



Children, Education and Families

Portfolio plan for 2022 to 2023

www.bromley.gov.uk/corporatestrategy



Welcome

Message from the Portfolio Holder for Children, Education and Families

Welcome to the Children, Education and Families Portfolio Plan for 2022 to 2023.

This Portfolio Plan will contribute to the delivery of our long-term vision as presented in our corporate strategy, **Making Bromley Even Better**; available from www.bromley.gov.uk/corporatestrategy.

Our department leads on the delivery of the first of five ambitions, for.

‘For children and young people to grow up, thrive and have the best life chances in families who flourish and are happy to call Bromley home’.

Our priorities included

- ✓ Targeted early intervention and good universal service
- ✓ Safeguarding children and adolescents
- ✓ Being the best corporate parents
- ✓ Challenging disproportionality
- ✓ Engaging with children, young people and families

Clearly many if not all of our activity involves working closely with or through partners agencies, we will continue to develop and maintain these key relationships to enable effective service delivery. By implementing this plan, I truly believe that we can enable our children and young people to achieve, thrive and reach their full potential.

Achieving this ambition in a changing regulatory, financial and physical environment remains a challenge and should not be underestimated. Members will monitor the delivery of this Portfolio Plan through our Children, Education and Families Policy, Development and Scrutiny Committee, as part of the Children’s Services Performance Framework.

We remain ambitious for our children and will continue to engage with them effectively, co-producing where possible. Our Bromley Relationship Social Work Model promotes ‘doing with’ rather than ‘doing to’ approach, we pride ourselves on the relationships we build with our families in order to support and assist positive change.

Cllr Kate Lymer

Deputy Leader and Portfolio Holder for Children, Education and Families

About this Portfolio Plan

This Portfolio Plan will contribute to the delivery of our long-term vision as presented in our corporate strategy, **Making Bromley Even Better**; available from www.bromely.gov.uk/corporatestrategy

Our vision

We want Bromley to be...

a fantastic place to live and work, where everyone can lead healthy, safe and independent lives

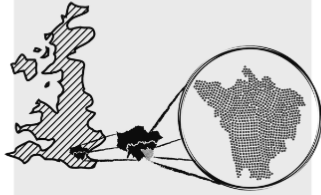
Our plan will be delivered jointly by the Council and partner agencies. We firmly believe that strong partnerships formed the foundation of our previous plan 'Building a Better Bromley'.

Together we have five new ambitions:

- 1** For children and young people to grow up, thrive and have the best life chances in families who flourish and are happy to call Bromley home.
- 2** For adults and older people to enjoy fulfilled and successful lives in Bromley, ageing well, retaining independence and making choices.
- 3** For people to make their homes in Bromley and for business, enterprise and the third sector to prosper.
- 4** For residents to live responsibly and prosper in a safe, clean and green environment great for today and a sustainable future.
- 5** To manage our resources well, providing value for money, and efficient and effective services for Bromley's residents.

Making Bromley Even Better 2021 to 2031
 Our corporate plan on a page

Get to know Bromley



We are located in **south east London**, we are the **largest London borough**.

We cover **59 square miles**.

We have more than **330,000 people** living here - in an estimated **141,000 households**.

We have a **vibrant rural and urban mix** - with **51%** of our space being **green belt land** and we have **eleven distinct town centres**.

We have relatively **low levels of deprivation** - we are the 4th least deprived of the 33 London boroughs.



Our children thrive and flourish secure into adult

We support our residents with **good universal services** for everyone:

- 99% of early years settings are 'Good' or better
- 90% of schools are 'Good' or better
- 91% of GPs are 'good' or better

We have **high life expectancy** which exceeds national figures:

- 81 for males and 85 for females
- 7 year gap in some parts

We support our **residents with additional needs** well:

- 100,000+ visits to our Children and Families Centres
- 3,000 children have Education, Health and Care Plans
- 3,400 referrals to children's social care
- 9,000 requests for adult social care and support
- 2,000 adults receive care in their home
- 1,500 adults live in care homes

Our adults enjoy fulfilling and successful lives

We have a well **qualified and skilled working age** population:

- 50% have qualifications beyond A-Levels
- 3% have no qualifications

We have a high proportion of our **working age adults in employment**:

- 78% of adults are in employment
- 2% claiming out of work benefits
- average household income is just £43,000+

We have a strong and innovative **early help and intervention offer**:

- mix of holistic statutory, private and voluntary services
- single points of access

We support our **vulnerable residents** well through our:

- strengths-based approach
- relationship model
- Continuums of Need

Our families, businesses and communities thrive

We a mixture of **quality homes**:

- 12% increase in number of households
- mixed tenure - 72% home ownership and 14% social housing

We support our **businesses and town centres**:

- 15,000+ individual enterprises
- four Business Improvement Districts (BID)
- investment in public realm works

Our borough is safe, clean and sustainable for the future

We care for and protect our **environment**:

- 50% of domestic waste is recycled
- becoming a direct 'net zero carbon' Council

We have lots of **green and historic spaces**:

- 45 conservation areas
- 1,000+ locally and 800 statutory listed buildings
- 7,000 hectares of green spaces
- 129 open spaces

