

# 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

**What are we going to do?**

ACTION	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD	UPDATES	Update Status
1) Raise awareness of children’s safeguarding	A) Multi Agency Safeguarding Training continues to be run by Early Intervention Service on behalf of Children’s Social Care.	Training programme published and well attended	April 2022	Director Children’s Social Care / Independent Chair of Bromley Safeguarding Children’s Partnership	<ul style="list-style-type: none"> <li>• Online and Covid Safe webinars have been developed to ensure that training continues.</li> <li>• Multi Agency Partnership Events (MAPE) run monthly and offer a good introduction/refresher to safeguarding children and the key local services. These are organised by EIFS and available to the whole children’s workforce.</li> </ul>	Completed
	b) Multi-agency training for partners is undertaken by the Bromley Safeguarding Children Partnership	Annual conferences well attended				Completed

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					<p>Covid has affected attendance in Q3 (Dec 2021: 33% cancellations/no shows. 141 actual attendees at 11 live learning sessions).</p> <ul style="list-style-type: none"> <li>• Online training (pre-recorded e-learning modules) continues to be popular. The new BSCP training programme is being procured for April 22.</li> </ul>	
<b>2) Maintain effective oversight of case work impact</b>	A) Implement the Children's Performance Framework	<p>Weekly data delivered</p> <p>Children's Social Care and Education monthly digests delivered</p>	April 2022	Assistant Director: Strategy, Performance & Corporate Transformation	<ul style="list-style-type: none"> <li>• The Performance Framework was refreshed in 2021.</li> <li>• Since going live with a new Social Care Management System (Liquid Logic) new weekly and monthly performance management report have been built and are in use.</li> <li>• As at the end of December Good Manager Oversight is evident .</li> </ul>	Completed
	B) Continuation of practice reviews of 'Getting to excellence' plan	<p>Practice reviews completed and recommendations implemented</p>	April 2022	Assistant Director Children's Social Care	<ul style="list-style-type: none"> <li>• Practice review cycles and Practice Assurance Stock takes have continued with the implementation of recommendations evidenced at the quarterly departmental Performance Improvement Board.</li> <li>• In January 2022 we added an additional layer of quality assurance through the introduction of thematic monthly dip sampling against our priorities across all our services. The schedule for 2022 is established</li> </ul>	Completed

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<b>3) Implement the Getting to Excellence Improvement Plan</b>	A) Implementation of Practice Improvement Action Plan	Progress against plan scrutinised by the Practice Improvement Board	April 2022	Assistant Director Children's Social Care	<ul style="list-style-type: none"> <li>Getting to Excellence seminars are held regularly and are a key part of the performance improvement schedule. These take place once every 6 weeks and are chaired by the two Assistant directors.</li> <li>Seminars are very well attended across three services..</li> </ul>	Completed
	B) Use the Recruitment and Retention Board to create a more stable workforce	Workforce stabilised	April 2022	Director of Human Resources	<ul style="list-style-type: none"> <li>LBB Workforce currently at 78%</li> </ul>	Ongoing
	C) Use of Virtual Reality Headsets for Intervention and Child protection work	Improved relationship between carers/parents and children resulting in greater placement stability	April 2022	Director of Children's Services	<ul style="list-style-type: none"> <li>Virtual reality headsets are used across children's services. The project continues to develop within each service area.</li> </ul>	Completed

## 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	Update Status
1. <b>Appropriate accommodation for Children in Care and Care Leavers</b>	A) Increase number of in-house foster carers	Children Looked After sufficiency of provision Effective in-house Fostering offer	March 2022	Assistant Director Children's Social Care	<ul style="list-style-type: none"> <li>• Eleven fostering households approved in 2021/22.</li> </ul>	Ongoing
	B) Increase Staying Put take-up	Increase in Care Leavers	March 2022	Assistant Director Children's Social Care	<ul style="list-style-type: none"> <li>• 48% of care leavers aged 19-20 who are eligible for staying put remain in placement. This is compared with 28% nationally.</li> <li>• Increased support and training to staying put carers including a bimonthly support group</li> <li>• In March 2021 279 care leavers were eligible for a leaving care service from Bromley - 234 were actively receiving services. In January 2022 we have 251</li> </ul>	Completed

