

## 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
<b>1. 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</b>	a) Carry out an annual Strategic Threat Assessment including considering issues of disproportionality, community alienation and isolation.	Strategic Threat Assessment development update	April 2023 (AP)	Independent Chair of Bromley Safeguarding Children's Partnership (BSCP)	<ul style="list-style-type: none"> <li>• Two Strategic Threat Assessments published to date.</li> </ul>	Completed
	b) The Safeguarding Partnership Partners' challenges partners' safeguarding practices	Challenge Log referenced in BSCP annual report; Escalations recorded in case notes; Set up of Children's Safeguarding Scrutiny Board	April 2023 (AP)		<ul style="list-style-type: none"> <li>• Challenge Log Updated</li> <li>• Scrutiny Board taking place every 6 months.</li> <li>• Multi agency audit of serious youth violence/extra familial harm to be completed in February 2023.</li> <li>• Report to be disseminated April 2023.</li> </ul>	Completed
						Completed
						Completed

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<b>children going missing, children missing education, child sexual and criminal exploitation, and gang affiliation.</b>	c) Bromley Safeguarding Partnership a commission a comprehensive training programme	Training evaluation included in BSCP annual report	April 2023 (AP)		<ul style="list-style-type: none"> <li>• Training evaluation was published in annual report 2021-22.</li> <li>• New training programme procurement for 2022-25 complete.</li> </ul>	Completed
	d) Children and Family Act 2014 Assessments carried out promptly Protect Vulnerable adolescents, especially those vulnerable to child sexual exploitation (CSE), child criminal exploitation (CCE), modern-day slavery	i) Timeliness of assessments; Child seen during assessment.	April 2023 (AP)		<ul style="list-style-type: none"> <li>• 94% of assessments were completed within timeframe with the majority of children seen.</li> </ul>	In Progress
		ii) Undertake review of the Vulnerable Adolescents' Strategy and associated protocols; Publication of new Bromley Child Exploitation Strategy.	April 2023		<ul style="list-style-type: none"> <li>• Review of Vulnerable Adolescents Strategy completed.</li> <li>• New strategy renamed as Bromley Child Exploitation Strategy, in-line with adopted pan-London Exploitation Strategy.</li> </ul>	Completed 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>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,</b>	a) Ensure sufficiency of good quality placements for Children Looked After (CLA) and accommodation for Care Leavers	Effective sufficiency strategy implemented	April 2023	Director Children Services	<ul style="list-style-type: none"> <li>• CLA Sufficiency Strategy 2022-2024 was signed off by members on 27<sup>th</sup> November 2022.</li> <li>• The strategy was then used as part of the mock inspection where a couple of things were raised. These have now been drafted and inserted with the strategy which has now been signed off and published.</li> <li>• The associated action plan is live and updated quarterly.</li> </ul>	Completed
	b) Improve education, employment and training outcomes.	Delivery of high education outcomes presented in Annual Virtual Head School report. Successful	April 2023 (AP)	Assistant Director Children's Social Care, Safeguarding	<ul style="list-style-type: none"> <li>• Virtual Head Teacher Annual report was presented to committee in Q3</li> </ul>	Completed

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<p><b>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.</b></p>	c)	<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>Delivery of Care Leavers EET Strategy Good performance in regard to annual health checks, immunisation and dental checks.</p>	<p>April 2023 (AP)</p>	<p>&amp; Care Planning</p>	<ul style="list-style-type: none"> <li>Focus on increasing opportunities for CLA and Care Leavers re current South East London consideration of free prescriptions for Care Leavers.</li> </ul>	<p>In Progress</p>
			<p>Embed THRIVE (mental health) provision to ensure access is available for all children in need, and carers in need of support.</p>	<p>April 2023</p>	<p>Asistant Director Specialist Services</p>	<ul style="list-style-type: none"> <li>The THRIVE Team provides therapeutic intervention and support to any child or young person (and carers) known to Bromley Children's Services who, for whatever reason do not live with their birth parents.</li> <li>This includes adopted children, children looked-after and children cared for by special guardians or connected persons.</li> </ul>	<p>Completed</p>
	d)	<p>Further develop the local offer for care leavers</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 (AP)</p>	<p>Assistant Director Children's Social Care, Safeguarding &amp; Care Planning</p>	<ul style="list-style-type: none"> <li>Ongoing funding for additional mental health support post directly employed in Leaving Care Team has now been achieved for 2023/24.</li> <li>Practitioner is in post and is currently working with 25 care leaver. In addition, the practitioner leads on therapeutic support group for foster carers.</li> <li>Consultation, engagement and coproduction with Bromley Linc and Care Leavers Forum and senior leaders from Corporate Parenting Board.</li> <li>The local offer is under review after consultation with the Care Leaver Forum.</li> </ul>	<p>Completed</p>
							<p>In Progress</p>

