

Children, Education and Families

Portfolio Plan for 2018 to 2022



THE LONDON BOROUGH

Message from

Councillor Peter Fortune

Children, Education and Families
Portfolio Holder



Welcome to the Children, Education and Families Portfolio Plan for 2018 to 2022.

This Portfolio Plan presents the key priorities for our department for 2018-22.

It builds on the Education, Care and Health Services (ECHS) departmental Business Plan, and links closely with the Portfolio Plans for the Adult Care and Health, and Renewal, Recreation and Housing Portfolios.

Through the Council's Executive and the Education, Children and Families Budget and Performance Monitoring Sub-Committee, Members will monitor the progress of this Portfolio Plan through the Children's Services Performance Framework.

The Portfolio Plan is shaped around the following four strategic objectives of the ECHS department:

- Safeguarding
- Life chances, resilience and wellbeing
- Implement the SEND reforms
- Ensuring efficiency and effectiveness

Achieving these priorities in a changing regulatory, financial and physical environment remains a challenge and should not be underestimated.

By implementing these strategic objectives, I truly believe that we can enable our Bromley residents to achieve, thrive and reach their full potential

Background

The Education, Care and Health Services (ECHS) department is responsible for people based services across the London Borough of Bromley. We are the largest borough in London covering 150 km², with a growing population of over 330,000 (2017) ^[1].

Our department has a significant role in leading and delivering the following:

- Bromley's housing strategy and operations
- supporting and enabling adults with physical and learning disabilities or mental ill-health
- support for carers
- safeguarding adults and children
- education services
- special educational needs
- youth offending services

Services are delivered through five operational divisions:

- **Adult Social Care**
- **Children's Social Care**
- **Education**
- **Housing**
- **Public Health**

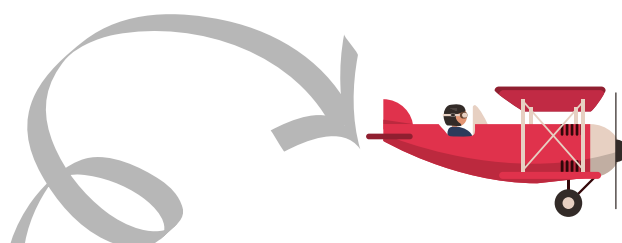
These five operational divisions are supported by two strategic divisions:

- **Programmes** leading our commissioning function
- **Strategy, Performance and Business Support** which sets our strategic priorities and monitors our effectiveness

As a collective, the seven divisions come together as the ECHS department to deliver the priorities of the following portfolios:

- **Adult Care and Health**
- **Children, Education and Families**
- **Renewal, Recreation and Housing**

[1] GLA 2015 round SHLAA-based population projections: Capped Household Size Model, Released February 2017



The ECHS department vision, strategic priorities and values

Vision

The ECHS department aims to:

Work together with agency partners, to ensure that every resident in Bromley needing our support has the right help at the right time to keep them safe, and to meet their needs, so that they achieve, thrive and reach their full potential

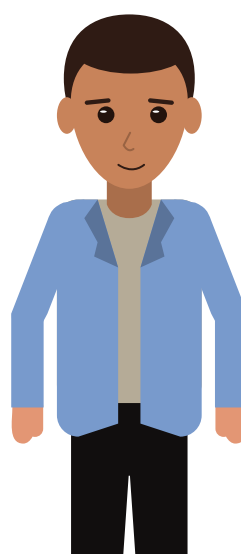
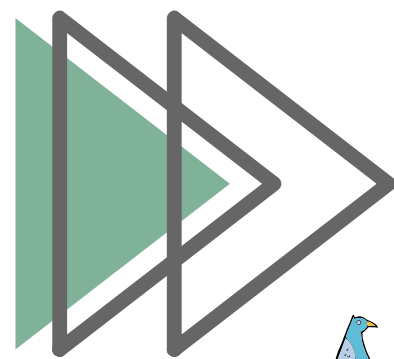
*ECHS department
'Our Journey to Excellence', 2017*

Strategic priorities

Through the business planning process the ECHS department have identified the following six priority objectives which reflect their vision and aims.

