

**MEETING**

**BUSINESS MANAGEMENT OVERVIEW AND SCRUTINY COMMITTEE**

**DATE AND TIME**

**WEDNESDAY 3<sup>RD</sup> JULY 2013**

**AT 7.00 PM**

**VENUE**

**HENDON TOWN HALL, THE BURROUGHS, NW4 4BG**

Dear Councillors,

Please find enclosed additional papers relating to the following items for the above mentioned meeting which were not available at the time of collation of the agenda.

| Item No | Title of Report   | Pages  |
|---------|---|--------|
| 6.      | Call-in: Sale of Former Hendon Football Club Ground                                       | 1 - 2  |
| 8.      | Task and Finish Groups Recommendation Tracking - Early Intervention and Prevention Update | 3 - 20 |

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| <b>Cabinet Resources Committee – 24 June 2013</b> |   |
|---|---|
| <b>Report</b>                                     | Report of the Cabinet Member Resources and Performance Committee Item 6<br>Decision Item 9 – The Sale of the Council's Freehold interest in the former Hendon Football Club Ground and adjoining land at Claremont Road, Hendon NW2 1AE   |
| <b>Called in by</b>                               | Councillor Jack Cohen   |
| <b>Decision, Reason and Objective</b>             | <p>Decision:- 1.1 (That the Committee takes into account the information contained in the public and the exempt reports, including the additional report, and authorises the sale of the Council's freehold interest in this site to Montclare Limited on the terms set out in the exempt report.</p> <p>Reasons for call-in:-</p> <ul style="list-style-type: none"> <li>1) To seek clarification and assurance that the Council properly considered all bids from prospective buyers and to seek an explanation why the bid from Montclare was chosen over the bid from London Jewish Girls High.</li> <li>2) To seek clarification why the Council's duty to pay due regard to the Equalities Act 2010 does not extend to the council's duty to obtain best consideration under section 123 and to see the legal advice which confirms this position</li> </ul> <p>Objective:-</p> <p>If the above is not satisfactorily dealt with or new and material information comes to light, the item is referred back for reconsideration.</p> |

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## AGENDA ITEM 8

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|                   |   |
|-------------------|---|
| Meeting           | Business Management Overview & Scrutiny Committee   |
| Date              | 3 July 2013   |
| Subject           | <b>Task and Finish Groups<br/>Recommendation Tracking – Early Intervention and Prevention Update</b>  |
| Report of Summary | Scrutiny Office<br><br>At the last meeting of the Business Management Overview and Scrutiny Committee, Members considered updates on the implementation of recommendations made by Overview & Scrutiny Task & Finish Group accepted by Cabinet. The Committee have challenged two of the "RAG" Ratings that were provided from the Service Area in relation to the Early Intervention and Prevention Task and Finish Group, and have asked for a response from the Service Area in relation to the comments made. |

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|---------------------------|---|
| Officer Contributors      | Anita Vukomanovic, Overview & Scrutiny Officer  |
| Status (public or exempt) | Public  |
| Wards affected            | All   |
| Enclosures                | Appendix A – Early Intervention and Prevention (Children's Services) Task and Finish Group<br>Recommendation Tracking Update Report ( <i>reported to 2 May 2013 Business Management OSC meeting</i> )<br><br>Appendix B – Early Intervention and Prevention (Children's Services) Task and Finish Group<br>Recommendation Tracking Update Report ( <i>Service Area update on recommendations 3 and 4 – June 2013</i> ). |
| For decision by           | Business Management Overview and Scrutiny Committee   |

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Contact for further information:

Anita Vukomanovic, Overview & Scrutiny Officer, Assurance Group – 0208 359 7034

[anita.vuokomanovic@barnet.gov.uk](mailto:anita.vuokomanovic@barnet.gov.uk)

## **1. RECOMMENDATION**

- 1.1 That the Committee consider and comment on the update report from the Children's Service, following to the comments made by the Committee at their last meeting on 2 May 2013 in relation to the updates provided on recommendations 3 and 4 of the Early Intervention and Prevention (Children's Services) Task and Finish Group.**