We have a range of **quality homes** available:

- 1,500+ families are in temporary accommodation
- 1,000 affordable homes to be built

We encourage our children and adults to **live healthy and safe lives**:

- obesity levels and smoking rates are lower than national averages
- proportion of residents with mental health problems has increased

Making it even better

Our vision

A fantastic place to live and work, where everyone can lead healthy, safe and independent lives

Our ambitions

For children and young people 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

For residents to live responsibly and prosper in a safe, clean and green environment great for today and a sustainable future

To manage our resources well, providing value for money, and efficient and effective services for Bromley's residents

Action plan

Ambition 1

For children and young people to grow up, thrive and have the best life chances in families who flourish and are happy to call Bromley home

Portfolio links

This priority has links with the following portfolio plans:

- Children, Education and Families

Strategic links:

This priority has links with the following strategic plans:

- Children and Young People's Plan

What are we going to do?

MAKING BROMLEY EVEN BETTER	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD	Updates
<p>Support the local childcare and early education market to maintain high standards and a good level of choice for parents, promoting inclusion and school readiness as well as monitoring those children who are educated at home.</p>	<p>Promote educational inclusion for all. Continue to provide high quality and timely information through a range of sources to support families.</p> <p>Implement the findings of the updated sufficiency report for supply and demand for Early Years childcare places.</p> <p>Work with local early years settings and childminders to increase the number of Early Years places provided for vulnerable children and those with SEN.</p>	<p>Early Years directory published annually and updated monthly; Bromley Education Matters updated monthly and accessible to schools and families. (https://bromleyeducationmatters.uk)</p> <p>Take up of 15 hours and 30 hours funded offer childcare</p> <p>Capacity to enable 30 hours of funded childcare; Take-up of funded 2yr old places; % Childminders / EY Settings rated good or outstanding; Take up of Disability Access Fund.</p>	<p>April 2023</p>	<p>Director Education</p>	<p>Early years directory published annually and updated monthly.</p> <p>Bromley Education Matters continues to be updated fortnightly and is accessible to schools, colleges and early years settings</p> <p>As of 31 May 2022, there were 5995 eligible 3 and 4 year old children accessing Universal funded places, and 2,349 accessing 30 hours funded places.</p> <p>As of 31 May 2022, there were 508 (72%) of eligible children accessing 2-year-old funded places.</p> <p>99% of early years settings in Bromley that have been inspected are rated as Good or Outstanding.</p>

MAKING BROMLEY EVEN BETTER	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD	Updates
<p>Build on the success of Bromley's excellent schools, academies and further education offer. We consistently deliver a high 'first choice' school preference for our children and we will continue to ensure a sufficiency of school places in high quality provision, enabling high quality local choice for parents and young people.</p>	<p>Enable all children to access good educational outcomes through increasing places at Good and Outstanding schools</p> <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>	<p>% Of schools/ places in Good or Outstanding provision</p> <p>% of children in receipt of first and second choice school places.</p> <p>SEN Free School delivered</p>	<p>Sept 2023</p>	<p>Director Education</p>	<p>92% of Bromley Schools are good or outstanding</p> <p>67% of secondary school children in receipt of first choice and 13% in receipt of second choice</p> <p>86% of primary school children in receipt of first choice and 7% in receipt of second choice</p> <p>SEN estates review starts June 2022 to identify opportunity for additional SEN place</p> <p>DfE feasibility for SEN Free School underway</p>

MAKING BROMLEY EVEN BETTER	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD	Updates
<p>Work with our partners across the education sector to improve outcomes for all children and young people across the range of academic abilities – this includes enabling children who learnt from home during the pandemic to catch up.</p>	<p>Embed the Fair Access Protocols (FAP) which introduces greater inclusive practice, targeted support for learners and schools and efficient and timely engagement of outreach, where appropriate for pupil transitions</p> <p>Ensure that there is a strong and coherent offer of support to Bromley Schools focussed on local priorities including closing the attainment gap for disadvantaged children</p>	<p>FAP Practice embedded and consistently placing children at the centre of decision making and giving schools and learners access to the right support at the right time.</p> <p>Clearly articulated offer for schools closely aligned to key priority of improved outcomes for disadvantaged children through Closing the Gap Workshops</p>	<p>April 2023</p>	<p>Director Education</p>	<p>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.</p> <p>Offer in place and circulated to schools. Secondary Close the Gap event planned for July 2022; primary event planned for November 2022</p>

