

MEETING**BARNET CHILDREN'S TRUST BOARD****DATE AND TIME****THURSDAY 24TH APRIL, 2014****AT 3.30 PM****VENUE****HENDON TOWN HALL, THE BURROUGHS, NW4 4BG****Children's Trust Board Priorities****Ensuring the Safety of all Barnet's Children****Narrowing the Gap for Children at Risk of Not Achieving their Potential****Preventing Ill Health and Unhealthy Lifestyles**

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CHILDREN'S SERVICE DIRECTORATE

ORDER OF BUSINESS

Item No	Title of Report	Pages
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7.	Any Other Business	
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9.	Date of Next Meeting - 24 July 2014 10:00	

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BARNET CHILDREN'S TRUST BOARD

24 April 2014

15:30 – 17:30 IN THE TOWN HALL, THE BURROUGHS, HENDON NW4 4BG

AGENDA

1.	Welcome and Introductions	Cllr Thompstone	
	2. Minutes of the meeting held on 30 January 2014	Cllr Thompstone	
	3. Terms of Reference for Children's Trust Board	Val White	Paper attached
	4. Children and Young People's Plan - end of year review and re-commitment to the plan	Ian Harrison & Duncan Tessier	Paper attached
	5. Child poverty & welfare reform	James Mass & Rachel Williamson	Presentation & discussion
	6. Draft early intervention strategy	Duncan Tessier	Paper attached
	7. Any Other Business	Cllr Thompstone	
	8. Presentation from incoming and outgoing members of the youth parliament		Presentation & discussion
	9. Date of Next Meeting – 24 July 2014 10:00	Cllr Thompstone	

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Barnet Children's Trust Board

MINUTES OF MEETING HELD ON 30 January 2014 At Hendon Town Hall, The Burroughs, NW4 4BG

AGENDA ITEM 2

PRESENT:

Cllr Reuben Thompstone (Chairman)	LB Barnet
Cllr Helena Hart	LB Barnet
Kate Kennally	LB Barnet
Jack Newton	Grasvenor Avenue and Underhill Junior School
Angela Trigg	London Academy
Nicola Francis	LB Barnet
Jenny Gridley	Oakleigh School
Janet Matthewson	CommUnity Barnet
Laura Fabunmi	for Dr Andrew Howe, LBB
Judith Barlow	Central London Community Health Trust
Superintendent Mark Strugnell	Metropolitan Police

ALSO PRESENT:

Andrew Travers	LB Barnet
Val White	LB Barnet
Portia Kumalo	Barnet CCG
Andrew Travers	LB Barnet
Penny Richardson	LB Barnet
Ian Harrison	LB Barnet
James Mass	LB Barnet
Aviv Katz	Innovation Unit
Jonathan Mallinson	Innovation Unit
Salar Rida	LB Barnet

APOLOGIES: Andrew Howe (LB Barnet) and Dr Clare Stephens (Clinical Commissioning Group)

1. WELCOME AND INTRODUCTIONS

Councillor Thompstone, the Cabinet Member for Education, Children and Families welcomed members of the Board and thanked them for their attendance.

2. MINUTES OF THE MEETING HELD ON 24 OCTOBER 2013

Subject to a spelling correction from "Berlow" to "Barlow" (p3) the minutes of the meeting of the Barnet Children's Trust Board held on 24 October 2013 were agreed as a correct record.

The Board noted the opportunities to review the strength of the partnership in setting positive outcomes for young people and the actions taken since 24 October 2013.

3. IMPROVING OUTCOMES FOR CHILDREN WITH LEARNING DIFFICULTIES AND/OR DISABILITIES - INTRODUCTION TO THE CHILDREN AND FAMILIES BILL

Kate Kennally, Strategic Director for Communities, invited the Board to review a suitable strategy for improving outcomes for all children and young people across the borough in light of the Children & Families Bill. The Board heard that in November 2013 the Health & Well-being Board agreed in principle to sign-up to the Disabled Children's Charter. Ms Kennally reminded the Board that it had endorsed the Disabled Children's Charter and noted the progress that has been made against the commitment of the Charter.

The Education and Skills Director, Ian Harrison, informed that the Children and Families Bill contains provisions that have an impact on adoption services, family justice, special educational needs, and services for vulnerable children.

Penny Richardson, Interim Head of Service Inclusion and Skills at LBB, updated the Board on the possible implications of the proposed Children and Families Bill in relation to services for children with special educational need. Ms Richardson identified that the aim of the proposals is to improve the way in which children with Special Educational Needs are identified, assessed and provided for.

The proposals identify the benefits of early intervention to prevent higher levels of care needed later in life and to provide parents of children with SEN with greater control and involvement. The Bill proposes to extend the SEN system from birth - 25 and improve the cooperation between all services that support children and their families.

The Board heard that the local authority is leading a partnership response to measures in line with the proposed Bill, with an implementation date of September 2014.

As part of the proposals under the Children and Families Bill, Penny Richardson informed the Board that there will be an option for a Personal Budget for parents of children and young people with an Education, Health and Care plan. The Board heard the importance of identifying services with potential for the development of personal budgets and Education, Health and Care Plans.

One of the core elements identified in the Bill is the review and strategy for improving joint commissioning arrangements. Ms Richardson noted that feedback from service users indicated the need for a universal approach on a one stop platform across the partnership in offering and arranging services for those with Special Educational Needs, Learning difficulties and Disabilities to achieve their potential. This is therefore an opportune moment for school leaders and key stakeholders to help parents in accessing services through a single source for coherent and complete information.

The Board noted the plans under the Local Offer for the monitoring of delegated funding to allow for an effective structure to support parents. The scheme would also enable effective review of the impact of funding against the plans and actions that have been implemented. A key element of the Local Offer is effective communication with stakeholders, including easier access to service providers for parents of disabled children.

Ms Richardson noted that under the Education Health and Care Plans, young adults should be better supported as they make the transition between children and adult care systems. The Board heard that the Children and Families Bill enables Local Authorities to continue social care services for as long as a young person's EHC Plan is maintained. Ms Richardson noted that The Board heard about the experiences and challenges faced by young people in early adulthood and the importance of the continuity of support for young adults in light of the pressures on service providers.

Ms Richardson requested that the Partnership consider the necessary action in providing parents with the support needed to take effective management of Personal Budgets.

The Board noted that the new statutory framework for joint working requires Health, Education and Social care to work together in addition to the coherent support required across the integrated services for children with Special Educational Needs. The Board heard the need to discuss constructive arrangements in order to secure outcomes and to bring forward any lessons from the organisations to the Partnership Board.

The Chairman thanked Ian Harrison and Penny Richardson for the detailed presentation and noted the discussions in relation to the provisions of the Children and Families Bill.

RESOLVED:

- a) That the Board note the commitments in ensuring that maximum benefit can be derived from the implementation of the Children and Families Bill.**
- b) That the Board note the progress made against the commitment of the Disabled Children's Charter.**
- c) That the Partnership considers the necessary steps in providing parents and young people with the support needed to take effective management of Personal Budgets.**
- d) To develop a list of stakeholder involvement to detail the Children and Families Bill project work-streams for the Local Offer, EHC Plan and Personal Budgets.**

4. THE EXPERIENCE OF BARNET FAMILIES WITH CHILDREN WITH SPECIAL EDUCATION NEEDS: FEEDBACK FROM RESEARCH AND DISCUSSION

The Family & Community Well-being Lead Commissioner James Mass, introduced guests Aviv Katz and Jonathan Mallinson of the Innovation Unit to the Board. Mr Katz and Mr Mallinson presented the feedback of the experience of families with Special Educational Needs for clearer understanding of the transition towards independence and adulthood.

