

**MEETING**

**CHILDREN, EDUCATION & SAFEGUARDING COMMITTEE**

**DATE AND TIME**

**MONDAY 13TH JANUARY, 2020**

**AT 7.00 PM**

**VENUE**

**HENDON TOWN HALL, THE BURROUGHS, LONDON NW4 4BQ**

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

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

**Councillors**

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

**Substitute Members**

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

In line with provisions in Article 3 of the Constitution, Residents and Public Participation, requests to submit public questions must relate to a substantive item of business on the agenda and be submitted by 10AM on the third working day before the date of the committee meeting. Therefore, the deadline for this meeting is at 10AM, Wednesday 8 January 2020. Requests must be submitted to Salar Rida at [salar.rida@barnet.gov.uk](mailto: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](mailto:Salar.Rida@Barnet.gov.uk)  
Media Relations Contact: Gareth Greene 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: [barnet.moderngov.co.uk](http://barnet.moderngov.co.uk)*

*Two paper copies of the agenda only will be available at the meeting for members of the public. If needed, attendees are requested to print any specific agenda report(s). Committee Agendas are available here: [barnet.moderngov.co.uk/uuCoverPage.aspx?bcr=1](http://barnet.moderngov.co.uk/uuCoverPage.aspx?bcr=1)*

## ORDER OF BUSINESS

Item No	Title of Report	Pages
1.	Minutes of the last Meeting	5 - 8
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.	Family Services Quarterly Update Report	9 - 196
8.	Children in care residing in unregulated placements	197 - 208
9.	Barnet Safeguarding Children Partnership Board Annual Report 2018-19	209 - 226
10.	Annual Report on School Funding in Barnet for 2020/21	227 - 242
11.	Business Planning	To Follow
12.	Committee Work Programme 2020	243 - 246
13.	Any other Item(s) that the Chairman decides are Urgent (if Any)	

### 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 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 & Safeguarding Committee

10 September 2019

Members Present:-

AGENDA ITEM 1

Councillor David Longstaff (Chairman)  
Councillor Rohit Grover (Vice-Chairman)

Councillor Felix Byers  
Councillor Anne Clarke  
Councillor Pauline Coakley Webb  
Councillor Val Duschinsky  
Councillor Linda Freedman

Councillor Anne Hutton  
Councillor Nagus Narenthira  
Councillor Julian Teare  
Councillor Reuben Thompstone

## 1. MINUTES OF THE LAST MEETING

The Chairman of the Committee, Councillor David Longstaff welcomed all attendees and opened the meeting. He also reminded Members that the meeting is both audio recorded and conducted as a paper-light meeting.

It was **RESOLVED** that the minutes of the previous Committee meeting held on 1<sup>st</sup> July 2019 be agreed as a correct record.

## 2. ABSENCE OF MEMBERS

None.

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

None.

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

None.

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

None.

## 6. MEMBERS' ITEMS (IF ANY)

The Committee considered two Members' items as set out below.

### (a) MEMBER'S ITEM - COUNCILLOR ANNE CLARKE

Councillor Anne Clarke presented the Member's item in her name to the Committee and highlighted the need to understand the Council's position on this issue going forward.

Mr Chris Munday, Executive Director for Children and Young People informed Members about the school funding formula and the Early Years national funding formula. He spoke about the collaborative work undertaken by the Authority together with other Local Authorities in London to advocate funding needs. He also noted that future spending round will be confirmed in the near future which will inform the Annual School Funding update.

The Committee requested that an update be provided outside of the meeting to Members when funding settlement details are released.  
**(Action: Mr Ian Harrison)**

The Committee unanimously **RESOLVED that once funding data is released Members receive an update incorporated as part of the Annual School Funding report at the January Committee.**

**(b) MEMBER'S ITEM - COUNCILLOR PAULINE COAKLEY WEBB**

Councillor Pauline Coakley Webb introduced the Member's item in her name. She highlighted the importance of reviewing unregulated placements.

Mr Munday informed Members about the distinction between independent living and supported accommodation. The Committee requested that the Corporate Parenting Advisory Panel receive a report on the review of unregulated placements and that the Annual CPAP report be brought to the Committee. **(Action: Forward Work Programme)**

Following a suggestion from Officers, the **Committee RESOLVED that an item be reported back to the Committee on unregulated placements.** **(Action: Forward Work Programme)**

**7. POST OFSTED CHILDREN'S SOCIAL CARE REPORTING ARRANGEMENTS**

The Chairman introduced the item and Mr Munday presented the report to the Committee. The Committee noted the report which sets out the proposals for reporting against the Barnet CYPP to maintain effective scrutiny going forward.

In response to a query about sharing lessons learnt with other Local Authority, Mr Munday informed that Barnet is currently supporting two other LAs on their improvement plans and activities to utilise our improvement journey.

Following a comment about staffing, the Committee noted the different approaches taken to address this and recruit into staffing roles, including social workers.

The Director for Children's Social Care, Brigitte Jordaan responded to a comment about residential care arrangements and noted the ongoing work of the carer recruitment team and the child-centred approach taken to further increase the number of approved in-house foster carers.

Members noted the importance of monitoring data and data consistency, particularly in respect of re-registrations for children who started on a CO plan. Officers noted that data showed a positive trend which will be monitored closely in light of audit recommendations to ensure that improvements continue to be made.

The Committee noted the number of schools registered on the Healthy Schools London Scheme and encouraged Officers to continue to work with other schools to register on the scheme.

It was unanimously **RESOLVED** that:

**That the Committee agreed the proposed new arrangements for Family Services reporting to Committee.**

## **8. LOCAL AUTHORITY SCHOOL GOVERNOR NOMINATIONS - UPDATE AND REVIEW**

The Chairman introduced the report which was requested by the Committee previously. Mr Ian Harrison, Education and Skills Director, Barnet with Cambridge Education presented the report and spoke about the current process and reduction in the percentage of LA governor vacancies.

It was unanimously **RESOLVED**:

**That the Committee noted the information in Appendix A of this report on the nominations of local authority governors to Barnet Schools since September 2018 and agreed that the current process should continue.**

## **9. COMMITTEE WORK PROGRAMME**

The Committee noted the standing item on the agenda and that the FWP will be updated to reflect the additional item agreed at the meeting.

It was **RESOLVED** that the Committee noted the Forward Work Programme 2019-2020.


## **10. ANY OTHER ITEM(S) THAT THE CHAIRMAN DECIDES ARE URGENT (IF ANY)**

None.

The meeting finished at 8.30 pm

This page is intentionally left blank



	<p style="text-align: center;"><b>CHILDREN, EDUCATION and SAFEGUARDING COMMITTEE</b></p> <p style="text-align: center;"><b>13 January 2020</b></p>
<p style="text-align: center;"><b>Title</b></p>	<p><b>Family Services Quarterly Update</b></p>
<p style="text-align: center;"><b>Report of</b></p>	<p>Chairman of the Committee, Councillor David Longstaff</p>
<p style="text-align: center;"><b>Wards</b></p>	<p>All</p>
<p style="text-align: center;"><b>Status</b></p>	<p>Public (with Exempt Appendix 2)</p>
<p style="text-align: center;"><b>Urgent</b></p>	<p>No</p>
<p style="text-align: center;"><b>Key</b></p>	<p>No</p>
<p style="text-align: center;"><b>Enclosures</b></p>	<p><b>Appendix 1: ChaT Report</b>  <b>Appendix 2: Annual Report on Corporate Parenting (April 2018 - March 2019)</b>  <b>Appendix 3: Barnet Self Evaluation November 2019</b>  <b>Appendix 4: LGA Guide for Councillors, Corporate Parenting, November 2019</b>  <b>Appendix 5: LGA Cllr Resource Pack, Support for Care Leavers, November 2019</b></p>
<p style="text-align: center;"><b>Officer Contact Details</b></p>	<p>Chris Munday          Executive Director for Children and Young People  <a href="mailto:Chris.Munday@barnet.gov.uk">Chris.Munday@barnet.gov.uk</a></p>

## Summary

This report gives an update on Family Services progress against key areas and asks Members to note and scrutinise performance.

The report updates Members on our Annual Conversation with Ofsted that took place in November 2019. As part of the ILACS framework, we discussed our progress against the recommendations from the Ofsted Inspection as well as our self-evaluation (appendix 3). The report also contextualises the data that can be found in Appendix 1, Children's services Analysis Tool (ChAT).

Appendix 2 reports on the progress and outcomes for children in care and care leavers in Barnet for the period April 2018 to March 2019. It incorporates the Annual Independent Reviewing Officer report, the Annual Adoption Report and the Annual Fostering Report. The report outlines our improvement approach, focused on resilience-based practice, and reports on strategic and operational actions taken on our improvement journey.

## Recommendations

- 1. That the Committee note and scrutinise the Children's Social Care performance information provided in Appendix 1**
- 2. That the committee notes and scrutinise progress of performance against our corporate parenting responsibilities provided in Appendix 2**
- 3. That the committee notes and scrutinise progress of performance against our Ofsted Self Evaluation provided in Appendix 3**
- 4. That the committee notes new resource packs from the Local Government Association for Corporate Parenting and Support for Care Leavers in Appendices 4 and 5**

- 1.1 In November we met with Ofsted for our annual conversation as part of the ILACs inspection framework. Included in appendix 3 is our self evaluation, which formed the basis of much of the discussion around our performance this year. The self evaluation looks in detail at practice across Family Services and identifies our achievements and progress as well as areas of focus for the year ahead. We have used the areas of focus to form our Divisional Plans, which will be monitored by the Senior Leadership Team and scrutiny of progress on actions aligned to the Children and Young People's Plan will be provided by the Safeguarding Children's Partnership.
- 1.2 We updated Ofsted about our Safeguarding Children's Partnership arrangements. This included that we recruited an independent chair for the learning review group to consider serious case reviews, and that we have appointed Red Quadrant as independent scrutineer, following a tendering exercise, as they will be able to scrutinise the whole partnership as the team includes health, social care and police expertise.
- 1.3 We also provided inspectors with an update about progress against our action plan to address the recommendations from the Ofsted inspection report.

- 1.3.1 Under 'the incorporation of actions from the vulnerable adolescents at risk panel (VARP) and exploitation strategy meetings into child in need and child protection plans', we were able to report that new IT processes are being tested in the system to allow SEAM strategy meeting records to clearly set out the rationale for decision making. The practice standards document has been updated to reflect practice expectations for the timely integration of actions arising from VARP and SEAM Strategy Meetings into children's plans, and also actions arising from MARAC.
- 1.3.2 The All About Me assessment and plan has been built into the Children in Care workflow in LCS. The updating of the All About Me plan as an assessment tool used at times of change is completed by some social workers, however consistent implementation is yet to be achieved across the service. This practice issue is being managed through targeted training, supervision and exception reporting to managers. Individual action plans have been developed with practitioners to address this. Service days continue to take place regularly at 8-week intervals to ensure learning from the Ofsted feedback remains a priority for all care planning for children. This is addressed in the themes of our vision for our children and how a child's journey is likely to change and will require creative and individual care planning throughout their childhood.
- 1.4 We are proposing to extend the current advocacy contract with Action for Children to align it with the Independent Visitors Services contract and end date, which is also provided by Action for Children. Action for Children attended our 11th September Fostering Support Group to talk about their advocacy offer for children in care. We will be sending out a reminder of their services and how to access them in our quarterly newsletter in December. We will update the foster carers leaflet in the induction folder for all new foster carers as well as having this as a standing agenda item at every other support group – at least 6 times per year – going forward.

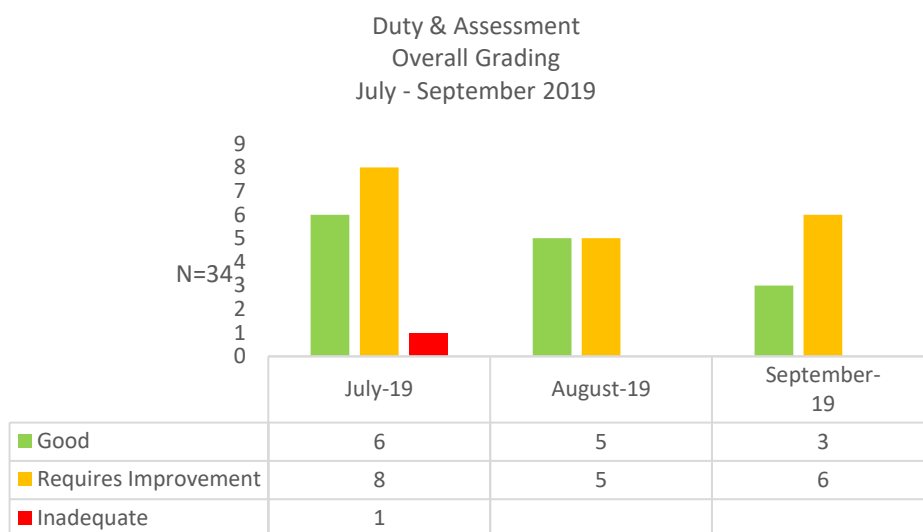
- 1.5 Current advocacy data from the provider shows that in quarter two (July, August & September) there are more children in the advocacy system than in quarter one. During Q2, Action for Children worked with 44 young people, 24[1] of whom were carried over from the previous quarter. Action for Children received 20 new referrals in Quarter 2 and closed 7 cases. Over half of the young people Action for Children advocated for were male and most of them (29 young people) were aged 16+. Over half of the young people (28) were placed outside of borough, some as far afield as Swansea and Carlisle.

Advocacy Cases	Quarter 1	Quarter 2
Carried over from previous Q	16	24*
New Referrals	14*	20
Closed Cases	6*	7
Carried over to next quarter	24	37

- 1.6 The Children's services Analysis Tool (ChAT) provided in appendix 1 of this report provides the performance information that sits alongside the narrative included below. Local reporting information is included in this update to provide additional context for Members to enhance scrutiny of Children's Social Care performance and to effectively discharge their statutory duty as corporate parents.
- 1.7 November workforce data shows a vacancy rate of 62 social work posts, which is an increase since the last CES report. We expect this to reduce as our cohort of 12 students on their Assessed and Supported Year of Employment (ASYE) move into social work posts in the coming months as soon as their professional registration has been completed. We have launched our new recruitment campaign which coincided with an article in The Guardian promoting the positive improvements made across Children's Services. We attended as stallholders at a jobs fair in November and are following up on potential applicants, and we are looking at the potential of recruiting from overseas. Recruitment of social workers is a challenge for councils across London, and we are participating in the ALDCS workforce group, which aims to bring local authorities together to share best practice in recruiting and retaining staff.
- 1.8 Our annual workforce return shows that we have more staff who are in the 20-29 year old age bracket, and that we have increased the number of staff who have worked here for less than two years. In line with our monthly returns, the annual figure shows an increase in the number of agency staff by 48 compared to this time last year, however our overall turnover rate is 5% less than the same time last year at 15%. We have a similar number of social workers in the service, who are holding 459 fewer children on their caseloads as in November 2018.
- 1.9 MASH continues to see an increase in the number of contacts coming in to the service over the past year. The MASH will continue to work with partners to best

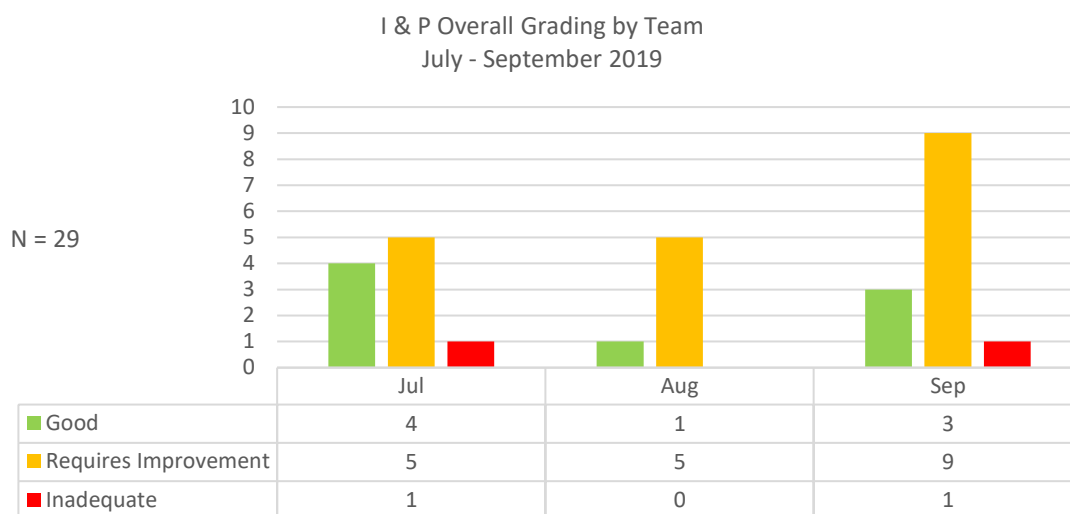
support all professionals in the system to understand the most effective way to support children and families to access the appropriate support. A new London wide MASH dataset is due to launch soon, which will help us to analyse our performance against other London Local Authorities and learn from best practice.

- 1.10 Performance data for Duty and Assessment Teams (DAT) shows that assessment timeliness has remained consistent at 85% within 45 days in November. This is a result of many families being less available over the summer holidays, a period covered by the ChAT, and so less available to social workers completing their assessments. Audit data in DAT shows a reduction to zero of inadequate work. This is in the context of audit activity increasingly targeted at teams or individuals where further development of their practice is required as part of our appreciative enquiry audit approach.



- 1.11 Audits show continued evidence of some good comprehensive child and family assessments which evidence child and parental views well, are child centred and include evidence of multi-agency collaboration. In most cases the history and chronology information continues to be comprehensively gathered and utilised well to support child and family assessment and care planning, and there is evidence of management oversight and in some cases, evidence of thorough highly reflective group supervision, with family history and cultural context well considered. This needs to be more consistent with the rationale for management decision-making and robust review of the progression of plans detailed on the child's file.
- 1.12 There are currently 185 children on Child Protection Plans (CPP), which is a reduction on the previous month. 14 of these CPP's have been open for over a year, meaning we have lower than national and statistical neighbour average numbers of children on CPP's for over a year. ChAT data shows that 48% of children were seen alone at their last social work visit. Closer investigation of this figure shows that when children under 5 – who are not required to be seen alone on a child protection visit - are removed from this count, the figure rises to 87% of children seen alone, which is an improvement on the previous month's data

1.13 Between July-September 2019 29 audits were completed on cases held in the I&P teams. 8 were graded overall Good, 19 Required Improvement and 2 were graded Inadequate. Audits found the quality of CIN planning and casework continues to be variable. There is evidence of some strong comprehensive CIN plans which make good use of the Signs of Safety framework and of regular CIN meetings taking place. Audits found evidence of some excellent child protection casework, swift response to risk and robust child protection planning. Conferences take place timely and mostly produce robust CP plans. Children are mostly seen regularly and core group meetings and activity would be strengthened by ensuring they take place consistently.



1.14 Since the last CES report, where we highlighted activity in reviewing care plans, with one of the factors leading to the reviewing of care plans being that we demand higher quality care for our children and young people which had in some instances resulted in a need for children to move placements. This explained an increase in the number of children experiencing 3 or more placement moves to 36. Now that this work is being completed there has been a reduction to 33 in young people with three or more placement moves. For a significant proportion of these young people, the placement moves are connected to risk management. Workers are being proactive in moving young people where there is a safeguarding risk connected to exploitation in the local area, and the missing protocol is being utilised for these vulnerable adolescents to understand the complexities of their lives and how to safely house and support them.

1.15 We have completed a review of return home interviews (RHIs), following the reporting of a low rate (13%) of interviews offered and a high rate (88%) not recorded in the August performance data. The ChAT is now showing that in 74% of missing incidents, the young person is offered an RHI. Of those young people not offered an interview, 52% did not require one due to them technically being 'absent' or returning to placements after curfew. This figure is relative to placements having policies to report young people as 'missing' when they return after curfew. Another 17% of young people not offered an RHI have frequent missing episodes and so have specific arrangements for the frequency of RHIs defined in their care plan.

- 1.16 Included in appendix 2 is the comprehensive Corporate Parenting Annual Report, which includes our performance across the year against our corporate parenting statutory responsibilities, which Members are asked to scrutinise. Members are also asked to note the attachments in appendices 4 and 5, which offer the most up to date guidance and information for councils on their corporate parenting duties and support for care leavers.

## **2. REASONS FOR RECOMMENDATIONS**

- 2.1 Members are asked to consider and scrutinise the work of Children and Young People's Services, and to fulfil the council's statutory obligations in this regard.

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

- 3.1 Not applicable.

## **4. POST DECISION IMPLEMENTATION**

- 4.1 Not applicable.

## **5. IMPLICATIONS OF DECISION**

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

- 5.1.1 The delivery of good services to children and families 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 2022.
- 5.1.2 This supports the following Council's corporate priorities as expressed through the Corporate Plan for 2019-2024 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 pleasant, well maintained borough that we protect and invest in;
  - Residents live happy, healthy, independent lives with the most vulnerable protected;
  - Has safe and strong communities where people get along well.

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

- 5.2.1 There are no additional financial implications arising directly from this report.
- 5.2.2 Medium Term Financial Savings (MTFS) for 2018 - 2020 were reviewed in light of the Family Services improvement journey to consider achievability. The original CES Committee target for 2018/19 – 2019/20 was £8.303m was revised to £4.409m in the 2018/19 Policy & Resource Committee Business Planning Report.

- 5.2.3 Medium Term Financial Savings for 2019/2020 are on track to be delivered.
- 5.2.4 More detailed information on financial performance is provided to Financial Performance and Contracts Committee.

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

- 5.3.1 Local authorities have specific duties in respect of children under various legislation including the Children Act 1989 and Children Act 2004. They have a general duty to safeguard and promote the welfare of children in need in their area and, if this is consistent with the child's safety and welfare, to promote the upbringing of such children by their families by providing services appropriate to the child's needs. They also have a duty to promote the upbringing of such children by their families, by providing services appropriate to the child's needs, provided this is consistent with the child's safety and welfare. They should do this in partnership with parents, in a way that is sensitive to the child's race, religion, culture and language and that, where practicable, takes account of the child's wishes and feelings.
- 5.3.2 Article 7 of the council's constitution states that the Children, Education and Safeguarding Committee has the responsibility for all matters relating to children, schools and education. In addition to this, the committee has responsibility for overseeing the support for young people in care and enhancing the council's corporate parenting role.

### **5.4 Risk Management**

#### **5.4.1 Children and Young People's Plan 2023**

- 5.4.2 The forward plan for Children and Young People plan is being reviewed and reporting will re-commence the next quarter.
- 5.4.3 A new Child Poverty strategy is being developed to tackle the issue in the borough. Our previous child poverty strategy was set out in the Children and Young People's Plan 2016-20 and supported Barnet's family friendly vision which is focused on making the borough an even better place for all families to live. The new plan captures the progress against previous priorities and actions and highlights a renewed commitment to improving outcomes for children, young people and families. It has been agreed to retain the existing priorities while strengthening actions to tackle child poverty in the borough. The new strategy will be presented to the Children and Young People's Partnership Board for approval in Q1 2020.
- 5.4.4 The Barnet Children and Young People's Partnership has undertaken to develop a new Autism Strategy, which will detail how we will support children and young people with Autism over the next few years. We are currently in the middle of gathering data and feedback from practitioners, parent-carers and young people, as to the experience and reach of services currently, and where we need to be in the future. A draft strategy will be available in early 2020 and will be shared across the partnership and service users for review and comment.



5.4.5 Make Your Mark is a national consultation run by the British Youth Council, which orders the ten issues as voted on by the Members of Youth Parliament, to be placed on the annual ballot. Voting takes place every September, this year Barnet received 12,399 votes, with Put an end to Knife Crime being voted as the top devolved issue and the UK issue being Protect the Environment which happens to be the same as the regional results for London. The five issues which were prioritised from all the results across the UK and taken to the House of Commons to be debated were; Protect the Environment, Put an End to Knife Crime, Mental Health, Tackling Hate Crime and Curriculum to Prepare us for Life. The results of the debate will be released early 2020.

## **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 business and keep them under review in decision making, the design of policies and the delivery of services

5.5.3 Equalities and diversity considerations are a key element of social work practice. It is imperative that help and protection services for children and young are sensitive and responsive to age, disability, race and ethnicity, faith or belief, sex, gender reassignment, language, maternity / parental status and sexual orientation. Barnet has a diverse population of children and young people.

5.5.4 Children and young people from minority ethnic groups account for 52%, compared with 30% in the country. More referrals are received for families from minority ethnic groups than from white families, who make up 26% of contacts into the MASH. The percentages of children and young people from minority ethnic groups who receive statutory social care services account for 57% of Children in Need cases, 59% 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%) as at May 2019.

5.5.5 Boys are overrepresented in most parts of the statutory system. The majority of contacts received into the MASH are for males aged between 11 and 15, and overall 51% of contacts are for boys versus 45% for females (4% other). 52% of assessments are for boys, and 52% of children on child protection plans are boys. For children looked after, boys are overrepresented (60%) due to most UASC being male (88%).

## **5.6 Corporate Parenting**

- 5.8.1 Please refer to the Corporate Parenting Annual Report appendix. The report seeks to inform Members about the progress and outcomes for children in care and care leavers in Barnet for the period April 2018 - March 2019. It incorporates the Annual Independent Reviewing Officer report, the Annual Adoption Report and the Annual Fostering Report.

## **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.
- 5.7.2 The Service User Engagement Strategy is well embedded across the partnership, feedback from service users is collated through telephone surveys, #BOP meetings, self-assessments, parent and carer forums and through our complaints and compliments process. The strategy ensures that how we work with children and young people is child centred, that we know, understand and can capture the lived experience of children and feed lessons learnt into service improvement.
- 5.7.3 There continues to be an increase in the percentages of service users who are satisfied with our Interventions, communication, and workers. Service Users commented on the following;
- Intervention: overall, Service Users were generally happy with our intervention, with a few describing our service as 'Brilliant' and commending us for helping make positive changes in their lives.
  - Communication: feedback indicated Service Users are still generally satisfied with the way we communicate with them, commenting that they felt listened to and that they were happy that their views were taken on board. Overall, an improvement to previous reports, parents/carers they were mainly happy with the level of information provided in preparation for conferences and meetings.
  - Workers: they respondents were generally appreciative of our workers, commenting mainly on their supportiveness, empathy and professionalism, which is also an improving theme to previous quarters.
- 5.7.4 Areas for improvement are mainly concentrated around supporting families, children and young people with their anxiety and 'fear' of social care services; which were negated after working with us. Managing this anxiety at an earlier stage is likely to impact on the overall impact of our work with them.
- 5.7.5 The bi-annual Youth Perception Survey went out to tender in August and Opinion Research Services have been appointed to undertake the survey, which will involve face to face interviews with 500 young people across Barnet to understand what is important to them and which areas the Council and its partners should prioritise. The interviews will be taking place in November and December. The annual Children in Care survey was also launched at the end of October. This is an online survey that seeks to understand what the key issues are for children in care.
- 5.7.6 Consultation and engagement with children and young people is central to social work practice and service improvement across the Safeguarding Partnership. A service user

experience strategy has been developed and was launched on 19th February 2018. The strategy ensures that how we work with children and young people is child centred, that we know, understand and can capture the lived experience of children and feed lessons learnt into service improvement. We have nominated Voice of the child champions across partner agencies and within Family Services to promote and lead on the Service User Engagement (SUE) agenda within their respective areas.

- 5.7.7 The SUE report for quarter 1 considers feedback from 641 young people and parents/carers receiving support from our Early Help and statutory social care teams. This quarter has seen a significant increase in the proportion of respondents who were satisfied with our interventions. Service users felt that communication was effective and that they were listened to, and they appreciated their workers, commenting on their supportiveness, empathy and compassion. We continue to work across our quality assurance and training and development systems to ensure learning from service user feedback is used to inform future service delivery.

## **5.8 Insight**

- 5.9.1 Insight data will continue to be regularly collected and used in monitoring the progress and impact of the Children and Young People's Plan and to shape ongoing improvement activity.

## **6 Background Papers**

- 6.1 Barnet's Corporate Parenting Pledge to Children in Care and Care Leavers (2016): [https://www.barnet.gov.uk/dam/jcr:c33f12a5-86d9-4215-9c89-a8c82675fba4/Pledge%20for%20Children%20in%20Care%202016%20\(digital\).pdfnce](https://www.barnet.gov.uk/dam/jcr:c33f12a5-86d9-4215-9c89-a8c82675fba4/Pledge%20for%20Children%20in%20Care%202016%20(digital).pdfnce)

This page is intentionally left blank

Developed as a part of the collaborative **Data to Intelligence Project** between Waltham Forest Council, Hackney Council, Tower Hamlets Council, and Ofsted



# Children's services Analysis Tool (ChAT)

Based on Ofsted's ILACS Annex A dataset (2019)

## Barnet

13 November 2019

Headline figures	Page 3
Contacts in the last 6 months	Page 4
Early Help in the last 6 months	Page 4
Referrals in the last 6 months	Page 5
Assessments in the last 6 months	Page 6
Section 47 enquiries in the last 6 months	Page 7
Children in Need (CIN) - total, started, and ceased in the last 6 months	Page 8
Children in Need (CIN) with an open episode of need	Page 9
Child Protection Plans (CPP) started and ceased in the last 6 months	Page 10
Child Protection Plans (CPP) currently open	Page 11
Children Looked After (CLA) started and ceased in the last 6 months	Page 12
Children Looked After (CLA) with an open episode of care	Page 13
Children Looked After (CLA) placements	Page 14
Children Looked After (CLA) health and missing/absent from placement	Page 15
Care leavers currently in receipt of leaving care services	Page 16
Care leavers accommodation suitability and type	Page 17
Care leavers activity (Education, Employment, or Training)	Page 18
Children adopted, waiting to be adopted, or had an adoption decision reversed in the last 12 months	Page 19
Adoption benchmarking	Page 20
Prospective adopters in the last 12 months	Page 21
Demographics of children across all areas of children's social care	Page 22
Comparisons of headline figures and performance data to published statistics	Page 23

## Headline figures

**Contacts**

Contacts in the last 6 months	9,124
-------------------------------	-------

**Early Help / Common / Targeted Assessments**

Early Help in the last 6 months	1,316
---------------------------------	-------

**Referrals**

Referrals in the last 6 months	1,331
--------------------------------	-------

**Social Care Assessments**

Total assessments in the last 6 months	3,452
--	-------

Assessments completed in the last 6 months	3,124
--	-------

Ongoing assessments	328
---------------------	-----

**Section 47 enquiries and Initial Child Protection Conferences (ICPCS)**

Section 47 enquiries in the last 6 months	427
---	-----

ICPCs that started from an S47 in the last 6 months	127
---	-----

**Children in Need (CIN)**

Total CIN in the last 6 months	2,953
--------------------------------	-------

CIN started in the last 6 months	1,323
----------------------------------	-------

CIN ceased in the last 6 months	1,305
---------------------------------	-------

Current children in need (snapshot)	1,648
-------------------------------------	-------

**Child Protection Plans (CPP)**

Total CPP in the last 6 months	297
--------------------------------	-----

CPP started in the last 6 months	123
----------------------------------	-----

CPP ceased in the last 6 months	112
---------------------------------	-----

Current children subject of a child protection plan (snapshot)	185
--	-----

**Children Looked After (CLA)**

Total CLA in the last 6 months	416
--------------------------------	-----

CLA started in the last 6 months	98
----------------------------------	----

CLA ceased in the last 6 months	79
---------------------------------	----

Current children looked after (snapshot)	337
--	-----

**Care leavers**

Care leavers currently in receipt of leaving care services	311
--	-----

**Adoptions**

Children adopted, waiting to be adopted, or had an adoption decision reversed in the last 12 months	35
---	----

Children adopted in the last 12 months	11
--	----

Children waiting to be adopted (snapshot)	23
---	----

Children with decision reversed in the last 12 months	0
---	---

**Adopters**

Prospective adopters in the last 12 months	0
--	---

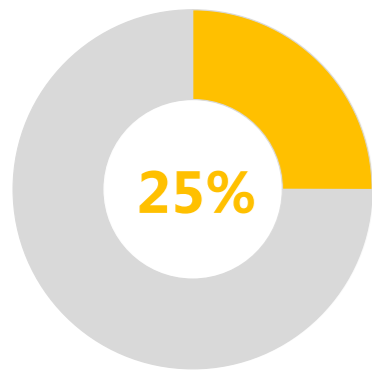
Contacts in the last 6 months

from 14/05/2019  
to 13/11/2019

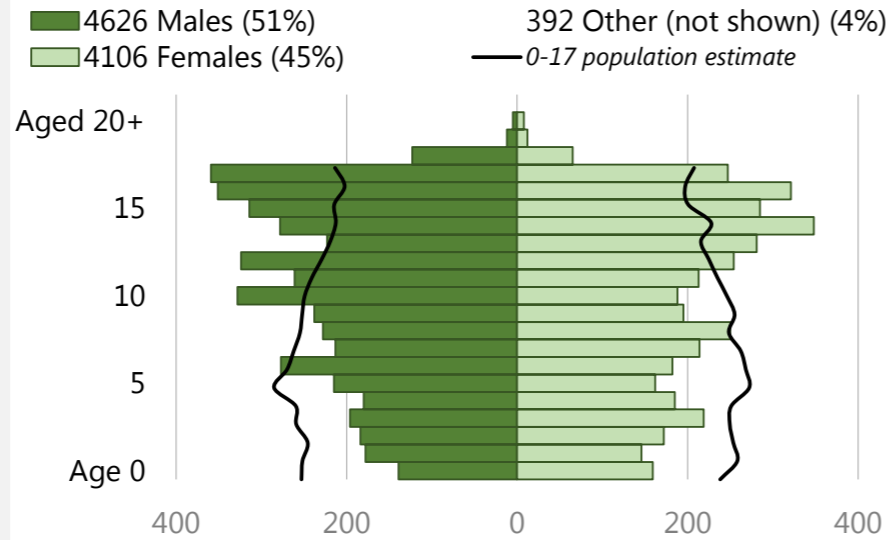
9124 contacts

Contacts that also appear on the Referrals list

Yes No



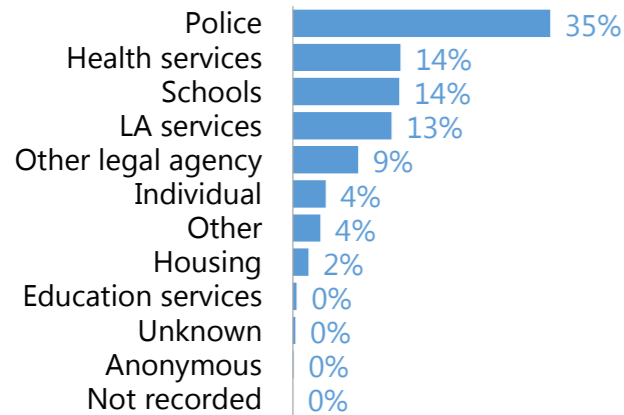
Age and gender



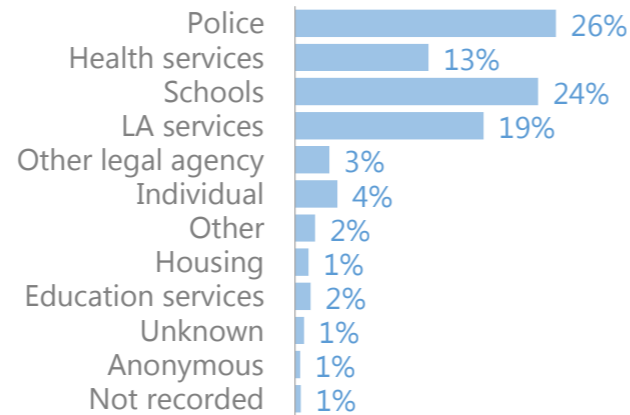
Other' includes not recorded, not stated, or neither M/F

Source of contacts compared to source of referrals

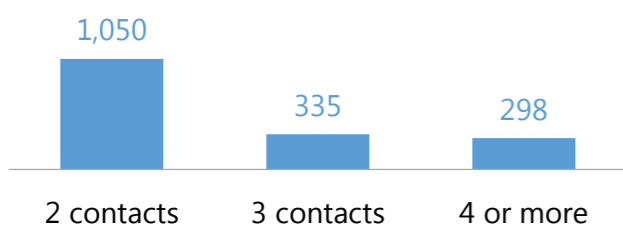
Contact source



Referral source comparison



Children with multiple contacts in period



Ethnic backgrounds

White	26%
Mixed	10%
Asian or Asian British	6%
Black or black British	15%
Other ethnic group	12%
Not stated	26%
Not recorded	2%