<p>Implement our Health and Wellbeing strategy focusing primary healthcare resources including Health Visitors and school nurses on promoting protective factors including breastfeeding, immunisations and healthy lifestyles, responding to issues such as obesity, substance misuse, sexual health and mental health.</p>	<p>Promote healthy living for all children and young people through and including the uptake of immunisations, reducing obesity and tackling substance misuse</p> <p>Work takes place with vulnerable families to establish good physical and emotional development</p>	<p>No of children immunised – 0-4</p> <p>No. of children immunised – HPV</p> <p>Numbers of babies being breastfed</p> <p>Reviews as part of the Healthy Child programme – height and weight</p>	<p>April 2023</p>	<p>Director of Public Health</p>	<p>Dtap/IPV/Hib (1 year old) 2020/21: 92.8% MMR (one dose) 2 years old 2020/21: 82.4%</p> <p>One dose, male 12-13 years old 2020/21: 67% One dose, female 12-13 years old 2020/21:71%</p> <p>Numbers of babies being breastfed (2021/22) At birth, exclusive breastfeeding: 51.7% At birth, prevalence of breastfeeding (mixed and exclusive): 80% At 6-8 week visit, exclusive breastfeeding: 41.3% At 6-8 week visit, prevalence of breastfeeding (mixed and exclusive): 63.9%</p> <p>2 year reviews are not being done face to face so unable to take measurements.</p>
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MAKING BROMLEY EVEN BETTER	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD	Updates
					<p>The data collected is for children classified as obese/ overweight - YTD for 2021/22: Percentage of children age 2 – 2.5 overweight or obese - 0.9% (denominator = number of children who had 2 – 2.5 year review)</p>

<p>Embed our mental health and wellbeing model across the multi-agency children’s workforce to further improve the identification of additional needs in children, to improve assessment of need and risk, and to improve access to targeted and specialist services.</p>	<p>Place prevention and early intervention at the heart of the mental health and wellbeing offer for children and young people.</p> <p>Embed the Mental Health and wellbeing toolkit into practice informing practitioners’ interventions within multi-agency practice:</p> <p>Ensure staff supporting families are trained in mental health first aid and who to make appropriate referrals to for specialist support</p>	<p>Build on the success of the mental health support team (MHST) pilot in Bromley schools, with a long-term solution.</p> <p>Mental Health and Wellbeing toolkit well used in schools.</p> <p>% of staff within EIFS (FSPP) who have received MH first aid awareness training.</p>	<p>April 2023</p>	<p>Assistant Director Commissioning /</p> <p>Senior Commissioning Manager – Children and Young People’s Mental Health and Wellbeing</p>	<p>The Mental Health Support Teams (MHSTs) are now embedded in the majority of schools in Bromley.</p> <p>Multi-agency Mental Health and Wellbeing Toolkit - ‘one stop shop’ for professionals to find information, referral pathways and support available locally.</p> <p>6 of 27 people = 22% Training running in August, September, and October 2022 to train all Family Support and Parenting Practitioner, and Children and Family Centre Support Officer and CAF team member.</p>
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MAKING BROMLEY EVEN BETTER	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD	Updates
	Embed and develop our new THRIVE inhouse therapeutic provision. This team provides a psychological support service to our foster carers, special guardians, and adopters.	The number of referrals into THRIVE and feedback.		Assistant Director Specialist Services	THRIVE have received 9 referrals to date from April 2022

<p>Encourage take up of our multi-agency early help services.</p>	<p>Enable parents to access information, advice, and support</p> <p>Continue to provide high quality and timely information through a range of sources to support families. Information is available through</p> <ul style="list-style-type: none"> • Early years directory • Bromley Education Matters, • the Schools Circular • the Local Offer, • SENDMatters newsletters, • Early Intervention and Family Support (EIFS) Social Media platforms • EIFS Parenting Hub website • IASS website 	<p>Families report that they are able to find the information that they need at the right time.</p> <p>Provide training to partners to effectively signpost families to EIFS. Attendance at Multi Agency Partnership Events (MAPE) which promote early help.</p> <p>Early support is joined up across health and education to reduce duplication.</p>	<p>April 2023</p>	<p>Assistant Director Specialist Services</p>	<p>EIFS social media platforms actively promote services for families with at least 3 posts per week. Launched Parenting Hub for parents</p> <p>MAPE to run throughout the year with 1 in 3 focused on EIFS services</p> <p>Early years directory published annually and updated monthly</p> <p>Bromley Education Matters continues to be updated monthly and is accessible to all education settings</p> <p>Schools Circular is produced fortnightly during term time and is accessible to schools, colleges and early years settings</p> <p>SEND Local Offer updated regularly</p>
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MAKING BROMLEY EVEN BETTER	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD	Updates
					<p>Recruitment to Local Offer Development Officer successful</p> <p>Significant improvement on the Local Offer website has continued with overall improved accessibility and improved content for users across the digital offer.</p> <p>Bromley Information Advice and Support Service provides Specialist SEND support for families website launched</p> <p>EIFS launched the Parenting Hub website for parents and professionals</p>

