

	<p>Children, Education, Libraries and Safeguarding Committee</p> <p>15 September 2014</p>
Title	Business Planning
Report of	Strategic Director for Communities
Wards	All
Status	Public
Enclosures	None
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Summary
<p>The Children, Education, Libraries and Safeguarding Committee agreed to develop a five-year Commissioning Plan and savings proposals and this will be considered by the Committee on 28 October 2014. This report builds on the outcomes reviewed at the meeting of 29 July 2014 to support the Committee as it addresses this task. It sets out suggested commissioning intentions for the Commissioning Plan, the intended impact of these and how they link to the strategic outcomes.</p>

Recommendations
<p>1. That the Children, Education, Libraries and Safeguarding Committee agree the outcomes and commissioning intentions detailed in this report to inform the development of the Commissioning Plan.</p>

1. WHY THIS REPORT IS NEEDED

- 1.1 On 23 June 2014 the Children, Education, Libraries and Safeguarding Committee noted the savings target allocated by the Policy and Resources Committee and agreed to complete a Commissioning Plan and savings proposals by December 2014. This report builds on the outcomes reviewed at the meeting of 29 July 2014 to support the Committee as it addresses this task. It sets out suggested commissioning intentions for the Commissioning Plan, the intended impact of these and how they link to the strategic outcomes.

Outcomes

- 1.2 The outcomes reviewed at the meeting of 29 July 2014 were as follows:

Priority	Key Outcomes
Safeguarding	<p>Children and young people are safe in their homes, schools and around the borough, with an ability to develop healthy relationships with others.</p> <p>When children are at risk, by intervening early the Council will improve outcomes for children, young people and families, enabling them to thrive.</p>
Education	<p>Excellent school standards result in all children achieving their best, being safe and happy and able to progress to become successful adults.</p> <ul style="list-style-type: none">• Every child attends a good or outstanding school, as judged by Ofsted.• The attainment and progress of children in Barnet schools is within the top 10% nationally.• The progress of the most disadvantaged and vulnerable pupils is accelerated in order to close the gap between them and their peers.
Health & emotional well-being	<p>Children and young people are physically, mentally and emotionally healthy.</p> <p>Every child in Barnet has a great start in life, with the security and safety to grow in a nurturing environment.</p> <p>Childhood in Barnet is safe and fun, with lots of opportunities to grow and develop through education, leisure and play.</p> <p>Children and young people feel supported to achieve and engage, while developing their identities and resilience.</p>

Preparation for adulthood	<p>Young people are ambitious for their futures, ready for employment and contribute positively to society.</p> <p>Young people with special educational needs or disabilities and their families are able to plan for their future and enable growth.</p>
Parenting	<p>All parents and carers are able to develop high quality relationships with their children, establishing effective boundaries and support physical and emotional well-being.</p>
Libraries	<p>Children benefit from reading, literacy and learning opportunities.</p> <p>Adults benefit from reading, learning opportunities and easy access to the wider world of knowledge and information.</p> <p>A range of outcomes are achieved by community groups through community spaces, access and resources.</p>

Commissioning intentions:

- 1.3 Commissioning intentions have been developed for the following service components that make up the Children, Education, Libraries and Safeguarding Committee's remit:
- Education services.
 - Children with disabilities, special educational needs (SEN) and high needs, child and adolescent mental health services (CAMHS).
 - Looked after children and young people.
 - Safeguarding and children in need.
 - Family support.
 - Youth (incl. youth offending).
 - Libraries.
 - Support services.

