

MEETING**CHILDREN, EDUCATION & SAFEGUARDING COMMITTEE****DATE AND TIME****WEDNESDAY 6TH JUNE, 2018****AT 7.00 PM****VENUE****HENDON TOWN HALL, THE BURROUGHS, LONDON NW4 4BQ****TO: MEMBERS OF CHILDREN, EDUCATION & SAFEGUARDING COMMITTEE
(Quorum 3)**

Chairman: Councillor David Longstaff,
Vice Chairman: Councillor Rohit Grover

Councillors

Pauline Coakley Webb	Anne Clarke	Anne Hutton
Alison Cornelius	Reuben Thompstone	Nagus Narenthira
Val Duschinsky	Linda Freedman	Felix Byers

Substitute Members

Ammar Naqvi	Arjun Mittra	Eva Greenspan
Stephen Sowerby	Saira Don	Kathy Levine

In line with provisions in Article 3 of the Constitution, Residents and Public Participation, requests to submit public questions or comments must relate to a substantive item of business on the agenda and be submitted by 10AM on the third working day before the date of the committee meeting. Therefore, the deadline for this meeting is at 10AM, Friday 1 June. Requests must be submitted to Salar Rida at salar.rida@barnet.gov.uk

You are requested to attend the above meeting for which an agenda is attached.

Andrew Charlwood – Head of Governance

Governance Services contact: Salar Rida 020 8359 7113 Salar.Rida@Barnet.gov.uk

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Decisions of the Children, Education, Libraries & Safeguarding Committee

7 March 2018

Members Present:-

AGENDA ITEM 1

Councillor Reuben Thompstone (Chairman)

Councillor Bridget Perry (Vice-Chairman)

Councillor Pauline Coakley Webb

Councillor Alison Cornelius

Councillor Val Duschinsky

Councillor Helena Hart

Councillor Nagus Narenthira

Councillor Ammar Naqvi (Substitute)

Councillor Anne Hutton

Also in attendance

Denis Carey (Co-Opted Member)

Kevin McSharry (Co-Opted Member)

Gladys Vendy (Co-Opted Member)

Apologies for Absence

Councillor Kath McGuirk

Marilyn Nathan (Co-Opted Member)

1. MINUTES OF THE LAST MEETING

The Chairman of the Committee, Councillor Reuben Thompstone welcomed all attendees to the meeting.

It was **RESOLVED** that the minutes of the previous meeting of the Committee held on 16th January 2018 be agreed as a correct record.

2. ABSENCE OF MEMBERS

Apologies for absence were received from:

- Councillor Kath McGuirk who was substituted by Councillor Ammar Naqvi

3. DECLARATIONS OF MEMBERS DISCLOSABLE PECUNIARY INTERESTS AND NON-PECUNIARY INTERESTS

The following declarations were made at the meeting:

Councillor	Agenda Item(s)	Declaration
Anne Hutton	9	Declared a non-pecuniary interest by virtue of being a trustee for the Barnet Borough Arts Council

4. REPORT OF THE MONITORING OFFICER (IF ANY)

None.

5. PUBLIC QUESTIONS AND COMMENTS (IF ANY)

The Committee received two verbal comments from Mr Gerrard Roots and Councillor John Hart respectively. The Chairman thanked Mr Roots and Councillor Hart for their statements.

6. MEMBERS' ITEMS (IF ANY)

Councillor Coakley Webb presented the Member's item in her name. The Committee noted the details of the Member's item as set out in the report.

The Chairman welcomed the opportunity to review the impact of the new system and the changes once a calendar year when sufficient time has elapsed. In relation to the wording of the Member's item, the Committee agreed to amend the wording to include North Finchley:

*Hendon, Golders Green and ~~Hendon~~ **North Finchley** libraries*

Councillor Coakley Webb moved a motion which was seconded and agreed by the Committee to read as follows:

- *That the Committee receives the Annual Review Report on the changes and impact of the new library system. (Action: Forward Work Programme)*
- *That the Committee receives an update briefing from Officers outside of the meeting after the Local Elections on the current status and the impact of the changes so far following the reconfiguration.*

It was therefore **RESOLVED:**

1. **That the Children, Education, Libraries and Safeguarding Committee receive the Annual Review Report on the changes and impact of the new library system.**
2. **That the Committee receive an update briefing from Officers outside of the meeting after the Local Elections on the current status and the impact of the changes so far following the reconfiguration.**

7. UPDATE REPORT ON PROGRESS OF BARNET CHILDREN'S SERVICES IMPROVEMENT ACTION PLAN

The Chairman introduced the progress update report, noting the efforts that have been made and the journey ahead which still requires work to be done.

The Strategic Director for Children and Young People, Chris Munday presented the fourth progress update report to the Committee. Mr Munday briefed the Committee about the second Ofsted Monitoring Visit and the feedback letter attached to the report.

He spoke about the encouraging findings as set out in the Monitoring Visit Letter. The Committee also heard about the improvements made and the importance of maintaining and building on the work done so far.

Speaking on the theme Governance, Leadership and Partnership Mr Munday highlighted the training sessions delivered for Members and the sessions scheduled for the next months which includes a review of governance.

In relation to the theme Improving Assessments for Children, Mr Munday noted that much work has been delivered in this area to ensure that plans are robust, particularly around the improvement in positive engagement with partner agencies.

It was noted that prior to this meeting, 7th March 2018, a Member session was delivered with guest speaker Councillor Dick Madden, Cabinet Member of Children and Families at Essex County Council, about using governance to improve the quality of Children's Services. The Committee were informed that work towards embedding improvements will continue with Councillor Madden in the future.

Mr Munday spoke about the Right interventions, Right time theme which focused on developing an effective MASH. The Committee heard about the training delivered to partners on how the MASH functions and how to make effective referrals.

As recorded within the Monitoring Visit Letter, developments within this area have been made on the systems and processes to manage workflow and recording are better aligned. The Committee heard about the cultural changes needed to drive improvement, such as enabling staff to understand the importance and meaning of purposeful social work assessments and interventions with families.

The Committee welcomed the progress update report and queried the reasons for the variable standards of case recording found by inspectors.

Tina McElligott, Operational Director Early Help, Children in Need of Help and Protection explained that there was still work to be done for further improvement in this area. She briefed the Committee about the reasons for the variable standard which related to the discussions held outside normal working hours and engagement with other stakeholders such as health workers.

In response to a query on improving engagement in Strategy discussions, Mr Munday noted that work has been undertaken to review how best to continue to improve engagement with health professionals and make Strategy discussions work better as a partnership.

Responding to a comment on improving the quality of assessments, Ms McElligott spoke about the changes made in management framework and discussions held with staff about capability and performance. The Committee also heard about the measures being taken to imbed an improved systematic approach towards helping children, young people and families.

Ms McElligott responded to a comment about the figures for agency staff within the improvement plan data dashboard and explained that for Posts over Establishment there will be certain posts that can be filled by agency staff only. It was also noted that measures have been put into place to ensure assessments are carried out effectively, without unnecessary delays and that assessments do not delay safeguarding of children and young people.

Following a query from the Committee on missing children and young people, it was noted that work continues to be carried out closely with the Police including the sharing of information on a high frequent basis.

The Committee also noted that the focus of the next monitoring visit which will take place in April will be on vulnerable adolescents (child sexual and criminal exploitation and missing children).

The Committee commended the work delivered by the social work practice teams. The Chairman thanked the Committee for the discussion and noted the challenging and rewarding work done towards improving outcomes for children and young people.

It was unanimously **RESOLVED:**

- 1. That the Committee noted the progress of the Barnet Children's Services Improvement Action Plan as set out in paragraphs 1.4 to 1.50.**
- 2. That the Committee noted details of Ofsted's monitoring visit set out in paragraphs 1.11 to 1.19 and the monitoring visit feedback letter received from Ofsted attached in Appendix 1.**
- 3. That the Committee noted and scrutinised the performance information provided in paragraphs 1.51 to 1.61 and Barnet Children's Services Improvement Plan Data Dashboard attached in Appendix 2.**

8. EDUCATIONAL STANDARDS IN BARNET 2016/17

The Chairman introduced the report, which sets out validated results for 2016/17 assessments and national examinations, noting the positive results and the areas for further improvement. He invited Ian Harrison, Education and Skills Director, Barnet with Cambridge Education to join the meeting.

Mr Harrison presented the item highlighting the achievements, key performance figures achieved and areas of focus for improvement.

In response to a query on areas for improvement, Mr Harrison noted that Achievement of Disadvantaged Pupils and Looked after Children remain priority areas for improvement.

Following a comment from the Committee about Primary Attendance, Mr Harrison explained that despite improvements, this will be an area for review.

In relation to this issue, he informed the Committee that unauthorised leave is still the main problem. The review will involve working closely with colleagues, schools and Head Teachers to encourage greater attendance which impacts good achievement.

It was unanimously **RESOLVED:**

That the Committee noted the validated results for school performance in Barnet for the academic year 2016/17 as set out in Appendix A: Summary of Educational Standards in Barnet, 2016/17.

9. ARTS AND CULTURE STRATEGY FOR BARNET

The Chairman welcomed Ben Thomas, Strategic Lead for Children and Young People to join the meeting.

Mr Thomas presented the report and informed the Committee about the Arts and Culture Strategy which is set out in draft format at Appendix 1. It was noted that the Strategy will be a joint effort and once finalised will be published.

In response to a query from the Committee about representation from other organisations, Mr Munday noted that a plan will be developed that will operate under the Strategy. The plan will be supported and developed by the Arts and Culture Board.

Following suggestions from the Committee about representation from other bodies such as Barnet Borough Arts Council and CommUnity Barnet – Mr Thomas welcomed the suggestions to seek engagement from other organisations which would contribute to discussions and bring different perspectives.

It was unanimously **RESOLVED**:

- 1. That the Children, Education, Libraries and Safeguarding Committee noted the partnership activity to date to develop a draft Arts and Culture strategy.**
- 2. That the Children, Education, Libraries and Safeguarding Committee agreed the Arts and Culture strategy set out in Appendix 1.**
- 3. That the Children, Education, Libraries and Safeguarding Committee delegated authority to the Strategic Director for Children and Young People to finalise the strategy document for publication, including agreeing suitable images.**
- 4. That the Children, Education, Libraries and Safeguarding Committee noted the progress on the establishment of a resource to kick start the use of incidental and ‘meanwhile use’ space in the borough.**

10. COMMITTEE WORK PROGRAMME

The Committee noted the standing item on the agenda which lists the items for consideration by the Committee in 2018. It was noted that the Forward Work Programme was updated with a request for a report at a future meeting which will be included on the Forward Work Programme.

RESOLVED that the Committee noted the Forward Work Programme for 2018.


11. ANY ITEM(S) THAT THE CHAIRMAN DECIDES ARE URGENT

The Vice-Chairman of the Committee, Councillor Bridget Perry thanked the Chairman for his work and efforts and wished him all the best for the future.

The Chairman thanked Councillor Helena Hart, Chairman of the Health and Wellbeing Board and the Vice-Chairman, Councillor Bridget Perry for their contributions.

The meeting finished at 9.15 pm

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	AGENDA ITEM 6 <h2 style="text-align: center;">Children, Education and Safeguarding Committee</h2> <h3 style="text-align: center;">6 June 2018</h3>
Title	Members' Items in the names of <ul style="list-style-type: none"> - Councillor Nagus Narenthira – Self-harm and suicide amongst children and young people and - Councillor Pauline Coakley Webb – Tackling loneliness amongst young people.
Report of	Head of Governance
Wards	All
Status	Public
Enclosures	None
Officer Contact Details	Salar Rida, Governance Officer Email: Salar.Rida@Barnet.gov.uk Tel: 020 8359 7113

<h3>Summary</h3>
The report informs the Committee of two Member's Items and requests instructions from the Committee.
<h3>Recommendations</h3>
<ol style="list-style-type: none"> 1. That the Committee's instructions in relation to the Member's items are requested.

1. WHY THIS REPORT IS NEEDED

- 1.1 Two Members of the Committee have requested that the items tabled below are submitted to the Children, Education and Safeguarding Committee for consideration and determination. The Committee are requested to provide instructions to Officers of the Council as recommended.

Councillor	Member's Item
Nagus Narenthira	<p>I request that a report is brought to the next Children, Education and Safeguarding Committee with details of trends over the last five years for self-harming and suicide amongst children and young people in Barnet, including what work is being done to prevent this and support young people with mental health difficulties.</p>
Pauline Coakley Webb	<p>Research by ACEVO (Association of Chief Executives of Voluntary Organisations) shows that nearly half of young people in the UK often feel lonely, compared to only a quarter of over 65s; and that young Londoners are twice as likely to feel lonely as their peers in other parts of the UK.</p> <p>Youth communications charity, Exposure, have worked with students from Barnet & Southgate College, The Compton School and Woodhouse College to produce a video - 'Message to Sweet Pea' - highlighting loneliness faced by young people in London.</p> <p>I ask for a report to come to the next meeting of the Children, Education & Safeguarding Committee on what LB Barnet is doing to tackle loneliness amongst young people.</p> <p>I also ask the Committee to invite Exposure and their young volunteers to come to the next meeting and give a presentation on the issue.</p> <p>[Link to film by Exposure and Barnet young people: http://exposure.org.uk/2018/05/new-film-addressing-youth-loneliness-released/]</p>

2. REASONS FOR RECOMMENDATIONS

- 2.1 No recommendations have been made. The Committee are therefore requested to give consideration and provide instruction.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

3.1 Not applicable.

4. POST DECISION IMPLEMENTATION

4.1 Post decision implementation will depend on the decision taken by the Committee.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

5.1.1 As and when issues raised through a Member's Item are progressed, they will need to be evaluated against the Corporate Plan and other relevant policies.

5.2 Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)

5.2.1 None in the context of this report.

5.3 Legal and Constitutional References

5.3.1 The Council's Constitution (Members of the Council, Article 2) states that a Member, including appointed substitute Members of a Committee or Sub-Committee may have one item only on an agenda that he/she serves. Members' items must be within the term of reference of the decision making body which will consider the item.

5.4 Risk Management

5.4.1 None in the context of this report.

5.5 Equalities and Diversity

5.5.1 Members' Items allow Members of a Committee to bring a wide range of issues to the attention of a Committee in accordance with the Council's Constitution. All of these issues must be considered for their equalities and diversity implications.

5.6 Consultation and Engagement

5.6.1 None in the context of this report.

6. BACKGROUND PAPERS

6.1 None.

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	<p>AGENDA ITEM 7</p> <p>CHILDREN, EDUCATION and SAFEGUARDING COMMITTEE</p> <p>6 June 2018</p>
<p style="text-align: right;">Title</p>	<p>Update report on progress of Barnet Children's Services Improvement Action Plan</p>
<p style="text-align: right;">Report of</p>	<p>Chairman of the Committee, Councillor David Longstaff</p>
<p style="text-align: right;">Wards</p>	<p>All</p>
<p style="text-align: right;">Status</p>	<p>Public</p>
<p style="text-align: right;">Urgent</p>	<p>No</p>
<p style="text-align: right;">Key</p>	<p>No</p>
<p style="text-align: right;">Enclosures</p>	<p>Appendix 1: Ofsted Monitoring visit letter Appendix 2: Family Services Performance Report</p>
<p style="text-align: right;">Officer Contact Details</p>	<p>Chris Munday Strategic Director for Children and Young People Chris.Munday@barnet.gov.uk</p>

Summary
<p>Children’s services in Barnet were judged by Ofsted to be inadequate when Ofsted undertook a Single Inspection Framework (SIF) during April and May 2017. The Council fully accepted the findings of the report and is working collectively with the partnership to drive the improvements needed to transform social care services for children, young people and their families from inadequate to good rapidly. In response to the recommendations and areas for improvement identified by Ofsted, the Barnet Children Services Improvement Action Plan was developed and a final version presented to Committee in November 2017.</p>
<p>In April 2018, Ofsted conducted the third monitoring visit of Children’s Services, which focussed on vulnerable adolescents across a range of teams including children in need, children subject to child protection and children looked after. The update on Barnet Children’s Services Improvement Action Plan includes reference to this monitoring visit. The Monitoring Visit feedback letter has been included in Appendix 1.</p>
<p>This report provides an update on progress of Barnet Children's Services Improvement Action Plan to ensure scrutiny by elected members in improving the effectiveness of the local authority in protecting and caring for children and young people as a corporate parent. This is the fifth update report to be received by Committee and the reporting period for progress is March and April 2018. The update on progress is structured according to the seven improvement themes in the action</p>

plan, and Family Services Performance Report has been included in Appendix 2.

Recommendations

- 1. That the Committee note the progress of the Barnet Children's Services Improvement Action Plan as set out in paragraphs 1.4 to 1.56.**
- 2. That the Committee note details of Ofsted's monitoring visit set out in paragraphs 1.11 to 1.20 and the monitoring visit feedback letter received from Ofsted attached in Appendix 1.**
- 3. That the Committee note and scrutinise the performance information provided in Appendix 2.**

- 1.1 Children's services in Barnet were judged by Ofsted to be inadequate when Ofsted undertook a Single Inspection Framework (SIF) of these services in April and May 2017.
- 1.2 The Council fully accepted the findings of the report and is working collectively with the partnership to drive the improvements needed to transform social care services for children, young people and their families from inadequate to good rapidly.
- 1.3 To enhance scrutiny by elected members to support and challenge this continuous improvement, it was agreed at Children, Education, Libraries and Safeguarding (CELS) Committee in July 2017 that an update on the progress of implementing improvements will be a standing item on committee agendas. This is to ensure the local authority is effective in protecting children in need and caring for children and young people as a corporate parent.

Barnet Children's Services Improvement Action Plan

- 1.4 In July 2017 CELS Committee was presented with the recommendations and areas for improvement highlighted by Ofsted along with a draft Improvement Action Plan developed in response to these, which Committee approved for consultation. Committee also delegated authorisation to complete and submit the plan to the Strategic Director for Children and Young People in consultation with the Chief Executive and Lead Member.
- 1.5 The action plan was finalised as *Barnet Children's Services Improvement Action Plan* and submitted to Ofsted and the Department for Education. The Strategic Director received confirmation from Ofsted on 31 October 2017 that "*the plan satisfactorily reflects the recommendations and priorities of the inspection report*".
- 1.6 The action plan sets out the improvement journey and gives focus to transform services, especially social care, from inadequate to good rapidly. The action plan is in line with the three core strategic objectives that cut across all our plans for children, young people and families and underpin the systemic and cultural change needed to drive improvement within the borough:

- Empowering and equipping our workforce to understand the importance and meaning of purposeful social work assessments and interventions with families
- Ensuring our involvement with the most vulnerable children in the borough positively impacts on their outcomes
- Providing Practice Leadership and management throughout the system to ensure progress is made for children within timescales that are appropriate and proportionate to their needs and that practitioners are well supported, child curious and focused

1.7 The action plan has two elements of improvement planning which are complementary. The first being the turnaround priority that has a forensic focus on social work practice driving our capacity and capability to transform at pace and the second being a series of improvement themes:

1. Turnaround priority: To drive sustainable Practice Improvement at pace

Improvement themes

2. Governance Leadership, and Partnership
3. Embedding Practice Leadership
4. Right interventions, right time (Thresholds)
5. Improving Assessment for children
6. Improving Planning for children
7. Effective Communications and Engagement to drive culture change that will improve children's lives.

Update on progress since the last report:

1.8 This is the fifth update report to be received by Committee and the reporting period for progress is March and April 2018.

1.9 The update on progress is structured according to the seven improvement themes in the action plan. Under each improvement theme there is a description of the theme and an update on key activities since the previous update report. There is a detailed update on the turnaround priority to drive sustainable practice improvement at pace.

1. Turnaround priority: To drive sustainable Practice Improvement at pace

1.10 This theme is driving the quality of social work practice to turn around at pace to ensure children's outcomes are improved.

1.11 **Ofsted monitoring visit and report**

Ofsted undertook a Monitoring Visit on 25 and 26 April 2018. This was the third monitoring visit since Barnet Children's Services were judged inadequate in July 2017. The monitoring visit focussed on vulnerable adolescents across a range of teams including children in need, children subject to child protection and children looked after, looking at:

- the effectiveness of partnership working for vulnerable adolescents
- the effectiveness of management oversight and supervision
- the quality of assessments and planning

1.12 All the children's cases reviewed had been considered at the multi-agency sexual exploitation (MASE) panel or were deemed to be at high risk of being missing, gang affiliation or criminal exploitation. The visit considered a range of evidence, including electronic case records, supervision files and notes, case management records, performance data, audits and progress reports.

1.13 Inspectors noted that there was continued progress and consolidation of recent improvements seen in the first and second monitoring visit and reported that senior leaders and managers are appropriately focussed on embedding the cultural change required to improve and embed good social work practice. Inspectors found:

- Better establishment of improved quality assurance processes and an increase in permanent staffing;
- Expertise and support being provided to senior leaders by the improvement board and local authority partner to appropriately monitor the implementation of improvements to services;
- Practice for children at risk of child sexual exploitation (CSE) and missing as well embedded operationally and strategically;
- Improvements in practice and more effective oversight of gang affiliation, radicalisation and criminal exploitation since development of the strategic scope of these areas took place in October 2017;
- Less case work was of an inadequate standard than on previous monitoring visits, and most children were being appropriately safeguarded.

1.14 Inspectors noted staff morale was good, and that staff stated that they enjoyed working in Barnet. It was recognised that workforce development activities are effective and wide ranging, and social workers have manageable caseloads, although a very small number of staff in one team reported case work pressures. New staff are being recruited to vacancies and permanent staffing is continuing to stabilise.

1.15 For vulnerable adolescents at high risk of exploitation, Ofsted found that the strategic and operational processes in place are providing effective scrutiny, advice and guidance to multi-agency partners and social workers; leading to improved safeguarding practice.

- 1.16 Inspectors saw evidence that social workers are routinely attending multi-agency strategy meetings for the cohort of young people considered during the visit, however, noted gaps in health and police attendance, thus limiting the effectiveness of the meetings. Return Home Interview (RHI) take up is low and is not effectively engaging all children, however, information from RHIs is informing safeguarding action.
- 1.17 There is more work to do to improve the identification of risk, and use of risk assessments within case recording to ensure all risks for children are fully addressed, children do not become looked after in reactive or emergency situations and professionals are not over optimistic about the nature of risks faced by adolescents.
- 1.18 Practice was found to be variable standards of practice in several other areas, including:
- Quality of assessments
 - Plans for children
 - Supervision quality and frequency
- 1.19 The pace of change within Barnet has remained consistent and focussed, with inspectors noting that it is beginning to raise practice standards. It was recognised that senior leaders are aware that there are still areas of considerable challenge before practice is of an overall good standard. The inspector's letter received following this monitoring visit can be found in Appendix 1.
- 1.20 The next monitoring visit will take place on 31 July and 1 August 2018 focussing on children in care and care leavers.

2. Governance Leadership, and Partnership

- 1.21 This theme focuses on strengthening systems leadership for children with sufficient capacity and capability at all levels and governance arrangements that prioritise children and add value to improvements. The theme also seeks to ensure effective corporate support is in place which understands the role of social workers and reflects a collective ambition for children in the borough.
- 1.22 There has been recruitment to all but one Team Manager posts across Children's Social Care; recruitment of Social Workers remains a challenge, as such there has been increased focus on a 'grow your own' approach resulting in a successful round of recruitment for Newly Qualified Social Workers (ASYE) in which 24 applications were received following a brief period of advertisement, of these 22 were shortlisted for assessment and 10 Newly Qualified Social Workers were appointed.
- 1.23 In May 2018 4 Team Managers and 3 Advanced Practitioners were appointed and 2 were offered social work roles with a further 8 agency social workers being onboarded.

- 1.24 There are on-going discussions with a number of agency social workers about permanent employment options. Assessment days were held throughout April and will continue in May 2018.
- 1.25 We continue business as usual advertising and talent searching through recruitment agencies.
- 1.26 Training is underway for newly elected Members; a Safeguarding and Corporate Parenting responsibilities training will take place in May 2018 as part of the new member's induction programme. Further training will be delivered throughout 2018.

Care Quality Commission (CQC) inspection

- 1.27 The CQC is the independent regulator of health and social care services in England. Their role is to make sure that health and social care services provide people with safe, effective, compassionate and high-quality care, and encourage them to make improvements.
- 1.28 On 15 February 2018, Barnet Clinical Commissioning Group (CCG) received notification of review of services for looked after children and safeguarding commencing 19 February and ending on 23 February. The review was conducted under section 48 of the Health and Social Care Act 2008 and focussed on the quality of health services for looked after children, and the effectiveness of safeguarding arrangements for all children in the area.
- 1.29 The lines of enquiry for the inspection were:
- The experiences and views of children and their families.
 - The quality and effectiveness of safeguarding arrangements in health including:
 - Assessing need and providing early help.
 - Identifying and supporting children in need.
 - The quality and impact of child protection arrangements.
 - The quality of health services and outcomes for children who are looked after and care leavers.
 - Health leadership and assurance of local safeguarding and looked after children arrangements including:
 - Leadership and management.
 - Governance.
 - Training and supervision.
- 1.30 The inspection findings are due to be published imminently. The actions emerging from the inspection will be monitored through the Improvement Board to ensure effective alignment of activity.

3. Embedding Practice Leadership

- 1.31 This improvement theme seeks to strengthen practice leadership through effective management oversight and increased capacity.
- 1.32 Ahead of the April Ofsted monitoring visit, an audit report was prepared which provided overview and analysis of 60 thematic audits undertaken on Vulnerable Adolescents (i.e. at risk of Child Sexual Exploitation (CSE), Gangs, Missing and NEET) between January and April 2018. The report examined the experiences of 23 of these children. There was evidence of management oversight on 17 sampled cases, but individual monthly reflective supervision was less evident. There was additional evidence of good group supervision held on some cases, led by a Practice Development Worker and utilising the 'Signs of Safety' model.
- 1.33 Feedback from the most recent Ofsted monitoring visit aligns with our audit findings, that supervision is still variable in quality, but with evidence that recent management oversight is improving and supervision is providing a better management grip. Managers have all received supervision training and are being supported by the Practice Development workers in applying this learning to how they support staff. Where audits are graded as inadequate, auditors complete '4R' reflective sessions and Ofsted noted that this is providing management oversight whilst supporting social workers to understand what good looks like.
- 1.34 In the period from April 2017 to the end of March 2018, 1329 staff from across Family Services attended 116 courses provided by the Workforce Development Team. Of these, 924 were from Social Care and 315 from Early Years, Early Help or another area in Family Services. Ofsted noted the good availability of training for staff in the feedback from their most recent monitoring visit.
- 1.35 Embedding learning has become a key priority as the year has progressed. Social Work Managers are being supported in their roles to ensure that Social Workers get meaningful reflective supervision, with 26 managers attending training on this in the last 12 months. Over the next year we expect to see learning from the Systemic Leadership and Management training being implemented and having an impact on both managers and social workers

4. Right interventions, right time (Thresholds)

- 1.36 This theme is focused on developing an effective MASH and proportionate, effective and timely decision making across the whole social care system.
- 1.37 There has been regular review of all children passed to Children's Social Care for assessment to ensure that the threshold for statutory assessment is applied correctly. This has provided evidence that thresholds are stronger but there is a need for the early help system to be able to manage lower levels of risk i.e. inappropriate chastisement. The early help system is piloting and embedding practice changes, that are strengthening and realigning multi-agency working, it is expected that this model will facilitate a greater shift of low level risk into the early help system so that families are not coming into the child protection system unnecessarily.

5. Improving Assessment for children

- 1.38 This theme focuses on strengthening risk assessments and ensuring child focussed assessments to ensure that plans are robust and focused on timely improvements for children and families.
- 1.39 The Barnet Vulnerable Adolescents Strategy 2018-2020 has now been agreed and published. The scope of this strategy crosses the domains of child sexual exploitation, missing children, gangs and criminal exploitation as the Barnet Safeguarding Children's Partnership (BSCP) recognises that a broader view of safeguarding is required when considering exploitation of children and young people.
- 1.40 The audit report prepared for the Ofsted visit in April 2018 provided information about both Sexual Exploitation and Missing (SEAM) meetings and strategy discussions. For most strategy discussions and SEAM meetings, the reason for convening was clear, thresholds had been appropriately applied and there was evidence of some effective liaison and joint work with involved professionals, particularly between Social Care and the Police.
- 1.41 In the Strategy Discussion domain 48% of sampled cases were graded *Good* and 30% were graded *Requires Improvement*. Cases graded *Requires Improvement* evidenced less robust application of thresholds and short delays in convening the Strategy Meeting. Practice would consistently be strengthened to *Good* by ensuring that, as a minimum, a representative from Social Care, Police and Health attend (or are involved in), all Strategy Meetings or Discussions. In addition, stronger evidence that risk assessment and decision-making is more consistently informed by what is in the best interests of the child, the available evidence, knowledge of child development and research into the impact of harm or abuse. This notable improvement in audit gradings provides evidence of improved compliance with statutory requirements.
- 1.42 Some Child & Adolescent Services previously commissioned from Barnet, Enfield and Haringey Mental Health Trust have been brought in-house. This includes CAMHS in Schools and CAMHS for Looked After Children. The local authority is building on this transfer to create an in-house clinical service that sites CAMHS expertise closer to social work assessment and care planning activities, the impact intends to improve psychological and systemic perspectives, reduce waiting time and referral on to specialist services and ensure children get the help they need promptly.

6. Improving Planning for children

- 1.43 This improvement theme seeks to ensure planning is child centred and that these plans achieve the best outcomes.

- 1.44 The findings from our most recent audit report shows that in the majority of cases children are seen, spoken to alone and encouraged to share their wishes and views, which are reflected in case recordings and care planning. In the sample, there was evidence of some positive direct work, with child focused intervention and appropriate support offered in some cases where, for example, it was clearly recorded that the child had been invited to meetings, encouraged to participate and been offered regular opportunities, and safe spaces, to share their views, wishes and feelings.
- 1.45 48% of sampled cases were graded *Requires Improvement* in the child's voice and engagement domain on the audit tool. In order to achieve a grading of *Good*, practice in some cases would be strengthened by social workers increasing the level of professional curiosity related to the child's lived experience and undertaking more meaningful direct work with them. In the majority of sampled cases there was also clear evidence of efforts made by social workers to build positive relationships with parents/carers, including father's, to involve them in the care and safety planning (where possible) for their child. Parents and carer's views were usually sought and reflected in completed assessments. However, in some cases, practice would be strengthened by social workers ensuring that the views of both parents are sought and recorded, that perceived disguised compliance is more robustly challenged, and observations are undertaken of the parent's relationship with the child.
- 1.46 A Children in Need panel and Permanency Tracking meetings have been established, chaired by Heads of service, to review plan and advise and direct teams in relation to smarter planning for children. This facilitates appropriate and swifter step-down to Early Help from Child in Need Planning and swifter escalation to Child Protection or permanency planning when positive change is not being achieved for the child. The permanency tracking meeting ensures that any drift in planning for children in care or subject to legal processes is avoided and that all permanence options are consider for children
- 1.47 There is a need for independent chairs of both Child Protection Conferences and Children in Care Reviews to provide greater scrutiny and challenge to care planning activity. To achieve progress in this area work is underway to develop the quality of meetings so that they have a greater child and family focus that is fixed on improving outcomes and creating plans that drive meaningful change. This will include children being invited to chair their own reviews
- 1.48 Monthly meetings of the multi-agency Corporate Parenting Officers Group (CPOG) review and track the priorities set out to ensure the joint planning for children in care and care leavers to improve their outcomes.
- 1.49 Young people attended the March 2018 CPOG meeting, and are next due to attend the June 2018 meeting as per the quarterly schedule. Updates from the March and April 2018 reporting period include:
- Finalising of the Voice of the Child Strategy 2018/19;
 - Young people feedback on the proposed children in care website and logo;

- Children in Care Council (#BOP) location and timetable changes to accommodate more young people;
- Introduction of focus groups chaired by Head of Service to provide opportunity for children in care and care leavers to feedback on the service they receive;
- Onwards and Upwards (Leaving Care service) beginning a piece of work to understand their experience of transition in Barnet;
- The establishment of a Tash and Finish Group to review savings for children in care;
- Refreshing of the Annual Children in Care Survey questions;
- Addition of #BOP feedback as an item on each CPOG meeting agenda;
- Introduction of a mental health service for care leavers within Onwards and Upwards.

1.50 Additional work progress from CPOG during this period includes a consultation on care leaver's and council tax.

1.51 A facilitated discussion was held with care leavers in response to the consultation on Council Tax on 21st March 2018, during which all care leavers agreed with the proposal. Comments from young people included:

Regarding the two-year exemption period:

- "why can't it be extended for longer? We should get it until [age] 24/25?"
- "If you have a job, depending on how much you get you should pay"

Regarding households with shared liability:

- "Halve it so the care leaver doesn't have to pay"
- "Care leavers shouldn't have to pay it"
- "Is there a way to have two different council tax bills for one house? Otherwise have the whole household at nil"
- "Just nil it by the house"

Additional feedback included:

- Concerns about young people in education not benefitting from the scheme.
- Young people living out of borough still being at risk of debt.
- Out of borough young people being disadvantaged.
- Care leavers being penalised when going in and out of university.

1.52 The Fostering Fortnight, from 14 to 27 May 2018, will be celebrated in Barnet through the following events:

- 16th May: A cake Sale facilitated by Recruitment Coordinators and Foster Carers at North London Business Park that will raise money for LIVE UNLIMITED and the Imagination Trust.
- 18th May: A stall at Spires Shopping Mall facilitated by Foster Carers and Care Leavers to raise awareness.
- 20th May: A 5K Fostering Walk at Golders Hill Park facilitated by Staff, Foster Carers and Care Leavers.

- 23rd May: A fostering Coffee Morning at Queensway Infant and Nursery School to raise awareness and recruit.
- 24th May: Foster Care Conference.
- 25th May: A Fostering Coffee Morning at Hollickwood School.
- 25th May: A Stall at Spires Shopping Mall facilitated by Foster Carers and Care Leavers.

1.53 From the January 2018 recruitment of foster carers has focussed on carers for sibling groups and adolescents. A total of 70 enquiries has been received. Of these, 8 applicants are currently at stage one, 22 are at stage two and 6 foster cares have been approved.

The improvements made to the Adoption and Fostering Panel is ensuring that there is no delay in approving new carers.

1.54 LIVE UNLIMITED a charity launched five months ago is aimed at helping our looked after children and care leavers follow their dreams and aspirations. The vision is that all looked after children and care leavers in Barnet should have equal chances to lead fulfilling lives. We are the first local authority in London to launch a charity like this and have established the Imagination Trust which is an individual small grants scheme.

Among the successful applicants were an aspiring boxer seeking gym membership, a budding photographer who requested a new camera lens needed for a photography course, and a young person wanting to take a sign language course to help her pursue a career working with hearing impaired children.

7. Effective Communications and Engagement to drive culture change that will improve children's lives

1.55 This improvement theme will develop connection via impactful two-way communication and engagement from the top to the bottom of the children's service and strong cross agency engagement and communication from top to bottom. The improvement journey needs to be owned by all. Ofsted reflect in the report from their monitoring visit that the pace of change has been 'consistent and focussed... [and] the quality of social work practice is now slowly improving', while noting that there are still areas of considerable challenge before practice is of a good standard and the need of children are well served. This remains an area of active focus.

Quantitative performance data

1.56 Quantitative performance data is based on activity in April 2018. Reporting is of indicators that are subject to additional focus through the Improvement Plan, with information about what needs to change and what is being done about it, as well as what is working well. The full Barnet Children's Services Performance Matters report and Director commentary has been included in Appendix 2.

2. REASONS FOR RECOMMENDATIONS

- 2.1 Members are asked to note progress to ensure scrutiny by elected members and improve the effectiveness of the local authority in protecting and caring for children and young people as a corporate parent.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 The continued monitoring of progress and impact of Barnet Children's Services Improvement Action Plan is integral to driving the continuation of the Family Services' improvement journey to ensure improved outcomes for children and families. The alternative option of maintaining the status quo will not make the desired improvements or improve outcomes at the pace required.

4. POST DECISION IMPLEMENTATION

- 4.1 As the primary driver of improvement, the Children's Service Improvement Board will oversee the delivery of the action plan and is ultimately responsible for its delivery. The Children's Services Improvement Board is independently chaired by the lead improvement partner (Essex County Council Executive Director) and will provide scrutiny and challenge as well as measure impact.
- 4.2 Operationally the Improvement Plan is driven and directed by the Operational Improvement Group chaired by the Strategic Director of Children's Services with senior representatives from key partner agencies. The group will oversee the day to day transformation of services and ensure effective communication and engagement with staff, children, young people and their families.
- 4.3 Reports on the progress of the action plan will be received by Children, Education and Safeguarding Committee, Health and Well-Being Board and Barnet Safeguarding Children's Board.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- The implementation of Barnet Children's Services Improvement Action Plan is a key mechanism through which Barnet Council and its partners will deliver the Family Friendly Barnet vision to be the most family friendly borough in London by 2020.
- This supports the following Council's corporate priorities as expressed through the Corporate Plan for 2015-20 which sets out the vision and strategy for the next five years based on the core principles of fairness, responsibility and opportunity, to make sure Barnet is a place;
 - Of opportunity, where people can further their quality of life
 - Where people are helped to help themselves, recognising that prevention is better than cure

- The Barnet Children's Services Improvement Action Plan looks to improve children's participation to ensure that all decisions and planning that affects them is influenced by their wishes and feelings. The action plan also includes actions to strengthen how the views and experiences of children, young people and their families influence service design. This feedback will also help monitor the impact of improvement activity.

5.2 Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)

- Policy and Resources Committee of June 2017 agreed to invest an additional £5.7m in Family Services, some of which has been invested to improve practice to ensure improvements are made which result in better outcomes for children, young people and families. The detailed breakdown of this additional £5.7 million is provided in item 7, CELS agenda 18 September 2017.
- MTFS savings for 2018 - 2020 have been reviewed in light of the Family Services improvement journey to consider achievability. The original target for CELS Committee for 2018/19 – 2019/20 was £8.303m, this has been fully reviewed and revised to £4.435m in the 2018/19 Policy & Resource Committee Business Planning Report. The report on the Children, Young People and Family Hubs – Outline Business Case, a CELS agenda item for 6 June 2018, outlines the initial proposals and timeline for achieving £1.471m within this target. All the savings proposals, including the additional items totalling £2.964m over and above the Family Hub proposal, can be found in the Policy & Resource Committee Business Planning Report 2018/2019 which is provided in item 13, Policy & Resource Committee agenda 13 February 2018.
- The ongoing improvement will continue to place pressure on existing resources. The 2017/18 outturn for Family Services includes an overspend of £2.438m, which represents 4.2% of the total Delivery Unit budget (£58.504m). This is an increase of £2.161m from Quarter 3 relating to expenditure on placements and employee costs. There was a £2.300m overspend relating to external high cost specialist placements and associated services and the additional directed requirement for two assistant heads of service, three duty assessment team managers and eight duty assessment team social workers resulted in a £0.400m pressure. The ongoing improvement programme will continue to place pressure on existing resources. These pressures were offset by additional one-off grant funding (£0.416m) and realignment of the additional budget allocated by Policy and Resources Committee in June 2017 to high cost placements (£1.200m).
- In order to deliver safe, high quality practice, the investment in additional resources have seen a significant reduction in caseloads. The caseloads within social care teams have changed from March 2017 to March 2018, with a significant reduction in the Duty and Assessment Team (37.5 to 13.3) and Onwards and Upwards Leaving Care Team (27.5 to 18.1) in particular. There has also been a reduction in ratio of managers to social workers from 1:13 in February 2017 to 1:6 in February 2018.

5.3 Social Value

- 5.3.1 The Public Services (Social Value) Act 2013 requires people who commission public services to think about how they can also secure wider social, economic and environmental benefits. Before commencing a procurement process, commissioners should think about whether the services they are going to buy, or the way they are going to buy them, could secure these benefits for their area or stakeholders.

5.4 Legal and Constitutional References

- 5.4.1 Local authorities have specific duties in respect of children under various legislation including the Children Act 1989 and Children Act 2004. They have a general duty to safeguard and promote the welfare of children in need in their area and, if this is consistent with the child's safety and welfare, to promote the upbringing of such children by their families by providing services appropriate to the child's needs. They also have a duty to promote the upbringing of such children by their families, by providing services appropriate to the child's needs, provided this is consistent with the child's safety and welfare. They should do this in partnership with parents, in a way that is sensitive to the child's race, religion, culture and language and that, where practicable, takes account of the child's wishes and feelings.
- 5.4.2 Part 8 of the Education and Inspections Act 2006 provides the statutory framework for Ofsted inspections. Section 136 and 137 provide the power for Ofsted to inspect on behalf of the Secretary of State and requires the Chief Inspector to produce a report following such an inspection. Ofsted will have monitoring visits on a regular basis in local authorities found to be inadequate. A new Ofsted framework will be in place from January 2018, however monitoring visits will still be undertaken for authorities found to be inadequate. In addition to Ofsted's statutory responsibilities, the Secretary of State has the power to direct local authorities. This power of direction includes the power to impose a commissioner, direct the local authority to work with improvement partners and direct alternative delivery options. Subsequent directions can be given if the services are not found to be adequate.
- 5.4.3 Article 7 of the council's constitution states that the Children, Education and Safeguarding Committee has the responsibility for all matters relating to children, schools and education. In addition to this, the committee has responsibility for overseeing the support for young people in care and enhancing the council's corporate parenting role.

5.5 Risk Management

5.5.1 The nature of services provided to children and families by Family Services manage significant levels of risk. An inappropriate response or poor decision-making around a case could lead to a significant children's safeguarding incident resulting in significant harm. Good quality early intervention and social care services reduce the likelihood of children suffering harm and increase the likelihood of children developing into successful adults and achieving and succeeding. The implementation of the Barnet Children's Services Improvement Action Plan based on inspection findings and recommendations reduce this risk and drive forward improvements towards good quality services.

5.6 Equalities and Diversity

5.6.1 The 2010 Equality Act outlines the provisions of the Public-Sector Equalities Duty which requires Public Bodies **to have due regard** to the need to:

- eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010
- advance equality of opportunity between people from different groups
- foster good relations between people from different groups

5.6.2 The broad purpose of this duty is to integrate considerations of equality into day business and keep them under review in decision making, the design of policies and the delivery of services

5.6.3 Equalities and diversity considerations are a key element of social work practice. It is imperative that help and protection services for children and young are sensitive and responsive to age, disability, ethnicity, faith or belief, gender, gender, identity, language, race and sexual orientation. Barnet has a diverse population of children and young people. Children and young people from minority ethnic groups account for 52%, compared with 30% in the country. The percentages of children and young people from minority ethnic groups who receive statutory social care services account for 61% of Children in Need cases, 56% of child protection cases and 60% of all Children in Care. The proportion of children and young people with English as an additional language across primary schools is 44% (the national average is 18%).

5.6.4 Social workers practice in relation to inequalities and disadvantage is inconsistent. Recent learning from audits and practice week has highlighted attention to diversity and the cultural context in assessments is an area of practice in need of immediate support from management, the Practice Development Workers and targeted training. The action plan addresses the additional work which needs to be done to ensure that children's diversity and identity needs are met; "5b(ii) Strengthen consideration of diversity in assessment so that assessments thoroughly explore and consider family history including the influence of cultural, linguistic and religious beliefs, norms and expectations".

5.7 Corporate Parenting

5.7.1 In July 2016, the Government published their Care Leavers' strategy *Keep on Caring* which outlined that the "... [the government] will introduce a set of corporate parenting principles that will require *all departments* within a local authority to recognise their role as corporate parents, encouraging them to look at the services and support that they provide through the lens of what a reasonable parent would do to support their own children.'

5.7.2 The corporate parenting principles set out seven principles that local authorities must have regard to when exercising their functions in relation to looked after children and young people, as follows:

1. to act in the best interests, and promote the physical and mental health and well-being, of those children and young people;
2. to encourage those children and young people to express their views, wishes and feelings;
3. to take into account the views, wishes and feelings of those children and young people;
4. to help those children and young people gain access to, and make the best use of, services provided by the local authority and its relevant partners;
5. to promote high aspirations, and seek to secure the best outcomes, for those children and young people;
6. for those children and young people to be safe, and for stability in their home lives, relationships and education or work; and;
7. to prepare those children and young people for adulthood and independent living.

5.7.3 As part of the Ofsted improvement journey and to ensure that Barnet has due regard to the Principles and improves on the delivery of corporate parenting to children in care and care leavers in Barnet, we:

- will be submitting an annual report on performance against Barnet's Corporate Parenting Pledge to Corporate Parenting Advisory Panel in September 2018. Barnet have committed to supporting children and young people to achieve their best in childhood, adolescence and adulthood within the Corporate Parenting Pledge for children in care and care leavers, as approved by full council on 29 January 2016. The Pledge can be found in section 6.3.
- provide learning and development for elected members and senior officers to understand their duties and responsibilities to children and care and care leavers and ways in which the Principles can be embedded and sufficient challenge provided regarding work and decisions of the council. The next training session is scheduled for 31 May 2018;
- ensure elected members, senior officers and partners can monitor and challenge the performance of the council and its partner agencies pertaining to consideration of the Principles and outcomes for children in care and care leavers through the appropriate channels. This includes the Children, Education, Libraries and Safeguarding Committee (bi-monthly), Corporate Parenting Advisory (quarterly) Panel and Corporate Parenting Officers' Group (monthly).

5.8 Consultation and Engagement

- 5.8.1 Consultation and engagement with children and young people is central to social work practice and service improvement across the Safeguarding Partnership. A service user experience strategy has been developed and was launched on 19th February 2018. The strategy ensures that how we work with children and young people is child centred, that we know, understand and can capture the lived experience of children and feed lessons learnt into service improvement. We have nominated Voice of the child champions across partner agencies and within Family Services to promote and lead on the Service User Engagement agenda within their respective areas.
- 5.8.2 Our Voice of the Child Strategy Group enables the wider engagement of children and young people in service design and commissioning of provision across the partnership. This includes youth forums such as Barnet Youth Board and Youth Assembly, the SEN forum (to co-design services) and Children in Care Council (to improve the support children in care receive). The team have been working closely with UNICEF UK to deliver the Child Friendly Communities and Cities initiative. This is a global programme that aims to advance children's rights and well-being at the local level. More recently the team have had a change in staff with a newly appointed Voice of the Child Coordinator and Child's Rights Lead. The team are reviewing the current Youth Voice Offer to develop a structured action plan to focus on increasing reach and impact for children and young people in Barnet.
- 5.8.3 The Barnet Children's Services Improvement Action Plan looks to improve children's participation to ensure that all decisions and planning that affects them is influenced by their wishes and feelings. The action plan also includes actions to strengthen how the views and experiences of children, young people and their families influence service design. This feedback will also help monitor the impact of improvement activity.
- 5.8.4 Improving the quality of services to children is a key partnership and corporate priority and collective work is needed across the partnership and the council to drive improvements. The action plan was completed in consultation with various stakeholders. Staff engagement activities have included monthly staff briefings, team meetings, staff conference. Partners have been engaged through the safeguarding partnership board. Senior leaders are members of the Improvement Board and their continued engagement is assured through core multiagency groups and specific forums such as head teacher's forums.
- 5.8.5 This was the first survey completed since the Ofsted Single Inspection Framework in May 2017; the one prior to this was completed in January 2017 and received a good response. The survey aims to hear social worker views on how they see the workplace, their workload and the support they receive to do their jobs well, to inform Family Service's Workforce Development Strategy.
- 5.8.6 Some clear themes emerged from the recent survey; workers outlined "one thing that would help you implement resilience based practice", these are:
- More time (to embed, reflect and develop)
 - More training
 - Better communication between teams and across the service
 - More support from leaders and managers
 - Lower caseloads
 - More efficient processes
 - A simpler, more efficient and less bureaucratic IT system

5.9 Insight

- 5.8.1 Insight data will continue to be regularly collected and used in monitoring the progress and impact of Barnet's Children's Services Improvement Action Plan and to shape ongoing improvement activity.

6. BACKGROUND PAPERS

- 6.1 Single Inspection of services for children in need of help and protection, children looked after and care leavers and Review of the effectiveness of the Local Safeguarding Children Board report, Ofsted, 7 July 2017
https://reports.ofsted.gov.uk/sites/default/files/documents/local_authority_reports/barnet/051_Single%20inspection%20of%20LA%20children%27s%20services%20as%20pdf.pdf
- 6.2 Statutory Direction to Barnet Borough Council in relation to children's services under section 497A(4B) of the Education Act 1996, Secretary of State for Education, 12 September 2017
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/643791/Barnet_Stat_Direction_Sept-2017.pdf
- 6.3 Barnet's Corporate Parenting Pledge to Children in Care and Care Leavers (2016)
[https://www.barnet.gov.uk/dam/jcr:c33f12a5-86d9-4215-9c89-a8c82675fba4/Pledge%20for%20Children%20in%20Care%202016%20\(digital\).pdf](https://www.barnet.gov.uk/dam/jcr:c33f12a5-86d9-4215-9c89-a8c82675fba4/Pledge%20for%20Children%20in%20Care%202016%20(digital).pdf)

21 May 2018

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Dear Mr Munday,

Monitoring Visit to Barnet children's services

This letter summarises the findings of the monitoring visit to Barnet children's service on 25 and 26 April 2018. The visit was the third monitoring visit since the local authority was judged inadequate in July 2017. The inspectors were Louise Warren, HMI, and Tara Geere, HMI.

Areas covered by the visit

During this visit, inspectors reviewed the progress made in the area of vulnerable adolescents across a range of teams, including children in need, children subject to child protection plans and children looked after. All the children's cases reviewed had been considered at the multi-agency sexual exploitation (MASE) panel or the children were deemed to be at high risk of being missing, gang affiliation or criminal exploitation.

Inspectors focused on:

- the effectiveness of partnership working for vulnerable adolescents
- the effectiveness of management oversight and supervision
- the quality of assessments and planning.

A range of evidence was considered during the visit, including electronic case records, supervision files and notes, case management records, performance data, audits and progress reports. Inspectors spoke to a range of staff, including managers, social workers and practitioners.

Overview

In the areas of practice considered during this visit, the local authority is consolidating the recent improvements to services for children and young people identified during the previous monitoring visits. Senior leaders and managers are maintaining their focus and there is an appropriate pace of change in continuing to develop and embed improved quality social work practice across the service. Senior leaders and managers understand that services for children continue to require improvement.

Some developments, such as improved quality assurance processes and an increase in permanent staffing, are becoming better established. The improvement board and the local authority improvement partner continue to provide expertise and support to senior leaders, and to appropriately monitor the pace and implementation of improvements to services. Managers and auditors are now more effectively auditing social work practice, with appropriately decreasing oversight from the improvement partner.

Current practice for those children at risk of child sexual exploitation and of going missing is well embedded operationally and strategically. Since October 2017, senior leaders have appropriately developed the scope of the strategic focus to include children who are at risk of gang affiliation, radicalisation and criminal exploitation. This has led to improvements in practice and more effective oversight of these co-related issues.

Inspectors found some improving progress in the quality of social work practice. Immediate risks for almost all children are adequately addressed. Less case work was of an inadequate standard than on previous monitoring visits, and most children were being appropriately safeguarded. Practice remains inconsistent and some case work remains inadequate.

Findings and evaluation of progress

Staff spoken to by inspectors reported consistently that they enjoy working in Barnet, and that senior managers and managers are approachable and available to offer support and guidance. Caseloads are manageable, although a very small number of staff reported case work pressures. New staff are being recruited to vacancies and permanent staffing is continuing to stabilise. Social workers and other staff report that an effective range of training and support is available to them.

Quality assurance processes, aligned with senior managerial oversight, is identifying and addressing issues effectively, leading to improvements in social work practice. The cases tracked and audited by the local authority for this monitoring visit accurately reflected deficiencies in practice and identified the more positive areas of case work. Reflective sessions by auditors following a finding of inadequate practice

are providing opportunities for further monitoring. This oversight of poor practice is enabling social workers to learn and better recognise the components of good practice. Inspectors found some very thorough senior management oversight on some cases. However, the identified actions required are not always being followed through by social workers and team managers quickly enough. This means that, the plans for some children are not being progressed effectively to achieve positive outcomes or improve their circumstances.

For vulnerable adolescents at high risk of exploitation, regular and effective strategic multi-agency sexual exploitation (MASE) meetings and operational 'Pre-MASE' meetings provide effective scrutiny, advice and guidance to multi-agency partners and social workers. This is leading to improved safeguarding practice. Recent plans to broaden the scope of these meetings to become a vulnerable adolescent risk panel is positive. The Safeguarding Adolescents at Risk Group (SARG) was formed in 2017 to broaden the scope of strategic planning and operational practice. The new vulnerable adolescent strategy, launched in April 2018, provides the foundation for a new vulnerable adolescents' at-risk panel (VARP), which is a positive development. However, these developments are still relatively new and are not yet embedded to influence frontline practice.

The effective gathering of information from multi-agency partners currently informs disruption activities, including mapping and the linking of children at risk across the borough. This informs and promotes preventative and awareness-raising work. Appropriate oversight by senior leaders ensures that the monitoring and reviewing of children only ceases following their managerial sign off and agreement that risks have been sufficiently addressed. This provides an important and effective safeguard for these children.

Within the cohort of vulnerable adolescents considered by inspectors during this visit, it was evident that social workers are routinely attending multi-agency strategy meetings (SEAM) to analyse and share the risks that children are facing. Social workers report that they find these meetings useful in pulling information together to identify and provide better support to safeguard children. However, inspectors noted gaps in health and police attendance, which limits the effectiveness of these meetings. A recent example of a young person attending a SEAM meeting provides evidence of good practice in assisting professionals to consider risk from a young person's perspective. For children missing, the return home interview (RHI) take-up is low at 47% (March 2018) and is not effectively engaging all children. However, information from those RHIs that have been completed is being appropriately used to inform disruption activity, preventative work and the mapping of locations of concern.

The identification of risk, and the use of risk assessments within case recording, remains variable. Despite SEAM meetings happening regularly, some risks for children, although recognised and closely monitored, are not fully addressed. For example, for some children subject to child protection plans and child in need plans,

thresholds for legal planning are not always being considered when risks escalate. This means that some children become looked after in reactive or emergency circumstances. For other children, professionals were over-optimistic about the challenging nature of the risks they were facing or of their resilience to protect themselves. This means that some cases are 'stepped down' from a child protection plan to a child in need plan too soon. On occasion, this has led to less focus by professionals and an escalation of risk.

More specialist multi-agency working and support for young people is provided by the targeted youth service, the Westminster drug project and the art against knives project. Further helpful support from the virtual school assists children looked after to remain in school, or find a new school, college place or work opportunity to address risks, and has been successful in providing valuable activities and educational opportunities.

While children are seen regularly by their social workers, practice is variable. Some children are being seen at six-weekly intervals, though this is not always sufficient to build positive relationships or respond to the changing, complex situations that children are facing. Inspectors found some better practice where social workers are visiting weekly. This enables them to know their children well and build positive relationships to understand their needs more fully. There is variable evidence of the voice of the child being used to underpin planning. Parental engagement is inconsistent, and fathers are less engaged than mothers in assessments and planning.

The quality of assessments remains variable and not all assessments routinely explore parental capacity or analyse historical issues within families to inform understanding and planning. This means that not enough assessments are comprehensively addressing all the issues that impact on children's lives. Inspectors found some stronger assessments where children were involved and were able to contribute to share their views, aspirations and feelings. Children's diverse needs and those of their families are not consistently addressed sufficiently to inform their sense of identity, family heritage or other protected characteristics.

Plans for children are inconsistent and generally of weak quality. For example, some care plans and pathway plans were out of date and not fully informed by children and their families. Inspectors found evidence of reactive planning, which, while keeping children safe immediately, does not address longer-term issues, or is insufficiently targeted to improve outcomes. Child in need planning is inconsistent, with less oversight by managers and other professionals. In response to this, the local authority has created a child in need panel that will begin to address and improve performance in this area. There is too little evidence of child protection chairs or independent reviewing officers providing consistent challenge to address weaker planning or drift and delay. The local authority is currently reviewing this service to make improvements.

Supervision records seen by inspectors are of variable quality and supervision is not always happening regularly for all social workers. In some cases, supervision was not effective in progressing plans in a timely way or providing space for reflection on complex practice issues. More recent records demonstrate improving management oversight and supervision is evidencing better management grip to improve practice. Other records demonstrate that supervision is very comprehensive and thorough.

In summary, the pace of change has remained consistent and focused. The quality of social work practice is now slowly improving, and inspectors have seen less inadequate practice during this monitoring visit. Senior leaders are fully aware that there are still areas of considerable challenge before practice is of a good standard and the needs of children are well served.

I am copying this letter to the Department for Education. This letter will be published on the Ofsted website.

Yours sincerely

Louise Warren

Her Majesty's Inspector

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PERFORMANCE MATTERS

BARNET
LONDON BOROUGH

London Borough of Barnet Children's Services 'Performance Matters' Report 2017/18

Reporting Period - April to March 2018 (2017/18)

Director Commentary

This performance booklet has been developed for using a range of Council & partnership data to enable effective performance monitoring. It will be supported by a series of 'performance on a page' and individual performance report cards providing more in depth activity detail, as well as trends in key activity data. Next steps will include bringing together a range of qualitative and quantitative evidence into one place. Further work on refining measures that align to SMT priorities, obtaining targets and appropriate commentary from lead managers in each agency is still required. Also included where available are regional, statistical neighbour and national averages as well as indications of 'what good looks like' so that we can see how Barnet is performing compared to other Local Authorities.

1. Early Help, Children in Need of Help & Protection

MASH:

The Ofsted Monitoring Visits undertaken in November and January have noted continual improvements in the MASH which is demonstrative of the focused efforts on ensuring quality, timeliness and thresholds are consistent at the 'Front Door' for children's services. The volume of contacts into MASH remains consistently above 1,200 per month and the ratio of contacts progressing to social care referrals decreased slightly during March to 24% (February 28%) although remains higher than London averages is still a positive shift and further supports the drive towards ensuring that only children who require a statutory social work assessment are referred to Children's Social Care (CSC) Services.

Early Help:

The 0-19 integrated Early Help model is supporting the development of an effective early help system that ensures children, young people and families in need of help are identified early and are provided with effective interventions that prevent their needs escalating into needs and risks that require escalation to statutory social work interventions.

The volume of contacts progressing to Early Help (CAF) has fallen from 11% in December to 9.3% at the end of March, this coupled with a high number of assessments resulting in 'no further action' outcomes is leading to a closer collaboration between Early Help and the MASH in establishing thresholds for Early Help interventions and to ensure that ensuring that families are signposted to the Early Help system when this is proportionate to their needs

The Families First (Troubled Families) Programme is achieving positive results which means Barnet is ranked Barnet 3rd in London and 15th nationally. There is work currently underway to further build upon the successes made and increase both attachments and 'turnaround' claims through funded engagement of key partner agencies in a targeted and joined up approach to families meeting multiple domains of need.

Duty & Assessment:

Caseloads in the Duty & Assessment Teams have reduced from 840 in September 2017 to 438 in April 2018, representing a 48% decrease, which has resulted in increasingly manageable caseload levels. This has been achieved through additional social work and management capacity and has also supported improvement in timeliness with 77% of assessments being completed within 45 days in comparison to 52.5% reported in February. The quality and timeliness of assessment is expected to continue to accelerate with lower case volume in the next period.

In March, 10% of assessments were stepped down from Duty & Assessment Teams into Early Help, this is a decrease from the 13% reported in February which is a positive sign that families requiring early help support are not progressing unnecessarily into statutory assessment. However, the volume of assessments leading to no further action has increased from 49% to 54% which continues to demonstrate the need to focus on thresholds at the front door. Screening visits are being undertaken in the Duty & Assessment Teams to ensure there is a clear rationale for assessment and data on this work will be available in April 2018.

London Borough of Barnet Children's Services

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1. Early Help, Children in Need of Help & Protection

155 children are currently subject to Child Protection Plans, Neglect and Emotional Abuse, remain the largest CP categories (65% combined). The number of children subject to a Child Protection Planning had been decreasing over the past 12 months but March has seen the highest number of new Plans (30) in six months. The volume of re-registrations within two years is currently 6.8% which is suggestive of appropriate de-plan decisions, however, this data will remain under tight review to ensure that children are afforded Child Protection Plans when they need them ensuring a robust multi-agency response to safeguarding their needs.

Child in Need:

The CiN and Transfer Panels are aiming to ensure that long term work is swiftly moved out of the Duty & Assessment Teams and longer term CiN Plans in Intervention & Planning are closed when they are no longer necessary or escalated into Child Protection Planning when outcomes for children are not being achieved in a timely way. The team by team breakdown of performance data on CiN visits highlights the teams that have lower performance on achieving timely visits which provides for targeted activities with the teams to improve performance.

Safeguarding:

The Safeguarding Service is developing its performance data, recent changes in the system are resulting in poor data outputs; there is a current focus on this area as we prepare for the new conferencing model to go live in April.

Youth Offending:

Youth Offending Figures remains at a level comparable with July 2016 and which follows a year long period where numbers have been consistently over 80 in the Youth Offending Team (YOT). Youth Justice data for 2016/17 has recently been published by the Ministry of Justice, this indicates an 85% reduction in the number of first time entrants and an 81% reduction in the number of young people who were cautioned or convicted. Proven knife crime by children and young people has increased by 11% since 2012, although has reduced by 10% for adults. The number of children sentenced to immediate custody has fallen by 74% over the past 10 years; young people from BAME backgrounds disproportionately account for 45% of the custodial population whilst only making up 18% of the 10 - 17 years population. 42.2% of children and young people reoffend; Barnet reoffending data remains below the national and London average.

Vulnerable Adolescents:

The CSE/Missing data continues to require further development and is under review for the April Monitoring visit. The data needs to be meaningful to fully capture the complexity of children's circumstances and drive safeguarding activity at those children who need it most.

London Borough of Barnet Children's Services

'Performance Matters' Report 2017/18

Reporting Period - April to March 2018 (2017/18)

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2. Corporate Parenting, Care Leavers & 0-25 Service

Children in care

The recent service day focused on how we focus on what the child is telling us, and how best to use our skills, tools and knowledge to ensure all interaction with children are focussed on them and have a purpose. I hope to see improvements in the quality of visits through the audits and thematic case reviews planned over the next three months.

Children subject to Section 20 voluntary accommodation remains at over 41% of the CiC cohort and this is closely monitored through the Permanency Planning panel. The Permanency Assurance Lead tracks these children and the panel will be reviewing 10 children's circumstances over the coming weeks.

I am currently reviewing all children who have had 3 or more placements. There are now 50 children in this group and the prominent theme appearing is that because they are coming into care in an emergency there is often little planning in relation to matching them to carers which has on occasion result in placement moves. The vulnerable adolescent group have also had more moves than others as a result of them having to be moved out of borough or having to move to specialist provisions when foster placements have fail to meet their needs. Learning from these cases reviews will be the theme of the service day in May. A new dashboard has been included in the performance report to monitor progress in this area.

Areas of focus for these teams are:

- quality of direct work and ensuring life story work is firmly embedded in all work with every child in care
- ensuring that not only are reviews happening on time but that the child is central to the planning and facilitating of their review
- ensuring that each child has a care plan that reflects their needs and future planning

To improve practice around initial health assessments additional administrative support has been agreed to co-ordinate the necessary paperwork with the social work teams. In developing the service to include paediatric assessments for all under 9 years old's, there has been an increased demand on the social worker in relation to the requirements for these assessments hence the need for administrative support. This indicator is being closely monitored by the CCG and Family services.

Leaving care – Onwards and Upwards

The number of children in care allocated to Onwards and Upwards has increased steadily and an increase in staff capacity has been agreed for this service to ensure they are able to manage their workload and increased demand. The biggest age group is 18/19 and as they are entitled to a service till they are 25 years old, the way we develop and deliver services with our partners will need to change going forward. Pathway planning will start when young person is 15 ½ and this will enable better mapping of needs.

It is pleasing to note that 63% of our UASC are in foster placements and we are finalising a new Staying put Policy that will enable are vulnerable young people to remain with their carers where at all possible. 33% of our UASC remain placed in semi-independent provisions which often needs a high level of additional support to stabilise the placement. These arrangements are not the best for the younger group and a campaign to develop supported lodgings has commenced. 3 providers have been identified within a month.

For our young people two areas of concern have been highlighted and that is financial debt and poor emotional wellbeing that is deteriorating into more serious mental health issues. The NEET figures (46.6%) are not improving enough and our target needs to be much higher than what we report on at present. At NEET co-ordinator post has been agreed and will work to strengthen pathways to education, employment and training for young people before they leave school and will work across the council to ensure Barnet's offer grows and is responsive to the young people's ambitions and interests.

The team are keeping in touch with care leavers in a number of different ways that are discussed and agreed with the young person. Visits do not always happen every 2 months and this indicator will be revised to report an accurate position.

...cont next page

London Borough of Barnet Children's Services

'Performance Matters' Report 2017/18

Reporting Period - April to March 2018 (2017/18)

Director Commentary

This performance booklet has been developed for using a range of Council & partnership data to enable effective performance monitoring. It will be supported by a series of 'performance on a page' Adoption & fostering

Permanency tracking meetings are taking place weekly to monitor and support the care planning decisions for children subject to care proceedings and children in care whose permanency plan needs to be reviewed.

The fostering recruitment campaign continues and has delivered significant success this year. More children are being placed with in-house carers than independent foster carers and we recently recruited six carers who were from an independent agency that closed.

Placing children with adoptive parents once the Placement order has been granted is happening in a very timely way. Family finding and matching is a strength within this service. The Post-permanency support is an increasing need and how this need and impact is measured is being considered at present.

0-25 Disability service

The data base of all cases, that sit across two IT systems, is being established and a set of performance indicators will be agreed for May's report.

All cases within this service are being re-classified to enable better monitoring of children and young people's needs and to improve the focus of safeguarding across the service area.

LONDON BOROUGH OF BARNET

MULTI AGENCY SAFEGUARDING HUB
PERFORMANCE ON A PAGE (31 March 2018)

Contact Information

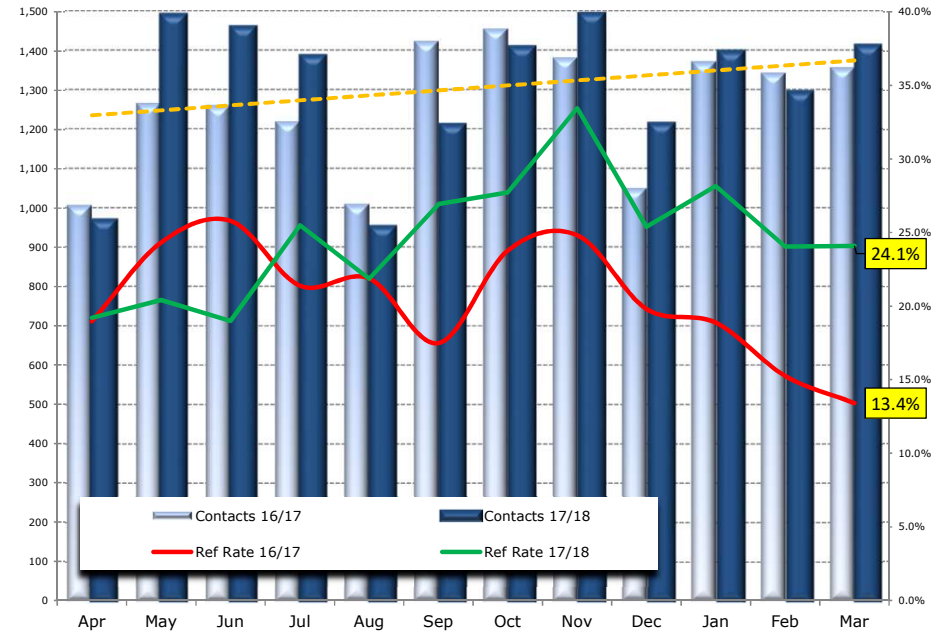
	YTD*	Rate	Mar	Feb	Jan
Updated to Reflect Change in Process	-	-	-	-	-
Contacts Received (YTD data is based on new reporting from Nov17)	6,805		1,411	1,293	1,396
Outcome - Referral to Social Care	1,851	24.1%	340	311	393
- Referral to CAF	664	9.3%	131	113	139
- Provision of Info.	1,276	19.6%	277	215	291
- Outcome of NFA	2,802	41.9%	591	640	546
- Signposting	129	0.6%	9	3	21
Contacts received not assessed in Month	83	4.5%	63	11	6

*YTD data is based on new reporting from Nov17

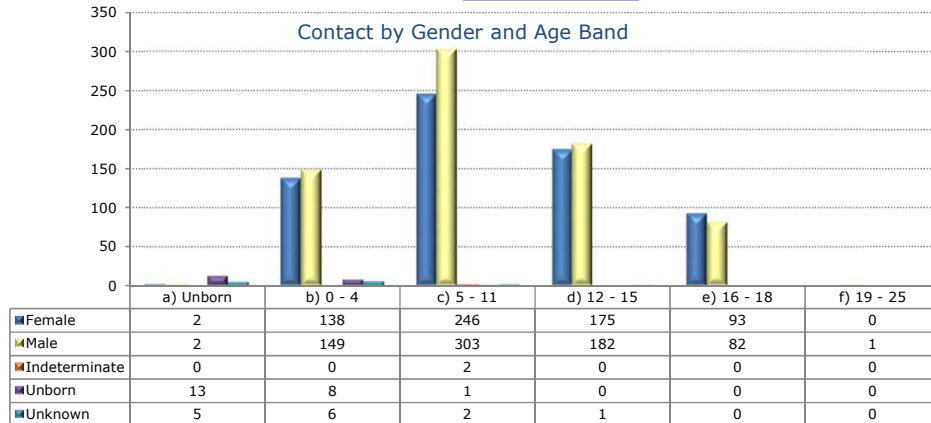
Referral Information

Referrals by month	YTD	Rate	Mar	Feb	Jan
Referrals per 10,000 Child Population	3,838	396.1	292	240	385
Re Referrals (Within 12 Months)	808	21.1%	86	48	74
Source - Police/Legal Agency	1,135	29.6%	105	50	148
- School/Education Setting	859	22.4%	83	70	102
- Health Services	637	16.6%	41	45	64
- LA Services	476	12.4%	28	42	36
- Other (Incl Missing)	731	19.0%	35	33	35

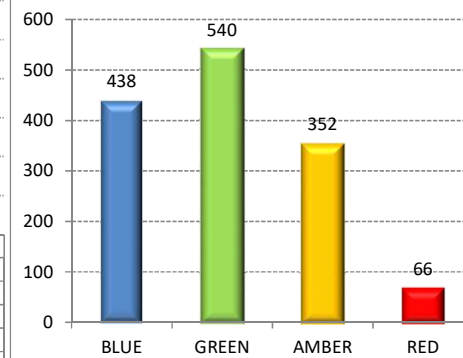
Number of Contacts & Conversions of Contacts to Social Care Referral



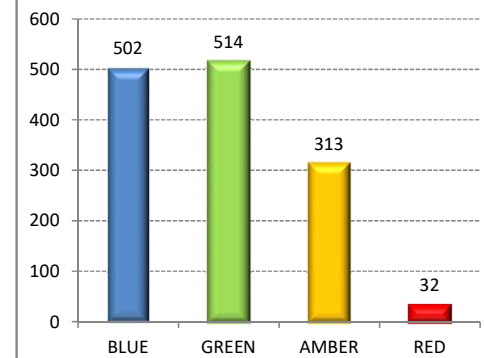
Contact by Gender and Age Band



Contact by Initial BRAG Rating



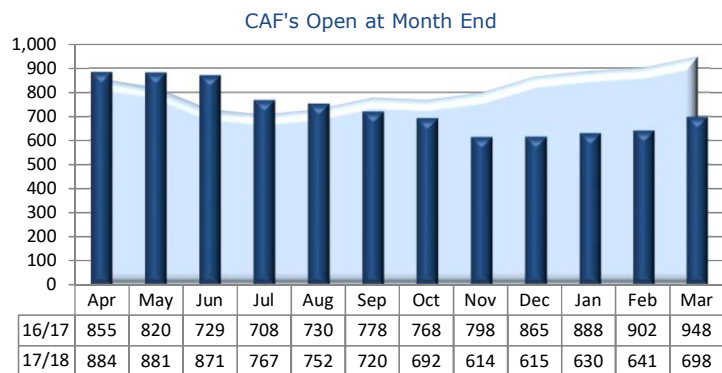
Contact by Final BRAG Rating



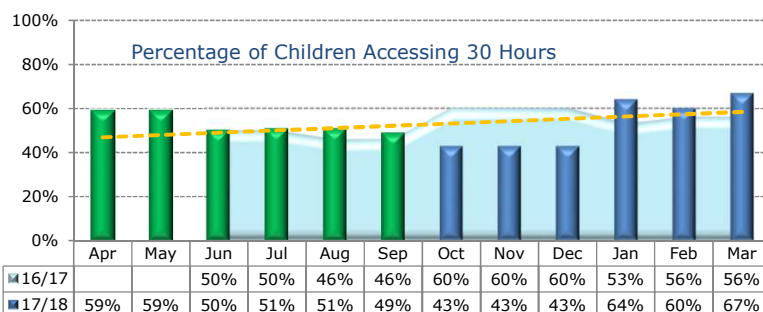
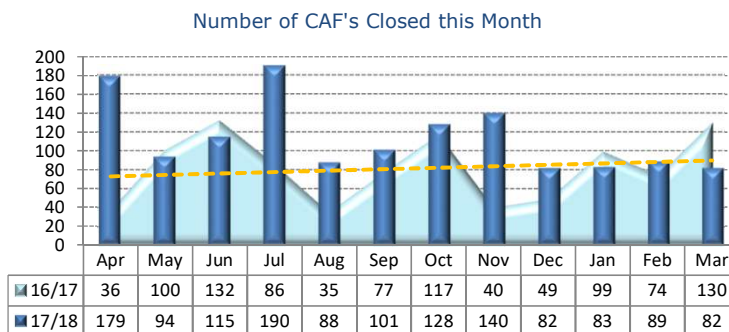
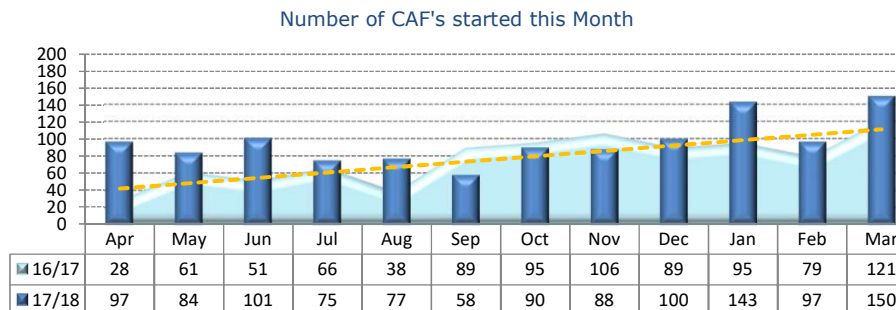
LONDON BOROUGH OF BARNET

EARLY HELP

PERFORMANCE ON A PAGE (31 March 2018)



	YTD	Mar	Feb	Jan
CAF started in the month	1160	150	97	143



Percentage of Children Accessing 30 Hours

This indicator changed from the 15-hour offer to a 30 offer at the beginning of September 2017 in line with DfE policy change, data prior to this period will be non-comparable and measures the previous 15-hour data.

Open CAF durations

	No.	%
0-3 mths	332	47.6%
3- 6 mths	156	22.3%
6-9 mths	86	12.3%
9-12 mths	75	10.7%
>1 Year	49	7.0%

CAF Closure Reason/Success Rating (Mar18)

	n=82		Met		Not Met		Not Relevant		Partially Met		Blank	
Needs Met/Action Plan Completed	20	24%	2	2%					10	12%		
Child Moved to Another Authority	5	6%	1	1%					1	1%		
CAF not started									1	1%		
Consent Withdrawn/Family Disengage from CAF Process	3	4%	2	2%	2	2%			8	10%		
Signposting/Advice Offered	7	9%										
Stepped Up to Social Care	3	4%	5	6%	3	4%			7	9%		
Blank											2	2%

CAF by Lead Professional by Month

	Mar	Feb	Jan
CAF Team Barnet	197	180	200
Children's Centre	99	94	93
Health	3	3	3
Primary School	140	131	128
Secondary School	53	40	44
Special School (inc. PRU)	9	11	16
Voluntary	7	8	7
YFSS		95	74
Other	190	79	65

LONDON BOROUGH OF BARNET

TROUBLED FAMILIES

PERFORMANCE ON A PAGE (31 March 2018)

Attachments & Claims	Mar	
Total families attached	2,238	
Overall progress to 2220 attachments	100%	<p>Data Comments: We have already hit our 2220 attachment targets on the Families First database with 100% of families now attached to the programme. We have claimed for 41% of our 5-year target (915 claims). Out of 142 upper tier Local Authorities on the programme:</p> <ul style="list-style-type: none"> • Barnet rank 15th nationally for achieving successful outcomes (41% of our total). • 3 years in, the national average across all LAs is 23% of families turned around, with 2 years of the programme remaining. • Barnet rank 3rd in London for achieving successful outcomes (Bexley are top with 43%, Redbridge 2nd also with 43%)
Total families claimed for	915	
Overall progress to 2220 claims	41.2%	
Potential claims in the system ready for audit	19	

Family composition	Barnet	Nearest Neighbour Avg.	National Avg.
Avg. number of individuals per family	4	3.9	3.9
Avg. number of children per family	2.2	2.1	2.2
Avg. number of adults per family	1.7	1.8	1.7

Troubled Families – Service Areas *
TF attachment - CAF
TF attachments - CIN
TF attachments - CP

Age			
Avg. age of individuals in family	21	21.3	20.6
Avg. age of children in family	9.1	9.1	9.1
Avg. age of adults in family	36.6	35.8	35.6

Troubled Families – Locations *
* Awaiting data

Gender			
Individuals who are female	52.0%	51.0%	45.0%
Individuals who are male	48.0%	44.0%	40.0%

Ethnicity			
Individuals who are BAME	19.0%	49.0%	19.0%

Data Comments: On average our families have 4 family members, including 2.2 children and 1.7 adults. We have slightly more family members than the national and nearest neighbours average. The average age of our family members is 21 years old. The average age of our children is 9.1 years old. We have slightly more females in our family makeup than males, and 19% of our families are BAME, compared to 49% for our nearest neighbours.