The rationale and evidence base underpinning each of these strategic priorities is presented in more detail in the next section. An action plan is presented from page 14.

The ECHS Departmental Leadership Team (DLT) will monitor this plan and its correlating key performance indicators quarterly.



ECHS department priorities



Priority One: **Safeguarding**

Ensure effective arrangements are in place to respond to safeguarding risks. This will prevent the escalation of issues to keep our children and vulnerable adults safe.



Priority Two: **Affordable, decent and secure homes**

Enable residents to access and sustain a place to live that is affordable, decent and secure.



Priority Three: **Life chances, resilience and wellbeing**

Every child, young person and adult should have access to a good education and services. This will support their health and wellbeing and enable them to achieve their potential. Our residents should have access to preventative early help which is vital to preventing problems getting worse.



Priority Four: **Implement the SEND reforms**

Implement the special educational needs and/or disabilities (SEND) reforms. Improve the identification, assessment of need and provision for our children and young people up to age 25. Ensure sufficient, appropriate and good quality provision within a sustainable financial envelope.



Priority Five: **Integrated health and social care**

Work effectively with health agencies to provide the right specialist, holistic help and support that our residents need.



Priority Six: **Ensuring efficiency and effectiveness**

We remain committed to delivering high quality services that make a positive difference to people's lives.

Departmental values

Underpinning the ECHS department vision and priorities are a set of values that are at the heart of what the department believes. They shape how the department wants to work with their external stakeholders, service users, staff and partners to achieve their objectives.

Right services at the right time

We will intervene with children, families and adults at the right time. We will develop a thorough understanding of the needs and the risks to each individual. We will also understand their experiences, views and wishes. We will only intervene with individuals when we need to. We will reduce and then withdraw support as soon as we are confident they can support themselves independently.

Early help and good quality intervention

It is vital to intervene when problems first appear to prevent them from getting worse. We will focus on developing resilience in our communities. We will help children, families and adults recover, recuperate and rehabilitate when they need to. This will help them to live as independently as possible.

Working together

Working together is essential to providing the right specialist and holistic help and support that our residents need. We can only support our children, families and adults effectively through multi-agency partnerships. By working together across our service areas we will collectively support our residents. This will provide good outcomes to our users whilst also ensuring we achieve value for money for taxpayers.

Listening and valuing diversity

We listen to our users. We understand their experiences. We build effective working relationships with them and their carers. This is at the heart of what we do. We will always treat our users with respect. We will respect and celebrate diversity and differences in our families. We will ensure that diversity is properly understood and considered. It will shape the way that we provide services to our children, families and adults.

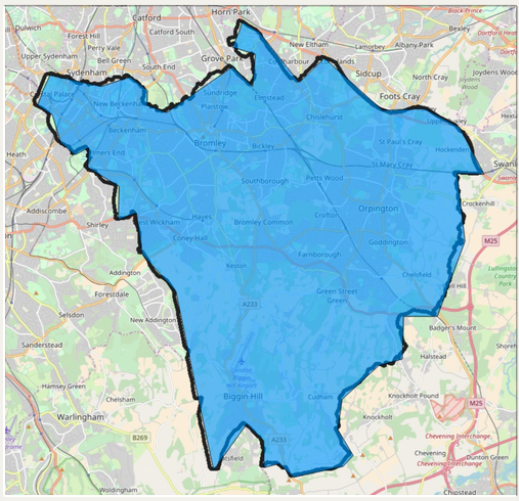
Effective Corporate Parenting

Every child who is unable to live with their birth family will have a stable permanent family or care setting. This will be achieved with the minimum of delay and will meet his or her needs into adulthood. We will ensure that children looked after or leaving care have close attentive support. It will meet their needs. We will be as ambitious for their success as if they were our own children.

