



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

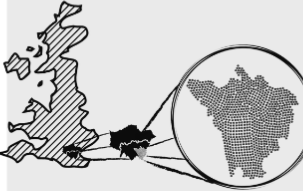
Our plan will be delivered jointly by the Council and partner agencies. We firmly believe that strong partnerships formed the foundation of our previous plan 'Building a Better Bromley'.

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

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

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

Our adults enjoy fulfilling and successful lives

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

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

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

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

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

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

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

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

Our families, businesses and communities thrive

We a mixture of **quality homes**:

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

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

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

Our borough is safe, clean and sustainable for the future

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

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

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

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

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	UPDATES
<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>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>April 2024 (AP)</p> <p>April 2024 (AP)</p>	<p>Director Education</p>	<ul style="list-style-type: none"> • Early years directory published annually and updated weekly. • Bromley Education Matters continues to be updated regularly and is accessible to schools, colleges and early years settings. • School Circular is issued fortnightly. • As of 30 September 2023, there were 361 (67%) of eligible children accessing 2-year-old funded places (National benchmark 72%). • 98.8% of early years settings in Bromley that have been inspected are rated as Good or Outstanding (National benchmark 96%). • As of 30 June 2023 DAF funding has been paid out for a total of 59 children in early years settings during the 2022/23 academic year.

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<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>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>d) Work with parents choosing to electively home educate their child to fulfil their legal obligations to provide a satisfactory education. Further embed monitoring arrangements.</p>	<p>Number of training courses that have taken place.</p> <p>Number of settings represented, and practitioners participated.</p> <p>Contact and monitoring arrangements for electively home educated children</p>	<p>April 2024</p> <p>April 2024</p> <p>April 2024</p>	<p>Director Education</p>	<p>Training summary</p> <ul style="list-style-type: none"> • One course delivered on ‘Creating a Rich Curriculum’ • Two INSET days on ‘Creating a Rich Curriculum’ delivered within early years settings • One ‘Leaders and Managers’ Forum <p>Participation by:</p> <ul style="list-style-type: none"> • 28 Settings • 66 Practitioners <ul style="list-style-type: none"> • 370 children electively home educated. • Education transformation restructure has created new dedicated Access to Education officer posts, which will include EHE duties within the revised Education Welfare Service

Children, Education and Families Portfolio plan for 2023 to 2024

MAKING BROMLEY EVEN BETTER	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD	UPDATES
<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>	<ul style="list-style-type: none"> • 96% of Bromley Schools are good or outstanding with 97% of pupils attending schools judged good or outstanding. • 68.7% of secondary school children in receipt of first choice and 94% in receipt of a preference. • 87.9% of primary school children in receipt of first choice and 98.8% in receipt of a preference. • SEN estates review underway to identify opportunities for additional SEN places. • Special Free School project ongoing led by DfE, currently at feasibility stage.

Children, Education and Families Portfolio plan for 2023 to 2024

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<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>	<ul style="list-style-type: none"> • Offer in place and circulated to schools. Addressing the Attainment Gap events • Addressing the needs of pupils from Gypsy Roma and Traveller backgrounds at primary and secondary school events • Expansion of the successful Family Learning Outreach pilot supporting Ukrainian pupils and their parents in schools • Working in partnership with 3 maintained primary schools and the Education Endowment Foundation (EEF) on a pilot project focussed on metacognition and narrowing the attainment gap for vulnerable and disadvantaged pupils.

Children, Education and Families Portfolio plan for 2023 to 2024

MAKING BROMLEY EVEN BETTER	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD	UPDATES
<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>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>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>Ongoing training programme by Bromley Y and Oxleas CAMHS.</p>	<p>April 2024 (AP)</p> <p>April 2024 (AP)</p>	<p>Senior Commissioning Manager – C&YP’s Mental Health & Wellbeing</p>	<ul style="list-style-type: none"> • Bromley was awarded a third Mental Health Support Team (MHST) in 2023/24. • These teams will now cover 75% of schools with other schools receiving a tailored school responder offer. • Work continues to take place between the Director of Education, commissioners, and Bromley Y to review the total MHST offer and the future delivery model. • Ongoing training programme monitored through normal CYP Mental Health and Wellbeing contracting processes.