<p>Continue to improve our children’s safeguarding practice in Bromley, embedding the statutory safeguarding partnership and strengthening our focus on non-familial (contextual) safeguarding risks, including children going missing, children missing education, child sexual and criminal exploitation, and gang affiliation.</p>	<p>Carry out an annual Strategic Threat Assessment including considering issues of disproportionality, community alienation and isolation.</p> <p>The Safeguarding Partnership challenges partners’ safeguarding practices</p> <p>Bromley Safeguarding Partnership commission a comprehensive training programme</p>	<p>Strategic Threat Assessment development update</p> <p>Challenge Log referenced in BSCP annual report; Escalations recorded in case notes; Set up of Children’s Safeguarding Scrutiny Board</p> <p>Training evaluation included in BSCP annual report</p>	<p>April 2023</p>	<p>Independent Chair of Bromley Safeguarding Children’s Partnership (BSCP)</p>	<p>Three Strategic Threat Assessments published to date.</p> <p>Challenge Log Updated. Scrutiny Board taking place every 6 months.</p> <p>Training evaluation was published in annual report 2020-21. New training programme procurement for 2022-25 is underway (at receiving bids stage). Courses are running April-July 2022 under extension of previous contract. Review undertaken and now in line with Pan-London CCE protocol, with local pathways. To be published in 2022.</p>
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MAKING BROMLEY EVEN BETTER	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD	Updates
	<p>Children and Family Act 2014 Assessments carried out promptly</p> <p>Protect Vulnerable adolescents, especially those vulnerable to child sexual exploitation (CSE), child criminal exploitation (CCE), modern-day slavery</p>	<p>Timeliness of assessments; Child seen during assessment.</p> <p>Undertake review of the Vulnerable Adolescents' Strategy and associated protocols; Publication of new Bromley Child Exploitation Strategy.</p>		<p>Director Children's Education and Families</p>	<p>94% of assessments were completed within timeframe with the majority of children seen.</p>

<p>Maintain a relentless focus on improving outcomes for Bromley's looked after children and care leavers. In order to meet the pledge, the Council has made to these young people, we will continue to develop our partnerships across the Council, NHS, DWP and housing providers to: increase the choice of high quality placements; improve our education offer; help young people maintain good health and wellbeing; and increase housing and employment opportunities.</p>	<p>Ensure sufficiency of good quality placements for Children Looked After and accommodation for Care Leavers</p> <p>Improve education, employment and training outcomes.</p> <p>Ensuring easy access to Bromley health services where every child has a named specialist nurse, has their health plan regularly reviewed and has regular health-related checks and immunisations</p> <p>Further develop the local offer for care leavers</p>	<p>Effective sufficiency strategy implemented</p> <p>Delivery of high education outcomes presented in Annual Virtual Head School report . Successful Delivery of Care Leavers EET Strategy</p> <p>Good performance in regard to annual health checks, immunisation and dental checks.</p> <p>Embed THRIVE (mental health) provision to ensure access it available for all children in need, and carers in need of support.</p> <p>Care leavers will receive improved assessment, support, and services and each will have their own advisor; local offer reviewed regularly</p>	<p>April 2023</p>	<p>Director Children's Education and Families</p> <p>Associate Director of Integrated Commissioning</p>	<p>LAC Sufficiency Strategy in review due to PDS in Q2.</p> <p>Virtual Head Teacher Annual report scheduled to committee Q2.</p> <p>Focus on increasing opportunities for CLA and Care Leavers re current SEL consideration of free prescriptions for Care Leavers + current review of CYP health service specifications to include a commitment to employment and work experience opportunities within our commissioned services</p> <p>Consultation , engagement and coproduction with Bromley LinCC and Care Leavers Forum regarding transformation and</p>
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MAKING BROMLEY EVEN BETTER	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD	Updates
					strengthening of CYP Therapies Graduated Approach and accompanying website to be launched in September 2022

<p>Build on the progress we have made in improving services for children who have SEND by implementing our SEND vision and priorities. Working collaboratively across agencies and with families to improve the EHC planning process and develop the Local Offer.</p>	<p>Implement our SEND vision and priorities. Improved multi-disciplinary and cross agency support (health, education and social care) for young people</p> <p>Increase the effectiveness of partnership working</p>	<p>Targets for completion of EHCPs within 20 weeks are met</p> <p>Settings understand the 'local offer' and are confident about who they need to</p>	<p>April 2023</p>	<p>Director Education</p>	<p>EHCP timeliness is reported on a calendar year basis. Performance for 2021 was 65%, in line with target set. The Q1 2022 performance is reported with significant delays 31%, as a result of receiving late health professional advice as part of the process.</p> <p>A number of activities underway as part of the recovery plan across EP and health services. In addition, focused work with settings and parents regarding the importance of robust applications for statutory assessment, resulting in improved timeliness, which in turn will improve the timeliness of support for our children and young people who require an EHC Plan to meet needs</p> <p>Continued and focused work delivered by SEN Advisory Teams, providing support and</p>
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	<p>between education settings, health, social care and other partner agencies, providing support and advice to staff, children and young people and families to support those with SEN</p> <p>Improve services for children and young people with social communication difficulties including Autism</p>	<p>contact in order to provide appropriate and timely support to CYP and families;</p> <p>Waiting times measured through All-Age Autism Board and Autism Family Support Contract feedback from families</p>		<p>Associate Director of Integrated Commissioning</p>	<p>challenge to schools, promoting the graduated approach. Continuing to provide traded and project work through EP Service, early support, promoting inclusion at pre-statutory work</p> <p>Update due in Q2</p>