## **2. RELEVANT PREVIOUS DECISIONS**

- 2.1 Cabinet, 4 April 2012, Early Intervention and Prevention (Children's Services) Task and Finish Group**
- 2.2 Business Management Overview and Scrutiny Committee, 2 May 2013 (Decision Item 9)**

## **3. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS**

- 3.1 The Overview and Scrutiny Committees, Panels and Task and Finish Groups must ensure that the work of Scrutiny is reflective of the Council's priorities.**
- 3.2 The three key priorities set out in the 2013 – 2016 Corporate Plan are: –**
- Supporting families and individuals that need it – promoting independence, learning and wellbeing,**
  - Improving the satisfaction of residents and businesses with the London Borough of Barnet as a place to live, work and study,**
  - Promoting responsible growth, development and success across the borough.**

## **4. RISK MANAGEMENT ISSUES**

- 4.1 Failure to monitor the progress made in implementing recommendations made by Task & Finish Groups and Overview & Scrutiny Panels which have been accepted by Cabinet carries a reputational risk to the authority through a failure to demonstrate the outcomes from Overview and Scrutiny work.**

## **5. EQUALITIES AND DIVERSITY ISSUES**

- 5.1 Pursuant to the Equality Act 2010 ("the Act"), the council has a legislative duty to have 'due regard' to eliminating unlawful discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act; advancing equality of opportunity between those with a protected characteristic and those without; and promoting good relations between those with protected characteristics and those without. The 'protected characteristics' are f age, race, disability, gender reassignment, pregnancy,**

and maternity, religion or belief and sexual orientation. The ‘protected characteristics’ also include marriage and civil partnership, with regard to eliminating discrimination.

5.2 In addition to the Terms of Reference of the Committee, and in so far as relating to matters within its remit, the responsibility of the Committee is to perform the Overview and Scrutiny role in relation to:

- The Council’s leadership role with respect to diversity and inclusiveness; and;
- The fulfilment of the Council’s duties as employer including recruitment and retention, personnel, pensions and payroll services, staff development, equalities and health and safety.

## **6. USE OF RESOURCES IMPLICATIONS (Finance, Procurement, Performance & Value for Money, Staffing, IT, Property, Sustainability)**

6.1 Task and Finish Group reviews have the scope to consider value for money issues which identify how well the Council is managing and using its resources to deliver value for money and better and more sustainable outcomes for local people.

6.2 Where there are financial implications linked to recommendations, these are worked through using Services existing budgets, as identified by the Task and Finish Group/Scrutiny Panel for Cabinet to consider alongside recommendations.

## **7. LEGAL ISSUES**

7.1 Under Section 21 of the Local Government Act 2000, the Council’s executive arrangements are required to include provision for appointment of an Overview and Scrutiny Committee with specified powers, including the power to make reports or recommendations to the authority or the executive with respect to the discharge of any functions which are the responsibility of the executive.

7.2 Section 9 of the Localism Act 2011 places a duty on the Executive to:-  
(a) consider the recommendations made by scrutiny committees; and  
(b) respond to the overview and scrutiny committee indicating what (if any) action the authority, or the executive, proposes to take.

## **8. CONSTITUTIONAL POWERS**

8.1 The Terms of Reference of the Overview & Scrutiny Committees are set out in the Overview and Scrutiny Procedure Rules.

- 8.2 Item 8 of Business Management Overview & Scrutiny Committee Terms of Reference states that its role is:

“To coordinate and monitor the work of scrutiny panels and task and finish groups, including considering reports and recommendations and referring to the relevant decision-making body.”