Children, Education and Families Portfolio plan for 2023 to 2024

MAKING BROMLEY EVEN BETTER	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD	UPDATES
<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>c) 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>	<ul style="list-style-type: none"> THRIVE have received 27 referrals from April 2023 to date.

Children, Education and Families Portfolio plan for 2023 to 2024

MAKING BROMLEY EVEN BETTER	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD	UPDATES
<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>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> <p>April 2024 (AP)</p>	<p>Assistant Director Specialist Services</p>	<ul style="list-style-type: none"> • EIFS social media platforms actively promote services for families with at least 3 posts per week. • Multi-Agency Partnership Events ‘MAPE’ 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. • Sessions targeting specific cohorts of professionals; Health, Education and Early Years Education run termly. • A range of bespoke training is available to Children Social Care colleagues.

Children, Education and Families Portfolio plan for 2023 to 2024

MAKING BROMLEY EVEN BETTER	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD	UPDATES
<p>5. Encourage take up of our multi-agency early help 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> <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>	<p>Assistant Director Specialist Services</p>	<ul style="list-style-type: none"> • Use of QR codes to make access to digital information easy. Introduction of 'flipbooks' for parents and staff and accessed via QR codes. • Bromley Education Matters continues to be updated monthly and is accessible to all education settings. • Schools Circular is produced fortnightly during term time and is accessible to schools, colleges and early years settings. • The Young Person area of the Local Offer is currently in development. • Bromley Information Advice and Support Service provides Specialist SEND support for families - website launched remains active. • EIFS launched the Parenting Hub website for parents and professionals and active.

Children, Education and Families Portfolio plan for 2023 to 2024

MAKING BROMLEY EVEN BETTER	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD	UPDATES
<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>Strategic Threat Assessments circulated to all partners</p> <p>Challenge Log referenced in BSCP annual report; Escalations recorded in case notes; Children’s Safeguarding Scrutiny Board and InterChairs Board merged in 2023</p> <p>Training evaluation included in BSCP annual report</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>	<ul style="list-style-type: none"> • Five Strategic Threat Assessments published to date. • Challenge Log Updated • InterChairs Partnership Board taking place every 6 months. • Multi agency audit of serious youth violence/extra familial harm completed in 2023. Learning event held. • Training evaluation was published in annual report 2022-23. • New training programme procurement for 2022-25 complete. • Multi-agency BSCP Training Subgroup monitors quality and impact of training.

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Children, Education and Families Portfolio plan for 2023 to 2024

MAKING BROMLEY EVEN BETTER	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD	UPDATES
<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>	<p>a) Ensure sufficiency of good quality placements for Children Looked After and accommodation for Care Leavers</p>	<p>Effective sufficiency strategy</p>	<p>April 2024 (AP)</p>	<p>Director Children's Education and Families</p>	<ul style="list-style-type: none"> • CLA Sufficiency Strategy 2022-2024 was signed off by members November 2022. • An associated action plan has been drafted in-order-to monitor our performance in relation to the strategy. This action plan is updated every quarter. • Bromley are also signed up to the Commissioning Alliance as a commissioning platform who offer a QA framework and support for all providers. • Work is on-going to develop local residential provision along with investigating the possibility and potential benefits of block booking beds in the SI market.
	<p>b) Improve education, employment and training outcomes</p>	<p>Successful Delivery of Care Leavers EET Strategy</p>	<p>April 2024 (AP)</p>	<p>Assistant Director, Children's Social Care, Safeguarding & Care Planning Services</p>	<ul style="list-style-type: none"> • Delivery of high education outcomes presented in Annual Virtual Head School report. • Successful Delivery of Care Leavers EET Strategy • Completion of tender for bespoke 1:1 ETE work coaches for NETE care leavers- contract awarded and delivery date in October/November 2023.

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Children, Education and Families Portfolio plan for 2023 to 2024

MAKING BROMLEY EVEN BETTER	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD	UPDATES
<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>	<ul style="list-style-type: none"> • EHCP timeliness is reported on a calendar year basis. • Performance for 2022 was 31%, significantly below target, primarily as a result of receiving late advice as part of the process. • The new Bromley Funded Inclusion Plans are being rolled out, which provides support for CYP, whose needs are best met with an enhanced level of support not within the statutory route.

