

MEETING

CHILDREN, EDUCATION, LIBRARIES & SAFEGUARDING COMMITTEE

DATE AND TIME

WEDNESDAY 15TH NOVEMBER, 2017

AT 7.00 PM

VENUE

HENDON TOWN HALL, THE BURROUGHS, LONDON NW4 4BQ

TO: MEMBERS OF CHILDREN, EDUCATION, LIBRARIES & SAFEGUARDING COMMITTEE (Quorum 3)

Chairman: Councillor Reuben Thompstone,
Vice Chairman: Councillor Bridget Perry

Councillor Pauline Coakley Webb Councillor Alison Cornelius Councillor Val Duschinsky
Councillor Helena Hart Councillor Anne Hutton Councillor Nagus Narenthira
Councillor Kath McGuirk

Substitute Members

Councillor Rebecca Challice Councillor Anthony Finn Councillor Ammar Naqvi
Councillor Tom Davey Councillor Adam Langleben Councillor Stephen Sowerby

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

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

Andrew Charlwood – Head of Governance

Governance Services contact: Salar Rida 020 8359 7113 salar.rida@barnet.gov.uk
Media Relations contact: Sue Cocker 020 8359 7039

ASSURANCE GROUP

Please consider the environment before printing. The average Print Cost for this Agenda is £5.43 per copy. Document are available on: <https://barnet.moderngov.co.uk/uucoverpage.aspx>

ORDER OF BUSINESS

Item No	Title of Report	Pages
1.	Minutes of the last meeting	5 - 10
2.	Absence of Members	
3.	Declarations of Members Disclosable Pecuniary Interests and Non-Pecuniary Interests	
4.	Report of the Monitoring Officer (if any)	
5.	Public Questions and Comments (if any)	
6.	Members' Items (if any)	
7.	Petition - Funding for Barnet Schools	11 - 14
8.	Update report on progress of Barnet Children's Services Improvement Action Plan	15 - 110
9.	Promoting arts and culture in Barnet	111 - 120
10.	Family Services Complaints, Compliments and Comments Annual Report 2016-17	121 - 140
11.	Business Planning 2018/19	141 - 162
12.	Special Educational Needs and Disabilities (SEND) Strategy 2017-2020	163 - 198
13.	Forward Work Programme	199 - 202
14.	Any item(s) that the Chairman decides are urgent	

FACILITIES FOR PEOPLE WITH DISABILITIES

Hendon Town Hall has access for wheelchair users including lifts and toilets. If you wish to let us know in advance that you will be attending the meeting, please telephone Salar Rida 020 8359 7113 or email salar.rida@barnet.gov.uk People with hearing difficulties who have a text phone, may telephone our minicom number on 020 8203 8942. All of our Committee Rooms

also have induction loops.

FIRE/EMERGENCY EVACUATION PROCEDURE

If the fire alarm sounds continuously, or if you are instructed to do so, you must leave the building by the nearest available exit. You will be directed to the nearest exit by uniformed custodians. It is vital you follow their instructions.

You should proceed calmly; do not run and do not use the lifts.

Do not stop to collect personal belongings

Once you are outside, please do not wait immediately next to the building, but move some distance away and await further instructions.

Do not re-enter the building until told to do so.

This page is intentionally left blank

Decisions of the Children, Education, Libraries & Safeguarding Committee

18 September 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 Nagus Narenthira
Councillor Kath McGuirk
Councillor Anne Hutton
Councillor Stephen Sowerby (Substitute)

Also in attendance

Denis Carey (Co-Opted Member)
Marilyn Nathan (Co-Opted Member)

Apologies for Absence

Councillor Val Duschinsky

The Chairman of the Committee, Councillor Reuben Thompstone opened the meeting and welcomed Frankie Sulke DfE Commissioner, the Chief Executive and all other attendees.

1. MINUTES OF THE LAST MEETING

Councillor Hutton confirmed that her declaration of interest should read "West Locality Advisory Board" and "Barnfield Children's Centre".

Subject to the above amendment it was RESOLVED that the minutes of the previous meeting of the Children, Education, Libraries and Safeguarding Committee on 18 July 2017 be agreed as a correct record.

2. ABSENCE OF MEMBERS

Apologies for absence were received from:

- Councillor Val Duschinsky who was substituted by Councillor Stephen Sowerby
- Gladys Vendy – Co-opted Member

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

Councillor Anne Hutton declared a non-pecuniary interest in relation to Agenda Items 7-10 by virtue of being a Trustee of the Barnet Carers Centre and on the Board of the West Locality Board.

4. REPORT OF THE MONITORING OFFICER (IF ANY)

None.

5. PUBLIC QUESTIONS AND COMMENTS (IF ANY)

The Committee noted the responses to the Public Questions which were published and circulated prior to the meeting. The questioner was not present to ask any supplementary question.

6. MEMBERS' ITEMS (IF ANY)

There were none.

7. UPDATE REPORT ON THE OFSTED IMPROVEMENT ACTION PLAN IMPLEMENTATION PROGRESS

The Chairman introduced the item and asked Mr Chris Munday, Strategic Director of Children and Young People and Ms Brigitte Jordaan, Operational Director Corporate Parenting to present the report.

The Committee noted the presentation delivered by Mr Munday. Mr Munday briefed the Committee about the workstreams as part of the Improvement Plan.

It was noted that since the Ofsted inspection, significant work has been underway which includes the appointment of an improvement partner and independent chair of the improvement board, personnel changes and engagement with partners and improvements in the MASH (multi agency safeguarding hub).

Mr Munday informed the Committee about the five themes which underpin the development of the improvement plan in order to drive sustainable improvement as (1) Leadership, governance, partnership (2) Practice leadership (3) Thresholds (4) Improving assessments and (5) Improving planning to ensure decision making is child centred.

He also noted that Essex County Council have been commissioned to review the audit approach for accuracy and consistency. In addition, Essex have been commissioned to check the MASH arrangements and review the child protection conference chair and independent reviewing officer functions.

In relation to the process for measuring improvements, Mr Munday informed the Committee about the need to use both quantitative and qualitative information. The Committee also heard about the need to avoid setting targets which undermine the audit approach, to keep a consistent approach and review additional management capacity.

The Chief Executive, Mr John Hooton underlined the importance of ensuring that responsibility for improvements are shared across all Council services and partner organisations. This included services aimed at improving employment opportunities, community safety and the relationship between adults social care and children's services. He emphasised that the improvements were the top priority of the Council.

The Chairman welcomed the Department for Education Commissioner, Ms Frankie Sulke to the table. Ms Sulke spoke about her role. The Committee noted that Ms Sulke has been appointed to assess whether the Council has the capacity and capability to turn the service around to ensure sustained improvements at pace or whether the services should be taken outside of Council control.

Ms Sulke spoke about her role in terms of understanding the reasons for the finding of the Ofsted inspection, the barriers for improvements and how best to remove them.

She noted that following her findings, the DfE will review the evidence provided and consider whether alternative delivery arrangements are necessary for Children's Services in Barnet.

Ms Sulke informed the Committee about the various stages of the process and noted that her report will be published in the public domain by the end of November.

In light of the recommendations from the inspection, the Committee enquired about improving core social work skills. Mr Munday spoke about plans underway to implement a cultural change and training of social workers and other staff.

Ms Jordaan highlighted the need to increase understanding around conducting and recording purposeful home visits to children and young people. As part of this improvement work, Ms Jordaan noted the importance of reviewing the role that both team managers and social workers play.

The Committee heard about the workstreams to review feedback, quality assessments and equip team managers and social workers with all relevant tools and skills. This, in turn would help improve the quality of visits and case notes made during the visits.

A question was raised by the Committee about the methodology for measuring performance and how value can be added to the work that is underway.

Mr Munday informed the Committee about the quantitative and qualitative indicators which are being scrutinised regularly. The Committee heard that to gain a better understanding of the current status and direction of travel, additional specific indicators are being developed to supplement the qualitative data.

In response to a query about funding and capacity, Mr Munday noted the need to ensure that investments are made at the right level and focused on getting the right improvements particularly in light of the change in demographics and demand for social services.

In support of the need for a cultural change among staff, Ms Jordaan spoke about the recently launched recruitment campaign to encourage applications. She also noted the need for a wider joined approach to implement systematic improvements.

Ms Sulke underlined the importance of being clear about what the problem is and whether processes are getting in the way. She suggested that some quantitative indicators, such as number of IRO escalations can work.

The Committee asked about the challenges regarding recruitment. Mr Munday explained the aim of working towards getting the right capacity and capability within the service. The review of processes has been led by intelligence and feedback received. In addition, the Committee heard about the priorities around reviewing processes, recruiting high quality staff and driving improvements across the organisation.

Following a query from the Committee about the induction process, Mr Munday provided an update on the development of the induction and training programme based on models

of practice. He noted that this process is supported by staff to ensure that sustained improvements are embedded in line with the themes of the Improvement Plan.

The Committee heard about plans to support Members with training in scrutiny of performance of services in line with best practice approaches adopted by other Authorities. Ms Sulke highlighted the importance of in-depth training for Members in order to support the principles of the Improvement Plan and its activities.

In respect of the core functions of social workers, the Committee heard about plans to support social workers in their role to focus on their core functions. The Committee heard about the role of practice development managers and the need to focus on staff morale and the accessibility of senior managers.

The Committee enquired about the management of IT systems within the service. Mr Munday briefed the Committee about improvements to the CSC system and testing of the MASH system and that there had been a focus on bringing all records together.

The Committee asked how it would know what good looked like and Mr Munday responded confirming that this would be when there is consistently good practice, when audits are consistently good and ensuring good quality care planning. Also there needs to be a focus on the child's lived experience and both children and partners should be telling the council that services are good and families should be achieving better. The Council will review the effectiveness of its improvement plan and Ofsted will be reviewing progress at key intervals. Some improvements will be immediate, but others will take more time.

Following a comment from the Committee about the progress of the Improvement Plan, Mr Munday noted that the Committee will be updated as to the anticipated outcomes of the Improvement Plan at various stages.

In response to a query about Children Missing from Home and Care it was noted that the Missing Children tracker and Strategic Multi-Agency Sexual Exploitation (MASE) is providing increased oversight. Mr Munday also noted the development of the improved weekly tracker and that an update will be provided to the Corporate Parenting Advisory Panel.

The Committee referred to section 2.1.4 of the draft financial policy for care leavers the Committee asked for an update on the current restriction to accessing the fund up to twice a year.

In respect of the percentage of care leavers aged 19-21 in EET (CYP 7) the Committee requested that the target of 55% be reviewed.

The Chairman thanked Members and Officers for their contribution to the discussion.

It was unanimously **RESOLVED**:

- 1. That the Committee noted the Commissioner for Children's Services appointment for an initial three-month period following the Ofsted Single Inspection Framework (SIF) judgement of inadequate as set out in paragraphs 1.4 to 1.6.**

2. That the Committee noted the actions that have been taken to respond to recommendations within the Ofsted report as set out in paragraphs 1.20 to 1.31.
3. That the committee noted and scrutinised the performance information provided in paragraph 1.32 to 1.63 and Appendix 3.
4. That the Committee agreed the draft Finance Policy for Care Leavers set out in Appendix 1 and delegated to the Strategic Director for Children and Young People authorisation to agree minor amendments and approve the final version of the policy.
5. That the Committee agreed Barnet's draft Joint Housing and Children's Social Care Protocol for homeless 16 and 17 year olds included in Appendix 2, and delegate to the Strategic Director for Children and Young People for authorisation to agree further expansions to reflect best practice and feedback at the next CELS committee.
6. That the Committee agreed the draft Private Fostering poster set out in Appendix 4.

8. PLANNING FOR NEW SCHOOL PLACES 2018/19 TO 2022/23

The Chairman welcomed the report and invited the Programme Director for Education and Learning, Ms Val White to present the report. Ms White briefed the Committee about the content of the paper and the opportunity to expand on the number of school places. The Committee raised concerns about school planning being taken out of the Council's control and the need to ensure that schools are in the right location to meet demand. Ms White confirmed that there was growth in the East and West of the Borough and the Council had a statutory duty to ensure provision of sufficient places.

RESOLVED that:

1. That the Children, Education, Libraries and Safeguarding Committee noted the projected future requirements for school places up to 2022/23.
2. That the Children, Education, Libraries and Safeguarding Committee noted the progress in delivering new primary, secondary and special school places to date.
3. That the Children, Education, Libraries and Safeguarding Committee noted the school expansions that are underway and the free school proposals that are in development as part of the government's free school programme that will contribute to meeting future need.

9. SCHOOL MEAL PRICE FOR SEPTEMBER 2017/2018

It was **RESOLVED** that the Committee agreed to maintain the price of a school meal offered by the council's contracted school meal provider at its current level for the academic year 2017/18 at a maximum cost to the council of £282,000

10. EARLY YEARS PERFORMANCE REPORT - PROGRESS UPDATE

It was **RESOLVED** that the Committee noted the progress of the Early Years' service performance 2016/17.

11. CHILDREN, EDUCATION, LIBRARIES & SAFEGUARDING COMMITTEE WORK PROGRAMME

The Committee noted the standing item on the agenda which lists the reports due to forthcoming meetings during 2017-18. The Committee agreed to receive the Ofsted Improvement Action Plan as a standing item on the agenda at future Committee meetings. (**Action:** Forward Work Programme)

It was therefore **RESOLVED** that the Committee noted the items on the Forward Work Programme for 2017-2018 as amended during this meeting.

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

None.

The meeting finished at 10.00 pm

	AGENDA ITEM 7 Children, Education, Libraries and Safeguarding Committee 15 November 2017
<p style="text-align: right;">Title</p>	<p>Petition – Funding for Barnet Schools</p>
<p style="text-align: right;">Report of</p>	<p>Head of Governance</p>
<p style="text-align: right;">Wards</p>	<p>All</p>
<p style="text-align: right;">Status</p>	<p>Public</p>
<p style="text-align: right;">Enclosures</p>	<p>None</p>
<p style="text-align: right;">Officer Contact Details</p>	<p>Salar Rida, Governance Officer salar.rida@barnet.gov.uk, 020 8359 7113</p>

Summary
<p>The Council received a petition submitted in hard copy at its Council Office. The Constitution provides that petitions which have received between 2,000 – 6,999 signatures are reported to the relevant committee. As the issues raised within the petition relate to schools, funding and education, the Children, Education, Libraries and Safeguarding (CELS) Committee is the relevant committee.</p>

Recommendations
<p>That the Children, Education, Libraries and Safeguarding Committee consider the issues raised in the petition and resolve to take one of the actions detailed in section 1.3 of the report.</p>

1. WHY THIS REPORT IS NEEDED

1.1 Article 3 of the Council's Constitution – Residents and the Council - details the procedures to be followed when a petition is received. Petitions which have received between 2,000 – 6,999 signatures are reported to the relevant committee which in this case is the CELS Committee.

1.2 Details of the petition are set out below:

Petition Details	Signatories
<p>We, the undersigned petition Barnet Council to lobby the Government against any cuts to Barnet's schools brought about by the new National Funding Formula which is due to be implemented in April 2018.</p> <p>The National Funding Formula, as currently proposed, will re-distribute funding in a way that will mean most Barnet schools lose money.</p> <p>This loss of funding is on top of rising staffing and running costs that schools face, and at a time when pupil numbers are also rising.</p> <p>The cuts could result in:</p> <ul style="list-style-type: none">• Increased class sizes• Loss of teaching and support staff• Less support for children and young people• Fewer subject choices• Fewer resources and out of school activities <p>We believe that funding for schools should be levelled-up, not down, to ensure that no school loses out, and we call on Barnet Council to make this argument to the Government loudly and clearly on behalf of local parents and children.</p>	2,180

1.3 Article 3 of the Constitution sets out the below procedure, which is to be followed at the meeting where the petition is considered:

The Lead Petitioner will be given five minutes to present the petition to the committee. Following the presentation, the Chairman and Committee Members have an opportunity to ask the Lead Petitioner questions. After the debate, the Committee will decide to:

- Take no action
- Refer the matter to a chief officer to provide a written respond to Lead Petitioner within 20 working days; or

- Instruct an officer to prepare a report for a future meeting of the Committee on the issue(s) raised with a recommended course of action

2. REASONS FOR RECOMMENDATIONS

2.1 As set out above.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

3.1 N/A.

4. POST DECISION IMPLEMENTATION

4.1 Post-decision implementation will depend on the action the Committee decides to take in relation to the petition.

5. IMPLICATIONS OF DECISION

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

5.2 None in the context of this report.

5.3 Legal and Constitutional References

5.3.1 Council Constitution, Article 3, Residents and the Council details the procedures relating to petitions.

5.3.2 Council Constitution, Article 7, Committees, Forums, Working Groups and Partnerships sets out the terms of reference of the Children, Education, Libraries and Safeguarding Committee which includes responsibility for all matters relating to children, schools, education, and libraries

5.4 Risk Management

5.5 None in the context of this report.

5.6 Equalities and Diversity

5.5.1 None in the context of this report.

5.6 Consultation and Engagement

5.6.1 None in the context of this report.

6. BACKGROUND PAPERS

6.1.1 Petition - Barnet School Funding:
<https://barnetintranet.moderngov.co.uk/mgEPetitionDisplay.aspx?ID=58&RPID=88715&HPID=88715>

This page is intentionally left blank

	<p>AGENDA ITEM 8</p> <p>CHILDREN, EDUCATION, LIBRARIES & SAFEGUARDING COMMITTEE</p> <p>15 November 2017</p>
<p>Title</p>	<p>Update report on progress of Barnet Children's Services Improvement Action Plan</p>
<p>Report of</p>	<p>Strategic Director for Children and Young People</p>
<p>Wards</p>	<p>All</p>
<p>Status</p>	<p>Public</p>
<p>Urgent</p>	<p>No</p>
<p>Key</p>	<p>No</p>
<p>Enclosures</p>	<p>Appendix 1: Barnet Children's Services Improvement Action Plan Appendix 2: Confirmation letter from Ofsted regarding Barnet Children's Services Improvement Action Plan Appendix 3: Barnet Children's Safeguarding Board Annual Report</p>
<p>Officer Contact Details</p>	<p>Chris Munday Strategic Director for Children and Young People Chris.Munday@barnet.gov.uk</p>

Summary
<p>Children's services in Barnet were judged by Ofsted to be inadequate when Ofsted undertook a Single Inspection Framework (SIF) during April and May 2017. The Council fully accepted the findings of the report and is working collectively with the partnership to drive the improvements needed to transform social care services for children, young people and their families from inadequate to good rapidly.</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 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.</p>
<p>This report includes an overview of the finalised Barnet Children's Services Improvement Action Plan (Appendix 1) which sets out the improvement journey.</p>

This report also provides an update on progress of Barnet Children's Services Improvement Action Plan in order 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 second update report to be received by Committee and the reporting period for progress is September and October 2017. The update on progress is structured according to the seven improvement themes in the action plan.

The report also includes Barnet Children's Safeguarding Board (BSCB) annual report (Appendix 3) which details activities in 2016-17 and looks forward to the next two years. The report takes account of the Ofsted findings as well as being sighted on the new Children and Social Work Act 2017 whereby the emphasis is on the safeguarding partnership driving forward challenge and improvement across the safeguarding system. This report also confirms the appointment of Andrew Fraser, former Director of Children's Service for Enfield, as the new independent chair of the Barnet Safeguarding Children Partnership.

Recommendations

- 1. That the Committee note the finalised Barnet Children's Services Improvement Action Plan as set out in Appendix 1.**
- 2. That the Committee note 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 note and scrutinise the performance information provided in paragraph 1.71 to 1.82.**
- 4. That the Committee note 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.**

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* (Appendix 1) 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*” (Appendix 2).
- 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.

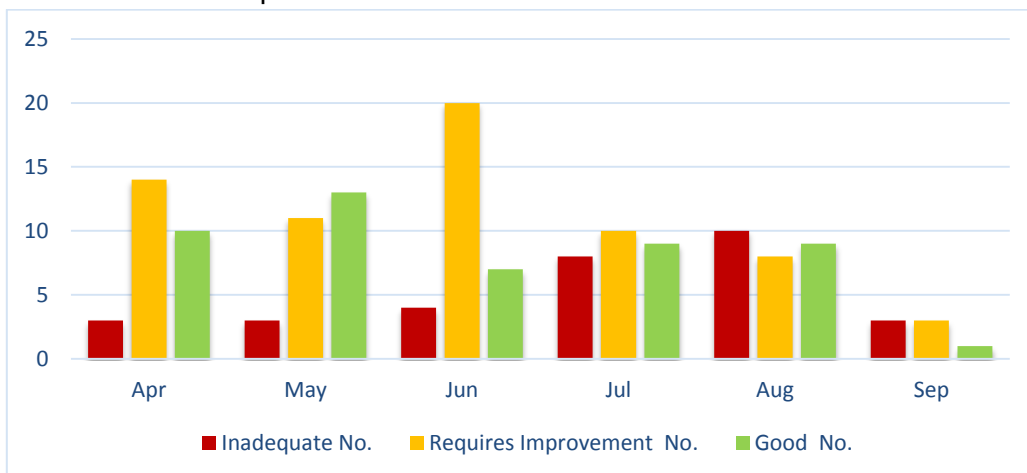
Update on progress since the last report:

- 1.8 This is the second update report to be received by Committee and the reporting period for progress is September and October 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. There is also a detailed update on the Children, Young People and Family Hub Programme under improvement theme 4 (Right interventions, right time [Thresholds]) as there has been notable progress.

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 The first tranche of ‘triple loop’ audits have been reviewed by Essex and feedback has been provided. Essex noted that the focus on the experience for the child was good and clear by Barnet auditors who were also noted to be providing a balance between appropriate challenge to guide what good looks like and recognition of good practice where this was evident. Essex noted that the case summaries were detailed and gave justification for the auditors thinking, although these could be significantly reduced in length. Essex made some suggestions for improvement including the use of the updated Essex tool which is in line with Ofsted gradings, achieving clarity on obtaining consent from parents to share information, inviting reflection and learning from Team Managers guiding them through audit actions and outcomes.
- 1.12 This triangulation and scrutiny is calibrating the quality of audit activity in Barnet to ensure that cases are being accurately graded and a consistent understanding from all managers and workers of what inadequate, requires improvement and good looks like. The graph below highlights a shift in the balance of audit grades with increasingly consistent volumes of Inadequate, Requires Improvement and Good judgements being made in each monthly audit cycle. This is particularly noticeable in the post Ofsted reporting period. In congruence with Essex feedback the audit outcomes suggest increased rigour in the post-inspection audit process coupled with a stronger understanding of ‘what good looks like’ being demonstrated by auditors. However, it should be noted that some post inspection audit activity has been thematic to ensure a wider lens is placed on those areas of practice that have been raised as below expected standards



- 1.13 For all audits graded as Inadequate a framework of appreciative enquiry is being used, a ‘4R approach’ (Rapid, Responsive, Reflective Review), as a tool to engage

social workers and their managers in reflective discussion to understand why circumstances are not improving for children and further drive activity to achieve positive impact. The introduction of this approach has led to a step change in relation to the pace at which cases shift from inadequate to requires improvement or better. 14 inadequate audits from April/May were still inadequate in September. All have been subject to a 4R and 10 have moved rapidly out of inadequate with the other 4 making significant progress.

- 1.14 The third 'Practice Week' completed since September 2016 took place between 9 and 13 October. Observation and reflection sheets completed by the participants are currently being collated, analysed and moderated to provide a comprehensive report of the findings. However, the daily reflection discussions and verbal feedback has highlighted that some key areas of practice still need to improve and further iterates the pace of change for children is slower than required.
- 1.15 The initial key findings indicate that process and procedures are in place and that thresholds and decision making is mostly effective. The majority of practitioners were observed to have good relationships with the parents, children and young people they worked with and demonstrated a genuine care about the families they were engaged with. Planning activities and direct work was still not demonstrating sufficient attention to engaging children in a meaningful way to inform assessment and planning.
- 1.16 There is a clear need to ensure social workers are equipped with the skills that they need to engage in meaningful direct work with children that results in stronger assessments and care planning activities that are purposeful. Assessments continue to require stronger evidence that professionals have been curious about children's lives and risks and needs are informed by information from a range of sources and is critically analysed. Managers need to improve their oversight on the quality of assessments and make clear their expectations to staff. The quality of planning requires further rigour to be exercised by Team Managers and Independent Reviewing Officer and Chairs that plans are sufficiently identifying the changes that need to be made, with clear and measurable actions to be undertaken in agreed timescales.
- 1.17 The learning from this period is providing a basis for a programme of focused activity on the areas of practice that are in need of immediate support from management, the Practice Development Workers and targeted training. This includes critical risk analysis in assessments, quality of plans so that they address risk and are focused on change (SMART), quality of reviewing processes, supervision and reflective practice, direct work with children and families, evidence of the voice of the child, recording of management and multi-agency decisions with rationale, improved timeliness of recording, up to date chronologies and evidence of attention to diversity and cultural context in assessments and plans.
- 1.18 Learning has also been used to shape the workforce development offer. A series of seminars will be introduced to strengthen practice around identity issues and on direct work with children to emphasise the need to challenge common parental

assumption that children do not know about issues of concern, to consider how to discuss issues in an age appropriate manner and to explore what children really want and need to know. A regular programme of activities will also be developed to share good practice examples of written work, provide positive feedback to Social Work Teams and improve consistency across services.

- 1.19 There have been developments to support effective practice challenge from Child Protection Conference Chairs and Independent Reviewing Officers so that plans are appropriately scrutinised and reviewed. A task and finish group has been established with a focus specifically on the escalation processes between the Child Reviewing Teams and the Social Work Teams. This work has led to the implementation of revised resolution practices encouraging conversation and constructive challenge focused on the child. The revised resolution protocol will be agreed and fully implemented. Management of Child Protection Chairs and Independent Reviewing Officers has also been enhanced by the appointment of a new Head of Service who came into post on 2 October.
- 1.20 Barnet continues to ensure “conditions for success” are embedded. Social workers with manageable workloads and social care teams small enough to allow team managers to know both staff and families well have been achieved for all service areas with the exception of DATS where pressures remain. Management capacity in the DATS team has been increased to enable the system to cope.
- 1.21 There have been developments in service design which minimises the number of changes to key worker. There is an earlier transfer of cases from CIC to Leaving Care teams and all over 16 Unaccompanied Asylum Seeking Children (UASC) go direct to the Leaving Care Service. Private Fostering cases are going direct from MASH to a dedicated Private Fostering worker which has improved visit compliance significantly.
- 1.22 There has been an increased investment in appropriate practical support with increased administrative support, and a schedule of IT changes to make practice recording and reporting as efficient as possible.

2. Governance Leadership, and Partnership

- 1.23 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.
- 1.24 In June 2017 Policy and Resources committee approved additional resources to be part of Family Services base budget to support the improvement journey (a detailed breakdown is provided in item 7, CELS agenda 18 September 2017). Part of this additional resource was to ensure that Family Services has sufficient resource of the right quality to drive change. To improve practice, reduce caseloads and spans of control in social work teams, and reduce agency workers by 5%, 31 additional managers and social workers are being recruited.

- 1.25 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. The Social Work Team Managers (4 vacancies), Advanced Practitioners (8 vacancies) and Social Workers (11 vacancies) response was poor, it remains a challenge to attract and recruit social workers possessing the experience and skill required to deliver the standard of practice expected in Barnet. Other roles including Clinical Practitioners, Youth Offending and support staff received a stronger response. The process of assessing candidates is ongoing and final results should be known by mid-November.
- 1.26 Work has been done with key Chief Officers, Councillors and senior leaders across the partnership to ensure understanding of the Improvement Plan. There is regular attendance at the Children's Services Improvement Board from senior members of the Police, Education and the CCG along with Members and Chief Officers from the council. Bespoke plans have been developed by partner agencies which detail how they will contribute to the delivery of improvements identified in the Children's Services Improvement Plan, and this activity is being communicated to colleagues within partner agencies including via the Council Management Team, the CCG Management Team and Headteacher's forum.

3. Embedding Practice Leadership

- 1.27 This improvement theme seeks to strengthen practice leadership through effective management oversight and increased capacity.
- 1.28 All Operational Directors and Divisional Directors have now been recruited to embed leadership at the most senior level. Four Practice Development Workers have been recruited to focus on supporting staff to develop their practice as part of a wider practice development programme. Regular audit activity using the newly introduced framework from our improvement partners in Essex will monitor and evaluate the implementation of the operational protocol. The operational protocol is based on the principles set out in the Practice Standards Document which is currently in development.

MASH

- 1.29 The MASH management arrangements were changed in July to ensure stronger leadership of the service and ensure that practice and partnership working improves at pace. The new Head of Service has proactively sought to engage the co-located and wider MASH partners to develop a common understanding of purpose and stronger collaboration, this has led to the introduction of daily MASH meetings which is providing the partnership with an opportunity to discuss and agree thresholds of need.
- 1.30 On 13 October 2017 Essex visited the MASH and met with the Head of Service, Team Managers, Social Workers, Police and support officers. Essex fed back that the Head of Service demonstrated a good level of insight into the current operating model and the work that needed to be undertaken and was driving the changes to

process and practice required which, whilst still requiring further work, was showing some early signs of positive impact.

- 1.31 Essex noted that the commencement of daily threshold MASH meetings was a good and welcomed opportunity to generate open discussion and increase confidence within a culture of supportive challenge. They considered this and the weekly MASH meetings with partners were a good avenue for opening previously closed communication channels between internal and external partners so all can be clear on the roles and responsibilities of others.
- 1.32 However Essex also considered the need for the development of the threshold document to ensure all agencies are clear of the services available to meet children's range of needs, a cautious approach was observed to be in place for a few children where early help could have been considered. The development of the threshold document is in train through the Barnet Safeguarding Children Partnership.
- 1.33 At the time of the visit workloads were observed to be manageable which has been achieved through the provision of additional capacity of staff in the MASH. The additional capacity is aimed at improving the timeliness of work being processed. Essex observed no overdue contacts or MASH referrals during the visit and time management deadlines were reported to be visible in staff work trays. This is a positive development but more needs to be done to ensure the quality of decision making is sufficiently effective in ensuring children receive the help they need when they need it.
- 1.34 The MASH has recently introduced a single recording system which is now accessible by all co-located partners. This has been an important development, supported by the systems team, to reduce duplication of work, improve recording and decision making. The effectiveness of the system and quality of partnership contributions can now be closely monitored and further subjected to scrutiny with the introduction of audit processes which provide insights into the areas of practice that still need to improve.
- 1.35 The regularity of supervision is improving to ensure closer management oversight, staff are responding well to the increased support and challenge in the system and morale is generally good. The introduction of the 'Signs of Safety', whilst still an early development, is providing opportunities to assess risk more effectively and will remain under close scrutiny to ensure positive impact.
- 1.36 Essex shared areas to consider for further development of the MASH and this included the need to strike a balance between management oversight and staff development, the need to provide a clear justification for dispensing with consent, involving and being curious about children's fathers, ensuring that the child's lived experience was reflected in decision making and information shared by the MASH partners, undertaking dual checks on children passed to the Duty & Assessment Team for assessment and considering the effectiveness of the RAG rating system in providing explicit evidence of risk.

- 1.37 Essex also considered the need to think about the role of MASH Police in analysis and decision making of police notifications to ensure this remains relevant and proportionate to presenting risk.

Duty and Assessment Teams

- 1.38 The Duty and Assessment Teams are a key area of concern. An increase in referrals with improving rigour in the MASH following the Ofsted Judgement coupled with instability of agency staff, often leaving at short notice, has led to a high volume of assessments within the service has created a concerning backlog of assessments.
- 1.39 In response to the high level of concern and to ensure the Duty and Assessment Teams are operating a safe and functional 'front door' service, additional capacity Team Manager (3) and Social Worker (8) has been brought in to address the backlog and ensure sufficient management oversight is available on the high volume of work held within the service.
- 1.40 In addition to the increased management and social work capacity provided to the Duty & Assessment Teams, Practice Development Workers have been actively present to support staff and ensure that addressing the quantity does not further compromise quality. The Practice Development Workers are ensuring that Social Workers improve engagement with children and families in assessment by accompanying them on home visits, supporting the delivery of group supervision and providing live case consultation, reflection and guidance.
- 1.41 Two of the four Duty and Assessment Team Managers are leaving and this provides an opportunity to appoint sufficiently robust managers to drive the improvements required forward but also risks further instability. The additional capacity available within the service have proven to be of a good quality and will hold the service during the management transition. The service will remain a key priority for improvement and stabilisation in the coming weeks and subject to intensive monitoring and practice improvement focus.

Intervention and Planning Service

- 1.42 The Intervention and Planning Service has had a period of relative stability with minimal staffing changes and relatively stable case allocation numbers averaging 15 families per social worker. The volume of children subject to Child in Need Plans has increased by 172 in the past three months and the volume of children subject to Child Protection Plans has increased by 15 in the same period.
- 1.43 The key challenge for the service is to improve the quality of children's plans to ensure that they are driving timely change children. Practice Development Workers will be undertaking focused work with social workers to improve this area of practice.

Children in Care

- 1.44 There are now 3 Children in Care Teams with an average caseload of 14. This has enabled better management oversight of cases and with the expertise in place supervision and auditing of cases has improved. The managers are working well

with their colleagues in Intervention & Planning teams and the Onwards & Upwards team to improve transitions for children across the service areas.

0-25

- 1.45 The 0-25 team establishment has now been finalised and the staff group is a combination of those with adult and children social care experience with an average caseload of 17. The two Team managers and a Strategic Manager are in post and are developing clear and co-ordinated pathways for children and adults with disabilities, through better partnership working with Adult Services and Health. There is a newly appointed Head of Service in post whose leadership and expertise is positively impacting on decisions for children.

Onwards and Upwards

- 1.46 Currently the caseloads in this team are higher than elsewhere but that is not unexpected as their cases require varying levels of work and time commitment. The average caseload is 21 at the moment and this is being closely monitored. An analysis of the implications for this service given the changing demographics of the Looked After Children cohort and change in legislation increasing the service obligation to the age of 25 years is being completed. This will include financial modelling for the service.

Adoption and Fostering

- 1.47 The newly appointed Head of Service is currently working with the team managers in Adoption and Fostering to review the effectiveness of these teams and their impact on permanency planning. The leadership and planning within fostering has resulted in an increased number of foster carer assessments coming through the system, and a better response to enquiries coming in on fostering.

Appraisal

- 1.48 The appraisal approach has been refreshed, and performance objectives for staff and managers have been aligned to the social work Knowledge and Skills Statement (KSS) for practice managers, supervisors and practitioners. Staff development plans are being collated from all staff to inform the Workforce Development Programme, focussing on developing the workforce and raising practice standards. Staff will be held accountable for the quality of their work, and will be expected to evidence that they have achieved Barnet Practice Standards in line with the KSS during the mid-year appraisals round.