Children, Education and Families strategic priorities



330,000+
people live in Bromley



Bromley = 150 km²

Our year in numbers

Approx.

1,800

children in need

Approx.

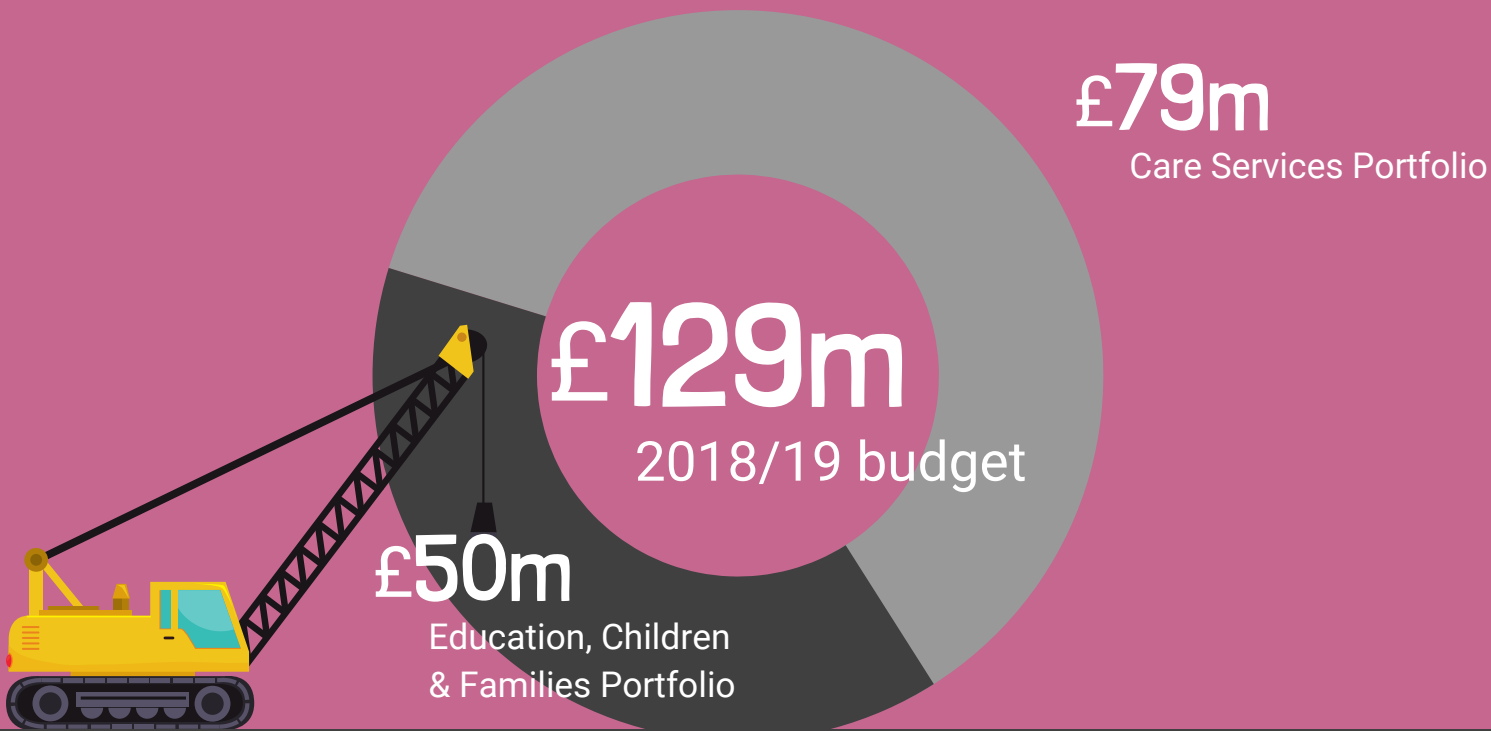
2,500

statutory assessments
completed by
Children's Social Care

Just under

300

children in care



846

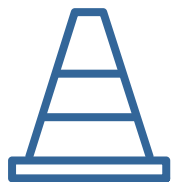
children supported through an early help Common Assessment Framework (CAF) Assessment