Mr Katz detailed the objectives and feedback of the research towards transition into adulthood as experienced by children with SEN. The Board heard detailed feedback of the experience of a family. Mr Mallinson informed the Board that the opportunity to record the daily experience of the family had been a privilege as the family has been keen to share their lives with the team.

The Board was informed that in order to enable families to plan towards growth it would be desirable to draft a comprehensive care plan in discussion with a number of services. The care plan would involve taking into account accessing formal and informal support opportunities.

The Chairman thanked the guests from the Innovation Unit for their detailed presentation.

Resolved for the Board to note the presentation and consider the access to support for families with children with Special Educational Needs

Resolved for the Board to note the report detailing the findings of the feedback

5. MEETING THE CHALLENGE AND SEIZING THE OPPORTUNITY - DISCUSSION OF THE IMPLICATIONS FOR CHILDREN'S TRUST BOARD PARTNERS

Val White, Lead Commissioner for Schools, Skills and Learning at LBB, informed the Board that the discussion of the implications for the partnership present an opportune moment to set priorities, review key goals with partners and to discuss the reshape of services in light of financial cuts.

Janet Mathewson, Head of Children and Young People's Services at CommUnity Barnet, noted that following a diagnosis, it is important to inform families with children with SEN of the opportunities in accessing services including the local community and the voluntary sector. Ms Mathewson requested for the Board to consider the options for a multi-agency referral system and a single point of contact for forward referrals to relevant support organisations.

The Board were advised of the importance of the up-to-date Early Support programme in Barnet to help families in Barnet in accessing services. Portia Kumalo noted the importance of considering the facilities to enable parents to plan towards growth and asked the Board to consider ways of achieving this.

Judith Barlow, Associate Director Children of Family Health and Well-being Services (Central London Community Health Trust), commented that the Board should consider a constructive plan towards growth and setting out ambitions for families.

Jack Newton, Head teacher at Grasvenor Avenue Infant School, requested the Board to consider a consistent approach in the support for families and their children and to

continue to share knowledge and experience with all partners. Ms White agreed with the comments expressed and highlighted the importance of a consistent approach towards enabling families to access as much support as possible.

The Strategic Director for Communities at LBB commended the positive nature of the discussions. Ms Kennally advised that as a result of relative high number of tribunal cases, there is an indication that the service areas are under stress. To address the capacity challenges in context of schools, it is important to sustain high level of support through the lives of young adults.

Andrew Travers, Chief Executive at LB Barnet, highlighted the need for consistent support for families in order to help understand and effectively manage Personal Budgets. Ms Kennally noted that the Board consider a single plan to invest efforts and energy to support families and enable young persons to become independent. The Director for Family Services at LB Barnet, Nicola Francis informed the Board that it is important to consider the concept of growth in light of the provision of services beyond the age of 18.

In light of the proposals under the Children and Families Bill, Ms Kennally commented that the Board consider the work-streams for the Local Offer, EHC Plan and Personal Budgets- in particular the creation of a disability service team for the 0-25 group.

The Chairman thanked the Board for the helpful and informative discussion and noted the opportunities for the partners to consider a consistent concept for growth and support for the 0-25 group.

RESOLVED for the Board to note the challenges and implications of the work-streams towards the preparation of the Local Offer, EHC Plan and Personal Budgets

RESOLVED for the Board to note the lessons learnt and consider the creation of a disability service team for the 0-25 group

6. ANY OTHER BUSINESS

There was none.

7. DATE OF NEXT MEETING- 24 APRIL 2014 14:00

Date of Next Meeting: Thursday 24 April 2014 at 2:00 pm

The meeting finished at 5:00pm

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AGENDA ITEM 3
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NHS North Central London

Meeting:	Date:	Agenda Item No:
Children's Trust Board	24 th April	

Terms of reference

Summary of paper:

- The terms of reference and membership of the CTB are the subject of annual review to take account of local or national changes and developments.

Action required by board:

Partners at the Children's Trust Board are asked to agree the revised terms of reference

Author of paper

NAME: Val White, James Mass

ORGANISATION: LBB

PHONE NO: 020 8359 4610

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Terms of Reference of the Barnet Children's Trust Board

Introduction

Barnet's Children's Trust brings together all services for children and young people in the borough, to focus on improving outcomes for all children and young people.

The Children's Trust is not a separate organisation. Each partner within the Children's Trust retains its own functions and responsibilities within the wider partnership framework.

Representatives from member organisations make up the Barnet Children's Trust Board which keeps a strategic oversight of the Children and Young People's Plan. Each organisation has agreed to be responsible for implementing this plan and the Executive Management Group of the Trust will monitor this on the Board's behalf.

The legal framework underpinning Barnet's Children's Trust arrangements is the 'duty to cooperate' and improve the well-being of children across the Borough, set out in S10 of the Children Act 2004.

Following the Local Elections in May 2014, a new committee system of governance will come into effect. A Children, Education, Libraries and Safeguarding Committee is to be created, and under its Terms of Reference it can receive reports from the Children's Trust Board.

Annual review

The terms of reference and membership will be the subject of annual review to take account of local or national changes and developments.

General responsibilities and functions

The Children's Trust Board is accountable for the following:

- Developing and delivering the Children & Young People's Plan.
- Ensuring that the collective resources of the partners are being used to the best effect to meet the priorities in the Children & Young People's Plan.
- Resolving issues that block progress against the priorities.

This includes shared responsibility for:

- Meeting the priorities in the Children & Young People's Plan.
- Jointly developing, delivering and resourcing strategies and action plans necessary to meet the priorities,
- Addressing barriers to meeting the priorities and to identifying future needs, including communication, information and data sharing.

- Keeping Children's Trust workforce informed and involved, providing clear direction, development and training as necessary.
- Releasing staff to develop and attend network events.
- Clarifying and simplifying governance structures and decision-making.
- Ensuring that children, young people and families have a voice in decision making that affects them.
- Monitoring performance towards agreed outcomes and taking remedial action where necessary.
- Building upon good practice and developing an evidence-based approach to what works.

The Trust's remit includes the needs of all children and young people in Barnet under the age of 19, young people up to the age of 25 leaving care and young people up to the age of 25 with disabilities and/or learning difficulties. These responsibilities include effective transition arrangements, where necessary.

Structure and Governance

Membership

The membership of the board is as set out in the attached Appendix.

The Board will be chaired by the Council's Cabinet Member for Education, Children and Families. Following the Council's new system of governance the Chairman of the Children, Education, Libraries and Safeguarding Committee will take on this responsibility.

Members are able to delegate a deputy of suitable authority if they are unable to attend, by agreement with the chairman.

Executive Management Group

The Board will have an Executive Management Group (EMG) to ensure its plans are delivered. This will be chaired by the Director of Family Services (Barnet Council) and membership is as set out in its term of reference.

Meetings

Meetings will be quarterly and dates for each year will be set in advance. A quorum will comprise five members provided this consists of:

- The Chairman or Vice Chairman.
- At least one representative each of the Council and Barnet CCG.
- At least one member representing the voluntary sector.

Roles and responsibilities of board members

All members of the CTB are required to agree to undertake the following:

- Attendance at all Board meetings (or representation provided by a senior replacement).
- Members will be responsible for an effective two way communication system whereby the decisions and aims of the Board are widely

disseminated and relevant organisational issues from members' own agencies are communicated to the Board.

- Provide leadership on strategic issues to members of the Executive Management Group.
- Champion the objectives of the Children and Young People's Plan and ensure relevant activities within the plan are implemented by their organisation.
- Contribute to the development of a strategic three to five year vision.