See page 20 for comparisons

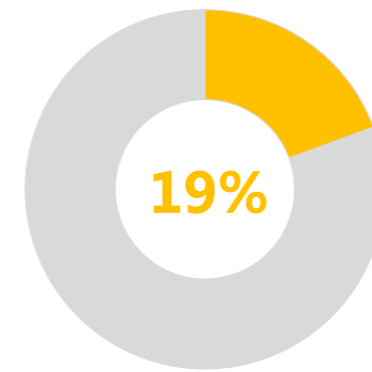
Early Help in the last 6 months

from 14/05/2019  
to 13/11/2019

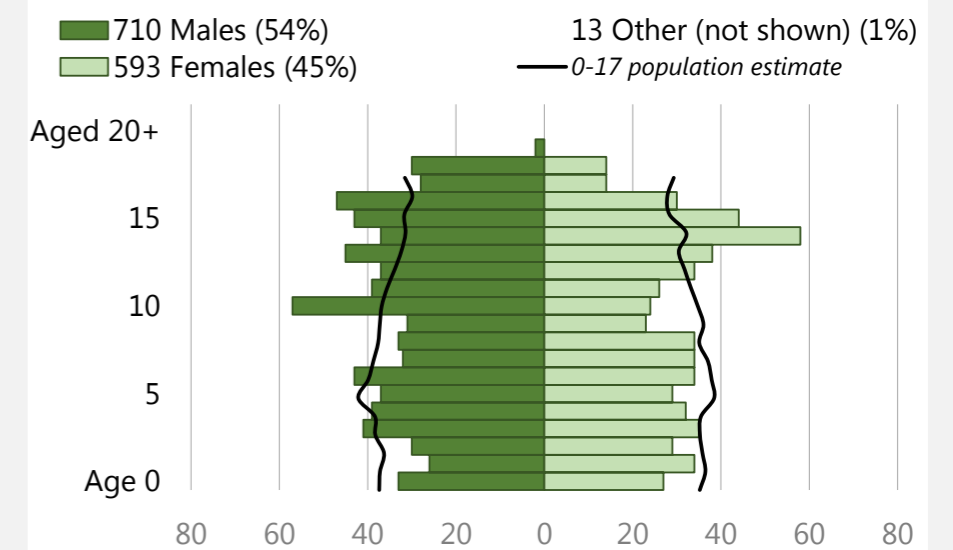
1316 Early Help / Common / Targeted Assessments

Early Help cases that also appear on the Referrals list

Yes No

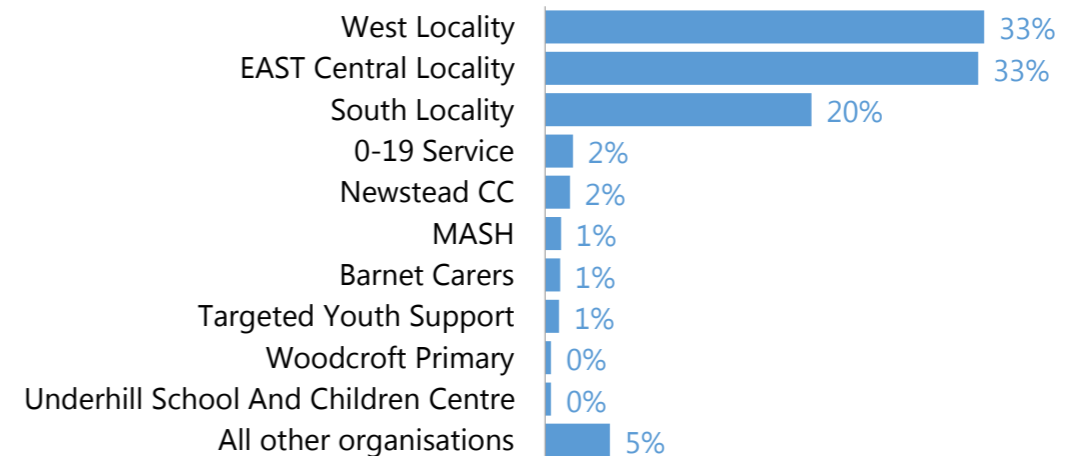


Age and gender

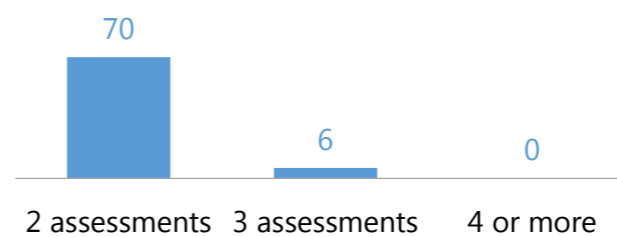


Other' includes not recorded, not stated, or neither M/F

Organisation completing assessment



Children with multiple records in period



Ethnic backgrounds

White	33%
Mixed	13%
Asian or Asian British	7%
Black or black British	17%
Other ethnic group	10%
Not stated	15%
Not recorded	1%

See page 20 for comparisons



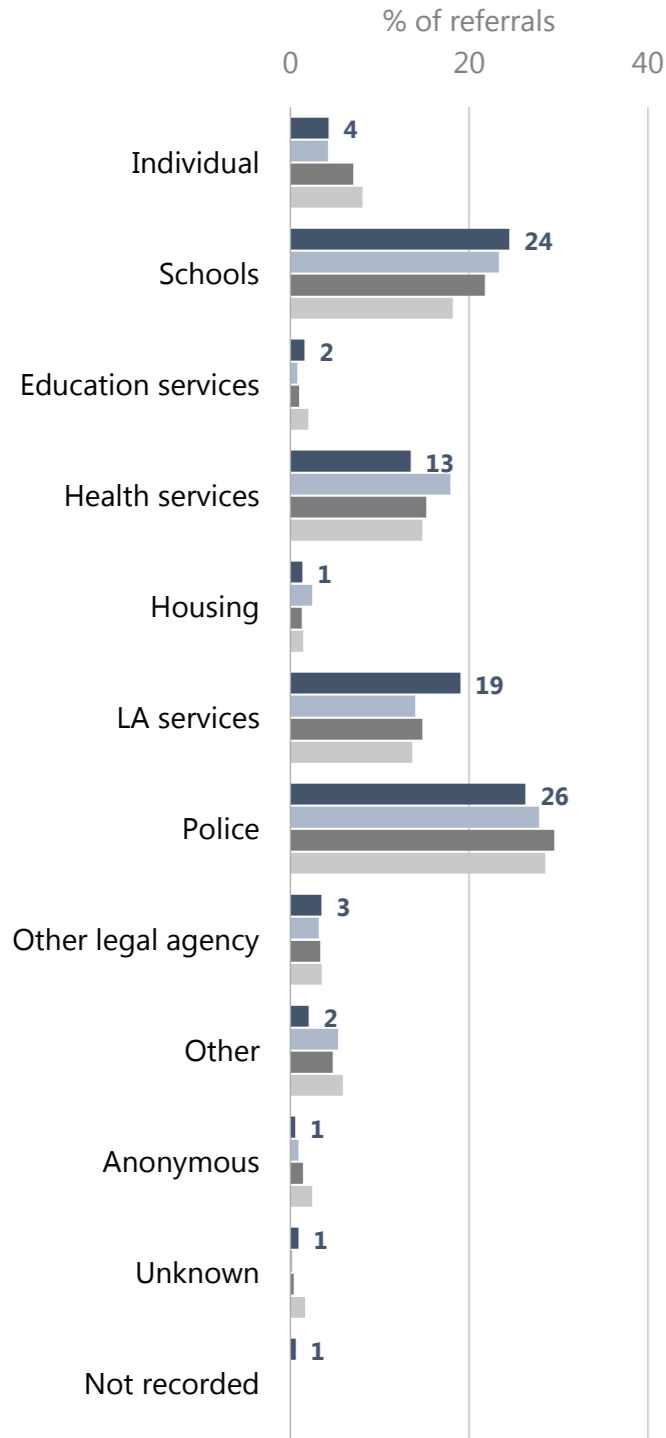
Referrals in the last 6 months

from 14/05/2019  
to 13/11/2019

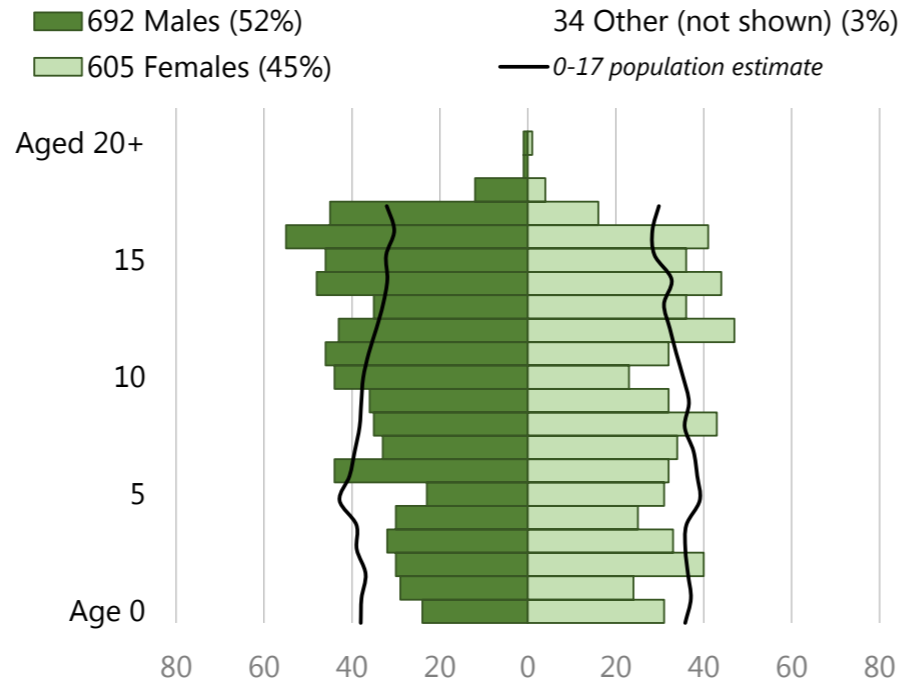
1331 referrals

Source of referral

■ Last 6 months ■ LA 17-18 ■ SNs 17-18 ■ Eng 17-18



Age and gender



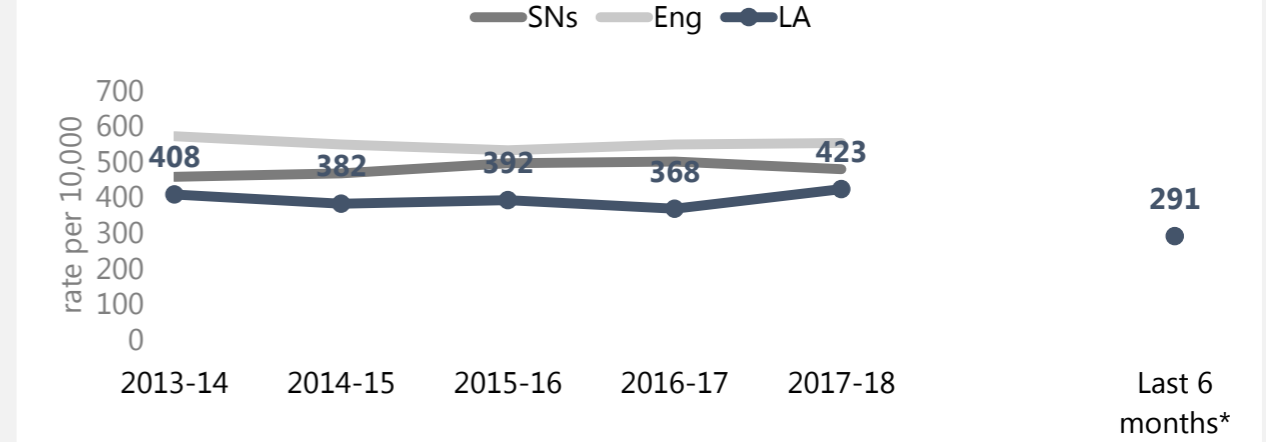
Other' includes not recorded, not stated, or neither M/f

Ethnic backgrounds

White	28%
Mixed	12%
Asian or Asian British	9%
Black or black British	20%
Other ethnic group	17%
Not stated	11%
Not recorded	1%

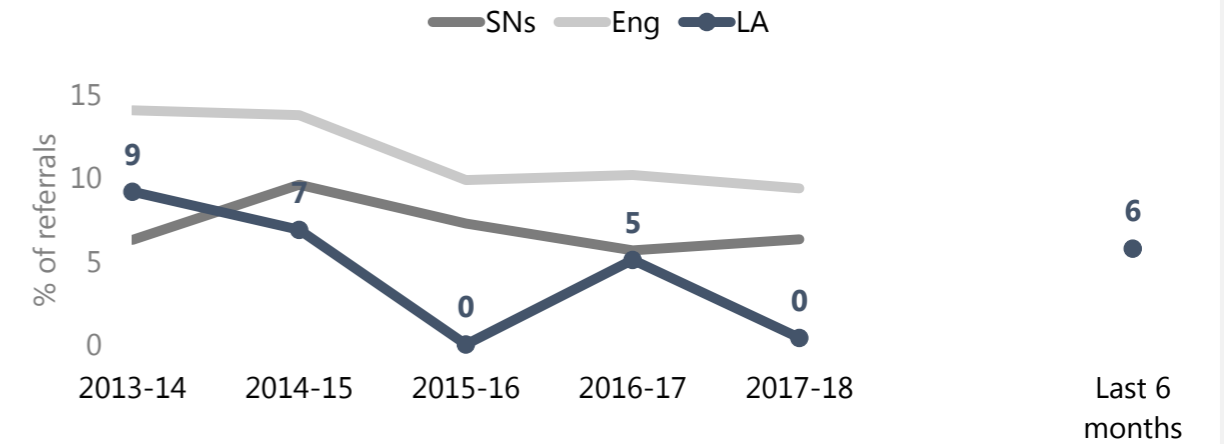
See page 20 for comparisons

Rate of referrals per 10,000 children aged 0-17



\*Annualised rate for comparison purposes

Referrals with No Further Action (NFA)

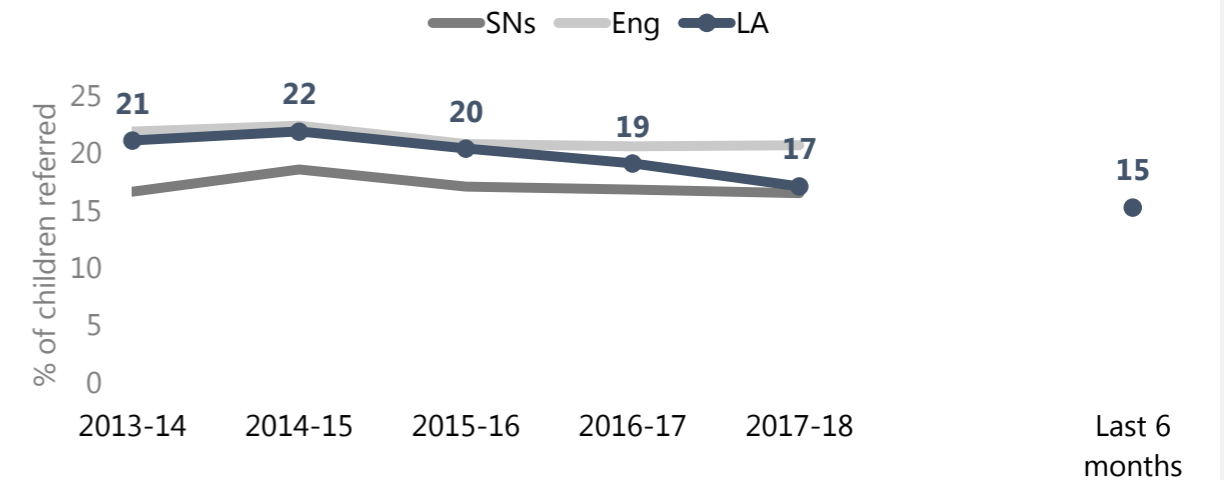
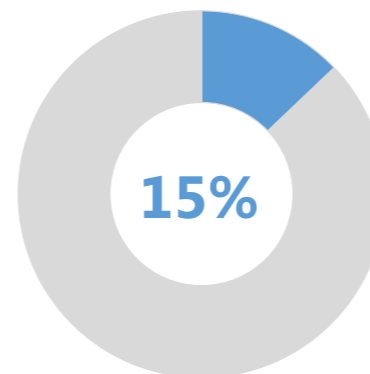


Re-referrals: children with a previous referral within 12 months of their latest referral

194 children with previous referrals within 12 months of latest referral

■ Re-referral ■ First referral □ Not recorded

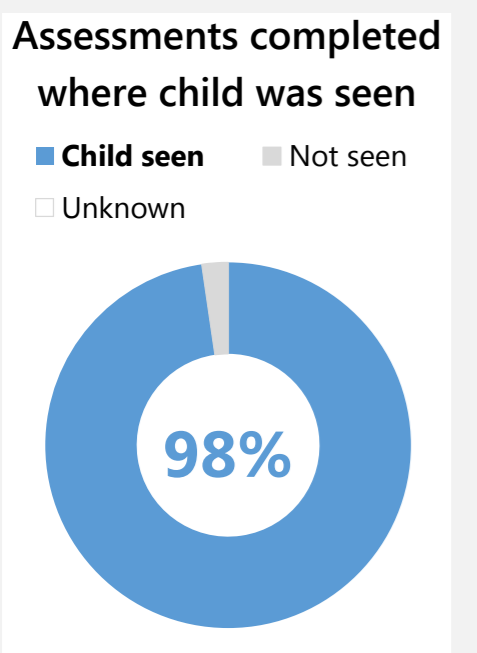
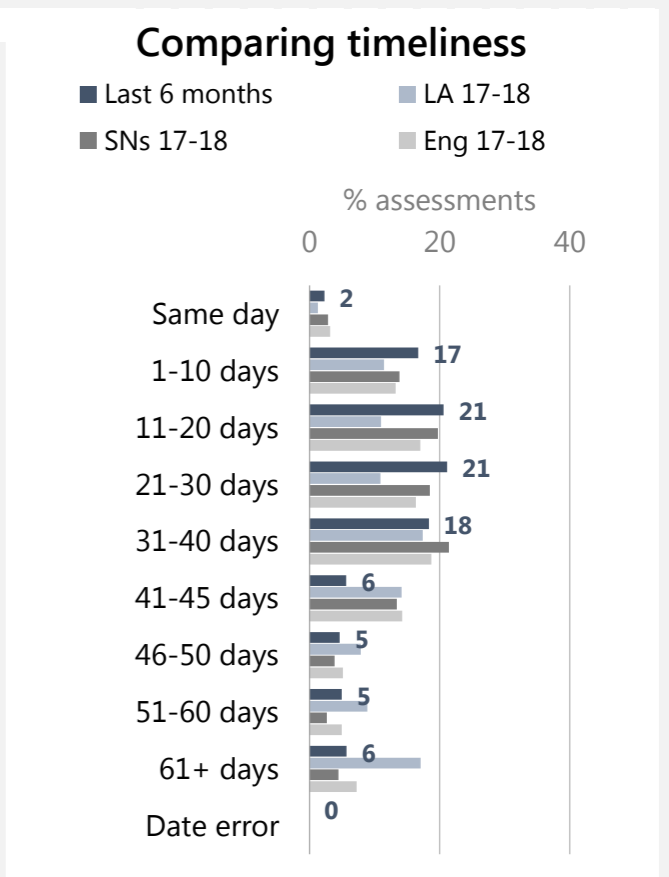
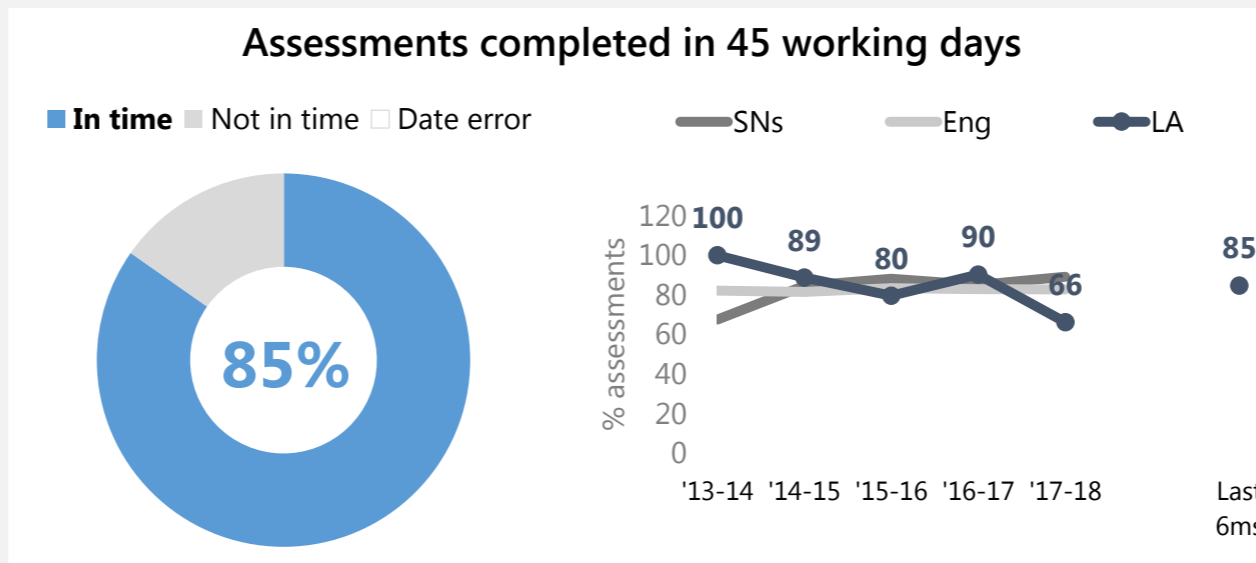
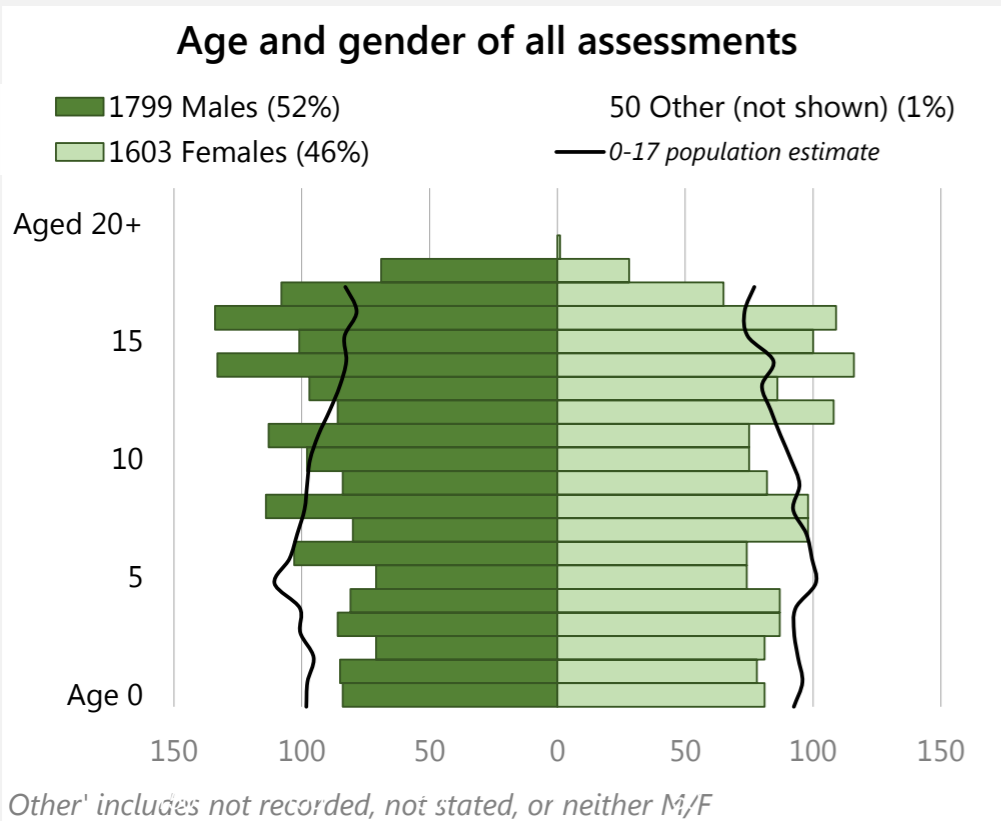
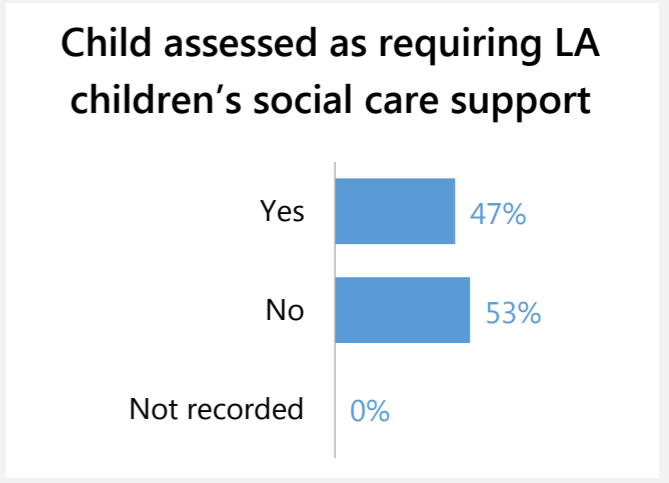
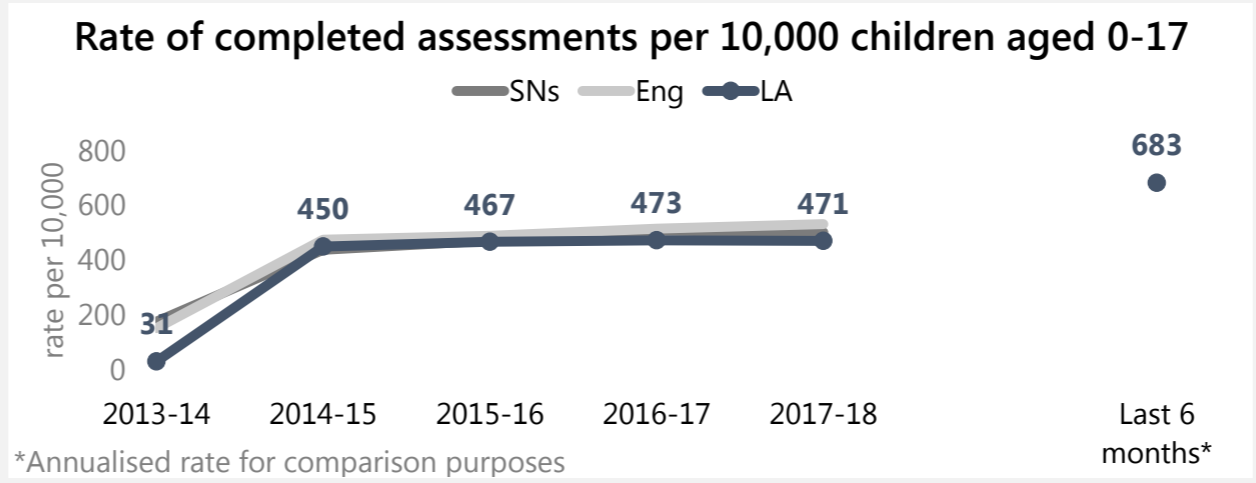
First referral	1,077
1 prev referral	169
2 prev referrals	18
3 prev referrals	7
4+ prev referrals	0
Not recorded	0



Assessments in the last 6 months

from 14/05/2019  
to 13/11/2019

3452 total assessments  
328 open assessments  
**3124 completed assessments**

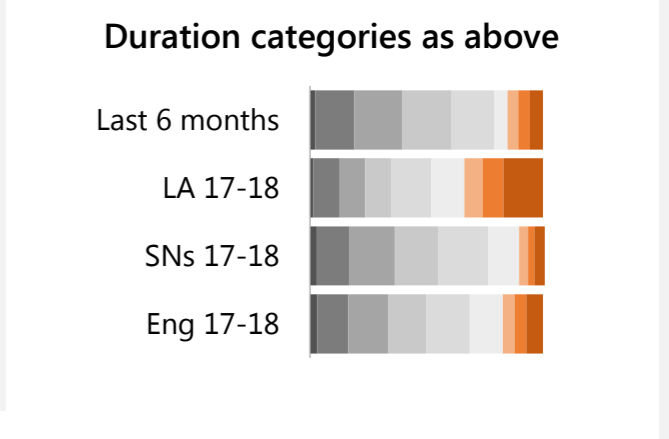
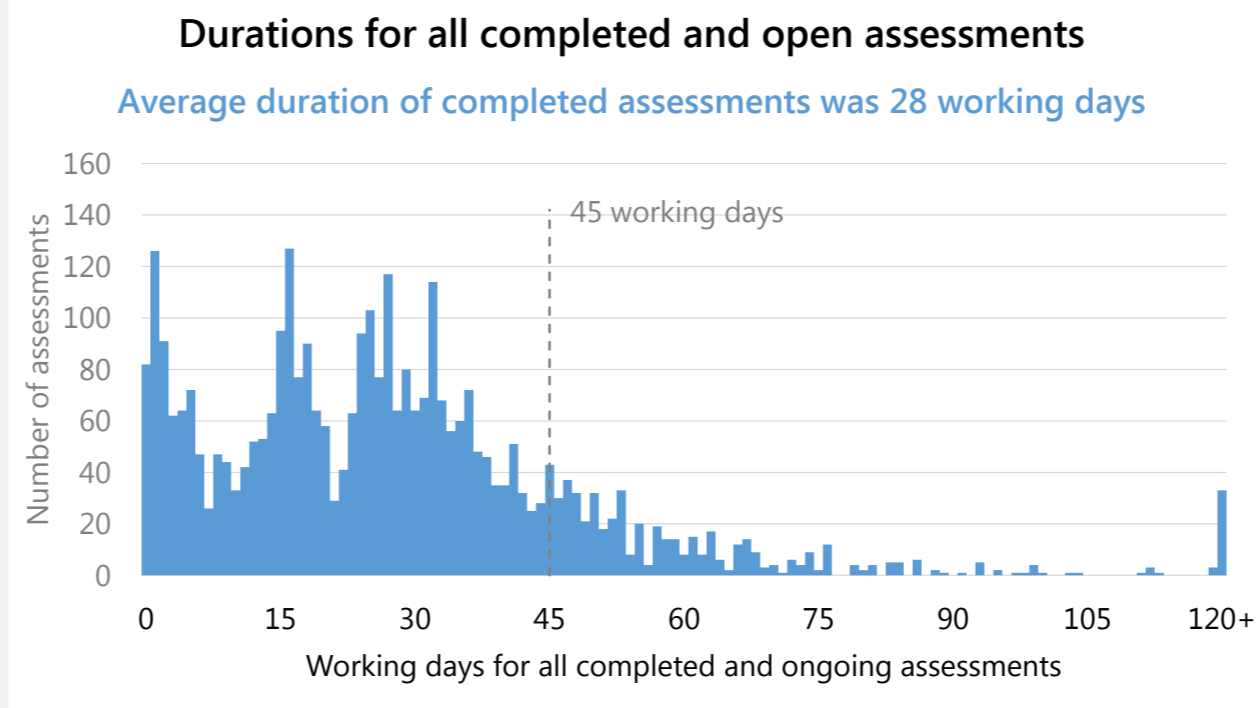


### Ethnic background

White	35%
Mixed	16%
Asian or Asian British	7%
Black or black British	21%
Other ethnic group	16%
Not stated	4%
Not recorded	0%

See page 20 for comparisons

163 assessments (5%) for children with a disability

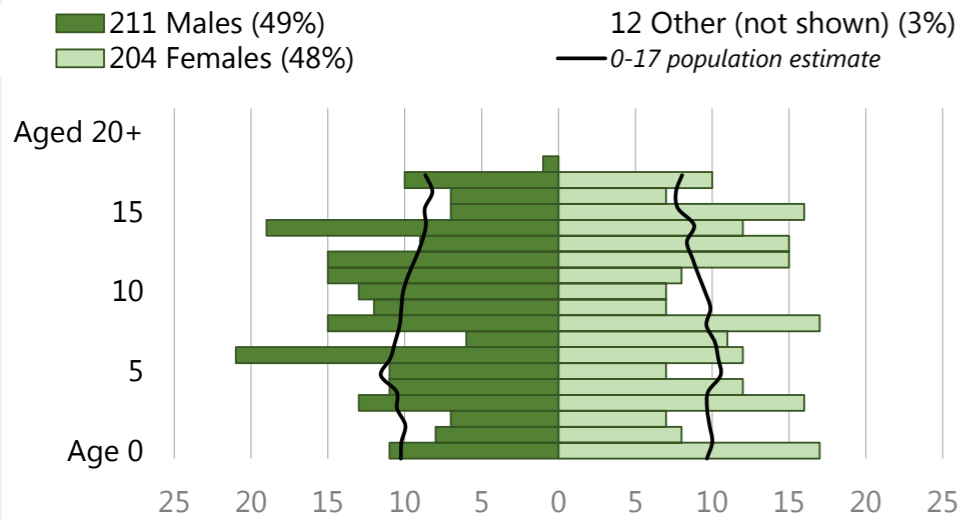


Section 47 enquiries in the last 6 months

from 14/05/2019  
to 13/11/2019

427 Section 47 enquiries

Age and gender



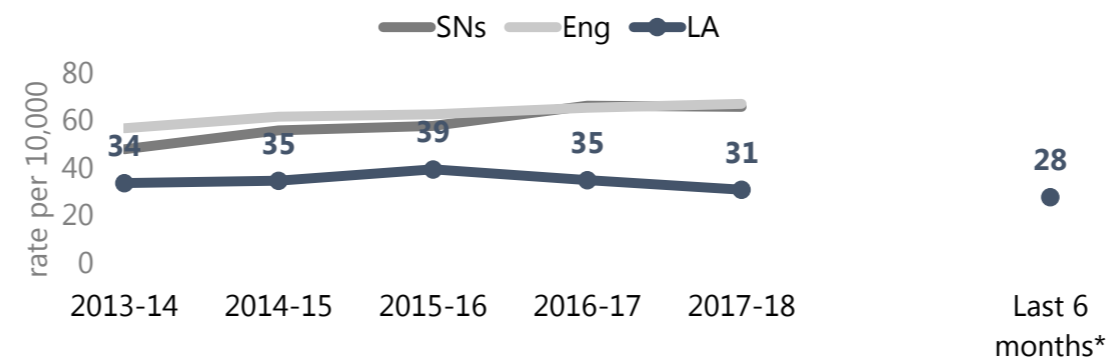
Other' includes not recorded, not stated, or neither M/F

127 Initial Child Protection Conferences (from S47 in period)

65% of completed S47s **did not require an ICPC**

ICPC not required may include S47s for open CPP where ICPC was not required, and may exclude children where an ICPC was required but has not yet occurred

Rate of ICPCs per 10,000 children aged 0-17



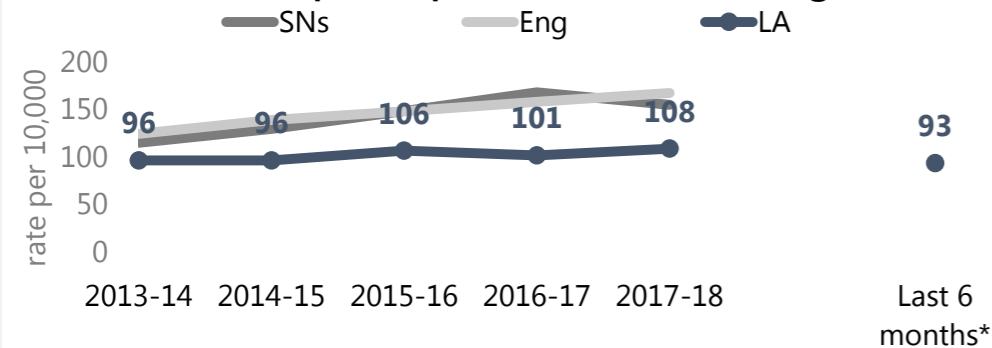
\*Annualised rate for comparison purposes