93%

of primary school pupils received a school place of their first or second choice

84%

of secondary school pupils received a school place of their first or second choice



Priority: Safeguarding

Ensure effective arrangements are in place to respond to safeguarding risks and prevent the escalation of issues. This will keep children and vulnerable adults safe.

Safeguarding children and adults is everyone's business.

Our Children's Social Care division undertakes approximately 2,500 statutory assessments a year.

On average we are safeguarding 230 children subject of child protection plans at any one time.

Additionally, we support approximately 1,800 children in need.

We are statutory 'Corporate Parents' to just under 300 looked after children.

Since our Ofsted inspection in 2016 we have been working hard to invest in and deliver *The Roadmap to Excellence*.

Ofsted monitoring visits have recognised that our commitment and energy are resulting in improvements.

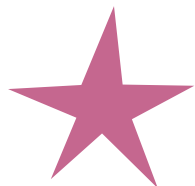
We have stabilised our workforce and are delivering on our lower caseloads promise. Although we will not be complacent.

In a recent *Children's Services Omnibus report* (2017), local authorities were asked to identify the biggest risks to service delivery. After financial pressures, the recruitment and retention of high quality social care staff was identified as being their biggest risk.

This is in the context of increasing safeguarding pressures. The *Children and Social Work Act 2017* brought in additional obligations on local authorities. These include:

- improving support for looked after children
- additional duties for those adopted and those leaving care
- enabling better learning about effective approaches to child protection and care
- establishing a new regulatory regime for the social work profession in England

The impact of these improvements is felt across the Council. The profile of vulnerable children is better understood across schools and early years settings. Partnership working to protect children is strengthened.



Priority: Life chances, resilience and wellbeing

Every child, young person and adult should have access to a good education and services. This will support their health and wellbeing and enable them to achieve their potential.

Our residents should have access to preventative early help which is vital to preventing problems getting worse.

We continue to secure sufficient early years and school places for children in Bromley. The take up of 30 hours free childcare in Bromley is higher than for any other London borough; 1,295 children at December 2017.

Last year, 93% of primary school and 84% of secondary school pupils received a school place of their first or second choice.

Of the 103 schools in Bromley, 92 are academies.

90% of schools are graded good or better by Ofsted.

Educational attainment is good at all stages. There continues to be a gap in attainment and progress between pupils from disadvantaged groups and their peers. We want to continue to diminish that gap.

We are emphasising earlier identification of children with additional needs. We are increasing schools' capacity to support those children through training, analysis and advice.

Our review of SEND and Social, Emotional & Mental Health (SEMH) provision has highlighted the gaps in our provision. Establishing clearer and more robust pathways for support is a priority.

We aim to keep our young people in education, employment or training at least until they are 18. We have various youth employment and careers support programmes in place. Our targeted services support the most vulnerable.

Most children in Bromley grow up without needing more than the help of universal services. However, some children may have additional needs which require tailored plans of support from different agencies. This is usually for a time-limited period and at different stages of their lives.

We are committed to encouraging and supporting adults to learn.

Bromley residents are more likely than most to improve their life chances. In 2017 we were ranked 28 highest in the country in terms of resident social mobility.



Priority: Implement the SEND reforms

Implement the special educational needs and/or disabilities (SEND) reforms.

Improve the identification, assessment of need and provision for our children and young people up to age 25.

Ensure sufficient, appropriate and good quality provision within a sustainable financial envelope.

The *Children and Families Act 2014* introduced reforms for children and young adults who have special educational needs and/or disabilities (SEND).

