are held virtually on a regular basis. Eleven fostering households approved in 2021 with 15 prospective foster families in assessment. The number of fostering enquires continues to increase in the last year.
	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

	<p>C) Develop a procurement framework for Care Leavers accommodation, including market analysis</p>	<p>Ensure good quality and suitable accommodation and support</p> <p>Reduction in the average cost of Care Leavers placements</p>	<p>March 2021</p>	<p>Assistant Director Children's Social Care/ Housing</p>	<p>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</p> <p>C) We are developing several supported lodging providers. Membership of the Commissioning Alliance commenced 27/01/2020 with the Semi Independent provision that went live. An accreditation scheme has been created in order to ensure high quality placements across the Dynamic Purchasing Vehicle. Priority for this quarter is to on board as many local providers as possible so that all SI placements can be placed via the Alliance.</p>
	<p>D) Children's Placement Project - Increase capacity and accommodation choices related to residential, Independent Fostering Agencies (IFAs) and semi-independent accommodation</p>	<p>Good quality placements that have reduced the residential and IFA budgets</p>	<p>March 2021</p>	<p>Assistant Director of Integrated Commissioning</p>	<p>D) The IFA and residential provision of the 'Commissioning Alliance' went live in February 2020. The Semi Independent provision 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 combine saving of £50k per annum. In total £85k will be saved for the 20/21 financial year and this figure will only grow as we start to see more savings from the long term discounts. To date 42 placements have been made via Careplace.</p>

	E) Implementing Transition to Independence priority in Corporate Parenting Board Action Plan	Young people able to sustain independent living	March 2021	Director Housing	<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. • Joint working between Housing and Leaving Care officers via the Corporate Parenting Board in order to develop good practice and enhanced ways of working in order to support Care Leavers and other young people approaching the service.
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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	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"> • 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. • Work continues with DfE on new approved free schools to ensure sufficient secondary provision from 2020 onwards

					<ul style="list-style-type: none"> • Sufficiency of placements for CYP with SEND – please refer to priority 4.2 • Additional school places to be provided by the expansion of existing schools and the creation of a new secondary free school • Stewart Fleming Primary School building works recommissioned, and main works complete • Works to increase KS2 and KS3 provision at Bromley Beacon Academy Orpington complete (Phase 3) • New SEND modelling commissioned, and initial baseline projections produced. Creation of additional baseline based on planned changes in capacity currently underway • Discussion on the delivery of new SEN Free School underway, with a proposed opening date of 2023 • Construction works for permanent school buildings at Bullers Wood School for Boys nearing completion.
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 C-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 commenced January 2021. Report due April 2021.</p>

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	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 took place at the Head Teacher conference on 15/01/21, focussing on work to narrow the attainment gap
	B) Develop a 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	B) <ul style="list-style-type: none"> • 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. • No permanent exclusions from primary school. • BTA identified as the partner organisation for the delivery of the PRU provision in Bromley with contracts in the final stages of negotiations. • Roll out of new Fair Access Protocol amongst schools designed to ensure children access education without delay, but in an open and transparent way.
	C) Narrow the attainment and progress gap for Children Looked After		April 2022	Assistant Director Children's Social Care / Virtual School Lead	C) <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. • The monitoring and support of foster carers and young people has continued when they had to isolate during school closures.

<p>4. Keep young people in Education, Employment or Training to improve life chances</p>	<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>	<p>April 2022 [AP]</p>	<p>Assistant Director Children's Social Care / Virtual School Lead</p>	<p>A) NEET strategy is in place to reduce NEET in 16-25 cohort. The NEET panel membership includes the Virtual School, Bromley Education Business Partnership, targeted youth support, SEND, I Aspire and DWP. Improved tracking and monitoring of NEET ensures 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 Young People with offer of bespoke work experience opportunities to build confidence.</p> <p>B) Bromley continue to work with I- Aspire who offer progression coaching to young people who are NEET. We currently have 63 young people engaged with the service and new ETE worker attached to the programme to offer specialist support.</p>
<p>5. Reduce permanent exclusions</p>	<p>Develop and commission earlier intervention for pupils in secondary schools to provide suitable alternatives to exclusion</p>	<p>Reduction in exclusions</p>	<p>April 2021</p>	<p>Director Education</p>	<p>See 4B above</p>
<p>7. Improve life chances through adult learning</p>	<p>Offer targeted adult education programmes to improve the life chances of adults in our disadvantaged communities</p>	<p>Increased number of participants from disadvantaged areas schools</p>	<p>April 2022 [AP]</p>	<p>Director Education</p>	<p>Due to C-19 restrictions most community outreach 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 will be rolled out with other subjects.</p> <p>The majority of Adult Education courses have returned to in person learning with some blended learning for a small number of courses.</p>

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	New Head of Service 0-25s is in post and is taking strategic lead in developing this service through improved transitioning of children to adulthood.

<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 completed December 2020 <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 for CYP 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
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					<ul style="list-style-type: none"> • Exploration of activity that will review the SEN Funding Levels to ensure appropriate support in place that represents value for money • 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	<p>First Time Entrants (FTE) info: The latest figures available are for a 12 month period October 2018 – September 2019</p> <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

					<p>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 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 January 2018 - December 2018 (tracked until the end of December 2019)</p> <ul style="list-style-type: none"> • 135 Young people were sentenced between January 2018 - December 2018. This cohort of young people being tracked has reduced over the past 4 years where 219 young people were serving YOS interventions by the end of December 2014. This is an 38% (84 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:

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

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- 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	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	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

	Gateway Reports for Officer/Member decision completed as required; Development and implementation of Market Position Statements				<p>the Voluntary Sector, Learning Disabilities Day Care and others;</p> <ul style="list-style-type: none"> • 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 June 2021, programme end date March 2022. • The configuration of new system continued in order to align with current and developing business processes as well as workflow forms. A programme to transfer and test data from Carefirst into the new system has been undertaken to ensure live data is transferred successfully prior to implementation. • CareFirst and associated programmes have been migrated to the cloud.
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"> • 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