<p>Promote the proper inclusion of young people who have SEND in local universal services, through: developing and implementing joint commissioning strategies; prioritising localise needs, including increasing more local specialist placement choice; and establishing a service structure which supports mainstream schools, settings and partnership working.</p>	<p>Mainstream schools and settings are able to provide for an increased level of complexity, enabling CYP who have SEND to be supported effectively within mainstream settings</p> <p>Ensure sufficient schools places to meet rising demand for SEND places</p>	<p>Increased number of children and young people accessing mainstream settings in their local community</p> <p>Deliver new SEN Free School and Multi-Agency Centre for Excellence (MACE)</p>	<p>April 2023</p>	<p>Director Education</p> <p>Associate Director of Integrated Commissioning</p>	<p>Continued and focused work delivered by SEN Advisory Teams, providing support and challenge to schools, promoting the graduated approach. Continuing to provide traded and project work through EP Service, early support, promoting inclusion at pre-statutory work. Support and challenge to settings where the LA is not assured that reasonable adjustments have been made in order to support CYP in mainstream schools. Investment in resource for M/S schools to promote and enable higher levels of inclusion</p> <p>DfE feasibility for SEN Free School underway</p>
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	<p>Transform the Bromley CYP Integrated Therapies (Physiotherapy, Speech & Language, and Occupational Therapy) commissioning and provision achieved through co-production</p>	<p>Commission and provide extra resource; Coproduce, redesign and strengthen a Graduated 3-tier (Universal, Targeted and Specialist) Approach; Develop a Commissioning Framework for Therapies</p>			<p>Graduated 3-Tier Approach</p> <p>Work on redesigning a better resourced more accessible graduated approach with more resources at universal level</p> <p>Coproduction, engagement working groups with CYP, parents, and schools & settings to ensure the initial document and then web-based version being designed is fully coproduced and reflective of what stakeholder will find impactful and accessible</p> <p>Work to achieve a more accessible resource and visible offer</p> <p>Final stages of negotiation of provider to deliver 6 month SEND OT work - aiming for contract to commence in July 2022</p>
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					<p>Further engagement / coproduction sessions with CYP, parents, schools & setting re strengthening the Graduated Approach - website design and graduated approach being received well.</p> <p>Website build authorised and to be completed July-August 2022, with launch / go-live September 2022 to coincide with new academic year and change to BHC Therapy team structure in line with spreading resource and input across Graduated Approach (universal, targeted and specialist)</p> <p>Discussions with BHC ongoing regarding ensuring Health (Community Paediatric) input into EHC New Assessment Panel (NAP) to ensure earlier and more effective multi-agency working and triaging, more informed decisions regarding which CYP require</p>
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MAKING BROMLEY EVEN BETTER	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD	Updates
					<p>EHC Needs Assessment and Plan and those that may be offered more appropriate / proportionate resource / service across the levels of the Graduated Approach. New BHC Director of Children's Services has asked the Lead Clinician in BHC Community Paediatrics to attend a NAP Panel in June to better understand process and benefits of attendance.</p> <p>Commissioning Framework document in development to be circulated end June 2022 to be used across all Therapy providers to ensure increased quality, safety, consistency and pave way for preferred list of providers moving forward</p>

<p>Develop our offer to young adults aged 18 to 25 who have SEND, including improving transitions into adulthood and, for those with continuing needs, adult services.</p>	<p>Better transitions between children’s and adults’ services for young people and their parents</p> <p>Helping young people prepare for adulthood from the earliest years</p> <p>Providing services that are focused on how they can support young people to progress through ‘preparing for adulthood’ outcomes</p> <p>Achieving an effective, fully engaged, strategic partnership of agencies working collaboratively with an inclusive ethos</p>	<p>Establish a Transitions service</p> <p>Young people and their families being fully involved in strategic planning and service design supporting commissioners in the development of services</p> <p>Young people and their families being at the centre of individual service planning, delivery and review</p> <p>Evidencing positive and improving outcomes for young people</p> <p>Providing a well-maintained Local Offer with up-to-date and clear information</p> <p>Putting in place an effective ‘user voice’ feedback and review mechanism to capture rich information on what is working and what the issues and gaps are for young people and families</p>	<p>April 2023</p>	<p>Director Children, Education and Families and</p> <p>Director of Adult Social Care</p>	<p>There has been agreement that Bromley will have a new 0-25 service. The Local Authority has appointed a new Head of Service. The service will cover 4 key areas: a social work team for Children with Disabilities, Short Break service, a Transition team and the Occupational Therapy (social care) team.</p> <p>A Performance Management Framework Report has been drafted to set standards for the service, consider how future needs are identified and setting key performance indicators to monitor the delivery of the service.</p> <p>Two transition events have been completed; on the 26th October 2021 and 25th April 2022. This has supported over 250 young people and their parents/carers, be better informed regarding the</p>
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MAKING BROMLEY EVEN BETTER	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD	Updates
					transition process, services, opportunities and providers available within Bromley and the surrounding area. At both events there have been approximately 30+ stalls and a number of workshops both for young people and families
<p>Work collaboratively across the Council, schools, health and voluntary sector services to improve the identification of, and support to, children and young people who are young carers.</p>	<p>Enable carers to access information, online, advice, support, and access to services</p>	<p>Delivery of an effective young carers support service</p>	<p>April 2023</p>	<p>Assistant Director Integrated Commissioning</p>	<p>Development of new Carers Strategy in progress - including CYP that are young carers</p>

