

<b><u>MEETING</u></b>
<b>CHILDREN, EDUCATION, LIBRARIES &amp; SAFEGUARDING COMMITTEE</b>
<b><u>DATE AND TIME</u></b>
<b>TUESDAY 16TH JANUARY, 2018</b>
<b>AT 7.00 PM</b>
<b><u>VENUE</u></b>
<b>HENDON TOWN HALL, THE BURROUGHS, LONDON NW4 4BQ</b>

Dear Councillors,

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

Item No	Title of Report	Pages
1.	MINUTES OF THE LAST MEETING	3 - 10
6.	MEMBERS' ITEMS (IF ANY)	11 - 14
7.	UPDATE REPORT ON PROGRESS OF BARNET CHILDREN'S SERVICES IMPROVEMENT ACTION PLAN	15 - 42
8.	CHILDREN, YOUNG PEOPLE AND FAMILY HUBS - OUTLINE BUSINESS CASE	43 - 114

Salar Rida 020 8359 7113 Salar.Rida@Barnet.gov.uk

This page is intentionally left blank

# Decisions of the Children, Education, Libraries & Safeguarding Committee

15 November 2017

Members Present:

AGENDA ITEM 1

Councillor Reuben Thompstone (Chairman)

Councillor Bridget Perry (Vice-Chairman)

Councillor Pauline Coakley Webb

Councillor Alison Cornelius

Councillor Helena Hart

Councillor Anne Hutton

Councillor Nagus Narenthira

Councillor Kath McGuirk

Councillor Val Duschinsky

Also in attendance:

Denis Carey (Co-Opted Member)

Kevin McSharry (Co-Opted Member)

Gladys Vendy (Co-Opted Member)

Apologies for Absence:

Marilyn Nathan (Co-Opted Member)

## 1. MINUTES OF THE LAST MEETING

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

The Committee thanked Ms Val White, Programme Director, Education and Learning for all her work over the years at Barnet particularly with schools, review of library services and planning of school places.

**It was RESOLVED that the minutes of the previous meeting of the Children, Education, Libraries and Safeguarding Committee held on 18 September 2017 be agreed as a correct record.**

## 2. ABSENCE OF MEMBERS

Apologies for absence were received from:

- Ms Marily Nathan, Co-Opted Member

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

The following declarations were made at the meeting:

Councillor	Agenda Item(s)	Declaration
Anne Hutton	Various items	Declared a non-pecuniary interest by virtue of being a Trustee of the Barnet Carers Centre and Barnfield Children's Centre
Kath McGuirk	Various items	Declared a non-pecuniary interest by virtue of being board member of Arts depot.

**4. REPORT OF THE MONITORING OFFICER (IF ANY)**

None.

**5. PUBLIC QUESTIONS AND COMMENTS (IF ANY)**

Details of the questions asked and the published answers were provided with the agenda papers for the meeting. Verbal responses were given to supplementary questions at the meeting. The Chairman invited Mr Roger Tichborne who joined the table and addressed the Committee with a Public Comment.

**6. MEMBERS' ITEMS (IF ANY)**

None.

**7. PETITION - FUNDING FOR BARNET SCHOOLS**

The Chairman invited the lead petitioner, Ms Lisa Hayes to join the meeting. The speaker presented the petition to the Committee about the potential impact of the new National Funding Formula.

Mr Chris Munday, Strategic Director for Children and Young People noted the importance of the issues raised and proposed that this action be linked to the wider partnership network of London Councils.

Councillor Pauline Coakley Webb moved the first motion:

1. *That the Committee instructs the Strategic Director for Children and Young People to prepare a report for the January meeting with:*
  - a) *An update on the funding for Barnet Schools, and*
  - b) *Any response from the Government on lobbying efforts undertaken by London Councils to ensure no Barnet school loses out under the new National Funding Formula.*

The motion was seconded and having been put to the vote, it was unanimously **agreed** by the Committee.

For	9
Against	0
Abstentions	0

Councillor Pauline Coakley Webb moved a second motion:

2. *That the Chairman of the Committee writes to the Secretary of State for Education and the Chancellor of the Exchequer setting out that:*
  - a) *The Secretary of State promised that no school would lose funding under the new National Funding Formula*
  - b) *In fact 100 Barnet schools out of 115 will lose funding next year under the formula;*
  - c) *The Chancellor and Secretary of State for Education should protect our children's education, and therefore*
  - d) *In next week's Budget, funding for schools should be levelled-up, not down, to ensure that no school loses out*

The Chairman welcomed the motion and commented that the most effective route to address the concerns would be through a partnership approach via London Councils.

The motion was seconded. Having been put to the vote, the motion was declared **lost**.

For	4
Against	5
Abstentions	0

It was therefore **RESOLVED**:

**That the Committee instructed the Strategic Director for Children and Young People to prepare a report for the January meeting with:**

- a) **An update on the funding for Barnet Schools, and**
- b) **Any response from the Government on lobbying efforts undertaken by London Councils to ensure no Barnet school loses out under the new National Funding Formula.**

## **8. UPDATE REPORT ON PROGRESS OF BARNET CHILDREN'S SERVICES IMPROVEMENT ACTION PLAN**

The Chairman welcomed the progress report and noted the extensive amount of work carried out by Children's Services since the inspection took place.

The Strategic Director for Children and Young People, Mr Munday presented the report and summarised the key issues and the critical areas of continued improvement. He briefed the Committee about the work of the Children's Services Improvement Board towards implementing a culture of change.

Mr Munday briefed the Committee about the first Ofsted Monitoring Visit which focused on front line services, including a review of the MASH (Multi-Agency Safeguarding Hub) and DATS (Duty and Assessment Teams).

The feedback received from inspectors was that the Council could not have done more since the inspection, which was encouraging. Visits to children and young people must be purposeful and appropriate. Furthermore, that it is crucial for staff to understand the underlying issues about quality, performance and that they feel supported.

Mr Munday noted that time management and quality issues continue to be addressed with children being placed at the centre of visits. He noted that following publication of the DfE Commissioner's report, the Secretary of State will issue statutory direction which must be followed by the Local Authority.

The Committee noted the appointment of the new Chairman for the Local Safeguarding Children's Board, Mr Andrew Fraser former Director of Children's Services at Enfield.

Following a query from the Committee about making continued improvements, Mr Munday emphasised the importance of making significant improvements in light of the reviewed cases which were inadequate.

Ms Tina McElligott, Assistant Director Family Services provided an update on the Children's Services recruitment campaign. She noted the importance of ensuring that managers are equipped with the relevant skills to challenge and scrutinise effectively which will contribute to making better assessments.

Following a comment from the Committee about working together with other departments, the Chief Executive, Mr John Hooton noted that other parts of the Council have been encouraged and are working on improving the work that Children' Services are doing. He also confirmed that the Council was working with its partners and that this continued to be a top priority.

The Committee queried the progress made towards quality recruitment. Ms Brigitte Jordaan, Operational Director Corporate Parenting informed the Committee that the Service continues to work in a way which is child focused.

Ms Jordaan explained that the Service must continue to ensure that social workers are confident in their work towards assessing the needs of children and young people. She also noted the importance of effective management in respect of oversight of the process.

In respect of levels of staff, Ms McElligott noted that the last six months had been challenging with progress being made and that much work still needed to be done. This includes supporting staff with training.

In response to a query about children coming into care, Ms Jordaan answered that data was comparable to other local authorities and that there was an increase in the number of Unaccompanied Asylum Seeking Children.

The Committee asked about the approach to prevent children and young people being groomed into criminal and gang related activities. Ms Jordaan informed the Committee about the work of the Reach Team which consists of a dedicated mixed workforce including social workers and therapists. It was noted that the Team works in collaboration with Police and Health partners to disrupt and prevent grooming and other criminal activities as much as possible.

The Committee asked questions about how all members and other committees could be involved. It was noted that an area of focus must be ensuring that the governance arrangements enabled all councillors to be involved in safeguarding and that there was input of other committees into the work of this committee.

The Chairman thanked Officers and the Committee for their contribution. It was unanimously **RESOLVED**:

- 1. That the Committee noted the finalised Barnet Children's Services Improvement Action Plan as set out in Appendix 1.**
- 2. That the Committee noted the progress of the Barnet Children's Services Improvement Action Plan as set out in paragraphs 1.8 to 1.70.**
- 3. That the committee noted and scrutinised as above the performance information provided in paragraph 1.71 to 1.82.**
- 4. That the Committee noted the Barnet Children's Safeguarding Board (BSCB) annual report as set out in Appendix 3, and the appointment of Andrew Fraser as the new independent chair.**

## **9. PROMOTING ARTS AND CULTURE IN BARNET**

The Chairman introduced the item and welcomed Ms Val White to present the report.

Ms White provided an update on the development of the Arts and Culture Strategy for Barnet. Following the Public Comment made at this meeting, Ms White noted that engagement and feedback will be used to shape the Strategy which will be reported back to this Committee.

The Committee queried whether arts and culture activities could be promoted through a central hub. Ms White noted the recent launch of the online Community Directory where a large number of organisations have registered.

The website contains a list of organisations and activities – the Committee requested that other related activities also be included and promoted more widely.

It was unanimously **RESOLVED**:

- 1. That the Children, Education, Libraries and Safeguarding Committee noted the partnership activity to date to develop a strategic framework for arts and culture.**
- 2. That the Children, Education, Libraries and Safeguarding Committee agreed the vision and priorities for the further development of the strategy.**
- 3. That the Children, Education, Libraries and Safeguarding Committee agreed to the use of council monies to fund a time limited resource of £25,000 to kick start the use of incidental and 'meanwhile use' space in the borough.**
- 4. That the Children, Education, Libraries and Safeguarding Committee supports the ambition to work towards becoming the London Borough of Culture in 2021.**

## **10. FAMILY SERVICES COMPLAINTS, COMPLIMENTS AND COMMENTS ANNUAL REPORT 2016-17**

Mr Munday presented the report which provides an overview of the complaints and compliments received in Family Services from 1 April 2016 to 31 March 2017.

He also encouraged more feedback which will be used to further improve service delivery.

**It was RESOLVED:**

**That the Children, Education, Libraries and Safeguarding Committee noted the report and appendix.**

#### **11. BUSINESS PLANNING 2018/19**

The Strategic Director for Children and Young People, Mr Munday presented the report and the proposed revenue savings as set out in Appendix A to the report.

It was **RESOLVED** that:

**That the Committee recommended the savings programme as set out in Appendix A to the Policy and Resources Committee.**

Votes were declared as follows:

For	5
Against	0
Abstentions	4

#### **12. SPECIAL EDUCATIONAL NEEDS AND DISABILITIES (SEND) STRATEGY 2017-2020**

The Chairman introduced the report and welcomed Mr Simon James Assistant Director, SEND and Inclusion.

Mr James presented the item and noted that the Strategy has been developed by the Council through a partnership approach. He informed the Committee about the vision of the Strategy and the six strategic priorities. The Committee also noted the importance of effective joint commissioning and integration of services.

Following a question from the Committee about promoting integration of services, Mr Simon noted that one of the key steps going forward is to establish a joint social communication clinic in order to enhance access to appropriate services.

In response to a question raised by the Committee about The Windmill – Mr Simon noted that this will be a new free school which has been approved for opening.

Ms Val White informed the Committee that the Council is working with the DfE to identify a site for the new free school – she noted that it is important to find the right site to meet the needs which includes transport needs.

The Chairman thanked the Committee for the discussion.



It was unanimously **RESOLVED** that:

1. That the Children, Education, Libraries and Safeguarding Committee approved the Special Educational Needs and Disabilities Strategy 2017-2020 (Appendix A) for consultation with stakeholders as set out in paragraph 6.2 below.
2. That the Children, Education, Libraries and Safeguarding Committee delegated the final approval of the strategy, taking account of the consultation, to the Strategic Director for Children and Young People.
3. That the Children, Education, Libraries and Safeguarding Committee noted the proposal to commission additional specialist places for children and young people as set out in Appendix (ii) and delegated the approval of decision making in relation to the location of new specialist places in Barnet maintained schools, subject to consideration of consultation responses, to the Strategic Director for Children and Young People.

**13. FORWARD WORK PROGRAMME**

The Committee noted the standing item on the agenda which provides an overview of the business items at future meetings.

**It was RESOLVED:**

**That the Committee noted the Forward Work Programme for 2018.**

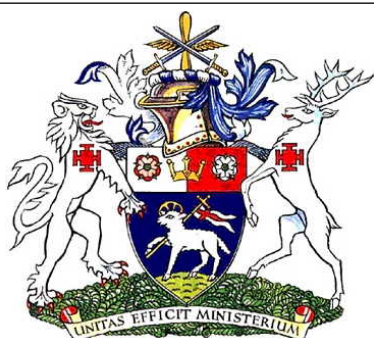
**14. ANY ITEM(S) THAT THE CHAIRMAN DECIDES ARE URGENT**

None.

The meeting finished at 9.40 pm

This page is intentionally left blank

AGENDA ITEM 6



# Children, Education, Libraries and Safeguarding Committee

## 16 January 2018

<b>Title</b>	<b>Member’s Item in the name of Councillor Anne Hutton – International Zero Tolerance to FGM Day 2018</b>
<b>Report of</b>	Head of Governance
<b>Wards</b>	All
<b>Status</b>	Public
<b>Enclosures</b>	None
<b>Officer Contact Details</b>	Salar Rida, Governance Officer Email: <a href="mailto:Salar.Rida@Barnet.gov.uk">Salar.Rida@Barnet.gov.uk</a> Tel: 020 8359 7113

### Summary

The report informs the Committee of a Member’s Item and requests instructions from the Committee.

### Recommendations

1. That the Committee’s instructions in relation to this Member’s item are requested.

## 1. WHY THIS REPORT IS NEEDED

- 1.1 A Member of the Committee has requested that the item tabled below is submitted to the Children, Education, Libraries and Safeguarding Committee for consideration and determination. The Committee are requested to provide instructions to Officers of the Council as recommended.

<b>Councillor</b>	<b>Member's Item</b>
<b>Anne Hutton</b>	<p data-bbox="603 506 1425 539"><b>International Zero Tolerance to FGM Day 2018</b></p> <p data-bbox="603 584 1487 797">Data published by the NHS / NSPCC shows that there were 50 cases of Female Genital Mutilation (FGM) in Barnet recorded by the NHS between April 2015-March 2016. More recent data published by the NHS shows a further 15 cases in Barnet were recorded between October 2016-December 2016.</p> <p data-bbox="603 842 1487 1021">FGM is an illegal practice that causes physical and emotional harm, and can result in death. According to the World Health Organisation FGM is mostly carried out on young girls between infancy and age 15, and is therefore a key safeguarding issue for the CELS committee.</p> <p data-bbox="603 1066 1487 1167">Although there have been far fewer cases of FGM recorded in Barnet than in neighbouring boroughs, 65 cases is still 65 cases too many.</p> <p data-bbox="603 1211 1487 1312">I request that the CELS Committee is updated with details of what work has taken place over the last year to raise awareness of and tackle this issue in Barnet.</p> <p data-bbox="603 1357 1487 1570">As the International Zero Tolerance to FGM Day takes place on 1 February 2018, I also request that the CELS Committee considers what support LB Barnet could give towards establishing an annual event in partnership with Health, Schools, the Police and the Voluntary Sector to mark this day, with the first one taking place on 1 February this year.</p>

## 2. REASONS FOR RECOMMENDATIONS

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

## 3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

3.1 Not applicable.

#### **4. POST DECISION IMPLEMENTATION**

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

#### **5. IMPLICATIONS OF DECISION**

##### **5.1 Corporate Priorities and Performance**

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

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

5.2.1 None in the context of this report.

##### **5.3 Legal and Constitutional References**

5.3.1 The Council's Constitution (Meeting Procedure Rules, Section 6) states that a Member, including appointed substitute Members of a Committee may have one item only on an agenda that he/she serves. Members' items must be within the term of reference of the decision making body which will consider the item.

##### **5.4 Risk Management**

5.4.1 None in the context of this report.

##### **5.5 Equalities and Diversity**

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

##### **5.6 Consultation and Engagement**

5.6.1 None in the context of this report.

#### **6. BACKGROUND PAPERS**

6.1 None.

This page is intentionally left blank

	<b>AGENDA ITEM 7</b>
	<b>CHILDREN, EDUCATION, LIBRARIES &amp; SAFEGUARDING COMMITTEE</b>  <b>16 January 2017</b>
<b>Title</b>	<b>Update report on progress of Barnet Children's Services Improvement Action Plan</b>
<b>Report of</b>	Chairman of the Committee, Councillor Reuben Thompstone
<b>Wards</b>	All
<b>Status</b>	Public
<b>Urgent</b>	No
<b>Key</b>	No
<b>Enclosures</b>	<b>Appendix 1: Ofsted monitoring visit final letter</b> <b>Appendix 2: Barnet Children's Services Improvement Plan Data Dashboard</b>
<b>Officer Contact Details</b>	Chris Munday Strategic Director for Children and Young People <a href="mailto:Chris.Munday@barnet.gov.uk">Chris.Munday@barnet.gov.uk</a>

<b>Summary</b>
<p>Children's services in Barnet were judged by Ofsted to be inadequate when Ofsted undertook a Single Inspection Framework (SIF) during April and May 2017. The Council fully accepted the findings of the report and is working collectively with the partnership to drive the improvements needed to transform social care services for children, young people and their families from inadequate to good rapidly.</p> <p>In July 2017 Committee was presented with the recommendations and areas for improvement highlighted by Ofsted, along with a draft Improvement Action Plan developed in response to these. Committee approved the draft Plan for consultation and delegated authorisation to complete and submit the plan to the Strategic Director for Children and Young People in consultation with the Chief Executive and Lead Member.</p> <p>The finalised Improvement Action Plan was submitted to Ofsted in October 2017. Ofsted confirmed that the plan satisfactorily reflected the recommendations and priorities of the inspection report. In November 2017, Committee was presented with the finalised Barnet Children's Services Improvement Action Plan and the confirmation letter from Ofsted.</p> <p>In November 2017, Ofsted conducted a monitoring visit of Children's Services, which focussed on</p>

the 'front door' arrangements in the Multi-Agency Safeguarding Hub (MASH) and the Duty & Assessment Teams. The update on Barnet Children's Services Improvement Action Plan includes reference to this monitoring visit.

This report provides an update on progress of Barnet Children's Services Improvement Action Plan to ensure scrutiny by elected members in improving the effectiveness of the local authority in protecting and caring for children and young people as a corporate parent. This is the third update report to be received by Committee and the reporting period for progress is November and December 2017. The update on progress is structured according to the seven improvement themes in the action plan, and the improvement plan data dashboard has been included in Appendix 2.

### Recommendations

- 1. That the Committee note the progress of the Barnet Children's Services Improvement Action Plan as set out in paragraphs 1.8 to 1.71.**
- 2. That the Committee note details of Ofsted's monitoring visit set out in paragraphs 1.11 to 1.14 and the monitoring visit feedback letter received from Ofsted attached in Appendix 1.**
- 3. That the Committee note and scrutinise the performance information provided in paragraphs 1.72 to 1.85 and Barnet Children's Services Improvement Plan Data Dashboard attached in Appendix 2.**

#### **1. WHY THIS REPORT IS NEEDED**

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

#### **Barnet Children's Services Improvement Action Plan**

- 1.4 In July 2017 CELS Committee was presented with the recommendations and areas for improvement highlighted by Ofsted along with a draft Improvement Action Plan developed in response to these, which Committee approved for consultation. Committee also delegated authorisation to complete and submit the plan to the Strategic Director for Children and Young People in consultation with the Chief Executive and Lead Member.



- 1.5 The action plan was finalised as *Barnet Children's Services Improvement Action Plan* and submitted to Ofsted and the Department for Education. The Strategic Director received confirmation from Ofsted on 31 October that “*the plan satisfactorily reflects the recommendations and priorities of the inspection report*”.
- 1.6 The action plan sets out the improvement journey and gives focus to transform services, especially social care, from inadequate to good rapidly. The action plan is in line with the three core strategic objectives that cut across all our plans for children, young people and families and underpin the systemic and cultural change needed to drive improvement within the borough:
- Empowering and equipping our workforce to understand the importance and meaning of purposeful social work assessments and interventions with families
  - Ensuring our involvement with the most vulnerable children in the borough positively impacts on their outcomes
  - Providing Practice Leadership and management throughout the system to ensure progress is made for children within timescales that are appropriate and proportionate to their needs and that practitioners are well supported, child curious and focused
- 1.7 The action plan has two elements of improvement planning which are complementary. The first being the turnaround priority that has a forensic focus on social work practice driving our capacity and capability to transform at pace and the second being a series of improvement themes:
1. Turnaround priority: To drive sustainable Practice Improvement at pace
- Improvement themes*
2. Governance Leadership, and Partnership
  3. Embedding Practice Leadership
  4. Right interventions, right time (Thresholds)
  5. Improving Assessment for children
  6. Improving Planning for children
  7. Effective Communications and Engagement to drive culture change that will improve children's lives.

**Update on progress since the last report:**

- 1.8 This is the third update report to be received by Committee and the reporting period for progress is November and December 2017.
- 1.9 The update on progress is structured according to the seven improvement themes in the action plan. Under each improvement theme there is a description of the theme and an update on key activities since the previous update report. There is a detailed update on the turnaround priority to drive sustainable practice improvement at pace.

