



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

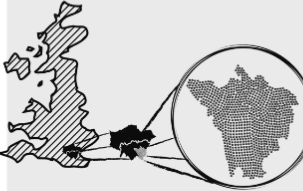
Our plan will be delivered jointly by the Council and partner agencies. We firmly believe that strong partnerships formed the foundation of our previous plan 'Building a Better Bromley'.

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	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 17 January 2024, there were 371 (65%) of eligible children accessing 2-year-old funded places (National benchmark 72%). • 98.35% of early years settings in Bromley that have been inspected are rated as Good or Outstanding (National benchmark 96%). • As of 17 January 2024 DAF funding has been paid out for a total of 30 children in early years settings during the 2023/24 academic year.

Children, Education and Families Portfolio plan for 2023 to 2024

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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 ‘Leaders and Managers’ Forum • One Childminder Quality Forum • One Schema Play training session <p>Participation by:</p> <ul style="list-style-type: none"> • 27 Settings • 46 Practitioners <ul style="list-style-type: none"> • 390 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. • Scheme to create new 30 place Additionally Resourced Provision (ARP) at Oaklands Primary School underway. • 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.

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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 64 referrals for children subject to adoption and children looked after. 9 additional referrals for foster Carers and children subject to Special Guardianship Orders 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 (*C&FH). The C&FH is moving into Phase 2 with the introduction of a Portal in Spring 2024 and the MAPE will be revised to run after the Portal has gone live, giving a single message regarding access options. • Sessions targeting specific cohorts of professionals; Health, Education and Early Years Education run termly, and attendance is excellent with sell-out dates.

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"> • A range of bespoke training is available to Children Social Care colleagues, alongside Single Point of Contact ('SPOC') surgeries for case and intervention options discussions. • Use of QR codes to make access to digital information easy. Introduction of 'flipbooks' for parents and staff and accessed via QR codes is in place and well used. • 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>b) Improve education, employment and training outcomes</p>	<p>Effective sufficiency strategy</p> <p>Successful Delivery of Care Leavers EET Strategy</p>	<p>April 2024 (AP)</p> <p>April 2024 (AP)</p>	<p>Director Children's Education and Families</p> <p>Assistant Director, Children's Social Care, Safeguarding & Care Planning Services</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. • Delivery of high education outcomes presented in Annual Virtual Head School report. • Successful Delivery of Care Leavers EET Strategy • Local London have funded the commissioning of bespoke 1;1 ETE support for care leavers aged 16 plus. Delivery began January 2024.

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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>		<p>Embed THRIVE (mental health) provision to ensure access it available for all children in need, and carers in need of support.</p>	<p>April 2024 (AP)</p>	<p>Assistant Director Specialist Services</p>	<ul style="list-style-type: none"> • 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. This includes adopted children, children looked-after and children cared for by special guardians or connected persons. • The service has a dedicated worker who works in conjunction with CAHMS to provide therapeutic services to children looked after. • Therapeutic sessions are also undertaken with the children and their carers’. The work includes therapeutic life journey, which supports young people and the carers to consolidate the experiences of the child’s emotional care journey. • The work undertaken by THRIVE with children and their carers, prevents placement breakdown and enable children and their care-givers to develop positive strategies to help regulate emotions, pre-empt dysregulated behaviours and develop pro-social responses to manage difficult feelings.
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	<p>d) 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 2024 (AP)</p>	<p>Assistant Director, Children’s Social Care, Safeguarding & Care Planning Services</p>	<ul style="list-style-type: none"> • Consultation, engagement and coproduction with Bromley Living in Care Council (LinCC), Change for Care Leavers Forum (CfCL) and senior leaders from Corporate Parenting Board. • The local offer has been revised in conjunction with CfCL in January 2023 and the updated documents have been published and shared.

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. • There have been significant improvements in clearing the backlog of assessments and improving overall 20 week timeliness.

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>Associate Director Children's Commissioning</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. Marjorie McClure held a transition event and the LA held a local offer event in the autumn term 2023 which supported the sharing of information on preparing for adulthood. An initial Transitional Working Group has been held and a further meeting planned for March 2024. • 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. A new Integrated Transition Register has been developed, which will support future commissioning of services.
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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>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>Supporting higher number of children and young people coming into services with multi-faceted and complex challenges and waiting times being reduced</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</p> <p>April 2024 (AP)</p>	<p>Senior Commissioning Manager – Children and Young People’s Mental Health and Wellbeing</p>	<ul style="list-style-type: none"> • Work continues to progress on the creation of an integrated single point of access between Bromley Y and CAMHS, which will see a joint screening and triage process to support CYP accessing the right support in a timelier manner. • Focused work to reduce the waits for CAMHS also continues, with significant reductions in both the overall waiting list and those waiting the longest – with total waits at 155 as of December 2023, down 61% on December 2022 and a reduction of almost 30% of those waiting 52 weeks plus, over the same period. • However, waiting times continue to be a challenge, particularly within the neuro pathway. • A full deep dive analysis has been conducted to review presentations to A&E. A working group will be established to review the findings and develop a cross-organisational action plan that seeks to promote early intervention and prevention.
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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>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 identification, advice and support, through specialist consultations with Maudsley Centre for Child & Adolescent Eating Disorders (MCAEDS). • The second element to this pilot is the delivery of the ‘me and my body’ and ‘happy being me’ programmes, to promote positive self-esteem/image, which is being successfully piloted in 3 Primary Schools and 3 Secondary Schools across the borough. • 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 (YJS) has continued to strengthen and enhance preventative work with children and young people, including the implementation of Engage and Turnaround projects. The increased focus on the preventative support offer continues to support the positive trend achieved in reducing numbers of first-time entrants into the YJS. • Commission Youth Ink peer to peer mentoring network work with CYPs offering additional support and mentoring, which includes contributing to interventions delivered by the YJS by seeking the views of the children who access this service.
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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.
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Children, Education and Families Portfolio plan for 2023 to 2024