Last reviewed – April 2014

ANNEX A

MEMBERSHIP OF BARNET CHILDREN'S TRUST BOARD

Organisation	Role
LB Barnet	<ul style="list-style-type: none">• Cabinet Member for Education, Children & Families (Chairman)• Cabinet Member for Public Health• Director of Children's Services• Director of Public Health
Barnet Clinical Commissioning Group	<ul style="list-style-type: none">• Board member with lead for Children's health (Vice Chairman)
Barnet Police	<ul style="list-style-type: none">• Borough Commander, Metropolitan Police
Schools	<ul style="list-style-type: none">• Representative headteacher from Barnet primary schools• Representative headteacher from Barnet secondary schools• Representative headteacher from Barnet special schools
Barnet College	<ul style="list-style-type: none">• Principal, Barnet College
Voluntary Sector	<ul style="list-style-type: none">• Children's Service Manager, CommUnity Barnet
Local Safeguarding Children Board	<ul style="list-style-type: none">• Independent Chair, Barnet Safeguarding Children Board

NB Following the adoption of the Council's new system of governance in May 2014, the Chairman of the Children, Education, Libraries and Safeguarding Committee will replace the Cabinet Member for Education, Children & Families and the Lead Member for Public Health will replace the Cabinet Member for Public Health.



AGENDA ITEM 4
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NHS North Central London

Meeting:	Date:	Agenda Item No:
Children's Trust Board	24 th April	4

Title of paper:

Children and Young People's Plan – annual review of performance 2013/14 and re-commitment to the plan for 2014/15

Summary of paper:

- The Executive Management Group of the Board has responsibility for delivering and monitoring the Children and Young People's Plan throughout the year. The presentation outlines key highlights and achievements against the ambition and targets set out in plan for the year 2013/14.

Action required by board:

The Children's Trust Board is asked to note:

- Progress made in improving outcomes during the year (indicators in green)
- Where more needs to be done (indicators in amber and red).

Partners of the Children's Trust Board are asked to:

- Reconfirm commitment to the Children and Young People's Plan for 2014/15.

Author of paper

NAME: Duncan Tessier, Early Intervention and Prevention Assistant Director, LBB and Ian Harrison, Education and Skills Director, LBB – on behalf of EMG

ORGANISATION: LBB/EMG

PHONE NO: 020 8359 4504

Children's Trust Board CYPP Performance Indicators

Annual Review 2013-14



NHS North Central London

Key highlights of the year

Highlights

- 91% of Barnet schools are good or outstanding - 9th in the country. LA working closely with schools causing concern.
- KS2 attainment and progress were good in Reading and Maths but disappointing in Writing. A Writing programme offered to targeted schools.
- Secondary schools in the top 10% nationally for GCSE results and pupil progress.
- The % of 16-19 year olds not in education, employment or training fell from 3.5% in December 2012 to 2.3% in December 2013. Platforms Programme and Risk of NEET indicator played a part.
- Attainment of pupils on free school meals compares well with national results but the FSM gap is above the London average. Schools encouraged to address the needs of FSM children through the Pupil Premium and sharing good practice.

Key highlights of the year

Highlights

- Major review of Children's Centres, leading to new model for delivery bringing together Health Visitors, implemented in 15-16
- Troubled Families- now worked with over 500 families, avoiding costs of over c£5m across the partnership.
- Launched new intervention in Burnt Oak focused on keeping young people safe and positively engaged
- Launched the Multi-agency Safeguarding Hub (the MASH)
- Health promotion programme launched for Barnet Schools
- Public Health transferred to the Local Authority
- Commissioned jointly with the CCG under a section 75 agreement SALT provision
- Set up a Joint Children's Health Commissioning Unit in partnership with the CCG

Children and Young People Priorities

The CYPP is structured around the journey of the child and our cross-cutting priorities:

- Primary
- Secondary
- Preparation for Adulthood
- Targeting Resources to Narrow the Gap
- Early Years
- Early Intervention and Prevention
- Keeping Children and Young People Safe

Colour of indicators on following pages represent RAGed progress against CYPP outcome measures (no colour indicates additional progress)



Primary

What we said we would do:

- Provide exciting and supportive learning experiences in welcoming school
- Work with schools and families to join up education, health and safety services
- Encourage healthy lifestyles and choices to combat obesity in children and young people

Progress highlights:

- 91% of children making two levels progress in Reading between Key Stages 1 and 2 (target – 93%)
- 92% children making two levels progress in Writing between Key Stages 1 and 2 (target – 93%)
- Physical activity and nutrition programmes in Children's Centres and schools commissioned by public health to reduce obesity in children entering Year 6



Secondary

What we said we would do:

- Offer opportunities for engagement and support, recognising the needs of the individual and supporting them to achieve
- Work in partnership with schools to address the root causes of exclusion and poor attendance
- Build peer support networks among professionals to enable healthy mutual support and challenge that improves outcomes for young people

Progress highlights:

- 71.5% of pupils achieving 5 or more GCSEs A*-C (or equivalent) including English and Maths (target – 69.2%)
- The integrated SALT service supports young people to achieve their potential by ensuring that the SALT provision is integrated in Schools and supports achievements of educational goals



Preparation for Adulthood

What we said we would do:

- Enable young people to foster ambitious and realistic aspirations
- Ensure services are integrated to support young people as they transition to adulthood

Progress highlights:

- 90.5% of children achieving at least 2 substantial Level 3 qualifications by the age of 19 (target 90%)
- 2.6% of 16 to 19 year olds not in education employment or training @ end Feb 2014 (target less than 4.1%)
- The CCG is working with other CCGs in the North Central sector to develop integrated diabetes pathways as part of the best practice tariff that take into account the needs of young people transitioning into adult services



Targeting Resources to Narrow the Gap

What we said we would do:

- Ensure that the families of children and young people at risk of underachievement, support their learning at home
- Continue to support children and young people's mental health and emotional wellbeing
- Enable those with Special Educational Needs, Learning Difficulties and Disabilities and complex needs to achieve their potential

Progress highlights:

- Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stage 2 (Level 4+ in both English and maths) – 18% (target 14%)
- 42.4% of children with Special Education Needs (SEN) achieving 5 or more A*-C GCSE including English and Maths at Key Stage 4
- Feedback from children and their families who access CAMHS services rated the services as Good and wanted more of them
- All CCG contracts this year have included an improvement plan for the full implementation of the Children and Family Act 2014



Early Years

What we said we would do:

- Engage families early to ensure children have happy lives at home
- Provide high quality health services for mothers and young children
- Ensure children in need of support are identified early and appropriately supported in their early years

Progress highlights:

- **Phase one of Early Years Review now completed, including greater integration with health-agreement to new structure and approach to Children's Centres**
- **Prevalence of breastfeeding at 6 – 8 weeks from birth – 84.7% (Target 95%) – Public Health to commission peer support breastfeeding service**
- The CCG will focus on working with the providers to reduce the high caesarean section rate to improve outcomes in maternity care



Early Intervention and Prevention

What we said we would do:

- Take a whole family approach to improving outcomes for children and young people
- Strengthen early identification and intervene early to improve life chances for those living in the most difficult situations
- Reduce the involvement of children and young people in crime and anti-social behaviour

Progress highlights:

- Number of children in care per 10,000 of the under 18 population- 34; remains below England and London averages
- **337 first time entrants to the youth justice system continues to fall (target less than 427)**

- Early Intervention Strategy being developed
- The SALT and CAMHS have strengthened offer to Youth Offending service



Keeping Children and Young People Safe

What we said we would do:

- *Address unhealthy relationships based on exploitation and build aspirations for the future*
- *Educate children and young people on how to stay safe and provide support for those who are victims of crime*
- *Protect children at risk of harm and support them to achieve their potential*
- *Taking action to prevent the impact of gang involvement developing in Barnet*

Progress highlights:

- Serious youth violence Strategy developed; pilot project set up for targeted work in Burnt Oak and surrounding areas (Keeping Young People Safe (KYPS) in Burnt Oak)
- Launched the Multi-agency Safeguarding Hub (MASH)
- New Multi-agency Sexual Exploitation group set up
- Reinvigorated Local Safeguarding Board



NHS North Central London

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Children and young people plan

2013 – 2016

February 2013



Foreword

My most important duty is to get things right for Barnet's children and young people and to champion their interests. But helping them to achieve their best, and supporting children and families when they need extra help, can only be done by working in partnership, across organisations.