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

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

### **1.11 Ofsted monitoring visit and report**

Ofsted undertook their first Monitoring Visit on 14 and 15 November 2017. This was the first monitoring visit since the inspection judgement of inadequate in July 2017.

The monitoring visit focussed on the 'front door' arrangements within the Multi-Agency Safeguarding Hub (MASH) and Intervention and Planning Teams, including:

- The quality and timeliness of management oversight and decision making;
- The effectiveness of the MASH in responding to concerns about children;
- The quality and timeliness of assessments.

Inspectors acknowledged that senior leaders understand the improvements required to raise the standard of social work practice. They noted that the pace of change has been consistent and focussed, with evidence that Barnet has started to make progress to improve services for children and young people, including:

- increased use of, and findings from, quality assurance activities, that are verified by Barnet's improvement partner Essex County Council;
- positive staff morale, with staff reporting that they have benefited from increased training, staff conferences and communications from senior leaders;
- structural changes within the MASH, including additional levels of staffing, which has increased capacity, and in turn, improved and consolidated partnership working;
- improved application of thresholds and management oversight in the MASH and Intervention and Planning Teams.

1.12 The timeliness of decision making and quality of case recording and supervision were found to be inconsistent and overall assessments were found to be weak. There is more work to do to ensure that assessments evidence stronger analysis, include fathers and effectively engage the multi-agency partners.

1.13 It was highlighted that although progress is being made, Barnet is making improvements from a very low base. The process of changing the culture of acceptable practice remains a significant challenge if children and young people in are to be safeguarded effectively and their welfare promoted. Overall, the visit found limited improvement in practice, although there is improvement in some areas. The inspector's letter received following this monitoring visit can be found in Appendix 1.

1.14 The next monitoring visit will take place on 30 and 31 January 2018 and will revisit the "front door" and examine care planning for children and young people.

## **2. Governance Leadership, and Partnership**

- 1.15 This theme focuses on strengthening systems leadership for children with sufficient capacity and capability at all levels and governance arrangements that prioritise children and add value to improvements. The theme also seeks to ensure effective corporate support is in place which understands the role of social workers and reflects a collective ambition for children in the borough.
- 1.16 Recruitment was highlighted as a challenge in the Ofsted update report presented at CELS in November 2017. A recruitment campaign entitled *Bouncebackability* was launched on 14 September 2017 to attract experienced practitioners and managers into the borough for key roles across the service. Some of these roles included Team Managers (4 vacancies), Advanced Practitioners (8 vacancies), Social Workers (11 vacancies) and Clinical Practitioners (2 vacancies).
- 1.17 Following our recruitment campaign in September 2017, we have appointed 6 candidates to permanent social work roles. In November 2017, Barnet Human Resources Team was commissioned to approach bespoke recruitment agencies to address the need for high quality candidates. A total of 18 candidates were put forward; 8 were shortlisted for interviews. Of these, 2 candidates have been appointed and 4 are currently going through an assessment process. Another round of advertising will begin in January 2018.
- 1.18 Events for National Care Leavers week, from the 25th October to the 2nd November, provided opportunities for staff, members, partner agencies and care leavers to work together in sharing and understanding young peoples' experiences of being in care, and leaving care, in Barnet.
- 1.19 Care leavers attended all events, delivering insight and feedback, and met with elected members in doing so. 6 Barnet Care Leavers were employed to deliver information about the service to the wider staff group at North London Business Park and attended meet and greet sessions to share their voice with Senior Management Team.
- 1.20 Changes to governance arrangements have been agreed at Senior Management level, including consideration of operational updates to theme committees, the role of Performance and Contract Management Committee, the role and forward plan for Leaders Briefing, as well as looking at quarterly safeguarding meetings with the Council Leader, Chief Executive, Statutory Officers and Lead Members. The Council Leader, Leader of the Opposition and Members will now be asked to discuss and agree changes to the governance arrangements, and the review of Governance arrangements remains on schedule for completion by the end of January 2018.
- 1.21 As part of Barnet's improvement journey, changes were made to the improvement board following the Single Inspection Framework report in July 2017. The Children's Services Improvement Board is independently chaired by our lead improvement partner (Essex County Council Executive Director) and is responsible for the delivery of the Improvement Plan through effective scrutiny, challenge and measuring of impact. The Board is made up of the senior leaders from the Council – including

Members - and has representation from key partners including the police, health and education to bring focus and pace to the implementation of the Improvement Plan and driving work forward.

- 1.22 A scoping exercise has identified the known 'blockers' to efficient service delivery in both Family Services and Corporate finance, which are being worked through. The most urgent systems issue has been resolved, meaning that the finance team in Family Services are now able to progress items in Integra when staff have left or are absent. A number of support staff have been recruited in Family Services, who will be trained to understand the systems they need to support their role.
- 1.23 A review of the recruitment system has been completed, and changes implemented, which includes agreement with Capita to provide additional support to the Family Services recruitment campaign and the timescale agreed as follows:  
*'Candidates to be recruited within 60 working days from the date of the conditional offer being made to the start date of the candidate (subject to individual notice periods and Disclosure and Barring Service checks'*
- 1.24 Corporate Parenting Responsibilities training for members was delivered in December 2017. The training provided an introduction to the statutory responsibilities of members in their role as Corporate Parents. The training aimed to deepen members' understanding of how they can engage the voice of Barnet's children and young people in their work, explore the methods by which they can hold services to account and enable children and young people to talk directly with members about their lived experience and what Corporate Parenting means to them.
- 1.25 A total of 32 members attended the training, and feedback was collected to enable the quality of the training to be reviewed and future training to be informed by feedback from members. The feedback forms indicate that the training achieved its aims and members left more aware of their corporate parenting responsibilities. A shorter training has been scheduled for 25 January 2018 for members that were unable to attend this initial session.

### **3. Embedding Practice Leadership**

- 1.26 This improvement theme seeks to strengthen practice leadership through effective management oversight and increased capacity.
- 1.27 The MASH, Duty and Assessment Teams and Intervention and Planning Service are managed under a single framework which ensures a consistent management approach to children in need of help and protection.
- 1.28 The MASH has a stable management team which is leading the drive for practice changes within the service. This includes chairing fortnightly multi-agency meetings and the daily threshold meetings which is achieving greater consistency in decisions about thresholds. The service has been developing a tracker for managers to ensure the timeliness of decision making is kept under close scrutiny; the tracker will go live in January 2018.

- 1.29 The Duty and Assessment Teams continue to struggle to achieve timely throughput of assessments which has culminated in higher caseloads. Additional social workers and management capacity has been allocated to the Service to ensure that there is sufficient capacity to provide quality assurance. The Heads of Service are now chairing transfer meetings to ensure that closed assessments are moved out of the service swiftly to allow capacity for new assessments.
- 1.30 The Children in Care teams and the Care Leavers service are now managed by an experienced Head of Service who provides consistent management oversight and child focussed leadership. The additional team manager in Children in Care ensures caseloads are better managed. The timeliness of supervision is improving. The tracker that reports weekly on visits to children in care is assisting to improve timeliness of visits and provides the team managers with current information for use in supervision and performance management.
- 1.31 The practice development worker within these service areas provides leadership in the development of practitioners' confidence in direct work and life story work. The life story work completed by care leavers was recently used during member's training on corporate parenting. The Corporate Parenting Officers' Group is a forum for practice leaders from within Family Service and partner agencies to ensure a consistent and creative approach to care planning for all children in care and care leavers.
- 1.32 The 0-25 Disability service is yet to have the advantage of a stable staff group. The changes made to the leadership framework will provide the basis for the improvements needed. A working group has been established by the Head of Service with Adult Social Care that will deliver an agreed protocol to improve transitions for all children and young people with disabilities within this service.
- 1.33 The disability service is working to improve the consistency of threshold application and is currently not consistently offering the right level of support to families and young people. The Head of Service is overseeing the review of care support packages and the audit activity has been increased to better understand the priorities for improvement.
- 1.34 Improving management oversight remains a key area of focus; across the service, there are clear expectations being set about the need for managers to quality assure the work of their staff and facilitate reflective practice in supervision. A half day event for Family Services managers held in November was the first for the Management and Leadership Faculty of Barnet Children's Practice Academy.
- 1.35 Practice Development Workers are providing targeted practice based support to practitioners which is now aligned to the supervisory and management framework for staff. Support to Team Managers is also available to improve the quality of one to one and group supervision so that it provides a more reflective space in which managers can effectively challenge and support to staff and facilitate child focused practice.

- 1.36 Alongside, the Leadership and Management Faculty will provide opportunities for managers across the service to join together and contribute to the improvement journey through learning and development activities that inspire common purpose and shape leadership style. Building a strong and stable management team will continue over the period ahead with continued recruitment and development of permanent practice leaders that can drive consistent expectations of staff working with children.
- 1.37 Recruitment activities at the end of 2017 resulted in the successful appointment of two new Team Managers for the Intervention and Planning Service, one of which is an internal promotion, both post holders will start in January 2018; there are four Team Manager vacancies remaining across the 12 Duty & Assessment and Intervention & Planning Teams; vacancies are covered by consistent agency staff and with more interviews scheduled for the new year which we anticipate will reduce Team Manager vacancies further.
- 1.38 The Quality Assurance Framework has been strengthened in collaboration with our improvement partner, Essex County Council. Thematic and regular audits of practice are being undertaken routinely to measure the quality of practice against the expectations as set out within the Improvement Plan.

#### **4. Right interventions, right time (Thresholds)**

- 1.39 This theme is focused on developing an effective MASH and proportionate, effective and timely decision making across the whole social care system.
- 1.40 Following consultation with a broad range of partners a new threshold document has been agreed which is based on the Pan London Threshold Document published in October 2017. The threshold document will go live in January 2018.
- 1.41 The daily MASH meetings are supporting stronger multi-agency consideration of thresholds, and the development of a tracker will ensure that decisions are timely so there is no delay in children and families receiving help. The development of the 0-19 delivery model provides an integrated help offer for families and following the successful launch of the East/Central Early Help Multi-Agency Panel meetings, the West locality will be going live in January with the South locality preparing for a launch in March.
- 1.42 Supporting the roll out of the 0-19 delivery model and improved partnership arrangements between Family Services and Schools, Jack Newton, Executive Head Teacher, has been seconded to Family Services three days a week. Working closely with the MASH Head of Service opportunities have already arisen for head teachers to visit the MASH which aims to improve a shared understanding of thresholds and improve relationships with referrers so confidence is developed in the decision making process.

#### **5. Improving Assessment for children**

- 1.43 This theme focuses on strengthening risk assessments and ensuring child focussed assessments to tackle drift and delay.

1.44 As noted previously, additional social work and management capacity has been provided for the Duty and Assessment Teams to assist with the high volume of cases. The additional managers are providing additional quality assurance to assessments, so they are 'double locked'. This is ensuring that assessment quality is not compromised whilst case volume is higher.

1.45 Ahead of the Single Inspection Framework (SIF) of the London Borough of Barnet's services for children in need of help and protection, children in need of help and care leavers during April and May 2017, 280 strategy discussions were reviewed, following which the below initial improvement actions were identified:

- The need to update case recording system (LCS) reporting forms to create mandatory reporting of agency involvement;
- Staff training on how to record multi agency involvement.

Data is currently indicating a positive move towards increased multi agency participation in strategy discussions, illustrated in figure 1. This improvement was also noted by Ofsted during their first monitoring visit.

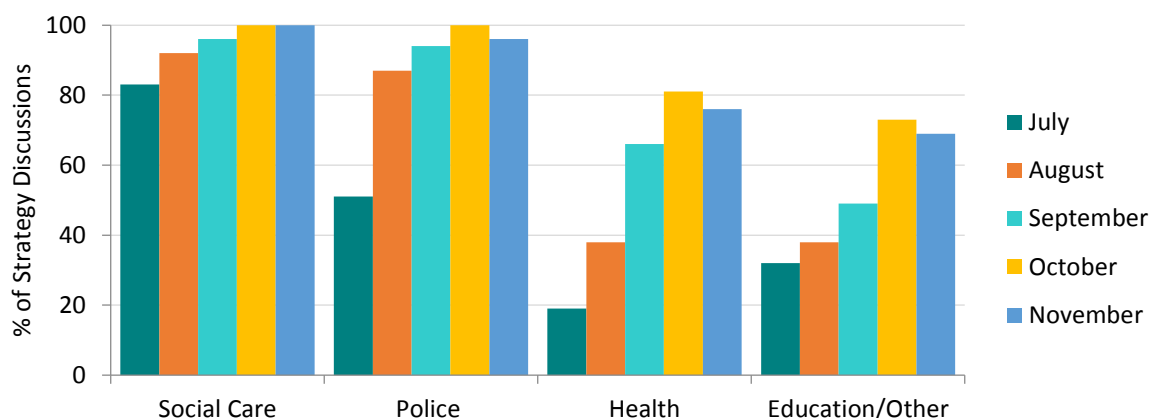


Figure 1: Multi Agency Involvement in Strategy Discussions

1.46 In order to secure sustained improvement, further work is being done to ensure the case recording system (LCS) is configured to enable robust recording of rationales for decisions making. This will be complemented by expectations for Strategy Discussions being outlined in the revised Practice Standards document (Operational Protocol) for social workers.

1.47 An analysis of Strategy Discussions over the period September – December 2017 has been undertaken. There were 224 Strategy Discussions completed in the reporting period relating to 400 children. Full Working Together compliance, involvement of CSC, Police and Health, was achieved in 69% (155) of the Strategy Discussions. Of the 69 Strategy Discussions that were found to be non-compliant, 6 had no Police involvement and 60 had no health involvement.

1.48 The reasons for non-compliance include:

- agencies have been involved but the recording has not reflected this
- agencies have not been invited to participate in discussions due to the time of day of the Strategy Discussion taking place
- agencies have not been available to participate, although some follow up Strategy Discussions were evidenced to include health

The level of detail within data is enabling practice gaps to be identified at a team level. This is allowing targeted and robust follow up activity to take place resulting in all statutory agencies being involved in decision-making processes. A positive finding is that education, whilst not required statutorily, are regularly involved in a good proportion of Strategy Discussions.

1.49 The Multi-Agency Safeguarding Hub (MASH) is developing wider partnership working with named management and social worker links to the Gangs Panel, Channel Panel and Multi Agency Risk Assessment Conference (MARAC); this is promoting robust and timely information exchange leading to strengthened risk assessment.

1.50 A Child Sexual Exploitation (CSE) and Missing Data Analyst has been appointed to support mapping, data and performance reporting activities, and initial reporting is showing a reduction in the number of days that children are missing from home and care. The data is showing that whilst a higher volume of children go missing from home overall, they go missing less frequently than children in care. Improvements have been noted in the length of time that children are missing from home, and the length of time that children are in care is also reducing. The effectiveness of Return Home Interviews in reducing missing episodes and managing risk is currently being analysed.

1.51 The Sexual Exploitation and Missing (SEAM) tool is providing a framework for practitioners to consider and manage children's and young people's vulnerabilities and risk of exploitation. Training has been provided to all staff and SEAM strategy meetings have been held for those children and young people that need them, the actions from these is now being tracked to ensure a planning reflects support for vulnerability and protection against risk.

1.52 All current Connected Person assessments have been reviewed for quality and timeliness, and necessary plans are in place. This has led to the number of unregulated placements reducing over the last six months to one placement as at 18 December 2017. There is more work to do on maintaining oversight on identifying these placements, and the Head of Service is proactively engaging with teams to ensure they are aware of what constitutes a Connected Persons Placement.

1.53 All family placements (Connected carers) are tracked by the Fostering team weekly to ensure assessments are on track, new placements are processed and assessed correctly and placement at risk of becoming unregulated are flagged to the Head of Service and Operational Director. As a result, assessments are improving in timeliness and quality is scrutinised by the Fostering Panel and courts.



- 1.54 Audit activity has largely been focusing on quality of Care Planning in the Intervention and Planning Service to examine if Plans are focused on improving outcomes for children in a timely way. The analysis of the audits will be undertaken in January in preparation for the second Monitoring Visit. Whilst some audits of work undertaken in the Children in Care, Onwards and Upwards and 0-25 services have been completed, there will be an increased focus on this area of work over the next three months.

### **6. Improving Planning for children**

- 1.55 This improvement theme seeks to ensure planning is child centred and that these plans achieve the best outcomes, tackling drift and delay.
- 1.56 Team Managers have attended Practice Leader Signs of Safety training to ensure Plans are Specific, Measurable, Achievable, Realistic and Time-bound (SMART) so they are focussed on what needs to change within agreed timescales.
- 1.57 In the Intervention & Planning Service, all Child in Need Plans over 6 months old are being reviewed by Team Managers, this is being overseen by the Heads of Service with the aim of ensuring that Plans for children are progressing towards identified outcomes within agreed timescales. Children subject to Public Law Outline (PLO) have been audited to measure the quality of practice in this area. The audit has highlighted a need for more robust tracking activity to be taking place to ensure that assessments and agreed actions within PLO do not drift and cause delay to planning for children. The Permanency Assurance Lead appointed in November will be working alongside the Heads of Service and Team Managers in the Duty & Assessment and Intervention & Planning Teams to ensure this area of Care Planning is rapidly improved.
- 1.58 All requests for Initial Child Protection Conferences are being scrutinised by Heads of Service to ensure that thresholds are correctly applied; the ratio of Initial Child Protection Conferences that subsequently led to a Child Protection Plan during September to December 2017 was 83.3% which indicates thresholds for Child Protection are generally good.
- 1.59 Essex partnership work with Child Protection Chairs and Independent Reviewing Officers has commenced, and includes observations; mentoring and reflective sessions are taking place. This work has a focus on involvement of children in plans and meetings.
- 1.60 Quality Assurance activity continues to identify work that falls below expected standards. The 4R's approach (Rapid, Responsive, Reflective Review) has been adapted to focus on whole teams where there is a high ratio of audits grading assessments and/or planning activities for children to be inadequate. The 4R process is demonstrating some impact with tracking showing an improvement on cases subject to a 4R process and timely movement into Requires Improvement or Good grading.

- 1.61 A review is taking place by the Head of Service of every child in care's plan to ensure the plan is the right one and to prevent any drift and delay. An analysis of the findings will be prepared by end of December.
- 1.62 Increased resource into Royal Free London Hospital Trust to increase capacity for the designated Looked After Child doctor to ensure all 0-5 year olds receive a paediatric health assessment on entering care.
- 1.63 A Life Story Worker has been recruited and is working in the Leaving Care service. She is developing tools and providing research and information to social worker and Personal Advisors to enable life history work to be completed with care leavers.
- 1.64 Since July, 39 children and young people have either had life story work completed or are in the process. Work with regard to life story engagement is developing at a pace in the care leaving service.
- 1.65 An awareness campaign for Private Fostering was launched in September, featuring new posters. A new leaflet has been developed and is being distributed to schools, General Practitioner surgeries and children's centres. Notifications received of private fostering arrangements have subsequently increased. Cases are now directly allocated to designated Social Worker from the MASH. Assessments completed and number of children being monitored in private fostering arrangements has increased from 6 in August to 18 in November 2017.
- 1.66 Monthly meetings of the multi-agency Corporate Parenting Officers Group (CPOG) review and track the priorities set out to ensure the joint planning for children in care and care leavers to improve their outcomes.
- 1.67 Increasing the quality and volume of apprenticeships available and undertaken by Children in Care and Care Leavers is a priority for CPOG that was focussed upon in November 2017. There is a specific outcome within the group's action plan regarding this. Both actions to deliver this outcome are currently BRAG rated green, which indicates that they are on track to be achieved by the deadline. Updates from this reporting period include:
- Rollout of Virtual School NEET to in 'Education, Employment or Training' (EET) project which aims to reduce the number of Children in Care and Care Leavers that are NEET by at least half in the first year of the project in June 2018;
  - Closer working between Bridging the Gap and Onwards and Upwards, to provide more opportunities for young people that do not possess sufficient qualifications to access a traineeship or qualification;
  - A coordinated approach proposed for rolling out dates of Barnet's apprenticeships so that it aligns with the finishing of academic courses thereby increasing potential take up by children in care and care leavers;
  - Work to continue with Care Leavers to better understand their motivation and find traineeships that align;
  - Further analysis to be undertaken to understand barriers to EET engagement and the support needed to overcome these. For example, need for additional childcare support or flexibility of traineeships or apprenticeships for young

parents.

1.68 Additional work progress from CPOG during this period includes:

- a 6-week induction programme for Unaccompanied Asylum Seeking Children being commissioned at Whitefields school to help newly arrived young people adjust to the country, the education system, and to support social workers with age assessments;
- Progress in embedding the Life Skills Project facilitated by the Family Resource Centre; 2 young people have completed the programme and have successfully moved on from the training flat to being better equipped to manage independent living. This project is ongoing and aims to have a young person in residence at the flat all year round for the four-week programme.
- Further improvement work planned focussing on the provision of advocacy service to more young people and re-tendering the Independent Visitor Service;

1.69 Young people attended the CPOG meeting on 20 December 2017, as it is recognised that they benefit from the opportunity to know and interact with their councillors and be involved in decision making regarding services they receive. The Corporate Parenting Pledge theme of *Championing Rights* was discussed at this meeting. The Lead Member for children was unable to attend; however, young people will be invited to future meetings to engage their voice in corporate parenting.