0 child(ren) with a repeat ICPC within 12 months of latest

83%

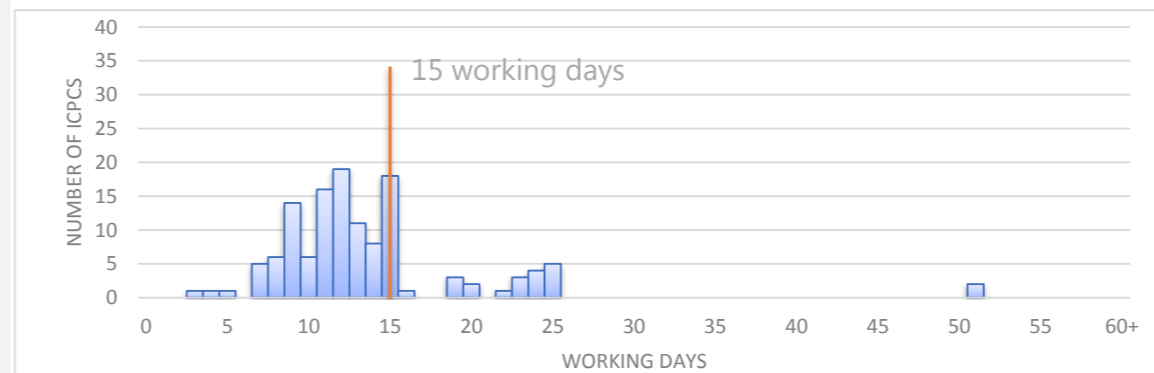
of ICPCs resulted in a child protection plan

Rate of S47 enquiries per 10,000 children aged 0-17

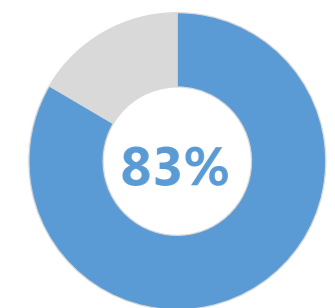


\*Annualised rate for comparison purposes

ICPCs occurred within 15 working days of the strategy discussion date

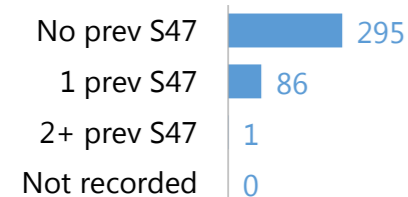


In time  
Not in time  
Date error



23 S47s (5%) for children with a disability

Children with a repeat S47 within 12 months of latest

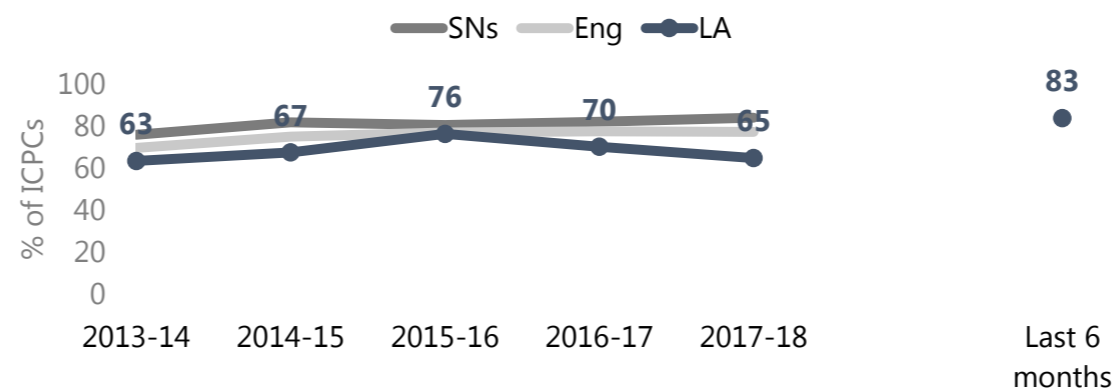


Ethnic background

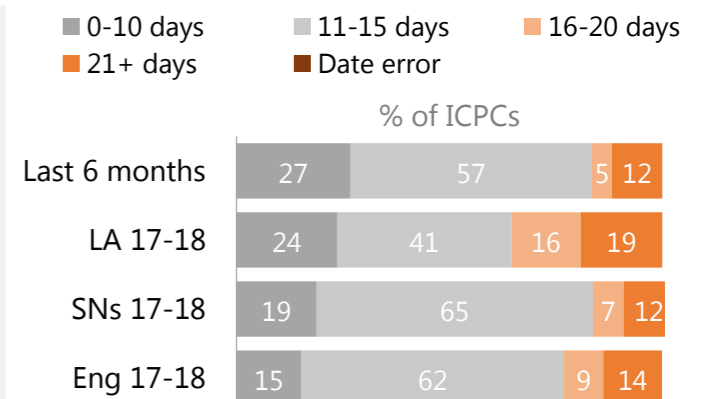
White	30%
Mixed	17%
Asian or Asian British	4%
Black or black British	25%
Other ethnic group	19%
Not stated	5%
Not recorded	0%

See page 20 for comparisons

Trend of ICPC timeliness (within 15 days of S47 start)



Comparing ICPC durations



Children in Need (CIN) - total, started, and ceased in the last 6 months

from 14/05/2019  
to 13/11/2019

### 2953 total CIN in 6 months\*

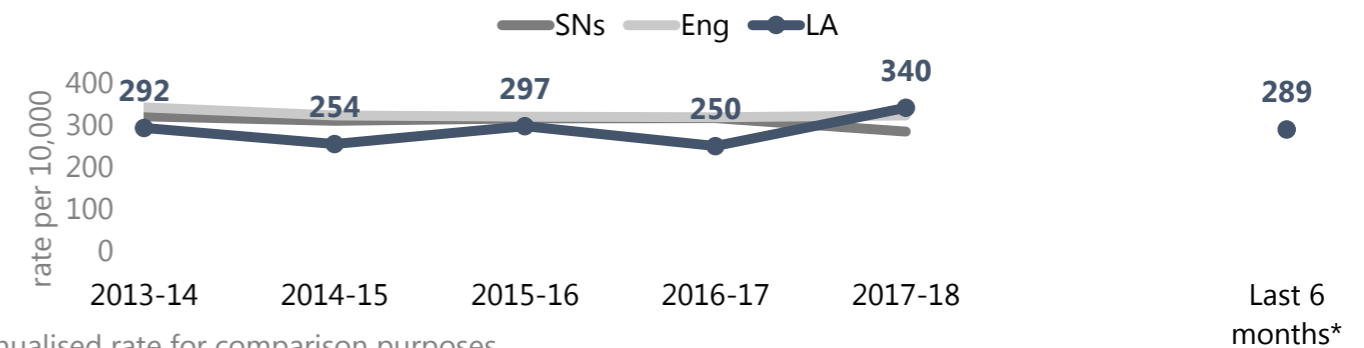
**\*Note: the numbers of children in need reported in ChAT are not directly comparable to published CIN census statistics due to an undercount of referrals and care leavers.**

The children in need census includes any child referred to children's social care services in the year as well as any open case for whom the local authority was providing services. Ofsted's Annex A List 6 largely covers this cohort, with the exception of those with only an open referral and those accessing leaving care services.

For this reason the published children in need census statistics are not directly comparable to ChAT, however there is considerable overlap with ChAT undercounting the true value as it excludes open referrals and care leavers.

### 1323 CIN started in 6 months

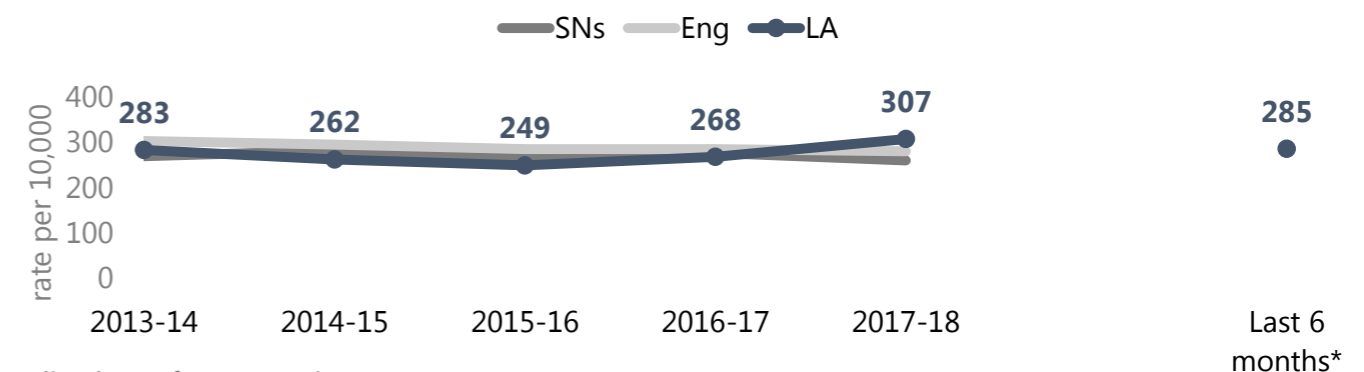
Rate of children who started an episode of need per 10,000 children aged 0-17



\*Annualised rate for comparison purposes

### 1305 CIN ceased in 6 months

Rate of children who ended an episode of need per 10,000 children aged 0-17

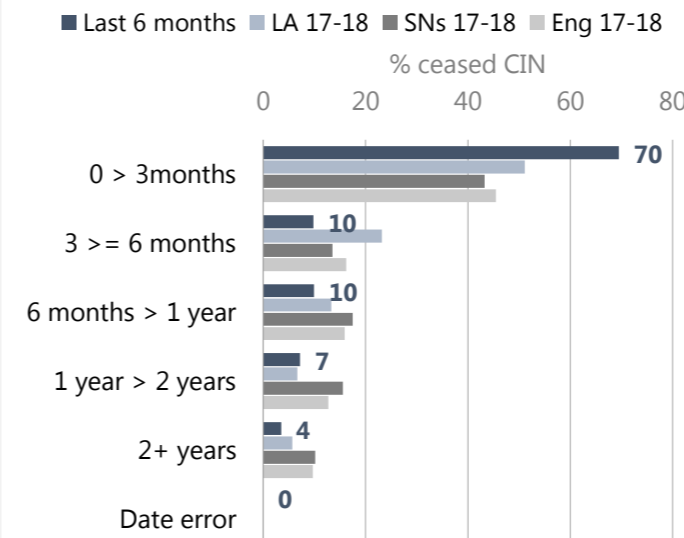


\*Annualised rate for comparison purposes

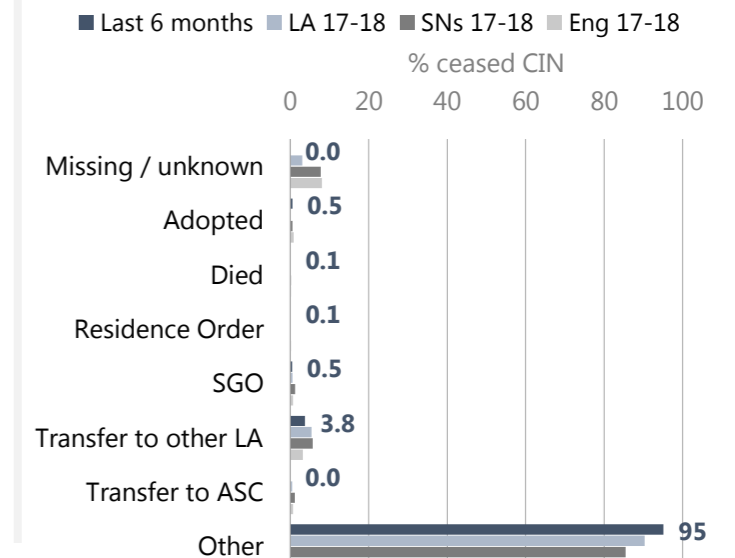
#### Cases included in Annex A / ChAT

Case status of children on CIN list	Number	Percentage
Looked after child	334	11%
Child protection plan	183	6%
Child in need plan	545	18%
Open assessment	257	9%
Closed episode	1,312	44%
Case status not recorded	322	11%
<b>Total</b>	<b>2,631</b>	<b>89%</b>

#### Comparing CIN ceased durations



#### Comparing CIN ceased reasons



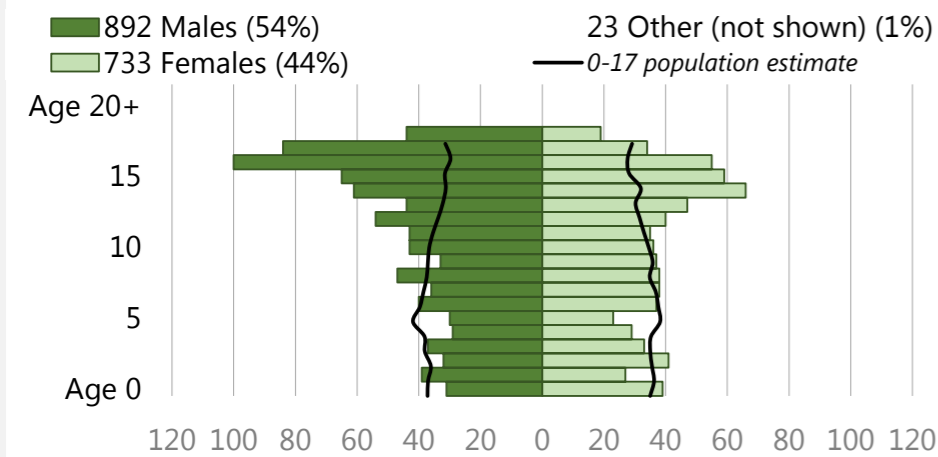
Children in Need (CIN) with an open episode of need

Snapshot 13/11/2019

# 1648 Children in Need with an open episode of need\*

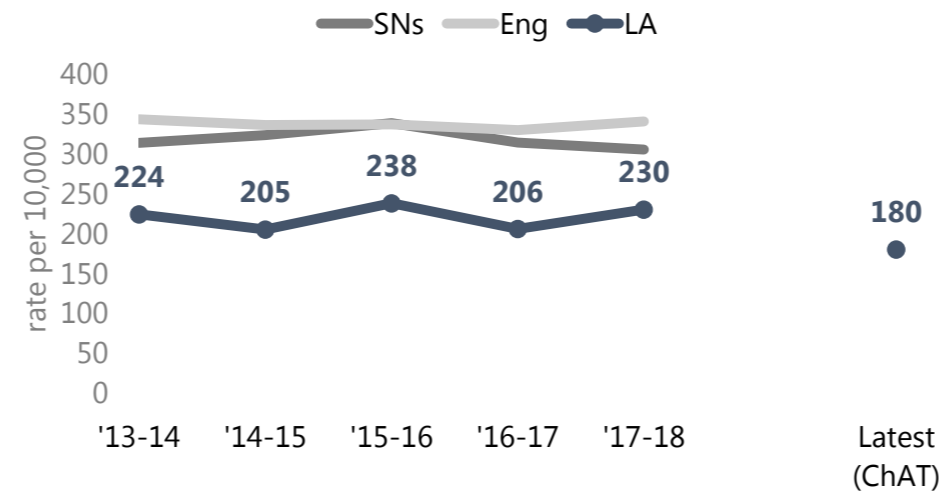
\*Note: Annex A figures in this section are not directly comparable to the published Children in need census statistics (see note on page 8)

## Age and gender

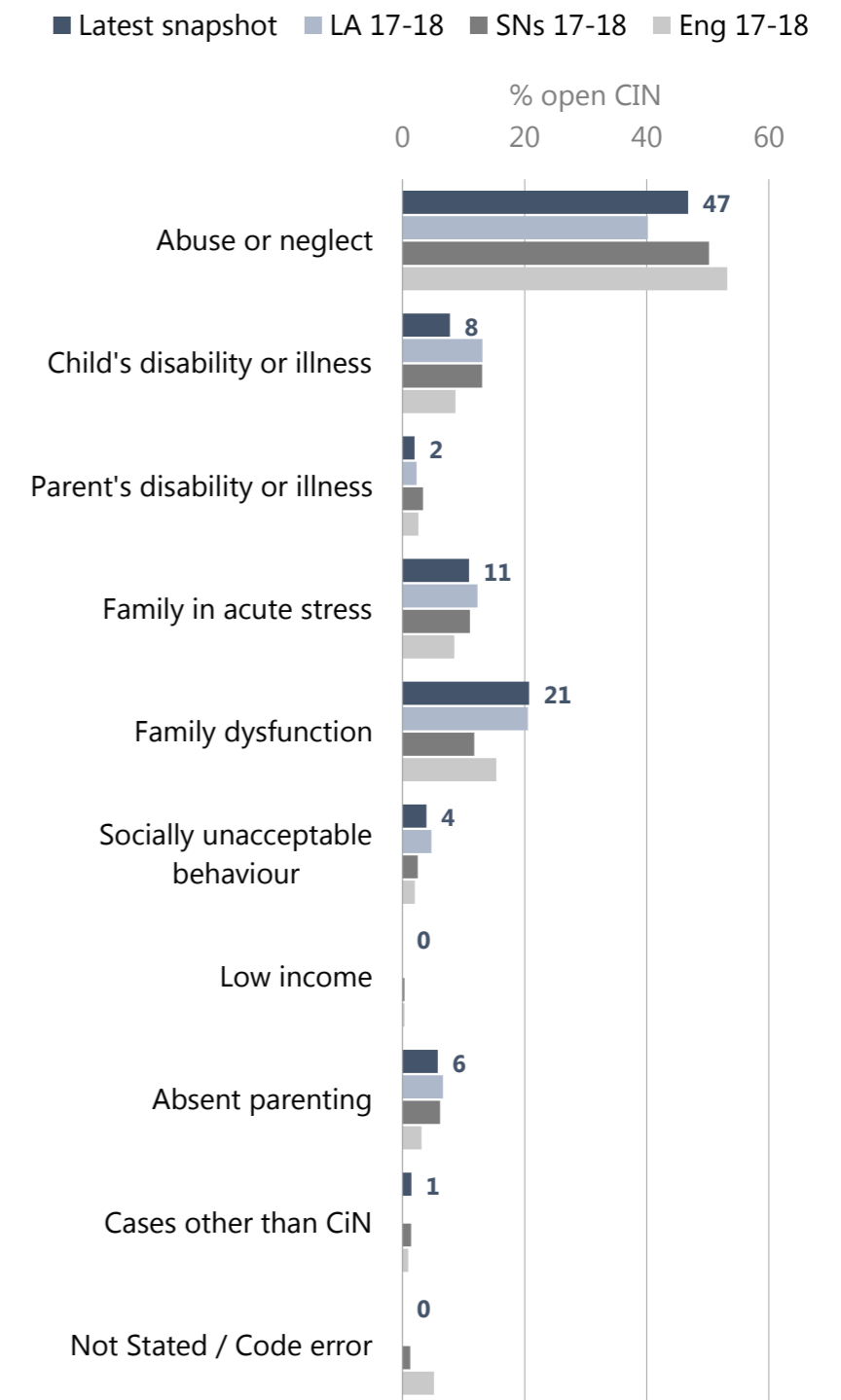


Other' includes not recorded, not stated, or neither M/F

## Rate of open CIN per 10,000 children aged 0-17\*

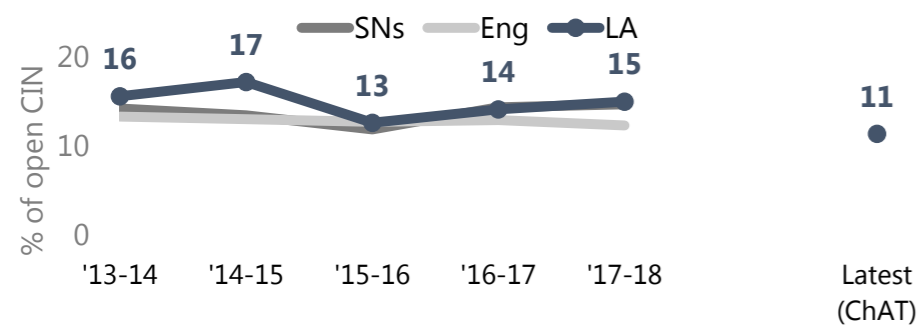


## Comparing primary need of open CIN

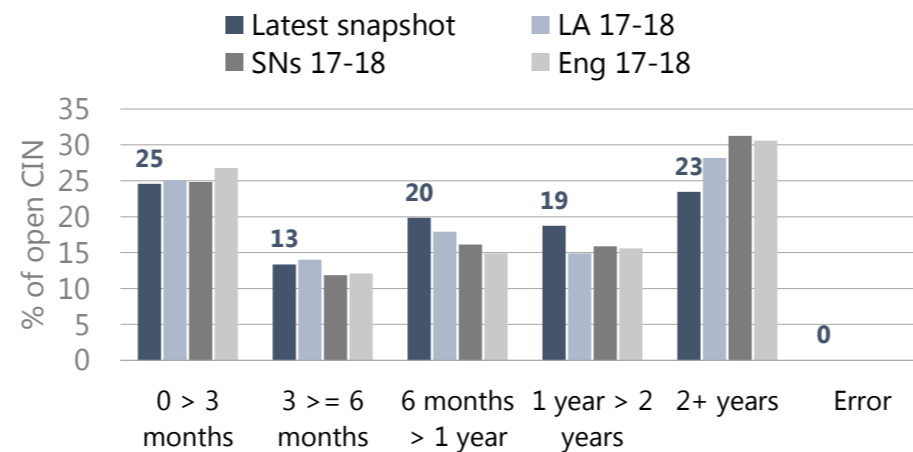


## 187 children (11%) with a disability

### CIN with an open episode of need with a disability



## Comparing episode duration of open CIN

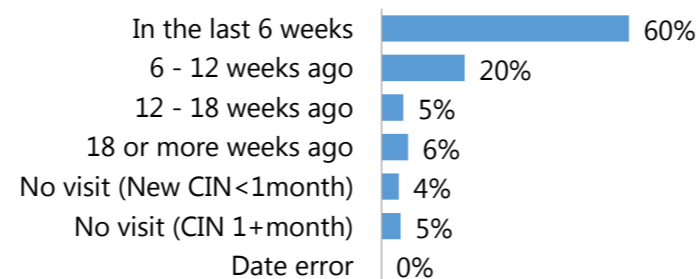


## Ethnic background

White	34%
Mixed	17%
Asian or Asian British	7%
Black or black British	17%
Other ethnic group	16%
Not stated	6%
Not recorded	0%

See page 20 for comparisons

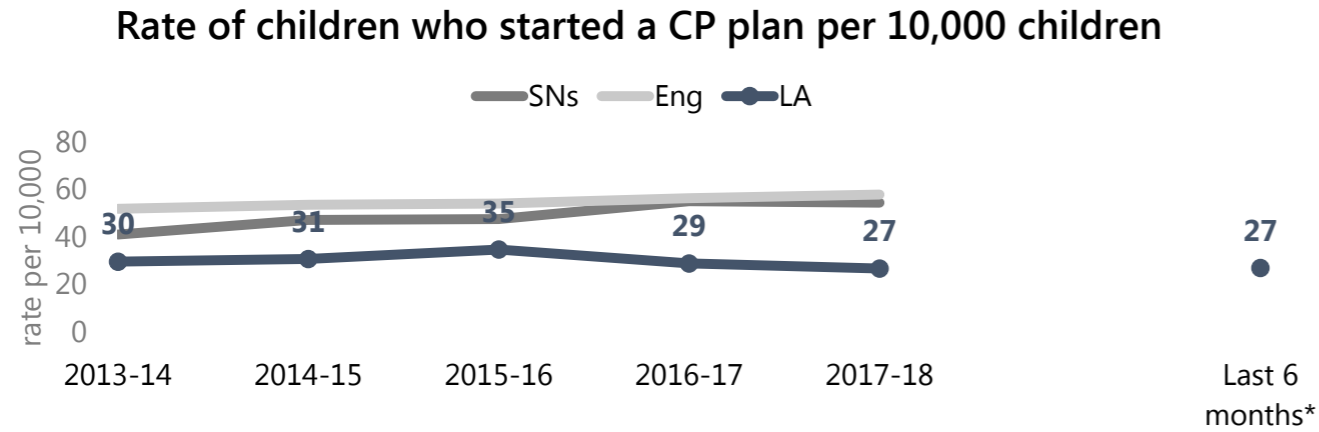
## Time since the child's latest social worker visit



Child Protection Plans (CPP) started and ceased in the last 6 months

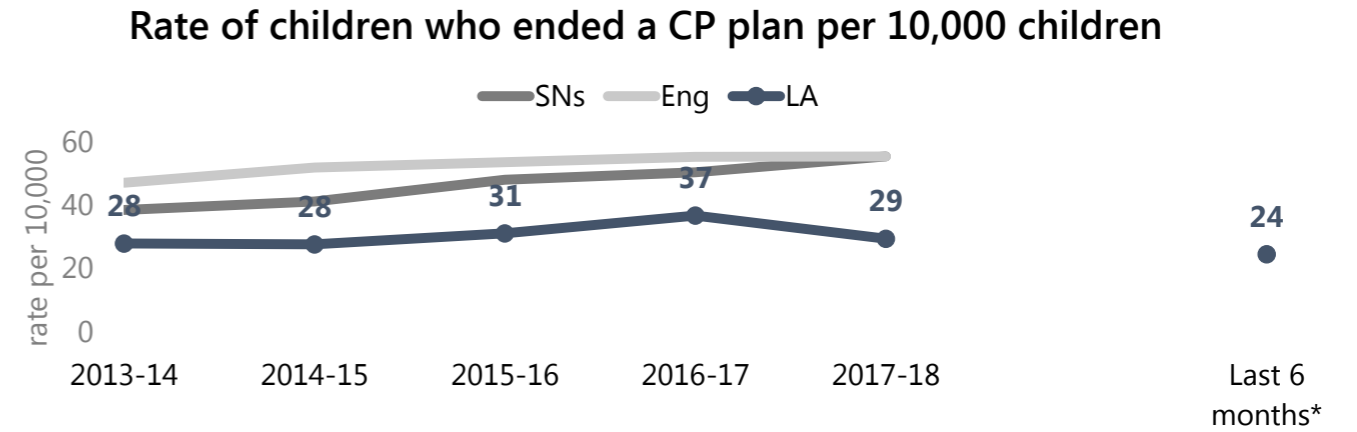
from 14/05/2019  
to 13/11/2019

### 123 CPP started in 6 months



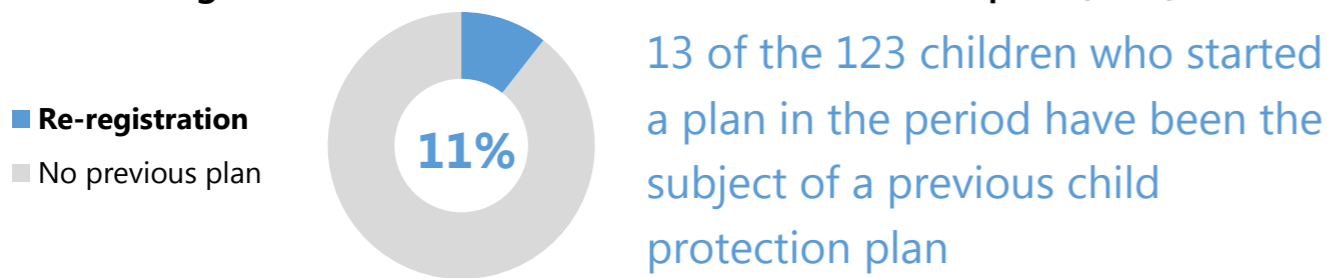
\*Annualised rate for comparison purposes

### 112 CPP ended in 6 months

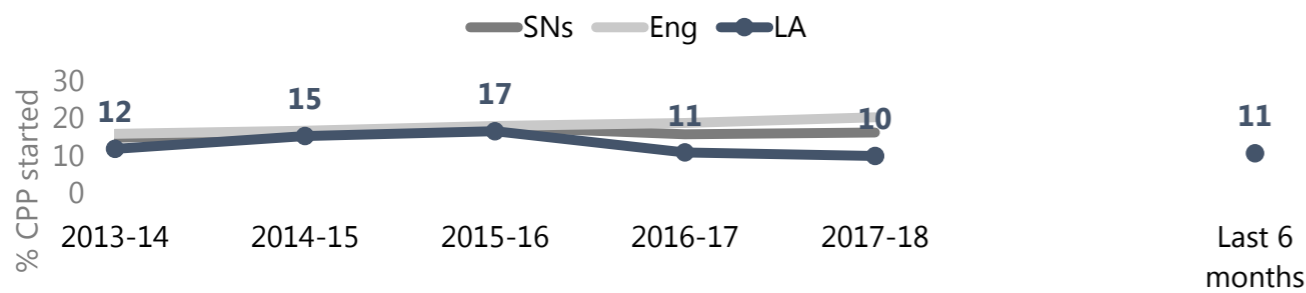


\*Annualised rate for comparison purposes

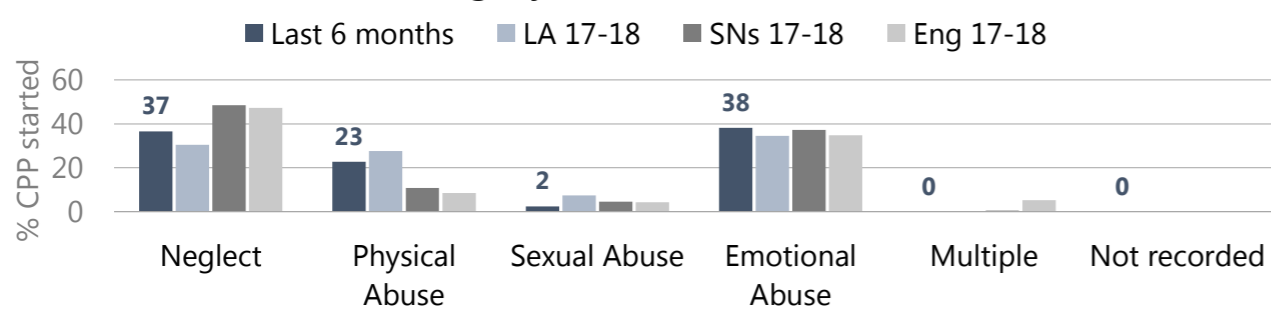
### Re-registrations for children who started on a CP plan (ever)



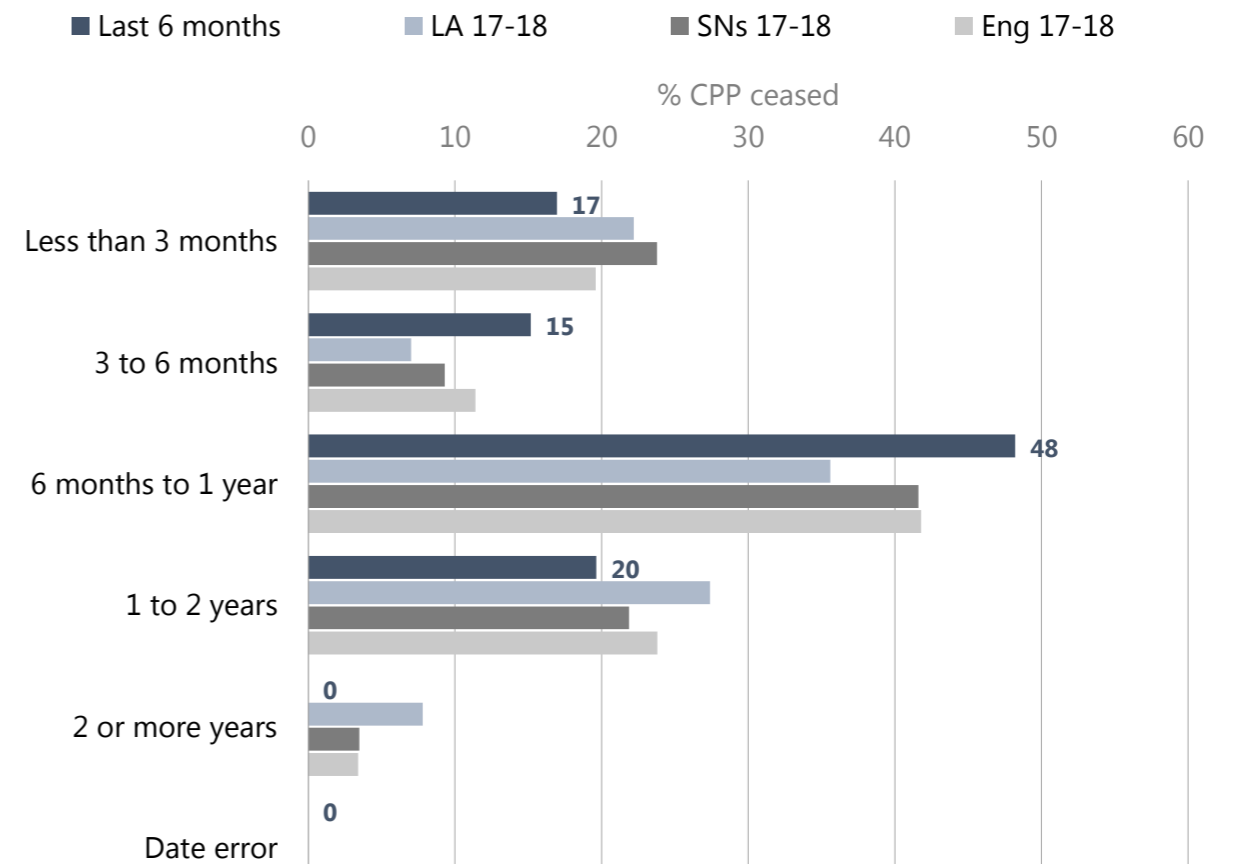
### Comparing re-registrations for CPP started



### Initial category of abuse for CPP started



### Comparing plan durations for CPP ended



0 of 112 children ended a CP plan after 2 years or more

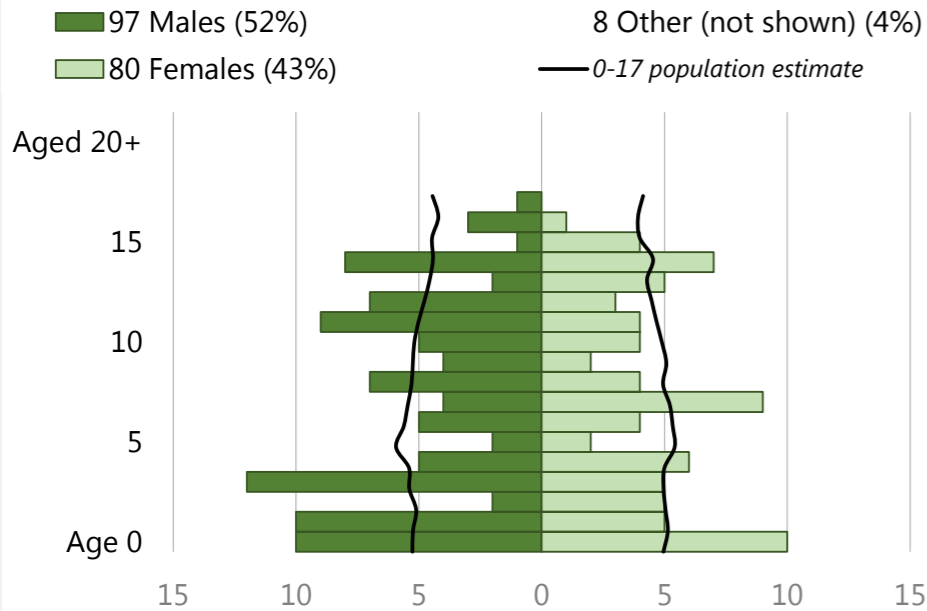


Child Protection Plans (CPP) currently open

Snapshot 13/11/2019

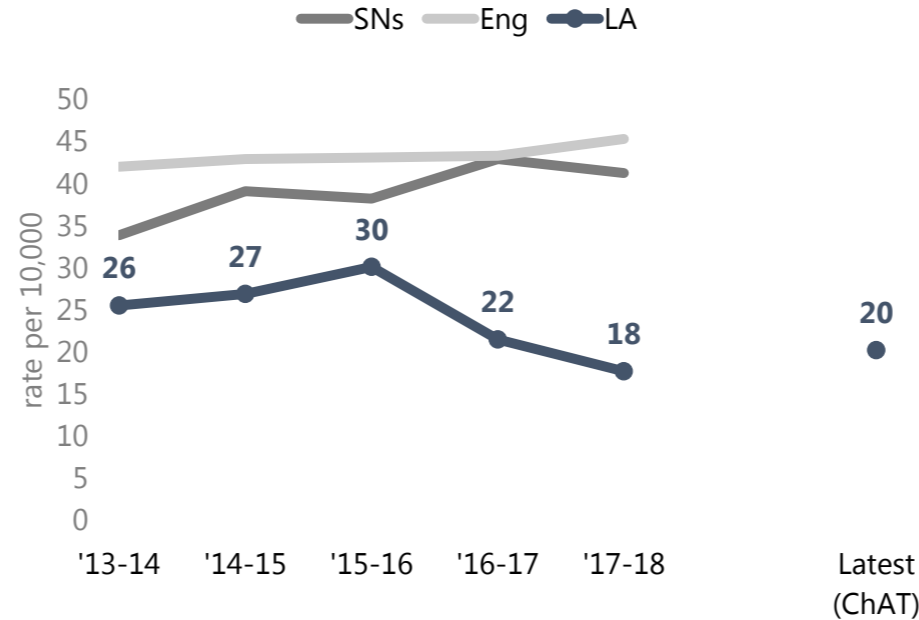
# 185 children currently subject of a Child Protection Plan (CPP)