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>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>	<ul style="list-style-type: none"> Continued and focused work delivered by SEN Advisory Teams, providing support and challenge to schools, promoting the graduated approach. Continuing to provide traded and project work through Education Provision Service, early support, promoting inclusion at pre-statutory work. Local Offer kept under review and promoted with co-production of families and professionals.
	<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>	<ul style="list-style-type: none"> Bromley Council and NHS South-East London Integrated Care Board (ICB) in partnership with Bromley Healthcare and Oxleas, have been reviewing current ASD pathway linked to the South-East London ASD core offer. We are working over the next few months on future recommendations on the ASD pathway model to address waiting time pressures. We are also looking at short term improvements to address current waiting time pressures.

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>	<ul style="list-style-type: none"> Continuing to provide traded and project work through EP Service, early support, promoting inclusion at pre-statutory work. Support and challenge to settings where the Local Authority is not assured that reasonable adjustments have been made in-order-to support CYP in mainstream schools. Investment in resource for mainstream schools to promote and enable higher levels of inclusion.
	<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>		<ul style="list-style-type: none"> DfE feasibility for SEN Free School underway. Site clearance work undertaken to enable surveys to be completed.

Children, Education and Families Portfolio plan for 2023 to 2024

MAKING BROMLEY EVEN BETTER	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD	UPDATES
	<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>Interim Associate Director Children's Commissioning (commencing Oct 23)</p>	<ul style="list-style-type: none"> • We have been working across Bromley Healthcare, ICB and Council on the proposed balanced model implementation. • Initial proposals have been agreed and a detailed implementation plan is being worked on. • This will be supported by Project Management support and an overarching governance board, plus task and finish engagement group. • The implementation will be developed during the next quarter, with the current planned for start of February-April 2024. • A phased approach will be undertaken to ensure appropriate resources are in place for the successful delivery of the model.

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.</p> <p>Evidencing positive and improving outcomes for young people.</p> <p>Providing a well-maintained Local Offer with up-to-date and clear information</p>	<p>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>	<ul style="list-style-type: none"> • 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. • 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. • Future events are to be considered to inform families of localised options. • Discussion took place on the 26 April 2023 to agree the terms of reference for a Transitional Working Group. • 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. • Initial Preparing for Adulthood Group was held on the 17 July 2023.
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Children, Education and Families Portfolio plan for 2023 to 2024

MAKING BROMLEY EVEN BETTER	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD	UPDATES
<p>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</p>	<p>a) Enable young carers to access information, online, advice, support, and access to services</p>	<p>Delivery of an effective young carers' strategy, support and action plan</p>	<p>April 2024 (AP)</p>	<p>Assistant Director Integrated Commissioning</p>	<ul style="list-style-type: none"> • A Carers Plan, including support to young carers has been agreed between London Borough of Bromley and the Integrated Care Board (ICB). The Plan includes the local offer and actions in support of improving the offer to young carers. • A Carers Charter to be led by Bromley Well will invite other Bromley agencies to take part in a broader Bromley support offer to Carers. • The Carers Plan was signed off at the Children's, Education & Families PDS in September 2023.

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</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>	<ul style="list-style-type: none"> • 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. • Focused work on the number of children waiting 52 weeks + has seen significant reductions, especially with the generic pathway which expects to have no children waiting 52 weeks + by October 2023 (down from over 200). • Waiting times for CAMHS however remain very long and the risk around this area remains high.
	<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>		<ul style="list-style-type: none"> • Work continues to take 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.

Children, Education and Families Portfolio plan for 2023 to 2024

MAKING BROMLEY EVEN BETTER	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD	UPDATES
<p>sexually harmful behaviour; and young people in youth offending services (YOS).</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>	<ul style="list-style-type: none"> • The Pilot is progressing well and developing increased staff confidence to support children and promote early intervention and prevention advice and support. • There are strong links with MHSTs, with the delivery of the ‘me and my body’ and ‘happy being me’ programmes due to run after October 2023 half term and the second wave in February 2024. • A full evaluation of the pilot will take place to review impact, look at lessons learned and inform future commissioning decisions.