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

1.70 This improvement theme will develop connection via impactful two-way communication and engagement from the top to the bottom of the children's service and strong cross agency engagement and communication from top to bottom. The improvement journey needs to be owned by all. Ofsted reflect in the report from their monitoring visit that the pace of change has been 'consistent and focussed, and has started to raise practice standards' while noting that there are still challenges in making the cultural changes required to ensure that children and young people in Barnet are safeguarded effectively.

1.71 The Service User Engagement Strategy has been agreed at Senior Officer level, and now parts of the plan are already in progress. Now that the plan has been agreed, all other recommendations for the engagement plan will commence. The first priority includes producing a Content Strategy, and management of communications surrounding the CELS report.

### **Quantitative performance data**

1.72 Quantitative performance data is based on activity in November 2017. Reporting is of indicators that are subject to additional focus with information about what needs to change and what is being done about it, as well as what is working well. The full Barnet Children's Services Improvement Plan data dashboard for this reporting period has been included in Appendix 2.

### **What are we worried about**

- 1.73 The number of open Common Assessment Frameworks (CAFs) continues to be on a steady decline and is at its lowest number since April 2016. The fall in numbers over the summer period of July (767), August (752) and September (720) is partly due to an expected seasonal decline which correlates with the summer school break however the number of open CAFs has continued to decline. The volume of open CAFs at this point last year was 798, representing a reduction of 184 over the year. The number of CAFs closed in November was at its highest since August and has been on an increase since this time. The percentage of CAFs open for more than 12 months is 13% with the majority closing before this time.
- 1.74 The percentage of assessments completed within 45 working days has increased slightly since the last reporting period, with 57% being completed within the time period, 33% away from the target of 90%. There has been a significant increase in the number of assessments being completed, and is over double that of the number completed in April 2017 (April 2017 = 223 and November 2017 = 499). This correlates with an increase in the rate of contacts to referral which is currently at 33% and is at its highest since March 2017 when it was 13.4%. Since April 2017 93% of referrals lead to assessment. During this period 48% of assessments resulted in No Further Action, 19% in Section 17 provision and the remainder other services.
- 1.75 17% of section 47 enquiries resulted in a Child in Need (CiN) plan during this period, the number of CiN plans currently open is at 676 and is at its highest since June 2016 when it was 340. The number of open CiN plans has been on a steady increase since the beginning of this year. This correlates with an increase in the number of CiN Plans opened within the month with there being an average of 73 plans opened during 2016/17 and 109 opened so far this year.
- 1.76 The percentage of CiN visits completed within 6 weeks has shown a steady increase over the last three-months, currently 68.7%. Visits reporting to be out of timescale have been sampled and continue to evidence that the large majority of children have been seen in timescale but social workers have not recorded these as 'visits' on the child's record. A CiN visit tracker has been developed and monitors all overdue, pending and future visits detailing children, social workers and team managers. This will enable increased management oversight for planning and prompting social workers to plan visits in their calendar, re-arrange cancelled and failed visits and record visits that have been undertaken.
- 1.77 Although the number of children made subject to a Child Protection (CP) Plan has been decreasing over the last three-months, they are still double that of the same period last year (13 versus 26). 154 children have been made subject to a CP Plan between April to November 2017 (the majority of these (88%) are under 10-years old), compared to 145 children during the same period in 2016, mainly due to the increase in plans over the last 3 months.

- 1.78 Visits to children subject to Child Protection (CP) Plans are showing an improvement and are currently reported at 72.5%, the 3-monthly average is 71% of visits are completed within 10 days. There are currently 53 children under 5 on a CP Plan, and 44 (83%) of these had been seen within 10 days. 52 children under 5 had been seen within 4 weeks (98.1%). As with the CiN visits that are reporting to be out of timescale, sampling has been undertaken and continue to evidence that the large majority of children have been seen in timescale but social workers have not recorded these as 'visits' on the child's record. Further, the volume of children in sibling groups affects the overall picture. A CP visit tracker has been developed and monitors all overdue, pending and future visits detailing children, social workers and team managers. This enables increased management oversight and interrogation of the data in addition to planning activities to prompt social workers to plan visits in their calendar, re-arrange cancelled and failed visits and record visits that have been undertaken.
- 1.79 Children in Care (CiC) visits within timescale are also showing an increase and are currently at 89%. Although there was a dip in this indicator in September the percentage of visits in timescale has been on an upward trend since this time. This coincides with the implementation of the daily visit tracker to enable team managers to monitor activity in this area. As with the other visit information (CiN and CP) recording visits on the child's file in a timely way remains an area for improvement and the team managers are now able to access information from the visit tracker on their individual staff member's performance which informs supervision and performance management.

#### **What is working well**

- 1.80 The percentage of referrals that are repeat referrals within 12 months is currently 0.1% away from our target of 18%. It remains below our statistical neighbours of 18.2%, and our previous years' figure of 19.2%. This indicator has consistently decreased towards target since May 2017. A deep-dive analysis is being undertaken to understand this indicator further.
- 1.81 The number of Section 47 (s47) enquiries completed during the month has been increasing over the last four months. The number of section 47's leading to a decision to progress to an Initial Child Protection Conference (ICPC) within 15 working days is currently at 92.9%. The sharp rise indicates that the threshold of using statutory child protection procedures to make enquires about children's welfare is being applied correctly; a lower ratio of section 47 enquiries leading to ICPC would suggest the s47 threshold was being used incorrectly and families were being subjected to unnecessary statutory interventions and enquiries.
- 1.82 Children subject to a subsequent CP Plan continue to be low with 7.8% (12 children) being on a second or subsequent CP Plan compared with 9.7% at the same time last year. The majority of children in this category are aged 6 to 10 years (42%). The number of children whose plans ceased during November was 12, compared to 25 the month previously. 75% (9) of cases that ended their Plan in November now have an open CiN Plan, 1 child became a Child in Care and 2 were transferred out of the borough.

- 1.83 Similarly, there has been a general decrease in the number of children with Plans over 2 years, with only two children having been on a plan for two or more years in November 2017 compared to 11 in April 2017.
- 1.84 Figures for participation in Looked After Child (LAC) reviews continue to be above the target of 95% and have been over the last 5-months. This indicator has remained above the target of 90% over the last two-years and continues to be on an upward trend.
- 1.85 The rate of children in care with a time initial health assessment is on an upward trajectory and is at its highest since April 2017 when it was at 31% and now at 77%. Similarly, the percentage of health checks has remained above the 95% target for the whole of this year and is on an upward trajectory. Improved recording on the system has had a significant impact on this figure.

## **2. REASONS FOR RECOMMENDATIONS**

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

## **3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED**

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

## **4. POST DECISION IMPLEMENTATION**

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

## **5. IMPLICATIONS OF DECISION**

### **5.1 Corporate Priorities and Performance**

5.1.1 The implementation of Barnet Children's Services Improvement Action Plan is a key mechanism through which Barnet Council and its partners will deliver the Family Friendly Barnet vision to be the most family friendly borough in London by 2020.

5.1.2 This supports the following Council's corporate priorities as expressed through the Corporate Plan for 2015-20 which sets out the vision and strategy for the next five years based on the core principles of fairness, responsibility and opportunity, to make sure Barnet is a place;

- Of opportunity, where people can further their quality of life
- Where people are helped to help themselves, recognising that prevention is better than cure

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

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

5.2.1 Policy and Resources Committee of June 2017 agreed to invest an additional £5.7m in Family Services, some of which has been invested to improve practice to ensure improvements are made which result in better outcomes for children, young people and families. The detailed breakdown of this additional £5.7 million is provided in item 7, CELS agenda 18 September 2017.

5.2.2 MTFs savings for 2018 - 2020 have been reviewed in light of the Family Services improvement journey to consider achievability. The original target for CELS Committee for 2018/19 – 2019/20 was £8.303m, this has been fully reviewed and revised to £5.590m in the 2018/19 CELS Business Planning Report. The report on the Children, Young People and Family Hubs – Outline Business Case, a CELS agenda item for 16 January 2018, outlines the initial proposals and timeline for achieving £2.727m within this target. All the savings proposals, including the additional items totalling £2.863m over and above the Family Hub proposal, can be found in the CELS Business Planning Report 2018/2019 which is provided in item 11, CELS agenda 15 November 2017.

5.2.2 The ongoing improvement will continue to place pressure on existing resources; the additional directed requirement for two assistant heads of service, 3 Duty assessment Team managers and 8 Duty assessment Team social workers has resulted in an additional £0.390 million pressure in the current financial year, and will be reflected in the Q3 monitoring report.

### 5.3 **Social Value**

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

### 5.4 **Legal and Constitutional References**

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

### 5.5 **Risk Management**

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



## 5.6 Equalities and Diversity

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

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

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

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

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

## 5.7 Consultation and Engagement

5.7.1 Consultation and engagement with children and young people is central to social work practice and service improvement across the Safeguarding Partnership. A service user engagement strategy has been developed and is in the process of being implemented. The strategy ensures that how we work with children and young people is child centred, that we know and understand and can capture the lived experience of children and also to ensure that the lessons learnt feed into service improvement.

5.7.2 Our Voice of the Child Strategy Group enables the wider engagement of children and young people in service design and commissioning of provision across the partnership. This includes youth forums such as Barnet Youth Board and Youth Assembly, young commissioners to co-design services and Children in Care Council to improve the support children in care receive. More recently this has included

children in care influencing the commissioning of independent Fostering services and in the CAMHS transformation.

- 5.7.3 The Barnet Children's Services Improvement Action Plan looks to improve children's participation to ensure that all decisions and planning that affects them is influenced by their wishes and feelings. The action plan also includes actions to strengthen how the views and experiences of children, young people and their families influence service design. This feedback will also help monitor the impact of improvement activity.
- 5.7.4 Improving the quality of services to children is a key partnership and corporate priority and collective work is needed across the partnership and the council to drive improvements. The action plan was completed in consultation with various stakeholders. Staff engagement activities have included monthly staff briefings, team meetings, staff conference. Partners have been engaged through the safeguarding partnership board. Senior leaders are members of the Improvement Board and their continued engagement is assured through core multiagency groups and specific forums such as head teacher's forums.
- 5.7.5 There is much more work to do to create the culture needed within services for children, young people and families in Barnet, albeit some positive progress is being made. In January 2018, a survey will be undertaken with staff to obtain insight into engagement levels and to help assess the impact of engagement activities.

## 5.8 **Insight**

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

## 6. **BACKGROUND PAPERS**

- 6.1 Single Inspection of services for children in need of help and protection, children looked after and care leavers and Review of the effectiveness of the Local Safeguarding Children Board report, Ofsted, 7 July 2017  
[https://reports.ofsted.gov.uk/sites/default/files/documents/local\\_authority\\_reports/bar net/051\\_Single%20inspection%20of%20LA%20children%27s%20services%20as%20pdf.pdf](https://reports.ofsted.gov.uk/sites/default/files/documents/local_authority_reports/bar net/051_Single%20inspection%20of%20LA%20children%27s%20services%20as%20pdf.pdf)
- 6.2 Statutory Direction to Barnet Borough Council in relation to children's services under section 497A(4B) of the Education Act 1996, Secretary of State for Education, 12 September 2017  
[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/64379/1/Barnet\\_Stat\\_Direction\\_Sept-2017.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/64379/1/Barnet_Stat_Direction_Sept-2017.pdf)

12 December 2017

Chris Munday  
Strategic Director for Children and Young People  
London Borough of Barnet  
Building 4, North London Business Park  
Oakleigh Road South  
London N11 1NP

chris.munday@barnet.gov.uk

Dear Mr Munday

### **Monitoring visit to Barnet children's services**

This letter summarises the findings of the monitoring visit to Barnet children's services on 14 and 15 November 2017. The visit was the first monitoring visit since the local authority was judged inadequate for overall effectiveness in July 2017. The inspectors were Louise Warren HMI and Tara Geere HMI.

The local authority is starting to make progress to improve services for children and young people, from a very low base. Senior managers have appropriately prioritised improving practice and ensuring the consistent application of thresholds within the multi-agency safeguarding hub (MASH) and the intervention and planning teams. Most children in need of help and protection have benefited from these actions. In most cases considered, it was evident that there is more timely identification of risk and associated actions to protect children and prevent further harm.

### **Areas covered by the visit**

During the course of this visit, inspectors reviewed the progress made in the areas of help and protection, including:

- the quality and timeliness of management oversight and decision-making, including compliance with statutory guidance, particularly in relation to section 47 enquiries and strategy discussions
- the effectiveness of the MASH in responding to concerns about children, including the application and understanding of thresholds
- the quality and timeliness of assessments leading to child protection and child in need work and planning.

The visit considered a range of evidence, including electronic case records, supervision records, case management records, performance data, audits and progress reports. Inspectors spoke to a range of staff, including managers, social workers, practitioners and professionals from partner agencies.

## **Overview**

Meetings with senior leaders, including the very recently appointed permanent operational directors, demonstrate greater understanding of the improvements required to raise the standard of social work practice. The scale of the task is now more apparent to leaders, informed by the increasing use of, and findings from, internal audits that are verified by the local authority's improvement partner. Such activity serves to reveal practice that is mostly variable, and too often inadequate.

Overall, the visit found limited improvement in practice, although there is improvement in some areas. During this visit, this was particularly apparent within the MASH, which has been subject to some structural changes, including and supported by additional levels of staffing. This has increased capacity that, in turn, has improved and consolidated partnership working. Social workers reported to inspectors that they have benefited from increased training, staff conferences and communications from senior leaders. Staff morale was found to be positive, and the vast majority of staff expressed support for the changes implemented or proposed since the last inspection.

The pace of improvement and change is appropriate and commensurate with the size of the task facing the authority. There have been significant changes to staffing and the organisation's structures since the last inspection. This has caused some instability, particularly in the duty and assessment teams. However, all staff interviewed during the monitoring visit reported that the changes made following the inspection have started to improve practice for children and young people. Those social workers spoken with reported that this is impacting positively on morale within the service.

## **Findings and evaluation of progress**

The appointment of operational managers has begun to assist in improving leadership and managerial oversight across key services. During this visit, the positive impact of these appointments was particularly evident within the intake and assessment, and intervention and planning services. In the cases reviewed, the application of thresholds was almost always appropriate.

Work within the MASH to improve processes and practice is aligned to an increased capacity, and is showing signs of an early positive impact. This has been supported by the introduction of an electronic recording system to facilitate improved communication. This is further supported by daily threshold meetings and fortnightly team meetings. The daily threshold meetings are effective in providing more

continuity and consistency to ensure that children and families are offered an appropriate level of support and advice.

Managers and social workers reported that they now have more manageable caseloads and a greater capacity to progress their work. However, the timeliness of decision-making remains inconsistent and, in some cases, there were significant delays for children. Some children are not being seen in a timely manner following initial referral. In such cases, children are not always seen alone or provided with the appropriate support to ensure that their wishes and feelings are fully considered in assessments. Inspectors also found errors in the use of the BRAG (blue, red, amber, green) rating system. Greater rigour in checking these key decisions is required to ensure that children are safeguarded effectively in a timely manner.

Notably for those children who are subject to a child in need or child protection plan, practice is more robust and they are seen more regularly. Practice for these children has improved because managers are better able to track the timeliness of actions, using newly established performance reports.

The quality of strategy discussions and section 47 enquiries remains variable. Enquiries are not always timely, and not all records evidence the rationale for decision-making. Inspectors have noted improvements in attendance of partners at strategy meetings and within case discussions. However, this was not consistent, and some strategy discussions took place only between police and children's social care.

Case recording has improved, although it remains of a variable standard. Inspectors generally found evidence of case summaries on files, although in some cases the notes were not up to date. Chronologies are not consistently updated or sufficiently thorough. In some cases, partnership working is not comprehensive enough, and key partners are not always involved in providing support to children or parents when required.

The quality of assessments seen by inspectors was mostly weak, and the views of family members, particular fathers, were not adequately sought to inform assessments and planning. Weaker assessments did not always include a comprehensive analysis of risks for children, and they demonstrated a poor understanding of family relationships and parental capacity. Such poor assessments lead to plans that are also weak, as they fail to identify core concerns and the means to address these.

Inspectors found evidence that management oversight is being recorded more frequently on some, but not all, documents and case files. However, this variability also revealed gaps in management oversight. This deficit impedes the efforts to raise the overall quality of assessments to inform interventions. For some children, this leads to inadequate practice. A number of managers who met with inspectors acknowledged that they had not previously considered sufficiently some fundamental

aspects of practice, including the meaningful engagement of children and family members, including fathers.

Inspectors found evidence of very recently improved individual supervision. Two cases were also found to have been appropriately discussed within group supervision. However, generally there was a variability in the quality of supervision records, as evidenced by case files. Some records were too brief and insufficiently detailed for the complexity of the case. Supervision was not found to be reflective.

Strengthened quality assurance processes are assisting in the identification and monitoring of the areas requiring improvements within the service. The cases tracked and audited by the local authority for the monitoring visit were thorough and realistic in their findings. This demonstrates an insight into the quality of practice that is needed to reach the higher standard of practice required. The appointment of practice development workers, the training of existing staff and the recruitment of more experienced team managers are essential to support the improvement journey.

During this visit, inspectors found evidence of improving quality assurance processes. It was also evident that there has been productive engagement with the local authority's improvement partner and that additional resources have been secured to increase capacity within the service. The pace of change has been consistent and focused, and has started to raise practice standards. However, social work practice remains inadequate in many areas. The process of changing the culture of acceptable practice remains a significant challenge if the children and young people in Barnet are to be safeguarded effectively and their welfare promoted.

I am copying this letter to the Department for Education.

Yours sincerely

Louise Warren  
**Her Majesty's Inspector**

## Data Dashboard Barnet Children's Services Improvement Plan

Plan ID	Measure	Previous Period	Latest Position	Change	Change since Ofsted	Target	Rating		
To drive sustainable practice improvement at pace									
T1	Audit numbers by type	Okt.17	Nov.17						
	Regular Audits	23	15	-8	↓		R		
	Thematic Audits	23	38	+15	↑		G		
T2	Calibration of audit quality	Will be included when the Essex Triple Loop Audit data is available							
T6	Posts over establishment	Okt.17	Nov.17						
	Unfunded Posts	16	28	12	↑		R		
T6	Social Work staff makeup	Okt.17	Nov.17						
	Permanent	69%	67%	-2	↓		R		
	Agency	21%	28%	+7	↑		R		
	Vacant	9%	6%	-3	↓		G		
T8 2a(i)	Average Caseload Numbers	Okt.17	Nov.17						
	Duty and Assessment	30.2	28.6	-1.6	↓	28.3	↑	12 to 16	R
	Intervention and Planning	15.5	14.6	-0.9	↓	17.3	↓	12 to 16	G
	Children in Care	14.5	14.0	-0.5	↓	15.9	↓	12 to 16	G
	0-25	16.8	22.5	+5.7	↑	17.6	↑	12 to 16	R
	Onwards and Upwards	21.4	19.7	-1.7	↓	21.2	↓	12 to 16	G
	REACH	14.3	14.5	+2	↑	9.8	↑	12 to 16	R
Strengthened systems leadership for children									
2a(vii)	Children's input into conferences	Okt.17	Nov.17						
	Conferences: attended (PN1 and PN3)	7.7%	12.1%	+4.3	↑		G		
	Conferences: views sent (PNO-PN6)	92.3%	98.3%	+6	↑		G		
3a(vii)	Case supervisions within 6 week target	Not due	In time	Completed out of timescale	Overdue				
	Duty & Assessment	51%	15%	16%	19%				
	Intervention & Planning	5%	58%	34%	3%				
	0-25 Service	9%	23%	25%	43%				
	Children In Care	1%	46%	44%	8%				
	Onwards & Upwards	2%	37%	60%	2%				
	REACH	5%	19%	64%	12%				
3a(vii)	Management oversight gradings in regular audits	Okt.17	Nov.17						
	Inadequate	46%	28%	-18%	↓		G		
	Requires Improvement	41%	56%	+15%	↑		G		
	Good	14%	17%	+3%	↑		G		
3a(ix)	Multi agency involvement gradings in regular audits	Aug.17	Sep.17						
	Inadequate	41%	62%	21%	↑		R		
	Requires Improvement	27%	38%	11%	↑		R		
	Good	32%	0%	-32%	↓		R		
Effective MASH									
4a(iv)	Timeliness of contact decision	Okt.17	Nov.17						
	Decision on contact made within 24 hours	70%	64%	-6%	↓	53%	↑		
4a(iv)	Timeliness of assessment	Okt.17	Nov.17						
	Assessments completed in under 45 days	37.3%	57.2%	19.9%	↑	88%	↓	90%	R