	<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>	<p>Assistant Director Specialist Services</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. • Provide positive and aspirational interventions with children and young people which has continued to improve, with support through funding from the Jack Petchey award. • The YJS had monthly multi-agency meetings with SEN to ensure all SEN children open to the YJS and who require an EHCP, receive the appropriate educational support according to their needs. There are fortnightly education and health panels for health specialists to discuss any potential referrals where children’s health support is part of their YJS intervention
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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>	<ul style="list-style-type: none"> • The youth service review continues, and we are now relooking at the service in light of the statutory positive activity duties in the newly issued guidance in September 2023 for “Statutory guidance for local authorities on services to improve young people’s well-being.” • The service continues to deliver positive activities across its hubs and mobile team offering a safe environment and personal social education. • Ongoing group work offer for young people needing pre-employability skills and confidence raising. • NEET performance for care leavers is now directly monitored by the Care Leaving team. The youth support programme team offer support to the CLA/LCT NEET panel meetings and via informal support between workers. • The service has the statutory responsibility for tracking and supporting young people who are NEET or at risk of being NEET and we continue to ensure all young people have an offer of individual or small group support for information, advice and guidance and employability support.
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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. • In November 2023, the Principal Loneliness Champion met with over 500 residents across the community at the Children and family centres, Library 'baby rhyme time' sessions, Bromley Market, and the Inspired Youth Conference (29th November 2023) providing printed leaflets, information and signposting services to parents and young people to support these groups through loneliness and social isolation. • In December, 44 schools (primary and secondary), 6 children and family centres and a Mytime Active afterschool club made 5,000 cards which were delivered to a variety of local community locations including care homes, libraries, charities, health and hospitals. • The Bromley Children's Project continue to support efforts to connect people via the Children and Family centres during various
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			<p>Assistant Director Strategy, Performance and Corporate Transformation</p>	<p>celebration days and awareness weeks i.e., religious festivals and Month of Community (June 2024).</p> <ul style="list-style-type: none"> • The PLC continues to deliver the Tackling Loneliness Workshop to front line professionals supporting childing and young adults who may be experiencing loneliness within Bromley. Dedicated sessions with teachers and Health visitors are scheduled for late 2024. • A Tackling Loneliness SharePoint page was created for all staff at the LBB which will help the signpost services within their role. • Bromley Childrens Project is taking part in a survey to capture, specifically how the Children and Family centres are helping to bring people together within the community and its impact around loneliness and isolation. This is a multi-agency study and results will be shared when the results are gathered in spring 2024. • The PLC delivered the now professionally accredited Tackling Loneliness Workshop to 11 Bromley Youth Council members in December 2023. We have now created a group of Youth Loneliness Champions. Future training will be delivered in March 2024 for all new Council members.
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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

What are we going to do?

MAKING BROMLEY EVEN BETTER	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD	UPDATES
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	a) Work within our budgets and maintain sound financial processes and systems	Budgetary control Maintain an effective Performance and Quality Assurance Management oversight	April 2024 (AP) April 2024 (AP)	Director Children, Education and Families Assistant Director Strategy, Performance and Corporate Transformation	<ul style="list-style-type: none"> Quarterly budget monitoring enables effective Member oversight. Key areas of spend are overseen monthly by the Director with additional monthly oversight of the deliverability of Transformation Proposals and associated financial implications. A robust performance management framework delivers weekly, monthly and quarterly oversight. To enable good management oversight for managers and other key stakeholders. Members receive an annual and six-monthly reports on key areas of work. In addition to a quarterly performance dashboard consistent of a suite of indicative set of KPIs which assure of the deliverability of services. Demand measures provide evidence on resource pressures.

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

MAKING BROMLEY EVEN BETTER	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD	UPDATES
<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 had the opportunity to utilise the new Short Breaks for Disabled Children Framework, resulting in school holiday activities that maximise the skills and potential of children and young people. • The team are preparing for the upcoming Domiciliary Care tender which will include a service for children with disabilities and children that have Continuing Care needs. • The Team is working with other boroughs to consider how the Family Drug and Alcohol Service will be commissioned in the future.

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 be a well embedded practice tool in Bromley Children Social Care as well within the practice of Education Partners. There are trained VR practitioners within each service area of Children Social Care and champions to lead and promote VR as a practice tool in their services. • 25 additional practitioners have received VR training from April 2023 to date with a total of 66 certified VR across Children Social Care since April 2022. • From April 2023, 19 foster carer attended VR training on Trauma and Child Sexual exploitation and the feedback was overwhelmingly positive.

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 and toolkit developed during 2022/23. Framework endorsed by CEF PDS on 20 June and ACH PDS on 27 June 2023. 6 monthly ‘You said, we did’ highlight reports are presented to the Children’s Executive Board and CEF PDS. 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