	<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>March 2022</p>	<p>Assistant Director Children's Social Care/ Housing</p>	<p>young people actively in receipt of a service from the Leaving Care Team.</p> <ul style="list-style-type: none"> <li>• A Mental Health Worker has been employed to offer additional support and has expanded Active Involvement participation.</li>   <li>• We are developing several supported lodging providers. An accreditation scheme has been created to ensure high quality placements across the Dynamic Purchasing Vehicle. Priority is to on board as many local providers as possible so that all SI placements can be placed.</li> <li>• This year the young inspectors programme will train two young people to complete QA visit to providers and provide feedback from the young person's perspective.</li> <li>• Procurement is currently underway for the new Young Persons Supported accommodation contract. A number of submissions have been received and officers from Housing and Children's Service are currently going through the process to appoint a supplier to provide a new and enhanced service once the existing contract expires in September 2022.</li> </ul>	<p>Ongoing</p>
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	<p>D) Children's Placement Project - Increase capacity and accommodation choices related to residential, Independent Fostering Agencies (IFAs) and semi-independent accommodation</p>	<p>Reduction in the average cost of Care Leavers placements</p> <p>Good quality placements that have reduced the residential and IFA budgets</p>	<p>March 2022</p>	<p>Assistant Director of Integrated Commissioning and Programmes</p>	<p>Current focused work is progressing with the Commissioning Alliance to review performance within the contract and engagement to increase effectiveness and impact moving forward, with particular focus on:</p> <ul style="list-style-type: none"> <li>• Deep Dive Data Analysis of CarePlace system over the duration of the contract since its inception in February 2020</li> <li>• Engagement with the Commissioning Alliance and strategic &amp; operational meeting attendance</li> <li>• Increased use of Commissioning Alliance training offer for Bromley Central Placements Team and wider CYP Commissioning staff</li> <li>• Strengthened internal governance and integrated working regarding CYP placements</li> </ul> <p><b>Children's Residential Care Homes</b></p> <ul style="list-style-type: none"> <li>• Engagement event for local residential providers during January and February 2022 Good local residential provider attendance. Senior representation from Bromley Children's Social Care and CYP Integrated Commissioning in attendance</li> <li>• Well received by providers - good feedback and willingness to build relationship with Bromley</li> <li>• All providers followed up since event by Director of Children Education and Family and Associate Director Children and Young People Integrated Commissioning</li> <li>• Visits arranged to 2 providers (24/03/22 and 30/03/22)</li> </ul>	<p>Ongoing</p>
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	<p>E) Implementing Transition to Independence priority in Corporate Parenting Board Action Plan</p>	<p>Young people able to sustain independent living</p>	<p>March 2022</p>	<p>Director Housing</p>	<ul style="list-style-type: none"> <li>• Review to take place to expand framework for care leavers and young people experiencing homelessness.</li> <li>• Work continues with partners in housing and adult's services to ensure those at risk of homelessness are referred for additional support.</li> <li>• Joint working between Housing and Leaving Care officers via the Leaving Care panel to develop good practice and enhanced ways of working to support.</li> <li>• Implementation of the transitions panel with representation from adult mental health and LD services</li> <li>• Mentoring programme developed for young people aspiring to higher education.</li> <li>• Lunch club being developed at Our House to reduce isolation and encourage healthy eating.</li> </ul>	<p>Ongoing</p>
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## Priority 3 Life chances, resilience, and wellbeing

### 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:

- ✓ 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	Update Status
<b>1. Secure sufficient school places</b>	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	<ul style="list-style-type: none"> <li>• Executive approved land transfer for special free school September subject to feasibility studies and planning consent. DfE have begun work on feasibility in dialogue with Council and sponsor Rivermead Inclusive Trust. New school will be called Redwood Academy. Executive in September 2021 approved land transfer for Kent House secondary free school in Penge subject to feasibility and planning. Discussions with DfE and Harris ongoing. Harris offering additional places at local secondary school in September 2022 to help meet need.</li> <li>• New SEND modelling commissioned, and initial baseline projections produced. Creation of additional baseline based on planned changes</li> </ul>	Ongoing