## Age and gender

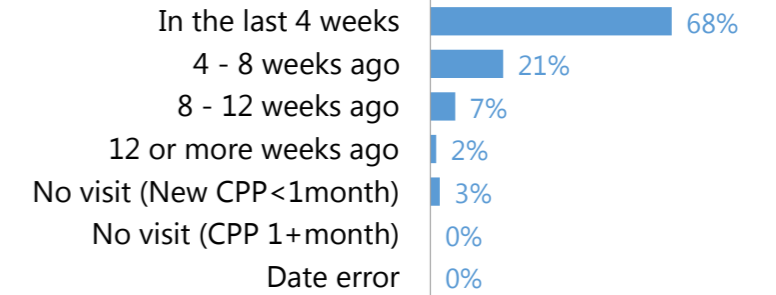


Other' includes not recorded, not stated, or neither M/F

## Rate of CPP per 10,000 children aged 0-17

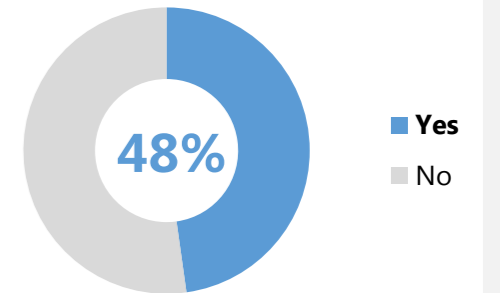


## Time since the child was last seen



Open CPP **seen alone** at their last social work visit

(excludes Not recorded or N/A)



## Ethnic background

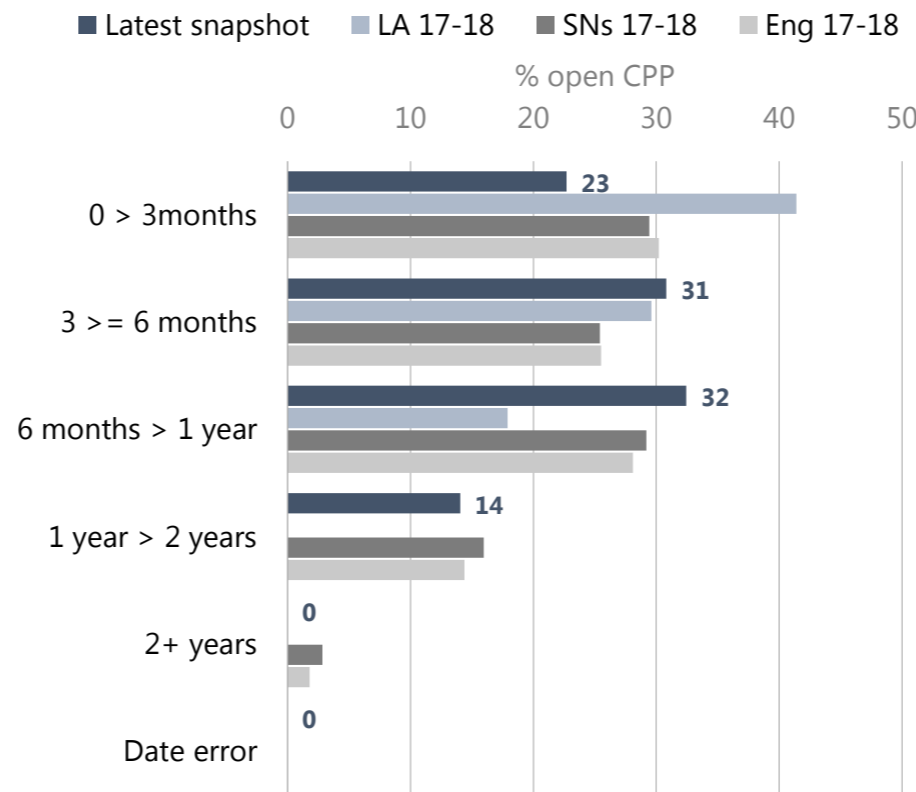
White	34%
Mixed	19%
Asian or Asian British	1%
Black or black British	15%
Other ethnic group	24%
Not stated	1%
Not recorded	0%

See page 20 for comparisons

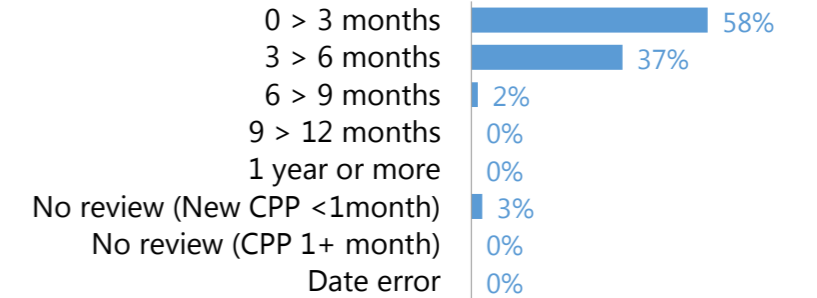
## 14 children (8%) with a disability

1 open CP subject to Emergency Protection Order or Protected Under Police Powers in last 6 months

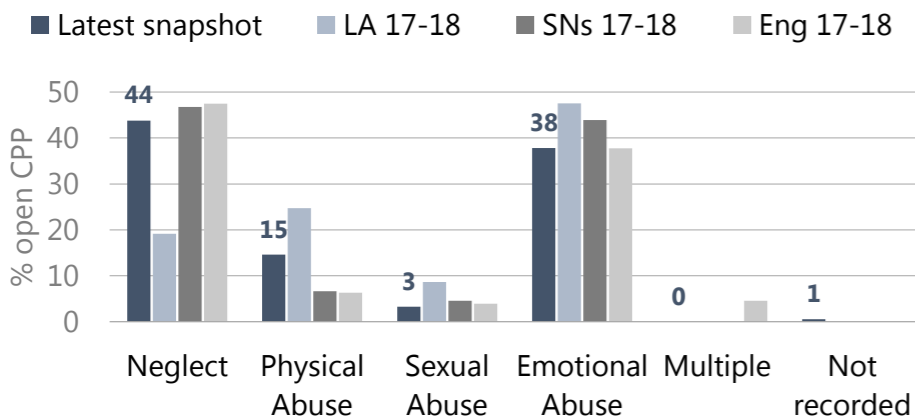
## Comparing duration of open CP plans



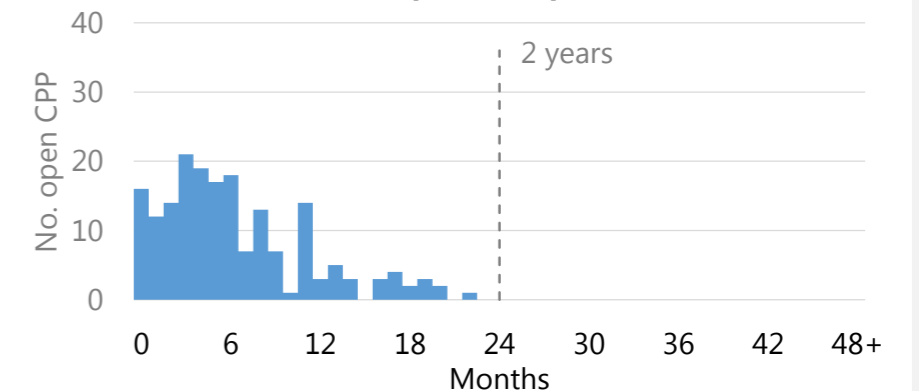
## Time since the child's latest review



## Latest category of abuse for current CP plans



## Duration of current open CP plans (in months)

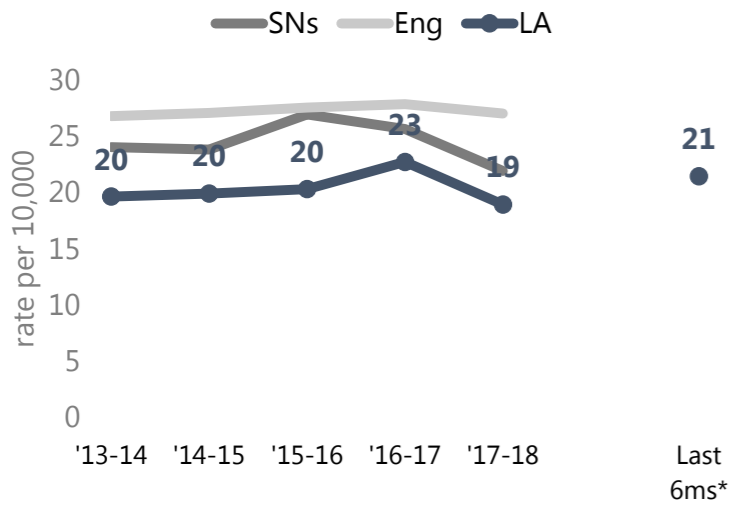


Children Looked After (CLA) started and ceased in the last 6 months

from 14/05/2019  
to 13/11/2019

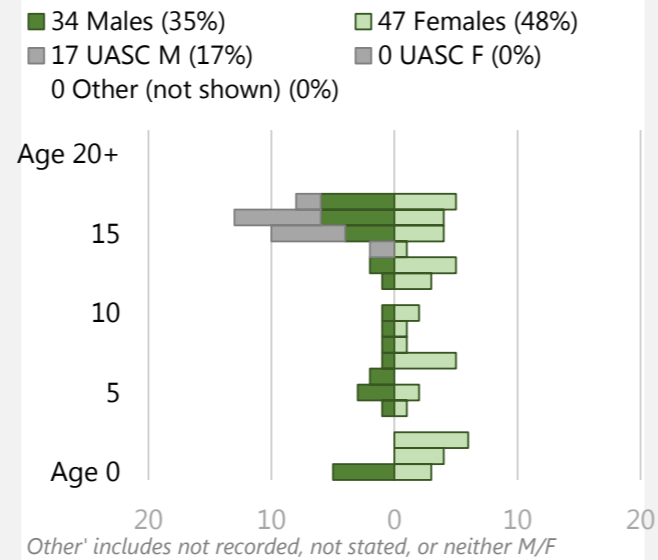
### 98 CLA started in the last 6 months

Rate of CLA started per 10,000 children



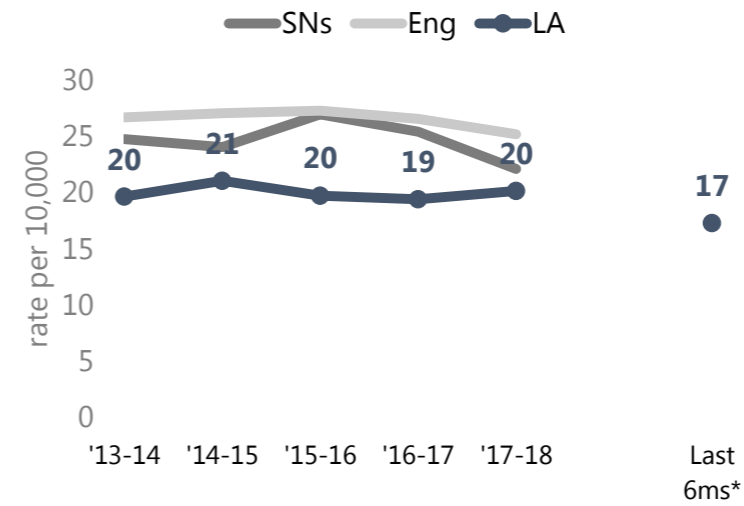
\*Annualised rate for comparison purposes

Age and gender



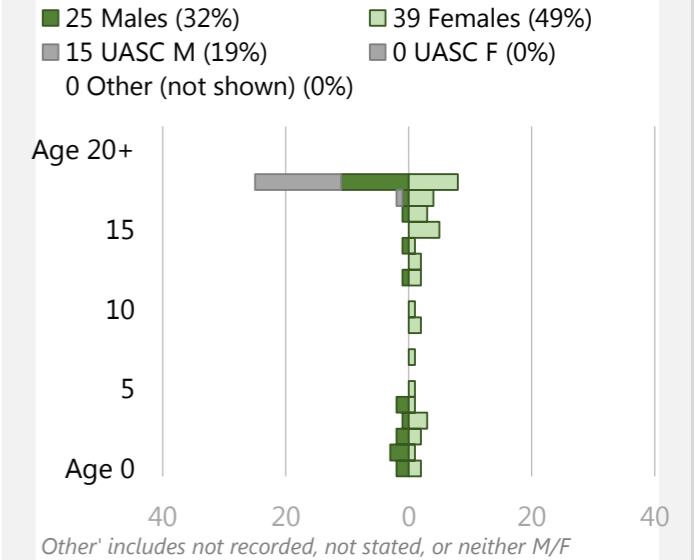
### 79 CLA ceased in the last 6 months

Rate of CLA ceased per 10,000 children



\*Annualised rate for comparison purposes

Age and gender

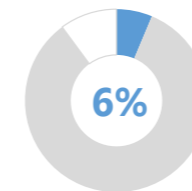


17 of the 98 CLA starters were unaccompanied asylum seeking children (UASC)

7 of the 98 CLA starters have previously been looked after

### Reason episode of care ceased

#### Adopted

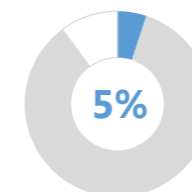


Reason	Last 6 months	2017-18 (published)
Adopted	6%	7% (LA), 9% (SNs), 13% (Eng)

#### Number of CLA ceased by reason in the period

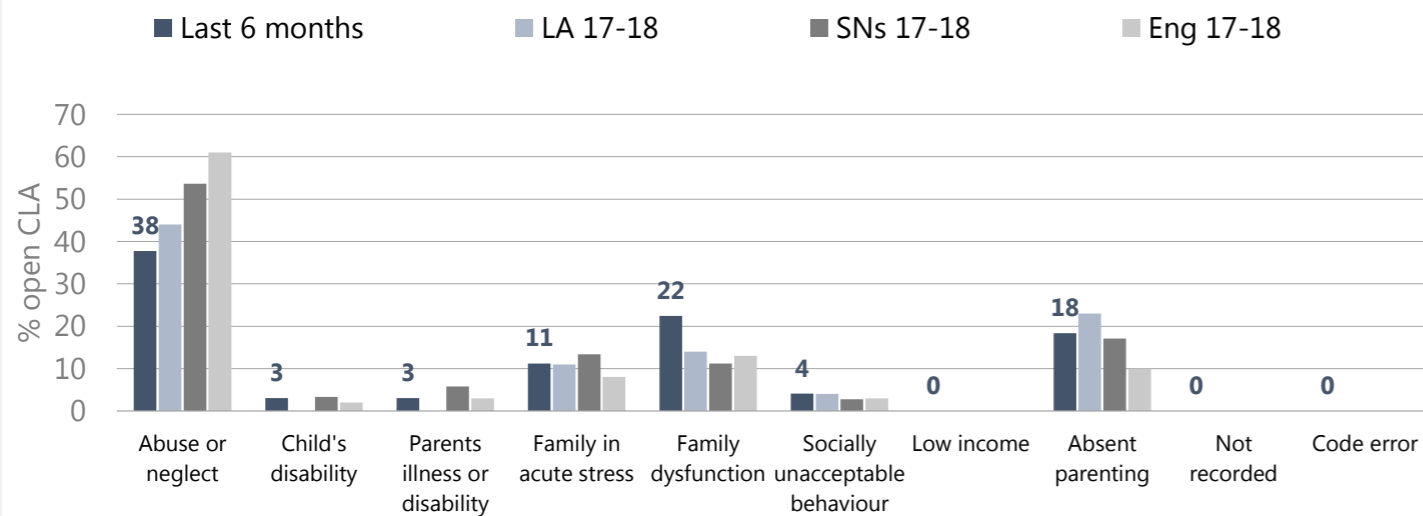
Adopted	5
Died	0
Care taken by another LA	1
Returned home to live with parents/ relatives	23
Live with parents/relatives (not PR)	0
Residence order granted	1
Special Guardianship Orders	4
Moved into independent living	22
Transferred to residential care funded by ASS	4
Sentenced to custody	0
Accommodation on remand ended	1
Age assessment determined child was 18+	0
Child moved abroad	1
Any other reason	9
Not recorded / Error	8

#### Special Guardianship Order



Reason	Last 6 months	2017-18 (published)
Special Guardianship Order	5%	13% (LA), 20% (SNs), 11% (Eng)

### Comparing the primary need of CLA starters



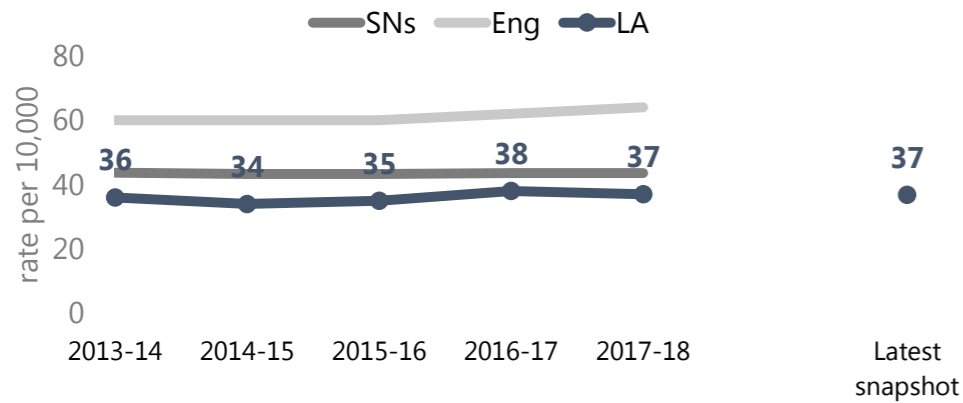


Children Looked After (CLA) with an open episode of care

Snapshot 13/11/2019

# 337 Children Looked After (CLA) with an open episode of care

Rate of CLA per 10,000 children (snapshot)



Ethnic background

	All CLA	Not UASC	UASC
White	39%	48%	9%
Mixed	20%	26%	3%
Asian or Asian British	6%	3%	16%
Black or black British	16%	18%	11%
Other ethnic group	18%	5%	61%
Not stated	1%	0%	1%
Not recorded	0%	0%	0%

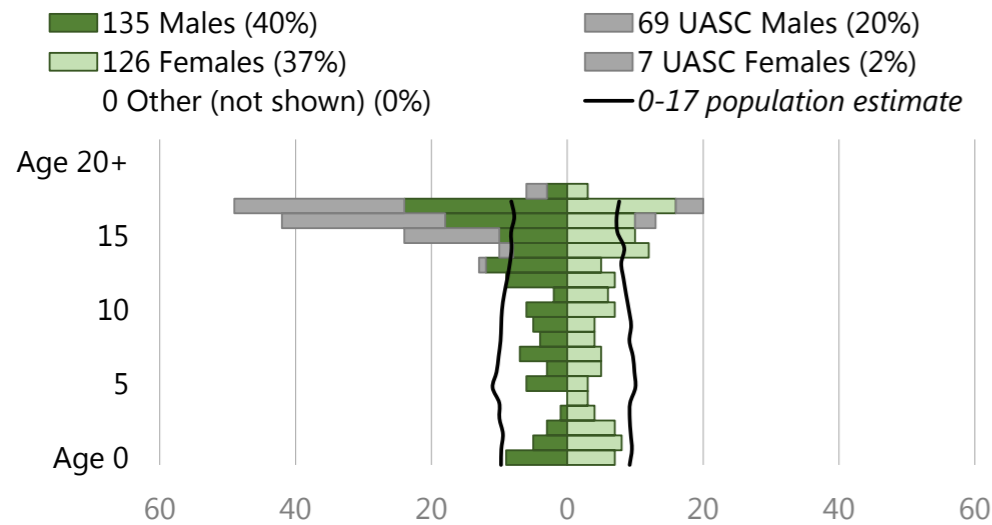
36 children (11%) with a disability

Permanence plan

	Number	%
Return to family	0	0%
Adoption	0	0%
SGO/CAO	0	0%
Supported living	0	0%
L/T residential	0	0%
L/T fostering	0	0%
Other	0	0%

See page 20 for comparisons

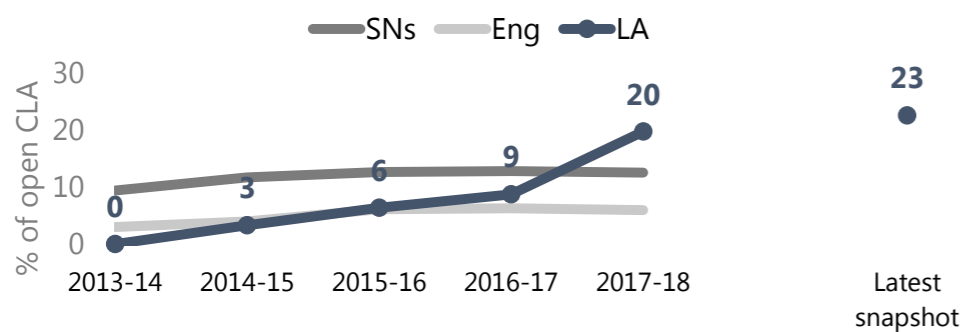
Age and gender



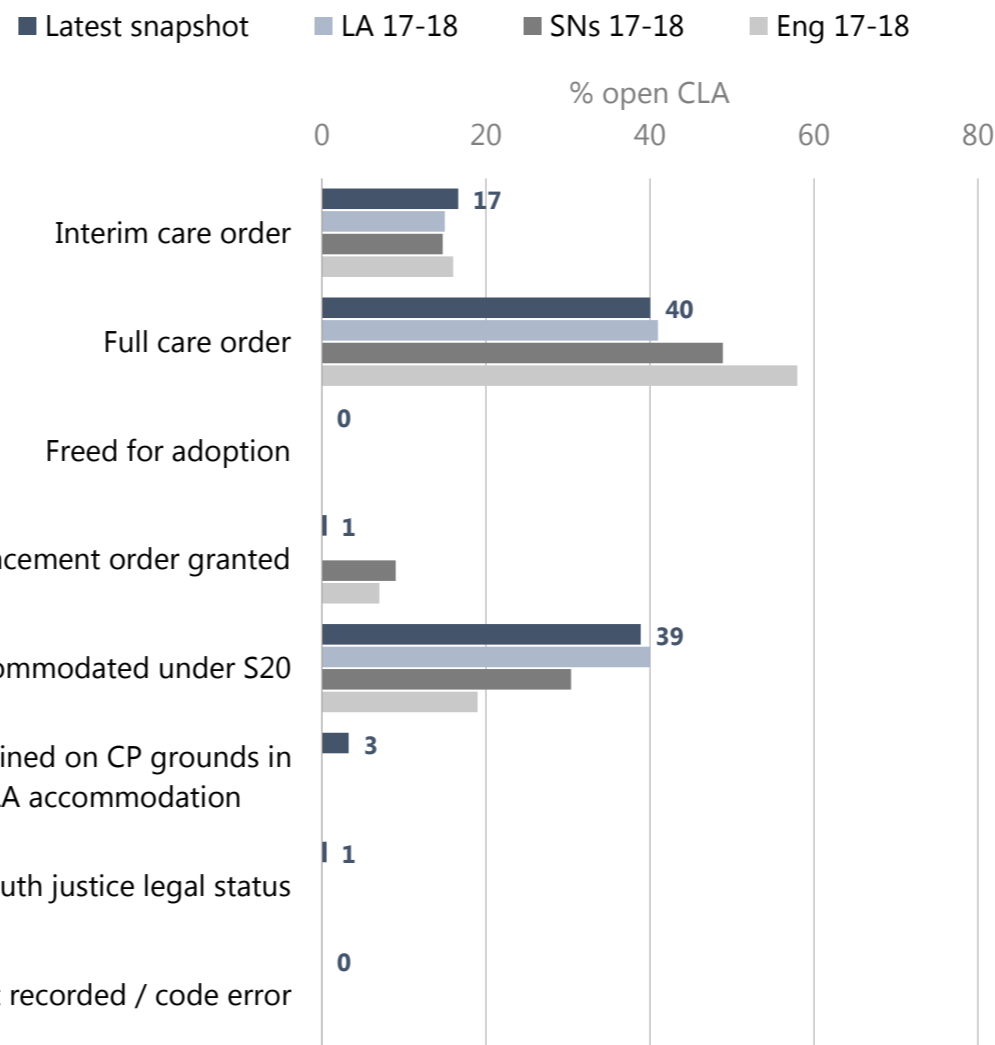
Other' includes not recorded, not stated, or neither M/F

76 open unaccompanied asylum seeking children (UASC)

UASC as a percentage of CLA (snapshot)



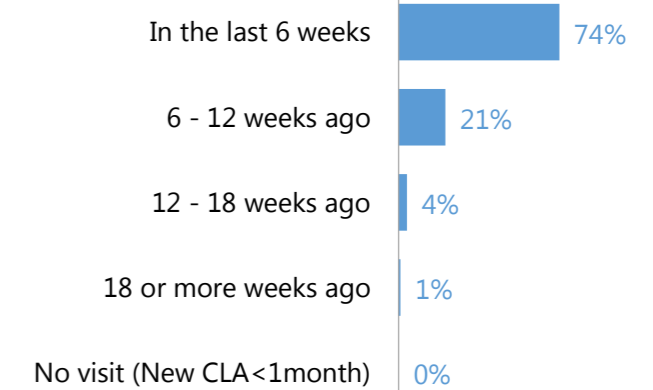
Comparing legal status of open CLA (snapshot)



Time since latest review



Time since the child was last seen

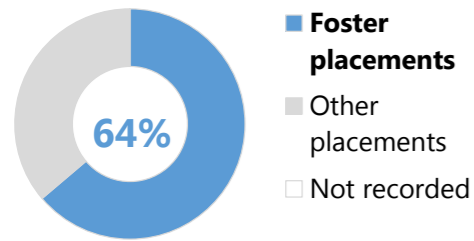


Children Looked After (CLA) placements

Snapshot 13/11/2019

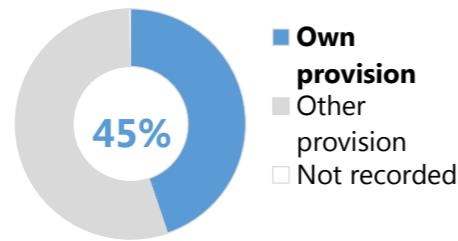
CLA placements by type and provision

Foster placements



LA 2017-18 61%  
SNs 2017-18 72%  
Eng 2017-18 73%

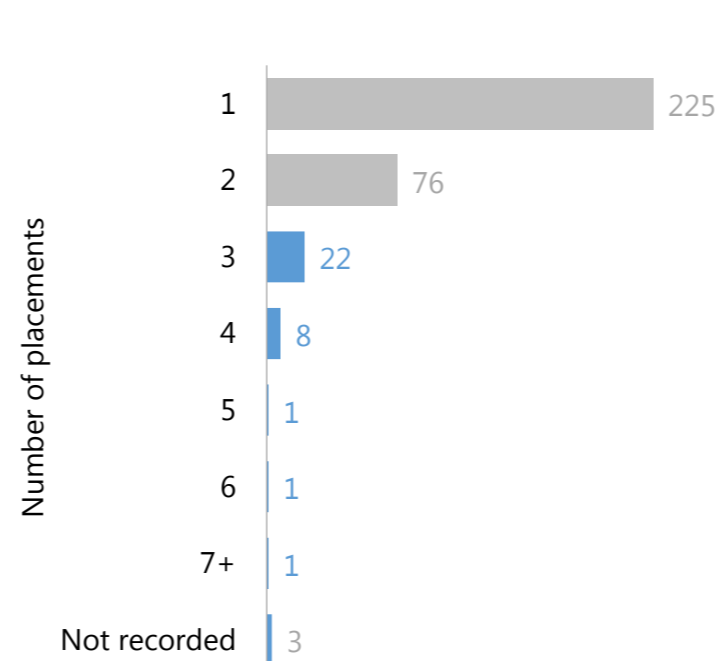
Own provision



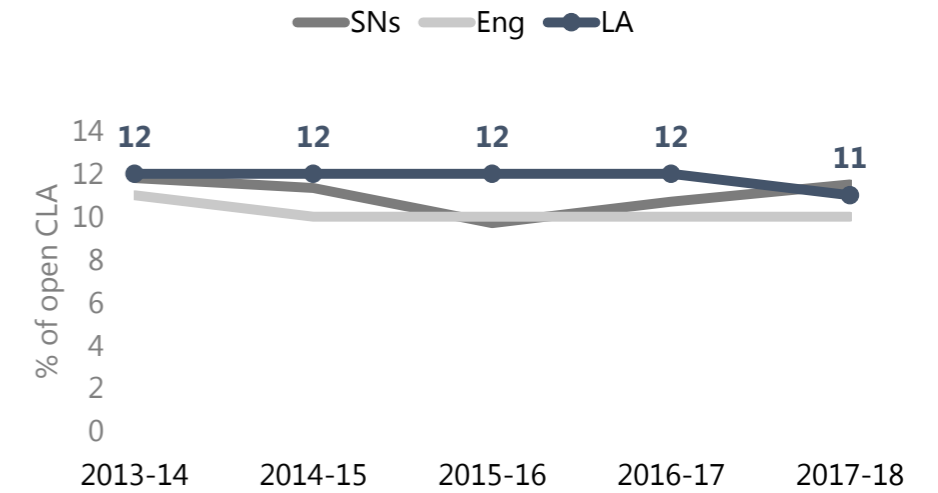
LA 2017-18 45%  
SNs 2017-18 42%  
Eng 2017-18 53%

Placement type (open CLA)	Own LA	Private	Other	Total
Foster placement	130	80	5	215
Placed for adoption	12	0	1	13
Placed with parents	0	0	7	7
Independent living	0	0	0	0
Residential employment	0	0	0	0
Residential accommodation	1	51	1	53
Secure Children's Homes	0	2	0	2
Children's Homes	8	28	4	40
Residential Care Home	0	0	0	0
NHS/Health Trust	0	0	0	0
Family Centre	0	1	0	1
Young Offender Institution	0	0	2	2
Residential school	0	4	0	4
Other placements	0	0	0	0
Temporary placement	0	0	0	0
Total placements	151	166	20	337

Number of placements in the last 12 months

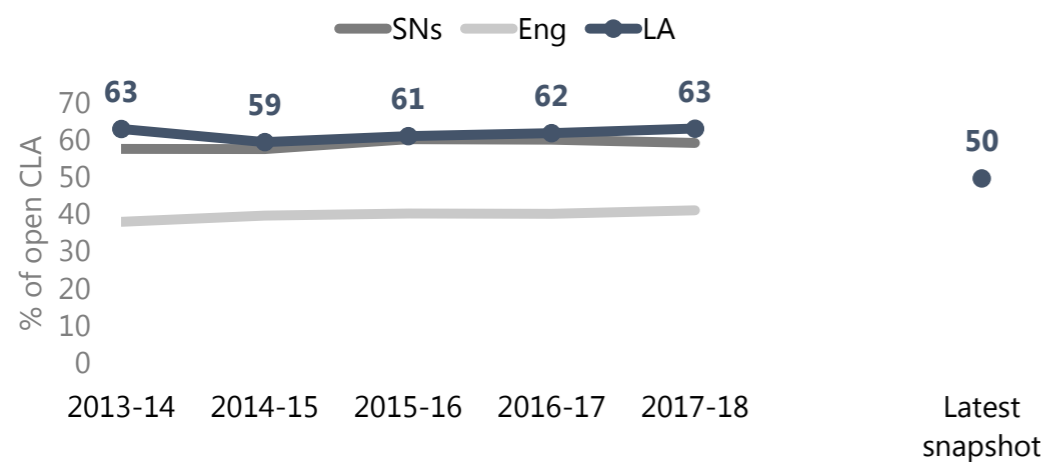


Comparing short term placement stability



Due to limited data in the Annex A dataset, ChAT does not present short-term stability alongside published statistics

CLA placements out of borough

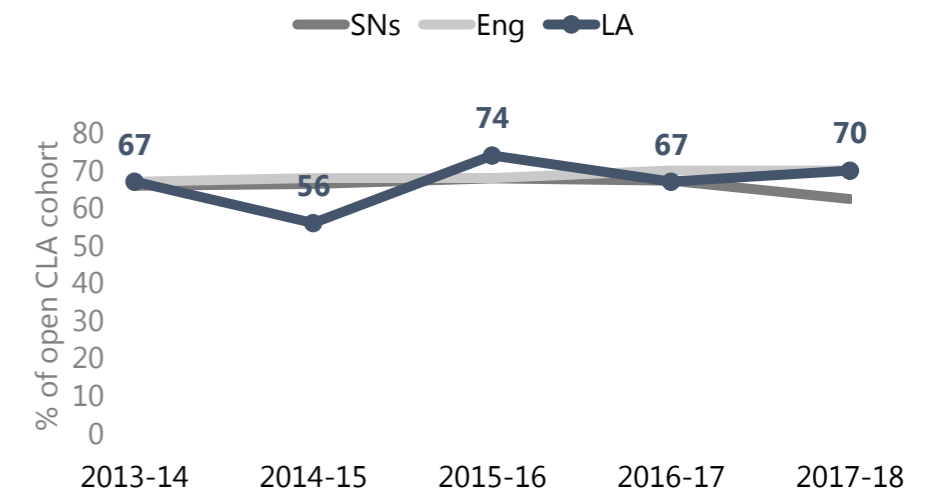


Duration of placements

Duration of latest placement for each current CLA aged under 16 who have been looked after for 2½ years or more



Comparing long term placement stability



Due to limited data in the Annex A dataset, ChAT does not present long-term stability alongside published statistics

Children Looked After (CLA) health and missing/absent from placement

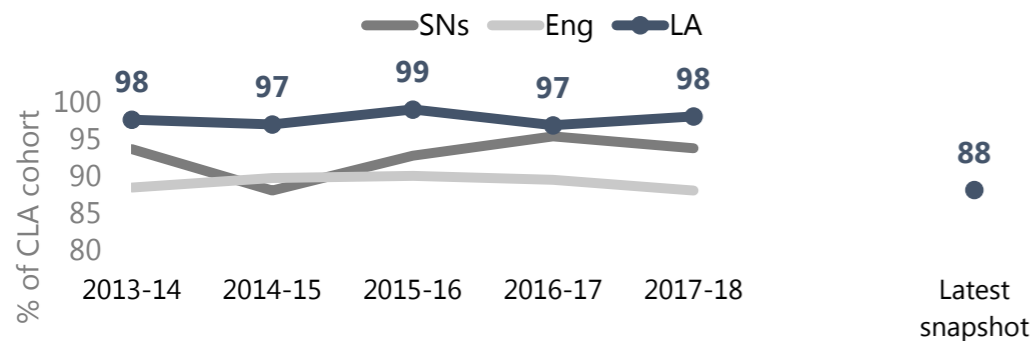
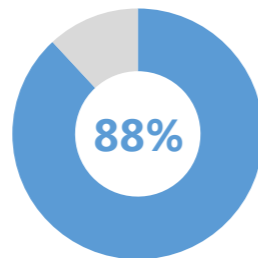
Snapshot 13/11/2019

### Health

210 current open CLA looked after for at least 12 months

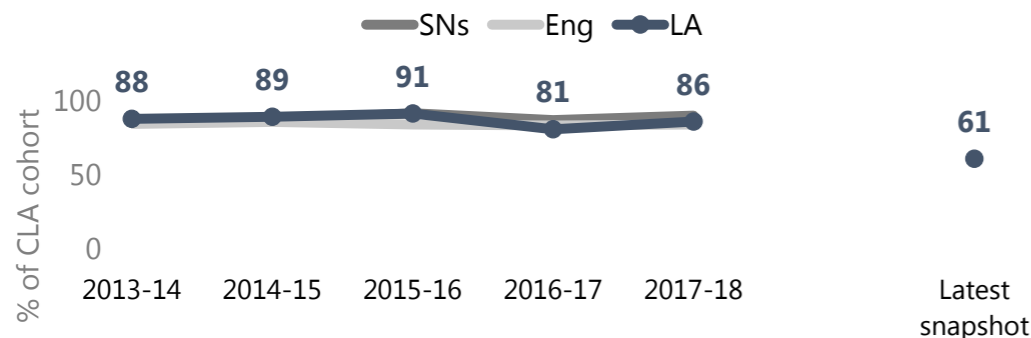
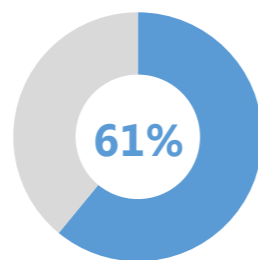
#### Health assessments

Current open CLA who have been looked after for at least 12 months with an up to date health assessment (in the last 6 months for CLA aged under 5, and in the last 12 months for CLA aged 5-plus)



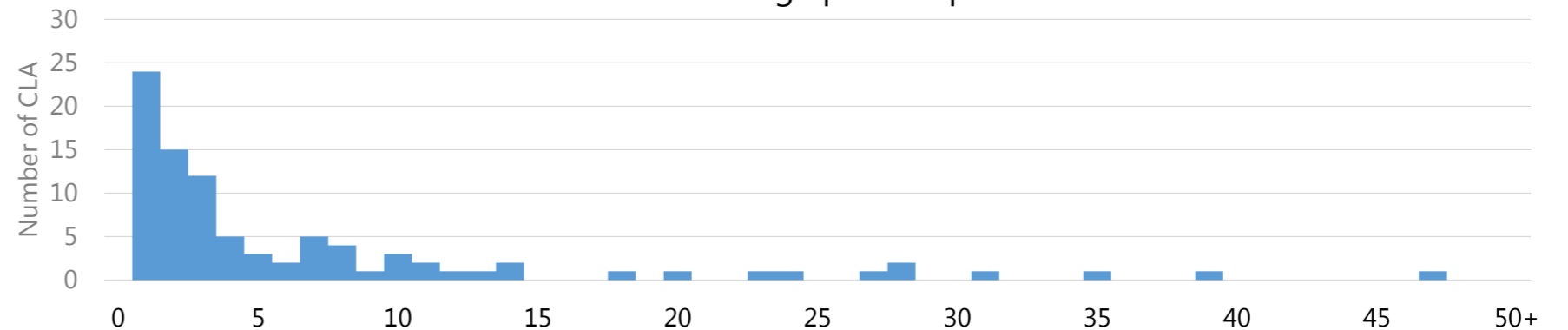
#### Dental checks

Current open CLA who have been looked after for at least 12 months who have had a dental check in the last 12 months.