## 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	Update Status
<b>1. 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.</b>	a) Promote educational inclusion for all. Continue to provide high quality and timely information through a range of sources to support families.	Early Years directory published annually and updated monthly; Bromley Education Matters updated monthly and accessible to schools and families.	April 2023	Director Education	<ul style="list-style-type: none"> <li>• Early years directory published annually and updated monthly.</li> <li>• Bromley Education Matters continues to be updated regularly and is accessible to schools, colleges and early years settings.</li> <li>• School Circular is issued fortnightly.</li> </ul>	Completed
	b) Implement the findings of the updated sufficiency report for supply and demand for Early Years childcare places	Take up of 15 hours and 30 hours funded offer childcare	April 2023 (AP)		<ul style="list-style-type: none"> <li>• As of 31 March 2023, there were 5,005 eligible 3 and 4 year old children accessing Universal funded places.</li> <li>• 2,026 accessing 30 hours funded places.</li> </ul>	In Progress

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	c) Work with local early years settings and childminders to increase the number of Early Years places provided for vulnerable children and those with SEN	Capacity to enable 30 hours of funded childcare; Take-up of funded 2yr old places; % Childminders / Early Years Settings rated good or outstanding; Take up of Disability Access Fund.	April 2023 (AP)		<ul style="list-style-type: none"> <li>The take up of 2-year old places compares well with national comparators.</li> <li>As of 31 March 2023, there were 478 (82%) of eligible children accessing 2-year-old funded places (National benchmark 72%).</li> <li>98% of early years settings in Bromley that have been inspected are rated as Good or Outstanding (National benchmark 96%).</li> <li>DAF funding has been paid out for a total of 42 children in early years settings so far during the 2022/23 academic year.</li> </ul>	In Progress
<b>2. 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.</b>	a) Enable all children to access good educational outcomes through increasing places at Good and Outstanding schools	% Of schools/ places in Good or Outstanding provision	Sept 2023 (AP)	Director Education	<ul style="list-style-type: none"> <li>96% of Bromley Schools are good or outstanding with 97% of pupils attending schools judged good or outstanding.</li> </ul>	In Progress
	b) Sufficient school places to sustain percentage of pupils offered one of their first three preferences	% of children in receipt of first and second choice school places.	Sept 2023 (AP)		<ul style="list-style-type: none"> <li>68.7% of secondary school children in receipt of first choice and 94% in receipt of a preference.</li> <li>87.9% of primary school children in receipt of first choice and 98.8% in receipt of a preference.</li> </ul>	In Progress
	c) Sufficient local provision for children with special educational needs and/or disabilities (SEND)	SEN Free School delivered	Sept 2023 (AP)		<ul style="list-style-type: none"> <li>SEN estates review underway to identify opportunities for additional SEN places.</li> <li>Special Free School project ongoing led by DfE, currently at feasibility stage.</li> </ul>	In Progress
<b>3. Work with our partners across the education sector to improve outcomes for all children and young people across the range of academic abilities</b>	a) Embed the Fair Access Protocols (FAP) which introduces greater inclusive practice, targeted support for learners and schools and efficient and timely engagement of	FAP Practice embedded and consistently placing children at the centre of decision making and giving schools and learners access	April 2023	Director Education	<ul style="list-style-type: none"> <li>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> </ul>	Completed

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<p><b>– this includes enabling children who learnt from home during the pandemic to catch up.</b></p>	<p>outreach, where appropriate for pupil transitions</p> <p>b) 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>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>		<ul style="list-style-type: none"> <li>• Offer in place and circulated to schools. Addressing the Attainment Gap events took place in July 2022 (secondary) and November 2022 (primary).</li> <li>• Joint follow-up workshop took place on 30 March 2023 with 42 attendees from schools.</li> <li>• Addressing the needs of pupil from Gypsy Roma and Traveller background primary and secondary events held in November 2022 and March 2023.</li> <li>• Successful Family Learning Outreach pilot supporting Ukrainian pupils and their parents in schools has been extended into the summer term.</li> </ul>	<p>Completed</p> <p>Completed</p> <p>Completed</p> <p>In Progress</p>
<p><b>4. 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.</b></p>	<p>a) Work takes place with vulnerable families to establish good physical and emotional development</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>April 2023</p>	<p>Director of Public Health</p>	<ul style="list-style-type: none"> <li>• Numbers of babies being breastfed (2022/23, Q1 – Q3)</li> <li>• At birth, exclusive breastfeeding: 45.3%</li> <li>• At birth, prevalence of breastfeeding (mixed and exclusive): 79%</li> <li>• At 6-8 week visit, exclusive breastfeeding: 39%</li> <li>• At 6-8 week visit, prevalence of breastfeeding (mixed and exclusive): 63.1%</li> <li>• The data collected is for children classified as obese/ overweight - YTD for 2021/22: Percentage of children aged 2 – 2.5 overweight or obese – 6% (denominator = number of children who had 2 – 2.5 year review)</li> </ul>	<p>In Progress</p> <p>In Progress</p>