<p>Work to improve the emotional wellbeing and mental health of young people in Bromley, providing support earlier in schools and other settings, and improving access to, and waiting times for, more specialist Child and Adolescent Mental Health Services (CAMHS). We will focus resources on improving our response to: young people with eating disorders; perpetrators and victims of sexually harmful behaviour; and young people in youth offending services (YOS).</p>	<p>Embed specialist mental health support for children and young people within the early intervention/community offer, ensuring timely delivery of services, short waiting times and an integrated mental health/wellbeing offer across different settings.</p> <p>Reduce the number of referrals of children and young people into A&E due to their mental ill health in Bromley, but instead provide an embedded partnership system of early intervention and support.</p> <p>Provide enhanced specialist support for children and young people in areas of significant need including eating disorder services and dialectical behaviour therapy (DBT).</p>	<p>Workshops undertaken to review existing pathways and integrated services with a renewed focus on ensuring prevention and early intervention and short waiting times; Provide a strong mental health offer in special schools.</p> <p>Work with schools and GP Practices regarding the number of children and young people being inappropriately referred to A&E; Joint work between Oxleas CAMHS and Bromley Y on A&E referrals and improved prevention and early intervention work across the two services.</p> <p>Monitor offer</p>	<p>April 2023</p>	<p>Assistant Director Integrated Commissioning</p>	<p>Agreed work between Director of Education and Children and Young People's Safeguarding Partnership Board about crisis cases in education.</p> <p>Agreement between Oxleas CAMHS and Bromley Y to undertake joint work in this area, with a new data manager being employed to support this Staff training in working with sexually harmful behaviour and specialist assessment and intervention has been delivered to a select number of YJS staff and managers.</p> <p>Update pending.</p>
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<p>Deliver our Youth Justice strategy by working holistically and collaboratively to deliver our ‘child first, offender second’ principle – aiming to reduce the numbers of children and young people offending or at risk of offending, including developing the YOS work with younger offenders and our partnership approach to addressing harmful gang activity and violent crime. We will continue to engage offenders and victims in developing our restorative justice approaches.</p>	<p>Provide multi-agency support to those at risk of entering the youth justice system or who have been convicted.</p> <p>Address disproportionality</p> <p>Provide multi-agency support to CYP with SEND at risk of entering the youth justice system or who have been convicted</p> <p>To ensure SALT support to YOS is provided through a tiered model (universal, targeted and specialist support) with clear agreed outcomes</p>	<p>Reducing the numbers of children entering the youth justice system.</p> <p>YOS disproportionality action plan delivered.</p> <p>Multi-agency meetings held monthly to share intelligence, agree solutions to provide wrap-around support for the young person, to achieve the best outcome</p> <p>Young people being referred for assessment and support.</p>	<p>April 2023</p>	<p>Assistant Director Specialist Services</p>	<p>The numbers of FTE have reduced by 19% compared with the number in 2018 and by a further 41% compared with 2017.</p> <p>The reductions in the volume of children entering the criminal justice system is supported by our prevention and diversionary activities, including our out of court joint decision-making panel. Our analysis shows us that young people who are most likely to offend are also most likely to have complex needs</p> <p>YJS service continues to work to deliver the priorities within our YJ Strategy 2020/23. We deliver a wide range of interventions both 1 to 1 and group setting working to address serious use violence, weapons awareness, gender specific groups and working closely with emergency</p>
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					<p>services who have delivered workshops to our children.</p> <p>Managers and some staff trained to do assessments and interventions for those children involved in sexually harmful behaviours.</p> <p>Restorative justice interventions are delivered and we have a high level of engagement with victims and their wishes included which has focused on information giving in indirect reparation. Young people coming into the service have an initial SALT SCREENING as first-time entrant, an Initial Summary RAG Report for every new YP seen at the YOS to highlight areas of needs, areas of development and strengths. This is then shared with advice with the YP, YOS case officers, Education and parents. A set of block</p>
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MAKING BROMLEY EVEN BETTER	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD	Updates
					<p>intervention sessions are agreed ranging from 3-6 + sessions.</p> <p>The collaborative approach between YJS and SEN continues to meet to support improvements for children with ECHP and young people through ETE pathways.</p>

MAKING BROMLEY EVEN BETTER	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD	Updates
<p>Provide venues where young people can mix in a safe environment, learn, explore and develop skills and where, if required, early intervention can be identified, including vocational training and apprenticeships in line with local business needs.</p>	<p>Review Youth Services</p> <p>Provide careers advice and offer work experience and apprenticeships to young people together with support in education, training, and employment</p>	<p>Ensure appropriate youth services offer is operational</p> <p>Retain good NEET performance for post 16</p>	<p>April 2023</p>	<p>Assistant Director Specialist Services</p>	<p>A review of the youth service is currently being scoped.</p> <p>We are looking at the post 16 support worker in the VS to have more of a role around intense NEET support. The new role has been evaluated and the staff member receiving training –to start in September</p> <p>Continue to monitor NEET performance for care leavers through the leaving care panel and joint work with DWP / Bromley education business partnership and targeted youth support.</p> <p>Ongoing group work offer for young people needing pre-employability skills and confidence raising</p>

Ambition 5

To manage our resources well, providing value for money, efficient and effective services for Bromley's residents.

