

Priority 1 Safeguarding

Our Ambitions:

The priority aligns to the following *Building a Better Bromley* ambitions:

- For children to grow up, thrive and have the best life chances in families who flourish and are happy to call Bromley home.
- For adults and older people to enjoy fulfilled and successful lives in Bromley, ageing well, retaining independence, and making choices.

Strategic links:

This priority has links with the following strategic plans:

- ✓ The Roadmap to Excellence
- ✓ Looked After Children Strategy
- ✓ Care Leavers Strategy
- ✓ SEND Strategy
- ✓ Children and Young People's Plan

What are we going to do?

ACTION	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD	UPDATES	Update Status
1. Continue to improve our children's safeguarding practice in Bromley, embedding the statutory safeguarding partnership and strengthening our focus on non-familial (contextual) safeguarding risks,	a) Carry out an annual Strategic Threat Assessment including considering issues of disproportionality, community alienation and isolation.	Strategic Threat Assessments circulated to all partners	April 2024	Independent Chair of Bromley Safeguarding Children's Partnership (BSCP)	<ul style="list-style-type: none"> • Five Strategic Threat Assessments published to date. 	Completed
	b) The Safeguarding Partnership challenges partners' safeguarding practices	Challenge Log referenced in BSCP annual report; Escalations recorded in case notes; Children's Safeguarding Scrutiny Board and InterChairs Board merged in 2023	April 2024 (AP)		<ul style="list-style-type: none"> • 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. 	Completed Completed Completed

<p>including children going missing, children missing education, child sexual and criminal exploitation, and gang affiliation.</p>	<p>c) Bromley Safeguarding Partnership commission a comprehensive training programme</p>	<p>Training evaluation included in BSCP annual report</p>	<p>April 2024 (AP)</p>	<p>Independent Chair of Bromley Safeguarding Children's Partnership (BSCP)</p>	<ul style="list-style-type: none"> • 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. 	<p>Completed</p>
	<p>d) Children and Family Act 2014 Assessments carried out promptly Protect Vulnerable adolescents, especially those vulnerable to child sexual exploitation (CSE), child criminal exploitation (CCE), modern-day slavery</p>	<p>i) Timeliness of assessments; Child seen during assessment</p>	<p>April 2024 (AP)</p>	<p>Assistant Director, Children's Social Care, Safeguarding & Care Planning Services</p>	<ul style="list-style-type: none"> • High performance is still being achieved with 94% of assessments completed within timeframe and the majority of children seen (97%) during the assessment. 	<p>In Progress</p>

Priority 2 Affordable, decent, and secure homes

Our Ambitions:

The priority aligns to the following *Building a Better Bromley* ambitions:

- For children to grow up, thrive and have the best life chances in families who flourish and are happy to call Bromley home.
- For adults and older people to enjoy fulfilled and successful lives in Bromley, ageing well, retaining independence, and making choices.
- For people to make their homes in Bromley and for business, enterprise and the third sector to prosper.
- To manage our resources well, individually, and collectively, providing efficient and effective services and excellent value for money for Bromley's residents.

Strategic links:

This priority has links with the following strategic plans:

- ✓ Children and Young People's Plan
- ✓ The Roadmap to Excellence
- ✓ Housing Strategy
- ✓ Homelessness Strategy
- ✓ Corporate Parenting Strategy
- ✓ Care Leavers Strategy

What are we going to do?

ACTION	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD	UPDATES	Update Status
1. 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	a) Ensure sufficiency of good quality placements for Children Looked After and accommodation for Care Leavers	Effective sufficiency strategy implemented	April 2024 (AP)	Director Children Services	• CLA Sufficiency Strategy 2022-2024 was signed off by members November 2022.	Completed
					• 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.	In Progress
					• Bromley are also signed up to the Commissioning Alliance as a commissioning platform who offer a Quality Assurance framework and support for all providers.	In Progress
					• Work is on-going to develop local residential provision along with investigating the possibility and potential benefits of block booking beds in the semi-independent (SI) market.	In Progress