4. Right interventions, right time (Thresholds)

- 1.49 This theme is focused on developing an effective MASH and proportionate, effective and timely decision making across the whole social care system.
- 1.50 The MASH Steering Group has been established to engage with a wide range of partners in a coherent and effective partnership meeting which is designed to drive improvements, measure quality and impact, and disseminate learning. Bi weekly multi agency team meetings are now in place which include all partners based in the MASH and provide an opportunity to discuss collaborative working. Three Team Managers in the MASH are linked to a specific area of work across either Children's

Social Care or the wider partnership, linking MARAC (Multi-Agency Risk Assessment Conferences for high domestic abuse cases), Youth Justice and CSE, ensuring that specialist work is picked up by the right area of the system first time.

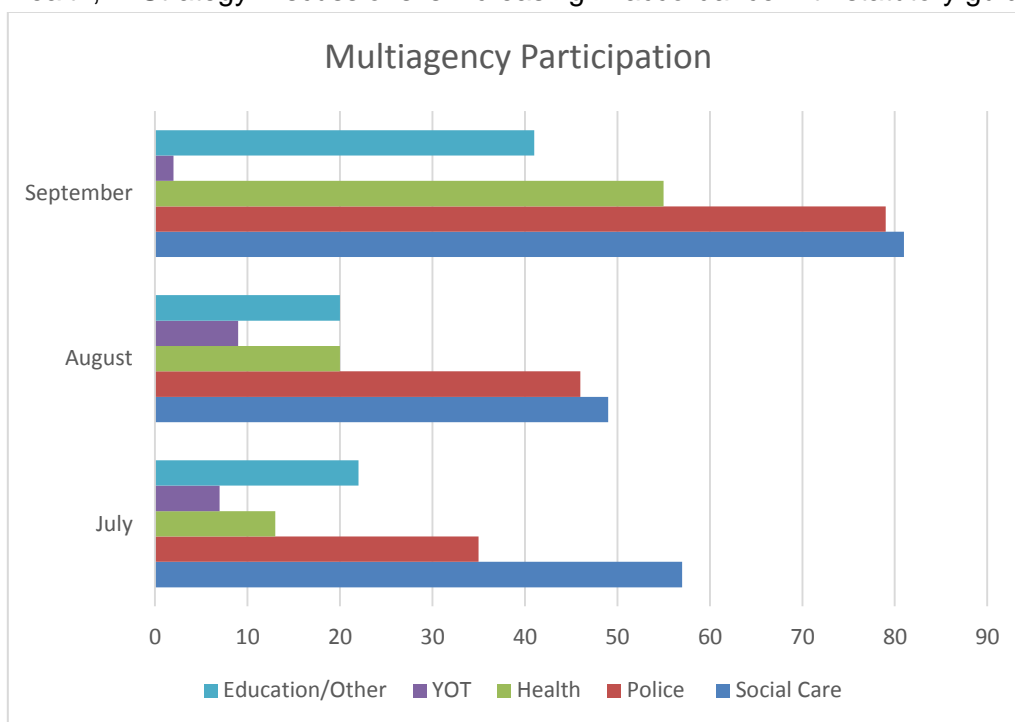
- 1.51 This theme is also advancing the join up of Early Help services. The Children, Young People and Family Hub Programme was established in early 2017 and was reviewed and widened in June 2017 to focus on improving how Early Help was delivered across the different public sector agencies in Barnet. The programme is now focussed on trialling improvements to partnership working. This in turn will inform the Council's long term service model, including how savings can be best achieved whilst keeping the impact on service users to a minimum.
- 1.52 The programme is focussed on 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. The hubs will 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 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
- 1.53 The hub model is currently being rolled out across Barnet starting in the East Central area (covering High Barnet, Underhill, Oakleigh, Totteridge, East Barnet, Brunswick Park, Coppetts, Woodhouse, West Finchley and East Finchley wards). So far the impact has been positive:
- 35 cases have been to the Early Help Multi Agency Panel with co-ordinated plan developed to support each one and a lead professional appointed to be the key point of contact for families.
 - Feedback so far is that the Panel has significantly sped up the response to families, has led to a more accurate assessment of safeguarding risk, and has streamlined the services being offered.
 - 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 will help to foster 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.
 - 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.
- 1.54 The programme is also currently being rolled out to the West Locality (covering Hale, Edgware, Burnt Oak, Mill Hill and half of Colindale ward).
- 1.55 The pilot work in East Central and West Localities will inform service reform required to both improve the co-ordinated delivery of Early Help, and to achieve MTFs targets.

An Outline Business Case will be presented at CELS in January 2018 outlining the options to achieve long term service change.

5. Improving Assessment for children

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

1.57 Work has been progressing to ensure that all children identified as being at risk of harm benefit from effective child protection processes. Audits have been completed on all Section 47 enquiries. A section 47 enquiry is initiated when a child is taken into Police Protection, is the subject of an Emergency Protection Order or there is reasonable grounds to suspect that a child is suffering or is likely to suffer Significant Harm. Training and development needs were highlighted on the use of the outcome form and on the requirement that all Strategy Discussions are multi agency. The table below demonstrates emerging evidence that multi-agency participation, particularly health, in Strategy Discussions is increasing in accordance with statutory guidance.



1.58 The review noted that sit down Strategy Discussions are stronger with good evidence of information sharing, clear plans and well written minutes which led to appropriate progression to Section 47 and Initial Child Protection Conferences where necessary.

1.59 The Sexual Exploitation and Missing (SEAM) tool is live but is not yet embedded in the social work practice and management oversight of vulnerable children and young people who go missing. Training for staff has been completed, children and young people missing from home and care are being tracked and SEAM Meetings, chaired by the CSE/Missing Lead, have been held for those young people where there are concerns relating to vulnerability and exploitation. The Vulnerable Adolescents Risk Group (VARG) is providing a line of sight for senior managers in CSC, Police and the Safeguarding Partnership. This enables targeted multi agency responses where CSE and Missing are highly prevalent.

- 1.60 The REACH team which was established in April 2017 to work with young people at risk of Child Sexual Exploitation (CSE), gang-involvement and who go missing from home is improving assessments as well as planning and interventions with this cohort. Although not yet consistent, data from quarter 1 and quarter 2 is showing some early signs of positive impact in school attendance, preventing young people from going into care, reduction in offending/re-offending behaviour, missing episodes and the number of young people reported missing, and engagement with services.

6. Improving Planning for children

- 1.61 This improvement theme seeks to ensure planning is child centred and that these plans achieve the best outcomes, tackling drift and delay.
- 1.62 All partners have produced their priorities and actions for the Corporate Parenting Officers Group action plan and work has started on many, including:
- The Staying Put policy, the ability for fostered young people to stay with their foster families when they reach 18, is under review to improve awareness of care leavers rights and entitlements and pathway planning by having a clear and robust offer. The policy will be consulted on and presented to members in January.
 - The virtual school has commissioned a 6 week induction programme for Unaccompanied Asylum Seeking Children (UASC) Children in Care to support transition to British culture and education to improve educational outcomes and their lived experience
 - Numerous Employment, Education and Training events have been planned to increase the numbers of care leavers participating. There are also plans to host a traineeship at the Council which will be a pre-apprenticeship programme linking young people to the Council's apprenticeship opportunities. First Rung has been commissioned to provide the training component and the council and other local employers will provide the placement.
- 1.63 Monthly multi-agency meetings have been scheduled to consider joint planning for children in care and care leavers. Recruitment is in motion for Life Story Workers to support and progress the work in ensuring all children in care have life story work to prepare them for independence, and one worker has commenced work in the Leaving Care Services with 16-17 year olds.
- 1.64 Write it Right training has been commissioned to provide staff with best practice examples of writing in plain English. Team Managers have attended Practice Leader Signs of Safety training to ensure plans are SMART and focussed on what needs to change, with agreed timescales. Children's plans are being robustly reviewed to ensure they are focused on achieving and measuring change, and all agencies and professionals will be held accountable and responsible.

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

- 1.65 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.
- 1.66 This is currently an area where considerable work is needed within the service to create a positive, high performance culture and bring staff along with us on the improvement journey with a consistent understanding of what good looks like.
- 1.67 The third Practice Week ran from 9th to 13th October 2017, and provided an opportunity for Senior Leaders and Managers to have a direct line of sight to practice through observations of practice activities including home visits, child protection meetings, children in care reviews and supervision of staff.
- 1.68 On 30 October the Strategic Director and Operational Directors led an interactive conference which focused on bringing the improvement plan to life, sharing the vision for Social Work Improvement in the coming months and feedback on Practice Week.
- 1.69 The Strategic Director has also implemented changes to improve communication with staff including increasing the monthly staff briefing to fortnightly, meeting with a focus group of staff each month to hear views, starting a monthly Open Door surgery with the Operational Directors, raising awareness of red letter boxes (anonymous feedback mechanism) and frequently attends the staff forum.

Quantitative performance data

- 1.70 Quantitative performance data is based on activity in September 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.

What needs to change, and what we are doing about it

- 1.71 The number of open CAF's has been in steady decline since June when the number of open CAF's was higher than the target of 800. 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. The volume of open CAF's at this point last year was 778, representing a reduction of 58 over the year. The decline correlates with a significant increase in the volume of closed CAF's during June when 190 CAF episodes were closed. The number of open CAF's is expected to increase with the start of the new school term.
- 1.72 The percentage of assessments completed within 45 working days has been decreasing since June and is currently at 55%, 35% away from the target of 90%. The data over a six-month period calculates that 71% of assessments are completed within 45 days. The recent decrease in assessment timescales is largely attributable to increased workloads in the Duty & Assessment Team following a higher than average spike of 353 contacts progressing to referrals in July. This coupled with a high volume of staff turnover subsequent to the publication of the Ofsted judgement in July and increased Head of Service scrutiny of assessment quality has led to a decrease in assessment timeliness. Additional social work resource has been

brought in to manage down case numbers and to provide additional capacity for assessment quality assurance and sign off activity. It is expected that timeliness of assessments completed will increase as caseloads reduce and staffing stabilises under new and more robust line management arrangements.

- 1.73 The number of Children in Need (CiN) visits completed within 4 weeks, currently 55.7%, remains an area for focus. 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 enables 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.
- 1.74 Visits to children subject to Child Protection Plans are currently reported at 62%, although the 3-monthly average is 70% of visits are completed within 10 days. 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.
- 1.75 Children in Care (CiC) visits within timescale are currently at 84%. We have seen deterioration in this measure over the last four months and this has resulted in implementing a weekly tracking process by which the team managers receive weekly reports that aid them and the social worker to monitor all statutory visits and plan their calendars accordingly. Since implementation, we are seeing a slight improvement in the performance. 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.
- 1.76 The percentage of 5 to 16-year-old children in care with a Personal Education Plan meeting completed in the last 6 months is 84%. Personal Education Plans are currently not all up to date due to a number of staff changes delaying PEP meetings. The Virtual School now provide the CiC team managers with a list of all incomplete PEP's and those that are due within that month. This is being taken to individual supervision for discussion and planning.
- 1.77 The percentage of Care Leavers on a Pathway Plan who have had a visit within 2 months is 76.9%. Care leavers are being seen on a regular basis at the Onwards and Upwards centre and at their accommodation. These visits are not always recorded in the timeliest way and this has an impact on the performance data. The team are

working to improve their working practices and improved individual and group supervision will support this.

What's working well

- 1.78 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.
- 1.79 Section 47 (s47) enquiries leading to a decision to progress to an Initial Child Protection Conference (ICPC) within 15 working days has significantly increased. 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 s47 enquiries leading to ICPC would suggest the s47 threshold was being used incorrectly and families were being subjected to unnecessary statutory interventions and enquiries.
- 1.80 In September 34 s47 enquiries progressed to an ICPC; all were within statutory timescales. This is in line with previous performance over the period March to May and in August and a continued improvement from the dip in June and July when the service was undergoing post-inspection management changes.
- 1.81 The percentage of Private Fostering cases that have had visits within timescales is 92.3%. Private Fostering visits are now taking place as required. The number of privately fostered children has increased from 6 in August to 18. All cases are assessed and held by the designated private fostering social worker and this has improved the service to these children which is more targeted and focused.

Barnet Children's Safeguarding Board (BSCB) annual report

- 1.82 Since 2010 Local Safeguarding Children Boards (LSCB) are required to publish annual reports outlining the work of LSCB over the past year. The Barnet Children's Safeguarding Board (BSCB) is a partnership of statutory and voluntary agencies, whose activities impact the lives of children and young people in Barnet. This report (Appendix 3) details our activities in 2016-7 and looks forward to the next two years, taking account of the Ofsted report 2017 as well as being sighted on the new Children and Social Work Act 2017 whereby the emphasis is on the safeguarding partnership driving forward challenge and Improvement across the safeguarding system. The annual report for 2016/17 was approved to the Safeguarding Children's Board Executive Group on 19th October 2017.
- 1.83 A new independent chair of the Barnet Safeguarding Children Partnership has been appointed. Andrew Fraser, former Director of Children's Service for Enfield, takes over from Chris Miller, the previous chair, with immediate effect. The appointment follows a competitive selection process and formal approval by the senior leaders from the London Borough of Barnet, Barnet Clinical Commissioning Group and the Metropolitan Police Barnet.

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 collegiate improvement partner (Essex County Council Executive Director) and will provide scrutiny and challenge as well as measure impact. The Board is made up of the senior leaders from the Council – including Members - and its key partners to bring focus and pace to the implementation of the Improvement Plan.
- 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 Wellbeing 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 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 social work 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 (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)**

5.2.1 Policy and Resources Committee 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. New savings have been proposed where saving lines have been deemed unachievable. Currently there is a gap of £2.713 million across 2018-2020. More details can be found in the CELS Business Planning Report 2018/2019.

5.2.3 The ongoing improvement will continue to place pressure on existing resources.

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**

5.4.2 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.

5.4.3 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. Following receipt of the report, the local authority must prepare a written statement of (1) action which they propose to take in light of

the report and (2) the period within which they propose to take that action.

5.4.2 Article 8, Committees, Forums, Working Groups and Partnerships in 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, enhancing the council's corporate parenting role and receiving an annual report from the Safeguarding Children's Board.

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.

5.8 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 Item 7, Ofsted Report and Action Plan, Children Education, Libraries & Safeguarding Committee, 18 July 2017
http://barnet.moderngov.co.uk/documents/s40996/Ofsted%20Committee%20Report_FINAL.pdf
- 6.2 Item 8, Update on the Ofsted Improvement Action Plan implementation progress, Children Education, Libraries & Safeguarding Committee, 18 September
<http://barnet.moderngov.co.uk/documents/s42232/Update%20report%20on%20the%20Ofsted%20Improvement%20Action%20Plan%20implementation%20progress.pdf>

This page is intentionally left blank

**Barnet Children's Services Improvement Action Plan
September 2017-September 2018**

1. Introduction

Barnet Council and its partners are committed to the vision to be the most family friendly borough in London by 2020. At the heart of this journey is the building of resilience in children and their families enabling them to bounce back from adversity. We know that we have failed to deliver this aspiration and have let children and families down. This improvement action plan has been developed in response to these failing, and the recommendations and areas for improvement as outlined in the Ofsted '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' which took place in Barnet between 24 April 2017 and 18 May 2017.

This action plan sets out the improvement journey Family Services in Barnet needs to make to transform our social care services for children, young people and their families from inadequate to good rapidly. Improving the quality of services to children is a key partnership and corporate priority we know we need to work collectively across the partnership and the council to drive the improvements we want. Children in Barnet deserve the best possible services from us and we are committed to doing whatever we can to deliver great outcomes for children and young people across the borough

Most children and young people in Barnet excel, but there are a few children and young people who do not. Effective leadership and partnership is vital to delivering good and outstanding services that keep children and young people safe and give them the right help, at the right time in their lives.

Our commitment to Barnet's vulnerable children is to deliver services that give children and young people the platform to succeed and thrive. We will work closely together with focus and drive to deliver timely and effective services, achieving good outcomes for children and young people in Barnet.

To realise our ambitions for children and young people, we will not compromise:

- on the quality of staff we need to improve the experience of children who need our help
- the rigour applied or,
- on the pace needed to drive the improvements

We have three core strategic objectives that cut across 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 effective 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, curious and child focussed

This single plan sets out the improvement journey and gives us the focus we need to transform our services, especially social care, for our most vulnerable children, young people. We want to rapidly improve from inadequate to good we will not be deflected from that challenge.

2. Ofsted Recommendations

The 19 recommendations for improvement made by Ofsted are:

1. Ensure a continued and sustained focus on improving core social work practice, strategically and operationally, to equip practitioners and managers to deliver good-quality services to children and their families.
2. Ensure that partners work together in the multi-agency safeguarding hub to ensure timely and accurate information sharing and a consistent application of thresholds for all children referred to children's services.
3. Ensure that social work practice and decision making for children focus on understanding their lived experiences and incorporate their wishes and feelings.
4. Ensure that all children identified as being at risk of harm benefit from effective child protection enquiries
5. Ensure that strategy discussions include information gathered from all partners, and result in clear planning and recording of actions and the rationale for decisions.
6. Ensure that all written records are clear and up to date, and accurately reflect the circumstances of children and their families
7. Ensure that the quality of assessments is sufficient to enable an accurate evaluation of the risks posed to children, and that this is regularly updated.
8. Ensure that management decision making is effective and leads to clear, timely and effective care planning that safeguards children and focuses on improving outcomes for them.
9. Ensure that children who are victims of chronic long-term neglect and emotional abuse, and who are subject to long periods of child protection planning, have appropriate risk assessments and plans made for them.
10. Ensure that timely action is taken to understand and reduce risk to children who go missing from home or care and who are vulnerable to child sexual exploitation. When risk does not reduce, or increases, ensure that effective additional safeguarding action is taken

11. Improve the standard of social work to families under the pre-proceedings phase of the Public Law Outline and ensure that, when there is no improvement within a timescale that is right for children, the local authority issues timely court proceedings to protect them and avoid drift and delay in achieving permanence.
12. Ensure that connected carers are thoroughly assessed within regulatory timescales.
13. Ensure that all children who are privately fostered and their carers are regularly visited, that all work is compliant with minimum standards of good practice, and that the awareness of private fostering is raised in the workforce
14. Ensure that homeless 16- to 17-year-olds are thoroughly assessed and that appropriate ongoing support is offered to them to meet their needs.
15. Ensure that the oversight of practice by all operational directors, heads of service, team managers, child protection chairs and independent reviewing officers is child focused and effective in achieving positive change for children
16. Improve children's participation in all decisions and planning that affect them and in future service developments, including their stronger involvement in corporate parenting.
17. Ensure that all children receive help to understand their histories, and that social workers write life-story books and later-life letters sensitively, in a child-focused way.
18. Ensure that children's diversity and identity needs are met and that they are supported to retain their birth language. Ensure that interpreters are used to communicate with them and their families, when needed.
19. Improve care leavers' ownership of pathway plans and the quality and timeliness of targets, to improve their lives. Ensure that care leavers have the tools, such as money management, to cope with life's challenges and are fully aware of the 'Pledge' and their entitlements.

Additionally there are five recommendations for the Barnet Safeguarding Children Board

1. Ensure that a programme of quality assurance is established to monitor the quality of frontline practice across statutory work and early help.
2. Ensure that all partner agencies and their staff are aware of thresholds for intervention.
3. Increase scrutiny and challenge of practice for privately fostered children and raise awareness of the notification process.
4. Ensure that the effectiveness of multi-agency safeguarding training is monitored and evaluated.
5. Review the function of the child sexual exploitation and missing sub-group, and align this with other strategic forums to incorporate children at risk of youth violence and gang affiliation.

3. Improvement Plan

The approach taken in Barnet is to have two elements in 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.

4. Themes

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

Improvement themes

2. Governance Leadership, and Partnership
 - a. *Strengthened systems leadership for children with sufficient capacity and capability at all levels.*
 - b. *Strengthened governance arrangements that prioritise children and add value to improvements*
 - c. *Corporate support which understands the role of social workers and reflects a collective ambition for children in the borough*
3. Embedding Practice Leadership
 - a. *Strengthen practice leadership through effective management oversight and increased capacity*
4. Right interventions, right time (Thresholds)
 - a. *Effective MASH*
 - b. *Proportionate, effective and timely decision making*
 - c. *Joined up Early Help*
5. Improving Assessment for children
 - a. *Strengthen risk assessment*
 - b. *Child focussed assessment: Tackling drift and delay*
6. Improving Planning for children
 - a. *Child centred planning*
 - b. *Plans achieving best outcomes: Tackling drift and delay*
7. Effective Communications and Engagement to drive culture change that will improve children's lives
 - a. *Connection via impactful, two-way communication and engagement from the top to the bottom of the children's service*
 - b. *Strong cross agency engagement and communication from top to bottom*

c. A strong and impactful corporate communications and engagement approach, both internally to the wider organisation and externally to service users and wider residents and communities

5. Driving Improvement

To achieve change, we must be relentless in our expectations and committed to achieving improvements in the way we deliver services and the outcomes we achieve with children and families. We are investing in achieving and sustaining a systemic leadership style that promotes respectful challenge and curiosity about the systems we work within and our influence upon the effectiveness of these.

The change we want to see must be continually modelled, promoted and challenged when it is not evident in children's experiences of our services. Our social work practice must be purposeful and focused on achieving change for children by ensuring that they are at the centre of everything we do.

We will work with our collegiate improvement partner to support and challenge our approach.

6. Governance and monitoring arrangements

In responding to the inspection report Barnet has changed its improvement board arrangements. The Children's Services Improvement Board will be independently chaired by our collegiate improvement partner (Essex County Council Executive Director) and will ultimately be responsible for the delivery of the Improvement Plan through effective scrutiny, challenge and measuring its impact. The Board is made up of the senior leaders from the Council – including Members - and its key partners to bring focus and pace to the implementation of the Improvement Plan. It will act as the primary driver of improvement.

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

Reports on progress of the plan will be received by:

- Children, Education, Libraries and Safeguarding Committee,
- Health and Well-Being Board,
- Barnet Safeguarding Children's Board.

7. Planning for 18/19 and beyond

The Improvement Plan is a one-year plan. It will be reviewed at a whole day stocktake in May 2018 to consider whether actions can be integrated into the new three-year Children and Young People's Plan or whether a further Improvement Plan is required.

8. Metrics





An Improvement dashboard has been developed which will provide key data and headline narratives to describe how the implementation of the plan is progressing, and what impact this activity is having on the delivery of services to children and their outcomes. These indicators will be reviewed over time to establish if they are effective in monitoring change.

9. RAG Key

The RAG rating set out in the plan specifically monitors the delivery of the item embedded in the plan.

The impact of the plan will be reported to the Improvement Board through the improvement dashboard and reporting from activity leads designed to show how the work being done on the plan is making a difference to children.

The RAG ratings are defined as follows:

-  Action completed
-  Action on track to be completed in timescales
-  Action unlikely to meet timescales, but plan in place to deliver
-  Action will not be delivered in timescales and no plan in place to mitigate

10. Managing Risk

Where individual elements of the plan are off track and not delivering the expected outcomes, mitigation plans will be developed by the Operational Improvement Group to rectify and address the outstanding issues.

1. Turnaround Priority

What do we need to fix?

The quality of social work practice needs to turn around at pace to ensure children's outcomes are improved. More capability and capacity is required at different levels across the Council and partnership to drive this improvement.

What do we need to change?

- Social work practice is inadequate with the needs of children not being effectively understood and met
- Practice leadership has not driven quality improvements across the service
- The pace of improvement is too slow, and the focus on improvement needs to be more forensic and rigorous
- Essex CC as improvement partner to provide capacity and capability, working alongside children's services to accelerate improvement.
- All staff, managers and leaders know what good look like, the improvements required, and how to translate this into their practice

What do we want to see?

- Consistently good social work practice leading to the best possible outcomes for children

Lead: Chris Munday

ID	Objective	Actions	Lead	Date of Delivery (Activity completed Month ending)	RAG
T1	To drive sustainable Practice	Introduce a more systemic approach to case file audit in Barnet in order to provide quality assurance of work and evidence of the impact of other areas of this plan	DS	October 2017	G

T2	Improvement at pace	Calibrate quality of audit activity in Barnet in partnership with Essex to ensure consistent understanding from all managers and workers of what inadequate, requires improvement and good looks like.	DS	October 2017	A
T3		Secure the functioning of the MASH arrangements in Barnet with input from Essex.	SM	October 2017	G
T4		Coach and mentoring from Essex for the Barnet Children's Services senior management team to give extra capacity to drive turnaround.	CM	October 2018	A
T5		Support effective practice challenge from Child Protection Conference Chairs and Independent Reviewing Officers with input from Essex so that plans are appropriately scrutinised and reviewed	BJ	October 2017	G
T6		Review and Strengthen Leadership and Management turnaround capacity across all management tiers within Family Services through recruitment activity	TMcE	October 2017	A
T7		Introduce practice stock take meetings to drive improvement chaired by Essex as Improvement Partner	CM	October 2017	G
T8		Ensure "conditions for success" are embedded within Barnet (Appendix 1)	JH	October 2017	A

Priority 2: Governance, Leadership and Partnerships

What do we need to fix?

Improving the quality of services for children is a priority in the Corporate Plan but whole system leadership is not yet effective at driving improvement. There is not collective accountability, ownership, understanding and priority given to improving outcomes for children and young people in Barnet. Senior leaders do not understand the lived experience of vulnerable children and young people. There is insufficient support and challenge across the system by senior leaders which hinders the improvement of service delivery at pace. Corporate Governance and performance reporting is not effective in driving improvement and adding value. Safeguarding Board arrangements are inadequate and not meeting statutory requirements.

What do we need to change?

The collective ambition for children in Barnet is harnessed to improve outcomes.

- Senior leaders across the Council, Schools and partner organisations, as well as Councillors, know how they are contributing towards improving frontline practice and supporting better outcomes for children and families.
- The right capability and capacity needs to exist from a leadership, management and frontline perspective to drive improvement and improve outcomes quickly.
- Performance reporting needs to be focused on giving Members and senior leaders the right information to be able to monitor the quality of services.
- Systems in family services need to be in place to give social workers and managers the information they need to do their job effectively.
- The systems leadership and governance should create a culture of openness and transparency

What do we want to see?

A plan that is owned, understood and has contributions from leaders across the system.

- Strengthened systems leadership for children with sufficient capacity and capability at all levels
- Strengthened governance arrangements that drive improvement and add value
- Corporate support which reflects a collective ambition for children in the borough and understands the needs of the social care workforce in order to achieve this

Lead: Chris Munday

ID	Objective	Actions	Lead	Date of Delivery	RAG
2a(i)	Strengthened systems leadership for children with sufficient capacity and capability at all levels.	Ensure the service has sufficient resource of the right quality to drive change by <ul style="list-style-type: none"> recruiting additional managers recruiting additional social workers to improve practice, reduce caseloads (to 12-16) and spans of control in social work teams and reduce agency rate by 10% at pace	GL	September 2017 onwards	A
2a(ii)		Ensure all Chief Officers, Councillors and senior leaders in the partnership understand the Improvement Plan and drive changes to support improvement within corporate directorates and strategic partnership boards and support the development of front line practice and engagement with young people	JH	November 2017	A
2a(iii)		Ensure the voice of children is heard in the planning of Barnet services so that their lived experience is reflected in the commissioning and delivery of services.	SD	January 2018	A
2a(v)		Establish the UNICEF Child Rights Programme in Barnet to facilitate the child's voice being heard.	SD	Launched August 2017	G
2a(vi)		Improve children's participation in all decision making and planning that affect them in future service developments including their stronger involvement in corporate parenting so that their lived experience is reflected in the commissioning and delivery of services	SD	September 2017	G

ID	Objective	Actions	Lead	Date of Delivery	RAG
2a(vii)		Implement an annual social work survey to evaluate impact of practice changes and opportunities to improve services further	CM	January 2018	G
2a(viii)		Create Friends of virtual school charity to enhance partnership support for LAC and care leavers and fundraise at least £100k per annum to improve the experience for children in care and enhance their outcomes through funding their participation in life enhancing activities.	JH	March 2018	G
2a(ix)		Agree an escalation and resolution process within the partnership	SD	October 2017	A
2b(i)	Strengthened governance arrangements that prioritise children and add value to improvements	Ensure Members of the Council are well informed, understand and undertake their role more effectively in order to strengthen governance of services for children.	CM	November 2017	G
2b(ii)		Commission additional support from Essex Lead Member to support CELS members on their role and effective challenge	Clr T	October 2017	G
2b(iii)		Develop a forward plan of member training and development, including mandatory training on safeguarding and corporate parenting	JH	October 2017	A
2b(iv)		Update Members code of conduct to reflect key safeguarding and corporate parenting responsibilities.	JH	November 2017	A
2b(v)		Undertake monthly review of improvement plan at Leaders Briefing to	JH	November 2017	A

ID	Objective	Actions	Lead	Date of Delivery	RAG
		ensure that all Committee chairs understand the plan and are driving and contributing to improvement activity.			
2b(vi)		Review Terms of Reference of Corporate Parenting Advisory Board to ensure that Members get the opportunity to understand and develop services for looked after children	Cllr T	December 2017	G
2b(vii)		Review Children's Partnership Board to ensure it is delivering effectively improved outcomes for children in Barnet	CM	November 2017	G
2b(viii)		Develop new Children and Young People's Plan so that Senior leaders across the multi-agency children's system are able to demonstrate how they are strategically contributing towards improving frontline practice and supporting improved outcomes for children and families	CM	September 2018	G
2b(ix)		Implement the new governance and partnership structural arrangements for the LSCB to ensure; <ul style="list-style-type: none"> a) the strategic objectives for the safeguarding partnership are set by senior leaders from the core partner agencies b) A more agile responsive partnership structure to address practice c) Business and Improvement plan in place that clearly demonstrates how partners are engaged in delivering good services to children and have line of sight on the effectiveness of these services 	SD	September 2017	G

ID	Objective	Actions	Lead	Date of Delivery	RAG
2b(x)		Review of governance framework to ensure that reporting to Committees and SCB is sufficiently self-critical and focused on the important issues to facilitate challenge, learning and improvement.	JH	January 2018	G
2c(i)	Corporate Support which reflects a collective ambition for children in the borough	Strengthen relationship between Legal Services and Case holding teams through a review to ascertain how improvements can be made in the timeliness of children's cases	SE	November 2017	G
2c(ii)		Enhance practice and case recording through a range of developments in the IT systems.	YP	September 2018	A
2c(iii)		Improve recruitment system to be more effective and efficient enabling	SE	October 2017	A
2c(iv)		Systems review of finance to enable social workers to do their jobs efficiently	AD	November 2017	G
2c(v)		Review of bureaucracy across the Council and the Service to ensure that systems are efficient and effective to support the social work task.	CS	November 2017	G

Priority three: Embedding Practice Leadership

What do we need to fix?

- Oversight of practice does not provide sufficient guidance or direction to improve practice for children
- Management oversight and supervision is not consistent and rigorous to ensure effective assessment, planning, intervention and review.
- Performance data needs to have a child focus and be linked to management information that drives practice improvement

What do we need to change?

- Practice Leadership improvements should be designed to increase capacity, improve performance and enhance consistency and effective decision making.
- Managers to provide effective and respectful challenge to social work practitioners, team managers and partner agencies to ensure risk is identified, responded to and managed
- Timely and robust decisions are made to ensure progress is achieved for children and appropriate steps are taken to safeguard their welfare
- Managers to work closely with practitioners to ensure practice improves and any barriers are managed without delay
- Being clear about what we mean about practice leadership across the partnership
- A focus of the Learning and Development Programme to be on practice leadership that leads to improved decision making and outcomes for children
- Performance management is clear, effective and robust
- Our resilience based approach to becomes more systemic

What do we want to see?

A support and challenge practice culture in which:

- Children benefit from professional systems that work together effectively improving their lived experience
- Children's voices are heard and influence decisions being made about them
- Decisions about children are recorded, accurately, timely and proportionate to their changing needs and risks they may face
- Decisions lead to timely interventions from appropriately skilled professionals across the partnership

Lead: Tina McElligott and Brigitte Jordaan

ID	Objective	Actions	Lead	Date of Delivery	RAG
3a(i)	Strengthen practice leadership through effective management oversight and increased capacity	Recruit Operational Directors	CM	August 2017	C
3a(ii)		Recruit 4 Practice Development Workers to focus on supporting staff to develop their practice	DS	November 2017	C
3a(iii)		Develop an operational protocol that sets out practice standards and expectation for management oversight	TMcE	October 2017	A
3a(iv)		Review caseloads across the service to ensure appropriate resource levels are maintained	BJ/TMcE	September 2017	A
3a(v)		Implement performance management framework by bringing information together from case audit, practice development and performance data at team level	DS	November 2017	A
3a(vi)		Refresh appraisal approach and align staff performance objectives to the appropriate Knowledge and Skills Statements	BJ/TMcE	June 2017	C
3a(vii)		Provide social workers with reflective supervision that is frequent, outcome focused, with clear actions and timescales that are reviewed regularly.	BJ/TMcE	November 2017	A
3a(viii)		Drive development of expertise and knowledge to ensure evidence based	DS	October 2017	A

ID	Objective	Actions	Lead	Date of Delivery	RAG
		practice and the confident use of theoretical models through a new Workforce Development Programme			
3a(ix)		Design and implement a Quality Assurance framework that includes live audit activity, practice week and 4R's – reflective case reviews to be delivered by practitioners and practice development workers	DS	November 2017	A
3a(x)		Embed a multi-agency workforce development programme through BSCB	SD	October 2017	A
3a(xi)		Through workforce development and practice development ensure service and partnership understands what a good child-centred plan looks like and highlights any evidence of drift or delay in planning for children.	DS	December 2017	A

Priority 4: Right Interventions, Right Time (Thresholds)

What do we need to fix?

Threshold decisions are inconsistently made and are misunderstood resulting in children not getting the help when they need it. This results in delay for too many children, some of whom remain at risk of significant harm

What do we need to change?

- Children and young people get the right help they need at the right time
- Listen to children and act upon what is heard
- Work effectively with children's families, professionals & community systems
- Involve children and families in the decisions being made about them
- Recognise risk and effectively escalate and respond swiftly
- Consistently make good decisions that keep children safe
- Use information held and views shared by partners and key agencies effectively, to understand and inform risk analysis and decisions
- MASH partners work effectively together to share information and make decisions about risk children and young people face and the services they need to improve their outcomes
- There is understanding of the multi-agency escalation policy

What do we want to see?