The reforms were designed to focus on aspirations. Namely, what is important to children, young people and their families. These were put at the heart of the system.

The aim was to deliver improved learning and life outcomes. This would be achieved through a new system of joined up working across education, health and social care.

In Bromley, there are just less than 2,000 children and young people with Education, Health and Care (EHC) Plans.

There are a further 5,000 who have SEND requiring additional support.

We are committed to improving the education, health and wellbeing of all our children and young people who have SEND

It has been three years since the introduction of the reforms. During 2017 we undertook a review of our arrangements for SEND in the Borough.

The SEND review examined:

- how we organise ourselves in order to meet the needs of our pupils and residents with SEND
- how we spend our resources
- how we understand and know what strengths and challenges exist in the borough
- how we know what families think of the current arrangements

This has led to us agreeing a comprehensive improvement plan, owned by the local area. The actions identified are accountable through the SEND Reforms Governance Board.



Priority: Ensuring efficiency and effectiveness

We remain committed to delivering high quality services that make a positive difference to people's lives.

We want to make the best use of the resources available to us and maximise the use of our assets.

We are committed to investing in our workforce. We want them to have the right skills to deliver what our residents need.

We will continue working hard to improve customer and service user satisfaction.

We want to utilise IT effectively. We will use it to ensure that we are delivering our services as smartly as possible.

We remain committed to achieving our savings and income generation targets. We will use the corporate Service Based Review programme to help us do this.

We will explore efficient and new ways of working in our department through the review of key services.



Priority - Safeguarding

Ensure effective arrangements are in place to respond to safeguarding risks, preventing the escalation of issues to keep children and vulnerable adults safe.

Rationale Safeguarding children and adults is everyone’s business. By ensuring that effective arrangements are in place to respond to safeguarding risks we will ensure children and adults are safe and less likely to require statutory intervention.	Key strategies/plans <ul style="list-style-type: none"> ✓ Our Journey to Excellence ✓ Older People’s Strategy ✓ Children and Young People’s Plan ✓ The Roadmap to Excellence ✓ BSCB Business Plan ✓ VAWG Strategy 	Aligns to Building a Better Bromley <ul style="list-style-type: none"> ✓ Supporting children and young people ✓ Excellent Council
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Action to meet priority	Detail	Measure of success	Target date	DLT Lead
Raise awareness of children and adults safeguarding	<ul style="list-style-type: none"> • Work with both Children and Adult Safeguarding Board Chairs to promote multi-agency training • Undertake a campaign to improve awareness of adult and children safeguarding with residents and professionals to make Bromley a place where preventing abuse and neglect is everybody's business 	<ul style="list-style-type: none"> • Training programme published and well attended • Annual conferences well attended • Campaigns launched 	April 2022 (annual programme)	Director Children’s Social Care Director Adult Social Care
Maintain effective oversight of safeguarding impact	<ul style="list-style-type: none"> • Implement the Children’s Performance Framework 	<ul style="list-style-type: none"> • Weekly data delivered • Monthly digests delivered • Frameworks reviewed annually 	April 2022 (annual programme)	Assistant Director: Strategy, Performance & Business Support
	<ul style="list-style-type: none"> • Implement programme of Children’s case audits • Implement programme of Housing case audits, which include safeguarding of vulnerable adults and families 	<ul style="list-style-type: none"> • Audits completed and recommendations implemented 	April 2022 (annual programme)	Director Children’s Social Care Director Housing
Implement the Children’s Improvement Plan	<ul style="list-style-type: none"> • Implement actions in Children’s Improvement Plan • Prepare for follow up Ofsted Single Inspection 	<ul style="list-style-type: none"> • All actions implemented • Improvement on Ofsted rating ‘inadequate’ 	December 2018	Director Children’s Social Care

Priority - Life chances, resilience and wellbeing

Every child, young person and adult should have access to a good education and services which support their health and wellbeing and enable their potential. Our residents should have access to preventative early help which is vital to prevent problems getting worse.