**Cllr Reuben Thompson
Incoming Chairman of Barnet Children's Trust Board, Cabinet Member for Education, Children and Families**

Barnet's Children and Young People Plan 2013/14 – 2015/16 is a real partnership plan, with a strong shared agenda, shaped by people from across our borough who know and work with children and young people, and also by the children and young people themselves.

Partners on Barnet's Children's Trust Board provide excellent opportunities and services to children and young people, and our aim is to continually improve our provision, by making services personal to each child's needs. Particularly in this challenging time, when increasing pressures are being faced by all services, and resources are tight, it is vital to be clear about our common purpose. This plan sets out our aims to support the whole journey of children in Barnet, underpinned by our three key priorities of intervening early, narrowing the gap and keeping children and young people safe. It has children and young people at its heart and prioritises their participation across our services.

Together, we can make life even better for Barnet's children and young people and make sure they have the opportunities they all deserve.
Yours,

**Cllr Andrew Harper
Outgoing Chairman of Barnet Children's Trust Board, Cabinet Member for Education, Children and Families**



Vision

'All children and young people in Barnet should achieve the best possible outcomes, to enable them to become successful adults, especially our most vulnerable children. They should be supported by high quality, integrated and inclusive services that identify additional support needs early, are accessible, responsive and affordable for the individual child and their family.'

Compared with the rest of the country and statistical neighbours, Barnet's children do well at school, have good health, benefit from low crime rates and access to high quality open spaces. The Children's Partnership has the highest expectations for children in Barnet and we are committed to help them have happy and successful lives on their journey through childhood.

To achieve our vision will be challenging, especially given the increasingly tough environment in which children and young people live, trying to find work, accommodation and support. However, we remain committed to close partnership working between organisations, with a focus on early intervention and prevention, targeting resources to narrow the gap in achievement between those most at risk of not achieving their potential and those with greater advantages, and keeping children and young people safe.

Partners in Barnet are committed to working with children and young people to analyse need, design services and review how effectively we are performing.



About this plan

This plan explains what the organisations represented on Barnet's Children's Trust will do to support children, young people and their families to lead happy and successful lives. It is structured around the journey of the child and our cross-cutting priorities:

- Early Years
- primary
- secondary
- preparation for Adulthood
- early Intervention and Prevention
- targeting Resources to Narrow the Gap
- keeping Children and Young People Safe.
- Education
- Inclusion
- Early Years
- Child Anti-Poverty
- Early Intervention and Prevention

We have worked hard to make sure that this partnership plan truly reflects the breadth of work with children and young people in Barnet as well as being responsive to the wishes and needs of families themselves. Children and young people were engaged in the process through focus groups held by the Barnet Youth Board, and an online survey distributed via schools and youth networks.

This plan outlines the Children's Partnership's priorities for the period 2013–16. An annual action plan will sit beneath this plan and will detail how services are delivering the plan against their targets. In addition, the plan will sit alongside the Health and Wellbeing Strategy and Safer Communities Strategy. Several sub-strategies support the Children and Young People Plan, detailing work in specific areas, these will cover:



Understanding Barnet's children and young people



Children and young people make up around a quarter of Barnet's total population and the borough's population of 90,464 children and young people is the second largest in London. Males account for a slightly higher proportion of the younger population than females. Since 2004 there has been a 23.4% increase in births in Barnet, compared with a 16.9% increase in London and a 19.2% increase in England.

Barnet's younger population is more diverse than Barnet's population overall; while the majority are White there are high proportions of children in many minority ethnic groups.

Despite the tough economic climate, households in Barnet remain relatively prosperous, with average household income 5.4 per cent above the London average. However, there are variations in different parts of the borough and household incomes have been increasing at a slower rate than the rest of London. There are pockets of deprivation, notably around the western boundary's 'A5 corridor' and in some of our local housing estates.

Some groups of children and young people in Barnet are more vulnerable than others: The Department for Education estimates that around 7% of children have a disability as defined by the Disability Discrimination Act (DDA). In Barnet, this would equate to around 4,400 – 6,100 children and young people between the ages of 0 and 19. The council is also responsible for maintaining a list of children in the area who are at risk of continuing significant harm, and for whom there is a child protection plan. At 31 March 2012 there were 211 children subject to a child protection plan in Barnet.

You can find more information about the demography of children and young people living in Barnet in the Profile.

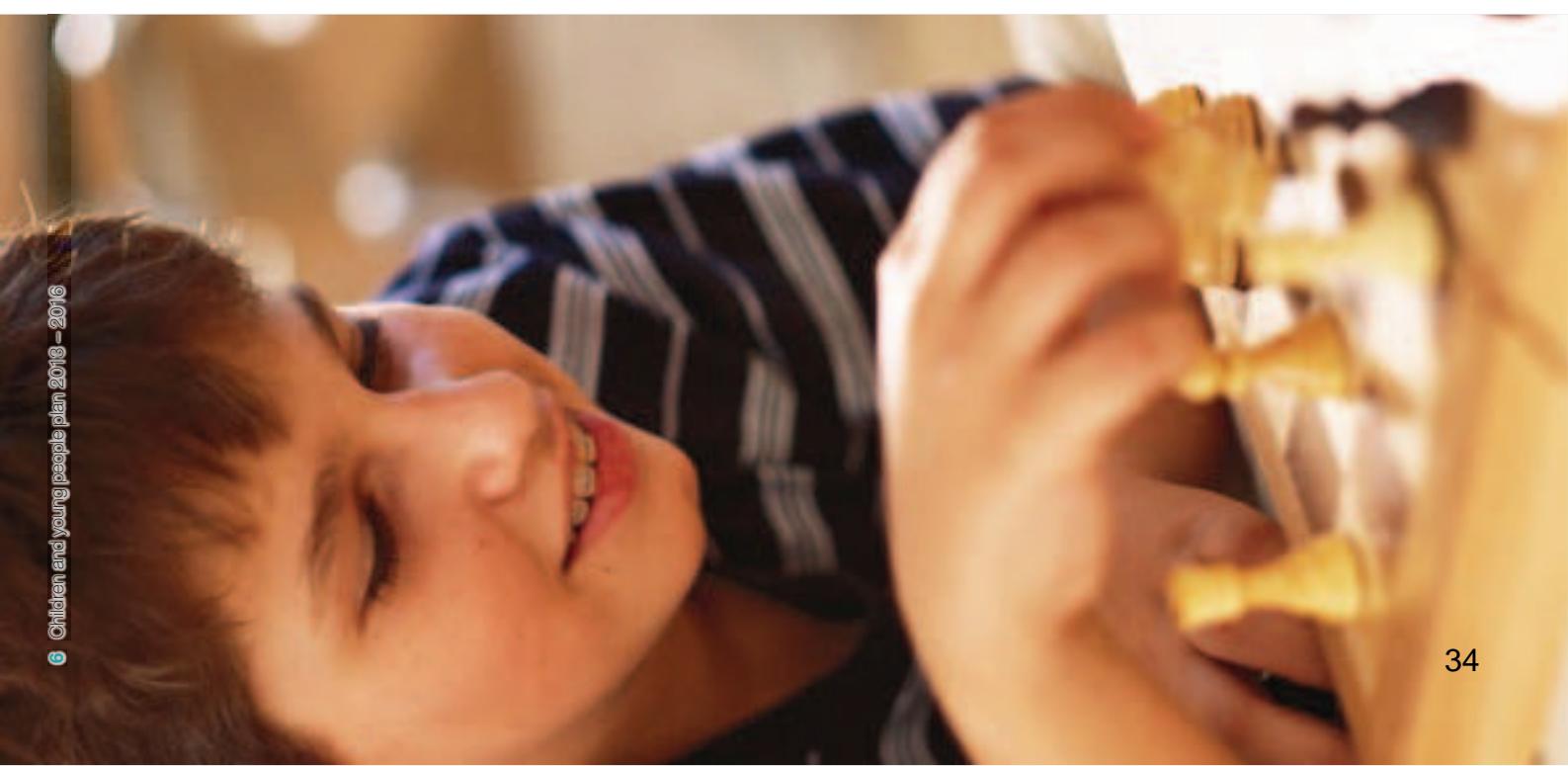
Performance management and governance

Barnet's Children's Trust brings together all services for children and young people in the borough, to focus on improving outcomes for all children and young people. Key members of the trust are:

- Barnet Council
- North Central London NHS, GPs, and health providers
- Barnet Borough Police
- CommUnity Barnet, representing the voluntary sector
- Primary, Secondary and Special Schools in Barnet
- Barnet and Southgate College
- Focus Groups of Children and Young people, representing specific issues.

Representatives from all these organisations make up the Barnet Children's Trust Board which will keep a strategic oversight of the plan. Each organisation has agreed to be responsible for implementing the Children and Young People's Plan and the Executive Management Group of the Trust will monitor this.

The Children's Trust Board will monitor the this plan against a combination of the success measures detailed in each section of the plan and progress reports submitted to the Board.



Ways of working

Barnet Children's Trust Board and the Children's Partnership is committed to working in the following ways to achieve the strategic outcomes in this plan:

Working in partnership

We will work together to make sure that activity and resources are joined up and target those who most need them. We will collaborate with other service providers as required to meet the diverse needs of children and young people.

Involving children and young people in our work

We will consistently engage actively with children, young people and their families in developing and implementing solutions to meet their needs.

Keep safeguarding at the forefront of all we do

We will constantly keep the safeguarding of children in our thinking and working practices. We have a duty of care to all our residents, especially the vulnerable, to keep them safe.

Improving the customer experience

We will take steps to improve the way in which parents, carers and professionals can navigate and engage with the system on behalf of children and young people.

Delivering better services with less money

We will seek to ensure the best value for money so that children and young people get the maximum benefit.



Early years

Every child in Barnet has a great start in life, with the security and safety to grow in a nurturing environment.

The number of children aged between 0 and 5 years old in Barnet is growing every year and it is expected that by 2016 there will be 28,300 children in this age group.

This represents an increase of 8% over the period of this plan. This presents the Children's Partnership with a significant challenge, especially as resources diminish.

Priority	What does this mean?	How will we judge success?
1. Engage families early to ensure children have happy lives at home.	<p>Recognising that families have the greatest influence over young children, we will engage with families pre-birth and in the early years of a child's life.</p> <p>We will work with those families on the cusp of need to help set positive habits for life and ensure that children are ready for school by the age of five.</p> <p>This could include parenting classes or ensuring the sufficiency of childcare places.</p>	<ul style="list-style-type: none"> an improvement in attainment of children against Early Years targets growth in the prevalence of breastfeeding at 6 – 8 weeks from birth an increase in the numbers of resident children immunised by their second birthday (MMR) a decrease in the proportion of babies born under 2.5kg (5.5lbs) per 100 live births an increase in the early identification of children with special educational needs
2. Provide high quality health services for mothers and young children.	<p>A growing body of evidence shows that good health for mothers and young children makes the biggest difference to life chances. This includes birth weight, development at age two and the mother's early relationship with the child. In order to give children the best possible start in life, the health of mother and child should be regularly monitored and maintained. This could include health visitors who support and promote breastfeeding and immunisations and Family Nurse Partnerships</p>	<ul style="list-style-type: none"> We will identify children with additional needs – whatever the cause – and work with families to reduce the impact of disadvantage later on.
3. Ensure children in need of support are identified early and appropriately supported in their early years.	<p>This could include early years development checks across education, health and social care or the putting in place of a child protection plan.</p>	<ul style="list-style-type: none"> a declining number of children who are obese upon entering Reception.

Primary

Childhood in Barnet is safe and fun, with lots of opportunities to grow and develop through education, leisure and play.

There are currently over 28,000 children living in Barnet who are between the age of 5 and 11, and 25,700 children being educated in Barnet's primary schools. Children of this age group achieve well over all, with at least two thirds achieving at expected academic levels by the time they leave primary school.

We recognise that there is more to childhood than school; children at primary level should be enjoying life, be safe in their environments and be making healthy lifestyle choices.

Priority	What does this mean?	How will we judge success?
1. Provide exciting and supportive learning experiences in welcoming schools	Barnet's primary schools do provide these learning experiences - the vast majority of are rated good or outstanding and standards are above the national average. A good range of choice is available to parents, and schools generally cater well for a spectrum of abilities and needs. The main challenge facing the partnership is maintaining these high standards and ensuring Barnet's schools keep up with emerging national requirements. This could include schools supporting each other to improve standards through exchange of expertise or sharing good practice	<ul style="list-style-type: none"> • a decline in the numbers of children judged to be obese in Year 6 • a growth in the number of schools who feel confident in identifying additional needs among their pupils and referring on for support
2. Work with schools and families to join up education, health and safety services	Teachers in Barnet schools have the greatest amount of professional contact with Barnet's children and as such, are able to identify issues early and make contact with partners when additional support needs to be put in place. We will work to make services more joined up and easy to access, with service users at their heart. This could include better communications to improve awareness of services available and making better use of school nurses.	<ul style="list-style-type: none"> • an increase in the number of children achieving above the floor targets in Year 6 • a decrease in the number of children who are persistently absent from school
3. Ensure children in need of support are identified early and appropriately supported in their early years.	In 2009/10, 12.7% of Barnet Reception children surveyed were found to be overweight and 10.6 were obese. By Year 6 15.1% of children were found to be overweight and 17.5% obese –above the national average. We will work with children and families to ensure they foster good habits early to stay healthy into adulthood. This could include parenting programmes or health providing resources to schools to help promote healthy eating.	<ul style="list-style-type: none"> • increase the % of children making 2 levels of progress in English between Key Stages 1 and 2.

Secondary

Children and young people feel supported to achieve and engage, while developing their identities and resilience.

There are 24,550 children between the ages of 11 and 16 in Barnet, and around 21,800 children educated in Barnet secondary schools. The January school census 2011 recorded that 143 different languages apart from English were spoken by pupils in Barnet schools.

By the time young people in Barnet reach the Secondary stage of their journey, they have a wide range of experiences and are forging their own individual identities.

Priority	What does this mean?	How will we judge success?
1. Offer opportunities for engagement and support, recognising the needs of the individual and supporting them to achieve	In the survey of children and young people in Barnet 90% of respondents were taking part in activities outside of school, within the borough. A range of activities is currently on offer across the borough, and we need to take action to mitigate the impact of the current economic climate on the equality, targeting, and longevity of these opportunities. This could include ensuring the sustainability of mainstream youth services through some charging.	<ul style="list-style-type: none"> • a declining number of children who are persistently absent from school or are excluded • improve school attendance among children identified as having 15% or more unauthorised absence or 3 fixed term exclusions • an increase in the number of children achieving 5 A* - C grades including English and Maths at GCSE
2. Work in partnership with schools to address the root causes of exclusion and poor attendance	Exclusion has a major impact on the young person's learning as well as contributing to issues of isolation, criminal activity and health. This could include behaviour training or making better use of data to ensure that support can be provided early on.	<ul style="list-style-type: none"> • Many professionals in Barnet feel supported by numerous and diverse networks in which they can share best practice, resources and challenge one another. We want to help facilitate the development of these networks to ensure that all professionals feel supported. This should raise awareness of services available to young people, helping to join them up and drive improvement for children and young people.
3. Build peer support networks among professionals to enable healthy mutual support and challenge that improves outcomes for young people	This could include working with primary schools to identify the most appropriate model of working together or expanding network meetings to be more inclusive	<ul style="list-style-type: none"> • an increase in professionals who feel supported by their local network.