LONDON BOROUGH OF BARNET

STRAT DISCUSSIONS, S47'S & ICPC'S

PERFORMANCE ON A PAGE (31 March 2018)

Strategy Discussion Involvements: Number of Meetings Recorded as Completed		YTD*		March	
		151		39	
Social Care	Number and Rate Invited	151	100%	39	100%
	Number and Rate Attended	151	100%	39	100%
Police	Number and Rate Invited	151	100%	39	100%
	Number and Rate Attended	146	96.7%	39	100%
Health	Number and Rate Invited	127	84.1%	37	94.9%
	Number and Rate Attended	119	93.7%	35	94.6%
Education	Number and Rate Invited	116	76.8%	33	84.6%
	Number and Rate Attended	111	95.7%	30	90.9%

*YTD Period Begins January 18

	No.	%
Number of S47's in Month	71	-

Percentage of Section 47s leading to:

Continue with C&F	35	49.3%
Progressing to an ICPC	27	38.0%
Legal Action	2	2.8%
Continue with CIN/CP/CLA	7	9.9%

Section 47 by Team

0-25 Service	0	0.0%
Duty & Assessment Team 1	12	16.9%
Duty & Assessment Team 2	15	21.1%
Duty & Assessment Team 3	12	16.9%
Duty & Assessment Team 4	8	11.3%
Intervention & Planning Team 1	0	0.0%
Intervention & Planning Team 2	3	4.2%
Intervention & Planning Team 3	7	9.9%
Intervention & Planning Team 4	0	0.0%
Intervention & Planning Team 5	6	8.5%
Intervention & Planning Team 6	8	11.3%
Intervention & Planning Team 7	0	0.0%

ICPC's

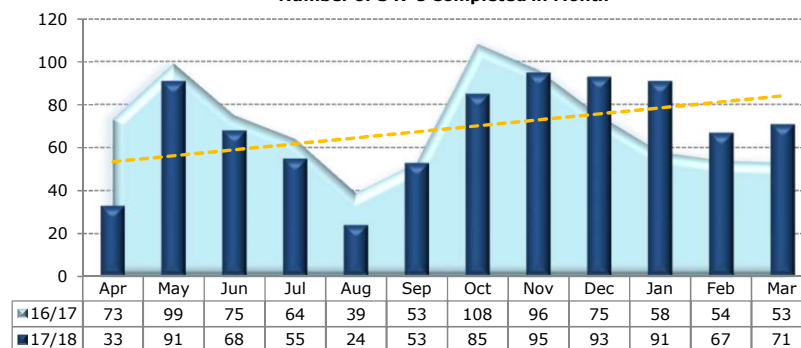
Children subject to ICPC's	39	-
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Number and Percentage of ICPCs that progressed within 15 working days of the S47	14	35.9%
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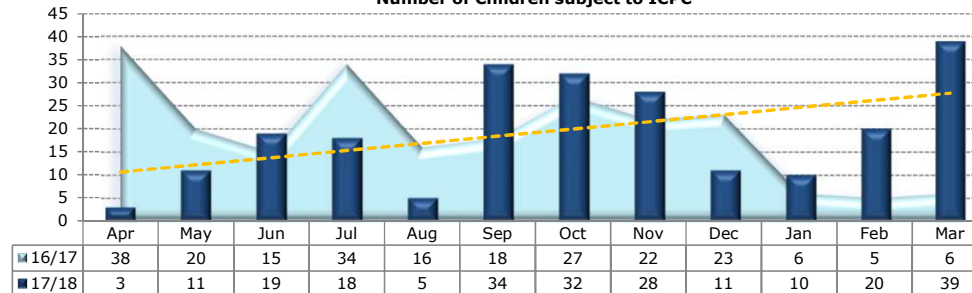
Gender (Children subject to ICPC's)

	No.	%
Female	22	56.4%
Male	15	38.5%
Unborn	2	5.1%

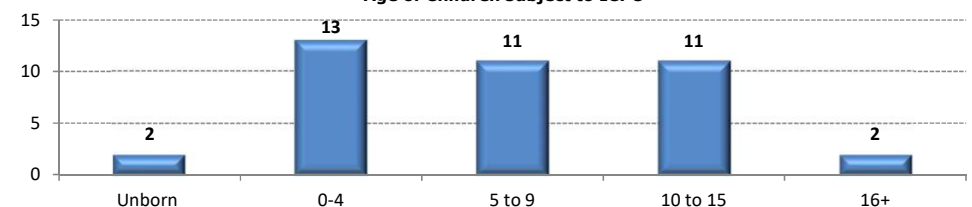
Number of S47's Completed in Month



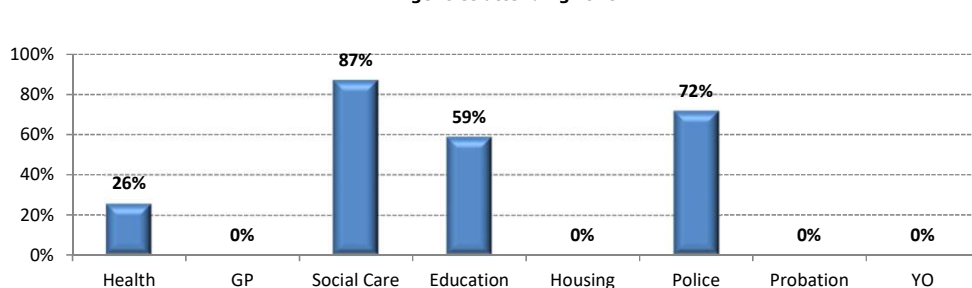
Number of Children subject to ICPC



Age of Children subject to ICPC



Agencies attending ICPC

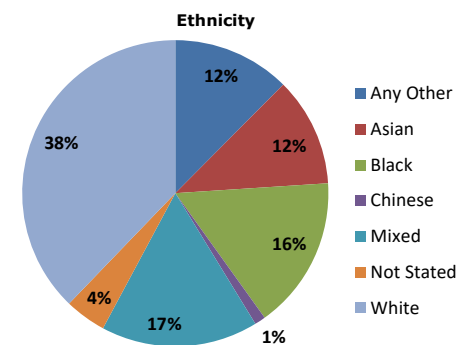
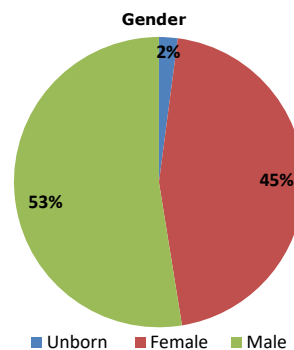
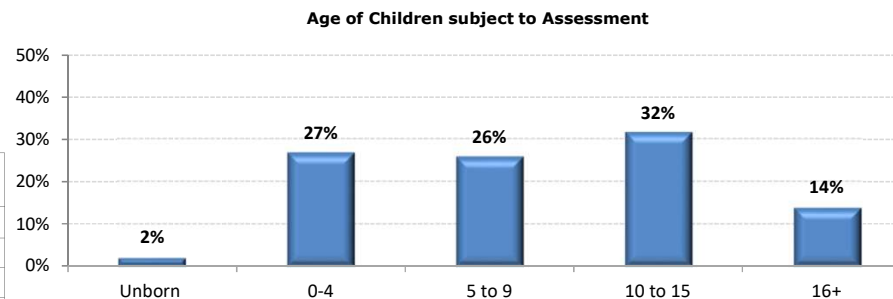
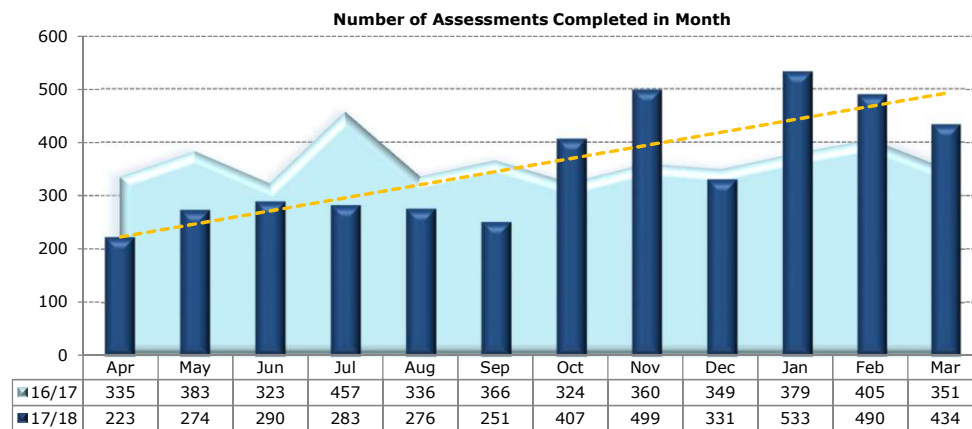


LONDON BOROUGH OF BARNET

ASSESSMENTS

PERFORMANCE ON A PAGE (31 March 2018)

Assessments	No.	%	
All Assessments Completed in Month	434	-	
Children seen during Assessment	416	95.9%	
Percentage of Assessments Completed within 45 Working Days	335	77.2%	
0-25 days	160	36.9%	
26-40 days	141	32.5%	
41-45 days	34	7.8%	
46+ days	99	22.8%	
Outcome of Assessments	No.	%	
Child In Need - Update Child's Plan	57	13.1%	
Legal Action	3	0.7%	
No Further Action	233	53.7%	
Continue with CIN/CP/CLA	77	17.7%	
Referral to Other Agency	8	1.8%	
Step Down to Early Help System	45	10.4%	
Strategy Discussion	11	2.5%	
First Assessment of Referral	368	84.8%	
Assessments by Team	Initial Assess	Other	%
0-25 Service	3	1	1%
Carer Recruitment & Assessment	4	0	1%
Duty & Assessment Team 1	84	7	21%
Duty & Assessment Team 2	50	7	13%
Duty & Assessment Team 3	82	10	21%
Duty & Assessment Team 4	112	0	26%
Intervention & Planning Team 1	0	5	1%
Intervention & Planning Team 2	9	6	3%
Intervention & Planning Team 3	1	2	1%
Intervention & Planning Team 4	4	6	2%
Intervention & Planning Team 5	1	4	1%
Intervention & Planning Team 6	0	3	1%
Intervention & Planning Team 7	3	7	2%
REACH	0	8	2%
Student Team	15	0	3%

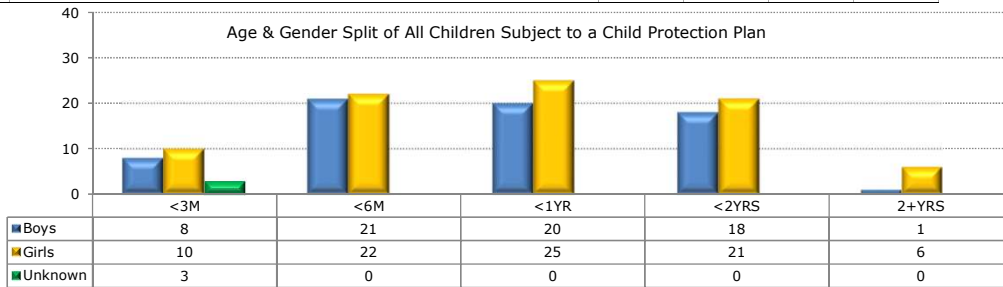
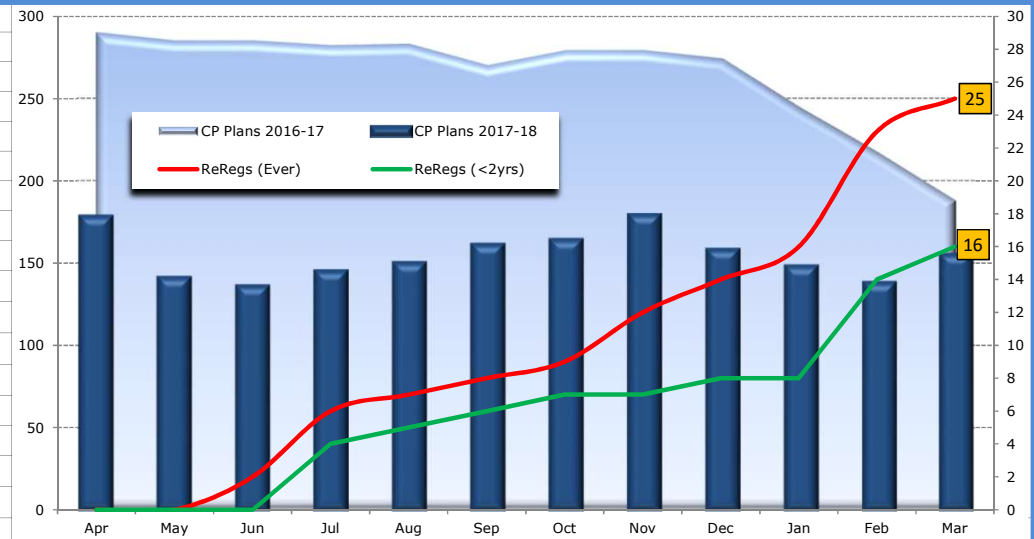


LONDON BOROUGH OF BARNET

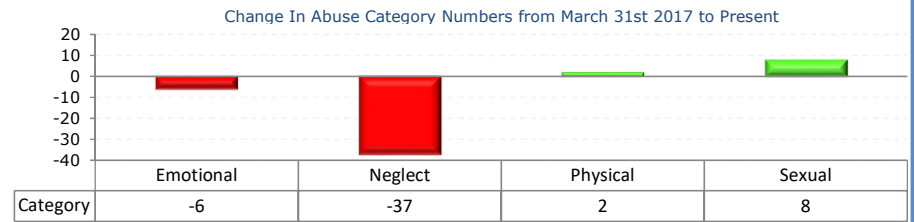
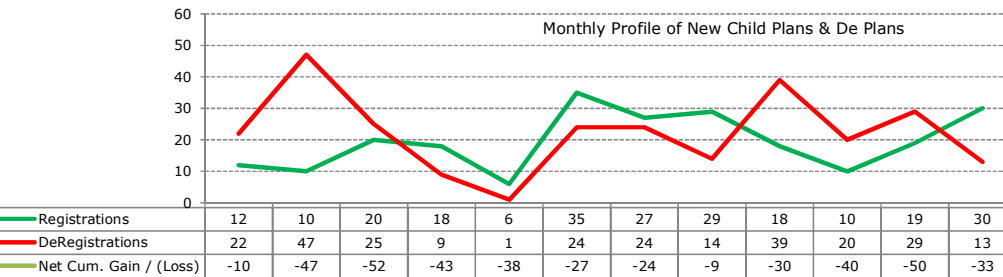
CHILD PROTECTION SERVICE

PERFORMANCE ON A PAGE (31 March 2018)

Category of Abuse	Mar	%	Feb	Jan
Emotional	57	36.8%	47	57
Neglect	44	28.4%	48	48
Physical	40	25.8%	30	31
Sexual	14	9.0%	13	12
Multiple	0	0.0%	0	0
Number of Children Subject to a Child Protection Plan	155	-	138	148
Facts & Figures	No.	Rate	No.	No.
Rate per 10,000 u18 Population	16.0	-	14.2	15.3
New Registrations in from April 2017 / Rate of 1st Time on Plan	234	-	204	185
Re Registrations in the Year (Ever) Cumulative from April 2017	25	10.7%	23	16
Re Registrations (Within 2 Years) Cumulative from April 2017	16	6.8%	14	8
Number/Rate of Disabled Children Subject to a CP Plan	3	1.9%	4	4
LAC Subject to a CP Plan	0	0.0%	1	8
De Registrations in the Year to Date from April 2017	267	-	254	225
De-Registrations (after 2 Years) From April 2017	19	7.1%	14	16
Number of Under 5's Subject to a CP Plan (YTD)	53	34.2%	53	52
CP Reviews Completed to Timescale (YTD)	97	100%	96	94



Case Holding Team	Cases	Visits	Category Breakdown			
			Emo	Neg	Phys	Sex
Intervention & Planning Team 1	9	88.9%	5	3	1	0
Intervention & Planning Team 2	22	68.2%	6	4	6	6
Intervention & Planning Team 3	25	44.0%	16	2	6	1
Intervention & Planning Team 4	20	40.0%	13	2	5	0
Intervention & Planning Team 5	21	23.8%	8	7	6	0
Intervention & Planning Team 6	18	61.1%	11	0	7	0
Intervention & Planning Team 7	26	69.2%	12	5	2	7
OTHER	14	78.6%	4	9	1	0
TOTALS	155	58.0%	75	32	34	14

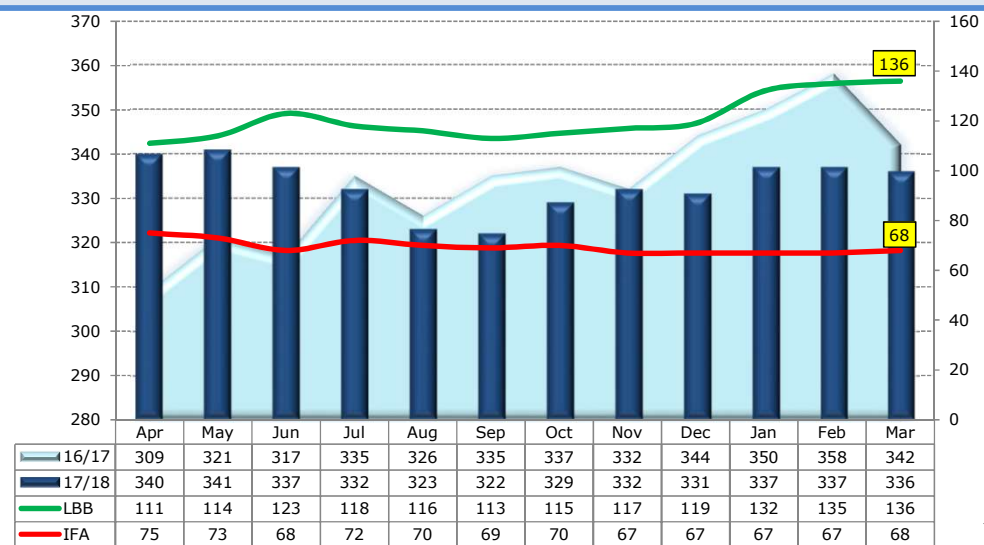


LONDON BOROUGH OF BARNET

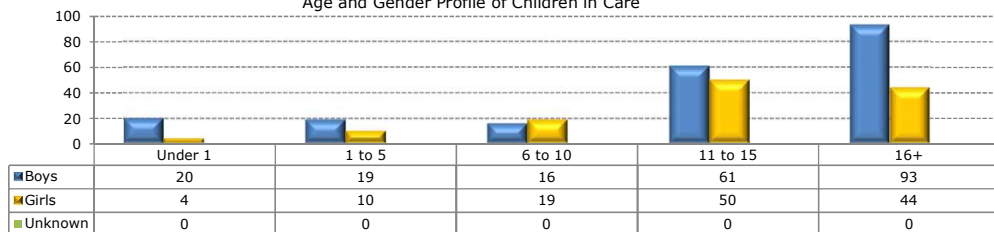
CHILDREN IN CARE SERVICE

PERFORMANCE ON A PAGE (31 March 2018)

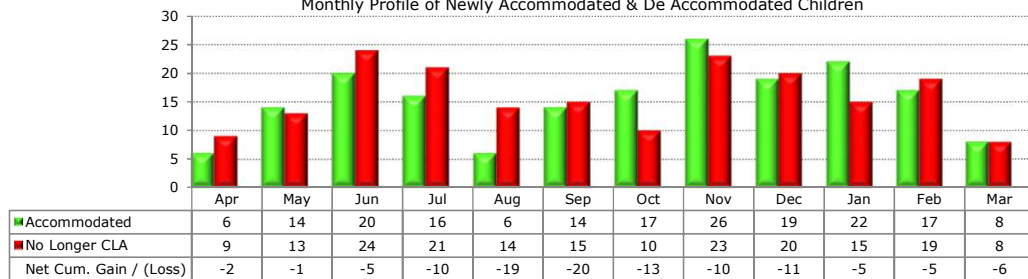
Current Legal Status	Mar	%	Feb	Jan
Interim Care Order	43	12.8%	42	38
Full Care Order	136	40.5%	138	139
Section 20	138	41.1%	137	144
Placement Order - In Adoptive Placement	0	0.0%	5	5
Placement Order - Awaiting Placement	13	3.9%	8	8
Police Protection Order - In LA Accommodation	3	0.9%	3	0
Remanded to LA Accommodation or Youth Detention Accommodation	2	0.6%	4	3
Legal Status has Not Been Recorded	1	0.3%	0	0
Total Number of Children in Care	336	-	337	337
Facts & Figures	No.	%	No.	No.
Rate of Children in Care per 10,000 u18 Population	34.7	-	34.8	34.8
Number of Children with 3+ Placements / Rate Former NI62	50	14.9%	27	25
Longer Term Stability Measure / Rate Former NI63	67	54.9%	79	80
Number/Rate of Children Adopted from Care in Year (Cum)	10	11.2%	10	9
Number/Rate of Children with Special Guardianship Order (Cum)	23	25.8%	23	23
Initial Health Assessments within 20 Working Days (Current CIC)	59%	-	59%	61%
Participation in CiC Reviews	95.5%	-	96.6%	96.7%



Age and Gender Profile of Children in Care



Monthly Profile of Newly Accommodated & De Accommodated Children



Characteristics of Children Currently in Care

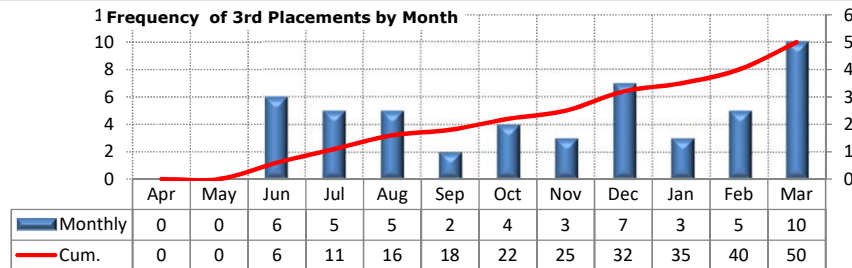
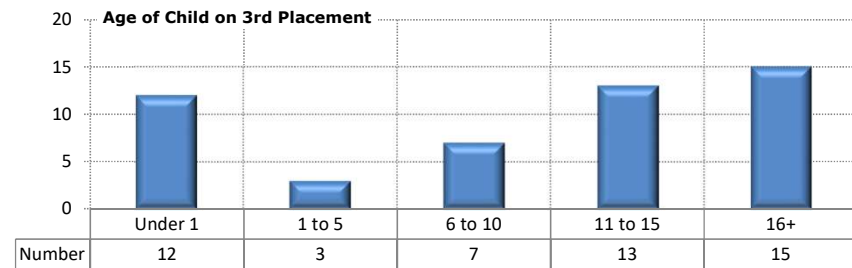
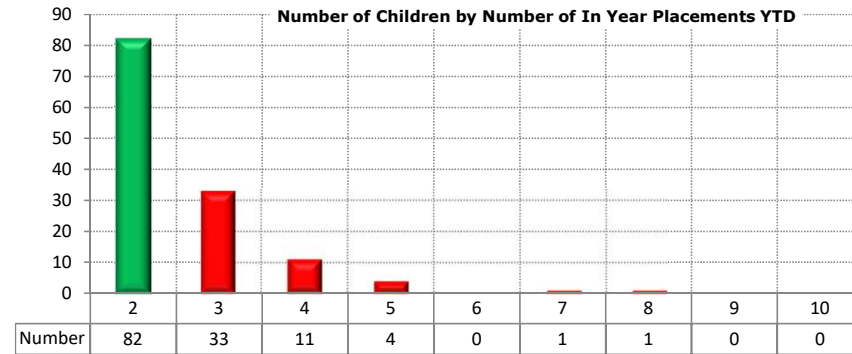
Gender		%	Time in Care System		%
Male	209	62.2%	0-6 Months	129	38.4%
Female	127	37.8%	6-12 Months	65	19.3%
Unknown	0	0.0%	12-18 Months	47	14.0%
Ratio of M to F	1.56	: 1	18-24 Months	24	7.1%
			Over 24 Months	71	21.1%
			Caseholding Service		%
			Children in Care	179	53.3%
			I & P	65	19.3%
			Onwards & Upwards	69	20.5%
			Duty & Assess.	4	1.2%
			0-25 Service	10	3.0%
			Other	9	2.7%
			UASC	No.	% of CIC
			Full Care Order	2	0.6%
			In Barnet	122	36.3%
			Section 20	55	16.4%
			OoB	214	63.7%
			On Remand	0	0.0%

LONDON BOROUGH OF BARNET

SHORT TERM PLACEMENT STABILITY DASHBOARD

PERFORMANCE ON A PAGE (31st March 2018)

In Year Placements of Current CIC to Date		2017-18		
		Mar	Feb	Jan
No. of Placements :	2	82		
	3	33		
	4	11		
	5	4		
	6	0		
	7	1		
	8	1		
	9	0		
	10	0		
Total with 3 or More Placements		50	0	0
% Rate for Measure		14.9%		
Time Between 1st & 3rd Placement		2017-18		
		Mar	Feb	Jan
	<1M	6		
	1 to 3M	10		
	4 to 6M	8		
	6 to 12M	16		
	13 to 18M	8		
	19 to 24M	0		
	24M+	2		
Total with 3 or More Placements		50	0	0
Facts & Figures		2017-18		
Placement Type (2nd Placement)		Mar	Feb	Jan
-	In House Fostering	12		
-	Kinship Fostering	5		
-	IFA Fostering	8		
-	External Residential	14		
-	Preparing for Indep.	9		
-	Other	2		
Total		50	0	0

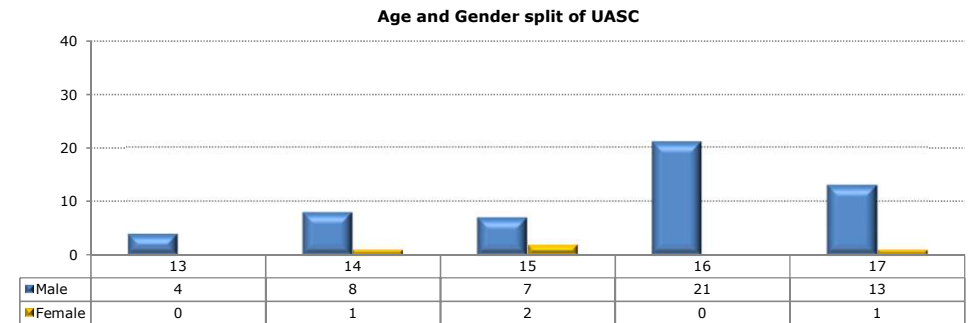
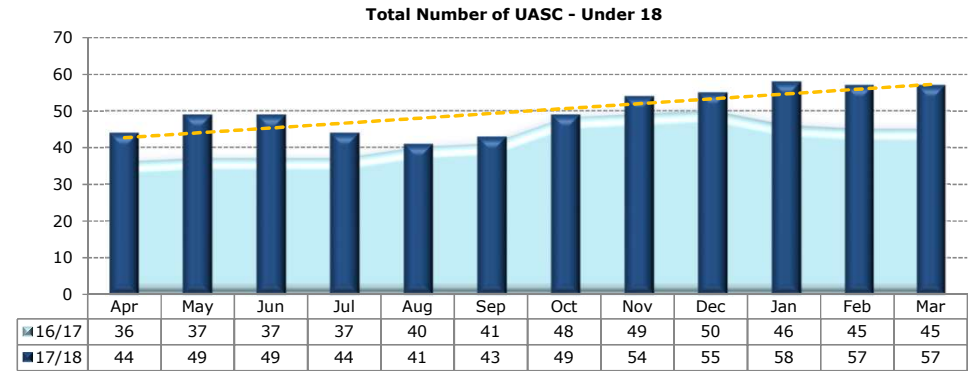


LONDON BOROUGH OF BARNET

UNACCOMPANIED ASYLUM SEEKING CHILDREN (UNDER 18)

PERFORMANCE ON A PAGE (31 March 2018)

Current Number of UASC	57	-
Time in Care (Years)	No.	%
Less than a Year	32	56.1%
1	11	19.3%
2	8	14.0%
3	5	8.8%
4	1	1.8%
Average Time in Care	1 Year	
Current Placement	No	%
Fostering	36	63.2%
Preparation for Independence	19	33.3%
Residential	1	1.8%
NHS/Health Trust	1	1.8%
UASC by Team	No	%
Children In Care Team 1	12	21.1%
Children In Care Team 2	7	12.3%
Children In Care Team 3	10	17.5%
Duty & Assessment Team 1	1	1.8%
Duty & Assessment Team 2	1	1.8%
Duty & Assessment Team 3	0	0.0%
Duty & Assessment Team 4	0	0.0%
Onwards & Upwards	22	38.6%
REACH	1	1.8%
Student Team	3	5.3%
Ethnicity	No	%
Any Other Ethnic Group	31	54.4%
Asian	14	24.6%
Black	6	10.5%
Mixed	1	1.8%
White	5	8.8%
Not stated	0	0.0%



The numbers of UASC had been increasing month on month since April 2016, and reached their highest figure (58) in January 2018, and is now at 57.

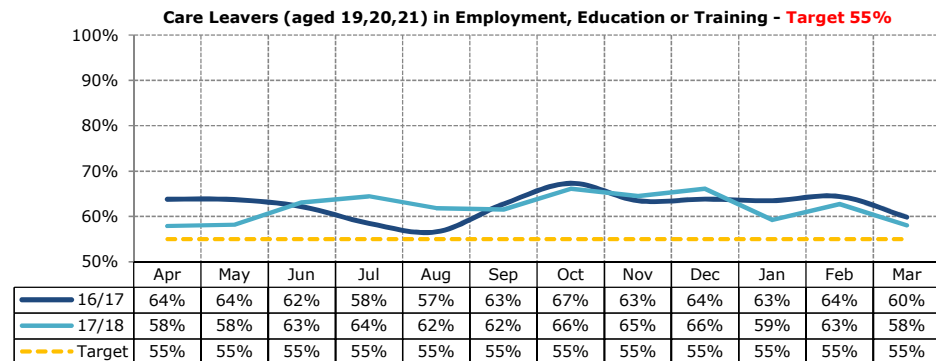
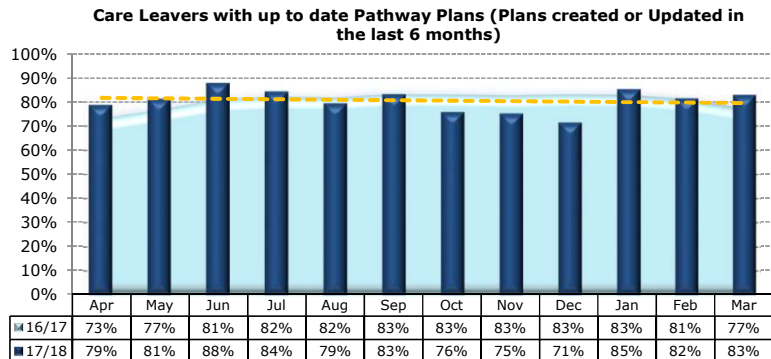
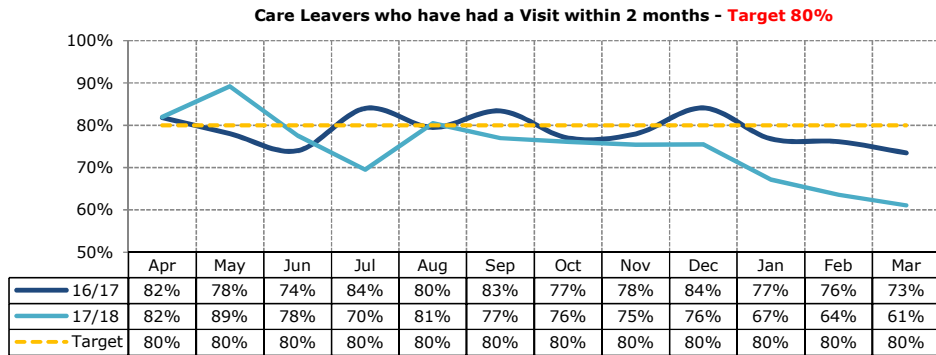
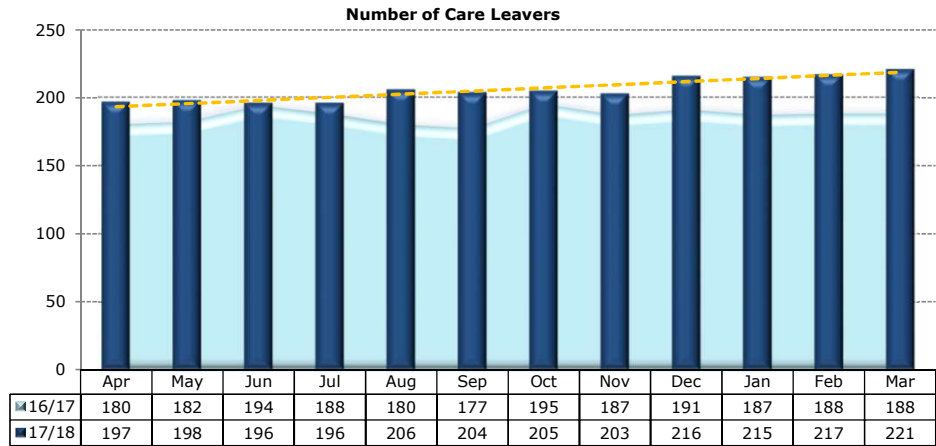
93% of UASC are Male
 59% of Male UASCs are aged 16 - 17
 96% of UASC are Placed in Preparing for Independence or with Foster Carers

LONDON BOROUGH OF BARNET

CARE LEAVERS SERVICE

PERFORMANCE ON A PAGE (31 March 2018)

Care Leavers	No.	%
Number of Care Leavers by age	221	-
18	69	31.2%
19	51	23.1%
20	48	21.7%
21	32	14.5%
22+	21	9.5%
Care Leavers (18 - 25) in Employment, Education or Training	118	53.4%
Young person engaged in higher education (i.e. beyond A level)	28	12.7%
Young person engaged in education other than higher education	62	28.1%
Young person engaged in training or employment	28	12.7%
Percentage of care leavers who have been in touch in the previous 12 months - Target 90%	-	86.0%
Care leavers (aged 18 - 25) in suitable accommodation	179	81.0%
B - With parents or relatives	9	5.0%
C - Community home or other form of residential care	2	1.1%
D - Semi-independent, transitional accommodation	12	6.7%
E - Supported lodgings	5	2.8%
T - Foyers	2	1.1%
U - Independent living	91	50.8%
V - Emergency accommodation (MONITOR)	31	17.3%
X - In custody	5	2.8%
Y - Other accommodation	3	1.7%
Z - With Former foster carers/Staying Put	19	10.6%
Number of Care Leavers at University	23	-



Data Dashboard								
Barnet Children's Services Improvement Plan								
Plan ID	Measure	Previous Period	Latest Position	Change	Change since Ofsted	Target	Rating	
To drive sustainable practice improvement at pace								
T1	Audit numbers by type	Feb-18	Mar-18					
	Regular Audits	14	12					
	Inadequate	7/ 50.0%	2/16.67%					
	Requires Improvement	5/ 35.7%	8/66.67%					
	Good	2/ 14.3%	2/16.67%					
	Thematic Audits	46	34					
T2	Calibration of audit quality	Will be included when the Essex Triple Loop Audit data is available						
T6	Posts over establishment	Feb-18	Mar-18					
	Unfunded Posts	29	27	-2	↓			
T6	Social Work staff makeup	Feb-18	Mar-18					
	Permanent	67%	68%	+1%	↑			
	Agency	27%	28%	+1%	↑			
	Vacant	6%	4%	-2%	↓			
T8 2a(i)	Average Caseload Numbers	Feb-18	Mar-18					
	Duty and Assessment	18.3	13.3	-5	↓	28.3	↓	
	Intervention and Planning	16.9	18.7	1.8	↑	17.3	↑	
	Children in Care	13.5	13.1	-0.4	↓	15.9	↓	
	0-25	24.2	25.7	1.5	↑	17.6	↑	
	Onwards and Upwards	21.6	20.3	-1.3	↓	21.2	↓	
	REACH	12.3	15.3	3	↑	9.8	↑	
Strengthened systems leadership for children								
2a(vii)	Children's input into conferences	Feb-18	Mar-18					
	Conferences: attended (PN1 and PN3)	4.7%	4.3%	-0.4%	↓			
	Conferences: views sent (PN0-PN6)	96.9%	86.9%	-10%	↓			
3a(vii)	Case supervisions within 6 week target	Case allocated Less than 6 weeks	In time supervision (in 6-weeks)	Last Supervision (over 6 weeks old)	No Supervision Recorded			
	Duty & Assessment	39%	45%	5%	11%			
	Intervention & Planning	14%	64%	21%	2%			
	0-25 Service	7%	53%	20%	20%			
	Children In Care	9%	59%	28%	3%			
	Onwards & Upwards	8%	30%	60%	1%			
	REACH	13%	60%	27%	0%			
	Number of Group Supervision's within the last 3 months	DAT	I&P	CIC	O&U	REACH		
	7	24	2	2	15			
3a(vii)	Management oversight gradings in regular audits	Feb-18	Mar-18					
	Inadequate	54%	27%					
	Requires Improvement	38.5%	63.6%					
	Good	7.7%	9.1%					

Plan ID	Measure	Previous Period	Latest Position	Change	Change since Ofsted	Target	Rating
Effective MASH							
4a(iv)	Timeliness of contact decision	Feb-18	Mar-18				
	Decision on contact made within 24 hours	89%	80%	-9%	↓	53%	↑
4a(iv)	Timeliness of assessment	Feb-18	Mar-18				
	Performance Matters Page 6						
Effective decision making							
4b(ii)	Timeliness of pre-proceedings	Feb-18	Mar-18				
		31.2 weeks*	15.6 weeks	-15.6 weeks	↓	23 weeks	↓
4b(ii)	Multi agency involvement in Strategy Discussions	Feb-18	Mar-18	System change and new report from Jan 2018			
	Performance Matters Page 15						
	Performance Matters Page 15						
	Performance Matters Page 15						
	Performance Matters Page 15						
4b(ii)	S47: length of time open	Feb-18	Mar-18				
		20 days	18 days	2 days	↓	15.5 days	↑
4b(ii)	S47: Outcome	Feb-18	Mar-18				
	Performance Matters Page 15						
	Performance Matters Page 15						
	Performance Matters Page 15						
	Performance Matters Page 15						
Strengthen assessment							
5a(iii)	Average Length of missing episode	Feb-18	Mar-18				
	From Home	2.2	2.1	-0.1	↓	1.1	↑
	From Care	0.8	1.2	0.4	↑	2.4	↓
5a(iii)	Overall number of missing episodes	Feb-18	Mar-18				
	From Home	31	34	3	↑	22	↑
	From Care	48	49	1	↑	45	↑

Plan ID	Measure	Previous Period	Latest Position	Change	Change since Ofsted	Target	Rating
Child centred plans							
6a(iv)	Number of escalations of plans	Feb-18	Mar-18				
	To Child Protection	Performance Matters Page 18					
	To Child in Care	Performance Matters Page 18					
6a(vii)	Pre-proceedings progressing to care proceedings	Feb-18	Mar-18				
		9/20	0/6	-9	↓		
6a(vii)	Timeliness of care proceedings	Feb-18	Mar-18				
		27 weeks	34.6 weeks	+7.6	↑		
6a(vii)	Outcomes of care proceedings	Feb-18	Mar-18				
	Placement Orders	0	0	0	↔		
	Care Orders	6	3	-3	↓		
	SGO	1	2	1	↑		
	Supervision Order	4	1	-3	↓		
	Child Arrangement Order	0	1	1	↑		
	No Public Law Order	2	3	1	↑		
6a(ix)	Number of children participating in life story work	Feb-18	Mar-18				
		20	20	0	↔		
Plans achieving best outcomes							
6b(vii)	How many NEET young people	Feb-18	Mar-18				
		207	207	0	↔	196	↑
6b(vii)	How many EET care leavers	Feb-18	Mar-18				
	Performance Matters Care Leavers Page 39						

- ↑ Positive upward change
 ↑ Negative upward change
- ↓ Positive downward change
 ↓ Negative downward change

	<p align="center">Children, Education, and Safeguarding Committee</p> <p align="center">6 June 2018</p>
<p>Title</p>	<p align="center">End Of Year 2017/18 Commissioning Plan Performance Report</p>
<p>Report of</p>	<p>Councillor David Longstaff – Children, Education & Safeguarding Committee Chairman</p>
<p>Wards</p>	<p>All</p>
<p>Status</p>	<p>Public</p>
<p>Urgent</p>	<p>No</p>
<p>Key</p>	<p>No</p>
<p>Enclosures</p>	<p>None</p>
<p>Officer Contact Details</p>	<p>Alaine Clarke, Head of Performance and Risk alaine.clarke@barnet.gov.uk</p>

Summary

The report provides an **annual overview** of performance at the **End of Year (EOY) 2017/18**, including budget outturns for revenue and capital (where relevant), progress on key activities, indicators that have not met the annual target, and management of high level risks for the Theme Committee in relation to the Commissioning Plan.

Recommendations

- The Committee is asked to review the finance, performance and risk information in relation to the Theme Committee’s Commissioning Plan.**

INTRODUCTION

1.1 This Commissioning Plan performance report is an extract from the End of Year (EOY) 2017/18 Performance Monitoring Report (Performance by Theme Committee). **The report is for information only, as the focus is now on the Improvement Action Plan.** All Theme Committees are receiving an update on Commissioning Plan performance.

PERFORMANCE BY THEME COMMITTEE (COMMISSIONING PLANS)

1.2 The priorities for the CES Committee are to work with partners to make Barnet the most family-friendly borough in London by 2020; ensure effective and robust safeguarding arrangements for vulnerable children and young people and ensure education that is among the best in the country.

Budget outturn

Revenue							
Service	Original Budget £000	Revised Budget £000	Outturn £000	Variance from Revised Budget Adv/(fav) £000	Reserve Move-ments £000	Variance after Reserve Move-ments Adv/(fav) £000	Variance after Reserve Move-ments Adv/(fav) %
Family Services	49,226	55,039	57,409	2,371	(40)	2,331	4.2
Education and Skills	6,525	6,718	6,584	(134)	84	(50)	(0.7)

1.3 The final revenue outturn for **Education and Skills** was broadly in line with budget.

1.4 The overspend of £2.331m for **Family Services** represents 4.2% of the total Delivery Unit budget (£55.039m). This represents an increase of £2.117 from Quarter 3 relating to expenditure on placements and employee costs. There was a £2.300m overspend relating to external high cost specialist placements and associated services and the additional directed requirement for two assistant heads of service, three duty assessment team managers and eight duty assessment team social workers resulted in a £0.400m pressure. The ongoing improvement programme will continue to place pressure on existing resources. These pressures were offset by additional one-off grant funding (£0.416m) and realignment of the additional budget allocated by Policy and Resources Committee in June 2017 to high cost placements (£1.200m).

Capital						
Service	2017/18 Revised Budget £000	Additions/ (Deletions) £000	(Slippage)/ Accelerated Spend £000	2017/18 Outturn £000	Variance from Approved Budget £000	Variance from Approved Budget %
Family Services	4,734	-	(1,956)	2,778	(1,956))	(41.3)
Education and Skills	27,933	-	(13,285)	14,648	(13,285)	(47.6)

1.5 The 2017/18 capital outturn for **Family Services** shows slippage of £2.332m.

- There have been delays to the Youth Scheme project with planning taking longer than expected, resulting in slippage of £0.300m.
 - A delay in the planning application for a children's home scheme has resulted in slippage of £0.140m.
 - The early education and childcare place sufficiency project slippage of £0.195m will be used for three projects to be completed in 2018/19.

- In Family services Estates, the majority of spend relating to building compliance, repairs and maintenance, health and safety and disabled access works will occur in 2018/19, resulting in slippage of £1.150m.

Progress on key activities

1.6 The effective safeguarding of vulnerable children and young people remains at the heart of what the council does; and this commitment will not change as local services evolve. The Commissioning Plan outlines the council's vision to make Barnet the most family-friendly borough in London by 2020 and to embed a resilience-based model of practice to identify issues early and support families to build their resilience. A progress update on key activities has been provided below.

Family Services

- **Children's Services Improvement Plan** - Ofsted inspected the council's services for children in need of help and protection and children looked after between 25 April and 18 May 2017, the Barnet Safeguarding Children Board (BSCB) was also inspected. The full Ofsted Inspection Report was published on 7 July 2017; Ofsted gave Barnet Children's Services an overall judgement of 'Inadequate'; the BSCB was also judged to be 'Inadequate'. In response to the recommendations and areas for improvement identified by Ofsted, the Barnet Children Services Improvement Action Plan was developed and implemented. The Department for Education (DfE) confirmed on 31 October 2017 that 'the plan satisfactorily reflects the recommendations and priorities of the inspection report'.

The Improvement Plan has two elements of improvement planning, a turnaround priority and seven improvement themes:

1. Turnaround priority: To drive sustainable Practice Improvement at pace

Improvement themes

2. Governance Leadership, and Partnership
3. Embedding Practice Leadership
4. Right interventions, right time (Thresholds)
5. Improving Assessment for children
6. Improving Planning for children
7. Effective Communications and Engagement to drive culture change that will improve children's lives

Progress against the Ofsted Improvement Action Plan is reported to members via the Children, Education and Safeguarding Committee bi-monthly. All reports taken to committee since the Single Inspection can be found online at <https://barnet.moderngov.co.uk/ieListMeetings.aspx?Committeeld=697>.

Since the publication of the Ofsted report in July 2017, inspectors have since returned to undertake three monitoring visits. These focused on:

- Visit 1 (November 2017) - 'Front door' arrangements within the MASH and Intervention and Planning Teams
- Visit 2 (January 2018) - 'Front door' arrangements in the MASH, Duty & Assessment Teams and Intervention and Planning Teams
- Visit 3 (April 2018) - Vulnerable adolescents (child sexual and criminal exploitation and missing children)

Following each visit, inspectors have confirmed that the pace of change within Barnet has been remained proportionate. In the most recent visit, inspectors noted that there was continued progress and consolidation of recent improvements seen in the

first monitoring visit; they reported that senior leaders and managers are appropriately focussed on embedding the cultural change required to improve and embed good social work practice. Inspectors found:

- Better establishment of improved quality assurance processes and an increase in permanent staffing;
- Expertise and support being provided to senior leaders by the improvement board and local authority partner to appropriately monitor the pace and implementation of improvements to services;
- Less case work of an inadequate standard than on previous monitoring visits, and most children were being appropriately safeguarded.

There is a need to ensure the workforce is skilled in order for children to receive a good or better service, and for children's services to be graded as such when next inspected. A programme of workforce development has been developed and implemented since the inspection which focuses on practitioners being equipped with the tools and frameworks they need to deliver consistently good social work practice, and which is cross cutting across the improvement plan turnaround priority And improvement themes.

This Programme has included:

- The appointment of a Practice Development Team to ensure that good practice is modelled and skills developed;
- Closely aligning The Quality Assurance Framework to the Workforce Development Programme and performance data;
- A Workforce Development Programme that entails thematic, regular monthly case file and live practice observation audits and multi-agency audits undertaken by a QA team, Team Managers and relevant partners;
- Focused work with Team Managers to help them develop their understanding and use of performance data so they can identify areas of weakness and strengths in order to drive necessary improvements in practice;
- Delivering a responsive quality assurance and performance framework that enables Barnet to respond to emerging needs and trends.

These approaches are beginning to have a positive effect on staff. Ofsted recognised the training offer, morale and effective Quality Assurance mechanisms. This is also being reflected in a shift from predominately inadequate work to more work which requires improvement in April 2018.

The pace of change within Barnet has remained consistent and focussed, with inspectors noting that it is beginning to raise practice standards. It has been recognised however, that senior leaders are aware that there are still areas of challenge before practice is of an overall good standard.

Note: Where the Ofsted inspection focused on the *quality* of social work practice, the indicators reported for Family Services below are more *process* driven and include data on take-up of services, placements and costs of provision.

- **Tackling gang activity** – the REACH (Resilient, Engaged, Achieving Children) team was formed in 2017/18 to work with young people to reduce their risk of, and vulnerability to, engaging in gangs, serious youth violence, child sexual exploitation, missing episodes and related vulnerabilities. The team is now embedded into standard practice, as part of the Intervention and Planning Service. The service

works closely with the Targeted Youth Service who lead on gang prevention and positive activities for young people, alongside the Voluntary and Community Sector. Met Police figures on knife injury victims under 25 years old show a slight reduction of 2.1 per cent (47 from 48 last year)¹. REACH is building pathways to facilitate ‘step-down’ support for young people who reach 18 years and can no longer be supported by REACH. A procurement process for the 2018/19 delivery of REACH interventions and school prevention work has been completed and service delivery linked to that procurement began in April 2018.

Education and Skills

- **Ensuring the attainment and progress of children in Barnet schools remains in the top 10% nationally** - results for the national examinations and assessments that took place across the early years, primary and secondary phases in the summer 2017 were published last quarter. Most annual targets relating to school and pupil performance were met, including school inspections (95 per cent of schools were rated good or outstanding); primary school attendance (96.2 per cent, an increase from 95.9 per cent last year); and pupils achieving a good level of development in the Early Years Foundation Stage was above average. On the headline measure of pupils achieving the expected standard in reading, writing and mathematics, Barnet was ranked 16th (just outside the top 10%); and the progress of pupils between Key Stages 1 and 2 in all subjects was above average. The Key Stage 4 (GCSE) attainment and progress results were in the top 5% (5th for Attainment 8 and 3rd for Progress 8) and for disadvantaged pupils (eligible for free school meals and looked after children) in the top 10% (10th for Attainment 8 and 15th for Progress 8). Areas noted for improvement included Key Stage 2 English writing and the achievement of disadvantaged pupils and pupils with an Education, Health and Care Plan at Key Stage 2.

Performance indicators

1.7 The EOY 2017/18 position for the basket of indicators in the Theme Committee’s Commissioning Plan has been set out in table 1 below. This shows that the majority of indicators (74%) have met the annual target; and most (69%) have improved or stayed the same since last year.

Table 1: Theme Committee Indicators (EOY 2017/18)

Theme Committee	Green	Green Amber	Red Amber	Red	Improved/Same	Worsened	Monit or only	No. indicators
CES	74% (26)	6% (2)	3% (1)	17% (6)	69% (25)	31% (11)	12	47

Family Services

1.8 One indicator in the Corporate Plan has not met the annual target and two indicators (the latter) in the CES Commissioning Plan have not met the annual target.

- **FS/S7 Percentage of free entitlement early years places taken up by parents/carers that are eligible for a place (RAG rated RED)** – 56.3% against annual target of 70%. Brokerage staff work closely with the children’s centres who hold regular events to engage parents and enable eligible two year olds to access their entitlement. This remained a challenging agenda and at the London Head of Early Years meeting it was reported that all boroughs had seen a dip in eligible families

¹ Source: Met Police, 47 (April 2017 to March 2018) and 48 (April 2016 to March 2017)

accessing their entitlement due to the focus being on the 30 hours offer for three and four year olds, which was launched in September 2017.

- **FS/S11 Percentage of children in external residential placements (RAG rated RED)** - 11.3% against annual target of 8.8%.
- **FS/C15 Young offenders in education, training or employment (RAG rated RED AMBER)** – 45.4% against annual target of 48% (London average).

Education and Skills

1.9 One indicator in the Corporate Plan has not met the annual target and five indicators (the latter) in the CES Commissioning Plan have not met the annual target.

- **CES/S24 Percentage of primary pupils achieving the ‘expected standard’ in English Reading, English Writing and Mathematics (combined) at the end of Key Stage 2 (RAG rated GREEN AMBER)** – 69%; rank 16 out of 152 local authorities, which is just outside the top 10%. This indicator was reported in Q3 2017/18. To have achieved the top 10% (rank 15), a result of 70% was required. 11 local authorities were jointly ranked 11th (Harrow, Lambeth, Newham, Warrington and Wokingham). The top result (rank 1) was 88% in the City of London (where one school). This was followed by three local authorities with 76% (Bromley, Kensington and Chelsea, and Richmond). The bottom result was 35% in the Isles of Scilly (where one school). This was followed by Peterborough with 52%.
- **CES/S9 Primary pupils’ average progress in English Writing (RAG rated RED)** – 0.4; rank 54 out of 152 local authorities. This indicator was reported in Q3 2017/18. There remain doubts nationally about the validity of national comparisons because of inconsistencies in moderation of teacher assessments across the country. Nonetheless this is a key priority in the school improvement strategy and schools with poor progress and attainment in writing are receiving targeted support. Average performance has improved from 0.3 to 0.4, which is reflected in an improved ranking from 71 to 54. To have achieved the top 10% (rank 15), a result of 1.4 was required. Four local authorities were jointly ranked 12th (Greenwich, Hounslow, Sunderland, and Tower Hamlets). The top result (rank 1) was 2.6 in Newham. The bottom result was -10.1 in the Isles of Scilly (where one school). This was followed by West Sussex with -2.5.
- **CES/S11-1 Percentage of disadvantaged pupils achieving the ‘expected standard’ in English Reading, English Writing and Mathematics (combined) at the end of Key Stage 2 (RAG rated RED)** – 55%; rank 20 out of 152 local authorities. This indicator was reported in Q3 2017/18. Barnet’s ranking for all pupils moved from 24 to 16 and a similar improvement has occurred in relation to disadvantaged pupils, with the ranking moving from 25 to 20 and the percentage achieving the expected standard improving from 46% to 55%. To have achieved the top 10% (rank 15), a result of 58% was required. One local authority was ranked 15th (Havering). The top result (rank 1) was 69% in Newham. The bottom result was 34%, with two local authorities jointly ranked 149th (Bedford and Cambridge). A couple of local authorities have not published results.
- **CES/S15 Average Attainment 8 score of looked-after children (RAG rated GREEN AMBER)** – 18.6 against annual target of 19.3 (London average). Barnet performed above statistical neighbours, but slightly below the London and national averages. This was a slight decline on last year. However, the rank position rose to 83rd from 115th last year. As the range nationally is fairly narrow and size of the

cohorts small (27 for Barnet), small changes within a local authority can result in a large change in ranking.

- **CES/S26 Percentage of pupils with an Education, Health and Care Plan or statement of special educational needs achieving the 'expected standard' in English Reading, English Writing and Mathematics at Key Stage 2 (RAG rated RED)** - 8%; rank 60 out of 152 local authorities. This indicator was reported in Q3 2017/18. This was a very small cohort of pupils (135 in Barnet). As a result, the achievement levels of just two or three pupils can have a dramatic impact on national rankings. Achievement of disadvantaged pupils and other vulnerable groups (including pupils with special educational needs) is a priority for improvement in the school improvement strategy and work is being undertaken with schools to promote best practice to eliminate differences in the performance of groups of pupils. To have achieved the top 10% (rank 15), a result of 13% was required. Four local authorities were ranked 15th (Kingston upon Hull, Cambridgeshire, Haringey and Merton). The top result (rank 1) was 37% in Westminster. The bottom result was 2% in Manchester (ranked 140th). 12 local authorities have not published results.
- **CES/S27-2 Average Progress 8 score for pupils with pupils with an Education, Health and Care Plan or statement of special educational needs (RAG rated RED)** -0.79; rank 24 out of 152 local authorities. To have achieved the top 10% (rank 15), a result of -0.71 was required. Two local authorities were ranked 15th (Harrow and Slough). The top result (rank 1) was -0.45 in Rutland. The bottom result was -1.69 in Knowsley (ranked 152).

Family Services

Corporate Plan Indicators²

Ref		Indicator	Polarity	Period Covered	2017/18 Annual Target	2017/18 EOY Result	2016/17 EOY Result	DOT Long Term (From EOY 2016/17)	Benchmarking
CPI	FS/C42	Percentage of children newly placed in London Borough of Barnet foster care	Bigger is Better	Apr 2017 - Mar 2018	Monitor	37.4%	New for 2017/18	New for 2017/18	No benchmark available
CPI	FS/C43	Ratio of children subject to CAF: CiN: CP: LAC (per 10,000)	Monitor	Apr 2017 - Mar 2018	Monitor	76.7 179.7 17.0 36.9	New for 2017/18	New for 2017/18	No benchmark available
CPI	FS/S7	Percentage of free entitlement early years places taken up by parents/carers that are eligible for a place	Bigger is Better	Apr 2017 - Mar 2018	70%	56.3% (R)	59.6%	▼ Worsening	No benchmark available
CPI	FS/S15	Percentage of care leavers age 19 – 21 in education, employment or training	Bigger is Better	Apr 2017 - Mar 2018	Above Statistical Neighbours (53.5%)	58% (G)	59.8%	▼ Worsening	Statistical Neighbours 53.5% London 53% England 50% (2016/17, LAIT)

Commissioning Plan Indicators³

Ref		Indicator	Polarity	Period Covered	2017/18 Annual Target	2017/18 EOY Result	2016/17 EOY Result	DOT Long Term (From EOY 2016/17)	Benchmarking
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² The Monitor indicators have been included for information.

³ The Monitor indicators have been included for information.

Commissioning Plan Indicators ³									
Ref		Indicator	Polarity	Period Covered	2017/18 Annual Target	2017/18 EOY Result	2016/17 EOY Result	DOT Long Term (From EOY 2016/17)	Benchmarking
SPI	FS/S11	Percentage of children in external residential placements	Smaller is Better	Apr 2017 - Mar 2018	8.6%	11.3% (R)	10.4%	▼ Worsening	No benchmark available
SPI	FS/C15	Young offenders in education, training or employment	Bigger is Better	Apr 2017 - Mar 2018	Above London (48%) and national (41%) averages	45.5% (RA)	79.3%	▼ Worsening	London 48% National 41% (Youth Justice Board, 2017)
SPI	FS/C45	Percentage of agency social workers covering vacancies ⁴	Smaller is Better	Apr 2017 - Mar 2018	Monitor	21.1%	New for 2017/18	New for 2017/18	Statistical Neighbours 28.1% London 28.4% England 16.1% (2016/17, LAIT)
SPI	FS/C17	Number of Children Missing from Care (during reporting period)	Smaller is Better	Apr 2017 - Mar 2018	Monitor	48	82	▲ Improving	No benchmark available
SPI	FS/C19	Number of Children in Care further than 20 miles from borough	Monitor	Apr 2017 - Mar 2018	Monitor	65	79	Monitor	No benchmark available
SPI	FS/C44	Number of times serious incident response protocol triggered (youth violence)	Smaller is Better	Apr 2017 - Mar 2018	Monitor	0	New for 2017/18	New for 2017/18	No benchmark available

⁴ This indicator measures the percentage of agency social workers in vacant posts against the total number of social workers employed by Family Services.

Commissioning Plan Indicators³

Ref		Indicator	Polarity	Period Covered	2017/18 Annual Target	2017/18 EOY Result	2016/17 EOY Result	DOT Long Term (From EOY 2016/17)	Benchmarking
SPI	FS/S2	Children made subject to Child Protection Plan for a second or subsequent time	Smaller is Better	Apr 2017 - Mar 2018	Better than Statistical Neighbours (15.6%)	16.1% (G)	14.8%	▼ Worsening	Statistical Neighbours 15.6% London 14.6% England 18.7% (2016/17, LAIT)
SPI	FS/C18	Percentage of children in care with three or more placements during the last 12 months	Smaller is Better	Apr 2017 - Mar 2018	10%	10.1% (G)	10.6%	▲ Improving	Statistical Neighbours 9.7% London 10% England 10% (2016/17, LAIT)
SPI	FS/S5	Number of children adopted	Bigger is Better	Apr 2017 - Mar 2018	13	13 (G)	8	▲ Improving	No benchmark available
SPI	FS/C46	Actual placement days	Monitor	Apr 2017 - Mar 2018	Monitor	33,813	New for 2017/18	New for 2017/18	No benchmark available
SPI	FS/C47	Average gross cost per placement	Monitor	Apr 2017 - Mar 2018	Monitor	£448.20	New for 2017/18	New for 2017/18	No benchmark available
SPI	FS/C48	Income for joint placements	Monitor	Apr 2017 - Mar 2018	Monitor	£1,878,955	New for 2017/18	New for 2017/18	No benchmark available
SPI	FS/S8	Percentage of the target groups that are registered with the children centre within the area it serves	Bigger is Better	Apr 2017 - Mar 2018	65%	74.1% (G)	86.5%	▼ Worsening	No benchmark available

Commissioning Plan Indicators ³									
Ref		Indicator	Polarity	Period Covered	2017/18 Annual Target	2017/18 EOY Result	2016/17 EOY Result	DOT Long Term (From EOY 2016/17)	Benchmarking
SPI	FS/C16	Percentage of families with children under 5 within the borough are registered and accessing services at children's centres	Bigger is Better	Apr 2017 - Mar 2018	80%	92.9% (G)	82.7%	▲ Improving	No benchmark available
SPI	FS/S18	Proportion of care leavers age 19 – 21 in suitable accommodation	Bigger is Better	Apr 2017 - Mar 2018	90%	90.1% (G)	98%	▼ Worsening	Statistical Neighbours 82.9% London 82.0% England 84.0% (2016/17, LAIT)
SPI	FS/C49	Percentage of children in care participating in own statutory reviews	Bigger is Better	Apr 2017 - Mar 2018	95%	95.2% (G)	New for 2017/18	New for 2017/18	No benchmark available

Education and Skills⁵

Corporate Plan Indicators ⁶									
Ref		Indicator	Polarity	Period Covered	2017/18 Annual Target	2017/18 EOY Result	2016/17 EOY Result	DOT Long Term (From EOY 2016/17)	Benchmarking
CPI	CES/S1	Percentage of primary schools rated as 'good' or better	Bigger is Better	Apr 2017 - Mar 2018	95.5%	95.4% ⁷ (G)	95.4%	↔ Same	London 94.3% England 89.7% (January 2018, Watchsted)

⁵ Statistical Neighbours for education indicators are: Bromley, Ealing, Kingston upon Thames, Hillingdon, Hounslow, Merton, Milton Keynes, Reading, Redbridge, and Sutton.

⁶ The Monitor indicators have been included for information.

⁷ When the primary indicator was set, the target of 95.5% of primary schools being good or better meant achieving 86/90 schools at good or better. Average for the year (April 2017 to March 2018) was 83/87 schools. Last year (September 2016 to March 2017) was 83/87.

Corporate Plan Indicators⁶

Ref		Indicator	Polarity	Period Covered	2017/18 Annual Target	2017/18 EOY Result	2016/17 EOY Result	DOT Long Term (From EOY 2016/17)	Benchmarking
CPI	CES/S3	Percentage of secondary schools rated as 'good' or better	Bigger is Better	Apr 2017 - Mar 2018	95.8%	95.5% ⁸ (G)	95.5%	↔ Same	London 91.3% England 82.6% (January 2018, Watchsted)
CPI	CES/S1 3-1 (Annual)	Average Attainment 8 score ⁹	Bigger is Better	Annual – reported in Q3 2017/18	Top 10% in England (=top 15 ranking)	54.7 (Ranked 5 th) (G)	56.1 (Ranked 5 th)	↔ Same	Statistical Neighbours 49.5 London: 48.9 National 46.4 (2016/17, DfE)
CPI	CES/S1 3-2 (Annual)	Average Progress 8 score ²⁷	Bigger is Better	Annual – reported in Q3 2017/18	Top 10% in England (=top 15 ranking)	0.47 (Ranked 3 rd) (G)	0.33 (Ranked 4 th)	▲ Improving	Statistical Neighbours 0.24 London 0.22 National 0.00 (2016/17, DfE)
CPI	CES/S1 8-1	Percentage of 16-17 year olds who are not in education, employment or training	Smaller is Better	Jan 2018 - Mar 2018	London top quartile (2.3%)	1.8%	2.3% ¹⁰	Not comparable	London 1.8% National 2.8% (2018, DfE)
CPI	CES/S2 4 (Annual)	Percentage of primary pupils achieving the 'expected standard' in RWM ¹¹ (combined) at the end of Key Stage 2 ¹²	Bigger is Better	Annual – reported in Q3 2017/18	Top 10% in England (=top 15 ranking)	69% (Ranked 16 th) (GA)	59% (Ranked 24 th)	▲ Improving	Statistical Neighbours 66.3% London 67% England 61% (2016/17, LAIT)

⁸ When the secondary indicator was set, the target of 95.8% of secondary schools being good or better meant achieving 23/24 schools at good or better. Average for the year (April 2017 to March 2018) was 21/22 schools. Last year (September 2016 to March 2017) was 21/22.

⁹ For school exam results, the DOT is based on the LEA ranking out of 152 where rank 1 = smallest and best performance. Top 10% in England is the equivalent of a top 15 ranking.

¹⁰ Methodology changed to 16-17 year olds only (16-18 year olds last year). As data not comparable between year's, a RAG rating cannot be applied (as the formula incorporates the DOT)

¹¹ English Reading, English Writing and Mathematics

¹² For school exam results, the DOT is based on the LEA ranking out of 152 where rank 1 = smallest and best performance. Top 10% in England is the equivalent of a top 15 ranking.

Commissioning Plan Indicators ¹³									
Ref		Indicator	Polarity	Period Covered	2017/18 Annual Target	2017/18 EOY Result	2016/17 EOY Result	DOT Long Term (From EOY 2016/17)	Benchmarking
SPI	CES/S1 3-3 (Annual)	Percentage of pupils achieving the threshold in English and mathematics (Grade 5)	Bigger is Better	Annual – reported in Q3 2017/18	Top 10% in England (=top 15 ranking)	60.3% (Ranked 4 th) (G)	73.1% (Ranked 7 th)	▲ Improving	Statistical Neighbours 50.8% London 48.2% National 39.6% (LAIT 2016/17)
SPI	CES/S1 3-4 (Annual)	Percentage of pupils achieving the English Baccalaureate	Bigger is Better	Annual – reported in Q3 2017/18	Top 10% in England (=top 15 ranking)	39.1% (Ranked 4 th) (G)	43.3% (Ranked 3 rd)	▼ Worsening	Statistical Neighbours 30.5% London 28.8% National 19.7% (LAIT 2016/17)
SPI	CES/S8 (Annual)	Primary pupils' average progress in English Reading	Bigger is Better	Annual – reported in Q3 2017/18	Top 10% in England (=top 15 ranking)	1.7 (Ranked 8 th) (G)	1.5 (Ranked 13 th)	▲ Improving	Statistical Neighbours 0.5 London 0.8 National 0.00 (LAIT 2016/17)
SPI	CES/S9 (Annual)	Primary pupils' average progress in English Writing ¹⁴	Bigger is Better	Annual – reported in Q3 2017/18	Top 10% in England (=top 15 ranking)	0.4 (Ranked 54 th) (R)	0.3 (Ranked 71 st)	▲ Improving	Statistical Neighbours 0.46 London 1.00 National 0.00 (2016/17, LAIT)
SPI	CES/S2 3 (Annual)	Primary pupils' average progress in Mathematics	Bigger is Better	Annual – reported in Q3 2017/18	Top 10% in England (=top 15 ranking)	2 (Ranked 9 th) (G)	1.7 (Ranked 17 th)	▲ Improving	Statistical Neighbours 1.1 London 1.6 National 0.0 (LAIT 2018)

¹³ The Monitor indicators have been included for information.

¹⁴ For school exam results, the DOT is based on the LEA ranking out of 152 where rank 1 = smallest and best performance. Top 10% in England is the equivalent of a top 15 ranking.

Commissioning Plan Indicators¹³

Ref	Indicator	Polarity	Period Covered	2017/18 Annual Target	2017/18 EOY Result	2016/17 EOY Result	DOT Long Term (From EOY 2016/17)	Benchmarking
SPI CES/S1 1-1 (Annual)	Percentage of disadvantaged pupils achieving the 'expected standard' in RWM ¹⁵ (combined) at the end of Key Stage 2 ¹⁶	Bigger is Better	Annual – reported in Q3 2017/18	Top 10% in England (=top 15 ranking)	55% (Ranked 20 th) (R)	46% (Ranked 25 th)	▲ Improving	Statistical Neighbours 52.6% London 58% England 48% (2016/17, LAIT)
SPI CES/S1 1-2 (Annual)	Difference between attainment level of disadvantaged pupils and their peers ('expected standard' in RWM ³² combined) at the end of Key Stage 2 ¹⁷	Smaller is Better	Annual – reported in Q3 2017/18	Top 10% in England (=top 15 ranking)	-13% ¹⁸	-15% ¹⁹	▲ Improving	No benchmark available
SPI CES/S1 5 (Annual)	Average Attainment 8 score of looked-after children	Bigger is Better	Annual – reported in Q4 2017/18	National average (19.3)	18.6 (GA)	19.5	▼ Worsening	Statistical Neighbours 17.35 London 18.9 National 19.3 (2016/17, LAIT)
SPI CES/S1 6 (Annual)	Average Progress 8 score of looked-after children	Bigger is Better	Apr 2017 - Mar 2018	National average (-1.18)	-0.97 (G)	-1.66	▲ Improving	Statistical Neighbours -1.33 London -1.24 National -1.18 (2016/17, LAIT)

¹⁵ English Reading, English Writing and Mathematics

¹⁶ For school exam results, the DOT is based on the LEA ranking out of 152 where rank 1 = smallest and best performance. Top 10% in England is the equivalent of a top 15 ranking.

¹⁷ For school exam results, the DOT is based on the LEA ranking out of 152 where rank 1 = smallest and best performance. Top 10% in England is the equivalent of a top 15 ranking.

¹⁸ Disadvantaged pupils 55%; national peers 68%. Ranking not available, so no RAG rating.

¹⁹ Disadvantaged pupils 46%; national peers 61%

Commissioning Plan Indicators ¹³									
Ref		Indicator	Polarity	Period Covered	2017/18 Annual Target	2017/18 EOY Result	2016/17 EOY Result	DOT Long Term (From EOY 2016/17)	Benchmarking
SPI	CES/S2 5 (Annual)	Percentage attendance levels at primary schools	Bigger is Better	Annual – reported in Q3 2017/18	London average (96%)	96.2% (Ranked 19 th) (G)	95.9% (Ranked 98 th)	▲ Improving	London 96% England 96% (2016/17, LAIT)
SPI	CES/S1 8-2	Combined percentage of 16-17 year olds who are not in education, employment of training and those whose current activity is not known to the local authority	Smaller is Better	Jan 2018 - Mar 2018	London top quartile	3.2%	18.8% ²⁰	Not comparable	London 4.6% National 5.6% (2018, DfE)
SPI	CES/S2 1 (Annual)	Percentage of children who applied on time for a Reception place made an offer on national offer day	Bigger is Better	Annual – reported in Q3 2017/18	99.9%	100% (G)	100%	↔ Same	No benchmark available
SPI	CES/S2 6 (Annual)	Percentage of pupils with an Education, Health and Care Plan ²¹ or statement of special educational needs achieving the 'expected standard' in RWM ³² at Key Stage 2 ²²	Bigger is Better	Annual – reported in Q3 2017/18	Top 10% in England (=top 15 ranking)	8% (Ranked 60 th) (R)	10% (Ranked 21 st)	▼ Worsening	Statistical Neighbours 9% London 9% England 8% (2016/17, DfE)

²⁰ Methodology changed to 16-17 year olds only (16-18 year olds last year). As data not comparable between year's, a RAG rating cannot be applied (as the formula incorporates the DOT).

²¹ Approx. 2,200 children have an Education, Health and Care Plan or statement of special educational needs.

²² For school exam results, the DOT is based on the LEA ranking out of 152 where rank 1 = smallest and best performance. Top 10% in England is the equivalent of a top 15 ranking.

Commissioning Plan Indicators ¹³									
Ref	Indicator	Polarity	Period Covered	2017/18 Annual Target	2017/18 EOY Result	2016/17 EOY Result	DOT Long Term (From EOY 2016/17)	Benchmarking	
SPI	CES/S2 7-1 (Annual)	Average Attainment 8 score for pupils with pupils with an Education, Health and Care Plan or statement of special educational needs	Bigger is Better	Annual – reported in Q3 2017/18	Top 10% in England (=top 15 ranking)	18.6 (Ranked 11 th) (G)	23.2 (Ranked 6 th)	▼ Worsening	Statistical Neighbours -15.9 London -15.7 National -13.9 (2018, DfE)
SPI	CES/S2 7-2 (Annual)	Average Progress 8 score for pupils with pupils with an Education, Health and Care Plan or statement of special educational needs	Bigger is Better	Annual – reported in Q3 2017/18	Top 10% in England (=top 15 ranking)	-0.79 (Ranked 24 th) (R)	-0.68 (Ranked 18 th)	▲ Improving	Statistical Neighbours -0.89 London -0.88 National -1.04 (2018, DfE)
SPI	CES/S2 8 (Annual)	Average Attainment 8 Score for disadvantaged pupils' (including FSM pupils and looked after children)	Bigger is Better	Annual – reported in Q3 2017/18	Top 10% in England (=top 15 ranking)	43.9 (Ranked 10 th) (G)	47.3 (Ranked 13 th)	▲ Improving	Statistical Neighbours 41.5 London 42.8 National 37.1 (2016/17, LAIT)
SPI	CES/S2 9 (Annual)	Average Progress 8 Score for disadvantaged pupils' (including FSM pupils and looked after children) Average Attainment 8 Score for disadvantaged pupils' (including FSM pupils and looked after children)	Bigger is Better	Annual – reported in Q3 2017/18	Top 10% in England (=top 15 ranking)	0.07 (Ranked 15 th) (G)	0.05 (Ranked 16 th)	▲ Improving	Statistical Neighbours -0.11 London -0.01 National -0.40 (2016/17, LAIT)

Commissioning Plan Indicators¹³

Ref		Indicator	Polarity	Period Covered	2017/18 Annual Target	2017/18 EOY Result	2016/17 EOY Result	DOT Long Term (From EOY 2016/17)	Benchmarking
SPI	CES/S3 0 (Annual)	Gap in average Attainment 8 score between pupils eligible for Free School Meals in the past 6 years and their peers	Smaller is Better	Annual – reported in Q3 2017/18	Top 10% in England (=top 15 ranking)	-6 (Ranked 10 th) (G)	-6.3 (Ranked 13 th)	▲ Improving	Statistical Neighbours -9.2 London -7.1 National -12.8 (2016/17, LAIT)
SPI	CES/S3 1 (Annual)	Gap in average Progress 8 score between Disadvantaged pupils and their peers nationally (Non-Disadvantaged Pupils)	Smaller is Better	Annual – reported in Q3 2017/18	Top 10% in England (=top 15 ranking)	-0.04 (Ranked 15 th) (G)	-0.05 (Ranked 16 th)	▲ Improving	Statistical Neighbours -0.22 National -0.51 London -0.12 (2016/17, LAIT)
SPI	CES/S3 2 (Annual)	Percentage of final Education, Health and Care plans issued within 20 weeks including exceptions	Bigger is Better	Apr 2017 - Mar 2018	90%	100% (G)	53.5%	▲ Improving	No benchmark available
SPI	CES/S3 3 (Annual)	Percentage of final Education, Health and Care plans issued within 20 weeks excluding exceptions	Bigger is Better	Apr 2017 - Mar 2018	95%	100% (G)	57.8%	▲ Improving	No benchmark available

Risk management

- 1.10 CES risks are held on the Children and Young People and Cambridge Education risk registers. The Cambridge Education risk register includes 23 risks overall. None are high level risks with a residual risk score of 15 or above.
- 1.11 The Children and Young People risk register includes 23 risks overall, which are being managed in line with the council's risk management framework. Two are high level risks with a residual risk score of 15 or above. Both are being managed as 'treat'.
- **FS001 - Significant child safeguarding incident (risk score 15)** - risk that inappropriate response or poor decision-making around a case leads to a significant children's safeguarding incident, resulting in increased risk of significant harm or death of a child, and reputational damage; and **FS023 – Delivery of Ofsted Improvement Action Plan (risk score 15)** - risk that the Ofsted Improvement Action Plan is not delivered across the partnership quickly enough, which could lead to outcomes for children, young people and families not improving at the pace required, and also negative monitoring reports and future inspection outcomes. Both risks are being managed by delivery of the Ofsted Improvement Action Plan, which is monitored regularly and overseen by a Board chaired by the Chief Executive. Ofsted monitoring visits took place in November 2017, January 2018 and April 2018; with a fourth monitoring visit due in July 2018. Inspectors noted that satisfactory progress had been made and there was a positive sense of direction.

2 REASONS FOR RECOMMENDATIONS

2.1 These recommendations are to provide the Committee with the necessary information to oversee the performance of the Commissioning Plan 2017/18 addendum. This paper enables the council to meet the budget agreed by Council on 7 March 2017.

3 ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

3.1 None.

4 POST DECISION IMPLEMENTATION

4.1 None.

5 IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

5.1.1 The report provides an annual overview of performance, including budget outturn for revenue and capital, progress on key activities, indicators that have not met the annual target and management of high level risks.

5.1.2 The EOY 2017/18 results for all Corporate Plan and Commissioning Plan indicators are published on the Open Barnet portal at <https://open.barnet.gov.uk/dataset>

5.1.3 Robust budget and performance monitoring are essential to ensure that there are adequate and appropriately directed resources to support delivery and achievement of council priorities and targets as set out in the Corporate Plan and Commissioning Plans. In addition, adherence to the Prudential Framework ensures capital expenditure plans remain affordable in the longer term and that capital resources are maximised.

5.1.4 Relevant council strategies and policies include the following:

- Corporate Plan 2015-2020
- Corporate Plan - 2016/17 Addendum and 2017/18 Addendum
- Commissioning Plans
- Medium Term Financial Strategy
- Treasury Management Strategy
- Debt Management Strategy
- Insurance Strategy
- Risk Management Framework
- Capital, Assets and Property Strategy.

5.1.5 The priorities of the council are aligned to the delivery of the Health and Wellbeing Strategy.

5.2 Resources (Finance and Value for Money, Procurement, Staffing, IT, Property, Sustainability)

5.3 Legal and Constitutional References

5.3.1 Section 151 of the Local Government Act 1972 states that: “without prejudice to

section 111, every local authority shall make arrangements for the proper administration of their financial affairs and shall secure that one of their officers has responsibility for the administration of those affairs". Section 111 of the Local Government Act 1972, relates to the subsidiary powers of local authorities.

- 5.3.2 Section 28 of the Local Government Act 2003 (the Act) imposes a statutory duty on a billing or major precepting authority to monitor, during the financial year, its income and expenditure against the budget calculations. If the monitoring establishes that the budgetary situation has deteriorated, the authority must take such action as it considers necessary to deal with the situation. Definition as to whether there is deterioration in an authority's financial position is set out in sub-section 28(4) of the Act.
- 5.3.3 The Council's Constitution (Article 7, Article 7 – Committees, Forums, Working Groups and Partnerships) sets out the responsibilities of all council Committees. The responsibilities of the CES Committee include: (4) To receive reports on relevant performance information and risk on the services under the remit of the Committee.
- 5.3.4 The council's Constitution, Financial Regulations Part 17, Financial Regulations section 4, paragraphs 4.4.9 - 11 state:
- Allocations from the central contingency relating to planned developments will be approved by the Chief Finance Officer (section 151 officer), in consultation with the Chairman of the Policy and Resources Committee, following the receipt from a Chief Officer of a fully costed proposal to incur expenditure that is in line with planned development (including full year effect).
Where there is a significant increase in the full year effect, the contingency allocation must be approved by the Policy and Resources Committee.
 - Allocations from the central contingency for unplanned expenditure, including proposals to utilise underspends previously generated within the service and returned to central contingency, will be approved by the Chief Finance Officer in consultation with the Chairman of Policy and Resources Committee.
Where there are competing bids for use of underspends, additional income or windfalls previously returned to central contingency, priority will be given to the service(s) that generated that return.
 - Allocations for unplanned expenditure over £250,000 must be approved by Policy and Resources Committee.
- 5.3.5 The Chief Finance Officer (section 151 officer) will report in detail to Performance and Contract Management Committee at least four times a year, at the end of each quarter, on the revenue, capital budgets and wider financial standing.
- 5.3.6 The council's Constitution, Financial Regulations section 4 paragraph 4.4.3 states amendments to the revenue budget can only be made with approval as per the scheme of virements table below:

Virements for allocation from contingency for amounts up to £250,000 must be approved by the Section 151 Officer in consultation with appropriate Chief Officer
Virements for allocation from contingency for amounts over £250,000 must be approved by Policy and Resources Committee
Virements within a service that do not alter the bottom line are approved by Service Director
Virements between services (excluding contingency allocations) up to a value of £50,000 must be approved by the relevant Chief Officer
Virements between services (excluding contingency allocations) over £50,000

and up to £250,000 must be approved by Chief Officer and Chief Finance Officer in consultation with the Chairman of the Policy and Resources Committee and reported to the next meeting of the Policy and Resources Committee
Virements between services (excluding contingency allocations) over £250,000 must be approved by Policy and Resources Committee

Capital Virements
Policy & Resources Committee approval is required for all capital budget and funding virements and yearly profile changes (slippage or accelerated spend) between approved capital programmes i.e. as per the budget book. The report must show the proposed: i) Budget transfers between projects and by year; ii) Funding transfers between projects and by year; and iii) A summary based on a template approved by the Section 151 Officer
Policy and Resources Committee approval is required for all capital additions to the capital programme. Capital additions should also be included in the quarterly budget monitoring report to Performance and Contract Management Committee for noting.
Funding substitutions at year end in order to maximise funding are the responsibility of the Section 151 Officer.

