

Appendix 1

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

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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.

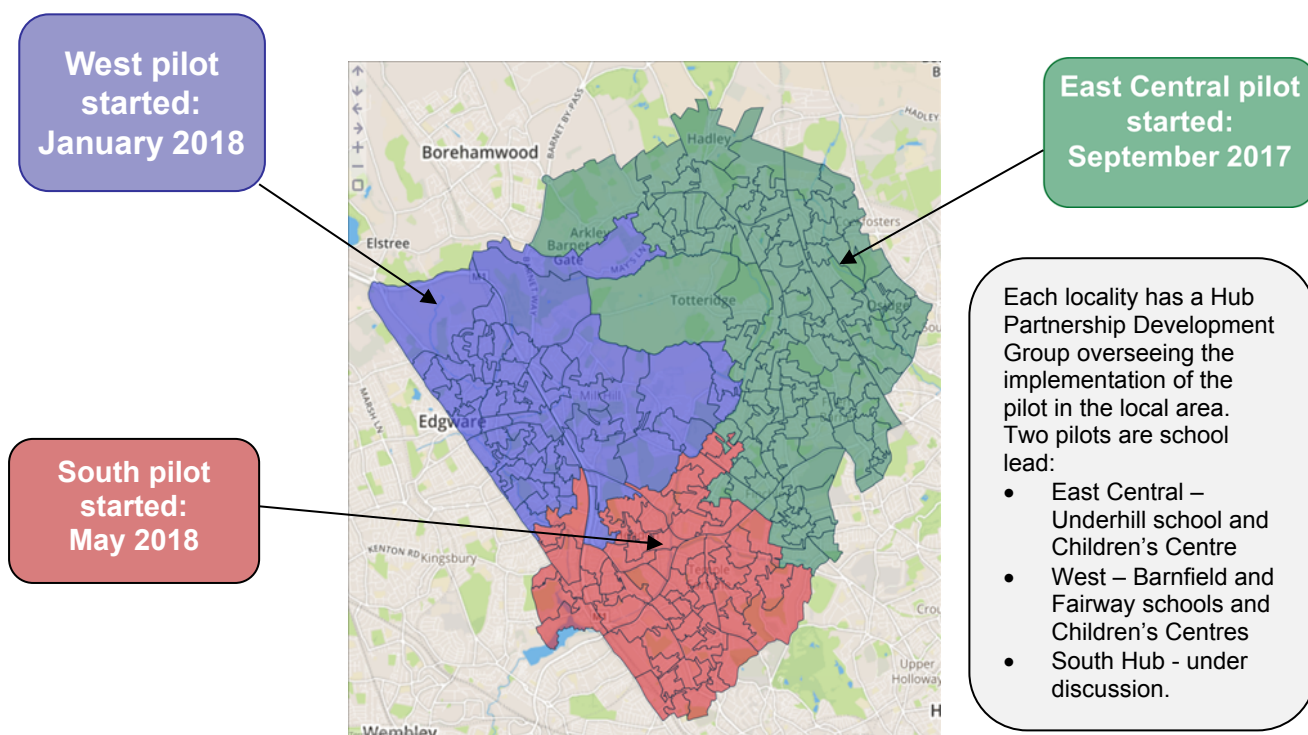
As part of the Medium Term Financial Strategy 2015-2020, Members agreed efficiencies within the Early Years/Early Help service, and Youth Service, to be achieved before March 2020. These efficiencies will be achieved by ensuring early help for children and young people is seamless and resources are targeted 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 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
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					→						