- a. Effective MASH (Multi Agency Safeguarding Hub)
- b. Effective decision making
- c. Joined up Early help

Lead: Tina McElligott

ID	Improvement theme	Actions	Lead	Date of Delivery	RAG
4a.(i)	4a. Effective MASH	MASH Steering Group is established to engage with a wide range of partners to drive improvements in the multi-agency delivery of the service.	TMcE	August 2017	C
4a.(ii)		Strengthen management oversight within the MASH to enhance operational delivery and partnership arrangements.	SM	August 2017	C
4a.(iii)		Adult Social care to embed Mental Health and Learning Disability Social Work skills in the MASH	DW	November 2017	A
4a.(iv)		Implement MASH Quality Assurance activity which considers the voice of the child, management oversight, quality and timeliness of decision making	DS	October 2017	C
4a.(v)		Ensure improved quality of communication to the MASH from referrers and response from MASH in order to promote information sharing and collaborative working.	SM	October 2017	G
4b(i)	4b. Effective decision making	All partners are aware, understand thresholds and make good referrals with consent where appropriate	SM	January 2018	A
4b(ii)		Establish routine quality assurance activity on thresholds, decision making for children in need, children in need of protection and those subject to the pre-proceedings process.	DS	End October 2017	G

ID	Improvement theme	Actions	Lead	Date of Delivery	RAG
4c(i)	4c. Joined up Early Help	Pilot integrated early help offer through the Children and Young People Family Hubs	TMcE/ JN	September 2017	A
4c(ii)		Undertake a review of the menu of interventions and its accessibility for schools, health and police	KP	January 2018	G
4c(iii)		Evaluate new delivery model and its impact on how we meet the needs of children	JN	September 2018	G
4c(iv)		BSCB establishes effective arrangements to monitor and drive improvement on the impact of work undertaken on thresholds and Early Help	SD	Quarterly	G
4c(v)		BSCB develops a Safeguarding handbook with partners clarifying best practice, roles and responsibilities, policies and procedures for all agencies	SD	November 2017	G

Priority Five: Improving Assessment for children

What do we need to fix?

Poor quality assessments do not effectively analyse risk of harm and lead to reassessment and poor planning. Too many children are reassessed meaning they can drift in the system and be delayed in receiving intervention. This has an adverse effect on the outcomes for children

What do we need to change?

- Children at risk must receive responsive, timely and robust investigations of their circumstances leading to proportionate decisions and actions leading to improved outcomes
- Address the over tolerance of risk for our children across the system
- Children are seen, listened to and effectively helped by all professionals in contact with them; and are provided with opportunities to participate in assessments and decisions made about them
- Children are kept safe through robust assessments that lead to SMART plans that are rigorously monitored by managers
- Having a skilled workforce that can analyse what is seen and read to identify risk, make sound decisions and deliver effective interventions for children
- All assessments hold children at the center, clearly articulating what life is like for the child, detailing risks and what needs to happen to improve their circumstances, and timescales for review
- Children's records accurately reflect their circumstances, risks, plans and rationale for decisions made about them, written so that children can understand
- Swift action is taken to protect children when, by holding multi-agency strategy meetings, the information gathered by a range of source indicates an increase in risk.
- Assessments thoroughly explore and consider family history including the influence of cultural, linguistic and religious beliefs, norms and expectations
- Do not delay the provision of support when a need is identified
- Ensure children's views and wishes are recorded in their own words/pictures
- Young people who are homeless receive a comprehensive assessment and are appropriately supported
- Thoroughly assess connected adults /persons as early in the permanency journey as possible and within regulatory timescales

What do we want to see?

5a. Strengthened risk assessment

5b. Child focused assessment tackling drift and delay

Lead: Tina McElligott and Brigitte Jordaan

ID	Objective	Actions	Lead	Date of Delivery	RAG
5a(i)	5a. Strengthen risk assessment	Make all strategy discussions compliant with " <i>Working Together to Safeguard Children – update 16 February 2017</i> " to ensure that assessment is timely and effective at managing risk	KPop	October 2017	A
5a(ii)		Barnet's Community Safety Strategy and the Statutory Community Safety Partnership have clear strategic and operational alignment that supports the safeguarding of children and responds to the findings and recommendations of Barnet's Ofsted Inspection.	JB	November 2017	A
5a(iii)		Ensure information from MASE, MARAC, Prevent and Gangs Panels arrangements inform assessment of risk and that children get the help they need at the right time	SM	October 2017	A
5a(iv)		Improve approach and assessment for children missing from home and from care to ensure robust tracking and multi-agency assessment of risk	TMcE	October 2017	G
5a(v)		Vulnerable adolescent risk management group will monitor how agencies coordinate and respond effectively to adolescent risks, including: Gangs, Serious Youth Violence and group offending, trafficking, harmful sexual behaviour, CSE, Missing, E-Safety and radicalisation	KH	March 2018	A
5a(vi)		Implement and embed the use of appropriate risk assessment tools	DS	October 2017	A

ID	Objective	Actions	Lead	Date of Delivery	RAG
5a(vii)		Implement and evaluate new Joint Housing and CSC Protocol for Homeless 16 & 17 year olds so that young people at risk of homelessness are appropriately supported	KPop	September 2017	C
5a(viii)		Ensure fostering and connected person assessments are tracked and delivered to a high quality	BJ	September 2017	A
5b(i)	5b. Child focused assessment	Strengthen quality of assessments through encouraging curiosity evidencing the child's voice and being more analytical	TMcE	March 2018	G
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	TMcE	March 2018	G
5b(iii)		Ensure assessments demonstrate collective view on child's needs	TMcE	March 2018	G

Priority Six: Improving Planning for children

What do we need to fix?

Poor planning that is not focused on outcomes and is unresponsive when children's circumstances change or deteriorate.

What we need to change?

- Ensure that children, young people and their families have a clear understanding of the concerns and risks identified and what needs to happen to achieve change in agreed timescales
- Involve children, young people and families in the development of their plans
- Evidence impact of learning and improvements in children's assessment and plans
- Social workers are equipped to undertake direct work to understand the child's lived experience, wishes and views
- The lives of children, young people and families in need of help and protection are improved by rigorous challenge at all levels through multi-agency planning and reviews of their circumstance
- Escalate interventions to ensure children and young people do not continue to live in situations that are harmful to them
- Swift action is taken when progress is not being made for children in accordance with their plan and agreed timescales
- Ensure plans are consistently reviewed and progress in agreed timescales with contingencies to address lack of progress
- Children subject to pre-proceedings process have timely interventions, leading to improved outcomes
- Children's whose outcomes are not improving are protected through timely Court proceedings to secure change and permanency for them
- Children will not experience drift or delay in achieving outcomes and permanence
- Children who are Looked After will have a clear permanency plan by their second CLA review
- Ensure children in private fostering arrangements are safe, visited regularly and monitored through regular reviews
- Young people make successful transitions to adulthood and achieve their aspirations through having the care, support and help they need

What we want to see?

- a. Child centred planning
- b. Plans achieving best outcomes, tackling drift and delay

Lead: Tina McElligott and Brigitte Jordaan

ID	Objective	Actions	Lead	Date of Delivery	RAG
6a(i)	a. Child centred planning	Ensure all children and young people requiring social care intervention have robust child-centred plans which are timely and reviewed if not effective to mitigate against drift and delay	BJ	December 2017	A
6a(ii)		Children and families participate in developing their plans, leading to stronger engagement in working towards the agreed goals	TMc	December 2017	A
6a(iii)		Undertake analysis of Reviewing Officer's monitoring forms to ensure plans and progress is tracked against agreed requirements for change	NH	October 2017	G
6a(iv)		Ensure that children in need of protection or in care are aware of advocacy services to support planning	NH	October 2017	A
6a(v)		Increase capacity for Family Group Conference service to support care planning	KPop	August 2017	C
6a(vi)		Ensure the Permanency Planning Panel strengthens decision making for children and robustly reviews care planning	BJ	June 2017	C
6a(vii)		Review pathway plans routinely to ensure young person's participation and ownership of plan.	NH	September 2017	G
6a(viii)		Ensure all children in care have life story work to prepare them for independence	NH	February 2018	A

ID	Objective	Actions	Lead	Date of Delivery	RAG
6a(x)		Ensure that transfers between teams are conducted according to best practice and in a timely manner so that this does not contribute to drift and delay in plans	All HoS	October 2017	A
6a(xi)		Create opportunities for review meetings to be delivered in a way that the child can most effectively participate in the planning	NH	January 2018	A
6b(i)	b. Plans achieving best outcomes, tackling drift and delay	Equip social workers with intervention tools necessary for effective resilience based direct work	DS	January 2018	G
6b(ii)		Improve the quality of Personal Education Plans (PEPS) and educational outcomes through implementing the Virtual School improvement strategy	JM	Sept 2018	G
6b(iii)		Embed an effective and seamless process for identification of Connected Carers and tracking of assessment and approval process	NH	Sept 2017	A
6b(iv)		Strengthen private fostering arrangements through practice development and increased publicity	NH	Oct 2017	G
6b(v)		Evaluate the Life skills project, with young people, to ensure it addresses their needs and improves their outcomes in adulthood	NH	Jan 2018	G

ID	Objective	Actions	Lead	Date of Delivery	RAG
6b(vi)		Develop information for care leavers telling them about their entitlements and how to access them; and disseminate to all care leavers	NH	Nov 2017	G
6b(vii)		Develop new programmes to reduce levels of NEET (Not in Education, Employment or Training) care leavers to ensure they have access to employment and training opportunities	CS	April 2018	G
6b(viii)		Tackle delays in access to CAMHS (Child and Adolescent Mental Health Services) provision by ensuring children have timely access to CAMHS in line with CAMHS transformation plan	CMc	April 2018	A
6b(ix)		Improve the provision of discretionary funds for care leavers reducing the risk of homelessness and poor outcomes	CS	November 2017	G

Priority Seven: Effective Communication and Engagement driving culture change

What do we need to fix?

There is insufficient clarity around the vision, model and practice improvement required across family services, across the wider organisation, members and partners leading to a disconnect between senior management and frontline social workers which is a barrier to rapid improvement.

Front line staff do not feel engaged with the changes.

There is a lack of transparency around decision making across the system

What we need to change?

- A culture which focusses on improving the lived experience of children and young people in receipt of social care services from all service providers across the borough
- Regular engagement takes place between senior leaders and frontline practitioners, including effective two way dialogue.
- Work across children's services and all services supporting children's services promotes a culture of honesty, escalation and improvement.
- Effective Induction ensures all staff are clear of the vision, philosophy and practice approach.
- Clear line of sight exists from Members, senior leaders through to frontline practice.
- The wider organisation and partners are well engaged in the improvement work, understand their roles within it, and actively contribute.

What we want to see?

Effective Communications and Engagement drive culture change and improvement through:

- a. Building connection via impactful, two-way communication and engagement from the top to the bottom of the children's service
- b. Strong cross agency engagement and communication
- c. Strong corporate communication and engagement

Lead: Chris Munday

ID	Objective	Actions	Lead	Date of Delivery	RAG
7a(i)	7a. Building connection via communication and engagement from the top to the bottom of the children's service	Ensure that senior managers have regular meaningful engagement with front line staff and managers that facilitates two-way communication and feedback	CM	October 2017	A
7a(ii)		Embed clear lines of sight between senior management and frontline practice through a programme of ongoing engagement.	KM	November 2017	A
7a(iii)		Utilise all existing communication channels within Family Support to communicate progress of the improvement plan to internal staff, creating a systematic and structured approach to ensuring engagement	CM	November 2017	A
7a(iv)		Ensure all staff receive an effective induction	DS	October 2017	A
7a(v)		Implement Service User Engagement Strategy (appendix 2)	SD	October 2017	A
7b(i)	7b. Strong cross agency engagement and communication for top to bottom	A strong and impactful corporate communications and engagement approach, both internally to the wider organization and externally to service users and wider residents and communities	SE	October 2017	A
7b(ii)		Promote understanding of multi-agency working through development of a local handbook for partners and refreshing of the LSCB website	SD	November 2017	A

ID	Objective	Actions	Lead	Date of Delivery	RAG
7b(iii)		Utilise regular engagement with schools to promote improvement activity	IH	January 2017	A
7c(i)	7c. A strong and impactful corporate communications and engagement approach, both internally to the wider organisation and externally to service users and wider residents and communities	Implement a cycle of communication to include internal, member and partners around the update reports for committee	SD	November 2017	A
7c(ii)		Enhance lines of sight across the organisation through wider member, partner and SCB attendance of, for example, practice week, along with other engagement initiatives.	JH	October 2017	A

Appendix 1

Conditions for Success



1. Articulating values and vision

Senior managers and other leaders talking and acting as a team. They must have a shared approach and view about their intention to improve outcomes for the most vulnerable children and about the provision of social care for children and families. This includes being clear about what children's social care is seeking to achieve.

A whole systems approach to strategic planning and service delivery for children – from early help through protection to care and adoption – including:

- a) service design and delivery based on learning from experience, including feedback from service users about what works
- b) a coherent mix of interventions, available at the right time and at the right level
- c) the whole system promoting a culture of meeting need in the least intrusive and most universal way, reserving specialist services such as social care for those in the highest need
- d) an adequate resource envelope for each tier of services, based on an analysis of need that promotes targeted evidence-based interventions and prevents escalation of need/risk to the child

This whole system approach needs to be developed, agreed and owned by all statutory partners and all providers of children services.

2. A unifying use of theoretical models of evidence-based social work practice

Approaches should be used that are in line with local values and vision - such as systemic, strengths based, solution focused, motivational interviewing, and social learning approaches. Relational based approaches provide the skill base to enable social workers to help families to change, helping them to find solutions, so that the safety, development and wellbeing of their children is enhanced.

Having a unifying approach to social work across the organisation promotes good evidence informed practice, a coherent and consistent focus on the way the organisation operates and fidelity to an approach that can persist over time. This will lead to embedded cultural change and improvement that is sustainable over the long term.

3. A relentless focus on the recruitment, development and retention of social workers and social work managers in frontline practice with children and families

Clinical social work practice must be valued highly and this should be reflected in the support, qualification and career structure for social workers and their pay grades. Career progression must reflect individual performance – how learning is translated into practice and delivers

better outcomes for children.

A strategy must be in place and regularly reviewed to keep good social workers in frontline practice but also, to achieve a healthy level of succession planning – growing high quality supervisors and managers from within the organisation whilst also being seen as an employer of choice by external applicants.

4. Social workers with a manageable workload which is regularly reviewed

Social workers can only work effectively with a limited number of families. Allocating more than they can manage means workers and managers formally or informally decide to prioritise some cases and give limited attention to others. Whilst there is no ideal number because manageability depends on the nature of cases and the professional capabilities of the practitioner, a range should be set beyond which an alert should be made. Controlling workload through high-quality supervision is necessary to promote effective analysis of risk and appropriate intervention. This means that social workers get involved with the most vulnerable children, so work with few cases but more intensely and decisively.

5. Social care teams small enough to allow team managers to know both staff and families well

The complexity of the families that social workers deal with requires them to receive high quality, regular, reflective and appropriately challenging supervision and for cases to have good case management oversight with careful and thoughtful decision making in respect of risk and next best steps.

6. Service design which minimises the number of changes to key worker/transfers between teams and also respects the need for some specialism across children social work teams

There needs to be clarity about the role and purpose of each team from contact and referral through to adoption, with simple rules about the management oversight of the way in which cases flow between teams. Co-location and integration or secondment of multidisciplinary professionals may be appropriate.

7. An operational culture of dialogue, reflective thinking, feedback, learning and support

The organisation needs to be proactive in respect of the risks that present in children's social work and to promote sensible approaches to growing confidence and expertise. High quality performance should be expected from all staff, and learning and accountability woven into the fabric of operating approaches. This includes having clearly understood systems, supported by the culture, of delegation in respect of

decision making in respect of casework and financial management, promoting accountability and responsibility at the appropriate level right through the organisation

8. An aspirant and system-wide approach to improvement and performance

In addition to action to address specific issues identified by inspections, peer reviews, self-audits and local performance analysis, a broader and long-term approach about the total improvement journey to 'outstanding' is needed. This should be supported by a comprehensive performance approach, with good and timely information across a range of indicators and outcomes at individual, team and service level.

A good quality case audit process will reliably look at quality of practice, the outcome for the child and family and the business processes.

9. Appropriate practical support

Such as adequate working space, good ICT systems and strong administrative support to reduce the bureaucratic burdens on social workers and social work managers.

Appendix 2

Voice of the Child

The Barnet Service User Engagement Strategy will enable us to better understand the experience of children and families who we work with. The following methods will assist us in demonstrating that the actions within the improvement plan are making a difference. These include:

- General satisfaction feedback forms for both children and young people;
- Child Protection Conference evaluation forms for both children and young people;
- Children Looked After Review evaluation forms for both children and young people;
- Learning from complaints
- Advocacy feedback
- MOMO (Mind of My Own) app. feedback
- Social worker and team self- assessments of capturing the voice of children
- Case audits check if social workers have captured the child's lived experience as part of their assessment and planning
- Timeliness and engagement checks on visits, engagement at meetings, being seen alone

Each team will review feedback from children, young people and families and consider their team and individual development plans.

Working with #BOP, our children in care council we will identify key themes and priorities for children in care teams and the leaving care team to consider, oversee and report these through to the Corporate Parenting Advisory Panel.

The safeguarding youth panel will consider the themes arising from across these engagement activities and report to the safeguarding partnership for actions to be taken forward.

Appendix 3 Data Dashboard

ID	Theme	Measure	Lead
T1	To drive sustainable practice improvement at pace	Audit analysis	HL/DS
T2	To drive sustainable practice improvement at pace	Audit analysis	HL/DS
T6	To drive sustainable practice improvement at pace	Posts over establishment	JH/CM/BJ/TMc
T6	To drive sustainable practice improvement at pace	Vacant posts/Agency staff numbers/Secondments	JH/CM/BJ/TMc
T8	To drive sustainable practice improvement at pace	Caseload numbers and transfer numbers	JH/CM
2a(i)	Strengthened systems leadership for children	Caseload numbers and transfer numbers	AD/GL
2a(vii)	Strengthened systems leadership for children	Audit analysis of numbers of children attending conferences	TL
3a(vii)	Support and challenge practice culture	Supervision data including 1:1s, group and signs of safety group	BJ/TMc
3a(vii)	Support and challenge practice culture	Audit Analysis of case supervisions	BJ/TMc
3a(viii)	Support and challenge practice culture	Supervision data including 1:1s, group and signs of safety group	Kpop/SM/GT
3a(viii)	Support and challenge practice culture	Audit Analysis of case supervisions	Kpop/SM/GT
3a(ix)	Support and challenge practice culture	To develop framework around Practice Development Worker activity	DS
3a(x)	Support and challenge practice culture	Audit data from QA framework	DA
4a(iv)	Effective MASH	Timeliness of contact decision	DS
4a(iv)	Effective MASH	Timeliness of assessment	DS
4b(ii)	Effective decision making	Timeliness of pre-proceedings	TMc/BJ/SM/KPop
4b(ii)	Effective decision making	S47: which agency was involved in discussion education/health/police	TMc/BJ/SM/KPop

4b(ii)	Effective decision making	S47: length of time open	TMc/BJ/SM/KPop
4b(ii)	Effective decision making	S47: Outcome	TMc/BJ/SM/KPop
4b(ii)	Effective decision making	S47: Number progressed to ICPC	TMc/BJ/SM/KPop
4b(ii)	Effective decision making	S47: Number progressed to plan	TMc/BJ/SM/KPop
5a(i)	Strengthen assessment	S47: which agency was involved in discussion education/health/police	KPop/SM
5a(i)	Strengthen assessment	S47: length of time open	KPop/SM
5a(i)	Strengthen assessment	Missing strat: timeliness	KPop/SM
5a(i)	Strengthen assessment	Missing strat: which agency was involved in discussion education/health/police	KPop/SM
5a(i)	Strengthen assessment	Live audit information with a focus on drift and delay in assessments	KPop/SM
5a(ii)	Strengthen assessment	Thematic audit of panel information in managing risk	KPop/SM
5a(iii)	Strengthen assessment	Length of missing episode	CK
5a(iii)	Strengthen assessment	Reason for missing episode	CK
5a(iii)	Strengthen assessment	Overall number of missing episodes	CK
5b(i)	Child focussed assessment	Audit analysis of the child's voice	KPop/SM
5b(ii)	Child focussed assessment	Audit analysis of consideration of diversity in assessments	KPop/SM
5b(iii)	Child focussed assessment	Audit analysis of the collective view being demonstrated in assessments	KPop/SM
6a(i)	Child centred plans	Audit analysis of robust, child centred plans	BJ
6a(iv)	Child centred plans	Number of escalations of plans	BJ
6a(iv)	Child centred plans	Reason for escalation of plan	BJ

6a(iv)	Child centred plans	Timeliness to resolution (against protocol) of plan	BJ
6a(iv)	Child centred plans	IRO and CPC escalations	BJ
6a(vi)	Child centred plans	FGC KPIs	KPop
6a(vii)	Child centred plans	Pre-proceedings progressing to care proceedings	BJ
6a(vii)	Child centred plans	Timeliness of care proceedings	BJ
6a(vii)	Child centred plans	Outcomes of care proceedings	BJ
6a(ix)	Child centred plans	Number of children participating in life story work	GT
6b(ii)	Plans achieving best outcomes	Virtual School Audits of PEPs	JM
6b(iii)	Plans achieving best outcomes	Length of process from temporary to final approval of connected carers against targets (16 weeks)	HoS PI
6b(vii)	Plans achieving best outcomes	How many NEET young people (quarterly from September)	CS
6b(vii)	Plans achieving best outcomes	How many NEET care leavers (quarterly from September)	CS

Appendix 5: Named Officers

JH	John Hooton	Chief Executive Officer
CS	Cath Shaw	Deputy Chief Executive Officer
SE	Steven Evans	Assistant Chief Executive
CM	Chris Munday	Strategic Director of Children's Services
DW	Dawn Wakeling	Strategic Director of Adults Communities and Health
JB	Jamie Blake	Strategic Director of Environment
Cllr T	Cllr Thompstone	Lead Member
Cllr C	Cllr Cornelius	Leader
DH	Dave Hill	Executive Director, Essex Social Care and Education
HL	Helen Lincoln	Executive Director, Essex Children and Families
TMcE	Tina McElligott	Operational Director Early Help and Children in Need of Help and Protection
BJ	Brigitte Jordaan	Operational Director Corporate Parenting, Permanence, & 0-25 disability
KP	Karen Pearson	Head of Service Early Help and Early Years
SM	Sarah Marshall	Head of Service Intake and Assessment
KPop	Karen Popely	Head of Service Intervention and Planning
NH	Nikki Hale	Head of Service Children in Care & Permanence
SL	Sarah Lowe	Head of Service Placements, Transitions and 0-25 disability
YP	Yogita Popat	Head of Service Performance, Improvement and Inspection
DS	Donna Swanberg	Practice Development, Innovations and Programmes Manager
SD	Sharon Dodd	Safeguarding Board – Transformation Advisor
GL	Graeme Lennon	HR Director
BW	Bryan Webb	Capita IT Director
KH	Katie Harber	Police – Superintendent
CMcC	Collette McCarthy	Health – Head of Joint Commissioning
IH	Ian Harrison	Education – Director of Education and Skills
SMcG	Siobhan McGovern	Safeguarding Lead CCG
KM	Katie Mayers	Head of Communications
AD	Anisa Darr	Director of Resources (s151 Officer)

This page is intentionally left blank

Aviation House
125 Kingsway
London
WC2B 6SE

T 0300 123 1231
Textphone 0161 618 8524
enquiries@ofsted.gov.uk
www.ofsted.gov.uk

Direct T 03000 130895
Direct F 020 7421 6546
Mike.Sheridan@ofsted.gov.uk



31 October 2017

Michael Sheridan HMI
Regional Director London

Mr 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 Chris

Inspection of London Borough of Barnet: Improvement Plan

Thank you for sending Ofsted a copy of your local authority's improvement plan received in my office on 17 October 2017. I can confirm that the plan satisfactorily reflects the recommendations and priorities of the inspection report.

As you know Ofsted will track the progress of your improvement plan through post-inspection monitoring and we shall discuss at cluster meetings its impact on children and young people at key stages throughout the process.

Yours sincerely

A handwritten signature in black ink, appearing to be "Mike Sheridan", with a long horizontal line extending to the right.

Mike Sheridan HMI
Regional Director, London

cc Sean Tarpey, SHMI
Louise Warren, HMI
National Director, Social Care
DfE at socialcare.INSPECTION-IMPROVEMENT@education.gsi.gov.uk

This page is intentionally left blank



ANNUAL REPORT



2016 - 2017

Barnet Safeguarding Children Board Annual Report 2016/17

Introduction

The Barnet Children's Safeguarding Board (BSCB) is a partnership of statutory and voluntary agencies, whose activities impact the lives of children and young people in Barnet.

This report details our activities in 2016-7 and looks forward to the next two years as well.

The recent Ofsted report into the BSCB while endorsing some of the work we have done in relation to serious case reviews, child sexual exploitation and Prevent has also told us that our overall approach as a partnership was inadequate.

We were not as a partnership able to identify and bring about appropriate change to some of the critical performance issues highlighted by Ofsted in their joint inspection of the BSCB and the Local Authority. As a result children did not receive the support and services that they are entitled to. This is clearly a situation that cannot continue.

Our response to the Ofsted judgment is, I believe, an appropriate one. We want as a partnership to undergo the significant development and change that is required to deliver a real improvement in performance. We are prepared to commit strategic

oversight and proper resource our new approach. This is explained more fully in the report.

The relatively recent passing of the Children and Social Work Act changes the statutory nature of local safeguarding partnerships and offers opportunities for different structures and governance arrangements. Barnet will use these new opportunities (for structural change) to ensure that in the future our arrangements to protect children and enhance their welfare are founded on good partnership practice, committed strategic leadership and insightful professional curiosity informed by rigorous audit and performance review.

We had in fact already begun the journey in early 2017 prior to Ofsted's inspection when we commissioned a review of how the BSCB operated. We had ourselves identified a need to move to a new level and over the next few months that is what we intend to do

Chris Miller: Independent Chair

There is a huge commitment to improve outcomes for Barnet Children across local public sector and voluntary sector organisations.

The need never to lose sight of this has led to the creation of a leadership forum (May 2017) where the Council Chief Executive, Director of Children's Services, Borough Police Commander and local NHS Chief Officer can convene and ensure that all necessary support

is being given to safeguarding activity and work to improve quality of services for local children across all of our organisations.

Effective leadership and partnership is vital to ensure we are doing the best possible job for children in Barnet, and we committed to making sure that happens.

John Hooton, Kay Matthews, Simon Rose, Chris Munday.

Section One: About the BSCB

Our vision

At the heart of our vision for the Barnet safeguarding children partnership is the concept of Resilient Families and Resilient Children. Our ambition is to drive forward a strong partnership that enables children and families to thrive and achieve

Barnet Safeguarding Children Board (BSCB) is a statutory body established under the Children Act 2004. It has been independently chaired, by Chris Miller, since December 2013, and consists of senior representatives of all the principal stakeholders who work together to safeguard children and young people.

Our Responsibilities

To co-ordinate and ensure the effectiveness of what is done by each agency for the purpose of safeguarding and promoting the welfare of children and young people in Barnet. We aim to do this by:

Co-ordinating local work through:

- Developing robust policies and procedures both locally and with Pan London LSCBs.
- Participating in the planning of services for children in Barnet.
- Deliver multi-agency training in the protection and care of children ensuring that it is effective and evaluated regularly for impact on management and practice
- Communicating the need to safeguard and promote the welfare of children and explaining how this can be done.

- Ensuring that the lived experience of children is central to developing safeguarding priorities

Ensuring the effectiveness of that work through:

- Listening to children, families and practitioners in the effectiveness of service provision
- Monitoring what is done by partner agencies to safeguard and promote the welfare of children.
- Undertaking Serious Case Reviews and other multi-agency case reviews and sharing learning opportunities
- Evaluating the impact of multiagency training and other learning emerging from the safeguarding partnership activities
- Collecting and analysing information about child deaths
- Publishing an annual report on the effectiveness of local safeguarding arrangements in Barnet.

Ofsted July 2017

In July 2017 the Barnet Safeguarding Children's Board was graded as inadequate by Ofsted. The key reason for this judgement was that the Board has been ineffective in discharging all of its statutory functions as identified above. In particular it had not assessed the effectiveness of the help being provided to children and their families, quality assured practice or comprehensively monitored and evaluated the quality and impact of safeguarding training for multi-agency practitioners.

There were five key recommendations:

1. Ensure that a programme of quality assurance is established to monitor the quality of frontline practice across statutory work and early help.
2. Ensure that all partner agencies and their staff are aware of thresholds for intervention.
3. Increase scrutiny and challenge of practice for privately fostered children and raise awareness of the notification process.
4. Ensure that the effectiveness of multi-agency safeguarding training is monitored and evaluated.
5. Review the function of the child sexual exploitation and missing sub-group, and align this with other strategic forums to incorporate children at risk of youth violence and gang affiliation.

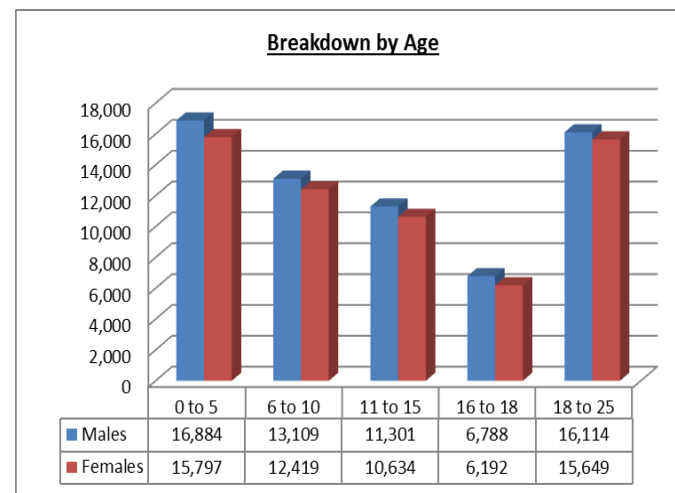
The following report provides an overview of safeguarding activity undertaken by the Partnership and the activity undertaken by the Board during 2016/17.

Section Two: Children and young people in Barnet ¹

Barnet is home to a richly diverse and changing population; the borough is forecast to have the largest child population in London by 2020. The majority of children and young people in Barnet achieve good outcomes, however there is a small percentage (2%) of children and young people who require targeted or specialist support to achieve better outcomes.

¹ All data and analysis provided by London Borough of Barnet Family Services Division

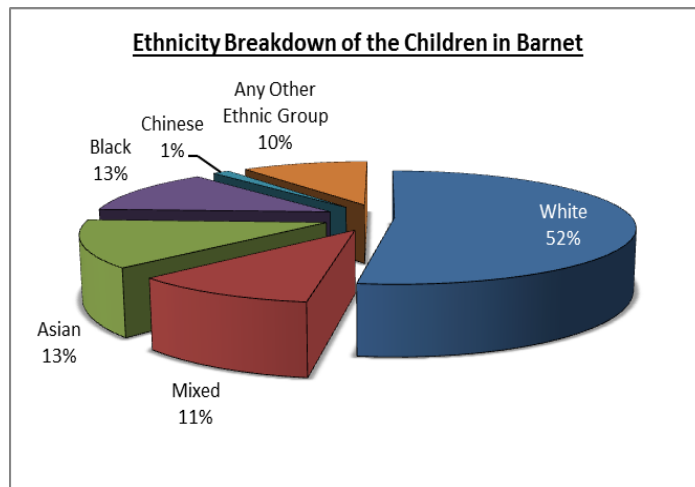
- There are approximately 93,590 children and young people under the age of 19 years living in Barnet representing 25% of the borough’s total population. Barnet’s population is estimated to reach 98,914 by 2020; representing a growth of 6%.
- **Number of children living in poverty (21.2%)**



- The proportion of children entitled to free school meals:
 - in primary schools is 16.7% (the national average is 14.5%)
 - in secondary schools is 13.1% (the national average is 13.2%)
- 19% of children under five (5,000 children) live in low income families and the west of the Borough has the highest

concentration of more deprived LSOAs, with the highest levels of deprivation in Colindale, West Hendon and Burnt Oak

- Of all children and young people aged under 19 years old in Barnet, 14% are aged 16 – 17 years old. Despite the small population, this cohort represents some of our highest demand as 36% of our children in care are 16 -17 years old as at June 2017.
- Barnet’s population is diverse and is projected to become increasingly diverse. The overall Black, Asian and Minority Ethnic (BAME) population is projected to increase from 39% to 44% of the total Barnet population.
- This diversity is amplified for children and young people, with those from ethnic groups accounting for 52% of all children living in the area, compared with 30% in the country as a whole.



- The largest minority ethnic groups of children and young people in the area are Indian and Black African.

- The proportion of children and young people with English as an additional language:
 - in primary schools is 48.7% (the national average is 20.1%).
 - in secondary schools is 38.8% (the national average is 15.7%).
- Christianity is the largest faith community in Barnet accounting for 41% of the total population.
- 1 in 5 of all Jewish people in England and Wales live in Barnet. This equates to 15% of Barnet’s population being Jewish, compared to an average of 0.4% of the population within our 7 statistical neighbours.
- An in-depth analysis of Barnet’s rates of demand per 10,000 population for social care services highlighted an underrepresentation of Jewish children in Barnet’s social care services. Senior officers from Family Services met with key stakeholders in the local Jewish community, including Norwood, a UK Jewish charity who delivers family support and social work services locally.
- Middlesex University is undertaking a needs assessment with the Jewish community aimed at informing how we can improve accessibility of services for the community. The final report is due in August 2017.

We know we have a large universal population that is doing well, but a small percentage (2%) need a targeted and specialist service to meet their needs and improve their outcomes in line with their peers.

- Barnet schools are among the best in the country and Barnet’s education offer is critical to the borough’s plans to grow.

- As at April 2017, 93.3% of pupils in Barnet primary and secondary pupils attended a good or outstanding school, compared to a London average of 92%.

Inclusive and appropriate provision for vulnerable pupils

- The Pavilion Pupil Referral Unit (PRU) is rated 'good' and Northgate PRU is 'outstanding'.
- No primary aged pupils have been permanently excluded from a Barnet school in 2016/17. Children's needs are addressed through managed moves or targeted programmes.
- As of July 2017, 44 students were recorded as Children Missing from Education (CME) and 170 students were registered as being Electively Home Educated (EHE). These students are tracked and monitored fortnightly through the multi-disciplinary, Pupil Placement Panel (PPP) alongside those students that have been identified as at risk of becoming CME. This panel also ensures the 6th day provision of education following a permanent exclusion and the reintegration of students from the PRU back into mainstream education.
- The Virtual School strives to ensure children in care attend good or outstanding mainstream or special schools and it closely tracks the progress of all children in care, including those in alternative provisions.