5.4 Risk Management

- 5.4.1 Various projects within the council's revenue budget and capital programme are supported by time-limited grants. Where there are delays to the implementation of these projects, there is the risk that the associated grants will be lost. If this occurs either the projects will be aborted or a decision to divert resources from other council priorities will be required.
- 5.4.2 The revised forecast level of balances needs to be considered in light of the risk identified in 5.4.1 above.

5.5 Equalities and Diversity

- 5.5.1 The Equality Act 2010 requires organisations exercising public functions to demonstrate that due regard has been paid to equalities in:
- Elimination of unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010.
 - Advancement of equality of opportunity between people from different groups.
 - Fostering of good relations between people from different groups.
- 5.5.2 The Equality Act 2010 identifies the following protected characteristics: age; disability; gender reassignment; marriage and civil partnership, pregnancy and maternity; race; religion or belief; sex and sexual orientation.
- 5.5.3 In order to assist in meeting the duty the council will:
- Try to understand the diversity of our customers to improve our services.
 - Consider the impact of our decisions on different groups to ensure they are fair.
 - Mainstream equalities into business and financial planning and integrating equalities into everything we do.
 - Learn more about Barnet's diverse communities by engaging with them.

This is also what we expect of our partners.

5.5.4 This is set out in the council's Equalities Policy together with our strategic Equalities Objective - as set out in the Corporate Plan - that citizens will be treated equally with understanding and respect; have equal opportunities and receive quality services provided to best value principles.

5.5.5 Progress against the performance measures we use is published on our website at: www.barnet.gov.uk/info/200041/equality_and_diversity/224/equality_and_diversity

5.6 Consultation and Engagement

5.6.1 During the process of formulating budget and Corporate Plan proposals for 2015-2020 onwards, four phases of consultation took place:

Phase	Date	Summary
Phase 1: Setting out the challenge	Summer 2013	The council forecast that its budget would reduce by a further £72m between 2016/17 and 2019/20, setting the scene for the PSR consultation
Phase 2: PSR consultation to inform development of options	October 2013 - June 2014	Engagement through Citizen's Panel Workshops which focused on stakeholder priorities and how they would want the council to approach the Priorities and Spending Review An open 'Call for Evidence' asking residents to feedback ideas on the future of public services in Barnet.
Phase 3: Engagement through Committees	Summer 2014	Focus on developing commissioning priorities and MTFs proposals for each of the 6 committees Engagement through Committee meetings and working groups
Phase 4: Strategic Plan to 2020 Consultation	December 2014 – March 2015	A series of 6 workshops with a cross section of residents recruited from the Citizens Panel and Youth Board, plus two workshops with users ²³ of council services. An online survey (17 December 2014 – 11 February 2015)

²³ One "service user" workshop was for a cross section of residents who are users of non-universal services from across the council. The second workshop was for adults with learning disabilities.

6 BACKGROUND PAPERS

- 6.1 Council, 3 March 2015 (Decision item 12) – approved Business Planning 2015/16 – 2019/20, including the Medium-Term Financial Strategy.
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&MId=7865&Ver=4>
- 6.2 Council, 14 April 2015 (Decision item 13.3) – approved Corporate Plan 2015-2020.
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=162&MId=7820&Ver=4>
- 6.3 Council, 4 April 2016 (Decision item 13.1) – approved 2016/17 addendum to Corporate Plan.
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=162&MId=8344&Ver=4>
- 6.4 Council, 7 March 2017 – approved 2017/18 addendum to Corporate Plan.
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=162&MId=8819&Ver=4>

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AGENDA ITEM 9

	<p>Children, Education and Safeguarding Committee Wednesday 6 June 2018</p>
<p>Title</p>	<p>Voice of the Child</p>
<p>Report of</p>	<p>Chairman of the Committee, Councillor David Longstaff</p>
<p>Wards</p>	<p>All</p>
<p>Status</p>	<p>Public</p>
<p>Urgent</p>	<p>No</p>
<p>Key</p>	<p>No</p>
<p>Enclosures</p>	<p>Appendix 1 – Barnet Youth Assembly Motions 2017-18 Appendix 2 – Barnet Young People Survey</p>
<p>Officer Contact Details</p>	<p>Kerry Hodges- Voice of the Child Coordinator Kerry.hodges@barnet.gov.uk 0208 359 2202/ 07947306527</p> <p>Abigail Lewis – Governance Officer Abigail.Lewis@barnet.gov.uk 020 8359 4369</p>

<p style="text-align: center;">Summary</p>
<p>UK Youth Parliament provides a platform for children and young people to voice their opinions on issues affecting them and their peers across the UK to bring about social change. Barnet elects four children and young people each year to represent their peers within Barnet both at a local and a national level. Each Youth Parliament member has campaigned on an issue that is important to them. Their term of office lasts for one year and during this time the Voice of the Child Team seeks to support and develop their campaigns and link each member in with the wider UK Youth Parliament. This report provides an overview of the campaigns the newly elected Youth Parliament members will be aiming to develop within Barnet over their year in office. The report also provides an outline of the campaigns, projects and journeys for our outgoing Barnet UK Youth Parliament members' terms in office.</p> <p>This report updates the committee on the work that has been done by the 2017-18 Youth Assembly (the third cohort), specifically in respect to issues they have raised and want to</p>

bring to the attention of Members.

The Youth Assembly is a public-debating body made up of young people who work, live or study in the borough. Members raise motions that are both relevant to Barnet and important to them, and then have the opportunity to debate on vote on those motions. Successful motions have been included in Appendix 1 – The Report of the 2017-18 Youth Assembly – for Members’ consideration, endorsement and comments.

The Assembly, now in its third year, has this year had 39 members signed up.

This report highlights the need for continued support from members and the committee to support young people as they share their hopes for Barnet and positively engage with the council.

Appendix 2 to the report includes a summary of the findings from the October/November 2017 wave of the Barnet Young People Survey, which will be used to inform future planning, including the Children and Young People’s Plan.

Officers Recommendations

- 1. That the Committee note the report on the progression of the existing UK Youth Parliament members and recognise the campaigns of the new UK Youth Parliament members as laid out within the report.**
- 2. That the Committee agree the actions that the Council is going to take to meet the manifesto commitments outlined by Barnet’s UK Youth Parliament members.**
- 3. That the Committee comments on, and endorses, the successful motions raised by the 2017-18 Youth Assembly, as outlined in Appendix 1.**
- 4. That the Committee notes and comments on – where applicable – the officers’ response to the successful motions of the Youth Assembly.**
- 5. That the Committee note the findings of the Barnet Young People Survey at Appendix 2.**

1. WHY THIS REPORT IS NEEDED

- 1.1.1 To provide a review to the Children, Education and Safeguarding Committee of the progression and impact made by the outgoing UK Youth Parliament members.
- 1.1.2 To provide the committee with an overview of the incoming UK Youth Parliament members’ campaigns and to communicate the direction for the overall campaign for the UK.
- 1.1.3 To provide the Committee with an overview of the work of the Barnet Youth Assembly 2017-18. In bringing this report to the Committee the Assembly can engage meaningfully with the council and give young people an opportunity to participate in a formal council meeting, which furthermore strengthens the commitment to helping young people make an excellent start in life.

1.1.4 To provide the Committee with the findings from the second year of the Young People's Survey, which took place in November.

1.2 Barnet Youth Assembly 2017-18

1.2.1 On 18th November 2015 the committee approved the creation of the Barnet Youth Assembly as set out in a paper entitled *Promoting British Values and Citizenship amongst Children and Young People in Barnet - Hearing the voices of children and young people*.

1.2.2 The Youth Assembly is a group of young people who live, work or study in Barnet and come together to debate local issues that are important to them at Hendon Town Hall. This is the third year that the Youth Assembly has operated in the London Borough of Barnet, and this year 39 members signed up.

1.2.3 This year each meeting had particular themes, which were as follows: Inter-Faith, UNICEF, Children's Safeguarding, Suicide and Self-Harm, and Prevent Agenda. For each meeting there were prominent guest speakers who attended – a full list can be seen in the report at Appendix 1. Members were asked to raise motions relating to the theme of the meeting.

1.2.4 The Youth Assembly operates a system in which members are asked to submit motions on local issues which are important to them. The member is expected to introduce the motion and then the Youth Assembly debates it, querying information provided and discussing the merits of the motion, with the option to amend as they see fit. Once the motion has been debated thoroughly those motions which receive a majority of positive votes are taken forward to the Committee in an annual report to highlight to Councillors the issues which the Youth Assembly would like the council to focus on. All motions raised – both successful and unsuccessful – as well as a detailed overview of how motions are raised can be found at Appendix 1.

1.2.5 Members are recruited through local schools. This year, leaflets were sent out to all secondary schools in the borough and to libraries within the Borough, and posters were put up in local schools to advertise the body and recruit members. This was supported by the launch of the Assembly's website – www.barnet.gov.uk/youthassembly. We also made use of the Council's social media sites, by tweeting the dates and themes of the meetings. The Governance Service – in tandem with the Voice of the Child Team in Family Services – runs the Youth Assembly.

- 1.2.6 The success of the Assembly is contingent on officers carrying forward actions and members taking into consideration the views of the body in future decision making. It is therefore recommended that the committee endorses the motions as outlined in the report at Appendix 1, and comments on those motions where appropriate.
- 1.2.7 As part of the ongoing improvement of the body, the Governance Service and the Voice of the Child Team will be developing the Assembly's website so that the motions raised by each cohort can be seen online. By May 2018, when the third cohort will bring a report to the committee, it is hoped that it will be possible to track the progress of motions and the successes of the body. This is deemed important to the success of the body; it should be clear where the Assembly has been successful in promoting and championing issues that are important to young people locally.
- 1.2.8 The Youth Assembly has proved to be a successful template for engaging with young people in Barnet and encouraging them to interact with the council and work for positive change in issues that affect them. The ambition is to ensure young people feel valued and listened to by the council, as well as building their skills and understanding of policy making and the work of the council. The continued support of Members and the committee is crucial to ensuring this is possible and that the Youth Assembly can develop into a nationally recognised model of how to successfully engage young people.

A review of the 2017 Youth Parliament members

- 1.3 During 2017 two Barnet Members of Youth Parliament, Manal Albadry and Ruby Smith, took an active role in local, regional and national campaigns. They have been involved in leading the development of our UNICEF Child Friendly Cities programme, seeking to raise awareness of the programme and children's rights within Barnet by presenting to professionals and their peers, and sat as members on our Children's Partnership Board where they have been able to represent the views of young people in Barnet. Our members have debated at a national level with the British Youth Council, and have undertaken their roles with dedication and diligence.

- 1.4 Ruby has developed her campaign which aims to tackle racism and stereotyping of young people by bringing faith schools together to take part in workshops. Ruby used the UKYP meetings to develop her project and fundraising plan. Ruby has planned to pilot her project with the support of her school by bringing together a number of year 5 pupils, from faith schools to take part in interactive activities which tackle stereotyping and encourage pupils to listen to other's views and values. A planning meeting has already been arranged with Ruby's school and Voice of the Child Team. Ruby has also networked with the Multi-Faith Forum who encouraged her campaign and shared ideas supporting her with her ambition. Ruby is a member of the Children Partnership Board and has proposed a member of the Multi-Faith Forum should be a representative at these meetings, as a result of which a member of the forum is now a member of the board. Ruby has fed back that being a UKYP member has taught her about current issues for children and young people within Barnet by learning about different subjects, such as mental health and Family Services which in turn has supported her to make informed decisions when representing children of Barnet.
- 1.5 Manal's campaign aimed to develop young people's life skills by facilitating Life Lessons workshops which are to be incorporated into Schools. Manal has created her project plan and has even trialled a workshop at her school who are working closely with her to deliver the project. Manal has created lesson plans focusing on budget planning and healthy eating. Manal has fed back that she has learnt a lot about UKYP and how young people can have a voice within decision making. This experience has enabled Manal to develop her public speaking skills and confidence.
- 1.6 In October 2017, the national Make Your Mark campaign reached just over 4000 young people in Barnet where they could vote on the ten top issues which the Members of Youth Parliament for the UK had previously selected. The top issue for 11-18 year olds who live, study or work in Barnet was '**Work Experience hubs for 11-18 year olds. Knowing where to find work experience can be challenging. Government should create an online space to help young people with this**'. As a result, this was taken to Youth Board members where it was discussed how this could be implemented in Barnet. Even though a plan was not agreed by the members, one aspect of the UNICEF CFCC Programme is the 'Education & Learning' badge. As part of the badge framework this campaign will be further explored with children, young people, and partners on how we can support this campaign.
- 1.7 Ruby and Manal attended the House of Commons sitting in November 2017 where they represented the voice of young people across Barnet to debate in the House of Commons chamber. They debated the five issues chosen by the Make your Mark ballot of young people across the UK, and then voted and decided that **Votes at 16 and a Curriculum for Life** will be the UK Youth Parliament's priority campaigns for 2018.

Review of Barnet's 2018 Youth Parliament Elections

- 1.8 The 2018 UK Youth Parliament elections saw **28 young** people aged 11 – 17 across Barnet stand to be elected to the UK Youth Parliament. Our candidates were drawn from many schools, academies and colleges. This positive participation evidences the strong appetite schools, pupils and young people

have for their voices to be heard. Just over 4,000 young people voted during the two-week election period. This demonstrates the reach and the ability for our Youth Parliament to impact upon young people's participation in democratic processes and positive citizenship activity across our borough.

2018 Members of Youth Parliament

1.9 The 2018 Members of Youth Parliament are aged between 14 – 17 years. Each campaigned upon their own manifesto:

- Savan seeks to promote better mental health online through social media. He would like to raise awareness of mental distress and where young people can access support online and would like to see evidence that more young people are using the available sources of support. **Actions:** Savan's manifesto will be supported by the Voice of the Child Team and Jayne Abbott, Resilient Schools Programme Lead, Public Health, to identify key stakeholders within mental health to support Savan's campaign and design and produce an online platform or link in with current online platforms to raise awareness of mental health with young people and how to access support.
- Richard seeks to plan and introduce workshops on mental health in school, raising awareness of available services for young people in years 7-10 aged 15 and below. Early intervention in mental health awareness to help young people identify when they may be suffering from mental distress at an earlier stage. Richard would like to see how schools are taking mental health seriously and to have a mental health awareness day in schools. **Actions:** Richard's manifesto will be supported by the Voice of the Child Team and Jayne Abbott, Resilient Schools Programme Lead, Public Health. The Resilient Schools Programme provides a framework for schools to assess and improve mental health and wellbeing support to pupils, parent and carers and all staff within the school. One of the aims of the programme is to Intervene early to prevent escalation of mental health problems. Richard's campaign can support this programme and working closely with Jayne Abbott will give him the opportunity to learn about mental health services. Richard's insights and views will be crucial in ensuring the programme is child friendly. In addition, the Voice of the Child Team will support Richard to develop his project plan and mental health awareness days in partnership with Cambridge Education and Public Health. All members of UKYP and other Youth Representatives will be provided project management training to support them with delivering their campaigns.

- Lara seeks to reduce University tuition fees to 5K and widen participation in university for young people where finance is a barrier to attending higher education. Lara would like to create a survey to gather students' views on the matter followed by developing a petition to take to the local MP and have her campaign represented in the house of commons. **Actions:** Lara's manifesto will be supported by the Voice of the Child Team to help Lara develop her project plan and create the petition. The Voice of the Child Team will also support Lara to seek support from Middlesex University, local colleges and the Local Authority Communications Team to promote her petition and survey.
- Terek aims to raise awareness of the dangers of knife crime specifically aimed at Year 7 – 9, using partnership working with ex-offenders and victims to raise awareness and educate young people on the destructive impact of knife crime. He would like to see a reduction in knife crime in the Barnet area evidenced by a reduction in attitudes towards carrying a knife shown from the Metropolitan police knife crime survey. **Actions:** Terek's manifesto will be supported by the Voice of the Child Team to link Terek with key stakeholders, such as the Police, Art Against Knives, REACH Team and Youth Services.

1.10 The new Members of Youth Parliament attended a weekend residential with the British Youth Council and hundreds of their peers in April where they commence their 'Youth Leadership Programme'. The residential was described as "inspiring" and gave them the opportunity to see members from around the UK and understand the importance of national focus. One UKYP member networked with Ipswich UKYP members who are also doing a campaign for mental health and shared ideas. Attending the residential helped Lara and Richard to consider the national vision and local picture. They also commented that it improved their presentation, collaboration and persuasion skills.

1.11 Our UKYP members have written profiles about their interests, campaigns and next steps to be added to a new UKYP members page on the Barnet website. Also, one members profile will be included in the next Barnet First Magazine. Here is an excerpt from one member's profile:

"Apart from the free pizza that is given to the Barnet MYPs in our monthly meetings, I would say that it would be the freedom that each member is given to plan and coordinate the steps they would take to achieve the goal of their campaign. Although we are youthful, we are not treated like 'kids' but approached with trust and maturity as if we genuinely are Barnet MPs. We choose the actions that we would like to take to achieve what we want to achieve, and the staff behind UKYP work with you accordingly to that, offering support from the numerous, skilled departments present within Barnet Council. This enables the MYPs to comfortably work through the thought-intensive tasks that arise in UKYP".

Barnet Young People's Survey

- 1.12 Findings from our recent Young People's Survey, carried out every autumn and involving interviews with more than 500 young people from across Barnet, revealed that the majority of young people remain satisfied with the local area as a place to live (89%) which remains in line with the previous study in 2016. More young people feel their local area is a family friendly place to live than last year (84%) and more than adults (75%). Their top three concerns remain the same as before, crime (53%); lack of jobs (33%); and not enough being done for young people (31%).
- 1.13 The majority of young people feel safe at school (97%), travelling to school (95%), outside during the day (95%) and outside at night (56%). However, fewer young people feel safe at night (56%) than they did one year ago (64%) which correlates with the rising concern about crime. Young people are also more positive in terms of image of the council compared to 2016 and also tend to be more positive compared to adults.
- 1.14 The detailed findings from the survey can be found at Appendix 2. The findings will be used to inform future planning, including the development of the new Children and Young People's Plan.

2. REASONS FOR RECOMMENDATIONS

- 2.1 The Committee is asked to note the report of the Barnet Youth Assembly, findings of the Barnet Young People Survey and to support the new UK Youth Parliament members throughout their term in office and recognise the achievements of Barnet's outgoing UK Youth Parliament members.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 Not applicable.

4. POST DECISION IMPLEMENTATION

- 4.1 The continuation of support for children and young people's voices to be heard through the UK Youth Parliament within Barnet's Family Services.

5. IMPLICATIONS OF DECISION

- 5.1 **Corporate Priorities and Performance**

- 5.1.1 The implementation of the UK Youth Parliament members is incorporated into the decisions made by Barnet, which incorporates the views of young people across the borough and this feeds into the council's priorities, Corporate Plan 2015-2020.
- 5.1.2 The Youth Assembly is enabling young Barnet residents to take responsibility and engage with the council to highlight issue that are important to them. This resonates with the commitment in the Corporate Plan to help residents help themselves. It provides a platform for developing skills such as public speaking and critical thinking, which positively contribute to the future of these young people.
- 5.1.3 The Barnet Youth Assembly is enabling young Barnet residents to take responsibility and engage with the council to highlight issue that are important to them. This resonates with the commitment in the Corporate Plan to help residents help themselves. It provides a platform for developing skills such as public speaking and critical thinking, which positively contribute to the future of these young people.
- 5.1.4 Barnet's Corporate Plan is underpinned by the principles of Fairness, Responsibility and Opportunity. They are at the heart of the council's approach and work with young people needs to be conscious cognisant of those aspirations.

5.2 **Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)**

- 5.2.1 There are no financial implications arising directly from this report. Funding for the UK Youth Parliament is contained within the existing budgets within Family Services.

5.3 **Social Value**

- 5.3.1 The Public Services (Social Value) Act 2013 requires people who commission public services to think about how they can also secure wider social, economic and environmental benefits. Before commencing a procurement process, commissioners should think about whether the services they are going to buy, or the way they are going to buy them, could secure these benefits for their area or stakeholders.

5.4 **Legal and Constitutional References**

5.4.0 Local authorities have specific duties in respect of children under various legislation including the Children Act 1989 and Children Act 2004. They have a general duty to safeguard and promote the welfare of children in need in their area and, if this is consistent with the child's safety and welfare, to promote the upbringing of such children by their families by providing services appropriate to the child's needs. They also have a duty to promote the upbringing of such children by their families, by providing services appropriate to the child's needs, provided this is consistent with the child's safety and welfare. They should do this in partnership with parents, in a way that is sensitive to the child's race, religion, culture and language and that, where practicable, takes account of the child's wishes and feelings.

5.4.1 Part 8 of the Education and Inspections Act 2006 provides the statutory framework for Ofsted inspections. Section 136 and 137 provide the power for Ofsted to inspect on behalf of the Secretary of State and requires the Chief Inspector to produce a report following such an inspection. Ofsted will have monitoring visits on a regular basis in local authorities found to be inadequate. A new Ofsted framework will be in place from January 2018, however monitoring visits will still be undertaken for authorities found to be inadequate. In addition to Ofsted's statutory responsibilities, the Secretary of State has the power to direct local authorities. This power of direction includes the power to impose a commissioner, direct the local authority to work with improvement partners and direct alternative delivery options. Subsequent directions can be given if the services are not found to be adequate.

5.4.2 Article 7 of the council's constitution states that the Children, Education and Safeguarding Committee has the responsibility for all matters relating to children, schools and education.

5.5 Risk Management

5.5.1 The nature of services provided to children and families by Family Services manage significant levels of risk. An inappropriate response or poor decision-making around a case could lead to a significant children's safeguarding incident resulting in significant harm. Good quality early intervention and social care services reduce the likelihood of children suffering harm and increase the likelihood of children developing into successful adults and achieving and succeeding. The implementation of the Barnet Children's Services Improvement Action Plan based on inspection findings and recommendations reduce this risk and drive forward improvements towards good quality services.

5.6 Equalities and Diversity

5.6.1 The 2010 Equality Act outlines the provisions of the Public Sector Equalities Duty which requires Public Bodies **to have due regard** to the need to:

- eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010
- advance equality of opportunity between people from different groups
- foster good relations between people from different groups

5.6.2 The broad purpose of this duty is to integrate considerations of equality into day business and keep them under review in decision making, the design of policies and the delivery of services

5.6.3 Equalities and diversity considerations are a key element of social work practice. It is imperative that help and protection services for children and young are sensitive and responsive to age, disability, ethnicity, faith or belief, gender, gender, identity, language, race and sexual orientation. Barnet has a diverse population of children and young people. Children and young people from minority ethnic groups account for 52%, compared with 30% in the country. The percentages of children and young people from minority ethnic groups who receive statutory social care services account for 61% of Children in Need cases, 56% of child protection cases and 60% of all Children in Care. The proportion of children and young people with English as an additional language across primary schools is 44% (the national average is 18%).

5.6.4 Social workers practice in relation to inequalities and disadvantage is inconsistent. Recent learning from audits and practice week has highlighted attention to diversity and the cultural context in assessments is an area of practice in need of immediate support from management, the Practice Development Workers and targeted training. The action plan addresses the additional work which needs to be done to ensure that children's diversity and identity needs are met; "5b(ii) Strengthen consideration of diversity in assessment so that assessments thoroughly explore and consider family history including the influence of cultural, linguistic and religious beliefs, norms and expectations".

5.7 Corporate Parenting

5.7.1 UKYP candidate and election campaigns were promoted to our Children in Care through the Children in Care Council and Onwards & Upwards Team. We had two Children in Care Council members attend our information evening, however decided not to go forward as a candidate due to other commitments.

5.7.2 A member of the Children in Care Council attended the UKYP weekend residential as a Youth Representative with the British Youth Council and hundreds of their peers in April where they commence their 'Youth Leadership Programme'. The learning from the weekend has supported the young person to take on the role of leading the Children in Care Council.

5.7.3 In July 2016, the Government published their Care Leavers' strategy *Keep on Caring* which outlined that the "... [the government] will introduce a set of corporate parenting principles that will require *all departments* within a local authority to recognise their role as corporate parents, encouraging them to look at the services and support that they provide through the lens of what a reasonable parent would do to support their own children.'

5.7.4 To ensure that Barnet acts as a good corporate parent to children in care and care leavers, we:

- have committed to supporting children and young people to achieve their best in childhood, adolescence and adulthood as outlined in the Corporate Parenting Pledge for children in care and care leavers as approved by full council on 29 January 2016. Updates on performance against the pledge are provided to Corporate Parenting Panel annually;
- provide learning and development for elected members and senior officers to understand their duties and responsibilities to children and care and care leavers;
- ensure elected members, senior officers and partners can monitor and challenge the performance of the council and its partner agencies regarding outcomes for children in care and care leavers through the appropriate channels such as the Children, Education and Safeguarding Committee, Corporate Parenting Advisory Panel and Corporate Parenting Officers' Group.

5.8 Consultation and Engagement

5.8.1 The UK Youth Parliament members will have regular consultations and engagements with the Voice of the Child Participation Officer. The officer will support the development of their campaigns and projects while working closely with them throughout their term in office.

5.9 Insight

5.9.1 N/A

6 BACKGROUND PAPERS

6.1 Children, Education, Libraries and Safeguarding Committee Report, 17th May 2017: <https://barnet.moderngov.co.uk/documents/g8690/Public%20reports%20pack%2017th-May-2017%2019.00%20Children%20Education%20Libraries%20Safeguarding%20Committee.pdf?T=10>

6.2 Children, Education, Libraries and Safeguarding Committee Report, 18th November 2015: <https://barnet.moderngov.co.uk/documents/s27431/Promoting%20British%20Values%20and%20Citizenship%20amongst%20Children%20and%20Young%20People%20in%20Barnet.pdf>



REPORT OF THE 2017-18 YOUTH ASSEMBLY

COHORT 3

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Overview

The Youth Assembly is a group of young people who live, work or study in Barnet and come together to debate local issues that are important to them at Hendon Town Hall. This is the third year that the Youth Assembly has operated in the London Borough of Barnet, and this year 39 members signed up.

The role of a Youth Assembly Member is to vote on the motions that they raise, with successful motions being presented to the Children's Education and Safeguarding Committee for consideration at the end of the intake's term (June 2018). The purpose of the body is to provide young people in the borough with an opportunity to improve their public speaking skills by debating in the town hall, and to stimulate change in respect to issues that are important to young people in the borough.

The meetings of Cohort 2 of the Youth Assembly took place on the following dates:

- 12 October 2017
- 16 November 2017
- 7 December 2017
- 24 January 2018
- 15 March 2018
- 12 April 2018
- 6th June – CES Committee

Meetings took place from 6PM and lasted until 8PM, and adhered to the following format:

- 6.00PM – Guest speaker, including questions
- 6.45PM – Break (including some food and drinks)
- 7.00PM – Raising and debating of motions
- 8.00PM – Close.



This year each meeting focused on a specific theme. For the first half of the meetings, the Assembly heard from prominent and influential speakers on the relevant theme. In the second half of the meeting, members raised and debated motions related to the meeting's theme. The guest speakers and themes for the meetings were as follows:

Meeting	Theme	Confirmed speakers
12 October 2017	General introduction	N/A
16 November 2017	Inter- Faith	Es Rosen Barnet Multi-Faith Forum
7 December 2017	UNICEF	Tony Lewis on behalf of UNICEF
24 January 2018	Children's Safeguarding Board	Sharon Dodd and Kerry Hodges
15 March 2018	Prevent Agenda	Community Safety
12 April 2018	General session	Opportunity to raise a motion on any theme.
16 May 2018	CES Committee	N/A - CES Committee

Motions, debating & voting

The main part of what a Youth Assembly Member's role is to raise, debate and vote on motions. An overview of what a motion is (in the context of Youth Assembly meetings), and the process that was followed at meetings, is as follows:

- A motion is simply a statement, or request, that a member wants the Youth Assembly to consider. The motion might be '*I request the council to publicly endorse lowering the voting age to 16*'. The person that submits the motion will introduce it to the Assembly, giving reasons why it's important to them.

- The Assembly will then have the chance to debate or ask questions to the motion raiser. Based on the discussion, the motion raiser can then either put their statement directly to a vote, or choose to reword it (for instance to *'I request the council to publicly endorse lowering the voting age to 16 and agree to lobby Barnet's MPs on the matter'*) and then put it to a vote.
- If a motion is successful (that is to say a majority of members agree with the request) then it will be put into a report that will be presented to the Children's, Education and Safeguarding Committee on 6 June 2018.

Members were advised that they could be critical of motions, and they did not have to approve every motion – if they didn't agree, they were encouraged to say so. Part of the Youth Assembly is public debating; their voice was regarded as important as the next one. They were also advised to be realistic with their motions and to be clear with what they wanted to achieve.

The successful and unsuccessful motions are found at the end of the document. Every successful motion has a response from a senior officer of the council.

If members want to follow up on their motions then they should email youthassembly@barnet.gov.uk

The progress of these, and previous motions, will be found on the website in the following months. Members will be able to track how their motions have got on, and see what impact they've had on their local area.

Approved motions:

MOTION	VOTE	THEME	OFFICER RESPONSE
<i>I would like the Council to pressure the Government to work with social media companies to combat hate crime online (such as publishing clear guidelines on what hate crime is), as well as working with schools to educate young people on what constitutes hate crime and its impact. E.g. funding organisations that go into schools and working with organisations like the BMFF.</i>	For: 12 Against: 0 Abstentions: 0	Inter-Faith	<p>Barnet Community Safety Team works closely with Barnet Mencap to deliver Hate Crime training to faith communities in partnership with the BMFF as well as with organisations who work with people with disabilities. There are currently nine Hate Crime reporting centres around Barnet that are open to anyone who has experienced hate crime. The recent end of year report submitted by Barnet Mencap, that will go to the Mayor's Office For Policing and Training (MOPAC), highlights the fact that more funding is needed for school workshops. The Community Safety Team encourages people of all ages and backgrounds to also report Hate Crime through the website True vision or by downloading the Self Evident App. The Council has a Schools Prevent Officer that will advise Barnet schools on how to better report Hate Crime and direct them towards the websites and the apps available, so that students can be better informed.</p> <p>Communications and Strategy Team</p>
<i>I would like the Council to set up a youth multi-faith forum for students to attend and have their say on inter-faith cohesion in Barnet e.g.</i>	For: 12 Against: 0 Abstentions: 0	Inter-Faith	<p>The Barnet Multi Faith Forum (BMFF) has a long standing aim to create A Barnet Youth Faith Forum (BYFF) and together with other partners we wish to proceed to establish this in order to provide young people (16-25) who</p>

MOTION	VOTE	THEME	OFFICER RESPONSE
<p><i>Meets regularly (perhaps once a month)</i> <i>Feeds back to the Council</i> <i>Presence in schools</i> <i>Including both primary and high-school age.</i> <i>Safe environment for young people to ask questions.</i></p>	<p>ons: 0</p>		<p>are associated with places of worship or institutions in the borough to have the space and opportunities to meet with others to discuss issues that concern them. We therefore wish to invite you as Faith leaders to a meeting to discuss the formation of such a forum on Tuesday June 12th at Middlesex University from 16.00 to 18.00. We hope you are able to bring with you a young person who might be able to represent your community and participate in these discussions. Our intentions at this meeting are to present and explain the principles and purpose of such a Forum which though facilitated and supported by BMFF, will be run and developed solely by the young people themselves for them to determine their agenda events and activities. Please RSVP to me at this address info@barnetmultifaithforum.org and from which I will provide more information.</p>
<p><i>Propose schools and the Council promote children's charities and organisations to help children understand their rights.</i></p>	<p>For: 12 Against: 0 Abstain: 0</p>	<p>UNICEF</p>	<p>The UNICEF UK Child Friendly Cities and Communities (CFC) programme is a 3-year partnership programme which will see the Council, the local voluntary community sector (charities, trusts etc), Education (schools), Police and Health work together with children and young people to embed a child's rights-based approach across the borough. In practice, a CFC is a place where voices, needs, priorities and rights of children are considered and taken seriously as an integral part of public policy,</p>

MOTION	VOTE	THEME	OFFICER RESPONSE
			<p>programmes and decision-making. The programme will provide tailored child's rights and rights-based approach training to partners and CYP and provide platforms for CYP to help develop, drive, monitor and evaluate the initiative.</p> <p>To achieve a CFC status we will need to have made sustainable progress in 6 key areas (or badges) which are:</p> <ul style="list-style-type: none"> - Safe & Secure - Family & belonging - Education & Learning - Communication - Culture - Cooperation & Leadership <p>We will be running events and focus groups throughout the next 3 months to gain as many voices and ideas from anyone living, working or studying in the borough, to help us co-produce a new Children and Young People's Plan. I hope that explains how we will aim to meet your motion to embed an awareness and respect for children's rights.</p>
<p><i>Stricter laws that prevent shops and security from limiting how many children can enter a shop at any one time.</i></p>	<p>For: 5 Against: 4 Abstain: 3</p>	<p>UNICEF</p>	<p>We need to carefully balance the rights of Children wanting to use shops, with the rights of shopkeepers to not suffer abuse, anti-social behaviour, thefts or assault. Very sadly we recently saw the tragic results of a shopkeeper being assaulted in Mill Hill.</p> <p>It is understood that most Children have respect for</p>

MOTION	VOTE	THEME	OFFICER RESPONSE
			shopkeepers and cause no issues whatsoever, unfortunately it is the few who behave poorly that create a problem for everyone. Within reason, a shopkeeper can refuse or limit access to anybody they wish. Metropolitan police
<i>Propose the council encourage more study and communal areas in libraries for children and not limit the times that young people can enter the libraries.</i>	For: 8 Against: 0 Abstain: 1	UNICEF part 2	The Council has transformed the library service. Young people can enter libraries with an adult at all times through the use of technology as can year 11 students.
<i>Encourage the council to commit to redevelopments that do not reduce the amount of social housing.</i>	For: 8 Against: 0 Abstain: 1	UNICEF part 2	Estate regeneration is a complex process which must take account of the specific circumstances of each site, including local infrastructure needs, local housing need (tenure mix, affordability and unit size), other local development opportunities, placemaking, viability and the nature of the surrounding area. Historically on some estates the council has purposely chosen to reduce the number of social rented units in order to promote a more diverse housing stock. We always try to ensure that there isn't a loss of affordable housing on new schemes. However this requirement has had to be balanced with the need to make the schemes viable (which will enable regeneration and new homes to be delivered), and the importance of creating a mixed tenure community. We are also providing a number of surplus

MOTION	VOTE	THEME	OFFICER RESPONSE
			<p>sites to Opendoor Homes so that they can deliver 320 affordable rented properties.</p> <p>Strategic Lead - Regeneration and Development</p>
<p><i>For Barnet Council to increase awareness of adoption for unborn children and increase the eligibility of families to adopt.</i></p>	<p>For: 3 Against: 0 Abstain: 6</p>	<p>UNICEF part 2</p>	<p>Barnet has a good record of placing children in good time where it is appropriate for adoption.</p> <p>Obviously social care and the courts need to be especially careful that we don't place children for adoption with strangers if there are family members can bring up the child.</p> <p>Nicky Hale Head of Corporate Parenting</p>
<p><i>Educating and encouraging young people on the subject of self defence. For example including this in Physical Education lessons or through workshops.</i></p>	<p>For: 9 Against: 0 Abstain: 0</p>	<p>UNICEF part 2</p>	<p>This is an interesting idea. I would encourage young people to take up a local martial art or self-defence course should this be of interest to the student. There are plenty of local courses for most ages and abilities. It would also have the secondary benefit of physical activity & exercise. I would suggest raising with the School Head to see if this can be included in P.E. in the future.</p>

MOTION	VOTE	THEME	OFFICER RESPONSE
<i>Council to set up a relationship with local businesses to provide work experience and encourage schools to allow time off for children to participate and ensure information is provide to home educated children.</i>	For: 7 Against: 0 Abstain: 2	UNICEF part 2	This is not an area we usually get involved with unless it is through traded services. We would be happy to share a list of businesses who are prepared to give placements to young people if this list was available through other sources. In relation to encouraging schools to allow time for young people to have this experience we do not feel we have the authority for this. Cambridge Education
<i>Council to encourage the Barnet MPs to support votes at 16 and extending the franchise to young people.</i>	For: 7 Against: 1 Abstain: 1	UNICEF part 2	This is an area of national debate and we are aware of the campaign to promote this. The Council can debate this issue at a future meeting.
<i>We propose the council work with TFL to improve and promote children's safety on public transport.</i>	For- 6 Against- no Abstain- 2	Children's Safeguarding	This area will be explored as part of the UNICEF Child friendly Communities and Cities programme under the safe & Secure badge. Over the next few months focus groups will be deliver with children & young people and professionals where public transport concerns will be discussed. Victoria Nzeribe Child Rights Lead
<i>Cllr's and officers to work with children and young people to develop the Barnet and BSCP (Barnet's Safeguarding Children</i>	For- 6 Against- 0	Children's Safeguarding	In response to the question around BSCP Website: the website was developed alongside young people from #BOP and UNICEF Children's Rights Council.

MOTION	VOTE	THEME	OFFICER RESPONSE
<p>Partnership) website to make it more child friendly https://thebarnetscp.org.uk/bscp</p>	Abstain-3		<p>Rosie met with them to agree the logo, the look and feel of the website, which they signed off before content was developed.</p> <p>We understand that as part of business as usual activity (the website is now managed by the BSCP and our Comms Team) that there should be ongoing comms with young people in relation to the website development.</p> <p>Yogita Popat Head of Performance, Improvement and Inspection</p>
<p>CLlr to include and listen to Young People in the democratic process</p> <p>More information: Young people should be more involved in decisions that help improves services and lead to change. Councillors should attend care homes on a regular basis, to better understand the needs of children in care. Young people should get updated on issues that affect them and feedback on how motions raised at Youth Assembly are progressed.</p>	For- 8 Against-0 Abstain-1	Children's Safeguarding	<p>We are constantly looking at ways to involve young people in decision making both about the community and their individual lives where we are involved. We always want to do more.</p> <p>Councillors do attend care homes to understand the needs of children in care. There is also mandatory training for Councillors on their corporate parenting role. This involves children and young people in care.</p> <p>We will ensure that feedback is given by the Voice of the Child team to all motions.</p>
<p>Whilst the Barnet Youth Assembly provides young people with a forum to discuss their beliefs, its function as a policy creation</p>	For: 9 Against: 0	Prevent Agenda	<p>The Voice of the Child Team is working closely with the young person who raised the motion to explore how we can move this motion forward. The Voice of the Child</p>

MOTION	VOTE	THEME	OFFICER RESPONSE
<p><i>structure for young people is inherently flawed by the fact that members are not elected – though the assembly is relatively large, its members do not have a mandate to represent the views of the young people of Barnet, only to speak their own views and suggest their own thoughts. It is true that the assembly encourages more young people to be involved with democracy, and it is also true that the policy it suggests is useful. However, Barnet’s young people need a structure where elected members with a mandate to create policy can meet regularly with local councillors and have more power and autonomy to have their policy suggestions become reality. A potential solution to this problem would be to create a Youth Council, elected by postal ballot by all young residents of Barnet, giving young people an experience of how the real council runs by replicating its structure to a degree, and giving them the opportunity to suggest policy and campaign towards it becoming a reality. This requires reassurances from Barnet’s elected councillors that policy raised by the youth democratic structures will be enacted.</i></p>	<p>Abstentions: 0</p>		<p>Coordinator is waiting the young person's proposal on how the Assembly could be structured and links in to UKYP. The Voice of the Child Coordinator will work with Governance and young people to discuss how this proposal could be achieved.</p>

Rejected motions:

MOTION RAISED	VOTE	RELATED THEME
<i>I would like the Council to set-up a day which encourages young people in the Borough to boycott social media in order to make a statement about how hate-crime is spread too easily on these platforms.</i>	For: 0 Abstentions: 3 Against: 6	Inter-Faith

YOUNG PEOPLE SURVEY

February 2018

HEADLINE SUMMARY

Findings delivered by:

westco



Introduction

This presentation summarises the findings from the October/November 2017 wave of the Barnet Young People Survey (YPS).

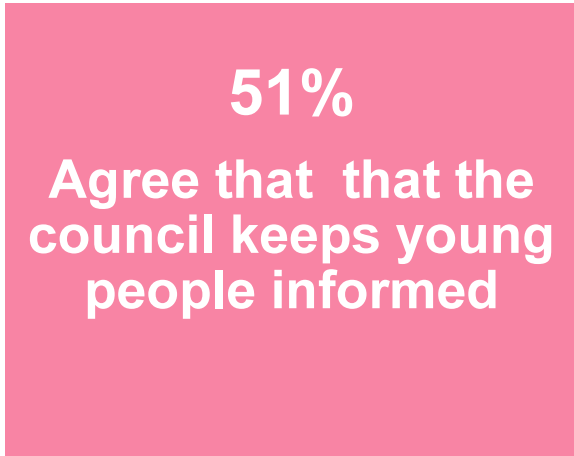
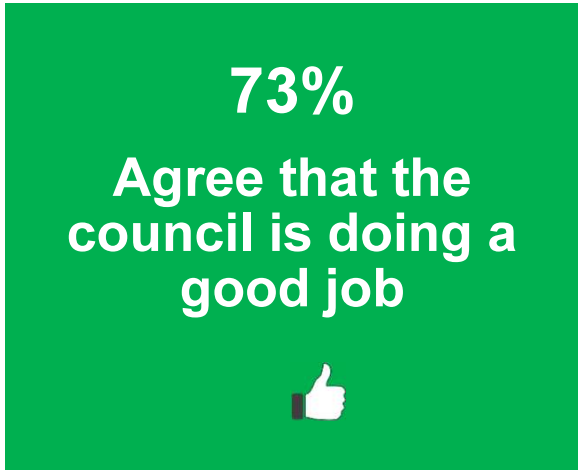
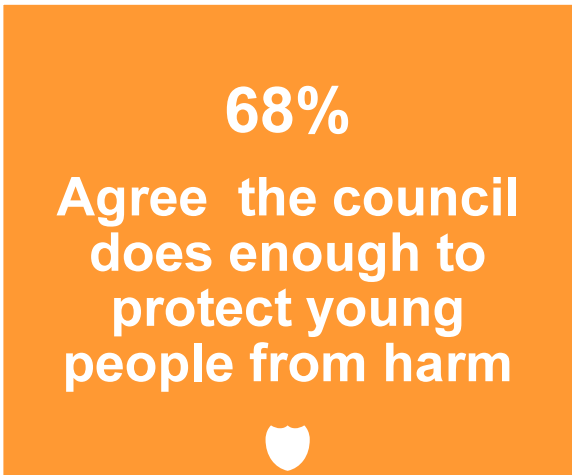
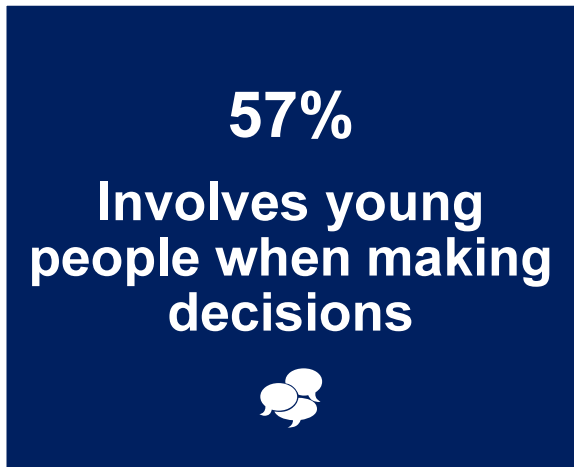
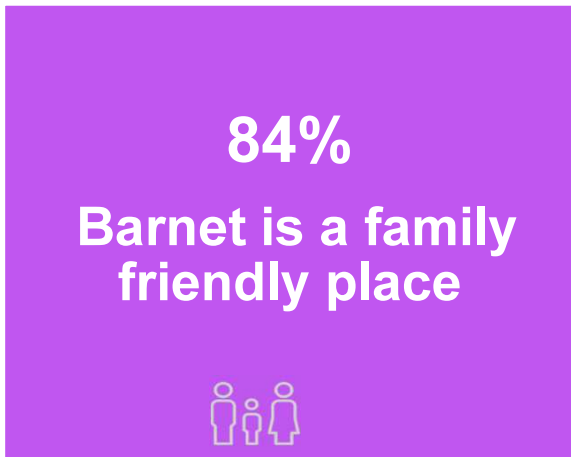
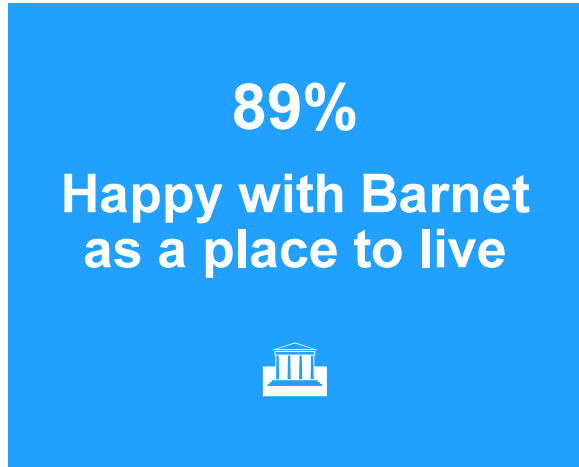
Methodology

- Barnet Young People Survey is a face-to-face quota survey of Barnet residents aged 11-18
- It measures reputation, service and local area perceptions, as well as a range of demographic and usage indicators
- 520 Barnet young people were interviewed between 7th October - 24th November 2017
- Confidence intervals for a sample of 500 is +/-4.4% at the 95% confidence interval

Benchmarking

- This is the second wave of the YPS, the first was conducted in Autumn 2016. The intention is to bring out the voice of young people – what may be important to adults may not be important for young people
- Where possible, findings from the YPS are also compared with the Barnet Resident Perception Survey (RPS) Autumn 2017 where a representative random sample of c.500 Barnet residents (aged 18 or over) between 10th October - 13th November 2016 were surveyed. All RPS interviews were conducted via telephone
- The LGA's national polling on resident satisfaction with councils, which surveyed a representative random sample of 1,002 British adults (aged 18 or over) between 22nd and 25th June 2017. All interviews were conducted via telephone

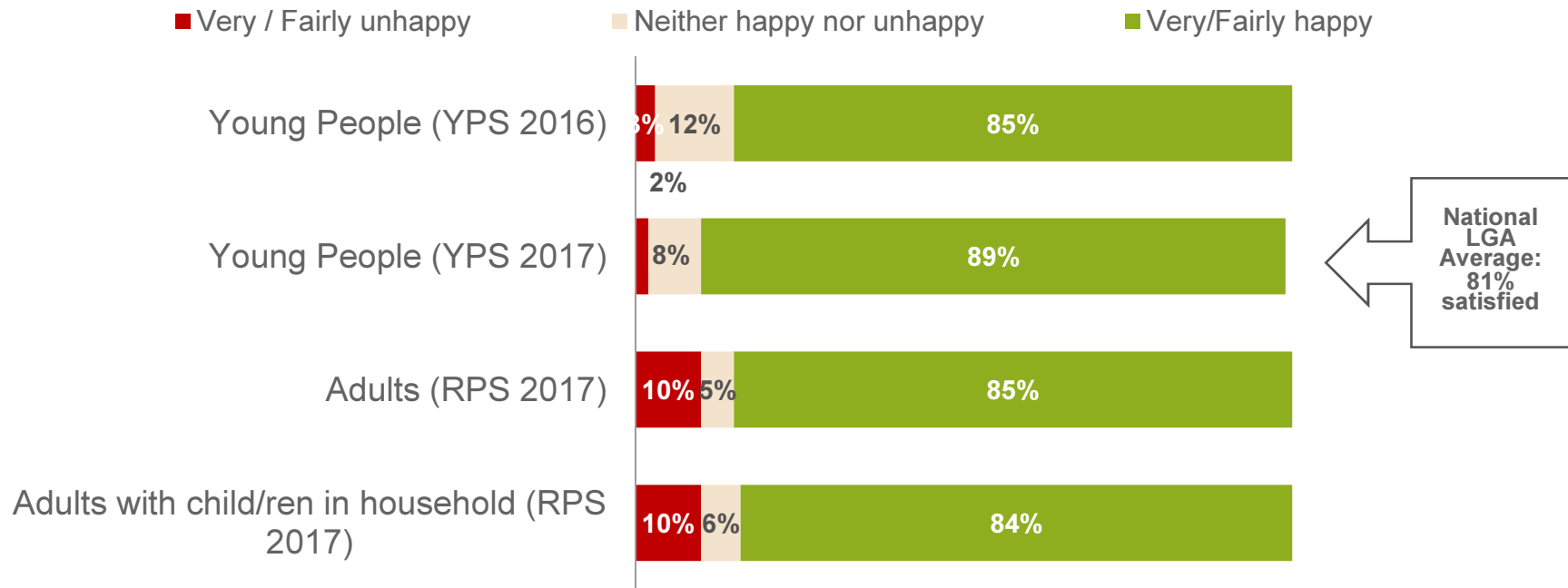
Key perception indicators



*NOTE: RPS Autumn 2017 question wording: 'Involves residents when making decisions.'

Satisfaction with the local area

The majority of young people (89%) are happy with their local area as a place to live which is in line with the previous wave and the most recent results for adults. Young people are less likely to be dissatisfied with their local area compared to adults.



***NOTE:** YPS survey uses a very happy to very unhappy rating, RPS survey uses a very satisfied to very unsatisfied rating.

Question: Overall, how happy or unhappy are you with your local area as a place to live? / Overall, how satisfied or dissatisfied are you with your local area as a place to live? (RPS) **Source:** Barnet Council Young People Survey (2017) of C. 500 residents 11-18, carried out by face-to-face; Barnet Council Resident Perception Survey (2017) of c.500 residents 18+, carried out by telephone

Barnet a family-friendly place to live

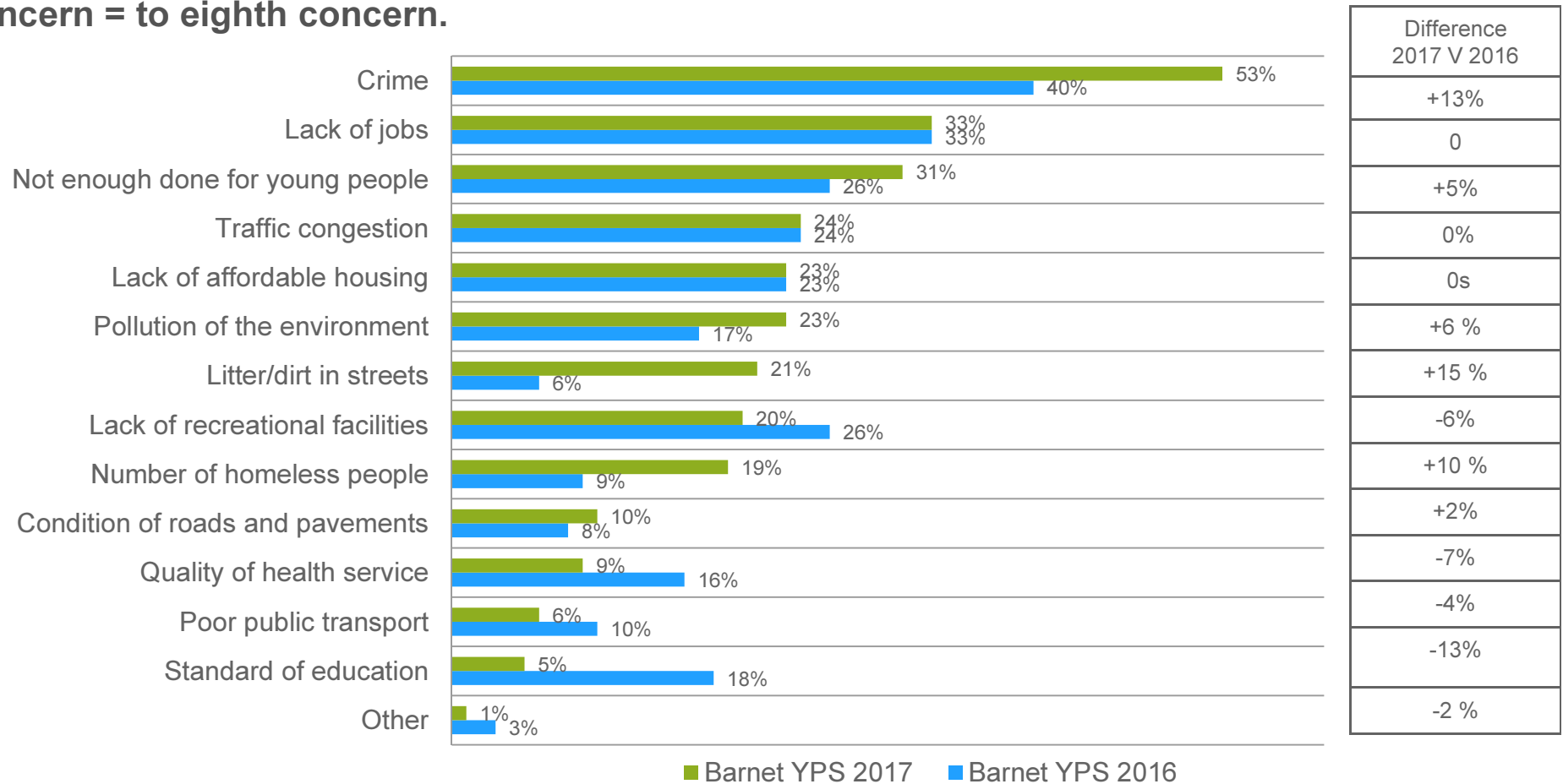
The percentage of young people and adults who feel Barnet is a family friendly area place to live both remain in line with previous waves. However, this year young people in Barnet are more likely to feel that their local area is a family friendly place to live (84%) compared to adults (75%)



Questions: To what extent do you agree or disagree that the borough of Barnet is a family-friendly place to live? (YPS/RPS)
Source: Barnet Council Young People Survey (2017) of 520 residents aged 11-18, carried out by face-to-face/Barnet Council resident perception survey of c.500 residents 18+, carried out by telephone

Young people's top three concerns 2017 vs. 2016

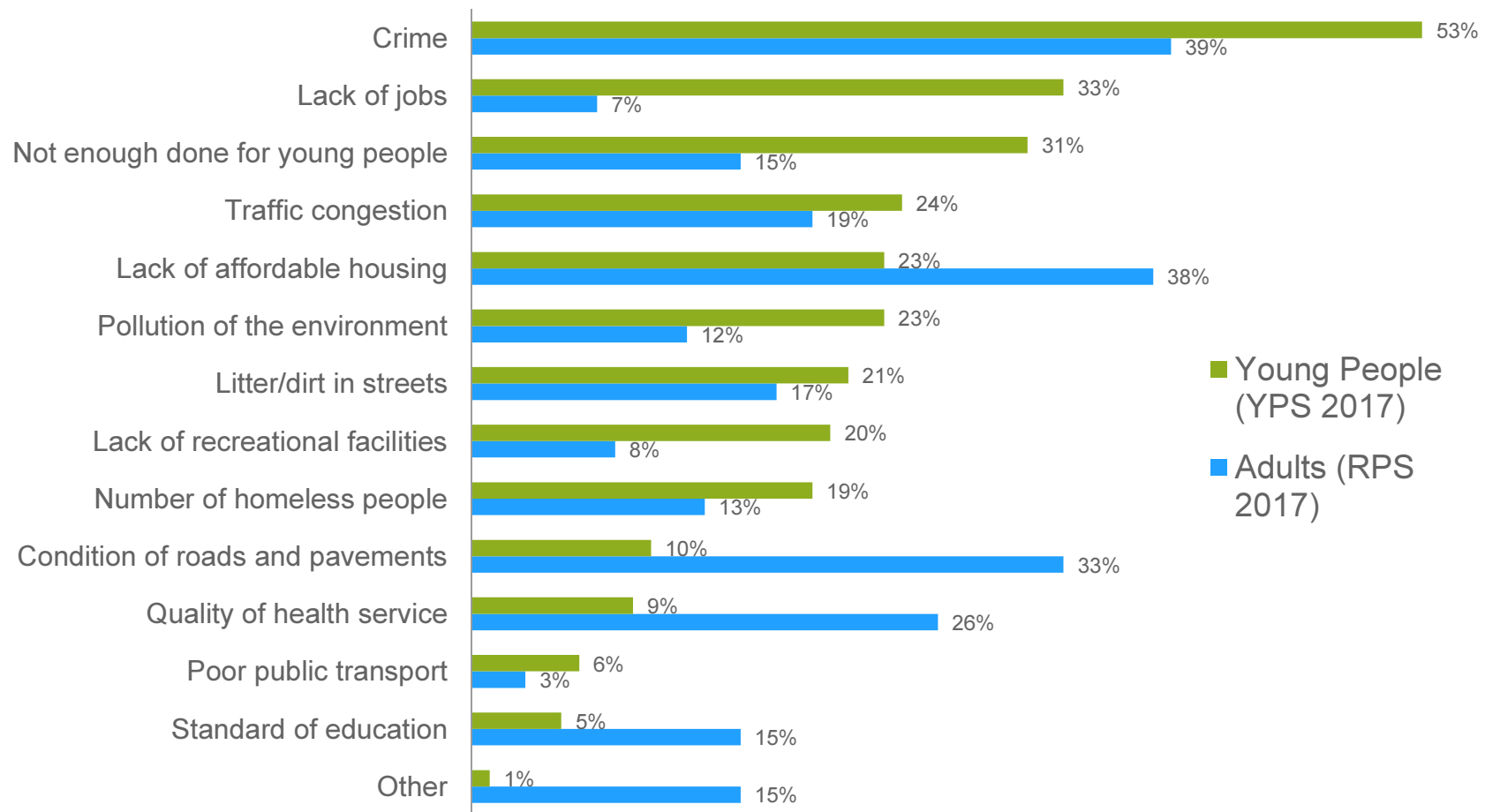
Like adults (up seven percentage points in the most recent wave) the level of concern about crime has risen. **Young people's top three concerns about local area remain the same as last year: crime (53%); lack of jobs (33%); concern for not enough is being done for young people (31%)** However, concern for lack of recreational facilities has moved down from third concern = to eighth concern.



Question: Which, if any, of the following are you worried about? (YPS) **Source:** Barnet Council Young People Survey (2017) of 520 residents aged 11-18, carried out by face-to-face

Young people's top concerns compared to adults

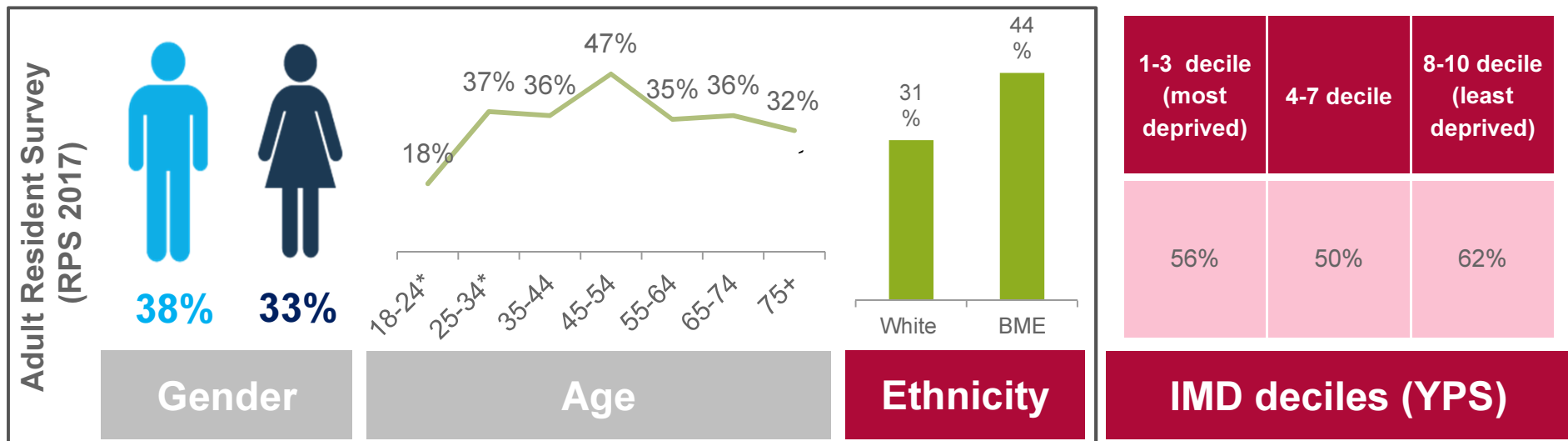
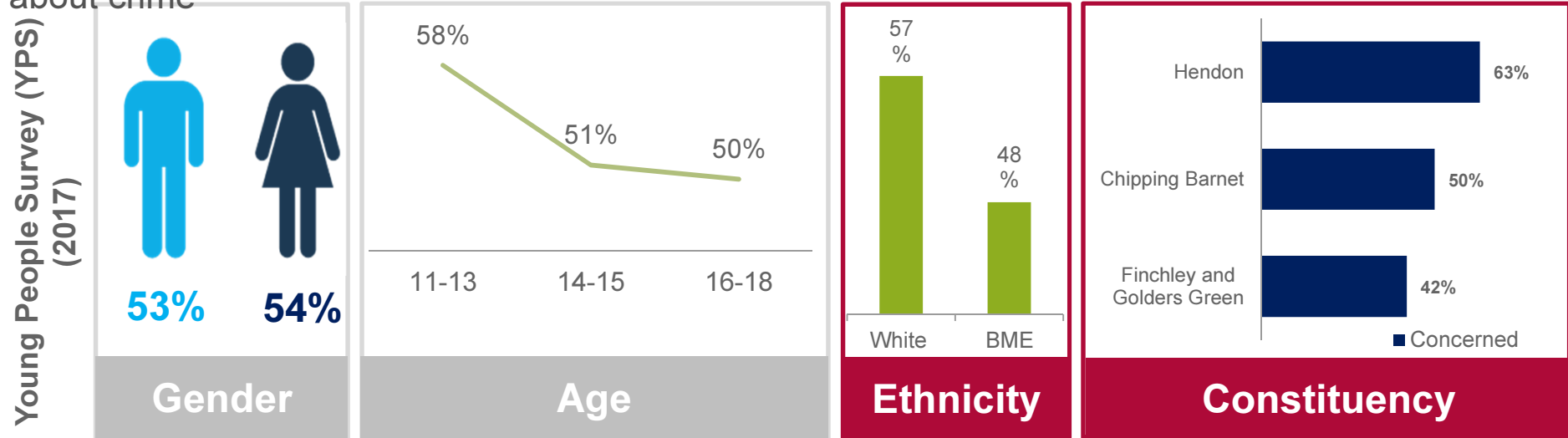
Crime is the number one concern for both young people and adults. However, apart from crime, young people are more concerned about a lack of jobs and not enough is being done for young people. Adults are most concerned about affordable housing (38%) and the condition of roads and pavements (33%).



Question: Which, if any, of the following are you worried about? (YPS) / Of these, which three things are you PERSONALLY most concerned about? (RPS) **Source:** Barnet Council Young People Survey (2017) of 520 residents aged 11-18, carried out by face-to-face/Barnet Council resident perception survey of c.500 residents 18+, carried out by telephone

Those who feel most concerned about crime are...

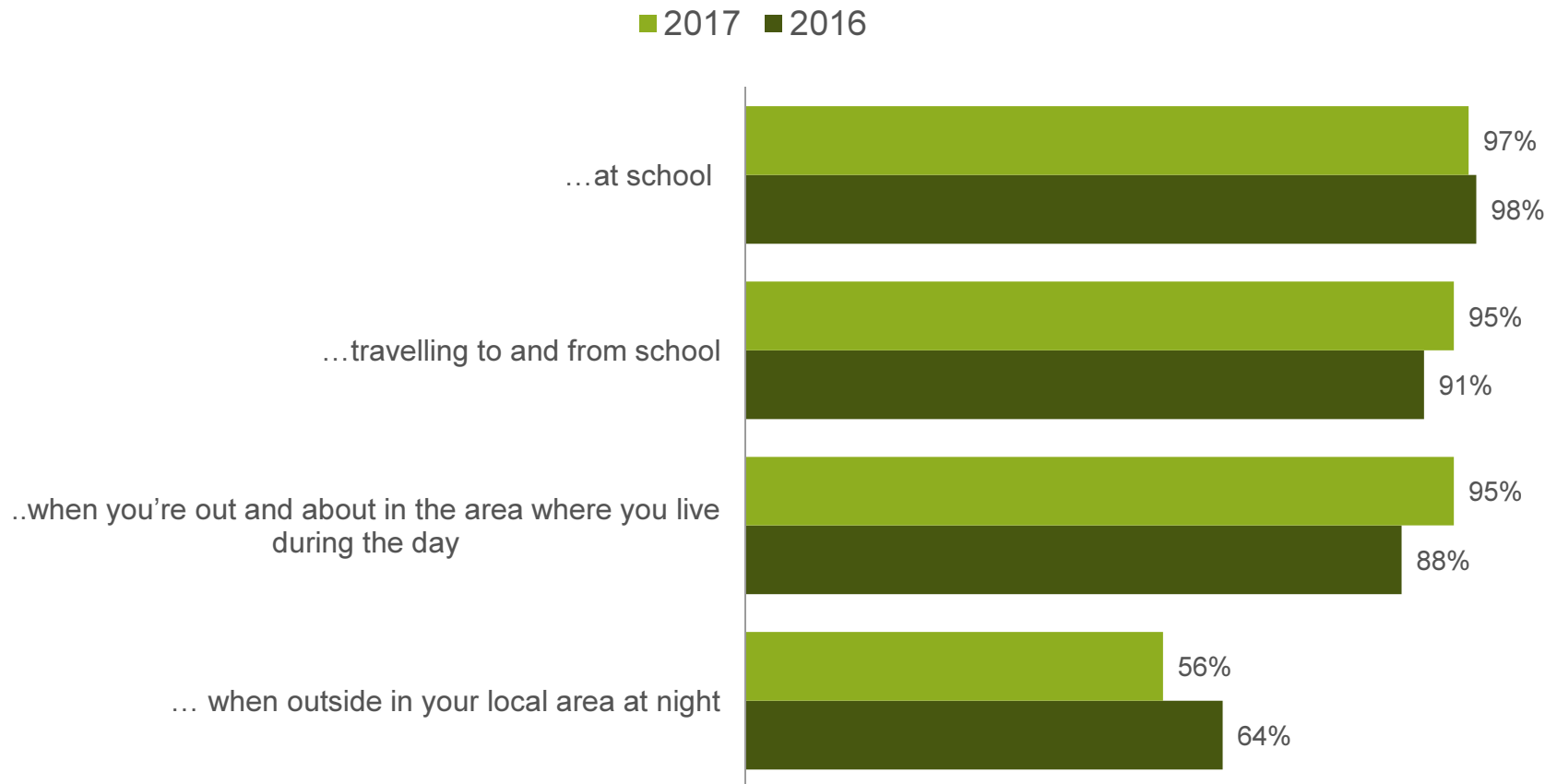
Ethnicity, local area, and level of deprivation have a significant impact on the level of concern about crime



Question: Which, if any, of the following are you worried about? (YPS); Which three things are you PERSONALLY most concerned about? (RPS) Source: Barnet Council resident perception survey of 520 residents 18+, carried out face to face / Barnet Council resident perception survey of c.500 residents 18+, carried out by telephone

Where do young people feel most safe?

The majority of young people feel safe at school and travelling too and from school. More young people feel safe in the local area during the day in 2017 but fewer young people feel safe outside at night in 2017.

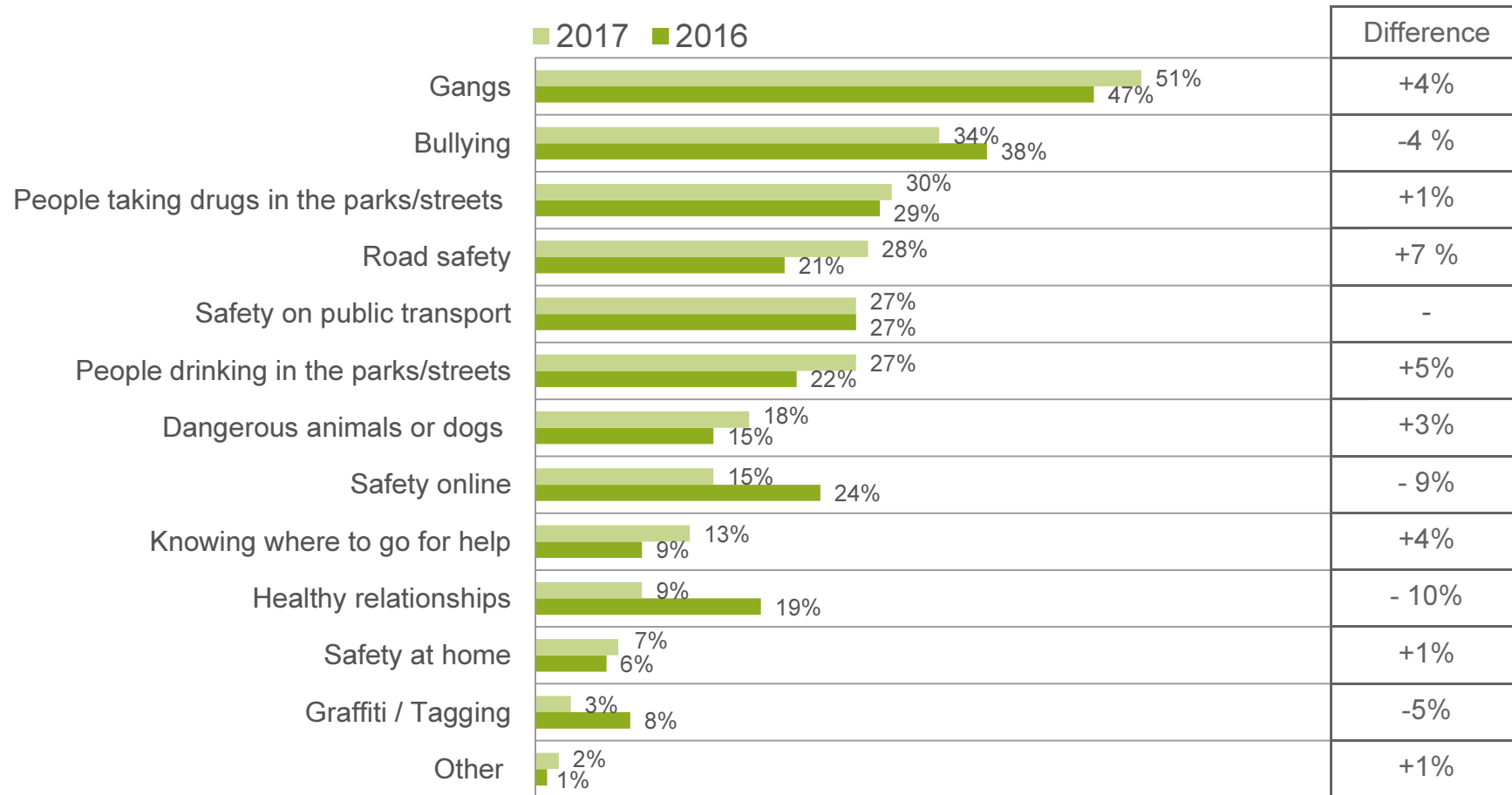


Question: Thinking about your local area, how safe/unsafe do you feel...

Source: Barnet Council Young People Survey (2017) of 520 residents aged 11-18, carried out by face-to-face.

Young people's personal safety concerns

Young peoples top safety concerns remain gangs, bullying and people taking drugs in parks and on the streets. Concerns about road safety and people drinking in the parks/streets has increased since 2016. Concerns about safety online, healthy relationship and graffiti/tagging has decreased since 2016

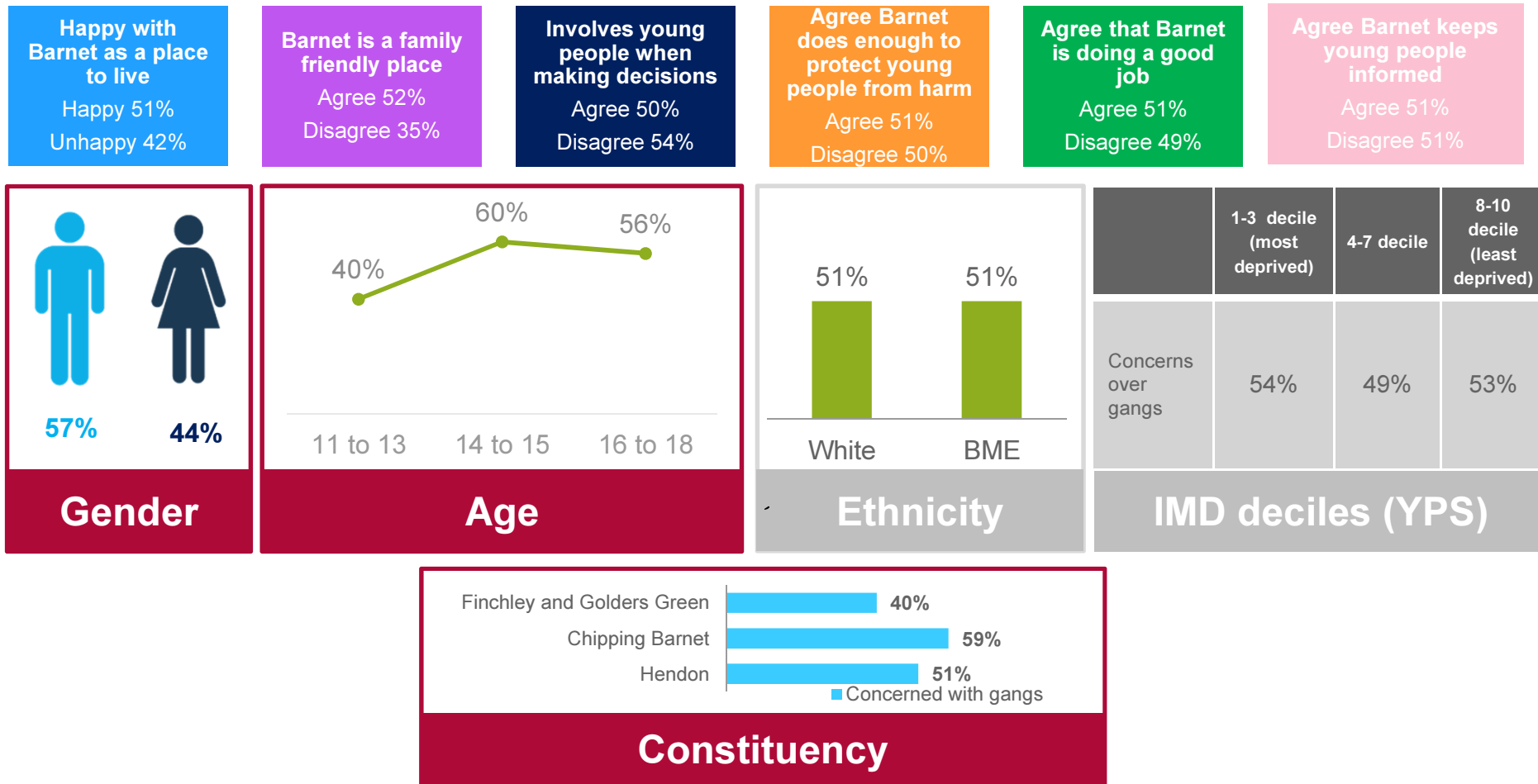


Question: Thinking about your own safety, what issues are you most concerned about? Respondents chose up to three most significant concerns.

Source: Barnet Council Young People Survey of 520 residents 11-18, carried out by face-to-face

Those who consider gangs to be a safety concern...

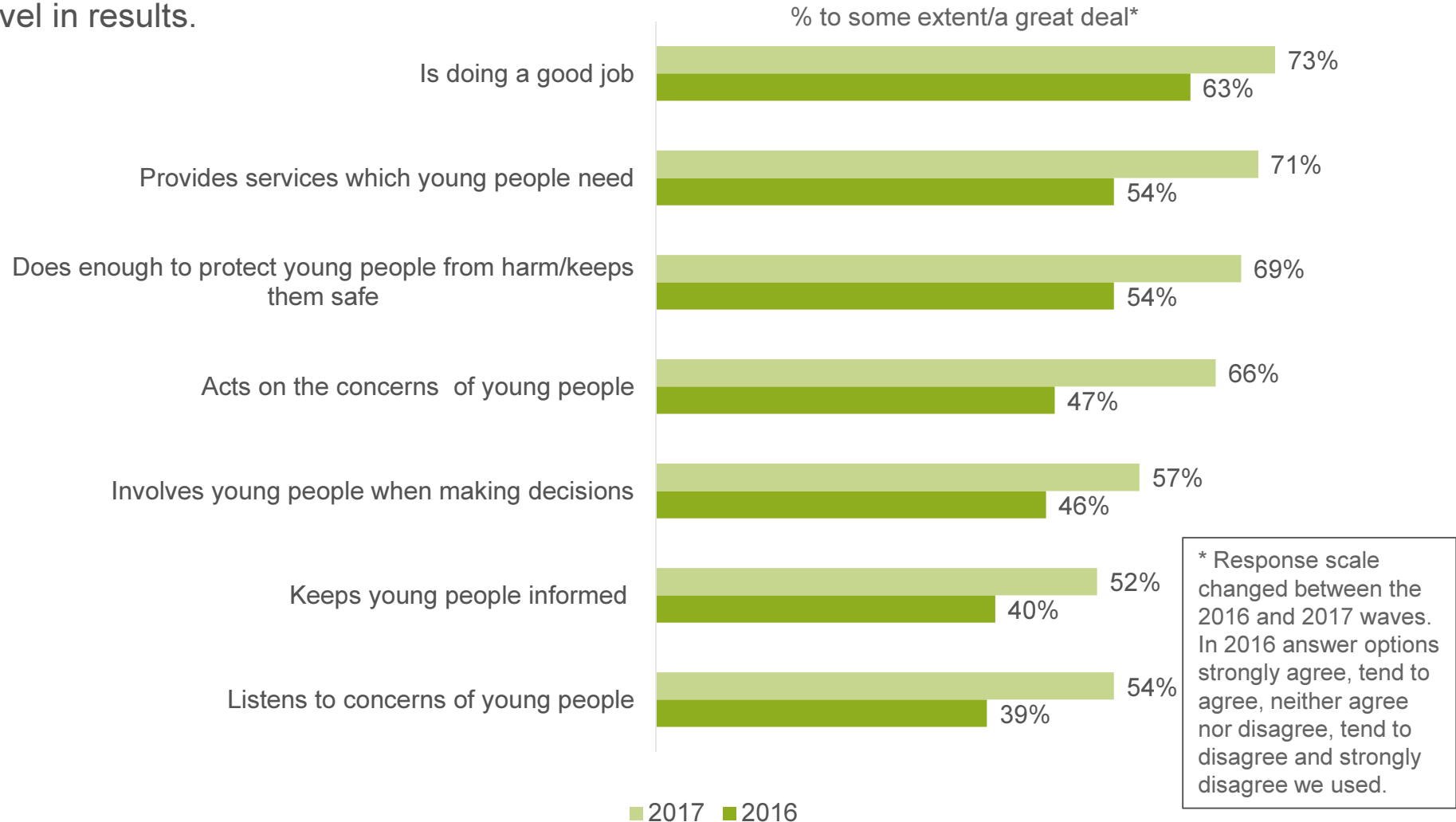
Of the young people concerned with gangs (57%), boys, young people aged 14-15 years old are significantly more likely to be to be concerned about gangs. Concern about gangs varies considerably by area with six in ten young people in Chipping Barnet concerned about gangs.