<p>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>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</p>	<ul style="list-style-type: none"> • New ETE improvement board to engage with strategic partners and local businesses and create an employability skills fair in July 2024 in partnership with London South-East Colleges to show case local industries and match young people with work experience, shadowing and apprenticeship roles. • Seek going support for GLA funding enabled us to commission Drive Forward careers specialist mentoring for care experienced people which began in January 2024. • Ongoing support for care leaver apprenticeship role in Active Involvement team which we successfully recruited to in October 2023. 	<p>In Progress</p>
			<p>April 2024 (AP)</p>			<p>In Progress</p>
			<p>April 2024 (AP)</p>			<p>In Progress</p>
	<p>c) Ensuring easy access to Bromley health services where every child has a named specialist nurse, has their health plan regularly reviewed and has regular health-related checks and immunisations</p>	<p>Good performance in regard to annual health checks, immunisation and dental checks.</p>	<p>April 2024 (AP)</p>	<p>Assistant Director Children's Social Care, Safeguarding & Care Planning</p>	<ul style="list-style-type: none"> • Good performance in regard to annual health checks, immunisation and dental checks. • Continued ICB funding for a Mental Health practitioner role within Leaving Care Team (LCT) to provide assertive outreach and clinical support to care experienced young adults. 	<p>In Progress</p>
			<p>May 2024</p>			<p>In Progress</p>
			<p>April 2024 (AP)</p>			<p>In Progress</p>
	<p>Embed THRIVE (mental health) provision to ensure access is available for all children in need, and carers in need of support.</p>	<p>April 2024 (AP)</p>	<p>Asistant 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. 	<p>In Progress</p>	

					<ul style="list-style-type: none"> • 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. 	Completed
						In Progress
						In Progress
	d) Further develop the local offer for care leavers	Care leavers will receive improved assessment, support, and services and each will have their own advisor; local offer reviewed regularly	August 2024	Assistant Director Children's Social Care, Safeguarding & Care Planning	<ul style="list-style-type: none"> • Embed transition process for young people aged 16 and 17 being introduced to their Young Persons Advisor (YPA) to promote joint working and support smooth transition to Leaving Care Services. • Varied programme of group work throughout the year to support young parents, young people transitioning to their own tenancy, young people preparing to move to a YPA, young people who are NETE. • Creative summer programme successfully delivered in partnership with charitable partners to offer opportunities within film, photography, and music. • Roll out of free prescriptions and Transport for London (TFL) discounts to care leavers in conjunction with strategic partners. 	In Progress
						In Progress
						In Progress

Priority 3 Life chances, resilience, and wellbeing

Our Ambitions:

The priority aligns to the following *Building a Better Bromley* ambitions:

- For children to grow up, thrive and have the best life chances in families who flourish and are happy to call Bromley home.
- For adults and older people to enjoy fulfilled and successful lives in Bromley, ageing well, retaining independence, and making choices.
- To manage our resources well, individually, and collectively, providing efficient and effective services and excellent value for money for Bromley's residents.

Strategic links:

This priority has links with the following strategic plans:

- ✓ Health and Wellbeing Strategy
- ✓ Children and Young People's Plan
- ✓ Childcare Sufficiency: Annual Report
- ✓ School Place Planning Strategy
- ✓ Adult Education Community Learning Strategy
- ✓ Education Outcomes for Children in Bromley Schools: Annual Report

What are we going to do?

ACTION	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD	UPDATES	Update Status
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.	a)	Promote educational inclusion for all. Continue to provide high quality and timely information through a range of sources to support families.	April 2024 (AP)	Director Education	• Early years directory published annually and updated weekly.	In Progress
					• Bromley Education Matters continues to be updated regularly and is accessible to schools, colleges and early years settings.	In Progress
					• School Circular is issued fortnightly.	In Progress

	<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>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>Director Education</p>	<ul style="list-style-type: none"> As of 31 March 2024, there were 422 (74%) 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 31 March 2024 DAF funding has been paid out for a total of 53 children in early years settings during the 2023/24 academic year. <p>Training summary</p> <ul style="list-style-type: none"> One 'Leaders and Managers' Forum One Childminder Quality Forum One Story telling session <p>Participation by:</p> <ul style="list-style-type: none"> 30 Settings 35 Practitioners 	<p>In Progress</p> <p>In Progress</p> <p>In Progress</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>Number of training courses that have taken place.</p>	<p>April 2024 (AP)</p>		<p>Participation by:</p> <ul style="list-style-type: none"> 30 Settings 35 Practitioners 	<p>In Progress</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 settings represented, and practitioners participated.</p>	<p>April 2024 (AP)</p>		<ul style="list-style-type: none"> 480 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. 	<p>In Progress</p>