<p><b>5. 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.</b></p>	<p>a) Place prevention and early intervention at the heart of the mental health and wellbeing offer for children and young people.</p>	<p>Build on the success of the mental health support team (MHST) pilot in Bromley schools, with a long-term solution that helps ensure the resilience of Bromley schools to manage mental health challenges, in partnership with other mental health and wellbeing services.</p>	<p>April 2023</p>	<p>Senior Commissioning Manager – C&amp;YP's Mental Health &amp; Wellbeing</p>	<ul style="list-style-type: none"> <li>• Bromley was awarded a third Mental Health Support Team (MHST) in 2023/24.</li> <li>• These teams will now cover 75% of schools with other schools receiving a tailored school responder offer.</li> <li>• Work is now taking place between the Director of Education, commissioners, and Bromley Y to review the total MHST offer now that the pilot period is completed, to look at lessons learned and the right model going forward.</li> </ul>	<p>In Progress</p>
	<p>b) Embed the Mental Health and wellbeing toolkit into practice informing practitioners' interventions within multi-agency practice</p>	<p>Mental Health and Wellbeing toolkit well used in schools.</p>	<p>April 2023</p>		<ul style="list-style-type: none"> <li>• Mental Health Wellbeing Leads in place in every Bromley school, supported by training offer and publication of a Bromley MHW Toolkit.</li> <li>• Two network meetings held to date in 2022/23, with good attendance from schools.</li> <li>• Those schools not in attendance are being encouraged to join future events.</li> </ul>	<p>Completed</p>
	<p>c) Ensure staff supporting families are trained in mental health first aid and are provided with training and advice on CYP mental health and wellbeing support</p>	<p>Ongoing training programme by Bromley Y and Oxleas CAMHS.</p>	<p>April 2023 (AP)</p>		<ul style="list-style-type: none"> <li>• Ongoing training programme monitored through normal CYP Mental Health and Wellbeing contracting processes.</li> <li>• 6 of 27 people = 22%</li> <li>• Training running in August, September, and October.</li> <li>• Overview and scope of review in development, with a presentation at CYP Mental Health and Wellbeing Partnership Board in October 2022.</li> </ul>	<p>In Progress</p> <p>Completed</p> <p>Completed</p>



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	<p>d) Embed the new THRIVE framework in CYP Mental Health and Wellbeing Services</p> <p>e) Embed and develop our new THRIVE inhouse therapeutic provision. This team provides a psychological support service to our foster carers, special guardians, and adopters.</p>	<p>Review of Bromley CAMHS to ultimately place this service on a THRIVE basis, linking with Bromley Y approach. This change process is being overseen by CYP Mental Health and Wellbeing Partnership Board. The number of referrals into THRIVE and feedback.</p>	<p>April 2023</p> <p>April 2023 (AP)</p>	<p>Assistant Director Specialist Services</p>	<ul style="list-style-type: none"> <li>Support and Parenting Practitioner, and Children and Family Centre Support Officer and CAF team member.</li> <li>THRIVE have received 53 referrals to date from April 2022</li> </ul>	<p>Completed</p> <p>In Progress</p>
<p><b>6. 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.</b></p>	<p>a) Review Youth Services</p> <p>b) 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>April 2023 (AP)</p>	<p>Assistant Director Specialist Services</p>	<ul style="list-style-type: none"> <li>A review of the youth service is currently being scoped within the next 12 months.</li> <li>We are looking at the post 16 support worker in the VS to have more of a role around intense NEET support – to start in September 2023.</li> <li>We now have a dedicated Youth Justice Service Lead ETE worker who has good skills engaging with our children and young people.</li> <li>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.</li> <li>Ongoing group work offer for young people needing pre-employability skills and confidence raising.</li> </ul>	<p>In Progress</p> <p>In Progress</p> <p>Completed</p> <p>In Progress</p> <p>In Progress</p>