As at June 2017:

- 99.5% of children in care (Reception to Y11) are in school.
- 18% of children in care have an Education, Health and Care Plan (or a statement of Special Educational Needs) (SEN), this is lower than the average of

Barnet's statistical neighbours. 22% of children in care have an EHCP plan/statement.

- 97% of children in care (Reception to Y11) are in Good or Outstanding Schools,

Outcomes for children and young people

- Overall, most children and young people achieve well through school and beyond, with low levels of NEET and high levels of participation post-16.
- In 2016, Barnet was ranked 4th nationally in relation to the headline measure of 'progress 8', reflecting pupils' progress across 8 subjects from their key stage 2 baseline.
- The registration rate for families with children under five engaging in early years Children Centre setting is 83% of all families. Of these registrations 69% of families with children under five attend a Children's Centre at least once in their child's first five years. The figures are higher in deprived areas, with a 99% registration rate and 87% of families with children under five attending a Children's Centre at least once (June 2017).
- The take up of free two year old places achieved is 60% for the 2016/17 academic year.
- Foundation stage results in Barnet for the 2016/17 academic year are just below the national average (Barnet 68.9% – National 69.3%), which is an increase on the previous year.
- In 2016, the proportion of pupils achieving a good level of development by the end of Reception in Barnet is in line with the national average (as above) (ranked 87th nationally). Barnet's inequality gap between 2015 and 2016 increased by 2.1 percentage points (whilst the inequality gap reduced for

national statistical neighbours). Barnet's inequality gap is now ranked 86th nationally

Local Safeguarding priorities

Children in Need of Help and Protection: Key Statistics:

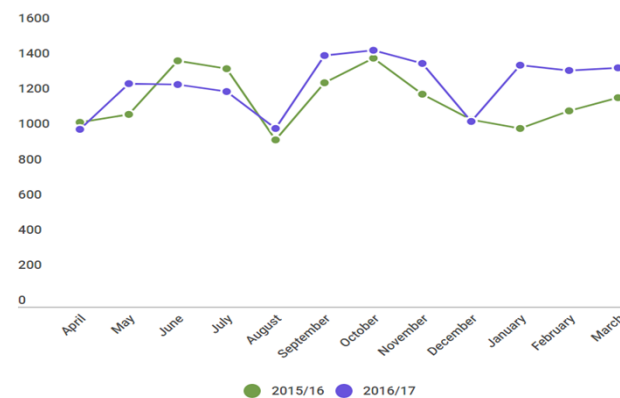
- At 31 June 2017, 1,818 children had been identified as children in need of statutory social work intervention. This is a reduction from 2,028 at 31 June 2016.
- At 30 June 2017, 143 children and young people were the subject of a child protection plan (a rate of 15.6 per 10,000 children). This is a reduction from 285 (31.1 per 10,000 children) at 31 March 2016.
- One serious case review into the death of Child A was published
- There are 2 serious case reviews being finalised
- The development of a 0-25 service is bringing together a range of services to work together to meet the needs and improve outcomes for children and young adults with disabilities. The service model enables a seamless transition of support into adulthood and facilitates longer term (semi-) independence through joint working with Adult Services.
- Barnet senior children's services managers meet with Family Court judges on an annual basis which has fostered good relationships with the Court and is driving improved practice. CAF/CASS are members of the Safeguarding Children Board and no issues have been raised by them regarding concerns about practice.
- Robust efforts have been made to recruit good quality social workers and reduce reliance on agency staff. As a result the use of agency staff has reduced from 30% in June 2016 to 10.9% in

June 2017. The turnover rate of social work staff is projected to reduce from 12.8% to 7.6% in the next year.

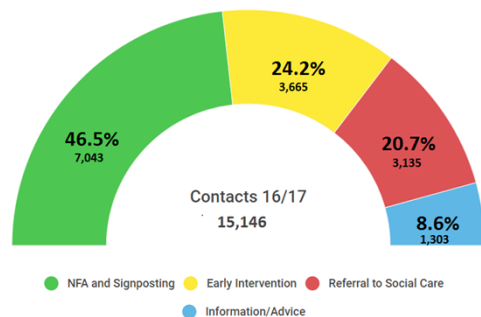
Children in Need of Help and Protection

- Barnet established a MASH in August 2013; it operates as a single front door for children's services, including Early Help. The MASH hosts a good range of co-located professionals including hidden harm workers and domestic abuse advisers. The MASH steering group was reconvened in November 2016 to engage the partnership in improving the scrutiny of our data and activity and effectiveness.

- **Number of annual contacts to MASH (2015/16: 14,097 2016/17: 15,146)**

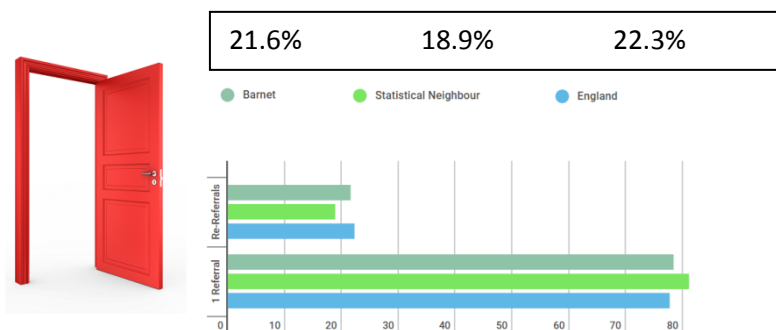


Number and % of Contacts to referrals



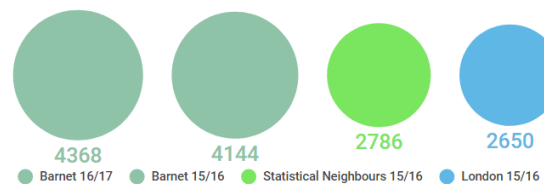
- The multi-agency partnership of the Safeguarding Children Board agreed a threshold document in March 2017 which professionals within the MASH use as a tool to aid decision making which will be revised to ensure it addresses thresholds across Social Care as well as Early Help. A full evaluation of the thresholds will be undertaken in 2017/18 as part of the overall review of policies and procedures operating across the Barnet safeguarding partnership.

% re-referrals



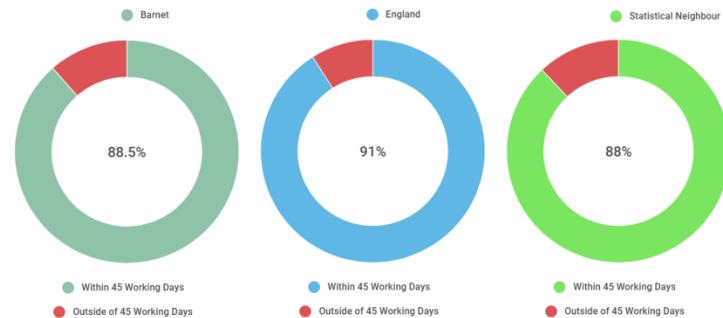
- Barnet has a good range of Early Help services which comprises early years, Children Centres, Family Support, Common Assessment Framework (CAF)² caseworkers and the Youth Service. The Early Help partnership has produced
 - a joint needs analysis
 - an approach to the joint commissioning of early intervention services (i.e. health coaches),
 - an overarching pathway
 - the production of a common set of principles,
 - an impact measurement mechanism across the partnership and a partnership ‘menu of interventions’.
- Although there is good representation of services from staff across the partnership, work is underway to further improve service integration. This will ensure that seamless support is provided to families. In September 2017 the first of three integrated locality hubs will be piloted. The other two localities will begin operations in 2018. The intention is to have an Integrated delivery model. This will join referral and decision making pathways for all children aged 0-19 who need early help. It will also promote seamless delivery and joined up assessment and intervention.

Number of assessments completed by children’s social care



² The Common Assessment Framework is a national standardised approach to the assessment of the additional needs of children and young people and how to meet them.

- **Average timeliness of assessments – number of days**



- The volume of assessments completed within 45 days³ is 89% in June 2017. There is a visible management ‘footprint’ on all assessments whether or not they are completed within the appropriate timeframe.
- Regular feedback is collected from children and their families attending child protection conferences. Of the conferences which were held between January and March 2017 feedback shows children and parents felt listened to and that what was discussed was a fair and balanced view. However the number of children who provide feedback needs to be improved.

Children in Care, Permanence and Transitions: Key Statistics:

At 30 June 2017, 347 children are being looked after by the local authority (a rate of 37.9 per 10,000 children). This is an increase from 318 (35.8 per 10,000 children) at 30 June 2016.

- Of this number, 221 (or 63%) live outside the local authority area

³ When a child is being assessed as to what should be done to protect them of provide for additional support it needs to be completed within 45 days.

- 39 live in residential children’s homes; 12 in Barnet homes and 27 elsewhere.
- 8 live in residential special schools, all outside of Barnet.
- 207 live with foster families, of whom ,99 (48%) are in Barnet and the rest in other local authority areas.
- 5 live with parents outside of Barnet.
- 62 children are unaccompanied asylum-seeking children (UASC). The number of UASC account for a sixth of our care population, this has been a changing demographic which is addressed in the Placements Commissioning Strategy.

In the past 12 months:

- there have been 10 adoptions
- 163 children ceased to be looked after, of whom 9 children subsequently returned to be looked after
- 45 children and young people ceased to be looked after and moved on to independent living

During 2016/17:

- 30 children became subject of special guardianship orders

The Corporate Parenting Board provides strategic oversight of the outcomes for children in care, care leavers and adopted children. However, the Barnet Safeguarding Children’s Board (BSCB) monitors the effectiveness of provision to safeguard these children.

Children at risk of Radicalisation and Extremism

- Barnet is applying a proportionate and evidenced based approach to radicalisation and extremism. The Prevent programme is overseen by the council’s Prevent co-ordinator.
- Channel (which is part of the Prevent Strategy is a multi agency approach to identify and support individuals at risk of being drawn into terrorism) is well understood and used in Barnet. There were 12 referrals to the Channel Panel in 2016/17 and an additional 21

referrals managed by the partnership pre panel receiving specialist advice and support.

Private Fostering

Private fostering is when a child under the age of 16 (under 18 if disabled) is cared for by someone who is not their parent or a 'close relative'. This is a private arrangement made between a parent and a carer, for 28 days or more. Children and young people identified as privately fostered are allocated a social worker dedicated to private fostering. This is to ensure robust private fostering assessments that address risk and quality of care, and for practice to reflect this. Whilst the numbers of referrals are increasing there are plans to increase awareness of private fostering within Barnet.



● March 31st 2017

Local Authority Designated officer (LADO)

Allegations of abuse, mistreatment or poor practice by professionals and carers are taken seriously. Steps are taken to protect children and young people and the management of allegations is robust and effective. Referrals to the Designated Officer have risen by 28% from 218 in 15/16 to 280 in 2016/17 following increased awareness raising activity with partners and proactive work with specific groups including independent schools and faith groups.

Section Three: BSCB Priorities 2016/17

The BSCB's **strategic priorities** for 2016-17 were identified as areas for development over the course of 2014-16. The priorities were:

Priority 1: Child and Adolescent Mental Health / Self-Harm

Priority 2: Neglect

Priority 3: Domestic Abuse

Priority 4: E-Safety

Priority 5: Information Sharing

Priority 6: Resilience Based Practice

In addition to these six priorities the BSCB have maintained oversight on the coordination and effectiveness of services for children at risk or victims of child sexual exploitation, missing from home or care and gangs.

Our achievements

Child Mental Ill Health

A significant achievement for the BSCB has been in the championing of the transformation of CAMH services. As a consequence of the recommendations arising from an Serious Case Review(SCR), a full review of the CAMHs pathway has been undertaken during 2016/17 and the Joint Commissioning Unit are now in the process of re-commissioning the new CAMH service for Barnet.

Future provision will include support for the following:

- Led by Public Health a Peri-Natal Mental Ill-health provision which has not been previously available within the sector.
- Development of a Resilient Schools Programme (3 year roll out-to July 2020) based on a model developed by the Anna Freud Centre (Thrive)⁴
- Piloting and development of new local services including Youth Offending Service, a New Children's Wellbeing Team, KOOTH (online counselling and support) and MACK-UK street based therapy for hard to engage young people, expansion of counselling capacity within Youth Services and extension of hospital based crisis service to 7 days per week.
- A series of specialist services developed through the North Central London (NCL) Sustainability and Transformation Plan (STP) including
 - Out of Hours CAMHS Crisis Service,
 - Perinatal Mental Health,
 - The whole system Child House providing end to end services for children who have experienced sexual abuse and
 - a return to local management of CAMHS Hospital Beds by 2019.
- A suicide prevention strategy has been developed by Public Health and training emerging from the strategy will be a key feature of the multiagency workforce development strategy going forward

⁴ <http://www.implementingthrive.org/about-us/the-thrive-framework/>

Neglect

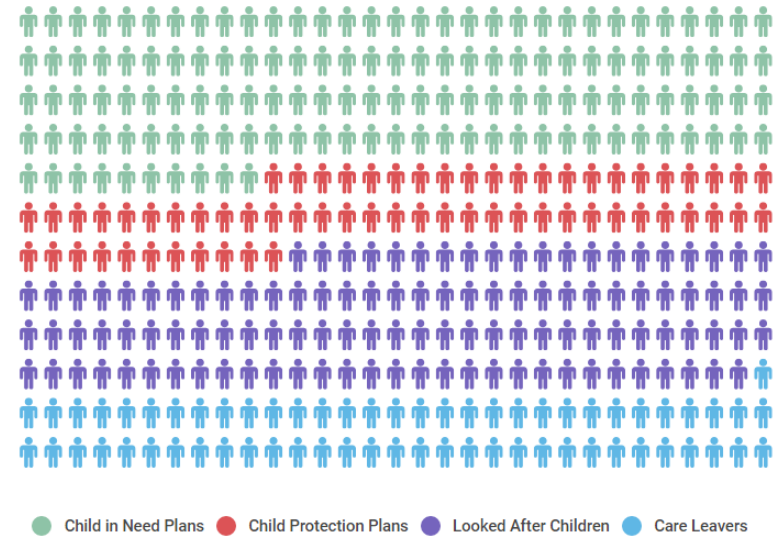
Neglect affects many children in Barnet as elsewhere. It is often difficult however for professionals to assess the extent of neglect because some judgements as to what is neglectful care can be subjective. However, as part of Barnet's approach to neglect we have adopted The Graded Care Profile Tool 2. This is a practice tool which gives an objective measure of the quality of care in terms of a parent/carer's commitment

The Barnet Neglect Strategy was approved at the BSCB in January 2016. Since then work has been underway to roll out the Graded Care Profile Tool 2 (GCP2). An NSPCC team delivered a workshop on 'Implementation Science' to key Stakeholders to ensure a successful roll out of the GCP2 in Barnet. Seven GCP2 practitioners nominated themselves across the partnership to be champions. These include staff from Central London Community Health (CLCH), Family Services, Home Start (voluntary sector organisation) and Norwood (faith based voluntary sector organisation).

Training was delivered to Champions by the NSPCC in Autumn 2016. The Champion role is to promote the proper use of GCP2 in their agency and to deliver multi agency training to local partnership practitioners. . As at May 2017, a total of 55 practitioners have been trained.

Communication has been shared about the GCP2 in the Family Services newsletter 'The Grapevine', a leaflet was also created and has been disseminated at various partner events, such as the Resilience Workshops.

In 2016/17 32% of children on a child protection plan had neglect as the primary category of need identified. Using this as our baseline we will monitor the impact of training and implementation of the GCP2 tool on the numbers of children identified on child protection plans.



Number of children being managed with neglect as the main category of need

In the future the BSCB will be implementing a new performance framework and we will use the Joint targeted Inspection framework in Autumn 2017 and again in March 2018 to understand how the partnership is responding to the issue of neglect.

Domestic Violence and Abuse

Domestic violence continues to be a significant factor for children in Barnet. In 2016 an analysis of random samples of CAFs in Barnet found DV featured in 90% of the cases . Since April 2014 nearly a quarter of contacts were identified as having domestic violence present in the family. Of these domestic violence cases, 13% progressed under the social care threshold to CAF whereas over

double that amount progressed over the threshold to social care (28%).

By working closely with the Domestic Violence and Violence Against Women and Girls sub group (DV & VAWG) of the Community Safety Partnership Board the BSCB has worked with our partners to raise awareness about impact of DV on children and young people, intervene and secure the right help and support.

Family Services has commissioned a domestic violence service RISE CIC Mutual to conduct risk assessments on vulnerable women and perpetrators of violence.

The CCG in conjunction with NHS England have provided funding for an IRIS project to support General Practice in the delivery of services to women who have reported experiencing domestic violence. This project is currently being commissioned by London Borough of Barnet Community Safety Services.

Barnet, Enfield and Haringey Mental Health NHS Trust has been successful in securing funding from NHS England to pilot a domestic abuse project which aims to demonstrate the need for Independent Domestic Violence Advisors in mental health settings.

Online safety

The BSCB recognises that as the use of digital communications technology has grown, so too have the benefits and the risks that children now come into contact with on a daily basis. The online world has become firmly integrated into the lives of young people with most not making any distinction between their online and real lives. It is no longer enough to consider child safety in a purely 'real world' focus. We need children and young people to understand that their online behaviour may have offline consequences.

Achievements to date include:

- Work to evaluate the use of digital safeguarding package
- Promoting safe and responsible behaviour online
- Support to primary schools participating in the online e-safety mark. This is an online safety award developed through the ConnectED group.

Going forward the online safety activity will be linked to the CAMHs transformation programme and the new Adolescent Risk group of the BSCB. For school specific activity the professional network of Designated Safeguarding Leads will be supported by the Education and Skills service (Barnet with Cambridge Education) Schools Safeguarding and Exclusions Officer where the work for the e-safety quality mark will be continued.

Information sharing

Information sharing is key to delivering better, more efficient services that are coordinated around the needs of children and young people. A consistent message resulting from inquiries and Serious Case Reviews is the need for agencies to do better in recording and sharing the information they hold about children and young people. The SCR we have recently published in Barnet is no different.

Resilience Based Practice

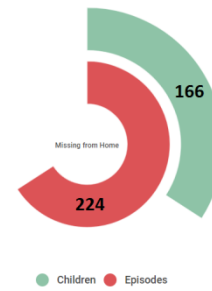
The safeguarding partnership has adopted Resilience as a strategic approach to delivering the best outcomes for children and young people. An approach based on resilience involves looking for strengths and opportunities that can be built on, rather than for issues or problems to treat. There is a growing body of evidence which outlines ways that can support parents and families to be

more resilient. We are working as a partnership to incorporate resilience into practice across the Borough. Multiagency workshops have been held to support the awareness of all partner agencies. In addition multiagency training has been delivered on signs of safety.

CSE, Missing and Gangs

Children and Young People who are subject to child sexual exploitation, who go missing and who get involved with gangs are a very vulnerable group, who require excellent multi agency cooperation to ensure their safety. The BSCB focuses a lot on what happens to them and how partners respond.

Number of children and young people at risk of CSE



Number of young people who went missing from home/number of episodes



Number of young people who went missing from care/missing episodes

- The Missing Children Protocol has been updated in partnership with police, education and health partners, creating an improved framework for identifying and responding to children at risk of harm or exploitation. With the integration of a CSE/Missing Coordinator in the MASH, the recording, tracking, monitoring of children missing from home and care has improved, however, there are further improvements to be made, especially with regards to out of borough missing children to ensure that risk is assessed, understood and effectively responded to.
- There is a well-established multi agency Missing and Sexual Exploitation (MASE) panel and a Gangs & Serious Youth Violence

Panel. These enable information to be shared and risk management plans to develop as risks change or emerge.

- Family Services have driven forward the investment in the development of a new multiagency team, REACH, to provide a wrap-around service to work with those young people who are most at risk of suffering CSE, gang-involvement and who go missing from home. The work of the team is subject to evaluation undertaken in partnership with Research in Practice. .
- The Keeping Young People Safe (KYPS) project works with children and young people at risk of gang-involvement serious youth violence. In 2016/17, 54.2% of the year's cohort had either successfully completed the project (3 months of positive engagement and no offending) or are still actively engaged. 62.5% of young people achieved a reduction in the individual's future risk of offending or serious anti-social behaviour and impacts such as returning to mainstream education and engaging in traineeship programmes
- In 2016, there were 3 fatal victims of Gangs and Serious Youth Violence. There is a serious incident response protocol in place between the Youth Offending Team (YOT) and Children's Social Care, which is proving to be effective in ensuring a joined up and robust response to incidents of concern
- A Sexual Exploitation and Missing (SEAM) risk assessment tool is being developed and embedded into the IT system to support risk assessment for this vulnerable cohort. From 2017/18 a Vulnerable Adolescents sub-group to the BSCB will be gathering, tracking, analysing and strategically responding to patterns and trends relative to the children who are at the greatest risk of exploitation, gang involvement or going missing.

Partners contributions to safeguarding priorities

The BSCB comprises a large range of statutory and other partners. Partners need to ensure that safeguarding is embedded in their service delivery, and they contribute to the Board through their attendance, supply of information and participation in a range of sub groups. They also make financial contributions to the running of the BSCB. In addition to the activities captured in other places in this report, the following is a snapshot of the activity undertaken by some of the partners to ensure the safeguarding and wellbeing of children in Barnet.

Family Services (London Borough of Barnet) Alongside the BSCB, the Local Authority was judged inadequate in June 2017. However it was noted in the Ofsted report that the drive for improvement had begun in 2016 with a wholesale review of frontline practice and how Family Services and the partnership ensure a positive experience and improved outcomes for children who access services. Through the development of the resilience methodology the DCS has steered the implementation of a whole partnership approach towards how professionals work with children and their families. This includes significant investment in rolling out signs of safety training across the partnership. Senior leaders from the London Borough of Barnet have led on key initiatives including the development of the neglect strategy, the thresholds of need and the improvement programme for the MASH and delivery of the statutory assessments.

Our **health partners** comprise the Barnet Clinical Commissioning Group (CCG) with three provider agencies Central London Community Healthcare NHS Trust,(CLCH), Barnet, Enfield and Haringey Mental

Health Trust (BEH) and the Royal Free London NHS Foundation Trust. (Royal Free)

The CCG Safeguarding Children's Team has disseminated the recommendations from the BSCB Serious Case Review published in March 2016, and actively contributed to the two further Serious Case Reviews that have taken place during the year, and which, it is anticipated, are shortly to be finalised. As a result of issues highlighted in one of the active Serious Case Reviews, the CCG Safeguarding Children's Team has discussed with Barnet GPs how the registration procedures of children at surgeries can optimally have regard to safeguarding best practice. The CCG Safeguarding Children Team will continue to provide teaching sessions for GPs.

Joint commissioning Unit CCG/London Borough of Barnet: The performance of initial health assessments being completed within statutory timescales was extremely poor during this period. The Joint Commissioning Team facilitated work with key stakeholders (GPs, social care and child in care nurse team) to make improvements to the pathway and as a result performance improved significantly. In addition the CCG provided an increased resource for a child in care designated doctor. The focused work with GPs and the initial health assessments also led to an improvement in the timely response to identifying the health and development needs and support required by children and young people who have experienced neglect and become looked after. The pathway review also supported improved information sharing between children's social care and GPs.

Going forward the Joint commissioning Unit will be focused on the transformation of public health nursing.

Central London Community Healthcare NHS Trust (CLCH)

CLCH provides public health nursing for Barnet. CLCH has a nurse-led Safeguarding Children Service in Barnet, providing advice, support, in-house safeguarding training and mandatory safeguarding supervision. Safeguarding performance metrics include; attendance by CLCH Health Practitioners at child protection case conferences, level of compliance with regard to child protection supervision, safeguarding training compliance, and attendance at multi-agency panels - MARAC/MASE. They had by the end of March 2017 had 97 % attendance at Review Case conference and 100% attendance at Barnet Initial Case Conference meetings.

Additionally they have achieved 95-100% compliance with safeguarding supervision. They have also had positive involvement with LSCB regarding SCR processes in relation to two statutory SCR Enquiries resulting in changes in practice and school nurse questionnaire.

The Royal Free London NHS Foundation Trust developed joint working between maternity service and the liaison nurses for patients with learning disability. This has increased the midwives' understanding of and confidence in working with parents who have a learning disability or parents who have a child with a learning disability. Additionally the Royal Free have implemented the national child protection information sharing system (CP-IS) in unscheduled care settings at Chase Farm hospital, the Royal Free

hospital and Barnet hospital to enable staff to identify all children who attend who are subject to a child protection plan or who are a looked after child. The first RFL integrated safeguarding team newsletter was published in early 2017. Subsequent editions will be published twice a year and feature relevant practice updates and local and national priorities

Barnet Public Health provides the leads for the BSCB and partner organisations on the development of the Joint Strategic Needs Assessment. The Consultant in Public Health chairs the Child Death Overview Panel. Public health also has responsibility for ensuring the safeguarding processes and pathways are in place as part of the weight management service in schools. As noted above they have also established the Resilient Schools Programme which is an innovative programme to support prevention and early identification of children's mental health condition. They have also developed a Perinatal Mental Health Pathway for mild to moderate conditions with safeguarding built into each step of the pathway

In Barnet the **Education and Skills service is** delivered by **Barnet with Cambridge Education** – a partnership between the council, Cambridge Education and schools. The service works closely with further education colleges and private and voluntary sector early years providers. The early years sector is very well embedded in the Early Help partnership. Whilst take up for 'free for two' has only been at 60%, it is expected that a strengthened partnership will drive up participation over 2017/18.

The Education and Skills service is working with schools to enable them to meet the Keeping Children Safe in Education duty. Breakfast briefings for DSLs and termly newsletters to DSLs and

Headteachers have covered some of the Board's priorities such as on-line safety and mental health and also recommendations from SCRs such as informing schools of the work of the Anti-bullying Alliance.

Closer Liaison with the LADO has facilitated the School Improvement Team being able to give our schools the best support and challenge to ensure that there is the highest quality safeguarding provision in schools.

The Schools Safeguarding Officer supported the Police Safer Schools Sergeant to secure information sharing agreements with all but two secondary schools. This is a two way agreement which enables police to alert DSLs of safeguarding issues pertaining to children in their schools. This information sharing also supports schools' information on vulnerable students and enables schools to anticipate and respond to children's needs.

The 'Thrive' pilot has involved six schools (primary, secondary and PRU). This work has included:

- Establishing a joint education and health Resilience Working Group
- Raising the profile and understanding of Resilience based approach in Education and Skills, and in schools this is being reflected in strategies and practice. Schools identified who can be used as "Champions" of the Resilience based approach and in the future support schools embarking on the project. .
- CAMHS, Tier 2 (HEWS project) working more closely with schools.

Barnet and Southgate Further Education College

In September 2016 safeguarding meetings with teachers and welfare support advisers were introduced. This is a good practice measure This provides a formal opportunity to ensure safeguarding and the PREVENT agenda are met as well as exploring cases where young people are missing from education and reviewing on-going cases. A direct consequence of this has been an increased number of referrals to the safeguarding team for support and intervention. 354 referrals were made to the Safeguarding and Equality Team in 2016-17 which is a 30% increase on 2015-16 data. Additionally the College has established a Mental Health Strategy Group to ensure a whole college approach to the needs of learners with mental health difficulties. This was in response to the significant increase in referrals of individuals with this as the presenting issue. Working to the Board priorities, the College has allocated staff champions for each of the priorities: to attend training; cascade at college; to keep up to date with guidance and legislation;undertaking resilience training delivered by London Borough of Barnet which is being cascaded to relevant staff;resilience tutorials are being delivered to learners.

Community and Voluntary Sector organisations have been engaged via the Board and over 2016/17 **Community Barnet** has been commissioned to both deliver the Youth Shield initiative and support the capacity to of the VCS to improve its safeguarding. Youth Shield is a youth forum focused on safeguarding activity. Young people were engaged in BSCB activity via a video link. After receiving level 1 safeguarding training, young people from Youth Shield also delivered 30 healthy relationships sessions to 294 young people in secondary schools in Barnet. They developed a mental Wellbeing podcast and focus group.

The Metropolitan Police is an active member of the BSCB. In 2016 the borough commander established a Gangs Unit consisting of 1 sergeant and 9 constables. The Gangs Unit work closely with the safeguarding partnership with an officer collocated in the MASH and in the REACH team. The Unit focuses on direct engagement with victims and perpetrators and their families/social group to reduce reoffending and prevent young siblings / associates following the same routes to gang membership and violence. The Unit offers support and routes to diversionary activity (and has referred 20 Barnet gang members to the London Gang Exit Strategy) coupled with rigorous enforcement against gang members and violent young people who refuse to engage and continue to commit serious crime.

The joint Serious Incident Response Protocol (SIRP) by the LA and police has been established to ensure that with 24 hours of a serious incident involving young people. Both the local police and local authority have adopted the position that serious youth violence is a child protection issue not just a criminal justice one. The Police chair the CSE and Missing sub group for the Board and going into 2017/18 a senior officer will chair the new Adolescent Risk strategic group. There is a close working relationship between local Barnet police and the central Specialist Unit (SET Team) in managing CSE cases with a culture of early intervention, engagement with parents and a proactive use of police and Local Authority powers. In 2016, Barnet police merged their Missing Persons and CSE investigators under one team, recognising the link between the two cohorts. This has ensured early identification and continuous risk management of those at risk of CSE. Barnet Police have been active in issuing Child Abduction Warning Notices

(CAWN). These are a valuable tool in preventing adults who may abuse a child from claiming that they did not know that the child was under 16. They prevent adults from escaping the consequences of their actions and operate as an intelligent prevention tool in exploitation cases.

Following two domestic homicide reviews in 2016, all officers received further Domestic Abuse training focussing on ensuring children affected by DA were properly identified and flagged to the MASH.

Dedicated schools officers are involved in the Junior Citizenship programme which takes place for 18 junior Schools this year commencing 5/6/17 to 30/6/17 and will include E-Safety as well as other crime prevention messages on how to stay safe. Going forward the local police are committed to driving a culture change so children are seen as victims not simply offenders; continuing the focus of work on risk and vulnerability with children and young people. They will also be embedding multi skilled teams on Boroughs including CAIT and CSU. Amongst other things Operation Encompass is being rolled out to ensure schools are informed of children who may be witnessing domestic abuse at home. This will allow schools to better understand and support children's' needs and be alert to safeguarding issues for specific children.

London Fire Brigade have developed partnerships with the Metropolitan Police and London Ambulance Service that have enabled LFB central youth engagement/ youth intervention personnel to undertake PREVENT training in 2016 and improved

information sharing with individuals living in hoarded properties, including children. .

A new online reporting and recording system being implemented across LFB will improve the efficiency of internal safeguarding referring process, enabling monitoring of our safeguarding referrals at both local and organisational levels.

Safeguarding referrals are audited by the organisational safeguarding lead on a daily basis, at which point any poor practice is identified and addressed.

Section Four: Learning and Improvement

Auditing Activity

Alongside section 11 audits, single agency audits have provided the main auditing activity over the last 12 months. The following provides a snapshot of activity underway across the partnership. Family Services has led practice weeks that have included partners from across the safeguarding partnership. Partners engaged in this activity included the Head of Safeguarding from CLCH. Over 2016-2017 Family Services worked with the Essex Improvement Team and senior children's services advisors, undertook a root and branch review of frontline practice. Each part of the system was thoroughly analysed to identify where improvements were needed to ensure the children had a positive experience and improved outcomes. The local authority also increased their auditing activity to 40 audits per month thereby ensuring the relentless focus on improved practice. In addition, Family Services has driven forward multiagency quality assurance audits within the MASH.

CLCH also undertook 'patient stories' regarding service user experience when a child subject to a child protection plan which has informed the need to audit aspects of service. For the Royal Free the key safeguarding children audits for the year included: domestic violence and FGM screening for pregnant women on discharge; the quality of case management for children admitted to the ward due to suspected inflicted harm; the standard of reports provided to the court for care proceedings; the quality of documentation for vulnerable children accessing the

emergency departments; Information sharing with partners about care provided for children subject to child protection plans. Following the inspection of the Metropolitan Police, the Borough commander has led an Internal Barnet Police CSE Review. Learning was identified and a renewed focus on perpetrators was shared with CSE investigators. This has resulted in Barnet being identified as best performing MPS borough in terms of disruption tactics (CAWNs). Barnet Police also conducted a thematic review in February 2017 on how it dealt with missing person investigations, which included children. Learning was identified around improving the initial investigation and transferring of information and intelligence across recording platforms. As a result, training was delivered at police Response Team supervisor workshops to ensure greater compliance with recording standards. In September 2016 the MPS Trident Partnership conducted a peer review of Barnet Gangs Unit resulting in recommendations to refresh the Gangs Strategy.

Section 11 audits

Section 11 audits are the BSCB primary audit to examine the safeguarding arrangements within agencies and provides the Board with reassurance that agencies are doing what they can to ensure the safety and welfare of children. Section 11 of the Children's Act 2004 places a statutory duty on key agencies and bodies to make arrangements to promote the safeguarding and welfare of children. The BSCB operates a biannual S11 process, with organisations attending challenge panels to discuss the arrangements in place. In 2016/17 there were 18 self-assessments submitted including four schools, the CCG and the three health providers, police,

Westminster Drug Project, Barnet and Southgate College, LAS, LFB, NPS and Barnet Homes. LBB submitted for the YOT, Libraries and the Education Partnership. Four challenge panels were held. Key trends emerging from these panels included:

- Agencies undertaking a training and policies impact audit
- Attendance at team around the child meetings and lead professional roles
- Commissioners undertaking safeguarding reviews
- How partner agencies ensure they have captured and are listening to the child.

These themes feature within the priorities of the 2017-2019 (see section five)

Multiagency Training

A coordinated multiagency programme was delivered during safeguarding week in November 2016 with workshops on self-harm and e-safety.

Whilst we were refreshing our approach to multiagency training partner agencies continued with delivering single agency training. This included **CCG** led sessions with GPs.