<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>% of schools/places in Good or Outstanding provision</p>	<p>Sept 2024 (AP)</p>	<p>Director Education</p>	<ul style="list-style-type: none"> 97% of Bromley Schools are good or outstanding with 98% of pupils attending schools judged good or outstanding. 	<p>In Progress</p>
	<p>b) Sufficient school places to sustain percentage of pupils offered one of their first three preferences</p>	<p>% of children in receipt of first and second choice school places.</p>	<p>April 2024 (AP)</p>	<p>April 2024 (AP)</p>	<ul style="list-style-type: none"> 68.83% of secondary school children in receipt of first preference school and 94.98% in receipt of a preference school. 88.33% of primary school children in receipt of first preference school and 99.07% in receipt of a preference school. 	<p>In Progress</p>
	<p>c) Sufficient local provision for children with special educational needs and/or disabilities (SEND)</p>	<p>SEN Free School delivered</p>	<p>April 2024 (AP)</p>	<p>April 2024 (AP)</p>	<ul style="list-style-type: none"> 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. 	<p>In Progress</p>
<p>3. Work with our partners across the education sector to improve outcomes for all children and young people across the range of academic abilities – this includes enabling children who learnt from home during the pandemic to catch up.</p>	<p>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. 	<p>Completed</p>
					<ul style="list-style-type: none"> Addressing the needs of pupils from Gypsy Roma and Traveller backgrounds at primary and secondary school events. 	<p>In Progress</p>
					<ul style="list-style-type: none"> Expansion of the successful Family Learning Outreach pilot supporting Ukrainian pupils and their parents in schools. 	<p>Completed</p>
					<ul style="list-style-type: none"> 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. 	<p>In Progress</p>

<p>4. Embed our mental health and wellbeing model across the multi-agency children's workforce to further improve the identification of additional needs in children, to improve assessment of need and risk, and to improve access to targeted and specialist services.</p>	<p>a) Place prevention and early intervention at the heart of the mental health and wellbeing offer for children and young people.</p>	<p>Build on the success of the mental health support team (MHST) pilot in Bromley schools, with a long-term solution that helps ensure the resilience of Bromley schools to manage mental health challenges, in partnership with other mental health and wellbeing services.</p>	<p>April 2024 (AP)</p>	<p>Senior Commissioning Manager – C&YP's Mental Health & Wellbeing</p>	<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. 	<p>Completed</p> <p>Completed</p> <p>In Progress</p>
	<p>b) Ensure staff supporting families are trained in mental health first aid and are provided with training and advice on CYP mental health and wellbeing support</p>	<p>Ongoing training programme by Bromley Y and Oxleas CAMHS.</p>	<p>April 2024 (AP)</p>		<ul style="list-style-type: none"> Ongoing training programme and consultations have been provided and monitored through normal CYP Mental Health and Wellbeing contracting processes. 	<p>Completed</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"> At end of year 2023-2024, THRIVE received 75 referrals for children looked after, subject to adoption orders and those subject to Special Guardianship Orders. In addition, the service received further 24 referrals from a mixture of carers and children including foster carers, special guardians and children who are privately fostered. 	<p>In Progress</p>

<p>5. 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>Ensure appropriate youth services offer is operational</p>	<p>April 2024</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.” • This work is being undertaken in collaboration with the transformation agenda and the operational property review. • The service continues to deliver positive activities across its hubs and mobile team offering a safe environment and personal social education. 	<p>In Progress</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>Retain good NEET performance for post 16</p>	<p>April 2024 (AP)</p>	<ul style="list-style-type: none"> • 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. This service is ongoing. 	<p>In Progress</p> <p>Completed</p> <p>In Progress</p>	