Question: Thinking about your own safety, what issues are you most concerned about? You can choose up to three answers. **Source:** Barnet Council Young People Survey (2017) of 520 residents aged 11-18, carried out by face-to-face/Barnet Council resident perception survey of c.500 residents 18+, carried out by telephone **Base:** 264

Image of the Council – over time

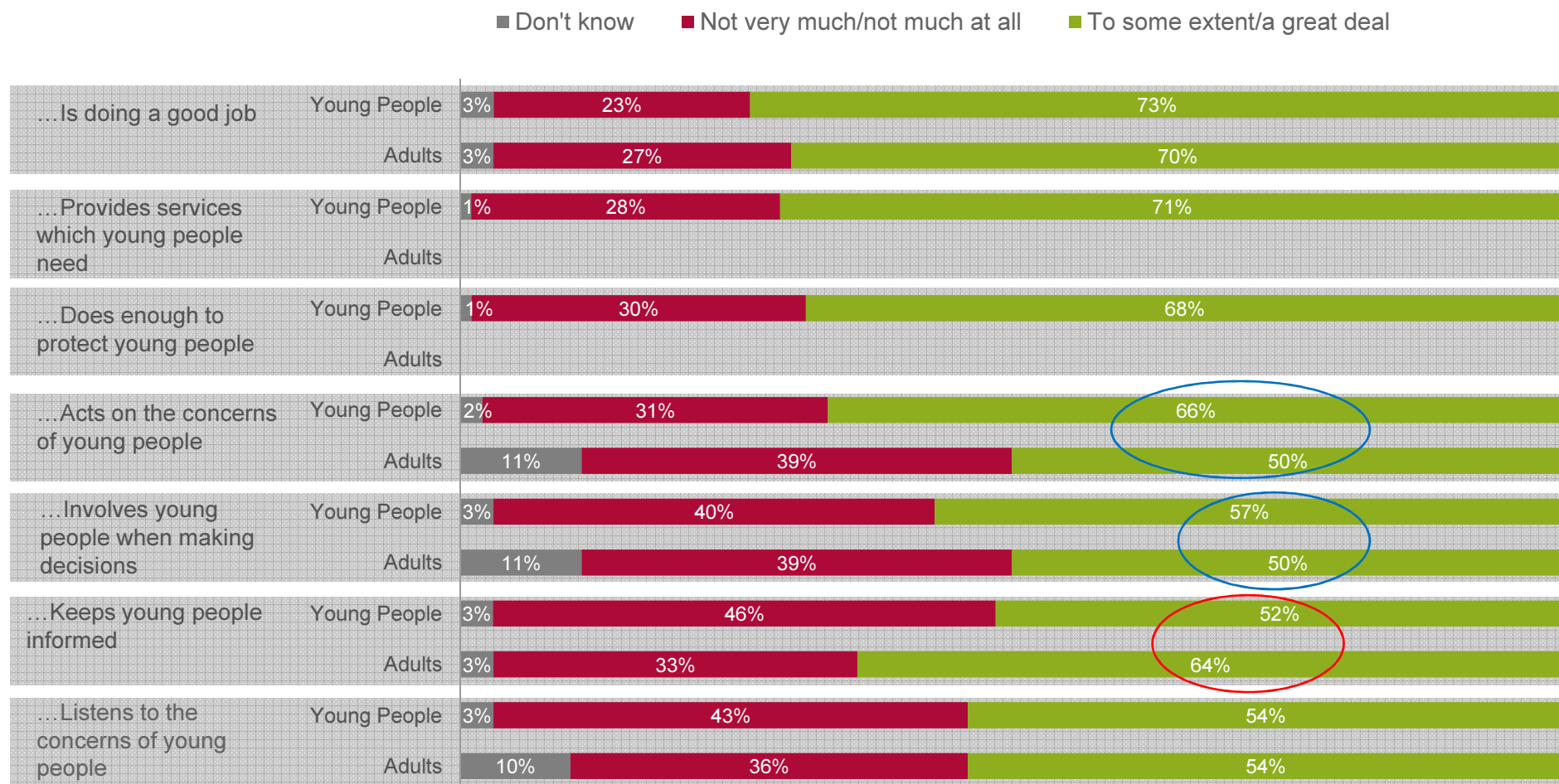
Since 2016 all measures of the councils image have improved amongst young people. However, it should be noted that the response scale for this question was changed in the most recent wave to align the adults survey which may account for some of this upward direction of travel in results.



Question: Here are some things that other people have said about their council. To what extent do each of these statements apply to Barnet Council? **Source:** Barnet Council Young People Survey (2016 & 2017) of cc500 residents 11-18, carried out by face-to-face; Barnet Council Resident Perception Survey (2017) of c.500 residents 18+, carried out by telephone

Image of the Council

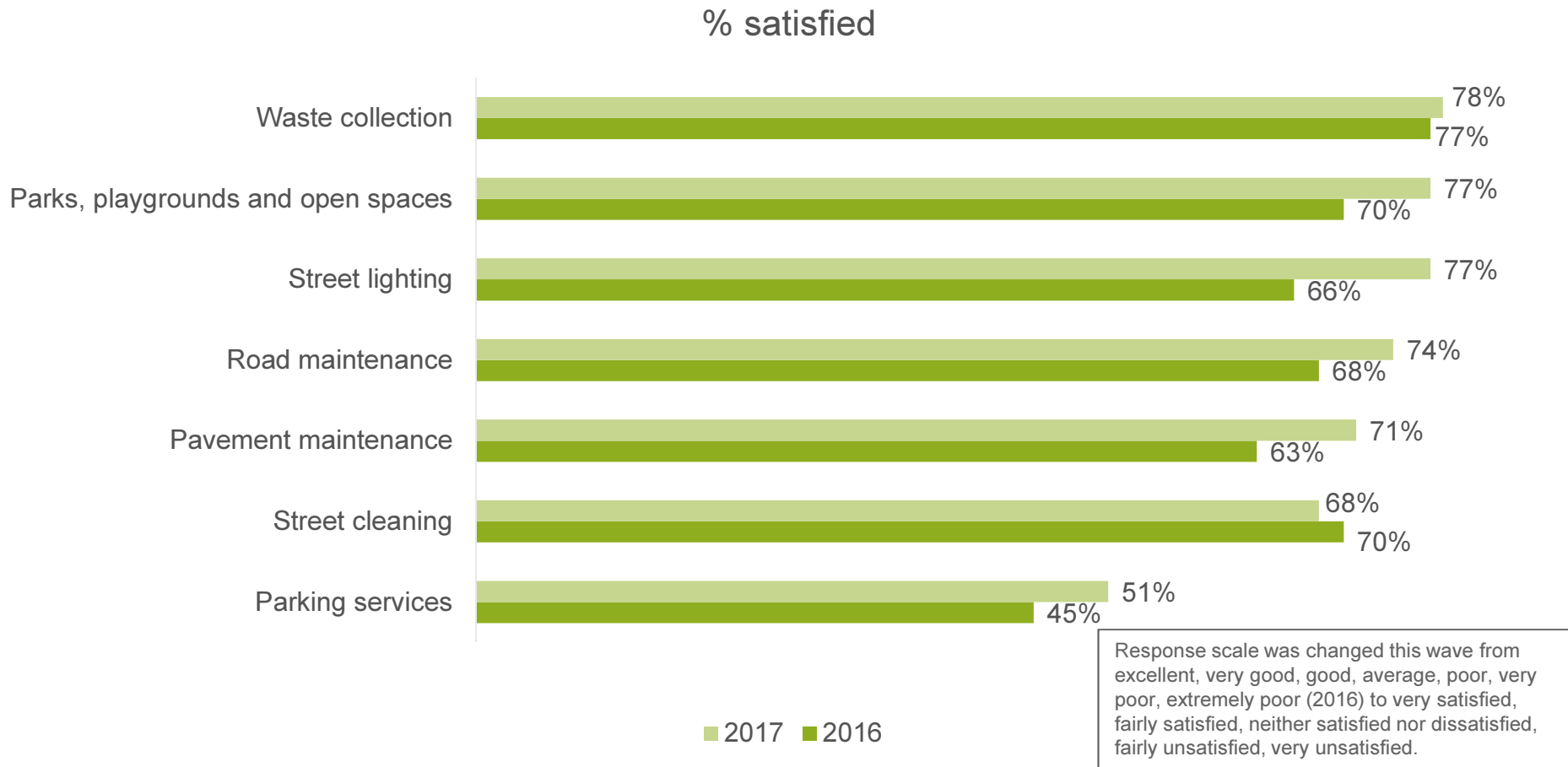
There are some differences between adults and young people, more young people agree that the council acts on their concerns and that they are involved in decision making. However young people are less likely to agree that the council keeps young people informed.



Question: Here are some things that other people have said about their council. To what extent do each of these statements apply to Barnet Council? The options scale for this question was different for those in RPS. While only 'is doing a good job' can be directly compared with RPS, the rest presented here are for reference.- they are not for direct comparison. **Source:** Barnet Council Young People Survey (2017) of 520 residents 11-18, carried out by face-to-face; Barnet Council Resident Perception Survey (2017) of c.500 residents 18+, carried out by telephone

Satisfaction with universal services 2016 compared to 2017

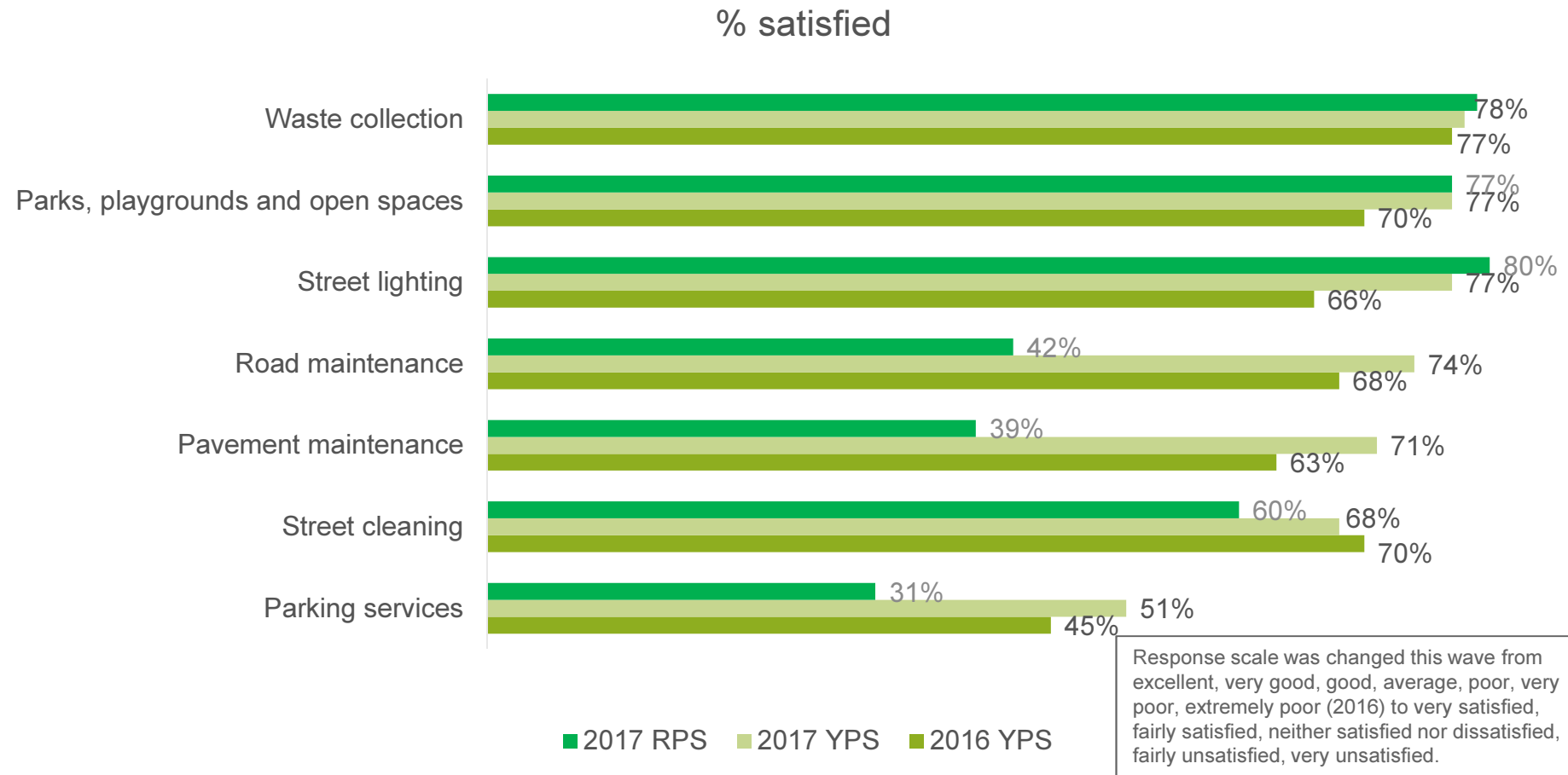
Five out of seven universal services have seen increases in satisfaction since last year and two remain inline. However, it should be noted that the response scale for this question has changed since the last wave to align to the adults survey.



Question: We would now like to know what you think about different services in this area. Please say what you think about these services even if you have not used them yourself (YPS/RPS) **Source:** Barnet Council young People survey of 520 residents between the ages , carried out face to face / Barnet Council resident perception survey of c.500 residents 18+, carried out by telephone

Satisfaction with universal services 2016 compared to 2017

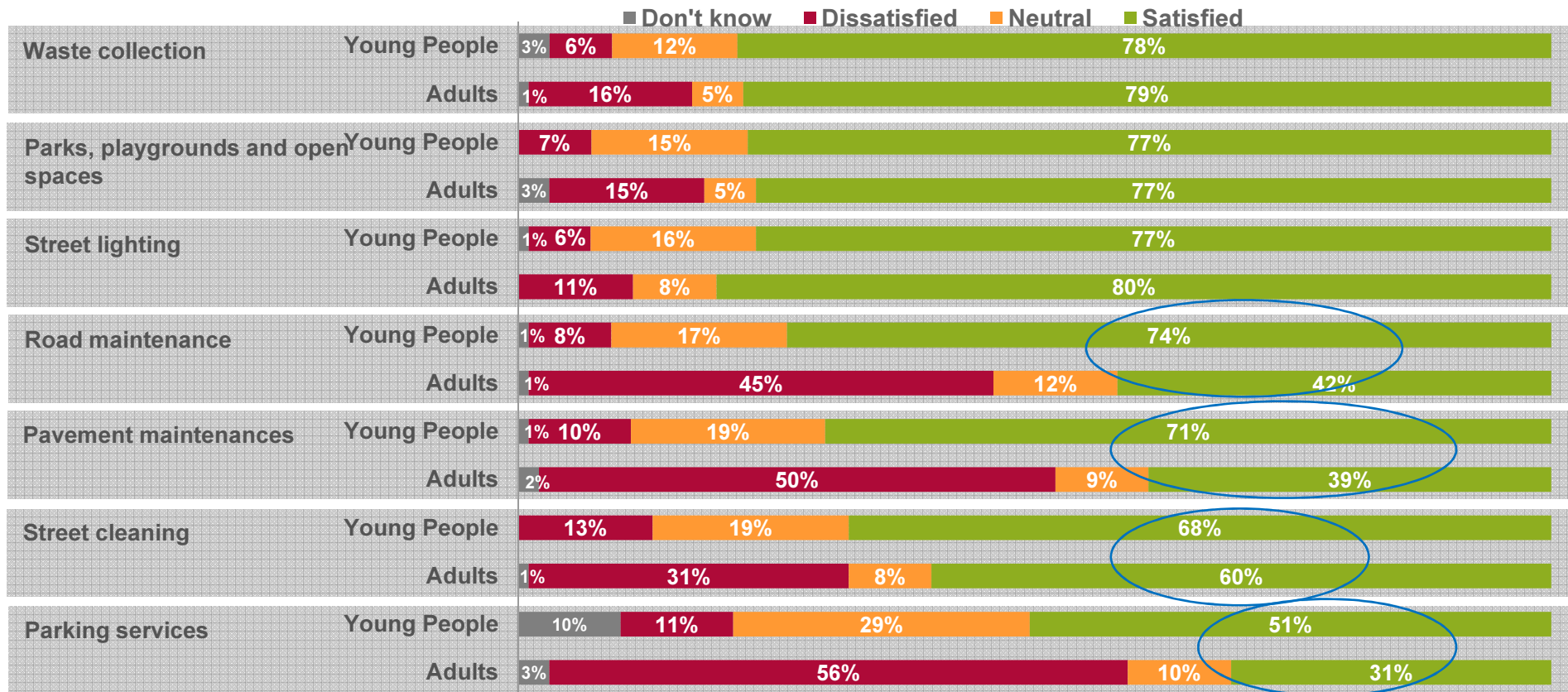
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Universal Service Satisfaction Autumn 2017

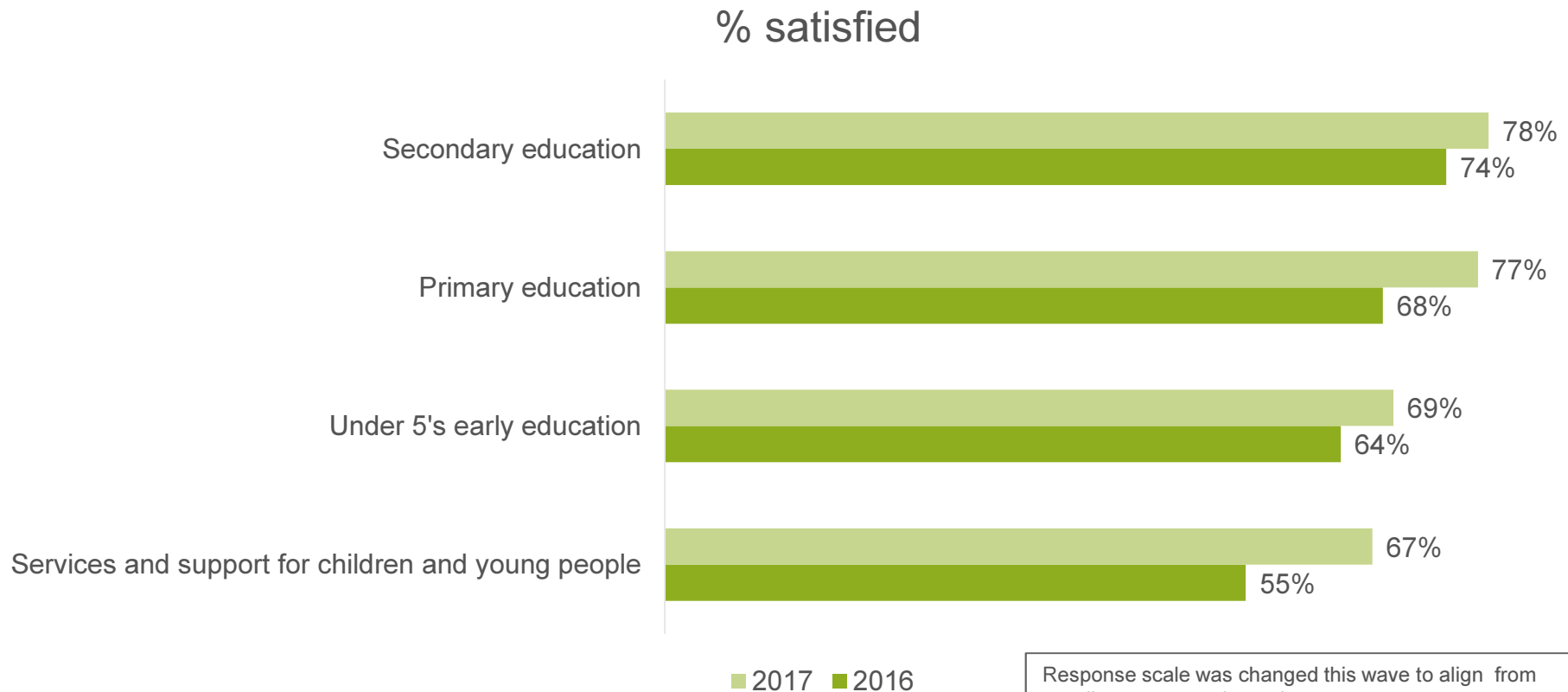
Young people are more satisfied with road and pavement maintenance, street cleaning and parking services. . The opinions of adults and young people diverge most on the topic of parking services, with young people 20 percentage points more satisfied with parking services compared to adults.



Question: We would now like to know what you think about different services in this area. Please say what you think about these services even if you have not used them yourself (YPS/RPS) **Source:** Barnet Council young People survey of 520 residents between the ages , carried out face to face / Barnet Council resident perception survey of c.500 residents 18+, carried out by telephone

Children and family services

Satisfaction with primary education and support for children and young has increased since 2016, whilst satisfaction with secondary education and under 5's early education has remained inline since last year.

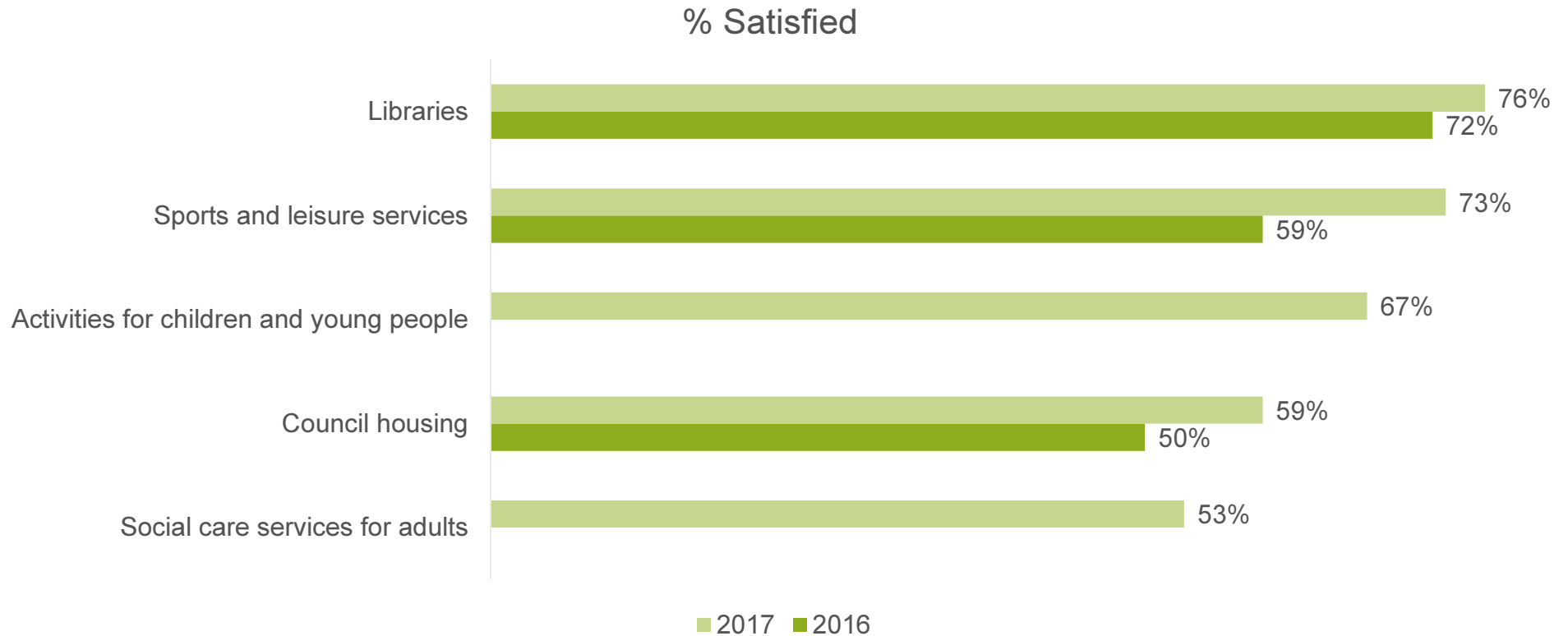


Response scale was changed this wave to align from excellent, very good, good, average, poor, very poor, extremely poor (2016) to very satisfied, fairly satisfied, neither satisfied nor dissatisfied, fairly unsatisfied, very unsatisfied.

Question: We would now like to know what you think about different services in this area. Please say what you think about these services even if you have not used them yourself (YPS/RPS) **Source:** Barnet Council Young People Survey (2016) of 545 residents 11-18, carried out by face-to-face; Barnet Council Resident Perception Survey (2016) of c.500 residents 18+, carried out by telephone

Other services satisfaction 2016 vs 2017

Satisfaction with libraries, sports and leisure services and council housing has increased since 2016.

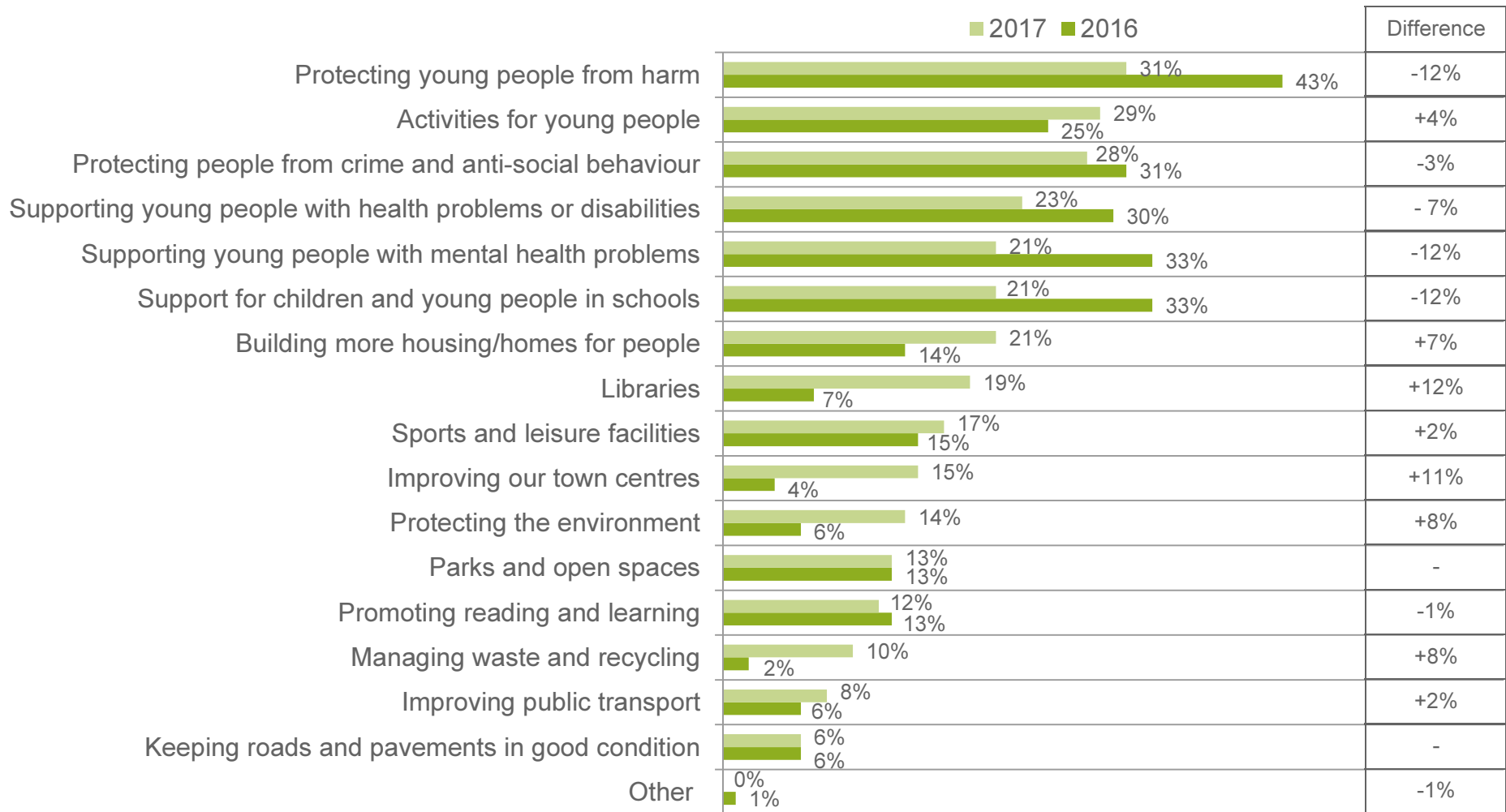


Response scale was changed this wave from excellent, very good, good, average, poor, very poor, extremely poor (2016) to very satisfied, fairly satisfied, neither satisfied nor dissatisfied, fairly unsatisfied, very unsatisfied.

Question: We would now like to know what you think about different services in this area. Please say what you think about these services even if you have not used them yourself (YPS/RPS) **Source:** Barnet Council Young People Survey (2017) of 520 residents 11-18, carried out by face-to-face; Barnet Council Resident Perception Survey (2017) of c.500 residents 18+, carried out by telephone

The council and partners improving the lives of children and young people

Young peoples top priority remains protecting them from harm. However, support for young peoples mental health and support in school has dropped from joint second place to joint fifth.

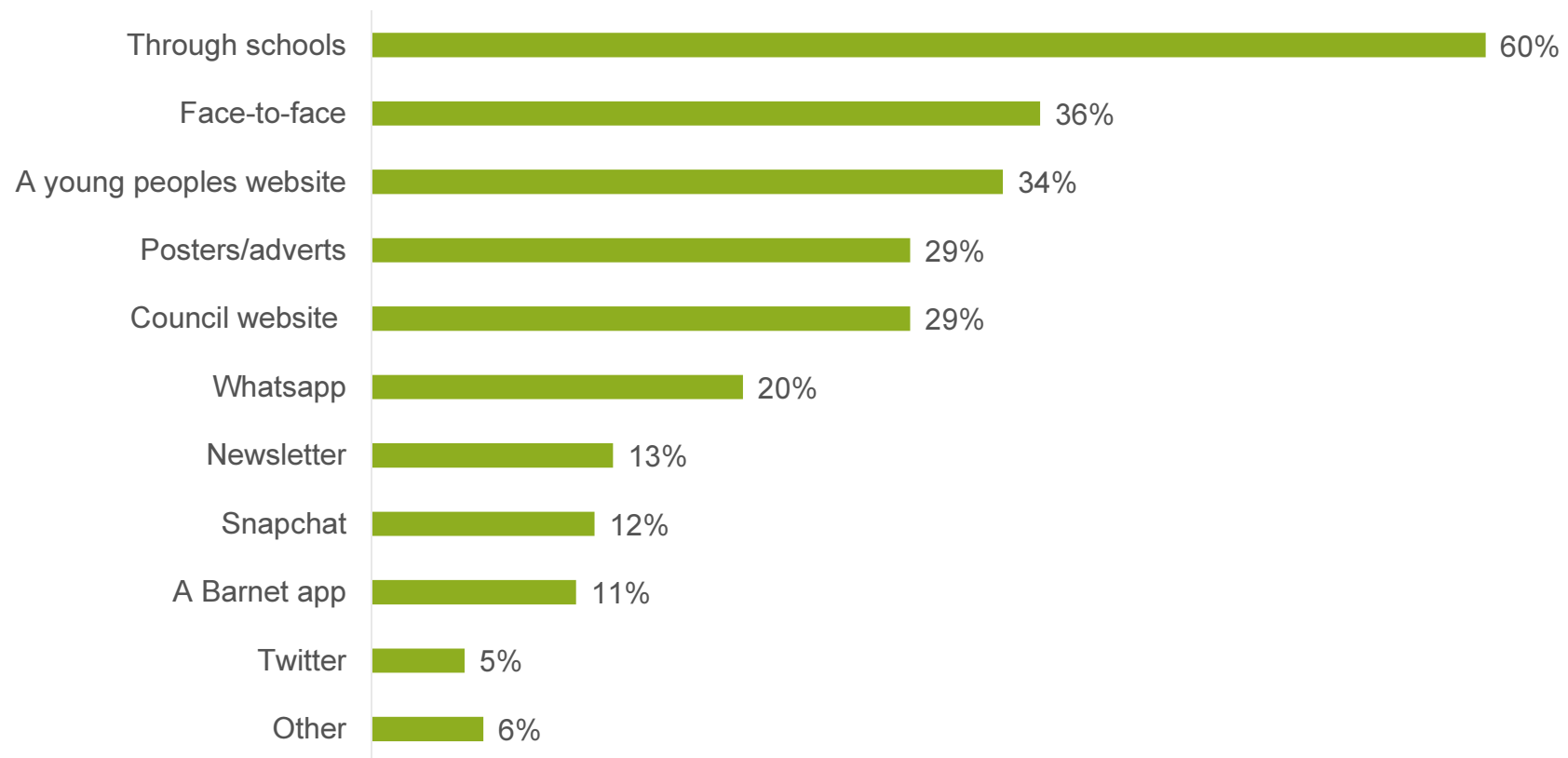


Question: Where do you think Barnet council and the people we work closely with like Doctors, the Police, Schools and voluntary organisations need to most focus the most time and money to make things better for children and young people? **Source:** Barnet Council Young People Survey (2017) of 520 residents aged 11-18, carried out by face-to-face

Young peoples preferred methods of communication

The majority of young people expressed a clear preference for the council to reach them through school (60%). Young people also expressed a preference for face-to-face events (36%) and a specific young persons website (34%).

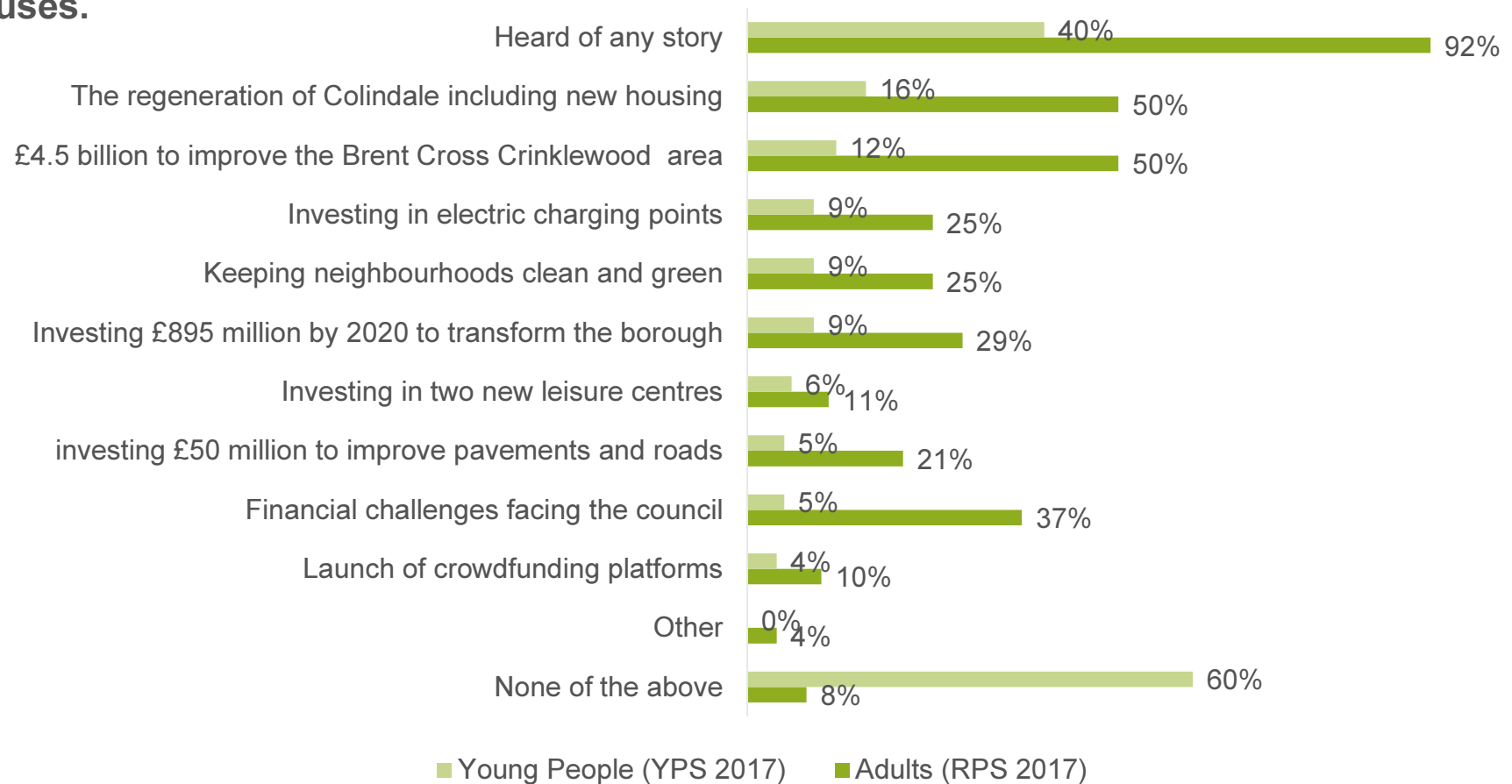
How would you prefer the council to communicate with you?



Question: How would you prefer the council to communicate with you? **Source:** Barnet Council Young People Survey (2017) of 520 residents aged 11-18, carried out by face-to-face

Awareness of what the council is doing

Less than half of all young people interviewed had heard of any of these stories (40%) where as the vast majority of adults had heard of at least one (92%). Across the board adults are far more aware than young people about council communications. The story young people are most aware of in the regeneration of Colindale including the building of new houses.



Question: And have you recently seen or heard any of the following about the work Barnet Council is doing? Source: Barnet Council Young People Survey (2017) of 520 residents aged 11-18, carried out by face-to-face

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	<p>CHILDREN, EDUCATION AND SAFEGUARDING COMMITTEE</p> <p>6 June 2018</p>
<p>Title</p>	<p>Children, Young People and Family Hubs 0-19 Programme – Full Business Case</p>
<p>Report of</p>	<p>Chairman of the Committee – Councillor David Longstaff</p>
<p>Wards</p>	<p>All</p>
<p>Status</p>	<p>Public</p>
<p>Urgent</p>	<p>No</p>
<p>Key</p>	<p>Yes</p>
<p>Enclosures</p>	<p>Appendix 1 Full Business Case Appendix 2 Case Study Appendix 3 Public Consultation Report Appendix 4 Equality Impact Assessment (Residents and Service Users)</p>
<p>Officer Contact Details</p>	<p>Chris Munday, Strategic Director, Children and Young People Chris.Munday@Barnet.gov.uk Tina McElligott, Operational Director – Early Help & Children in Need of Help and Protection Tina.McElligott@Barnet.gov.uk</p>

Summary

This report seeks approval to change the way we organise and deliver the council's Early Help services to children, young people and families. Implementation of the recommendations will facilitate a single coordinated Early Help Offer delivered as an integrated partnership with a range of key stakeholders.

The integrated model and a revised staffing structure along with full cost recovery of traded services and a review of contracted services and SLA's will be delivered within budgets agreed in the mid-term financial strategy 2015-2020.

The reorganisation will not impact on the current levels of service delivery across the Borough; though services may be redirected to meet changing need and demographics over time.

The reorganisation includes utilising Children's Centres and Youth Centres to deliver locally accessible services to the community across the 0-19 age range. Current service delivery will continue, however we would look to develop additional services for times when the buildings are not in use (such as evenings and weekends in Children's Centres). The reorganisation would also see the family support aspects of the Children's Centre offer being delivered through the 0-19 hubs whilst early engagement and outreach would be delivered through the school-led Children's Centres which are part of the wider hub service.

Officers Recommendations

That the Committee approves the reorganisation of the Council's Early Help Services. Specifically:

- 1. Formalise arrangements trialled in the pilot phase establishing multi-agency panels in each locality to review complex cases for Early Help and taking a partnership based approach to the delivery of a package of interventions**
- 2. Reconfiguration of Council staff into hub teams with no reduction in front line staffing**
- 3. Change use of Children's Centre and Youth Centre buildings to deliver an integrated 0-19 offer in local communities**
- 4. Commission school led Children's Centres to deliver universal and universal plus services to support continued early engagement antenatally/postnatally and the provision of structured outreach programmes of activity to ensure access to early education and health services. To deliver the Family Support element of Children's Centre services by the local Early Help Service teams to ensure a unified and consistent approach to delivery.**
- 5. Deliver traded non-statutory services at full cost recovery**

1. WHY THIS REPORT IS NEEDED

- 1.1 Family Services vision is to ensure that all children and young people in Barnet, especially our most vulnerable children, achieve the best possible outcomes. To enable them to become successful adults, they should be supported by high quality, integrated and inclusive services that identify additional support needs early and are accessible, responsive and affordable for the individual child and their family.
- 1.2 One of our key areas of work to support this vision is to ensure a whole family approach to early intervention and prevention. This report proposes changes to the way we organise and deliver council Early Help Services to children, young people and their families and will help us to achieve our vision. It builds upon:
- a review of best practice from Family Services in other parts of the country
 - a pilot model developed in partnership with other organisations who also deliver early help and support services to Barnet families
 - outputs from a public consultation conducted 1 February to 27 March 2018
 - Recommendations from Ofsted Single Inspection, July 2017
 - The Outline Business Case approved by CELs approved at its meeting in January 2018.
- 1.3 The proposed approach which is primarily aimed at service improvement will also address budget efficiencies previously agreed in the Medium Term Financial Strategy 2015-2020.

2. REASONS FOR RECOMMENDATIONS

2.1 The Challenge

- 2.1.1 There is a clear case for changes to the way in which we deliver Early Help Services. The challenge is that although Barnet has some good early help services in place, families and staff tell us that:
- Families often do not get the right help first time and can be referred to multiple agencies before they access the help they need. This leads to frustration and causes delays in families getting the support they need to prevent difficulties escalating.
 - As families' needs become more complex, or as they move around the system, the volume of professionals increases. This results in families having to tell their stories multiple times, and risks gaps in information, their story getting lost and a duplication of effort, with families having to attend multiple appointments at different times and venues.
 - Families often have children spread across pre-school, primary, secondary and post 16 age ranges. A singular focus on pre-birth, 0-5, 5-16 or post 16 services does not provide a whole family approach and unnecessarily involves too many layers of professionals with families that do not work effectively together.

- 2.1.2 This feedback is supported by observations from Ofsted within the July 2017 inspection report on services for children in need of help and protection, children looked after and care leavers.

“There is a range of early help provision that is offering some good-quality support to children. However, the services operate independently and do not offer an integrated early help service that provides seamless support to families. This is recognised and work is underway to develop more integrated, locality-based services.”

[Barnet Ofsted, para 36, 7th July 2017]

“Strategically, there is further work to do to ensure that multi-agency service provision responds more appropriately to meet the needs of children. This includes the need to clarify pathways with all partners to strengthen and embed the early help offer across all services...”

[Barnet Ofsted, para 39, 7th July 2017]

2.2 The Pilot

- 2.2.1 The Children, Young People and Family hub programme has been piloting new ways of working in two of three localities in the borough: East Central launched September 2017 and West, launched Jan 2018. The South locality was recently launched in May 2018. See map on Page 5 of Appendix 1.

The pilot has focussed on supporting children and young people aged 0-19 and their families in need of Early Help. The pilot hubs have been doing this through:

- Informal co-location of staff from different organisations in the same location(s)
- Introduction of Multi Agency Panels in each locality to allocate a lead agency/professional and co-ordinate targeted support for individual families in need of Early Help. By end April 2018, c170 cases had been reviewed and allocated a package of support through a partnership based approach.
- Improving ways of working between organisations and different professional backgrounds through shared training and development activities.
- Reviewing our partnership offer in each locality, so it is delivered in the right places, to the right people, has the right impact and is communicated clearly to service users and practitioners.

2.3 The Benefits

- 2.3.1 The pilot has already had some positive effects:

- Schools have been central to developing the model, and have led the two pilots underway in East Central and West localities. Informally, school staff have reported that they are receiving a quicker and more comprehensive response to requests for support for families in need of a multi-agency response.
- Families have had a quicker and more comprehensive response within days of referral. This is due to swifter decision making, better information sharing

between professionals and a focus on putting the right lead professional and team in place around the family in an expedient way.

- Professionals from 8 organisations across health, education, early help, housing and employment have agreed to co-locate in two locations on either a full or part time basis. This will cut travel time for staff; foster a culture of more integrated working and make it simpler to access services because more of them will be based in the same place in local communities.
- School based pastoral/family support networks have been identified, and staff being supported across the locality to build knowledge and practice.
- Some gaps and duplications in service across the partnership are being identified via the needs discussed at the Early Help Multi Agency Panel and work of the Hub development groups.

2.3.2 Whilst it is still too early to look at longer term outcomes of the pilot upon the lives of children and families in need of Early Help services (owing to the fact most families are supported by early help services for an average of 9-12 months); there is anecdotal feedback on the 170 families that have been supported since the commencement of the pilot in September 2017. This is illustrated in the case study at Appendix 2. Feedback and perceptions of staff and partners has been largely positive; the new Early Help Panel approach is considered to be extremely effective in managing and wrapping around a broad range of needs because a coordinated package of support can be put in place from inception rather than different solutions being provided at staggered intervals over time.

2.4 Formalising the pilot to become “Business As Usual”

2.4.1 The pilot has demonstrated that reorganisation of services into a hub model supports integrated working across the partnership in order to provide the right service first time for children, young people and families. It is therefore proposed that we:

- Formalise arrangements trialled in the pilot by establishing multi-agency panels in each locality to review families who require multiple Early Help resources and taking a partnership based approach to the delivery of a package of solutions
- Reconfigure Council staff into hub teams with no reduction in front line staffing. This will result in reduction in posts (under 20) all of which will be management and support functions with no reduction in front line staff
- Change use of Children’s Centre and Youth Centre buildings to deliver an integrated 0-19 offer in local communities
- Commission school led Children’s Centres to deliver universal and universal plus services to support continued early engagement antenatally/postnatally and the provision of structured outreach programmes of activity to ensure access to early education and health services. To deliver the Family Support element of Children’s Centre services by the local Early Help Service teams to ensure a unified and consistent approach to delivery
- Deliver traded non-statutory services at full cost recovery. These services include:
 - Operation of the Finchley Youth Centre building
 - Operation of the Greentops Youth Centre building
 - The Duke of Edinburgh award facilitation service
 - Face to Face Counselling Service

- Alternative Education Service
- Child care Places at Newstead Children’s Centre
- These improvements will also address budget efficiencies previously agreed in the Medium Term Financial Strategy 2015-2020.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

3.1 Our recommendations are summarised below together with the alternative options and the reason why they are not recommended.

3.2 **Recommendation 1:** Formalise arrangements trialled in the pilot phase establishing multi-agency panels in each locality to review complex cases for Early Help and taking a partnership based approach to the delivery of a package of solutions.

3.3 **Alternative Option(s): No change.** This would be to revert to previous arrangements whereby referrals between agencies are via the MASH and then allocated to professionals via team managers. The professional then has to identify others that are working with the family to gather information and organise a team around the family meeting which can take between 4 and 6 weeks.

- Finding satisfactory solutions for families will take longer
- Problems are more likely to escalate requiring statutory interventions.
- Families will continue to repeat their stories and may experience being passed from agency to agency. This in turn could cause stress and consequently cause them to withdraw from seeking Early Help.
- Staff are less likely to improve their knowledge of other support available and it will be more difficult for them to forge effective partner relationships and identify the best team around the family and joined up approaches to problem solving.
- Families with special needs and more complex situations will not benefit from the full and comprehensive range of support available in early help
- Improved practices and outcomes for children will not be promoted or delivered.

3.4 **Recommendation 2:** Reconfigure Council staff into hub teams with no reduction in front line staffing.

3.5 **Alternative Option(s): No change:** We would retain staff in a main council building (currently North London Business Park) and keep Children’s Centres and Youth centre buildings for sole use by children and young people of specific age groups.

- We would not achieve the desired integration of Council Early Help Services or integration with partner services
- We would not achieve our objective of making services more accessible and more locally delivered
- We would not achieve our objective of moving staff closer to the families they support

- Staff would not benefit from co location with partners which would build trusted relationships and improve knowledge of other services.
- Services would be at greater risk of cuts as savings will still need to be achieved.

3.6 Recommendation 3: Change use of Children’s Centre and Youth Centre buildings to deliver an integrated 0-19 offer in local communities.

3.7 Alternative Option(s): Revert to previous model of operation before the pilot.

- This would not achieve the planned improvements
- Cost efficiencies would still need to be found.

3.8 Recommendation 4: Commission school led Children’s Centres to deliver universal and universal plus services to support continued early engagement antenatally/postnatally and the provision of structured outreach programmes of activity to ensure access to early education and health services. To deliver the Family Support element of Children’s Centre services by the local Early Help Service teams to ensure a unified and consistent approach to delivery.

3.9 Alternative Option(s): Continue with Children’s Centre model where services are delivered through one of nine Children’s Centre across twelve sites.

- Services remain siloed
- There is no whole family approach
- Families will need to access services and interventions for their children 0-19 from different settings
- No consistency in quality assurance/supervision in family and parenting support services
- Savings would be difficult to achieve.

3.10 Recommendation 5: Deliver traded non-statutory services at full cost recovery.

3.11 Alternative Option(s): Withdraw from delivery of these services and find alternative solutions. This would include:

- Explore alternative venues to Finchley and Greentops Youth Centres to deliver Youth Services and activities
- Source an alternative supplier to facilitate the Duke of Edinburgh Award service
- Use Kooth on line as an alternative to the school’s face to face counselling service
- Source an alternative supplier to deliver the Alternative Education Service
- Source an alternative supplier to Newstead Children’s centre to deliver Child care places.

- 3.12 Business plans to ensure the above services recover costs in 2018/19 are being developed. This will include increasing hire of venues and rooms to other organisations, improved housekeeping and introducing modest charges for some services. Thus, there is no financial driver for change. Furthermore, by withdrawing from these valued services we are less able to connect young people in need of support with other beneficial activities which could add value to their lives.

4. POST DECISION IMPLEMENTATION

- 4.1 A high level implementation plan has already been developed (See Full Business case at Appendix 1). Following approval of the recommendations in this report, further detail will be established and the plan implemented and a Project Implementation Document initiated.
- 4.2 The 0-19 CYPF Hubs Programme Board will continue to oversee implementation of the project.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 The Children, Family and Young People 0-19 Hub Programme is part of the Family Friendly Barnet 2020 – ‘Children First’ Programme, which is improving services for children, young people and families in Barnet across a range of different areas.
- 5.1.2 This supports the following Council’s corporate priorities as expressed through the Corporate Plan for 2015-20 which sets out the vision and strategy for the next five years based on the core principles of fairness, responsibility and opportunity, to make sure Barnet is a place;
- Of opportunity, where people can further their quality of life
 - Where people are helped to help themselves, recognising that prevention is better than cure.

5.2 Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)

- 5.2.1 Efficiencies within the Early Years, Early Help and Youth Services are a key part of the medium term Financial Strategy for 2015-20. This project will further deliver savings of £1.483m of savings against its £1.471m target. Family Services have said they will meet their target savings of £0.944m in 2018/19 and £0.527m 2019/20.
- 5.2.2 Efficiency improvements will be achieved as follows:

Reduction in Children Centre Budget	£451,316
Break even traded services	£154,574
Management Savings	£434,367
Increased income through realignment of Early	£362,727

Years DSG	
Grant bid	£80,000
Total	£1,482,984

5.3 Social Value

5.3.1 The Public Services (Social Value) Act 2013 requires people who commission public services to think about how they can also secure wider social, economic and environmental benefits. Before commencing a procurement process, commissioners should think about whether the services they are going to buy, or the way they are going to buy them, could secure these benefits for their area or stakeholders.

5.4 Legal and Constitutional References

5.4.1 Local authorities have a wide range of general and specific duties in relation to children and young people. The re-design of early help services will impact on a number of these duties. This section highlights the most relevant ones.

5.4.2 Under section 11 of the Children Act 2004, the Council and partner agencies must make arrangements for ensuring that their functions are discharged having regard to the need to safeguard and promote the welfare of children. This duty applies to all council functions and to all children in the local area, however it is particularly relevant in relation to services provided to families and children in need of support.

5.4.3 Under s.2B of the National Health Service Act 2006, the Council has a duty to take such steps as it considers appropriate for improving the health of the people in its area. Such steps include provision of services or facilities designed to promote healthy living and provision of information and advice. Having integrated and effective early help services for children and families support both of this overarching public health duty.

5.4.4 The Council has various duties in relation to pre-school and primary school aged children under the Childcare Act 2006.

- **Section 1** places a duty on the Council to improve the wellbeing of children aged 0-5 and to reduce inequalities between them.
- **Section 3** requires the Council to ensure that early childhood services are provided in an integrated manner, in order to facilitate access to maximise the benefit to young children and their parents.
- **Section 4** places a duty on relevant partner agencies to work with the local authority to improve wellbeing and secure integrated childhood services.
- **Section 5A** requires the Council to secure, so far as reasonably practicable, sufficient children's centres in its area to meet local need.
- **Section 5D** requires the Council to consult on any significant changes made to children's centre provision within the local area.

- 5.4.5 The proposal involves changes to the use and way services are delivered in Children's Centres, and it involves a different approach potentially moving to services being provided in a more holistic way to families regardless of the age of the child. When considering this proposal, the Council must bear in mind that it retains specific duties in relation to young children, including a sufficiency duty in relation to children's centres. The consultation included focused questions on the proposals for future use of children's centre buildings.
- 5.4.6 In addition to its general welfare duties, the Council has a specific duty under s.507B of the Education Act 1996 to secure, so far as reasonably practicable, sufficient educational leisure-time activities and recreational leisure-time activities and facilities for the improvement of well-being of young people aged 13-19 years (up to 24 years for those with a learning difficulty or disability). The Council has a power to charge for activities provided in accordance with this section. In exercising this function, the Council must take steps to ascertain the views of young people about the need for such activities and facilities and secure that these views are taken into account. The consultation will include focused questions on the proposals for future use of the youth centres and services for young people. The consultation also engaged with a focus group in this age bracket.
- 5.4.7 The Council has a general duty under S.27 of the Children and Families Act 2014 to keep under review the educational, training and social care provision made in its area for children and young people who have special educational needs or a disability and must consider the extent to which this provision is sufficient to meet the educational, training and social care needs of these children and young people. This duty includes a requirement to consult prescribed persons, including relevant children and young people and their parents, schools, colleges, children's centres, early years providers and youth offending teams. The planned consultation included a focus group of parents from this target group and we wrote out to all Early Help Service Users who had used services between September and February. This included parents and carers of children and young people with special educational needs or disabilities.
- 5.4.8 When making decisions to change the way services are delivered, the Council must consider its public law duties, including the need to make its decision in a fair and transparent way. The Council should take account of all relevant information when making its decision, including in particular the results of consultation and the equality implications of the decision, as well as the statutory framework.
- 5.4.9 The Council's Constitution, Article 7 (Committees, Forums, Working Groups and Partnerships) sets out the Committee's responsibilities as all matters relating to children, schools and education.

5.5 Risk Management

- 5.5.1 Key risks and mitigating factors are outlined in the Full Business Case at Appendix 1 - Section 6.

5.6 Equalities and Diversity

5.6.1 The 2010 Equality Act outlines the provisions of the Public-Sector Equalities Duty which requires Public Bodies to have due regard to the need to:

- eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010
- advance equality of opportunity between people from different groups
- foster good relations between people from different groups

5.6.2 The broad purpose of this duty is to integrate considerations of equality into day business and keep them under review in decision making, the design of policies and the delivery of services.

5.6.3 We have completed an Equalities Impact Assessment. See Appendix 4 – Residents and Service Users and this was used in the analysis of the Public Consultation – See report at Appendix 3. It is our conclusion that this project will not disadvantage any residents or service users with protected characteristics. Groups more likely to be affected by this proposal include children and young people, parents of such children and children and young people with disabilities and SEN. Some families are likely to benefit from the services being provided in a more localised and holistic way. There were some concerns raised in the consultation that are addressed in the consultation section at the section on Consultation and Engagement – paragraph 8 of this report.

5.7 Corporate Parenting

5.7.1 In July 2016, the Government published their Care Leavers' strategy *Keep on Caring* which outlined that the "... [the government] will introduce a set of corporate parenting principles that will require *all departments* within a local authority to recognise their role as corporate parents, encouraging them to look at the services and support that they provide through the lens of what a reasonable parent would do to support their own children.'

5.7.2 The corporate parenting principles set out seven principles that local authorities must have regard to when exercising their functions in relation to looked after children and young people, as follows:

1. to act in the best interests, and promote the physical and mental health and well-being, of those children and young people;
2. to encourage those children and young people to express their views, wishes and feelings;
3. to take into account the views, wishes and feelings of those children and young people;
4. to help those children and young people gain access to, and make the best use of, services provided by the local authority and its relevant partners;
5. to promote high aspirations, and seek to secure the best outcomes, for those children and young people;
6. for those children and young people to be safe, and for stability in their home lives, relationships and education or work; and;
7. to prepare those children and young people for adulthood and independent living.

5.7.3 In developing the organisation and delivery of Early Help Services and to ensure that Barnet has due regard to the Principles and improves on the delivery of corporate parenting to children in care and care leavers in Barnet, we:

- held a Public Consultation in February / March 2018
- have included the needs and wishes of children in care to ensure the services are relevant, accessible and of a high standard.

5.8 Consultation and Engagement

5.8.1 Please also see Appendix 3 Public Consultation report.

5.8.2 Following the Outline Business Case submitted to CELs in January 2018, a public consultation was launched 1 February and closed 27 March 2018. Despite writing out to 1,100 service users, extensive advertising including posters, press releases and on-line banner advertising, responses were very low with just 153 respondents to the on-line questionnaire; attendance at public meetings was in single figures.

5.8.3 We consulted on 3 Proposals:

5.8.4 Proposal 1: Co-locate services for children, and young people of all ages so that they are accessible and delivered from more locations closer to the families they serve.

- 61% agreed with the proposal
- 21% disagreed, with almost half of these respondents stating a concern about the impact of the proposal on the quality of services, also a worry that children and young people using the same buildings could have safety issues given the differences in ages.
- Participants in focus groups who were parents/carers of children and young people with special needs acknowledged that the proposals aim to improve the quality of services but were concerned that relocation of services might be confusing for families and any requirement to attend different centres could cause distress for both parents/carers and children. (Para 1.8.7)
- Some Focus group participants thought some Children's Centres did not have the space to house more services and that they were sometimes at capacity with some sessions and activities oversubscribed. Some participants worried that if Children's Centres also provided Youth Centre services, there would be a safety risk and the facilities on offer would not be suitable for all age groups. (Para 1.8.6)
- Participants in favour of the proposal were positive that the use of buildings would be maximised and that co-locating services would be beneficial – particularly for those who have special needs. (Para 1.8.7)
- Some participants felt that the proposals would only work if the council invested in the relocation and training of staff and ensure there were adequate resources to support families effectively. (Para 1.8.9)

5.8.5 Comment on Public Consultation responses to Proposal 1

- Our proposal is to make buildings available for access and delivery of services to children of all ages. During school hours, the majority of users will be families with children aged 0-5 years and outside of school hours services to families with school aged children will be available. Similarly, Youth Centres that are used less during school hours can be expanded to provide services for families with younger children, or to provide space for parenting groups or other activities. The model aims to promote choice and improve access for a wider range of service users.
- The local authority has a comprehensive workforce development programme that will continue to evolve to meet the needs of the children's workforce as services develop in line with national research and best practice guidance. Staff will be provided with opportunities to further develop their repertoire of skills and knowledge alongside partner agencies to ensure a rich mix of expertise across each of the locality areas.

5.8.6 Proposal 2: Refocus and restructure professional staff to work with children and young people of all ages thus focusing on the needs of the whole family.

- (45%) of respondents supported the proposal
- Participants who were in favour of the proposal thought it would deliver efficiency in terms of cost savings and provide more joined-up services for families and a single point of contact would be beneficial. (Para 1.8.12)
- Participants opposed to the proposal (34%) thought that reducing the number of managers could have an adverse effect on the co-ordination of services, which could lead to a deterioration in service quality. (Para 1.8.12)
- Some Participants expressed concerns over possible loss of expertise but considered that if adequate training were provided the proposal could work. (Para 1.8.13)

5.8.7 Comment on Public Consultation responses to Proposal 2

- The public consultation raised a concern that the reduction in management posts would have an adverse effect on the co-ordination of services. The proposed service delivery model is co-located and managed under SMARTer management arrangements that aim to ensure services are well coordinated and seamless for families.
- A senior level post has been developed to oversee partnerships and engagement across the three localities and ensure skills are shared, learning is coordinated and resources are effectively distributed and targeted. A comprehensive workforce development programme will be implemented to support these aims.
- In the proposed model, Early Help quality and performance will be overseen by a dedicated senior level post who will support the use of locality data, service user feedback and multi-agency audits to continually review and effectiveness and quality of services. Information will be used to drive service improvements, learning and development.

5.8.8 Proposal 3: Reduce costs and / or increase charges or find alternative means for delivering non-statutory traded services.

Through the public consultation we asked for views on two options for each service:

- Option 1 - To recover costs through improved cost efficiencies or
- Option 2 – To find alternative means for service delivery.

Responses to options were as follows:

5.8.9 Greentops Youth Centre

Just over half (53%) of questionnaire respondents agreed with the option to recover costs for through paid use by other organisations. One in five (19%) said they disagreed. In comparison to the first option, a smaller proportion of questionnaire respondents (46%) said they agreed with the option to explore the use of other buildings to host youth activities. Three in ten (30%) disagreed with this option.

5.8.10 Finchley Youth Centre

Almost six in ten (57%) questionnaire respondents agreed with the option to recover costs for through paid use by other organisations. One in five (20%) said they disagreed. Again, in comparison to the first option a smaller proportion of respondents (44%) agreed with the option to explore the use of other buildings to host Youth activities. A similar proportion (43%) disagreed with this option.

5.8.11 Focus group participants mostly agreed that the option to recover costs for the Youth Centres through paid use by other organisations would generate much needed income. Participants reflected that this would maximise use of the buildings outside of their usual operating hours and thought that space to rent was in high demand in the area. (Para 1.8.20) Some participants, however, highlighted that caution should be taken when hiring out space at the centres and safeguarding issues should be taken into account. Focus group participants were not on the whole in favour of exploring the use of other buildings to host Youth activities. (Para 1.8.21) They thought there were not many facilities for young people on offer in Barnet and closing the buildings would exacerbate the problem. This was corroborated by the questionnaire finding that 30% of those who disagreed with Proposal 3 were opposed to the closure of the Youth Centres or thought that the option of maximising the buildings' usage should be explored more.

5.8.12 Comment on Public Consultation responses on proposals for Greentops and Finchley Youth Centres The majority of respondents agreed with our preferred options for both Youth Centres. Those who raised concerns over possible safeguarding issues would be unaware that we have strong safeguarding policies and processes already in place and that it is not our intention to make space available to different groups at the same time – e.g. babies and toddlers during the day and activities for young people at evenings and weekends.

5.8.13 Duke of Edinburgh Award support and facilitation service

A third of questionnaire respondents (34%) said they agreed with the option to reduce costs and increase charges. However, three in ten (31%) disagreed. A larger proportion of questionnaire respondents (47%) said they agreed with the option to support schools to contract with other licensed providers who can also deliver a Duke of Edinburgh Award support and facilitation service. A quarter (26%) said they disagreed.

5.8.14 Focus group participants who were familiar with the Duke of Edinburgh Award scheme thought it is a valuable opportunity for young people to learn new skills and gain new experiences. Some participants felt the council should continue to fund the service, even if it was operating at a loss, given the importance of the scheme. They worried that if charges were increased, schools would either not provide the opportunity for pupils to take part in the scheme or look to pass the cost onto parents. (Para 1.8.23) Some focus group participants were in favour of the option to support schools to contract with other licensed providers to deliver the service. They thought that alternative providers might be able to keep costs down for schools, as they would be able to generate efficiency through providing services at a national or local level. (Para 1.8.24)

5.8.15 Comment on Public Consultation responses on proposals for Duke of Edinburgh Award support and facilitation service We believe this service adds value as part of our broader portfolio of services. We propose to break even on this service by increasing charges to schools and by improved housekeeping to keep

costs down. If we are unable to do this we will seek alternative providers if they are able to deliver the same quality and level of service for lower costs.

5.8.16 Alternative Education service

Almost four in ten (37%) disagreed with the option to reduce costs and increase charges. Almost three in ten (28%) said they agreed. By contrast, a larger proportion (37%) said they agreed with the option to find an alternative provider and 28% disagreed.

5.8.17 Focus group participants felt the service was vital to support young people who are unable to attend school and some felt that the council should continue to provide it, even if it was making a loss given its importance. A few of these participants thought that if charges for the service were increased for schools, these charges might be passed onto parents, which would be unfair. Some participants felt it would be a good idea to support schools to find an alternative provider, as contracting with a national or regional provider might keep costs down for schools. However, it would be important that schools commission a provider who has a good track record and provides a high-quality service. (Para 1.8.28)

5.8.18 Comment on Public Consultation responses on proposals for Alternative Education Service – The council is one of a number of providers delivering this service contracted to schools. If charges are increased, it would be to the schools and would not be passed on to parents. We propose to break even on this service by some increased charges to schools (which we would keep as low as possible) and improved housekeeping to keep costs down.

5.8.19 Face to Face Counselling Service

Almost six in ten (57%) questionnaire respondents agreed with the option to look for the early help mental health services to cover the cost of clinical supervision (at no charge) for the face to face counselling service for young people. Almost one in five (18%) disagreed. By contrast, a smaller proportion (34%) agreed with the option to promote the online counselling service for young people. Four in ten (40%) disagreed.

5.8.20 Focus group participants felt that counselling should be provided online and face to face for young people. Young people might seek counselling services anonymously online in the first place, but withdrawing face to face counselling completely could be detrimental for them. It was also felt that it is often important for counsellors to read body language and some of young people's mental health problems might stem from their online experience. (Para 1.8.26)

5.8.21 Comment on Public Consultation responses on proposals for the Face to Face Counselling Service – The majority of respondents agreed with our preferred option and the plans to cover the cost of clinical supervision has already been met through the transfer of the Children and Adolescent Mental Health services. Thus, we propose to continue with both the face to face counselling service and the on-line counselling service.

5.8.22 Newstead Children's Centre

Just over a third (36%) of questionnaire respondents agreed with the option of reducing costs in the delivery of childcare places at. Three in ten (30%) disagreed. A

similar proportion (34%) agreed with the option of seeking an alternative provider who can deliver the service more cost effectively and 31% disagreed.

5.8.23 Focus group participants suggested that the council could look to other providers to explore best practice for delivering a cost-effective service, but others felt it was likely that the council would have already done this and felt that it was simply a case of the council not being able to afford to run the service anymore. For these participants, there was no other option but to seek an alternative provider. However, those participants who were in favour of seeking an alternative provider, highlighted that it might ensure that the service is delivered cost effectively and is sustainable in the long term. (Para 1.8.30)

5.8.24 Comment on Public Consultation responses on proposals for Newstead Children's Centre – Slightly more respondents agreed with our proposed options rather than the alternatives. It is our proposal to improve house-keeping to reduce costs to ensure the service breaks even but if we are not able to do this we will seek alternative local providers who can deliver the same quality and level of service for lower costs.

5.9 Insight

- Barnet is the largest Borough in London by population and is continuing to grow. The highest rates of population growth are forecast to occur around the planned development works in the west of the Borough, with over 121% growth in Golders Green and 115% in Colindale between 2017 and 2032.
- The borough will become increasingly diverse, driven predominantly by growth within the existing population.
- There are approximately 93,590 children and young people under the age of 19 years living in Barnet representing 25% of the Borough's total population. Barnet's population is estimated to reach 98,914 by 2020- a growth of 6%.
- The proportion of children entitled to free school meals:
 - in primary schools is 16.7% (the national average is 14.5%)
 - in secondary schools is 13.1% (the national average is 13.2%)
- 19% of children under five (5,000 children) live in low income families.
- Of all children and young people aged under 19 years old in Barnet, 14% are aged 16 – 17 years old. Despite the small population, this cohort represents some of our highest demand. Barnet has a notably higher proportion of children in care aged 16+ compared to the national average (+91% as at November 2017), part of this
 - increase is in line with averages across London due to number of newly arrived Unaccompanied Asylum-Seeking Children.
 - Barnet's diversity is amplified for children and young people compared to the country as a whole, with those from the minority ethnic groups accounting for 52% of all children living in the area versus 30% nationally.
 - In the 0 – 9 age group There are more children from BAME groups, than there are white children. The largest minority ethnic groups of children and young people in the area are Indian and Black
 - On 31st March 2018, 155 children and young people were the subject of a child protection plan. This is a decrease from 188 at 31st March 2017. 13 children lived in a private fostering arrangement. This is an increase from 10 at 31 March 2017.
 - 336 children were being looked after on 31st March 2018 (a rate of 34.7 per 10,000 children), staying broadly similar to 342 (35.3 per 10,000 children) at 31 March 2017.
- Current number of live Early Help Assessments - 750

Insight data will continue to be regularly collected and used in monitoring the progress and impact of Barnet's Children's Services Improvement Action Plan and to shape ongoing improvement activity.

6 BACKGROUND PAPERS

- 6.1 Single Inspection of services for children in need of help and protection, children looked after and care leavers and Review of the effectiveness of the Local Safeguarding Children Board report, Ofsted, 7 July 2017

https://reports.ofsted.gov.uk/sites/default/files/documents/local_authority_reports/bar_net/051_Single%20inspection%20of%20LA%20children%27s%20services%20as%20pdf.pdf

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Appendix 1

Full Business Case: Children, Young People and Family Hubs 0-19 Programme

Author:	<i>Jill Barnes</i>
Date:	<i>30/05/18</i>
Service / Dept:	<i>Family Services</i>

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Section 1. Introduction

Purpose

The vision of the Family Service is to ensure that all children and young people in Barnet achieve the best possible outcomes and 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.

One of our key areas of work to support this vision is to ensure a whole family approach to early intervention and prevention. This CES report asks for approval to change the way we organise and deliver council Early Help Services to children, young people and their families and will help us to achieve our vision. It builds upon:

- a review of best practice from Family Services in other parts of the country
- a pilot model developed in partnership with other organisations who also deliver early help and support services to Barnet families
- outputs from a public consultation conducted 1 February to 27 March 2018
- Recommendations from Ofsted
- The Outline Business Case approved by CELs approved at its meeting in January 2018.

The proposed approach which is primarily aimed at service improvement will also address budget efficiencies previously agreed in the Medium Term Financial Strategy 2015-2020.

Background

The Children, Young People and Family Hub (also known as the 0-19 Locality Model) Programme was established in 2017. Its primary objectives are to:

- Improve outcomes for children by adopting a 'whole family' approach
- Develop improved ways of working through the creation of collaborative partnerships across the full range of Early Help provision particularly in care, education and health services.
- Optimise right service, first time principals and minimise the need for 'referral on' and the requirement for families to tell their story more than once.
- Site services closer to families, and in a way that promotes co-location and co-delivery of services
- Create sustainability through cost effective delivery.

The Children, Family and Young People Hub Programme is part of the Family Friendly Barnet 2020 Programme, which is improving services for children, young people and families in Barnet across a range of different areas. The programme is partnership led and delivered through a range of agencies under a Programme Board comprised of

- Local Authority
- Schools

- Community Health Services
- JobCentre Plus
- Barnet Homes
- Police
- Voluntary sector partners.

Council provision of Early Help services to children, young people and families includes both directly delivered services and commissioned services delivered by others:

- Direct services include, Youth Services, Family Support, Early Help Assessments and Council led Children's Centres
- Indirect (Commissioned services) include school run Children's Centres, Health Visiting, School Nursing, Family Nurse Partnership and Housing.

The Project Board itself is advisory, with any decision making on funding or changes to the structural delivery of services resting with individual agencies. For the Council, decision making on these issues rests with the Children's, Education, Libraries and Safeguarding Committee, who may decide to delegate decision making to Council Officers in line with the Scheme of Delegation.

The Challenge

The challenge is that although Barnet has some good Early Help services in place, families (and staff) tell us that:

- Families often don't get the right help first time and can be referred on to different agencies before they access the help they need. This leads to frustration and causes delays in families getting the right kind of support to prevent difficulties escalating.
- As families' needs become more complex, or as they move around the system, the volume of professionals increases. This results in families having to tell their stories multiple times, and risks gaps in information, their story getting lost and a duplication of effort, with families having to attend multiple appointments at different times.
- Families often have children spread across pre-school, primary, secondary and post 16 age ranges. A singular focus on pre-birth, 0-5, 5-16 or post 16 services does not provide a whole family approach and unnecessarily involves layers of professionals with families.

[Source: Questions on multi agency working for practitioners and families in Barnet, October – December 2017, Strategy and Insight Team/Joint Commissioning Team]

This feedback is supported by observations from Ofsted within their inspection report on services for children in need of help and protection, children looked after and care leavers.

"There is a range of early help provision that is offering some good-quality support to children. However, the services operate independently and do not offer an integrated early help service that provides seamless support to families. This is recognised and work is underway to develop more integrated, locality-based services."

[Barnet Ofsted, para 36, 7th July 2017]

“Strategically, there is further work to do to ensure that multi-agency service provision responds more appropriately to meet the needs of children. This includes the need to clarify pathways with all partners to strengthen and embed the early help offer across all services...”

[Barnet Ofsted, para 39, 7th July 2017]

Currently, Early Help Services are located in different places across the borough, depending on historical links, and which agency provides that activity. Examples of hub working from elsewhere in the country, including from Cheshire/Cheshire West, Southend, Barnsley and Essex, indicate that by bringing services together physically:

- Families don't get frustrated or confused by trying to navigate local services
- Practitioners build better relationships and knowledge of local services
- There is some financial benefit through reducing the number of touchdown/bases for practitioners, and sharing costs on running office/buildings.

Locally, the BOOST programme, which is focussed on the provision of joined up housing, benefits, employment advice and support, has demonstrated that multi agency hubs close to where service users live, work better than individual services either centrally located, or dispersed in other locations.

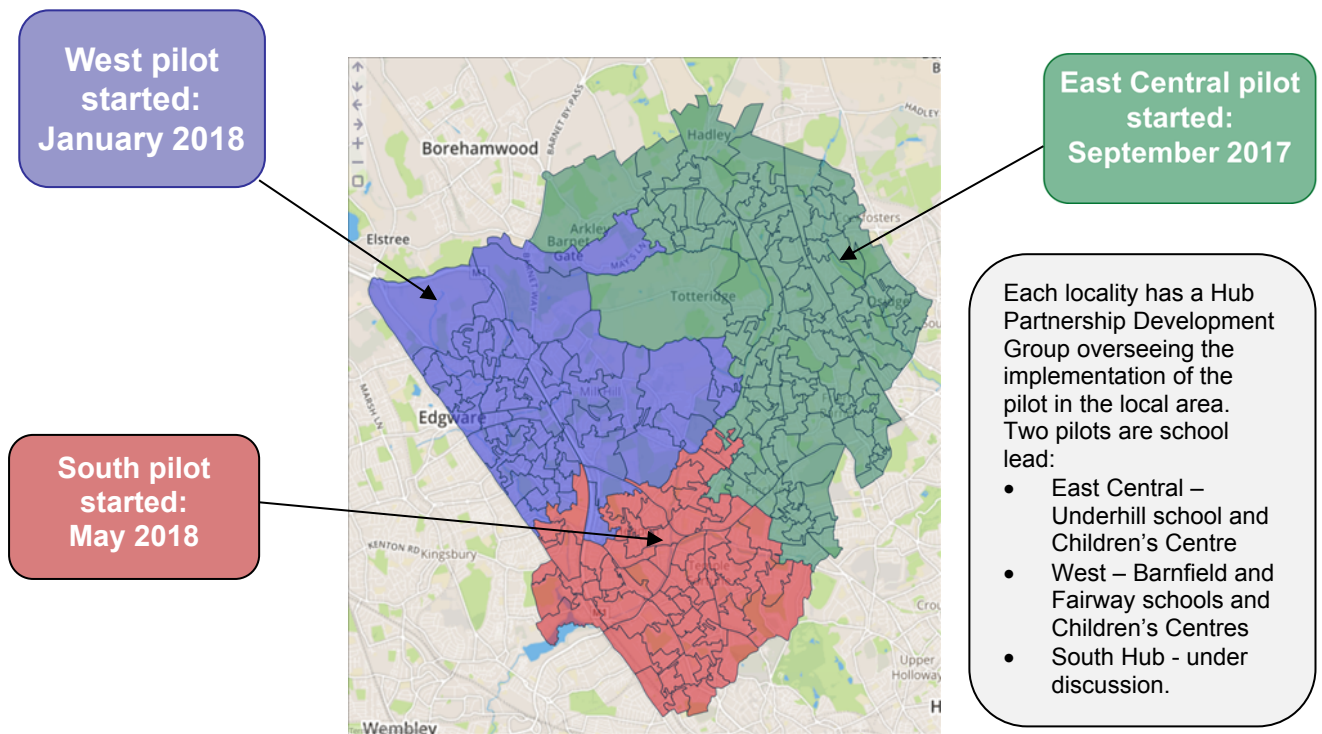
As part of the Medium Term Financial Strategy 2015-2020, Members agreed efficiencies within the Early Years/Early Help service, and Youth Service, to be achieved before March 2020. These efficiencies will be achieved by ensuring early help for children and young people is seamless and resources are targeted at those that need them the most. 2017/18 savings were achieved through better targeting of existing resources to match needs including use of Public Health and DSG budgets. Implementation of this Full Business Case will achieve the balance of those targeted savings of £1.471m.

Current Situation – Pilot Project

The Children, Young People and Family hub programme has been piloting new ways of working since September 2017 in two of three localities in the borough

- East-Central locality - covering High Barnet, Underhill, Oakleigh, Totteridge, East Barnet, Brunswick Park, Coppetts, Woodhouse, West Finchley and East Finchley – launched Sept 2017
- West locality - covering Edgware, Hale, Mill Hill, Burnt Oak, and Colindale – launched January 2018

The South locality - covering Finchley Churchend, Hendon, West Hendon, Golders Green, Childs Hill and Garden Suburb launched in May 2018.



The pilot has focussed on supporting children and young people aged 0-19 and their families in need of Early Help. The pilot hubs have been doing this through:

- Informal co-location of staff from different organisations in the same location(s)
- Introduction of Multi Agency Panels in each locality to allocate a lead agency/professional and agree the Team Around the Family to co-ordinate targeted support for individual families in need of Early Help. By end April 2018, c170 families had been reviewed and allocated a package of support through a collaborative multi-agency team approach.
- Improving ways of working between organisations and different professional backgrounds through shared training, learning and development activities.
- Reviewing our partnership offer in each locality, so it is delivered in the right places, to the right people, has the right impact and is communicated clearly to service users and practitioners

Pilot Project – Early Evidence of Impact

The pilot has already had some positive effects:

- Schools have been central to developing the model, and have led the two pilots underway in East Central and West localities. Informally, school staff have reported that they are receiving a quicker and more comprehensive response to requests for support for families in need of a multi-agency response.