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					<p>in capacity currently underway as well as a review of movements outside key transition points.</p> <ul style="list-style-type: none"> <li>Tenders being evaluated for consultants to undertake feasibilities to identify options for increasing mainstream and SEN capacity. Feasibilities start from June 2022.</li> </ul>	
<b>2. Sufficiency for funded childcare</b>	<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 old of working parents entitled to free provision</p> <p>B) Implement the findings of the updated sufficiency report for supply and demand for Early Years childcare places</p>	<p>Take up of targeted childcare for two-year old's</p> <p>Take up of 15 hours and 30 hours funded offer childcare</p>	April 2022	Director Education	<ul style="list-style-type: none"> <li>Monthly monitoring of take up and unmet demand in progress to inform planning. Early years annual census data completed</li> <li>Data for take up in March 2022: Targeted 2 yr. olds = 511 (70% of those eligible) Universal 15 hours = 5120 Extended 30 hours = 1934</li> <li>Parent Portal steering group established to review business case and make recommendations for next steps.</li> <li>Work on annual sufficiency data update to commence summer term</li> </ul>	<p>Ongoing</p> <p>Ongoing</p>
<b>3. Narrow the educational gap</b>	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	September 2022	Director Education	<ul style="list-style-type: none"> <li>Negative impact on attainment gap anticipated because of Covid-19. Interventions to address this remain key priority for Education and schools</li> <li>Closing the Gaps workshops to planned for primary and secondary schools, with increased focus on recovery curricula. Planning of separate events for primary and secondary schools in progress.</li> <li>More one to one tuition has been offered but many YP do not want extra online learning and face to face has been interrupted because of COVID.</li> <li>Sessions with Designated Teachers that covered the issue and looked at good practice in schools.</li> </ul>	Ongoing

	<p>B) Narrow the attainment and progress gap for Children Looked After</p>	<p>Close the achievement and progress gaps for children from disadvantaged groups</p>	<p>April 2022</p>	<p>Assistant Director Children's Social Care / Virtual School Lead</p>	<ul style="list-style-type: none"> <li>• CP/CIN (New Duties): New manager and education advisor have started and have presented to education and social care</li> <li>• CP attendance persistent absence is currently more than 50% compared with around 25% for all children nationally. This is being addressed through joined up working with Virtual School, social care and education. Fixed term suspensions are also a priority and social workers are receiving advice upon notification.</li> <li>• Join up happening with CSC and Education to look at follow up of children not having full access to full time quality first teaching is working well.</li> <li>• BTA identified as the partner organization for the delivery of the PRU with contracts in the final stages of negotiations.</li> <li>• Roll out of new Fair Access Protocol amongst schools designed to ensure children access education without delay FAP – new duties manager to attend FAP and look at access to schools for CIN / CP children.</li>   <li>• LAC: Use of recovery / school tuition funding to offer increased numbers of children with one to one tuition to support with those who are underperforming.</li> <li>• Children are struggling post –covid and not all children are in the headspace to receive extra tuition despite them having gaps.</li> <li>• We are training staff in resilience and well-being so that they are able to deliver sessions to young people to help them develop strategies to improve their well -being</li> <li>• Challenge to schools around supporting gaps because of COVID is in every PEP as a set of discrete questions.</li> <li>• Primary and Secondary outreach service commissioned to increase earlier intervention in placement breakdown.</li> </ul>	<p>Ongoing</p>
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<p><b>4. Keep young people in Education, Employment or Training to improve life chances</b></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</p>	<p>Assistant Director Children's Social Care / Virtual School Lead</p> <p>Assistant Director Children's Social Care / Head of CLA</p>	<ul style="list-style-type: none"> <li>• NEET strategy is in place to reduce NEET in 16-25 cohort.</li> <li>• Active involvement group are running targeted group work for NEET Young People with offer of bespoke work experience. In March 2022 Our Education, Training and Education figures have increased to 56%</li> <li>• Engagement with DWP and BEBP as well as ETE project worked in Active Involvement to match young people with opportunities for courses, learning and jobs matched to their skills and experience.</li> <li>• Worked with HR to create three kickstarter roles within the council</li> <li>• I-Aspire is concluding and Maximus who provide similar services will take this work forward towards the end of the year once the social impact bond project is finishes.</li> </ul>	<p>Ongoing</p>
<p><b>5. Reduce permanent exclusions</b></p>	<p>Embed the updated local offer of Alternative Provision for young people at risk of disengaging from education</p>	<p>Exclusions and persistent absence from school reduced</p>	<p>April 2022</p>	<p>Director Education</p>	<ul style="list-style-type: none"> <li>• The fair access protocols and inclusion partnership work are embedded. 100% secondary school engagement in FAP/Inclusion meetings and increased Council oversight of managed moves between schools supported by the Pupil Referral Unit, Outreach, the Home and Hospital Teaching Service and the chair of Gateway Panel.</li> <li>• Each school is represented at the inclusion meetings which are held monthly.</li> <li>• The numbers of permanent exclusions are lower than in previous years</li> </ul>	<p>Completed</p>
<p><b>6. Improve life chances through adult learning</b></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</p>	<p>Director Education</p>	<ul style="list-style-type: none"> <li>• 71 targeted outreach courses took place Sept – Dec 2021. Data collection for 12 of those courses still in progress. 433 adults enrolled on the remaining 59 courses, of which 146 were from the areas of deprivation (Cray valley East and West, Penge &amp; Cator, Crystal Palace, Mottingham)</li> </ul>	<p>Completed</p>