## **9. BACKGROUND INFORMATION**

- 9.1 In order for the Business Management Overview and Scrutiny Committee to have an effective oversight of the work of Task and Finish groups, it is important for council services (or external bodies) to evidence the extent to which recommendations accepted by the Cabinet (or external agency) have been implemented. To this end, the Scrutiny Office request that services provide an update on the implementation of accepted recommendations at six, 12 and 18 monthly intervals (from the date of reporting to Cabinet or external agency). After that time, monitoring ceases and the review is closed down.
- 9.2 At the last meeting of the Business Management Overview and Scrutiny Committee, Members received a report which detailed the progress made by service areas in implementing of Task and Finish Group recommendations during the open monitoring period. In relation to the update provided on Early Intervention and Prevention (Children’s Service) Task and Finish Group, the Committee challenged the RAG ratings of two of recommendations (recommendations 3 and 4) and instructed that a report be presented to the next meeting of the Committee.
- 9.3 In accordance with this resolution, a further written update has been provided to the Committee and representatives from the service area will be in attendance at the Committee meeting to respond to questions from the Committee.

## **10. LIST OF BACKGROUND PAPERS**

- 10.1 None.

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|---------------------------|----|
| <b>Cleared by Finance</b> | JH |
| <b>Cleared by Legal</b>   | SW |

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## Appendix A

| Early Intervention & Prevention (Children's Services) Task & Finish Group   |              |  |                            |
|---|--------------|--|----------------------------|
| Recommendation to Cabinet (accepted)  | Status (RAG) | Information  | Contact Officers           |
| <b><u>Recommendation One</u></b><br><br>Family Profiling and family intervention should be prioritised within the Early Intervention and Prevention strategy as these will deliver greater long term savings for the council. Cabinet are requested to provide information on the prioritisation of these elements in the Strategy and anticipated costs/benefits | <b>Green</b> | <p><b>Update April 2013</b></p> <p>As previously reported, family profiling through assessments is a key part of our Family Focus work through which we are delivering family intervention and the government's Troubled Families programme.</p> <p>Barnet has identified and started working with 322 of our 705 troubled families.</p> <p>We have received agreement that we can work with our full cohort in two rather than three years and our current caseload shows that we are well on track to do that.</p> <p>We have already claimed for 25 outcomes between April and January and hope to be making a further claim for c200 – 250 families in July.</p> | Jay Mercer/ Stuart Collins |

## Appendix A

| Recommendation to Cabinet (not accepted)  | Status (RAG) | Information   | Contact Officers         |
|---|--------------|---|--------------------------|
| <b><u>Recommendation Two</u></b><br><br>The Task & Finish Group recognise the importance of the work of Educational Psychology and express concern that the planned reductions in service might affect the Council's ability to deliver effective Early Intervention & Prevention Strategy and ask that the Cabinet reconsider. | n/a          | No update required. Recommendation not accepted by Cabinet. | <u>Update April 2013</u> |

## Appendix A

| Recommendation to Cabinet (accepted)   | Status (RAG)        | Information  | Contact Officers                  |
|--|---------------------|--|-----------------------------------|
| <p><b><u>Recommendation Three</u></b></p> <p>The Task and Finish Group recognises Nurture Groups as an important method of intervening early and recommend that Children's Services engage with all primary schools in the Borough to encourage them to utilise their existing resources to develop Nurture Groups, with the outcome of these discussions being reported to the Task and Finish Group at the earliest opportunity.</p> | <p><b>Green</b></p> | <p>The Children's Service recognises the value of nurturing approaches as part of its programme to support parents through the Family Focus team. We therefore include Family Link's Nurturing Programme as part of this, and make this available to primary schools and their parents.</p> <p>All parenting programmes including Family Link are advertised on Barnet online, so are accessible to all primary schools and children's centres to promote to parents. Parents and schools refer directly to Family Focus for all parenting programmes.</p> <p>It is an evidenced based programme as researched and recommended by the National Academy of Parenting. Parents who attend can be accredited at a level 1 or 2.</p> <p>4 primary schools have trained and delivered it, Brunswick Park, Northside Primary, Deansbrook Junior School and Manorside Primary. Brunswick Park Primary have twice delivered it in partnership with Family Focus.</p> <p>Family Focus have also delivered it for Woodcroft Primary School. In May we will start another course at Tudor Primary school.</p> <p>3 children's centres have also delivered courses-Underhill, Wingfield and Barnfield. Parkfield Children's Centre delivered a programme at Claremont School.</p> <p>Since 2010 Family Focus have delivered Family Link Nurturing Programme 5 times to 97 parents.</p> | <p>Jay Mercer/ Stuart Collins</p> |