<p><b>7. Information about how Bromley is supporting young people experiencing loneliness and/or getting involved in this topic.</b></p>	<p>a) Next steps – Loneliness Champion to continue to make stronger links with care leavers (via Tom Schaub-Jones – Group Manager Care Leavers / 16+ Children Services)</p>	<p>Children and young people becoming less lonely and isolated; improving their mental health and linking older generations with younger generations together within local communities</p>	<p>April 2023 (AP)</p>	<p>Principal Loneliness Champion</p>	<ul style="list-style-type: none"> <li>• As part of the Children and Family Assessments loneliness and social isolation are identified and families are sign-posted to appropriate services.</li> <li>• <b>Schools</b> – Information has been shared directly with the Mental Health education lead and on projects, research and papers which may help teachers and governing bodies support children within education who are experiencing mental ill-health issues and Loneliness.</li> <li>• This information has also been published into the Mental Health and Wellbeing Toolkit for teachers <a href="https://adobe.com">Mental Health &amp; Wellbeing Toolkit (adobe.com)</a></li> <li>• The Principal Loneliness Champion has a resident spot on the Agenda at the Schools Mental Health and Wellbeing leads networking event which occurs numerous times throughout the year.</li> <li>• Schools receive an update on how they can get involved in helping to tackle loneliness in the local community, workshops, assemblies, and relevant research/ initiatives within schools.</li> <li>• From the beginning of 2023, the Principal Loneliness Champion has been giving assemblies to Bromley Schools to help inform students of what loneliness is, when it may occur, and resources available to help start the conversation.</li> <li>• <b>Children's Mental Health Week (6<sup>th</sup> – 12<sup>th</sup> February)</b> promoted across the borough internally and with our partners. An A5 leaflet was produced to advertise local and national services for young people to use if experiencing loneliness.</li> </ul>	<p>In Progress</p> <p>Completed</p> <p>In Progress</p> <p>In Progress</p> <p>Completed</p>
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					<ul style="list-style-type: none"> <li>• <b>World Book Night</b> – The Principal Loneliness Champion made an application to <a href="#">World Book Night</a> which helps disadvantaged groups of people get closer to reading and accessing books.</li> <li>• The application was successful, and the borough received 80 children's books entitled: Superheroes: Inspiring Stories of Secret Strength featuring local sporting legend Dina Asher-Smith and other successful Londoners such as BRIT award winner musician Stormy and BAFTA award winning comedian, Mo Gilligan.</li> <li>• These 80 books were distributed to children within care, young carers, children with autism who attend Mencap activities and young people receiving support from the Youth Justice Team.</li> </ul>	Completed
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## Priority 4 Supporting and challenging effective multi-agency working

### 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:

- ✓ 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. Encourage take up of our multi-agency early help services.</b></p>	<p>a) Enable parents to access information, advice, and support</p>	<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>April 2023 (AP)</p>	<p>Assistant Director Specialist Services</p>	<ul style="list-style-type: none"> <li>EIFS social media platforms actively promote services for families with at least 3 posts per week.</li> <li>Launched Parenting Hub for parents.</li> <li>Multi-Agency Partnership Events 'MAPE' which focused on the front door to family support, called "Safeguarding is Everyone's Responsibility' were introduced in 2016.</li> <li>Delivered in partnership by two Team Managers from Early Intervention and Family Support, and the Group Manager for the Children &amp; Families Hubs. Fully booked sessions.</li> <li>Sessions paused in Spring 2023 when the new front door model was introduced to prevent confusion during the roll out of Phase1 of the Children and Families Hub.</li> <li>Sessions targeting specific cohorts of professionals; Health, Education and Early Years education run termly.</li> <li>A range of bespoke training is available to Children Social Care colleagues.</li> </ul>	<p>In Progress</p> <p>Completed</p> <p>Completed</p> <p>In Progress</p> <p>In Progress</p>
	<p>b) 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"> <li>Early years directory</li> <li>Bromley Education Matters,</li> <li>the Schools Circular</li> <li>the Local Offer,</li> <li>SENDMatters newsletters,</li> <li>Early Intervention and Family Support (EIFS) Social Media platforms</li> </ul>	<p>Early support is joined up across health and education to reduce duplication.</p>	<p>April 2023 (AP)</p>	<p>Assistant Director Specialist Services</p>	<ul style="list-style-type: none"> <li>Social Media presence has grown strong and use platform to:                             <ul style="list-style-type: none"> <li>re-post information, advice and guidance from Public Health, specific support services</li> <li>Timetable of services in our Children and Family Centres are published monthly</li> <li>Social Media is used to promote different activities daily.</li> </ul> </li> <li>The Parenting Hub website is now live, accessible, explains services and signposts, as well as linking to other useful sites.</li> <li>Use of QR codes to make access to digital information easy. Introduction of 'flipbooks' for parents and staff and accessed via QR codes.</li> <li>Bromley Education Matters continues to be updated monthly and is accessible to all education settings.</li> </ul>	<p>Completed</p> <p>Completed</p> <p>In Progress</p> <p>In Progress</p>