Preparation for adulthood

Young people are ambitious for their futures and contribute positively to society.

There are around 12,000 17 - 19 year olds in Barnet, and a growing number of young people continuing to receive services between the ages of 19 and 25.

We want young people to feel ambitious about their futures and begin to prepare for independence, particularly economic independence.

Priority	What does this mean?	How will we judge success?
1. Enable young people to foster ambitious and realistic aspirations.	<p>We will support young people to have confidence in their abilities, be ambitious about their futures, set realistic goals and achieve these ambitions. Job Centre Plus reports a general lack of understanding and awareness of the jobs market and some young people are ill-prepared for the world of work. We need to work together to improve this situation. This could include effective use of the pupil premium or providing personalised and relevant advice in schools to enable young people to make well-informed choices about their futures.</p>	<ul style="list-style-type: none">an increase in the proportion of children with a statement of special educational needs moving towards independent livinga growth in the number of children achieving a level 2 qualification by the age of 19
2. Ensure services are integrated to support young people as they transition to adulthood	<p>We want children and young people who are in care or have special educational needs to have a positive transition into adulthood. We will put the appropriate support in place to help them to achieve their potential and live lives that are as independent and fulfilling as possible. If young people need to transition to Adult Social Care in their journey to adulthood, we will make this as seamless and positive as possible. This could include a multi-agency programme for young people leaving care or better joint planning with young people with high levels of disability and complex needs.</p>	<ul style="list-style-type: none">a rise in the percentage of care leavers in employment, education or trainingan increase in the percentage of young offenders engaged in suitable education, employment or training
3. Offer relevant and tailored learning and employment opportunities.	<p>We want all young people to be prepared for the world of work and will ensure there is a broad range of educational & training opportunities (incl. apprenticeships) that meet the needs of all Barnet residents. We know that the right skills and early experiences of training and employment help to foster economic independence for the rest of a young person's life but that more can be done to make sure some young people are able to participate and achieve. This could include building a residential unit as a step to supported living for young people with learning difficulties and / or disabilities or the creation of a studio school to provide a more business orientated learning experience.</p>	<ul style="list-style-type: none">a decline in the percentage of 16 to 19 year olds who are not in education employment or training.

Early intervention and prevention

Intervening early improves outcomes for children, young people and families, enabling them to thrive

TA whole family approach to early intervention and prevention that joins up support from all partners not only gives children and young people the best life chances but is vital to our financial sustainability.

Early identification, targeting and planning of interventions, working in partnership and sharing information at the appropriate level are at the heart of our approach.

Priority	What does this mean?	How will we judge success?
1. Take a whole family approach to improving outcomes for children and young people.	<p>The partnership is committed to supporting communication, emotional, physical and social development in families and addressing risk factors early on. We will help parents to maximise their skills as we aim to give their children the best start, including supporting families affected by domestic abuse.</p> <p>This could include supporting families with employment or housing issues.</p>	<ul style="list-style-type: none"> decrease the number of households with children living in temporary accommodation
2. Strengthen early identification and intervene early to improve life chances for those living in the most difficult situations.	<p>Children and young people who have chaotic lives at home need early support to help minimise the impact of these difficulties on their development and later lives. Identifying and addressing needs at an early stage can help to prevent the difficulties that they can experience from arising. We aim to ensure that children and young people receive the right support at the right time, so that problems are addressed well before reaching ‘crisis point’.</p> <p>This could include intensive support from a family focus worker, improving the identification of neglect or targeted youth and play opportunities.</p>	<ul style="list-style-type: none"> decrease the number of children in care per 10,000 of the under 18 population reduce the number of 17 and 19 year olds who are not in education, employment or training
3. Reduce the involvement of children and young people in crime and anti-social behaviour.	<p>Crime rates in Barnet are relatively low amongst children and young people, and we are committed to reducing them further, particularly through partnership working between the police and youth justice system as well as working intensively with families to alleviate the drivers of criminal and anti-social behaviour. This could include supporting young people to cope with peer pressure, Kickz football schemes to engage young people in positive activities or membership of the Cadet organisations.</p>	<ul style="list-style-type: none"> reduce the number of young people offending.

Keeping children and young people safe

Children and young people are safe in their homes, schools and around the borough, with an ability to develop healthy relationships with others.

The partnership will work together to protect children from harm to ensure their safety and welfare, in particular through the work of the Barnet Safeguarding Children Board. The Children's Partnership has recognised a need to develop its quality assurance to help keep our children and young people safe.

Priority	What does this mean?	How will we judge success?
1. Address unhealthy relationships based on exploitation and build aspirations for the future.	We will work to broaden awareness and support around bullying and vulnerability to exploitation to identify and support vulnerable children and young people. We want to identify exploitation early, ensure children and young people are safe and then reduce the impact of exploitation on their aspirations and plans for the future. This could include a multi-agency approach to domestic violence and raising awareness of sexual exploitation and developing services for young people most at risk.	<ul style="list-style-type: none"> average time between a child entering care and moving in with its adoptive family, for children who have been adopted (days) proportion of children and young people who have been victim of exploitation who feel ambitious for their futures and prepared to reach their ambitions
2. Ensure services are integrated to support young people as they transition to adulthood	There is often significant peer pressure affecting children and young people, to enter into activities that may not keep them safe, in particular to use drugs and alcohol. We will educate young people on the effects and outcomes of these activities, and provide access to a range of services to get advice, socialise together and keep themselves positively engaged. We will work as a partnership to ensure early intervention with individuals identified as being at risk of progression towards prolific violent offending as part of a group or gang and focus on an anti-drugs and anti-gangs message within primary and secondary education in Barnet. This could include working with youth forums to gain a better understanding of the impact of bullying in Barnet and how the partnership could work to combat this, better use of intelligence products combining multi agency data sets, and the establishment of a Multi Agency Gang meeting.	<ul style="list-style-type: none"> reduce the number of young people admitted to hospital with alcohol specific conditions percentage of children at the virtual school meeting the targets in their Personal Education Plans children subject to a child protection plan, where neglect is the main characteristic
3. Protect children at risk of harm and support them to achieve their potential	We want all young people to be prepared for the world of work and will ensure there is a broad range of educational & training opportunities (incl. apprenticeships) that meet the needs of all Barnet residents. We know that the right skills and early experiences of training and employment help to foster economic independence for the rest of a young person's life but that more can be done to make sure some young people are able to participate and achieve. This could include building a residential unit as a step to supported living for young people with learning difficulties and/or disabilities or the creation of a studio school to provide a more business orientated learning experience.	<ul style="list-style-type: none"> reduction in number of individuals identified through the gang matrix approach reduced level of offending risk for those on the gang matrix list.

Targeting resources to narrow the gap

Targeted, personalised support for those most at risk of not achieving their potential, helping to reduce inequalities.

Narrowing the gap means improving the rate of progress and outcomes for children who are at risk of underachievement.