ID	Measure	Previous Period	Latest Position	Change Since Previous Period		Change since Ofsted Judgement	Target	Rating
<b>Effective decision making</b>								
4b(ii)	Timeliness of pre-proceedings	Okt.17	Nov.17					
		23 weeks	<b>18 weeks</b>	5 weeks	↓	23 weeks	↓	G
4b(ii)	Multi agency involvement in Strategy Discussions	Okt.17	Nov.17					
	Education	73%	<b>69%</b>	-4%	↓	33%	↑	G
	Health	81%	<b>76%</b>	-5%	↓	27%	↑	G
	Police	100%	<b>96%</b>	-4%	↓	56%	↑	G
4b(ii)	S47: length of time open	Okt.17	Nov.17					
		18.4 days	<b>11.4 days</b>	7 days	↓	15.5 days	↓	G
4b(ii)	S47: Outcome	Okt.17	Nov.17					
	C&F Assessment	53%	<b>48%</b>	-12%	↓	54%	↓	
	CIN Plan	9%	<b>17%</b>	+9%	↑	3%	↑	
	Initial Child Protection Conference	31%	<b>28%</b>	+3%	↑	28%	↔	
	Progressing to Child Protection Plan	75%	<b>20%</b>	+1%	↑	27%	↓	
<b>Strengthen assessment</b>								
5a(i)	Timeliness of 'Missing' SEAM strat discussions	Okt.17	Nov.17					
		33%	<b>66%</b>	+33%	↑			
5a(i)	Agency involvement in 'Missing' SEAM strat discussions	Okt.17	Nov.17					
	Police	48%	<b>42%</b>	-7%	↓			R
	Education	38%	<b>50%</b>	+12%	↑			G
	Health	5%	<b>17%</b>	+12%	↑			G
5a(ii)	Thematic audit of panel information in managing risk	Not currently available						
5a(iii)	Average Length of missing episode	Okt.17	Okt.17					
	Form Home	<b>0.9</b>	<b>1.6</b>	0.68	↑	1.1	↑	R
	From Care	<b>2.5</b>	<b>1.4</b>	-1.04	↓	2.4	↓	G
5a(iii)	Overall number of missing episodes	Okt.17	Okt.17					
	From Home	<b>48</b>	<b>31</b>	-17	↓	22	↑	R
	From Care	<b>44</b>	<b>41</b>	-3	↓	45	↓	G
<b>Child focussed assessment</b>								
5b(i)	Consideration of the child's voice in audit findings	Aug.17	Sep.17					
	Inadequate	25%	<b>100%</b>	75%	↑			R
	Requires Improvement	25%	<b>0%</b>	-25%	↓			R
	Good	50%	<b>0%</b>	-50%	↓			R
5b(ii)	Consideration of Diversity in audit findings	Aug.17	Sep.17					
	Inadequate	12%	<b>40%</b>	28%	↑			R
	Requires Improvement	71%	<b>60%</b>	11%	↑			R
	Good	18%	<b>0%</b>	-18%	↓			R
5b(iii)	Multi agency contribution from audit findings	Aug.17	Sep.17					
	Inadequate	41%	<b>62%</b>	21%	↑			R
	Requires Improvement	27%	<b>38%</b>	11%	↑			R
	Good	32%	<b>0%</b>	-32%	↓			R
<b>Child centred plans</b>								
6a(i)	Audit analysis of robust, child centred plans	Aug.17	Sep.17					
	Inadequate	13%	<b>75%</b>	62%	↑			R
	Requires Improvement	44%	<b>25%</b>	-19%	↓			G



6a(i)	Measure	Previous Period	Latest Position	Change Since Previous Period		Change since Ofsted Judgement		Target	Rating
	Good	44%	0%	-44%	↓				R
6a(iv)	Number of escalations of plans	Okt.17	Nov.17						
	To Child Protection	8	7	+1	↑	1	↔		
	To Child in Care	3	6	+3	↑	2	↑		
6a(iv)	Timeliness to resolution (against protocol) of plan	Not currently available							
6a(iv)	IRO and CPC escalations	Not currently available							
6a(vi)	FGC KPIs	Not currently available							
6a(vii)	Pre-proceedings progressing to care proceedings	Okt.17	Nov.17						
		49%	62%	+13%	↑				
6a(vii)	Timeliness of care proceedings	Okt.17	Nov.17						
		30 weeks	31 weeks	1 week	↑	32 weeks	↓		
6a(vii)	Outcomes of care proceedings	Okt.17	Nov.17						
	Placement Orders	0	7						
	Care Orders	6	4						
	SGO	5	3						
	Supervision Order	9	4						
	No Public Law Order	3	8						
6a(ix)	Number of children participating in life story work	Okt.17	Nov.17						
		9	12	+3	↑				

**Plans achieving best outcomes**

6b(ii)	Virtual School Audits of PEPs	Will be available in January							
6b(iii)	Length of final approval of connected carers	Not currently available							
6b(vii)	How many NEET young people	Okt.17	Nov.17						
		160	196	36	↑	196	↔		
6b(vii)	How many NEET care leavers	Okt.17	Nov.17						
		64.6%	64.5%	-0.1%	↓	64.5%	↔	55%	G

↑ Positive upward change

↓ Positive downward change

↑ Negative upward change

↓ Negative downward change

This page is intentionally left blank

	<p style="text-align: center;"><b>CHILDREN, EDUCATION, LIBRARIES &amp; SAFEGUARDING COMMITTEE</b></p> <p style="text-align: center;"><b>16 January 2017</b></p>
<p style="text-align: center;"><b>Title</b></p>	<p><b>Children, Young People and Family Hubs – Outline Business Case</b></p>
<p style="text-align: center;"><b>Report of</b></p>	<p>Chairman of the Committee, Councillor Reuben Thompstone</p>
<p style="text-align: center;"><b>Wards</b></p>	<p>All</p>
<p style="text-align: center;"><b>Status</b></p>	<p>Public</p>
<p style="text-align: center;"><b>Urgent</b></p>	<p>No</p>
<p style="text-align: center;"><b>Key</b></p>	<p>No</p>
<p style="text-align: center;"><b>Enclosures</b></p>	<p><b>Appendix 1: 0-19 Family Hubs – Outline Business Case</b>  <b>Appendix 2: 0-19 Family Hubs – Consultation and Engagement Plan</b></p>
<p style="text-align: center;"><b>Officer Contact Details</b></p>	<p>Tina McElligott, Operational Director – Early Help, Children in Need and Child Protection  <a href="mailto:tina.mcelligott@barnet.gov.uk">tina.mcelligott@barnet.gov.uk</a></p>

<b>Summary</b>
<p>Barnet’s Children, Young People and Family Hub Programme was established in early 2017 and was reviewed and widened in June 2017 to focus on improving how Early Help was delivered across the different public sector agencies in Barnet for children, young people and families.</p> <p>The programme has focussed on trialling improvements to partnership working by creating three Children, Young People and Family Hubs in the borough. The hubs are based on the current Children’s Centre localities, and will focus on supporting children and young people aged 0-19 and their families who are in need of Early Help.</p> <p>This report outlines the proposed long term options for the delivery of Council delivered or commissioned Early Help services – Early Years, Early Help and Youth Services – which will embed service improvements and achieve the financial efficiencies required as laid out in the Medium Term Financial Strategy. The detail on the options is provided in the Outline Business Case in Appendix 1.</p> <p>The report also includes details of the public consultation process which will inform the Final Business Case and contain the recommended option for services. The full Business Case is</p>

proposed to come to Children, Education, Libraries and Safeguarding Committee in June 2018.

### Recommendations

1. That the Committee review the Outline Business Case for the proposed long term model of 0-19 Hub Delivery as outlined in Appendix 1.
2. That the Committee agree that the public consultation on proposals for introducing a new 0-19 Hub model will commence on 1 February 2018.
3. That the Committee agrees to a Full Business Case coming back to the CELS committee at its meeting in June 2018.

## 1. WHY THIS REPORT IS NEEDED

- 1.1 At its last meeting in November 2017, CELS Committee received a report on progress of Barnet Children's Services Improvement Action Plan. This contained a section on the Children, Young People and Family Hub programme, and confirmed that an Outline Business Case would be presented at CELS in January 2018 outlining the options to achieve long term service change.

## 2. REASONS FOR RECOMMENDATIONS

- 2.1 There is a clear case for change within the Early Help services, both delivered by the Council and its partners. This case is focussed on three key areas:

### 2.1.1 Improved ways of working

The Council is only one provider in many who provide Early Help services to children, young people and families in the early stages of crisis. Schools, community health services (mental health, health visiting, school nursing), welfare advice/housing and the voluntary sectors are also key providers, and are commissioned or funded through various funding streams.

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 at the first time of asking, and are either referred onto or need to contact a number of different agencies before they can access help. This leads to frustration and delays in families getting the right kind of help, as well as agencies working in silos when responding to requests.
- Multiple practitioners are involved in supporting more complex cases, with confusion about which other agencies are involved in supporting a case, families having to tell their stories multiple times, and interventions that may miss underlying needs because of a lack of multi-agency information.
- 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 may overcomplicate service delivery for these families.

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

This feedback is supported by the observations by Ofsted within their Single Inspection Framework report on services for children in need of help and protection, children looked after and care leavers. Specific information on the relevant Ofsted recommendations is outlined in the Outline Business Case in Appendix 1.

### 2.1.2 Site services closer to families

Currently, early help services for children, young people and their families are located in a number of 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; and
- 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 and 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.

### 2.1.3 Delivering cost effective services

The main focus for this report is driving improvements to services. However it is also relevant to note savings targets which for 2018/19 can be met from public health and DSG budgets and other income/cost recovery measures referred to in this report. Opportunities for further efficiencies will be considered in the development of the model and will be subject to committee review and consultation in advance of 2019/20 as appropriate.

#### **Initial proposals**

2.2 The Children, Young People and Family Hub programme has been testing what improved ways of working may look like in the East-Central locality (covering High Barnet, Underhill, Oakleigh, Totteridge, East Barnet, Brunswick Park, Coppetts, Woodhouse, West Finchley and East Finchley wards); one of three localities in Barnet.

2.3 The pilot has been delivering since September 2017, and has focussed on supporting children and young people aged 0-19 and their families who are in need of Early Help. The pilot hub has been aiming to do this through:

- Co-location of staff from different organisations in the same location(s);
- Introducing an Early Help Multi Agency Panel to identify the lead agency and co-ordinate support for individual families in need of Early Help;

- Improving ways of working between organisations and different professional backgrounds through shared training and development;
- Reviewing the partnership offer in the locality, so it is delivered in the right places, to the right people, has the right impact and is clear.

2.4 In its first three months, the pilot has had some positive effects:

- Families in need of a multi-agency response have had a quicker and more comprehensive response within days of referral. This is due to quicker decision making, better information sharing between professionals and a focus on putting the right lead professional and team in place around that family;
- Professionals from 8 organisations across health, education, early help, housing and employment have agreed to co-locate in two locations in the East-Central Locality, either on a full or part-time basis. This cuts travel time for staff, fosters a culture of more integrated working, as well as making it simpler for families to access services due to them being based in the same place;
- A school based pastoral/family support network has been identified, enabling staff to be 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 at the development group.

2.5 The pilot has also indicated that a number of long term changes need to be made to Council services to help embed the positive improvements in service, as well as prepare for delivery with reduced resources. These include:

- The need to bring all Local Authority Early Help services across Early Years, Family Support and Youth Services under a single 0-19 service;
- Being clear about roles and expectations for staff within the hub model;
- Streamlined Local Authority leadership and management for teams which will contain Council staff from a variety of different disciplines (e.g. social work, family support, youth workers);
- Consideration of service delivery from Children's Centres, and how this fits into the hub model in future;
- Critically questioning current Council traded services that are not currently breaking even and use of current buildings; consider whether services can be delivered in a different way, or buildings used more creatively;
- The need to match the number and skillset of staff to the different needs in each locality.

2.6 To resolve these questions, the Outline Business Case in Appendix 1 outlines initial ideas for options available for the Local Authority to achieve the long term changes needed to Local Authority services in order to introduce the hub model fully. Two options are presented:

- **Option 1 – Move to an integrated 0-19 Hub Delivery Model.**

This would involve:

- a move to a single 0-19 Hub service, with shared management;
- integration of Children's Centres in the hub model would redefine responsibilities as all the aspects of the core offer that relate to Family Support and Common Assessment Framework services would be delivered by an integrated partnership of Family Support, Health Visitors, midwives, Family Nurse Partnership and the Troubled Families programme;
- full cost recovery of Greentops and Finchley Youth Centre two venues and break even or cease current traded services,; and
- using existing sources of funding (other than General Fund) to offset support services, including Public Health Grant and Dedicated Schools Block,;

This option looks to integrate services which results in a reduction in spend on management posts, but maintains existing resources at the frontline of services. Changes in the number of posts and budget reductions will be shaped by the results of the consultation exercise; further testing of trading conditions; the needs of each of families living in each of the three localities; and the development of future staffing structures with current commissioned providers.

- **Option 2 – Roll out of current pilot model with no structural change to services.**

This would involve focussing on rolling out the hub model across the borough, and no structural change to services either delivered or commissioned by the Local Authority. Stronger coordination of services could be achieved, but capacity would be reduced as cuts would be inevitable.

2.7 Option 1 is the preferred option as it would deliver the service improvement required; the most cost efficient service, and achieve the most progress towards the Ofsted recommendations relating to Early Help.

### **3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED**

3.1 An alternative option to those presented in the Outline Business Case is to maintain the status quo. This would involve stopping the pilot work, disbanding the partnership supporting the programme and not exploring any structural change to any services commissioned or delivered by the Local Authority. However, this would not achieve service improvements needed to improve outcomes for children and families at the pace required; or the efficiencies already agreed by Members in the Medium Term Financial Plan.

- 3.2 Maintaining the status quo would also not meet the targets within the Barnet Children's Services Improvement Action Plan, which is integral to driving the continuation of the Family Services' improvement journey following the Ofsted judgement received in July 2017.

#### **4. POST DECISION IMPLEMENTATION**

- 4.1 Depending on the decision by CELS committee on 16th January, the next steps will be to:

- Undertake public consultation on the proposals from 1st February to March 2018;
- Test with customers of current traded services about future funding models for traded services which do not current break even;
- Continue to evaluate the pilot hubs in East-Central and West, and its impact, particularly for families in need of Early Help services;
- Use the evaluation data, responses to the public consultation, conversations with partners and staff, and results of traded services conversations to inform the Final Business Case being presented to CELS committee for decision in June 2018.

- 4.2 Dependent on the decisions both this evening and on the Full Business Case, it is intended that any new model would be rolled out from June 2018, with a target go live date of January 2019.

- 4.3 Implementation of the programme post decision will be overseen by the Programme Board which has governed the programme so far, chaired by the Operational Director – Early Help, Children in Need and Child Protection. The Programme Board is accountable to the Family Services Strategic Director, and ensures effective communication and engagement with staff, children, young people and their families.

#### **5. IMPLICATIONS OF THE DECISION**

##### **5.1 Corporate Priorities and Performance**

The implementation of Barnet Children's Services Improvement Action Plan is a key mechanism through which Barnet Council and its partners will deliver the Family Friendly Barnet vision to be the most family friendly borough in London by 2020.

This supports the following Council's corporate priorities as expressed through the Corporate Plan for 2015-20 which sets out the vision and strategy for the next five years based on the core principles of fairness, responsibility and opportunity, to make sure Barnet is a place;

- Of opportunity, where people can further their quality of life
- Where people are helped to help themselves, recognising that prevention is better than cure

Family Services are working with partners to make Barnet the most family friendly



borough to ensure a great start in life for every child and prepare young people well for adulthood. Building resilience through purposeful practice, enabled by appropriate tools and a high quality workforce so that families are able to help themselves and prevent problems from escalating.

## 5.2 Resources

Efficiencies within the Early Years, Early Help and Youth Services are a key part of the Medium Term Financial Strategy for 2018-2020. Efficiencies for 2018/20 will be met from public health and DSG budgets and other income/cost recovery measures referred to in this report. Opportunities for further efficiencies will be considered in the development of the model and will be subject to committee review and consultation in advance of 2019/20 as appropriate.

## 5.3 Social Value

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

## 5.4 Legal and Constitutional References

- 5.4.1 Local authorities have a wide range of general and specific duties in relation to children and young people. The re-design of early help services will impact on a number of these duties. This section highlights the most relevant ones.
- 5.4.2 Under section 11 of the Children Act 2004, the Council and partner agencies must make arrangements for ensuring that their functions are discharged having regard to the need to safeguard and promote the welfare of children. This duty applies to all council functions and to all children in the local area, however it is particularly relevant in relation to services provided to families and children in need of support.
- 5.4.3 Under s.2B of the National Health Service Act 2006, the Council has a duty to take such steps as it considers appropriate for improving the health of the people in its area. Such steps include provision of services or facilities designed to promote healthy living and provision of information and advice. Having integrated and effective early help services for children and families support both of this overarching public health duty.

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 of relevant partner agencies to work with the local authority to improve wellbeing and secure integrated childhood services.

- **Section 5A** requires the Council to secure, so far as reasonably practicable, sufficient children's centres in its area to meet local need.
- **Section 5D** requires the Council to consult on any significant changes made to children's centre provision within the local area.

5.4.4 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 planned consultation will include focused questions on the proposals for future use of children's centre buildings.

5.4.5 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 planned consultation will include focused questions on the proposals for future use of the youth centres and services for young people.

5.4.6 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 will include these groups.

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

### 5.3 **Risk Management**

Key risks and mitigating factors for both options presented in this report are outlined in the Outline Business Case in Appendix 1.

### 5.4 **Equality and Diversity**

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

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

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

5.6.3 Equalities and diversity considerations are a key element of social work practice. It is imperative that help and protection services for children and young are sensitive and responsive to age, disability, ethnicity, faith or belief, gender, language, race and sexual orientation. Barnet has a diverse population of children and young people. Children and young people from minority ethnic groups account for 52%, compared with 30% in the country as a whole.

5.6.4 The project team, in conjunction with the consultation team will work to ensure that the public consultation on the initial ideas for delivery reflects all groups who live and use services in Barnet.

5.6.5 A full Equalities Impact Assessment will be completed for the final proposals, and will form part of the report to CELS on the final preferred option in June 2018.

## 5.5 Consultation and Engagement

5.7.1 As outlined in the legal implications section above, there are a number of duties that require that the views of prescribed groups are sought to inform service delivery for early help services. It is also crucial that the Local Authority works with current school based Children's Centres, staff, service users, partners and members on developing the initial ideas into a firmer option for Members to consider and make a decision on.

5.7.2 The intended timeline for the programme is as follows:

- Undertake a 8 week public consultation on the proposals starting from 1st February;
- Test with customers of current traded services about future funding models for traded services which do not currently break-even, as well as whether full cost recovery for venues is realistic;
- Continue to evaluate the pilot hubs in East-Central and West and its impact, particularly for families in need of Early Help services – the evaluation schedule for the pilot programmes is part of the Outline Business Case in Appendix 1;
- Use the evaluation data, responses to the public consultation, conversations with partners and staff and results of traded services conversations to inform the Final Business Case being presented to CELS committee for decision in June 2018.
- Dependent on the decisions both this evening and on the Full Business Case, it is intended that any new model would be rolled out from June 2018, with a target go live date of January 2019.

5.7.3 The consultation and engagement plan for the service is attached to this report as Appendix 2.

## **5.8 Insight**

The pilot and initial ideas for the hub model has been developed using good practice from elsewhere in the country, as well as feedback on the current system for delivering Early Help in Barnet. The final proposal will be informed from a full evaluation of the first pilot hub – East Central – as well as the first few months of operation of the West Hub. This work will take place during February/March 2018, and will be included in the report on the final preferred option for CELS Committee.

## **6 BACKGROUND PAPERS**

6.1 Single Inspection of services for children in need of help and protection, children looked after and care leavers and Review of the effectiveness of the Local Safeguarding Children Board report, Ofsted, 7 July 2017  
[https://reports.ofsted.gov.uk/sites/default/files/documents/local\\_authority\\_reports/bar-net/051\\_Single%20inspection%20of%20LA%20children%27s%20services%20as%20pdf.pdf](https://reports.ofsted.gov.uk/sites/default/files/documents/local_authority_reports/bar-net/051_Single%20inspection%20of%20LA%20children%27s%20services%20as%20pdf.pdf)

# Outline Business Case (OBC): 0-19 Family Hubs

---

*Whilst using this template you should also refer to Barnet's Corporate Project Management Toolkit, which provides further detailed information on Barnet's project methodology.*

Author:	Claire O'Callaghan
Date:	09/01/18
Service / Dept:	Family Services

## Contents

---

*The listed headings are those which are considered to be essential for an Outline Business Case. If you have further headings or sub headings please enter them. If you consider that a heading is not appropriate to your project, please do not delete it, but rather explain why.*

Contents .....	1
1. Introduction and Strategic Context .....	2
2. Rationale.....	4
3. Project Definition.....	4
4. Options .....	6
5. Expected Benefits.....	9
6. Risks .....	11
7. Financial Appraisal .....	12
8. Project Approach .....	118
9. Project Assurance.....	13
10. Dependencies.....	13
11. Approach to Consultation .....	13
12. Legal Requirements.....	13
Document Control .....	14
Document History.....	14
Distribution List:.....	14

## 1. Introduction and Strategic Context

---

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

- Develop improved ways of working across care, education and health services to deliver early intervention services to children, young people and their families.
- Site services closer to families, and in a way that promotes co-location and co-delivery of services.
- Create sustainability through cost effective delivery.
- Work with partners to design and deliver the improved ways of working, the siting of services closer to families, and creating more cost effective delivery.

The 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 that is comprised of Local Authority, schools, community health commissioners, JobCentre Plus, Barnet Homes, Police and Voluntary sector partners. This is because delivery of Early Help services is by a range of different providers, funded or commissioned from different sources. For the programme to be successful in its aims, all partners across health, education, family support, employment, housing and voluntary sector need to be part of its formulation and delivery.