### Missing from placement

Number of missing episodes per CLA

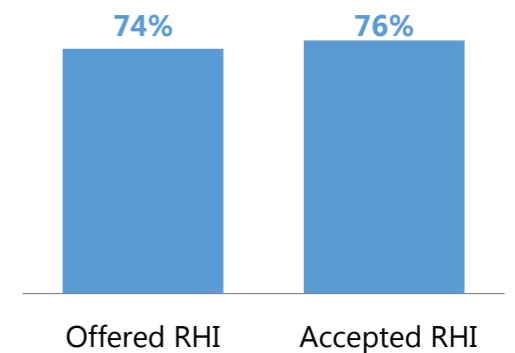


91 of 416 looked after children had a missing incident in the last 12 months

	Latest data	LA 17-18	SNs 17-18	Eng 17-18
Number of all CLA with a missing incident	91 of 416	88		
Percentage of all CLA with a missing incident	22%	17%	13%	11%
Total number of missing incidents for all CLA	638	579		
Average number of incidents per CLA who went missing	7.0	6.6	5.8	6.1

#### Missing incidents - return home interviews

	Latest data	
Missing children offered return interview	67 of 91	74%
Missing children not offered return interview	21 of 91	23%
Missing children return interview offer not recorded	3 of 91	3%
Missing children where return interview was n/a	0 of 91	0%



	Latest data	
Missing children accepted return interview	51 of 67	76%
Missing children not accepted return interview	16 of 67	24%
Missing children return interview acceptance not recorded	0 of 67	0%

### Absent from placement

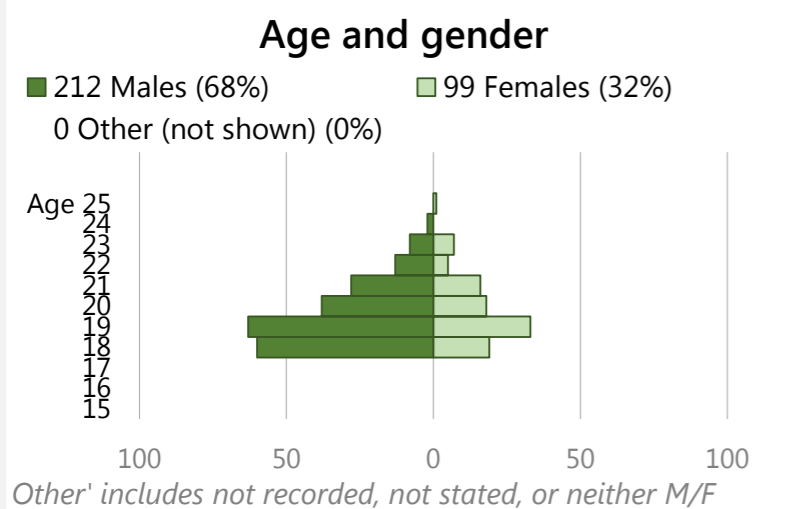
51 of 416 looked after children had an absent incident in the last 12 months

	Latest data	LA 17-18	SNs 17-18	Eng 17-18
Number of all CLA with an absent incident	51 of 416	46		
Percentage of all CLA with an absent incident	12%	9%	7%	4%
Total number of absent incidents for all CLA	229	260		
Average number of incidents per CLA who were absent	4.5	5.7	2.9	4.0

Care leavers currently in receipt of leaving care services

Snapshot 13/11/2019

### 311 care leavers

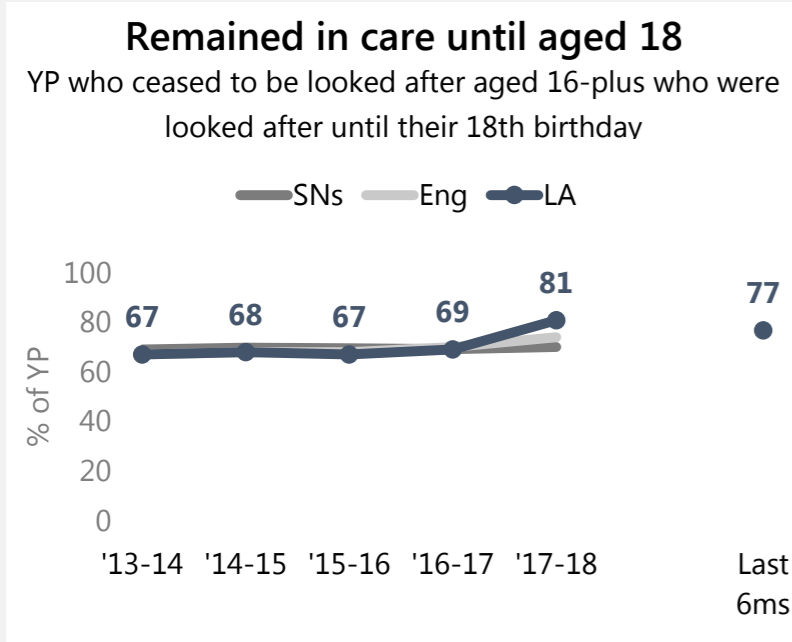


#### Ethnic background

White	34%
Mixed	12%
Asian or Asian British	11%
Black or black British	23%
Other ethnic group	19%
Not stated	0%
Not recorded	0%

See page 20 for comparisons

32 (10%) care leavers with a disability



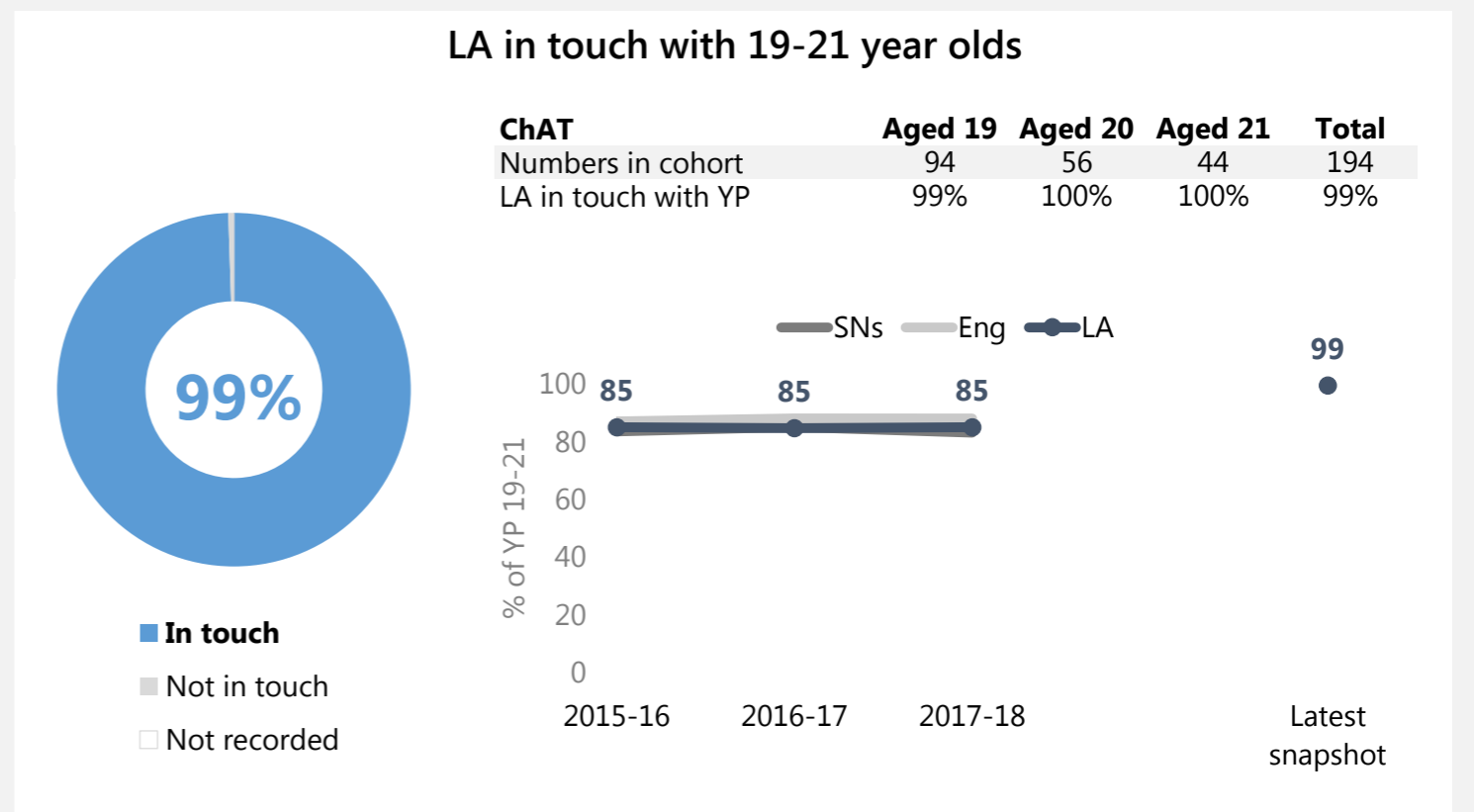
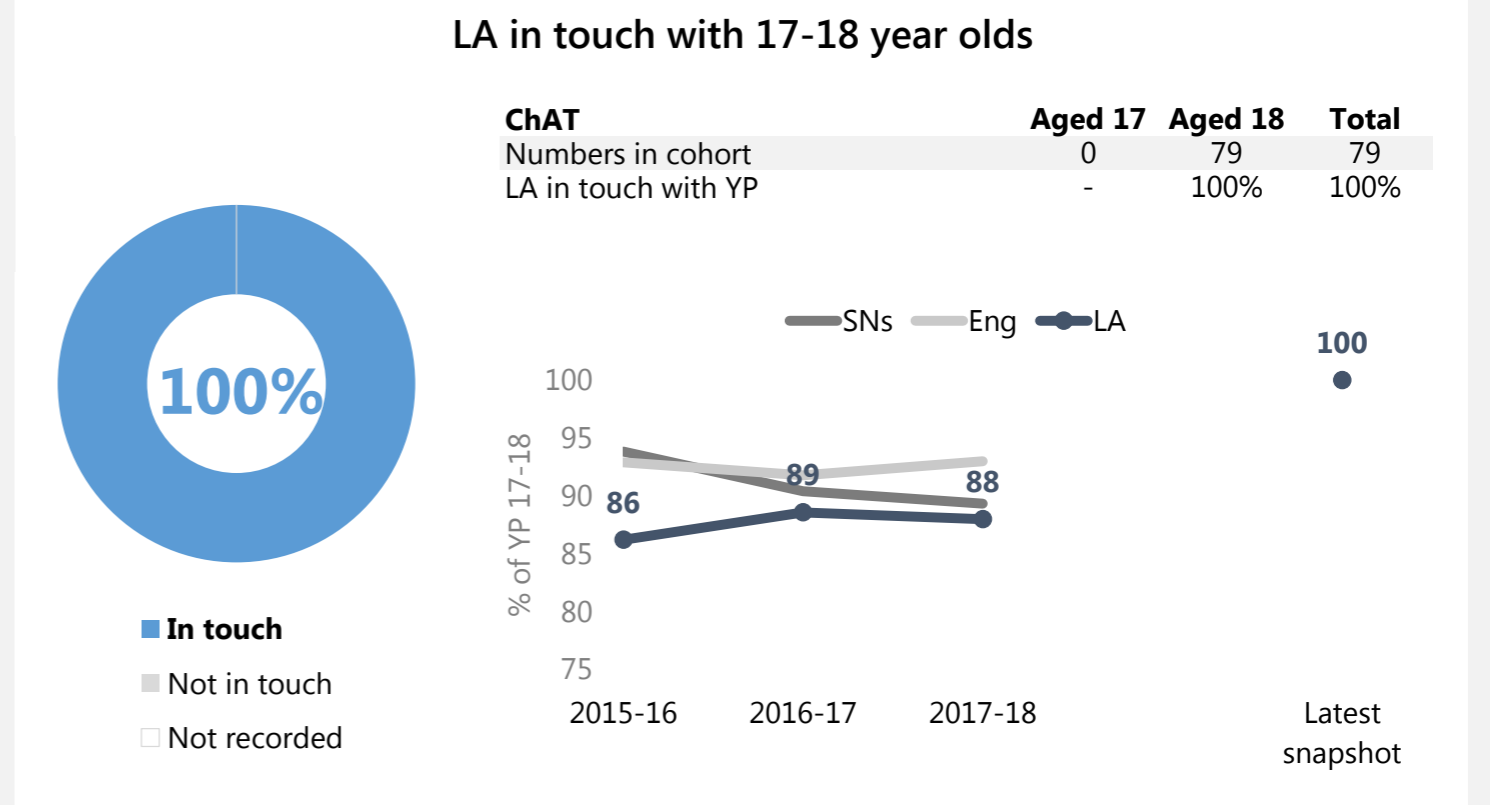
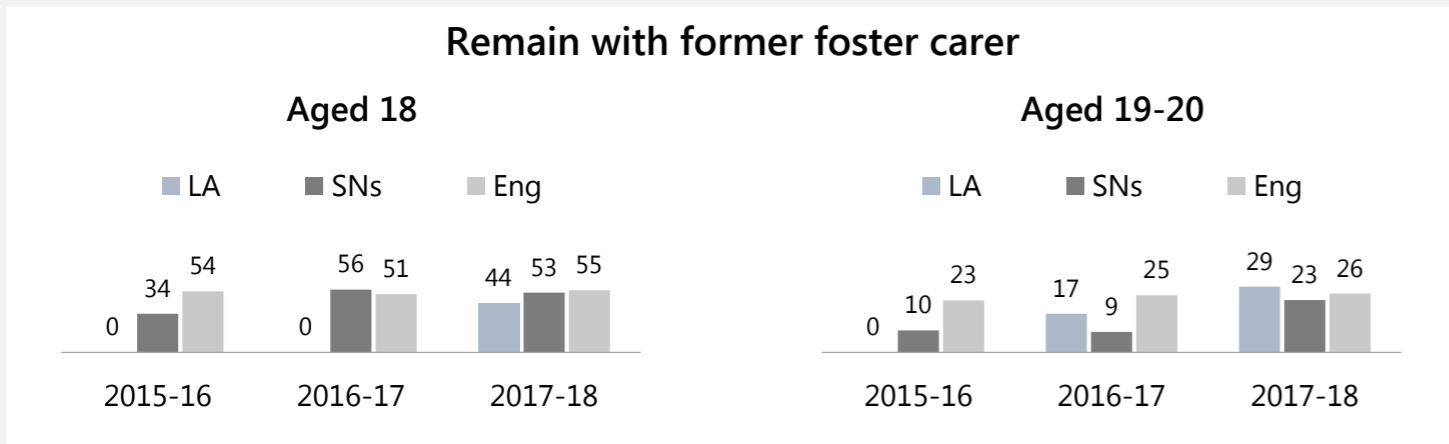
#### Eligibility category

Relevant	0
Former relevant	307
Qualifying	4
Other	0
Not recorded	0

Relevant = YP aged 16-17 no longer looked after and eligible for leaving care services.

Former relevant = YP aged 18-25 eligible for leaving care services.

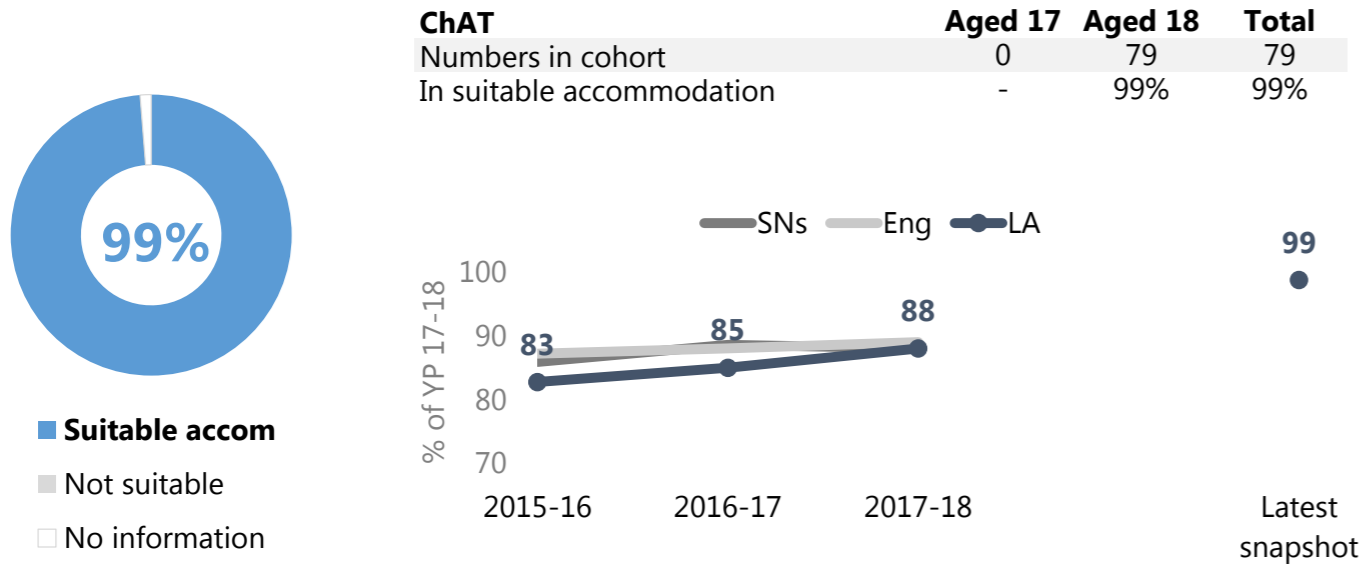
Qualifying = YP aged 18-25 in receipt of support but not eligible for full leaving care services.



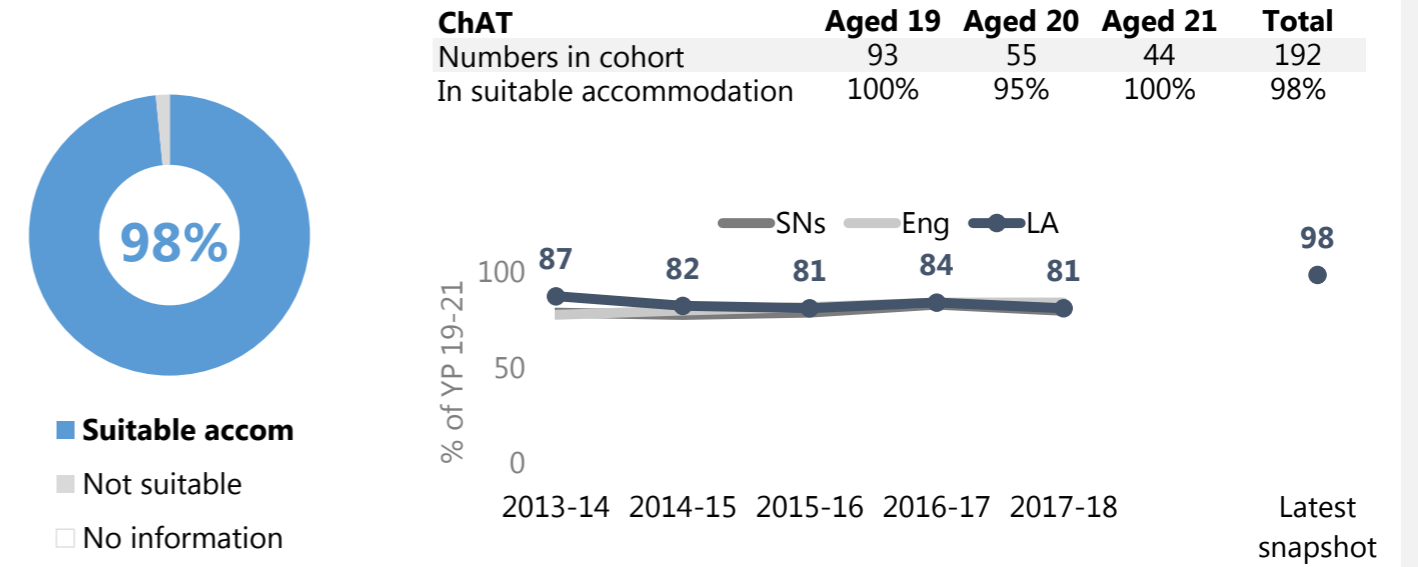
Care leavers accommodation suitability and type

Snapshot 13/11/2019

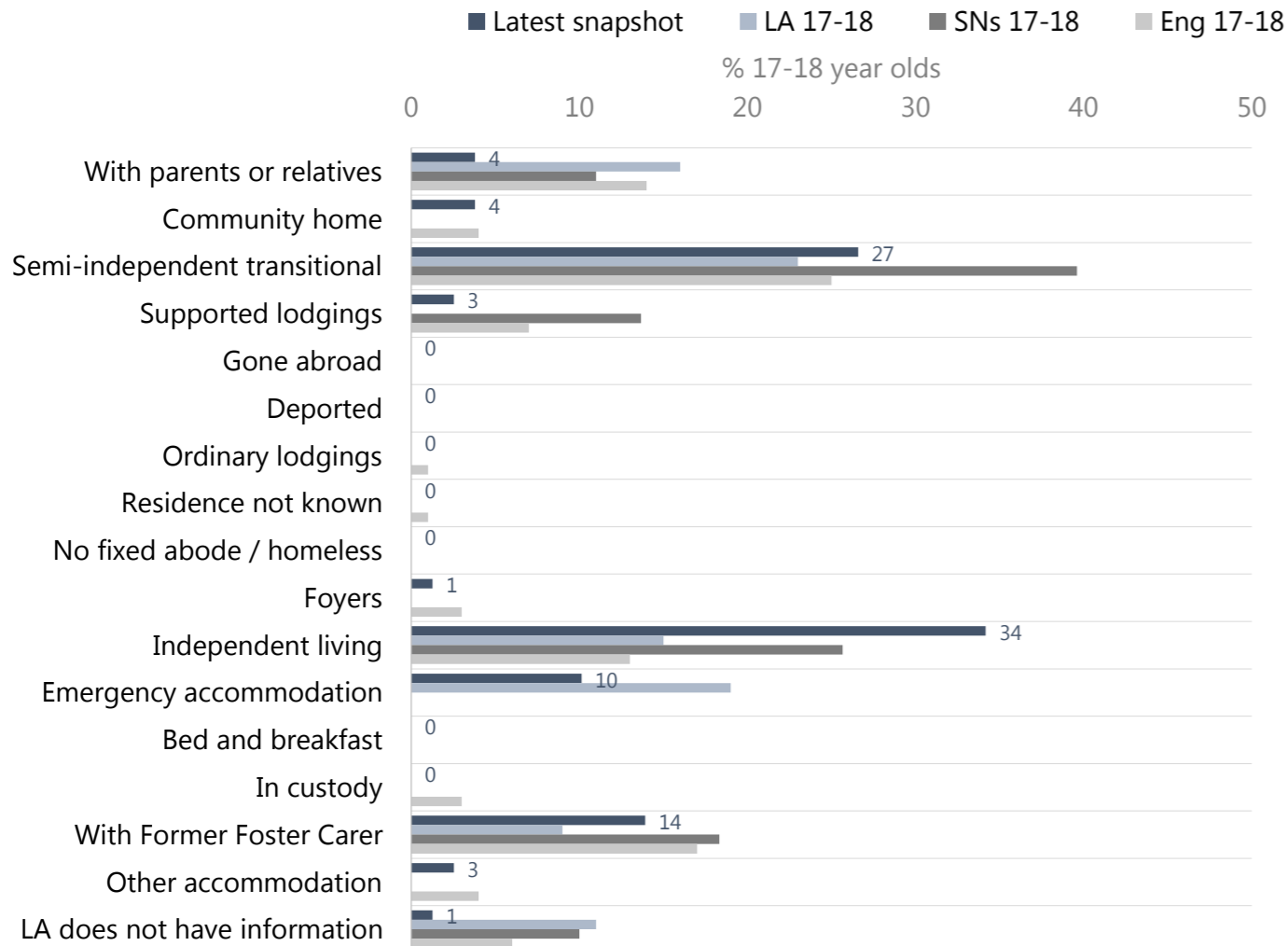
Accommodation suitability of 17-18 year olds



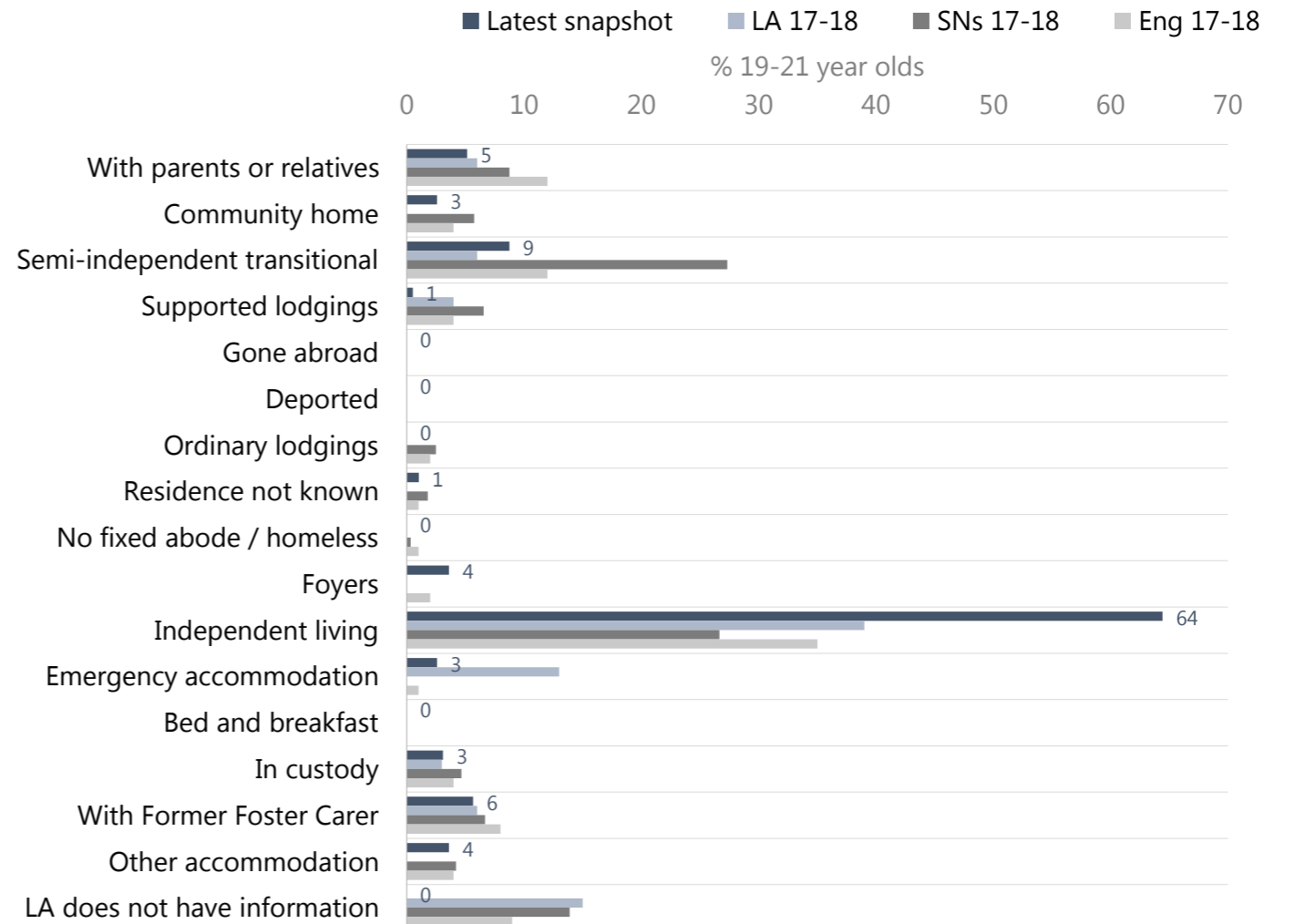
Accommodation suitability of 19-21 year olds



Accommodation types of 17-18 year olds



Accommodation types of 19-21 year olds

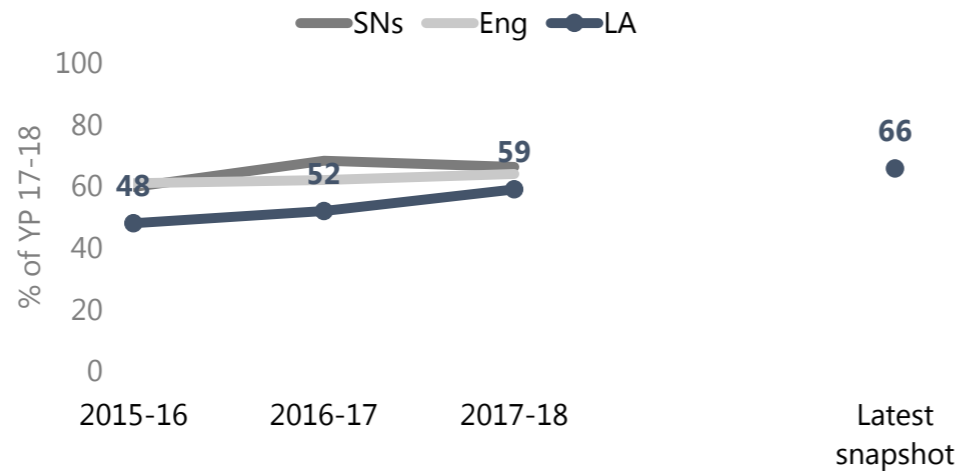
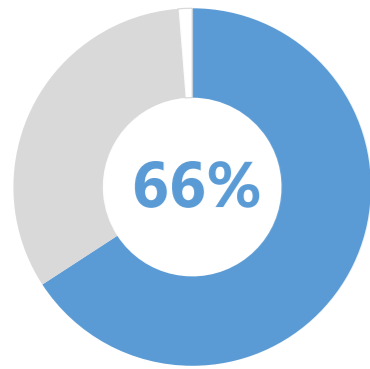


Care leavers activity (Education, Employment, or Training)

Snapshot 13/11/2019

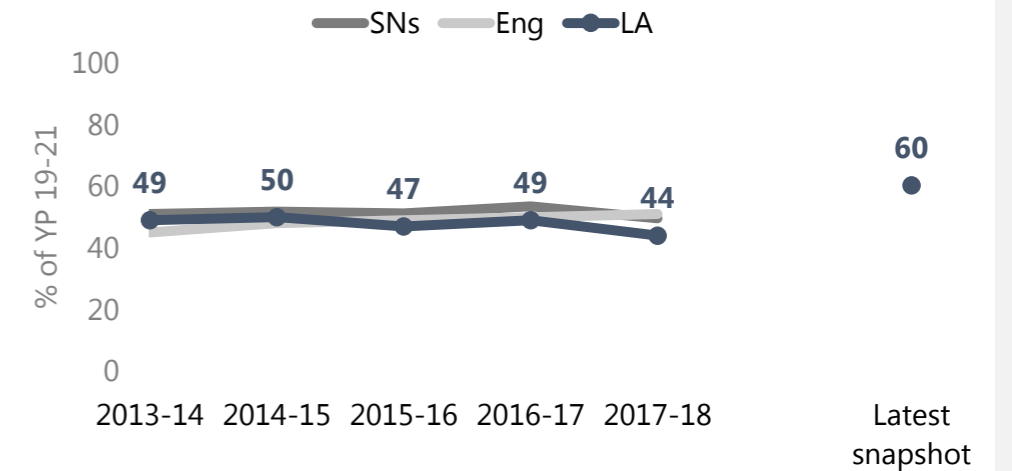
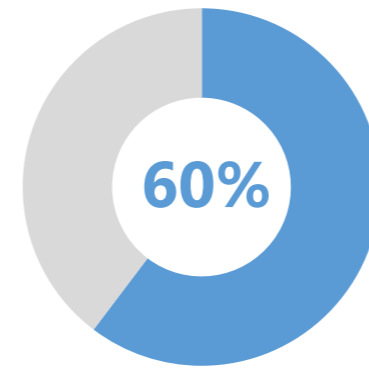
Education, Employment, or Training (EET) of 17-18 year olds