“attending the Panel Meeting was really useful. I was pleased to be there and I now understand much better how decisions are made. I was impressed with how

everyone worked together to formulate the best way forward for the children and families concerned.” Courtland School.

- Families have had a quicker and more comprehensive response within days of referral. This is due to swifter decision making, better information sharing between professionals and a focus on swiftly putting the right lead professional and team in place around the family in an expedient way. A case study showing the success of this approach is attached at Appendix 2.
- Professionals from 8 organisations across health, education, early help, housing and employment have agreed to co-locate in two locations on either a full or part time basis. This will cut travel time for staff; foster a culture of more integrated working and make it simpler to access services because more of them will be based in the same place in local communities. Sites have been established at the following locations:
 - East Central Hub – Newstead Children’s Centre has been established as the main hub base with a satellite at Underhill School and Children’s Centre
 - West Hub – Barnet and Southgate College (space leased by the council) has been established as the main hub base with additional smaller satellites at Boost (based at Burnt Oak library), Canada Villa Youth Activity Centre, Fairway Children’s Centre, Barnfield Children’s centre and Wingfield and Stone Grove Children’s Centre
 - South Hub – Space in the locality has yet to be identified but it is likely that the locality Children’s Centres will have available space to house the hub teams and partners.
- School based pastoral/family support networks have been identified, and staff being supported across the locality to build knowledge and practice.
- Some gaps and duplications in service across the partnership are being identified via the needs discussed at the Early Help Multi Agency Panel and work of the Hub development groups.

Whilst it is still too early to look at longer term outcomes of the pilot upon the lives of children and families in need of Early Help services (owing to the fact most families are supported by early help services for an average of 9-12 months); there is anecdotal feedback on the 170 families that have been supported since the commencement of the pilot in September 2017. Feedback and perceptions of staff and partners has been largely positive; the new Early Help Panel approach is considered to be extremely effective in managing and wrapping around a broad range of needs because a coordinated package of support can be put in place from inception rather than different solutions being provided at staggered intervals over time.

Further Changes to formalise the pilot as “business as usual”

The pilot has identified long term changes that are needed to embed the positive improvements in service. These include:

1. Formalise arrangements trialled in the pilot by establishing multi-agency panels in each locality to review families who require multiple Early Help resources and taking a partnership based approach to the delivery of a package of solutions.

2. Reconfiguration of Council staff into hub teams with no reduction in front line staffing. This will result in reduction in posts (under 20) all of which will be management and support functions with no reduction in front line staff.
3. Change use of Children's Centre and Youth Centre buildings to deliver an integrated 0-19 offer in local communities
4. Commission school led Children's Centres to deliver universal and universal plus services to support continued early engagement antenatally/postnatally and the provision of structured outreach programmes of activity to ensure access to early education and health services. To deliver the Family Support element of Children's Centre services by the local Early Help Service teams to ensure a unified and consistent approach to delivery.
5. Delivery traded non-statutory services at full cost recovery. These services include:
 - Operation of the Finchley Youth Centre building
 - Operation of the Greentops Youth Centre building
 - The Duke of Edinburgh award facilitation service
 - Face to Face Counselling Service
 - Alternative Education Service
 - Child care Places at Newstead Children's centre

These improvements will also address budget efficiencies previously agreed in the Medium Term Financial Strategy 2015-2020.

They form the basis of this business case which is outlined in further detail in **Section 4 - Options**.

Public Consultation

Following the Outline Business Case and early feedback from the pilot 0 - 19 Children, Young People and Family Hubs submitted to CELs in January 2018, a public consultation was launched 1 February and closed 27 March 2018. We consulted on 3 Proposals which embrace the further changes required, outlined in the previous paragraphs:

- **Proposal 1:** Co-locate services for children, and young people of all ages so that they are accessible and delivered from more locations closer to the families they serve
- **Proposal 2:** Refocus and restructure professional staff to work with children and young people of all ages thus focusing on the needs of the whole family
- **Proposal 3:** reduce costs and / or increase charges or find alternative means for delivering non-statutory services.

Despite writing out to 1,100 service users, extensive advertising including posters, press releases and on-line banner advertising, responses were very low with just 153 respondents to the on-line questionnaire; attendance at public meetings was in single figures.

Respondents were generally more supportive than against our proposals. We explore key responses in more detail in **Section 4 - Options**. The full report on the public consultation is at Appendix 3.

Section 2. Reasons

The reasons for the proposed changes are outlined in Section 1.

Section 3. Aims & Objectives

Objectives

As outlined already, the programme's primary objectives are to:

- Improve outcomes for children by adopting a 'whole family' approach
- Develop improved ways of working through the creation of collaborative partnerships across the full range of Early Help provision particularly in care, education and health services.
- Optimise right service, first time principals and minimise the need for 'referral on' and the requirement for families to tell their story more than once.
- Site services closer to families, and in a way that promotes co-location and co-delivery of services
- Create sustainability through cost effective delivery.

Outcomes

- **Improved outcomes for children**

Our primary focus is to ensure improved outcomes for children. This will include:

- Providing the right service first time
- Having a whole family approach – collaborative and integrated work across children and adult services
- Evidence that Early Help plans are quickly put in place within days of referral to provide a package of support to meet child and family needs
- Increased contacts through to Early Help and reducing requirements for statutory intervention
- Increase in achieving early help assessment plan outcomes
- Reduction in families unable to find satisfactory resolution at a preventative or early help level
- Improved distance travelled Radar scores and service user experience perceptions of support provided
- Reducing the number of children and families who require statutory assessments or interventions to meet their needs

Family Services are collecting longitudinal quantitative and qualitative data to measure impact over time. Initially this will be for Council delivered Early Help Services. However, a working group of Partners is being established to look at a broader evaluation framework across the Partnership.

- **Removal of silos and Improved Partnership working**

The reorganisation of the council's Early Help services will remove internal service silos that are based upon age bands and instead promote whole family focus by professionals on children and young people across the span of 0-19 years.

Improved Partnership working will be evidenced through deeds and actions including:

- Evidence of collaborative planning of services, events and activities resulting in a seamless range of services that is coherent to service users and professionals
- Removal of any unnecessary gaps, overlaps and duplications in services
- Faster responses to need that is joined up at the outset
- Improved awareness and understanding of services amongst professionals including joint approaches to training and development of staff
- Commitments to attend multi agency panels, co-location on a full/ part time and informal basis
- Development of joint policies, systems and processes including an integrated performance framework.
- An integrated performance framework for early help
- A coherent communication framework across early help services

- **Demonstrating adherence to our core principles**

The partnership model will also need to meet a number of principles which determine whether it constitutes an improvement on the current model of operation. These principles were developed and agreed by partners, and informed by feedback from families and practitioners in service user questionnaires and national work on the effectiveness of Early Help.

These principles are:

- The child is at the centre of all we do
- One Pathway to access services
- There are no hand off points
- We are all responsible and accountable
- Families tell their story once
- Services take a whole family approach to tackling issues
- Accessible for families (both for location and time of day)
- Strong relationships between practitioners
- Right Help First Time
- Responsive and flexible service
- Shared targets and outcomes
- Practitioners share information with each other

We will measure adherence to these principles through evaluation, perceptions surveys, self-assessment and anecdotal evidence.

- **Staff Reorganisation Supporting 0-19 Services**

By the end of this project we propose to have reorganised council Early Help staffing into a single management structure with refocused job roles to meet the requirements of the service. This will reduce management posts whilst maintaining front line delivery staff. The staff restructure is discussed further in **Section 4 – Options**.

- **Better targeting of services to where the needs are greatest**

Demographics within the Borough are constantly changing. For example, significant development work in wards such as Colindale and Childs Hill have changed the dynamics and thus needs of the local populations. We therefore need to ensure that we target resources and services where they are most needed.

This approach will also ensure better use of buildings from which services can be accessed and delivered. The greatest impact could be upon Children’s Centres and Youth Centres which will increasingly see usage by all age groups albeit at different times of the day. The impact of this change is further discussed in **Section 4 – Options**.

- **Sustainability through cost effective delivery**

Our Early Help Services will continue to be delivered within a reduced financial envelope with minimal reductions in front line staffing. We will also no longer operate non-statutory traded service at a loss to the Council. The proposals and recommendations for these outcomes are further discussed in **Section 4 – Options**.

Section 4. Options

In this section, options and recommendations for the preferred approach to the organisation and delivery of Early Help Services is explained.

1. Formalise arrangements trialled in the pilot phase establishing multi-agency panels in each locality to review complex cases for Early Help and taking a partnership based approach to the delivery of a package of solutions.

As outlined in Section 1, the arrangements trialled in the pilot phase are already beginning to demonstrate that outcomes for children will be improved through partnership collaboration working to deliver a Team Around the Family approach led by a single professional.

Benefits of this option

- Families need to tell their stories only once
- Packages of support can be put in place quickly as all the relevant professionals regularly and frequently attend panel case reviews panel and can act immediately
- A speedier approach means that problems are less likely to spiral out of control.

Downsides of this option

- None identified.

Risks of this option and action to mitigate

This option requires investment of time from all partners. There is a possibility that over time, Partners may stop attending panel meetings without another swift means of communication and decision making in place. Through the pilot we have already found ways to make the decision making and processing of cases more effective and will continue to review moving forward. Options such as skype and teleconference meetings will be considered as part of a mix with face to face meetings. We believe that case studies and impact evidence will also demonstrate the compelling case for investment in the panel approach.

Equalities Impact upon Service Users

Please see our Equalities Impact Assessment (Residents) at Appendix 4. We can see no reason why this approach would negatively impact any group

Alternative Option(s) - No Change

We only see one alternative option which would be to revert to previous arrangements whereby referrals between agencies occurred on a case by case basis.

Benefits of this option

- None identified.

Downsides of this option

- Finding satisfactory solutions for families will take longer;
- Problems more likely to spiral out of control requiring statutory interventions.

- Families will continue to repeat their stories and may experience being passed from agency to agency. This in turn could cause stress and consequently cause them to drop out of seeking Early Help.
- Staff are less likely improve their knowledge of other support available and it will be more difficult for them to forge partner relationships.
- Families with special needs and more complex situations will be more disadvantaged in receiving comprehensive relevant packages of support
- We will fail to adopt proven best practice which would no doubt be reflected in future OFSTED assessments.

Recommendation 1:

- 1. CES is asked to approve formalisation of the arrangements trialled in the pilot phase establishing multi-agency panels in each locality to review complex cases for Early Help and taking a partnership based approach to the delivery of a package of solutions.**

2. Reconfigure Council staff into hub teams with no reduction in front line staffing.

The proposed model will integrate the 0-19 services and therefore reduce the number of manager posts but protects the number of frontline staff undertaking direct work with children, young people and their families.

The model takes into account the current level of need and volume of staff required to meet that need. The reduction in management posts provide sufficient management capacity to ensure an appropriate level of case and professional supervision to staff, provide quality assurance of the work undertaken and to support the effective integration of partnership working. As the model is predicated on integrated multi-agency working, it is necessary to view the distribution of work in Early Help across a range of agencies including but not exclusive to Family Nurse Partnership, Health Visiting, pastoral support, education psychology, CAMHS in Schools and the voluntary sector.

The reduced number of management posts will be less than 20 compared with our current structure.

Responses from Public Consultation

The public was asked if they support our proposal to refocus and restructure professional staff to work with children of all ages thus focusing on the needs of the whole family.

- 45% of respondents supported the proposal
- Participants who were in favour of the proposal thought it would deliver efficiency in terms of cost savings and provide more joined-up services for families and a single point of contact would be beneficial. (Para 1.8.12 Consultation report – Appendix 3)
- Participants opposed to the proposal (34%) thought that reducing the number of managers could have an adverse effect on the co-ordination of services, which could lead to a deterioration in service quality. (Para 1.8.12 Consultation report – Appendix 3)

- Some Participants expressed concerns over possible loss of expertise but considered that if adequate training were provided the proposal could work. (Para 1.8.13 Consultation report – Appendix 3)

Comment on Public Consultation responses

The public consultation raised a concern that the reduction in management posts would have an adverse effect on the co-ordination of services. The proposed service delivery model is co-located and managed under SMARTer management arrangements that aim to ensure services are well coordinated and seamless for families.

A senior level post has been developed to oversee partnerships and engagement across the three localities and ensure skills are shared, learning is coordinated and resources are effectively distributed and targeted. A comprehensive workforce development programme will be implemented to support these aims.

In the proposed model, Early Help quality and performance will be overseen by a dedicated senior level post who will support the use of locality data, service user feedback and multi-agency audits to continually review and effectiveness and quality of services. Information will be used to drive service improvements, learning and development.

Benefits of this option

- The revised staff restructure will enable resources to be reorganised into new ways of working which are already demonstrating effective outcomes as demonstrated by the pilot. Staff have also been active in developing the pilot model and this has informed the proposed structure.
- The model is based upon best practice from elsewhere and will enable us to work in a more joined up way both within the Council Early Help Services and with Partners.
- This model will achieve cost savings with no loss of front line staff.

Downsides of this option

- Some job losses will be necessary. These will mainly be at management level preserving front line delivery as much as practicably possible.

Risks of this option and actions to mitigate

As with any significant reorganisation, there are potential risks as a result of change. However, some staff have already been trialling new ways of working within virtual teams as part of the pilot.

Our staff survey (early April 2018) elicited the following responses:

- 55% of staff agreed that the Hub model will deliver an improved service for families in Barnet where as 9% disagreed. The rest either weren't sure or neither agreed nor disagreed.
- 77% of staff felt that the measures put in place to build relationships with Partners will help to drive swifter and more coherent packages of support for the families they serve.
- 77% of staff agreed that time and resource invested in the multi-disciplinary panels is a good investment because it drives and improved service for families in need of support.
- 81% of staff agreed that co-location with Partners will help build relationships and extend knowledge of support available.

However, there were some less positive responses:

- 33% agreed the establishment of panels has made a difference to the them and the way they work to support families. 19% disagreed and the rest either felt it was too soon to tell or neither agreed nor disagreed.
- Only 18% agreed that the establishment of panels made a positive difference to the families they support.
- 23% of respondents who made comments felt more could be done to support staff through the changes
- A number of staff made comments that noted concerns about the impact of change on their workloads.

Clearly any changes to staffing structures and ways of working has risks and it is important to help staff through the process. Senior Management presence at team meetings has been increased and both teams and the Union have been regularly briefed with progress updates.

If the proposed model is agreed for implementation a Delegated Powers Report will be prepared and form the basis for consultation. Affected staff will be provided with an opportunity to comment on the proposals from their individual and collective perspectives and attend a programme of briefings, training and development aimed at supporting practice transitions.

In mid-April, Hub away days were initiated comprising of a multi-disciplinary mix of staff from within each of the localities. These were well received and positive feedback from staff was greater than that shared in the staff survey. The early help workforce passion to positively serve families in Barnet is very apparent and there is a demonstrative willingness to participate and contribute to making the changes work.

Leading into and during the consultation senior managers will work closely with Union representatives to engage with them to support effective implementation of new arrangements.

Equalities Impact upon Service Users

Please see our Equalities Impact Assessment (Residents) at Appendix 4. We can see no reason why this model would negatively impact any group.

A possible negative impact could arise if we lost specialist front line delivery staff but as already highlighted staff will continue to retain and use their specialisms – especially when dealing with service users with special and complex needs.

Equalities Impact upon Staff

It is too early to conduct an Equalities Impact Assessment upon staff. This will take place after consultation with staff.

Alternative Option(s) – Revert to previous model of operation

Whilst we have put in place a temporary structure to deliver the pilot it is not sustainable in the longer term. The only other option is to revert to the previous model of operation and delivery.

Benefits of this Option

- Minimal change and disruption

Downsides of this Option

- Would not achieve the planned improvements
- Cost efficiencies would still need to be found

Recommendation 2:

CES is asked to approve Reconfiguration of Council staff into hub teams with no reduction in front line staffing

3. Change use of Children’s Centre and Youth Centre buildings to deliver an integrated 0-19 offer in local communities.

There are 9 Children’s Centres across 12 sites and 3 Youth Centres in Barnet

• **Children’s Centres**

BEYA Hampden Way	Hampden Way, Southgate, N14 5DJ	East Central locality
BEYA St Margarets	Margaret Road, New Barnet, EN4 9NT	East Central locality
Coppetts Wood	Coppetts Road, Friern Barnet, N10 1JS	East central locality
Newstead	1 Fallow Close, Finchley, N2 8LG	East central locality
Underhill	Mays Lane, Barnet, EN5 2LZ	East Central locality
Bell Lane	Bell Lane, Hendon, NW4 2AS	South locality
Childs Hill	Dersingham Road, NW2 1HY	South locality
Parkfield	44 Park Road, Hendon, NW4 3PS	South locality
The Hyde	Hyde Crescent, West Hendon, NW9 7EY	South locality
Barnfield	Silkstream road, Edgware, HA8 0DA	West locality
Fairway	The Fairway, Mill Hill, NW7 3HS	West locality
Wingfield and Stone Grove	Mercury, The Concourse, Grahame Park NW9 5XN	West locality

• **Youth Centres**

Canada Villa	Pursley Road, Mill Hill, NW7 2BU	West locality
Finchley Youth Theatre	142 High Road, Finchley, N2 9ED	East Central locality
Greentops Youth Centre	Quakers Course, Lanacre Avenue, Grahame Park, NW9 5WR	West locality

Children’s Centres already model good practice in integrated working with partners for pre-birth (maternity) to children aged up to 5 years - for example, providing advice on children’s health, activities to help children to develop new skills or provision of parenting advice. Our proposal broadens the use of Children’s Centres to enable whole family services to be delivered so

families with children both under and over 5 years are not required to attend multiple settings to access services that meet their needs; the same principal applies to the use of Youth Centres.

A number of early help teams and staff are currently located in the North London Business Park (NLBP); the building cannot be accessed by families and staff are required to travel across the borough on a daily basis to deliver services. The proposed model relocates Early Help staff in children centres, youth centres and other community based buildings within each of the localities. The local authority also has commitment from key Partners in Health, Housing and the Police to co-locate in the identified buildings on a part time touch down basis. Co-location will improve the joined-up delivery of services, reduce staff travel time and enable families to be seen in a range of 'family friendly' settings, increase access and support the development of localised community relationships. We are currently trialling the following and will expand in the South locality over the coming months:

- West: Main hub at Barnet and Southgate college with satellites at Barnfield and Fairway Children's Centres and at Canada Villa Youth Centre
- East Central: Main hub at Newstead Children's Centre and satellite at Underhill Children's centre

Responses from Public Consultation

The public were asked if they agreed with the proposal to co-locate services for children, young people of all ages so they are accessible and delivered from more locations closer to the families they serve.

- 61% agreed with the proposal
- 21% disagreed, with almost half of these respondents stating a concern about the impact of the proposal on the quality of services, also a worry that children and young people using the same buildings could have safety issues given the differences in ages.
- Participants in focus groups who were parents/carers of children and young people with special needs acknowledged that the proposals aim to improve the quality of services but were concerned that relocation of services might be confusing for families and any requirement to attend different centres could cause distress for both parents/carers and children. (Para 1.8.7 Consultation report – Appendix 3)
- Some Focus group participants thought some Children's Centres did not have the space to house more services and that they were sometimes at capacity with some sessions and activities oversubscribed. Some participants worried that if Children's Centres also provided Youth Centre services, there would be a safety risk and the facilities on offer would not be suitable for all age groups. (Para 1.8.6 Consultation report – Appendix 3)
- Participants in favour of the proposal were positive that the use of buildings would be maximised and that co-locating services would be beneficial – particularly for those who have special needs. (Para 1.8.7 Consultation report – Appendix 3)
- Some participants felt that the proposals would only work if the council invested in the relocation and training of staff and ensure there were adequate resources to support families effectively. (Para 1.8.9 Consultation report – Appendix 3)

Comment on Public Consultation responses

- Our proposal is to make buildings available for access and delivery of services to children of all ages. During school hours, the majority of users will be families with children aged 0-5 years and outside of school hours services to families with school aged children will

be available. Similarly, Youth Centres that are used less during school hours can be expanded to provide services for families with younger children, or to provide space for parenting groups or other activities. The model aims to promote choice and improve access for a wider range of service users.

- The local authority has a comprehensive workforce development programme that will continue to evolve to meet the needs of the children's workforce as services develop in line with national research and best practice guidance. Staff will be provided with opportunities to further develop their repertoire of skills and knowledge alongside partner agencies to ensure a rich mix of expertise across each of the locality areas.

Benefits of this option

- Over time, children, young people and families will be able to access and use a broader range of services from a range of locality settings including Children's Centres and Youth Centres. This includes council Early help services and services from partner organisations also supporting families.
- It should be easier for families to access the support they need swiftly regardless of who or where they ask for help and support
- Co-location of staff and key partners will build knowledge and relationships which in turn means that professionals will be able to build more robust and trusted packages of support to help families.
- Staff will be located closer to the families they support and will be required to spend less time travelling, gaining more time to spend with families and will be able to build localised community relationships with schools, communities, voluntary and faith groups to develop greater insights into local issues and local needs.

Downsides to this option

- None identified

Risks of this option and actions to mitigate

The only potential area of risk is relative to the issue raised in the consultation about safety if different age groups use buildings at the same time. Whilst it is not our intention to create environments in which older adolescents are accessing services at the same time as infants and younger children; there will be times when whole families with children of different ages may be present. Such arrangements will be risk assessed ahead of agreement in relation to other users in the setting and will take place in dedicated space within the building. There will be explicit requirements for staff to provide close supervision of children using the same waiting and communal spaces and there is controlled access into and within all of our Children's Centres and Youth Centre buildings.

Equalities Impact upon Service Users

Please see our Equalities Impact Assessment (Residents) at Appendix 4. We can see no reason why this model would negatively impact any group.

Alternative Option(s) – No change

Under a no change option, we would retain staff in a main council building (currently North London Business Park) and keep current Children's Centre and Youth Activity Centre buildings for sole use by children and young people of specific age groups.

Benefits of this option

- None identified.

Downsides of this option

- We would not achieve the desired integration of Council Early Help Services or integration with partner services
- We would not achieve our objective of making services more accessible and more locally delivered
- We would not achieve our objective of moving staff closer to the families they support
- Staff would not benefit from co-location with partners which would build trusted relationships and improve knowledge of other services.
- Services would be at greater risk of cuts as savings will still need to be achieved.

Recommendation 3:

CES is asked to approve the proposal to change the use of Children's Centre and Youth Centre buildings to deliver an integrated 0-19 offer in local communities

4. Commission school led Children's Centres to deliver universal and universal plus services to support continued early engagement antenatally/postnatally and the provision of structured outreach programmes of activity to ensure access to early education and health services. To deliver the Family Support element of Children's Centre services by the local Early Help Service teams to ensure a unified and consistent approach to delivery.

Current Children's Centre delivery includes access to services, interventions and activities that support parents-to-be and parents/carers and children 0-5. The proposed model will not result in cessation of any of these services but will see them delivered in a different more integrated way alongside a range of partner agencies. Other services will become more accessible i.e. family/parenting support delivered by the Early Help practitioners located in the Hub

There is a strong evidence that recognises engagement and ante-natal and early years early help is essential in improving a child's outcomes and closing the gap for those children who do less well compared with their peers. Early education and health services support a child's journey and assist in building resilience and improving outcomes. These services will continue to be delivered through the commissioning of school-led Children's Centres to deliver outreach and engagement activities in the early years, working closely with midwives, health visitors and other health professionals. The services will be part of the partnership Hubs

The Hub is a way of partnership working and is separate from the multi-agency panel which allocates resources. The processes and procedures developed to support ways of working across partners in the pilot will continue to ensure a seamless service for children and families.

Responses from Public Consultation

There has been no proposal to reduce or cease Children's Centre services, rather the consultation focused on integration of services into the hub model and as such the overall response was positive with 61% of respondents to the questionnaire agreeing with the proposal to co-locate services for children, young people and families so that they are accessible and delivered from more locations closer to the families they serve. By contrast 21% disagreed.

Benefits of this option

The family/parenting support aspects of the Children's Centre offer would be delivered by the Early Help practitioners in the hub team providing greater consistency in approach across 0-19 services. In addition, staff will be able to develop skills and experience working to a whole family approach.

Commissioning of the school-led Children's Centres to deliver outreach and engagement working with health partners enables continued progressive universalism. This approach sees services available for all young children and families that enables early identification of emerging need to provide help quickly and takes a targeted approach to our most disadvantaged and vulnerable young children. The school-led Children's Centres will enable a focus on early years aspects particularly in relation to early education and children accessing Free Early Education Entitlement.

Downsides of this Option

None identified.

Risks and Action to Mitigate risks

None identified.

Equalities impact upon service users

There is no negative impact as we are not looking to reduce or cease services.

Alternative Option

Continue with current Children's Centre model where services are delivered through one of nine children's centres

Benefits of this option

Continuity of existing model for families and staff.

Downsides of this Option

- Service remains siloed
- There is no whole family approach
- Families will need to access services and interventions for their children 0-19 from different settings
- No consistency in quality assurance/supervision in family and parenting support services
- Savings would be difficult to achieve.

Recommendation 4:

- 1. CES is asked to approve the proposal to continue to commission school led Children's Centres to deliver universal and universal plus services to support continued early engagement antenatally/postnatally and the provision of structured outreach programmes of activity to ensure access to early education and health services. To deliver the Family Support element of Children's Centre services by the local Early Help Service teams to ensure a unified and consistent**

5. Deliver traded non-statutory services at full cost recovery.

We have some traded non-statutory services which we do not have a legal duty to provide, but we do so because we believe they add value. These services include:

- Operation of Greentops and Finchley Youth Centres
- Duke of Edinburgh support and facilitation service for schools
- Alternative Education Service
- Schools Face to face counselling service
- Child care places at Newstead Children's centre

In the last 6 months, we have been looking at ways to improve cost efficiencies and have employed a strategy which has included;

- increasing hire of building space to other organisations,
- improved housekeeping and
- introducing modest charges for some services.

Thus, our preferred option is to continue to deliver the above services at full cost recovery

Responses from Public Consultation

Through the public consultation we asked for views on two options for each service:

- Option 1 - To recover costs through improved cost efficiencies or
- Option 2 – To find alternative means for service delivery including use of alternative buildings or sourcing alternative suppliers.

Responses to options were as follows:

- **Greentops Youth Centre**
Just over half (53%) of questionnaire respondents agreed with the option to recover costs for through paid use by other organisations. One in five (19%) said they disagreed. In comparison to the first option, a smaller proportion of questionnaire respondents (46%) said they agreed with the option to explore the use of other buildings to host youth activities. Three in ten (30%) disagreed with this option.
- **Finchley Youth Centre**

Almost six in ten (57%) questionnaire respondents agreed with the option to recover costs for through paid use by other organisations. One in five (20%) said they disagreed. Again, in comparison to the first option a smaller proportion of respondents (44%) agreed with the option to explore the use of other buildings to host Youth activities. A similar proportion (43%) disagreed with this option.

- **Focus group** participants mostly agreed that the option to recover costs for the Youth Centres through paid use by other organisations would generate much needed income. Participants reflected that this would maximise use of the buildings outside of their usual operating hours and thought that space to rent was in high demand in the area. (Para 1.8.20 Consultation report – Appendix 3) Some participants, however, highlighted that caution should be taken when hiring out space at the centres and safeguarding issues should be taken into account. Focus group participants were not on the whole in favour of exploring the use of other buildings to host Youth activities (Para 1.8.21 Consultation report – Appendix 3). They thought there were not many facilities for young people on offer in Barnet and closing the buildings would exacerbate the problem. This was corroborated by the questionnaire finding that 30% of those who disagreed with this proposal were opposed to the closure of the Youth Centres or thought that the option of maximising the buildings’ usage should be explored more.
- **Comment on Public Consultation responses** – The majority of respondents agreed with our preferred options for both Youth Centres. Those who raised concerns over possible safeguarding issues would be unaware that we have strong safeguarding policies and processes already in place and that it is not our intention to make space available to different groups at the same time – e.g. babies and toddlers during the day and activities for young people at evenings and weekends.
- **Duke of Edinburgh Award support and facilitation service**
A third of questionnaire respondents (34%) said they agreed with the option to reduce costs and increase charges. However, three in ten (31%) disagreed. A larger proportion of questionnaire respondents (47%) said they agreed with the option to support schools to contract with other licensed providers who can also deliver a Duke of Edinburgh Award support and facilitation service. A quarter (26%) said they disagreed.
- **Focus group participants** who were familiar with the Duke of Edinburgh Award scheme thought it is a valuable opportunity for young people to learn new skills and gain new experiences. Some participants felt the council should continue to fund the service, even if it was operating at a loss, given the importance of the scheme. They worried that if charges were increased, schools would either not provide the opportunity for pupils to take part in the scheme or look to pass the cost onto parents. (Para 1.8.23 Consultation report – Appendix 3) Some focus group participants were in favour of the option to support schools to contract with other licensed providers to deliver the service. They thought that alternative providers might be able to keep costs down for schools, as they would be able to generate efficiency through providing services at a national or local level. (Para 1.8.24 Consultation report – Appendix 3)
- **Comment on Public response** – We believe this service adds value as part of our broader portfolio of services. We propose to break even on this service by increasing charges to schools and by improved housekeeping to keep costs down. If we are unable to do this we will seek alternative providers to deliver the same quality and level of service for lower costs.
- **Alternative Education service**
Almost four in ten (37%) disagreed with the option to reduce costs and increase charges. Almost three in ten (28%) said they agreed. By contrast, a larger proportion (37%) said they agreed with the option to find an alternative provider and 28% disagreed.

- **Focus group participants** felt the service was vital to support young people who are unable to attend school and some felt that the council should continue to provide it, even if it was making a loss given its importance. A few of these participants thought that if charges for the service were increased for schools, these charges might be passed onto parents, which would be unfair. Some participants felt it would be a good idea to support schools to find an alternative provider, as contracting with a national or regional provider might keep costs down for schools. However, it would be important that schools commission a provider who has a good track record and provides a high-quality service. (Para 1.8.28 Consultation report – Appendix 3)
- **Comment on Public response** – The council is one of a number of providers delivering this service contracted to schools. If charges are increased, it would be to the schools and would not be passed on to parents. We propose to break even on this service by some increased charges to schools (which we would keep as low as possible) and improved housekeeping to keep costs down.
- **Face to Face Counselling Service**
Almost six in ten (57%) questionnaire respondents agreed with the option to look for the early help mental health services to cover the cost of clinical supervision (at no charge) for the face to face counselling service for young people. Almost one in five (18%) disagreed. By contrast, a smaller proportion (34%) agreed with the option to promote the online counselling service for young people. Four in ten (40%) disagreed.
- **Focus group participants** felt that counselling should be provided online and face to face for young people. Young people might seek counselling services anonymously online in the first place, but withdrawing face to face counselling completely could be detrimental for them. It was also felt that it is often important for counsellors to read body language and some of young people’s mental health problems might stem from their online experience. (Para 1.8.26 Consultation report – Appendix 3)
- **Comment on public response** – The majority of respondents agreed with our preferred option and the plans to cover the cost of clinical supervision has already been met through the transfer of the Children and Adolescent Mental Health services. Thus we propose to continue with both the face to face counselling service and the on line counselling service.
- **Newstead Children’s Centre**
Just over a third (36%) of questionnaire respondents agreed with the option of reducing costs in the delivery of childcare places at. Three in ten (30%) disagreed. A similar proportion (34%) agreed with the option of seeking an alternative provider who can deliver the service more cost effectively and 31% disagreed.
- **Focus group participants** suggested that the council could look to other providers to explore best practice for delivering a cost-effective service, but others felt it was likely that the council would have already done this and felt that it was simply a case of the council not being able to afford to run the service anymore. For these participants, there was no other option but to seek an alternative provider. However, those participants who were in favour of seeking an alternative provider, highlighted that it might ensure that the service is delivered cost effectively and is sustainable in the long term. (Para 1.8.30 Consultation report – Appendix 3)
- **Comment on public response** – Slightly more respondents agreed with our proposed options rather than the alternatives. It is our proposal to improve house-keeping to reduce costs to ensure the service breaks even but if we are not able to do this we will seek alternative local providers who can deliver the same quality and level of service for lower costs.

Benefits of Option 1

- As outlined above, we already deliver a range of high performing services which add value
- By delivering these services we are also able to connect young people in need of support with other beneficial activities that could add value to their lives.

Down sides to Option 1

Some increased costs may impact upon other organisations e.g. schools but this will be kept to a minimum.

Risks of Option 1 and Action to mitigate

Our greatest risk is failure to achieve break even on any of the services. With monthly review and forecasting, should it become necessary, we would take early action to review continued delivery of these services by the council.

Equalities Impact upon Service Users – Option 1

No impact upon service users if the service is retained as at present. However, loss of this service could impact upon all young people requiring support including those with protected characteristics.

If at any future point we are no longer able to fully recover costs, we would need to review continued delivery.

Recommendation 5

CES is asked to approve our proposal to deliver traded non-statutory services at full cost recovery

Section 5. Expected Benefits

	Benefit Type	Description of the benefit	Who will benefit	Expected benefit value	Financial year that the benefit will be realised	Benefit Owner	How will the benefit be measured	Baseline value (£, % etc) and date
Children Young People and Families	Deliver improved outcomes for Children, young people and families in Barnet	<ul style="list-style-type: none"> Families receive quicker more comprehensive responses which focuses on putting the right team in place to deliver packages of interventions Increased access and service delivery points so that services are closer to the people they serve. Joined up promotion and communication of services to service users Joint planning in the delivery of services which could lead to reduction in possible gaps and overlaps of services Development of joined up systems, policies and processes to improve flow of information and service delivery solutions. 	<ul style="list-style-type: none"> Children, young people and their families Partners Professionals delivering services 	<p>Over time:</p> <ul style="list-style-type: none"> Outcomes for children Cost value Increase in service user satisfaction Improvement in performance KPIs 	On-going. Pilot changes to work practice has already commenced (incremental from September 2017) but evaluation data will not be fully available until April 2019.	Tina McElligott - Operational Director (Early Help, Children in Need of Help and Protection)	<ul style="list-style-type: none"> KPI dash Board Service User Perception survey Partner perception survey Improved OFSTED recognition Audit of Service access and delivery points Examples of joint communications / promotion Examples of joined up service delivery planning; Removal of unnecessary duplication / overlaps in service Joined up performance monitoring 	Working groups set up to establish base lines and develop frameworks

	Benefit Type	Description of the benefit	Who will benefit	Expected benefit value	Financial year that the benefit will be realised	Benefit Owner	How will the benefit be measured	Baseline value (£, % etc) and date
Practitioners and Partners	Early Help Staff And Partners enable to more effectively deliver services to children, young people and their families	<ul style="list-style-type: none"> • Located closer to families they serve • Improved knowledge and understanding of needs in local areas • Skills and practice development to take a more holistic approach to families • Improved knowledge and understanding of other Early help services • Opportunity to build professional relationships with partners 	<ul style="list-style-type: none"> • Children, young people and their families • All Professionals 	<p>Outcomes for Children</p> <p>Increase in service satisfaction</p> <p>Increase in staff satisfaction</p> <p>Improvement in KPIs</p>	On-going but expect new structures to be fully in place during q.3/4 2018-2019	Tina McElligott - Operational Director (Early Help, Children in Need of Help and Protection)	<ul style="list-style-type: none"> • Staff perception survey • KPI Dashboard • Service User perception survey • Improved OFSTED recognition 	<p>Staff perception survey to establish baselines.</p> <p>Working groups set up to establish base lines and further develop frameworks</p>
Financial	Budget Savings achieved whilst enhancing services to children, young people and families.	Deliver planned cost savings as identified in the mid-term financial strategy 2015-2020.	Residents and council tax payers	Total £1.471m	2018- 2020	Chris Munday Strategic Director of Children and Young People	Monthly and annual accounts	NA

Section 6. Summary of Key Risks

- A summary of key risks identified against the recommended option
- A list of all possible events which may cause your project to fail or hinder the success of outcomes
- Mitigating actions that would be required

You may find it easier to put this in a high level table containing the description of the risk, impact, likelihood and mitigating action(s)

Proposed option	Risks	Impact	Likelihood	Mitigating Actions
Formalise arrangements trialled in the pilot phase of the project to create locality based early help services	Partners fail to engage at all levels of the initiative – e.g. at multi agency panels, Hub development groups and Board, on initiatives for joined up working, marketing and communications and performance management	<ul style="list-style-type: none"> • Failure to deliver an integrated service • Failure to deliver improved outcomes for children, young people and their families • Poor Ofsted score 	<p>Current likelihood is low but enthusiasm could wane overtime increasing risk.</p> <p>Partner self-evaluation confirmed that participants could see improvements</p>	<ul style="list-style-type: none"> • Project Board provides direct access to partners who are key decision makers • Senior roles in restructure will be tasked with significant partnership working • Hub development lead responsibilities taken on by non-council Partners • Working groups established with partners taking on lead responsibilities • On-going celebration of success and improvements
Reconfigure Council staff into hub teams with no reduction in front line staffing	<ul style="list-style-type: none"> • Staff do not engage with the new model. • Staff leave. 	<ul style="list-style-type: none"> • Services will not be collaborative and or focused on whole families. • Work overload if staff levels reduce 	<p>Current likelihood is medium. We are aware that some staff are concerned by the proposed changes as there is a refocus in roles and there will be some post reductions. See staff survey.</p>	<ul style="list-style-type: none"> • On-going programme of briefings and senior management attendance at team meetings and away days. • Rigorous and relevant CPD programme • Change management briefings and sessions to listen to and support staff with change.

Proposed option	Risks	Impact	Likelihood	Mitigating Actions
Improve use of Children’s Centre and Youth Centre buildings to deliver an integrated 0-19 offer in local communities	<ul style="list-style-type: none"> • Failure to make best use of buildings • Safeguarding issues arise 	<ul style="list-style-type: none"> • Service access and delivery not closer to the families they are meant to support • Safeguarding issues 	<ul style="list-style-type: none"> • Low - the decision to locate services locally is fully in our control. • We already have rigorous security and safeguarding measures in place in our buildings 	<ul style="list-style-type: none"> • Part of Head of Service personal responsibility and objectives • We will not be planning to run services for mixed age groups at the same time.
Continue to commission schools to deliver universal and universal plus Children’s Centre services to support continued early engagement antenatally/postnatally and the provision of structured outreach programmes of activity to ensure access to early education and health services. To bring in-house the Family Support element of services to be delivered by the local Early Help Services teams to ensure a unified and consistent approach to delivery.	<ul style="list-style-type: none"> • Reduction in funding to school led centres could lead to reduction in services available to families 	<ul style="list-style-type: none"> • Less children and families able to access universal and universal plus services and therefore early identification of emerging need could be missed 	<ul style="list-style-type: none"> • Low – the recommissioned model allows a focus on very early help whilst incorporating parenting and family support in the hub teams allows a targeted approach for those families who require such help 	<ul style="list-style-type: none"> • Ensure integration and joint working across all teams in the hub model for a whole family team around the child approach

Proposed option	Risks	Impact	Likelihood	Mitigating Actions
Deliver traded non-statutory services at full cost recovery	Failure to achieve cost efficiencies	Negative impact upon family services budgets	Likelihood is medium. We have identified how we propose to make improvements but these may not fully come to fruition	Monthly forecasting, budgeting and variance reports will monitor and anticipate problems that may arise and will inform senior managers who can decide course of action – seeking alternative delivery arrangements where necessary

Section 7. Costs/Investment Appraisal

Efficiencies within the Early Years, Early Help and Youth Services are a key part of the medium term Financial Strategy for 2015-20.

This project will further deliver savings of £1.483m of savings against its £1.471m target. Family Services have said they will meet their target savings of £0.944m in 2018/19 and £0.527m 2019/20.

Efficiency improvements will be achieved as follows:

Reduction in Children Centre Budget	£451,316
Break even traded services	£154,574
Management Savings	£434,367
Increased income through realignment of Early Years DSG	£362,727
Grant bid	£80,000
Total	£1,482,984

Implementation of the project is supported by the Family Friendly Programme Budget with any capital and revenue costs being covered. This includes some minor building works, IT implementation and furniture to move staff closer to the people they serve and some marketing and communications costs to promote service improvement and partnership integration.

Section 8. Timescale

A summary of the project plan including key dates and milestones

The overarching timescale for full implementation of this project is June 2018 – April 2019

Action	June	July	August	September	October	November	December	January	Feb	Mar	April
Staff restructuring											
On-going Communications with middle managers, staff and Unions through regular meetings and briefings	→										
Finalise job descriptions, sign off gradings and review against preliminary matched assumptions	By middle of month										
Start of staff consultation. Letters to staff confirming position and selection process for new posts cc'd to payroll.		1 July									
One to one meetings, application process preparation (6 weeks to allow for summer leave); Organise panels including training, methodologies, rooms equipment etc		9 July	17 Aug								
Close consultation				w/c 3 Sept							
Redeployment briefing				3-7 Sept Close of applications 10am 10 September							
Shortlisting				Mid Sept							

Action	June	July	August	September	October	November	December	January	Feb	Mar	April
Staff restructuring (continued)											
Hold panels and meet with staff not shortlisted (3 weeks to allow for Summer leave)				10 Sept – 14 Sept							
Interviews followed by letters and agreed start dates Issue redundancy letters.				7-29 Sept							
Window for appeals and appeal panels				1-13 October							
Structure and approach endorsed by General Functions Committee					22 October						
Redundancy notices issued following GFC and staff commence notice periods					23 October		Late January				
Notice periods					26 Oct		18 Jan				
Workshops / CPD / Change Management -preparing for the new structure					Mid Oct		End Dec				
New Structure in place								1 Jan			
Re locate staff in Hubs and satellites in local areas											
West Hub and satellites	May to June										

Action	June	July	August	September	October	November	December	January	Feb	Mar	April
Re locate staff in Hubs and satellites in local areas (continued)											
East Central satellite (Hub already established)		July →	Aug								
South locality Hub		July →	Aug								
South locality satellites		July →		Sept							
Traded Services											
Greentops YAC Finchley YAC Duke of Edinburgh Alternative Ed											1 April
Demonstrate break even											
Clinical Supervision for face to face counselling in schools provided by Childrens and Adolescents Mental Health Services		x									
Transfer of some Children's Centre Services											
Meet with Childrens Centre hosts	From 7/6	→									
Agree revised delivery models			→								
Agree new contracts					→						

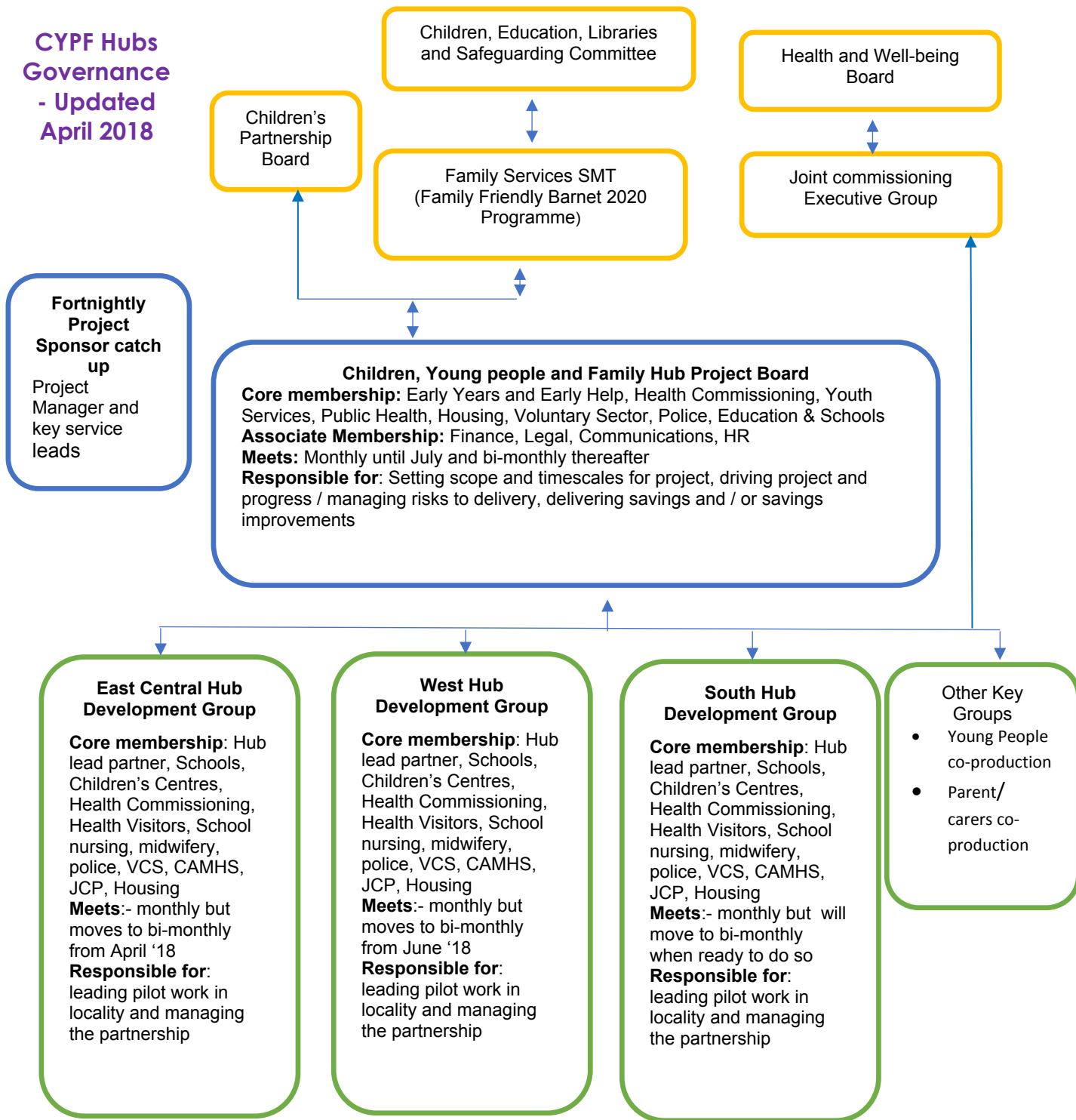
Action	June	July	August	September	October	November	December	January	Feb	Mar	April
0-19 Services Access and Delivery											
Service access and delivery become available across Childrens Centres, Youth Activity Centres and Partner locations								Ongoing			→
Partner services communicated within a joint coherent plan and within a unifying brand								On going			→
Partnership joint policies, systems and processes established (including common KPI and evaluation framework								On going			→

Section 9. Project Assurance

The Programme is overseen by a Programme Board which is chaired by the Operational Director – Early Help and Children in Need of Help Protection. The Programme Board is made up of the Council and key partners, and its main aim is to develop the programme, monitor its delivery and impact, and advise on options for delivery in future.

The Programme Board itself reports into the Barnet Safeguarding Children’s Board, Family Services Senior Management Team and the Children’s Services Improvement Board. The Children’s, Education, Libraries and Safeguarding Committee is the body which makes the key decisions relating to the programme. A diagram of the governance arrangements is outlined on the next page.

**CYPF Hubs Governance
- Updated
April 2018**



Section 10. Dependencies

This section should contain a list of any other projects that the success of this project relies on, or vice versa

This programme forms part of the Ofsted Improvement Action Plan.

There is also a dependency on:

- The Council wide localities work, which is identifying local touch down bases from which Local Authority can work once the move to Colindale has completed.
- The 0-25 SEND programme which is focussing on integrating services for children and young people with SEN and/or Disabilities
- Redevelopment of Grahame Park, which will provide options for locating services in future, and
- Decision on future commissioning arrangements of Health Visiting, Family Nurse Partnership and School Nursing Services.

Section 11. Legal Requirements

Local authorities have a wide range of general and specific duties in relation to children and young people. The re-design of early help services will impact on a number of these duties. This section highlights the most relevant ones.

Under section 11 of the Children Act 2004, the Council and partner agencies must make arrangements for ensuring that their functions are discharged having regard to the need to safeguard and promote the welfare of children. This duty applies to all council functions and to all children in the local area, however it is particularly relevant in relation to services provided to families and children in need of support.

Under s.2B of the National Health Service Act 2006, the Council has a duty to take such steps as it considers appropriate for improving the health of the people in its area. Such steps include provision of services or facilities designed to promote healthy living and provision of information and advice. Having integrated and effective early help services for children and families support both of this overarching public health duty.

The Council has various duties in relation to pre-school and primary school aged children under the Childcare Act 2006.

- **Section 1** places a duty on the Council to improve the wellbeing of children aged 0-5 and to reduce inequalities between them.
- **Section 3** requires the Council to ensure that early childhood services are provided in an integrated manner, in order to facilitate access to maximise the benefit to young children and their parents.
- **Section 4** places a duty on relevant partner agencies to work with the local authority to improve wellbeing and secure integrated childhood services.
- **Section 5A** requires the Council to secure, so far as reasonably practicable, sufficient children's centres in its area to meet local need.
- **Section 5D** requires the Council to consult on any significant changes made to children's centre provision within the local area.

The proposal involves changes to the use and way services are delivered in Children's Centres, and it involves a different approach potentially moving to services being provided in a more holistic way to families regardless of the age of the child. When considering this proposal, the Council must bear in mind that it retains specific duties in relation to young children, including a sufficiency duty in relation to children's centres. The consultation included focused questions on the proposals for future use of children's centre buildings.

In addition to its general welfare duties, the Council has a specific duty under s.507B of the Education Act 1996 to secure, so far as reasonably practicable, sufficient educational leisure-time activities and recreational leisure-time activities and facilities for the improvement of well-being of young people aged 13-19 years (up to 24 years for those with a learning difficulty or disability). The Council has a power to charge for activities provided in accordance with this section. In exercising this function, the Council must take steps to ascertain the views of young people about the need for such activities and facilities and secure that these views are taken into account. The consultation will include focused questions on the proposals for future use of the youth centres and services for young people. The consultation also engaged with a focus group in this age bracket.

The Council has a general duty under S.27 of the Children and Families Act 2014 to keep under review the educational, training and social care provision made in its area for children and young people who have special educational needs or a disability and must consider the extent to which this provision is sufficient to meet the educational, training and social care needs of these children and young people. This duty includes a requirement to consult prescribed persons, including relevant children and young people and their parents, schools, colleges, children's centres, early years providers and youth offending teams. The planned consultation included a focus group of parents from this target group and we wrote out to all Early Help Service Users who had used services between September and February. This included parents and carers of children and young people with special educational needs or disabilities.

When making decisions to change the way services are delivered, the Council must consider its public law duties, including the need to make its decision in a fair and transparent way. The Council should take account of all relevant information when making its decision, including in particular the results of consultation and the equality implications of the decision, as well as the statutory framework.

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By signing this document, the signatories below are confirming that they have fully reviewed the Full Business Case for the Children, Young People and Family Hubs 0-19 Programme and confirm their acceptance of the completed document.

Name	Role	Date
Cllr David Longstaff	CELS Cttee Chair	29 May 2018
Chris Munday	Strategic Director Children and Young People	29 May 2018
Tina Mc Elligott	Project Sponsor	29 May 2018
Sala Ridar	Governance	24 May 2018
Sarah Wilson	HB Law	29 May 2018
Gaspere Nicolini	Finance	24 May 2018
Laurelle Brown	Governance Champion	24 May 2018

Case study showing positive impact through use of the multi agency panel

Background

- “A” was 16yrs old, at time of the referral made to the MASH on his behalf by his mother.
- His mother contacted the MASH as she was concerned about her son’s mental health and the fact that his anxieties had increased to the point he was unable to leave the home. He had stopped attending college and she was finding his behaviour difficult to manage. She felt his anxieties had increased since his father had been placed into a mental health hostel almost next-door where the family lived. Fairly recently, “A” had disclosed to his girlfriend and his CAMHS worker, that his father had sexually abused him when he was much younger. He had also witnessed his father be violent towards his mother. Police and Social Care had been involved around the time of the disclosure, but “A” did not feel strong enough to take the matter further. He however did not want to see his father again. A has ADHD as well as mental health issues and has an ECH Plan

East-Central multi-agency panel

- The Case was brought to East-Central Early Help Panel, having been triaged by the MASH as an Early Help Case.
- **At the Panel**, it transpired from the SEN representative, that “A’s” EHCP Plan (to ensure his special educational needs were met) had not been recently reviewed, and that the named educational setting, was not where “A” was receiving his current education. In fact, the college, where “A” was attending, were not even aware that “A” had an EHCP and were perhaps not fully meeting his educational special needs.
- The Police shared at Panel, that “A’s” father was known to mental health services and had been known to carry weapons (for example swords).
- CAMHS- shared that the Child and Adolescent Psychiatrist was well aware of the increase in “A’s” anxious state since his father had moved into the same street, and she had tried very hard to liaise with Adult Service to see if they could get his father moved, but had not had much success with her enquiries. CAMHS were continuing to offer talking therapies, but “A” had started missing appointments with them over the last few weeks.
- Housing- The Housing Representative noted that “A’s” mother had already met with a housing officer last week requesting help to move to another part of the borough (the family were in privately rented accommodation) and had been open about the reasons. The Panel Housing Rep, agreed that the named Housing Officer would be able to join the CAF Team Around the Child, and they would do what they could do to move the family.
- The Youth Service had just started working with “A”, as part of an out of court disposal and would be offering him a triage service for the next 3 months. He had been involved in an altercation with a security guard when shop-lifting.

- At the Panel it was agreed, that a CAF Social Worker would initiate the CAF and ensure a clear plan was put in place. It was also agreed that the Team Around the Child would include: The Family, CAMHS, Barnet Homes, The College, SEND case worker and Adult Services.

Following panel

- “M”, the CAF Social Worker met with the family, and completed an early help assessment (or CAF) which helped to gain a fuller picture of “A’s” needs as well as his strengths and to develop a plan to ensure that his needs could be met. This was to include his need to feel safe from harm, to have his emotional needs met, and his educational and social needs met.
- “M” spoke about being impressed about how quickly she was able to get the Team Around the Family/Child in place and that she almost had to ‘play catch-up’ with all the other professionals as they were so keen to get together and see how they could assist. She felt this was because the key agencies had been part of the Panel discussion and were up to speed with the issues and clear what was needed.
- A and his mother were helped to move to new rented accommodation away from “A’s” father within 2 weeks of the Panel. They were both delighted with the move.
- Adults Services agreed to carry out a new risk assessment regarding “A’s” father.
- The SEND Team ensured that the EHCP was reviewed, and that the meetings were aligned with the CAF meetings. The College were now fully aware of “A’s” needs and agreed to do what they could to help support him.
- The Youth Service agreed to offer “A” additional support, in addition to their triage service

Five months on –CAF closed

- The case was brought back to East-Central Panel in March 2017, as the CAF Social Worker had left the service, and was aware that we’d need to find a new Lead Professional for the CAF. However, it was noted that the “A” had made a great deal of progress, and that a CAF/multi-agency plan was no longer required. “A” had now engaged well with his Youth Worker and had just started counselling via the Youth Service. He had self-assessed himself as 8 on a scale from 0-10, in terms of feeling ready to start counselling. He also had started to leave the home more regularly, and was exploring a new training course. He felt well supported by both his girlfriend and mother.
- There have been no further referrals into Family Services and no further reported incidents of anti-social behaviour via the police.
- The plan is now to close the CAF, if the family are in agreement, and for “A” to be supported through universal plus services.

This case has been particularly successful, due to the rapid sharing of information between agencies and the commitment to supporting the CAF process (contributing towards the assessment, the plan and attending the Team Around the Child meetings).



Public consultation on the delivery of Early Help Services in Barnet

London Borough of Barnet

April 2018

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1. Executive Summary

1.1 Introduction

- 1.1.1 This report sets out the findings from the public consultation on the organisation and delivery of Early Help Services in Barnet, which will be presented at the Children, Education and Libraries and Safeguarding Committee Meeting in Summer 2018.

1.2 Background and objectives

- 1.2.1 The council is reviewing how Early Help Services are organised and delivered and the way in which it works with partner organisations that also provide services to help families in Barnet.
- 1.2.2 As part of this review, the council has identified three proposals for long-term changes to help embed improvements to the Early Help Services and deliver better value for money. The three proposals are outlined in **Figure 1**.

Figure 1: Proposals for the delivery of Early Help Services

- Proposal 1: Co-locate services for children and young people of all ages so they are accessible and delivered from more locations closer to the families they serve
- Proposal 2: Refocus and restructure professional staff to work with children and young people of all ages thus focusing on the needs of the whole family
- Proposal 3: Reduce costs and / or increase charges or find alternative means for delivering non-statutory services

- 1.2.3 To seek views from service users, residents, and stakeholders about the proposals' potential impact and ask for suggestions for alternative ideas for cost effective service delivery, the council conducted a public consultation throughout February and March 2018.
- 1.2.4 To ensure an independent and impartial management of the consultation process, the council commissioned Enventure Research to analyse the questionnaire responses and design, recruit and facilitate focus groups, making sure a wide cross-section of Early Help Service users and non-users were represented.

1.3 Summary of method

- 1.3.1 The consultation was launched on Thursday 1 February and closed on Tuesday 27 March 2018. The consultation consisted of the following:
- An online questionnaire (Appendix 1) was made available on Barnet Council's Consultation Hub – engage.barnet.gov.uk – together with a

consultation document (Appendix 2), which provided detailed background information about the consultation and the proposals;

- Paper copies and an easy-read version of the questionnaire were made available upon request;
- The council wrote to 1,100 service users who had used Early Help Services in the preceding months to draw their attention to the consultation;
- The consultation was widely promoted via the council's residents' magazine (Barnet First), Barnet Online, electronic banner advertising, local press, Twitter, Facebook, Partnership Boards and posters in Children's Centres, libraries and other public places;
- To supplement the online questionnaire, seven focus groups were held with Barnet residents. The groups included:
 - young people who use Youth Centres;
 - parents and carers who use Children's Centres;
 - parents and carers who use Family Support Services;
 - parents and with children who have special needs and disabilities;
 - parents and carers who do not use Early Help Services.

The groups were moderated independently by researchers from Enventure Research using a flexible discussion guide (Appendix 3);

- Six face to face public meetings were held in venues across Barnet, where staff from the council were available to answer questions about the proposals and encourage feedback.

1.4 Response to the consultation

1.4.1 A total of **153 questionnaires** were completed, all of which were received online.

1.4.2 There were 50 participants who took part in the seven focus groups and six attendees at the public meetings. This included service users and non-users. The council also received two written responses via email from members of the public.

1.5 Interpretation of the data and feedback

1.5.1 This report contains several tables and charts that present consultation questionnaire results. In some instances, the responses may not add up to 100%. There are several reasons why this might happen:

- The question may have allowed each respondent to give more than one answer;
- Only the most common responses may be shown in the table with less common responses categorised as 'other';
- Individual percentages are rounded to the nearest whole number so the total may come to 99% or 101%;

- A response of between 0% and 0.5% will be shown as 0%.

- 1.5.2 As the questionnaire was completed by respondents themselves, not all respondents will have answered all the questions. Therefore, the base size may vary slightly by question.
- 1.5.3 To ensure inclusivity, the questionnaire was open for anyone to take part. The results, therefore, can provide considerable information about the views of particular groups and individuals at very local levels and, in particular, the views of parents / carers and those who work for a public sector, publicly funded or voluntary organisation (61% of respondents were parents or carers and 20% worked for a public sector, publicly funded or voluntary organisation), rather than a representation of the views of the general public as a whole.
- 1.5.4 This report includes subgroup analysis that has been undertaken at the 95% confidence level to explore the results provided by different demographic groups to the online questionnaire. This includes gender, age group, ethnic group, and working status. These analyses have only been carried out where the sample sizes are seen to be sufficient for comment. Where sample sizes were not large enough, subgroups have been combined to create a larger group. Only differences that are statistically significant have been discussed and commented on in the report.
- 1.5.5 When interpreting feedback from the focus groups, it is important to remember that these findings differ from those collected via a survey methodology. Qualitative findings are collected by speaking in much greater depth to a select number of participants (those who attended the focus groups). These findings are not meant to be statistically accurate, but instead are collected to provide additional insight and greater understanding based on in depth discussion and deliberation, something not possible to achieve via a survey. For example, if the majority of participants in a series of focus groups hold a certain opinion, this does not necessarily apply to the majority of the population.
- 1.5.6 Discussions from the focus groups were digitally recorded and notes made to draw out common themes and useful quotations.

1.6 Terminology and clarifications

- 1.6.1 Throughout this report, those who completed the questionnaire are referred to as 'respondents' and those who took part in the focus groups are referred to as 'participants'.
- 1.6.2 Respondents and participants who have used Barnet Early Help Services at some point in the past are referred to as 'users'. Those who have not used the services are referred to as 'non-users'.

1.7 Respondent and participant profile

- 1.7.1 The profile of respondents who completed the questionnaire and of participants who took part in the focus groups can be found in Section 3 of this report.

1.8 Summary of key findings

- 1.8.1 A summary of the key findings from the consultation is outlined below and overleaf. Detailed findings are provided in Section 2 of this report.
- 1.8.2 Conclusions and recommendations arising from the consultation are provided in Section 4 of this report.

Proposal 1: Co-locate services for children and young people of all ages so they are accessible and delivered from more locations closer to the families they serve

- 1.8.3 The majority of the **questionnaire respondents** (61%) agreed with Proposal 1 (25% strongly agreed, 36% tended to agree). A much smaller proportion (21%) disagreed (9% tended to disagree, 12% strongly disagreed).
- 1.8.4 Just under half (48%) of those who disagreed said they had a concern about the impact of the proposal on the quality of services and a further 44% of those who disagreed, were worried about children and young people using the same building and facilities, given that the needs of different age groups vary widely and there might be safety issues.
- 1.8.5 **Focus group participants** were split as to whether they agreed or not with the proposal, but slightly more agreed compared to those who disagreed.
- 1.8.6 **Focus group participants** explained that they thought some Children's Centres did not have the space to house more services and that they were sometimes at capacity with some sessions and activities oversubscribed. Some participants worried that if Children's Centres also provided Youth Centre services, there would be a safety risk and the facilities on offer would not be suitable for all age groups.
- 1.8.7 **Focus group participants** who were parents or carers of children and young people with special needs acknowledged that there were a few issues with the services they currently receive from the Early Help Services. These included the quality of handovers between staff, staff rotation, the duplication of services and confusion for families. However, although the proposal's aim is to resolve some of these issues, these participants felt that problems could be exacerbated without investment in a robust system to share information effectively and appropriately. They also worried that re-locating services could be confusing for families and, in some cases, being required to attend a different centre could cause distress and worry for both parents / carers and children.
- 1.8.8 Some **focus group participants** who were in favour of the proposal thought that it would maximise use of buildings that were owned and managed by the council, outside of the current opening hours. Others thought that co-locating services within a single building would be beneficial for families who require a lot of support, particularly those who have children with special needs.
- 1.8.9 A few **focus group participants** who supported the proposal thought it would only work if the council invested in the re-location and training of staff and ensured there were adequate resources so that they could continue to support families effectively.

Proposal 2: Refocus and restructure professional staff to work with children and young people of all ages thus focusing on the needs of the whole family

- 1.8.10 Just under half (45%) of the **questionnaire respondents** agreed with the proposal (19% strongly agreed, 26% tended to agree). However, a smaller proportion (34%) disagreed (20% tended to disagree, 14% strongly disagreed).
- 1.8.11 As with the first proposal and the questionnaire results, opinion amongst **focus group participants** was split, with just slightly more agreeing than disagreeing. Some felt that as Proposal 1 and Proposal 2 seemed to work in conjunction, they could not agree with one without agreeing to the other.
- 1.8.12 **Focus group participants** who were in favour of the proposal thought it would deliver efficiency in terms of cost savings and provide more joined-up services for families. For some, there was a perception that saving management costs could protect front-line services. However, some participants who were opposed to the proposal thought that reducing the number of managers could have an adverse effect on the co-ordination of services, which could lead to a deterioration in service quality. This was corroborated by the **questionnaire** finding that 35% of those who disagreed with Proposal 2 were concerned about the resulting quality of services.
- 1.8.13 Over half (55%) of the **questionnaire respondents** who were opposed to the proposal also had a concern that it would lead to a loss of access to specialised staff at the centres and a further 43% mentioned that the needs of different age groups varied widely. **Focus group participants** also explored these concerns and some felt that staff might not want to work with children and young people of all ages if they specialised in a particular age bracket. However, a few participants felt that if adequate training was provided to staff, the proposal could work.
- 1.8.14 Some **focus group participants** believed that for families who received support from a number of Early Help Services, a single point of contact with access to help and support from a multi-disciplinary team would be beneficial. Families would be able to get to know and trust this person and participants assumed the person would have good local knowledge of the area and the services available to families. This was corroborated by some parents and carers of children who have special needs, who felt that the proposed changes to the service would be beneficial for them.
- 1.8.15 Some **focus group participants** felt that the proposal would only be beneficial to families if there were adequate staffing levels, which could provide continuity of staff. However, others highlighted that even with the changes, the Early Help Services would not be able to guarantee continuity of staff for families, as support workers might change from time to time through staff leaving their posts, annual leave or illness.
- 1.8.16 A few **focus group participants** also felt that although the proposed changes would be beneficial to some families who use many Early Help Services, they could have a negative impact for families that visit Children's Centres for activities and sessions on a regular, casual basis as services become more stretched.

Proposal 3: Reduce costs and / or increase charges or find alternative means for delivering non-statutory services

- 1.8.17 Proposal 3 explored two different options for the delivery of non-statutory services. The first option is preferred by the council in each case. The second option is an alternative if the first option cannot be implemented.

- 1.8.18 Just over half (53%) of **questionnaire respondents** agreed with the option to recover costs for **Greentops Youth Activity Centre** through paid use by other organisations. One in five (19%) said they disagreed. In comparison to the first option, a smaller proportion of questionnaire respondents (46%) said they agreed with the option to explore the use of other buildings to host Youth activities. Three in ten (30%) disagreed with this option.
- 1.8.19 Almost six in ten (57%) **questionnaire respondents** agreed with the option to recover costs for **Finchley Youth Activity Centre** through paid use by other organisations. One in five (20%) said they disagreed. Again, in comparison to the first option a smaller proportion of respondents (44%) agreed with the option to explore the use of other buildings to host Youth activities. A similar proportion (43%) disagreed with this option.
- 1.8.20 **Focus group participants** mostly agreed that the option to recover costs for the Youth Centres through paid use by other organisations would generate much needed income. Participants reflected that this would maximise use of the buildings outside of their usual operating hours and thought that space to rent was in high demand in the area. Some participants, however, highlighted that caution should be taken when hiring out space at the centres and safeguarding issues should be taken into account.
- 1.8.21 **Focus group participants** were not on the whole in favour of exploring the use of other buildings to host Youth activities. They thought there were not many facilities for young people on offer in Barnet and closing the buildings would exacerbate the problem. This was corroborated by the **questionnaire** finding that 30% of those who disagreed with Proposal 3 were opposed to the closure of the Youth Centres or thought that the option of maximising the buildings' usage should be explored more.
- 1.8.22 A third of **questionnaire respondents** (34%) said they agreed with the option to reduce costs and increase charges for the **Duke of Edinburgh Award support and facilitation service**. However, three in ten (31%) disagreed. A larger proportion of **questionnaire respondents** (47%) said they agreed with the option to support schools to contract with other licensed providers who can also deliver a Duke of Edinburgh Award support and facilitation service. A quarter (26%) said they disagreed.
- 1.8.23 **Focus group participants** who were familiar with the Duke of Edinburgh Award scheme thought it is a valuable opportunity for young people to learn new skills and gain new experiences. Some participants felt the council should continue to fund the service, even if it was operating at a loss, given the importance of the scheme. They worried that if charges were increased, schools would either not provide the opportunity for pupils to take part in the scheme or look to pass the cost onto parents.
- 1.8.24 Some **focus group participants** were in favour of the option to support schools to contract with other licensed providers to deliver the service. They thought that alternative providers might be able to keep costs down for schools, as they would be able to generate efficiency through providing services at a national or local level.
- 1.8.25 Almost six in ten (57%) **questionnaire respondents** agreed with the option to look for the early help mental health services to cover the cost of clinical supervision (at no charge) for the **face to face counselling service for young people**. Almost one in five (18%) disagreed.
- 1.8.26 By contrast, a smaller proportion (34%) agreed with the option to promote the online counselling service for young people. Four in ten (40%) disagreed. **Focus group participants** felt that counselling should be provided online and face to face for young

people. Young people might seek counselling services anonymously online in the first place, but withdrawing face to face counselling completely could be detrimental for them. It was also felt that it is often important for counsellors to read body language and some of young people's mental health problems might stem from their online experience.

- 1.8.27 Almost four in ten (37%) **questionnaire respondents** disagreed with the option to reduce costs and increase charges for the **Alternative Education service**. Almost three in ten (28%) said they agreed. By contrast, a larger proportion (37%) said they agreed with the option to find an alternative provider and 28% disagreed.
- 1.8.28 **Focus group participants** felt that the service was vital to support young people who are unable to attend school and some felt that the council should continue to provide it, even if it was making a loss given its importance. A few of these participants thought that if charges for the service were increased for schools, these charges might be passed onto parents, which would be unfair. Some participants felt it would be a good idea to support schools to find an alternative provider, as contracting with a national or regional provider might keep costs down for schools. However, it would be important that schools commission a provider who has a good track record and provides a high quality service.
- 1.8.29 Just over a third (36%) of **questionnaire respondents** agreed with the option of reducing costs in the delivery of childcare places at **Newstead Children's Centre**. Three in ten (30%) disagreed. A similar proportion (34%) agreed with the option of seeking an alternative provider who can deliver the service more cost effectively and 31% disagreed.
- 1.8.30 Some **focus group participants** suggested that the council could look to other providers to explore best practice for delivering a cost effective service, but others felt it was likely that the council would have already done this and felt that it was simply a case of the council not being able to afford to run the service anymore. For these participants, there was no other option but to seek an alternative provider. However, those participants who were in favour of seeking an alternative provider, highlighted that it might ensure that the service is delivered cost effectively and is sustainable in the long term.

Additional or alternative suggestions for improving Early Help Services

- 1.8.31 **Questionnaire respondents** were asked if they had any additional or alternative suggestions for improving Early Help Services. Of those who gave a response, the most common suggestion (17%) was that the council should work and consult with the Friends of Finchley Youth Theatre to apply for funding. A further 11% felt that the council should invest more in children and young people services.
- 1.8.32 **Focus group participants** reiterated that the council should look to make more use of the Youth Centre and Children's Centre buildings outside of the usual operating hours to maximise income. They suggested that space could be hired out for private functions, classes and meetings.
- 1.8.33 Youth Centre user **focus group participants** suggested that more income could be generated for centres through drama productions, concerts, renting out room space, and asking users to pay for some activities, such as sports, trips, classes and sessions.

Current and preferred use of Children's Centres / Services

- 1.8.34 Almost two-thirds (64%) of **questionnaire respondents** who used Children's Centres said they go at least once a week, with weekday mornings being the most popular time (63%).
- 1.8.35 **Questionnaire respondents** used a spread of different Children's Centres across Barnet, with 26% saying that they used a Children's Centre outside of Barnet in addition to the one they use the most often.
- 1.8.36 **Questionnaire respondents** used and visited Children's Centres for a number of different reasons, with activities for children, mothers, fathers and carers being most popular (55%), followed by family support parenting workshops and drop in groups (40%) and health services (32%). These were also listed as the services respondents found the most helpful; 54% found activities for children, mothers, fathers and carers most helpful, 41% health services and 37% family support parenting workshops and drop in groups. This was corroborated by **focus group participants**, who suggested that they particularly found playgroup sessions useful as a chance for interaction with other parents and for their children to socialise with others. These participants were on the whole very positive about the services on offer at Children's Centres in Barnet.
- 1.8.37 Six in ten (60%) **questionnaire respondents** said they would like to use Children's Centres more often. Almost four in ten (37%) of these respondents cited a lack of activities that are relevant as a barrier. **Focus group participants** explained that they would like to see more free activities and sessions that are suitable for toddlers so they have a chance to interact with other children before they start nursery or school. Three in ten (29%) **questionnaire respondents** who wanted to use Children's Centres more said that age limits on activities meant that they or their family could not participate. A few **focus group participants** who had two or more children explained that they found it difficult to attend many sessions and activities, as they were often only aimed at a specific age group.
- 1.8.38 Some **focus group participants** had found that some sessions and activities on offer at Children's Centres were often oversubscribed and in their experience centres could be understaffed from time to time. This meant that there had been occasions where they had been turned away at the door, which they had found frustrating.
- 1.8.39 Three in ten (29%) **questionnaire respondents** who wanted to use Children's Centres more felt that opening times were not convenient. Some **focus group participants** mentioned that the times of some of the activities and sessions on offer were not always suitable, particularly if they were early in the morning or at school pick up and drop off times if they had another child of school age.
- 1.8.40 Just over a quarter (27%) of **questionnaire respondents** said that not having enough information about services was a barrier to them using Children's Centres more. The majority of **focus group participants** felt that there was a low awareness amongst the general public of services and support available at Children's Centres, with some participants suggesting that services could be advertised and promoted more by health visitors, schools and on the council website. Participants who used Children's Centres also suggested that centres could proactively promote timetables, activities, sessions and services more to keep people up-to-date through the use of apps and websites.
- 1.8.41 One in ten (10%) **questionnaire respondents** also found the lack of parking or public transport to be a problem. Some **focus group participants** cited access issues for

some centres using public transport. For these participants who do not drive or have access to a vehicle, access to centres is only possible if they are within walking distance.

Current and preferred use of Youth Centres / Services

- 1.8.42 The number of **questionnaire respondents** who said they used Youth Centres / Services was small (18). Two-thirds (67%) said they visit at least once a week and weekdays were the most popular time for using Youth Centres (67%). The most popular reasons for visiting them was after school schemes (44%), holiday schemes (39%) and art activities (39%). These were also the services that these respondents found most helpful; 47% found after school schemes helpful, 47% holiday schemes and 29% art activities.
- 1.8.43 Youth Centre user **focus group participants** praised the facilities and services on offer. Many of them used the centres to keep themselves occupied, socialise, for educational needs such as courses, and for advice and support from staff in a safe environment. Participants mentioned a range of services and facilities that were on offer at Youth Centres.
- 1.8.44 Almost six in ten (57%) **questionnaire respondents** said they would like to use Youth Centres more often than they currently do. Half of these respondents (51%) said that a lack of information about services was a barrier. **Focus group participants** explained that not many of their peers are aware of Youth Centres and the services on offer and suggested that Youth Centres and services could be promoted more through schools.
- 1.8.45 Just under half (49%) of those **questionnaire respondents** who wanted to use Youth Centres more cited a lack of activities that are relevant as a barrier. When asked for suggestions for additional activities, sessions and services that Youth Centres could provide, **focus group participants** mentioned more music sessions, extra tuition and homework clubs, and more sporting activities.

2. Detailed findings

2.1 Proposal 1

2.1.1 This section reports and explores the detailed findings from the questionnaire and the focus groups in relation to Proposal 1.

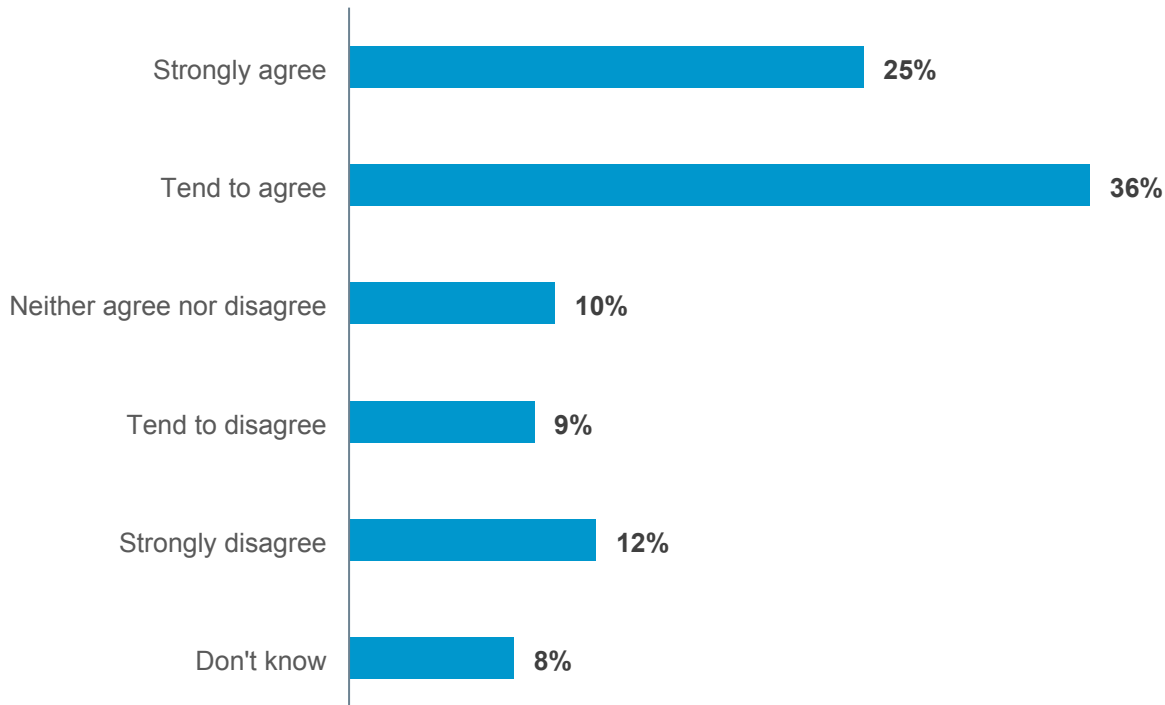
Proposal 1: Co-locate services for children and young people of all ages so they are accessible and delivered from more locations closer to the families they serve

Questionnaire findings

2.1.2 Those responding to the consultation were asked to what extent they agreed or disagreed with Proposal 1: to co-locate services for children and young people of all ages so they are accessible and delivered from more locations closer to the families they serve.

2.1.3 Six in ten (61%) respondents agreed with this proposal (25% strongly agreed, 36% tended to agree). One fifth (21%) disagreed (9% tended to disagree, 12% strongly disagreed). A further 10% said they neither agreed nor disagreed.