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.

### Improved ways of working

The Council is one provider of many that provides Early Help services to children, young people and families. The Council provides some services directly – Youth Services, Family Support and some Children's Centres – and commissions others – school run Children's Centres, Health Visiting, School Nursing and Family Nurse Partnership, and Housing. Other partners which are key providers include: schools, community health services (mental health, maternity services), welfare advice, community policing and the voluntary sector. Partners delivered services are commissioned or funded through various funding streams.

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 on 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 the observations by 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.”*

*(Ofsted, para 36, 7<sup>th</sup> 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, 7<sup>th</sup> July 2017)*

#### Site services closer to families

Currently, early help services for children, young people and their families are located in a number of 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; and
- 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 and 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.

#### Delivering cost effective services

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 have already been achieved through better targeting of existing resources to match needs including use of Public Health and DSG budgets. Further opportunities for efficiencies in 2019/20 will be identified in the development of the new model and will be submitted for consultation and committee consideration as appropriate.

## 2. Rationale

---

The rationale for the programme is outlined in section 1.

## 3. Project Definition

---

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

- Develop improved ways of working across care, education and health services to deliver early intervention services to children, young people and their families.
- Site services closer to families, and in a way that promotes co-location and co-delivery of services.
- Create sustainability through cost effective delivery.
- Work with partners to design and deliver the improved ways of working, the siting of services closer to families, and creating more cost effective delivery.

The programme is aiming to do this via an updated partnership model of working, and has been testing what improved ways of working may look like in one of the three localities in the borough – the East-Central locality (covering High Barnet, Underhill, Oakleigh, Totteridge, East Barnet, Brunswick Park, Coppetts, Woodhouse, West Finchley and East Finchley wards).

The pilot has been delivering since September 2017, and has focussed on supporting children and young people aged 0-19 and their families who are in need of Early Help. The pilot hub has been aiming to do this through:

- Co-location of staff from different organisations in the same location(s)
- Introducing an Early Help Multi Agency Panel to allocate a lead agency/professional and co-ordinate targeted support for individual families in need of Early Help
- Improving ways of working between organisations and different professional backgrounds through shared training and development
- Reviewing our partnership offer in the locality, so it is delivered in the right places, to the right people, has the right impact and is clear to service users and practitioners

In its first three months, the pilot has had some positive effects:

- Schools have been central to developing the model, and have led the two pilots underway in both localities (East-Central and West). Informally, school staff have reported that they are receiving a quicker and more comprehensive response to requests for support for families in need of a multi-agency response.
- Families have had a quicker and more comprehensive response within days of referral. This is due to quicker decision making, better information sharing between professionals and a focus on putting the right lead professional and team in place around the family swiftly. A case study showing the success of this approach is attached to the Outline Business Case as Appendix 2.
- Professionals from 8 organisations across health, education, early help, housing and employment have agreed to co-locate in two locations in the East-Central Locality either on a full or part time basis. This cuts travel time for staff, fosters a culture of more integrated



working, as well as make it simpler to access services because more of them will be based in the same place.

- School based pastoral/family support network has 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 at the development group.

The pilot has also indicated that a number of long term changes need to be made to help embed the positive improvements in service, as well as get ready to deliver within in reduced resources. These include:

- The need to bring all Local Authority Early Help services across Early Years, Family Support and Youth Services under a single 0-19 service.
- Being clear about roles and expectations for staff within the hub model.
- Having a single management structure and leadership team for Council services which can manage cross disciplinary teams (e.g. teams containing Family Support, Social Workers and Youth Workers).
- Role of delivery via Children's Centres, and how this fits into the hub model in future.
- Critically questioning current traded services that are not currently breaking even, or use of current buildings and whether we can either deliver these in a different way, or use buildings more creatively.
- The need to match the number of staff to the different needs in each locality.
- The need to improve interface with the community & voluntary sector delivering services in the localities so overlap and duplication of effort is reduced and families receive a coherent early help offer
- Further local development work required to improve the interface with statutory services, including maternity services, police, JobCentre Plus, education services and Housing.

Both the pilot, and the long term partnership model itself will 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. They also are the core measures in the evaluation programme being undertaken on current pilot work. The evaluation framework is attached to this document as Appendix 3.

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

In order to achieve these principles, the programme needs to work closely with other key areas of work (most notably around mental health and the special educational needs services for 0-25 year olds) to ensure that young people aged 19 who are in need of continuing support beyond this age have the right services in place.

This Outline Business Case puts forward the initial proposal(s) as to how this long term model can be delivered within the funding envelope available in future years.

## 4. Options

---

To resolve the long term model, this Outline Business Case outlines the initial ideas for options available for the Council to achieve the long term changes needed to introduce the hub model fully.

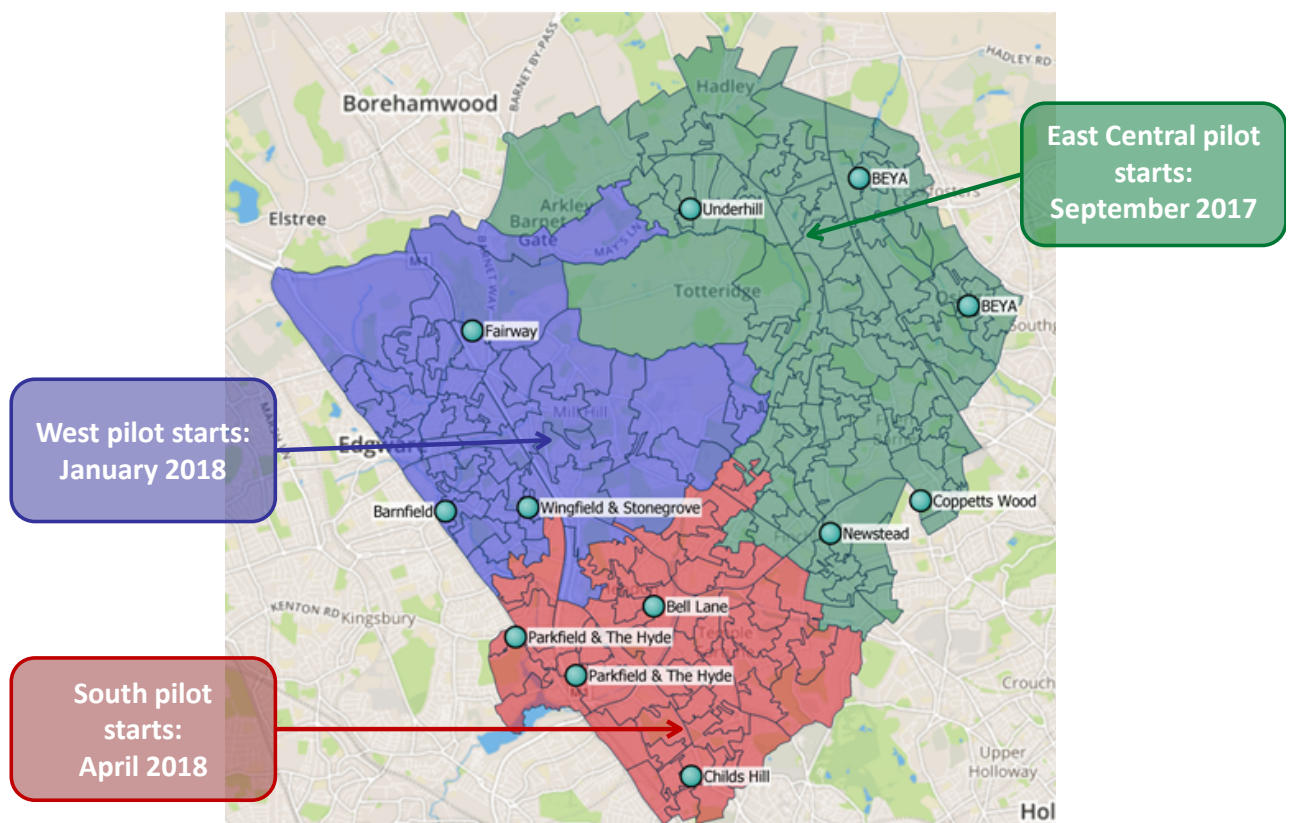
Two options are presented:

- **Option 1 – Move to an integrated 0-19 Hub Delivery Model** – this would involve a move to a single 0-19 Hub service, with shared management; integration of Children’s Centres in the hub model by redefining responsibilities and subsequent funding; Full Cost Recovery of two venues and break even or cease current traded services; and use of other sources of funding (other than General Fund) to support services. It would focus on changing practice, as well as the structure of services. This would achieve benefits in terms of service delivery improvement, as well as the efficiencies required in the timeframe given. Dependent on decisions made by members, the earliest that this model could be in place is January 2019.
- **Option 2 – Roll out of current pilot model, but with no structural change to services** – this would solely involve confirming the current pilot work as long term hub model to be used across the borough. It would focus on changing practice over structure, and involve no structural change to services either delivered or commissioned by the Local Authority. Dependent on the decisions made by members, this model could be in place earlier, i.e. Summer 2018, but it would only achieve some of the benefits in terms of service delivery improvement, and would not be cost efficient.

The preferred option – ahead of consultation and full evaluation of the pilot is option 1, as this achieves both the services delivery improvements and service efficiencies required.

### **Option 1 – Move to an integrated 0-19 Hub Delivery Model**

We would continue to base Local Authority service delivery on the three Children’s Centre localities already in operation within the borough, building on the work of the pilots. A map of these localities, showing the location of current Children’s Centres is provided below.



There would be four workstreams that would make the Hub Delivery work, improve multi agency working and deliver within future budgets. These workstreams are:

- Move to a single 0-19 Hub Management Structure
- Integration of Early Years provision into the Hub Model
- Reach Full Cost Recovery or Break Even on Venues and Traded Services
- Use of Funding Sources in addition to General Fund

These four workstreams are outlined in more detail below.

**Move to a single 0-19 Hub Management Structure for Council Services**

This will move to a single Head of Service across all Early Help, Early Years and Youth Services within the council, with Hub Managers – one for each hub – leading a multi-disciplinary team working with families who have children aged 0-19 years old, or who are expecting a child, and a Deputy leading on borough wide programmes and partnerships which support the work of the three hub managers.

The proposed model will integrate services and therefore reduce the number of manager posts and aims to protect the number of frontline staff undertaking direct work with children, young people and their families. Staffing resource will be matched to identified need in each locality. Hub Teams will also be expected to be based in locality settings, rather than centrally (as the majority are at the moment). Teams will also be based alongside staff from other agencies who will use locations as touch down bases for part of the week, and co-deliver activities alongside Council staff. Staffing costs would be reduced to align with the financial envelope available. It is estimated that the

number of post reductions could be around 11. However, the final number is entirely dependent on the results of the consultation and work with partners on the future delivery model.

### **Integration of Early Years provision into the Hub Model**

Currently, there are 12 Children's Centre venues in operation in Barnet. These are either delivered and funded by the Local Authority, or delivered by schools and funded by the Local Authority. Children's Centres are a good example of integrated working, with different types of services being offered out of a single building. However, if a 0-19 hub model is introduced across the borough, the role of current Early Years delivery needs to be reviewed so that services can focus on supporting families with children at all ages, as well as providing some specific services for children aged 0-5.

Two proposals are outlined below as to how this can happen. The preferred option is option (a), but the future option will be informed by further work with providers, public consultation and full evaluation of the current pilot working.

#### Early Years option (A)

Continue to commission schools to run Children Centres. They would deliver Early Help through continuation of the aspects of the core offer that include outreach and community based activities such as targeted stay and play. This would enable community engagement in relation to maintaining Children's Centre registration and reach and the early identification of emerging issues that can be supported through Children's Centre activities.).

Some children centre buildings would house the 0-19 hub teams, whilst others would continue to be utilised as delivery points for families with children aged 0-19 in order to be locally accessible for families. Reductions in spend would be achieved through reviewing the management of children's centres and reducing the overlap in roles, protecting frontline delivery as far as possible.

The Council would work with schools to build on the current Early Years model so it becomes an offer for children and young people aged 0-19 which can provide engagement and outreach in conjunction with Targeted Youth Services delivery. Option A is the Council's strongly preferred option, as it retains local expertise and knowledge about local families, and ensures that there is an existing partnership on which to build a 0-19 offer.

#### Early Years Option (B)

De-designate all Children's Centres, regardless of whether it is delivered by schools or the Local Authority. The core work would then be delivered through the hub teams. De-designation would mean that the term children's centres would no longer be used, legislation and inspection for children's centres would not apply and so the core offer could be delivered in a more flexible way. Early Years services and activities would be delivered by the hub teams (to include outreach and engagement across 0- 19 age range as well as direct Family Support/Common Assessment Framework work). Specific Early Years work in this area will assist with engagement of families in FEE for 2 3 and 4 year olds which is monitored by the Department for Education. Reductions in spend would be achieved by reducing management of children's centres and reducing the overlap in roles, protecting frontline delivery as far as possible.

Some children centre buildings would house the 0-19 hub teams, whilst others would continue to be utilised as delivery points for families with children aged 0-19 in order to be locally accessible for families. Reductions in spend would be achieved through reviewing the management of children's

centres and reducing the overlap in roles, protecting frontline delivery as far as possible. Standards such as reaching 80% of families specifically targeted by Children’s Centres being reached would need to be maintained, and a 0-19 hub model which need to be built on current Children’s Centre delivery.

, Within this option, we would lose the partnership with schools, and the specialist expertise that they bring.

Below is a list of venues, and the options for usage under both options A and B.

<b>Children’s Centre name</b>	<b>Current usage</b>	<b>To be usage under Option A and Option B</b>
BEYA Hampden Way	Children’s Centre providing targeted activity/services for children pre-birth and 0-5	Delivery of outreach and community based activities such as targeted stay and play to families with children pre-birth and 0-5  Activities and groups for families with children aged 5+, dependent on local need
BEYA Hampden Way	Children’s Centre providing targeted activity/services for children pre-birth and 0-5	Delivery of outreach and community based activities such as targeted stay and play to families with children pre-birth and 0-5  Activities and groups for families with children aged 5+, dependent on local need
Coppetts Wood	Children’s Centre providing targeted activity/services for children pre-birth and 0-5	Delivery of outreach and community based activities such as targeted stay and play to families with children pre-birth and 0-5  Activities and groups for families with children aged 5+, dependent on local need
Newstead	Children’s Centre providing targeted activity/services for children pre-birth and 0-5	Hub base for East-Central locality team  Some delivery of targeted activities for families with children aged pre birth – 19 [Tarling Road Community Centre opposite children’s centre will provide venue for future delivery]
Underhill	Children’s Centre providing targeted activity/services for children pre-birth and 0-5	Delivery of outreach and community based activities such as targeted stay and play to families with children pre-birth and 0-5

Children's Centre name	Current usage	To be usage under Option A and Option B
		Activities and groups for families with children aged 5+, dependent on local need
Bell Lane	Children's Centre providing targeted activity/services for children pre-birth and 0-5	<p>Delivery of outreach and community based activities such as targeted stay and play to families with children pre-birth and 0-5</p> <p>Activities and groups for families with children aged 5+, dependent on local need</p>
Childs Hill	Children's Centre providing targeted activity/services for children pre-birth and 0-5	<p>Delivery of outreach and community based activities such as targeted stay and play to families with children pre-birth and 0-5</p> <p>Activities and groups for families with children aged 5+, dependent on local need</p>
Parkfield	Children's Centre providing targeted activity/services for children pre-birth and 0-5	<p>Delivery of outreach and community based activities such as targeted stay and play to families with children pre-birth and 0-5</p> <p>Activities and groups for families with children aged 5+, dependent on local need</p>
The Hyde	Children's Centre providing targeted activity/services for children pre-birth and 0-5	<p>Delivery of outreach and community based activities such as targeted stay and play to families with children pre-birth and 0-5</p> <p>Activities and groups for families with children aged 5+, dependent on local need</p>
Barnfield	Children's Centre providing targeted activity/services for children pre-birth and 0-5	<p>Delivery of outreach and community based activities such as targeted stay and play to families with children pre-birth and 0-5</p> <p>Activities and groups for families with children aged 5+, dependent on local need</p>

Children's Centre name	Current usage	To be usage under Option A and Option B
Fairway	Children's Centre providing targeted activity/services for children pre-birth and 0-5	<p>Delivery of outreach and community based activities such as targeted stay and play to families with children pre-birth and 0-5</p> <p>Activities and groups for families with children aged 5+, dependent on local need</p>
Wingfield and Stonegrove	Children's Centre providing targeted activity/services for children pre-birth and 0-5	<p>Delivery of outreach and community based activities such as targeted stay and play to families with children pre-birth and 0-5</p> <p>Activities and groups for families with children aged 5+, dependent on local need.</p> <p>NB – the new community centre proposed nearby will incorporate these functions, alongside a proposed health clinic and community space, once outcome known on planning permission.</p>

### Reach Full Cost Recovery or Break Even on Traded Services

To support the move to an integrated 0-19 hub team, we have looked at the different traded programmes and use of current buildings to see whether we can maximise the income for these. The Council already charges for positive activities for young people, which currently covers 50% of the cost of the service. In addition to this, the new Youth Zone will be built in the borough during 2018/19, which will provide activities and opportunities to all young people between the age of 8 and 19 years old (up to 25 years old for people with disabilities).

We propose that the operating costs for Greentops Activity Centre and Finchley Youth Centre either have their full operating costs recovered (through paid use by other organisations), or alternative venues are explored to host activities taking place within these buildings at the moment. It is to be noted that if alternative venues are used, there may be a cost to the Council – this needs to be factored into the final financial profile.

The Council also delivers a number of discreet programmes or services which are traded with either schools or individuals which are being delivered at a loss (or in the case of the counselling service, being delivered for free, with the budget spent on supervision services), and which are subsidised by the Council. These programmes are counselling in schools, Duke of Edinburgh Award, childcare at Newstead Children's Centre and alternative education provision provided to schools to educate young people off site, whilst the student remains on the roll of the school. For each of these services, there are alternative providers or methods of delivering these services. Our proposal is that

we either ensure these programmes break even through reducing costs or raising income, or - if this is not possible - then we secure alternative delivery arrangements by providers other than the Council.

The table below shows these services, how they are currently funded, what the preferred option is, and what the other alternative options are to achieve service efficiencies.

<b>Service</b>	<b>Current Funding arrangement</b>	<b>Preferred Option to achieve break even position /Full Cost Recovery</b>	<b>Further options to maintain service delivery if preferred option is not deliverable</b>
<b>1-1 counselling for young people (delivered face to face)</b>	General Fund  Counselling provided by volunteers, spend is on clinical supervision	Clinical supervision is picked up via the Early Help mental health services moving to the Local Authority from April 2018	KOOTH online counselling now in place across the borough
<b>Duke of Edinburgh Award</b>	Schools pay towards cost of running service	Review of costs to deliver the most efficient service, alongside raising charges for participating schools.	Use of another licensed organisation to run the scheme on a more cost efficient basis
<b>Provision of additional/ alternative education provision for young people</b>	General Fund	Review of costs to deliver the most efficient service, alongside raising charges for participating schools.	Transfer of service to other provider(s) of provision already active in Barnet
<b>Childcare provision at Newstead</b>	Funded out of Free Educational Entitlement funding / General Fund	Transfer provision to an alternative private, voluntary or independent (PVI) provider.	Review childcare sufficiency in area, and identify whether other models of provision are available to support demand identified
<b>Greentops Activity Centre</b>	General Fund	Lease building to lead partner(s).	New venues to be built as part of regeneration work to house activity currently delivered in Greentops
<b>Finchley Youth Centre</b>	General Fund	Lease building to lead partner to deliver youth	Move current activity to other venues



Service	Current Funding arrangement	Preferred Option to achieve break even position /Full Cost Recovery	Further options to maintain service delivery if preferred option is not deliverable
		activities.	within the area which can cater for young people

### Use of Funding Sources other than General Fund

As the delivery of Early Help is a partnership endeavour, options for funding from sources other than General Fund have been explored. Already, the service has secured or identified funding from the Public Health Grant and the dedicated Schools Block Grant which together with cost recovery of traded services will address agreed savings for 2018/19.

An initial discussion with the Finance Team and with partners has indicated that it is unlikely that there will be further funding available from other sources. However, officers will continue to explore opportunities for this over the next few months together with further efficiencies which may arise from the remodelling and new ways of working and will be subject to further committee review and consultation as appropriate.

### Option 2 – Continue to deliver within current structures

The other option available is to continue to deliver services as currently. This would consist of:

- Continuing with the current staff structure arrangements
- Continuing with current Children’s Centre and Youth Services arrangements
- Re-purposed funding from Public Health Grant and Dedicated Schools Block to fund Early Help services

However, we believe that a continuation of the current delivery model will bring some, but not the same level of benefits to families compared to our preferred solution. It would not move us entirely to address the all the concerns expressed by Ofsted in its inspection report. Cost efficiencies would be achieved through reducing demand on statutory services, and would not be realised within the timeframe set by the Council’s Medium Term Financial Strategy. The expected benefits and risks of each option will be outlined in the section below.

## 5. Expected Benefits

---

The evaluation framework for the pilot hubs is measuring the impact of the pilots for families, staff and partners.