The Royal Free safeguarding training agenda for the level 3 has acknowledged and reflected the national and local priorities. During 2016/17 they delivered thirty three safeguarding children Level 3 update seminars in house covering a wide range of topics:

- 9 seminars on safeguarding children living with domestic abuse/violence with the help of our Independent and Sexual Violence Advisors

- 8 seminars on child sexual exploitation one of which was delivered by Safer London
- 7 seminars on safeguarding children who experience harm online
- 4 seminars Girls in Gangs delivered by Abianda young trainers, three young women who had exited gangs
- 3 seminars on Female Genital Mutilation
- 1 seminar on lethal highs (new psychoactive substances) with Camden Training Standards and the Child Sexual Exploitation Analyst
- 1 seminar on young people and alcohol misuse

Since January 2017 the Royal Free has audited the responses to this question for all Child sexual exploitation, domestic violence and Harm Online seminars. The responses ranged from the lowest 4.72 to the highest 5.66 (out of 1 – 6) and thus were clearly positive in having improved the participant's confidence and ability to recognising and responding to the safeguarding concerns discussed in the seminar

Within CLCH:

- 88% CLCH clinical staff in Barnet have completed WRAP training
- Engaged in multiagency panel meetings e.g. MASE, MARAC, MAPPA and REACH to work in partnership to identify risk and need in relation to the most vulnerable children and families.
- Signs of safety training is underway
- 90% -96% compliance with Level 1 and Level 2 Safeguarding Children training

Barnet, Enfield and Haringey Mental Health NHS Trust has been successful in securing funding from NHS England to pilot a domestic abuse project which aims to demonstrate the need for Independent Domestic Violence Advisors in mental health settings. Level 1 and 2 safeguarding children training has consistently remained at a compliance rate of 85% or above, with specialist training in domestic abuse, PREVENT, FGM and CSE champions training. As a consequence of a SCR in Barnet, the Trust has delivered specialist training in complex issues such as self-harm.

The Barnet Partnership for School Improvement (BPSI)

commissioned 'Designated Safeguarding Lead' training (Level 3) for Designated Safeguarding Leads and Designated Governors. Schools can access a range of safeguarding training packages through BPSI as well as being signposted to on-line training packages provided by Barnet Family Services and the Home Office. A rolling programme of Raising Awareness Safeguarding Training (level 1) for all Education and Skills service staff has been established and delivered.

The Metropolitan Police continue to ensure that all police officers are trained at level 1 as do the LAS and LFB.

Child Death

The death of any child is a serious matter and it is vital that all child deaths are carefully reviewed to see whether any lessons can be learnt, trends established or patterns identified- so as to prevent other similar deaths. All deaths of children under 18 are reviewed by the Child Death Overview Panel (CDOP) on behalf of the BSCB.

During 2016-17 there were 18 child deaths in Barnet. CDOP meet on a quarterly basis to review these deaths.

The panel has a duty to identify any trend or themes and to make recommendations to the BSCB on learning from the reviews and how to prevent and reduce child deaths. The panel is chaired by the consultant in public health who provides regular updates to the BSCB. The panel produces an annual report that summarise the key themes arising from child deaths, progress against actions and priorities for the coming year.

In 2016 we established smarter working practices including introduction of pre-CDOP meetings to plan cases and ensure correct attendance by partner organisations

Going forward we will begin to get ready for implementing e-CDOP in Barnet. We will also ensure that the administrative base is strengthened and undertake an audit of processes against the London processes. We will also ensure that serious incident data is reviewed quarterly at CDOP; and review our bereavement guidance and our assurance processes around support offered to bereaved parents in Barnet.

Serious case reviews

Serious case reviews are undertaken to learn lessons and improve the way in which local professionals and organisations work together to safeguard and promote the welfare of children. The BSCB must undertake a serious case review where the following criteria are met under Regulation 5 of the 2006 LSCB regulations;

- a) Abuse or neglect of a child is known or suspected; and
- b) Either (i) the child has died; or (ii) the child has been seriously harmed and there is cause for concern as to the way in which the authority, their Board partners or relevant

persons have worked together to safeguard the child.

Where the SCR criteria is not met, the BSCB can also undertake a smaller-scale multiagency case review. These reviews have the same aim as an SCR, to identify good practice and establish key lessons to improve safeguarding arrangements.

Agencies proactively engage in serious case reviews, recognising the importance of understanding what could have prevented an incident occurring, identifying what went well and any recommendations for improving practice to ensure improved outcomes for children. As a consequence, and where relevant, partners have been keen to ensure that lessons emerging from serious case reviews are responded to with pace.

The report into the death of Child A was published on 23rd May 2016 and has nine recommendations which have been developed as an action plan. Teenage mental ill health was a significant issue that arose in this SCR and influenced the choice of child and adolescent mental health as a priority for 2016/17. Two training events were arranged in safeguarding month where the SCR author led 95 staff through the key issues of the report and facilitated an understanding of what its findings mean for Barnet's children's workforce. A Breakfast Briefing for DSLs in schools was held on the theme of school anti-bully policies, sharing resources and best practice. The outcome of this event was schools being focused on their anti-bullying policies and effective application of them.

As a result of issues highlighted in one of the active Serious Case Reviews, the CCG Safeguarding Children's Team has discussed with Barnet GPs how the registration procedures of children at surgeries can optimally have regard to safeguarding best practice.

The Children and Social Work Act 2017 establishes a new approach to delivering Safeguarding Boards including CDOP and SCRs. Statutory Guidance is expected in spring 2018.

Section Five: BSCB 2017-2019

Ofsted July 2017

In July 2017 the Local Authority and Barnet Safeguarding Children's Board, were both judged as inadequate by Ofsted. The key reason for this judgement was that the Board has been ineffective in discharging all of its statutory functions. In particular it has not assessed the effectiveness of the help being provided to children and their families, quality assured practice or comprehensively monitored and evaluated the quality and impact of safeguarding training for multi-agency practitioners.

Going forward

Our approach to improvement will ensure that the Barnet Safeguarding Board is able to demonstrate how it is effectively delivering its statutory duties as a safeguarding partnership and how it is supporting the Local Authority to improve safeguarding services to children and young people.

Governance

Our new constitution (2017-2019) outlines our revisions to the Board and the way in which the Board operates. In order to ensure the efficacy of the BSCB, as detailed in Working Together 2015, the BSCB will be used to describe the following partnership structure from August 2017, ensuring that all S13 partners are engaged across the safeguarding partnership arrangements and effectively preparing Barnet to meet the new duties:

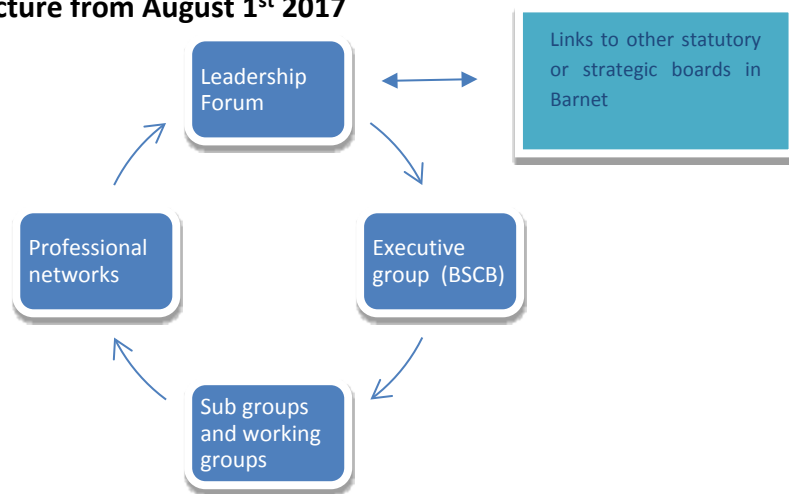
- Leadership Forum
- Executive Group⁵
- Professional Networks
- CDOP
- Learning and Improvement Group

We have placed the voice of Barnet Children, Young People and Families at the centre of our improvement journey. Their experience of our safeguarding partnership and their expectations of the partners will be critical to shaping priorities and understanding how well the partners have delivered safeguarding arrangements. The Learning and Improvements framework details how we will communicate with children, young people and families and how we will ensure their voice is at the heart of what we do.

The current Board structure will cease to exist from August 1st 2017.

⁵ Please note until the new Working Together guidance is in place the Executive Group will be badged as the BSCB and twice a year the membership will be expanded to ensure engagement with a wider cross section of S13 members. A full Board meeting will be called if required.

Structure from August 1st 2017



- Be clear how agencies work together
- Be clear about what we are measuring and what impact we have made
- Enable our service users to be involved in assessing our effectiveness
- Equip our staff to deliver good services

Accountability: improving frontline multiagency practice and the voice of children, young people and families in our work.

The BSCB Learning and Improvement Framework provides a system wide approach for the safeguarding partnership to monitor the effectiveness of local safeguarding arrangements in Barnet. Our learning and improvement model will enable the partnership to reflect on priorities, assess partnership performance against the priorities, change and review practice accordingly.

If we are to demonstrate that we are an effective partnership we will need to:

- Be clear about what we believe good looks like

Annex 1
Budget 2016/17

London Borough of Barnet	109400
Metropolitan Police (MOPAC)	5000
Barnet CCG	12500
CLCH	12500
BEHMHT	12500
Royal Free NHS FT	12500
National Probation Service	1000
London Community Rehabilitation	1000
East London Foundation Trusts NHS	550
CafCASS	550
London Fire Brigade	500
	168,000

Budget 2017/18

London Borough of Barnet	211,658
Metropolitan Police (MOPAC)	5000
Barnet CCG	37500
CLCH	12500
BEHMHT	12500
Royal Free NHS FT	12500
National Probation Service	1000
London Community Rehabilitation	1000
East London Foundation Trusts NHS	550
CafCASS	550
London Fire Brigade	500
	295,258

Annex 2 Membership 2016/17

Agency/Department	Date: 21.04.16	Date: 21.07.16	Date: 20.10.16	Date: 02.02.17
Head of School Improvement, Education and Skills Service (Barnet with Cambridge Education)	Attended	Attended	Attended	
Clinical Commissioning Group Designated doctor	Attended	Attended	Attended	Attended
Clinical Commissioning Group Named GP	Attended	Attended	Attended	Attended
Director of Education & Skills - (Barnet with Cambridge Education)			Attended	Attended
Head of Safeguarding Royal Free NHSFT	Attended	Attended		Attended
Metropolitan Police CAIT		Attended		Attended
Metropolitan Police Strategic Safeguarding and Vulnerable Persons Lead Barnet				Attended
Voice of the Child Manager London Borough of Barnet		Attended	Attended	
Operational Director Family Services London Borough of Barnet			Attended	
Strategic Director for Children's Services - London Borough of Barnet	Attended	Attended	Attended	Attended
CommUnity Barnet	Attended	Attended	Attended	Attended
Head of Safeguarding Barnet, Enfield and Haringey -Mental Health Trust	Attended	Attended	Attended	Attended
Associate Director Safeguarding Barnet Clinical Commissioning Group	Attended	Attended	Attended	Attended
Lead Member for Safeguarding- London Borough of Barnet	Attended		Attended	Attended
Head of Safeguarding Central London Community Health Trust	Attended	Attended	Attended	Attended
Strategic Lead-Safer Communities London Borough of Barnet				Attended
London Ambulance Service		Attended	Attended	
Barnet & Harrow Joint Public Health Service		Attended		Attended
Safeguarding Board-Chair	Attended	Attended	Attended	Attended
Head Teacher –Primary School	Attended	Attended	Attended	
Head Teacher - Primary School		Attended	Attended	
Lay member				Attended
Virtual School- London Borough of Barnet	Attended	Attended		
Lay member	Attended		Attended	
Legal- London Borough of Barnet		Attended	Attended	Attended
Norwood VCS	Attended	Attended		Attended
London Fire Brigade	Attended	Attended		
Barnet Southgate College –	Attended	Attended	Attended	

London Probation Service	Attended			
CAFCASS	Attended	Attended		
CAFCASS		Attended		
National Probation Service				Attended

	<p>Children, Education, Libraries and Safeguarding Committee</p> <p>15th November 2017</p>
<p style="text-align: right;">Title</p>	<p>Promoting arts and culture in Barnet</p>
<p style="text-align: right;">Report of</p>	<p>Strategic Director for Children and Young People</p>
<p style="text-align: right;">Wards</p>	<p>All</p>
<p style="text-align: right;">Status</p>	<p>Public</p>
<p style="text-align: right;">Urgent</p>	<p>No</p>
<p style="text-align: right;">Key</p>	<p>No</p>
<p style="text-align: right;">Enclosures</p>	<p>None</p>
<p style="text-align: right;">Officer Contact Details</p>	<p>Chris Munday Strategic Director for Children and Young People Chris.munday@Barnet.gov.uk</p>

<h3>Summary</h3>
<p>This report provides a progress report to the Children, Education, Libraries and Safeguarding Committee on the development of an arts and culture strategy for Barnet. It sets out the consultation undertaken to date and seeks agreement for the vision and priorities for the development of the strategy. It proposes the establishment of a time-limited council-funded resource to kick start the use of spaces for incidental and ‘meanwhile uses’ in the borough. Finally it sets out the ambition to work towards becoming the London Borough of Culture in 2021.</p>

<h3>Recommendations</h3>
<p>1. That the Children, Education, Libraries and Safeguarding Committee note the partnership activity to date to develop a strategic framework for arts and culture.</p>

2. **That the Children, Education, Libraries and Safeguarding Committee agree the vision and priorities for the further development of the strategy.**
3. **That the Children, Education, Libraries and Safeguarding Committee agree 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 support the ambition to work towards becoming the London Borough of Culture in 2021**

1. WHY THIS REPORT IS NEEDED

- 1.1 On the 21st February 2017, the Children, Education, Libraries and Safeguarding Committee considered a report that set out the work currently undertaken by the council to support arts and culture within the borough. The Committee agreed to the development of a strategy to provide a framework for the activities undertaken by the council, partner organisations and the numerous other voluntary sector organisations and individuals who work in the borough to ensure the Barnet continues to be a vibrant and thriving place to live.
- 1.2 Arts and Culture is also one of the five themes agreed by the Barnet Partnership, a partnership chaired by the Leader of the Council, comprising of Barnet Clinical Commissioning Group, CommUNITY Barnet, Barnet and Southgate College, Middlesex University, Brent Cross shopping centre, Metropolitan Police, Job Centre Plus, Groundwork London, Federation of Small Businesses, West London Business, Argent Related and Saracens
- 1.3 This report sets out the progress to date in working in partnership with the wide range of organisations in the borough to develop a shared ambition and vision for arts and culture in the borough for the Committee's approval. While the strategy is in development, it proposes to proceed with the establishment of a time-limited resource to kick start the use of spaces for incidental and 'meanwhile uses' in the borough. Finally it sets out the ambition to work towards becoming the London Borough of Culture in 2021 and highlights some local and regional developments in relation to arts and culture

A. Developing the strategic framework

- 1.4 To begin to shape the local strategic framework, the council, Middlesex University and artsdepot has formed a small working group to lead and steer the engagement with the local arts and culture community. This three way partnership group is helping to ensure that the leadership of the local approach is embedded and a shared endeavour reflecting that a thriving local arts and culture environment relies on a vast range of activity that together, creates a sense of richness and enjoyment for all.
- 1.5 As a first step, a workshop was held in July, co-hosted by the council, Middlesex University and artsdepot. The workshop was held at Middlesex

University campus and facilitated by an external, independent facilitator. The three lead organisations compiled an invitation list, based on known contacts and organisations working in the borough. Invitations were sent to over 100 individuals and organisations of which around 40 attended on the day.

1.6 The purpose of the workshop was to explore what arts and culture can bring to the borough of Barnet and how, through working together these benefits can be delivered.

1.7 **Workshop outcome: The contribution of arts and culture:** Participants identified a wide range of benefits that arts and culture brings to Barnet including:

- Creating cohesive communities, sharing and celebrating the diverse cultural communities in Barnet
- Supporting residents to gain skills to improve employability
- Providing jobs and employment in the arts and culture economy
- Helping improve health outcomes, for example through activities for the elderly, people at risk of isolation, people experiencing poor mental health
- Bringing joy and celebration through festivals, events etc
- Attracting people to the borough, bringing economic gain
- Revitalising town centres.

1.8 **Workshop outcome: Delivering the benefits/making it happen** Participants identified a number of opportunities to strengthen and develop a local arts and culture offer:

- **Borough identity/promotion:** Participants felt that more could be done to share what's already happening and to promote the offer within Barnet, celebrating success and shining a spotlight on successful events and activities. They welcomed the development of a strategy as a way to convey a more coherent picture of the arts and cultural life of the borough and to promote a stronger cultural identity to shift some of the perceptions people may have of the borough.
- **Spaces/physical:** many felt more could be done to make use of 'incidental' spaces across the borough to offer affordable space for exhibitions, activities, pop-ups etc to promote a 'buzz' in local areas.
- **Activities:** the festivals that take place in Barnet are popular and help to shape a local identity in parts of the borough that host them. Participants felt that more visible activities such as outdoor arts events, taster events etc would help to promote this benefit in other parts of the borough.
- **Infrastructure:** the large scale regeneration programmes in Barnet were seen as an opportunity to harness local industry and regeneration partners to work with key partners e.g. the council, Middlesex

University, artsdepot to promote the 'people' aspect of regeneration and to ensure that the infrastructure plans support a thriving cohesive community, bringing existing and new communities together to shape the place where they live.

- **Partnership/networking:** participants welcomed coming together and would welcome more opportunities to network, to share successes and to explore opportunities for partnership working.

1.9 **Consultation with the Barnet Partnership Board**

The outcome of the workshop led to the development of a draft vision and set of priorities to steer the strategy. This first draft of the vision and priorities was shared with the Barnet Partnership Board in October and the feedback from key partner organisations on the Board refined and shaped the vision and priorities set out below.

1.20 **Next steps for delivering the strategic approach:**

A further workshop is arranged for the 9th November, again to be co-hosted by the council, Middlesex University and artsdepot. The purpose of the second workshop is to develop the strategy based on the vision and priorities that have emerged from the consultation and engagement to date. Given the date of the workshop falls after publication of this report, a verbal update on the outcome of this workshop will be provided to the Children, Education, Libraries and Safeguarding Committee at its meeting on the 15th November 2017.

1.21 **B. Proposed Vision and Ambition**

Building on the outcome of the first workshop, the following vision and priorities have been developed to capture the partnership ambition for arts and culture. These have been shared and developed with the Barnet Partnership Board and are being shared with the wider arts and culture partnership at the workshop on the 9th November.

Our Vision

Barnet is a fast growing London borough with a rich cultural heritage and history. Ambitious regeneration plans and locally led investment in housing, skills and economic development are seeing new communities develop and prosper. Our vision for the development of arts and culture as the borough grows is for

'a creative borough with a vibrant, innovative, inclusive and ambitious arts and culture offer that celebrates our heritage and will make Barnet the best place to live, visit, work and do business in'.

Our priorities

- to harness and promote arts and cultural activities to improve and enrich the lives, education, health and well-being of all residents
- to promote spaces and opportunities for creative and ambitious art projects to thrive and new cultural organisations and industries to flourish.
- to attract and develop cultural and creative talent and skills to contribute to Barnet's economic prosperity
- to celebrate our diversity and promote pride in our borough.

This report seeks agreement on the adoption of this vision and priorities in order to inform the further development of the strategy.

1.22 C. Making use of incidental spaces

One of the immediate 'quick wins' emerging from the engagement work so far is to make better use of incidental opportunities and 'meanwhile use' spaces that arise from time to time. Meanwhile use is a term that often refers to the temporary occupation of empty town centre retail units or other spaces that may be available ahead of longer term plans for its future use. To encourage the use of incidental or meanwhile use spaces requires a quick response and easy route to bring an area or unit into short term use. This report proposes that the council fund a fixed-term, part time resource to pilot an approach to respond and promote the meanwhile use of council assets for cultural and arts opportunities. The role of this post would be to navigate council processes to release sites quickly and safely.

Whilst the council is developing its strategic framework, a number of local and regional opportunities and issues have been developing which are outlined below.

1.23 D. Other local and regional developments in relation to Arts and Culture

Local developments:

- **Crowdfunding: Barnet Together/Spacehive** Barnet Together uses the Spacehive funding platform to facilitate crowdfunding for local community projects in the borough. From community gardens and street murals to festivals and sports facilities, crowdfunding allows people to pitch ideas for projects that will improve Barnet's high streets, residential neighbourhoods, parks and open spaces. Barnet Together also has a fund of £50,000 available to support crowdfunding projects in the borough. This fund has been created with the support of the London Borough of Barnet, Capita and Re (Regional Enterprise) Ltd. So far, 20 projects have registered and three projects have now reached their fundraising target.
- **New grants awarded by the council:** As well as supporting existing festivals and activities as set out in the previous report on the 21st February 2017, the council has since made a small grant to enable a new music based festival to be established in North Finchley and a

small grant to a new arts based initiative to enhance the personal development of, and the acquisition of employability skills by, young people with mental health problems and raise awareness of the importance of mental well-being to support residents with poor mental health through theatre workshops and activities.

- **Public arts:** the council has supported a sculpture installation by Drew Edwards 'Children of the Mediterranean' at Middlesex University

1.24 **Regional opportunities:**

1.25 **Greater London Authority Growth Fund:** The Good Growth Fund is the Mayor of London's new regeneration programme from 2017-18 to 2020-21, delivered through the London Economic Action Partnership (LEAP). It will provide over £66 million capital funding and is open to a broad range of public, private and third-sector organisations including: London boroughs, sub-regional partnerships, town teams and business improvement districts, workspace providers, community groups, social enterprises, small and medium-sized enterprises, and charities within London that wish to drive and lead regeneration in their local area. The council made a number of applications and is also aware of a number of bids submitted by partner organisations. These include a bid submitted by Middlesex University to develop its drama facilities.

1.26 **The London Borough of Culture:** The Mayor of London has launched a new initiative to identify a London Borough of Culture from 2018. The first opportunity to bid is for 2018 and 2019 and fully developed bids are required by the 1st December this year.

Preparing to become a future London Borough of Culture will be a key ambition of our strategic framework for arts and culture with the intention to be fully ready to develop a year-long culture programme for 2021 or 2022, centred around the council's plans to regenerate large parts of the borough, most notably Brent Cross. Aligning the national recognition of a year of culture with the council's ambitious plans to create and support new communities to thrive alongside existing ones, would provide an opportunity to show case Barnet at its best.

2. **REASONS FOR RECOMMENDATIONS**

2.1 To provide a progress report to the Children, Education, Libraries and Safeguarding Committee on the development of an arts and culture strategy for Barnet. The report proposes a time -limited resource to be approved for the reasons set out above. This report updates the committee on the London Borough of Culture programme and proposes that Barnet aims to become a London Borough of Culture in 2021/22.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 In relation to the GLA's London Borough of Culture programme, there is an opportunity to submit a bid for 2019 and 2020 with a deadline for both years of 1st December 2017. This is not recommended as the local focus now needs to be on developing a shared partnership ambition, vision and framework that is developed and 'owned' by the wide range of organisations working and operating in the borough. Therefore the recommendation is to work to develop the local partnership to be ready to launch a bid for any future opportunity in 2021.

4. POST DECISION IMPLEMENTATION

- 4.1 Following the second workshop on the 9th November 2017 and the Children, Education, Libraries and Safeguarding Committee meeting on the 15th November 2017, the strategic framework will be finalised and presented to the Children, Education, Libraries and Safeguarding Committee for approval, ready for April 2018.
- 4.2 The council will arrange for the deployment of the time-limited resource to pilot an approach to respond and promote the meanwhile use of council assets for cultural and arts opportunities

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 Barnet's continuing success as a place where people want to live, work and study is a key aim of the Council's corporate plan. A thriving arts and culture offer supports this ambition and contributes to:

- Barnet's children and young people receiving a great start in life
- Public Health being integrated as a priority theme across all services
- A broad offer of skills and employment programmes
- Barnet's parks and green spaces being amongst the best in London
- Barnet being among the safest places in London, with high levels of community cohesion, and residents feeling safe.

Working with partner organisations and residents to achieve this, the council's aim is for:

- Fairness: striking the right balance between more frequent users of services and fairness to the wider taxpayer, making sure all residents benefit from opportunities for growth.
- Responsibility: where all parts of the public service system play their part in helping to achieve priority outcomes with reduced resources.
- Opportunity: the council will capitalise on the opportunities of a growing economy by prioritising regeneration, growth and maximising income

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

- 5.2.1 The development of the framework to be brought forward for consideration by the Children, Education, Libraries and Safeguarding Committee will be financed from within existing resources. Any resource implications of the framework itself will be considered in future reports.
- 5.2.2 The report sets out examples of where the council and partner organisations have sought opportunities to bid for additional funding opportunities and this approach will continue.
- 5.2.3 In relation to the time-limited resource to pilot the use of meanwhile and incidental spaces, the cost of £25k will be met from within existing council budgets for 2016/17 resources (£10k) with a contribution from council reserves of (£15k).

5.3 Legal and Constitutional References

- 5.3.1 As set out in Article 7 (Committees, Forums, Working Groups and Partnerships) of the Council's Constitution, the Children, Education, Libraries and Safeguarding Committee has responsibility for all matters relating to children, schools, education, and libraries.
- 5.3.2 Responsibility for Functions, Annex A, of the Council's Constitution also states that the committee has responsibility for the development of cultural activities.
- 5.3.3 Section 145 of the Local Government Act 1972 provides a power for local authorities to do, arrange or contribute to anything which is necessary or expedient for the provision of entertainment, facilities for dancing, provision of a theatre, concert hall, dance hall or other suitable premises for use of entertainment, maintenance of a band or orchestra, development and improvement of the knowledge, understanding and practice of the arts and crafts which serve the arts and any matters incidental to the above. The power includes the ability to enclose or set apart any part of a park or pleasure ground under the authority's control, may permit such facilities to be used by any other person on such terms and payment as the authority sees fit and may make and permit charges for admission, subject to compliance with any covenant or condition applying to a public park or pleasure ground.
- 5.3.4 Under section 12 of the Public Libraries and Museums Act 1964, a local authority has a power to provide and maintain museums and art galleries. This includes a power to charge for admission, having first considered the need to secure that the museum or gallery plays a full part in the promotion of education in the area, in particular with regard to children and students. This Act also permits local authorities to contribute towards the expenses of others in providing museums or galleries.

5.4 Risk Management

5.4.1 None.

5.5 Equalities and Diversity

5.5.1 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.

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

5.5.3 The equality implications of the arts and culture strategy will be set out in an Equalities Impact Assessment that will accompany the framework for consideration by the Children, Education, Libraries and Safeguarding Committee.

5.6 Consultation and Engagement

At the consultation and engagement workshop scheduled for the 9th November, any need for further engagement and consultation will be explored with participants and reported to Children, Education, Libraries and Safeguarding Committee at the meeting.

6. BACKGROUND PAPERS

6.1 Opposition Motion in the name of Councillor Kath McGuirk to Full Council, 13th December 2016:

<https://barnet.moderngov.co.uk/documents/s36655/Opposition%20motion%20-%20Cllr%20Kath%20McGuirk.pdf>


6.2 Member's Item in the name of Councillor Anne Hutton – Children, Education, Libraries and Safeguarding Committee, 23rd March 2016:

<https://barnet.moderngov.co.uk/documents/s30707/Members%20Item%20-%20Councillor%20Anne%20Hutton.pdf>

6.3 Children, Education, Libraries and Safeguarding Committee *Promoting arts and culture in Barnet*, 21st February 2017

<http://barnet.moderngov.co.uk/documents/s38011/Promoting%20arts%20and%20culture%20in%20Barnet.pdf>

This page is intentionally left blank

	AGENDA ITEM 10
	Children, Education, Libraries and Safeguarding Committee 15 November 2017
Title	Family Services Complaints, Compliments and Comments Annual Report 2016 - 17
Report of	Strategic Director of Children and Young People
Wards	All
Status	Public
Urgent	No
Key	No
Enclosures	Appendix A: Family Services Complaints, Compliments and Comments Annual Report 2016-17 Appendix B: Statistics
Officer Contact Details	Sarah Past 020 8359 7320 Sarah.past@barnet.gov.uk Rachel Williams 020 8359 7615 Rachel.williams@barnet.gov.uk

Summary

This report provides an overview of the complaints and compliments received in Family Services in the period 1 April 2016 – 31 March 2017. It reflects the progress that the service has made in how complaints can be used to learn and improve service delivery. The appendix includes statistical data, commentary about the types of complaints and any trends, progress made since the last report and areas for further development.

Recommendations

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

1. WHY THIS REPORT IS NEEDED

- 1.1 This report is needed to report on complaints made about Family Services and its response. This report also gives Committee members an update on

improvements made during 2016/17 and the next steps proposed during 2017/18 to enable the continual improvement of services in line with customer feedback and to reduce the likelihood of complaints arising.

2. REASONS FOR RECOMMENDATIONS

- 2.1 It is recommended that the contents of the reports be noted, especially in terms of complaints from children and young people and complaints processed under The Children Act 1989. This is to ensure that there is sufficient senior oversight and scrutiny of the way complaints are managed and learnt from

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 N/A

4. POST DECISION IMPLEMENTATION

- 4.1 Following the decision, the service will continue to use complaints to inform service improvement and further engage with young people to ensure they have access to the complaints process.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

Responding appropriately to and learning from complaints made in relation to children's services contributes to the Corporate Plan priority 'To create better life chances for children and young people across the borough' as well as our commitment to excellent Customer Care by listening to, and learning from feedback we can improve the service that we deliver to our residents.

The Council's Corporate Plan 2015-20 states that the council, working with local, regional and national partners, will strive to ensure that 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
- where responsibility is shared, fairly
- where services are delivered efficiently to get value for money for the taxpayer

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

There are no financial implications arising directly from this report. Complaints and compliments play a key part in driving service improvement and contribute to delivering services effectively to get value for money for residents

5.3 Social Value

Insight and information gained through complaints will contribute to the

development of Family Services and the journey of service improvement. This will provide social value to the families that we support.

5.4 Legal and Constitutional References

5.4.1 The Children Act 1989 Representations Procedure (England) Regulations 2006. This lays out a clear legal process for complaints made in relation to any decision made under the Children Act i.e. any child or family receiving social care, and referred to as 'Statutory Complaints' in the attached appendices.

5.4.2 All other complaints are dealt with in accordance with Barnet's Corporate Complaints procedure – referred to as 'Service Complaints' in the attached appendices

5.4.3 As outlined in Article 7 of the Council's Constitution's Committees, Forums, Working Groups and Partnerships, the Committee's responsibilities includes:

- all matters relating to children, schools, education and libraries.
- to receive reports on relevant performance information on Delivery Units providing services under the remit of the Committee

5.5 Risk Management

5.5.1 Failure to investigate and deal with our residents' complaints in a transparent and timely manner risks legal challenge and loss of confidence by our residents. It also reduces opportunities to learn from complaints to improve services and to put plans in place to pro-actively reduce the likelihood of future complaints.

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

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

Our procedures ensure compliance with the council's equality policies and Strategic Equalities Objective

The main objectives of the complaints procedure are to:

- recognise the rights of all service users to make complaints and representations and to have their views considered within a clear procedure as defined by law;
- ensure that council staff and all partner organisations work together so that every child or family facing problems and challenges, who wishes to

make a complaint or representation, is well supported in reaching a satisfactory resolution

- make the complaints process more accessible to people who may not have easy access to information online. A new leaflet has been developed to support this.

5.7 **Consultation and Engagement**

The Complaints Officer consulted with representatives from teams across Family Services through the Closing the Loop group.

5.8 **Insight**

5.8.1 Closing the Loop Group' comprises representatives from across the services who meet regularly to share good practice and learn from our complaints. The group looks at data and trends to improve outcomes and stop complaints escalating.

5.8.2 The Complaints Team analyse data on a quarterly basis and produce a report which is distributed to senior managers across Family Services.

6. **BACKGROUND PAPERS**

Family Services Complaints, Compliments and Comments Annual Report 2015-16

<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=697&MId=8686&Ver=4>

Appendix A

Family Services Complaints, Compliments and Comments

Annual Report 1 April 2016 – 31 March 2017

1. Executive summary

- 1.1 This report provides an annual summary of feedback recorded by Family Services from received complaints, compliments and comments. As a learning organisation we value feedback, both positive and negative, as this helps us to understand what we do well and what we need to better in the provision of services for children, young people and their families.
- 1.2 Learning from complaints has been a key focus for this year. The Complaints Team are now reporting on themes, trends to identify areas for improvement in practice and are meeting regularly with Heads of Service. However, there is still more to do to integrate learning from complaints and compliments into wider workforce and service development. This year there will be further embedding of corporate complaints and compliments through the revised audit/workforce development strategy
- 1.3 There have been some good examples of service improvement as a result of complaints, such as an improved way of carrying out Joint Housing Assessments, and a closer working relationship between the Children in Care Teams and the Youth Offending Team which followed a complaint from a young person where his release date was affected by a lack of communication between the two teams.
- 1.4 During 2016/17 there were 111 formal Stage 1 complaints and 125 compliments received. This is an increase of 12 formal Stage 1 complaints from 99 last year and an increase of 34 compliments from 91 in the previous year
- 1.5 Whilst there has been an increase in complaints overall, the two main services areas in which complaints have increased are the Intervention & Planning and the Safeguarding and Quality Services.
- 1.6 77% of complaints received were responded to within the given timescale. This is below the corporate target of 90% and likely to be attributable to the volume of management changes seen in the service over the past year.
- 1.7 There has been an increase in the number of formal compliments being recorded, with a large number being received by the Intake & Assessment and Intervention & Planning Services. There has been an increase in the number of compliments made by parents and other professionals, and many of these are about how supportive and helpful they found their worker.

2. Complaints Procedures followed by Family Services

2.1 There are two types of complaints processes followed by Family Services: *The Children Act 1989 Representation Procedure (England) Regulations 2006* for all complaints relating to actions taken under The Children Act (statutory complaints); and the Council's Complaints process for all other complaints (Service complaints).

2.2 *The Children Act 1989 Representation Procedure (England) Regulations 2006* has 3 stages:

Stage 1: Local Resolution – responded to by Team Manager, with oversight from Head of Service

Stage 2: Independent Investigation – complaint is investigated by an external officer

Stage 3: Review Panel – the complaint investigation is reviewed by a panel of independent people.

2.3 *Council's Corporate Complaints:*

Stage 1: responded to by Team Manager, with oversight from Head of Service

Stage 2: Investigation by a senior manager (usually Assistant/Operational Director)

Stage 3: Review – by a senior manager from another Delivery Unit

2.4 Throughout the complaints process staff have due regard to the Council's responsibilities towards equality, and any issues relating to race, gender or disability would be investigated and addressed.

3. Overall number of complaints in 2016-17 (see appendix 1 for a detailed breakdown)

3.1 There were 111 Stage 1 complaints, and 5 Stage 2 complaints received 2016/17 representing a 12% increase from 2015/16.