<p>6. Information about how Bromley is supporting young people experiencing loneliness and/or getting involved in this topic.</p>	<p>a) 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>Director Children Services</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. • 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., religious festivals and Month of Community (June 2024). • 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. • To celebrate Childrens's mental health awareness week 2024, the Principal Loneliness champion engaged with over 1,200 students across 4 primary schools in bromley, delivering dedicated assemblies on loneliness. 	<p>In Progress</p> <p>In Progress</p> <p>In Progress</p> <p>In Progress</p> <p>Completed</p> <p>In Progress</p> <p>Completed</p>
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					<ul style="list-style-type: none"> • To support primary and secondary pupils, a childrens leaflet was created and sent to Headteachers directly and school Mental Health Wellbeing Leads. This leaflet can be found on the Education matters website. • To support students learning more about loneliness, a Primary & Secondary school workbook was created to help educate, and support oneself, friends and the wider community and bringing people together. To date 127 pupils across 4 Primary & 1 secondary school have taken part in this training. To date, 5 more primary schools will be taking part in dedicated workbook session's with over 1000 pupils taking part before the end of the 2023/2024 Academic year. • The PLC continues to deliver assemblies across Bromley schools to make young people aware of what loneliness is and how to support themselves & others. • The PLC is working with the Department of Culture, Media and Sport to promote the Tackling Loneliness Campaign for 16 – 24 year olds, and share best practice with various government organisations. • The PLC is working closely with London South East Colleges to create an Adolescence Loneliness Workbook for 16 – 24 year olds within further education. • The PLC is working closely with officers supporting the SEND Matters & Bromley's Local Offer programmes to support children, parents, teachers and carers. 	<p>In Progress</p> <p>In Progress</p> <p>In Progress</p> <p>In Progress</p> <p>In Progress</p> <p>In Progress</p>
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Priority 4 Supporting and challenging effective multi-agency working

Our Ambitions:

The priority aligns to the following *Building a Better Bromley* ambitions:

- For children to grow up, thrive and have the best life chances in families who flourish and are happy to call Bromley home.
- For adults and older people to enjoy fulfilled and successful lives in Bromley, ageing well, retaining independence, and making choices.
- To manage our resources well, individually, and collectively, providing efficient and effective services and excellent value for money for Bromley's residents.

Strategic links:

This priority has links with the following strategic plans:

- ✓ SEND Strategy
- ✓ Youth Justice Strategy
- ✓ Reforms Improvement Plan
- ✓ Corporate Parenting Strategy
- ✓ Children and Young People's Plan

What are we going to do?

ACTION	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD	UPDATES	Update Status
1. Encourage take up of our multi-agency early help services.	a) Enable parents to access information, advice, and support	Families report that they are able to find the information that they need at the right time.	April 2024 (AP)	Assistant Director Specialist Services	<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. 	Completed
		Provide training to partners to effectively signpost families to EIFS. Attendance at Multi Agency Partnership Events (MAPE) which promote early help.	April 2024 (AP)			Completed

<p>2. 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 of Education</p>	<ul style="list-style-type: none"> • EHCP timeliness is reported on a calendar year basis. The monthly performance has been as follow: <ul style="list-style-type: none"> - Jan – 38.6% timeliness - Feb – 100% timeliness within core data - Mar – 95.83% timeliness within core data - Apr – 83.3% timeliness • In terms of January data, reason as to why timeliness dropped was due to there being a focus to process as many of the legacy cases as possible. • LBB issued a disproportionately higher number of plans to achieve this: <ul style="list-style-type: none"> - 75 plans in January - 57 plans in February - 42 plans in March - 33 plans in April • In comparison to 2023, number of reports holistically received on time has improved. There are still instances of lateness which have been attributed to either parents cancelling or not turning up to appointments which result in exceptions or where services have stated that they have been overwhelmed by the number requests at a given time. • Towards end of 2023, services identified November as being a month where far more cases were agreed. The team are currently operating at a deficit in terms of staffing due to unforeseen circumstances. • The new Bromley Funded Inclusion Plans are being rolled out, providing 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. 	<p>In Progress</p>
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	<p>b) Increase the effectiveness of partnership working between education settings, health, social care and other partner agencies, providing support and advice to staff, children and young people and families to support those with SEN</p>	<p>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>In Progress</p> <p>In Progress</p> <p>In Progress</p>
	<p>c) Improve services for children and young people with social communication difficulties including Autism</p>	<p>Waiting times measured through All-Age Autism Board and Autism Family Support Contract feedback from families</p>	<p>April 2024 (AP)</p>	<p>Associate Director Childrens 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. There has been agreement for the pathway to become a single provider service and to address the immediate waiting list held by the exiting provider (Oxleas), a widely used private online provider has been commissioned to reduce the overall waiting list over the next 6 months. 	<p>In Progress</p> <p>In Progress</p> <p>In Progress</p> <p>In Progress</p>