This is measuring a range of financial and non-financial benefits of the work, including the below:

	Hub Design Principle	Method of collecting information
<b>PARTNERSHIP</b>	All responsible and accountable  Improving shared targets and outcomes for children and young people	1) Comparison against the partnership continuum 2) Experience Survey - Senior Partners 3) Tracking of partner engagement in different element of hub working 4) Barnet Safeguarding Children Board (BSCB) Early Help scorecard/tracking of cases through the Early Help Multi Agency Panel
<b>PRACTITIONERS</b>	One pathway  Practitioners share information with each other  We make time for reflective practice	5) Experience Survey - practitioners (combined with Health Visitor/School Nurses survey) 6) Focus Groups with staff - via LSCB networks and partners on board 7) Early Help Panel review. This will include checking whether achieving the right outcomes for children/families, thresholds, right people around the table, leadership, boosts or barriers to effective working
<b>FAMILIES</b>	The child is at the centre of all we do  No hand off points  Families tell their story once  Responsible and flexible service  Families get the right help, first time	7) Experience Survey - families 8) BSCB Early Help Scorecard 9) Multi agency case audits via Multi Agency Safeguarding Hub CAF audits, Joint Targeted Area Inspection, existing CAF/Early Help Audit process 10) Data on attendance at universal sessions, including footfall in universal settings, attendance at group sessions,

The full framework is attached to this Outline Business Case as Appendix 3. This shows the precise measured being used, as well as the questions being asked to gauge service user, staff and partner experiences in the new framework.

Based on the data collected so far, as well as the impact of Family Hubs in other places, we think that Option 1 will deliver more expected benefits, as well as financial efficiencies than Option 2. A six month evaluation will be carried out in February/March 2018 on the current pilots. This data – alongside the information collected from the consultation – will be used to determine the final preferred option to be presented to Members.

## 6. Risks

The same risks exist for both options, but the probability and impact rating differs for each option.

### Option 1 – Move to an integrated 0-19 Hub Delivery Model

Description	Cause/Consequence	Action(s) in place	Probability	Impact	Score
<i>Key stakeholders fail to engage in either the pilot or development of the preferred option.</i>	<i>Stakeholders do not invest time, resources and commitment to the pilot resulting in ineffective partnership arrangements for children and families</i>	<ul style="list-style-type: none"> <li><i>Carry out full stakeholder analysis and implement the subsequent strategy.</i></li> <li><i>Each element of the pilot and subsequent roll out framework is designed in partnership</i></li> <li><i>Outline benefits for families and services of participation in programme</i></li> <li><i>Regular steering groups for key stakeholders to support and</i></li> </ul>	Low 2	High 4	<b>8</b> <b>Med</b>

Description	Cause/Consequence	Action(s) in place	Probability	Impact	Score
		<i>challenge engagement</i>			
<i>Children and families affected by the proposed changes are not fully engaged</i>	<i>Poor engagement may reduce impact and relevance to local communities and have a detrimental impact on service take up. It may further mean that the public does not support the proposal and create negative publicity which will require additional resources to manage.</i>	<ul style="list-style-type: none"> <li><i>Public Consultation is required after the Outline Business Case</i></li> <li><i>Ensure Stakeholder strategy and communications plan is thoroughly tested and QA'd.</i></li> <li><i>Regularly review plan not just within Project Board but other colleagues to ensure dependencies are identified.</i></li> </ul>	Low 2	High 4	<b>8</b> <b>Med</b>
<i>A significant change programme causes dislocation and distraction for staff, partners and families</i>	<i>Poorly managed change programme could lead to confusion and dissatisfaction among staff, partners and families</i>	<ul style="list-style-type: none"> <li><i>Clear communication programme about the programme and what it means for key stakeholders</i></li> <li><i>Feedback from partners, staff and families to filter in design of long term model</i></li> </ul>	Low 2	High 4	<b>8</b> <b>Med</b>
<i>Other pressures on budgets, e.g. Designated Schools Block, Public Health Grant, Troubled Families, emerge, having a knock on impact on the delivery of preferred option</i>	<i>Unknown or increased pressures on specific grant streams reduces the money available for Early Help services</i>	<ul style="list-style-type: none"> <li><i>Work with partners and finance team to track trends in funding around specific grant streams</i></li> <li><i>Develop alternative plans if pressures materialise</i></li> </ul>	Low 2	High 4	<b>8</b> <b>Med</b>
<i>Children's Social Care referrals increase due to ineffective early help provision</i>	<p><i>Children will not receive the right help, first time and will be subjected to unnecessary statutory interventions at a higher cost to the council.</i></p> <p><i>Services will not have opportunity to grow to meet increased demand of population changes and increase which risks financial sustainability</i></p>	<ul style="list-style-type: none"> <li><i>Consultation and engagement with key stakeholders will identify approaches and services that are having impact to ensure the early prevention strategy is fully implemented and the need for more costly interventions later on is reduced.</i></li> <li><i>Ensure robust needs and demand analysis</i></li> <li><i>Work closely with demand management projects to ensure alignment of projects.</i></li> </ul>	Med 2	High 3	<b>6</b> <b>Low</b>
<i>Families continue to find it difficult to access Early Help services</i>	<i>Children will not receive the right help, first time and will be subjected to unnecessary statutory interventions at a higher cost to the council.</i>	<ul style="list-style-type: none"> <li><i>Structural and ways of working changes will improve service transparency and delivery</i></li> </ul>	Low 2	Low 2	<b>4</b> <b>Low</b>

Description	Cause/Consequence	Action(s) in place	Probability	Impact	Score
<i>Professionals continue to be frustrated by the complicated delivery of Early Help services</i>	<i>Staff will not be able to provide the right help, first time, leading to escalation in issues to crisis levels</i>	<ul style="list-style-type: none"> <li>Structural and ways of working changes will improve service transparency and delivery</li> </ul>	Low 2	Low 2	4 Low
<i>Efficiencies are not achieved within the timescale outlined</i>	<i>Council overspends compared to budget available, requiring reductions in spend elsewhere in the organisation</i>	<ul style="list-style-type: none"> <li>Work with colleagues to identify other options for funding reduction</li> </ul>	Low 2	Med 3	6 Low
<i>Ofsted inspection concerns are not addressed</i>	<i>By continuing within existing structures, partnership delivery cannot be improved to the expected level</i>	<ul style="list-style-type: none"> <li>Roll out of programme</li> <li>Continue work with improvement partner</li> </ul>	Low 1	Med 3	4 Low

#### Option 2 – Continue to deliver within current structures

Description	Cause/Consequence	Action(s) in place	Probability	Impact	Score
<i>Key stakeholders fail to engage in either the pilot or development of the preferred option.</i>	<i>Stakeholders do not invest time, resources and commitment to the pilot resulting in ineffective partnership arrangements for children and families</i>	<ul style="list-style-type: none"> <li>Carry out full stakeholder analysis and implement the subsequent strategy.</li> <li>Each element of the pilot and subsequent roll out framework is designed in partnership</li> <li>Outline benefits for families and services of participation in programme</li> <li>Regular steering groups for key stakeholders to support and challenge engagement</li> </ul>	Low 2	High 4	8 Med
<i>Children and families affected by the proposed changes are not fully engaged</i>	<i>Poor engagement may reduce impact and relevance to local communities and have a detrimental impact on service take up. It may further mean that the public does not support the proposal and create negative publicity which will require additional resources to manage.</i>	<ul style="list-style-type: none"> <li>Public Consultation is required after the Outline Business Case</li> <li>Ensure Stakeholder strategy and communications plan is thoroughly tested and QA'd.</li> <li>Regularly review plan not just within Project Board but other colleagues to ensure dependencies are identified.</li> </ul>	Low 2	High 4	8 Med

Description	Cause/Consequence	Action(s) in place	Probability	Impact	Score
Other pressures on budgets, e.g. Designated Schools Block, Public Health Grant, Troubled Families, emerge, having a knock on impact on the delivery of preferred option	Unknown or increased pressures on specific grant streams reduces the money available for Early Help services	<ul style="list-style-type: none"> <li>Work with partners and finance team to track trends in funding around specific grant streams</li> <li>Develop alternative plans if pressures materialise</li> </ul>	Low 2	High 4	8 <b>Med</b>
A significant change programme causes dislocation and distraction for staff, partners and families	Poorly managed change programme could lead to confusion and dissatisfaction among staff, partners and families	<ul style="list-style-type: none"> <li>Clear communication programme about the programme and what it means for key stakeholders</li> <li>Feedback from partners, staff and families to filter in design of long term model</li> </ul>	Low 1	Low 2	2 <b>Low</b>
Children's Social Care referrals increase due to ineffective early help provision	<p>Children will not receive the right help, first time and will be subjected to unnecessary statutory interventions at a higher cost to the council.</p> <p>Services will not have opportunity to grow to meet increased demand of population changes and increase which risks financial sustainability</p>	<ul style="list-style-type: none"> <li>Consultation and engagement with key stakeholders will identify approaches and services that are having impact to ensure the early prevention strategy is fully implemented and the need for more costly interventions later on is reduced.</li> <li>Ensure robust needs and demand analysis</li> <li>Work closely with demand management projects to ensure alignment of projects.</li> </ul>	Med 3	High 4	12 <b>High</b>
Families continue to find it difficult to access Early Help services	Children will not receive the right help, first time and will be subjected to unnecessary statutory interventions at a higher cost to the council.	<ul style="list-style-type: none"> <li>Pilot work in place to help improve current services</li> </ul>	Med 3	High 4	12 <b>High</b>
Professionals continue to be frustrated by the complicated delivery of Early Help services	Staff will not be able to provide the right help, first time, leading to escalation in issues to crisis levels	<ul style="list-style-type: none"> <li>Pilot work in place to help improve current services</li> </ul>	Med 3	Med 3	9 <b>Med</b>
Efficiencies are not achieved within the timescale outlined	Council overspends compared to budget available, requiring reductions in spend elsewhere in the organisation	<ul style="list-style-type: none"> <li>Work with colleagues to identify other options for funding reduction</li> </ul>	High 4	High 4	16 <b>High</b>
Ofsted inspection concerns are	By continuing within existing structures,	<ul style="list-style-type: none"> <li>Roll out of programme</li> <li>Continue work with improvement</li> </ul>	Med	High	12

Description	Cause/Consequence	Action(s) in place	Probability	Impact	Score
<i>not addressed</i>	<i>partnership delivery cannot be improved to the expected level</i>	<i>partner</i>	3	4	<b>High</b>

## 7. Financial Appraisal

---

The programme is currently supported by the Family Friendly programme budget, with all capital and revenue costs being covered.

If option 1 was the preferred option, then additional costs could potentially occur through redundancies or early retirement. It is difficult to estimate the level of redundancies at the current time. However, the Full Business Case will detail the estimated amount that may be spent on redundancy payments, and how this will be funded.

## 8. Project Approach

---

Key timeline for programme:

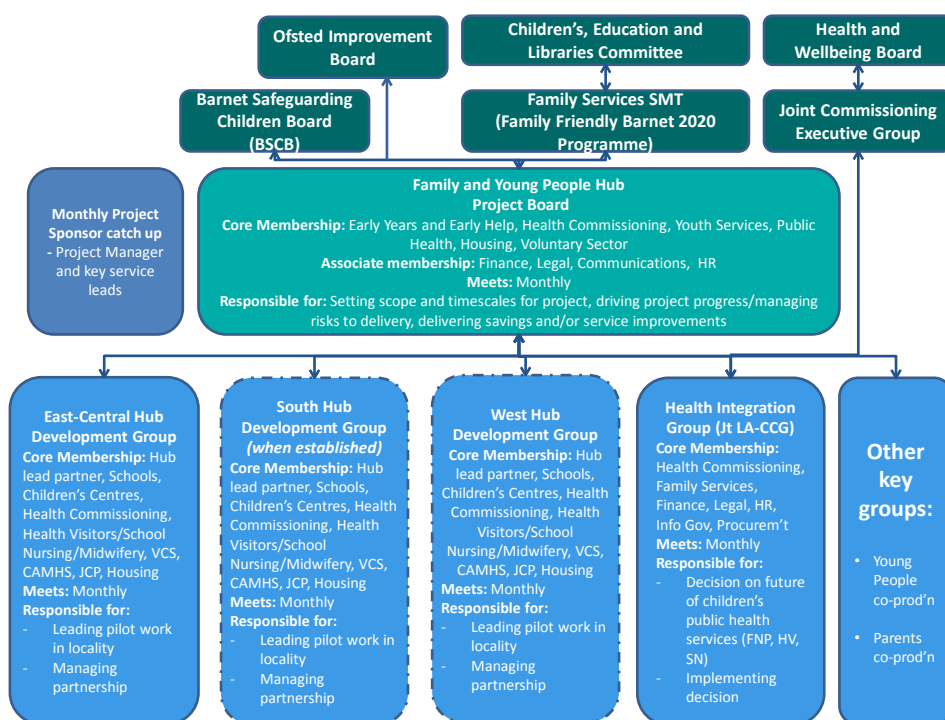
- Decision on preferred option at CELS Committee on 16<sup>th</sup> January 2018
- Undertake public consultation on the proposals and evaluate the current East-Central/West pilot hubs during February and March 2018
- Go live for the South pilot hub – April 2018
- Present Full Business Case to CELS, using evaluation of pilots, feedback from staff and the public consultation to councillors for decision on final option at CELS - June 2018
- Implement final structure of offer – June 2018 – January 2019

## 9. Project Assurance

---

The Programme is overseen by a Programme Board which is chaired by the Operational Director – Early Help, Children in Need and Child Protection. The Programme Board is made up of the Council and its 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 (which monitors the Family Friendly Barnet programme), and the Ofsted 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 below.



## 10. Dependencies

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.

## 11. Approach to Consultation

Feedback from young people and families has been used to develop the pilot hubs that the programme has been delivering so far.

To inform a decision by Members on the Final Business Case, an eight week public consultation will start on 1<sup>st</sup> February 2018, and end in March 2018.

The results of consultation will be used - alongside the evaluation of the pilot hubs in East-Central and West localities – to inform the Full Business Case presented to Members at CELS in June 2018. In considering the findings decision makers will consider the alternatives and all the countervailing circumstances including where appropriate the budgetary requirements when making their decision, and the impact on any protected characteristics that may be impacted by the proposed changes.

A full Consultation and Engagement Plan for the programme has been developed and is being used to track how and when stakeholders are being engaged during the different stages of the programme. The consultation process will consist of open meetings, to which all members of the public will be able to attend, as well as targeted sessions, to ensure that we get a balance of views across service users/service non-users, and the different protected groups under the Equality Act 2010. The results of the consultation will also be segmented, so it can feed into the full Equalities Impact Assessment, which will form part of the June 2018 report for Members on the Final Business Case.

The Consultation and Engagement Plan is attached alongside this Outline Business Case to the report for the CELS Committee in January 2018.

## 12. 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 of 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 planned consultation will include 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 planned consultation will include focused questions on the proposals for future use of the youth centres and services for young people.

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 will include these groups.

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

<b>File path</b>	S:\Development-Projects-062\FS2020\Projects\0-19\Business Case\Outline Business Case\Draft Business Case
<b>Reference</b>	
<b>Version</b>	V 0.4
<b>Date created</b>	05/01/18
<b>Status</b>	Draft

## 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
18/12/17	V 0.2	Updated with comments from project team/service leads	Claire O'Callaghan
03/01/18	V 0.3	Updated with comments from DCS and Operational Director	Tina McElligott
05/01/18	V 0.4	Updated with comments from Legal and Finance leads, Programme Board, Communications and Chairman	Claire O'Callaghan
10/07/18	V 0.5	Updated with amendments from Chief Executive and DCS	Jill Barnes

## Distribution List:

Enter the names of the people or groups that the document has been sent to, their role and when

Name	Role	Date

## Approvals:

By signing this document, the signatories below are confirming that they have fully reviewed the Outline Business Case for 0-19 Hub project and confirm their acceptance of the completed document.

Name	Role	Signature	Date	Version

Enter the names and roles of the people who need to sign this document in order to show agreement with the business case's proposal, with space for them to sign it

You should speak to your Head of Finance about any capital project you are proposing to undertake. They will help you to complete certain sections of the business case.

## **APPENDIX 2 – EAST CENTRAL PANEL CASE STUDY**

### **Background to Case**

- Referred to Multi-Agency Safeguarding Hub (MASH) by Home-Start Barnet. History of past domestic abuse in family, but very little other information shared by the family with Home-Start Barnet, and no other information held by the MASH.
- 2 children are in the family, S (primary school age) and K (infant under 12 months)
- Mother had been working well with a Home-Start volunteer for 6 months and keen to address impact of the historic domestic abuse for herself and her children. Home-Start supporting her to access a place on the Women's Support Group.
- If there had been no panel, the decision would have been no further action as the family had no other support needs identified.

### **What happened at the East Central Panel**

- At East -Central Panel, it emerged from a partner that the older child was known by an alias, which had an additional record attached.
- The Education Welfare Team shared that the child at primary school had very poor school attendance (at worst it was 58%). The mother had missed meetings at the school and the reasons for poor attendance were unclear. An Education Welfare Officer was now involved and matter was going to court for non-school attendance.
- Barnet Homes shared that the family are living in temporary accommodation and were currently in arrears with the rent. The family could be at risk of eviction if they cannot continue to pay rent.
- The Panel agreed that a Common Assessment Framework (CAF) plan would be helpful, to gain a fuller picture of the difficulties facing the family as well as their strengths, develop a clear action plan and coordinate multi-agency work
- It was agreed that the pastoral lead at the primary school would be asked to be the lead for the CAF, with support from the CAF Coordinator at the Local Authority.
- The Team Around the Family to involve Welfare Rights Worker, Home-Start and Education Welfare Officer, and a place to be offered on the next Women's Support Group.
- MASH Team agreed to merge duplicate record for older child with current record.

### **Impact for the Family**

- Quicker and more integrated support offered to the family
- Mum attended 6 out of 8 of Women's Support Group and felt to have grown in confidence and more aware of the impact of past Domestic Violence on children.
- Home-Start helped family to obtain furniture and clothes via charity applications and helped her to link work with Barnet Homes.
- Mum still attends the Home-Start Supper evenings and feeling less isolated.
- Education Welfare Officer and school working with mother to address the school attendance issues.
- Welfare Rights worker has met family and helped get finances more under control.

- Avoidance of more severe outcomes for family, including court attendance over school non-attendance, eviction, and health outcomes linked to past domestic abuse.

#### **Impact for Professionals/Organisations**

- Professional network around this family is clearer and they are aware of each other and their roles.
- Less time spent chasing up and identifying what support is available for the family
- More comprehensive information is available to aid decision making and planning
- Less spend on more costly and intensive services, as problems are dealt with at an earlier stage.

## APPENDIX 3 – PROGRAMME EVALUATION FRAMEWORK

### Evaluation Framework Children, Young People and Family Hub Board 14<sup>th</sup> September 2017

#### 1. Purpose of Paper

This paper presents a draft evaluation framework to be used for the pilot work currently taking place in the East Central locality, and soon to start in the West and South localities.

#### 2. Evaluation Framework

When the hub programme was refreshed in June 2017, the Board agreed the hub design principles, which would be used to both guide the programme, and also test whether the programme has been successful in its delivery.

These principles were:

### Hub Design Principles

- One Pathway
- The child is at the centre of all we do
- There are no hand off points
- We are all responsible and accountable
- Families tell their story once

**Already in  
Early  
Intervention  
and Prevention  
Strategy**

- Accessible for families (both for location and time of day)
- Strong relationships between practitioners
- Right Help First Time
- Responsive and flexible service
- Improving shared targets and outcomes for children and young people
- We make time for reflective practice
- Practitioners share information with each other

**Additional  
from locality  
hub partner  
session**

**BARNET**  
LONDON BOROUGH

During August, a small group of Board members met to outline in more detail how we would measure whether we have achieved these hub design principles.

Overleaf is the outcome of that session – a methodology and plan for collecting quantitative and qualitative data to test whether the pilots put each Hub Design Principle into practice, what has worked well, what hasn't worked well and what we could learn for the future.

	Hub Design Principle	Method of collecting information	When (East-Central milestones)	Who
PARTNERSHIP	All responsible and accountable  Improving shared targets and outcomes for children and young people	1) Comparison against the partnership continuum	Dec '17, Feb '18	Claire O'C
		2) Experience Survey - Senior Partners	Pre - Sept '17 and Post - Feb '18	Claire O'C
		3) Tracking of partner engagement in different element of hub working	Feb '18	Claire O'C
		4) Barnet Safeguarding Children Board (BSCB) Early Help scorecard/tracking of cases through the Early Help Multi Agency Panel	Scorecard - Monthly Panel tracking - 8 week audit	Scorecard - Sharon Dodd Panel tracking - Karen Pearson
PRACTITIONERS	One pathway  Practitioners share information with each other  We make time for reflective practice	5) Experience Survey - practitioners (combined with Health Visitor/School Nurses survey)	Pre - Sept '17 and Post - Feb '18	Claire O'C / Clare Slater-Robins
		6) Focus Groups with staff - via LSCB networks and partners on board	Oct '17, Dec '17, Feb '18	Claire O'C
		7) Early Help Panel review. This will include checking whether achieving the right outcomes for children/families, thresholds, right people around the table, leadership, boosts or barriers to effective working	Dec '17 - Feb '18	Karen Pearson
FAMILIES	The child is at the centre of all we do  No hand off points  Families tell their story once  Responsible and flexible service  Families get the right help, first time	7) Experience Survey - families	Pre - Sept '17, Post - Feb '18	Claire O'C/Clare Slater-Robins
		8) BSCB Early Help Scorecard	Monthly	Sharon Dodd
		9) Multi agency case audits via Multi Agency Safeguarding Hub CAF audits, Joint Targeted Area Inspection, existing CAF/Early Help Audit process	MASH - monthly (TBC) JTAI - October '17 or February '18 (TBC) EH/CAF - every 8 weeks	MASH & EH/CAF - Karen Pearson JTAI - Sharon Dodd
		10) Data on attendance at universal sessions, including football in universal settings, attendance at group sessions,	Oct '17, Dec '17 and Feb '17	Karen Pearson/Kirsty Reed

The milestone dates in the table relate to the East Central pilot, where the evaluation period has already been agreed for 4<sup>th</sup> September 2017 – 9<sup>th</sup> February 2018. When the West and South pilots are up and running, the evaluation process and timings will be reviewed for each of those pilots.