<p>Rationale We want to improve the life chances of the local population and increase wellbeing. By working in partnership with key partners and residents to identify challenges early on, we can increase the resilience of our residents and our communities, stop needs from escalating and increase social mobility.</p>	<p>Key strategies/plans</p> <ul style="list-style-type: none"> ✓ Our Journey to Excellence ✓ 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 	<p>Aligns to Building a Better Bromley</p> <ul style="list-style-type: none"> ✓ Supporting children and young people ✓ Healthy Bromley ✓ Excellent Council
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Action to meet priority	Detail	Measure of success	Target date	DLT Lead
Develop our local school improvement strategy with schools	<ul style="list-style-type: none"> • Work with schools to produce a local school improvement strategy to reflect the changing landscape of education providers and to set out how we will fit within the landscape in the future • In partnership with schools, explore the viability and usefulness of traded services that are financially robust, make a positive impact on improving outcomes 	<ul style="list-style-type: none"> • Vision for education in Bromley agreed • Ways of working and enabling agreed 	April 2019	Director Education
Secure sufficient school places	<ul style="list-style-type: none"> • Secure sufficient school places for pupils in Bromley 	<ul style="list-style-type: none"> • Sufficient school places to sustain percentage of pupils offered one of their first three preferences • Sufficient local provision for children with special educational needs and/or disabilities (SEND) 	April 2022 (annual programme)	Director Education
Sufficiency for funded childcare	<ul style="list-style-type: none"> • Ensure there is sufficient good quality appropriate capacity in the sector to enable 30 hours of funded childcare for two, three and four year olds of working parents entitled to free provision 	<ul style="list-style-type: none"> • Take up of targeted childcare for two year olds • Take up of 15 hour and 30 hours funded offer childcare 	April 2022 (annual programme)	Director Education

Priority - Life chances, resilience and wellbeing [cont'd]

Action to meet priority	Detail	Measure of success	Target date	DLT Lead
Narrow the educational gap	<ul style="list-style-type: none"> • Develop our capacity to challenge and support schools and other educational settings to close the achievement and progress gaps for children from disadvantaged groups • Develop a local offer of Alternative Provision for young people at risk of disengaging from education 	<ul style="list-style-type: none"> • Attainment and progress gaps between pupils in disadvantaged groups and their peers reduced • Exclusions and persistent absence from school reduced 	April 2022 (annual programme)	Director Education
Keep young people in Education, Employment or Training to improve life chances	<ul style="list-style-type: none"> • Meet requirements of Education, Care and Skills Act 2008 duty on all young people to participate in Education, Employment or Training until their 18th birthday 	<ul style="list-style-type: none"> • Reduce Education, Employment or Training (NEET) figures 	April 2022 (annual programme)	Director Education
Eliminate permanent exclusion from primary schools	<ul style="list-style-type: none"> • Set out clear and robust pathways for graduated support for children with additional needs to improve early identification • Develop early intervention for pupils in primary schools to reduce the need for exclusion 	<ul style="list-style-type: none"> • No permanent exclusions from primary schools 	September 2018	Director Education
Improve life chances through adult learning	<ul style="list-style-type: none"> • Offer targeted adult education programmes to improve the life chances of adults in our disadvantaged communities 	<ul style="list-style-type: none"> • Increased number of participants from disadvantaged areas 	April 2022 (annual programme)	Director Education

Priority - Implement the SEND reforms

Implement the special educational needs and/or disabilities (SEND) reforms. Improve the identification, assessment of need and provision for our children and young people up to age 25. Ensure sufficient, appropriate and good quality provision within a sustainable financial envelope.