## Appendix A

| Recommendation to Cabinet (accepted)  | Status (RAG) | Information                     | Contact Officers           |
|---|--------------|---------------------------------|----------------------------|
| <p><b><u>Recommendation Four</u></b></p> <p>The Task &amp; Finish Group recognise the importance of the work of Child &amp; Adolescent Mental Health Services (CAMHS) in delivering the Early Intervention &amp; Prevention Strategy and recommend that Children's Service undertake urgent discussions with the Barnet, Enfield and Haringey Mental Health Trust about the role of CAMHS and the level of service available to support young people in Barnet.</p> <p>Early intervention and prevention CAMHS provision is in place in primary and secondary schools across the borough, providing up to 6 weeks of early support to children and young people who require it. The new referral pathway to Tier 3 CAMHS via a CAF is increasing multi-agency working between schools and CAMHS. At 31 March 2013, 86 CAFs have been used as a referral route into Tier 3 CAMHS.</p> <p>There are ongoing discussions with Barnet, Enfield and Haringey Mental Health Trust about the level of service available to support young people in Barnet. On 18<sup>th</sup> April Cabinet Resources Committee considered a paper outlining Children's Service future plans for more integrated working with Barnet CCG in relation to CAMHS. The Council and Barnet CCG are committed to ensuring a more integrated approach to commissioning and it is a key aspiration in the Health and Well Being Board Strategy October 2012-2015. The CAMHS service will be re-commissioned during 2013, with a new contract and service in place from 1 April 2014.</p> | <b>Green</b> | <b><u>Update April 2013</u></b> | Jay Mercer/ Stuart Collins |

## Appendix A

| Recommendation to Cabinet (accepted)   | Status (RAG) | Information   | Contact Officers           |
|--|--------------|---|----------------------------|
| <p><b><u>Recommendation Five</u></b></p> <p>The Children's Service review the effectiveness of the Common Assessment Framework (CAF) and the Multi-Agency Group (MAG) in Barnet and report its findings to the Safeguarding Overview and Scrutiny Committee within the next 6 months</p> | <b>Green</b> | <p>The Children's Service has recently reported the effectiveness of the CAF and the MAG to its SLT and no risks have been highlighted.</p> <p>There will be significant increased CAF activity from the new Multi Agency Safeguarding Hub, (MASH), due for launch in summer 2013.</p> <p><u>CAF</u></p> <p>Overall the total number of open CAFs has increased by 66% since the same time last year, which indicates that the CAF process has become more embedded across the workforce. This has probably been assisted by the localising and simplifying of the CAF Form at the end of 2011, and by the fact that the CAF is now used as a referral as well as a multi-agency assessment tool to access a number of targeted services.</p> | Jay Mercer/ Stuart Collins |

| (CAFs) Between 01/10/12 – 31/03/13                                      |    |
|---|----|
| Numbers of CAFs stepped-up to Children's Social Care                    | 15 |
| Numbers of CAFs closed as needs have been met                           | 51 |
| Numbers of CAFs stepped-down from Children's Social Care to CAF arena * | 72 |