## Priority 4 Supporting and challenging effective multi-agency working

### Our 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:

- ✓ 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	Update status
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<p><b>1. Integrated services 0 - 25</b></p>	<p>Review assessment, decision making and planning processes across services to ensure that transition between children's and adults' services are effective including commissioning</p>	<p>Better transitions between children's and adults' services for young people and their parents</p>	<p>April 2022</p>	<p>Director Children's Social Care/ Adult Social Care</p>	<ul style="list-style-type: none"> <li>• The 0-25 service will have remit to improve the transition arrangements for this group. The team will comprise staff from across the Children's and Adults Social Care departments into this service.</li> <li>• The transition event to support young people with SEND is now expected to take place twice a year with the next one scheduled for the Spring.</li> <li>• Development work on training for capacity assessments and consideration as to how we address deprivation of liberty issues for children 16+ is in process.</li> <li>• Developing short breaks that can be accessed for 14–25-year-old.</li> <li>• 0-25 Governance Board is operational and ongoing and linking in with COE and the Transformation Board.</li> <li>• Updated report and proposals were prepared for February 2022</li> </ul>	<p>Ongoing</p>
<p><b>2. Local specialist SEND provision</b></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) Review 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> <p>Reduced pressure on the High Needs budget. Assurance of placements meeting need.</p>	<p>April 2022</p> <p>September 2023</p> <p>April 2022</p>	<p>Director Education</p> <p>Director Education</p> <p>Director Education</p>	<ul style="list-style-type: none"> <li>• Draft 5-year sufficiency programme, with scenario planning completed</li> <li>• Successful Trust appointed to deliver the Special Free School and Centre for Excellence to create 152 places for CYP in KS2 to KS4</li> <li>• High Needs Funding Banding Review in train to review the SEN Funding Levels to ensure accuracy in placement planning and funding.</li> <li>• SEN Placements review currently taking place to ensure accuracy in placement planning and funding</li> </ul>	<p>Completed</p> <p>Ongoing</p> <p>Ongoing</p>

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					<ul style="list-style-type: none"> <li>The review will measure quality of provision and the local area SEN Estate to ensure appropriate support in place representing value for money</li> <li>Quality assurance visits to be expanded beyond Additionally Resourced Provisions to include all special schools</li> <li>Ongoing review of SEN Transport to mitigate cost and need pressures</li> </ul>	
<b>3. Improved timeliness of Education, Health and Care Plans statutory assessment process</b>	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	<ul style="list-style-type: none"> <li>Timeliness of EHC Needs Assessments completed within 20 weeks 65% cumulative for 2021 calendar year, achieving local target.</li> <li>Delays in obtaining professional advice and a shortage of local specialist provision mean this will remain a key priority and a significant challenge to maintain performance which exceeds the London average</li> </ul>	Completed
<b>4. Improve access to Direct Payments</b>	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	<ul style="list-style-type: none"> <li>Ongoing use of electronic payment cards for care leavers.</li> </ul>	Completed
<b>5. Improve life chances for CYP in the youth justice system</b>	Strengthening our Partnership Board and workforce	Reduced number of first-time entrant children in the youth justice system	April 2022	Assistant Director Children's Social Care	<ul style="list-style-type: none"> <li>44 Young people became First time entrants(FTE) into the criminal justice system during October 20 – September 21. A 2% reduction on the previous year.</li> <li>Bromley's rate of first time entrants has reduced annually by 6% and is 34% lower than the average for London. This is 12% below the national average and 7% lower than our statistical neighbours. Bromley also has the lowest rate compared with the 6 surrounding boroughs.</li> <li>Bromley has the 6th lowest FTE rate in London are ranked 57th out of the 154 YJS in the country.</li> </ul>	Ongoing