<p>3. Promote the proper inclusion of young people who have SEND in local universal services, through: developing and implementing joint commissioning strategies; prioritising localise needs, including increasing more local specialist placement choice; and establishing a service structure 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 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 of Education</p>	<ul style="list-style-type: none"> Continuing to provide traded and project work through Educational Psychology (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>In Progress</p>
	<p>b) Ensure sufficient schools places to meet rising demand for SEND places</p>	<p>Deliver new SEN Free School and Multi-Agency Centre for Excellence (MACE)</p>	<p>April 2024 (AP)</p>		<ul style="list-style-type: none"> DfE feasibility for SEN Free School underway. Site clearance work undertaken to enable surveys to be completed. 	<p>In Progress</p>
	<p>c) Transform the Bromley CYP Integrated Therapies (Physiotherapy, Speech & Language, and Occupational Therapy) commissioning and provision achieved through co-production</p>	<p>Commission and provide extra resource; Coproduce, redesign and strengthen a Graduated 3-tier (Universal, Targeted and Specialist) Approach; Develop a Commissioning Framework for Therapies</p>	<p>April 2024 (AP)</p>	<p>Assistant Director Childrens Commissioning</p>	<ul style="list-style-type: none"> Work has taken place across Bromley Healthcare, ICB and Council on the proposed balanced model implementation for SLT. 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 model has been agreed and funded as an extended pilot, evidencing a proof of concept across a range of schools where most impact can be achieved. An implementation group will be set up to focus on KPI's and implementation as well as a wider focus on the whole service transformation 	<p>Completed</p>
						<p>Completed</p>
						<p>Completed</p>
						<p>In Progress</p>
					<p>June 2024</p>	

<p>4. Develop our offer to young adults aged 18 to 25 who have SEND, including improving transitions into adulthood and, for those with continuing needs, adult services.</p>	<p>a) Helping young people prepare for adulthood from the earliest years</p>	<p>Young people and their families being fully involved in strategic planning and service design supporting commissioners in the development of services</p>	<p>April 2024 (AP)</p>	<p>Head of Service 0-25 Service Children & 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. 	<p>Completed</p>
	<p>b) Providing services that are focused on how they can support young people to progress through 'preparing for adulthood' outcomes</p>	<p>Young people and their families being at the centre of individual service planning, delivery and review</p>	<p>April 2024 (AP)</p>		<ul style="list-style-type: none"> • The Preparing for Adulthood Working Group has been developed and includes parents and a young person to review all 4 PfA pathways. • There has also been a newly developed Strategic Statement for PfA. 	<p>In Progress</p> <p>In Progress</p>
	<p>c) Achieving an effective, fully engaged, strategic partnership of agencies working collaboratively with an inclusive ethos</p>	<p>Evidencing positive and improving outcomes for young people Providing a well-maintained Local Offer with up-to-date and clear information</p>	<p>April 2024 (AP)</p>		<ul style="list-style-type: none"> • 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. • Strategic Learning Disability commissioners in adult social care also receive our targets. • 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. 	<p>In Progress</p> <p>In Progress</p> <p>In Progress</p> <p>Completed</p> <p>Completed</p> <p>In Progress</p>

					<ul style="list-style-type: none"> • A new Integrated Transition Register has been developed, which will support future commissioning of services. 	In Progress
5. Work collaboratively across the Council, schools, health and voluntary sector services to improve the identification of, and support to, children and young people who are young carers	a) Enable young carers to access information, online, advice, support and access to services	Delivery of an effective young carers' strategy and action plan	April 2024 (AP)	Assistant Director Integrated Commissioning	<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. 	Completed
					<ul style="list-style-type: none"> • 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. 	In Progress
					<ul style="list-style-type: none"> • The Carers Plan was signed off at the Children's, Education & Families PDS in September 2023. 	Completed
					<ul style="list-style-type: none"> • LBB will be consulting the charter and asking partners to put in place action plans over the summer 2024/25 – this will be actioned in new Portfolio Holder Plan Q1 2024/25. 	In Progress