1.4 Education services

	Commissioning intention	Intended impact
1	To develop a new delivery model, in partnership with schools, to deliver cost-effective and sustainable education services.	<ul style="list-style-type: none"> - Services to schools enabled to grow and develop rather than reduce. - Sustainable partnership to maintain educational excellence in light of the increasing autonomy of schools and the diversity of school governance arrangements.
2	The school improvement system will ensure that all schools are challenged and ambitious for Barnet's children and young people. It will better utilise the expertise within the sector in Barnet.	<ul style="list-style-type: none"> - A schools-led, self-sustaining school improvement system, maximising expertise within Barnet schools to ensure all schools are supported to improve. - All schools supported to become good or outstanding.
3	There are a broad range of opportunities available for young people post 16 and they are supported to make well informed choices.	<ul style="list-style-type: none"> - Wider choice of opportunities for young people post 16, particularly for those young people not wishing to pursue an academic pathway. - Young people better informed about the range of opportunities available and how to access them. - Increase in the proportion of youth offenders and other high risk young people in education, training and employment.
4	Young people are equipped with the skills needed by the local, London and national labour markets.	<ul style="list-style-type: none"> - Young people better equipped with the skills required to access employment. - Employer's future workforce needs more fully met.
5	There is a sufficient supply of school places through to 2019/20 and beyond.	<ul style="list-style-type: none"> - All children who require a school place have access to one. - Educational infrastructure in place to support regeneration programmes - Admission priority areas for primary phase reviewed and updated.

1.5 Children with disabilities, SEN and high needs, CAMHS

	Commissioning intention	Intended impact
1	Implement a 0-25 disabilities service that better brings together health, care and education.	<ul style="list-style-type: none"> - Growth is enabled for young people with disabilities. - Improved relationships between families and the local authority. - Reduced cost to adult social care arising from lower care package costs

	Commissioning intention	Intended impact
		<p>for those transitioning.</p> <ul style="list-style-type: none"> - Some rebalancing of cost from expensive specialist provision to preventative and enabling services.
2	<p>Develop a new specification for child and adolescent mental health services with the CCG and Public Health that invests in prevention and early intervention and delivers more effective and timely targeted interventions.</p>	<ul style="list-style-type: none"> - Improved mental well-being of children and young people. - Reduction in demand for intensive CAMHS services (tier 3 and 4). - More specialist services delivered in the community with better outcomes, reduced waiting times and improved satisfaction.
3	<p>All eligible children and young people have a personalised, outcome focused Education, Health and Care Plan that is regularly reviewed.</p>	<ul style="list-style-type: none"> - Better co-ordinated plans that more effectively achieve the identified outcomes for children and young people.
4	<p>Families of children with additional needs have greater choice and control over the services included in the plan. The new short breaks offer will provide much greater choice and control to families.</p>	<ul style="list-style-type: none"> - More personalised plans that more effectively achieve the identified outcomes for children and young people. - Parents feel better supported.
5	<p>The local offer for children with SEND clearly sets out a comprehensive, up-to-date range of services.</p>	<ul style="list-style-type: none"> - Parents and carers are enabled to better plan for the future. - Innovation and improvement in the market to best meet the needs of local children and young people.
6	<p>To meet growing demand for school places for children with SEND we will increase the availability of provision in Barnet and seek to ensure consistently high quality service by making better use of our centres of excellence.</p>	<ul style="list-style-type: none"> - Higher quality provision leading to better educational outcomes. - A reduction in specialist and out-of-borough places. - A reduction in SEN transport costs.
7	<p>Reduce the cost of SEN transport through more extensive use of travel training, the offer of personal transport budgets, more effective route planning and procuring better value services.</p>	<ul style="list-style-type: none"> - Increased independence for children and young people. - A reduction in SEN transport costs. - Less time spent travelling to and from school.