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	<p>b) Increase the effectiveness of partnership working 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>c) Improve services for children and young people with social communication difficulties including Autism</p>	<p>Settings understand the 'local offer' and are confident about who they need to 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>April 2023 (AP)</p> <p>April 2023 (AP)</p>	<p>Director Education</p> <p>Associate Director Integrated Commissioning</p>	<ul style="list-style-type: none"> <li>Continued and focused work delivered by SEN Advisory Teams, providing support and challenge to schools, promoting the graduated approach.</li> <li>Continuing to provide traded and project work through Education Provision Service, early support, promoting inclusion at pre-statutory work.</li> <li>Local Offer kept under review and promoted with co-production of families and professionals.</li> <li>Bromley Council and NHS South East London Integrated Care Board (Bromley), in partnership with Bromley Healthcare and Oxleas CAMHS will be undertaking an independent expert-led review of Children and Young People's ASD/ADHD Diagnostic and Support Services in order to inform next steps and reduce waiting times.</li> </ul>	<p>In Progress</p> <p>In Progress</p> <p>In Progress</p> <p>In Progress</p>
<p><b>3. 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</b></p>	<p>a) 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>Increased number of children and young people accessing mainstream settings in their local community</p>	<p>April 2023 (AP)</p>	<p>Director Education</p>	<ul style="list-style-type: none"> <li>Continued and focused work delivered by SEN Advisory Teams, providing support and challenge to schools, promoting the graduated approach.</li> <li>Continuing to provide traded and project work through EP Service, early support, promoting inclusion at pre-statutory work.</li> <li>Support and challenge to settings where the Local Authority is not assured that reasonable adjustments have been made in order to support CYP in mainstream schools.</li> <li>Investment in resource for mainstream schools to promote and enable higher levels of inclusion.</li> <li>Introduction of new Education Health Care Needs Assessment Eligibility Guidance has provided greater clarity on the Ordinarily</li> </ul>	<p>In Progress</p> <p>In Progress</p> <p>In Progress</p> <p>In Progress</p> <p>Completed</p>

<p><b>which supports mainstream schools, settings and partnership working.</b></p>	<p>b) Ensure sufficient schools places to meet rising demand for SEND places</p>	<p>Deliver new SEN Free School and Multi-Agency Centre for Excellence (MACE)</p>	<p>April 2023 (AP)</p>		<p>Available Provision expectations within mainstream schools.</p> <ul style="list-style-type: none"> <li>DfE feasibility for SEN Free School underway. Site clearance work undertaken to enable surveys to be completed.</li> </ul>	<p>In Progress</p>	
	<p>c) Transform the Bromley CYP Integrated Therapies (Physiotherapy, Speech &amp; 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>April 2023</p>	<p>Assistant Director Children &amp; Young People Integrated Commissioning</p>	<ul style="list-style-type: none"> <li>We have launched our Beehive website and carried out some direct communication with parent/carers since January 2023.</li> <li>We are working on a whole system approach to implementing the balanced model for speech and language therapy.</li> <li>We have commissioned Bromley Healthcare to provide added capacity to support educational input into Occupational Therapy assessments.</li> <li>We have been working on a revised specification for therapy services. This will be finalised in April 2023.</li> </ul>	<p>Completed</p> <p>In Progress</p> <p>Completed</p> <p>Completed</p>	
	<p><b>4. 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.</b></p>	<p>a) Better transitions between children's and adults' services for young people and their parents</p>	<p>Establish a 0-25 service</p>	<p>April 2023 (AP)</p>	<p>Head of Service 0-25 Service Children &amp; Young People with Disabilities</p>	<ul style="list-style-type: none"> <li>A new 0-25 service has been initiated from the 1<sup>st</sup> September 2022, although the structure needs to be finalised.</li> <li>The Local Authority has appointed a new Head of Service.</li> <li>The service will cover 4 key areas:                             <ul style="list-style-type: none"> <li>a social work team for Children with Disabilities</li> <li>Short Break service</li> <li>Preparing for Adulthood team (Social Care) team</li> <li>Occupational Therapy (social care) team.</li> </ul> </li> </ul>	<p>In Progress</p> <p>Completed</p>
		<p>b) Helping young people prepare for adulthood from the earliest years</p>	<p>Young people and their families being fully involved in strategic planning and service</p>	<p>April 2023 (AP)</p>		<ul style="list-style-type: none"> <li>A third worker has now been recruited within the Preparing for Adulthood Team, this will support the service supporting young people whose primary need is a physical disability.</li> </ul>	<p>Completed</p>



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	<p>c) Providing services that are focused on how they can support young people to progress through 'preparing for adulthood' outcomes</p>	<p>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>April 2023 (AP)</p>		<ul style="list-style-type: none"> <li>• 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.</li> </ul>	<p>In Progress</p>
	<p>d) Achieving an effective, fully engaged, strategic partnership of agencies working collaboratively with an inclusive ethos</p>	<p>Providing a well-maintained Local Offer with up-to-date and clear information</p>	<p>April 2023 (AP)</p>		<ul style="list-style-type: none"> <li>• Two transition events have been completed; on the 26th October 2021 and 25th April 2022</li> <li>• Supported over 250 young people and their parents/carers, be better informed regarding the transition process, services, opportunities and providers available within Bromley and the surrounding area.</li> <li>• Both events have had approx. 30+ stalls and a number of workshops both for young people and families. Over 70 young people attended. Successful events were supported by Schools and SEN.</li> <li>• Future events are to be considered to inform families of localised options.</li> <li>• The governance of the 0-25 Service is now through the SEND governance board.</li> <li>• Discussion is happening on the 26<sup>th</sup> April 2023 to agree the terms of reference for a Transitional Working Group.</li> <li>• The group will aim to move forward on future Preparing for Adulthood (PfA) events and developing information and operational practices on the 4 PfA pathways.</li> </ul>	<p>Completed</p> <p>In Progress</p> <p>Completed</p> <p>In Progress</p> <p>In Progress</p>