ChAT	Aged 17	Aged 18	Total
Numbers in cohort	0	79	79
In EET	-	66%	66%

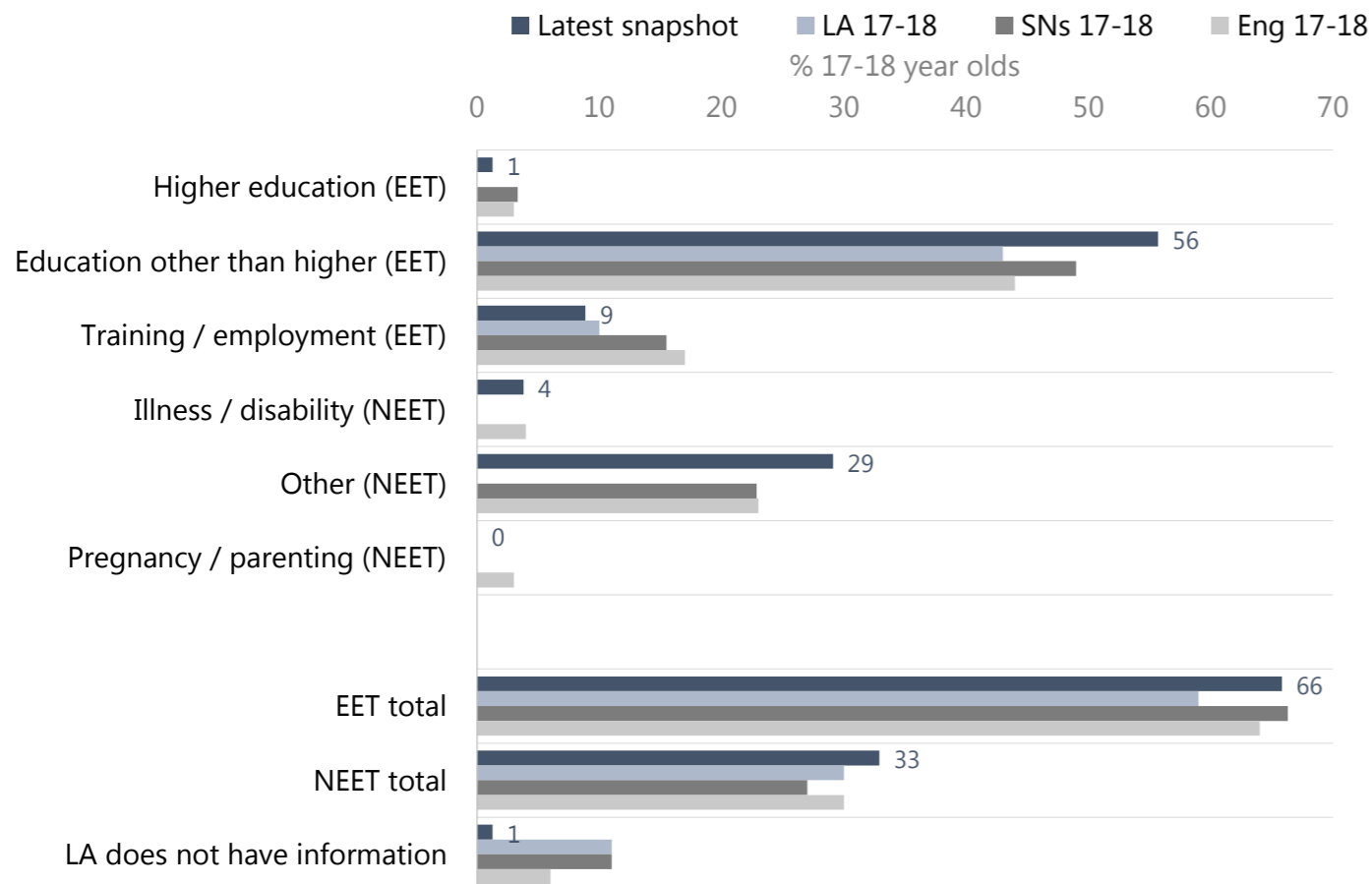


Education, Employment, or Training (EET) of 19-21 year olds

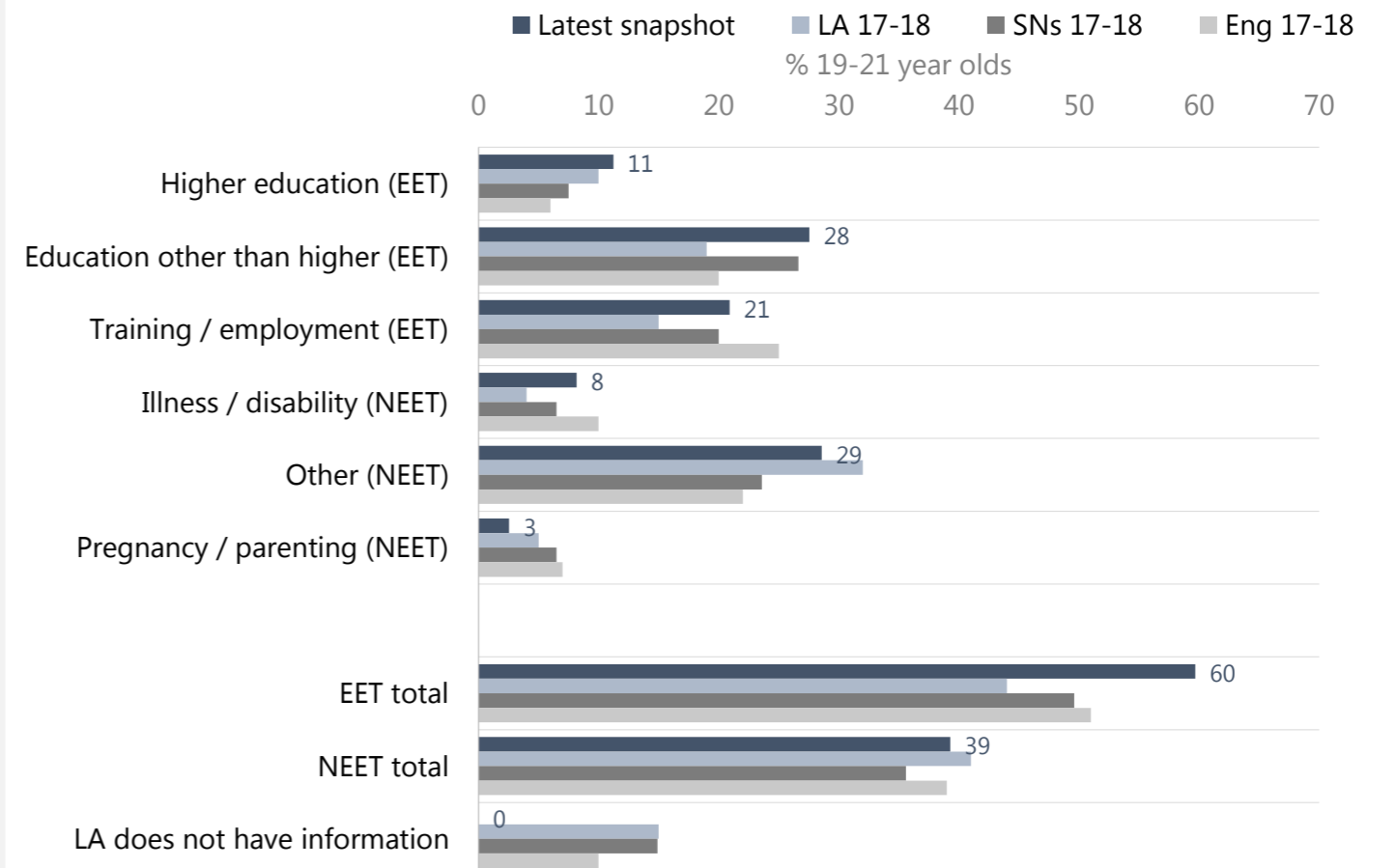
ChAT	Aged 19	Aged 20	Aged 21	Total
Numbers in cohort	94	56	44	194
In EET	56%	63%	66%	60%



Activity types of 17-18 year olds



Activity types of 19-21 year olds





Children adopted, waiting to be adopted, or had an adoption decision reversed in the last 12 months from 14/11/2018 to 13/11/2019

## 35 children

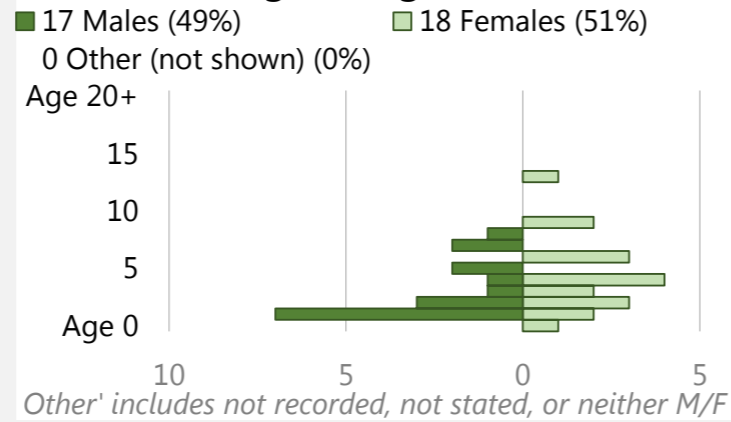
- 11 Child/ren adopted last 12 months
- 23 Child/ren waiting to be adopted
- (21 Child/ren waiting with placement order)
- 0 Child/ren with decision reversed

### Ethnic background

White	63%
Mixed	26%
Asian or Asian British	3%
Black or black British	9%
Other ethnic group	0%
Not stated	0%
Not recorded	0%

See page 20 for comparisons

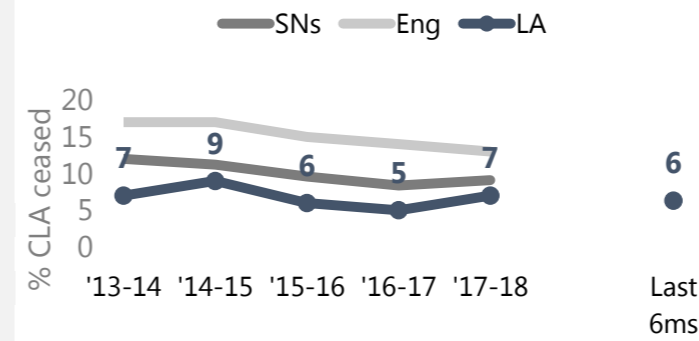
### Age and gender



0 children (0%) with a disability

Of the 79 children who ceased to be looked after in the last 6 months, 5 was/were adopted (6%)

### Children ceased who were adopted



### Children aged 5-plus who were adopted

3.3%

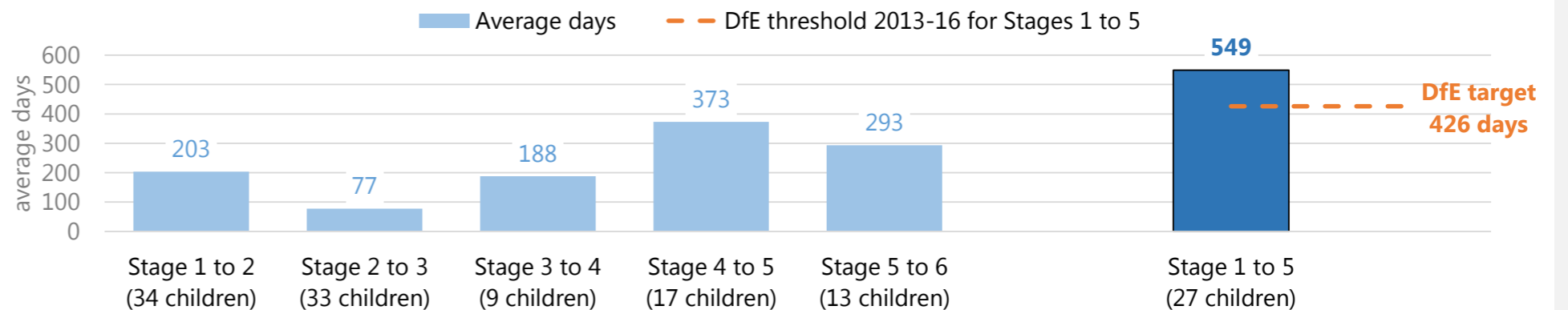
2 of the 60 children aged 5-plus who ceased to be looked after in the last 6 months were adopted

### Comparing 5-plus adoptions

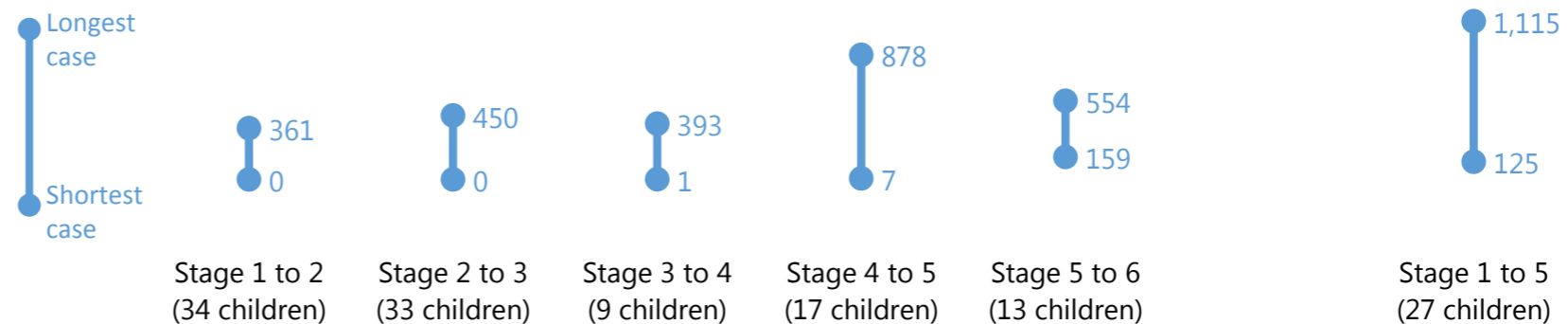
LA last 6 months	3.3%
LA 2013-16 (3 yr average)	2.0%
SNs 2013-16 (3 yr average)	5.0%
Eng 2013-16 (3 yr average)	5.0%

## Timeliness of each stage of the adoption process

### Average duration of each stage (number of days)



### Range in days between shortest and longest cases at each stage

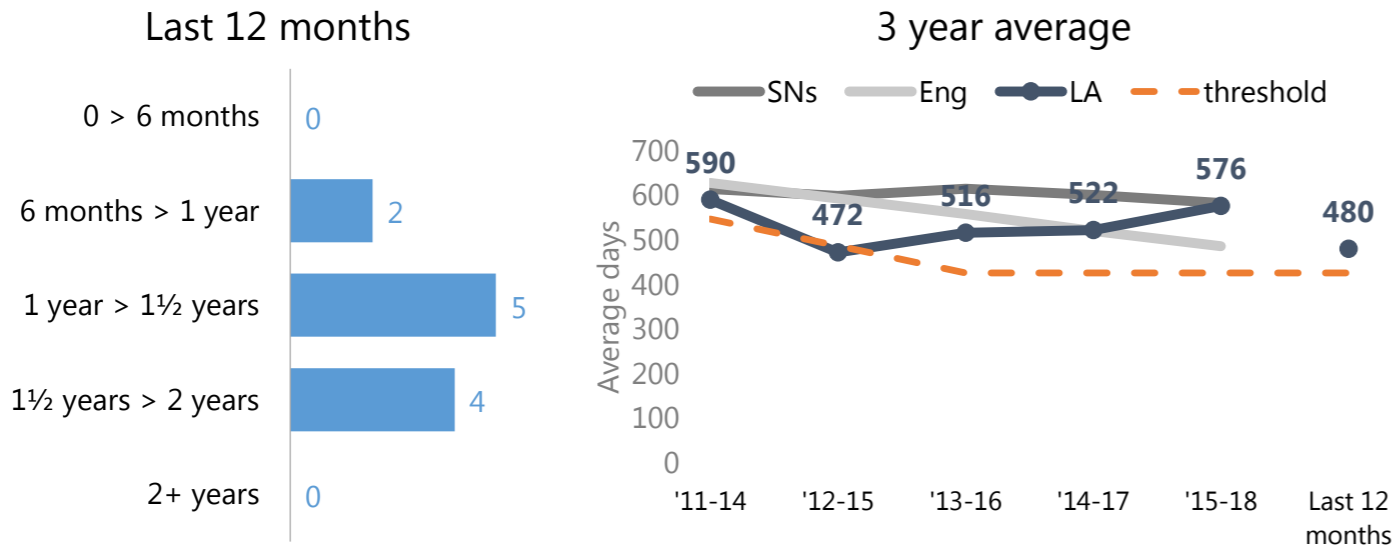


Adoption benchmarking

from 14/11/2018  
to 13/11/2019

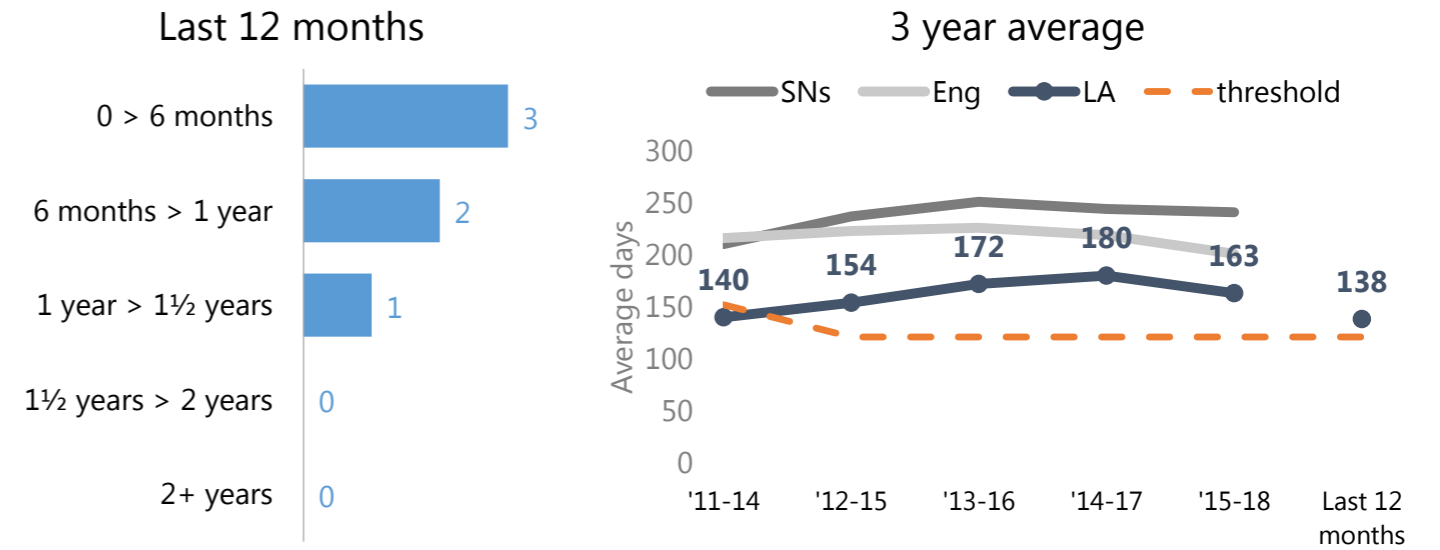
(A1) Time between entering care and placed with family for adopted children

**480 days** The average number of days from the date the child entered care to the date the child moved in with their adoptive family for adopted children  
**11 children**



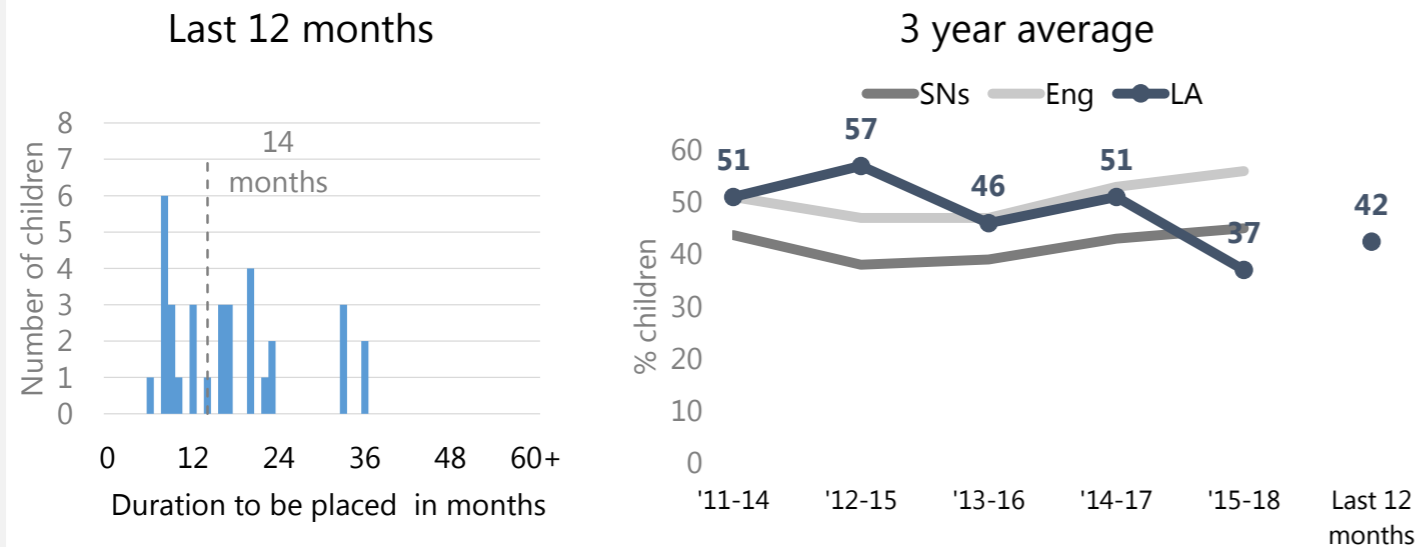
(A2) Time between placement order and deciding on a match

**138 days** The average number of days from the date of the placement order to the date the child was matched to prospective adopters  
**6 children**



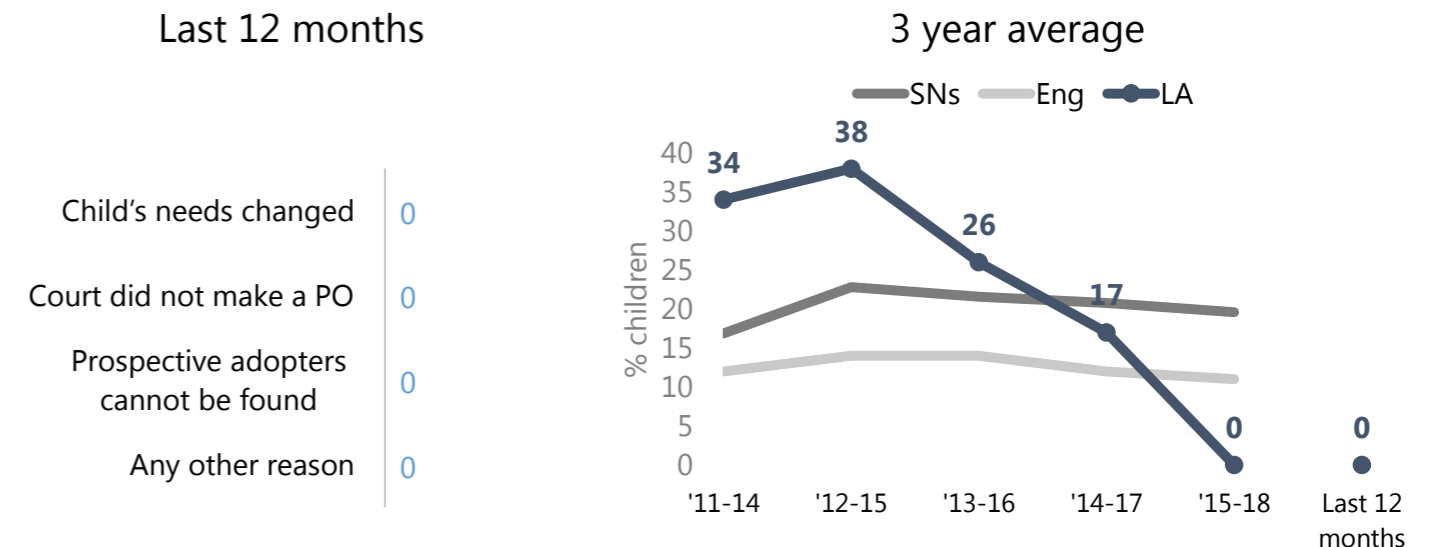
(A3) Time between entering care and placed for adoption

**42%** Children placed who waited less than the threshold between entering care and being placed for adoption (threshold: 14 months for 2013-16)  
**14/33 children**



(A5) Permanence decision changed away from adoption

**0%** Children where there was a decision that the child should no longer be placed for adoption  
**0/35 children**





Prospective adopters in the last 12 months

from 14/11/2018  
to 13/11/2019

**0 prospective adopters (0 families)**

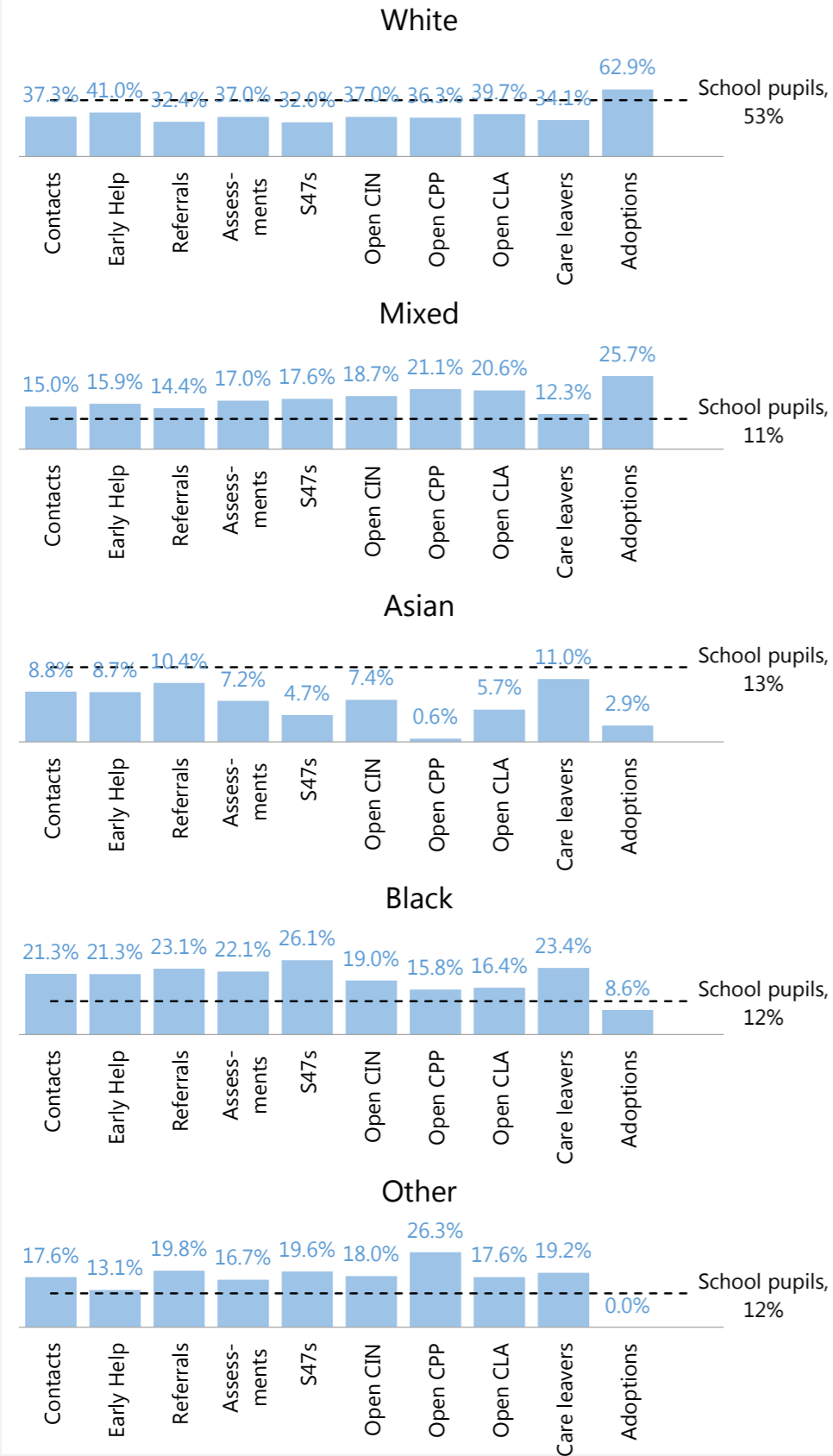
--

Demographics of children across all areas of children's social care

Snapshot 13/11/2019

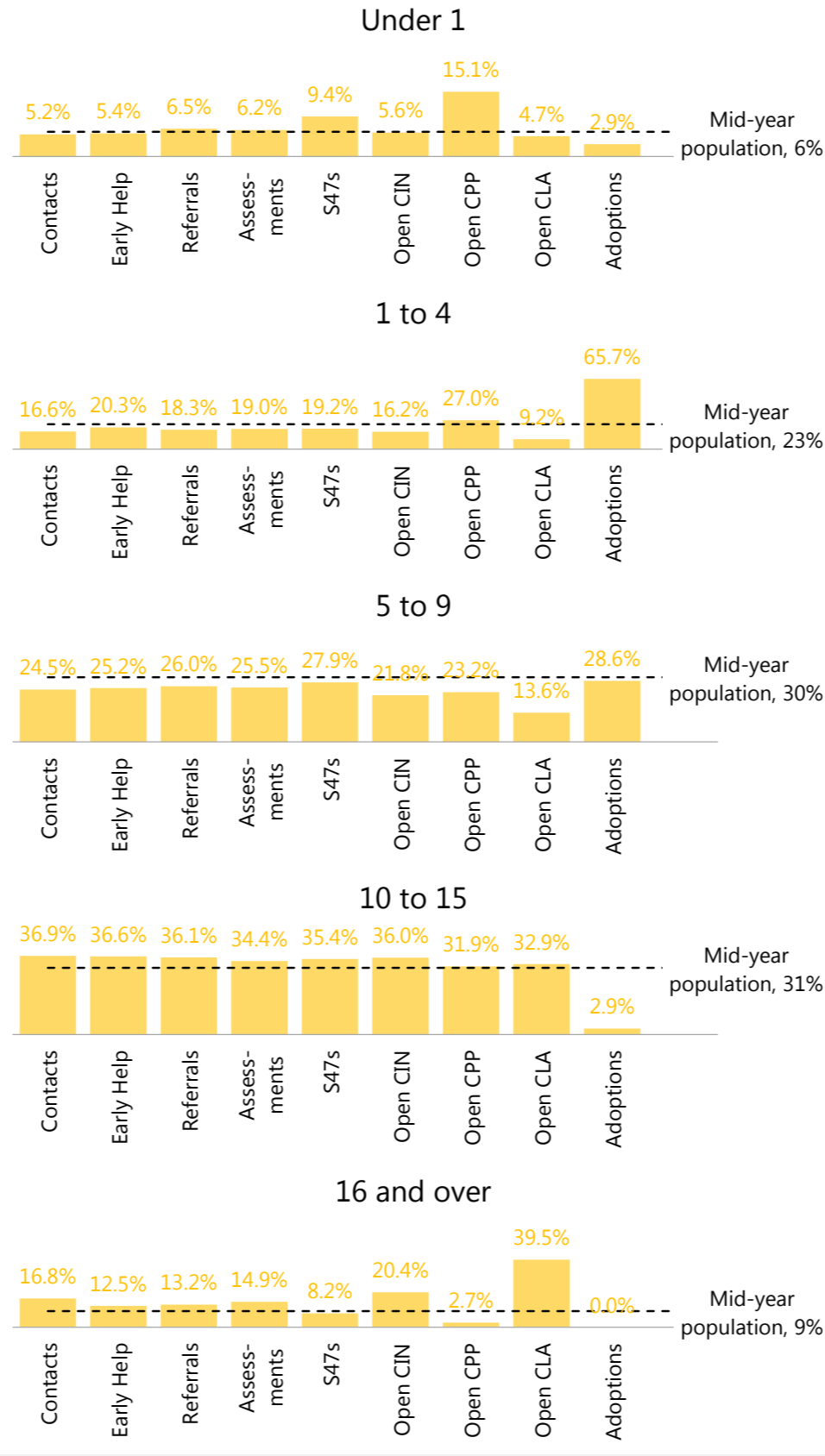
**Ethnicity**

ChAT\* compared to pupils in the LA's primary and secondary schools (Jan-18)  
\*percentage of known ethnicity only



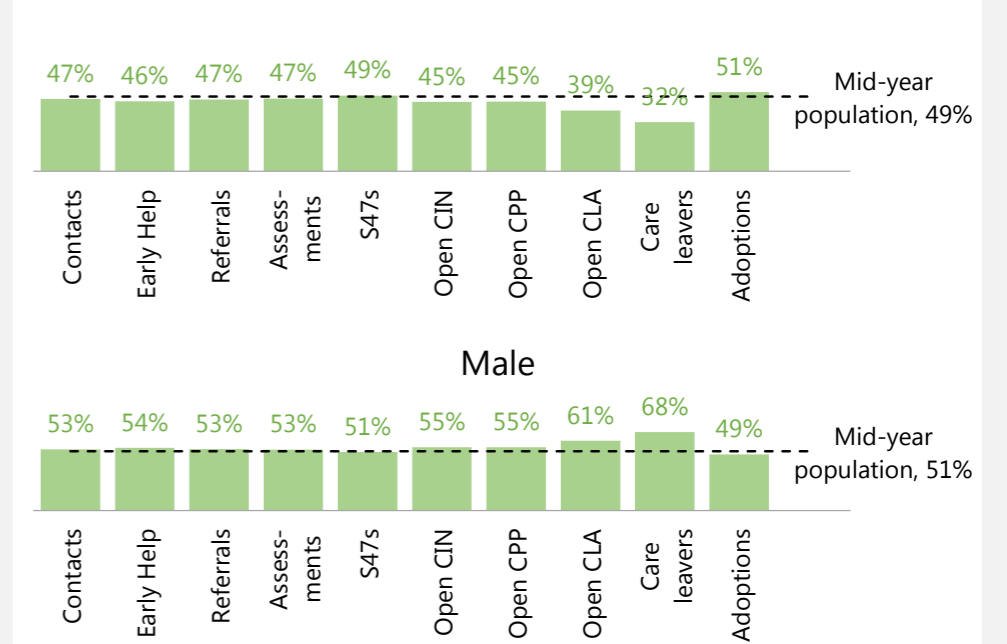
**Age**

ChAT\* compared to mid-year population estimates (ONS-2017)  
\*percentage of known age only



**Gender**

ChAT\* compared to mid-year population estimates (ONS-2017)  
\*percentage of Male / Female genders only, excludes Other



**Comparing CLA demographics**

CLA figures compared to published population statistics

**Ethnicity**

	LA Latest snapshot			LA 2018			Eng 2018		
	CLA	Pop	% difference	CLA	Pop	% difference	CLA	Pop	% difference
White	40	53	lower -25%	39	53	lower -26%	75	75	no dif 0%
Mixed	21	11	higher 93%	19	11	higher 79%	9	6	higher 54%
Asian	6	13	lower -57%	9	13	lower -31%	5	11	lower -55%
Black	16	12	higher 39%	18	12	higher 54%	7	6	higher 22%
Other	18	12	higher 47%	16	12	higher 34%	3	2	higher 27%

**Age**

	LA Latest snapshot			LA 2018			Eng 2018		
	CLA	Pop	% difference	CLA	Pop	% difference	CLA	Pop	% difference
Under 1	5	6	lower -18%	7	6	higher 21%	6	6	higher 9%
1 to 4	9	23	lower -61%	7	23	lower -70%	13	23	lower -44%
5 to 9	14	30	lower -55%	9	30	lower -70%	19	29	lower -36%
10 to 15	33	31	higher 5%	37	31	higher 18%	39	32	higher 23%
16-plus	39	9	higher 318%	40	9	higher 324%	23	10	higher 122%

**Gender**

	LA Latest snapshot			LA 2018			Eng 2018		
	CLA	Pop	% difference	CLA	Pop	% difference	CLA	Pop	% difference
Male	61	51	higher 18%	62	51	higher 21%	56	51	higher 9%
Female	39	49	lower -19%	38	49	lower -22%	44	49	lower -10%

Comparisons of headline figures and performance data to published statistics

The table below shows the Local Authority's latest data for each indicator as calculated in ChAT, and the direction of travel since the latest published statistics (where available).