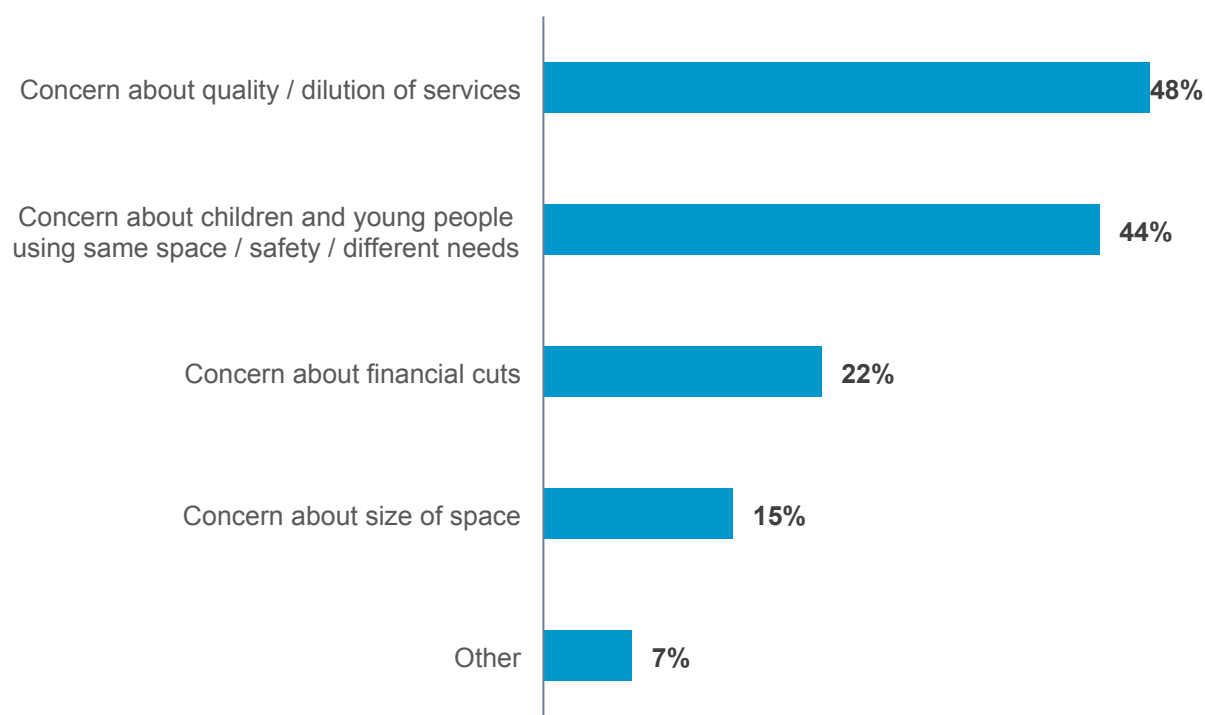
Figure 2 – To what extent do you agree or disagree with Proposal 1?
Base: All respondents providing a valid answer (153)



2.1.4 Respondents who disagreed with Proposal 1 were asked to specify why by providing comments. These comments were themed and coded and are presented below.

2.1.5 Almost half (48%) expressed a concern that the quality of services would deteriorate or become diluted. A further 44% expressed a concern about children and young people of all ages using the same space, given that different age groups have different needs and that there would be safety implications.

Figure 3 – If you disagree with Proposal 1, please tell us why
Base: All respondents providing a comment (27)



Focus group findings

2.1.6 Some participants in the focus groups found it hard to comment on this proposal and felt that they required more information to be able to make an informed decision as to whether they agreed or disagreed. For example, they did not know whether the current services were effective for families and found it difficult to imagine themselves in a situation where they would benefit from this proposal.

I find it hard to know at the moment whether this will be helpful to have support for all those ages because I have such a young child.

Early Help Services user

It's very difficult for me to answer this. I probably need more information to either agree or disagree.

Early Help Services user

2.1.7 However, all participants did indicate whether they agreed or not and, as in the questionnaire, opinion was split, with a slightly larger proportion saying they agreed compared to those who disagreed.

- 2.1.8 Participants who agreed with the proposal were in favour if it made better use of buildings that are owned and managed by the council. Some reflected that Children's Centres are mostly open only in the mornings, with some afternoon opening hours. They imagined that this would lead to centres being used by older children and young people and their families at other times, such as after school, in the evenings and on weekends.

If it's making better use of physical resources in terms of space, it makes sense.

Early Help Services user

Existing services are provided more or less in school hours. You can see that that could work, by extending it and having access for older children after school time and on weekends.

Early Help Services user

- 2.1.9 Some participants thought that for families who were using many Early Help Services and needed support, co-locating services in one location would be beneficial. These participants felt that this would be particularly helpful for families which include children who have special needs and have more than one child from different age groups.

It's got to be positive hasn't it, to broaden the amount of services available in one place? Especially for someone who has got three or four children of different ages. It's going to be easier for them. They can then bring all their children when they attend, without needing baby sitters.

Non-user of services

For me personally it would be fantastic and work out well for me. One is 11 and one is five. It's a big age gap. To be at the same place with them would be brilliant. At the moment we have to go to two different places. If it was in one building, it would be great for us.

Early Help Services user

- 2.1.10 However, some participants were opposed to the proposal. Some felt that by co-locating multiple services within a single building, there might be a negative impact on the quality of the services, particularly for children aged 0-5 and their families. These participants perceived that Early Help Services were already stretched, and, in their experience, Children's Centres in particular were full, particularly at certain times. They questioned how more services could be provided from these centres and mentioned the lack of space. They felt that the number of people using the buildings would increase substantially and that this would have a negative impact for current users.

For parents with children aged 0-5 you've got parents who need the time with the staff to talk about their concerns and get advice. I think that sticking it all together in one place might make the quality of all the advice, care and services worse and much more stretched.

Early Help Services user

I don't understand how it would work. When I go to the Children's Centre, I can barely get in. There is just no space. If all these things are under the same roof, I don't think it would work based on my experience of the two centres I go to.

Early Help Services user

There will be much more pressure on them. At the minute, it is already hard to access some of these places.

Early Help Services user

- 2.1.11 Many participants imagined that the proposal would mean that Children's Centres would provide Youth Centre services, as well as the current Children's Centre services and Family Support services. Some participants worried about safety of having older children and young people using the same facilities as young children and their families. Some also questioned whether the facilities would be appropriate for all age groups.

The other thing is the security risk. Are there going to be yobs that just come in and wreck the place while you are trying to be in a sanctuary with your baby? Suddenly there will be older age groups that are just going to come piling in?

Early Help Services user

Teenagers wouldn't want the environment that you are going to provide for 0-5s. That's not going to be conducive to what they are looking for.

Early Help Services user

You want to have enough facilities for older teenagers to keep them occupied, otherwise they're going to think 'oh, this is fun' and play with the children's stuff and it will get wrecked.

Early Help Services user

- 2.1.12 Some participants who supported the proposal thought that it would only work if there was a sufficient budget in place to re-locate staff and provide them with the necessary training and resources so they can continue to support families effectively. A few participants assumed there would need to be a budget increase, at least in the short term to implement the proposal.

All this rests on how well funded it will be. It's great speaking about this and bringing everything under one roof. It soon starts to fall apart if there is not enough funding. That is the key. It's great to have it, but it needs to be implemented properly.

Early Help Services user

Is there a budget to expand the centres and bring in those staff?

Early Help Services user

- 2.1.13 Some participants were parents or carers of children who had a disability or special needs and they and their families received support from the Early Help Services. Some of these participants mentioned that relocating services could be confusing for families and worried that, in some cases, being required to attend a different Children's Centre could cause distress and worry.

It's confusing. I can see a lot of parents who already use services just wanting to stay there [where they currently attend] rather than accessing this.

Early Help Services user

My son is 17. He's been going to [various Children's Centres] for a while. I've now got to take him to a new centre with new people? He won't speak to anyone.

Early Help Services user

- 2.1.14 These participants mentioned that there are a few issues with the services they currently receive from the Early Help Services, such as the quality of handovers between staff, staff rotations, the duplication of services and confusion for families.

You're not always assigned a certain person who is always on the ball with your particular case, because Barnet has a rotation system of therapists and specialists. So, for example, somebody who your child is familiar with and comfortable with is suddenly removed because of Barnet's system. It's a system they have where the case notes are alternated. But as a result, the problem is that the person my child sees at the Children's Centre this week may not be the same person that my child sees next week.

Early Help Services user

A good handover of information has been an issue. That's been highlighted within the local area.

Early Help Services user

There were more issues that popped up, so we had to be allocated a different worker. Then other issues popped up, so we had another worker. I had to say the same story each time. I needed a prompt sheet just so I didn't forget anything.

Early Help Services user

- 2.1.15 However, although the proposal's aim is to facilitate information being shared across services and staff, these participants thought that these issues could be exacerbated without a robust system in place to share information efficiently and appropriately.

If the proposal goes forward, there also needs to be one person or a system, where I can say 'my child is allergic to this, my child has this issue' and somebody receives that information so that I am confident that when I leave my child at an outside environment, I am not concerned about their wellbeing.

Early Help Services user

Yes, there's got to be a system of information keeping.

Early Help Services user

2.2 Proposal 2

2.2.1 This section reports and explores the detailed findings from the questionnaire and the focus groups in relation to Proposal 2.

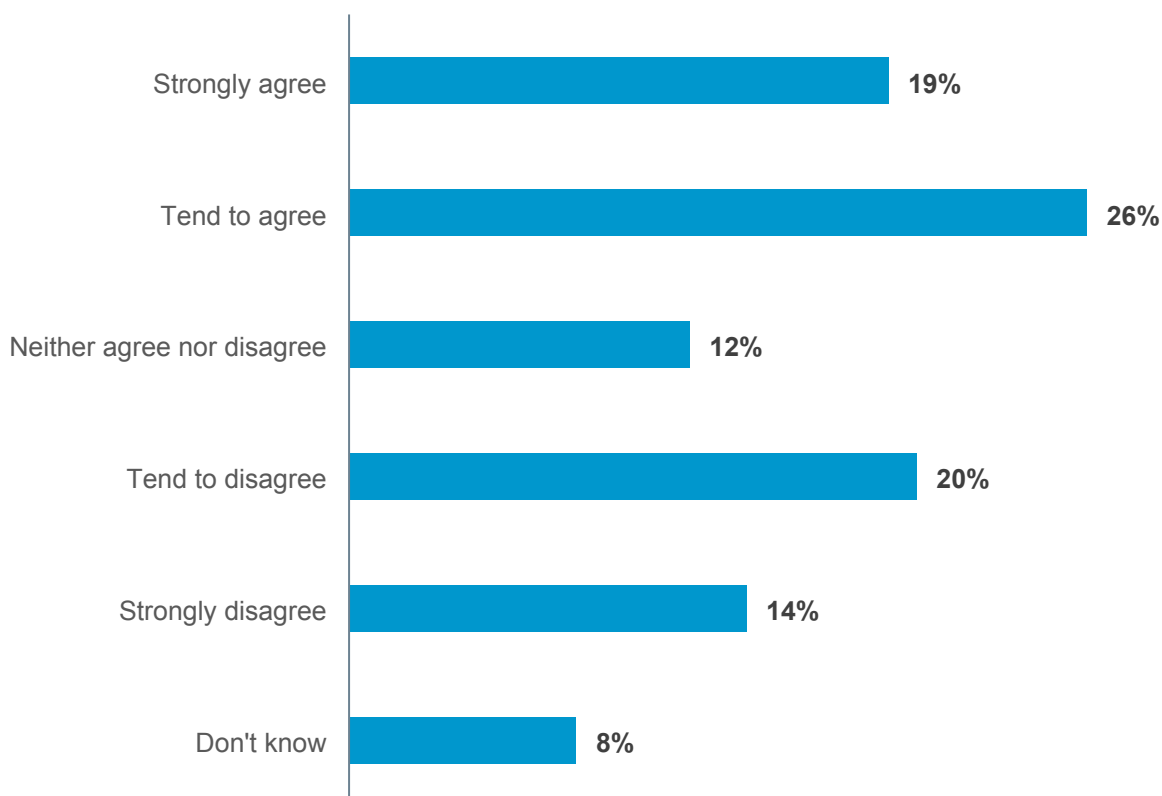
Proposal 2: Refocus and restructure professional staff to work with children and young people of all ages thus focusing on the needs of the whole family

Questionnaire findings

2.2.2 Those responding to the consultation were asked to what extent they agreed or disagreed with Proposal 2: to refocus and restructure professional staff to work with children and young people of all ages thus focusing on the needs of the whole family.

2.2.3 Over four in ten (45%) respondents agreed with this proposal (19% strongly agreed, 26% tended to agree). A third (34%) disagreed (20% tended to disagree, 14% strongly disagreed). A further 12% neither agreed nor disagreed.

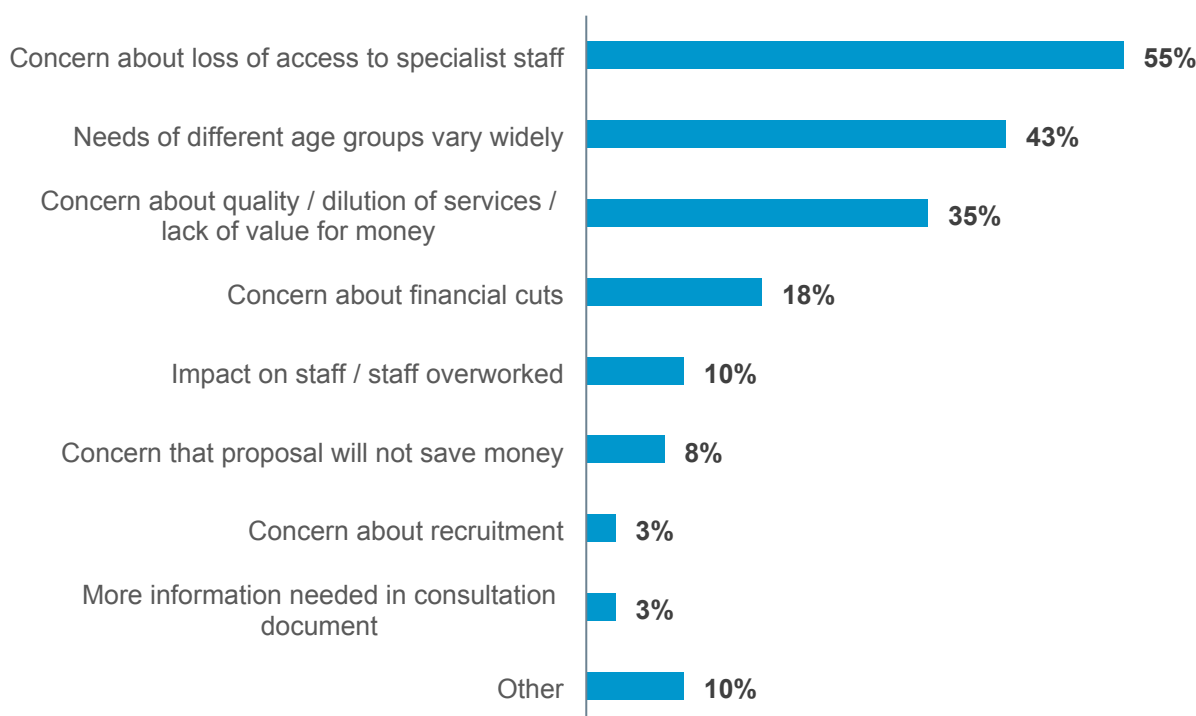
**Figure 4 – To what extent do you agree or disagree with Proposal 2?
Base: All respondents providing a valid answer (139)**



2.2.4 Respondents who disagreed with Proposal 2 were asked to specify why by providing comments. These comments were themed and coded and are presented below.

2.2.5 Over half (55%) expressed a concern about the loss of access to specialist staff and a further 43% felt that the needs of different age groups vary widely. Just over a third (35%) expressed a concern about the quality of services deteriorating, services becoming diluted or a lack of value for money for council tax payers.

Figure 5 – If you disagree with Proposal 2, please tell us why
Base: All respondents providing a comment (40)



Focus group findings

2.2.6 Some participants compared Proposal 2 to Proposal 1 and felt that if someone agreed or disagreed with the first one, they would feel the same about the second one as they seem to fit together.

If you say 'yes' to one, you say 'yes' to the other.

Early Help Services user

It's tied in with Proposal 1 with everyone being in the same building.

Early Help Services user

2.2.7 As with Proposal 1, participants were split about whether they agreed or disagreed with Proposal 2. Just slightly more participants agreed with Proposal 2 than disagreed.

2.2.8 Some participants who agreed with Proposal 2 thought it would deliver efficiency, both in terms of saving money and resources, and providing joined-up services for families. Some participants thought looking at saving management costs was a good idea in order to protect front-line services.

They're firing loads of managers. To get rid of managers is a good thing.

Early Help Services user

If this is still about services being the same but streamlining that can only be positive.

Non-user of services

- 2.2.9 However, others worried that by reducing the number of managers, services might lack co-ordination and managers who continue in their posts will be under pressure to manage and support more staff, some of whose roles they do not understand.

You're essentially going to be having managers that are going to be managing more frontline staff than they are now and what is going to be the impact on them in having to support all those frontline staff? It will be significant. Also they might not know what they do for them and they won't be able to tell if they are at capacity and need more support.

Early Help Services user

Who's going to be on top of everything and making sure that staff are adequately trained and supporting them?

Early Help Services user

- 2.2.10 Participants who agreed with the proposal thought families who use multiple Early Help Services will benefit, as they would have a support worker who was a single point of contact that can help them access the help and support they need from a multi-disciplinary team. They thought it would be beneficial as the support worker would also be familiar with the local area and the support that was available for families.

If you have a named contact and they can signpost you to somewhere you can get the support you need, I can see that working.

Early Help Services user

It would be good to see one person who is then dealing with a team. Then the team would be full of specialists. You can then always go to the same place. You don't have to deal with lots of different people. There would just be one, instead of lots.

Early Help Services user

I like the fact there is one point of contact that will know your family and is local. They will know the area and the services available to you locally. They will also have access to different partners.

Early Help Services user

- 2.2.11 These participants thought that having a support worker who was a single point of contact would be beneficial for families as they could get to know and trust that person. This would be important in particular for families with children who have special needs.

I think it's important for some families that do have a lot of issues. If they are already working with somebody, it's important they keep the same person if possible because they are used to that person and are comfortable and confident with them.

Early Help Services user

I will have a relationship with someone that I can be open with and will hopefully be able to help. From my experience, I have special needs children and they

are not very good with new people, changes to their routine. If they had that attachment, they will be comfortable with that person.

Early Help Services user

- 2.2.12 This was corroborated by participants who were parents or carers for children with disabilities or special needs. These participants welcomed the idea of having access to a single support worker that they could build up a relationship with and who would be able to help them access the services and support they needed. They mentioned that there were issues with the current system, such as transition between services and rotation of staff, and that they hoped the proposal would resolve these problems.

As a parent, you don't know how the system works so you need someone within the system who is familiar with it to help you battle through it.

Early Help Services user

Transition is a real problem already in this borough. I can see why they might want to take the transition away but I just think you're going to be diluting the whole service.

Early Help Services user

As the parent of an older child and a younger child, that's why the constant rotation of therapists really aggravates me because younger children give their trust very very slowly. Sometimes it can take two or three months to give a person their trust and for them to be able to physically touch them, and then suddenly that particular person is taken away.

Early Help Services user

- 2.2.13 For some, the success of the proposal hinges on whether there will be adequate staffing levels and whether there would be continuity of staff to ensure that support workers with whom families have built a relationship based on trust, do not continuously change. Again, this was particularly important for families that included a child with special needs or a disability.

It's good if you have enough staff.

Non-user of services

Continuity of staff is important.

Early Help Services user

- 2.2.14 However, others pointed out that it would be hard for the Early Help Services to guarantee that families' support workers would not change from time to time due to illness, annual leave or staff leaving their posts.

The counter argument is obviously that you would have the same person supporting your family from 0-19. I would say that is extremely unlikely because that person is going to change multiple times. They might move job, they move area, stuff happens. I don't think that you will get the benefit of having one person that you know. I think it is a false promise.

Early Help Services user

If you have one point of contact, she's only got so many hours in a day. How many cases will she have at one time? What happens if she goes on holiday or on sick?

Non-user of services

- 2.2.15 Some participants who thought that the proposal would benefit families who access Family Support Services worried that the proposal would have a negative impact for other families that might use Children's Centres on a regular basis for activities such as playgroups, as services become more stretched.

This seems to be only talking about families that have certain troubles. But what about the people that just want to have access to those activities? This way it sounds like you'll be taking away loads of stuff to support people that, to be honest, probably get a lot of help elsewhere. People who do not have issues and still want to use the services will miss out.

Early Help Services user

- 2.2.16 Participants who disagreed with the proposal were worried that there would be a loss of access to specialised staff, if staff were structured to work with children and young people of all ages. Participants felt that the needs of different age groups widely varied and a professional who specialised in working with young children, might not be able to specialise in working with teenagers too. These were also reasons given by questionnaire respondents for why they disagreed with the proposal.

From 0-5 there is so much change, so much development. I could be talking to someone about my six week old and then my three year old who is maybe struggling to speak, there is already a lot going on in that age bracket. Being a specialist in even the 0-5 bracket is maybe unrealistic. It doesn't make sense to me how you can look after people with children 0-19. Their needs are so vastly different.

Early Help Services user

You need specialists to deal with different age groups. You won't have the same problem with a six year old and someone who is 18 or 19, they are going to have different issues, different life skills. You need the specialist staff.

Non-user of services

You'll lose the expertise. You're looking at a jack of all trades rather than being specialised in areas.

Early Help Services user

- 2.2.17 Some participants thought that staff might not want to work with children and young people of all ages, preferring instead to work with age groups that they specialise in and are trained in working with.

There are probably some staff that don't want to do the age range.

Early Help Services user

Do staff want to be jacks of all trades? You might have some staff that want to work with the younger children and some might want to work with older children.

Early Help Services user

- 2.2.18 However, some participants pointed out that if staff received adequate training to be able to work with children and young people of all ages, then the proposal could work and it would be beneficial for families, particularly if they are receiving support and have children from different age groups.

Re-training for staff will be necessary. If you have somebody who specialises in 0-5, but are not so clued up about older children's needs, you may still find you need to speak to someone else. Even if 0-5 is their specialism, they are

going to need some sort of training for the older age groups to be able to treat the family as a whole. Otherwise, it defeats the object.

Early Help Services user

I think it is all down to training. As long as they are trained well.

Early Help Services user

2.3 Proposal 3

2.3.1 This section reports and explores the detailed findings from the questionnaire and the focus groups in relation to Proposal 3.

Proposal 3: Reduce costs and / or increase charges or find alternative means for delivering non-statutory services

2.3.2 To ensure the council can work within the budgets available, it has developed two different options for each non-statutory service.

2.3.3 Those responding to the consultation were asked to what extent they agreed or disagreed with the different options for each service within *Proposal 3: to reduce costs and / or increase charges or find alternative means for delivering non-statutory services*.

Questionnaire findings

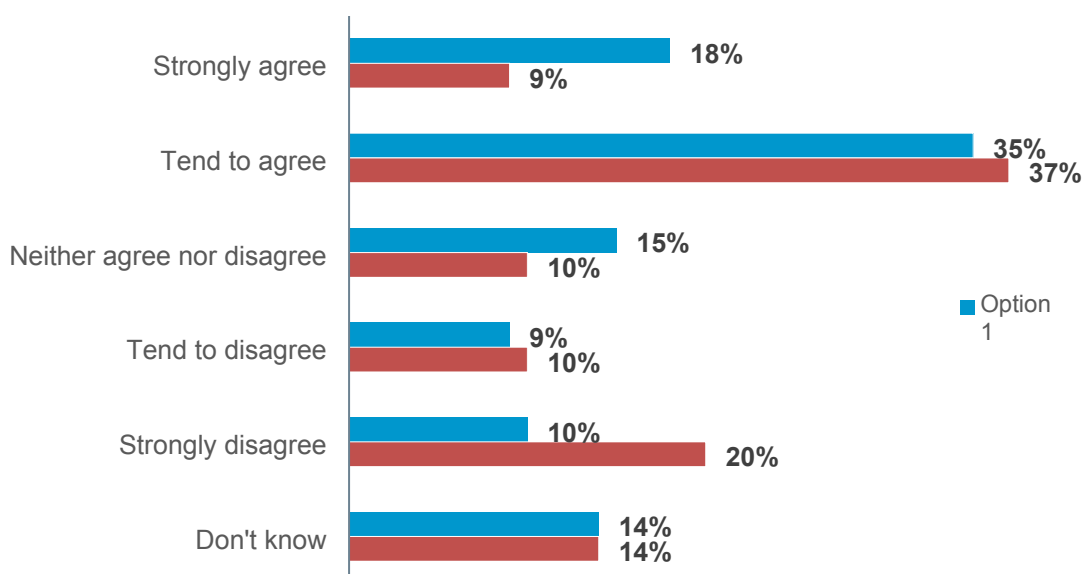
Option 1: Recover running costs for Greentops Youth Activity Centre through paid use by other organisations

Option 2: Explore use of other buildings to host Youth activities

2.3.4 Just over half (53%) of respondents agreed with Option 1 (18% strongly agreed, 35% tended to agree). One in five (19%) disagreed (9% tended to disagree, 10% strongly disagreed). A further 15% neither agreed nor disagreed.

2.3.5 A smaller proportion (46%) said they agreed with Option 2 (9% strongly agreed, 37% tended to agree) in comparison to Option 1. A larger proportion than Option 1 (30%) also disagreed with this option (10% tended to disagree, 20% strongly disagreed). A further 10% neither agreed nor disagreed.

Figure 6 – To what extent do you agree or disagree with the two different options?
Base: All respondents providing a valid answer (Option 1: 103, Option 2: 91)



Questionnaire findings

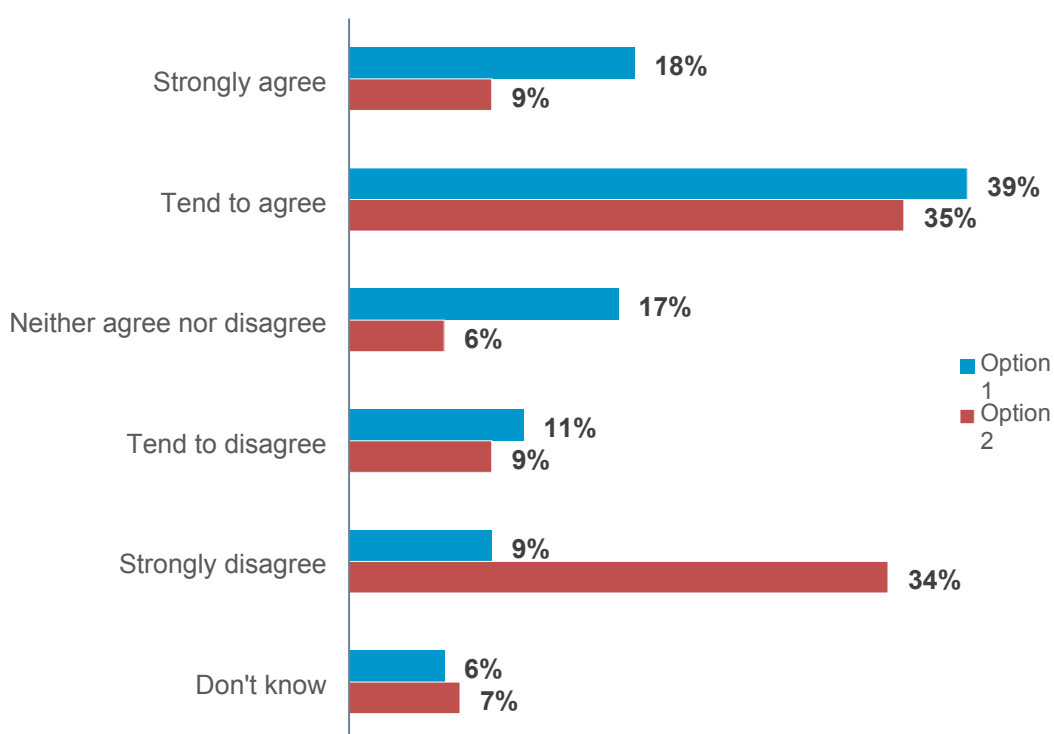
Option 1: Recover running costs for Finchley Youth Activity Centre through paid use by other organisations

Option 2: Explore use of other buildings to host Youth activities

2.3.6 Almost six in ten (57%) respondents agreed with Option 1 (18% strongly agreed, 39% tended to agree). One in five (20%) disagreed (11% tended to disagree, 9% strongly disagreed). A further 17% neither agreed nor disagreed.

2.3.7 By contrast, a smaller proportion (44%) said they agreed with Option 2 (9% strongly agreed, 35% tended to agree). A much larger proportion (43%) disagreed with this option compared to Option 1 (9% tended to disagree, 34% strongly disagreed). A further 6% neither agreed nor disagreed.

Figure 7 – To what extent do you agree or disagree with the two different options?
Base: All respondents providing a valid answer (Option 1: 103, Option 2: 94)



Focus group findings

2.3.8 Participants in the focus groups largely agreed with Option 1 for both centres and thought that this approach would generate much needed income for the Youth Centres, maximising use of the buildings when they are not being used and ensuring the services do not operate at a loss to the council. These participants thought spaces to rent and hire in Barnet are in demand and it would be easy for the council to generate income in this way.

It's a relatively easy way to generate income. Spaces are very much in demand. You won't have trouble finding people to enter into a rental agreement. It will be

good money. These are large spaces and hard to come by. That will then subsidise them.

Non-user of services

It makes sense. Sounds like it will benefit everyone. If they work together, it makes perfect sense, especially if it's going to be used in the evenings for example when the centre is not normally being used for anything else.

Early Help Services user

It seems logical to let a building out when it's not being used. Schools do it, church halls do it. I don't know why the council wouldn't just do it.

Early Help Services user

- 2.3.9 However, for some participants it depends on who the spaces were rented or hired to. They thought that careful consideration should be given to safeguarding.

If you've got young people there, I'm a bit uncomfortable with hiring out some of it to adults and the security.

Non-user of services

As long as everything is checked properly.

Early Help Services user

They need to make sure they aren't drug dealers or anything like that!

Early Help Services user

- 2.3.10 Participants on the whole were not in favour of Option 2. They perceived that there were not many facilities on offer for young people in the borough and re-locating these services would exacerbate the problem. Some participants had visited the affected centres in the past and praised the staff, the buildings, and the facilities on offer. They thought the council should continue to run these centres.

There's little youth group provision in the borough as it is. If you don't live near one of the three centres, you're not going to access it.

Early Help Services user

It's a nice building and the staff who work there are very nice. They have an after school club thing. I think they need to keep that building. It's in a nice location, it's a nice building with good facilities like the kitchen, the toilets and the outdoor area. They need to keep that.

Early Help Services user

Written feedback

- 2.3.11 The council received two emails concerning the Finchley Youth Activity Centre. The authors of the emails were against exploring the use of other buildings to host Youth activities (Option 2). They both praised the facilities and highlighted the importance of maintaining facilities such as these for young people, particularly as, in their opinion, there is little provision for young people in Barnet. One of the emails suggested the council could consider leasing the facilities at the centre to groups and individuals, as the dance and theatre facilities are unique, are in a central accessible location and would be in high demand.

Questionnaire findings

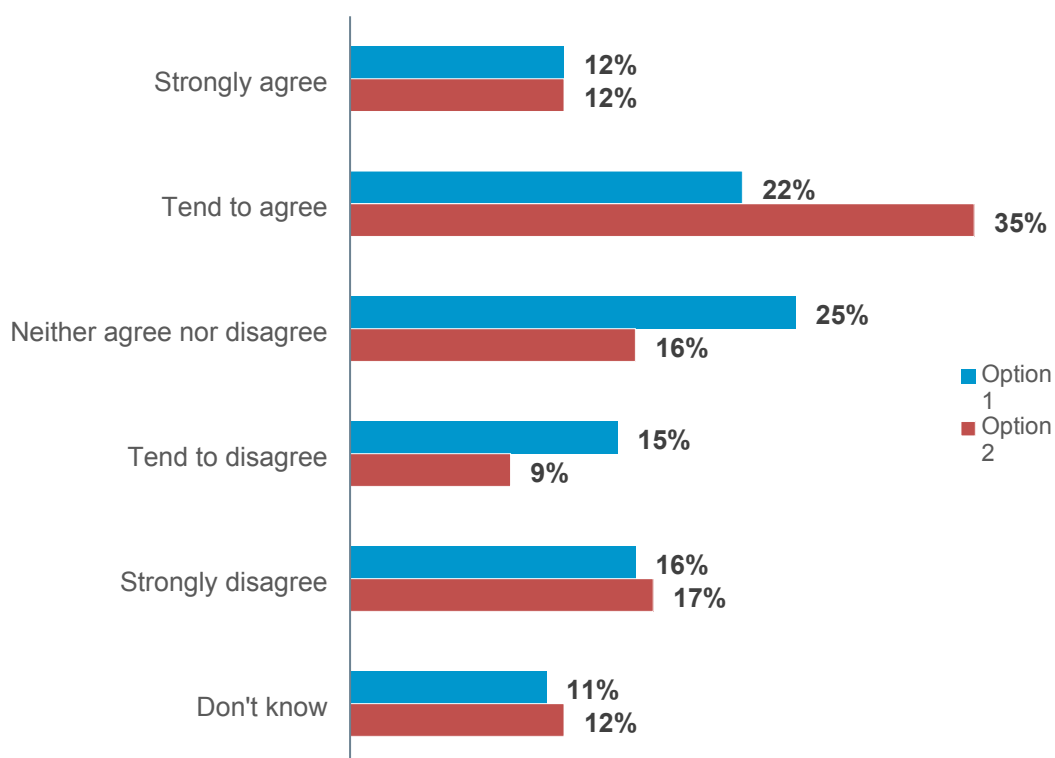
Option 1: Reduce costs and increase charges for the Duke of Edinburgh Award support and facilitation service

Option 2: Support schools to contract with other licensed providers who can also deliver this service

2.3.12 One in three (34%) respondents agreed with Option 1 (12% strongly agreed, 22% tended to agree). A further three in ten (31%) disagreed (15% tended to disagree, 16% strongly disagreed). A quarter (25%) neither agreed nor disagreed.

2.3.13 By contrast, a larger proportion (47%) said they agreed with Option 2 (12% strongly agree, 35% tended to agree). However, a quarter (26%) disagreed with this option (9% tended to disagree, 17% strongly disagreed). A further 13% neither agreed nor disagreed.

Figure 8 – To what extent do you agree or disagree with the two different options?
Base: All respondents providing a valid answer (Option 1: 101, Option 2: 95)



Focus group findings

2.3.14 Some participants were familiar with the Duke of Edinburgh award scheme and some were not. Some had even participated in it themselves. Participants who were familiar with it thought it provided an excellent opportunity for young people to learn new skills and give back to their communities. Some of these participants felt the council should continue to provide the service, even it is operating at a loss, given the importance of the scheme.

It's an opportunity for a child to have exposure to different things that they are not going to get at schools.

Early Help Services user

I think for a lot of young people who don't do after school clubs or music lessons, this is actually something that is really nice because it is all about helping other people in the community. Sometimes you might visit an old lady for five hours, another person for ten hours or go and help out in the local Brownie unit for eight weeks or something like that. I really think in terms of fostering community spirit amongst the youth, sometimes you have got to run things at a loss to be able to help people. Certainly don't cancel the whole service.

Early Help Services user

Even if it is running at a loss, as a tax payer, I would be willing for some of my money to go towards it because I know how much it benefits children. It's a good thing.

Early Help Services user

- 2.3.15 Some participants were worried that charging schools more for the service could lead to schools no longer providing the scheme to young people or passing the cost onto parents, given that many schools are facing budget issues. This could mean that some young people will miss out on the opportunity to take part in the scheme.

Some parents can afford it and some can't, but it will be the parents that suffer.

Early Help Services user

It's difficult because we don't know how much the increased charges would be for schools. Would schools not then be able to provide it? Schools aren't flush with budget! Schools might then pass the cost onto parents and some parents might not be able to afford it. Then children, for whom this might be an incredible opportunity, might just then not be able to do it.

Early Help Services user

- 2.3.16 In line with the questionnaire findings, some focus group participants were in favour of Option 2, speculating that there were many alternative providers and they might be able to keep the costs of the service down for schools as they will be able to generate efficiency savings through providing services at a regional or national level.

There are a number of other organisations that essentially provide it.

Early Help Services user

It looks to me as if giving it to another provider might be a smart move. They will probably be able to generate more efficiency than the council can. They can probably offer the service across a whole range of boroughs. Cost is always going to be a challenge, if it's going to a private provider are they going to look to make big profits and charge a lot? That would be a worry, but I imagine them being able to offer it maybe nationwide would counteract that worry as they will be able to bring the cost down. If every borough is offering the same service to their residents, there will be a lot of wastage.

Early Help Services user

Questionnaire findings

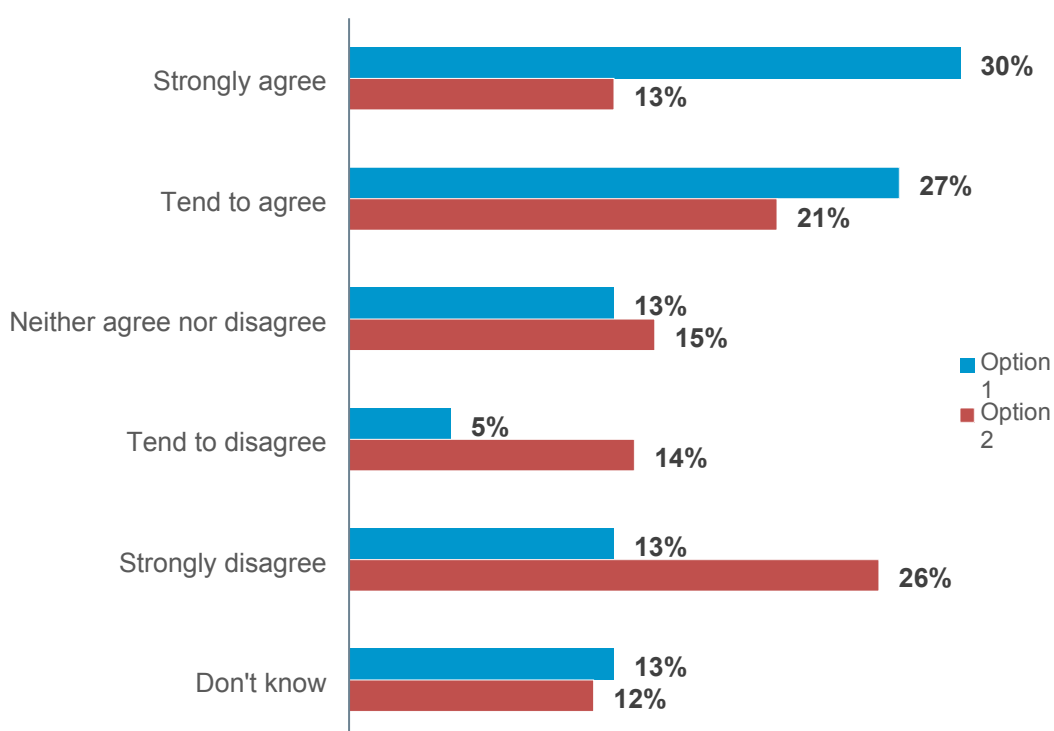
Option 1: Look for the early help mental health services to cover the cost of clinical supervision (at no charge) for the face to face counselling service

Option 2: Promote the online counselling service for young people

2.3.17 Almost six in ten (57%) respondents agreed with Option 1 (30% strongly agreed, 27% tended to agree). Almost one in five (18%) disagreed (5% tended to disagree, 13% strongly disagreed). A further 13% neither agreed nor disagreed.

2.3.18 By contrast, a smaller proportion (34%) said they agreed with Option 2 (13% strongly agreed, 21% tended to agree). However, four in ten (40%) disagreed with this option (14% tended to disagree, 26% strongly disagreed). A further 15% neither agreed nor disagreed.

Figure 9 – To what extent do you agree or disagree with the two different options?
Base: All respondents providing a valid answer (Option 1: 103, Option 2: 94)



Subgroup analysis

Subgroups more likely to **agree with Option 2** (34% overall) included those who were aged 44 or under (47%), compared to those aged 45 or above (17%)

Focus group findings

2.3.19 Some participants thought counselling for young people should be provided online and face to face. They were in favour of counselling services being available online as they thought that in some cases young people would access online counselling services, as they would be able to seek advice and talk about their problems from

behind a computer screen, rather than face to face and having to make an appointment.

I think they've got to offer both. There may not be many asking for face to face, but for the one person that needs it, it should be available.

Non-user of services

They should definitely promote online because a lot of people these days are embarrassed to talk about some things in front of somebody. Also it's hassle to go somewhere and build up a rapport, whereas if you go online you can just hide behind your screen. Sometimes they might expose themselves a bit more online and tell certain things.

Early Help Services user

- 2.3.20 The majority of participants thought that face to face counselling should not be completely replaced by online provision and that the former should continue to be provided. In their opinion, face to face counselling is important and not providing the service could be detrimental for some young people. Participants felt that it was often important for counsellors to be able to read people's body language and that for some young people, their problems might stem from their online experience.

You've got to have face to face counselling. It's just not the same online.

Non-user of services

Psychologists, the experts, need to be able to read the body language to be able to assess the situation wisely.

Early Help Services user

Face to face counselling is a hugely beneficial thing. Part of the problem is that the online world increases anxiety and issues. We are humans after all. Face to face has got to be a priority. It's not like they are booking a flight, this is serious stuff.

Early Help Services user

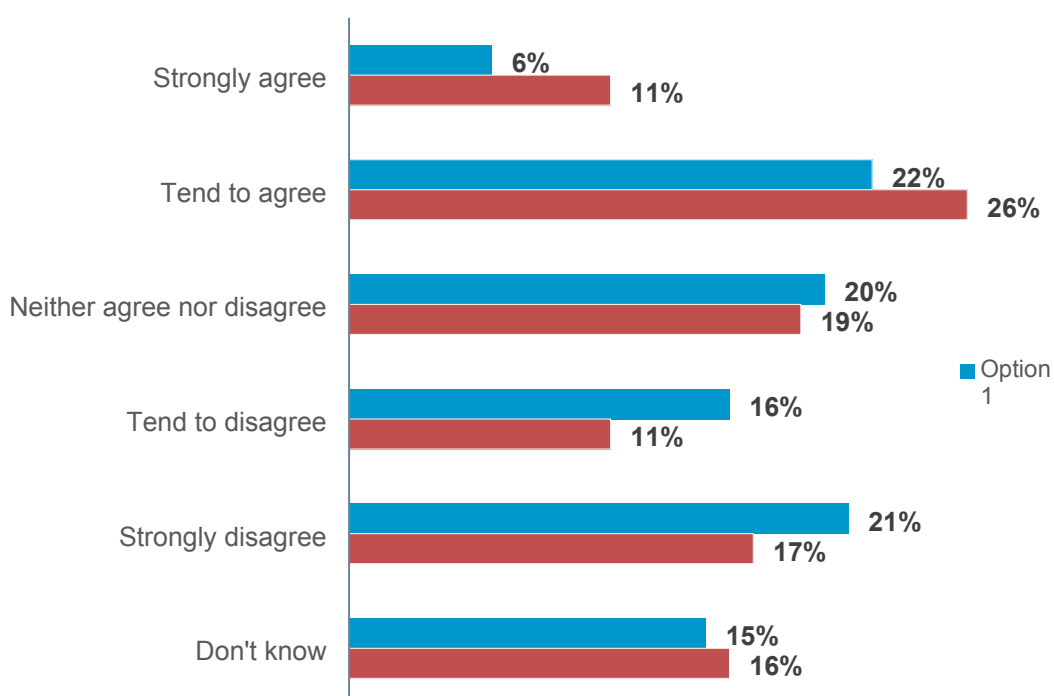
Questionnaire findings

Option 1: Reduce costs and increase charges for the Alternative Education service

Option 2: Support schools to find an alternative provider

- 2.3.21 Almost three in ten (28%) respondents agreed with Option 1 (6% strongly agreed, 22% tended to agree). However, almost four in ten (37%) disagreed (16% tended to disagree, 21% strongly disagreed). A further 20% neither agreed nor disagreed.
- 2.3.22 By contrast, a larger proportion (37%) said they agreed with Option 2 (11% strongly agreed, 26% tended to agree). However, almost three in ten (28%) disagreed with this option (11% tended to disagree, 17% strongly disagreed). A further 19% neither agreed nor disagreed.

Figure 10 – To what extent do you agree or disagree with the two different options?
Base: All respondents providing a valid answer (Option 1: 100, Option 2: 93)



Subgroup analysis

Subgroups more likely to **disagree with Option 1** (37% overall) included those who:

- Had children aged 5-11 (59%) or 12+ (67%) living in their household compared to those who had children aged 0-5 (24%)
- Were female (49%) compared to male (16%)

Subgroups more likely to **agree with Option 2** (37% overall) included those who were aged 44 or under (47%) compared to those aged 45 or above (17%)

Focus group findings

- 2.3.23 Focus group participants all agreed that the Alternative Education service is vital for young people who need educational support and are unable to attend school. Some participants thought the council should continue to provide this service, even if it is making a loss, given its importance.

I know that the council is not legally obliged to provide this, but I don't want the sort of council that just does the bare minimum. I want a council that properly invests in a diverse offer for everyone.

Early Help Services user

Children who are having a tough time cost more than other children who are not troubled. That's just the way it is. The money has to be paid and the children have to be supported. That is the bottom line. These children need help.

Early Help Services user

It's important because there are always children at schools that need additional help for different reasons. They need to keep the service.

Early Help Services user

- 2.3.24 Some participants thought that if the council continued to provide the service, it would provide efficient partnership working with schools.

I think it should be run by the council because that will give the best integration with the schools and other children.

Early Help Services user

- 2.3.25 A few participants were worried that if the service costs for schools were increased, schools might look to pass charges onto parents, as they themselves faced pressure on their budgets.

They would have to ensure the prices are not increased.

Early Help Services user

- 2.3.26 Other participants were open to the idea of the council supporting schools to find an alternative provider, as it might keep the costs of the service down for schools. However, it would be important for schools to find providers who had a good track record and could provide a high quality service.

The council doesn't necessarily need to be the one providing this. It is about the quality and, of course, the cost as well. If it is affordable for the school, it is not going to result in fewer young people getting access to what they need. As long as the quality is good, do we care if it comes from another provider? It needs to come from the best place.

Early Help Services user

You'd have to make the decision based on their track record or competency.

Early Help Services user

Questionnaire findings

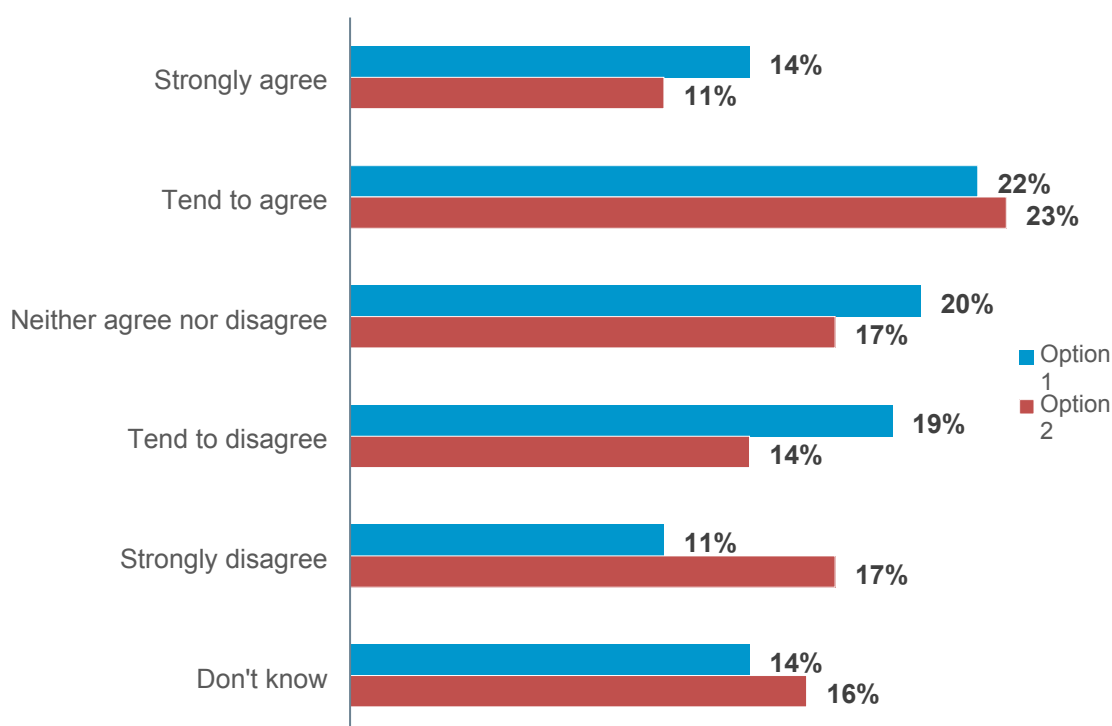
Option 1: Reduce costs in the delivery of childcare places at Newstead Children’s Centre

Option 2: Seek an alternative provider who can deliver the service more cost effectively

2.3.27 Just over a third (36%) of respondents agreed with Option 1 (14% strongly agreed, 22% tended to agree). Three in ten (30%) disagreed (19% tended to disagree, 11% strongly disagreed).

2.3.28 A similar proportion (34%) said they agreed with Option 2 (11% strongly agreed, 23% tended to agree). However, three in ten (31%) disagreed with this option (14% tended to disagree, 17% strongly disagreed).

Figure 11 – To what extent do you agree or disagree with the two different options?
Base: All respondents providing a valid answer (Option 1: 103, Option 2: 98)



Focus group findings

2.3.29 Some participants were not aware that there was a council run nursery at Newstead Children’s Centre.

I didn’t know it was the only one that was run by the council.

Early Help Services user

2.3.30 Some suggested that the council could look at other service providers to explore best practice, so delivery costs of the service can be reduced. Others said they expected that the council has already looked at ways to reduce costs for providing the service and are unable to make any further savings. For them, if this is the case, the council should look to alternative providers to provide the service.

If other providers are providing a service that is more cost effective, maybe the council should look at best practice. How come these other providers can provide services at low cost? What can the council do to match that?

Early Help Services user

Surely they have tried to reduce costs already?

Non-user of services

If they can't afford to run it, then they can't afford to run it.

Early Help Services user

- 2.3.31 Some participants felt that an alternative provider might be able to deliver the service more cost effectively and this would ensure the service is sustainable in the long term. They thought that as the council was only running one nursery, the service would be inefficient and an alternative provider who ran more than one would be able to provide the service more efficiently and more cost effectively.

Looking for another provider is a good idea. It will reduce costs and make it more sustainable in the long term.

Early Help Services user

If you are only running one of these things, it's bound to be inefficient. You can't centralise anything.

Early Help Services user

- 2.3.32 A few participants felt they had limited knowledge of the service and expressed the hope that the council is going to consult with users of the service at Newstead Children's Centre to evaluate their opinions and the impact any change to the service will have for them.

A question like this needs to be asked of the parents who use Newstead. I'm not so I have no knowledge of it.

Early Help Services user

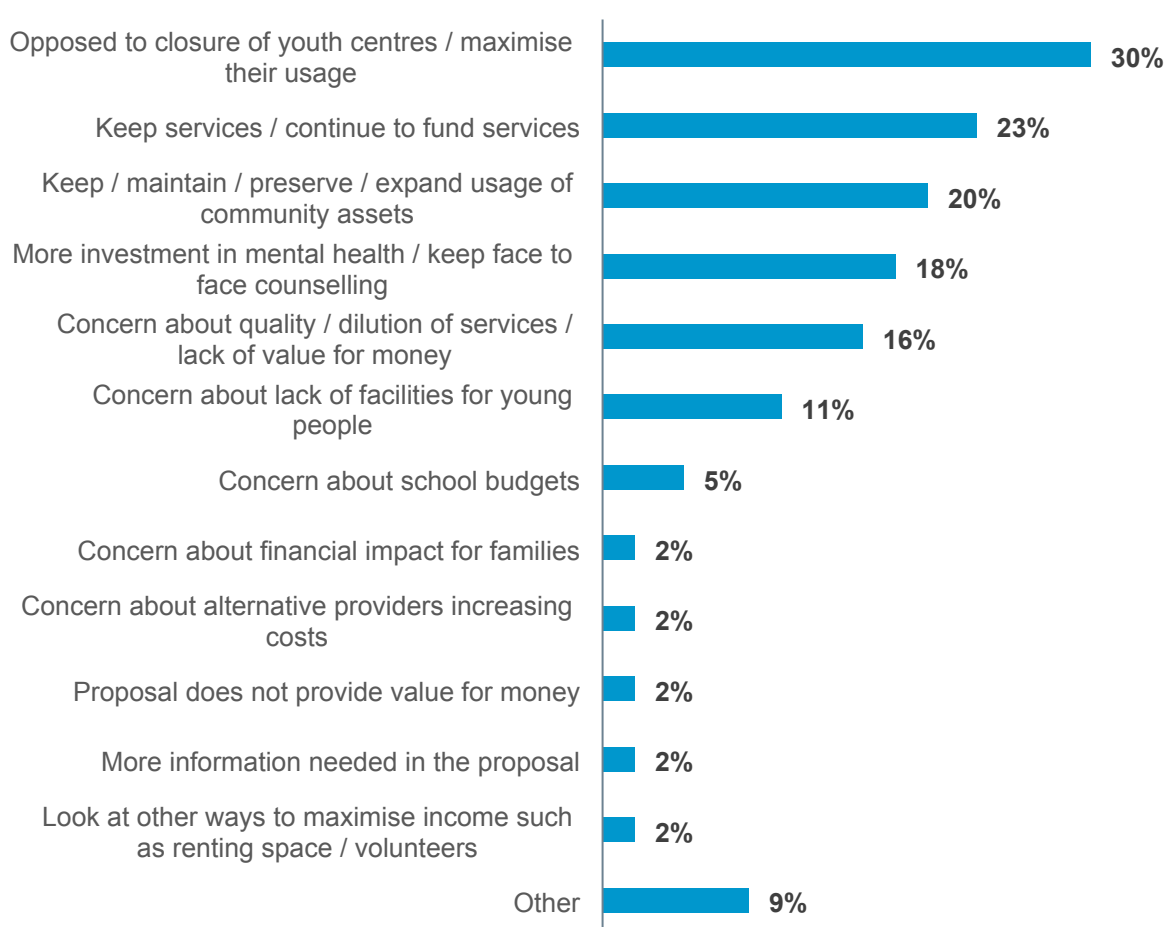
Questionnaire findings

2.3.33 Respondents who disagreed with Proposal 3 were asked to specify why by providing comments. These comments were themed and coded and are presented below.

2.3.34 Three in ten (30%) were opposed to the closure of the youth centres or suggested that these facilities could be used more. Almost a quarter (23%) of the comments mentioned that the non-statutory services listed should continue to be funded and maintained and a further fifth (20%) expressed a desire for community assets to be kept, maintained or have their usage increased.

Figure 12 – If you disagree with any of the proposals for each of the services within Proposal 3, please tell us why

Base: All respondents providing a comment (44)

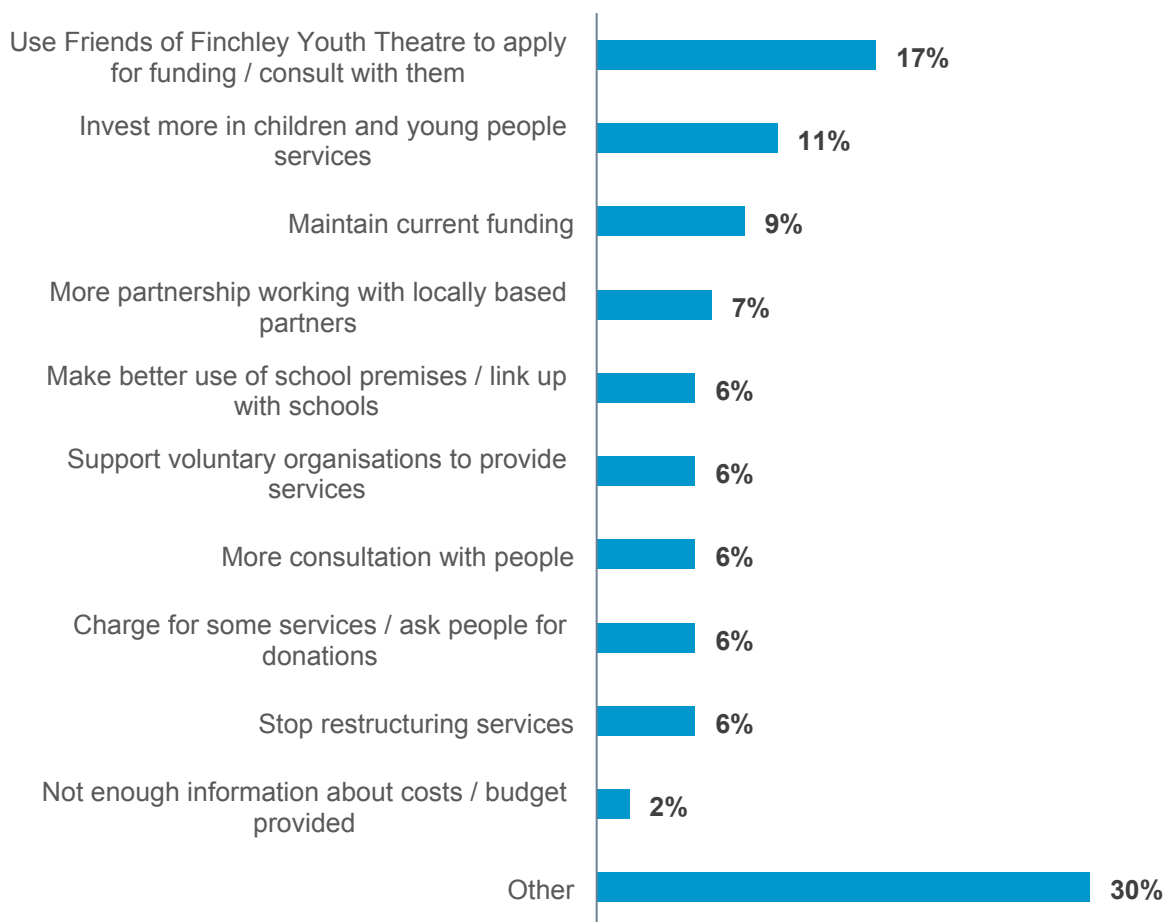


2.4 Additional or alternative suggestions for improving Early Help Services

Questionnaire findings

- 2.4.1 Respondents were asked if they had any additional or alternative suggestions for improving Early Help Services within longer term budgets that the council had not already considered. Comments from respondents were themed and coded and are presented below.
- 2.4.2 One in six (17%) mentioned that the council should work with the Friends of Finchley Youth Theatre to apply for funding and consult with them. A further one in nine (11%) felt there should be more investment in children and young people services and 9% felt that current funding for services should be maintained.

**Figure 13 – Do you have any additional or alternative suggestions for improvements to Early Help Services which can be delivered cost effectively?
Base: All respondents providing a comment (54)**



Focus group findings

2.4.3 Focus group participants were asked if they had any ideas or suggestions for additional or alternative improvements to any of the Early Help Services that may be delivered cost effectively.

2.4.4 Youth Centre users suggested that Youth Centres could look to generate more income through drama productions, concerts, renting out meeting room space to paying organisations and asking users to pay for certain activities, such as trips, sports, classes and sessions.

I think they could put on shows and people could buy tickets.

Youth Centre user

They should do trips where you have to pay to go. If you have a chance to go on a trip with your mates for the weekend, you are obviously going to want to go.

Youth Centre user

2.4.5 Early Help Service users also suggested that the council could make more use of the buildings when they are closed to the public, such as in the evenings and on weekends. They suggested the buildings could be used for private functions, classes and meetings.

If the facility is closed on a Monday, they could rent it out, maybe to another provider who is doing the same sort of thing for children. We keep a Children's Centre closed for the whole day? Surely people would want to rent that space?

Early Help Services user

Some days there is at least half a day when, as far as we know, the centres are closed and not being used. I see no reason why they couldn't put on more and charge people for it.

Early Help Services user

For some of these Children's Centres and Youth Centres, they could hire out spaces like halls for parties. Some of the halls around charge a fortune. It can be £100 to £150 just to hire a hall. That can really bump up the cost of a party when you add the cost for cake, an entertainer. If they can work it so they are very competitively priced for parties, that could bring in lots more income on the weekends because the centres aren't used then.

Early Help Services user

2.4.6 A few participants also held the perception that the Children's Centres waste a lot of money on printing leaflets, schedules and timetables. They suggested that the centres could save money by moving information online wherever possible.

Get rid of the paperwork, all those leaflets. It must be costing the council so much and they just go into the bin. I got the schedule given to me so many times and I never use it. I just go onto my phone like everyone does to look at the timetable.

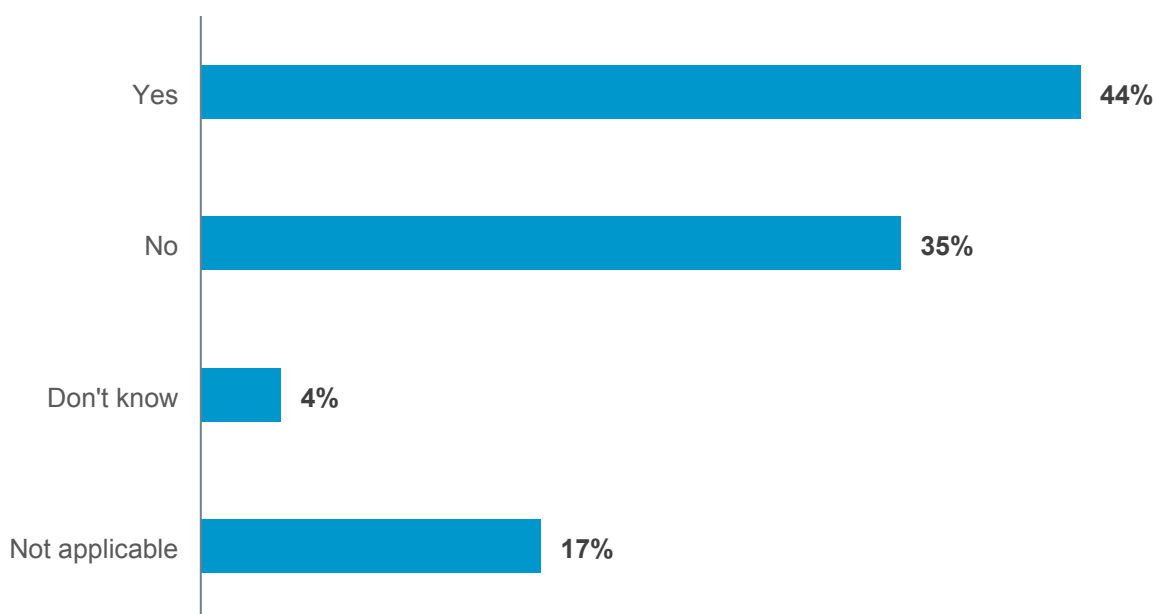
Early Help Services user

2.5 Current and preferred use of Children's Centres / Services

Questionnaire findings

2.5.1 Over four in ten (44%) respondents said they currently use Children's Centres / Services. Just over a third (35%) did not, and a further 21% said they did not know (4%) or that the question was not applicable (17%).

Figure 14 – Do you currently use any Children's Centres / Services?
Base: All respondents providing a valid answer (108)



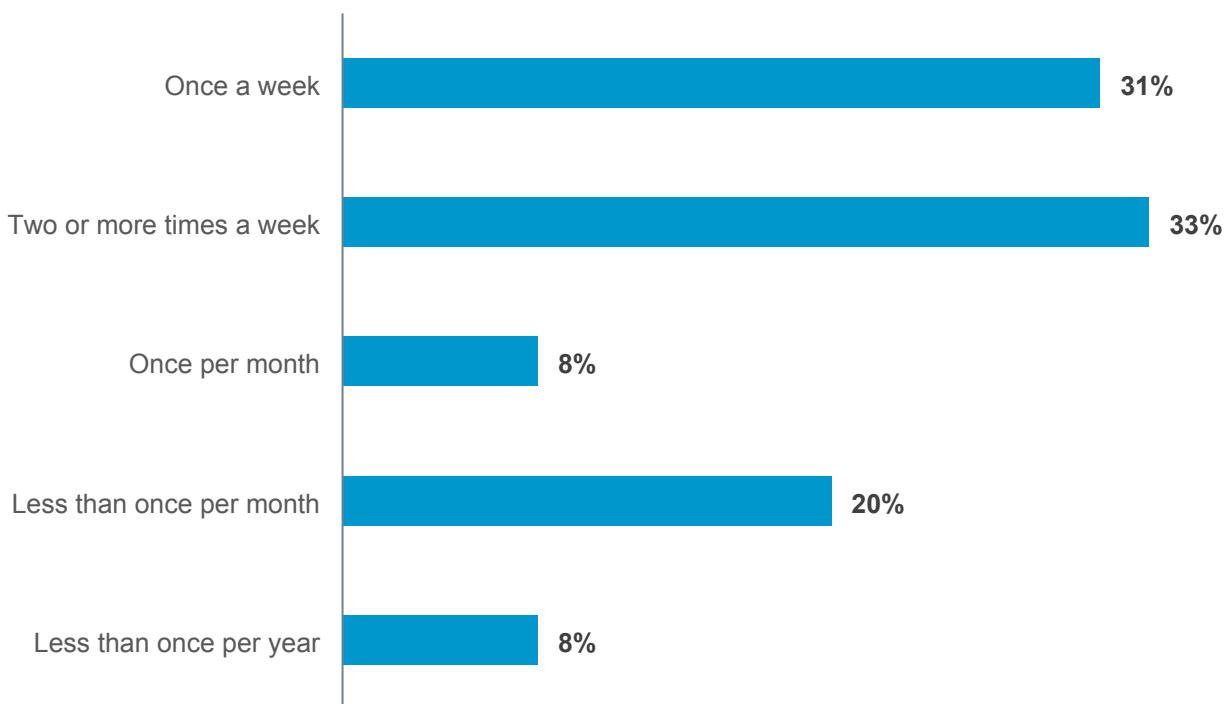
Subgroup analysis

Subgroups more likely to **use Children's Centres / Services** (44% overall) included those who:

- Had children aged 0-5 living in their household (79%) compared to those with children aged 5-11 (52%) and 12+ (37%)
- Were aged 44 or under (62%) compared to those aged 45 or above (28%)

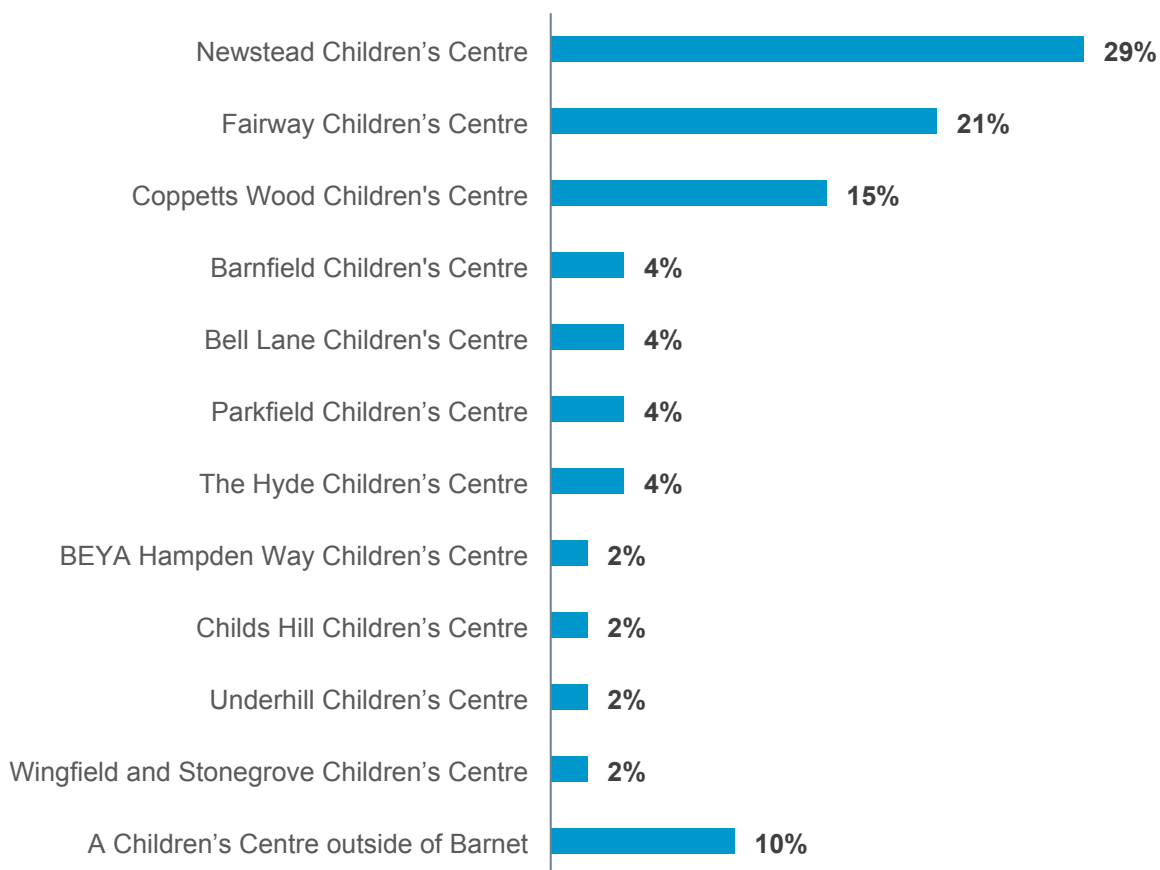
2.5.2 Respondents who used Children’s Centres / Services were asked how often they visited or used a centre in Barnet. Three in ten (31%) said they visit or use a Children’s Centre once a week. A further third (33%) use or visit two or more times a week. The rest use or visit a Children’s Centre once per month (8%), less than once per month (20%) or less than once per year (8%).

Figure 15 – How often do you visit / use a Children’s Centre in Barnet?
Base: Respondents who used Children’s Centres / Services and provided a valid answer (51)



2.5.3 Respondents who used Children’s Centres / Services were asked which Children’s Centre they most often used. Three in ten (29%) said they most often used Newstead Children’s Centre and 21% said they most often used Fairway Children’s Centre. A further one in seven (15%) used Coppetts Wood Children’s Centre the most. The spread of Children’s Centres that respondents said they used the most often is shown below.

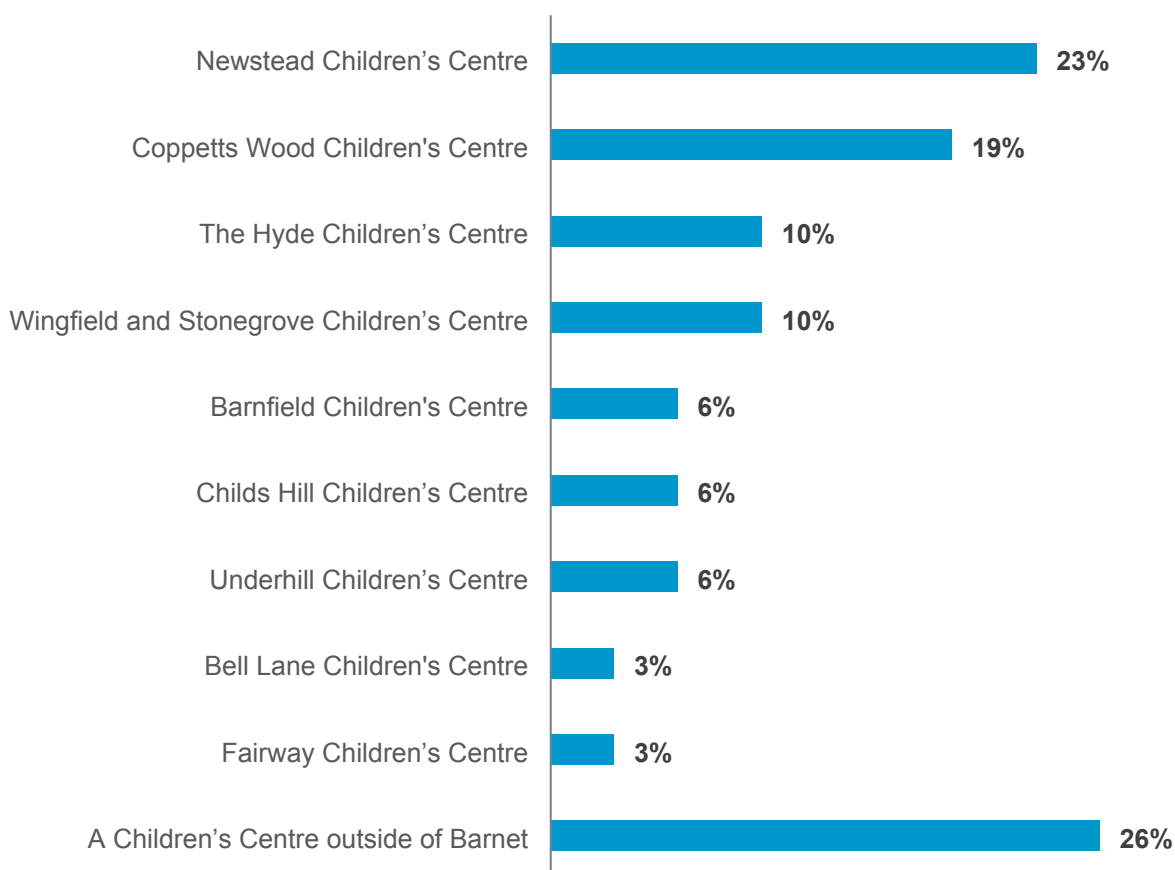
Figure 16 – Which Children’s Centre do you use most often?
Base: Respondents who used Children’s Centres / Services and provided a valid answer (48)



2.5.4 Respondents were asked if there were any other Children’s Centres that they used. Almost a quarter (23%) said they also used Newstead Children’s Centre and 19% said they also used Coppetts Wood Children’s Centre. A quarter (26%) said that they also used a Children’s Centre outside of Barnet. The spread of Children’s Centres that respondents said they used in addition to the one they use the most often is shown below.

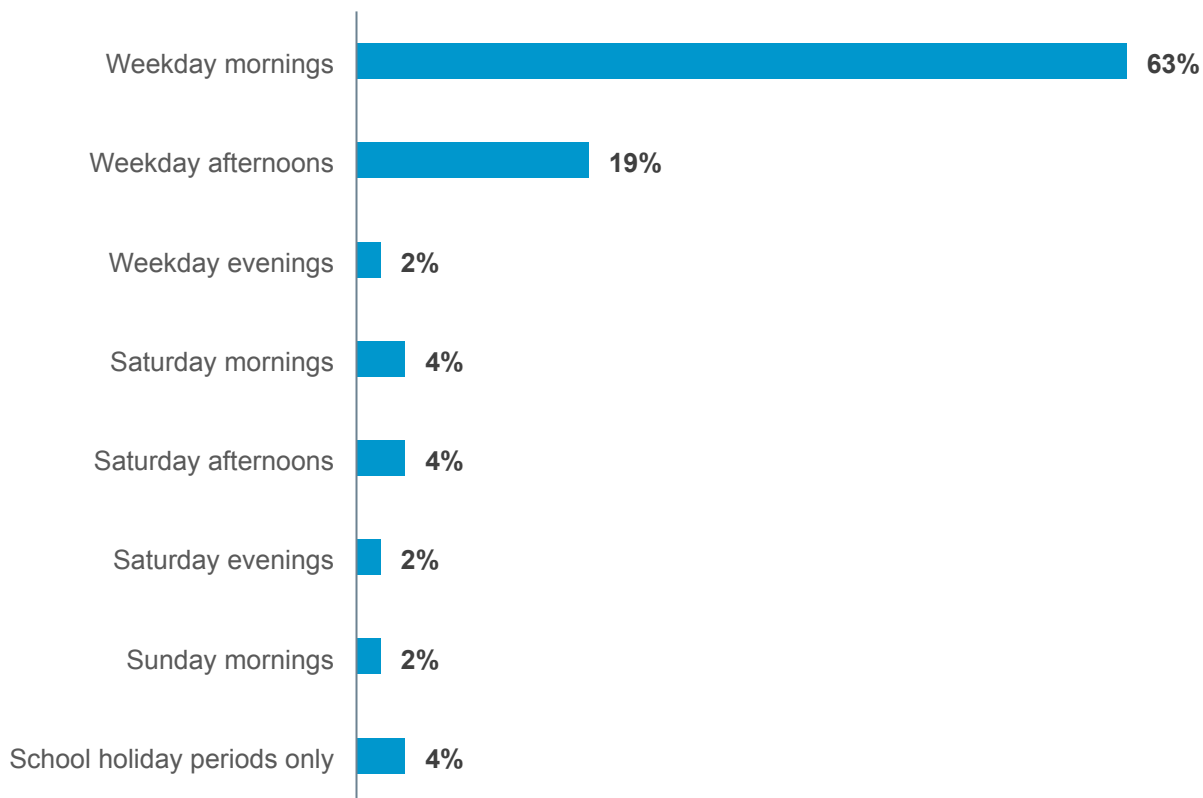
Figure 17 – Apart from the Children’s Centre you use most often, do you use any other Children’s Centres?

Base: Respondents who used Children’s Centres / Services and provided a valid answer (31)



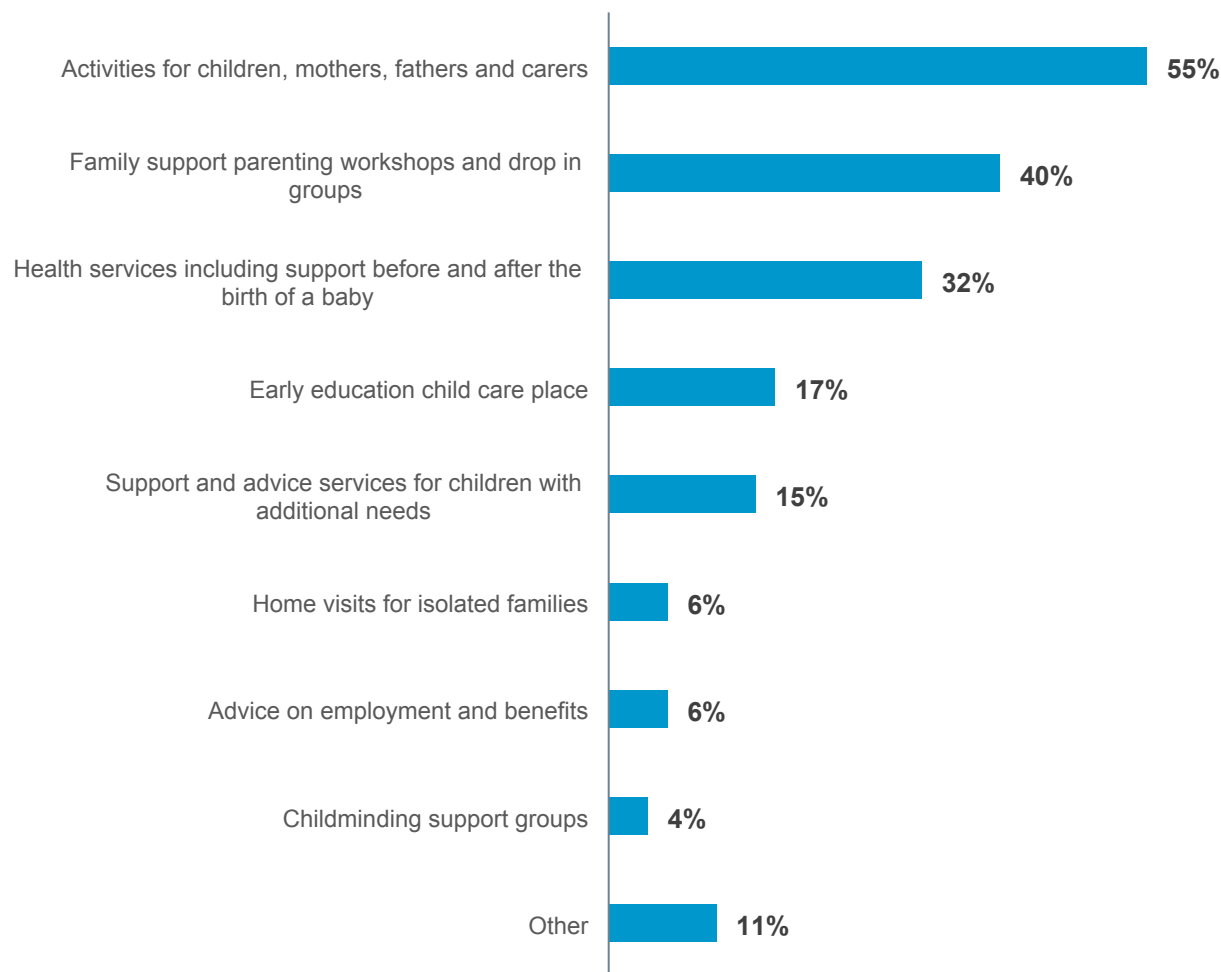
2.5.5 Respondents were asked when they usually use Children’s Centres. Over eight in ten (84%) said they use them on weekdays, with 63% saying weekday mornings, 19% weekday afternoons and 2% weekday evenings. One in eight (12%) said they used them on the weekends and 4% said it was in school holiday periods only.