1.6 Looked after children and young people

	Commissioning intention	Intended impact
1	Grow and strengthen the in-house foster care service. Intervene early to prevent placement breakdown through better case management and access to a wider range of support services.	<ul style="list-style-type: none"> - Greater stability of local placements in a family home leading to better outcomes for looked after children. - A reduction in the average cost of placements for looked after children.
2	Develop more effective approaches to enable appropriate young people to step-down from residential to foster care placements.	<ul style="list-style-type: none"> - More effectively deal with the causes of disruptive and challenging behaviour leading to better outcomes for looked after children. - A reduction in the average cost of placements for looked after children.
3	Re-location of one of Barnet's in-house children's homes to improve the quality of facilities.	<ul style="list-style-type: none"> - Improved aspirations and life outcomes for young people resident in the home.
4	Adoption and other options for permanence are secured for a broader range of children, especially for older children and those with complex needs.	<ul style="list-style-type: none"> - More children and young people benefit from a permanent family environment. - Children and young people spend less time waiting for a permanent placement. - Adopters wait less time between approval and placement. - Reduced cost of placements to the local authority.
5	Develop and enhance the leaving care service in partnership with other local agencies.	<ul style="list-style-type: none"> - An increase in the proportion of looked after children moving on to employment, training and further education. - Improved life outcomes including employment, income, involvement in criminal activity and stability of future family life. - Young people leaving care are able to secure local and appropriate housing.
6	Improve the educational offer to all our looked after children through use of the pupil premium and better use of the Virtual School.	<ul style="list-style-type: none"> - Better educational outcomes for looked after children (attainment, attendance and transitions).

1.7 Safeguarding and Children In Need

	Commissioning intention	Intended impact
1	Through a strong commitment to implementing the business plan of Barnet's Local Safeguarding Children's Board, consolidate safeguarding work across the partnership.	<ul style="list-style-type: none"> - Protect children and young people from harm in particular those being sexually exploited and neglected and for missing children. - Better outcomes for children and young people at risk of harm through better preventative work and earlier intervention.
2	Consolidate and embed the Multi-Agency Safeguarding Hub (MASH) as Barnet's integrated front door for both safeguarding and early help.	<ul style="list-style-type: none"> - Ensure that all referrals are effectively screened in a timely manner and that decision making is well informed and of a high quality. - Use the intelligence developed from the MASH to improve service design, planning and sign-posting.

1.8 Family Support

	Commissioning intention	Intended impact
1	A strengthened early years service that integrates universal provision with targeted services with a specific focus on improving outcomes for the most vulnerable families. Ensure that early years is a priority investment area for the ring-fenced public health grant. Create an early years centre of excellence to improve the quality of early education across the borough.	<ul style="list-style-type: none"> - Sustainably improved outcomes for families. - Reduced costs to social care and to other parts of the local public sector. - Improved standards of early education leading to improved outcomes at the end of the early years foundation stage.
2	To continue with our early intervention approach to family support. As early implementers of the next phase of the Troubled Families Programme we will work with an expanded cohort of families and seek a sustainable funding approach for when the grant ceases.	<ul style="list-style-type: none"> - Sustainably improved outcomes for families. - Reduced costs to social care and to other parts of the local public sector.
3	Increased use of evidence based programmes to improve the effectiveness and value for money of interventions. Rigorously evaluate our	<ul style="list-style-type: none"> - Sustainably improved outcomes for families. - Reduced costs to social care and to other parts of the local public sector.

	Commissioning intention	Intended impact
	family support work and ensure investment is focused on services that demonstrate the highest impact.	

1.9 Youth (incl youth offending)

	Commissioning intention	Intended impact
1	Develop Barnet's partnership approach to work with young people at risk of involvement in youth violence and those already actively involved.	<ul style="list-style-type: none"> - Improved life outcomes for young people. - A reduction in youth violence.
2	Work with partners to better support young offenders and other high risk young people to access education, training and employment opportunities available in Barnet.	<ul style="list-style-type: none"> - Increase in the proportion of young offenders and other high risk young people in education, training and employment. - A reduction in reoffending rates.
3	Improve working across the public sector to achieve better outcomes for vulnerable young adults age 16 - 24.	<ul style="list-style-type: none"> - Reduction in the longer term costs to the public sector. - Reduction in re-offending, long-term unemployment and homelessness.
4	Continuing to prioritise detached youth work with the most vulnerable young people in the Borough through a partnership approach.	<ul style="list-style-type: none"> - Improved life outcomes for young people. - Reduction in the longer term costs to the public sector.

1.10 Libraries

	Commissioning intention	Intended impact
1	To deliver a comprehensive and efficient library service that best meets the demands of residents with a significantly reduced budget.	<ul style="list-style-type: none"> - Minimise the impact of savings on the intended outcomes of the service.