		<p>Reduced re-offending by children in the youth justice system</p>			<p><b>Reoffending:</b>                  The YJS 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 19 - March 20. (Tracked until the end of March 2021)</p> <ul style="list-style-type: none"> <li>• 83 Young people received a YJS intervention between April 19 - March 20. The cohort numbers are reducing annually, from 58% (114 cases) reduction over a 5 year period.</li> <li>• Of the 83 young people sentenced between April 19 - March 20, 27 (33%) reoffended within a 1 year tracking period. Bromley YJS have achieved a 4% reduction in the rate of reoffended compared with the previous year, April 18 - March 19</li> <li>• Bromley YJS reoffending rate is 7% lower than the average for London but is 2% higher than the National average. Bromley's rate is also reoffending is 1% higher than stat neighbours.</li> <li>• Bromley has the 6th lowest reoffending rate in London and are ranked 71 out of the 154 YJS in the country.</li> <li>• DRIVE has led to good outcomes in the 1st year (2021/22) in Bromley. The data shows that there has been a reduction in reoffending behaviour with significant risk reduction in all DRIVE cases.</li> </ul>	
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## Priority 5 Ensuring Efficiency and Effectiveness

### Our 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:

- ✓ Health and Wellbeing Strategy
- ✓ Commissioning Strategy
- ✓ Contract Monitoring & Management in Bromley
- ✓ Performance Management Framework
- ✓ Risk Management Log

### What are we going to do?

ACTION	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD	UPDATES	Update Status
<b>1. Effective Performance Management</b>	Implement Children's performance framework	Performance Frameworks reviewed annually	April 2022	Assistant Director: Strategy, Performance & Corporate Transformation	<ul style="list-style-type: none"> <li>• The Performance Framework was refreshed in 2021/22.</li> <li>• Since going live with a new Social Care Management System (Liquid Logic) new weekly and monthly performance management report have been built and are in use.</li> <li>• As at the end of December Good Manager Oversight has been regained.</li> </ul>	Completed
<b>2. Ensure that our approach to commissioning is robust</b>	<p>Application of Commissioning Cycle best practice to all services.</p> <p>Review of Strategic Contracts with Gateway Reports for Officer/Member</p>	Good commissioning outcomes	April 2022	Assistant Director of Integrated Commissioning and Programmes	<ul style="list-style-type: none"> <li>• Review of key strategic contracts carried out (and ongoing)</li> </ul>	Ongoing



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	<p>decision completed as required.</p> <p>Development and implementation of Market Position Statements</p>					
<p><b>3. Understand the perspective of service users and residents</b></p>	<p>Implement the User Voice Framework and regular approach to feeding back intelligence</p>	<p>User Voice Framework implemented</p> <p>Improved approach to engagement</p>	<p>April 2022</p>	<p>Assistant Director Strategy, Performance &amp; Corporate Transformation</p>	<ul style="list-style-type: none"> <li>• The User Voice Framework and the staff provides guidance and best practice to achieve the desired outcomes from user engagement.</li> <li>• Six monthly highlight reports produced and shared with the Children's Executive partners.</li> <li>• Work is underway to improve how feedback and lessons learnt is shared amongst professionals in the borough through the development of the 'Children's Voice Hub' in the first half of 2022. The Hub will be presented to the Children's Executive Board in April before wider publication in early summer.</li> </ul>	<p>Completed</p> <p>Ongoing</p>