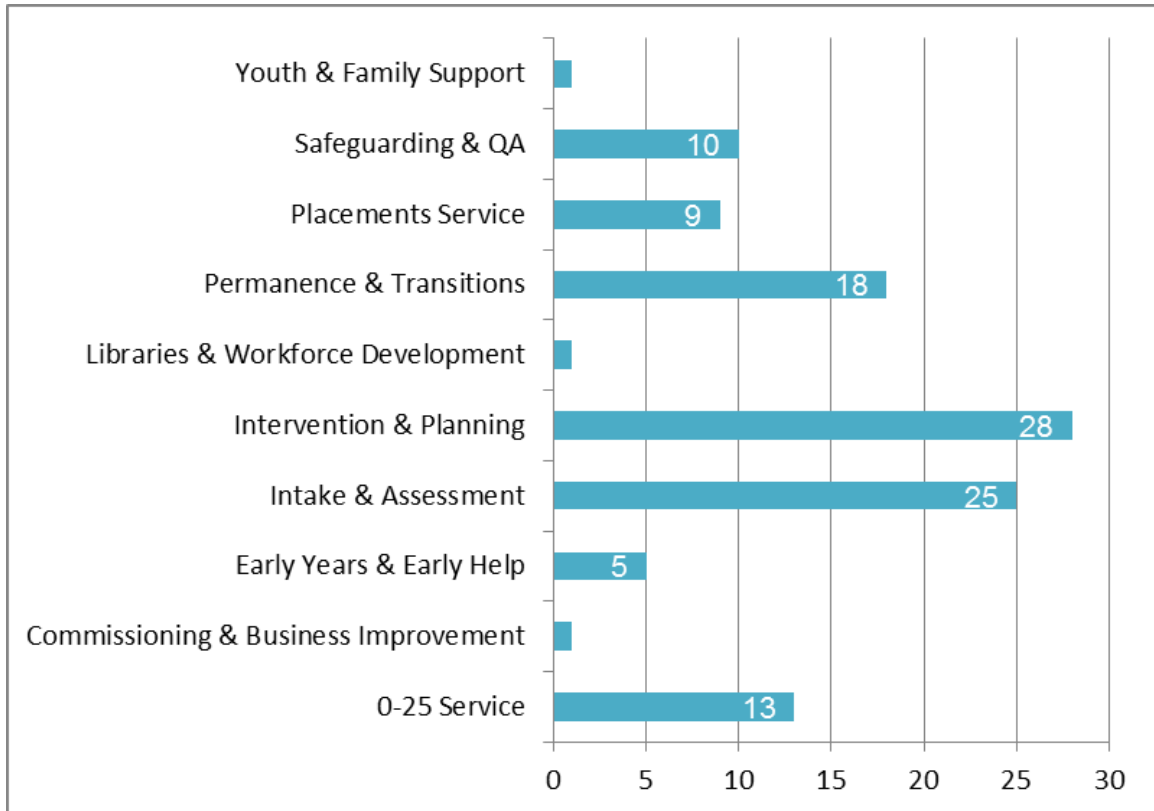
3.2 Three requests to progress complaints to Stage 3 under the Corporate Process were declined by the Corporate Complaints Manager.

3.3 Overall, 9% of Stage 1 complaints received were upheld.

4. Summary of Stage 1 complaints

As Table 1 outlines, 70% of all complaints received during 2016/17 were about Children's Social Care Services which is reflective of the challenging nature of statutory social work intervention and service provision.

Table 1



- 4.1 35% of complaints are about dissatisfaction with the actions of staff, and this is a 3% decrease from 2015/16. These complaints are usually about the attitude of the staff member (such as the complainant felt that they were rude, or unsympathetic) or that the staff member has not completed tasks that they should have done (such as responding to an email or returning a phone call)
- 4.2 The second highest category of complaint relates to decision making which account for 24% of all complaints. This category saw a 2% increase from 2015/16. These complaints are generally challenging decisions that are difficult for families to accept or understand, such as the decision to progress a case to a Child Protection Conference, or where a Looked After Child is placed.
- 4.3 17% of complaints were about the quality of service provided representing a 4% decrease from the previous year. These are where the complainant generally feels that they have received a poor service from us, for example that there have been delays or a lack of communication between the service and the family.

- 4.4 Complaints about assessments reduced from 10 to 7 and complaints categorised as 'other' reduced by half.
- 4.5 The Intervention & Planning (I&P) Service holds responsibility for Child in Need and Child Protection casework. It received the highest level of complaints (28) within Children's Social Care service area and the highest proportion of complaints under the category of 'action of a staff member' than any other service area. Conversely, the I&P Service also received the highest volume (29%) of Children's Social Care compliments.
- 4.6 During 2016/17 the I&P Service underwent a number of changes including a number of staffing and management changes alongside the development of seven smaller teams from three large teams which has increased the ratio of management to staff from 1:13 to 1:6.
- 4.7 69% of complaints received are not upheld. There will be a focus on achieving early and informal resolution in the year ahead to reduce the number of unfounded complaints that are received at Stage 1.
- 4.8 The percentage of complaints either fully or partially upheld is 30% which is a decrease from 50% in the previous year. Whilst this is a positive trend, there is still work to do to ensure that the service achieves improvements to reduce the volume of complaints received and reduce further still the volume of complaints that find the council to be at fault in some or all of the elements of the complaint.
- 4.9 Over the course of the year, 77% of Stage 1 complaints were responded to within 10 working days. This is below the Corporate Target of 90%. Apart from one complaint, all of the late responses were complaint responses from Children's Social Care, Q4 had the highest level with 9/25 complaints received responded to out of timescale. Efforts have been made to ensure that managers recognise the importance of responding to complaints on time.

5. Stage 2 Complaints

- 5.1 During 2016/17 4 complaints were progressed under Stage 2 of the Council's complaint procedure. No complaints were progressed under Stage 2 in 2015/16.
- 5.2 These complaints related to Fostering Recruitment, Adoption, Safeguarding and Children in Care. The reasons for the complaints vary, but in three of them the Stage 2 complaint could have potentially been avoided with more robust response at Stage 1.
- 5.3 Only one of the four Stage 2 complaints were responded to within the timescale.
- 5.4 One request for a Stage 2 investigation was declined by the Complaints Officer, as the complainant had not provided any new information and the outcome would not have changed.
- 5.5 During 2016/17 only one request for a Stage 2 complaint under the Children Act

was made which is a decrease from the previous year when three investigations were completed. The Children Act requires the appointment an independent investigator to carry out Stage 2 complaints.

- 5.6 The complaint was made on behalf of a teenage girl who had initially given consent for her mother to make the complaint on her behalf. The Investigating Team met with the mother and the daughter, and it became apparent that the mother was not representing her daughter's views, as they shared differing opinions.
- 5.7 The Complaints Officer agreed with the Investigating Team that the investigation should be closed and the young person invited to make her own complaint. The Quality Assurance team were asked to audit the case to highlight issues or areas of learning, and these were taken forward by the Assistant Director.

6. Stage 3 Complaints

- 6.1 There were no Stage 3 complaint investigations in 2016/17 although two requests for escalation to Stage 3 were submitted. These included a complaint against Safeguarding where the parent felt that a referral about her to Children's Social Care Services was unfair, and a complaint from a father who had asked his daughter to leave the family home because his request to be re-housed to a larger property was declined. These were declined by the Corporate Complaints Manager because the Stage 2 responses had thoroughly investigated the issues, and further investigation would not have changed the outcome.
- 6.2 Under the Council's Complaints Process, Stage 3 complaints are investigated by a senior manager in another department. During this year, Family Services senior managers assisted with four Stage 3 investigations for other departments.

7. Complaints received from young people (see Appendix 3 for statistics)

- 7.1 During 2016/17 there were 12 complaints received from young people, a decrease from 15 last year.
- 7.2 Barnardo's were contracted to provide advocacy services for Children in Care, which includes supporting them with complaints. The Strategy, Insight and Commissioning Team have been working more closely with Barnardo's over the past two years to monitor the contract and ensure that the advocates aim to resolve issues locally with Team Managers, before submitting a formal complaint. The benefit to the young person is that the issues are likely to be resolved sooner and without the need for formal investigations which can cause delay.
- 7.3 All of the complaints received from young people were about their experience of

services from Children's Social Care Services; in particular, the Children in Care team, the Onwards & Upwards Care Leaver Service and the Intervention & Planning Service. Young people complained about social workers failing to keep promises, not feeling supported by their social workers or experiencing frequent changes of allocated worker

- 7.4 Four complaints related to the action of a member of staff (an increase from last year) and a further four generally feeling like they had received a poor service. In many of the complaints, there were points that were upheld as it was acknowledged that social workers could have done things better, or approached things in a different way.
- 7.5 Family Services now provide a smartphone app, Mind of My Own (MOMO) which young people can use to give feedback to the service. They can also use this to submit complaints. Although the app has not been in use for that long, it gives young people an opportunity to raise concerns without making a complaint. The Voice of the Child Team will be working to engage more young people with the app over the coming year.

8. Outcomes in the last year

- 8.1 77% of complaints were responded to on time. At the beginning of this year, the corporate target for response rates was increased from 80% to 90%. Therefore we are now falling short of the corporate target. Only two Delivery Units in the Council met the 90% target (Barnet Group and Street Scene), with most Delivery Units achieving between 80 and 89%
- 8.2 During this year, only one request for a statutory Stage 2 investigation was received which was not progressed following review. This is very low when compared to the volume of Stage 1 complaints which demonstrates that responses under Stage 1, whilst not always timely are of a sufficiently good quality to satisfy complainants and reduce the risk of further escalation.
- 8.3 There has been an improvement in achieving resolution to complaints through phone calls and face to face meetings which is proving to be a more effective way of resolving issues as it leans towards a person-centred approach. The Complaints Team, along with Heads of Service, will continue to encourage managers to deal with complaints in this way, and follow up meetings with a letter setting out what has been agreed and actions that will be taken.
- 8.4 The 'Closing the Loop' Group meets every 6 weeks to discuss and develop the complaints process for both service users and staff, and to identify learning from outcomes and areas for development. There is consistent and regular attendance from managers from outside of Children's Social Care but it has been more difficult to maintain consistency of attendance from Social Work Teams due to casework priorities and changes in management.
- 8.5 The complaints team play an active role in the Council's Complaint Link Officer group, as well as the North London Complaints Managers Group and the London Complaints Managers Group, both of which are for Children and Adults

social care Complaints Managers. This enables the team to establish contacts with complaints colleagues which is useful for support and advice, as well as benchmarking. The Barnet's Complaints Officer will chair the North London Complaints Managers Group for the year ahead.

- 8.6 There is a well-established complaints process, of which staff are aware. There are complaints leaflets and business cards, as well as information on the staff intranet and public website. Regular items are added to the staff newsletter as a reminder of the complaints process.

9. Areas for development for 2017-18

9.1 Outcomes following OFSTED inspection

Feedback following the OFSTED Inspection of Children's Services in July 2017 highlighted that although we have good processes in place for dealing with individual complaints, we need to ensure that outcomes and learning from complaints has a real impact on service delivery. It was noted that there is a good level of information available regarding themes and trends in complaints, this are not always utilised by senior managers. Actions will be included in the Improvement Action Plan with the aim of developing how we learn from complaints. OFSTED also advised that we consider reviewing our printed material and web content in relation to complaints, and this will be considered by the Complaints Team.

9.2 Identifying service improvement or process change

Family Services need to develop into a learning organisation by using complaints to aid learning about the way in which services are delivered. It is expected that services are improved as a result of complaint outcomes. Changes need to be driven by practice leaders and supported by the Complaints Team who will track and identify trends and common themes, and where appropriate suggest direct action that could lead to improvement. A strong link between the Complaints Team and the Practice Development Workers will be forged to embed learning into practice.

It has been agreed at the Closing the Loop group that complaint themes raised by young people will be taken to the Children in Care Council for further discussion and to identify any potential outcomes or improvements.

9.3 Engaging and supporting young people

The Complaints Team need to ensure that young people can access the complaints process. There are mechanisms in place, including paper forms and a smartphone app, but more needs to be done to ensure that young people are aware of these routes and engage with them.

9.4 Performance rates

The Complaints Team and all team managers responsible for responding to complaints need to focus on responding to complaints within the time scale in order to meet the corporate target. The Complaints Team will continue to send timely reminders to support managers to ensure that we comply with The Children Act complaints process and the Council's policy.

9.5 Maturity Model

The Corporate Complaints team has implemented a complaints maturity model, under which each Delivery Unit will be awarded a maturity level (on a 5 point scale). This level is based on how well the Delivery Unit responds to complaints received, including meeting timescales, recognising trends and proactively looking to improve the complaints process within the service.

The level will be reviewed by the Corporate Team every six months. The aim for Family Services over the next year will be to achieve the highest maturity level (Resilient) to demonstrate our commitment to learning from complaints and improving our services.

9.6 Learning from compliments

Over the coming months a method for identifying learning outcomes from compliments and positive feedback received by the service will be developed. It is important for staff morale and continued service improvements that good practice is recognised and learning is shared across the service to raise standards. The Complaints Team will provide quarterly briefings on complaints through communication channels for staff including Practice Weekly and Family Service Grapevine. Managers need to ensure that positive feedback is recorded and shared to enable the Practice Development Workers to feed this back into practice across the system.

10. Members enquiries

10.1 In 2016-17, Family Service received 37 enquiries from elected members, a slight decrease from 40 in the previous year. There was an increase in the number of enquiries regarding the 0 to 25 service, mostly where parents had asked for assistance with obtaining services.

10.2 In the majority of enquiries, the Member was providing assistance to the constituent by asking for an overview of the family's involvement with services to ensure that decisions were made fairly and in line with appropriate policies and procedures. Members are aware that they cannot influence decisions made under statutory processes, however they can ensure that these processes are followed correctly and that their constituents are treated fairly and justly.

10.3 The corporate target for responding to Members is 5 working days, and this target was achieved in 76% of enquiries.

10.4 Where the responses were out of time, this was mainly due to the complexity of the family's involvement with services and the feasibility of the manager gathering the relevant information in 5 working days. In such cases the Member was advised that there would be a delay.

11. Compliments

11.1 There were 125 compliments formally recorded in Family Service in this year, which is an increase since last year. Staff and managers are encouraged to send compliments to be recorded so that they can be shared with the Senior Management Team and colleagues in the quarterly report.

Some compliments received by staff in Family Services

- *"Hey just wanted to say thank you so much for literally being the best social worker I've had , you've helped me so much and been seeing me when I need someone to speak to unlike my previous social workers, god bless you, thanks again"*
- *" I would just like to say thank you for all of your support, we have walked away feeling very positive and proud of how far we have come. I can now start putting the past behind me and continue this journey with so much more positivity. I know by all means this is not the end but today I really saw and felt just how far we've come. I will continue progressing with my head held high. so thank you once again."*
- *'I want to thank you guys for setting me up for success and victory. This course was a long time coming, I'm so glad I made it in the end!! I will continue to use the tools that you have equipped me with for life. Not only the tools for myself, but also with my children!! I will continue to share my glory with other women. Thank you again, for your support, encouragement, kindness and the snacks!'"*
- *"Thank you for your email, I am so happy there are people like you, it is rare to come across people like you who care so much and go out of their way to ensure good outcome. It is a breath of fresh air and you removed a big weight from me when you took charge of my problem and did everything to assist. That's priceless. Thank you for your very kind attention."*
- *"I want to thank you for very kind telephone conversation, you gave me a peaceful mind as I am in breaking point. Thank you very much for empathising with us and taking time to talk to me that I do appreciate. I wish you had come to us in first place, you are a true social worker and you are working to true principle of social work and you have been keeping me sane throughout this tragedy. I do appreciate your attitude toward your work and our problem. Simply thank you for what you have done for us and how you did it always with smile and assurance."*

12. Overall conclusion

- 12.1 Over the past year there has been improvement in the analysis of trends and themes in complaints, supported by input from Heads of Service for the quarterly reports, which sets out service improvements that have happened as a result of complaints. However, there is more work to do to really demonstrate impact and to ensure that complaints are used to improve quality and the experiences of children, young people and families using our services.
- 12.2 We are pleased that we continue to have very low numbers of Stage 2 statutory complaints compared to other local authorities which is demonstrative of the quality of responses provided at Stage 1.
- 12.3 It is recognised that complaints play an important role in organisational learning, and the substantial change in the past year in a number of service areas appears to correlate with the rise in both complaints and compliments. It is expected that in the year ahead there will be a reduction in complaints and a rise in compliments as the service improvements take hold and the changes embed across Family Services
- 12.4 Over the year ahead there will be a continued drive to ensure that all service users have access to the complaints process, particularly children and young people and that feedback from complaints and compliments is used to improve our services

APPENDICE B – Statistics

1: Overall number of complaints in 2016-17

Number of complaints received at each stage				
Type of complaint	Stage 1	Stage 2	Stage 3	No of Upheld
Statutory complaints	36	1	-	2%
Service Complaints	75	4	3	10%
Total	111	5	3	9%

Number of complaints received by each Head of Service (Stage 1)	
Early Years & Early Help	5
Commissioning and Business Improvement	1
Youth & Family Support	1
Workforce and Community Engagement	1
Early Intervention and Prevention Total (not including Libraries)	8
0-25 Service	13
Intake & Assessment	25
Intervention & Planning	28
Permanence & Transitions	18
Placements Service	9
Safeguarding & Quality Assurance	10
Social Care Total	103

2: Stage 1 complaints

Stage 1 complaints responded to within timeframe			
Reporting Period	Within time	Out of time	% on time
April	11	3	82%
May	9	2	82%
June	4	1	80%
July	9	2	82%
August	10		100%
September	4	2	67%
October	7	2	78%
November	7	1	88%
December	9	3	75%
January	9	3	75%
February	4	5	44%
March	3	1	75%
TOTAL	86	25	77%

Breakdown of service users making complaints	No. of complaints received
Parent	67
Young Person	12
Other Family	9
Professional (External)	9
Other	8
Foster Carer	4
Professional (Internal)	2

Stage 1 complaints received by team/service			
Service Area	No. of service complaints	No. of statutory complaints	Total
Intervention & Planning Teams	22	6	28
Duty & Assessment Teams	10	9	19
Children in Care Teams	8	6	14
Disabled Children's Team	6	5	11
Carer Recruitment	5	1	6
Conference & Review	5	1	6
MASH	1	5	6
Early Years Strategy	4		4
Family Resource Centre	2		2
Fostering Support	2		2
LADO	1	1	2
Transitions	1	1	2
Onwards & Upwards	1	1	2
Safeguarding	2		2
Early Years Standards	1		1
Adoption	1		1
Finance	1		1
Engagement and Participation	1		1
Youth Offending	1		1
Total	75	36	111

1.2

Reasons for complaint (Stage 1) compared to previous year		
Reason for complaint	2015-16	2016-17
Action of Staff	38	39
Assessment	10	5
Communication issues	4	6
Decision	22	27
Delays in Service*		6
Finance	1	2
Other	4	4
Policy	0	1
Poor Service	20	18

*During 2015-16, complaints regarding delays were not recorded as a separate category, they were recorded under 'poor service'.

3: Complaints received from young people

	No. received	No. responded to on time	No. upheld	No. Partially Upheld	No. not upheld
Social Care	12	10	1	5	6
EIP					

Reason for complaint	No. received
Action of Staff	4
Decision	3
General poor service	3
Finance	1
Delays in service	1


Team	No. received
Children in Care Teams	7
Onwards & Upwards	2
Intervention & Planning Teams	3

4: Compliments

Social Care Team	No. of compliments recorded
Disabled Children Team	9
Intervention & Planning Teams	20
MASH	1
Adoption	8
Carer Recruitment Teams	1
Children in Care Teams	5
Duty and Assessment Teams	14
Family Resource Centre	1
Fostering Support	2
NPH	1
LADO	1
Onwards and Upwards	1
Placements	2
Transitions	2
Virtual School	1
Total	69

EIP Teams	No of compliments recorded
Early Year	2
SENDIASS	20
Engagement & Participation	4
Communications & Complaints	3
Youth Team/Youth Offending	2
CAF	11
Family Support Team	11
Data and Performance	2
Workforce Development	1
Total	56

This page is intentionally left blank

	<p>Children, Education, Libraries and Safeguarding Committee</p> <p>15th November 2017</p>
<p style="text-align: right;">Title</p>	<p>Business Planning</p>
<p style="text-align: right;">Report of</p>	<p>Strategic Director Children and Young People</p>
<p style="text-align: right;">Wards</p>	<p>All</p>
<p style="text-align: right;">Status</p>	<p>Public</p>
<p style="text-align: right;">Urgent</p>	<p>No</p>
<p style="text-align: right;">Key</p>	<p>Yes</p>
<p style="text-align: right;">Enclosures</p>	<p>Appendix A: Proposed revenue savings of the Children, Education, Libraries and Safeguarding Committee 2018/19 to 2019/20</p>
<p style="text-align: right;">Officer Contact Details</p>	<p>Chris Munday Strategic Director for Children and Young People Chris.Munday@barnet.gov.uk</p>

<p>Summary</p>
<p>On the 28 October 2014 the Children, Education, Libraries and Safeguarding (CELS) Committee approved a five-year Commissioning Plan, and in March 2015 indicative proposals for achieving £13.269m by 2019/20. The Commissioning Plan and Savings programme set out the strategic priorities, commissioning intentions and indicative budget proposals of CELS Committee up to 2019/20.</p> <p>A Business Planning report was considered by Policy and Resources Committee on the 27 June 2017 outlining the council’s updated Medium Term Financial Strategy (MTFS) to 2020. The paper set out the proposed revenue and capital budget amendments for 2017/18 as well as setting out the previously agreed savings requirements across Theme Committees for the period 2018-20. This report also approved additional investment for Family Services to make the changes needed to achieve our strategic direction of transforming social care services for children, young people and their families from being rated as inadequate by Ofsted to good, rapidly. These improvements place additional pressure on existing resources</p> <p>Policy and Resources Committee asked Theme Committees to confirm delivery of savings</p>

against plans agreed at the March 2017 Council meeting. The overall targets for Theme Committees remain the same but Policy and Resources Committee have asked that if any proposals are now either unachievable or will not deliver on their original estimate, they must be supplemented by bringing forward new proposals to meet the gap.

The budget projections through to 2020 are indicative figures. The budget will be formally agreed each year, after appropriate consultation and equality impact assessments, as part of Council budget setting, and therefore could be subject to change. The savings target for the CELS for 2018/19 is £2.624m.

Recommendations

1. That the Committee recommend the savings programme as set out in Appendix A to the Policy and Resources Committee;

1. WHY THIS REPORT IS NEEDED

- 1.1 The past six years have been challenging for all local authorities; the combination of reduced public spending and increasing demand meant that Barnet needed to save £75 million between 2011 and 2015, just over a quarter of its budget. As far as possible, the council sought to meet this challenge through savings to the 'back office' to protect our front-line services. During this time of significant challenge, the council has seen levels of resident satisfaction remain high both in terms of satisfaction with the council as well as with a range of local services. The latest Residents' Perception Survey (Spring 2017) indicates that 82 per cent of residents are satisfied with Barnet as a place to live and 73 per cent feel that the council is doing a good job.
- 1.2 In March 2017, the council set a Medium Term Financial Strategy (MTFS) covering the period 2017 – 2020. The MTFS for this period identified a total budget gap of £53.9 million with savings identified from theme committees to meet this gap. To put this in context, the net annual expenditure requirement, before government grant and council tax, is £291 million. The business planning process works on an annual cycle to confirm the council's budget each year. The council typically re-assesses the assumptions underpinning the MTFS once a year through a report to Policy and Resources Committee (P&R) during the summer, ahead of the draft budget for the year ahead being presented in the autumn. The final budget is presented to P&R and Full Council for agreement in the spring. Theme Committees are asked to confirm delivery of savings against plans agreed at the March 2017 Council meeting. The overall targets for Theme Committees remains the same and any proposals that are either unachievable or will not deliver on their original estimate will need to be supplemented by bringing forward new proposals to meet the gap.
- 1.3 This report recognises that the current MTFS runs until 2020 and beyond that there is still a great deal of uncertainty around the local government funding, any Local Government finance system will no doubt place increasing

emphasis on the council being more self-sufficient. This will be compounded by the increasing complexity of cases in demand led services, changes in demographics and increases in the cost of services. The current MTFS also relies on one-off funding from reserves to balance the budget until 2020; which will need to be met from more sustainable funding – for example, through increases to the Council Tax base due to the regeneration in the west of the borough.

- 1.4 In spite of these challenges there are significant opportunities for Barnet. Barnet has adopted a long term view of finance and over the past six years has been able to rise to the significant challenge of reduced funding from central government coupled with an increase in demographic pressures, saving over £112 million between 2011 and 2016 without negatively impacting frontline services. With demand on local services continuing to increase and many local authorities having to generate more income locally, the next few years will present further financial challenges, alongside the savings of £53.9m to be achieved by 2020. This is also an opportunity for Barnet to do things differently, and better.
- 1.5 For Family Services this is about achieving our vision to make the changes needed to transform our social care services for children, young people and their families from inadequate to good rapidly. Improving the quality of services to children is a key partnership and corporate priority; we know we need to work collectively across the partnership and the council to drive the improvements we want and this places additional pressure on existing resources. In June 2017 Policy and Resources committee approved additional resources to be part of Family Services base budget to support the improvement journey.
- 1.6 Barnet's five strategic priorities that are set out in the council's Corporate Plan are:
 - Delivering quality services
 - Responsible growth, regeneration and investment
 - Building resilience in residents and managing demand
 - Transforming local services
 - Promoting community engagement, facilitating independence and building community capacity

The priority of delivering quality services is new and was introduced last year. The council has ambitious plans for the next financial year and this priority is around ensuring that despite the challenges faced, the quality of the local services is not compromised. To realise our ambitions for children and young people, we will not compromise on the quality of staff we need to improve the experience of children who need our help, the rigour applied or, on the pace needed to drive the improvements.

Strategic direction

- 1.7 Barnet Council and its partners are committed to the vision to be the most Family Friendly Borough in London by 2020. At the heart of this journey is the building of resilience in children and their families enabling them to bounce

back from adversity. In a 'Family Friendly' Barnet, children and families are able to:

- keep themselves safe
- achieve their best
- be active and healthy
- have their say and be active citizens

- 1.8 To achieve this vision we are on an improvement journey to make the changes needed to transform our social care services for children, young people and their families from inadequate to good rapidly.
- 1.9 Barnet is forecast to have the largest number of children of any London Borough by 2020. Most children and young people in Barnet excel and have good health outcomes; access to good and outstanding schools; good education performance; and achieve well across all key stages of education.
- 1.10 There is a need to ensure that all children achieve good outcomes, however, there continues to be a group of children, young people and families in the borough for whom this is not the case.
- 1.11 Our commitment to Barnet's vulnerable children is to deliver services that give children and young people the platform to succeed and thrive. Children in Barnet deserve the best possible services and there is commitment to do whatever is needed to deliver great outcomes for children and young people across the borough.
- 1.12 We will focus resources around these families' needs, and wherever possible work with families to build their resilience and stop problems escalating. We need, either directly or through partnerships, to deliver effective, safe and high quality services that meet the needs of children and young people within the borough.

Savings Delivery

- 1.13 The challenging financial climate in which we are operating requires a focus on ensuring that resources are deployed effectively to deliver the key outcomes and priorities for the Committee.
- 1.14 The following section outlines savings delivery and key changes to the remaining two years of the MTFS including mitigations and new savings to partially supplement the savings shortfall. A summary of the position including demand growth pressures is included and the full MTFS spreadsheet is attached as Appendix A.
- 1.15 The savings target for Children, Education, Libraries and Safeguarding (CELS) Committee between 2018 - 20 is £8.303 million with £2.624m and £5.679m in 2018/19 and 2019/20 respectively.
- 1.16 The MTFS saving lines have been reviewed for these two years to consider achievability. New savings have been proposed where savings lines have

been deemed unachievable, resulting in a gap of £2.713 million across the two years.

- 1.17 There is a plan in place to deliver each of the remaining savings lines; however, there are potential delivery risks which will be managed as plans progress. The below summarises the key changes for the remaining two years of the current MTFS.
- 1.18 **Contract Management:** Each year the Council provides monies to address inflationary pressures in commissioned services. This saving consists of containing inflation on contracts, improved contract management and negotiation of better rates across a range of contracts. It is an efficiency saving, not a change in the way services are delivered and so it is not anticipated to have an impact on service delivery, customer satisfaction or equalities. This saving remains on target to be delivered. However, risk remains that it will not be possible to contain inflation to the extent envisaged e.g. there is growing demand for placements for Looked After Children.
- 1.19 **Placements for children with special educational needs:** These savings will be delivered through the appropriate allocation of education costs for joint placements for children under the age of 18. This proposal is not expected to impact on service delivery. These savings targets are being delivered and will continue to be delivered for future years.
- 1.20 **Continuing care:** The council will ensure that all eligible children with disabilities and other limiting conditions are receiving continuing care funding from the NHS to better meet their health and care needs. This proposal is not expected to impact on service delivery. This saving remains on target to be delivered.
- 1.21 **Early years:** These savings will be delivered through using the public health grant to fund service levels above the statutory minimum (£1.5m), intervening early before needs escalate. This proposal is not expected to impact on service delivery. This saving remains on target to be delivered.
- 1.22 **Reshaping of early intervention and prevention services:** savings will be delivered through the strategic delivery of Youth Services and further Early Years reforms to ensure that they are focussed to deliver critical targeted services that build resilience. This is being delivered through the Integrated Hubs for Children, Young People and Families programme which includes:
- **Early Years further service reform:** These savings have been increased and will be delivered through a reorganisation of the central early years functions.
 - **Youth Services:** These savings have also been increased and will be achieved through the remodelling of youth services by maximising opportunities to generate income through buildings and trading and full cost recovery of services.

As proposals develop the impact on equalities will be kept under review and an Equalities Impact Assessment will be undertaken as part of the Outline Business Case going to CELS Committee in January 2017.

- 1.23 **Libraries:** Savings to the library service budget are being delivered through the implementation of the library strategy, which was agreed by Council in April 2016. The strategy to reduce the number of staffed hours at each site alongside the offer of self-service technology enabled opening is delivering savings in the library service operational budget whilst maintaining all 14 library sites as well as the home and mobile library services. The potential to further increase income-raising opportunities within the library service operational budget has been considered and are considered unachievable.
- 1.24 **Education and Skills:** Cambridge Education provides the council's education and skill service and are contracted to deliver savings to the education and skills budget, delivered through a mix of efficiencies and income growth. The contractual savings of £1.885m by 2019/20 are on track. However the potential to achieve further additional savings in 2019/20 through the contractual gain share of profits by increasing the trading of services with schools and other local authorities are not achievable.
- 1.25 **Development of a new model of social work practice and intervention:** The Barnet Children's Services Improvement Action Plan sets out the improvement journey to make the changes needed to transform our social care services for children, young people and their families from inadequate to good rapidly. The turnaround priority is to drive sustainable practice improvement at pace. However with growing demand the ability of these improvements to impact on this to achieve cost efficiencies has been reviewed as unachievable. There have been significant increases in numbers of adolescents entering care with high level complex needs and semi-independent placements, the most common placement type within the 16+ cohort, have doubled between July '16 to July ' 17. With more demand than supply there are also rising costs of semi-independent placements.
- 1.26 **No recourse to Public Funds:** Similarly, Barnet has been supporting increasing numbers of Unaccompanied Asylum Seeking Children which has impacted proposals to reduce spending on No Recourse to Public Funds and these savings have been deemed unachievable. There has been a 26% increase in the number of UASC (FTE) rising from 35 (2015/16) to 44 (2016/17).
- 1.27 **Shared services models by developing new ways to increase the sustainability of services within available resources:** The Council will look at emerging best practice across the country to ensure the highest quality of purposeful social work and wider children's service, with a focus on targeted

early intervention and prevention. We will consider structural changes that can support this endeavour and seek to ensure that all staff are permanent in Barnet removing the contingency funding established for agency staffing. Work to achieve this saving has already begun and remains on track. The government is also proposing for all adoption agencies to move to a regional model of provision. Savings would come from regionalisation of adoption and integrating services, however there is a risk the new model will not deliver expected savings across London.

Mitigations, New Savings

- 1.28 **School Improvement:** This is a proposal to explore the potential to pursue options for securing contributions from schools towards the cost of the council's statutory school improvement service. If this does not prove possible, it may be necessary to reduce the service provided by the council. The council currently commissions its statutory school improvement service from Cambridge Education and at contract commencement the service budget was circa £450,000 (non-traded). At a national level, school funding is undergoing significant reform and the arrangements for the future funding of local authorities' school improvement duties are not yet clear. The Education Services Grant, which was previously paid to local authorities for statutory education services, is being phased out in 2017/18. This proposal is to explore opportunities for sustaining the council's school improvement service, despite this reduction in central government funding.
- 1.29 **Review of transport arrangements:** This is a proposal to review current transport arrangements by exploring alternative operating models to deliver cost efficiencies, and access alternative sources of funding. The experience of other local authorities will also be reviewed as part of the proposal. Any viable options will be brought forward to the Children, Education, Libraries and Safeguarding Committee for consideration and any significant change to the council's transport policy will involve consultation and engagement with children, young people and their families.

Summary position including demand growth:

- 1.30 The following table presents the budget gap as a result of unachievable savings and emerging pressures. The table outlines the original savings targets, anticipated savings delivery and demand growth (complexity and demographics).

MTFS £'000	2018/19	2019/20	Total
Original MTFS savings target	(2,624)	(5,679)	(8,303)
Anticipated Savings Delivery	(2,592)	(2,648)	(5,240)
Other Mitigations	(100)	(250)	(350)
Total Savings Delivery	(2,692)	(2,898)	(5,590)
MTFS Variance (Gap) / Surplus	68	(2,781)	(2,713)
Demand Growth (complexity/demographics)	(1,700)	(1,500)	(3,200)
Total MTFS Pressure	(1,632)	(4,281)	(5,913)

2 REASONS FOR RECOMMENDATIONS

- 2.1 This report and appendix set out the proposals for how the Children, Education, Libraries and Safeguarding Committee will achieve the revenue savings to deliver target savings confirmed by the Council's Policy and Resources Committee on 27 June 2017.

3 ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 The alternative approach is not to approve the savings programme. This, however, is not considered good practice and may expose the Council to the risk of not achieving its savings targets.

4 POST DECISION IMPLEMENTATION

- 4.1 The savings proposals will be considered by the Policy and Resources Committee on 5th December 2017 and will form part of the delivery of the Council's Medium Term Financial Strategy.

5 IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 The Council's Corporate Plan for 2015-20 sets 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
 - Where responsibility is shared, fairly
 - Where services are delivered efficiently to get value for money for the taxpayer.