Rationale Improve learning and life outcomes through more effective joined up working across education, health and social care for children and young adults who have special educational needs and/or disabilities.	Key strategies/plans <ul style="list-style-type: none"> ✓ Our Journey to Excellence ✓ SEND Reforms Improvement Plan ✓ SEND Strategic Vision and Priorities ✓ Children and Young People’s Plan 	Aligns to Building a Better Bromley <ul style="list-style-type: none"> ✓ Supporting children and young people ✓ Healthy Bromley ✓ Excellent Council
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Action to meet priority	Detail	Measure of success	Target date	DLT Lead
Implement the SEND Reforms	<ul style="list-style-type: none"> • Implement the SEND Reforms Improvement Plan 	<ul style="list-style-type: none"> • All actions implemented 	April 2022	Director Education
Integrated services 0 - 25	<ul style="list-style-type: none"> • Review assessment, decision making and planning processes across services to ensure that transition between children’s and adults’ services are effective • Improve systems for joint commissioning 	<ul style="list-style-type: none"> • Better transitions between children’s and adults’ services for young people and their parents • Gaps in services identified and addressed effectively 	Sept 2018	Director Education Director Children's Social Care Director Adult Social Care
Improved governance and inspection readiness	<ul style="list-style-type: none"> • Strengthen our leadership and governance arrangements • Prepare for the local area SEND inspection by establishing a robust baseline, plans for rapid and sustained improvement and rigorous tracking 	<ul style="list-style-type: none"> • Successful SEND local area inspection, demonstrating progress across all three key themes 	April 2019	Director Education
Local specialist SEND provision	<ul style="list-style-type: none"> • Complete sufficiency review of local specialist school placements for SEND • Consider need for and remit of a new SEND centre of excellence in the borough • Establish quality assurance arrangements for commissioned placements to ensure children and young people make progress and provision secures value for money 	<ul style="list-style-type: none"> • More children and young people attend a suitable, local school • Pressures on high needs Funding Block controlled 	Sept 2018	Director Education

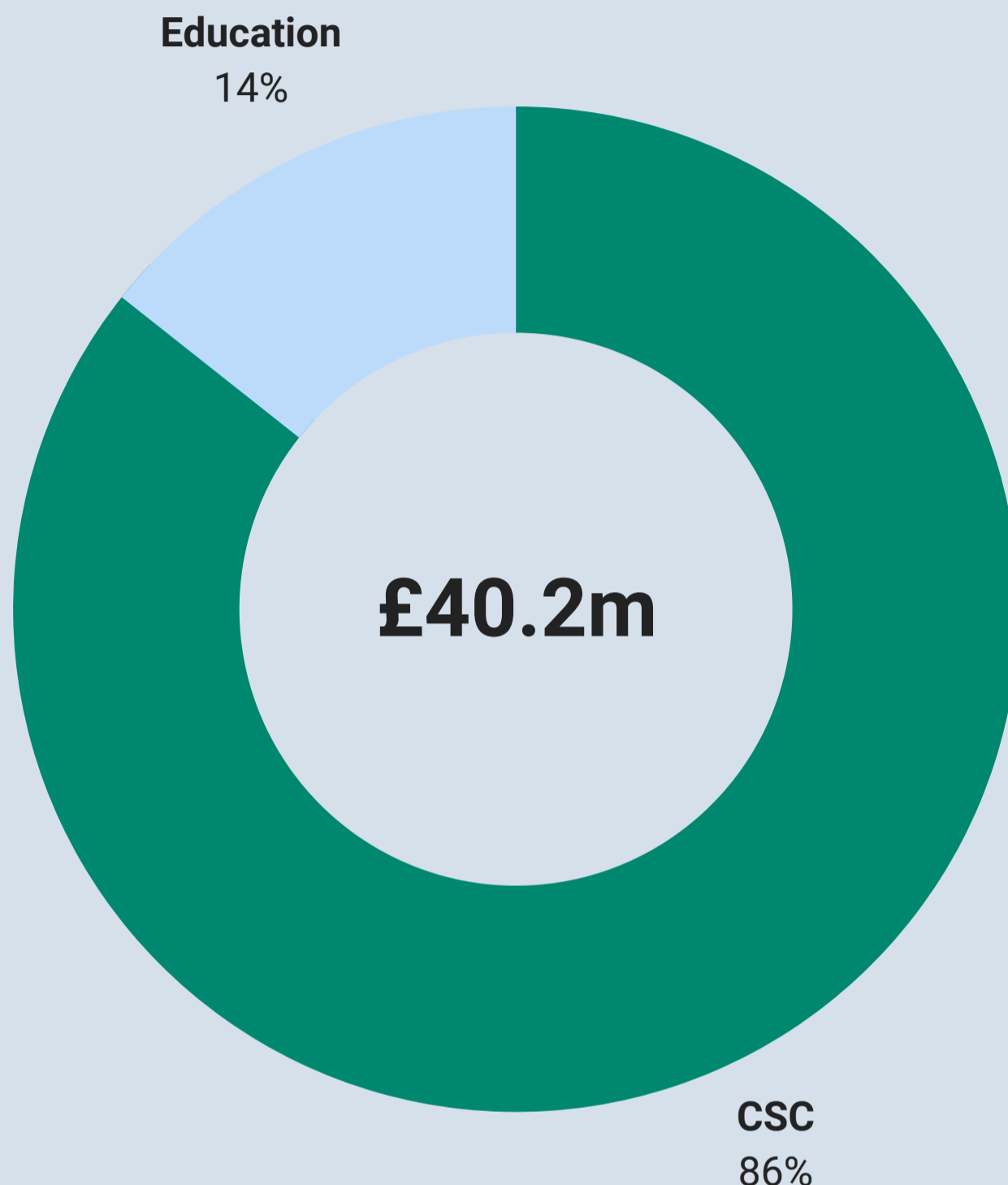
Priority - Ensuring efficiency and effectiveness