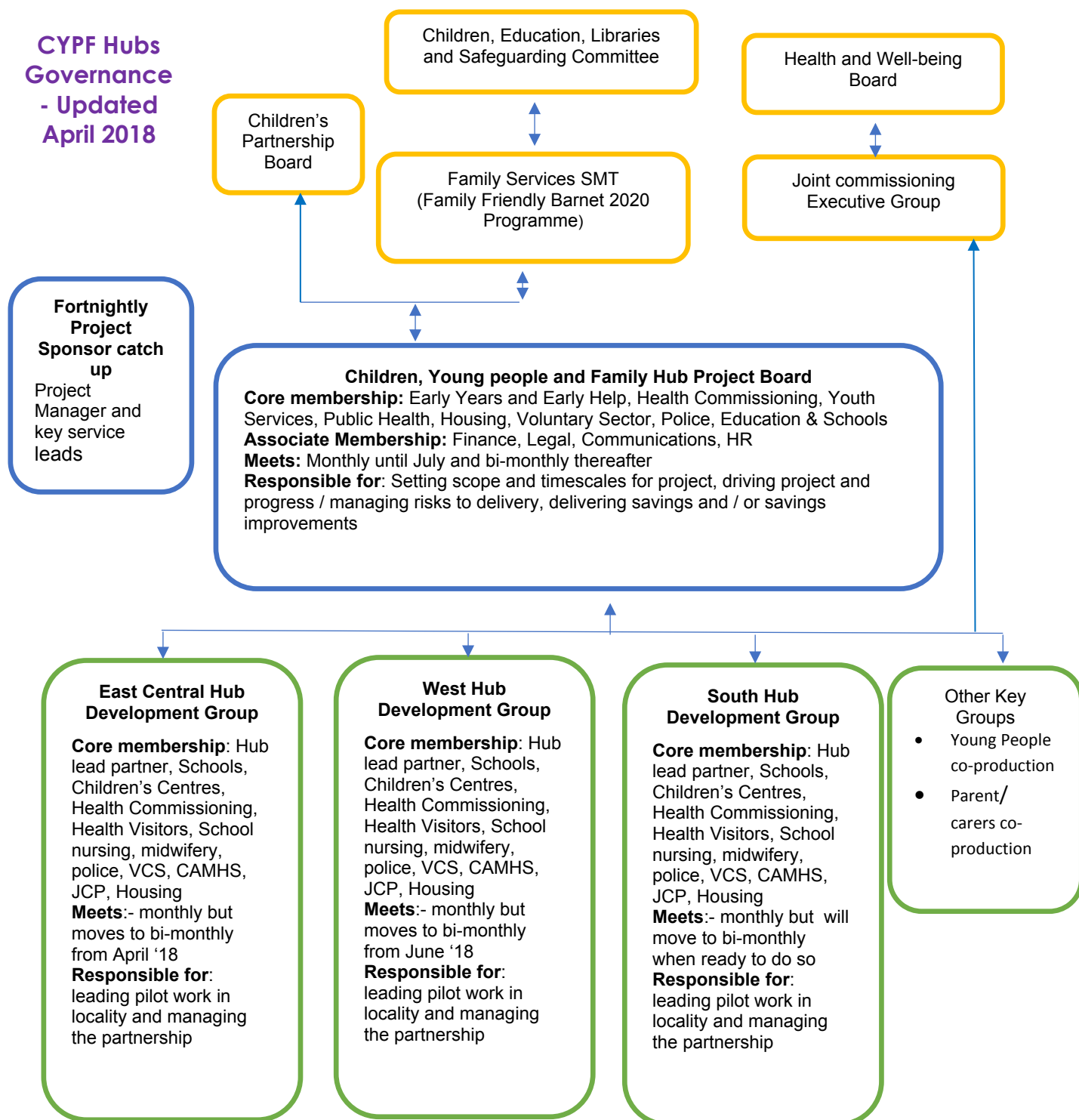
Action	June	July	August	September	October	November	December	January	Feb	Mar	April
0-19 Services Access and Delivery											
Service access and delivery become available across Childrens Centres, Youth Activity Centres and Partner locations								Ongoing			
Partner services communicated within a joint 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.

Document Control

Record the information relevant to this document in this section

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Document History

If the document has been altered or amended please track the versions and changes in this section

Date	Version	Reason for change	Changes made by
11/05/18	V5	Updated with comments from project team and service leads	Jill Barnes
18/05/18	V6	Updated with comments from Project sponsor and Operational Director	Jill Barnes
23/05/18	Penultimate	Updated with comments from Chief officer and legal	Jill Barnes
29/05/18	Final	Updated with further comments from finance, legal, chief officer and project sponsor	Jill Barnes

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Name	Role	Date

Approvals:

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