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		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	April 2023 (AP)	Assistant Director Strategy Performance & Corporate Transformation	<ul style="list-style-type: none"> <li>Existing User Voice Framework creates a robust approach for capturing the voice of the children and families using our services.</li> <li>Regular reports are provided to the Children's Executive Board and the Children, Education and Families Policy Development and Scrutiny Committee.</li> </ul>	Completed  In Progress
<b>5. 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</b>	a) Enable carers to access information, online, advice, support, and access to services	Delivery of an effective young carers support service	April 2023 (AP)	Assistant Director Integrated Commissioning	<ul style="list-style-type: none"> <li>Development of new Carers Strategy in progress – including children and young people that are young carers.</li> <li>The plan is to have a carers strategy and Action Plan for June 2023.</li> <li>A task and finish group is looking at 'Young Carers' specifically with Vicky West, Assistant Director Specialist Services, leading on this for Children, Education &amp; Families.</li> </ul>	In Progress
<b>6. 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</b>	a) Transform the Bromley CYP Mental Health and Wellbeing Single Point of Access (SPA) in order to deliver improved services, shorter waiting times and integrated delivery across CAMHS and Bromley Y	Following the covid-19 pandemic there was a significant increase in the number of children and young people being referred into CAMHS services across England, with resulting long waiting times. This is also the case in Bromley, with more children and young people coming into services with multi-faceted and complex challenges.	April 2023 (AP)	Senior Commissioning Manager – Children and Young People's Mental Health and Wellbeing	<ul style="list-style-type: none"> <li>Additional investment in core Bromley CAMHS services will enable a speeding-up of assessments, with waiting times due to come down through the course of 2023/24.</li> <li>Waiting times for CAMHS however remain very long and the risk around this area remains high.</li> </ul>	In Progress

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<p><b>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).</b></p>	<p>b) Reduce the number of referrals of children and young people into A&amp;E due to their mental ill health in Bromley, but instead provide an embedded partnership system of early intervention and support</p>	<p>Joint work across Oxleas CAMHS, Bromley Y, SEL ICB, Bromley Council, schools and other partners to consider the outcomes of a refreshed analysis of Bromley A&amp;E/crisis cases for children and young people with mental health challenges.</p>	<p>April 2023 (AP)</p>	<p>Senior Commissioning Manager – Children and Young People's Mental Health and Wellbeing</p>	<ul style="list-style-type: none"> <li>• Current work taking place to bring forward a full analysis of this information for consideration by partners, after which time there will need to be a cross-organisational action plan of improvements.</li> </ul>	<p>In Progress</p>
	<p>c) Establish an eating disorders early intervention pilot in Bromley, linked to the Single Point of Access (SPA) and Mental Health Support Teams (MHSTs) in schools</p>	<p>An innovative early intervention/prevention pilot between the NHS/voluntary sector to support children and young people who have disordered eating challenges to receive support, advice and clinical input where required.</p>	<p>Dec 2022</p>		<ul style="list-style-type: none"> <li>• The business case for this service was agreed with mobilisation taking place from 1<sup>st</sup> April 2023.</li> <li>• The pilot will be strongly linked with the Mental Health Support Teams (MHSTs) offer – with schools able to access this help going forward.</li> </ul>	<p>Completed</p>
<p><b>7. 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</b></p>	<p>a) Provide multi-agency support to those at risk of entering the youth justice system or who have been convicted.</p>	<p>Reducing the numbers of children entering the youth justice system.</p>	<p>April 2023 (AP)</p>	<p>Assistant Director Specialist Services</p>	<ul style="list-style-type: none"> <li>• The numbers of FTE have reduced by 19% compared with the number in 2018 and by a further 41% compared with 2017.</li> <li>• 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.</li> <li>• Analysis shows that young people who are most likely to offend are also most likely to have complex needs.</li> <li>• We continue to reduce FTE. We are the 4th Lowest in London (35% lower than London Average). 21% reduction on previous year.</li> </ul>	<p>In Progress</p>