Figure 18 – What times do you usually use Children’s Centres?
Base: Respondents who used Children’s Centres / Services and provided a valid answer (48)



2.5.6 Respondents were asked why they usually visited a Children’s Centre. The most popular reason was activities for children, mothers, fathers and carers, with 55% saying this was why they visited. This was followed by family support parenting workshops and drop in groups (40%) and one in three (32%) said they usually used health services including support before and after the birth of a baby. The full range of reasons for usually visiting a Children’s Centre is shown below.

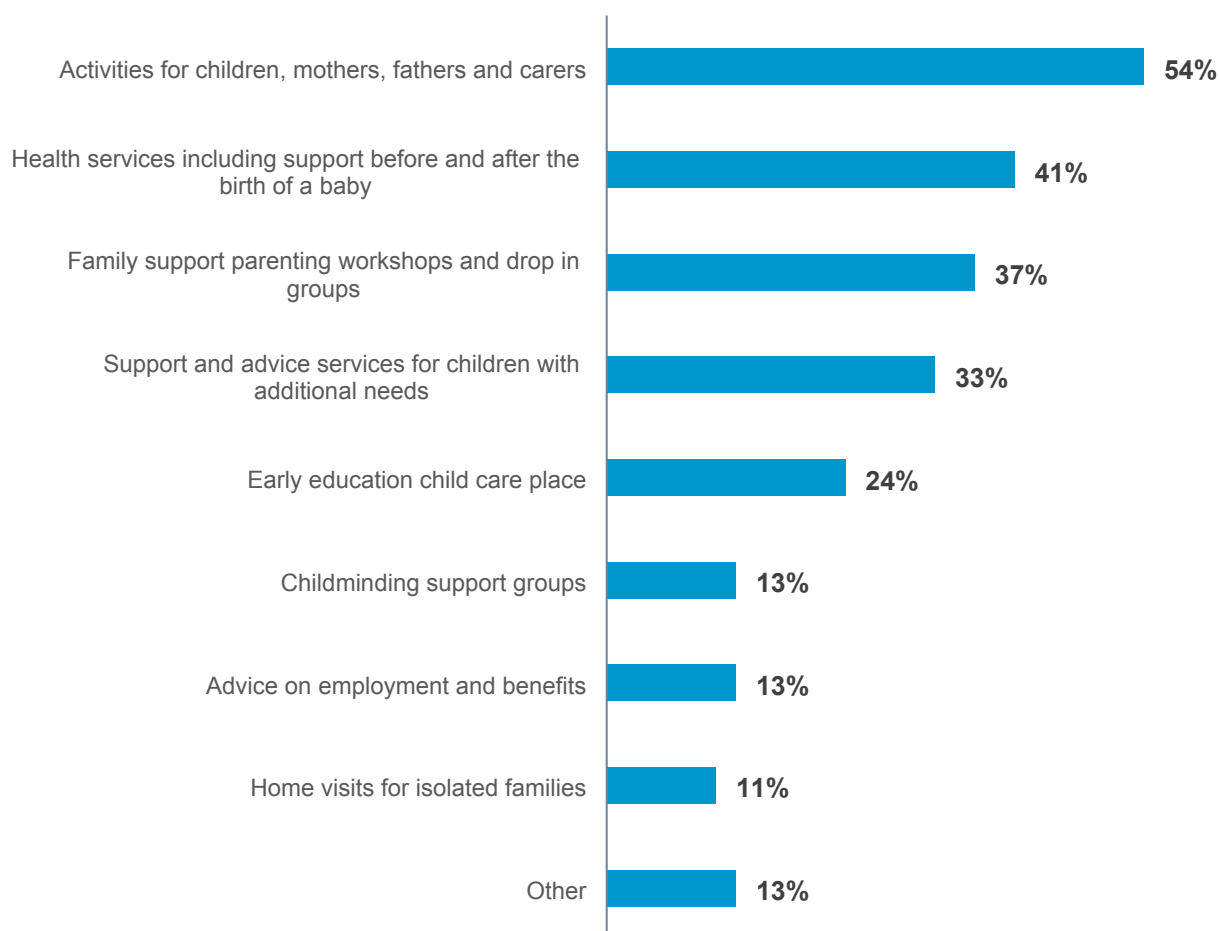
Figure 19 – When visiting a Children’s Centre, what is it usually for?
Base: Respondents who used Children’s Centres / Services and provided a valid answer (47)



2.5.7 Respondents were then asked which services they find most helpful when visiting a Children’s Centre. The most popular was activities for children, mothers, fathers and carers, with 54% saying this was the service they found the most helpful. This was followed by health services including support before and after the birth of a baby (41%) and almost four in ten (37%) said family support parenting workshops and drop in groups was the most helpful. The full range of services that respondents found most helpful is shown below.

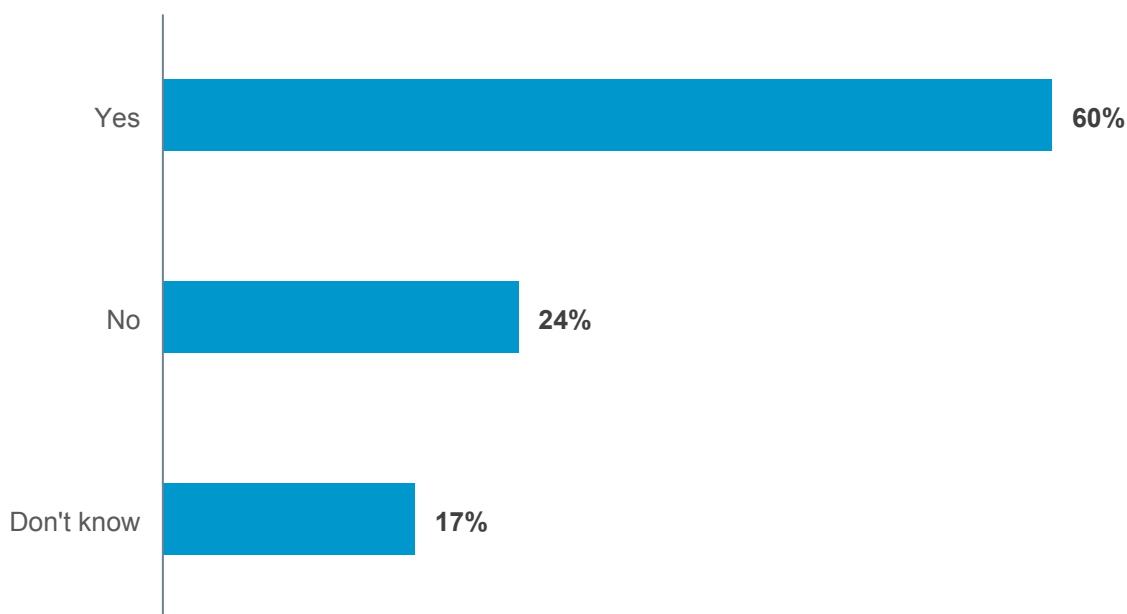
Figure 20 – Which services do you find the most helpful when you visit a Children’s Centre?

Base: Respondents who used Children’s Centres / Services and provided a valid answer (46)



2.5.8 Respondents were next asked if they would like to use Children’s Centres more often than they currently do. Six in ten (60%) said they would like to and a quarter (24%) said they did not want to.

Figure 21 – Would you like to use Children’s Centres more often than you currently do?
Base: All respondents providing a valid answer (84)



Subgroup analysis

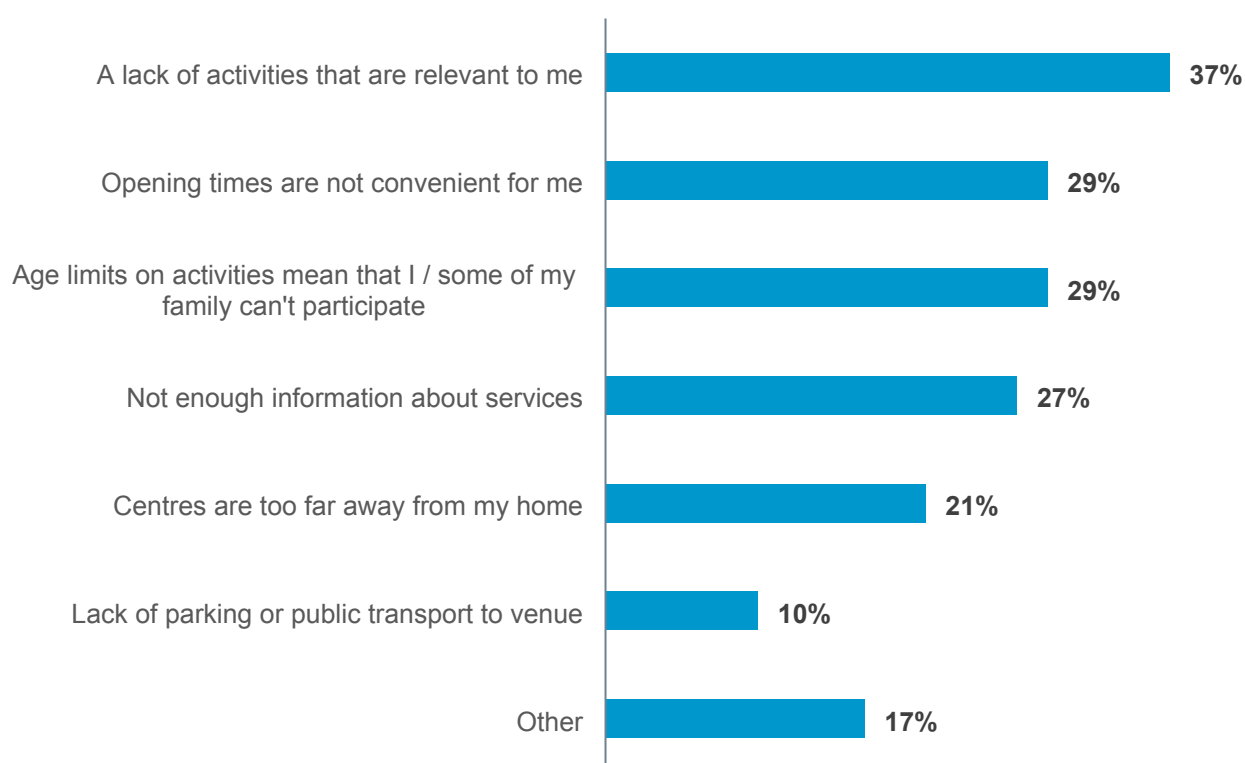
Subgroups more likely to **want to use Children’s Centres more often** (60% overall) included those who:

- Had children aged 0-5 years (71%) or aged 5-11 (71%) in their household, compared to those who had children aged 12+ (33%)
- Were aged 44 or under (71%) compared to those aged 45 or above (35%)

2.5.9 Respondents who said they wanted to use Children’s Centres more often were asked to identify the barriers that stopped them from doing so. Almost four in ten (37%) said there is a lack of activities that are relevant to them. This was followed by a further three in ten (29%) saying that the opening times are not convenient for them and a further 29% also said that age limits on activities mean that some of the family can’t participate. Just over a quarter (27%) said that there was not enough information about services and 21% felt that the centres are too far from home.

Figure 22 – If you want to use Children’s Centres more often, what are the barriers preventing you from doing so?

Base: Respondents who want to use Children’s Centres more often and provided a valid answer (52)



Focus group findings

Current use of Children’s Centres / Services

2.5.10 In total, five of the focus groups were held with Children’s Centre and Family Support Service users. Participants in these groups used a range of different centres and services across Barnet. In line with questionnaire findings, services used by participants at Children’s Centres included courses and classes, advice, child care, playgroups, speech and language therapy, family support, rhyme time and sing along sessions, and short breaks. Some participants had attended centres for check-ups and health services.

I went on a parenting course at the Children’s Centre.

Early Help Services user

I used Underhill and St. Margaret’s for the child care and stay and play.

Early Help Services user

At Underhill I was able to see the speech therapist there. My daughter had a hesitancy in her speech. It was really good. It was essentially a drop in and they were really helpful. They provided good support. It was really easy to access.

Early Help Services user

- 2.5.11 These participants were on the whole largely positive about the services offered at Children's Centres and by the Family Support Services. Participants were pleased that there was a range of services on offer that they found helpful and many would recommend them to strangers.

I would refer a new member of the community to the Children's Centres because I find them helpful. You go out, meet new mums and weighing your baby is beneficial as well.

Early Help Services user

I would tell a stranger to check out all of the services provided.

Early Help Services user

I've found the Children's Centres really useful. I've been going to them for all three of my children right from pre-birth to just after they were born.

Early Help Services user

- 2.5.12 Participants listed a number of reasons why they visit Children's Centres. Some users attended them because of the range of activities and sessions on offer and would use two or three different centres for different activities, sometimes outside of Barnet. This is in line with the questionnaire finding that some respondents had used another centre outside of the borough.

You go to the centres because of the services being offered. You try and find out what is on near to you on a specific day. It's more about the services that are there.

Early Help Services user

I would say there's quite a lot of things going on. There's quite a lot of variety. You might look at one or two centres that are relatively near to you but you'd probably find something that is helpful to you. It seems there's quite a lot of different things. There's quite good provision I would say.

Early Help Services user

- 2.5.13 Other participants said they visited just one Children's Centre and this was within walking distance of where they lived or a short bus journey away. Having a Children's Centre in an accessible location was particularly important for parents and carers that do not drive.

I go to Bell Lane because it is the most local one, within walking distance.

Early Help Services user

As close as possible to home, within walking distance.

Early Help Services user

- 2.5.14 Participants who went to playgroups and other activities at Children's Centres often welcomed the opportunity to leave the house with their children. They often find it a valuable opportunity to meet other parents and to share advice, and felt that their children also benefitted from interacting with other children.

If you're going regularly to the same centre, you see the same people. From a social perspective, my toddler is engaged and building friendships. I get to see the same mums again and again. It's great from a community perspective.

Early Help Services user

You're able to meet people in the same situation so you can relate to the same experiences. If you find you haven't got anyone else like that, you can come in and find someone and make friends. It makes you feel good.

Early Help Services user

It was nice they could be with other babies. I could chat to the other parents.

Early Help Services user

Barriers to using Children's Centres more

- 2.5.15 In the questionnaire, a lack of relevant activities was cited as a barrier. Some participants explained that they felt there could be more free activities and sessions that were suitable for young toddlers so they have more opportunities to interact with other children before they go to nursery.

Early years development for toddlers before they are in nursery. More sessions that are engaging, fun and interesting. It's important to leave the house and for the children to interact with other kids.

Early Help Services user

My little one is reaching an age where I can tell she wants to interact with other children more. Now the only groups where you can do that, you end up forking out something like £10 a session. To have playgroups and things like that that are free of charge, would be great.

Early Help Services user

- 2.5.16 A few participants were also parents or carers of two or more children of different ages. They said they found it difficult to attend some of the activities and sessions on offer at Children's Centres, as they were often suitable only for a specific age group.

Often the sessions are geared towards toddlers or babies so I can't take my toddler to the baby sensory class for example as they won't let him in and I can't leave a baby in the sensory class and hang out with my toddler so there are a lot of sessions I can't go to because I have two children.

Early Help Services user

If there are siblings, you can't be in two rooms at once.

Early Help Services user

- 2.5.17 A few participants suggested that there could be more provision for children who have special needs at Children's Centres, such as sensory rooms, access to speech and language therapy, and advice and support from staff. It was felt that this would be invaluable for some parents and carers.

On the special needs side of things. There is a lack of sensory rooms, sensory toys. Sometimes you need the extra support because they are very energetic with ADHD learning difficulties or autism.

Early Help Services user

There should be a session with a speech therapist. Parents could come and talk to them and they can look at the child. I know there are always a lot of worries about children not pronouncing things properly or they do not talk before a certain age. I think it would be beneficial for parents to be aware that everything is ok and there are no issues.

Early Help Services user

- 2.5.18 Some participants mentioned that often sessions and activities were oversubscribed and they had the perception that centres were sometimes understaffed. This meant that sometimes they had attended a centre and had been turned away, which had been frustrating for them.

The challenge for me is that they are just too busy and understaffed. Often I've got my toddler and baby ready, got out the house, got to the Children's Centre, found parking, gone in and then been told they are too full and I can't come in.

Early Help Services user

If you are late, you are turned away. We were turned away once or twice because it was oversubscribed.

Early Help Services user

You get there sometimes and be turned away. It was the most frustrating thing, particularly after you've made a big effort to get yourself dressed, the baby up and fed. That could be your biggest achievement of the day, getting there and then to be told you can't come in is very frustrating.

Early Help Services user

- 2.5.19 Some participants mentioned there was a difference in services available between centres, with some centres providing more and better services and sessions than others. These participants said they would like to see the same services, activities and sessions available at all centres, as people are not always able to travel far to attend a specific centre. In their opinion, the council could look to ensure that all centres offer the same activities, services and sessions. This might then alleviate some of the pressure on other centres, which are sometimes full and have oversubscribed services.

In this area, looking at the services that are available at the different centres, there is a big difference. What there was available at the weigh-in clinic that we went to over there was very different to somewhere that was about half an hour's drive away, which we are not going to go to because it was too far.

Early Help Services user

It should be standardised. Instead of needing to go far away, everyone should have the same close by.

Early Help Services user

If they had those activities on in other centres it would probably take the pressure off those centres.

Early Help Services user

- 2.5.20 The questionnaire found that for some, opening times of the centres were a barrier. Some participants said they found that the times of activities and sessions on offer at Children's Centres were not always suitable for them. A few said that they found that activities and sessions were always in the mornings, which posed a problem for them, particularly if the start time was early. These participants felt that more could be

provided in the afternoons. Others who had a child of school age and a younger child often found that many activities and sessions coincided with school pick up and drop off times. They suggested the times of activities and sessions should be planned to be inclusive of all parents.

It's like 10:15 to 11:45. It's sometimes hard to get him there for that time, particularly if he's been ill or if he's slept in.

Early Help Services user

My son doesn't go to any other services because they are all in the morning. He's at nursery every morning. In the afternoon there isn't much going on.

Early Help Services user

If you have got children of school age and then a younger child, I always found that some of the services were always during school pick up times so I wasn't always able to attend everything.

Early Help Services user

- 2.5.21 The majority of participants, both users and non-users, felt that there was a low awareness amongst the general public of services and support available at Children's Centres. Participants suggested that Children's Centre services could be advertised and promoted more by health visitors, schools and on the council website.

I didn't know any of these services were available.

Non-user of services

More publicity. I didn't know about any of this. I only found out about it when I came here with my youngest for my midwife appointment. Before that, I didn't know that these services even existed and there were these classes that we could go to.

Early Help Services user

It would be nice if schools had all of the information to refer parents. The school in Finchley would have information about the Finchley Youth Centre and so on.

Non-user of services

- 2.5.22 Participants who used Children's Centres also suggested that there could be more communication about timetables, activities, sessions and services. They suggested that centres could create mailing lists and apps to keep people up-to-date. Some participants mentioned that information could often be found online, but sometimes it was out of date, which could be frustrating for users if they attend a centre and then find out a session has been cancelled.

I think an app is an amazing idea. I found, especially in the very early days, that I was given piece of paper after piece of paper. In addition to environmental concerns, it just contributed to a lot of clutter. You have enough clutter already with all of the paraphernalia that comes with a new born. You can collate a lot of information in that space and everyone can access it via computers or smartphones.

Early Help Services user

You can just google Underhill and then you can look at the timetables. However, they are often a little bit out of date. It doesn't always tell you things have changed. There have been a couple of occasions where I have turned up for something and told it has been cancelled.

Early Help Services user

- 2.5.23 A few participants mentioned that transport could be a barrier to them attending Children's Centres. These participants did not drive and could only attend centres if they were within walking distance or easily accessible by public transport.

My area is always excluded from everything. I live in Cricklewood and there's not much there, everything seems to be based in the High Barnet or Finchley area. Even though [some services] are close, they're not close enough. They're not walking distance. I go to Hendon and Childs Hill but I'm not a driver and they're quite tricky to get to.

Early Help Services user

I don't drive and for me it's two buses. That is time consuming.

Early Help Services user

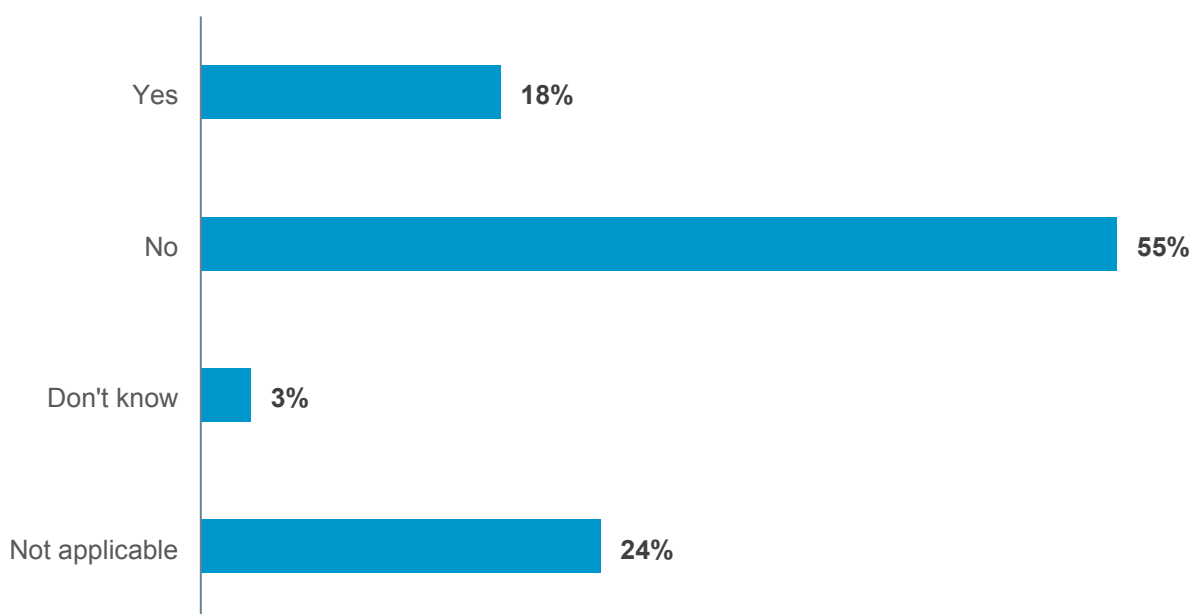
2.6 Current and preferred use of Youth Centres / Services

Questionnaire findings

2.6.1 Almost one in five (18%) respondents said they currently use Youth Centres / Services. Over half (55%) did not, and a further 27% said they did not know (3%) or that the question was not applicable (24%).

Figure 23 – Do you currently use any Youth Centres / Services?

Base: All respondents providing a valid answer (104)



Subgroup analysis

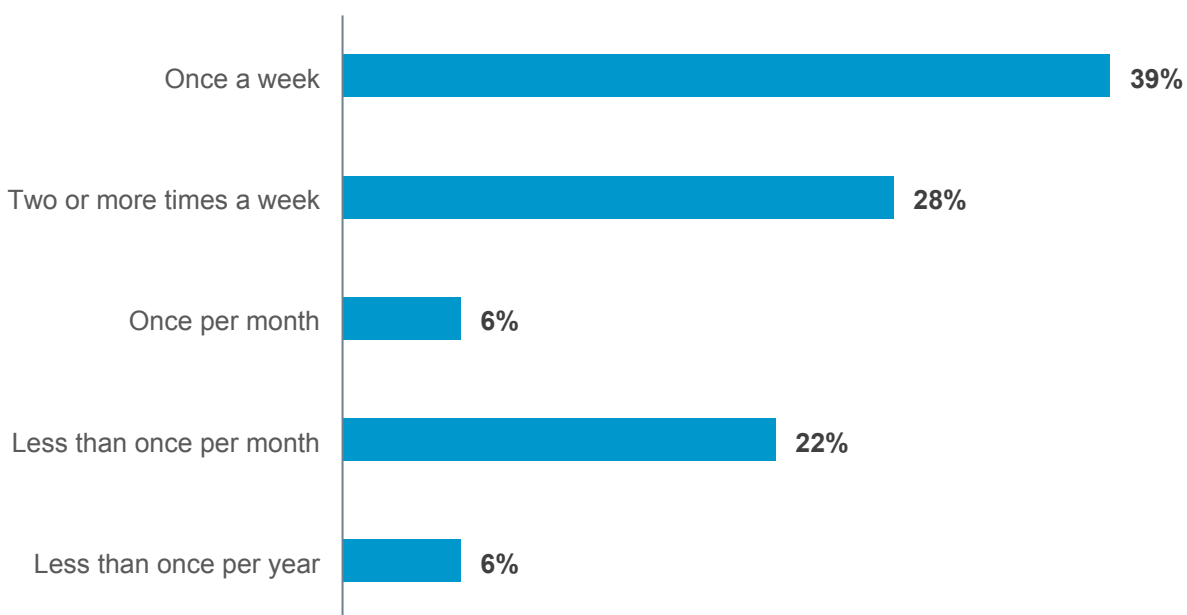
Subgroups more likely to use Youth Centres / Services (18% overall) included those who:

- Had children aged 5-11 years (26%) or aged 12+ (30%) living in their household compared to those with children aged 0-5 (3%)
- Were aged 45 or above (32%) compared to those aged 44 or under (5%)

2.6.2 Respondents who used Youth Centres / Services were asked how often they visited a centre in Barnet. Of the 18 respondents, four in ten (39%) said they visit a Youth Centre once a week. A further three in ten (28%) use or visit two or more times a week. The rest use or visit a Youth Centre once per month (6%), less than once per month (22%) or less than once per year (6%).

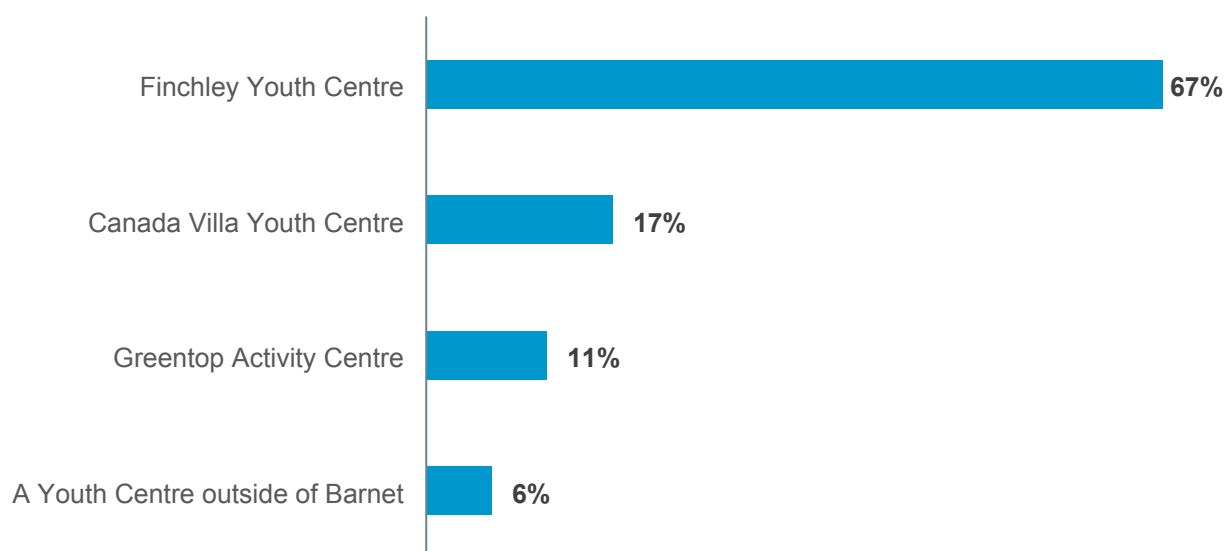
2.6.3 The number of respondents who answered questions about Youth Centre usage is small, so caution should be taken when interpreting the results.

Figure 24 – How often do you visit a Youth Centre in Barnet?
Base: Respondents who used Youth Centres / Services and provided a valid answer (18)



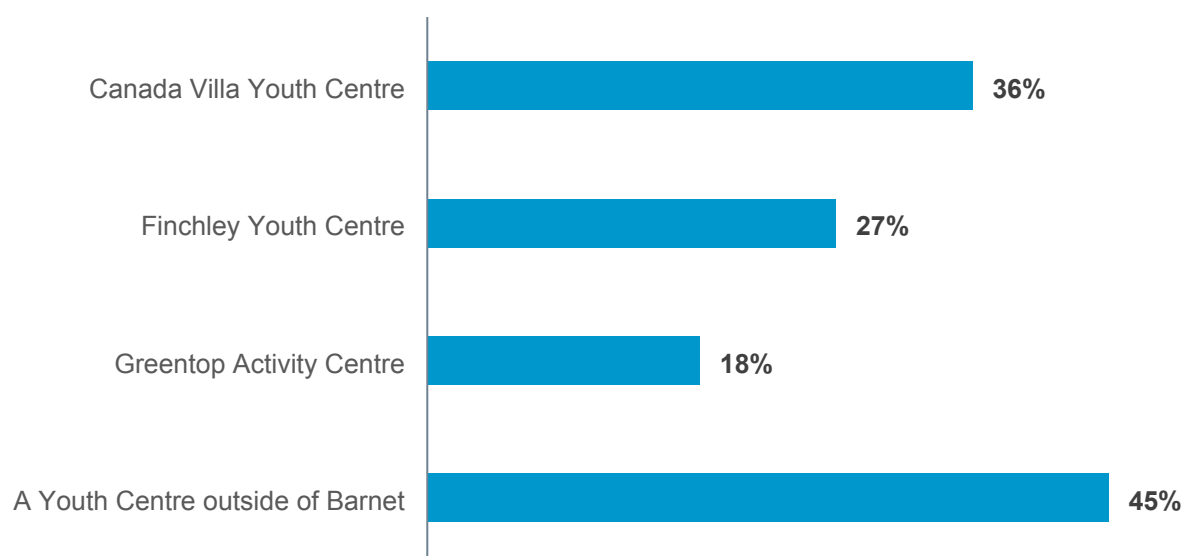
2.6.4 Respondents who used Youth Centres / Services were asked which centre they most often used. Two-thirds (67%) said they used Finchley Youth Centre most often and 17% said Canada Villa Youth Centre. A further 11% used Greentop Activity Centre most often. The spread of Children’s Centres that respondents used the most often is shown below.

Figure 25 – Which Youth Centre do you use most often?
Base: Respondents who used Youth Centres / Services and provided a valid answer (18)



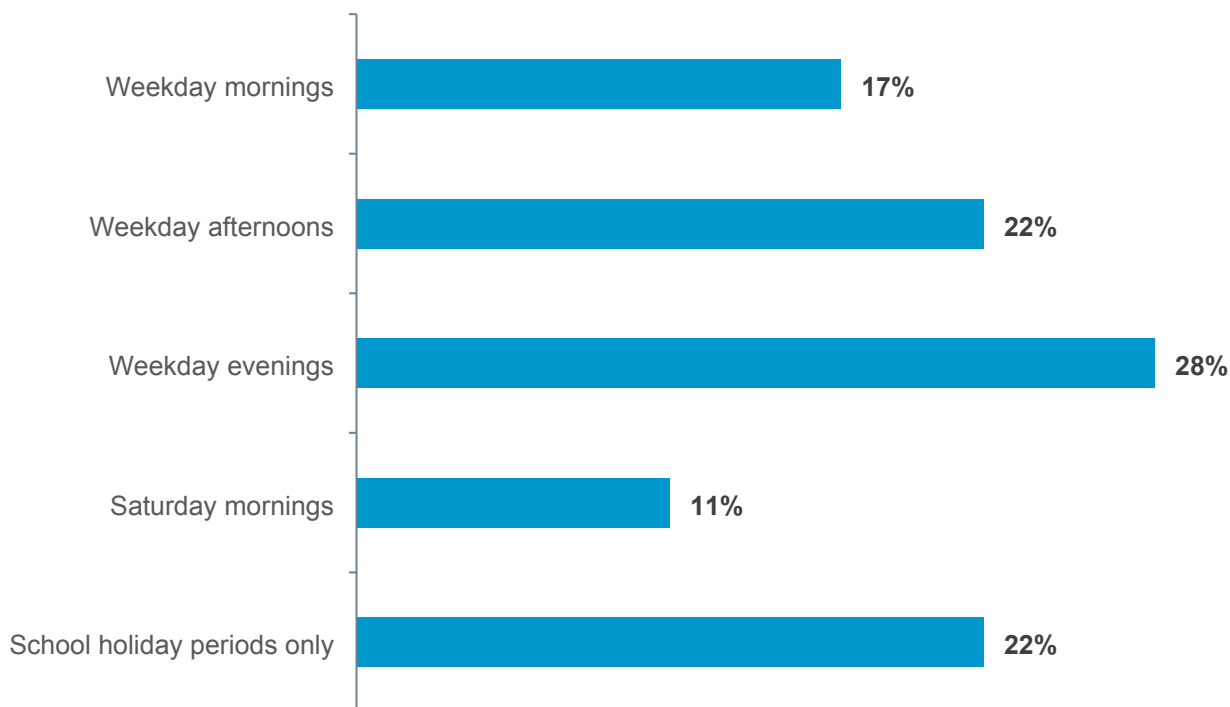
2.6.5 Respondents were also asked to identify any other Youth Centres that they use. Just over a third (36%) said that they also use Canada Villa Youth Centre and a further 27% said they also use Finchley Youth Centre. Almost two in ten (18%) said they also use Greentop Activity Centre. Over four in ten (45%) said they also use a Youth Centre outside of Barnet.

Figure 26 – Apart from the Youth Centre you use most often, do you use any other Youth Centres?
Base: Respondents who used Youth Centres / Services and provided a valid answer (11)



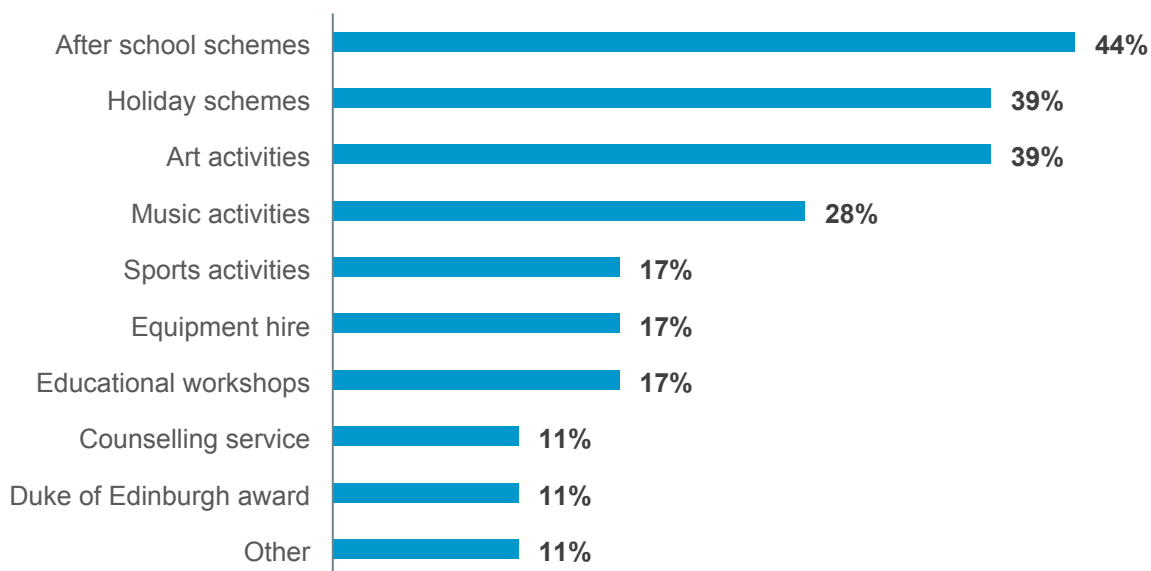
2.6.6 Respondents were asked when they usually use Youth Centres. Two-thirds (67%) said they usually use them on weekdays, with 17% saying weekday mornings, 22% weekday afternoons and 28% weekday evenings. A fifth (22%) said they used Youth Centres in school holiday periods only and 11% used them on Saturday mornings.

Figure 27 – What times do you usually use Youth Centres?
Base: Respondents who used Youth Centres / Services and provided a valid answer (18)



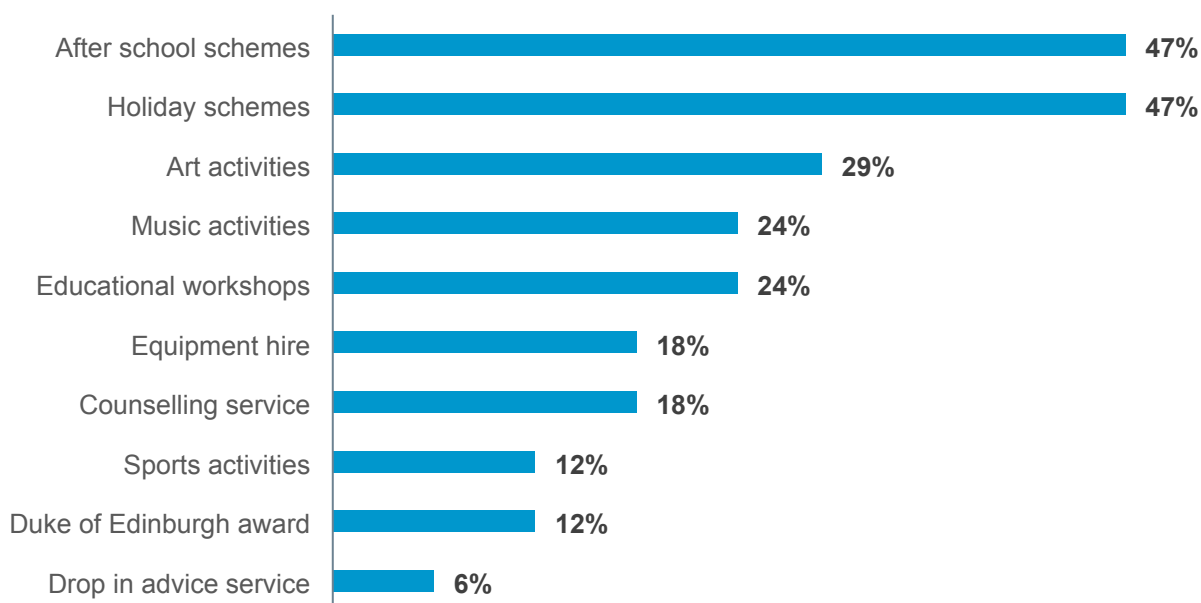
2.6.7 Respondents were asked why they usually visited a Youth Centre. The most popular reason was after school schemes, with 44% saying this was why they usually visited. This was followed by holiday schemes (39%) and 39% said they took part in art activities. The full range of reasons for usually visiting a Youth Centre is shown below.

Figure 28 – When visiting a Youth Centre, what is it usually for?
Base: Respondents who used Youth Centres / Services and provided a valid answer (18)



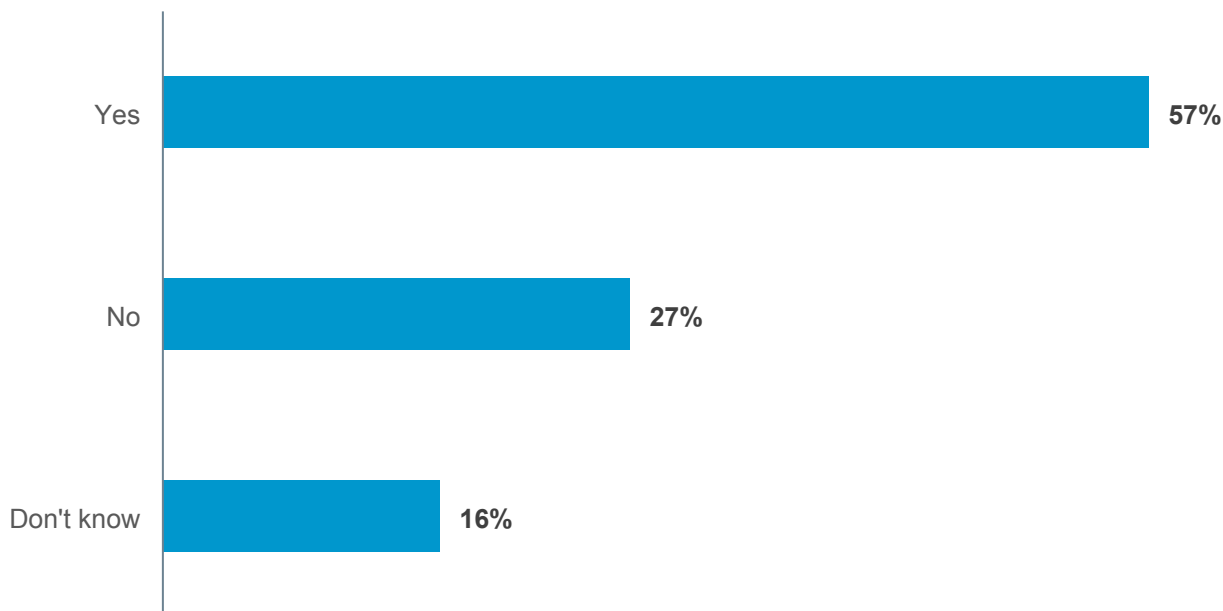
2.6.8 Respondents were then asked which services they find most helpful when visiting a Youth Centre. The most popular was after school schemes, with 47% saying this was the service they found the most helpful. The same proportion found holiday schemes (47%) were the most helpful and 29% said art activities. The full range of is shown below.

Figure 29 – Which services do you find the most helpful when you visit a Youth Centre?
Base: Respondents who used Youth Centres / Services and provided a valid answer (17)



2.6.9 Respondents were next asked if they would like to use Youth Centres more often than they currently do. Almost three in five (57%) said they would like to and just over a quarter (27%) said they did not.

Figure 30 – Would you like to use Youth Centres more often than you currently do?
Base: All respondents providing a valid answer (74)



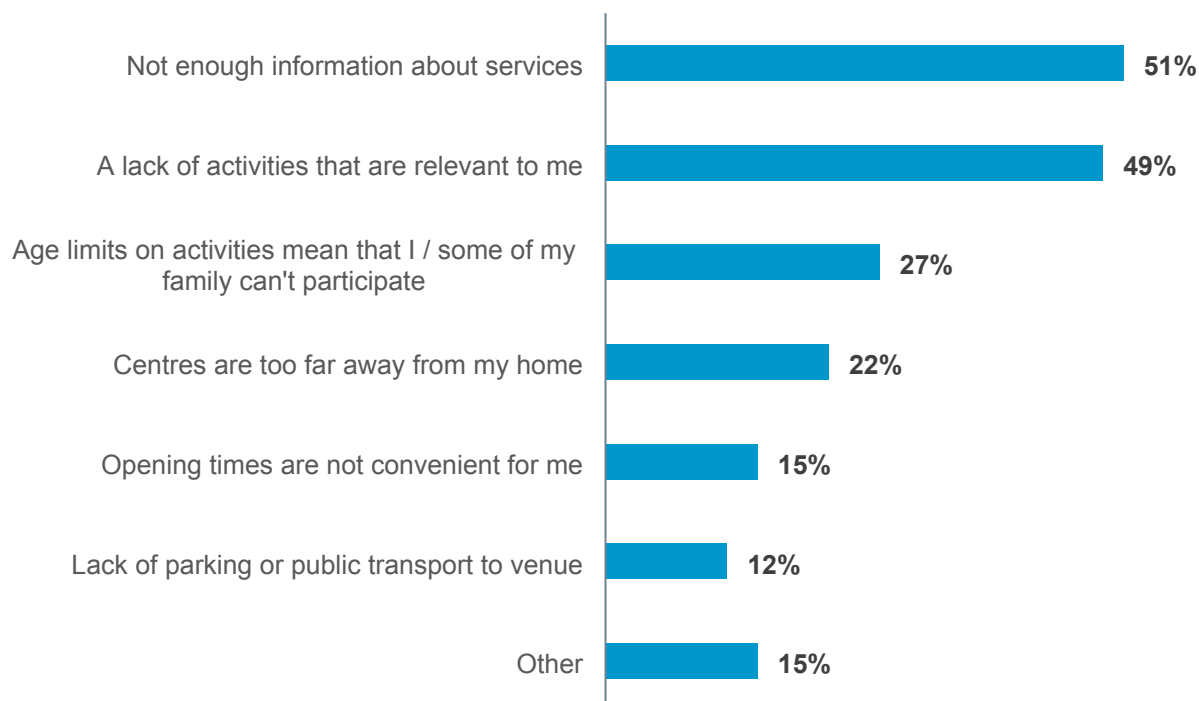
Subgroup analysis

Subgroups more likely to **want to use Youth Centre more often** (57% overall) included those who had children aged 5-11 (82%) and 12+ (84%) living in their household compared to those with children aged 0-5 (48%).

2.6.10 Respondents who said they wanted to use Youth Centres more often were asked to identify the barriers that stopped them from doing so. Half (51%) said that there is not enough information about services and 49% said there is a lack of activities that are relevant to them. Just over a quarter (27%) felt that age limits on activities meant that they or some of their family cannot participate.

Figure 31 – If you want to use Youth Centres more often, what are the barriers preventing you from doing so?

Base: Respondents who wanted to use Youth Centres more often and provided a valid answer (41)



Focus group findings

Current use of Youth Centres / Services

2.6.11 Youth Centre users were full of praise for Youth Centres and many used them to keep themselves occupied, socialise, and for educational needs, such as courses. Participants explained that they provide a safe space for young people.

Youth Centres are really helpful for young people. They can be like a second home for them, where they can feel safe.

Youth Centre user

Youth Centres are very helpful education wise and I come here to take my mind off things.

Youth Centre user

I like to come here to socialise and stuff and meet new people.

Youth Centre user

2.6.12 Some participants used the centres as a safe environment to seek advice and support from the staff, which they found invaluable.

It's safe here because you know everyone you can talk to. You just feel comfortable talking to the staff here.

Youth Centre user

There's always someone here you can talk to. They will try and find more than one way to help you with what you are going through.

Youth Centre user

- 2.6.13 Participants mentioned a variety of activities that they participate in at the Youth Centres. These included drama, radio and music projects, courses and trips. A few said they had used the counselling service.

I come here for a course every Wednesday. It's a catering course.

Youth Centre user

I used to go to the Youth Theatre in East Finchley. I did that for about four years and now I volunteer for a programme.

Youth Centre user

I work in a radio station here. I help create features and present them and broadcast the show. It's every month. It gives an opportunity for you to get involved in with whatever best suits your skills. I'm more involved in the broadcasting side of it, while others are more involved in the tech side of it.

Youth Centre user

We go on trips as well. I remember once we went to see a concert.

Youth Centre user

- 2.6.14 Participants discussed how they first found out about Youth Centres and how they became involved. Some participants said they had been referred to a course through school or recommended by a friend and had then found out about other services and activities on offer. Others had found out about the centres through friends, family or their social worker.

I was introduced to it in the summer holidays. I came here to do a course and they told me about other things that go on here.

Youth Centre user

I found out about it through my social worker. She thought it would help me out.

Youth Centre user

I found out about this place through a friend. He was really involved in Youth Centres and still is. He suggested it to me.

Youth Centre user

Barriers to using Youth Centres more

- 2.6.15 The questionnaire found that a lack of relevant activities was a barrier to people using Youth Centres more. Focus group participants were asked if there were particular activities, sessions and services they would like to see on offer at Youth Centres. There was a range of suggestions that included offering more music sessions, extra tuition and homework clubs, and more sporting activities.

I think music sessions should be more frequent. We usually have it on Monday evenings.

Youth Centre user

I think they should offer tuition here for different subjects. You could come here to see a tutor. Maybe like a homework club.

Youth Centre user

I think there should be more sports sessions for kids that don't play that much sport to emphasise the importance of physical fitness. It doesn't have to be like football or tennis, just running maybe.

Youth Centre user

- 2.6.16** The questionnaire also found that not enough information about services was a barrier. Participants explained that not many of their peers are aware of Youth Centres and the services on offer. They suggested that more could be done to raise awareness of them and the facilities and thought that they could be publicised through schools.

I wouldn't have known about this was it not for the course. I've been telling my friends as they didn't know either. I'd never heard about it until the summer holidays. They should publicise it more through schools.

Youth Centre user

I never heard anything about Youth Centres at school and that is a big thing they should have told us about.

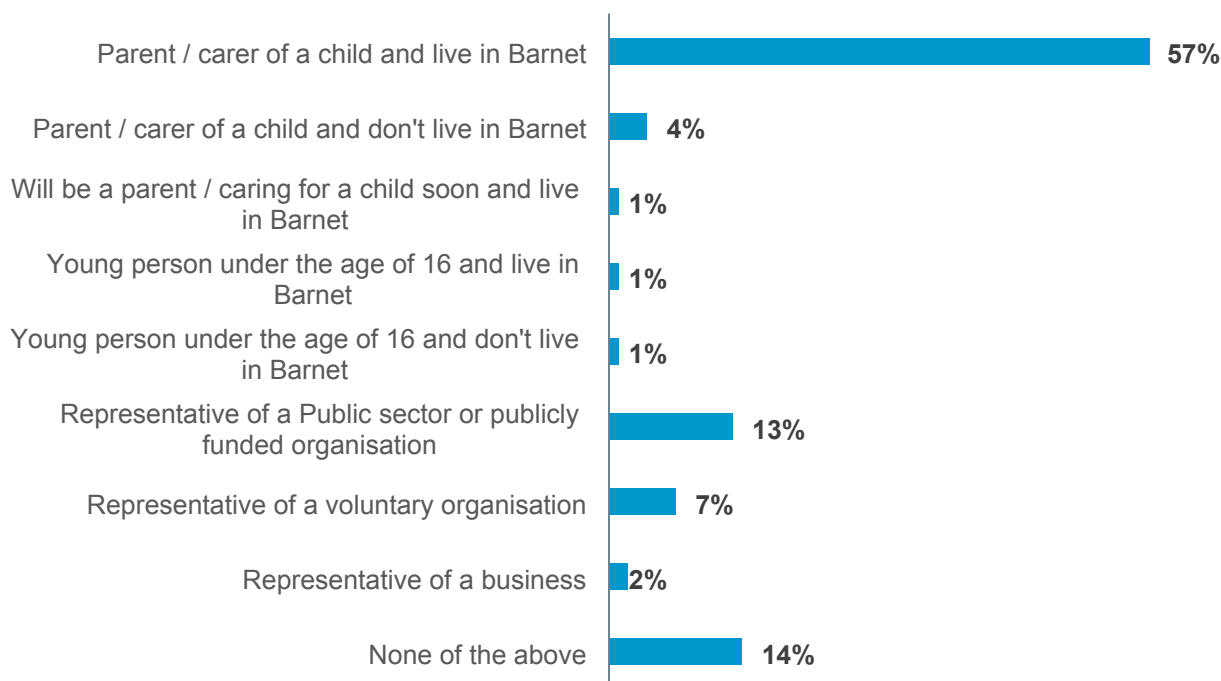
Youth Centre user

3. Detailed respondent and participant profile

3.1 Questionnaire respondent profile

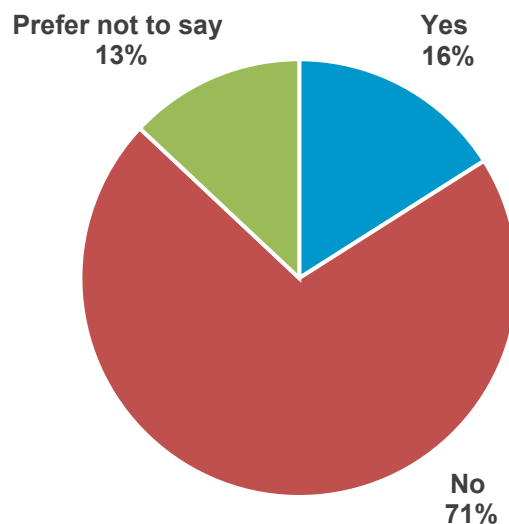
3.1.1 Respondents were asked to identify the capacity in which they were responding to the consultation. Almost three in five (57%) said they were a parent or carer of a child and lived in Barnet. One in eight (13%) said they were a representative of a Public sector or publicly funded organisation. The spread of responses is shown below.

Figure 32 – Please indicate which of the following apply to you
Base: All respondents providing a valid answer (99)



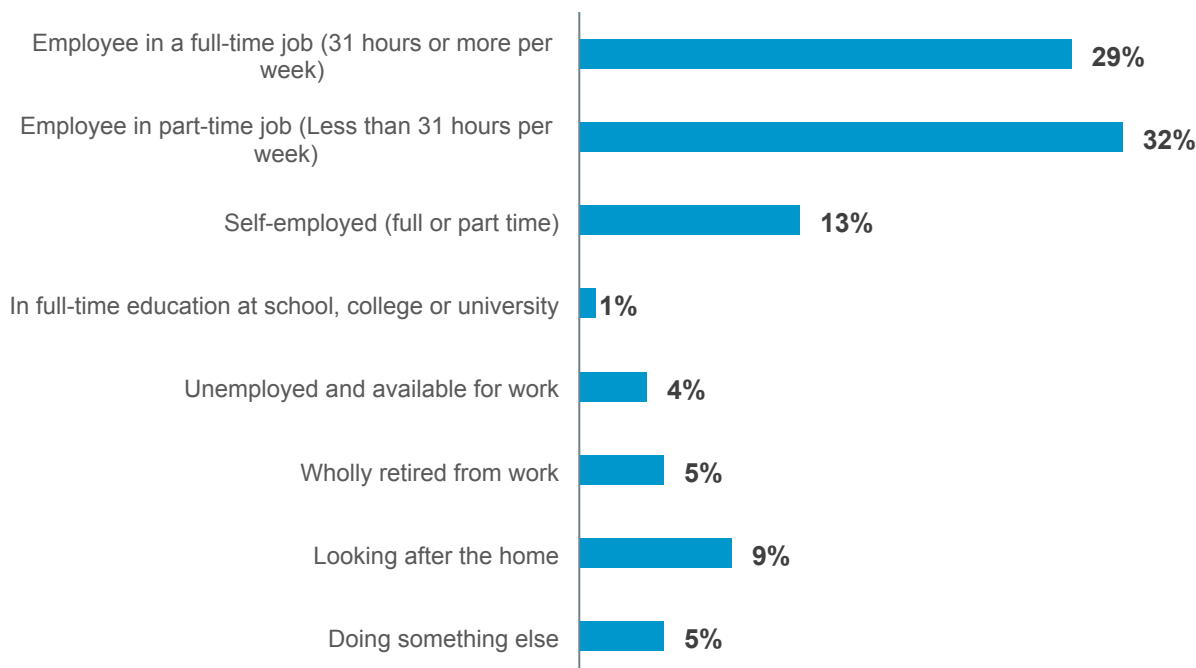
3.1.2 Respondents were asked if they were a single parent. One in six (16%) said they were and seven in ten (71%) said they were not. A further 13% said they preferred not to say.

Figure 33 – Are you a single parent?
Base: All respondents providing a valid answer (75)



3.1.3 A third (32%) of respondents said they were an employee in a part-time job and a further 29% were an employee in a full-time job. A further 13% said they were self-employed.

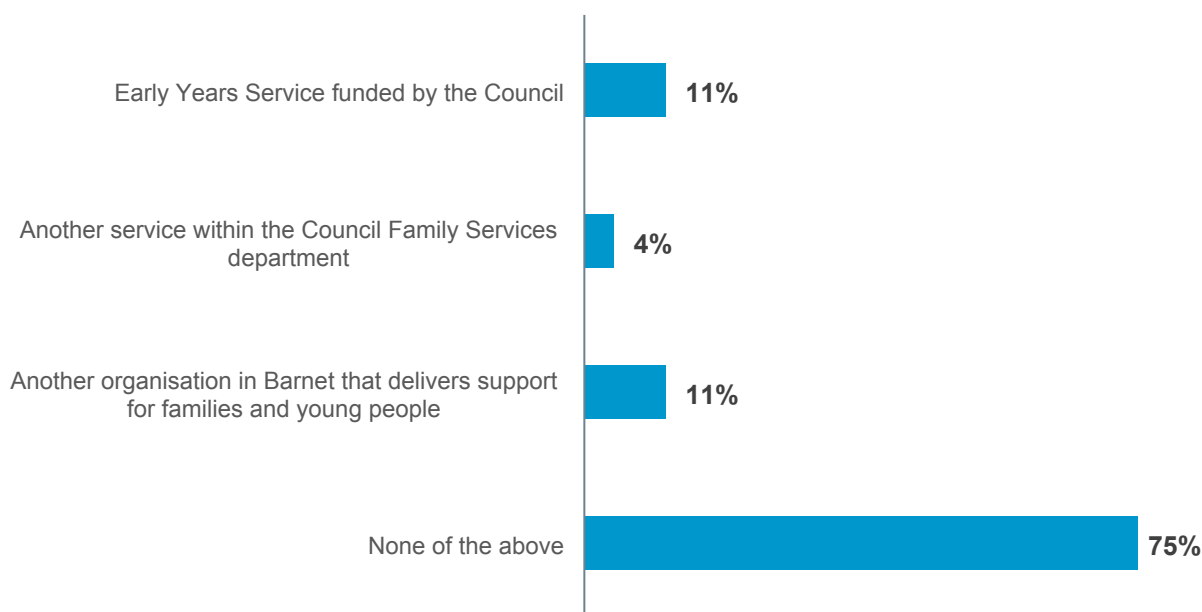
Figure 34 – Are you currently employed, self-employed, retired or otherwise not in paid work?
Base: All respondents providing a valid answer (75)



3.1.4 Respondents were asked if they worked for an employer delivering services that might be affected by the proposals. Three-quarters (75%) said they were not. One in nine (11%) said they worked for another organisation in Barnet that delivers support for families and young people, and 11% worked for the Early Year's Service funded by the council.

Figure 35 – Do you work for a work for an employer delivering services that may be affected by these proposals?

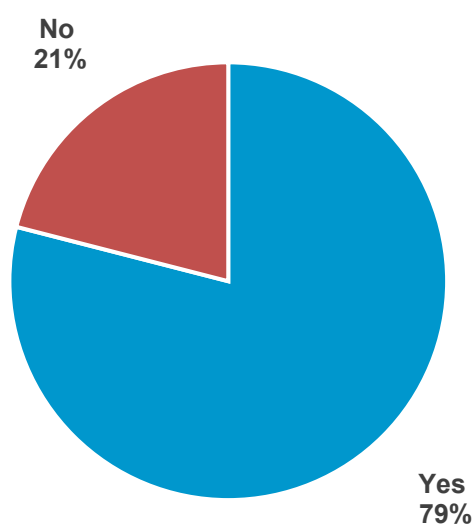
Base: All respondents providing a valid answer (55)



3.1.5 Eight in ten (79%) respondents said they had children living in their household and 21% said they did not.

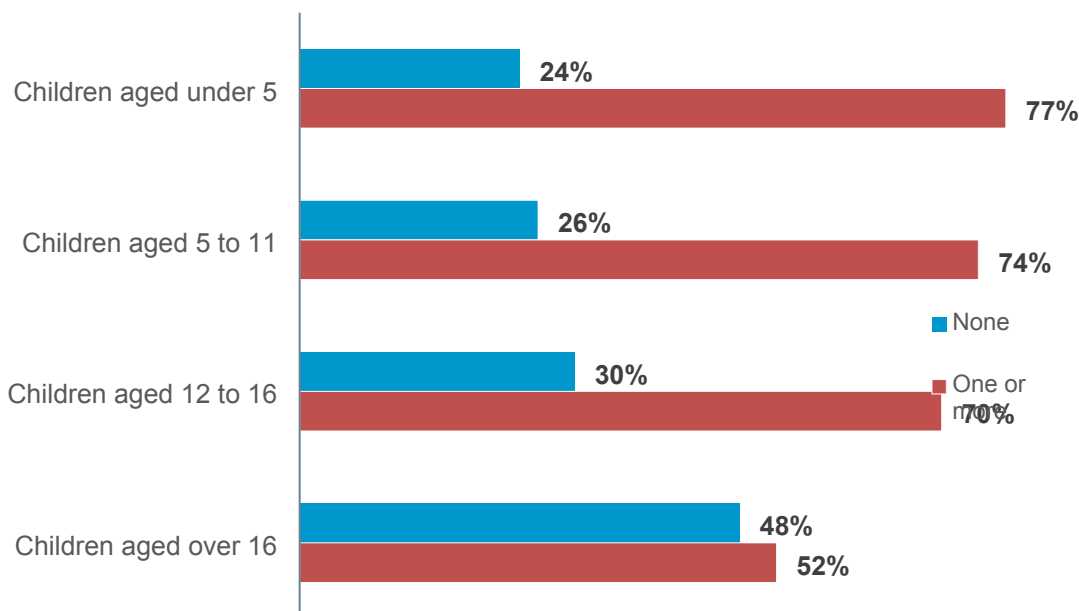
Figure 36 – Do you have any children living in your household?

Base: All respondents providing a valid answer (73)



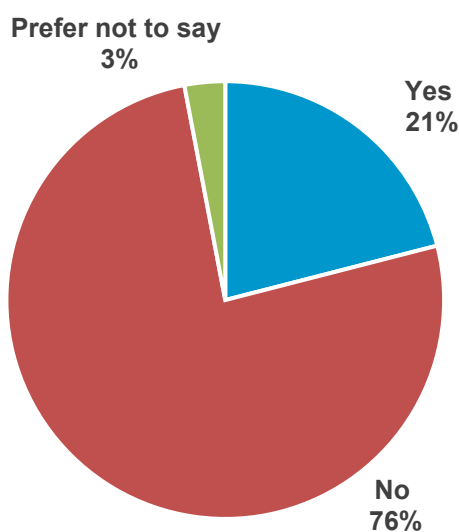
3.1.6 Respondents were next asked how many children were living in their household and how old they were. Respondents were most likely to say that they had at least one child aged under 5 (77%). A further 74% had at least one child aged 5 to 11 living in their household and 70% had at least one aged 12 to 16.

Figure 37 – How many children live in your household?
Base: Respondents who had children living in their household and provided a valid answer (Aged under 5: 38, Aged 5-11: 31, Aged 12-16: 27, Aged 16+: 23)



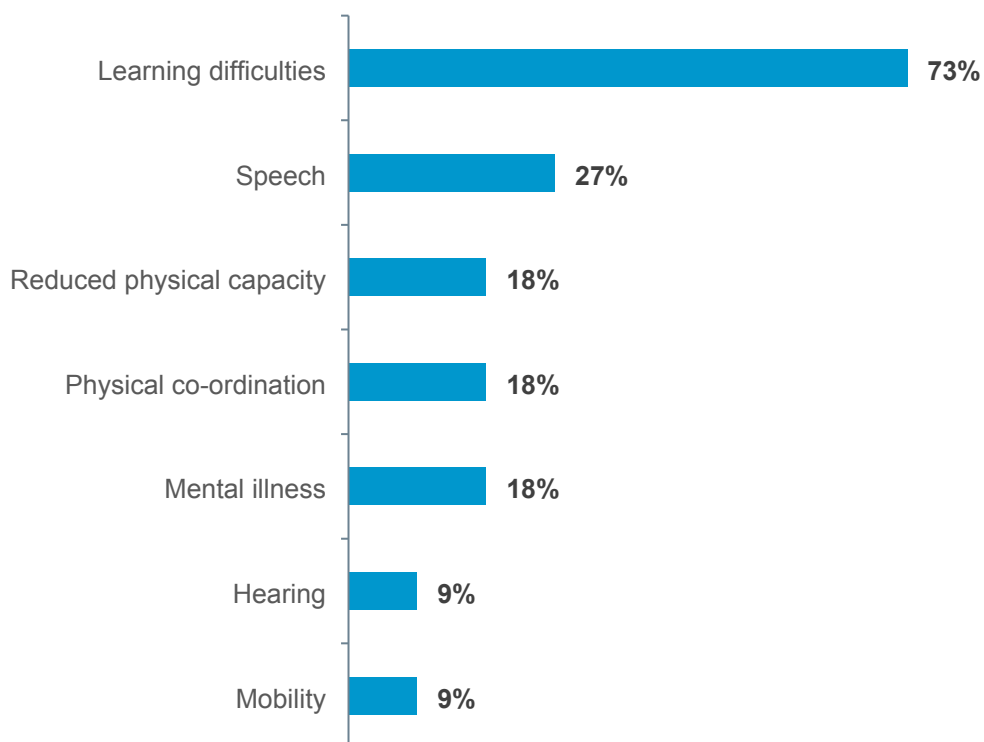
3.1.7 One in five (21%) respondents said that at least one child in their household had a long term disability. Eight in ten (83%) said it was one child and 17% said there were two.

Figure 38 – Do any of the children in your household have a long term disability?
Base: All respondents providing a valid answer (58)



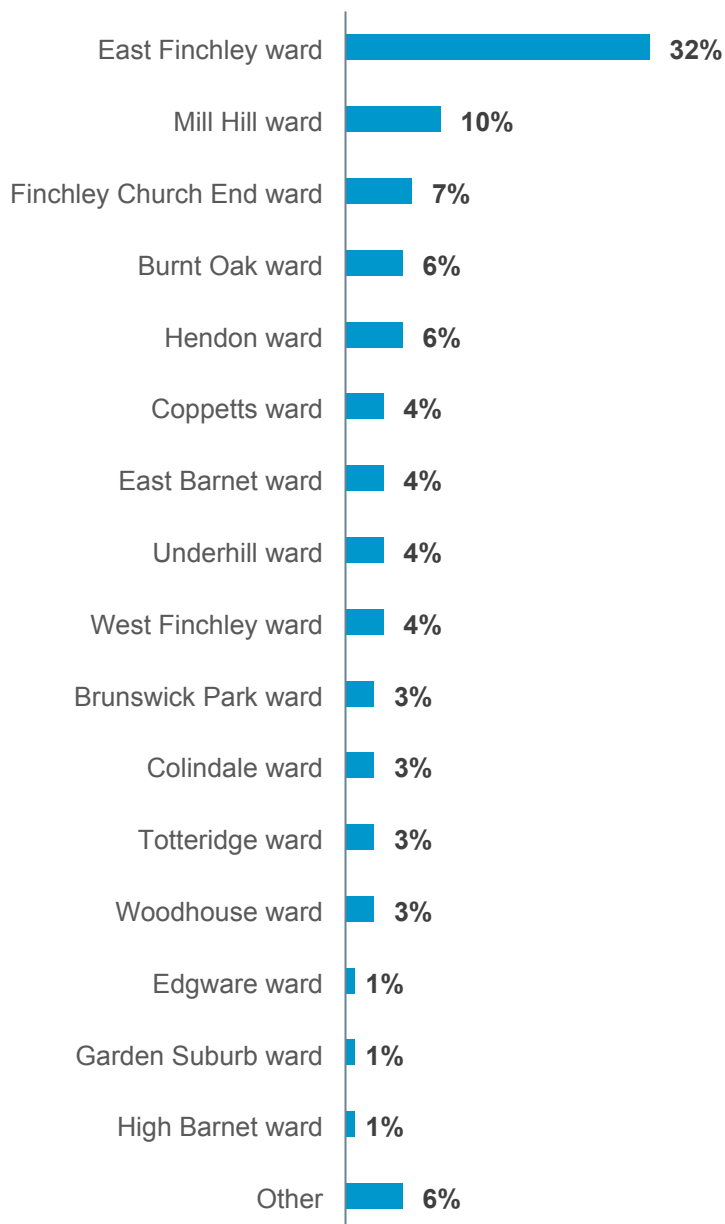
- 3.1.8 Respondents who said there was at least one child living in their household who had a long term disability were asked to indicate the disabilities. Three-quarters (73%) said their child had learning difficulties.
- 3.1.9 The number of respondents who answered this question is small, so caution should be taken when interpreting the results.

Figure 39 – Please indicate the disabilities of the child / children in your household
Base: Respondents who said there was a child living in the household with a long term disability and provided a valid answer (11)



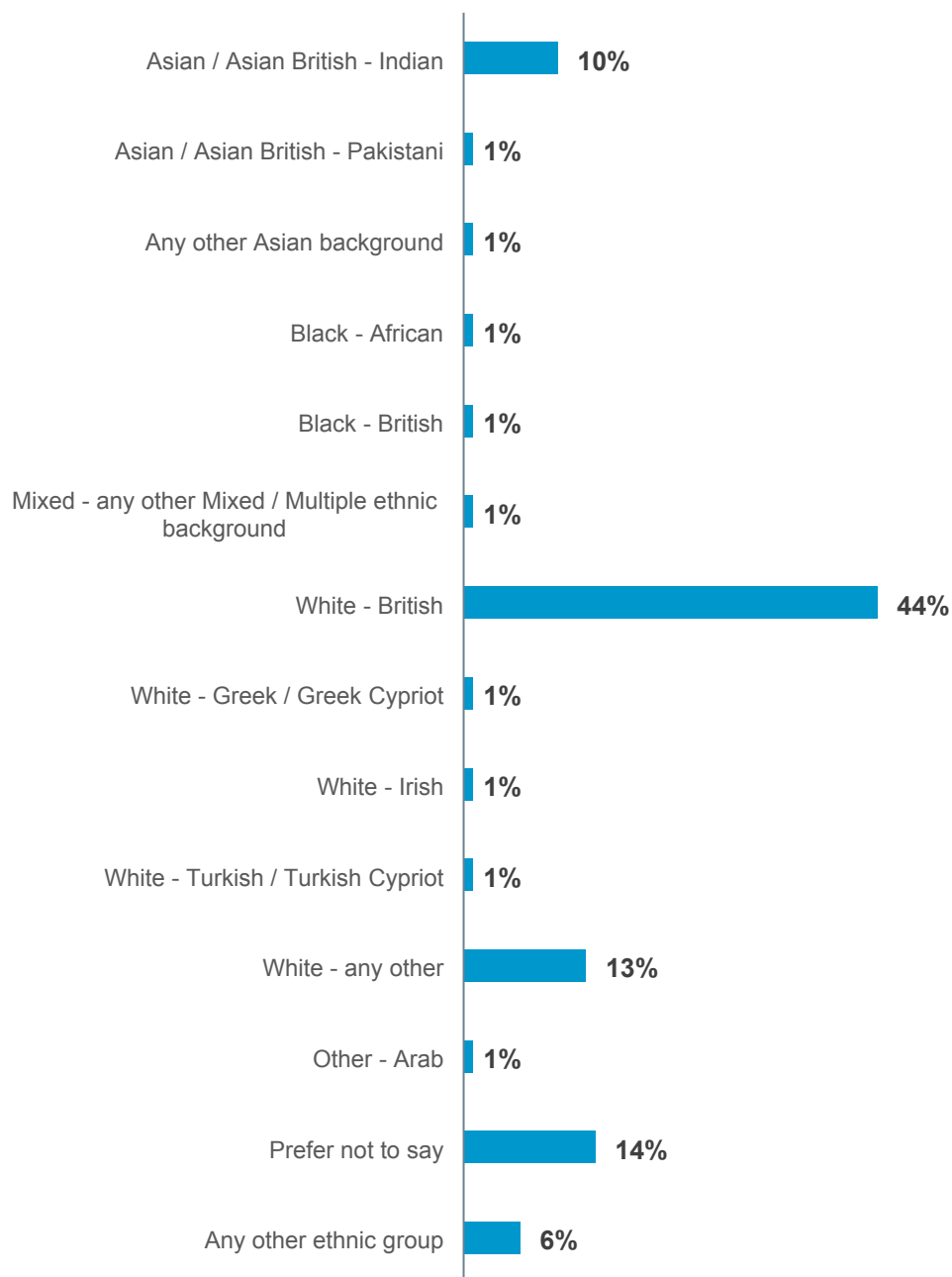
3.1.10 Respondents were asked to identify the ward in which they live. As can be seen below respondents came from a spread of wards, with a significant proportion living in East Finchley.

Figure 40 – Please identify which ward you live in
Base: All respondents providing a valid answer (69)



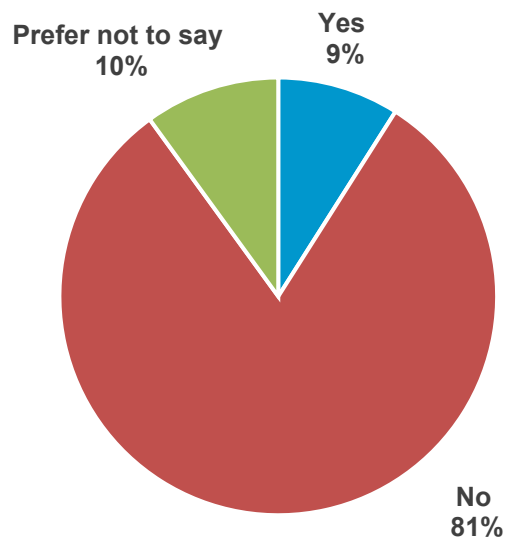
3.1.11 Respondents were asked to identify their ethnic origin. As can be seen, respondents were from a range of different ethnic origins. Just over four in ten (44%) said they were White British. One in seven (14%) said they preferred not to say.

Figure 41 – What is your ethnic origin?
Base: All respondents providing a valid answer (70)



3.1.12 The majority of respondents did not have a long term disability (81%) and 9% said that they did.

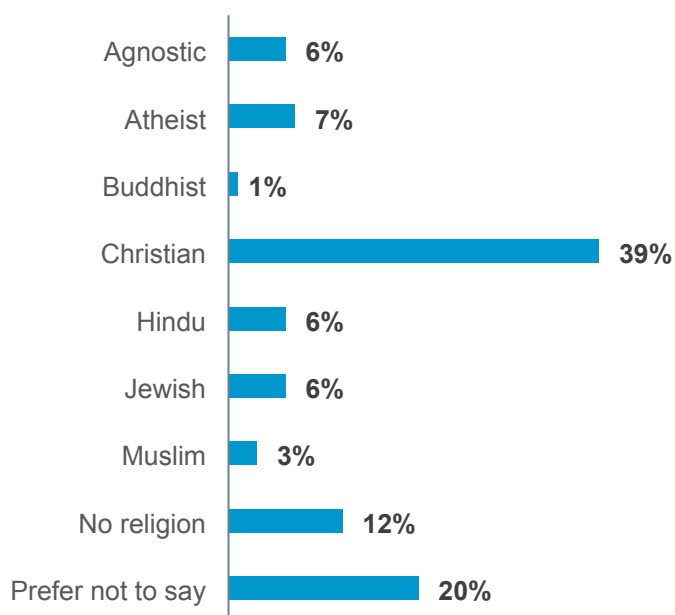
Figure 42 – Do you consider that you have a long term disability?
Base: All respondents providing a valid answer (70)



3.1.13 The five respondents who said they had a long term disability were asked to indicate their disabilities. Two said they preferred not to say, one said it was reduced physical capacity, one learning difficulties and one mental illness.

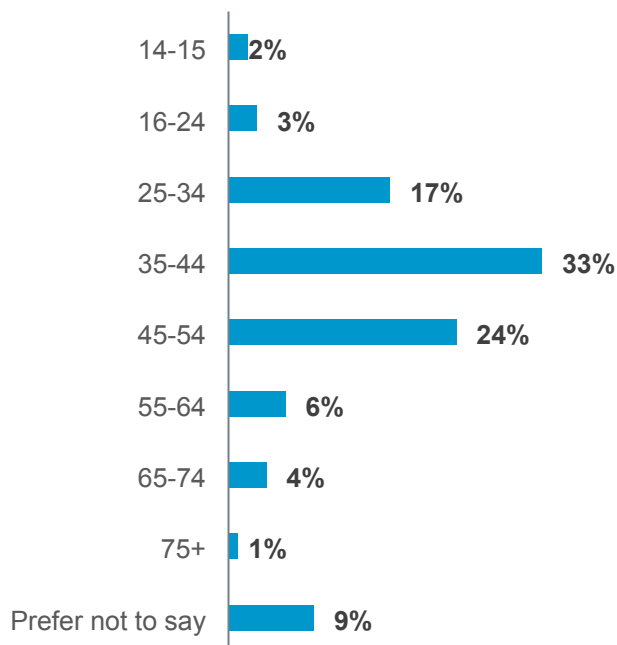
3.1.14 Respondents were asked to identify their religion or belief. Four in ten (39%) said they were Christian and 12% said they did not identify with a religion. A further fifth (20%) said they preferred not to say.

Figure 43 – What is your religion or belief?
Base: All respondents providing a valid answer (69)



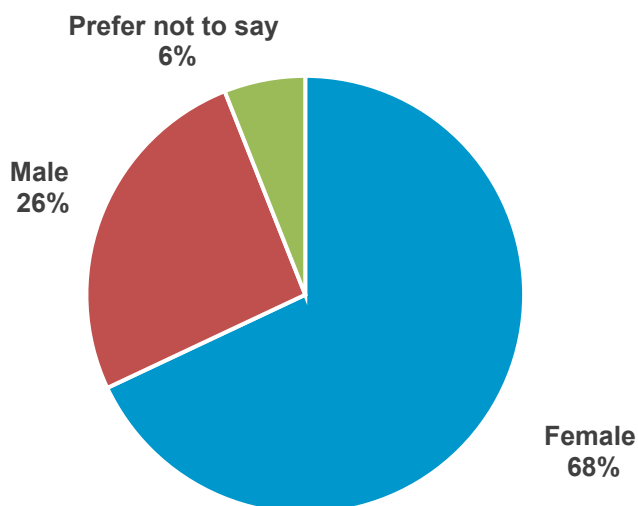
3.1.15 A third (33%) said that they were aged 35-44 and a further 17% were aged 25-34. A quarter (24%) were aged 45-54.