Appendix A (page 4) outlines the indicators in the draft Barnet Safeguarding Children Board (BSCB) scorecard for Priority 1 – Ensuring the Families and Children are Supported Earlier. This is proposed to be the main dataset to be used to evaluate the programme. We are keen

to not duplicate datasets, as well as use the same indicators across our strategic working relationship with partners via the BSCB.

Appendix B (page 5) outlines the question areas to be included in the Experience Surveys for families, practitioners and senior partners. It also contains an analysis of where questions could be added or amended in the current draft Health Visitor survey due to be put into operation in the next few weeks. It is recommended that the two surveys are merged to reduce survey fatigue, as well as potentially boost the completion rate.

## Appendix A – Draft Barnet Safeguarding Board Early Help Scorecard

Data to be populated when evaluation report is developed in February-March 2018

	Priority 1: Ensuring families and children are supported earlier	Month direction	target (annual)	previous year	stat neighbour	national average	Analysis
	<b>Monthly</b>						
1	Number of children engaged in open early help assessments						
2	Agencies as lead professionals (table)						
3	Number of early help assessment cases closed where outcomes were achieved						
4	% of step downs to early help/% of step ups into social care						
5	Contacts to MASH – BRAG and by agencies (in and out- comparison table)						
6	Number and % of Contacts to referrals						
7	Number and % of contacts to NFA						
8	% re-referrals within 12 months						
9	Number of open CIN (S17) cases						
10	Number of CFAs completed in 45 days						
11	Number of CYP being re-refereed into CAMHS SPOA reducing year on year against baseline						
	<b>6 monthly reporting trend data</b>						
12	Trends in contacts into MASH made from partners over the last 3 years (annual)						
13	Trends in contacts to referrals over the last three years (annual)						
14							
15	Number of children electively home educated						
16	Number of young carers						
17	Numbers of young people managed by the 0-25 disabilities team						
18	Number, ethnicity and age of children missing education						
19	Number, ethnicity and age of children permanently excluded from education (and CIC)						
20	Number, ethnicity and age of children persistently absent from school						



## Appendix B – Experience Survey Questions (Families, Practitioners, Partners)

	Question areas for 0-19 evaluation	Questions to add/change in current HV and FNP surveys
Practitioners	<ul style="list-style-type: none"> <li>- experience of co-location, the environment in which they work</li> <li>'- changes to practice through how they've worked</li> <li>'- changes for accessibility for families</li> <li>'- have relationship improved with families</li> <li>'- have they got all the information to help them work with families, sharing information</li> <li>- notice difference in how swiftly things get done?</li> <li>'- concerns about deskilling, and professional background (brought additionality to their professional background)</li> </ul>	<p>Maybe add a specific section to practitioner survey on multi agency working, including questions on:</p> <ul style="list-style-type: none"> <li>- When working with families, do you have all the information you need about them? If no, what types of information are you missing?</li> <li>- How easy is it to engage different organisations in supporting a family? Are there any particular agencies which you find hard to engage?</li> <li>- Is it clear who the lead professional is for a family in need of early help? If no, how can we improve this?</li> <li>- How do you develop your skills in working with children, young people and their families?</li> <li>- Are you worried about changes to bring services together leading to deskilling and loss of your professional background? If yes, how do you think we can combat that?</li> <li>- Do services engage in a timely fashion [probably need to define this better] to support a family? If not, what are the problems?</li> </ul>
Families	<ul style="list-style-type: none"> <li>- Clear about where you could go to</li> <li>'- Was information clear and friendly</li> </ul>	<p>Slightly re word Q1 to:</p> <ul style="list-style-type: none"> <li>- if you had a question about your child or family's health, development or wellbeing - do you know where you would go?</li> <li>- if yes, where would you go [add in drop down, but include some more non health websites or sources]</li> </ul> <p>Add a supplementary question on:</p> <ul style="list-style-type: none"> <li>- did this information help you with your question?</li> </ul>
	<ul style="list-style-type: none"> <li>'- experience in the past v. experience to now</li> </ul>	No changes needed - will ask next time
	<ul style="list-style-type: none"> <li>- clear about lead worker,</li> <li>- reduction in hand off points [need to word more clearly]</li> <li>- do they get services at an early enough point [measure via self refer]</li> <li>- awareness of what is going to happen</li> <li>- have they got the resources to help manage situations in future?</li> <li>- was help found swiftly by the right person?</li> </ul>	<p>Do we need a multi agency section, with following questions:</p> <ul style="list-style-type: none"> <li>- do you have more than one organisation currently supporting your family?</li> <li>- if yes, who - add drop down including family support, GP, social care, voluntary org (specify who), JCP, Housing Association,</li> <li>- Do you feel you need to repeat your story with each new organisation?</li> <li>- Are you clear who is your first port of call if you are in difficulty? [ask participant to name]</li> <li>- Are you clear about what is going to happen next when you meet a professional?</li> <li>- Did you get services at an early enough point?</li> <li>- Following your support from these different organisations, do you feel as though you and your family are able to thrive in future? [do we want to ask this about HV, SN, FNP as well?]</li> </ul>
<ul style="list-style-type: none"> <li>'- location of services</li> </ul>	<p>Could adjust Q11 to focus on all professionals, not just Health Visitor?</p> <p>Would also need a question in diversity monitoring about the first part of their postcode [are we sure that people know which Health Visiting team they are under?]</p>	

	Question areas for 0-19 evaluation	Questions to add/change in current HV and FNP surveys
Partners	<ul style="list-style-type: none"> <li>- has it created more work or not?</li> <li>'- fit with wider organisational priorities [link with joint KPIs]</li> <li>'- was it easier to share information about cases?</li> <li>- how easy did find sharing resources, allocating resources within organisational priorities</li> <li>- have there been any efficiencies for operation? Where do future efficiencies go forward?</li> <li>- how do they view themselves as a partner, has this changed?</li> <li>- how engaged and involved have you been?</li> <li>- informed about the programme and what it means for you?</li> </ul>	<p>Suggest this is a separate survey to HV and FNP, as this is aimed at senior leaders.</p> <p>Questions:</p> <ul style="list-style-type: none"> <li>- Do you know about the Locality Hub Programme?</li> <li>- What does it mean to you [Free form box]</li> <li>- Does it fit with your organisational priorities? If so, how?</li> <li>- How easy did you find allocating resources (people, time, money, buildings, knowledge) within your existing organisational priorities?</li> <li>- Do you see you and your organisation as an integral partner in the programme? Has this changed over time?</li> <li>- What level of involvement have you had? Would you have preferred this to be more or less?</li> <li>- Has it improved:               <ul style="list-style-type: none"> <li>- Sharing information about cases</li> <li>- Transparency about the early help resources available across the partnership</li> <li>- Helping to secure better outcomes for families at an early stage of issues arising</li> </ul> </li> <li>- How confident have you been in sharing information about the programme, and what it means for your teams and colleagues? What else can we do to help support you in this role?</li> </ul>



## Consultation and Engagement Plan

### 0 – 19 Family Hub project

Author:	Claire O'Callaghan
Service:	Strategy, Insight and Commissioning Team
Date:	22 December 2017
Version:	V0.10

## Contents

1.	<b>Introduction &amp; Overview</b>
2.	<b>Consultation and engagement objectives</b>
3.	<b>Key Messages</b>
4.	<b>Stakeholders</b>
5.	<b>Engagement &amp; Consultation Approach</b>
6.	<b>Plan:</b>
	<ul style="list-style-type: none"> <li>• <b>Phase 1 - DEVELOPMENT AND TRIAL OF HUB DESIGN</b></li> </ul>
	<ul style="list-style-type: none"> <li>• <b>Phase 2 - DEVELOPMENT AND EVALUATION OF LONG TERM OPTIONS FOR EARLY HELP SERVICES</b></li> </ul>
	<ul style="list-style-type: none"> <li>• <b>Phase 3 - AGREEMENT AND IMPLEMENTATION OF LONG TERM OPTION FOR EARLY HELP SERVICES</b></li> </ul>
	<b>Appendix 1 – Stakeholder Analysis</b>
	<b>Document Control</b>

### Introduction & Overview

Barnet Council is committed to involving local people in shaping their area and the services they receive. Consultation and engagement is one of the key ways the council interacts with and involves local communities and residents, providing them with opportunities to:

- gain greater awareness and understanding of what the council does
- voice their views and know how they can get involved
- have their views fed into the democratic decision making process

This plan aims to provide an effective consultation and engagement programme to help inform how the Council will deliver its services to children and families in the medium and longer term. The plan builds on the stakeholder analysis work carried out and aligns to the standards and key guiding principles set out in the council's Consultation and Engagement Strategy and supports the council's Corporate Plan priorities relating to children, young people and families. '

### Consultation and engagement objectives

The Early Help Hub (formerly known as the 0-19 Hub) Programme is focussed the following objectives:

- Developing improved ways of working across care, education and health services to deliver early intervention services to children, young people and their families
- Site services closer to families, and in a way that promotes co-location and co-delivery of services
- Delivering within a smaller budget for early help services

The Early Help 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. It is also a partnership programme, as effective Early Help approaches are ones that are based on partners coming together around a family, rather than each individual agency working on their own.

From June 2017, the programme has been trialling ways of working to help achieve the programme's objectives. This has helped to inform the options for the long term delivery of early help services.

The objective of consultation and engagement over the next phase of the programme (from January – June 2018) will be to gauge feedback on the current set of proposals, which will be used alongside the evaluation of the pilot hubs to shape the final proposal to members via a Full Business Case, which will then move into implementation. This consultation and engagement plan will need to be fully reviewed when a decision is made to move into implementation.

### Key Messages, Stakeholders and Questions

#### Our Context

In Barnet, we have some good Early Help services which help families in the early stages of difficulties facing them. However, families – and people working with them – tell us that often:

- Staff from different agencies will be working with a family but are not aware of each other, leading to duplication, confusion and a waste of time and resources
- that families are confused about where they can access support, leading to disengagement, frustration and problems getting worse
- families have to tell their stories more than once, spending time on recounting their current experience, as opposed to working to improve their future
- families don't fit into neat boxes – services need to flex to fit around the family, rather than families having to fit around services

We think that we – as a partnership of providers who work with families in different contexts – can do better. We also have a duty to be as effective as we can be for every pound that we spend.

Based on our learning so far from the pilot - as well as what works elsewhere – we have a set of preferred options which should set services up to deliver the Early Help framework within the future budget available. These will be put forward through an Outline Business Case which will be considered by the Children, Education, Learning and Skills committee in January 2018. These options are:

- Redesign of the Council staff team to bring Youth Services, Early Years and Early Help services together into one service, and build a team shaped around the Early Help hub model
- Turning Children's Centres into Family Hubs which can provide services families, regardless of the age of the children. This will mean de-registration of Children's Centres, with subsequent changes to leadership of Children's Centres and increased use of venues for providing services for families, regardless of the age of the children
- Physically locating staff who would previously be in North London Business Park into hub locations within the communities they serve
- Stronger planning and integrated delivery of Early Help for individual families through the Early Help Multi Agency Panel
- Full Cost Recovery of provision of specific services, notably Duke of Edinburgh Award, Counselling, Alternative Provision, and the Finchley Youth Theatre and Greentops venues.

Our core principles in the consultation are to:

- Be open and honest and clear about scope and what can and can't be influenced
- Tailor approaches to meet the different needs of our stakeholders
- Be Relevant and meaningful
- Give an opportunity for feedback and questions

### **Our Stakeholders**

#### Service Users

- All current Service Users of Early Help services (specifically Children's Centres, Family Support and Youth Services)
- All future Service Users of Early help services (specifically Children's Centres, Family Support and Youth Services)
- All residents who do not use these services

#### Council staff

- Practitioners delivering Early Help who are directly affected by the proposals – namely those in Early Years, Early Help and Youth Services; Children's Centres.

#### Partners

- Partners/practitioners who deliver Early Help services under contract to the Council – namely Early Years providers (including Children's Centres)
- Practitioners delivering Early Help who work with the Council – namely Community Health Services, schools, colleges, Job Centre Plus, Housing, Substance Misuse, Police, SEND, Mental Health Services and voluntary sector.
- Partners delivering general services to all children, young people and families, particularly schools, GPs, voluntary sector agencies
- Partners who currently buy Council services, e.g. Duke of Edinburgh, Alternative Provision or Counselling
- Tenants or users of Finchley Youth Theatre or Greentops venues

#### Councillors

#### Unions

### **Our Overall Key Message**

- Considering our reduced financial envelope and the initial learning from the panel, here are our first set of options for delivery of Council and partnership early help services in future
- There is a public consultation on what service users and the general public value about current services, and what they value less – please partake in letting us know what your views are.
- This is what the evaluation of the first and second hubs tell us about what has worked, what hasn't worked
- The results of the public consultation and the evaluation of the pilot hubs will shape our recommended option for long term service delivery. This will be decided by Members in June 2018 (subject to decisions made in January 2018).

### **Key Questions for Consultation**

### Introduction/Overview

- This is our context
- This is our current proposal and why we are proposing it
- We want to involve feedback from you about what services you value

### About the Respondent

- Age, gender, ethnicity, disability, parental status, pregnancy/maternity leave, where they live in the borough, where they live
- Will also include information about ages, disability of respondents (if young person), or ages/disability of children (if a parent)
- Employment status
- Resident in Barnet or not

### About current use of Early Help services

- Do they currently use services
- Times of usage
- Regularity of attendance
- Which Centres or venues are attended at the moment
- Which services do people use
- Which services are the most helpful services
- Barriers to using current services

### Options for the move to Family Hubs

- Principles behind the change
- Questions on which parts of the preferred option they support or oppose, and the reasons why
- Any alternative suggestions to the preferred option put forward in the consultation document.



## Stakeholders

Key target audiences and areas for consultation	Consultation Methods	Methods of promoting the consultation
<p>Current Service Users and wider residents who don't use services – segmented by family type, child or respondent age, disability, address, employment type</p> <p>Targeted focus will on protected characteristics, which we will be able to segment based on questions.</p>	<p>Main method for phase 2 will be via a consultation document/survey which will go to all stakeholders and also be published on Engage Barnet.</p> <p>This survey will be supported with:</p>	<p>Engage Barnet</p> <p>Questionnaire Published on Engage Barnet</p> <p>Newsletter to service users: eg :</p>
<p>Barnet Council:</p> <ul style="list-style-type: none"> <li>• Directly affected staff</li> <li>• Staff within Family Services</li> <li>• Leaders and staff in partner delivery units/commissioning units, particularly Cambridge Education, Barnet Homes and Adult Social Care.</li> </ul> <p>Members</p>	<ul style="list-style-type: none"> <li>- Open events in each locality, giving people a chance to contribute</li> <li>- Specific focus groups with targeted sectors of stakeholders , informed by Equalities Impact Assessment</li> <li>- Offer of events in Children's Centre or Youth Venues based on demand</li> </ul>	<ul style="list-style-type: none"> <li>o Parents of children with disabilities</li> </ul> <p>Parents of children with special needs</p> <ul style="list-style-type: none"> <li>o Parents of children with mental health issues</li> <li>o Foster carers</li> </ul>
<p>Schools running Children's Centres, particularly Headteachers and staff employed within settings</p>		<p>Easy read or meeting with Adults with learning difficulties</p> <p>Community Barnet, Community Together Network</p>
<p>Schools buying in services from Youth Services - Alternative Education, Duke of Edinburgh or Counselling services</p>		<p>School circular</p> <p>Area forums</p>
<p>Voluntary sector:</p> <ul style="list-style-type: none"> <li>• Providers currently commissioned by the Council</li> <li>• Providers who deliver in the borough, but not directly commissioned by the council</li> </ul>		<p>Posters in Children centres, other public places where families access services and libraries</p>
<p>Senior leaders and practitioners within the following agencies:</p> <ul style="list-style-type: none"> <li>- Schools (excluding the groups outlined above)</li> <li>- Police and Community Safety Partners</li> <li>- Health commissioned services (Health Visiting, School Nurses, Midwifery, CAMHS, substance</li> </ul>		<p>Social media: Twitter and face book ads</p> <p>Citizens Panel</p> <p>Specific open forums held in each locality</p> <p>Posters/banners and physical advertising</p>

Key target audiences and areas for consultation	Consultation Methods	Methods of promoting the consultation
misuse) - Health commissioners and GPs - JobCentre Plus		Use of social media platforms  Press release

### Outline of Consultation Approach

**We are currently in phase 2 of the programme**

The phases of the programme are as follows:

#### PHASE 1 – DEVELOPMENT AND TRIAL OF HUB DESIGN

##### JUNE 2017 – JANUARY 2018

- Agree overall programme structure and deliverables
- Start delivery in the first pilot hub (East Central locality)
- Get ready to start delivering the second pilot hub (West Locality)
- Baseline for evaluation programme
- Outline options for Council's long term provision of Early Help services based on learning so far

#### PHASE 2 – DEVELOPMENT AND EVALUATION OF LONG TERM OPTIONS FOR EARLY HELP SERVICES

##### JANUARY 2018 – JUNE 2018

- Present Outline Business Case with options for long term provision of Council Early Help services
- 12 week public consultation on options
- Evaluate first 5 ½ months of first pilot hub (East Central) and first three months of second pilot hub (West) to feed into preferred long term option
- Develop Full Business Case for long term option for agreement by members

#### PHASE 3 – AGREEMENT AND IMPLEMENTATION OF LONG TERM OPTION FOR EARLY HELP SERVICES

##### JUNE 2018 – MARCH 2019

- Implement the agreed long term option
- Communicate new offer with service users and partners
- Evaluate the impact of service offer and troubleshoot any issues

Consultation and Engagement Plan: Early Help (0-19) Hub

<b>Phase 2: DEVELOPMENT AND EVALUATION OF LONG TERM OPTIONS FOR EARLY HELP SERVICES (January – June 2018)</b>						
<b>*Level of Engagement</b>	<b>Stakeholders</b>	<b>Method</b>	<b>Objectives/ Key line of questioning</b>	<b>Task</b>	<b>Deadline/ events dates</b>	<b>Officer Lead</b>
Consult	Current Service Users – segmented by family type, child or respondent age, disability, address, employment type	Survey  Focus Groups	See Key Questions above	Develop consultation document and questionnaire	28 March	Claire O’Callaghan/Jill Barnes
Consult	General population – segmented by disability, address, employment type	Survey  Open Events	See Key Questions above	Develop consultation document and questionnaire	28 March	Claire O’Callaghan/Jill Barnes
Inform / Consult	Barnet Council: <ul style="list-style-type: none"> <li>Directly affected staff</li> </ul>	Team Meetings, staff briefings  Responses to public survey?	See Key Questions above	Set up events  Presentation on proposed options	28 March	Karen Pearson and Karen Ali

## APPENDIX 2

<b>Phase 2: DEVELOPMENT AND EVALUATION OF LONG TERM OPTIONS FOR EARLY HELP SERVICES (January – June 2018)</b>						
<b>*Level of Engagement</b>	<b>Stakeholders</b>	<b>Method</b>	<b>Objectives/ Key line of questioning</b>	<b>Task</b>	<b>Deadline/ events dates</b>	<b>Officer Lead</b>
Consult	Schools running Children’s Centres, particularly Headteachers and staff employed within settings	Specific group and 1:1 meetings	See Key Questions above	Develop presentation/ workshop format	28 March	Karen Pearson
Consult	Schools buying in services from Youth Services - Alternative Education, Duke of Edinburgh or Counselling services	Survey  Individual discussions with each purchaser of services	What level of charging would you pay for this service?  What would you do if the service was no longer provided?	Confirm pricing document and set up conversations	28 March	Karen Ali
Consult	Members	Stand alone information session or attendance at quarterly Area Forums	See Key Questions above	Develop presentation/ workshop format	28 March	Karen Pearson/Jill Barnes