<p><b>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.</b></p>	<p>b) Address disproportionality</p>	<p>YOS disproportionality action plan delivered.</p>	<p>April 2023 (AP)</p>	<p>Assistant Director Specialist Services</p>	<ul style="list-style-type: none"> <li>Youth Justice service continues to work to deliver the priorities within our Youth Justice Strategy 2020/23.</li> <li>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 services who have delivered workshops to our children.</li> <li>Ongoing range of intervention provided to address offending from Girls group, weapons and crime and consequence sessions.</li> </ul>	<p>In Progress</p>
	<p>c) Provide multi-agency support to CYP with SEND at risk of entering the youth justice system or who have been convicted</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>April 2023 (AP)</p>		<ul style="list-style-type: none"> <li>We have a Youth Justice Plan 2022/24 that sets out our work for the next 2 year including addressing our strategic priorities; how we intend to promote long term desistance; our commitment to understanding and effecting change in behaviour through the support and resources we have available.</li> <li>Assurance reports presented quarterly to the Youth Justice Service (YJS) Governance Board.</li> <li>An updated refresh plan for 2023/24 is currently being drafted.</li> <li>YJS have commissioned Trauma training for all staff and this will be rolled out from June 2023 – one manager already trained.</li> </ul>	<p>In Progress</p>
	<p>d) To ensure SALT support to YOS is provided through a tiered model (universal, targeted and specialist support) with clear agreed outcomes</p>	<p>Young people being referred for assessment and support.</p>	<p>April 2023 (AP)</p>		<ul style="list-style-type: none"> <li>Restorative justice interventions are delivered with a high level of engagement with victims and their wishes included which has focused on information giving in indirect reparation.</li> <li>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.</li> </ul>	<p>In Progress</p>

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					<ul style="list-style-type: none"> <li>• This is then shared with advice with the YP, YOS case officers, Education and parents. A set of block intervention sessions are agreed ranging from 3-6 + sessions.</li> <li>• Made contact with 23 young people and offered support to enable ETE progression (Information advice and guidance on ETE options, help with CV, job search strategies, job/college applications and support into training).</li> <li>• A significant number of young people, who received intensive support from various specialists at the YJS, were able to make a positive transition to an ETE outcome (further education, Sixth Form etc.) and in some cases achieve independence through employment.</li> <li>• The collaborative approach between YJS and SEN continues to meet to support improvements for children with ECHP and young people through ETE pathways.</li> </ul>	<p>In Progress</p> <p>Completed</p> <p>In Progress</p> <p>In Progress</p>
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## Priority 5 Ensuring Efficiency and Effectiveness

### 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
- ✓ 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
1. <b>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.</b>	a) Work within our budgets and maintain sound financial processes and systems	Budgetary control	April 2023 (AP)	Director Children, Education and Families	<ul style="list-style-type: none"> <li>• Quarterly budget monitoring enables effective Member oversight.</li> <li>• Key areas of spend are overseen monthly by the Director with additional monthly oversight of the deliverability of Transformation Proposals and associated financial implications.</li> <li>• DSG deficit recovery management plan in place, following review from the DfE/ESFA.</li> </ul>	In Progress
		Maintain an effective Performance Management Framework	April 2023 (AP)	Assistant Director Strategy, Performance & Corporate Transformation	<ul style="list-style-type: none"> <li>• A robust performance management framework delivers weekly, monthly and quarterly oversight.</li> <li>• To enable good management oversight for managers and other key stakeholders.</li> </ul>	In Progress

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					<ul style="list-style-type: none"> <li>Members receive an annual and six-monthly reports on key areas of work</li> <li>In addition to a quarterly performance dashboard consistent of a suite of indicative set of KPIs which assure of the deliverability of services.</li> <li>Demand measures provide evidence on resource pressures.</li> </ul>	In Progress
<p>2. <b>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.</b></p>	<p>a) Lobby the government for increased resources</p>	<p>Be opportunistic in making bids for funding sources and additional resources</p>	<p>April 2023 (AP)</p>	<p>Director Children, Education and Families</p>	<ul style="list-style-type: none"> <li>Children's services take every opportunity to lobby for a fairer funding for services.</li> </ul>	In Progress
					<ul style="list-style-type: none"> <li>SEN demand pressures are regularly raised at discussions with the Regional Director's office.</li> </ul>	In Progress
					<ul style="list-style-type: none"> <li>Responded to a couple of consultations around the National Funding Formula and Early Years.</li> </ul>	Completed
					<ul style="list-style-type: none"> <li>We do surveys for London Councils in terms of our financial position which they use as London wide lobbying.</li> </ul>	In Progress
					<ul style="list-style-type: none"> <li>Peter Turner (Director of Finance) meets with government representatives to discuss funding for Bromley and London as part of his role in the Society of London Treasurers. This is ongoing and for all areas but has discussed the financial disregard, etc.</li> <li>We are currently in discussion with DfE around the Deficit recovery plan.</li> </ul>	In Progress
<p>3. <b>Recognising the importance of our workforce to the achievement of our ambitions and implementing workforce strategies which help to recruit and retain the highest</b></p>	<p>a) Recruit and retain the highest quality staff across the whole workforce</p>	<p>Workforce Stable</p>	<p>April 2023 (AP)</p>	<p>Director Children, Education and Families / Director of HR</p>	<ul style="list-style-type: none"> <li>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.</li> </ul>	In Progress
					<ul style="list-style-type: none"> <li>A locum to perm event was held for Children's Social Care.</li> </ul>	Completed
					<ul style="list-style-type: none"> <li>Bromley attended Disability Confident Recruitment event.</li> </ul>	Completed