<p>6. Work to improve the emotional wellbeing and mental health of young people in Bromley, providing support earlier in schools and other settings, and improving access to, and waiting times for, more specialist Child and Adolescent Mental Health Services (CAMHS). We will focus resources on improving our response to: young people with eating disorders; perpetrators and victims of sexually harmful behaviour; and young people in youth offending services (YOS).</p>	<p>a) Transform the Bromley CYP Mental Health and Wellbeing Single Point of Access (SPA) in order to deliver improved services, shorter waiting times and integrated delivery across CAMHS and Bromley Y</p>	<p>Supporting higher number of children and young people coming into services with multi-faceted and complex challenges and waiting times being reduced</p>	<p>April 2024 (AP)</p>	<p>Senior Commissioning Manager – CYP's Mental Health & Wellbeing</p>	<ul style="list-style-type: none"> • The iSPA had a soft launch at the beginning of April and will have an initial informal review at 3 months and a more formal review at 6 months to reflect on progress towards desired outcomes. • A more formal launch of the service will be planned for later in the year to enable a bedding in period. 	<p>Completed</p> <p>In Progress</p>
	<p>b) Reduce the number of referrals of children and young people into A&E due to their mental ill health in Bromley, but instead provide an embedded partnership system of early intervention and support</p>	<p>Joint work across Oxleas CAMHS, Bromley Y, South East London Integrated Care Board, Bromley Council, schools and other partners to consider the outcomes of a refreshed analysis of Bromley A&E/crisis cases for children and young people with mental health challenges.</p>	<p>April 2024 (AP)</p>		<ul style="list-style-type: none"> • A refresh of the A&E deep dive exercise has been carried out to begin to provide trend analysis (note some changes in data parameters). • A working group has been established to review the findings and develop a cross-organisational action plan that seeks to promote early intervention and prevention. • Implementation of key actions arising from the action plan. 	<p>Completed</p> <p>Completed</p> <p>In Progress</p>

	<p>c) Establish an eating disorders early intervention pilot in Bromley, linked to the Single Point of Access (SPA) and Mental Health Support Teams (MHSTs) in schools</p>	<p>An innovative early intervention/prevention pilot between the NHS/voluntary sector to support children and young people who have disordered eating challenges to receive support, advice and clinical input where required</p>	<p>April 2024 (AP)</p>	<p>Senior Commissioning Manager – CYP's Mental Health & Wellbeing</p>	<ul style="list-style-type: none"> • The initial one year pilot period for this project has been completed. • An evaluation report has been produced by Bromley Y, reviewing impact, looking at lessons learned and considerations for future delivery. • The project has resulted in increased skills and confidence amongst professionals in identifying and supporting disordered eating and eating disorders; improved referrals to Maudsley Centre for Child and Adolescent Eating Disorders (MCCAEDS) so that there is a higher acceptance rate; correspondingly reduced the number of inappropriate referrals. The two workshops have been delivered in primary and secondary schools within the borough and have been well received. 	<p>Completed</p>
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<p>7. Deliver our Youth Justice strategy by working holistically and collaboratively to deliver our 'child first, offender second' principle – aiming to reduce the numbers of children and young people offending or at risk of offending, including developing the YOS work with 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>Reducing the numbers of children entering the youth justice system</p>	<p>April 2024 (AP)</p>	<p>Assistant Director Specialist Services</p>	<ul style="list-style-type: none"> • LBB rate of first-time entrants has reduced annually by 33% and is 45% lower than the average for London. • LBB rate is also 42% below the national average and 33% lower than statistical neighbours. • LBB has the lowest rate compared with the 6 surrounding boroughs. (Bexley, Croydon, Southwark, Lewisham, Lambeth, Greenwich). • LBB has the 3rd lowest FTE rate in London and are ranked 11th out of the 154 YJS in the country. • The YJS has adopted a Child First approach in how we work and treat children. Delivered against our Youth Justice Strategy. 	<p>In Progress</p>
	<p>b) Address disproportionality</p>	<p>YOS disproportionality action plan delivered.</p>	<p>April 2024 (AP)</p>	<ul style="list-style-type: none"> • YJS and partners have made every effort to understand and respond to disproportionality, particularly relating to boys from a BME background. This has been through recognising the significant difference in the proportion of BME boys charged to court rather than given the opportunity of a pre-court disposal, when compared to other ethnicities. • 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. 	<p>In Progress</p> <p>In Progress</p>	