## Appendix A

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|  | <p>Pastoral care staff within Schools are by far the highest CAF initiators (388 or 52% of all open CAFs) and Lead Professionals on the same number. This is to be expected given that schools are a universal service and are well placed to identify and support children with additional needs. The second highest initiators are Intensive Family Focus Workers who use the CAF as their main assessment tool, and thirdly Children's Centres.</p> <p><b>MAGs</b></p> <p>Since December 2012, there have been three further MAG meetings held. The meetings are attended by managers from all key partner agencies and relevant teams within Children's Service with an aim to trouble-shoot CAFs which have become stuck, or where there is professional difference. They are chaired by Assistant Directors.</p> <p>Out of the CAF cases brought to the MAGs since January 2013 (a total of 12 cases), half of them will not need to return to the next meeting, as they are now deemed to be back on track (for example, an appropriate Lead Professional has been appointed, or the young person is no longer NEET, or the professionals seem clearer of their role, and the right agencies are now involved).</p> |
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| Recommendation to Cabinet (accepted)   | Status (RAG) | Information  | Contact Officers           |
|--|--------------|--|----------------------------|
| <b><u>Recommendation Six</u></b><br><br>Children's Services consider how children and families exit the early intervention process by developing criteria for agreed exit strategies | Green        | <p><b><u>Update April 2013</u></b></p> <p>Family Focus plan exit strategies for families fully. We make significant use of volunteer community coaches to maintain contact.</p> <p>Phase 2 of the Community Coaches initiative was developed in January 2012 to establish whether a community coaching scheme could meet the needs of some of Barnet's most vulnerable families.</p> <p>Key priorities for the council and the children's service are enabling families to maintain good levels of health and wellbeing for longer, (e.g. when exiting family intervention programmes), enabling communities to support vulnerable people and reducing the need for paid services, whilst also improving their physical and mental health and wellbeing.</p> <p>The phase 2 prototype demonstrated that Community Coaches could help people;</p> <ul style="list-style-type: none"> <li>• (re)connect with family, neighbours and the community more widely,</li> <li>• help people find out about and engage with different community groups and access universal services,</li> <li>• find ways to use their skills and knowledge e.g. intergenerational work – reading in schools, sharing experiences, teaching skills</li> <li>• regain confidence and plan how they would maintain and maximise their independence</li> <li>• assist with specific issues such as housing</li> </ul> | Jay Mercer/ Stuart Collins |

## Appendix A

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|  | <p>included officers in Early Intervention and Prevention as well as representatives from youth support, complex needs, children's social care and the voluntary sector.</p> <p>This group developed the specification for the phase 3 community coaches initiative with the primary aim to support the wider early intervention agenda across the Council, and a budget of £440,000</p> <p>The outcome of the tender process was considered at April's Cabinet Resources Committee.</p> |
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| Recommendation to Cabinet (accepted)   | Status (RAG) | Information                        | Contact Officers  |
|--|--------------|------------------------------------|---|
| <b>Recommendation Three</b><br>The Task and Finish Group recognises Nurture Groups as an important method of intervening early and recommend that Children's Services engage with all primary schools in the Borough to encourage them to utilise their existing resources to develop Nurture Groups, with the outcome of these discussions being reported to the Task and Finish Group at the earliest opportunity. | Green        | <u>Update April 2013 (Revised)</u> | <p>The development of Nurture Groups in primary schools is primarily a matter for the individual heads and governors. Over the last decade, the Children's Service has supported and encouraged those who have been interested through facilitating a termly support group on the topic, attended by the Behaviour Support Advisory Teacher and open to all schools. As part of their normal work with schools, all Educational Psychologists and Behaviour Support staff advise on the appropriateness and set-up of Nurture Groups for particular circumstances or groups of children. In 2012, there were at least nine Barnet primary schools who continued to invest their time and resources into active Nurture Groups for their pupils. In order once again to raise the profile of Nurture Groups with schools, the heads of two of these, Dollis Junior and Bell Lane Primary, have agreed to share the benefits of this work with their colleagues, either at the Link Network meetings or the Director's meeting with schools in the Autumn Term.</p> <p>The Children's Service also recognises the value of nurturing approaches when working with parents. The ethos of work with parents across children's centres, libraries and our accredited parenting programmes is inherently nurturing. As part of the Intensive Family Focus offer to parents we include Family Links' Nurturing Programme as part of our list of accredited parenting programmes making this and alternative accredited parenting programmes available to parents of primary and secondary aged children.</p> <p>All parenting programmes, including Family Links are advertised on Barnet online and updated on a termly basis. This is distributed to partners within the voluntary sector as well as directly to schools via</p> |