They are those children and young people whose educational achievement may be affected by factors relating to their ethnicity, gender or their social, cognitive and linguistic development

Priority	What does this mean?	How will we judge success?
1. Ensure that the families of children and young people at risk of underachievement, support their learning at home.	A significant body of research now points towards the importance of the home learning environment, from an early age and throughout the child's journey, to the life chances of children and young people. It will be important to work in partnership to ensure that children's lives outside their education, support their participation, learning and on-going development. This could include outreach from children's centres or schools running homework sessions for the whole family.	<ul style="list-style-type: none"> reduce the achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stage 2 (Level 4+ in both English and maths)
2. Continue to support children and young people's mental health and emotional wellbeing.	We must ensure that we address health, including mental health, both as a cause and consequence of poverty. We will work to join up resources to support the commissioning of integrated services for children and young people with emotional and mental health difficulties. Poor emotional wellbeing can prevent children and young people from achieving and may mean that they disengage entirely, having a major impact on their educational and personal development. This could include provision of therapies in schools.	<ul style="list-style-type: none"> increase the % of children with Special Education Needs (SEN) achieving 5 or more A*-C GCSE including English and Maths at Key Stage 4 increase the % looked after children making the expected level of progress in English and Maths between Key Stages 2 and 4
3. Enable those with Special Educational Needs, Learning Difficulties and Disabilities and complex needs to achieve their potential	Over the past five years there has been a general improvement in the attainment of pupils with SEN and those eligible for free school meals (FSM) at both Key Stage 2 and Key Stage 4. The attainment gap between pupils eligible for FSM and those not eligible is narrower at KS2 than at KS4 and at KS4 the gap is narrowing. Changes to the local authority capacity to support schools may impact on the pace of change. This could include travel training or special schools providing additional support within mainstream schools.	<ul style="list-style-type: none"> ensure waiting times for CAMHS services are as low as possible.



For more information, please contact:
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AGENDA ITEM 6
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NHS North Central London

Meeting:	Date:	Agenda Item No:
Children's Trust Board	24 th April	

Title of paper:
Developing a Partnership approach to Early Intervention

Summary of paper:

- Significant savings required across the public sector over the next period. Investment in Early Intervention can help us meet this spending challenge.
- However, savings generated by early intervention are diffuse across the partnership, and often difficult to estimate precisely.
- Developing a single strategy across the partnership should generate the best results because this takes into account inter-dependencies, reduces duplication, and allows for consistency monitoring
- Within the Council we have mapped our early intervention provision; identified the key drivers of cost and poor outcomes, and proposed a set of principles for 'good early intervention'.

Action required by board:

Partners at the Children's Trust Board are asked to agree:

- **To commit to creating a shared plan for Early Intervention**
- **As a first step, partners to provide staff resource to map out the Early Intervention provision within their agency, and the key dependencies between services.**
- **Bring back integrated plan to Children's Trust Board**

Author of paper

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Developing a Partnership approach to Early Intervention

Family Services Delivery Unit

Children's Trust Board

April 2013

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- 1. Summary**
- 2. Context: rationale for a partnership approach to early intervention**
- 3. Barnet Council's early intervention service**
- 4. Next steps- developing the partnership approach**

1. Summary

- Significant savings are required across the public sector over the next period. Investment in Early Intervention can help us meet this spending challenge.
- However, savings generated by early intervention are diffuse across the partnership, and often difficult to estimate precisely.
- Developing a single strategy across the partnership should generate the best results because it takes into account inter-dependencies, reduces duplication, and allows for consistency monitoring so that resources can be deployed where they are most effective
- Within Barnet council, we have: mapped our early intervention provision; identified the key drivers of cost and poor outcomes (DV, mental health and substance mis-use being the key issues for Barnet children and families); and proposed a set of principles for 'good early intervention' - which focus on taking a whole family approach, intervening as early as possible, and using a consistent monitoring framework.

Partners at the Children's Trust Board are asked to agree:

- 1. To create a shared plan for Early Intervention across the partnership**
- 2. As a first step, partners to provide the resource to map out the Early Intervention provision within their agency, and explore key dependencies between services within the partnership.**
- 3. Bring back integrated plan to Children's Trust Board**

2. Context

Significant savings required in the public sector:

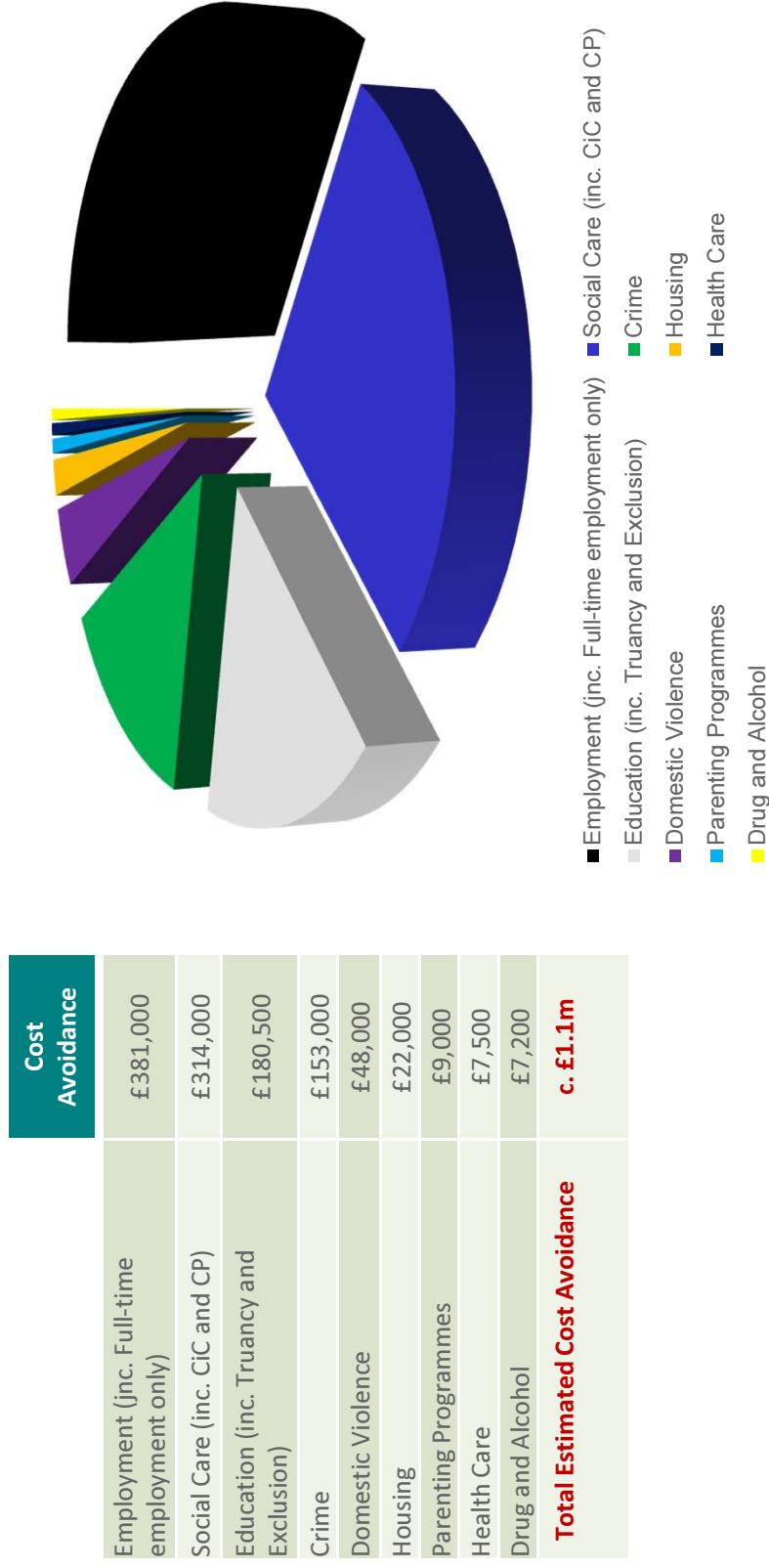
- £100 billion p.a. government deficit
- £180 million **savings** for the Barnet partnership up to 2020
- £70 million for the council up to 2020
- £6.2 million for Children's Services by start of financial year April 2015