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’ principle – aiming to reduce the numbers of children and young people offending or at risk of offending, including developing the YOS work with younger offenders and our partnership approach to addressing harmful gang activity and violent crime. We will continue to engage offenders and victims in developing our restorative justice approaches.</p>	<p>a) Provide multi-agency support to those at risk of entering the youth justice system or who have been convicted</p> <p>b) Address disproportionality</p>	<p>Reducing the numbers of children entering the youth justice system.</p> <p>YOS disproportionality action plan delivered.</p>	<p>April 2024 (AP)</p> <p>April 2024 (AP)</p>	<p>Assistant Director Specialist Services</p>	<ul style="list-style-type: none"> • London Borough of Bromley’s rate of first-time entrants has reduced annually by 1% and is 27% lower than the average for London. • The rate is also 19% below the national average and 27% lower than London. • First-time entrant rate is also 8% lower than stat neighbours and is the lowest rate compared with the 6 surrounding boroughs. • Youth Justice service continues to work to deliver the priorities within our Youth Justice Strategy 2020/23 and our annual Youth Justice Plan 2023/24. • We deliver a wide range of interventions both 1 to 1 and in group settings, addressing serious use of violence, weapons awareness, gender specific groups and consequence sessions. • We work closely with emergency services who also deliver workshops to our children.
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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’ principle – aiming to reduce the numbers of children and young people offending or at risk of offending, including developing the YOS work with younger offenders and our partnership approach to addressing harmful gang activity and violent crime. We will continue to engage offenders and victims in developing our restorative justice approaches.</p>	<p>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 2024 (AP)</p>	<p>Assistant Director Specialist Services</p>	<ul style="list-style-type: none"> • We have a new refreshed Youth Justice Plan 2023/24 that sets out our work for the next 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. • Assurance reports presented quarterly to the Youth Justice Service (YJS) Executive Board. • YJS have commissioned Trauma training for all staff in YJS. • 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.
	<p>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</p>	<p>Young people being referred for assessment and support.</p>	<p>April 2024 (AP)</p>	<ul style="list-style-type: none"> • Young people coming into the service have an initial SALT SCREENING, assessing need, areas of development and strengths – 3-6 sessions agreed. • The collaborative approach between YJS and SEN continues to meet to support improvements for children with ECHP and young people through ETE pathways. 	

Children, Education and Families Portfolio plan for 2023 to 2024

MAKING BROMLEY EVEN BETTER	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD	UPDATES
<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>	<ul style="list-style-type: none"> • A review of the youth service is currently being scoped within the next 12 months. • We are looking at the post 16 support worker in the Voluntary Sector to have more of a role around intense NEET support – to start in September 2023. • Continue to monitor NEET performance for care leavers through the leaving care panel and joint work with Department of Working Pensions / Bromley Education Business Partnership and targeted youth support. • Ongoing group work offer for young people needing pre-employability skills and confidence raising.

Children, Education and Families Portfolio plan for 2023 to 2024

<p>15. Information about how Bromley is supporting young people experiencing loneliness and/or getting involved in this topic.</p>	<p>Loneliness Champion to continue to build local partnership working and make stronger links with care leavers</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 2024 (AP)</p>	<p>Assistant Director Strategy, Performance and Corporate Transformation</p>	<ul style="list-style-type: none"> • As part of the Children and Family Assessments, loneliness and social isolation are identified, and families are sign-posted to appropriate services. • The Principal Loneliness Champion (PLC) has a resident spot on the Agenda at the Schools Mental Health and Wellbeing leads networking event which occurs each term during the academic year. • Schools have been taking part in creative projects such as an Intergenerational Pen-pal scheme (April – October 2023) and the Festival of Cards project. So far 715 cards have been made for 3 religious festivals. • The Bromley Children’s Project continue to support efforts to connect people via the Children and Family centres during various celebration days and awareness weeks i.e., Loneliness awareness Week and Silver Sunday. • The PLC continues to deliver the Tackling Loneliness Workshop to line professionals supporting childing and young adults who may be experiencing loneliness within Bromley. Dedicated sessions with teachers and teaching staff scheduled for early 2024.
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				<ul style="list-style-type: none">• The PLC continued 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.• A Tackling Loneliness SharePoint page was created for all staff at the LBB which will help them signpost services within their role.• The PLC is connected with CLA and the permanency service, alongside Bromley Y and Bromley Youth Council, helping to connect and provide support where possible.• The PLC received 120 copies of the book 'Kick It' by Rebel Girls in collaboration with Nike from The Reading Agency. These books were given out in collaboration with Bromley Football Club at the showing of the Women's World cup final 2023. Over 400 people attended this event.• The remaining books were given to young carers, Bromley Youth Justice, Bromley Youth Council, CLA, Bromley Children's Project, Harris Academy Orpington Super zones and free football clubs at schools.
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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