Decreasing, low is good



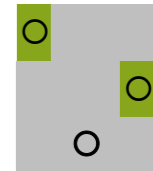
Increasing, high is good



No change, not RAG rated



Lowest 25% quartile, low is good



Highest 25% quartile, high is good



Mid 50% range, not RAG-rated



Indicator	Latest data (ChAT)			Latest published statistics for all local authorities					Date
	LA	Direction of travel		LA	SNs	Eng	LA compared to mid-50% range of all LAs		
Referrals received (annual rate per 10,000 of children)	291	Decrease	←	423	479	553	Lower	○	2017-18
Referrals to social care that were within 12 months of a previous referral (%)	15	Decrease	←	17	17	21	In range	○	2017-18
Assessments completed (annual rate per 10,000 of children)	683	Increase	→	471	503	532	In range	○	2017-18
Assessments completed within 45 working days (%)	85	Increase	→	66	89	83	Lower	○	2017-18
Children subject to section 47 enquiries (annual rate per 10,000 of children)	93	Decrease	←	108	155	167	Lower	○	2017-18
Children subject of an initial child protection conference (annual rate per 10,000 of children)	28	Decrease	←	31	66	67	Lower	○	2017-18
Initial Child Protection Conferences held within 15 working days of the start of the section 47 enquiry (%)	83	Increase	→	65	84	77	Lower	○	2017-18
Children in need (snapshot rate per 10,000 children)	180	Decrease	←	230	306	341	Lower	○	2017-18
Children who are the subject of a child protection plan (snapshot rate per 10,000 children)	20	Increase	→	18	41	45	Lower	○	2017-18
Children who became the subject of a CP plan for a second or subsequent time (%)	11	Increase	→	10	16	20	Lower	○	2017-18
Children who ceased to be on a CP plan whose plan lasted 2 years or more (%)	0	Decrease	←	8	3	3	Higher	○	2017-18
Children who are looked after (snapshot rate per 10,000 children)	37	Decrease	←	37	44	64	Lower	○	2017-18
Children looked after who had a missing incident in the period (%)	22	Increase	→	17	13	11	Higher	○	2017-18
Children looked after who were away without authorisation in the period (%)	12	Increase	→	9	7	4	Higher	○	2017-18
Children looked after who had their teeth checked by a dentist in the last 12 months (%)	61	Decrease	←	86	90	84	In range	○	2017-18
Children looked after who had their annual health assessment (%)	88	Decrease	←	98	94	88	Higher	○	2017-18
Children who ceased to be looked after in the period who were adopted (%)	6	Decrease	←	7	9	13	Lower	○	2017-18
Children who ceased to be looked after in the period due to a Special Guardianship Order (%)	5	Decrease	←	13	20	11	In range	○	2017-18
Children leaving care over the age of 16 who remained looked after until their 18th birthday (%)	77	Decrease	←	81	70	74	Higher	○	2017-18
Care leavers aged 19-21 in suitable accommodation (%)	98	Increase	→	81	80	84	In range	○	2017-18
Care leavers aged 19-21 in education, employment, or training (%)	60	Increase	→	44	50	51	Lower	○	2017-18
A1 - Average time between entering care and moving in with family for children who were adopted (days)	480	Decrease	←	576	583	486	Higher	○	2015-18
A2 - Average time between LA receiving placement order and LA deciding on a match with family (days)	138	Decrease	←	163	241	201	In range	○	2015-18

This page is intentionally left blank

By virtue of paragraph(s) 1 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

# Self Evaluation 2019



It's my plan

Use my voice

It's my assessment

It's my life

It's *all* about *me*



105

# Contents

<b>Barnet Family Services</b> .....	1
<b>About Barnet</b> .....	4
Our population.....	4
Education outcomes for children and young people.....	4
The children and young people we work with .....	4
Future trends.....	4
<b>About Family Services</b> .....	5
<b>Leadership and Governance</b> .....	6
Focus for the year ahead .....	7
<b>Quality Assurance</b> .....	7
Conference and Review .....	7
Strengths and achievements.....	8
Focus for the year ahead .....	9
Audit.....	9
Strengths and achievements.....	10
Focus for the year ahead .....	11
Performance Data .....	11
Focus for the year ahead .....	11
Divisional Plans .....	11
<b>Workforce Development</b> .....	12
Practice Development Workers .....	12
Focus for the year ahead .....	12
Training .....	12
Focus for the year ahead .....	13
Recruitment.....	14
<b>MASH</b> .....	14
Summary.....	14
Strengths and achievements.....	15
Focus for the year ahead .....	16
<b>Early Help</b> .....	17
Summary.....	17
Strengths and achievements.....	17
Focus for the year ahead .....	19
<b>Vulnerable Adolescents</b> .....	20



Summary.....	20
Strengths and achievements.....	20
Focus for the year ahead .....	22
<b>Duty &amp; Assessment .....</b>	<b>23</b>
Summary.....	23
Strengths and achievements.....	24
Focus for the year ahead .....	26
<b>Intervention and Planning .....</b>	<b>26</b>
Summary.....	26
Strengths and achievements.....	27
Focus for the year ahead .....	29
<b>Children in Care .....</b>	<b>30</b>
Summary.....	30
Strengths and achievements.....	31
Focus for the year ahead .....	32
<b>Onwards and Upwards .....</b>	<b>32</b>
Summary.....	32
Strengths and achievements.....	34
Focus for the year ahead .....	36
<b>Fostering and Adoption.....</b>	<b>36</b>
Summary.....	36
Strengths and achievements.....	37
Focus for the year ahead .....	38
<b>0-25 Disabilities Service .....</b>	<b>39</b>
Summary.....	39
Strengths and Achievements .....	40
Focus for the year ahead .....	41

# Introduction

## About Barnet

### Our population

- With 394,000 residents, we have the largest population in London, with 23.9% aged under 16 (London average 22.65)
- The BME population in Barnet is 38.7%, and over 180 languages are spoken in our primary schools
- We have an employment rate of 71.4%, below the London average of 74.2%, and the average income is £50k, higher than the outer London average of £44k
- There are 70.5 crimes per 1000 people, below the London average of 92.9 per 1000

### Education outcomes for children and young people

- All secondary school pupils, and 94% of primary school pupils are educated in good or outstanding schools
- We are 1<sup>st</sup> nationally in Progress 8 scores, and 2<sup>nd</sup> nationally in both Attainment 8 and percentage of pupils achieving a A-C pass in English and Maths
- Our A level results place us 7<sup>th</sup> nationally for pupils with 3 or more A grades at GCE/Applied GCE A Level and Double Awards, and the percentage of students achieving grades AAB or better at GCE A Level, Applied GCE A Level and Double Award A Level

### The children and young people we work with

- The percentage of children at secondary school in receipt of free school meals is in line with the national average of 13.2%, in nursery and primary the percentage of Barnet children is higher at 16.7% against 14.5% nationally
- There are fewer children in out of work households, 9.3%, than the national average of 14%, and there are fewer children in low income families in Barnet at 13.5% against the national average of 16.8%
- Dental problems occur in 23.3% of Barnet children under 5 compared to 24.1% nationally, but there are more obese children in Barnet at 20%, than the national average of 18.2%
- 52% of children and young people in Barnet are from black and minority ethnic groups, compared with 30% across England, and 52% of primary and 38.2% of secondary school pupils speak English as an additional language

### Future trends

- Barnet is forecast to have the largest number of children of any London borough by 2020

- The population of children and young people in Barnet is estimated to grow by 3% between 2018 and 2025, when it is projected to reach 101,875
- Projections suggest that by 2025, the population of children and young people in Colindale will be the highest of any ward, although the wards with the highest proportions of young people aged 0-19 years old in 2025 are projected to be: Golders Green (32%), Edgware (30%) and Burnt Oak (29%)
- The overall number of children and young people with SEN statements or Education, Health and Care Plans rose by 26% between 2014 and 2017 and is expected to rise by a further 20% between 2017 and 2025

## About Family Services

During the local authority's last inspection in May 2019, which was under the Inspecting Local Authority Children's Services (ILACs) framework, services in Barnet were judged to be good across all criteria: The impact of leaders on social work practice with children and families, the experiences and progress of children who need help and protection, the experiences and progress of children in care and care leavers, and overall effectiveness. This judgement followed an improvement journey of almost two years, which was the outcome of the 2017 children's services inspection where services for children in Barnet were found to be inadequate.

We remain committed to continuous improvement, and our aim is to make Barnet the most Family Friendly Borough by 2020. The strategy to achieve this is to focus on developing resilience in families, children and our workforce. Resilience is defined as:

**“The ability to bounce back from stress and adversity and take on new challenges, leading to better outcomes”<sup>1</sup>**

Resilience-based practice is applicable to children, families and the workforce. It applies to all service areas within Family Services and builds on foundations that are already in place. Our Practice Framework is comprised of resilience and strength based tools, methods and approaches that have been integrated for use in day to day practice to improve children's circumstances and outcomes.

The role that Barnet council and its partners play in the life of children and their families provides a unique opportunity to promote and embed resilience. Resilience based practice sits at the heart of improving outcomes for children and young people; an approach that is based on looking for strengths and opportunities to build on, rather than for issues or problems to treat. This approach is being embedded across the partnership.

We have worked with UNICEF as part of our ambition to be recognised as a UNICEF Child Friendly Community in 2023. Several core outcomes have been identified, which form the basis for our Children and Young People's Plan 2019-2023:

### Family and Belonging

Families and children can be together and be part of a community that encourages resilience

---

<sup>1</sup> Pearson & Hall, 2006, adapted

## Safe and Secure

Children and young people are safe and protected from harm

## Education and Learning

Children and young people can learn about the world around them

## Culture

Our attitudes and behaviours enhance the way we work with and for children and young people

## Cooperation and Leadership

We include children and young people in decision making

## Communication

Information is shared effectively to children, young people and families across the borough

## Health and Wellbeing

Children are supported to achieve a healthy start in life, enjoy a healthy lifestyle and to build resilience

# Leadership and Governance

Leaders have ensured 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. Our Children and Young People's Plan 2019-2023 presents this vision for Family Services and the partnership going forward following the Ofsted inspection in May 2019, during which inspectors noted that:

“Senior leaders have developed mature relationships with partner agencies, supported by robust oversight by the Barnet Safeguarding Children Board and its sub groups.”

The partnership continues to demonstrate a commitment to cooperation and leadership. The Children and Social Work Act 2017 replaced Local Safeguarding Children Boards with new arrangements that place a shared and equal duty on the local authority, the police and the Clinical Commissioning Group to safeguard and promote the welfare of children. In line with the guidance published in Working Together 2018, the statutory partners agreed and published their arrangements in June 2019.

Political leadership has been engaged in improvement activity through the independently chaired Improvement Board, up to the Ofsted inspection in May 2019, the Children's Education and Safeguarding Committee, and the Corporate Parenting Advisory Panel along with corporate parenting training. Councillors have been involved with events for young people across the Borough, including children in care celebration events. Ofsted inspectors found, during their May 2019 inspection, that:

“Time and energy have been invested in ensuring that political leaders and members understand the importance of children's social care. This deeper understanding has led to more robust scrutiny and challenge.”

Corporate Plan priority 'Improving services for children and young people and ensuring the needs of children are considered in everything we do' incorporates the Children and Young People's Plan outcomes:

- Family and Belonging
- Safe and Secure
- Health and Wellbeing

Corporate Plan priority 'Ensuring we have good schools and enough school places so all children have access to a great education' incorporates the Children and Young People's Plan outcome:

- Education and Learning

Corporate Plan priority 'Ensuring we are a family friendly borough' incorporates the Children and Young People's Plan priorities:

- Culture
- Communication
- Cooperation and Leadership

These are regularly monitored by Members at the Children, Education and Safeguarding Committee, and by the Barnet Safeguarding Children Partnership.

In January 2019, the Council Management Team partnership board adopted a set of shared priorities to work on collaboratively, where it was agreed that Children and Young People would be a golden thread that would be considered when addressing each of the priority areas. The first priority was 'social cohesion', and comprised a high visibility marketing campaign celebrating Barnet's diverse communities and the contribution they make to life in the borough, as well as projects that will further support cohesion in the Barnet. The marketing campaign showcased two projects that support Children and Young People.

#### Focus for the year ahead

- Ensure members are better informed about unregulated placements
- Ensure members attend relevant training as corporate parents
- Ensure Corporate Parenting Advisory Panel includes a range of activities which Member participate in to gather the best understanding of their roles

## Knowing Ourselves

### Quality Assurance

#### Conference and Review

The Independent Reviewing Service is managed within the Safeguarding, Quality Assurance and Workforce Development Service to ensure that the Conference Reviewing Officers (CROs) and Independent Reviewing Officer's (IRO's) input and contribution to social work

practice and care planning for children and young people is autonomous from case holding service areas.

The IRO team is comprised of four permanent full-time Independent Reviewing Officers, and the CRO team 5 Independent Review Officers and are managed by the Principal Independent Reviewing Officer (a new role to enhance levels of support and scrutiny). The service also manages one Fostering Independent Reviewing Officer (FIRO) who chairs annual reviews of foster carers. Additionally, there are two contracted IROs who are commissioned to provide additional capacity when required and one dedicated administrator who supports the team.

### Strengths and achievements

For the 325 children that were in care in the reporting period 2018/19; the data and performance indicators show:

- 82% of Initial Child Protection Conferences were in time
- 100% of Child Protection Conference Reviews were held in time
- 93.6% of Looked After Children Reviews were held within statutory timescales
- 94% of children and young people participated in their Children in Care reviews

Audits and Ofsted monitoring visits over the past year, have identified a need to increase visibility of the IRO 'footprint' on children's records so that their involvement in Care Planning is consistently evident on children's records. This includes; pre-review visits, clear and comprehensive minutes of meetings and evidence of challenge and escalation when this is required. During the start of 2019, there was an increase in the number of midway meetings and midway visits taking place, this has been strengthened by ensuring dates for midway reviews and visits are routinely scheduled by IRO's during CiC reviews. When a midway review or visit takes place, the detail of the discussion is placed on the child's record. In addition, the Principal Reviewing Officer attends the weekly Permanence Tracker Meeting and Permanency Planning Panel; this enables the IRO service to contribute in planning, provide positive feedback and/or raise concerns about progression of permanency for the children and young people who are discussed. In their May 2019 inspection, Ofsted inspectors found:

"In most cases, oversight of children's progress by independent reviewing officers (IROs) is good and is recorded in children's records. Statutory reviews are held regularly, with increasing use of mid-point reviews. IROs are appropriately challenging and escalate concerns when necessary, which has resulted in better planning for children."

Over the year there has been increased consultation activity taking place between social work teams and IRO's in the care planning process. Audits more consistently find that the voice of the child is stronger and evident in their care plans and our performance data is more strongly reflecting that every effort is being made to enable children and young people to participate in their reviews and contribute to their care plans and pathway plans directly or indirectly. When there is a need to drive improvements in a child's care planning there is

clearer evidence of IRO challenge. This is recorded as discussions, emails and/or face-to-face discussion with the social work teams and in escalation reports.

Feedback from 61 families between January and March 2019 indicates that Social Workers and CROs were involving young people and their parents or carers in the conference reviewing process. 85% of respondents agreed that they actively participated in producing their plans, and 82% were satisfied that reports and assessments were fair and included both the families' strengths and weaknesses. 90% of respondents felt listened to and 89% stated that their views were heard and recorded.

Pre-conference meetings, usually with the CRO, were useful, with 92% of respondents expressing this view, however we have more work to do in preparing our families for conferences. 62% of families had received a leaflet explaining the purpose of the conference and 64%, or 39 out of the 61 of those asked had seen the Social Worker's report before the conference.

### Focus for the year ahead

- Continue working with children and young people in the quarterly workshops/forums being held to hear their views and suggestions about how we can improve services provided to them and encourage their meaningful participation
- Ensure that all IRO's develop their confidence and capacity to drive high quality care planning activity and to monitor the effectiveness of children's plans by providing respectful and robust challenge to professionals when plans are not achieving good outcomes for children, and to do so consistently
- Ongoing live observation of the IRO's chairing reviews to give feedback and support learning.
- IRO's to begin to deliver workshops supported by the Principal Reviewing Officer and a Practice Development Worker on children in care processes and care planning. The workshops will help establish a better understanding of the practice expectations and process and improve the written quality of assessments and plans.

### Audit

A variety of audits across predefined areas of practice, which form our regular audit activity are completed. Themed audits are decided quarterly based on strategic priorities or identified areas for learning and are allocated to auditors (QA Officers, IRO/CRO's, Team Managers) for completion. Multi-agency audits are undertaken to examine and improve cross-agency working in key areas of practice where multi-agency working is critical to effective safeguarding. Key learning points are disseminated across the service and where appropriate across the local partnership. Impact is monitored through routine case tracking and analysis, quality assurance approaches and the multi-agency Performance & Quality Assurance Sub-Group. In their 2019 inspection report, Ofsted inspectors found that:

"There is a clear and established system of audits underpinning the quality assurance process. Audit findings are collated into quality assurance reports that highlight strengths and areas for development and next steps."



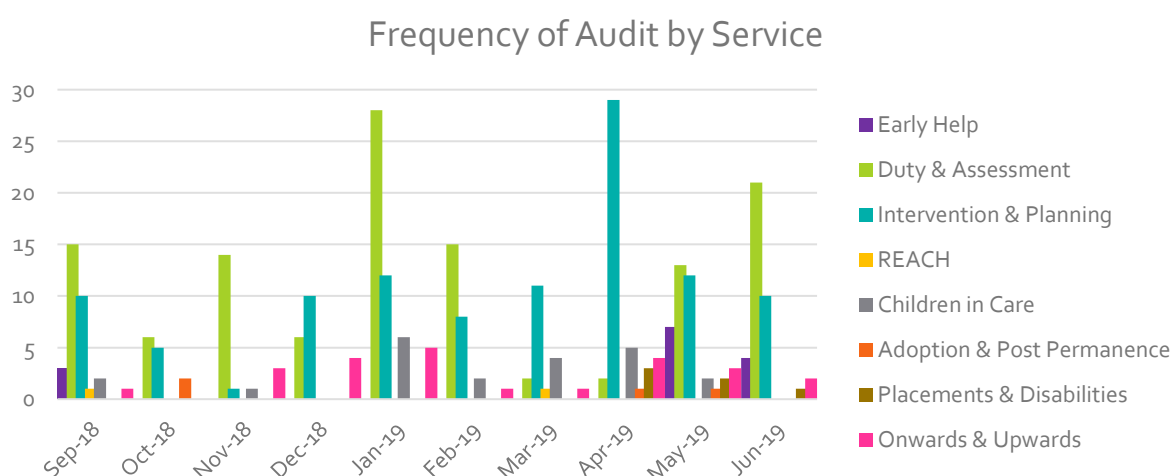
## Strengths and achievements

The cycle of Appreciative Inquiry (AI) audit forms the foundation of our quality assurance activity. AI is a conversation methodology that has a particular way of asking questions by seeking out ‘the best of what’ has occurred in any given system. The aim is to build on self-identified strengths and to practice asking questions that strengthen capacity to reflect, share best practice, innovation and to build the future around what works. This audit approach was implemented in January 2019, and in May 2019, Ofsted inspectors noted that:

Audits have rightly had a focus on compliance in the local authority’s improvement journey. More recent audits have moved to a fuller consideration of the impact of work on outcomes for children, although the approach is at an early stage and needs to be further embedded.

Quality Assurance Officers complete one audit each month from their linked Social Work Team case list; the Team Manager completes one every two months. The QA Officer and Team Manager meet to compare and reflect on learning outcomes from the audits undertaken and feedback practice learning into supervision, team meetings and workforce development activities. In our system it is important that all managers are able to understand ‘what good looks like’ in Barnet linking to our Resilience Philosophy and Practice Standards to support this.

Data on the frequency of audit by service area shows there is increased activity in more specialist areas that were less of a focus during the Ofsted monitoring process. Our learning in effective auditing and quality assurance is strengthening our understanding of work across the system. We are currently working with colleagues at Research and Practice to develop training around child sexual abuse following an audit review of this earlier in the year, and we will continue to identify opportunities to complete similar exercises in the next 12 months.





## Focus for the year ahead

- Continue to extend our audit programme into Early Help and Youth Offending services.
- Continue to conduct thematic reviews will help us to identify areas of good practice, and to support the development of skills and knowledge in the organisation.
- Build a multi-agency framework of audit activity that provides reassurance across the partnership of effective practice and shapes multi-agency learning opportunities

## Performance Data

During the Ofsted monitoring process, the central monthly reporting data has been reported through 'Performance Matters', and reports provided to the Children, Education and Safeguarding committee, the Safeguarding Partnership Board, the Improvement Board and the Council's own Corporate Management Board, to enable effective strategic oversight of service delivery. Further challenge was in the system through the monthly CEO, lead member, DCS and Independent Chair of the BSCP challenge meeting with Operational Directors and Divisional Directors for Family Services. This was an effective framework, necessary to have in place throughout the Ofsted monitoring period, and inspectors noted in their May 2019 findings that:

"Performance management systems capture a wide range of relevant data across the organisation. This data not only provides senior managers with aggregated data across the service but also provides team level data, which enables team and service managers to identify any performance shortfalls emerging in their area of responsibility, and to respond accordingly."

Learning from our work with our improvement partners at Essex council, we are continuing stocktake meetings during which redesigned quality assurance reports will be used as tools to understand operational strengths and weaknesses across the system.

## Focus for the year ahead

- We are in the process of redesigning our data intelligence framework. We are developing a more integrated style of reporting which will triangulate key data indicators from each service area with audit findings.
- Ensure that all managers across the system are confident in understanding and explaining their performance data, and use it to drive practice improvements
- Drive service developments using intelligence gathered from data and performance information in relation to local needs and trends

## Divisional Plans

Each division in Family Services – Commissioning, Education Strategy & Partnerships, Early Help & Children in Need of Help and Protection, and Corporate Parenting – has developed

their own divisional plan which sets out the actions for the division to deliver against the Children and Young People's Plan. Reports on the progress against these plans are provided to the Children's Partnership Board and the Children, Education and Safeguarding Committee.

## Workforce Development

### Practice Development Workers

Four Practice Development Workers are located across the service areas to provide hands on support to Social Workers and Team Managers through a range of activities including delivery of bespoke workshops and training sessions for individuals, teams and services areas and one to one support using social learning theory approaches of practice modelling, feedback and observation. Team Managers can commission individualised support from Practice Development Workers to work alongside Social Workers to improve practice. This has created a non-blaming culture with an emphasis on the use of teachable moments.

The function of the Practice Development Worker role to provide bespoke and targeted learning opportunities to address identified gaps in practice identified in the July 2017 Ofsted inspection has been achieved.

### Focus for the year ahead

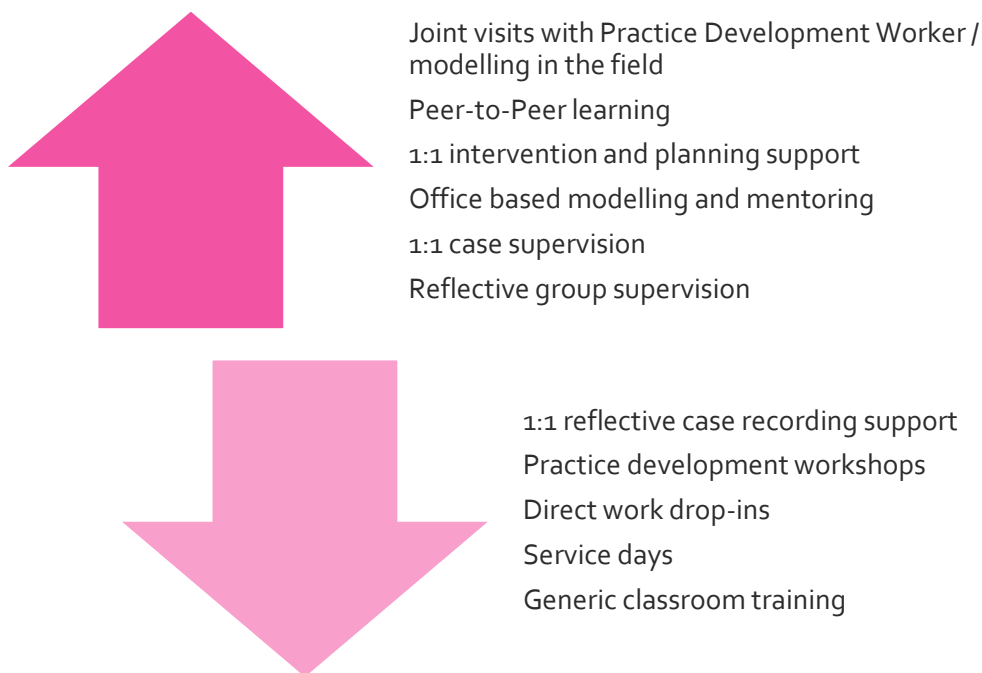
- Role is being developed to include more responsibility for strategic work streams, BCPA facilities and projects. Each role will retain their core functions of providing practice development and learning opportunities to the workforce across Family Services but take a lead for consultation with Heads of Services, overall development and analysis of ongoing workforce training needs and the implementation of agreed training programmes in different service areas:
  - Students and AYSE
  - Early Help, Youth Offending and Clinical Services
  - Social Worker and Advanced Practitioner
  - Otherwise Qualified, and workforce training programme

### Training

Overall, the training and practice development offer has been focused and targeted in supporting the children's workforce to develop the necessary skills to deliver good quality interventions to children and their families, this has been effective in some core areas of practice that had been identified as in need of improvement. The programme of learning will be continued into 2019/20 to support the workforce to further embed learning and ensure there is reach to practitioners who may not have accessed some areas of training and that new staff joining the organisation are able to access the core offer.

From September 2018 to September 2019, there have been 365 scheduled training and development events, ranging from whole service days, multi-agency briefings and specialist foster carers training to leadership and management, systemic practice, systemic leadership and signs of safety training programmes. 45 of these training sessions were for Early Years practitioners, and 30 were specialist foster carer training sessions. Feedback from attendees, alongside analysis of audit outcomes, provides us with an indication of the most

versus the least effective in terms of worker engagement and training transfer, illustrated below:



A flexible and responsive approach to workforce development activity will be maintained in the year ahead to ensure emerging practice issues and identified gaps in skills or knowledge are responded to. The recognised strength of the Practice Development Worker approach will ensure areas of practice that are identified as in need of continued improvement can be targeted to drive change. As the workforce stabilises with increasing numbers of permanent staff and practitioner skill continue to embed and strengthen, the training offer will develop and become more sophisticated to equip the organisation with a workforce comprised of a diverse range of transferable skill, knowledge and practice expertise.

#### Focus for the year ahead

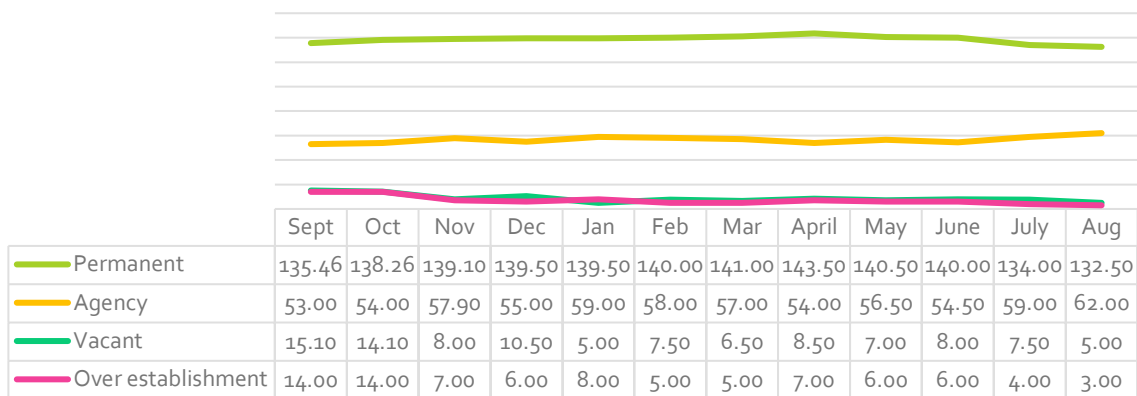
- Continual evaluation of the relevance, quality and impact of the workforce development offer to ensure training is of a good standard, is cost effective, is meeting the development needs of the workforce and is demonstrating capacity across the workforce to deliver consistently high quality services to children and families living in Barnet.
- Produce a Learning Needs Analysis to inform the forward planning of training and development needs of the workforce
- Provide training that supports identification, assessment and planning for high risk areas including sexual abuse, trigger/toxic trio, neglect and culturally specific abuse including FGM.
- Provide training that enables practitioners to undertake effective and comprehensive parenting assessments and interventions to address neglect.

- Support the continued embedding and roll out of systemic practice training to the children’s workforce
- Develop with partners multi-agency training that supports joint approaches to assessment, intervention and planning.
- Training that promotes and facilitates career progression

## Recruitment

The teams have benefited from the retention and recruitment of newly qualified social workers who have successfully completed their ASYE and who are now filling some of the vacant agency filled social work posts. We are aiming to recruit 14 AYSE social workers this year and it is anticipated that that the new (and large) cohort of student social workers this year will repeat this pattern next year as part of our ‘grow your own’ approach. The current projected social work vacancy rate for December 2019 is 34 although, this may reduce further following the launch of a new recruitment campaign in September which will coincide with an article in The Guardian promoting the positive improvements made across Children’s Services.

Social Worker posts



Data shows that we have reduced the amount of over establishment social workers over the past year as the need for additional capacity for improvement focused activities has diminished. Within current social work vacancies there are 12 posts being held for the Newly Qualified Social Workers who are due to complete their Assessed and Supported Year of Employment at the end of 2019. There are also a small number of social work posts being held for staff affected by the adoption regionalisation. 10 permanent social workers moved on from front line services following the successful inspection outcomes, these posts are currently filled by agency staff.

## Performance & Outcomes

### MASH

#### Summary

The MASH has sustained improvements throughout the year, with the Ofsted monitoring visit in November 2018 finding ‘strong practice’, with thresholds well understood and decisions

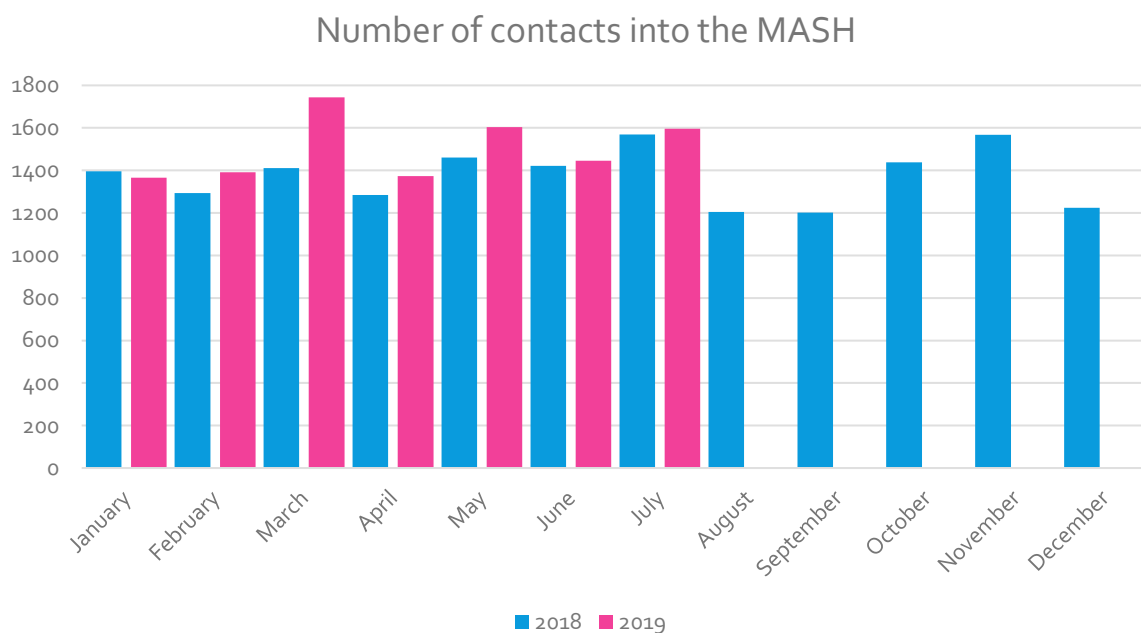
timely for children. On their return for the full inspection in May 2019, inspectors confirmed that:

“Partners have a good understanding of thresholds when making referrals. Thresholds are applied consistently for children in need of help and protection. The ‘front door’ and the MASH provide a timely and effective response to contacts by professionals and members of the public. Contacts in the MASH are responded to quickly, according to the level of need and risk in the presenting information.”

The MASH Steering Group is providing a forum for the multi-agency partnership to examine the effectiveness of operational arrangements and referral data and trends, which is enabling targeted threshold discussions with referring agencies. As a result, the MASH team have improved professional relationships with key stakeholders and referrers, which is strengthened by putting in allocated links to the Early Help Panel, MARAC, MAPPA, and a range of local adult and community based services. Positive feedback has been received from schools, community providers and health services about the improvements in the service.

### Strengths and achievements

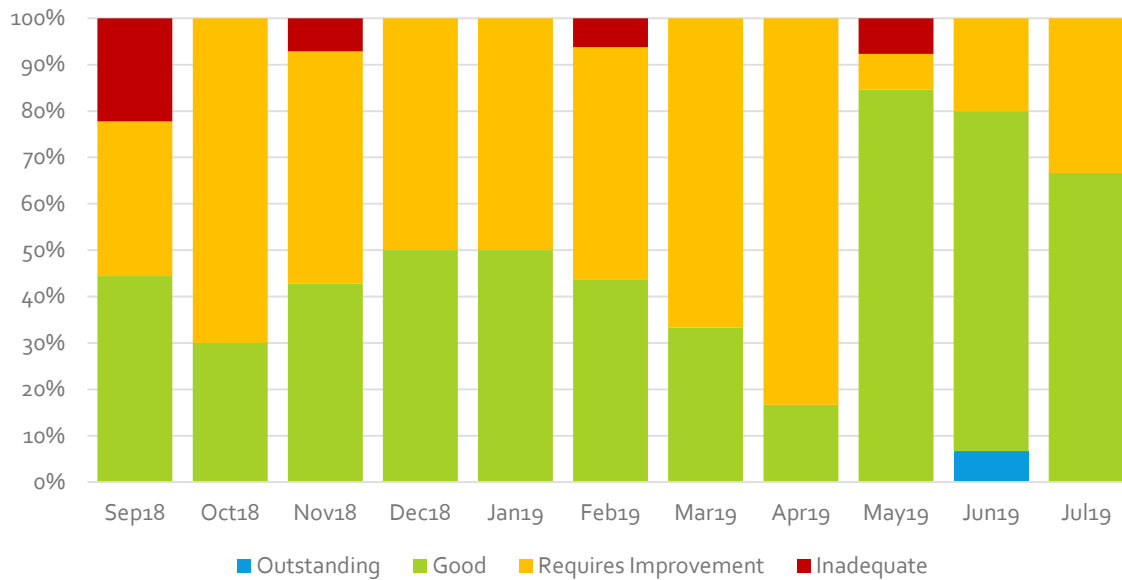
MASH has seen a consistent increase in contacts to the service over the past year and this is reflective of the broader understanding of the service and improved partnerships which is generating higher volumes of information requests. The re-modelling of 0-19 Early Help Services has also led to Early Help referrals being processed through the MASH. This is reflected in the high levels of Blue and Green contacts, the latter of which has increased by 46% since June 2018.



The work that we have been doing with the partnership in launching the Barnet Continuum of

Help and Support has improved the quality of referrals, as illustrated in our audit data with the majority of sampled MASH referrals now graded as good.