Figure 44 – In which age group to you fall?
Base: All respondents providing a valid answer (70)



3.1.16 Two-thirds (68%) of respondents were female and 26% were male.

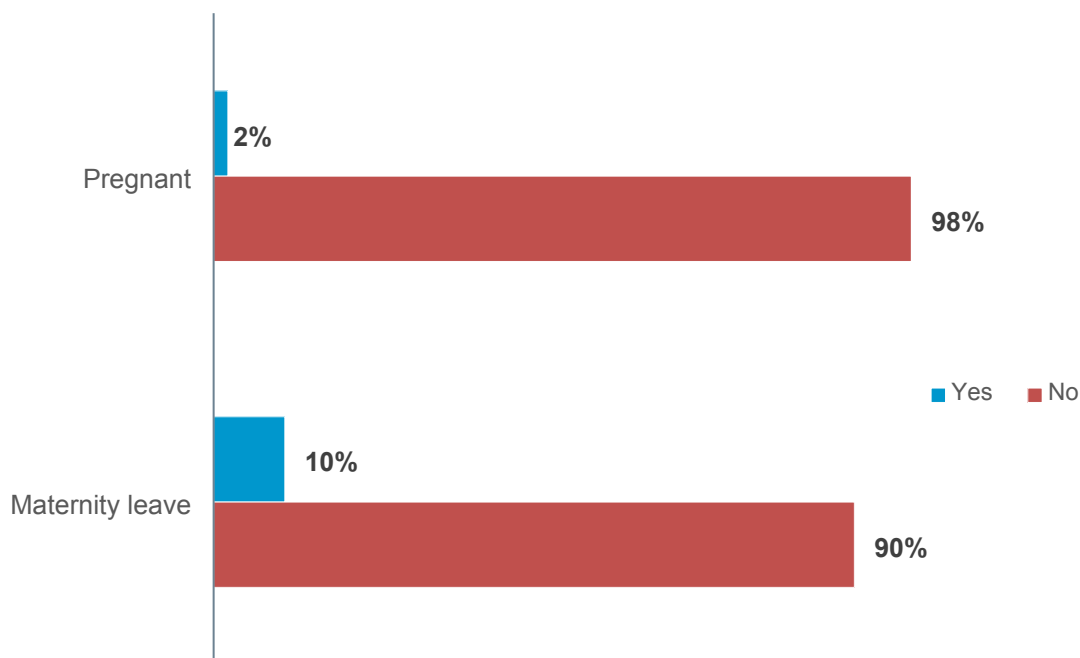
Figure 45 – Are you?
Base: All respondents providing a valid answer (72)



3.1.17 Female respondents were asked if they were pregnant or on maternity leave. One in ten (10%) said they were on maternity leave and 2% were pregnant.

Figure 46 – Are you pregnant and / or on maternity leave?

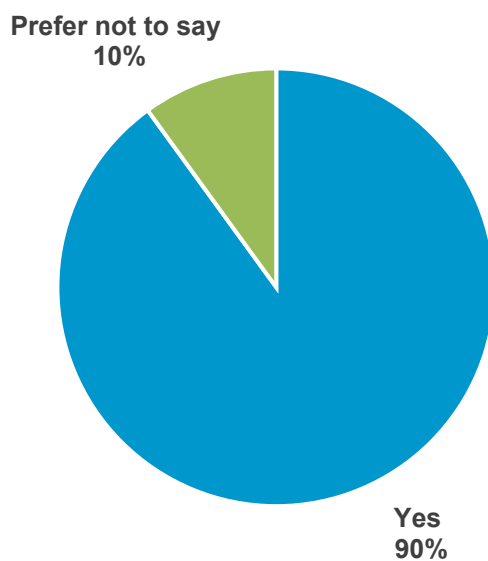
Base: Respondents who were female and provided a valid answer (Pregnant: 43, Maternity leave: 40)



3.1.18 Nine in ten (90%) said that their gender identity was the same as they were assigned at birth and a further 10% said they preferred not to say.

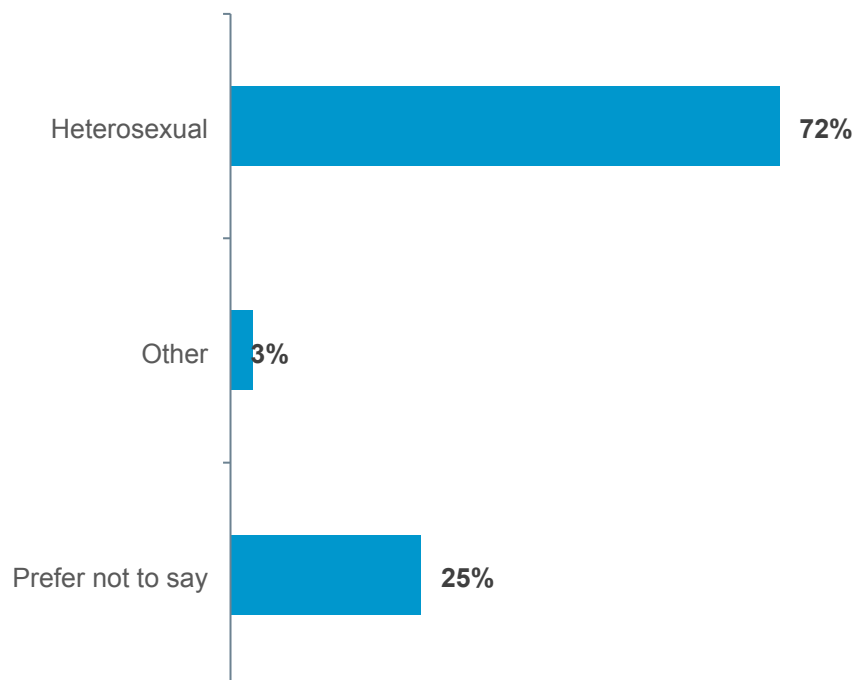
Figure 47 – Is your gender identity the same as you were assigned at birth?

Base: All respondents providing a valid answer (67)



3.1.19 Respondents were then asked to identify their sexual orientation. Seven in ten (72%) said they were heterosexual and a quarter (25%) said they preferred not to say.

Figure 48 – What is your sexual orientation?
Base: All respondents providing a valid answer (67)



3.2 Focus group participant profile

3.2.1 The table below presents the stratification of the focus groups.

Group	Target group	Stratification
1	Young people aged 12–16 currently using Youth Centres and Youth Services	Males and females Mix of age groups and ethnicity
2	Parents / Carers using Children’s Centres in South Barnet	
3	Parents / Carers using Children’s Centres in West Barnet	
4	Parents / Carers who do not use Early Help Services	
5	Parent / Carers whose children have a disability or special needs and have used Early Help Services	
6	Parents / Carers using Children’s Centres in East Central Barnet	
7	Parents / Carers using Family Support Services	

4. Conclusions and recommendations

- 4.1.1 The following conclusions and recommendations are based on Enventure Research's interpretations of the findings and do not necessarily reflect the views of the council.
- 4.1.2 Although a larger proportion of people agreed with Proposal 1 than disagreed, there was still a fifth that disagreed. Questionnaire respondents and focus group participants that disagreed with the proposals expressed the following concerns:
- It could have a negative impact on the quality of services;
 - It could be difficult for children and young people of all ages to use the same facilities logistically;
 - There is a safety concern about children and young people of all ages using the same facilities;
 - Children's Centres are already at capacity at certain times, with staff overstretched;
 - Without investment in a robust system to share information effectively and appropriately, and investment in training and re-locating staff, the proposal might not work and benefit families.
- 4.1.3 As with Proposal 1, a larger proportion agreed with Proposal 2 than disagreed. However, a third of respondents disagreed. Questionnaire respondents and focus group participants that disagreed with the proposals highlighted the following concerns:
- It could have a negative impact on the quality of services;
 - It could lead to a loss of access for families to specialised staff;
 - It could be difficult for the Early Help Services to guarantee families the continuity of having access to the same support worker all of the time, as there might be staff illness, annual leave and staff may leave;
 - Although the proposal might benefit some families who receive support from the Early Help Services, it might have a negative impact for other families who use Children's Centres on a casual, regular basis as services become more stretched.
- 4.1.4 The council could look to communicate how these concerns in relation to Proposal 1 and Proposal 2 will be addressed in order to reassure service users.
- 4.1.5 There is widespread opposition to exploring the use of other buildings to host Youth activities, with many people's perception being that there is little provision for young people in Barnet and that the facilities are widely used and beneficial. Instead, people were more likely to agree with the council's option of recovering costs for the centres through paid use by other organisations. The council could therefore look to explore this option further.
- 4.1.6 Questionnaire respondents and focus group participants were more likely to agree with the option to support schools to contract with other licensed providers to deliver the Duke of Edinburgh Award support and facilitation service, than the option to reduce costs and increase charges for schools. There was a consensus at the focus groups that alternative providers might be able to provide an efficient service, which could bring the costs down for schools, who have their own budget pressures. The council could therefore consider this option further.

- 4.1.7 Many felt that the council should look for the early help mental health services to cover the cost of clinical supervision (at no charge) for the face to face counselling service for young people. People also felt that, although the online counselling service should be promoted, it should not replace face to face counselling. Face to face counselling is seen as being important for young people and removing the service could be detrimental. The council could therefore explore the option of the early help mental health services covering the cost of clinical supervision (at no charge) and promoting the online counselling service, but not at the expense of face to face counselling.
- 4.1.8 More people disagreed with the option of reducing costs and increasing charges for the Alternative Education Service than agreed. By contrast, more people agreed with the option to find an alternative provider than disagreed. Focus group participants thought that an alternative provider might be able to provide an efficient service which could keep the costs down for schools. However, the importance of schools using an alternative provider that has a good track record and can provide a good quality service was highlighted. If this option is explored further, the council should take this into account.
- 4.1.9 Opinion was split in regards to the options of reducing costs in the delivery of childcare places at Newstead Children's Centre and of seeking an alternative provider who could deliver the service more cost effectively. Focus group participants highlighted that seeking an alternative provider might ensure that the service is delivered cost effectively and is sustainable in the long term. Therefore the council could consider this further.
- 4.1.10 Some questionnaire respondents and focus group participants suggested that the council could maximise use of Youth Centres and Children's Centres to hire out meeting room and hall space to paying organisations and individuals outside of the usual operating hours. This would generate income and help with running costs.
- 4.1.11 Children's Centres and Youth Centres are well used by many in Barnet and people praised the facilities. However, focus group participants felt that awareness of the services and facilities was low amongst the general public. The council could look to promote the services and facilities more widely through working with schools and social workers, and through the use of social media and websites.
- 4.1.12 Youth Centre and Children's Centre users cited a lack of relevant activities as a barrier to using the centres more. Youth Centres and Children's Centres could consult further with users and potential users about potential activities and sessions that people would attend to drive more widespread usage of the centres.

5. Acknowledgments

- 5.1.1 Enventure Research would like to express its gratitude to everyone who took part in the online questionnaire, the focus groups and the public meetings. We would also like to thank Jill Barnes and Rosie Evangelou from the London Borough of Barnet Council for their help and assistance throughout the consultation process.

6. Appendices

Appendix 1: Questionnaire

Appendix 2: Consultation document

Appendix 3: Focus group discussion guide

Appendix 4: Verbatim responses to open questions

Full consultation comments

If you disagree with Proposal 1, please tell us why

Concerned that using existing Children's Centres to provide services up to the age of 19 will result in a dilution of services overall. How will the existing centres provide the facilities required by a larger age range (age appropriate play equipment, toileting facilities etc) without increasing the physical space? I would anticipate that parents of younger children would be worried about the impact of older children's behaviour and/or language in front of young children. This option could be seen as an attempt to squeeze services into a smaller space.

Because the area (East Central Barnet) is very large and staff will be sacked. This implies less people doing more work.

Teenagers need their own space. Their requirements are different from pre-schoolers and for some they would want to be treated as more grown up. Have centres for 0-13 and others for 11-19, with an overlap as they develop at different paces, separate from chronological age

Children and young adults are not a homogenous group and is one reason why the NHS treats each age group differently in providing paediatric services. The nature of the services to be provided from these hubs are so wide that the hub is only defined by the age of the client group. This is not a recipe for good targeted services but sounds instead, like a bureaucratic wheeze to shave some costs of Barnet services. It is actually a good idea to keep a critical mass of expert services together because it improves efficiency and efficacy. That is my experience in the NHS and Higher Education.

On the surface of it, a 0-19 hub sounds efficient, and for some practices or short-term/purely information-based delivery projects it may be. Hubs seem to cater for information giving and case management/crisis intervention, but far less for the building and nurturing of long-term relationships and the predominantly social educational approach that takes place through other practices, such as youth work. This may well become a case of cheap becomes dear, or of a model which is weighted too much to one or two practices. It is essential to consider that, as much as they fall within the same strategy area, 0-19s are in reality not a homogenous group, and that they do not approach services in the same way. Children are brought to services by their parents. Parents come of their own accord. Teenagers, especially if dealing with serious vulnerabilities, will not come along as children, and may be questioning a great deal about safety and authority, and, regardless, not yet feeling established as adults who would be comfortable to walk in and talk about their personal needs. As is widely understood from research and practice, teenagers need a separate place to call their own, which they can have a part in defining, and where they can develop their own autonomous adulthood, away from their original family unit. This is especially important if they are dealing with sensitive issues, which they may not want to discuss with their parents around. The hub model also seems to have been devised from a social care perspective, without taking into full consideration the benefits and needs of other approaches - again, the fact that youth work is not a social care intervention, and yet is highly valuable, particularly for those individuals who are flying well below the radar with vulnerabilities, need to build trusting relationships and feel like a person in the round, (rather than just a case), first, are unlikely to walk into a hub to jump straight into discussing problems, and, critically, who may not qualify for the threshold of social care intervention. By generalising practice in this way, and moving away from dedicated spaces, you are effectively cutting specific professional youth work practice, which, as mentioned, may result in cheap becomes dear. It is well understood that youth work is true early intervention, particularly for those who do not qualify for social care, or who would not feel comfortable talking in a stigmatising or formal way that is de-rooted

from relationship.
The children's centre environment for younger children is a completely different environment to that required for older youths. I am in favour of keeping these separate.
Where there is wonderful support for troubled and challenged kids going on in the tiny number of Barnet youth centres that remain, please KEEP this work going, and KEEP these centres. My child (now 19) attended Finchley Youth Theatre until last year, and it is a wonderful support for kids with bereavements, learning difficulties, and lack of self-esteem. This magic cannot be simply shut down and rebuilt somewhere else. It could take years to replicate the magic that is being done there. And it would be traumatic for kids who are already suffering. If it ain't broke, don't fix it!
Existing children centres are not designed for nor inclusive of teenagers
This proposal has three significant flaws: 1) The East Central Barnet Zone is too large to provide the necessary localised services required by families, especially those in the outer edges - such as East Finchley. 2) Finchley Youth Theatre is a specialist arts space. It is essential that it remains as a facility for the wider community. Combining a range of other activities/support services in there will take up space and reduce its availability as an arts space. A better suggestion would be to work in partnership with Archer Academy who could, with the right agreement, provide useful management, lettings and income generating activities, thereby increasing the use of this important resource amongst local schools and community groups. 3) Your proposal suggests that if you cannot find a partner for FYT then you would seek to direct schools to other suppliers of services. This is not practical or desirable. FYT is currently hired by Archer Academy for 2 days per week but there is huge potential to increase formal and informal usage. There are no alternative spaces within the vicinity providing the facilities required for arts and performance.
The removal of the designation of children's centres, and therefore the OFSTED inspection requirements will further dilute the services already suffering from central government and local government cuts. Access to multi-agency services delivered in children's centres are already limited with long waiting times, which will only be stretched further when increasing to 0-19 provision.
because I am extremely concerned about the idea of removing CAMHS workers out of the NHS and making them answerable to Barnet Council instead. This will mean that they lose the huge advantages that they have from having access to the NHS database and resources and supervision. It will increase risk and decrease usefulness. It really bothers me (I am a Headteacher).
The words might sound nicer as the reality will appear - as often with re-locations
Whilst I understand that families comprise of children of different ages, the needs of teenagers are vastly different to that of under fives and there would be little overlap in staff needed.
I would like the centres to be reviewed annually by central government and existing regulatory body.
Not enough room to co-locate services in all childrens centres and it can be intimidating for little children if the place is full of bigger older children.
Not suitable
Largely adults and children services should be kept separate. There would be too much pressure on resources in one area.
It seems that this proposal is just designed to make cuts to an already stretched service
Some children's centres such as Coppetts Wood are part of an unsuitable site. Coppetts Wood is part of a primary school site and as such opening it up to more people could create safeguarding issues for the school affecting its OFSTED. In addition Coppetts Wood is set up for early years and if you extend to 19 years at least half of the site would have to be redesigned to suit older children's need. Thus limiting the opportunities for early years provision which has proven to be integral to children's development. I can see that money needs to be saved but hope you consider each site individually and don't just close those

that cannot be made fit for up to 19.
I understand that it is helpful for services to be in a nearby area. However the services that are required for each age group are very different and should not be watered down. What is on offer for young children and for young people has been diluted and cut continuously over the years and there is such a minimal service now anyway. My concern is that by joining them together they are watered down even more. How would you have a children's centre service in the same building as a youth service and a job centre? It would not be safe or appropriate.
My main concern is fit for purpose. Are the Centers themselves fit for purpose to support through to 19? How will it be co-ordinated or is it just an excuse to save money by corralling more people looking for support into a smaller space? How will these centers be funded to adequately support all of those up to 19, or is it another excuse to cut staffing levels to a skelaton service? If no longer subjected to "Early Years" regulations, then what legal guidelines are in place? Will the centers be subjected to "first come/first served" such as the Ed Psych department which can/does lead to waiting for the actual service regardless of it being considered "available"?
Introduces an extra layer in between parents and provision for children with complex needs.
I think that Barnfield Children Centre do an excellent job. They are a life line to the local community. I worry these changes will include changes to this children centre and the amazing work they already do.
For First time mum looking for a home from home setting for myself and young baby. I am fully supported by my local Children's Centre but would not be comfortable with lots of youths or troubled young adults being around. If I wanted my child around that environment, I would live in Watling Park!!!
These are cuts hidden in language of change
The children's centres provide essential early intervention and support to families in need. We all know as fact that early intervention is key in preventing all sorts of family and educational issues. Lots of families who need early help and support would not have the same sense of belonging in a 0-19 unit. Lots of the signposting and interventions would need to take place elsewhere meaning that vital opportunities will be missed to "strike whilst the iron is hot" and catch these parents quickly during / at the end of sessions that they are accessing (eg right now, you can easily speak to parents following a group or activity and signpost them to the right support or discuss with a family support worker an issue there and then. All of that would fall away.
Will create a muddying of service identity and service provision to the detriment of customers

If you disagree with Proposal 2, please tell us why

<p>Although I like the idea of a keyworker who can help families navigate services for children of different ages and needs, I would be concerned that it would be difficult to recruit professionals who can deliver a specialist service across a wide age range. I would see a keyworker role as supporting families as advocates and signposting to more specialist input.</p>
<p>Many people are better suited to working with younger than older children and vice versa, and the skills required are so varied and so different that it is better to have high-quality specific staff than mediocre all-rounders.</p>
<p>This is watering down the specialism staff may have with different age groups. The organisation should be able to communicate with all staff and consider a family as a whole, but individual members of a family should have access to staff members that specialise in their age group. The needs of 2 year old are completely different from those of 19 year olds. By specialising with different groups, staff increase their understanding of that group. Barnet has a large enough population to be able to do this and should aim for specialising to give improved service</p>
<p>You will be mixing physiology and pathophysiology. By that, I mean that youth services are for healthy young people whereas social care is for people with problems. Best to keep them separate and not mix them because they deal with "youth"</p>
<p>0-19s are not a homogenous group and have specific needs according to their age group. Furthermore, within each age group there are different levels of need. For example, teenagers go through a specific form of neurobiological growth and accompanying separation-individuation which means that they have specific relational needs, a strong desire to establish their own peer relationships and a very strong period of questioning that takes place during that time. Specialist youth workers are highly skilled at engaging with this age group from a specific social pedagogy, and are also able to spot early on signs of vulnerability or safeguarding risks, and draw them out in a way that protects relationship and autonomy, and helps young people not to disappear. Research and practice has show clearly that this approach has enabled young people to develop emotional and relational healthy in the face of unprecedented societal pressures, and it has even led to the uncovering of serious risky behaviour - through the context of safe youth worker relationships that are long-term. Reducing specialist approaches, will effectively de-skill the workforce and is not the same as addressing silo working. Silo working is addressed through mutual understanding, not by preventing staff from being able to practice with a depth of professional expertise, but forcing them to generalise.</p>
<p>Staff are specialised at working with specific age groups. Expecting them to then broaden the age group they work with isn't fair and would reduce the quality of service provided.</p>
<p>Teenagers like my daughter don't want to go to a nursery-like centre, and new mothers (sleep-deprived, learning to breast-feed and vulnerable) don't want to go to a youth centre for loud, active teenagers. This is not conducive to efficient, well-used services targeted at the different stages of a child's life.</p>
<p>Small children and teenagers require different expertises. Staff who work with young children, may not have the skills or approach to also work with teenagers</p>
<p>Whilst the principle of combining services into a 'one-stop shop' is important in enabling access the reduction of resources is likely to exacerbate difficulties in timely access to services. Further, FYT is a specialist arts centre and should be used to enhance this, with use by non-arts related staff will likely detract from this resource.</p>
<p>In order for children and families's interests to be protected we consider it would be necessary for staff to receive high quality training to prepare them for the changes in their roles - supporting a young person is very different to providing support in the early years. We have some concerns that, given the assertion that budgets will be reduced, this may result in professional staff being asked to "do more with less". The local</p>

authority (â€œLAâ€œ) must ensure they are meeting requirements set out in the Special Educational Needs and Disability Code of Practice, in particular the need to consider how this will impact children and young people with highly specialised or low-incidence needs (para 3.68 onwards) and the requirement to support preparation for adulthood (para 1.39 onwards).
Feels like this does not give as much value to the end customer.
Does not provide the best value for customers
Experience of particular age ranges is highly determinant of effective service: making support staff work across all the 0-19 range will dilute the experience.
There is little if no evidence on the consultation document that there will be savings by restructuring of services, nor that front line services will not be reduced. Children's centres are already structured to have access to multi-agency services, however this has not necessarily led to quicker access to other agencies. For example, when a recent referral was made for my grandson to SALT by the GP, this resulting in being referred to a children's centre and being placed on a waiting list to attend a workshop which was over three months waiting time. this is despite having already paid for an independant SALT assessment showing serve delay is social, and speech and language delay. How is increasing the age range to 0-19 going to make already stretched services more accessible?.
It is a wide age range with differing needs. Current staff have training and experience of their own age groups and the problems they face therefore can offer bespoke advice. The cost to train all remaining staff to offer a full range of advice for 0-19 yrs will be costly and time consuming. Use what you have already !
Using less staff will make a big difference in the quality of the service and you will find that the remaining staff will be overwork, overtired and off sick more often, so temporary staff will need to be employ so more money will be needed otherwise the service won't be provided
0-19 is a vast age range, each age presents its own issues and challenges for staff. It is far better to continue with the existing system as staff with the expertise to work with specific age ranges, managed by staff with experience in those age ranges are maintained.
Some staff would be more experienced in working with the different ages - 0/19 is a very big age range
Staff will have specialisms and expertise in dealing with different age groups. This would become weaker under your proposals
Hasnâ€™t this all been tried before, it just doesnâ€™t work
Different skill sets needed to deal with such a large age difference.
Less staff- less help out there for us
Expertise is surely needed with different age groups...
It will lead to people who are not specialised in certain areas dealing with the children. I think a central starting point with someone who knows all the services available is best and then distributed to specialists as needed.
Dilution of skills and specialisms. Also it makes it easier for Barnet Council to implement yet more cuts to services under the cloak of efficiency savings.
Management will not have the specialist skills to develop and support the professional groups , which will increase risk to clients and also effect retention of staff.
This proposal appears to be purely a cost cutting exercise and is not focused on what families in Barnet need
Workers have specific knowledge and speciality and this could be lost if a generic worker is created. a family of a new born baby will need a skilled worker that has a specific knowledge as would an 16yr old.
Schools are the one of the best places to have 0-19 services as it's a natural way of serving families. CC 's are best managed by schools.

I think that the early years staff who have worked with my family have benefitted from being solely focused on early years. Early years provision is decidedly different to older families needs and its importance is often overlooked. The restructuring you propose can only result in redundancies or diluting the staff's professional knowledge of this age group and therefore will ultimately lead to a lessening in the availability and quality of care received by early years families. I can see that it will save money by restructuring but I hope you have taken into account the effect fully qualified early years staff have on families and that you have someone on the decision making team who has a good understanding of the value and professional knowledge required by early years staff in delivering effective provision. It is not something that a lay person can do and it will not support your staff by asking early years specialists to extend their work up to 19. Ultimately all ages will lose out here. However the idea that support does not end/transfer at 5 is also appealing.

The complexity of different needs at different ages mean that although integrated oversight and programming is beneficial, it's highly beneficial to have specialists too - ie specialist children's workers, specialist youth workers. The difference between engaging a 17 year old and a 3 years is obviously massive, and specialists should not just deliver but also design and manage projects.

Again this is a similar point to my answer for proposal 1. My view is that this is simply about saving money and cutting services. It is very hard for people to be trained across a broad range without losing the specialisms and skills that they have. They would need a high level of training and supervision in order to carry out their jobs well enough to support all of the complexities that each age group entails.

This is nothing more than a cost saving proposal. By generalising the staff supporting families, instead of focusing on year groups or SEN/Disability, etc, Barnet is Diminishing the expertise of the Staff! Someone supporting Early Years will have more knowledge of those years than anyone who can offer general "family" support! This becomes incredibly more imperative when considering SEN/Disability especially in the years 0-5! How can someone support all years 0-19 and offer a good level considering the knowledge and expertise needed to appropriately support those children? They cannot, it is that simple. So therefore this "family" supporter will eventually be faced with a family situation that they do not have enough knowledge of and the family will be faced with inadequate support, be "referred" to someone with the knowlwdge, therefore waiting for support and wasting valuable time, or at worst, be left with NO Support. All of this when the family, could have had support initially from staff with expertise in the year group as it is now. How is this adding value to any resident in Barnet when at best it will be tying up families in a system of "general support" versus actual expertise? Consequentially wasting much valuable time for any family with any issues/difficulties/situations out of what is deemed "general family care", leading to an increased length of time to actually recieving the Right support. How is that fair, right or actually caring for the people of Barnet? With population growth comes growth as comparable in the numbers of disability and SEN, as a disabled parent with a disabled child, I find this proposal horrifying that it is even being considered. The numbers of families with disability or SEN, under this proposal, in my opinion have a real danger of "falling through the cracks" of this system and at worst will experience a longer and more frustrating wait for the right support. This proposal is unfit for purpose in my opinion and needs to be discarded immediately.

In your proposal you are not mentioning about provision of breastfeeding services across the borough. Barnet Breastfeeding services are currently being decommissioned. The new proposed plan is to integrate the service "in house" and to be delivered by volunteers. The money saved from this service will be used to employ 5 to 7 health visitors who, they claim, will be able to provide breastfeeding support along side volunteers and breastfeeding buddies (whatever this means). I must disagree with this proposal as it is a unrealistic expectation to expect to run a service through volunteers. The service will lack continuity and professional expertise, as volunteers will probably have a limited time

<p>available to give towards delivering this support and they will lack the commitment that comes along with a paid position, meaning a compromise to turn up at work, to be held accountable and receive support and supervision from a infant feed specialist. Mothers across the borough have not been consulted in regards to these proposals. We would like to be involved in the decision making process as the provision of breastfeeding support is vital in improving health outcomes in mothers and babies, address health inequalities issues and comply to the guidelines issued by NICE, BFI and Public Health England, and that local councils need to have in mind when designing the provision of their services.</p>
<p>I feel that our parents benefit from the expertise that is delivered by staff specifically qualified in early years and similarly by staff who are specialised at working with older children. 'Jack of all trades but master of none' comes to mind.</p>
<p>Children's centre staff do a fantastic job in supporting parents and children. I believe if it isn't broke, don't fix it</p>
<p>Children Centre managers are crucial to their role of managing the ins and outs of a children's centre with a great deal of partnership with different professionals. There needs to be that link and a manager based at all children centre's however Locality managers are not as essential if each centre is managing to run itself.</p>
<p>These are just cuts to services</p>
<p>I disagree with proposal 2 due to the possibility of staff being over worked and having too many families with such a broad age range. I also feel management posts play a vital role to the services and this proposal states fewer management posts.</p>
<p>This is driven by the need to save money. It will degrade the quality and speed of service delivery for families who need help.</p>

If you disagree with any of the proposals for each of the services within Proposal 3, please tell us why

<p>Concerned that with any of these proposals that services to children and young people will suffer as a result of cost saving and/or increase the costs to families</p>
<p>I do not want East Finchley Youth Theatre to be disposed of, and I fear that if current users are encouraged to find services elsewhere this is what will happen. FYT is a fantastic community resource and should be kept in the community for the community. I am aware that the Archer Academy are hiring this facility two days a week and believe that they would be well placed to take over and run the space. The school has strong links within the community and with local schools and youth groups and is a local partner who could actually expand the use of the facility and potentially attract extra income. Please do not dispose of this fantastic facility; let a local school take it over and make it a success.</p>
<p>Finchley Youth Centre must continue to be used to provide performing arts activities for young people, and the Council should continue to provide such activities at a low cost so they are affordable for as many people in the community as possible. The building and the community around it provide comfort, enrichment, support and togetherness to young people and their families and even the wider community. Without it running as it is, Barnet would be losing one of its only high-quality theatre spaces, its young people would be losing a place of safety, education and creative and self-discovery, and families would be left in dire need of support for their young people outside of school environments, which themselves are often hugely inadequate or not suited to individuals.</p>
<p>Do not close Finchley Youth Activity Centre. It has been operating for over 70 years and is a well established, well run place for teenagers and is accessible to many by public transport because of where it is. It is a focal point for teenagers. Why destroy this? Barnet Council are increasing the numbers of people living in Barnet considerably but are not providing the services for the population of the borough. Why do you consider that an "alternative provider" can deliver a service "more cost effectively"? Have you not learned from other contracts that they often fail and reduce the level of provision and also cost more as the organisation has to make a profit? Why does this survey have so small boxes that it's near impossible to read what I have typed?</p>
<p>Regarding the Finchley Youth Centre; I strongly disagree with the option to explore use of other buildings to host youth activities and not utilise Finchley Youth Centre to the maximum. Finchley Youth Activity Centre was purchased in 1947 by Middlesex County Council. It has been running in the capacity of a youth activity centre since 1948 (that's 70 years!). In 1996, to support the work being done here the Friends of Finchley Youth Theatre was set-up as a charity. This is a partnership which the council could use to their advantage. For example, to apply for additional funding support available to charities and other organisations. Finchley Youth Activity Centre has unique selling ideas that no other venue the council owns have. It is located in a Central location; has a dance studio with sprung flooring, full-length mirrors and air conditioning; a 68 seater black-box theatre with a lighting desk, mixing desk, stage lanterns and a projector. The building has also been recently altered by the council to include a private one-to-one counselling space. There is also space for parents or young people to wait, there is a computer space for young people who may not have access at home AND an office space that could be used by council employees. The art-specific aspects the council is highly unlikely to find in other buildings. It is also unlikely to ever be another hub with so much to offer the youth service. I hope that by recovering the running costs and not using other buildings the council and other organisations could continue to deliver non-statutory inclusive and accessible sessions in art and drama, as well as statutory sessions. Also, that these non-statutory sessions would continue to be at a price point that is accessible to all.</p>
<p>I strongly disagree with the option to explore use of other buildings to host youth activities and not utilise Finchley Youth Centre to the maximum. Finchley Youth Activity Centre was</p>

purchased in 1947 by Middlesex County Council. It has been running in the capacity of a youth activity centre since 1948 (that's 70 years!). In 1996, to support the work being done here the Friends of Finchley Youth Theatre was set-up as a charity. This is a partnership which the council could use to their advantage. For example, to apply for additional funding support available to charities and other organisations. Finchley Youth Activity Centre has unique selling ideas that no other venue the council owns have. It is located in a Central location; has a dance studio with sprung flooring, full-length mirrors and air conditioning; a 68 seater black-box theatre with a lighting desk, mixing desk, stage lanterns and a projector. The building has also been recently altered by the council to include a private one-to-one counselling space. There is also space for parents or young people to wait, there is a computer space for young people who may not have access at home AND an office space that could be used by council employees. The art-specific aspects the council is highly unlikely to find in other buildings. It is also unlikely to ever be another hub with so much to offer the youth service. I hope that by recovering the running costs and not using other buildings the council and other organisations could continue to deliver non-statutory inclusive and accessible sessions in art and drama, as well as statutory sessions. Also, that these non-statutory sessions would continue to be at a price point that is accessible to all.

Spending on these key services should be maintained.

For both Greentops and Finchley Youth Activity Centre, I agree in principle that the idea of reducing overheads is a good one. However, there is a great risk in reducing the capital the borough owns and has as a dedicated space for young people, particularly those who are vulnerable or struggling with SEND needs. Losing capital premises forces the service to be at the mercy of the market in searching for less costly premises. It also means that there is not a sense of permanency for service users and staff - this is especially important for young people, who have a particular need for dependability and premises that they can make their own and feel safe in and that they can rely on. For the DofE, the council may well cater to a specific group of young people who do not want to access through their school for a range of reasons. Through the Council they will be led by professional youth workers, which is extremely valuable, especially for those who struggle with vulnerabilities. A licensed provider may not have the skillset to support vulnerable young people and to help them stay the course. Critically, a licensed provider will also not be looking out for cross-referral opportunities in the same way as a Council youth worker. Again, this may be a case of cheap becomes dear for certain user groups, who would benefit from long-term relationships built up with youth workers, who are able to support them over various projects, including the DofE. Barnet's mental health care has not been represented well in the Joint Strategic Needs Assessment. The council needs to ensure that cheap does not become dear by cutting services, where, in fact, additional support is required. I am not convinced that online engagement will be an adequate support for vulnerable young people who (as research amply demonstrates) are in particular need for help in building strong, face-to-face relationships. CAMHS provision ends at 18, whereas, the Youth Service can support beyond this age, and can help users not fall through the cracks after 18. The Youth Service's AP caters to a specific group of young people who are particularly vulnerable to seriously risky behaviour. Cost-effectiveness is not simply about reducing outgoings, but it is about addressing ingrained problems that play out over the long-term, and may also present further cost to the council down the line if not dealt with now. Perhaps the delivery of the AP can be reconfigured, but I urge the council to closely consider the benefit that the Youth Service brings in the level of expertise of its staff in working with the user group, and the invaluable cost-effectiveness of cross-referral that naturally takes place. I also object to the use of the term 'running at a loss' that has been used - if a quality service is provided, then this is not a loss, but a gain. Granted, the idea of developing sustainable income streams is a good one, but it is important to not be misleading in the use of the term 'running at a loss' - these are outgoings, not losses, per se.

<p>We pay our Council Tax so that local children are supported properly. If Barnet can't afford to do this, then Barnet should, finally, raise it from Council Taxes. That is what Council taxation is for. There are a lot of very rich people in Barnet, and many would pay a bit more to have teenagers supported so that they are less likely to get involved in gangs, drugs, knife crime and jail. This would also be cost effective for society. Barnet has a responsibility to support children.</p>
<p>1. Youth activities including space for their provision is essential. Tarling Road is an alternative to Finchley Youth Centre, but only if there is sufficient community space. 2. DoE is important for university applications and should be funded. 3. Mental health support for young people in the borough is severely lacking and needs more investment. 4. Pupil Referral Units are expensive, but children excluded from school are particularly vulnerable to exploitation. They need investment. 5. Newstead provides a valuable service. Co-location within the building should provide an income stream for Newstead.</p>
<p>Youth services may be non statutory, however the benefit to individuals and wider society of access to provision such as the performing arts at low or no cost is huge, measured in better attention at school, mental health, fitness, inclusion, fun, happiness. Why is there no alternative to invest in some of these services such as the Youth Theatre to increase their impact?</p>
<p>It is not remotely feasible to increase the costs to schools for the provision of alternative education. School budgets are under extreme pressure and such a move will lead to more NEET students. The only appropriate way to address management/cost control of Finchley Youth Theatre is to partner with Archer Academy - who already hire the facility two days per week. They bring the infrastructure to increase lettings (to a range of users) both daytime and evening, as well as capacity to attract new funding.</p>
<p>We consider the premise of the proposals relating to Alternative Education is incorrect, as it is wrongly described as a non-statutory service. Under s. 19 of the Education Act 1996, each LA is obliged to make arrangements for the provision of suitable education at school or otherwise than at school for those children of compulsory school age who, by reason of illness, exclusion from school or otherwise, may not for any period receive suitable education unless such arrangements are made for them. This education must be full-time education, unless for reasons which relate to the physical or mental health of the child, it would not be in the child's best interests for full-time education to be provided for the child. Additionally, for children and young people with EHC plans, under s. 42 of this Children and Families Act 2014 the LA must secure the special educational provision specified in that plan for the child or young person " this duty ultimately rests with the LA, not the school, and continues to apply when a child is out of school for whatever reason. As such we think the wording of the proposal is misleading. The responsibility for sourcing alternative education cannot be passed entirely from the LA to schools. The LA must ensure that alternative education is available for all children out of school for whatever reason, including those who are not on the roll of a school. With regards to the counselling proposals, we believe it is vital for the Council to retain face-to-face counselling rather than moving to an online-only model. Many children and young people with SEN may not be able to access online counselling because of the nature of their needs. The service available needs to take into account differing needs of children and young people.</p>
<p>Does not deliver value to the end customers</p>
<p>The East Central Barnet area is far too big. It is essential that services to the East Finchley community are not lost and that vulnerable families are forced to travel further to access them. Furthermore provision should be locally based. Any partner agency should be a local organisation - such as a local school, Martin or Archer - and not for profit. Local assets must be protected and any proposal must ensure these are maintained for community benefit in perpetuity.</p>
<p>strongly disagree with the option to explore use of other buildings to host youth activities and not utilise Finchley Youth Centre to the maximum. Finchley Youth Activity Centre was</p>

purchased in 1947 by Middlesex County Council. It has been running in the capacity of a youth activity centre since 1948 (that's 70years!). In 1996, to support the work being done here the Friends of Finchley Youth Theatre was set-up as a charity. This is a partnership which the council could use to their advantage. For example, to apply for additional funding support available to charities and other organisations. Finchley Youth Activity Centre has unique selling ideas that no other venue the council owns have. It is located in a Central location; has a dance studio with sprung flooring, full-length mirrors and air conditioning; a 68 seater black-box theatre with a lighting desk, mixing desk, stage lanterns and a projector. The building has also been recently altered by the council to include a private one-to-one counselling space. There is also space for parents or young people to wait, there is a computer space for young people who may not have access at home AND an office space that could be used by council employees. The art-specific aspects the council is highly unlikely to find in other buildings. It is also unlikely to ever be another hub with so much to offer the youth service. I hope that by recovering the running costs and not using other buildings the council and other organisations could continue to deliver non-statutory inclusive and accessible sessions in art and drama, as well as statutory sessions. Also, that these non-statutory sessions would continue to be at a price point that is accessible to all.

Finchley Youth Activity Centre: I am a local resident of East Finchley and also have 20+ year of property experience. I am confident that I could find a way to keep open the FYT permanently by utilising other parts of the building. I am happy to discuss and can be contacted at james@langleyrooms.com or 07974 776377.

I strongly disagree with the option to explore use of other buildings to host youth activities and not utilise Finchley Youth Centre to the maximum. Finchley Youth Activity Centre was purchased in 1947 by Middlesex County Council. It has been running in the capacity of a youth activity centre since 1948 (that's 70years!). In 1996, to support the work being done here the Friends of Finchley Youth Theatre was set-up as a charity. This is a partnership which the council could use to their advantage. For example, to apply for additional funding support available to charities and other organisations. Finchley Youth Activity Centre has unique selling ideas that no other venue the council owns have. It is located in a Central location; has a dance studio with sprung flooring, full-length mirrors and air conditioning; a 68 seater black-box theatre with a lighting desk, mixing desk, stage lanterns and a projector. The building has also been recently altered by the council to include a private one-to-one counselling space. There is also space for parents or young people to wait, there is a computer space for young people who may not have access at home AND an office space that could be used by council employees. The art-specific aspects the council is highly unlikely to find in other buildings. It is also unlikely to ever be another hub with so much to offer the youth service. I hope that by recovering the running costs and not using other buildings the council and other organisations could continue to deliver non-statutory inclusive and accessible sessions in art and drama, as well as statutory sessions. Also, that these non-statutory sessions would continue to be at a price point that is accessible to all.

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Reduced cost means reduced service or overstretched service. These are areas that should have more investment not less. Alternative buildings won't be as local. Online mental health services are not as effective as face to face. Alternative provision is likely to see increased demand, not less, so needs additional funding.

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The questions for 5 do not provide enough context in order to make an informed answer to what is being asked. For example, Barnet Council has already reduce the childcare provision it is responsible for therefore reducing any possibility of economies of scale. Why is it that Barnet Council cannot run alternative school provision service than another organisation, and what would barnet schools prefer? These questions remind me of a consultation carried out by Islington Council some years ago where they asked would residents prefer subsidise childcare or lower council tax? I wonder what the residents with no children under five voted for?

Early mental health services - important that children are able to access mental health services as soon as possible to prevent problems becoming worse. Access to mental health services should be a priority. Kooth on-line service should be promoted and made available as well as keeping the above service. Young people need all the help they can get to ensure good mental health. Long term cost of mental health problems, if they are helped early, is will be far worse for the person, for our community, for educational outcomes, and cost to the NHS mental health services. Alternative school provision is extremely important. If costs are reduced the children that need this service will be further disadvantaged. If schools are charged more then they will be more reluctant to refer a student to an alternative provision. Children who use this service need it. Without it they are at a huge risk of not attending school and the long term cost of children not

succeeding in education is far greater. Children attending alternative provisions are already at a disadvantage, to change the provision would be to disadvantage them (and their families) even further.
We should retain the face to face counselling services for our most vulnerable. Retaining in house services usually means higher quality provision and more experienced staff as the pay is better. And work terms and conditions are more secure. we need to ensure quality provision and consistency for families to forge secure relationships.
Mental health services are already stretched - you can't just add more costs to them. Leave CAMHS workers in CAMHS and sort out costs by a different route. You should not have NHS workers transferred to the Council
It seems that working people who pay their taxes religiously and fees for clubs and other activities get less and less services from the council. If the buildings could be used by other organisations to do other activities e.g. Sunday schools, scouts groups, neighborhood associations, local charities at a competitive price, you could recover some money to fund the staffing costs to run the services. Also you could ask for volunteers, apprentices, university students etc to help to run the clubs. I believe that couching could also be done by phone, my employer provides this service and has proved very useful, although I understand that people with mental health problems will need highly trained specialized support e.g. psychotherapists, psychologists etc, is the NHS providing this service? I believe that people without mental health issues could benefit from a couch approach, can this be done externally by charitable organisations?
If the Council cannot continue to support FYT and the services it runs, then the option should be given to support the running costs of the theatre, including the building, to be maintained through a charity / trust. The council should avoid the option of selling the building to private developers before giving the residents of East Finchley and Barnet the opportunity to raise funds and set up a charity / trust for the Theatre if the council feels unable to continue to support it.
The Finchley Youth Theatre should be kept alive and should be much better funded by the council as a unique token of the great times of small regional theatres.
The role of the council is to fund some community space / services and manage them properly. You can't just sell it all or shut it down - what are we paying for? Why is Newstead childcare not being run within budget? Other nurseries have to manage. I have just commented on Finchley based services that I know.
Due to personal experiences that online support is not as beneficial compared to face to face support
I do not believe that an online programme can replace face to face service.
I think the DofE award gives much more to the community than just the pure cost, with confidence and a sense of duty to the community, so weighing it up in a pure cost exercise does not give it the value it deserves, so the council should help provide it to as many children as possible!
As the largest publically funded provider of services with a historic tradition of being the main elected community provider it behoves the council to desist in continuously striving to find ways to reduce its responsibilities to the community it is elected to serve.
Another provider at reduced costs I would be concerned about the continuity of contract and consistent quality of care
All of the above to which I disagree would be detrimental to young people having access to and receiving help and services
Not all services have to be money oriented because in the long run saving money in youth provisions costs more long term.
On order to make early intervention useful for families its essential that there are services for the to access. These services should be provide by the council and not included in cost cutting.
Schools are already strapped for funding and may not see this as a priority

I believe that particularly at this time we should be developing council run youth and childrens services, particularly to be proactive and not just reactive. There is great scope for third sector organisations like myself to partner and deliver more targeted work, but no cutting back of current services would serve the complex needs of our borough well.

Again this feels as if it is about cutting services rather than investing in why they are not being well utilised currently. Services and staff need support, children and young people need to be encouraged to attend and consulted on what they would like to see there. The more these services are reduced or sold off the more difficulties will be seen in mental health services and unemployment and crime. This is short sighted cost saving.

The choices given are appalling. How about the senior staff members of Cambridge Education take a pay cut to raise much needed funds instead of looking to cut "non legal" support and services? So, Barnet/Cambridge Education now only perform the services deemed legal? Every SINGLE service above is a much needed service with no alternatives available if they are stopped. Barnet can imply through this survey that there are alternatives out there for it's families but the reality is much different with the cuts affecting the NHS, schools, charities etc, So who does Barnet believe will be able to pick up the peices if these services are dropped? Where will these families go to for these services? Why is Barnet not considering corporation sponsorship to help fund these services? Why iisn't Cambridge Education getting involved to raise funds if the budget is so bad? Why is the FIRST thought to cut services, cut staff, make things harder for the families of Barnet versus cutting wages of the senior staff members of Barnet/Cambridge Education who I know earn far more than the average Barnet resident? I wonder how much money Cambridge Education will make out of this joint venture with Barnet in the end versus all of the support, schools, centres, services including "non legal" ones, cut and the families left struggling. Unfortunately, my growing distrust in Barnet is proving valid as seen by this survey. Over the last 8 years I have witnessed massive cuts to education as well as children services, including SEN/Disability, combined with the introduction of a corporation taking over departments of Barnet Services. All of this has led me to believe these "proposals" are just another cost cutting exercise and not driven by the desire to actually serve anyone in Barnet better in any way. It is apparent that Barnet/Cambridge Education cares far more for finances than it does the people they serve. I find that disgusting.

These are cuts to important services that support young and keep them out of statutory services

When will Barnet Council provide leadership. When will Barnet stop endlessly seeking to do and spend less and less and less.

Do you have any additional or alternative suggestions for improvements to Early Help Services which can be delivered cost efficiently?

<p>Look at making better use of school premises e.g. special schools for playschemes and after school clubs for children with SEND. Also support voluntary organisations to provide some services by allowing them to operate using school premises at a favourable rate e.g inclusive sports clubs</p>
<p>How am I to know what you are on about when you have not provided your budgets? Where is the evidence to demonstrate that Finchley Youth Activity Centre is expensive to run? Cost should not be the major consideration - value to the community and benefits to the individual are more important. Cost needs to be considered but these factors are more important. Your question 10 does not permit previous users or parents of previous users to be considered. Reflection of the past is very helpful when considering the future. You have failed to identify these important groups. Why?</p>
<p>The council could improve their services at Finchley Youth Activity Centre by utilising the Friends of Finchley Youth Theatre. As a charity they could apply for funding that the council may not be able to if the council was to share specific targets with them. The council could also make use of free means of advertising sessions to increase the revenue by putting information on the boards at the front of the centre or by using social media. They could also look at maximising revenue by utilising the building to capacity by making sure that it is hired to its full potential</p>
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<p>Maintain the funding.</p>
<p>- Take a more in-depth look at the long-term benefit of professional youth work. For example: a) it takes a specific social pedagogical approach to working with young people, which has been shown by wide-ranging international research to be of particular value in supporting healthy development of adolescents, b) youth work's social pedagogy is different to a social care approach, and the former provides valuable wrap-around support for the latter (through additional educational, enjoyable, and 'de-escalation' activities for example), and, arguably, in a very cost-effective way that is truly joined up, c) youth work is able to engage with young people at the earliest onset of issues, without the need for a young person to qualify for a social care threshold, or a more costly intervention. - Carry out a thorough audit on the particularities and value of the skillset available through the council's various professions/delivery arms. The YouthZone, for example, (effectively the council's approach to 'open access youth work' may not provide quality professional youth work, volunteers require training and overseeing, and volunteers may also have a higher turnover/be less available than permanent staff, which may provide additional trust issues for vulnerable young people needing reliable adults. Budget solutions must be properly audited for a long-term approach to the best provision for future generations. Detached youth workers, for example, require a specific form of management input, and are specialists building quality relationship with hard-to-reach young people - this may not be easy to replicate with a generalist approach or an under-qualified, under-supported staff member. - Provide more youth work posts - Barnet has the second largest youth population, increasing racial diversity, and an increased incidence of the seriousness of crime (Joint Strategic Needs Assessment). I strongly urge the council to consider again the value of professional youth workers and the long-term cost-effectiveness of them as an</p>

<p>'overhead', in the light of our youth population's current and future needs. Especially, as young people face issues today which have evolved more quickly than policy has. Youth workers can respond quickly and in a nuanced way to a wide range of issues, and can help build preventative resilience, and/or help young people access more specialist intervention if needed. - Quality youth work provision acts as a societal leveller/strengthens social capital - young people are growing up in a socio-economic reality that is far more challenging than even a generation ago, and youth work can mitigate the risks around this, in a way that is cost-effective for the borough. Research shows that youth work helps young people stay at school, learn better, access and persevere with healthcare, gain clarity over career options, avoid substance misuse, and develop positive activities and positive relationships as alternatives to other negative draws, or imbalanced/dangerous online usage. - Maintain youth work as a specialism, and have youth workers visit hubs, rather than be based in hubs. Permanently separating specialists from their team and from adequately specialist management means that they are far less able to engage in the daily practice reflection that is required for fast-moving or nuanced situations, as is the case with vulnerable young people, in particular.</p>
<p>A complete change in attitude by the Conservative councillors running Barnet towards children. Children should be invested in and supported.</p>
<p>Supporting local delivery of diversionary activities rather than investing in large projects like Youth Zone. Increasing social housing stock (housing is the third leg of the health and social care tripod). Offering training to people who work with children and young people in safeguarding and mental health eg in sports clubs or private gyms so that they can be the eyes and ears of the community, and know how, when and where to refer to.</p>
<p>Get MORE people involved in the Youth Theatre rather than proposing combining services for teenagers with toddlers. Think theatre performing arts, who can we involve? Consult the people who run FYT. Invest in the building and organisation running the theatre.</p>
<p>Use locally based partners with a track record of community engagement</p>
<p>Partnerships sound like a reasonable approach provided the partners are local, and have a track record in the community</p>
<p>Support local not for profit organisations to deliver services, maintain community assets and support local communities.</p>
<p>The council could improve their services at Finchley Youth Activity Centre by utilising the Friends of Finchley Youth Theatre. As a charity they could apply for funding that the council may not be able to if the council was to share specific targets with them. The council could also make use of free means of advertising sessions to increase the revenue by putting information on the boards at the front of the centre or by using social media. They could also look at maximising revenue by utilising the building to capacity by making sure that it is hired to its full potential.</p>
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<p>The council could improve their services at Finchley Youth Activity Centre by utilising the Friends of Finchley Youth Theatre. Consult with the FoFYT rather than override them!</p>

Multi-agency "superstructure" covering education, health & social services, with child-following funding.
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confirmation of what's going to happen the children centre's in the future.
Firstly, I would suggest proper consultation where face to face discussions take place where residents can have a fuller understanding of what the issues are that local authorities are facing, the value of the service that are being provided, the decisions that have been taken to date which effect how services can be provided in the future, and what options have been explored to get to this point. This way residents can make informed comments on the future of services rather than being railroaded to an inevitable conclusion with Barnet Council officers have already concluded on.
Ensure that whichever model that is chosen is water tight. Families lose confidence if services do not deliver the promises made. The first I knew about this consultation was today so make sure it has been a true public consultation and not just lip service!
Best option is to provide as many as possible Early Help Services very local to families so it's easier for all families both low income and high income.
As above, please leave CAMHS workers in the NHS. We are extremely worried about what will happen to the secondary project, and are shocked not to be consulted before this happened (they are being TUPE'd as I type, aren't they?). Why unscramble something that is working well and move it to a system where they are removed from Health oversight?
Use charitable organisations? Train volunteers on counselling, coaching courses, promote activities for young people e.g. scouts, cadets. Liaise with local charitable organisations and churches etc
As suggested in my previous answer
Using schools instead of other locations is a good use of resources. Schools are currently well located to serve the whole family. Although some schools do not have the space, facilities and resources, others do and are looking to increase their revenue source to counter the effects of cuts to spending on education. Services could be relocated to places like Underhill as it is the centre of needs and there is no need for money to be spent on other locations.
Stop Brexit to increase available public money for spending
Have more visual promotion in schools and work with SENCOs to deliver this message. Have more notice board info about services available in schools use their websites/local news letters/papers
There is really a big shortage on the speech and language and OT therapy. We should have more staff in this area and more sessions including in home sessions.
you can charge for these services. please do not close the centre.
With the closure of childcare spaces, community halls for children's activities and closure of libraries to children, I am very angry - it feels as though Barnet is discriminating against young families. The money must be found, and can perhaps be saved if services were better managed, and less went to management consultants, well-meaning as they may be.
Encourage staff to turn up to clinics not hung over so that they can run to time more easily. Especially when their appointments turn up early and they are available
Calculate the full real world value of these services, not just the cost base it has in the budget as some services prevent children being led down the wrong paths in life and also

increase future engagement in the community and civic responsibility for the future generations.
yes provide community leadership by resisting central government ideology of denuding public services of funding
Recognizing and Maintaining professionals specialists skills, rather than spreading all staff to cover all areas without having the specialist training and skills to identify and manage clients needs . the provision should not become and administrative tick box service
Barnet Borough should not try to save money by taking away from children services! That's one area that you should fully support. Remember? Children are our future! What society are you trying to create??
I feel that you as a borough are completely out of touch with reality it's all about cost saving, for example there is always restructure taking place but for what last none with troubled families in the last ousted report saved no money and was pointless but the consultants made a lot of money from that and all restructures please keep things that work in place not to change for change sake. Capita are a private company more interested in making money then thinking about the residents of Barnet. This is coming from a Tory voter.
Stop providing free travel and heating to pensioners who can already afford it
Cost cutting and efficient services are not always the same thing. A comprehensive and effective service should be well funded.
Use apprenticeships and involve parents and professionals in volunteer to get budgets sorted. Organise jumble markets, donations to acquire support. Organise dancing/ singing/ music/ courses for toddlers which it could be popular and increase the business for a little fee. Yoga for pregnant, coffee premises in the building where parents carers can connect or have a read. Whith a coffee area you could have a sense of unity and business too as every parent , staff would have a drink sandwich at the premises. I've no doubt of this
The proposed Early Help model is positive but it would be stronger if there was more focus on the role played by organisations that support adult family members, especially mental health, autism, drug and alcohol services, to complement JCP, etc.
Front line staff jobs need to be protected
Work collaboratively and provide funding for charities or non profit services already providing these services often within a specific community by a specific community effectively.
I think there could be a donation scheme parent who can afford to could contribute to electronically. At the moment we pay a voluntary donation of Â£1 each time we attend activities at coppetts wood and I wouldn't want any parent put off by a higher charge, however it is reliant on me having cash and actually I could pay a monthly amount electronically as a donation much more conveniently. Obviously this is not an idea that could be relied upon in any way to alleviate the cuts you are facing but could be used to fund supplies etc that are needed for the day to day activities of the centre.
Focus on positive outcomes for young people rather than costs. The community benefits, reduction in crime and preventative work far outweigh the financial costs.
Staff need more supervision. Although this does cost money it will reduce costs in more effective services being offered. Encouraging the local communities to engage in what is happening so that their voice can actually be heard and meaningfully listened to. Allow young people to shape the services they want. Learn from other authorities and how they manage rather than just trying to cut costs.
I've already stated an alternative to these proposals in the survey. But I will suggest Barnet/Cambridge Education thinks more creatively of ways to address these financial issues or have the senior staff of Cambridge Education take pay cuts. To cut services of the people you serve is unacceptable because of "cost efficiency". It is the senior members of staff's job to work it out. It is not a reason to make families suffer even further while senior staff continue to take home the level of pay that they do and Cambridge

Education, a corporation, makes any kind of profit.
There was a significant restructure only two years ago which must have been a costly process including new posts being created as a result. It would be a concern if the amount of staff dealing with families was reduced further at the same time as trying to maintain quality of services.
As a parent of two small children (now 3yr and 1yr) we found that during the first year of our daughters life, the play group offering by children centres in the New Barnet area was quite limited. The borough could consider offering more play group slots. This could be cost efficient if some parents can be trained as volunteers to host the session. Keeping in mind that many parents are only off work for one year, early engagement would be key.
Charging for play sessions at children's centre and giving that money to the youth services.
Stop cutting services
yet another re-organisation/ restructure with the promise of improving services whilst saving money. This is an empty vacuous promise.
Get rid of the appalling LADO (Sheimatie) and stop wasting wages on people who are incompetent.
I have read about Accountable Care Partnerships maybe this is the option to have a mixture on external provision and in-house fte's in partnership arrangement. It is clear that external providers, deliver excellent services and have means to alternative funding and provisions not as easily accessible to LA's and that by forming an alliance relationship the benefits this could deliver to young people of Barnet has the potential to be innovative and exciting. also involving young people and their families in the co-design of services will be hugely beneficial.

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Children, Young People and Family Hub Programme

Final Business Case Equality Impact Assessment - Residents

The Children, Young People and Family Hub Programme was established in 2017. Its primary objectives are to:

- Work in Partnership to improve outcomes for children through a whole family approach;
- Develop improved ways of working across care, education, health, police and the voluntary and community sectors to deliver early intervention services to children, young people and their families;
- Site services closer to families, and in a way that promotes co-location and co-delivery of services;
- Work with partners to design and deliver the improved ways of working, the siting of services closer to families, and creating more cost-effective delivery.

A pilot programme to test new ways of working commenced in September 2017 in the East Central area. This was followed by a similar pilot in West area in January 2018 and the South Area commenced in May 2018.

The pilot included the following:

- Dividing the Borough into three areas and reorganising Early Help Service staff to focus on service users in smaller local areas;
- Locating staff to work in buildings across the local areas they serve so they are closer to their service users
- Co-location of staff from different organisations in the same buildings to improve accessibility of services and more collaborative working to support service users.
- Introduction of weekly panels (comprising representatives from partner organisations) in each of the three local areas to consider complex case referrals and swiftly provide team based solutions around the child / young person and their family
- A collaborative approach to staff training and development to develop common and consistent high-quality support and improved knowledge of partner support available to help children, young people and their families.

An outline business case was submitted to CELS committee in January 2018. This was to seek agreement to develop a full business case to further develop the pilot for more formalised and permanent ways of working. This was then followed by public consultation from 1 February to 27 March 2018. A summary of the public consultation and analysis of respondents' protected characteristics is at Appendix 3. It should be noted however that despite extensive promotion and writing out to users who had used services since November 2017, response levels were low with 153 completing an on-line questionnaire and only around 70 answering personal profile questions. This has meant that reliable sub analysis of responses from those with protected characteristics was not always possible.

Proposals for the full business case include:

1. Formalise arrangements trialled in the pilot phase establishing multi-agency panels in each locality to review complex cases for Early Help and taking a partnership based approach to the delivery of a package of solutions
2. Reconfiguration of Council staff into hub teams with no reduction in front line staffing
3. Improved use of Children's Centre and Youth Centre buildings to deliver an integrated 0-19* offer in local communities
4. Continue to commission schools to deliver universal and universal plus Children's Centre services to support continued early engagement antenatally/postnatally and the provision of structured

outreach programmes of activity to ensure access to early education and health services. To bring in-house the Family Support element of services to be delivered by the local Early Help Services teams to ensure a unified and consistent approach to delivery.

5. Deliver traded non-statutory services at full cost recovery. These services include:

- Finchley and Greentops Youth Activity Centres
- Duke of Edinburgh facilitation service
- Alternative education service
- Face to face counselling service for schools
- Child care places at Newstead

Whilst these proposals will reduce costs, there should be no changes to the availability of these services that will impact service users.

*Or up to 25 years for young people in care or with Special Educational Needs and Disabilities.

Initial Equality Assessment (EIA) - Resident/Service User

1. Details of function, policy, procedure or service:	
Title of what is being assessed: Children, Young People and Family Hub Programme (also known as 0-19 Hubs)	
Is it a new or revised function, policy, procedure or service? Revision to Service	
Department and Section: Family Services	
Date assessment completed: 23 April 2018	
2. Names and roles of people completing this assessment:	
Lead officer	Jill Barnes – Project Manager
Other groups	Children, Young People and Family Hub Programme Board

3. How are the following equality strands affected? <i>Please detail the effect on each equality strand, and any mitigating action you have taken / required. Please include any relevant data. If you do not have relevant data please explain why / plans to capture data</i>			
Equality Strand	Affected?	Explain how affected	Indicate what action has been taken / or is planned to mitigate impact?
1. Age	Yes x / No <input type="checkbox"/>	Data for children and young people shows: <ul style="list-style-type: none"> - Based on the latest Lower Super Output Area statistics, there are 93,590 children and young people aged 0-19 living in Barnet. - The spread of ages is 	Consultation work with young people aged 12-16 and with parent carers of children of all ages has already taken place on how they access early help services, and the results of which are being used to influence the model.

3. How are the following equality strands affected? Please detail the effect on each equality strand, and any mitigating action you have taken / required. Please include any relevant data. If you do not have relevant data please explain why / plans to capture data

Equality Strand	Affected?	Explain how affected	Indicate what action has been taken / or is planned to mitigate impact?
		<p>uneven, with proportionally more 0-4 and 5-9 year olds living in the borough (62.5%) than 10-14 and 15-19 year olds.</p> <ul style="list-style-type: none"> - The services under consideration in the programme are directly delivered to: <ul style="list-style-type: none"> • Young People aged 11-18 via the Youth Service • Families with children aged under 5 who access the current children’s centre offer • Families with children of any age who are supported through current family support arrangements 	<p>Whilst our proposals include a response to previously agreed reductions in expenditure, we have avoided loss of front line staff delivering Early Help Services and focused the reduction in spend in management posts and integration of some services. There will be no building closures. Our proposed model is looking at improving access and availability of services across the Borough and especially in areas of greatest need.</p> <p>An open public consultation was held 1 February-27 March 2018. This included a focus group of young people age 12-16.</p> <p>Our proposals include repurposing the use of some of our buildings so that they are available to service users for access to, and participation in, a broader range of services across 0-19 years.</p> <p>This was supported by 61% of respondents with 21%</p>

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Equality Strand	Affected?	Explain how affected	Indicate what action has been taken / or is planned to mitigate impact?
			<p>disagreeing. Of those who disagreed, just under half at 48% disagreed citing concern over quality of service and concern that children of all ages using the same facilities could increase safety issues.</p> <p>We will mitigate against these issues by carefully planning events and activities so that different groups use facilities at different times. We will ensure continued quality of services through on going monitoring and evaluation of services and rigorous CPD for staff.</p>
<p>2. Disability</p>	<p>Yes x <input type="checkbox"/> / No <input type="checkbox"/></p>	<p>For children with a disability, the 2011 ONS census^{Error!} <small>Bookmark not defined.</small> shows:</p> <ul style="list-style-type: none"> • there were 16,028 children with a disability. • of those identified as having a disability, 0.43% had a severe disability • The number of children with a disability is evenly distributed across all age cohorts. However, there is a higher number of children ages 0-4 with a severe disability. • Twice as many boys have a severe disability compared to girls. <p>It is unknown how many children with SEN or a</p>	<p>A targeted focus group was held during the public consultation with parents of children with SEND to gather views from this group. This focus group raised concerns with the current service including quality of handovers between staff, staff rotation, duplication of services and confusion for families. They recognised that our proposals to change the service are intended to resolve those issues but expressed concern that problems could be exacerbated without investment in a robust system to share information effectively and appropriately. They also worried that relocation of services could be confusing for families and in</p>

3. How are the following equality strands affected? Please detail the effect on each equality strand, and any mitigating action you have taken / required. Please include any relevant data. If you do not have relevant data please explain why / plans to capture data

Equality Strand	Affected?	Explain how affected	Indicate what action has been taken / or is planned to mitigate impact?
		<p>disability use current services, as this information is not routinely collected for open sessions. However, analysis of the pilot panel showed that 4 out of 39 families discussed and supported had a child with SEND (10.2%).</p> <p>The census and the Council do not routinely collect data on the number of parents with a disability living in Barnet, so it is difficult to make an assessment of the impact of service change without a baseline.</p> <p>Our public consultation received 73 responses to the question “Do you have any children in your household with a disability.” 21% responded yes and 3% prefer not to say.</p>	<p>some cases if being required to attend a different centre, could cause distress.</p> <p>In response to these concerns, we can confirm that the partnership is currently updating Information share agreements and that processes have been put in place to ensure only relevant data is shared once consent is provided.</p> <p>It is not our intention to relocate any services as such – rather that we will make services accessible from more locations. This means that there should be no confusion or distress for families.</p>
<p>3. Gender reassignment</p>	<p>Yes x <input type="checkbox"/> / No <input type="checkbox"/></p>	<p>Data is unavailable at this point. The protected characteristics will be taken into account at a later stage if data becomes available.</p> <p>In the absence of data no impact on this protected characteristic can be considered.</p>	<p>In our public consultation we asked “is your gender identity the same as you were assigned at birth? We received 67 responses to this question with 90% saying yes and 10% saying prefer not to say.</p> <p>The council provides services to children, young people and their families, irrespective of gender identity preference.</p>
<p>4. Pregnancy and</p>	<p>Yes x / No <input type="checkbox"/></p>	<p>Due to the services offered by the Children’s Centre, women</p>	

3. How are the following equality strands affected? Please detail the effect on each equality strand, and any mitigating action you have taken / required. Please include any relevant data. If you do not have relevant data please explain why / plans to capture data			
Equality Strand	Affected?	Explain how affected	Indicate what action has been taken / or is planned to mitigate impact?
maternity		<p>who are pregnant, or who have had a baby are the most likely users of services.</p> <p>In Barnet, there were 5,261 live births in 2015/16, a rate of 64.5 live births/1000 women of childbearing age.</p> <p>Of the recent panel evaluation, 6 out of 45 children (13%) where support plans were discussed and developed at panel were either unborn, or within the first year of life.</p> <p>In our public consultation, 40 responders were pregnant and 43 were on maternity leave.</p>	<p>Sub group analysis of consultation questions did not high light any differences in responses from this group compared with any others.</p> <p>Our proposals are about co location with partners and improving access to services so they are closer to where people live. We therefore expect no negative impact upon this group.</p>
5. Race / Ethnicity	Yes x <input type="checkbox"/> / No <input type="checkbox"/>	<p>Barnet's diversity is amplified for children and young people compared to the country as a whole with those from minority ethnic groups accounting for 52% of children living in the area compared with 30% nationally.</p> <p>We do not have complete service user data on ethnicity</p>	<p>A question on ethnicity was included in our public consultation. 70 people responded. The largest groups were as follows:</p> <ul style="list-style-type: none"> • 44% White British • 14% Prefer not to say • 13% white other • 10% Asian British 6% other and • 1% each of the other

3. How are the following equality strands affected? Please detail the effect on each equality strand, and any mitigating action you have taken / required. Please include any relevant data. If you do not have relevant data please explain why / plans to capture data			
Equality Strand	Affected?	Explain how affected	Indicate what action has been taken / or is planned to mitigate impact?
		of service users, it is difficult to assess the impact of service change in relation to ethnicity.	groups Subgroup analysis to consultation questions did not high light any differences in responses from minority groups compared with any others.
6. Religion or belief	Yes x <input type="checkbox"/> / No <input type="checkbox"/>	There is currently no direct data which measures religion of children and young people or parents of children and young people living in Barnet. The only data collected is related to the overall population and based on the 2011 census data.	<p>A question on religious beliefs was included in our public consultation. 69 people responded as follows:</p> <ul style="list-style-type: none"> • 39% Christian • 20% prefer not to say • 12% no religion • 7% Atheist • 6% Jewish • 6% Hindu • 3% Muslim • 1% Buddhist <p>Subgroup analysis of responses to consultation questions did not high light any differences in responses from minority groups compared with any others.</p> <p>The council provides services to children, young people and their families, irrespective of their religion or beliefs.</p> <p>The Council has recently commenced a staff training and development programme to help staff better understand the needs of different religious and ethnic groups. This is intended to help</p>

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Equality Strand	Affected?	Explain how affected	Indicate what action has been taken / or is planned to mitigate impact?
			them better understand how access to and delivery of services can be improved taking into account the needs of different groups.
7. Gender / sex	Yes x / No <input type="checkbox"/>	<p>Population data for 0-19 year olds living in Barnet show that the gender split is as follows:</p> <p>Female: 48%</p> <p>Male: 52%</p> <p>National trends around the usage of Children's Centres show that mothers are more likely to use Children's Centres. However, services are available for all parents, regardless of gender.</p>	<p>Respondents to our public consultation were asked their gender. Of 72 responses, 68% were female, 6% preferred not to say and 26% were male.</p> <p>We were not surprised with this split as parent / carers using children's centres are predominantly female.</p> <p>Sub group analysis of consultation questions did not highlight differences between male and female responses.</p>
8. Sexual orientation	Yes x <input type="checkbox"/> / No <input type="checkbox"/>	<p>Data is unavailable at this point. The protected characteristics will be taken into account at a later stage if data becomes available. It is estimated that ^6% of the UK adult population identify as LGBT.</p> <p>In the absence of data no impact on this protected characteristic can be considered.</p>	<p>Respondents to our public consultation were asked about their sexual orientation. 67 people responded:</p> <ul style="list-style-type: none"> • 72% heterosexual • 25% prefer not to say • 3% other <p>The council provides services to children, young people and their families, irrespective of sexual orientation. Evidence suggests that sexual orientation in young people can be a key factor in health and well-being of the young person.</p>
9. Marital Status	Yes x <input type="checkbox"/> / No <input type="checkbox"/>	Data suggests 8.2% of families in Barnet are lone parents with	Respondents to our public consultation were asked if they

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Equality Strand	Affected?	Explain how affected	Indicate what action has been taken / or is planned to mitigate impact?
		dependent children.	<p>were a lone parent. 75 responded:</p> <ul style="list-style-type: none"> • 71% No • 16% yes • 13% prefer not to say <p>Sub group analysis of consultation questions did not high light and differences between lone parents and others.</p>
<p>10. Other key groups?</p>	<p>Yes x <input type="checkbox"/> / No <input type="checkbox"/></p>	<p>Low income families Figures suggest that 4% of Barnet’s LSOAs are in the most deprived 10% of LSOAs nationally with an estimated 3,772 children aged 0-15 living in these LSOAs (mid 2012).</p> <p>Overall, data suggests that 14% of children in Barnet are living in the 33 most deprived LSOAs, defined as LSOAs which are in the lowest 20% for IDACI.</p> <ul style="list-style-type: none"> • The proportion of children entitled to free school meals: <ul style="list-style-type: none"> • in primary schools is 16.7% (the national average is 14.5%) • in secondary schools is 13.1% (the national average is 13.2%) • 19% of children under five (5,000 children) live in low income families. <p>Not in Education Employment or Training (NEET) Overall in Barnet 2.3% of 16-18 year olds are NEET. Males are</p>	<p>Respondents to our public consultation were asked about their employment status. 75 responded:</p> <ul style="list-style-type: none"> • 71% No • 16% yes • 13% prefer not to say <p>Sub group analysis of consultation questions did not high light and differences between the different groups.</p> <p>The council provides services to children, young people and their families, irrespective of family circumstances. It is not anticipated that the proposed changes to services will have a negative impact upon these groups.</p>

3. How are the following equality strands affected? *Please detail the effect on each equality strand, and any mitigating action you have taken / required. Please include any relevant data. If you do not have relevant data please explain why / plans to capture data*

Equality Strand	Affected?	Explain how affected	Indicate what action has been taken / or is planned to mitigate impact?
		<p>over-represented as NEET 61%, compared to 51% in general population. However to note that overall 2.3% is significantly lower than the 33 other local authorities and in the country</p> <p>Young Carers</p> <p>The 2011 Census revealed that there are 2,911 children and young people aged 0 – 24 providing unpaid care in Barnet. Nationally there is a trend of under identification, as young people often do not report that they have caring responsibilities at home. Using estimates, that there could be up to four times more young carers living and caring in Barnet. This would mean there are over 11,600 young carers in Barnet, one in ten of the 0 – 24 population.</p>	

5. Please outline what data sources, measures and methods could be designed to monitor the impact of the new policy or service, the achievement of intended outcomes and the identification of any unintended or adverse impact?

Include how frequently monitoring could be conducted and who will be made aware of the analysis and outcomes

The outcomes of the review are based on those set out in Children and Young People’s Plan 2016-2020. The outcomes that the review will focus on improving are:

- Building resilience of the most vulnerable young people
- Positive Health and Wellbeing outcomes for young people
- Readiness for Adult life
- Reducing risky behaviour
- Taking part in positive activities

- Young people have their say

An evaluation framework consisting of service user feedback, partner feedback and data analysis of the families supported is being developed and will be used to measure impact of the pilots and future service.

This Impact Assessment was updated alongside the development of the Full Business Case for the 0-19 review.

6. Initial Assessment of Overall Impact		
Positive Impact <input type="checkbox"/>	Negative Impact or Impact Not Known ¹ <input type="checkbox"/>	No Impact <input checked="" type="checkbox"/>
7. Scale of Impact		
Positive impact: Minimal <input checked="" type="checkbox"/> Significant <input type="checkbox"/>	Negative Impact or Impact Not Known Minimal <input type="checkbox"/> Significant <input type="checkbox"/>	

8. Outcome			
No change to decision <input checked="" type="checkbox"/>	Adjustment needed to decision <input type="checkbox"/>	Continue with decision <i>(despite adverse impact / missed opportunity)</i> <input type="checkbox"/>	If significant negative impact - Stop / rethink <input type="checkbox"/>
9. Please give a full explanation for how the initial assessment and outcome was decided.			
<p>Our proposals to change the way we organise and deliver Early Help Services is to target services to where they are most needed and to make them accessible from more locations. No services will be withdrawn and no buildings will be closed. The public consultation response was low but generally demonstrated support for our proposed approach.</p> <p>It is anticipated that outcomes for families will improve and early indications are that families in early need of support are being responded to more quickly than previous and the team based approach through use of hub panels is delivering more effective packages of support.</p> <p>Whilst we were not able to provide reliable sub-analysis of differences in responses from those with protected</p>			

¹ 'Impact Not Known' – tick this box if there is no up-to-date data or information to show the effects or outcomes of the function, policy, procedure or service on all of the equality strands.

characteristics due to small numbers, we believe that the improvements we are planning will not have a negative impact on any group with protected characteristics.

Changes to the way in which we organise and deliver Early Help Services in Barnet
Public consultation survey
1 February 2018 – 27 March 2018
Extract – Analysis of responses by protected characteristics

Responses to the On-line Questionnaire – analysis by protected characteristics

1. The questionnaire was also made available in other formats.

A total of 153 people responded to the questionnaire. Not all respondents answered questions on protected characteristics.

- (i) Single Parents responding
 - 75 respondents
 - 16% Single parents
 - 13% prefer not to say
- (ii) Employment status
 - 75 respondents
 - 4% unemployed and available for work
 - 9% looking after the home
- (iii) Age of children in households
 - 73 respondents
 - 24% children under 5
 - 26% children age 5-11
 - 30% children age 12-16
 - 48% children over 16
- (iv) Age of respondents
 - 70 respondents
 - 2% age 14-15
 - 3% age 16-24
 - 17% age 25-34
 - 33% age 35-44
 - 35% age 44+
 - 9% prefer not to say
- (v) Children in households with long term disability
 - 58 respondents
 - 21% yes
 - 3% prefer not to say
- (vi) Respondents with long term disability
 - 70 respondents
 - 9% yes
 - 10% prefer not to say

- (vii) Ethnicity
 - 44% White British
 - 14% Prefer not to say
 - 13% White other
 - 10% Asian / Asian British – Indian
 - 6% Other
 - 1% Asian / Asian British -Pakistani
 - 1% Any other Asian Background
 - 1% Black African
 - 1% Black British
 - 1% Mixed
 - 1%White Greek / Greek Cypriot
 - 1% White Irish
 - 1% White Turkish / Turkish Cypriot
 - 1% other Arab
- (viii) Religion
 - 69 respondents
 - 39% Christian
 - 20% Prefer not to say
 - 12% No religion
 - 7% Atheist
 - 6% Hindu
 - 6% Jewish
 - 6% Agnostic
 - 1% Buddhist
- (ix) Gender
 - 72 Respondents
 - 68% female
 - 26% Male
 - 6% Prefer not to say
- (x) Pregnant / on maternity leave
 - 43 Respondents
 - 2% pregnant
 - 10% on maternity leave
- (xi) Gender reassignment
 - 67 Respondents
 - 90% gender same as assigned at birth
 - 10% Prefer not to say
- (xii) Sexual orientation
 - 67 Respondents
 - 25% Prefer not to say

**London Borough of Barnet
Children, Education and
Safeguarding Committee
Forward Work Plan
2018-2019**

Contact: Salar Rida 020 8359 7113 salar.rida@barnet.gov.uk

Title of Report	Overview of decision	Report Of* (<i>officer</i>)	Issue Type (Non key/Key/Urgent)
6 June 2018			
Update report on the progress of Barnet Children's Services Improvement Action Plan	The Committee to receive an update on the Ofsted Report.	Strategic Director for Children and Young People	Non-key
Report of the UK Youth Parliament Members and Youth Assembly 2017/2018 Cohort Report	The Committee is asked to note the report and approve the motions agreed by the Youth Assembly.	Voice of the Child Coordinator Head of Governance	Non-key
Children, Young People and Family Hubs 0-19 Programme – Full Business Case	The Committee is asked to approve the reorganisation of the Council's Early Help Services	Strategic Director, Children and Young People	Non-key
End of Year 2017/18 Commissioning Plan Performance Report	The Committee is asked to note the report.	Head of Performance and Risk	Key
12 September 2018			
Update report on the progress of Barnet Children's Services Improvement Action Plan	The Committee to receive an update on the Ofsted Report.	Strategic Director for Children and Young People	Non-key

3
 Reports will be in the name of the Chairman of the Committee (with officers involved listed above)

Title of Report	Overview of decision	Report Of* (officer)	Issue Type (Non key/Key/Urgent)
Annual Report from the Corporate Parenting Advisory Panel	Committee to consider the Annual Report from the Corporate Parenting Advisory Panel.	Strategic Director, Children and Young People	Non-key
Quarterly Performance Report, Q1 2018-19	The Committee to consider the quarterly performance report.	Head of Performance and Risk	Non-key
29 November 2018			
Update report on the progress of Barnet Children's Services Improvement Action Plan	The Committee to receive an update on the Ofsted Report.	Strategic Director for Children and Young People	Non-key
16 January 2019			
Update report on the progress of Barnet Children's Services Improvement Action Plan	The Committee to receive an update on the Ofsted Report.	Strategic Director for Children and Young People	Non-key
Quarterly Performance Report Q2 2018-19	The Committee to consider the quarterly performance report.	Head of Performance and Risk	Non-key
13 March 2019			
Update report on the progress of Barnet Children's Services Improvement Action Plan	The Committee to receive an update on the Ofsted Report.	Strategic Director for Children and Young People	Non-key

3
 Reports will be in the name of the Chairman of the Committee (with officers involved listed above)

Title of Report	Overview of decision	Report Of* (<i>officer</i>)	Issue Type (Non key/Key/Urgent)
8 May 2019			
Update report on the progress of Barnet Children's Services Improvement Action Plan	The Committee to receive an update on the Ofsted Report.	Strategic Director for Children and Young People	Non-key
Quarterly Performance Report Q3 2018-19	The Committee to consider the quarterly performance report.	Head of Performance and Risk	Non-key

3
 Reports will be in the name of the Chairman of the Committee (with officers involved listed above)