MAKING BROMLEY EVEN BETTER	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD	UPDATES
<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>	<ul style="list-style-type: none"> • Children’s services take every opportunity to lobby for a fairer funding for services. • SEN demand pressures are regularly raised at discussions with the Regional Director’s office. • We do surveys for London Councils in terms of our financial position which they use as London wide lobbying. • 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. • We are currently in discussion with DfE around the Deficit recovery plan.

Children, Education and Families Portfolio plan for 2023 to 2024

MAKING BROMLEY EVEN BETTER	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD	UPDATES
<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>Workforce Stable</p>	<p>April 2024 (AP)</p>	<p>Director Children, Education and Families / Director of HR</p>	<ul style="list-style-type: none"> • 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. • Bromley has relaunched its Wake Up 2 Care programme which had previously successfully recruited over 35 carers in the last round. • We are also supporting the care homes and domiciliary care agencies with overseas recruitment. • The Council continues to support and facilitate the Proud to Care initiative.

Children, Education and Families Portfolio plan for 2023 to 2024

<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>	<ul style="list-style-type: none"> • Contracts continue to be monitored robustly to ensure that services are delivered to meet expectation. • The department continues to work through inflation related issues with providers. • The commissioning team have completed the Short Breaks for Disabled Children Tender, resulting in the award of new contracts which will support school holiday activities that maximise the skills and potential of children and young people. • The Direct Payment prepayment cards contract has been extended to support SEND and is currently being adapted to support care leavers to transition into adulthood. • In April 2023 the new all age integrated community equipment contract commenced. • Bromley is one of 21 London local authorities that committed to the consortium approach. • The Family Group Conference (FGC) service was tendered in Q2 and is pending the approval of the recommended provider.
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Children, Education and Families Portfolio plan for 2023 to 2024

MAKING BROMLEY EVEN BETTER	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD	UPDATES
<p>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.</p>	<p>a) Exploit the benefits of digitalisation</p>	<p>Bed in use of Liquid Logic new social care management system</p> <p>Continually explore opportunities and implement, such as the use of Virtual Reality Headsets for Domestic Violence Training.</p>	<p>April 2024 (AP)</p> <p>April 2024 (AP)</p>	<p>Director Children, Families and Education</p> <p>Assistant Director of Specialist Services</p>	<ul style="list-style-type: none"> • New Microsoft Power BI dashboards are being developed to enable greater management oversight. • LBB are also embarking on the Digital and IT Strategy which will be delivered in the next 5 months and children services will be consulted for it. • Virtual Reality continues to develop within each service area as well both Health & Education Partners. From April 2022 to date, 41 practitioners were trained as VR practitioners across Children Social Care. • In addition, VR is being used as a promotional tool to recruit Social Workers. • The recruitment seminar, in November 2022, the use of VR in practice featured as the lead story on Social Work Today in the November 2022 newsletter – ‘Using virtual reality to understand the impact of trauma on children Social Work Today’

Children, Education and Families Portfolio plan for 2023 to 2024

<p>6. Developing information and knowledge sharing across Partnership agencies to enhance the intelligence available to all agencies in planning and evaluating our services</p>	<p>b) 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>	<ul style="list-style-type: none"> Operational and strategic partnership work is ongoing and mature. Escalations are used appropriately within agencies to enable resolutions to emerging issues. Strategic Threat Assessments shared across partnership with contemporary intelligence.
	<p>c) 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>	<ul style="list-style-type: none"> New framework developed during 2022/23. Framework endorsed by CEF PDS on 20 June and ACH PDS on 27 June 2023. Toolkit is being developed with full launch planned for Autumn 2023. 6 monthly ‘You said, we did’ highlight reports are presented to the Children’s Executive Board and CEF PDS. An emerging digital “Childs Voice Hub” is enabling the Children Executive Partnership to share best practice, a toolkit and feedback findings amongst other professionals.

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