



Children, Education and Families

Portfolio plan for 2023 to 2024

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 2023 to 2024.

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.bromley.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

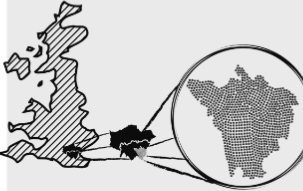
Our plan will be delivered jointly by the Council and partner agencies. We firmly believe that strong partnerships formed the foundation of our previous plan 'Building a Better Bromley'.

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

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+

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 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

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

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?

Children, Education and Families Portfolio plan for 2023 to 2024

MAKING BROMLEY EVEN BETTER	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD
<p>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.</p>	<p>a) Promote educational inclusion for all. Continue to provide high quality and timely information through a range of sources to support families.</p> <p>b) 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>c) Promote school readiness through the provision of training, targeted at Bromley early years providers, that contribute to the promotion of school readiness in pre-school children.</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>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.</p> <p>Number of training courses that have taken place.</p> <p>Number of settings represented, and practitioners participated.</p>	<p>April 2024 (AP)</p> <p>April 2024 (AP)</p> <p>April 2024</p> <p>April 2024</p>	<p>Director Education</p>

Children, Education and Families Portfolio plan for 2023 to 2024

MAKING BROMLEY EVEN BETTER	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD
<p>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.</p>	<p>a) Enable all children to access good educational outcomes through increasing places at Good and Outstanding schools</p> <p>b) Sufficient school places to sustain percentage of pupils offered one of their first three preferences</p> <p>c) 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>April 2024 (AP)</p> <p>April 2024 (AP)</p>	<p>Director Education</p>

Children, Education and Families Portfolio plan for 2023 to 2024

MAKING BROMLEY EVEN BETTER	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD
<p>3. Work with our partners across the education sector to improve outcomes for all children and young people across the range of academic and narrowing attainment and progress gaps for vulnerable and disadvantaged pupils</p>	<p>a) 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>Clearly articulated offer for schools closely aligned to key priority of improved outcomes for disadvantaged children through Closing the Gap Workshops</p>	<p>April 2024 (AP)</p>	<p>Director Education</p>

Children, Education and Families Portfolio plan for 2023 to 2024

MAKING BROMLEY EVEN BETTER	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD
<p>4. 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>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 2024 (AP)</p>	<p>Senior Commissioning Manager – C&YP’s Mental Health & Wellbeing</p>
	<p>b) 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 2024 (AP)</p>	<p>Senior Commissioning Manager – Children and Young People’s Mental Health and Wellbeing</p>
	<p>c) Embed the new THRIVE framework in CYP Mental Health and Wellbeing Services</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.</p>	<p>April 2024 (AP)</p>	<p>Assistant Director Specialist Services</p>
	<p>d) 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>The number of referrals into THRIVE and feedback.</p>	<p>April 2024 (AP)</p>	<p>Assistant Director Specialist Services</p>

Children, Education and Families Portfolio plan for 2023 to 2024

MAKING BROMLEY EVEN BETTER	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD
<p>5. Encourage take up of our multi-agency early help services.</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>April 2024 (AP)</p>	<p>Assistant Director Specialist Services</p>
	<p>b) Continue to provide high quality and timely information through a range of sources to support families. Information is available through:</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 2024 (AP)</p>	
	<ul style="list-style-type: none"> • Early years directory • SENDMatters newsletters, • Early Intervention and Family Support (EIFS) Social Media platforms • EIFS Parenting Hub website • IASS website 	<p>Early support is joined up across health and education to reduce duplication.</p>	<p>April 2024 (AP)</p>	

Children, Education and Families Portfolio plan for 2023 to 2024

MAKING BROMLEY EVEN BETTER	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD
<p>6. 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>a) Carry out an annual Strategic Threat Assessment including considering issues of disproportionality, community alienation and isolation.</p> <p>b) The Safeguarding Partnership challenges partners’ safeguarding practices</p> <p>c) Bromley Safeguarding Partnership commission a comprehensive training programme</p> <p>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</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>i) Timeliness of assessments; Child seen during assessment.</p>	<p>April 2024 (AP)</p> <p>April 2024 (AP)</p> <p>April 2024 (AP)</p> <p>April 2024 (AP)</p>	<p>Independent Chair of Bromley Safeguarding Children’s Partnership (BSCP)</p>