Portfolio links

This priority has links with the following portfolio plans:

- Children, Education and Families

Strategic links:

This priority has links with the following strategic plans:

- Performance Management Framework
- Quality Assurance Framework
- Bromley Relationship Social Work Model
- User Voice and Engagement Framework

What are we going to do?

MAKING BROMLEY EVEN BETTER	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD	Updates
<p>Living within our means. We are rightly expected to work within our budgets to deliver high quality services to our residents whilst ensuring the prudent and efficient management of our finances through the operation of sound finance systems and processes.</p>	<p>Work within our budgets and maintain sound financial processes and systems</p>	<p>Budgetary control</p> <p>Maintain an effective Performance Management Framework</p>	<p>April 2023</p>	<p>Director Children, Education and Families</p> <p>Assistant Director Strategy, Performance and Corporate Transformation</p>	<p>Quarterly budget monitoring enables effective Member oversight. Key areas of spend are overseen monthly by the Director with additional monthly oversight of the deliverability of Transformation Proposals and associated financial implications.</p> <p>A robust performance management framework delivers weekly, monthly and quarterly oversight. To enable good management oversight for managers and other key stakeholders. Members receive an annual and six-monthly reports on key areas of work in addition to a quarterly performance dashboard consistent of a suite of indicative set of KPIs which assure of the deliverability of services. Demand measures provide evidence on resource pressures.</p>

Children, Education and Families Portfolio plan for 2022 to 2023

MAKING BROMLEY EVEN BETTER	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD	Updates
<p>Being opportunistic and collaborative in making bids to Government and other funding sources to increase resources available to the Partnership. Lobby the Government and Government departments strongly for increased resources when we see a need or opportunity.</p>	<p>Lobby the government for increased resources</p>	<p>Be opportunistic in making bids for funding sources and additional resources</p>	<p>April 2023</p>	<p>Director Children, Education and Families</p>	<p>Children’s services take every opportunity to lobby for a fairer funding for services.</p> <p>In the last quarter representations were made in respect of SEND demand pressures</p>

<p>Recognising the importance of our workforce to the achievement of our ambitions and implementing workforce strategies which help to recruit and retain the highest quality staff for services in the borough.</p>	<p>Recruit and retain the highest quality staff across the whole workforce</p> <p>Good learning and development offer</p>	<p>Workforce Stable</p>	<p>April 2023</p>	<p>Director Children, Education and Families / Director of HR</p>	<p>The Recruitment and Retention Board Chaired by the Director of HR continues to ensure Bromley are best placed to mobilise a stable and well-trained workforce.</p> <p>A locum to perm event was held for Children’s Social Care.</p> <p>Bromley attended Disability Confident Recruitment event.</p> <p>Links have been established with local colleges so that Bromley can be present at future recruitment events.</p> <p>The Early Years Team and Early Intervention Service attended a recruitment event to talk about the careers in their service</p> <p>LinkedIn strategy has been re-promoted</p> <p>Refer a Friend Scheme was re-promoted</p> <p>Bromley has relaunched its Wake Up 2 Care programme which had previously successfully recruited over 35 carers in the last round. We are also supporting the care homes and domiciliary care agencies with</p>
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MAKING BROMLEY EVEN BETTER	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD	Updates
		Good % of permanent staff			<p>overseas recruitment. The Council continues to support and facilitate the Proud to Care initiative.</p> <p>An Open Day to showcase the organisation's vacancies is being planned for October 2022.</p> <p>80% of social workers were in permanent posts as at June 2022.</p>

<p>Maintaining our focus on commissioning and market shaping, developing integrated and joint commissioning where it makes sense to do so, and ensuring we commission intelligently with clear outcomes in mind. Ensuring our commissioned services deliver what is expected through robust and active contract management.</p>	<p>Commission services intelligently and integrate services where appropriate</p>	<p>Effective contract management</p> <p>Timely procurement</p> <p>Good co-production where appropriate</p>	<p>April 2023</p>	<p>Assistant Director of Integrated Commissioning</p>	<p>Contracts continue to be monitored robustly to ensure that services are delivered to meet expectation. The department continues to work through inflation related issues with providers.</p> <p>Recent increased engagement event and visits to local residential providers to further improve commissioning relationship and quality, safety, accessibility and outcomes for CLA requiring residential placements</p> <p>Recent procurement of extra SEND OT - final stages of negotiation of 6-month contract with new provider for extra provision</p> <p>Significant engagement and coproduction (with CYP, parents, schools & settings) of CYP Therapies Transformation and strengthening of the Graduated Approach</p> <p>The service is preparing to go out to tender for a new short break/holiday activities offer</p> <p>The Appropriate Adults contract commenced in this quarter</p>
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MAKING BROMLEY EVEN BETTER	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD	Updates
					<p>Coproduction on the Advocacy contract commenced in this quarter in preparation for the upcoming tender.</p> <p>The Family Group Conference contract was extended for its final 2 year period. The Pre-payment Card contract has been utilised to support families from the Ukraine</p> <p>The Bromley Well tender commenced, this includes Young Carers support.</p>