Phase 2: DEVELOPMENT AND EVALUATION OF LONG TERM OPTIONS FOR EARLY HELP SERVICES (January – June 2018)						
*Level of Engagement	Stakeholders	Method	Objectives/ Key line of questioning	Task	Deadline/ events dates	Officer Lead
Inform	<p>Senior leaders and practitioners within the following agencies:</p> <ul style="list-style-type: none"> <li>- Schools (excluding the groups outlined above)</li> <li>- Police and Community Safety Partners</li> <li>- Health commissioned services (Health Visiting, School Nurses, Midwifery, CAMHS, substance misuse)</li> <li>- Health commissioners and GPs</li> <li>- JobCentre Plus</li> </ul> <p>Voluntary sector:</p> <ul style="list-style-type: none"> <li>- Providers currently commissioned by the Council</li> <li>- Providers who deliver in the borough, but not directly commissioned by the council</li> </ul> <p>Barnet Council</p> <ul style="list-style-type: none"> <li>- Staff within Family Services</li> <li>- Leaders and staff in partner delivery units/commissioning units,</li> </ul>	<p>Discussion at key forums and via Programme Board</p>	<p>See Key Questions above</p>	<p>Develop presentation</p> <p>Continue regular updates through Board</p> <p>Continue use of newsletters/ comms plan as currently</p>	<p>28 March</p>	<p>Claire O’Callaghan/Jill Barnes</p>

## APPENDIX 2

Phase 2: DEVELOPMENT AND EVALUATION OF LONG TERM OPTIONS FOR EARLY HELP SERVICES (January – June 2018)						
*Level of Engagement	Stakeholders	Method	Objectives/ Key line of questioning	Task	Deadline/ events dates	Officer Lead
	particularly Cambridge Education, Barnet Homes and Adult Social Care.					
Inform	Trade Unions	Focus single issue meetings  Wider Family Services catch up	See key questions above and		28 March	Claire O'Callaghan/Jill Barnes and Karen Pearson

Phase 2: Communication programme to promote the formal consultation						
Level of Engagement	Objectives	Communications method	Audience	Detail	Date to complete	Officer lead
Inform	Roll out a comprehensive communications programme to: <ul style="list-style-type: none"> <li>Raise awareness of public</li> </ul>	Press Release	All stakeholders	Draft and send Press Release	01/02/18	Nick Griffin
		Barnet First Insert (if date allows)		Confirm is timescales will fit consultation	01/02/18	Katie Wood

## APPENDIX 2

<b>Phase 2: DEVELOPMENT AND EVALUATION OF LONG TERM OPTIONS FOR EARLY HELP SERVICES (January – June 2018)</b>						
*Level of Engagement	Stakeholders	Method	Objectives/ Key line of questioning	Task	Deadline/ events dates	Officer Lead
	consultation is taking place <ul style="list-style-type: none"> <li>• Provide an opportunity for as many people as possible to share their views and thoughts about the proposed options</li> <li>• Tell stakeholders where they can get more information and/or take part in the consultation and engagement process</li> <li>• Key messages: Encouraging people to tell us how they use services, consider the options presented, and outline any alternatives</li> </ul>	Email		Draft email to stakeholders and send	01/02/18	Jill Barnes/ Claire O’C
		Social Media		Posting to social media accounts	01/02/18	Katie Wood
		Intranet		Uploading article	01/02/18	Jamie Nelson

**Phase 3: AGREEMENT AND IMPLEMENTATION OF LONG TERM OPTION FOR EARLY HELP SERVICES (June 2018 – March 2019 )**  
 To be developed during Phase 2



## APPENDIX 2

*Level of Engagement	Stakeholders	Specific Group	Method	Objectives/ Key line of questioning	Task	Deadline/ events dates	Officer Lead
Not yet known	Not yet known	Not yet known	Not yet known	Not yet known	Not yet known	Not yet known	Not yet known

**\*Levels of Engagement** - This plan refers to the different levels of engagement as outlined in LBB Consultation and Engagement Strategy to help identify and clearly define the variations of engagement.

<b>Insight</b>	Understand better the needs, views, and concerns of our residents using existing data
<b>Inform</b>	As an open council provide balanced information to assist understanding about something that is going to happen or has happened.
<b>Consult</b>	Capture residents' views on issues of relevance to them. Give an extensive range of opportunities for residents to have their say
<b>Involve</b>	Involve residents in testing, designing, and evaluating what we do to ensure that concerns and aspirations are understood and considered prior to decision making.
<b>Empower</b>	Empower public/service users to co-design, develop, manage and evaluate services. Working together to develop understanding of all issues and interests to work out alternatives and identify preferred solutions.

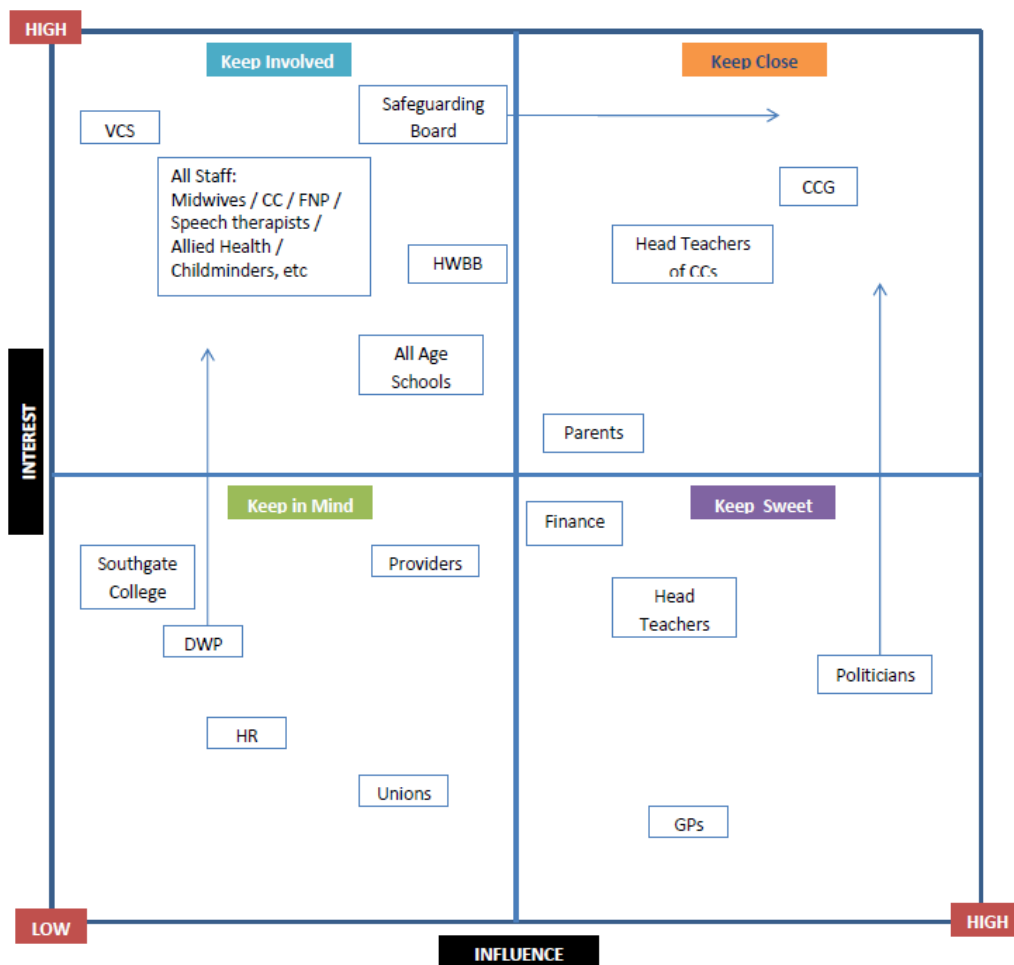
Consultation and engagement timeline

	2018												2019		
	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
<b>Phase 2</b> DEVELOPMENT AND EVALUATION OF LONG TERM OPTIONS FOR EARLY HELP SERVICES	Active	Active	Active	Active	Active	Active									
<b>Phase 3</b> AGREEMENT AND IMPLEMENTATION OF LONG TERM OPTION FOR EARLY HELP SERVICES						Active	Active	Active	Active	Active	Active	Active	Active	Active	Active

## **Stakeholder Analysis**

During the summer of 2016, separate stakeholder analysis workshops were carried out for the then Early Years' Review (Phase 2) and the Youth Service Review. These are summarised below.

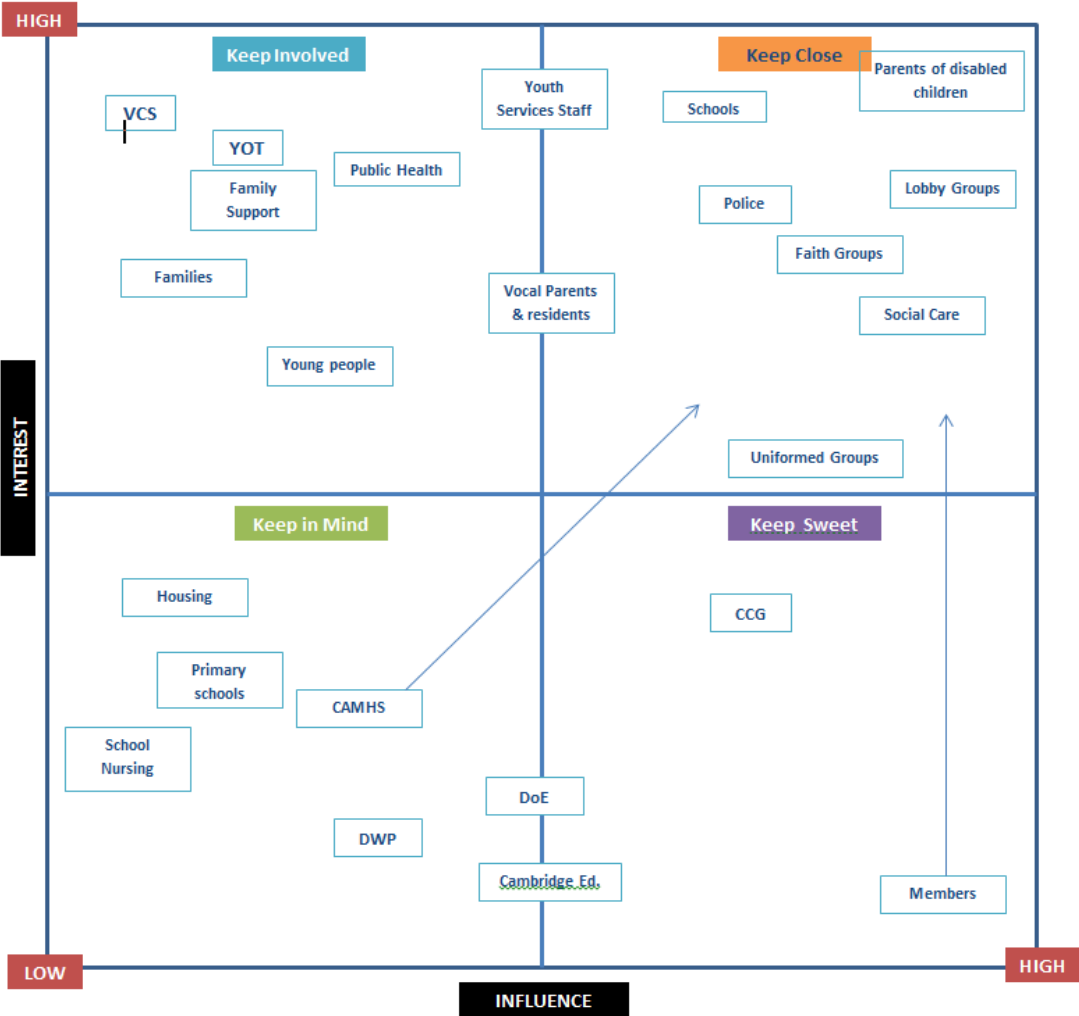
### **Early Years (Phase 2): Initial Stakeholder Analysis**



The main issues to emerge were the need to:

- Increase the interest and engagement of members
- Increase the interest of DWP
- Increase the Safeguarding Board’s influence in relation to this project

Youth Service: Initial Stakeholder Analysis



The main issues to emerge from the initial stakeholder analysis of the Youth Service review were:

- The need to increase CAMHS interest and influence in the project
- The need to increase Members' interest in the project.

Summary Stakeholder List & Channels of Communication

Communication type	Date	Details	Audience	Internal/external	Cost
<b>COUNCIL STAFF</b>					
Type of media – Newsletter articles					
<b>Staff meetings</b>	As needed	These are either one off or regular staff meetings (e.g. CAF Team Locality Team, Family Resilience Team)	Staff in Early Help, Early Years and Youth Services	Internal	Free
<b>FS Grapevine</b>	Weekly circulation, bi monthly update	Internal Family Services staff newsletter	All Family Services staff	Internal	Free

## APPENDIX 2

Communication type	Date	Details	Audience	Internal/external	Cost
<b>First Team</b>	Circulated two times a week	Council wide newsletter	All Barnet Council staff	Internal	Free
<b>Intranet</b>	Bi monthly update	Council wide intranet	All Barnet Council	Internal	Free
<b>Staff Briefing meetings</b>	Staff briefing – every fortnight	Briefings by SMT to Family Services staff	Family Services	Internal	Free
<b>Union – Staff meetings</b>	As needed	Project team and union meeting to go in depth about progress and impact	Unions and their members	Internal	
<b>Atrium screens</b>	TBC	Screens in reception and canteen	All Barnet Council staff and visitors	Internal	Design cost
<b>Posters - staff toilets/ Noticeboards</b>	TBC		All Barnet Council	Internal	Design cost

## APPENDIX 2

Communication type	Date	Details	Audience	Internal/external	Cost
			staff and visitors		
<b>RESIDENTS</b>					
<b>Barnet First (Residents)</b>	Monthly	Council magazine	All residents	External	Free
<b>Local Papers?</b>	As needed	Local paper	Local paper readership	External	Free
<b>Citizen Portal – Once live</b>	Bi monthly update	Online public facing website	All residents visiting website	External	Free
<b>Leaflets/Posters for public</b>	As needed		Residents in particular sites	External	£30/hour
<b>Social Media – Once live</b>	As needed		All residents/followers of Barnet social media feeds	External	Free
<b>ALL PARTNERS</b>					
<b>Working With Children –</b>	Updated bi	Web portal with	Practitioners working	External	Free



## APPENDIX 2

Communication type	Date	Details	Audience	Internal/external	Cost
<a href="https://www.barnet.gov.uk/wwc-home.html">https://www.barnet.gov.uk/wwc-home.html</a>	monthly	all information	with families in partner agencies		
<b>Barnet Safeguarding Children Board Website -</b> <a href="https://thebarnetscp.org.uk/bscp">https://thebarnetscp.org.uk/bscp</a> <b>and Twitter feed</b>	Updated bi monthly	Web portal with all information	Practitioners working with families in partner agencies	External	Free
<b>Locality Events</b>	East/Cen - 11 <sup>th</sup> Jan 2018 West - Date TBC South - Date TBC	In person events for locality based professionals to meet and understand hub	Practitioners based in each individual locality	External	Free
<b>SPECIFIC PARTNERS – SCHOOLS</b>					
<b>Weekly School Circular</b>	Weekly	Via Neil Marlow	Headteachers and teams	External	FREE
<b>School Electronic Boards</b>	Update as	Via Sharon Dodd	All school staff	External	FREE

## APPENDIX 2

Communication type	Date	Details	Audience	Internal/external	Cost
	needed				
<b>School Locality Network</b>	Half termly	Via School Locality Chairs	Headteachers	External	FREE
<b>Governors Newsletter</b>	Termly	Via Sarah Beaumont	Governors	External	FREE
<b>Early Years Networks</b>	Update as needed	Via Debra Davies	Early Years Leaders and their teams	External	FREE
<b>Director's Briefing for Headteachers</b>	Termly	Via Neil Marlow/Chris Munday	Headteachers	External	FREE
<b>Designated Safeguarding Lead Network</b>		Via Siobhan McGovern (CCH head of safeguarding) and Jane Morris – lead for DSLs for education network	Designated Safeguarding Leads in Schools	External	FREE

## APPENDIX 2

Communication type	Date	Details	Audience	Internal/external	Cost
<b>LA Children's Centre INSET meetings</b>	Termly (can be supplemented by as needed meetings)	Via Locality Managers	Children's Centre staff, both internally and externally	External	FREE
<b>Learning Network Inspector Meetings</b>	Every Week	Via Neil Marlow	Learning Network Inspectors (and subsequently, schools which they work with)	External	FREE
<b>School Improvement Team Meetings</b>	Every half term (last Tuesday of each half-term)		School Improvement Team	External	FREE
<b>SPECIFIC PARTNERS – VCS</b>					
<b>VCS Practitioners Forum</b>	Every two months	Via Flo Armstrong and Tony Lewis	VCS organisations working with children	External	FREE
<b>VCS Locality Networks</b>	East Central – 27 <sup>th</sup> Nov  West and South	Via Janet Matthewson, Young Barnet	Members of the Young Barnet Foundation	External	FREE

## APPENDIX 2

Communication type	Date	Details	Audience	Internal/external	Cost
	- TBC	Foundation			
<b>CommUNITY Barnet Newsletter</b>	TBC	Via Jeni Osbourne and Zoe Kattah, Community Barnet	VCS organisations who are part of CommUNITY Barnet	External	FREE
<b>Young Barnet Foundation Newsletter</b>	TBC	Via Janet Matthewson, Young Barnet Foundation	VCS organisations who are part of Young Barnet Foundation	External	FREE
<b>Communities Together Network</b>	Monthly	Via Sophie Leedham	VCS and Faith organisations	External	FREE
<b>SPECIFIC PARTNERS – POLICE AND COMMUNITY SAFETY PARTNERSHIP</b>					
<b>Senior Leadership Team</b>	As needed	Via Owain Richards	Police senior leaders	External	FREE

## APPENDIX 2

Communication type	Date	Details	Audience	Internal/external	Cost
<b>Borough Commander newsletter</b>	As needed	Via Owain Richards	All Police staff	External	FREE
<b>CID safeguarding who will interface with the hubs briefed</b>	As needed	Via Owain Richards	Police Safeguarding Team	External	FREE
<b>Safer Communities Partnership Board</b>	Quarterly	Via Tina McElligott	Partners working to improve Community Safety	External	FREE
<b>SPECIFIC PARTNERS – HEALTH VISITING, FAMILY NURSE PARTNERSHIP, SCHOOL NURSES, CAMHS, MIDWIVES, GPs and COMMISSIONERS</b>					
<b>Care Closer to Home Programme Board</b>	January 2018	Via Nazia Scott (Dawn Wakeling chair)	Commissioners	External	FREE
<b>BEH CAMHS Team Briefings</b>	As needed	Via Tina Read	BEH CAMHS staff	External	FREE
<b>Community London Community Healthcare</b>	As needed	Via Clare Slater-Robins and provider leads	Service managers, Team Managers and staff	External	FREE

## APPENDIX 2

Communication type	Date	Details	Audience	Internal/external	Cost
<b>BSCB Health Advisory Group</b>	As needed	Via Siobhan McGovern (CCH head of safeguarding)	Health Safeguarding Leads	External	FREE
<b>GP Locality Meetings</b>	West – 16 <sup>th</sup> Nov  East/Central – awaiting confirmation  South – TBC	Via GP Locality Chair	GPs	External	FREE
<b>CCG/LA Joint Commissioning Unit</b>	As needed	Via Collette McCarthy	Joint Commissioners	Internal	FREE
<b>SPECIFIC PARTNERS - COUNCILLORS</b>					
<b>Meetings with Lead Member</b>	Monthly	Via Yogita Popat	Lead Councillor	Internal	FREE
<b>Members Training</b>	Next phase: November	Via Brigitte Jordaan	Councillors	Internal	FREE
<b>SPECIFIC PARTNERS – COMMISSIONED PROVIDERS</b>					

**APPENDIX 2**

Communication type	Date	Details	Audience	Internal/external	Cost
<b>Contract Monitoring Meetings</b> <b>(also via VCS Practitioner Meetings)</b>	Quarterly	Via Varsha Mehta/Maxine Gordon	Commissioned providers	External	FREE
<b>SPECIFIC PARTNERS – JOB CENTRE PLUS</b>					
<b>Team telekits</b>	Weekly	Via Laura Featley	JCP staff	External	FREE

## Document Control

Record the information relevant to this document in this section

<b>File path</b>	<a href="#">17-12-22 - 0-19 Consultation &amp; Engagement plan v0.10.doc</a>
<b>Reference</b>	
<b>Version</b>	v 0.10
<b>Date created</b>	22 December 2017
<b>Status</b>	Draft (but the document is constantly evolving in response to new information)

## 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
October 2016	V0.2 & 3	Incorporate other documents (eg stakeholder analysis) and update the plan.	C.Tudor
November 2017	V0.9	Incorporate review of programme objectives, updated programme milestones and focus on phase 2 consultation	Claire O'Callaghan
December 2017	V0.10	Incorporate comments from Rosie in Consultation Team	Claire O'Callaghan

## Distribution List:

Enter the names of the people or groups that the document has been sent to, their role and when

Name	Role	Date
Jill Barnes Rosie Evangelou	Project Manager, 0-19 Hubs Consultation and Engagement Manager	30 <sup>th</sup> November 2017 V0.9
Sarah Wilson Karen Pearson Karen Ali	HB Public Law Head of Early Years and Early Help Youth Services Manager	

## Approvals:

By signing this document, the signatories below are confirming that they have fully reviewed the Consultation and Engagement Plan for the 0-19 Early Help Hub programme and confirm their acceptance of the completed document.

Name	Role	Signature	Date	Version



## APPENDIX 2

*Enter the names and roles of the people who need to sign this document in order to show agreement with the business case's proposal, with space for them to sign it*

This page is intentionally left blank