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|  | linked practitioners and the Multi Agency Co-ordinators within the CAF team. | <p>Programmes are communicated to all primary schools and children's centres to promote to parents, with all schools having direct referral access to the Intensive Family Focus team for any of the parenting programmes; schools are also invited to host or jointly run parenting programmes at their schools. One barrier to take up in relation to this is that in order to host a programme a school needs to have two rooms available, one for the delivery of the programme and a second for the Crèche, both of which need to be available for the duration of the 10 week course.</p> <p>Schools are given the opportunity to discuss which programme is the most suitable for the school and the IFF team offer consultation with the programmes co-ordinators.</p> | <p>Family Links and all our Evidenced based programmes are researched and recommended by the National Academy of Parenting. Parents who attend and complete the Family Links course, receive a certificate of completion. There is also the opportunity for parents to be accredited in Family Links at an NVQ level 1 or 2 by two of our specially trained practitioners.</p> <p>The following 7 Primary Schools have either delivered Family Links themselves; or Intensive Family Focus have delivered the Programmes for them:</p> <ul style="list-style-type: none"> <li>Brunswick Park, Parkfield, Woodcroft, Deansbrook, Manside, Broadfields and Tudor school.</li> <li>Family Links has also been delivered in community venues by Intensive Family Focus practitioners.</li> </ul> |
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|  | <p>An additional four primary schools and all our 13 children's centres have accessed other forms of accredited parenting programmes. We also commission Community Barnet to deliver accredited parenting programmes on behalf of the Local Authority.</p> <p>Since 2010 Intensive Family Focus have delivered between two and three Family Links Nurturing Programmes per term, either at a primary schools, children's centres or community venues, the recipients of this course are generally parents of primary school and under 5s within the Borough.</p> <p>To date Intensive Family Focus have delivered Family Links 32 times to 352 families.</p> <p>Since 2010, we have delivered other evidence based parenting programmes throughout the Borough 48 times to 528 parents. A total of 880 Barnet parents from Primary schools, childrens centres and Secondary schools have attended parenting programmes delivered by the Intensive Family Focus Team.</p> <p>Nurturing is also implicit in the modelling and groups and individual work carried out by libraries and children's centres. Barnet Libraries early years team currently run 21 rhyme based sessions each week during term time for Barnet Children's centres and 28 free rhyme based sessions for under 5's in Libraries each week. These sessions are only 30 minutes long but focus on parent/child interaction in a facilitated nurturing focussed group. There are in excess of 25000 combined adult and child visits to these sessions annually.</p> |
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|                       |   |                                |
|-----------------------|---|--------------------------------|
| <b>Recommendation</b> | <b>Update April 2013 (revised)</b>  |                                |
| <b>Four</b>           | <p><b>Green</b></p> <p>The Task &amp; Finish Group recognise the importance of the work of Child &amp; Adolescent Mental Health Services (CAMHS) in delivering the Early Intervention &amp; Prevention Strategy and recommend that Children's Service undertake urgent discussions with the Barnet, Enfield and Haringey Mental Health Trust about the role of CAMHS and the level of service available to support young people in Barnet.</p> <p>Officers have fully taken note of the importance placed on the work of the Child and Adolescent Mental Health Services by the Task Group and (both at the time of the original recommendation and later) have continued to have discussions with the providers, Barnet, Enfield and Haringey Mental Health Trust, and health commissioners about CAMHS role and level of service.</p> <p>Early intervention and prevention CAMHS provision is in place in primary and secondary schools across the borough, providing up to 6 weeks of early support to children and young people who require it.</p> <p>The new referral pathway to Tier 3 CAMHS via a CAF is increasing multi-agency working between schools and CAMHS.</p> <p>As stated above, there are ongoing discussions with Barnet, Enfield and Haringey Mental Health Trust about the level of service available to support young people in Barnet and on 18<sup>th</sup> April Cabinet Resources Committee agreed a paper outlining Children's Service future plans for more integrated working with Barnet CCG in relation to CAMHS.</p> <p>The Council and Barnet CCG are committed to ensuring a more integrated approach to commissioning and it is a key aspiration in the Health and Well Being Board Strategy October 2012-2015. The Council and CCG are currently developing a section 75 agreement to include the joint commissioning of CAMHS services. Re-commissioning activity, including assessment of need, will take place during 2013/14.</p> | Jay Mercer /<br>Stuart Collins |