We remain committed to delivering high quality services that make a positive difference to people's lives.

<p>Rationale By making the best use of the resources available to us and maximising the use of our assets we will deliver efficient and effective services which make a positive difference.</p>	<p>Key strategies/plans</p> <ul style="list-style-type: none"> ✓ Our Journey to Excellence ✓ Commissioning Strategy ✓ Contract Monitoring & Management in Bromley ✓ Performance Management Framework(s) ✓ Risk Management Log 			<p>Aligns to Building a Better Bromley</p> <ul style="list-style-type: none"> ✓ Excellent Council
Action to meet priority	Detail	Measure of success	Target date	DLT Lead
<p>Ensure that our approach to commissioning is robust</p>	<ul style="list-style-type: none"> • Contracts are procured on time, deliver value for money and the 'right' outcomes for children, families and adults • Make smarter use of data and intelligence to understand the needs of our residents and how effective we are at achieving their desired outcomes 	<ul style="list-style-type: none"> • Good contract outcomes • All existing contracts are reviewed to ensure outcomes, KPIs, performance reporting etc 	<p>April 2022 (annual programme)</p>	<p>Director Programmes</p>
<p>Understand the perspective of service users and residents</p>	<ul style="list-style-type: none"> • Develop a User Voice Framework and regular approach to feeding back intelligence 	<ul style="list-style-type: none"> • User Voice Framework implemented • Improved approach to engagement • Improved understanding of what our service users are telling us 	<p>Dec 2018</p>	<p>Assistant Director Strategy, Performance & Business Support</p>

Portfolio finances 2018/19

Controllable budgets



Care Services Portfolio

- Adult Social Care = £63.4m
- Programmes = £1.1m
- Operational Housing = £5.2m
- Public Health = £0.05m
- Strategy, Performance and Business Support Service = £2.6m
- **Total = £72.5m**

Education, Children & Families Portfolio

- Children's Social Care = £34.4m
- Education = £5.7m
- **Total = £40.2m**

Produced by:

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