	<p>c) Provide multi-agency support to CYP with SEND at risk of entering the youth justice system or who have been convicted</p>	<p>Multi-agency meetings held monthly to share intelligence, agree solutions to provide wrap-around support for the young person, to achieve the best outcome</p>	<p>April 2024 (AP)</p>	<p>Assistant Director Specialist Services</p>	<ul style="list-style-type: none"> • 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. • 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>In Progress</p> <p>In Progress</p> <p>In Progress</p> <p>Completed</p> <p>In Progress</p>
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	<p>d) To ensure SALT support to YOS is provided through a tiered model (universal, targeted and specialist support) with clear agreed outcomes</p>	<p>Young people being referred for assessment and support</p>	<p>April 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. • 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. 	<p>Completed</p> <p>In Progress</p> <p>In Progress</p> <p>In Progress</p>
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Priority 5 Ensuring Efficiency and Effectiveness

Our Ambitions:

The priority aligns to the following *Building a Better Bromley* ambitions:

- For children to grow up, thrive and have the best life chances in families who flourish and are happy to call Bromley home.
- For adults and older people to enjoy fulfilled and successful lives in Bromley, ageing well, retaining independence, and making choices.
- To manage our resources well, individually, and collectively, providing efficient and effective services and excellent value for money for Bromley's residents.

Strategic links:

This priority has links with the following strategic plans:

- ✓ Health and Wellbeing Strategy
- ✓ Commissioning Strategy
- ✓ Contract Monitoring & Management in Bromley
- ✓ Performance Management Framework
- ✓ Risk Management Log

What are we going to do?

ACTION	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD	UPDATES	Update Status
1. 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	April 2024 (AP)	Director Children, Education and Families	<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. 	<p>In Progress</p> <p>In Progress</p>

		Maintain an effective Performance Management Framework	April 2024 (AP)	Director Children Services	<ul style="list-style-type: none"> • A robust performance management framework delivers weekly, monthly and quarterly oversight. • To enable good management oversight for managers and other key stakeholders. • Members receive an annual and six-monthly reports on key areas of work. • In addition to a quarterly performance dashboard consistent of a suite of indicative set of KPIs which assure of the deliverability of services. • Demand measures provide evidence on resource pressures. 	<p>In Progress</p> <p>In Progress</p> <p>In Progress</p> <p>In Progress</p> <p>In Progress</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.	a) Lobby the government for increased resources	Be opportunistic in making bids for funding sources and additional resources	April 2024 (AP)	Director Children, Education and Families	<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. 	<p>In Progress</p> <p>In Progress</p> <p>In Progress</p> <p>In Progress</p> <p>In Progress</p>

<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. 	<p>In Progress</p> <p>Completed</p> <p>In Progress</p> <p>In Progress</p>
<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 and cost of living related issues with providers. • 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 Tender to replenish the domiciliary care Patch arrangements has gone live. • The Family Drug and Alcohol Service will be extended to December 2025. • Market Engagement event held with the Transport Providers for Adults and Childrens (April 2024). 	<p>In Progress</p> <p>In Progress</p> <p>In Progress</p> <p>In Progress</p> <p>In Progress</p> <p>Completed</p>

<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>April 2024 (AP)</p>	<p>Director Children, Families and Education</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. • A draft was put before COE and we are not editing following their feedback. We plan to deliver it within next 3 months. 	<p>In Progress</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>Assistant Director of Specialist Services</p>	<ul style="list-style-type: none"> • Virtual Reality (VR) continues to be a well embedded practice tool in Bromley Children Social Care as well as 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. • In April 2023, 19 foster carers attended VR training on Trauma and Child Sexual exploitation and the feedback was overwhelmingly positive. • In the last year 2023-2024, 29 additional practitioners have received VR training making a total of 95 certified VR practitioners across Children Social Care since April 2022. 	<p>In Progress</p> <p>Completed</p> <p>Completed</p>

<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>a) Maintain effective strategic and operational partnership</p>	<p>Including; Children's Executive, Bromley Safeguarding Children Partnership, Corporate Parenting Board</p>	<p>April 2024 (AP)</p>	<p>Director Children, Families and Education</p>	<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>Completed</p> <p>Completed</p> <p>Completed</p>
	<p>b) Maintain an Effective Engagement Framework'</p>	<p>Deliver annual 'you said we did' reports as evidence</p>		<p>Director Children Services</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. 	<p>Completed</p> <p>In Progress</p> <p>In Progress</p>