<p><b>quality staff for services in the borough.</b></p>	<p>b) Good learning and development offer</p>	<p>Good % of permanent staff</p>	<p>April 2023 (AP)</p>		<ul style="list-style-type: none"> <li>• Links have been established with local colleges so that Bromley can be present at future recruitment events.</li> <li>• The Early Years Team and Early Intervention Service attended a recruitment event to talk about the careers in their service.</li> <li>• LinkedIn strategy and Refer a Friend Scheme re-promoted.</li> <li>• Bromley has relaunched its Wake Up 2 Care programme which had previously successfully recruited over 35 carers in the last round.</li> <li>• We are also supporting the care homes and domiciliary care agencies with overseas recruitment.</li> <li>• The Council continues to support and facilitate the Proud to Care initiative.</li> <li>• An Open Day to showcase the organisation's vacancies is being planned for October 2022.</li> <li>• 80% of social workers were in permanent posts as of June 2022.</li> </ul>	<p>Completed</p> <p>Completed</p> <p>Completed</p> <p>In Progress</p> <p>In Progress</p> <p>In Progress</p> <p>Completed</p>
<p><b>4. 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</b></p>	<p>a) 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 (AP)</p>	<p>Assistant Director of Integrated Commissioning</p>	<ul style="list-style-type: none"> <li>• Contracts continue to be monitored robustly to ensure that services are delivered to meet expectation.</li> <li>• The department continues to work through inflation related issues with providers.</li> <li>• 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</li> <li>• Additional SLT provision has been procured via 6-month contract</li> </ul>	<p>In Progress</p> <p>In Progress</p> <p>Completed</p> <p>Completed</p>



<p><b>what is expected through robust and active contract management.</b></p>					<ul style="list-style-type: none"> <li>• Short breaks and school holiday tender has concluded and Riverside commenced a new contract on 1 April 2023</li> <li>• The new Advocacy Service contract commenced with Advocacy for All delivering an all age contract from 1 April 2023</li> <li>• The commissioning team have completed the amalgamation of the adults and children's services procedures online via a contract award with Tri-x.</li> <li>• The new contract commenced on 1 April 2023.</li> </ul>	<p>Completed</p> <p>Completed</p> <p>Completed</p>
<p><b>5. 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.</b></p>	<p>a) 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>April 2023</p> <p>April 2023 (AP)</p>	<p>Director Children, Families and Education</p> <p>Director of Education</p> <p>Assistant Director of Specialist Services</p>	<ul style="list-style-type: none"> <li>• Weekly and monthly performance management report have been built and are in use.</li> <li>• A good training offer is available to ensure the best use of the system.</li> <li>• New Microsoft Power BI dashboards are being developed to enable great management oversight.</li> <li>• SEND Transport route optimisation solution now in place and supporting effective planning of routes.</li> <li>• Virtual reality (VR) headsets are used across children's services.</li> <li>• The project continues to develop within each service area. From April 2022 to date, 38 practitioners were trained as VR practitioners across Children Social Care.</li> <li>• Virtual reality training was also made available to Bromley Foster Carers in 2022-2023.</li> </ul>	<p>Completed</p> <p>Completed</p> <p>In Progress</p> <p>Completed</p> <p>Completed</p> <p>In Progress</p> <p>Completed</p>

					<ul style="list-style-type: none"> <li>• The use of Virtual Reality practice tool is embedded across the different services in Children Social Care.</li> <li>• At a Social workers' Wellbeing conference in November 2022, the following was mentioned as practice in Bromley: 'Virtual reality is proving effective in helping professionals, parents, and carers understand the impact of trauma on children.'</li> </ul>	Completed
6. <b>Developing information and knowledge sharing across Partnership agencies to enhance the intelligence available to all agencies in planning and evaluating our services.</b>	a) Maintain effective strategic and operational partnership	Including; Children's Executive Bromley Safeguarding Children Partnership Corporate Parenting Board	April 2023 (AP)	Director Children, Families and Education	<ul style="list-style-type: none"> <li>• Operational and strategic partnership work is ongoing and mature.</li> <li>• Escalations are used appropriately within agencies to enable resolutions to emerging issues.</li> <li>• Guidance on information sharing updated on BSCP website, including 2022 London SCB guidance</li> <li>• Information Sharing promoted in BSCP video: 'BSCP annual report' (Dec 22)</li> </ul>	In Progress
	b) Maintain and Effective 'User Voice and Engagement Framework'	Deliver annual 'you said we did' reports as evidence	April 2023 (AP)	Assistant Director Strategy, Performance and Corporate Transformation	<ul style="list-style-type: none"> <li>• Annual and six-monthly reports to summarise key 'user voice' activity is bedded in.</li> <li>• An emerging digital "Childs Voice Hub" is enabling the Children Executive Partnership to share best practice, a toolkit and feedback findings amongst other professionals.</li> <li>• Report presented to CEF PDS Committee on 4 October 2022.</li> <li>• Refreshed corporate engagement framework in development with launch scheduled for early 2023 following consideration at CEF PDS Committee in February 2023.</li> </ul>	Completed