Children, Education and Families Portfolio plan for 2023 to 2024

<p>7. 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>	a)	Ensure sufficiency of good quality placements for Children Looked After and accommodation for Care Leavers	Effective sufficiency strategy	April 2024 (AP)	Director Children's Education and Families
	b)	Improve education, employment and training outcomes	Delivery of high education outcomes presented in Annual Virtual Head School report. Successful Delivery of Care Leavers EET Strategy	April 2024 (AP)	Assistant Director, Children's Social Care, Safeguarding & Care Planning Services
	c)	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	Good performance in regard to annual health checks, immunisation and dental checks.	April 2024 (AP)	Assistant Director Specialist Services
			Embed THRIVE (mental health) provision to ensure access it available for all children in need, and carers in need of support.	April 2024 (AP)	
d)	Further develop the local offer for care leavers	Care leavers will receive improved assessment, support, and services and each will have their own advisor; local offer reviewed regularly	April 2024 (AP)	Assistant Director, Children's Social Care, Safeguarding & Care Planning Services	

Children, Education and Families Portfolio plan for 2023 to 2024

<p>8. Build on the progress we have made in improving services for children who have Special Educational Needs (SEND), continuing to build on working partnerships with parents, carers, agencies and SEND Governance Board</p>	<p>a) Implement our SEND vision and priorities. Improved multi-disciplinary and cross agency support (health, education and social care) for young people</p>	<p>Targets for completion of Education Health Care Plan's (EHCPs) within 20 weeks are met</p>	<p>April 2024 (AP)</p>	<p>Director Education</p>
	<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>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>April 2024 (AP)</p>	<p>Director of Education</p>
	<p>c) Improve services for children and young people with social communication difficulties including Autism</p>	<p>Waiting times measured through All-Age Autism Board and Autism Family Support Contract feedback from families</p>	<p>April 2024 (AP)</p>	<p>Associate Director of Integrated Commissioning</p>

Children, Education and Families Portfolio plan for 2023 to 2024

<p>9. 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>a) Mainstream schools and settings are able to provide for an increased level of complexity, enabling children & young people (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 2024 (AP)</p>	<p>Director Education</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 2024 (AP)</p>	<p>Director of Education</p>
	<p>c) 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>April 2024 (AP)</p>	<p>Assistant Director of Children & Young People's Integrated Commissioning</p>

Children, Education and Families Portfolio plan for 2023 to 2024

<p>10. 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>a) Helping young people prepare for adulthood from the earliest years</p> <p>b) Providing services that are focused on how they can support young people to progress through 'preparing for adulthood' outcomes</p> <p>c) Achieving an effective, fully engaged, strategic partnership of agencies working collaboratively with an inclusive ethos</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. 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>April 2024 (AP)</p> <p>April 2024 (AP)</p> <p>April 2024 (AP)</p>	<p>Head of Service, 0-25 Service, Children and Young People with Disabilities</p>
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Children, Education and Families Portfolio plan for 2023 to 2024

11. 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	a) Enable young carers to access information, online, advice, support, and access to services	Delivery of an effective young carers' strategy, support and action plan	April 2024 (AP)	Assistant Director Integrated Commissioning
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Children, Education and Families Portfolio plan for 2023 to 2024

<p>12. 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>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</p>	<p>Supporting higher number of children and young people coming into services with multi-faceted and complex challenges and waiting times being reduced</p>	<p>April 2024</p>	<p>Senior Commissioning Manager – Children and Young People’s Mental Health and Wellbeing</p>
	<p>b) 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>Joint work across Oxleas CAMHS, Bromley Y, South East London Integrated Care Board, Bromley Council, schools and other partners to consider the outcomes of a refreshed analysis of Bromley A&E/crisis cases for children and young people with mental health challenges.</p>	<p>April 2024 (AP)</p>	<p>Senior Commissioning Manager – Children and Young People’s Mental Health and Wellbeing</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>April 2024</p>	<p>Senior Commissioning Manager – Children and Young People’s Mental Health and Wellbeing</p>