2.1 We know early intervention works and makes savings-for example....

- Action for Children and the New Economics Foundation estimated early investment, the economy could deliver returns to the public sector of **£486 billion over 20 years**
- **Social** - Early intervention programmes for low-income 3 & 4 year olds generated savings of **2½ times** investment
- **Health** - Family Nurse Partnership estimated to generate savings **5 times** the cost of the intervention
- **Education** - Benefits associated with introduction of literacy hour in the UK estimated to exceed costs at a ratio of **27:1**

2.2 An example of Early Intervention generating savings in Barnet for the Partnership

A case study of 109 ‘troubled families’ cases showed significant impact



- The entire programme has worked with around 500 families – estimated cost avoidance of c£5m over three years .
- In this analysis, the council received c30% of the benefit of early intervention, c70% of benefits accrued to the broader partnership – demonstrating the diffuse nature of savings; also points towards ‘community budget approach’

2.3 Early Intervention: why take a Partnership approach?

- Interventions made by one set of partners have cost implications for other partners (the so called “externality” issue)
- Partners may have similar sets of early intervention schemes, and so there are opportunities for efficiency and alignment by taking a single approach
- a co-ordinated approach allows for comparison of effective interventions across the partnership, and potentially re-aligning resources to where interventions are most effective
- Best practice guidance from the Early Intervention Foundation clear that a strong partnership approaches are more effective

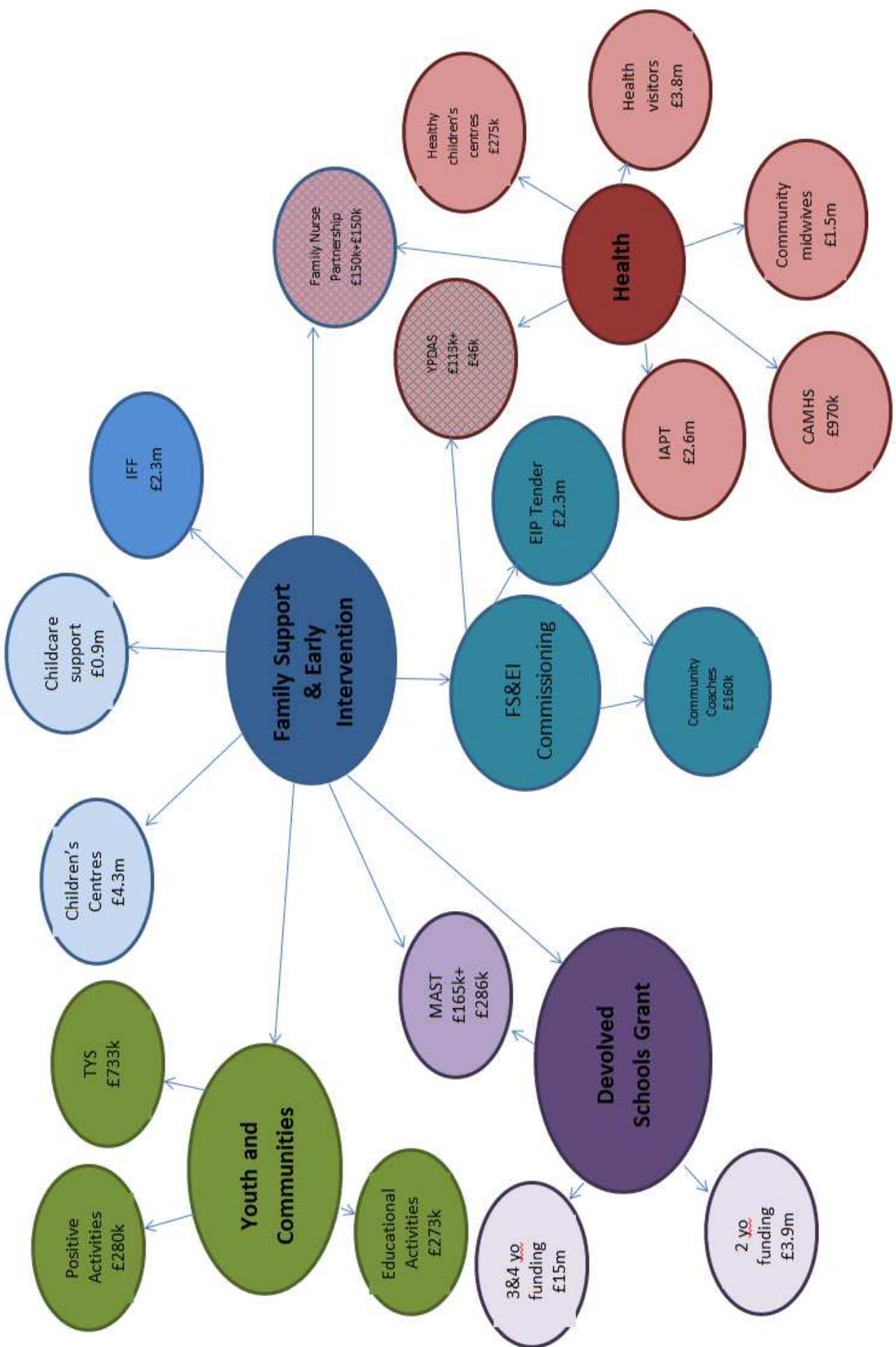
3. Early Intervention - the issues in Family Services, Barnet Council

So far we have:

- i) mapped our early intervention provision within the council**
- ii) Studied case files to look at what drives costs and poor outcomes, and brought together key themes**
- iii) Developed key principles about how we want to approach Early Intervention going forward**
- iv) Developed success measures**

3.1 What does Barnet Council provide?





3.2 Key themes- what drives poor outcomes and high costs?

Through case analysis of Looked After Children, Child Protection Plans and CAFs we have identified the following themes as drivers of poor outcomes and high costs:

1. Families affected by **domestic violence**
2. Those affected by **alcohol and/or drug misuse** issues, or living with a parent or carer with these issues
3. Children, young people or adults with **mental health** issues
4. Families where the ability to **parent** is limited
5. Families experiencing long term **unemployment**
6. Those involved with the police or the **criminal justice system**
7. Children who are regularly **missing school** or children who are not **school ready**
8. Those at risk of **child sexual exploitation**

3.3 Principles will underpin our approach

- 1. Intervening as early as possible – in the life of a child and the life of a problem**
- 2. Taking a whole family approach**
 - Working with the whole family
 - Different agencies working seamlessly together
 - Addressing multiple issues simultaneously
- 3. Using evidence-based interventions and monitoring them effectively**

3.4 Monitoring & Targets

We are now generating a set of indicators which will be used to monitor the success of our Early Intervention provision

- Measures of success ‘pre-CAF’
- Number of CAFs initiated by different professionals (schools, Health Visitors)
- Throughput of CAFs – number of cases successfully ‘turned around’/‘needs met’
- Progress against key themes (e.g. DV, mental health, substance misuse)

4. Questions for discussion

- What should the respective role of schools, voluntary sector, police, health, JCP, housing and the Council be in an early intervention strategy?
- Should we look to explore community budget type approaches to early intervention across the partnership?
- Could we move to one measurement and terminology for early intervention across the partnership?
- **Do the Partnership agree to developing a shared plan for early intervention?**

In practice this would mean- partners to provide staff resource to map their current provision, examine interdependencies across the partnership, and work together to produce a joint plan/targets.