MAKING BROMLEY EVEN BETTER	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD	Updates
<p>Continuing to exploit the benefits of digitalisation in service delivery through a new Digital Strategy, integrating systems and processes where it is feasible and practical. The Council will learn from best practice with a view to utilising technologies which provide practical improvements to our services.</p>	<p>Exploit the benefits of digitalisation</p>	<p>Bed in use of Liquid Logic new social care management system</p> <p>Procure SEND Transport route optimisation system</p> <p>Continually explore opportunities and implement, such as the use of Virtual Reality Headsets for Domestic Violence Training.</p>	<p>April 2023</p>	<p>Director Children, Families and Education</p>	<p>Weekly and monthly performance management report have been built and are in use. A good training offer is available to ensure the best use of the system.</p> <p>New Microsoft Power BI dashboards are being developed to enable great management oversight.</p> <p>Virtual reality headsets are used across children’s services. The project continues to develop within each service area.</p>

MAKING BROMLEY EVEN BETTER	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD	Updates
<p>Developing information and knowledge sharing across Partnership agencies to enhance the intelligence available to all agencies in planning and evaluating our services.</p>	<p>Maintain effective strategic and operational partnership</p> <p>Maintain and Effective 'User Voice and Engagement Framework'</p>	<p>Including; Children's Executive Bromley Safeguarding Children Partnership Corporate Parenting Board</p> <p>Deliver annual 'you said we did' reports as evidence</p>	<p>April 2023</p>	<p>Director Children, Families and Education</p> <p>Assistant Director Strategy, Performance and Corporate Transformation</p>	<p>Operational and strategic partnership work is ongoing and mature. Escalations are used appropriately within agencies to enable resolutions to emerging issues.</p> <p>Annual and six monthly reports to summarise key 'user voice' activity is bedded in. A emerging digital "Childs Voice Hub" is enabling the Children Executive Partnership to share best practice, a toolkit and feedback findings amongst other professionals.</p>

Our ambitions framework

OUR VISION

A fantastic place to live and work, where everyone can lead healthy, safe and independent lives

OUR AMBITIONS

For children and young people 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

For residents to live responsibly and prosper in a safe, clean and green environment great for today and a sustainable future

To manage our resources well, providing value for money, and efficient and effective services for Bromley's residents

WHAT WE WILL DO

A good start to life

- Focus our primary healthcare on promoting protective factors
- Promote and enhance multi-agency early help services
- Embed our wellbeing model

Growing older positively

- Improve health outcomes for adults and older people with a focus on prevention
- Embed our 'strengths based approach' in adult social care
- Integrate our health and care services

A home for everyone

- Meet the housing needs of our residents
- Support those who are at risk of becoming homeless
- Provide longer-term housing options to reduce the use of temporary accommodation

A safe and protected community

- Adopt 'systems thinking' to problem solve and reduce crime and disorder
- Protect communities from nuisance behaviour, rogue traders, poor food hygiene and the risk of fire
- Protect the local environment through effective and responsible enforcement

Living within our means

- Work within our budgets and maintain sound financial processes and systems
- Lobby the government for increased resources when we see a need
- Effectively manage the collection of Council Tax and Business Rates

Learning and living well

- Maintain high educational standards and enable parents to have choice
- Promote educational inclusion for all
- Improve life outcomes for children in care and care leavers, those who have special educational needs, and young carers

Living independently

- Improve life outcomes for those have a learning disability or mental health, and those who are informal carers
- Help older people age well and independently
- Explore and implement innovation in seeking to improve outcomes for service users

A home for businesses

- Encourage economic growth and regeneration across the borough
- Improve the public realm, especially in town centres and business investment districts
- Develop our town centres to provide focal points for communities

A clean and green environment

- Collectively sustain a clean, green and tidy environment
- Increase levels of recycling and minimise levels of waste
- Promote more sustainable forms of transport and enhance the travel offer

Transforming our services

- Recruit and retain the highest quality staff across the whole workforce
- Exploit the benefits of digitalisation
- Make the best use of our resources, including the public estate and our people

Healthy and safe lives

- Improve support for those with poorer health outcomes
- Maintain our safeguarding practice
- Focus on reducing the number of young people in the youth justice system

Living well

- Promote and enhance multi-agency early help services
- Maintain and develop our education and skills offer
- Maintain our safeguarding practice

A community for all

- Maintain our collective investment in leisure facilities and cultural assets
- Maintain our high quality library service
- Support the enhancement of the third sector and increase volunteering

A carbon neutral environment

- Tackle carbon levels in the borough by becoming a net zero carbon Council
- Encourage residents and businesses to reduce their carbon-emissions
- Improve air quality

Collaborating and innovating together

- Be opportunistic in making bids for funding sources and additional resources
- Commission services intelligently and integrate services where it makes sense to do so
- Explore and implement innovation in service delivery and design