1.11 Cross-cutting

	Commissioning intention	Intended impact
1	Ensure that the voice of children and young people contributes to the design and delivery of services.	<ul style="list-style-type: none">- Services that better meet the needs of children and young people.
2	Promote and maintain the quality and consistency of social and family work. Ensure that the workforce development programme is focused on strengthening the quality and consistency of practice.	<ul style="list-style-type: none">- Maintain the safety of looked after children.- Ensure that young people are at the centre of planning for their future.- High quality decision making.- Effective working with families.- Improved staff retention.
3	Constrain inflationary pressure on procured goods and services to 0.5% from 16/17 – 19/20.	<ul style="list-style-type: none">- Avoidance of cost pressures from third party spending.

2. REASONS FOR RECOMMENDATIONS

- 2.1 This report is a step in the process of agreeing a Commissioning Plan and a set of business planning proposals. Further work needs to be done by the working groups and Council officers to inform the corporate business planning process and the report to Policy and Resources Committee on 2 December 2014.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 N/A

4. POST DECISION IMPLEMENTATION

- 4.1 Officers will bring a paper on the Commissioning Plan to the next Children, Education, Libraries and Safeguarding Committee meeting on 28 October 2014.

5. IMPLICATIONS OF DECISION

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

- 5.1.1 In addition to continued austerity, demographic change and the resulting pressure on services poses a significant challenge to the Council. The organisation is facing significant budget reductions at the same time as the population is increasing, particularly in the young and very old population cohorts. Given that nearly two thirds of the Council's budget is spent on Adult Social Care and Children's Services, this poses a particular challenge as

these services are predominantly 'demand led'.

5.2 Legal and Constitutional References

5.2.1 All proposals emerging from the business planning process will need to be considered in terms of the Council's legal powers and obligations (including, specifically, the public sector equality duty under the Equality Act 2010) and, where appropriate, mechanisms put into place to ensure compliance with legal obligations and duties and to mitigate any other legal risks as far as possible.

5.2.2 Constitution, Part 3, Responsibility for Functions – Section 3

5.3 Risk Management

5.3.1 The Council has taken steps to improve its risk management processes by integrating the management of financial and other risks facing the organisation. Risk management information is reported quarterly to the Board and to Committees and is reflected, as appropriate, throughout the annual business planning process.

5.4 Equalities and Diversity

5.4.1 Equality and diversity issues are a mandatory consideration in the decision-making of the Council. This requires elected Members to satisfy themselves that equality considerations are integrated into day to day business and that all proposals emerging from the finance and business planning process have properly taken into consideration what impact, if any, there is on any protected group and what mitigating factors can be put in train.

5.4.2 The projected increase in the borough's population and changes in the demographic profile will be key factors that need to be considered when determining both the corporate strategy and service responses. Both of these need to also reflect the aspirations and contributions of current residents

5.4.3 Similarly, all human resources implications will be managed in accordance with the Council's Managing Organisational Change policy that supports the Council's Human Resources Strategy and meets statutory equalities duties and current employment legislation.

5.5 Consultation and Engagement

5.5.1 As proposals are developed in response to the challenges raised in this paper, an appropriate consultation and engagement plan will be developed and implemented. The work will be informed by the extensive consultation work that has been carried out already as part of the Priorities and Spending Review process.

5.5.2 Over the last twelve months the council has been reviewing its priorities and spending. To help inform the council's future long term spending plans the council commissioned the Office for Public Management (OPM), an independent research organisation, to run a comprehensive series of

residents engagement activities to understand their priorities for the local area and look at how residents and organisations can support services going forward.

6. BACKGROUND PAPERS

- 6.1 Children, Education, Libraries and Safeguarding Committee, 23 June 2014.
[Item 5 – Business Planning](#)
- 6.2 Children, Education, Libraries and Safeguarding Committee, 29 July 2014.
[Item 7 – Business Planning](#)