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

- 5.2.1 The present budget for Family Services is managing significant risks. This is primarily due to placement pressures and additional staffing costs following the outcome of the Ofsted Inspection.
- 5.2.2 The total revenue saving proposed between 2018/19 and 2019/20 is £5.590 million (Appendix A). Some of the proposals set out in Appendix A for 2018/19 and beyond are challenging to deliver and are dependent on a range of factors, many of which are external to the service. This report recognises a shortfall in the deliverability of the agreed savings proposal level of £8.3m. In addition, pressures beyond those manageable within existing resources total £3.2m over the two year period. The Council must at all times ensure the robust and effective safeguarding of children and young people and there is a risk that the savings may not be deliverable or may be delayed due to uncontrollable factors.
- 5.2.3 The ongoing improvement journey needed to transform social care services for children, young people and their families from inadequate to good rapidly will continue to place pressure on existing resources.

5.3 Social Value

- 5.3.1 In taking forward the proposals due regard will be paid to the Social Value Act. The Social Value Act will be a useful tool in ensuring that our activities are embedded in prevention and early intervention. We will seek to look for added value providers can bring in delivering our services such as where apprenticeships are provided.
- 5.3.2 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 All proposals emerging from the business planning process will need to be considered in terms of the Council's legal powers and obligations (including, specifically, the public sector equality duty under the Equality Act 2010). All proposals are already or will be subject to separate detailed project plans and reports to committee. The detailed legal implications of these proposals are included in those reports which will have to be considered by the Committee when making the individual decisions.
- 5.4.2 The Committee is approving these proposals for referral to the Policy and Resources Committee. These proposals will then be referred to Council so that Council can approve the budget envelope and set the Council Tax. There

will be contingencies within the budget envelope so that decision makers have some flexibility should any decisions have detrimental equalities impacts that cannot be mitigated.

5.4.3 Article 7 of the council's constitution (Committees, Forums, Working Groups and Partnerships) sets out the terms of reference for the Children's, Education, Libraries and Safeguarding (CELS) Committee. The responsibilities of the CELS Committee includes:

- Responsibility for all matters relating to children, schools, education, and libraries.
- To submit to the Policy and Resources Committee proposals relating to the Committee's budget for the following year in accordance with the budget timetable.
- To make recommendations to Policy and Resources Committee on issues relating to the budget for the Committee, including virements or underspends and overspends on the budget. No decisions which result in amendments to the agreed budget may be made by the Committee unless and until the amendment has been agreed by Policy and Resources Committee.

5.5 Risk Management

5.5.1 The Council has taken steps to improve its risk management processes by integrating the management of financial and other risks facing the organisation. Risk management information is reported quarterly to the council's internal officer Delivery Board and to the relevant council committees and is reflected, as appropriate, throughout the annual business planning process.

5.5.2 Risks associated with each individual saving proposal will be outlined within the individual Committee report as each proposal is brought forward for the relevant Committee to consider, some key risks include:

- **Improvement journey:** The ongoing improvement journey needed to transform social care services for children, young people and their families from inadequate to good rapidly will continue to place pressure on existing resources and risks the ability to make savings and increase the sustainability of services within available resources.
- **Contract Management:** There is a risk that it will not be possible to address inflationary pressures in commissioned services to the extent envisaged, especially with the growing demand for placements for Looked after Children and with more demand than supply there are rising costs of semi-independent placements.
- **Reshaping of early intervention and prevention services:** with growing demand for social care services there is a risk reforms in Early Intervention and Prevention services may further increase this demand.

- **Shared services models:** There is a risk that the regional model of adoption that the government is proposing will not deliver the expected savings across London.

5.6 Equalities and Diversity

- 5.6.1 The council actively mainstreams equalities into its business planning process and all savings proposals are in line with our Strategic Equalities Objective that citizens will be treated equally, with understanding and respect, and will have equal access to quality services which provide value to the taxpayer.
- 5.6.2 Equality and diversity issues are a mandatory consideration in the decision-making of the council. This requires elected Members to satisfy themselves that equality considerations are integrated into day to day business and that all proposals emerging from the finance and business planning process have properly taken into consideration what impact, if any, there is on any protected group and what mitigating factors can be put in train.
- 5.6.3 The public sector equality duty is set out in s149 of the Equality Act 2010: A public authority must, in the exercise of its functions, have due regard to the need to:
- Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
 - Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and
 - Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:

- Remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;
- Take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it; and
- Encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.

Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, the need to:

- Tackle prejudice, and

(b) Promote understanding.

Compliance with the duties in this section may involve treating some persons more favourably than others but that is not to be taken as permitting conduct that would otherwise be prohibited by or under this Act. The relevant protected characteristics are:

- Age;
- Disability;
- Gender reassignment;
- Pregnancy and maternity;
- Race;
- Religion or belief;
- Sex; and
- Sexual orientation.

5.6.4 As individual proposals are brought forward for consideration by the CELS Committee, each will be accompanied by an assessment of the equalities considerations, setting out any potential impact of the proposal and mitigating action. The equalities impact of all other proposals will be reviewed as proposals develop and will inform the final consideration of the savings proposals by the Policy and Resources Committee on 13th February 2018. The relevant protected characteristics are age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; sexual orientation.

5.6.5 Where there are changes, it is inevitable that there is likely to be an impact on individuals in different ways. At each stage of the process, the council will conduct full EIA to ensure that where some current and future clients are impacted, proper measures are considered to minimise the effect as far as possible. Those affected by any changes resulting from any of the proposals will be fully engaged.

5.6.6 As the full impact of new changes is understood, each initiative will undertake to work with those affected and consider options available to them to help mitigate any adverse impact. Where necessary, new proposals will not be implemented or agreed until members have fully considered the equality impacts and responses to any consultation.

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

5.7 Consultation and Engagement

5.7.1 As a matter of public law the duty to consult with regards to proposals to vary, reduce or withdraw services will arise in 4 circumstances:

- where there is a statutory requirement in the relevant legislative framework;
- where the practice has been to consult or where a policy document states

the council will consult then the council must comply with its own practice or policy;

- exceptionally, where the matter is so important that there is a legitimate expectation of consultation and
- where consultation is required to complete an equalities impact assessment.

5.7.2 Regardless of whether the council has a duty to consult, if it chooses to consult, such consultation must be carried out fairly. In general, a consultation can only be considered as proper consultation if:

- comments are genuinely invited at the formative stage;
- The consultation documents include sufficient reasons for the proposal to allow those being consulted to be properly informed and to give an informed response;
- there is adequate time given to the consultees to consider the proposals;
- there is a mechanism for feeding back the comments and those comments are conscientiously taken into account by the decision maker / decision making body when making a final decision;
- the degree of specificity with which, in fairness, the public authority should conduct its consultation exercise may be influenced by the identity of those whom it is consulting and;
- The consultation is clear on the reasons why extent to which alternatives and discarded options have been discarded. are required to be consulted on.

5.7.3 Public consultation on the overall budget for 2018/19 will commence on 6th December 2017 following the Policy and Resources Committee on 5th December 2016 before the final savings are recommended to Council on the 6th March 2018.

5.7.4 The public consultation will give residents an opportunity to comment on the 2018/19 overall budget and CELS Committee individual proposals to deliver the 2018/19 savings identified in this report, before final decisions are formalised in the council's annual budget.

5.7.5 In terms of service specific consultations, the council has a duty to consult with residents and service users in a number of different situations including where proposals to significantly vary, reduce or withdraw services. Consultation is also needed in other circumstances, for example to identify the impact of proposals or to assist with complying with the council's equality duties.

5.7.6 Where appropriate, separate service specific consultations have already taken place for the 2018/19 savings, for example, in relation to the savings arising from the new library strategy.

5.8 **Insight**

5.8.1 Insight will used to understand the impact on service delivery, customer satisfaction and equalities.

6 BACKGROUND PAPERS

Children, Education, Libraries and Safeguarding Committee, 18th November 2015
Agenda item 8: Annual Business Planning

<http://barnet.moderngov.co.uk/documents/s27441/Annual%20Business%20Planning.pdf>

Children, Education, Libraries and Safeguarding

Line ref	Opportunity Area	Corporate Plan Priority: Fairness, Responsibility or Opportunity	Description of saving	Consultation (How are we consulting on this proposal)	Impact Assessment			Budget			Total savings (All years)	Variance Analysis		
								2017/18	2018/19				2019/20	
					Impact on Service Delivery	Impact on Customer Satisfaction	Equalities Impact	£000	£000	FTE			£000	FTE
Efficiency														
E1	Contract management, including keeping costs down	Responsibility	Budget proposals for 2016-20 include efficiency savings on third party contracts. The overall budget has extra built in to allow for increases in the prices charged by suppliers. These savings would be achieved by improving contract management and negotiating better rates across a range of services.	No service specific consultation required	This proposal increases the efficiency of third party contract spending. It is not expected to impact on service delivery	This proposal increases the efficiency of third party contract spending. It is not expected to have a negative impact on customer satisfaction.	Initial analysis indicates that no staff and/or service user Equalities Impact Assessment is required because the proposal does not impact on service delivery or staff. This will kept under review as the specific proposals develop and any changes reported back at the next Committee decision within the business planning process.	25,918	(365)		(334)		(699)	2.70%
Total									(365)	0	(334)	0	(699)	
Income Generation														
I1	SEN placements	Fairness	Savings through appropriate allocation of education costs for joint placements for children under the age of 18.	No service specific consultation required	This proposal is not expected to impact on service delivery	None	Initial analysis indicates that no staff and/or service user Equalities Impact Assessment is required because the proposal does not impact on service delivery or staff. This will kept under review as the specific proposals develop and any changes reported back at the next Committee decision within the business planning process.	4,500	(250)		(250)		(500)	11.11%

Children, Education, Libraries and Safeguarding

Line ref	Opportunity Area	Corporate Plan Priority: Fairness, Responsibility or Opportunity	Description of saving	Consultation (How are we consulting on this proposal)	Impact Assessment			Budget			Total savings (All years)	Variance Analysis		
					Impact on Service Delivery	Impact on Customer Satisfaction	Equalities Impact	2017/18 £000	2018/19 £000	FTE			2019/20 £000	FTE
12	Continuing Care	Fairness	The council will ensure that all eligible children with disabilities and other limiting conditions are receiving continuing care funding from the NHS to better meet their health and care needs.	No service specific consultation required	This proposal is not expected to impact on service delivery	None	Initial analysis indicates that no staff and or service user Equalities Impact Assessment is required because the proposal does not impact on service delivery or staff. This will kept under review as the specific proposals develop and any changes reported back at the next Committee decision within the business planning process.	4,500	(200)				(200)	4.44%
13	School improvement	Responsibility	Explore options for meeting the cost of statutory school improvement functions	Service specific consultation will be undertaken if required.	The proposal may impact on service delivery.	This proposal may impact on customer satisfaction	There may be an equalities impact related to this proposal and once options have been explored, an assesment will be undertaken to determine whether there is an impact. This will kept under review as the specific proposals develop and any changes reported back at the next Committee decision within the business planning process.	726	(100)				(100)	13.77%

Children, Education, Libraries and Safeguarding

Line ref	Opportunity Area	Corporate Plan Priority: Fairness, Responsibility or Opportunity	Description of saving	Consultation (How are we consulting on this proposal)	Impact Assessment			Budget					Total savings (All years)	Variance Analysis
								2017/18	2018/19		2019/20			
					£000	£000	FTE	£000	FTE					
					Impact on Service Delivery	Impact on Customer Satisfaction	Equalities Impact							
14	Transport	Responsibility	A proposal to review current transport arrangements by exploring alternative operating models to deliver cost efficiencies, and access alternative sources of funding. The experience of other local authorities will be reviewed as part of the proposal.	Service specific consultation will be undertaken if required.	This proposal may impact on service delivery	This proposal may impact on customer satisfaction	There may be an equalities impact related to this proposal and an Equalities Impact Assessment will be undertaken to determine whether there is an impact. This will kept under review as the specific proposals develop and any changes reported back at the next Committee decision within the business planning process.	1,199			(250)		(250)	20.85%
Total									(550)	0	(500)	0	(1,050)	

Children, Education, Libraries and Safeguarding

Line ref	Opportunity Area	Corporate Plan Priority: Fairness, Responsibility or Opportunity	Description of saving	Consultation (How are we consulting on this proposal)	Impact Assessment			Budget			Total savings (All years)	Variance Analysis		
					Impact on Service Delivery	Impact on Customer Satisfaction	Equalities Impact	2017/18 £000	2018/19 £000 FTE				2019/20 £000 FTE	
Service reform														
S1	Early Years	Responsibility	Savings through implementing an Early Years Review aimed at ensuring early years services function effectively in the face of limited resources. Use of public health grant to fund service levels above the statutory minimum (£1.5m), intervening early before needs escalate.	Service specific consultation took place https://engage.barnet.gov.uk/early-years-review	Consultation took place and the model has been implemented	Improved service model should increase satisfaction in the medium term but short term changes will mean some customers are less satisfied in the meantime.	A full Equalities Impact Assessment was completed as part of the Early Years business case considered by the Children, Education, Libraries & Safeguarding Committee on the 29th October 2014.	3,029	(375)		(375)		(750)	24.76%
S2	Early Years further service reform	Opportunity	Proposal to reconfigure Early Years, building on the locality model and further integrating services. The integration of services will include looking at different ways of delivering some elements of the Healthy Child Programme through Children's Centres. A review is being undertaken and papers will go to CELS in January 2018.	Service specific consultation will be undertaken if required.	Likely to impact on service delivery	Likely to impact on customer satisfaction	There may be an equalities impact related to this proposal and an Equalities Impact Assessment will be undertaken to determine whether there is an impact. This will kept under review as the specific proposals develop and any changes reported back at the next Committee decision within the business planning process.	9,023	(430)		(527)		(957)	10.61%
S3	Libraries	Opportunity	Implementing an alternative approach to providing library services by maintaining the size of the libraries network and increasing opening hours through the use of technology.	Service specific consultation took place https://engage.barnet.gov.uk/Barnets-future-library-service	Strategy agreed and now in implementation phase	Strategy agreed and now in implementation phase	Equality Impact Assessment completed. Strategy agreed in April 16 and now in implementation phase.	3,452	(53)		(12)		(65)	1.88%

Children, Education, Libraries and Safeguarding

Line ref	Opportunity Area	Corporate Plan Priority: Fairness, Responsibility or Opportunity	Description of saving	Consultation (How are we consulting on this proposal)	Impact Assessment			Budget					Total savings (All years)	Variance Analysis
								2017/18		2018/19		2019/20		
					Impact on Service Delivery	Impact on Customer Satisfaction	Equalities Impact	£000	£000	FTE	£000	FTE		
S6	Youth service	Opportunity	Proposal to remodel the Council's existing youth service, focusing resources on a more targeted service, and exploring opportunities to generate income. An Outline Business Case is going to CELS in January '18.	Service specific consultation will be undertaken if required.	Likely to impact on service delivery	Likely to impact on customer satisfaction	There may be an equalities impact related to this proposal and an Equalities Impact Assessment will be undertaken to ascertain whether there is an impact. This will kept under review as the specific proposals develop and any changes reported back at the next Committee decision within the business planning process.	1,877	(514)		0		(514)	27.38%
Total								(1,372)	0	(914)	0	(2,286)		

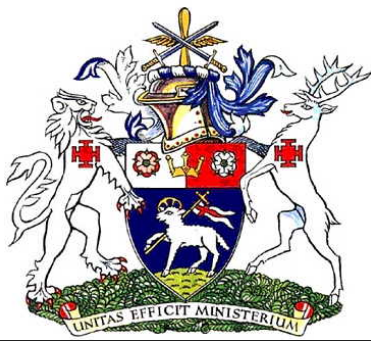
Children, Education, Libraries and Safeguarding

Line ref	Opportunity Area	Corporate Plan Priority: Fairness, Responsibility or Opportunity	Description of saving	Consultation (How are we consulting on this proposal)	Impact Assessment			Budget			Total savings (All years)	Variance Analysis		
					Impact on Service Delivery	Impact on Customer Satisfaction	Equalities Impact	2017/18 £000	2018/19 £000 FTE				2019/20 £000 FTE	
Shared services models														
S7	Education and Skills- New Delivery model	Opportunity	Contractual savings to be delivered as part of the strategic partnership with Cambridge Education to provide Education and Skills services.	Service specific consultation with schools, residents and groups of parents took place during 2014/15. https://engage.barnet.gov.uk/the-future-delivery-education-and-skills	This saving is not expected to impact on service delivery	There is likely to be a positive impact on schools as services are protected and potentially enhanced.	An initial Equalities Impact Assessment formed part of the business case considered by CELS on the 15th September 2014.	6,715	(255)		(350)		(605)	9.01%
S8	Shared services/ models	Opportunity	The Council will look at emerging best practice across the country to ensure the highest quality of purposeful social work and wider children's service, with a focus on targeted early intervention and prevention. We will consider structural changes that can support this endeavour and seek to ensure that all staff are permanent in Barnet removing the contingency funding established for agency staffing.	Service specific consultation will be undertaken if required.	Likely to impact on service delivery	Likely to impact on customer satisfaction	There may be an equalities impact related to this proposal and an Equalities Impact Assessment will be undertaken to determine whether there is an impact. This will be kept under review as the specific proposals develop and any changes reported back at the next Committee decision within the business planning process.	36,752			(800)		(800)	2.18%

Children, Education, Libraries and Safeguarding

Line ref	Opportunity Area	Corporate Plan Priority: Fairness, Responsibility or Opportunity	Description of saving	Consultation (How are we consulting on this proposal)	Impact Assessment			Budget					Total savings (All years)	Variance Analysis
					Impact on Service Delivery	Impact on Customer Satisfaction	Equalities Impact	2017/18 £000	2018/19		2019/20			
								£000	£000	FTE	£000	FTE		
S9	Adoption regionalisation	Opportunity	Government is proposing for all adoption agencies to move to a regional model of provision. Savings would come from regionalisation of adoption and integrating services across London.	Service specific consultation will be undertaken if required.	May impact on service delivery	May impact on customer satisfaction	There may be an equalities impact related to this proposal and an Equalities Impact Assessment will be undertaken to determine whether there is an impact. This will kept under review as the specific proposals develop and any changes reported back at the next Committee decision within the business planning process.	978	(150)				(150)	15.34%
Total									(405)	0	(1,150)	0	(1,555)	
Overall Savings									(2,692)	0	(2,898)	0	(5,590)	

This page is intentionally left blank



Children, Education, Libraries and Safeguarding Committee

15th November 2017

Title	Special Educational Needs and Disabilities Strategy 2017-2020
Report of	Strategic Director for Children and Young People
Wards	All
Status	Public
Urgent	No
Key	Yes
Enclosures	Appendix A: Special Educational Needs and Disabilities Strategy 2017-2020 Appendix B; Equalities Impact Assessment
Officer Contact Details	Chris Munday, Strategic Director for Children and Young People chris.munday@barnet.gov.uk Telephone: 0208 359 7099 Ian Harrison, Education and Skills Director ian.j.harrison@barnet.gov.uk Telephone: 0208 359 7943 Simon James, Assistant Director – SEND and Inclusion simon.james@barnet.gov.uk Telephone: 020 8359 2754

Summary

This report seeks approval of the Children, Education, Libraries and Safeguarding Committee to commence consultation on the Special Educational Needs and Disabilities (SEND) Strategy 2017-2020 for Barnet contained in Appendix A. The strategy has been developed in partnership with schools and parents and carers and proposes a local vision along with priorities for the future provision and development of services to support children with SEND. The report seeks agreement of the Children, Education, Libraries and Safeguarding Committee to delegate to the Strategic Director for Children and Young People the responsibility to take account of the consultation responses and approve the

final strategy. The Strategy contains proposals to meet the future need for specialist places (Appendix (ii) of the strategy). The report seeks agreement of the Children, Education, Libraries and Safeguarding Committee to delegate the approval of decision making in relation to the location of new specialist places in Barnet maintained schools, subject to consideration of consultation responses on the strategy, to the Strategic Director for Children and Young People.

Recommendations

- 1. That the Children, Education, Libraries and Safeguarding Committee approve 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 delegate 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 note the proposal to commission additional specialist places for children and young people as set out in Appendix (ii) and delegate 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.**

1. WHY THIS REPORT IS NEEDED

- 1.1. This report proposes the approval of consultation on a strategy to meet the needs of Special Educational Needs and Disabilities (SEND) from 2017 through to 2020. The strategy has been developed in partnership by the council, schools, health partners, voluntary sector partners and parents and carers. The strategy sets out a partnership vision and identifies six strategic priorities to drive the work of the SEND partnership in Barnet. It describes how the partnership will work together to steer the delivery of the strategic priorities in order to achieve the best possible outcomes for children and young people aged 0-25 with SEND.
- 1.2. The report seeks agreement of the Children, Education, Libraries and Safeguarding Committee to delegate to the Strategic Director for Children and Young People the responsibility to take account of the consultation responses and approve the final strategy.
- 1.3. The strategy contains proposals to meet the future need for specialist places (Appendix (ii) of the strategy). This report seeks agreement of the Children, Education, Libraries and Safeguarding Committee to delegate the approval of decision making in relation to the location of new specialist places in Barnet

maintained schools, subject to consideration of consultation responses on the strategy, to the Strategic Director for Children and Young People.

Context

- 1.4 Around 2.6% of Barnet's school population has an Education, Health and Care Plan or statement; this compares to 2.8% nationally. A further 11% of the school population has been identified as having a special educational need and is receiving support (known as SEN support). The largest groups of needs are Autistic Spectrum Conditions and Speech, Language and Communication Needs; between them they account for the majority of children and young people with an Education, Health and Care Plan or statement.
- 1.5 The overall number of children and young people with SEN statements or Education, Health and Care Plans has risen by 21% since 2014 and is expected to rise by a further 20% between 2017 and 2025. A significant proportion of the growth is due to the extension of SEND eligibility from 0-18 to 0-25; the growth also reflects the overall increase in Barnet's population of children and young people. The number of children and young people with Autistic Spectrum Conditions is growing significantly faster than for other types of need.

Vision

- 1.6 Barnet is an inclusive authority, with a significantly greater proportion of students educated in mainstream schools than the national average. The strategy builds on the strength of the local partnership and the strategy's vision is:

'That all children and young people with special educational needs and disabilities reach their full potential. We are committed to ensuring that clear and realistic outcomes are achieved and that young people have the opportunity to become as healthy, independent and resilient as possible.'

- 1.7 This vision supports the ambition of Barnet to be the most Family Friendly Borough by 2020 as well as helping to deliver Barnet's Education Strategy's vision for *'Barnet to be the most successful place for high quality education where excellent school standards result in all children achieving their best, being safe and happy and able to progress to become successful adults'*

Strategic priorities:

- 1.8 The strategy sets out six priorities to achieve the vision:
 - Priority 1: To ensure effective, timely and robust decision-making for children, young people and their families
 - Priority 2: To improve participation of, and co-production with, key partners, parents, families, children and young people in decision-making

- Priority 3: To ensure effective joint commissioning and integration of services from early years through to adulthood
- Priority 4: To champion the educational progress and attainment of pupils with SEND
- Priority 5: To ensure sufficient and appropriate local and inclusive provision
- Priority 6: To promote independence and prepare children and young people for adulthood

1.9 For each priority the strategy sets out the reasons for the priority, what success in achieving the priority looks like and the key actions required to deliver the priority.

Governance

1.10 The strategy also sets out the governance arrangements for overseeing the delivery of the strategy. Parents and carers are part of the governance arrangements and help lead the delivery of local SEND service development in the borough. Parent and carer are represented within a number of multi-agency working groups that each lead on a particular strand of SEND service (Education, Health and Care Plans and SEN Support; Co-production; Local Offer; Early Years; Preparing for Adulthood).

Future need for SEND provision

1.11 Appendix (ii) of the SEND strategy sets out in more detail the plans for meeting the future need for school and post-16 places for children and young people with SEND through to 2025. On the 14th June 2016, the Children, Education, Libraries and Safeguarding Committee considered the result of consultation undertaken on options to meet the future needs for SEND places, resulting in plans for development of The Windmill, a new all-through free school for children and young people with Autistic Spectrum Disorders (ASD).

1.12 This new free school will meet a significant element of need but the analysis identifies more provision will be required – around an additional 125 specialist places by 2025. The government is making a one-off pot of capital investment funding available to local authorities in recognition of the need to provide more school places for children with SEND. Barnet's allocation is about £3m across 2018/19 to 2020/21 (£1m each year) enabling the council to invest in new specialist provision to meet this need.

1.13 The strategy proposes that this additional need is met through the commissioning of three Additional Resourced Provisions within maintained schools and in the consultation, consultees will be invited for their views on this approach. This report seeks the delegation of decision making in relation to meeting this additional need to the Strategic Director for Children and Young People, taking account of any consultation responses.

2 REASONS FOR RECOMMENDATIONS

- 2.1 The strategy provides a framework to drive the work of the SEND partnership in Barnet through to 2020 to deliver the best possible outcomes for children and young people with SEND and their families.
- 2.2 The recommendation to delegate decision making to the Commissioning Director for Children and Young People in relation to the final approval of the strategy and for meeting the future need for specialist places is to enable efficient and timely decision making.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 The strategic priorities were developed in partnership with schools, health partners, voluntary sector partners and parents and carers and therefore reflect the priorities of the partnership.
- 3.2 In relation to the future provision of places, the approach set out in the strategy implements the approach to meeting the need for new SEND provision approved by the Children, Education, Libraries and Safeguarding Committee in 2016 (see section 8 for background papers).

4. POST DECISION IMPLEMENTATION

- 4.1 Action to deliver the strategic priorities will be overseen by the governance arrangements set out in the strategy.

5 IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 1.1.1 The quality of the education offer is at the heart of Barnet's continuing success as a place where people want to live, work and study. It plays a crucial part in making Barnet family friendly, with many families attracted to the area by the good reputation of Barnet's schools. Excellent educational outcomes and ensuring children and young people are equipped to meet the needs of employers are key to deliver the Council's vision set out in its Corporate Plan 2015-20 for:

- Barnet's schools to be amongst the best in the country, with enough places for all, and with all children achieving the best they can
- Barnet's children and young people to receive a great start in life and
- For there to be a broad offer of skills and employment programmes for all ages

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

The strategy will be delivered within existing revenue resources. In relation to capital funding, the council's medium term financial strategy contains provision for new school places, including for those children and young people with SEND. The capital funding identified in the council's medium term financial strategy will be partly funded by the one-off government capital grant of £3m across 2018/19 to 2020/21 (£1m each year) (paragraph 1.9 above).

5.2 Legal and Constitutional References

- 5.2.1 As set out in Article 7 of the Council Constitution (Committees, Forums, Working Groups and Partnerships) the Children, Education, Libraries and Safeguarding Committee has responsibility for for all matters relating to children, schools, education, libraries and is responsible for considering for approval of any non-statutory plan or strategy within the remit of the Committee, subject to this not being reserved to Full Council or Policy and Resources.
- 5.2.2 Section 13 of the Education Act 1996 place a duty on local authorities to secure efficient primary, secondary and further education are available to meet the needs of the population of their area. Section 13A requires local authorities to ensure that their functions are exercised with a view of promoting high standards, ensuring fair access to opportunity for education and training and promoting fulfilment of learning potential for children and young people in its area. Section 14 requires local authorities to secure sufficient schools and sufficient is defined by reference to number, character and equipment to provide appropriate education based on age, ability and aptitude, as well as ensuring diversity of provision. These duties are overarching duties and apply regardless of whether schools are maintained by the local authority or independent of local authority support.
- 5.2.3 Section 27 of the Children and Families Act requires local authorities to keep under review its special educational provision and social care provision.
- 5.2.4 Regulations on school organisation require local authorities to follow a prescribed process when making changes to maintained schools. Adding, removing or altering SEN provision at a mainstream school would require the statutory process to be followed. Whilst there is not a statutory duty to consult prior to publication of proposals, the statutory guidance recommends that local authorities consult interested parties in formulating proposals.
- 5.2.5 The statutory guidance also recommends that local authorities aim for a flexible range of provision and support that can respond to individual pupil needs and parental preference.

5.3 Risk Management

- 5.3.2 All pupil place planning is based on pupil projections and there is a risk that the projections are inaccurate. There is a risk that the needs of groups of children change over time. Future provision will be developed to promote flexibility to respond to changing needs.

5.4 Equalities and Diversity

- 5.4.1 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.
- 5.4.2 The broad purpose of this duty is to integrate considerations of equality into day to day business and to keep them under review in decision making, the design of policies and the delivery of services.
- 5.4.3 Ensuring a high quality education offer for children and young people with SEND supports the educational progress of children and young people with additional learning needs and young people with behavioural emotional and social difficulties. Appendix B contains an Equalities Impact Assessment in relation to the strategy. Identifying strategic priorities to drive forward the partnership approach to improving outcomes for these groups of pupils will support children with SEND to achieve the best they can.

6. Consultation and Engagement

- 6.1 The partnership's shared vision and strategic priorities at the core of the strategy have been developed in consultation with schools, health partners, voluntary sector partners and parents and carers. The working groups described in section 6 with representation from parents and carers have identified the key areas of improvement required in the development of SEND services for wider consultation.
- 6.2 The draft strategy has been shared with headteacher representatives, parent and carer representatives as well as key health and voluntary sector partner organisations. It is now proposed to undertake wider consultation with parents and carers of children with SEND, key education providers and key partner organisations. This wider consultation will be undertaken through the distribution of consultation documents to parents and carers, schools, education providers, the young people's representative group, and partner organisations. The consultation documents will be available on the council's website and through the local offer. The consultation will be for a period of ten weeks between November 2017 and January 2018.

7. Insight

A range of data sources including demographic projections, pupil characteristics, census data, national assessment results and school census returns are used in the development of priorities and in monitoring outcomes for children and young people with SEND

8. BACKGROUND PAPERS

- 5.1 Item 10, Preparing to Meet Future Need for Children with Special Educational Needs: Children, Education, Libraries and Safeguarding Committee, 10th March 2015.
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=695&MId=7882&Ver=4>
- 5.2 Item 8, Future Provision of Specialist Places for Children and Young People with Special Educational Needs and Disabilities: Children, Education, Libraries and Safeguarding Committee, 15th July 2015.
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=695&MId=8332&Ver=4>
- 5.3 The future provision of specialist places for children and young people with Special Educational Needs and Disabilities 2015/16 to 2019/20, Children, Education, Libraries and Safeguarding Committee 11th January 2016
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=695&MId=8335&Ver=4>
- 5.4 The future provision of specialist places for children and young people with Special Educational Needs and Disabilities 2015/16 to 2019/20, Children, Education, Libraries and Safeguarding Committee 14th July 2016
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=695&MId=8634&Ver=4>
- 5.5 Education Strategy 2017- 2020, Children, Education, Libraries and Safeguarding Committee, 13th July 2017
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=695&MId=9091&Ver=4>

APPENDIX A



Special Educational Needs and Disabilities Strategy

London Borough of
Barnet

2017 - 2020

Contents

1. Introduction
2. Vision
3. Aim
4. Local need and context
5. Strategic priorities
6. Delivering the priorities
7. Performance measures

Appendices:

Appendix (i) : Definition of SEND

Appendix (ii): Future need for specialist places

1. Introduction

Barnet's, Special Educational Needs and Disabilities (SEND) Strategy 2017–2020 has been developed in partnership by the council, schools, health partners, voluntary sector partners and parents and carers. The strategy sets out our vision and strategic priorities and describes how we propose to deliver against these, including how we are responding to the recent SEND reforms and changes in local demand in order to achieve the best possible outcomes for children and young people aged 0-25 with SEND. The strategy is for everyone involved with special educational needs and disabilities including families, headteachers, governors, special educational needs coordinators in schools, health and social care professionals, partner agencies and the voluntary sector.

The strategy cannot capture the wide range of activity, support and service delivery that happens each day in Barnet by families, services, voluntary sector agencies and others to support and champion the needs of Barnet's children and young people with SEND. Rather, it is intended to provide a framework for the work of the SEND partnership over the next few years, operating within the national and local context for SEND services.

2. Vision

Our vision for children and young people with SEND is:

'That all children and young people with special educational needs and disabilities reach their full potential. We are committed to ensuring that clear and realistic outcomes are achieved and that young people have the opportunity to become as healthy, independent and resilient as possible.'

This vision supports the ambition of Barnet to be the most Family Friendly Borough by 2020. The strategy to achieve this, set out in Barnet's Children and Young People Plan, focuses on developing families' resilience, which evidence tells us is pivotal to providing inclusive services that support all children and young people to be as independent as possible. Resilience based practice sits at the heart of improving outcomes for children and young people. The role that schools play in the day to day life of children and their families, particularly for children with SEND, provides a unique opportunity to promote and embed resilience.

Our vision for SEND also supports Barnet's Education Strategy's vision for *'Barnet to be the most successful place for high quality education where excellent school standards result in all children achieving their best, being safe and happy and able to progress to become successful adults'* – to be achieved through:

- Every child attending a good or outstanding school, as judged by OfSTED
- The attainment and progress of children in Barnet schools being within the top 10% nationally
- Accelerating the progress of the most disadvantaged and vulnerable pupils in order to close the gap between them and their peers.

The Education Strategy sets out a number of strategic goals to achieve this vision around the key themes of access, inclusion and achievement. This SEND strategy drives the work of the partnership to deliver these goals for children and young people with SEND.

3. Aim

Our aim is for all children with SEND to receive high quality, integrated and inclusive services through effective and timely decision-making across partner agencies and through listening and responding to the voices of children and young people, parents, families and professionals. We want services to be delivered locally and as inclusive and close to home as possible to ensure children and young people with SEND can benefit from the support and services within Barnet, their families and their local community. We want to support children and young people with SEND to progress, to be the best they can be and to achieve successful transitions from early years through into adulthood and independence.

Nationally, support for children with Special Educational Needs and Disabilities (SEND) continues to undergo radical reform. The Children and Families Act 2014 extends the SEND system from birth to 25; replacing statements of special educational needs with a new birth-to-25 Education Health and Care plan (EHC); broadens the definition of SEND to include any disability including mental health; and offers personal budgets to those families with children affected by SEND. (The definition of SEND can be found in Appendix (i))

Working together, we,- local authority SEND services, headteachers, governors, special educational needs coordinators (SENCo's), early years, social care, health partners, parents and carers and the voluntary sector - have already made significant progress in responding to the new legislative requirements for SEND services.

The strategic priorities set out in section 5 have been developed by our local partnership to drive forward our work to deliver our vision and aim.