Children, Education and Families Portfolio plan for 2023 to 2024

<p>13. 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>	a)	Provide multi-agency support to those at risk of entering the youth justice system or who have been convicted.	Reducing the numbers of children entering the youth justice system.	April 2024 (AP)	Assistant Director Specialist Services
	b)	Address disproportionality	YOS disproportionality action plan delivered.	April 2024 (AP)	
	c)	Provide multi-agency support to CYP with SEND at risk of entering the youth justice system or who have been convicted	Multi-agency meetings held monthly to share intelligence, agree solutions to provide wrap-around support for the young person, to achieve the best outcome	April 2024 (AP)	
	d)	To ensure Speech and Language Therapy (SALT) support to Youth Offending Service (YOS) is provided through a tiered model (universal, targeted and specialist support) with clear agreed outcomes	Young people being referred for assessment and support.	April 2024 (AP)	

Children, Education and Families Portfolio plan for 2023 to 2024

<p>14. 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>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 2024</p> <p>April 2024 (AP)</p>	<p>Assistant Director Specialist Services</p>
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Children, Education and Families Portfolio plan for 2023 to 2024

15. Information about how Bromley is supporting young people experiencing loneliness and/or getting involved in this topic.	a) Loneliness Champion to continue to build local partnership working and make stronger links with care leavers	Children and young people becoming less lonely and isolated; improving their mental health and linking older generations with younger generations together within local communities	April 2024 (AP)	Assistant Director Strategy, Performance and Corporate Transformation
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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

Children, Education and Families Portfolio plan for 2023 to 2024

What are we going to do?

MAKING BROMLEY EVEN BETTER	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD
<p>1. 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>a) Work within our budgets and maintain sound financial processes and systems</p>	<p>Budgetary control</p>	<p>April 2024 (AP)</p>	<p>Director Children, Education and Families</p>
		<p>Maintain an effective Performance and Quality Assurance Management oversight</p>	<p>April 2024 (AP)</p>	<p>Assistant Director Strategy, Performance and Corporate Transformation</p>

Children, Education and Families Portfolio plan for 2023 to 2024

MAKING BROMLEY EVEN BETTER	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD
<p>2. 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>a) Lobby the government for increased resources</p>	<p>Be opportunistic in making bids for funding sources and additional resources</p>	<p>April 2024 (AP)</p>	<p>Director Children, Education and Families</p>

Children, Education and Families Portfolio plan for 2023 to 2024

MAKING BROMLEY EVEN BETTER	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD
<p>3. 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>a) Recruit and retain the highest quality staff across the whole workforce</p> <p>b) Good learning and development offer</p>	<p>Workforce Stable</p> <p>Good % of permanent staff</p>	<p>April 2024 (AP)</p> <p>April 2024 (AP)</p>	<p>Director Children, Education and Families / Director of HR</p>

Children, Education and Families Portfolio plan for 2023 to 2024

MAKING BROMLEY EVEN BETTER	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD
<p>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 what is expected through robust and active contract management.</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 2024 (AP)</p>	<p>Assistant Director of Integrated Commissioning</p>

Children, Education and Families Portfolio plan for 2023 to 2024

MAKING BROMLEY EVEN BETTER	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD
<p>5. Developing information and knowledge sharing across Partnership agencies to enhance the intelligence available to all agencies in planning and evaluating our services.</p>	<p>a) Maintain effective strategic and operational partnership</p>	<p>Including; Children’s Executive Bromley Safeguarding Children Partnership Corporate Parenting Board</p>	<p>April 2024 (AP)</p>	<p>Director Children, Families and Education</p>
	<p>b) Maintain and Effective ‘Engagement Framework’</p>	<p>Deliver annual ‘you said we did’ reports as evidence</p>	<p>April 2024 (AP)</p>	<p>Assistant Director Strategy, Performance and Corporate Transformation</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