4. Local need and context

The strategic priorities have been shaped by the locally commissioned Barnet SEND Joint Strategic Needs Analysis (JSNA). Developing this JSNA has been a multi-agency project led by Barnet's Public Health Consultant working with schools, social care, education and health professionals. The SEND JSNA outlines the needs of children and young adults up to 2025 and key headlines include:

- Barnet is the largest borough in London by population and is continuing to grow. The population of 93,590 children and young people (age 0 to 19) is expected to grow by about 6% between 2015 and 2020 when it will reach about 98,900.
- 2.6% of Barnet's school population have an Education, Health and Care Plan (2.8% nationally) and 10.9% receive SEN Support (11.9% nationally). The largest groups of needs are Autistic Spectrum Conditions and Speech, Language and Communication Needs; between them they account for the majority of children and young people with an Education, Health and Care Plan.
- The overall number of children and young people with SEN statements or Education, Health and Care Plans has risen by 21% since 2014 and is expected to rise by a further 20% between 2017 and 2025. A significant proportion of the growth is due to the extension of SEND eligibility from 0-18 to 0-25 whilst also reflecting the overall increase in Barnet's population of children and young people. The number of children and young people with Autistic Spectrum Conditions is growing significantly faster than for other types of need.

- Barnet's population is diverse and is projected to become increasingly diverse. SEND is disproportionately prevalent within the Black and Black British community (4.5% of Black children and young people will have an Education, Health and Care Plan, compared to 2.6% across the entire population of children and young people).

Overall in Barnet, the offer for children with SEND is provided through an inclusive approach by our local schools partnership; an approach we want to promote and maintain. In 2016, around 60.6% of children and young people with Education, Health and Care Plans or Statements of SEN were educated in state-funded mainstream schools compared to 46.7% nationally, 53.8% in London and 49% across statistical neighbours (average).

Within the local partnership, there are four long-established special schools (two primary and two secondary) all rated good or outstanding and twelve mainstream schools with specialist SEND provision (Additionally Resourced Provision). A fifth special school, a new special Academy, has recently been established through the conversion of a previously designated Additional Resourced Provision. This new special Academy has not yet been inspected by Ofsted.

There is a relatively low level of 'out-of-borough' residential placements at 1.23% of placements overall, although a key priority for this strategy is to further reduce this percentage, despite the overall growth in demand.

In relation to the educational outcomes, children and young people with SEND perform well in Barnet schools:

- Early years pupils with SEN with a Statement or an EHC Plan are performing better than the national average
- Early years pupils with SEN without a Statement or an EHC Plan are achieving the national average (and below the London and Statistical neighbour average).
- Pupils in Key Stage 1 both with and without a Statement or a Plan are performing better than the national average.
- Pupils in Key Stage 2 both with and without a Statement or a Plan are performing better than the national average in Reading and Maths
- Pupils in Key Stage 4 both with and without a Statement or a Plan are performing better than the national average.

5. Strategic priorities

In this section, we set out six strategic priorities to shape the work of the SEND partnership over the next 3 years. In April 2016 the London Borough of Barnet entered into a seven-year strategic partnership with Cambridge Education for the provision of its education services, including SEND, an arrangement that is governed in partnership with schools. This partnership has produced the Education Strategy for Barnet referred to above (<http://barnet.moderngov.co.uk/documents/s41004/Cover%20Education%20Strategy%20v3%20FINAL.pdf>) and the priorities set out in the SEND strategy contribute to its delivery.

As well as the contractual strategic partnership with Cambridge Education, the council and the Barnet Clinical Commissioning Group (CCG) have formal joint commissioning arrangements in place underpinned by a Memorandum of Understanding and S.75 agreement. This joint approach has enabled a shared approach to meeting the health, social care and education needs for children and young people with SEND.

The Barnet with Cambridge Education SEND Partnership Board is responsible for leading the strategic approach to meeting the needs of Barnet's children and young people with SEND. The Board acts as a forum to identify activities, to oversee action to deliver the council's statutory requirements in relation to the Children and Families Act 2014 and to monitor SEND performance. This strategic board is attended by the council, Cambridge Education and schools and is informed and supported by a wider SEND Development Group that brings together the council, schools, parent and carer representatives, health commissioners and other service providers.

The work of the SEND Development Group has been delivered through five multi agency working groups with education, health, social care, parent carer and voluntary sector representation.

These governance arrangements and working groups have shaped the priorities set out below and will oversee their delivery, as described in section 6.

Priority 1: To ensure effective, timely and robust decision-making for children, young people and their families

As part of delivering the government's SEND reforms, we have made significant progress in improving the timeliness of new assessments and in transferring SEN statements to Education, Health and Care Plans. However, there is more to be done to ensure that children's needs are consistently assessed in a timely way and that the plans prepared are of the highest quality. We have also identified that more focus is required in formalising processes and planning for pupils with SEN support, a cohort that represents 11 per cent of the community.

Identifying opportunities for personal budgets from an early stage can be helpful in enabling children and families to shape the services that best meet their needs, but, as in many local areas, the uptake of personal budgets in Barnet has been relatively low. Families are in receipt of personal budgets for some short breaks, educational support, health provision and SEN transport but more work is required to widen the remit of personal budgets, promote and increase access so that the families have more choice in relation to the care and support of their children.

What success looks like:

- The timely completion and reviews of Education, Health and Care Plans.
- Education, Health and Care Plans are good quality with clear evidence of effective contributions by education, health and social care, co-produced with children, young people and their families.
- Consistency across schools in meeting the needs of children with SEN support
- Personal budgets for families to choose are promoted and supported at an early stage

Key next steps include:

- Embedding a quality assurance process for EHC assessments and planning and ensuring that all EHCP plans meet the expected standards
- Ensuring that the improved performance in the timeliness of the completion of EHCP plans is sustained.
- Improving the integration of processes and planning across education, social care and health to ensure that services are joined up to deliver positive outcomes for children and young people

- Ensuring effective engagement with children, young people and their families in SEN processes and decision making
- Enhancing and increasing the consistency of the SEN support offer across schools
- Identify and promote opportunities for personal budgets from an early stage

Priority 2: To improve participation of, and co-production with, key partners, parents, families, children and young people in decision-making

A key part of our drive to improve the experiences of children with SEND and their families is to ensure that a child's and their family's voice is at the centre of decision-making and that Education, Health and Care Plans are developed and produced in consultation and collaboration with families and other services supporting the child. Barnet's Parent and Carers Forum is represented on the SEND Development Group, helping to shape and drive strategic developments. The voice of the child is getting stronger through the work of the Barnet Development Team Youth, a group of young people with SEND. However, we need to provide better evidence that children and families have been engaged in a genuine co-production process and that plans reflect agreed joint outcomes across agencies so that families only need to tell us once.

A key tool to support co-production is Barnet's Local Offer and parents have been actively involved in its creation and development. It is increasingly well used and is becoming an established initial point of information for families. However, further work is required on the offer to ensure that the information is kept current and attractive to users. During 2018/19 it will be reviewed as part of the Council's website design programme, providing an important opportunity for further co-design with families.

What success looks like:

- The local area partnership understands the views of parents, carers, children and young people and is responsive to feedback
- Families feel they are able to participate in shaping service developments (as well as the plans for their own children highlighted under priority 1 above) and have a sense of co-ownership
- Parents and carers understand and are satisfied with the support their children receive
- The local offer is easy to use and is well known and used by parents, carers and practitioners

Key next steps include:

- More effectively and consistently capture the voice of the child and young person during assessments and reviews and demonstrate impact on outcomes
- Develop communication materials and channels targeted at children and young people to support their involvement in decision making.
- Increase the engagement of children, young people and families in strategic decision making processes, for example, commissioning services and senior officer recruitment.
- Strengthening the young people's representative group, Barnet Development Team-Youth, by increasing its membership and its representation of different types of SEND
- Regularly review, refresh and promote the Local Offer to ensure it is current and well-used and involves children and families in its re-design during 2018.

- Develop the ‘You Said – We Did’ approach where SEND services / agencies share information on how feedback from children, young people and families has impacted on service delivery.

Priority 3: To ensure effective joint commissioning and integration of services from early years through to adulthood

Local areas are required to jointly commission services for young people with SEND. The council and the Clinical Commissioning Group’s (CCG) Joint Commissioning Unit work to deliver the joint commissioning for a range of services including occupational therapy, speech and language therapy, services for Looked After Children and the Children and Adolescent Mental Health Services. The JCU also commissions a Designated Medical Officer for SEND which is a critical role in improving outcomes for children and young people. In September 2016 the CCG and LA (social care and education) agreed to a tripartite approach to funding placements and packages of care for children and young people with the most complex needs. This progress in ensuring a jointly commissioned and co-ordinated delivery of services needs to be maintained and developed to ensure that services meet the needs of children and families from early years through to the transition into adulthood.

What success looks like:

- Joint commissioning and co-design arrangements are informed by a clear assessment of local need and provide high quality services for children and young people age 0-25 with SEND, both with and without EHC plans.
- Joint commissioning and co-design arrangements enable the local area to make best use of all available resources to improve outcomes for children and young people in the most efficient, effective, equitable and sustainable way.
- An increased proportion of families use personal budgets in respect of jointly commissioned services.

Key next steps include:

- Jointly commission/re-commission, through a co-produced approach, an integrated 0-25 therapy service across education, health and social care, child and adult mental health services and services to build and support capacity of the third sector.
- Develop and promote personal health budgets
- Establish a joint social communication clinic for under 5's following a pilot project involving paediatricians, speech therapy and the pre-school Teaching Team to speed up assessments and to reduce the number of appointments families require in order to access appropriate services
- Trial an integrated assessment process for 2 year olds in a locality
- Establish an early years ‘advice hotline’ for parents/carers who are concerned about their child's development in response to feedback from parents that they didn't know who to talk to when they were first worried about their child.

Priority 4: To champion the educational progress and attainment of pupils with SEND

Barnet’s Education Strategy sets out to improve the educational progress and outcomes for all children and young people, including those with SEND, across all phases and types of institution from early years to post-16, including progress into Higher Education, Apprenticeships or employment. It also seeks to close the gap in attainment and progress between the most disadvantaged and vulnerable pupils and their peers by accelerating their progress and building resilience. Overall, children and young people with Education, Health and Care Plans, and those in receipt of SEN support, achieve high educational outcomes

when compared with statistical neighbours and the national average but maintaining this performance requires a relentless focus across the partnership.

What success looks like:

- The attainment gap between pupils with and without SEND continues to narrow and all children make the best progress they can
- SEN support is consistently outcome-focused, purposeful and regularly reviewed, and parents, carers, children and young people are consistently involved at every stage.
- The rate of exclusion for pupils with SEND continues at the current low level
- Children and young people with high needs progress towards further independence

Key next steps include:

- Support School Improvement Partnerships to explore opportunities to jointly commission support services for children with SEND and/or pool expertise, such as educational psychology
- Promote the use of high quality data analysis to track progress of SEND pupils
- Ensure that the progress and attainment of children with SEND are informing the School Improvement Service's termly school review process to identify schools causing concern.
- Encourage schools to commission an external review of SEND to evaluate the effectiveness of their practice

Priority 5: To ensure sufficient and appropriate local and inclusive provision

The number of children and young people with Education, Health and Care Plans and with SEN support is growing as a result of both demographic growth and the government SEND reforms. The need for additional local provision at primary, secondary and post-16 phases also arises from our aim to reduce the number of pupils placed in out-borough provision both to maximise the proportion of children and young people that are educated close to their family and community support networks and to ensure that resources are appropriately deployed to meet the needs of all pupils with SEND.

In addition, whilst the proportion of children educated within a mainstream setting is high in comparison to others, we have identified a need to respond to the increasing numbers of pupils in mainstream primary schools that are requiring more specialist provision as they reach the secondary phase.

To meet the need for more provision, particularly more local places, our aim is to ensure that there is sufficient growth in capacity within special schools, mainstream schools, within ARP provision and in Further Education. A new all-through free school for children with Autistic Spectrum Conditions has been approved by the DfE to open in Barnet, subject to the identification of an appropriate site. In addition a current independent special school is in the process of opening as a free school and offering additional places.

Whilst significant additional provision at Oak Lodge special school has recently been delivered, as well as additional post-16 places at Barnet and Southgate College, our projections indicate that still more provision will be required at primary, secondary and post-16. A detailed assessment of the future need for places and the plans emerging to meet this need can be found in Appendix (ii).

What success looks like:

- There are sufficient numbers of high quality local SEN school places from early years through to post-16 to meet current and future needs
- Children with SEND can access education as close as possible to home
- The number of Barnet pupils attending schools outside of Barnet is reduced
- Mainstream schools are inclusive, welcoming and meet the needs of all children in their school

Key next steps include:

- A proposal to commission primary and secondary Additional Resourced Provision to meet current and future projected need (Appendix (ii))
- Support the creation of additional post-16 provision at schools and colleges
- Work closely with the Department for Education to establish The Windmill free school
- Work with the AP Multi Academy Trust to develop a spectrum of services to support schools to be as inclusive as possible.

Priority 6: To promote independence and prepare children and young people for adulthood

Supporting children and young people with SEND to achieve a successful transition into adulthood through building resilience and independence needs to drive and shape services from early years onwards. The council has established a 0-25 service for children and young people with the most complex needs. We need to establish clear pathways for the transition into adulthood and ensure young people are well prepared. We need to strengthen our planning and tracking of post-16 provision to ensure that there are appropriate opportunities including tailored work based opportunities for young people with SEND.

What success looks like:

- EHCP reviews are effective in helping young people prepare for adulthood and independent living.
- There is a broad range of post-16 opportunities for young people with SEND available within the local area, including work-based opportunities.
- Young people with SEND are travelling as independently as possible
- Young adults with SEND are as healthy as possible.
- Young adults with SEND report they have choice and control over their lives and the support they receive

Key next steps include:

- Establish clear pathways for the transition of young people with an EHCP into adulthood and develop a 'preparation for adulthood' protocol
- Improve multi-agency tracking of young people post-16 with SEND
- Improve the offer and take-up of health checks for young people post-16 with SEND
- Increase the opportunities for independent travel training and increase the use of personal travel budgets among young people with SEND
- Develop more work based opportunities through supported internships and similar initiatives for young adults with EHCPs
- Work with schools to review and develop high quality careers guidance for young people with SEND

6. Delivering the priorities

Delivering the priorities in this strategy requires close collaboration and planning across statutory services, partner agencies, schools, and parents and carers. The strategy is supported by a detailed action plan that is a 'live' document, regularly reviewed.

The governance arrangements that will oversee the delivery of our priorities are:

The Barnet with Cambridge Education (BCE) **SEND Partnership Board** is responsible for leading the strategic approach of the partnership of the council, Cambridge Education and schools, to meeting the needs of Barnet's children and young people with SEND. The Board acts as a strategic forum to identify priorities and to oversee the delivery of the council's statutory requirements in relation to the Children and Families Act 2014. The Board also monitors the performance of the contract with Cambridge Education in relation to its delivery of SEND services on behalf of the council.

The strategy is supported by a detailed improvement plan that is a 'live' document, developed and co-ordinated by BCE **SEND Development Group**. This is a multi-agency group co-chaired by leaders across education, health, social care and the **Barnet Parent Carer Forum** and is the primary forum for co-ordinating the operational SEND developments in Barnet. It is also responsible for driving the implementation of the national SEND reforms.

The SEND Development Group is supported by five **working groups** with representation from the SEND service, schools, health, social care, parent and carers, and the voluntary sector. The working groups lead on

- Education, Health and Care Plans and SEN Support
- Co-production
- Local Offer
- Early Years
- Preparing for Adulthood

The BCE **School Organisation and Place Planning Partnership Board (SOPP)** is responsible for the strategic approach to meeting the need for sufficient education provision from Reception through to aged 19 (to 25 for young people with Learning Difficulties and Disabilities). This Board is informed by the SEND Strategy. It is responsible, jointly with the BCE SEND Partnership Board, for meeting the following strategic objectives:

- To ensure sufficient specialist places provided locally to meet current and future needs.
- To ensure that pupils with SEND can access education as close as possible to home.

Plans for achieving these objectives are included in the council's School Places Strategy, which is kept under review by the SOPP Board and updated each year in consultation with the SEND Partnership Board. An annual report is made on the strategy and plans for the next three years to the council's Children, Education, Libraries and Safeguarding Committee.

The BCE **School Standards Partnership Board (SSPB)** is responsible for the strategic approach to promote the continuous improvement of school standards in Barnet. Its remit includes keeping under review those aspects of the Barnet education strategy that relate to:

- school standards;
- pupil attainment, attendance and progress;
- narrowing gaps between disadvantaged pupils and their peers;
- the authority's monitoring, challenge and support of maintained schools;

- other relevant statutory functions.

It is responsible, jointly with the BCE SEND Partnership Board, for meeting the following strategic objective:

- To narrow the gap between pupils with and without SEND.

Plans for achieving these objectives are included in the council's School Improvement Strategy, which is kept under review by the SSPB and updated each year in consultation with the SEND Partnership Board. An annual report is made on the strategy and plans for the next year to the council's Children, Education, Libraries and Safeguarding Committee.

7. Performance measures

This section contains a number of performance measures to monitor the progress towards achieving our priorities for children and young people with SEND. These performance measures will be monitored through the governance arrangements set out in section 6 and reported annually to the Children, Education, Libraries and Safeguarding Committee.

	Performance indicator	2016-17 baseline (School year 2015/16)	Target for 2017-18 (School year 2016/17)	Target for 2018-19 (School year 2017/18)	Target for 2019-20 (School year 2018/19)
	Percentage of final EHC plans issued within 20 weeks	53.5%	90%	90%	100%
	Percentage of SEN statements transferred to EHC Plans in accordance with the council's Transition Plan	Target of 553 transfers between 1.4.16 and 31.3.17. Total transferred was 615.	100% of remaining transfers complete by 31.3.18.	N/A	N/A
	Percentage of all EHC plans issued in the year that are judged as good or better through the internal quality assurance process	N/A	80% of all new EHCPs are quality assured and at least 60% are assessed as good	90% of all new EHCPs are quality assured and at least 70% are assessed as good.	90% of all new EHCPs are quality assured and at least 80% are assessed as good.
	Percentage of special primary schools rated as 'good' or better	100%	100%	100%	100%

	Performance indicator	2016-17 baseline (School year 2015/16)	Target for 2017-18 (School year 2016/17)	Target for 2018-19 (School year 2017/18)	Target for 2019-20 (School year 2018/19)
	Percentage of special secondary schools rated as 'good' or better	100%	100%	100%	100%
	The percentage of SEND pupils with a statement or EHCP:				
	a) Attaining the 'expected standard' in English Reading at the end of Key Stage 2	a) 18%	Top 10% in England	Top 10% in England	Top 10% in England
	b) Making expected progress in Reading at the end of Key Stage 2	b) -3.4	Top 10% in England	Top 10% in England	Top 10% in England
	c) Attaining the 'expected standard' in Maths at the end of Key Stage 2	c) 19%	Top 10% in England	Top 10% in England	Top 10% in England
	d) Making expected progress in Maths at the end of Key Stage 2	d) -3.5	Top 10% in England	Top 10% in England	Top 10% in England
	e) Average Attainment 8 score for pupils with a statement of SEN or EHCP	e) 23.2%	Top 10% in England	Top 10% in England	Top 10% in England
	f) Average Progress 8 score pupils with a statement of SEN or EHCP	f) -0.7	Top 10% in England	Top 10% in England	Top 10% in England

Appendix (i) Definition of SEND and SEND reforms

i) Definition of SEND

Under Section 20 of the Children and Families Act 2014 and Section 312 of the 1996 Education Act, a child or young person has special educational needs if they have a learning difficulty or disability which calls for special educational provision to be made for them.

Children have a learning difficulty or disability if they:

- have a significantly greater difficulty in learning than the majority of others the same age;
- have a disability which prevents or hinders them from making use of facilities of a kind generally provided for others of the same age in mainstream schools or mainstream post-16 institutions; or
- are under compulsory school age and fall within one of the definitions above or would do so if special educational provision was not made for them.

Children must not be regarded as having a learning difficulty solely because the language or form of language of their home is different from the language in which they will be taught.

Special educational provision means:

- for children of 2 years or over, educational provision additional to, or different from, the educational provision made generally for children of their age in schools maintained by the local authority, other than special schools, in the area; or
- for children under 2, educational provision of any kind.

In addition, the SEND Code of Practice (2015) sets out four broad areas of need and support which may be helpful when reviewing and managing special educational provision. These are:

- communication and interaction;
- cognition and learning;
- social, emotional and mental health difficulties; and
- sensory and/or physical needs.

Further information can be found within Section 6.28 – 6.35 of the SEND Code of Practice (2015).

ii) SEND reforms

The Children and Families Act 2014 represents the biggest reform to the special educational needs system for 30 years. The key changes to the SEND system cover the following areas:

- The introduction of a single assessment process that is coordinated across education, health and care that involves children, young people, carers and their families throughout the whole assessment process.
- The statutory assessment system, that resulted in statements and learning difficulty assessments, is now replaced by a 0-25 education, health and care plan.
- A responsibility on the local authority to publish and keep under review a local offer of services that has been developed with parents, carers and young people so that they can understand what services and support are available locally.
- The option of a personal budget for families and young people with an EHCP, with the aim of extending choice and control over their support
- A stronger process for preparing for adulthood with a focus on achieving desired outcomes.

- Families (parents, young people, children and carers) are not only involved in our processes but are, and must be, fundamentally central to, and the focus of, the services offered.

The SEND code of practice: 0–25 years (2015) is a set of statutory guidelines for organisations which work with, and support, children and young people who have special educational needs or disabilities. It builds on the legislative changes of 2014 and provides compulsory guidance on how they are to be implemented.

Appendix (ii) Future need for specialist places

In planning future provision to meet the needs of children and young people with SEND, projections for the number of new places required takes account of the following factors:

- Demographic and housing changes, e.g. birth rate, migration patterns, new build housing
- The requirement to maintain more Education, Health and Care Plans for young people between the ages of 16 and 25 as required by legislation
- The local ambition to reduce the numbers of pupils placed in out-borough provision both to reduce unnecessary costs and to improve the experience of the pupils;
- The increasing numbers of pupils in mainstream schools that require more specialist provision at the secondary phase.
- The need to accommodate the current bulge in the primary phase moving into the secondary phase.

In June 2016, the Council's Children, Education, Libraries and Safeguarding Committee considered the outcome of consultation and engagement with schools, parents and key partner organisations on a series of options to meet the future need for school places for children and young people with SEND. A full report of the assessment of need and the consultation can be found at:

<http://barnet.moderngov.co.uk/documents/s32465/The%20future%20provision%20of%20specialist%20places%20for%20children%20and%20young%20people%20with%20Special%20Educational%20Nee.pdf>

As a result of this consultation, a proposal to open a new all-through free school for 90 children and young people with an autism spectrum condition (ASC) was submitted to the Department for Education by Oak Lodge special school (which converted to an Academy on 1 January 2017), with the full support of the council. This new free school – known as The Windmill, was approved for opening and the Council is working with the DfE to identify a site for the new free school.

In the meantime, recent other SEND developments include:

- The expansion of Oak Lodge Special School was completed in July 2017 providing additional capacity for up to an additional 40 children with special educational needs and/or disabilities
- In February 2017, Kisharon School, an independent all-through special school with a Jewish ethos, was granted planning consent to proceed with the construction of a new school on its current site. This will enable the school to expand its provision.
- For September 2017, new provision was commissioned from Oak Lodge school and located on its current site for children with ASC working at a higher level than the majority of pupils at the main school therefore requiring a specialist and tailored curriculum.
- Coppetts Wood additional resourced provision (ARP) which is currently designated to cater for children with speech and language needs is being re-commissioned to focus on the needs of children with ASC.
- Oak Hill Additional Resourced Provision separated from Mill Hill County High School Academy Trust to become Oak Hill Special Academy under the new AP Barnet Multi-Academy Trust (MAT), which has been established by a partnership of Barnet Academies to provide a range of alternative provision and school places for pupils with Social, Emotional and Health Difficulties. The Pavilion Pupil Referral Unit and Northgate School are expected to convert to Academies and join the MAT once building issues have been resolved at their existing sites.

- Additional places for young people with learning difficulties (LDD) and/or disabilities are being created at Barnet and Southgate College in their LDD provision at the Southgate campus, helping to meet the rise in this cohort of young people.

The need through to 2025

The Windmill Free School will provide 90 places. In addition, current projections indicate a need for around 125 additional specialist places by 2025 across the primary, secondary and post-16 phases of education.

The government is making a one-off pot of capital investment funding available to local authorities in recognition of the need to provide more school places for children with SEND. Barnet's allocation is about £3m across 2018/19 to 2020/21 (£1m each year). This provides an opportunity for us to devise a further investment programme to meet the shortfall.

To deliver the aim of our strategy for services to be delivered locally and as inclusive and close to home as possible, our approach for commissioning future provision is to aim for children and young people to be able to go to a suitable local school. Meeting SEND needs in Barnet schools can be met in mainstream classes in mainstream schools or in ARPs in mainstream schools or in special schools.

The Windmill special free school (see above) will provide a brand new special school resource for the borough. In order to maintain a mix of provision across special schools and mainstream schools and colleges, and thus to meet different types of need and to offer some choice to parents, it is proposed to meet the remaining need through:

- Approximately 15 places through 1 additional Additional Resourced Provision (ARP) in the primary phase.
- Approximately 50 places through 2 additional Additional Resourced Provisions (ARPs) in the secondary phase.
- Approximately 60 additional specialist places in school sixth forms and local colleges.

This page is intentionally left blank

Appendix B: Equality Impact Analysis (EIA)

1. Details of function, policy, procedure or service:	
Title of what is being assessed: Special Educational Needs and Disabilities Strategy	
Is it a new or revised function, policy, procedure or service? It is a new strategy.	
Department and Section: Commissioning Group and Education and Skills (Cambridge Education)	
Date assessment completed: 31 st October 2017	
2. Names and roles of people completing this assessment:	
Lead officers	<p>Val White Programme Director, Education and Learning</p> <p>Simon James, Assistant Director – SEND and Inclusion</p>
Delivery Unit Equalities Network rep	Lesley Holland, Equalities Policy Officer
3. Full description of function, policy, procedure or service:	
<p>The Special Educational Needs and Disabilities Strategy has been developed in partnership by the council, schools, health partners, voluntary sector partners and parents and carers. The strategy sets out a partnership vision and identifies six strategic priorities to drive the work of the SEND partnership in Barnet. It describes how the partnership will work together in order to achieve the best possible outcomes for children and young people aged 0-25 with SEND.</p> <p>Priorities in the strategy:</p> <ul style="list-style-type: none"> • Priority 1: To ensure effective, timely and robust decision-making for children, young people and their families • Priority 2: To improve participation of, and co-production with, key partners, parents, families, children and young people in decision-making • Priority 3: To ensure effective joint commissioning and integration of services from early years through to adulthood • Priority 4: To champion the educational progress and attainment of pupils with SEND • Priority 5: To ensure sufficient and appropriate local and inclusive provision • Priority 6: To promote independence and prepare children and young people for 	

adulthood

How are the equality strands affected? *Please detail the effects on each equality strand, and any mitigating action you have taken so far. Please include any relevant data. If you do not have relevant data please explain why.*

Equality Strand	Affected?	Please explain how affected	What action has been taken already to mitigate this? What further action is planned to mitigate this?
1. Age	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	The strategy covers all children and young people with SEND from 0-25 in Barnet	Children and young people with SEND age 0-25 in Barnet are likely to be positively impacted by the strategy
2. Disability	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	The strategy covers all children and young people with SEND from 0-25 in Barnet. The definition of SEND is set out in legislation (Section 20 of the Children and Families Act 2014 and Section 312 of the 1996 Education Act) and is described in Appendix (i) of the strategy	Children and young people with SEND, as defined by legislation, are likely to be positively impacted by the strategy
3. Gender reassignment	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	No impact identified	
4. Pregnancy and maternity	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	No impact identified	
5. Race / Ethnicity	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	SEND is disproportionately prevalent within the Black and Black British community (4.5% of Black children and young people will have an Education, Health and Care Plan, compared to 2.6% across the entire population of children and young people).	As Black and Black British children are disproportionately over represented in the SEND community, there will be a positive impact on this group
6. Religion or belief	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	No impact identified	

7. Gender / sex	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	SEND is disproportionately prevalent among boys. 72% of EHCP plans are for males and 28% for female children and young people.	As boys are disproportionately over represented in the SEND community, there will be a positive impact on this group
8. Sexual orientation	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	No impact identified	/
9. Marital Status	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	No impact identified	/
10. Other key groups?			
Carers	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	The strategy has been developed in partnership with parent and carer representatives	Parent/carers of children and young people with SEND are likely to be positively impacted by the strategy
People with mental health issues	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	SEND (the SEND Code of Practice (2015)) encompasses social, emotional and mental health difficulties	Children and young people with SEND and with social, emotional and mental health difficulties are likely to be positively impacted by the strategy.
Some families and lone parents	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		/
People with a low income	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		/
Unemployed people	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		/
Young people not in employment education or training	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	Young people with SEND can experience difficulties securing education, employment or training. The strategy prioritises promoting independence and preparing young people for adulthood	Young people with SEND who are not in education, employment or training are likely to be positively impacted by the strategy

4. What will be the impact of delivery of any proposals on satisfaction ratings amongst different groups of residents?

Current levels of satisfaction with LBB are high, with 77% of residents feeling that LBB are doing a good job (RPS, spring 2016). The strategy aims to drive forward the work of the SEND partnership to further improve outcomes for children and young people with SEND. It is anticipated that improved outcomes for children and young people with SEND and their families will improve the satisfaction that residents experience in the borough.

5. How does the proposal enhance LBB's reputation as a good place to work and live?

The strategy aims to drive forward the work of the SEND partnership to further improve outcomes for children and young people with SEND. It is anticipated that improved outcomes for children and young people with SEND and their families will enhance LBB's reputation as a good place to work and live.

6. How will members of LBB's diverse communities feel more confident about LBB and the manner in which it conducts its business?

The strategy sets out a vision and six key priorities to drive the work of the SEND partnership of the council, schools, health, parent/carers, the voluntary sector and other key partners to improve outcomes for children and young people with SEND. It has been developed in partnership with parent and carer representatives and therefore will help families feel more confident in the future direction and effort of the SEND partnership.

7. Please outline what measures and methods have been designed to monitor the application of the policy or service, the achievement of intended outcomes and the identification of any unintended or adverse impact? *Include information about the groups of people affected by this proposal. Include how frequently the monitoring will be conducted and who will be made aware of the analysis and outcomes? This should include key decision makers. Include these measures in the Equality Improvement Plan (section 16)*

The strategy identifies a number of key performance measures to assess the progress and impact on outcomes of children and young people with SEND. These measures will be monitored by the SEND governance arrangements set out in the strategy (section 6) and reported annually to the council's Children, Education, Libraries and Safeguarding Committee.

8. How will the new proposals enable LBB council to promote good relations between different communities? *Include whether proposals bring different groups of people together, does the proposal have the potential to lead to resentment between different groups of people and how might you be able to compensate for perceptions of differential treatment or whether implications are explained.*

The strategy covers all children and young people with SEND. The strategy supports the wider vision and ambition for all children, set out in the council's Education Strategy. The intention of the strategy is to ensure that children and young people with SEND receive the support they need to achieve the best they can and transition securely into adulthood.

9. How have employees and residents with different needs been consulted on the anticipated impact of this proposal? How have any comments influenced the final proposal? *Please include information about any prior consultation on the proposal been undertaken, and any dissatisfaction with it from a particular section of the community. Please refer to Table 2*

The strategy has been developed in partnership with the council, schools, health partners, voluntary sector partners and parents and carers representatives. The views and feedback of parent and carer representatives has ensured that the strategy focuses on the voice of children and their families being at the heart of decision making in relation to SEND services.

Overall Assessment

10. Overall impact			
Positive Impact <input checked="" type="checkbox"/>	Negative Impact or Impact Not Known ¹ <input type="checkbox"/>	No Impact <input type="checkbox"/>	
11. Scale of Impact			
Positive impact: Minimal <input type="checkbox"/> Significant <input checked="" type="checkbox"/>	Negative Impact or Impact Not Known Minimal <input type="checkbox"/> Significant <input type="checkbox"/>		
12. Outcome			
No change to decision <input checked="" type="checkbox"/>	Adjustment needed to decision <input type="checkbox"/>	Continue with decision <i>(despite adverse impact / missed opportunity)</i> <input type="checkbox"/>	If significant negative impact - Stop / rethink <input type="checkbox"/>

13. Please give full explanation for how the overall assessment and outcome was decided.

Developing a partnership vision and agreed priorities for the further development of services for children and young people with SEND will drive forward the work of the council, schools and other key organisations to improve outcomes support children and young people and their families. By harnessing services across the partnership, the strategy will have a positive impact on children, young people and their families.

This page is intentionally left blank

**London Borough of Barnet
Children, Education, Libraries
and Safeguarding Forward Work
Plan
November 2017 - May 2018**

Contact: Salar Rida 020 8359 7113 salar.rida@barnet.gov.uk

Title of Report	Overview of decision	Report Of (<i>officer</i>)	Issue Type (Non key/Key/Urgent)
16th January 2018			
Fees and Charges Report	Committee to consider above inflation Fees and Charges relating to the remit of the Committee.	Strategic Director for Children and Young People	Non-key
Draft Corporate Plan 2018/19 Addendum - with CELS activities and indicators		Strategic Director for Children and Young People	Key
Update report on the Ofsted Improvement Action Plan implementation progress	The Committee to receive an update on the Ofsted Report.	Strategic Director for Children and Young People	Non-key
Update on Libraries transformation	Committee to receive an update on the libraries transformation plans	Strategic Director, Children and Young People	Non-key
Annual report on school funding	Committee to receive a report on school funding for 2018/19	Strategic Director, Children and Young People	Non-key
7th March 2018			
Update report on the Ofsted Improvement Action Plan implementation progress	The Committee to receive an update on the Ofsted Report.	Strategic Director for Children and Young People	Non-key

Title of Report	Overview of decision	Report Of (<i>officer</i>)	Issue Type (Non key/Key/Urgent)
Annual Report from the Corporate Parenting Advisory Panel	Committee to consider the Annual Report from the Corporate Parenting Advisory Panel.	Strategic Director, Children and Young People	Non-key
Educational Standards in Barnet schools	Committee to consider the Annual Report on educational standards in Barnet Schools for the Academic year 2016/17.	Strategic Director, Children and Young People	Non-key
Arts and Culture in Barnet	Committee to consider the Arts and Culture strategy for Barnet	Strategic Director, Children and Young People	Non-key
16th May 2018			
Update report on the Ofsted Improvement Action Plan implementation progress	The Committee to receive an update on the Ofsted Report.	Strategic Director for Children and Young People	Non-key
Youth Assembly 2017/2018 Cohort Report	The Committee is asked to approve the motions agreed by the Youth Assembly.	Head of Governance	Non-key

This page is intentionally left blank