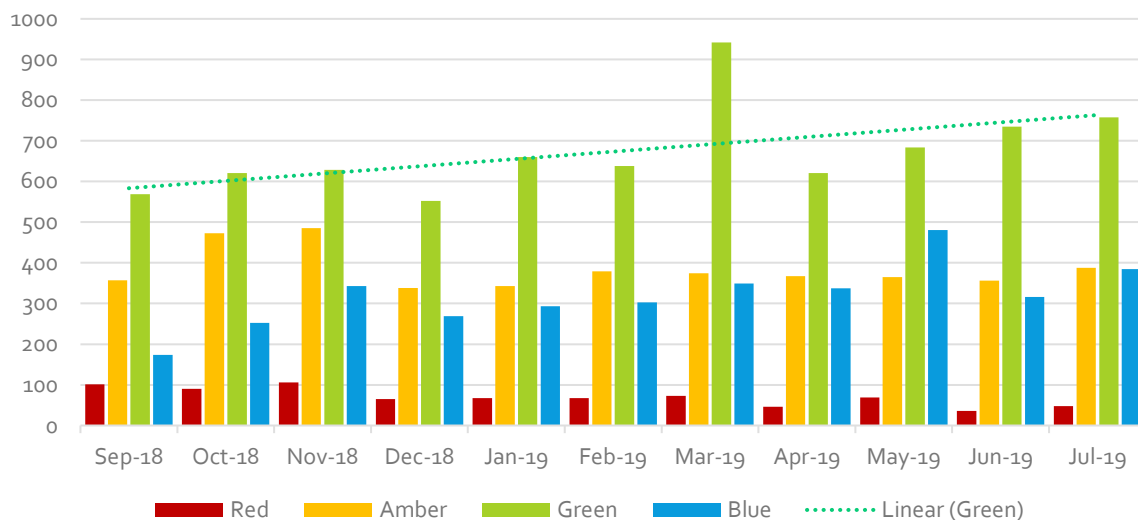
MASH Audit Domain 'Referral Information'



Focus for the year ahead

- Analysis of MASH contact BRAG ratings shows that the number and proportion of green contacts is rising. MASH will continue to work with partners to best support all professionals in the system to understand the most effective way to support children and families to access the appropriate support.
- Develop opportunities for increased integration with adult safeguarding arrangements when the adult and children’s MASH co-locate in Spring 2020

MASH Contacts by Final BRAG



- Utilise the new London wide MASH dataset to analyse performance against other London LA's

## Early Help

### Summary

Barnet's Early Help Services have been reconfigured and transformed over the past year to create three locality based 0-19 Early Help Hubs that co-locate professionals in Early Years, Family Support and Youth Work alongside a range of partner agencies delivering preventative and targeted services to children, young people and their families. In Barnet our Early Help services are underpinned by our resilience approach which focuses on the need for children to:

- Have safe and trusted relationships
- Be stable and secure
- Achieve and have aspirations in education
- Benefit from positive friendships
- Develop individual talents and interests
- Believe in themselves and their ability to achieve their ambitions in life

The Barnet Safeguarding Children Partnership Board maintains oversight of the overall effectiveness of the multi-agency partnership. The 0-19 Strategic Board meets quarterly and steers the multi-agency partnership in the delivery of services, provides annual reports to the BSCP and reviews the outputs for the three 0-19 Locality Advisory Boards. The three 0-19 Locality Advisory Boards have been established to engage with local delivery partners, including community representatives and voluntary, community and faith sectors in the delivery and design of local services.

The quality and effectiveness of 0-19 Early Help Services is monitored via regular quality assurance activities including multi-agency audits that will support the identification of strengths and generate learning within the Early Help system. The 0-19 Strategic Board is developing a suite of key performance indicators which will act as shared partnership measures and outcomes, and track the impact of key individual services.

### Strengths and achievements

Our Early Help model seeks to create closer alliance with agencies involved with adults who have caring responsibilities for children including Probation, Adult Mental Health, Domestic Abuse providers and Substance Misuse services in recognition of the need to ensure that interventions at the earliest point should seek to address difficulties in the whole family system and we have also sought to build stronger cohesion with the Voluntary and Community Sector (VCS) and with universal health and education services to ensure our offer is coherent and organised services around the needs of the whole family, the schools that children attend and the communities that they live within.

Barnet has successfully bid to NHS England to be a trailblazer of Mental Health Support Teams which will train and locate 8 Education Mental Health Practitioners in schools within the West Early Help Locality. The funding increases capacity for early access to mental health support and will further strengthen partnerships across Barnet Integrated Clinical Services, Schools and 0-19 Early Help Services.



Early Help delivery is coordinated through a multi-agency panel that meets weekly and allocates a skilled and trusted Lead Professional to coordinate a multi-disciplinary network around the child and family. The co-ordinated effort harnesses professional expertise by building a Team Around the Family and ensures that children's needs are considered in the context of their whole family situation and their environmental and community context. In their inspection findings in May 2019, Ofsted noted that:

“Children and their families benefit from a good early help offer and have access to a broad range of preventive and targeted services... Partnership working across the early help hubs is strong, with a clear focus on considering the needs of children and their families. Parents and carers are very positive about the impact of services on the wellbeing of them and their children.”

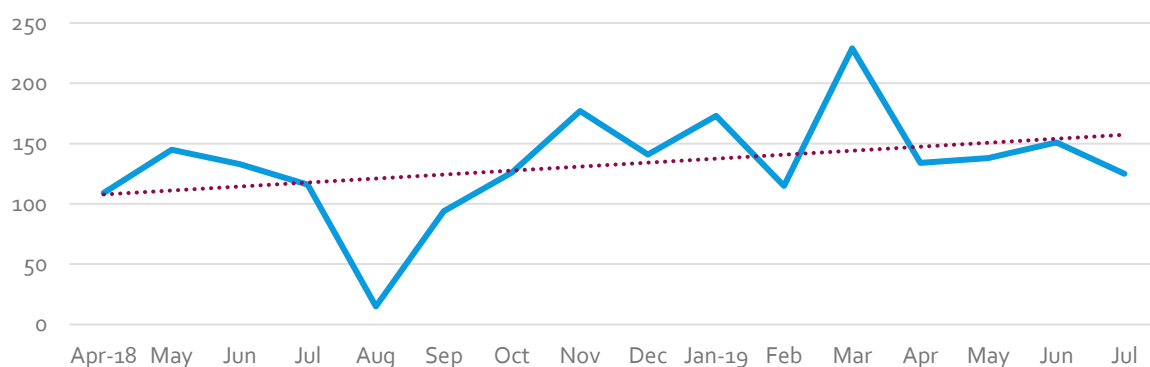
There is strong evidence to indicate that the partnership values the interventions provided by the Early Help service and knows how to access them, due to an increase in demand for services. Since the roll out of the hubs, there has been a steady increase in the number of requests into Early Help between July 2018 and July 2019 by 26% into East Central Hub, 45% in South Hub and 42% in the West Hub. These requests have led to a 50% increase in new Early Help Assessments, and at July 2019, there were 399 families with 637 children allocated to a locality team across the hubs.

The Families First (Troubled Families) Programme continues to deliver successful outcomes for children and young people, We have a total of 399 claims left to achieve to get us to 100%. We need to achieve 67 claims a month to hit our target, and with a current claims rate of 90 per month we are therefore projecting to complete the programme 1-2 months early. Partnership secondments from Probation, Westminster Drug Project, RISE, Education Welfare and Health Services are facilitating a stronger level of integrated working with services engaged with parents/carers for children in Early Help. We are awaiting a ministerial decision on the future of the Programme beyond March 2020.

A secondee from RISE has been funded from the Troubled Families Service Transformation Grant, this post is co-located with 0-19 Early Help Services and complements the Parental Conflict training that has been procured to support practitioners in Early Help to work with parents where arguing is disrupting the quality of parenting available to the child(ren). Solace continue to work closely with MASH and Early Help to identify and support women who are victims of domestic abuse. Children's groups are delivered using the AVA approach. The combined range of services are aimed at enabling supported interventions across early help and statutory services and facilitate seamless step-up and down processes. Westminster Drug Project have co-located Hidden Harm workers within MASH and Children's Social Care. The service provides drop-in advice and enables joint assessment visits when parents are identified as using misusing alcohol or illicit substances. This approach enables a rapid and holistic assessment of risk associated with parental drug or alcohol use and ensures support is made available at the earliest point of contact.

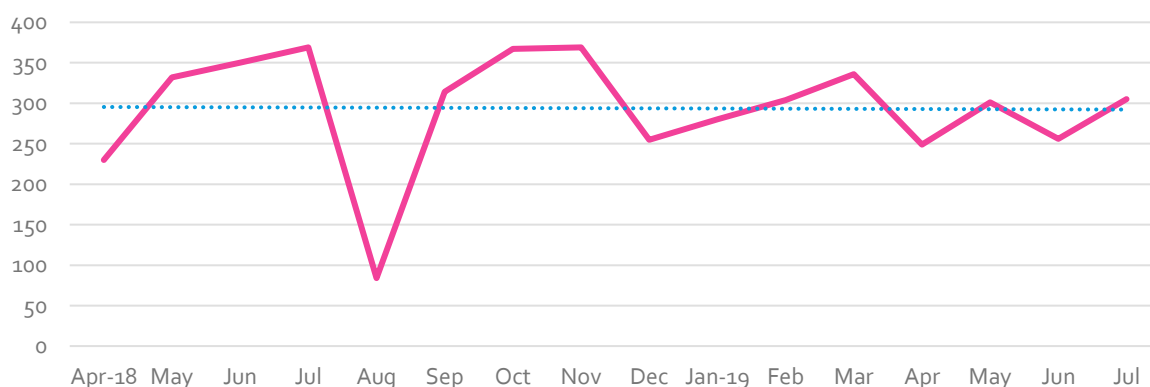


## New Early Help Assessments



In the same period there has been a slight reduction in the number of cases transferred to Children's Social Care. This is positive and evidences that the increase in the number of assessments being completed in Early Help is not leading to capacity pressures in Children's Social Care teams, and that professionals working in Early Help are confident in assessing and supporting families within the Early Help framework.

## Transfer to Children's Social Care



### Focus for the year ahead

- Engage parents and young people through consultation and representative attendance at Advisory Boards and user forums to continue to develop the locality model in response to local need
- Deliver preventative programmes through early years settings, primary and secondary schools, aimed at prevention and diversion from exploitation, criminality and violence
- Continue to develop the quality assurance and reporting system for Early Help incorporating learning from increased audit activity and data intelligence in order to drive improvements further
- Strengthen interface with voluntary, community and faith sector providers to ensure a cohesive model

# Vulnerable Adolescents

## Summary

We have maintained a focus in delivering our Vulnerable Adolescents Strategy, and the newly created post Strategic Lead for Partnership Engagement and Vulnerable Adolescents at Risk underlines our ambition to continue to engage the partnership in developing effective pathways for diversion for young people identified as at risk. We have undertaken extensive work with the children's workforce, key partners and schools to strengthen agency collaboration, awareness raising and the implementation of effective risk assessment and management processes.

The Barnet Creative Spaces Project launched in 2018 is funded for 5 years through the Home Office Trusted Relationships grant and forms a key part of the voluntary sector partnership strategy and is designed to provide safe, relational spaces for young people to disclose violent victimisation and to improve the awareness on abuse/exploitation warning signs and confidence in responding to signs. Taking a trusted relationship and asset based approach enables us to engage with young people that do not wish to engage with or disclose to other local services. Key to this are the creative spaces and trusted professionals embedded in the community, delivered by Art Against Knives. MAC-UK support the delivery of psychologically informed interventions in learning spaces for the delivery team, ensuring that staff are supported to understand key psychological theory related to attachment, epistemic trust, community psychology, narrative and mentalisation based approaches.

## Strengths and achievements

The Vulnerable Adolescents Strategy, published in April 2018, outlined the development of a single multi-agency vulnerable adolescents at risk panel (VARP) to join efforts to safeguard young people at risk of criminal and sexual exploitation. The VARP provides operational oversight of risk management arrangements across the partnership. Themes and trends are reported into the Strategic Multi-Agency Child Exploitation (MACE) to drive preventative, targeted interventions i.e. whole school approaches and disruption activities in the community. Quarterly Vulnerable Adolescents Community Partnership Meetings hold the strategic planning for service delivery by interrogating the effectiveness of services delivering in the community for this cohort of children and young people. The partnership steers the Trusted Relationships project and coordinates cross-sector working, learning and events to build collaboration and a common understanding of services, pathways and outcomes. This work has now embedded and is supporting the partnership to understand risks to this cohort of young people, with Ofsted inspectors noting in their May 2019 inspection report that:

“The monthly VARP enables good consideration of high-risk individual young people, to better understand the risks and protective factors. Disruptive measures to reduce risks of sexual and other forms of exploitation are clearly identified.”

All Social Care teams receive regular 'missing' reports and briefings are held frequently for staff and new starters to ensure learning and awareness is maintained across the landscape of a dynamic workforce. Internal and external partners are provided with regular updates about gang profiles in Barnet along with bi-quarterly intelligence and thematic reporting from strategic MACE, themes from SEAM strategy meetings and police operations. Ofsted

inspectors found evidence that this development work has had a positive impact on the quality of work with vulnerable young people:

“Staff take effective action to reduce risks to children who are considered to be highly vulnerable and at risk of exploitation, including children missing from home, school or care. Workers are tenacious in trying to engage young people who have been missing, making good use of return home interviews. Social workers understand the complexity of risks to children and this is given good consideration in multi-agency meetings and risk assessments.”

Art Against Knives continues to see successful outcomes from across their creative community spaces. Between January and March 2019 170 YP engaged across the 4 spaces (Target for the year was 120) and 22 YP have engaged consistently with specialist support outside of session activity. Young people’s engagement in these spaces is their choice, and evidences the improvement in their wellbeing, self-esteem, self-efficacy and resilience. The success of the projects is due to the relationships they hold with trusted professionals, who create a safe and inspiring environment. During this period we had 63 new referrals, 51 were self or peer referrals and 12 were referred from external partners in the borough, including Barnet Children’s Social Services, and the Youth Offending Team.

Art Against Knives continues to monitor the number of young people engaging in their Creative Safe Spaces as this continues to be much higher than we had predicted. One of the projects is now at risk of being oversubscribed, so we have implemented measures including a new booking system for the music studio to safely manage numbers. We will continue to closely review this progress quarterly and work across the newly established partnership to implement solutions such as fundraising to increase opening hours for the spaces.

Growing Against Violence Education (GAV-Ed) continue to deliver preventative programmes in schools across the borough. The Trusted Relationships funding has enabled this service to reach into Year 6 and raise awareness prior to children transitioning to secondary education.

REACH and Youth Offending Services are now managed under a single line management framework. 85% of children and young people allocated to REACH for social work interventions are also open to the Youth Offending Team. Joining the management framework for this cohort of young people has improved the join up of assessment and planning activities. The Forensic Psychologist attached to the YOT is working across both teams to maximise accessibility of mental health assessment and support.

The ‘No Knives, Better Lives’ programme continues to be delivered in conjunction with police and the Old Bailey. The programme is targeted to all young people known to have been in possession of an offensive weapon or bladed article and their known associates/friendship groups.

The Pan London Rescue and Response Service is working closely with local services, a worker from the service co-locates with Barnet staff on a regular basis and ensures information is promptly shared when children and young people are arrested or located out of borough and suspected to be exploited and/or involved in 'County Lines' activity.

Serious Incident Risk Meetings (SIRM) are held with key multi-agency partners when an incident of serious youth violence has occurred involving young people aged 10 – 25. The meetings identify risk management strategies and coordinate safety planning; increasingly SIRM's are being held for knife crime victims aged between 18 -24 years. An aftercare and resettlement meeting has been developed to ensure young people are safely transitioned from Youth Offending Services to Probation and Onwards & Upwards Services, as necessary.

### Focus for the year ahead

Two of the improvements identified by Ofsted inspectors relate to the development and continued improvement of our vulnerable adolescents work. We have developed a plan to deliver these which includes:

- An outcome to be developed from the SEAM Strategy Meeting record which clearly sets out the rationale for decision making in respect of the type of Plan that is best placed to meet the child's needs i.e. Child Protection/Child in Need/Child Looked After Plan
- The SEAM Strategy Meeting to be integrated on LCS as a care planning process that will automatically integrate Child Protection/Child in Need/Child Looked After Plans with action plans arising from SEAM Strategy Meetings
- The Vulnerable Adolescents at Risk Panel (VARP) minute taker to ensure that a record of the VARP meeting and the agreed actions are recorded on LCS together with a case note that alerts the Team Manager and Social Worker to the actions agreed and the need for those actions to be incorporated into the child's Assessment, Child Protection Conference, Core Group Meeting, Child in Need Planning Meeting, Reviews and Plan
- The Practice Standards and audit template to be developed to reflect practice expectations for the timely integration of actions arising from VARP and SEAM Strategy Meetings into children's Plans.
- To develop multi-agency transitional safeguarding arrangements for young people requiring support beyond their 18<sup>th</sup> birthday with agencies providing post-18 support.

Additionally to the actions under the improvement plan, we will:

- Share best practice that occurs because of the trusted relationships project, such as capturing and sharing meaningful data from the project evaluation, and how to embed MAC-UK's INTEGRATE principles and co-production with young people into steering/operational groups, council panel meetings and service design and delivery
- We will be releasing our revised training to partners which now includes the principles of trusted relationships and outlines how professionals can and coproduce

creative spaces/activities with young people to build trusted relationships and effect change

- Launch a new children missing education project funded by the Violence Reduction Unit
- Launch the St Christopher’s project, a siblings mentoring programme, funded by the Youth Endowment Fund

## Duty & Assessment

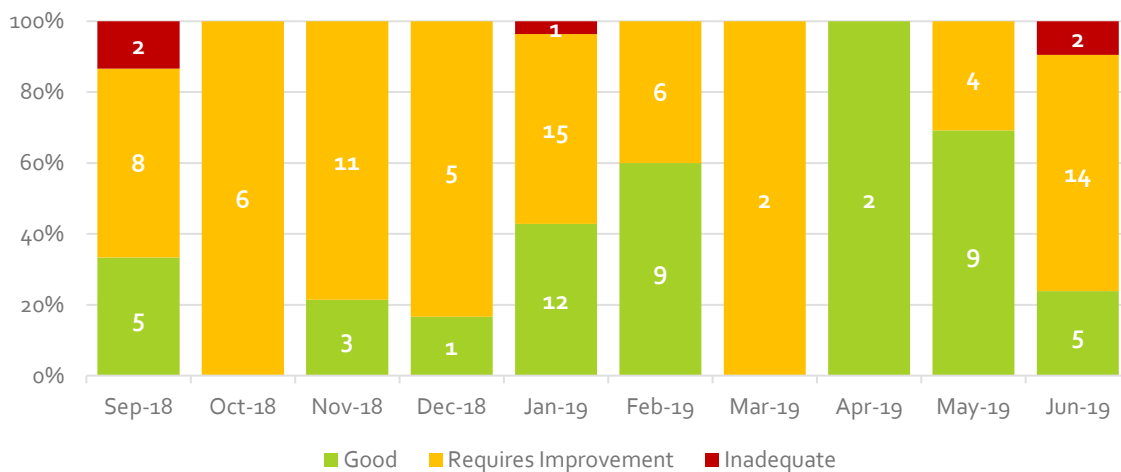
### Summary

The Duty and Assessment service has continued improvements throughout the year, with the Ofsted monitoring visit in November 2018 finding practice ‘mostly consistent, appropriately focussed’ and that ‘social workers know and engage well with children and families’. On their return for the full inspection in May 2019, inspectors confirmed that:

“The vast majority of assessments are timely, comprehensive and of good quality. Children’s and family’s views, often gathered over a number of visits, are well evidenced and inform assessment outcomes. Assessments provide succinct evidence of risks to children and clear analysis. They demonstrate a good balance of understanding and analysis and are focused on parents’ capacity to meet the needs of children.”

Audit information shows that the quality of most work is of a good standard or requires improvement to be good. Some audit activity has been targeted at social workers requiring additional support and coaching to improve their practice, as such the requires improvement and inadequate audit outcomes can be directly linked those individuals and teams where practice needs further development. The high proportion of good audits is encouraging and indicates a decisive shift in the quality of work over the past 12 months since the last SEF.

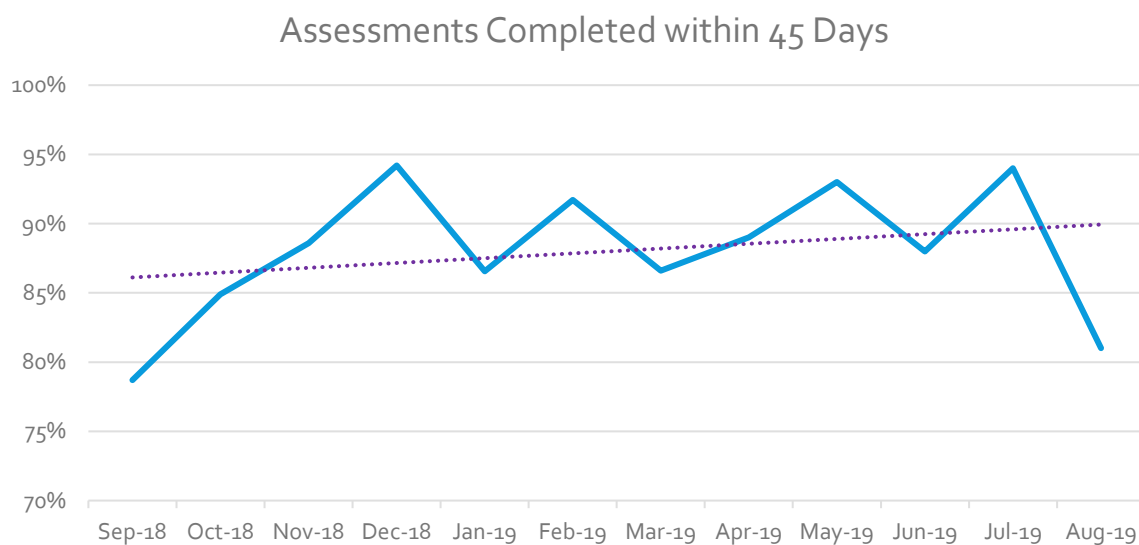
DAT Audit Gradings



To improve the quality of work across the Duty and Assessment Service there has been a consistent focus on ensuring these teams have stable management and staffing arrangements in place and that there is regular and robust oversight of practice, manageable caseloads and a comprehensive workforce development offer in place. This supports delivery of practice from across the statutory partnership that is focussed on the child's needs.

### Strengths and achievements

The average percentage of assessments completed in 45 days over the last year is 88%, with the overall trend heading upwards as we have increased stability in staffing and workers become more confident in producing high quality timely assessments. Assessments that take longer than 45 days evidence management oversight and rationale for a longer assessment period and are closely monitored to prevent drift and delay.



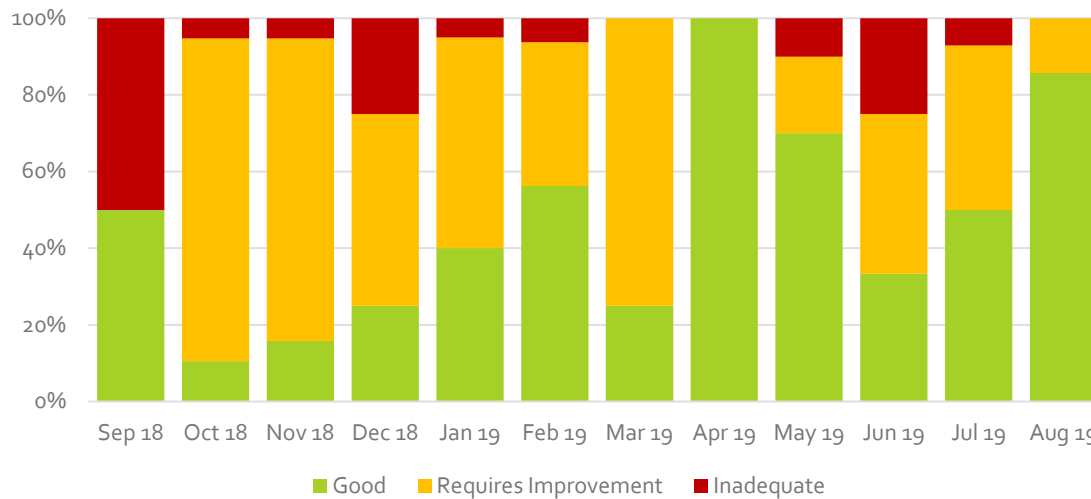
Clinical Practitioner has been supporting the Teams to develop systemic approaches to group supervision which is having a positive impact on practitioners capacity to reflect and remain curious about the children and families they are assessing. This is being consolidated by the systemic training offer for social work team managers and advanced practitioners. Inspectors noted in their May 2019 inspection that:

"Workers make good use of chronologies and family history and show sensitive consideration of culture and ethnicity in their assessments, which results in a good understanding of individual children's needs."

Audit findings in this domain of practice demonstrate that there is good evidence that social workers are using research, engaging children in direct work to ascertain their views and demonstrating greater insight and analysis of risk and need. The audits provide evidence that social workers are mostly collaborating well with other agencies and the impact of reflective group supervision can be seen. Positively, social workers are visiting children regularly and paying good attention to diversity and relationships.

The audits recognise a need for some improved compliance with statutory timescales and demonstration of more sophisticated analysis of family functioning, capacity for change and complex issues i.e. personality disorder, gender identity and child mental health needs. The workforce development programme is responding to these identified learning points.

Duty & Assessment Audit Domain 'Assessment'



There has been a consistent drive to improve the quality of Child Protection Procedures and processes, and Strategy Discussions and s47 enquiries have improved in quality and demonstrate increased multi-agency engagement which is having the positive impact of more consistent evidence of proportionate and timely action to safeguard children. In their May 2019 inspection, Ofsted inspectors found that:

“Timely strategy discussions take place when children’s needs escalate. Discussions are child-focused, with good consideration of historical factors, and decision-making is clear and appropriate. Strategy meetings are held routinely when young people are missing or are at risk of exploitation.”

Specialist support has been commissioned from the domestic abuse charity RISE who undertake risk assessments and interventions for victims and perpetrators of violence (including child on adult violence). The RISE practitioners work alongside our Practice Development Workers to support social workers in gaining new skills and understanding of how to work with families where domestic abuse is present, has improved our assessment and planning work with this cohort. This has been complemented by Trigger Trio training for social workers, and multi-agency domestic violence and sexual abuse workshops and training, and in their May 2019 inspection findings, Ofsted noted that:

“Well-established and flexible services provide effective and sustained interventions for children and adults at risk from domestic abuse.”



## Focus for the year ahead

- Evaluation of our contract with RISE, procured with Community Safety in 2016, evidences that this service is performing well. We intend to re-commission RISE in the next year for Family Services to continue to develop this work
- Work with the Early Help service to ensure good engagement with Early Help during the assessment process to strengthen step down at assessment closure
- Ensure expertise of domestic abuse, hidden harm and adult mental health links is used to inform assessments
- Strengthen the use of research findings in assessment analysis

## Intervention and Planning

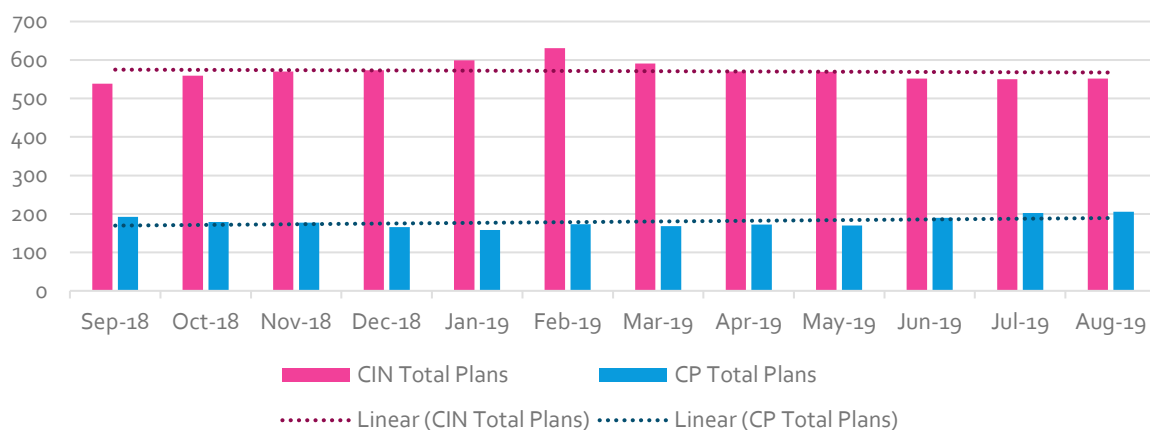
### Summary

The Intervention & Planning Service leads on Children in Need, Child Protection, PLO/Pre-Proceedings and short term Looked After Children episodes where the plan is for the child to return home. The focus on planning over the period has begun to achieve positive change for children in many areas of the service, with inspectors noting in May 2019 that:

Most child protection and child in need plans are realistic and identify clear desired outcomes, making it easy for parents and children to understand any concerns. Plans are increasingly child focused, although this is not yet consistent across the whole service.

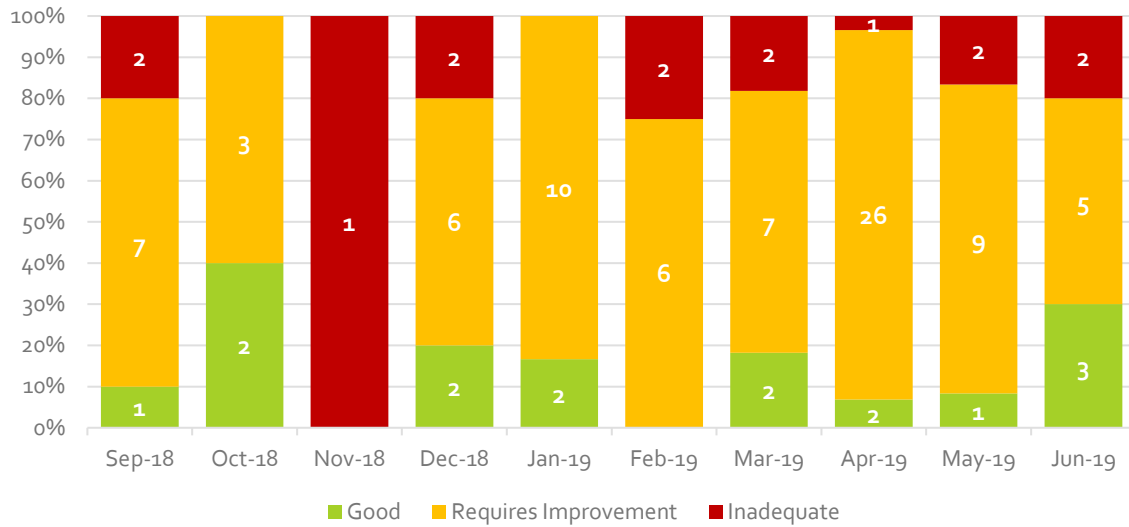
The Team Managers in the service have been at the core of focussed improvement activity in the service with an emphasis on improving the quality of management oversight and supervision of cases to drive up the quality and timeliness of planning and outcome focused intervention activities. With increased management oversight, thresholds for child protection are becoming better understood and this has led to a consistency in the numbers of children on CIN and CP Plans across the year.

Number of Children on CP and CIN Plans





### I&P Audit Gradings

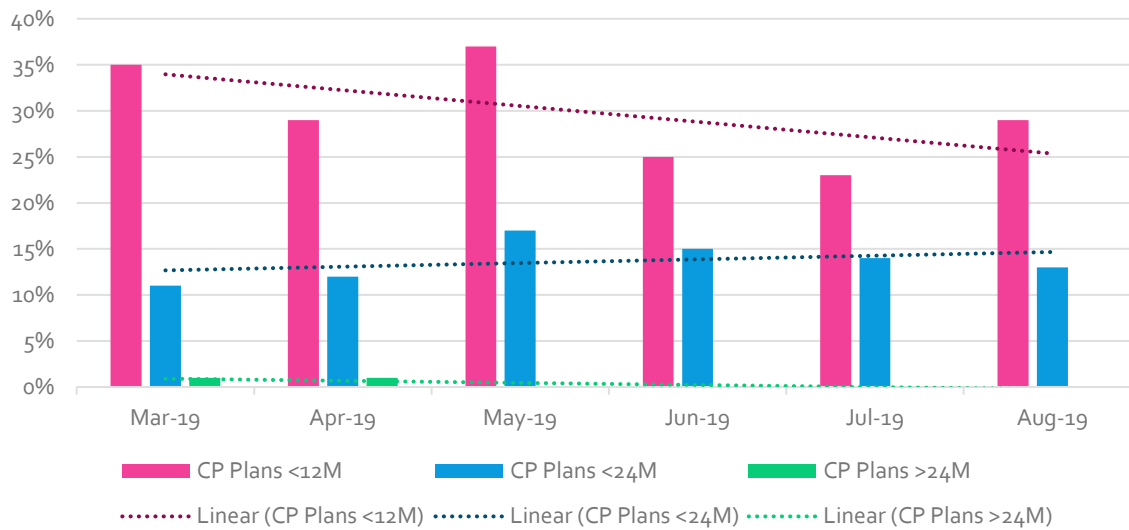


The group supervision principals applied in DAT are currently being developed in Intervention & Planning with the newly appointed Clinical Practitioners supporting the I&P Service, and this additional oversight will support continued improvement in planning.

#### Strengths and achievements

The Assessment and Change Forum is now embedded, and has the aims of driving timely and purposeful assessments for unborn children and children in pre-proceedings Public Law Outline, and providing a reflective space for practitioners to consider the impact of their interventions and change goals with children and families. Data for the past 6 months shows that there has been a reduction in children on CP Plans for over 12 months and 24 months, indicating that the approach of the Assessment & Change Forum in supporting reflective reviews of progress for children subject to a CP plan for 6 months or longer is having an impact in supporting practitioners with planning, intervention and decision making

### Duration of CP Plans

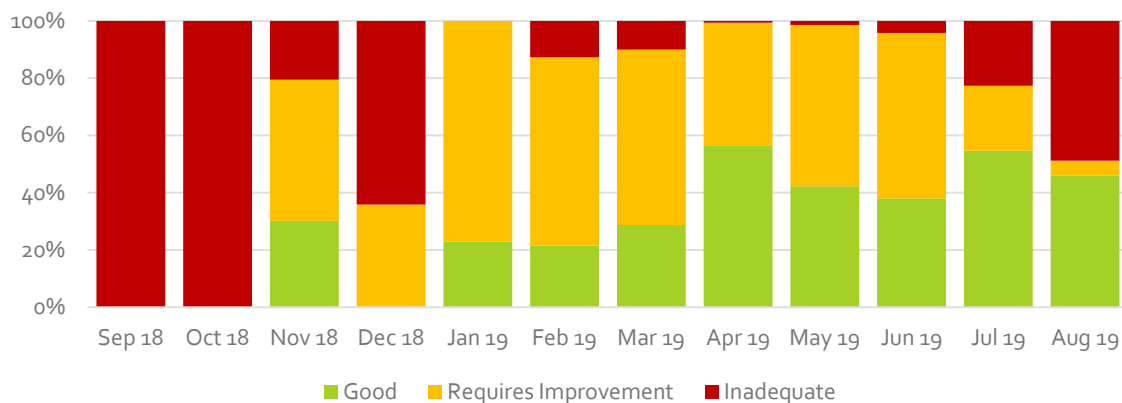


Audit data evidences that the quality of social work practice for children on a child protection plan is strengthening, with consistent and appropriate thresholds being applied. Audit findings show an increase in children and young people attending their Child Protection Conferences and Core Group Meetings which is leading, together with increased parental engagement, to Plans that are co-produced and more effective interventions. In May 2019, Ofsted inspectors noted that:

“Social workers know their children well. They visit children very regularly and see them alone. Increasing use is made of purposeful, individual work to help to understand children’s experiences and to inform planning. In a minority of cases, records are not completed in a timely manner, which results in gaps in information on children’s records.”

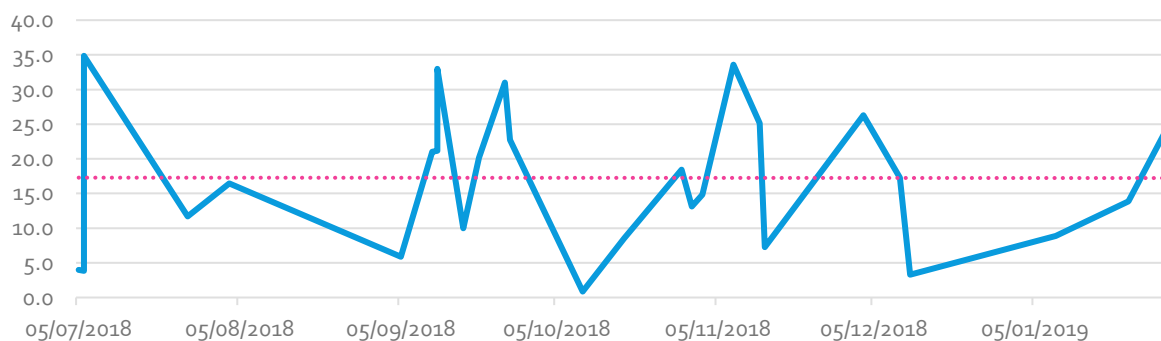
Our audit activity supports this observation, and the voice of the child is more evident in files than at this time last year, and there has been a marked increase and maintenance in the proportion of good work, however the recording in the plan needs to be more consistent so that the direct work that we know is happening is recorded.

I&P Audit Domain 'Voice of the Child'

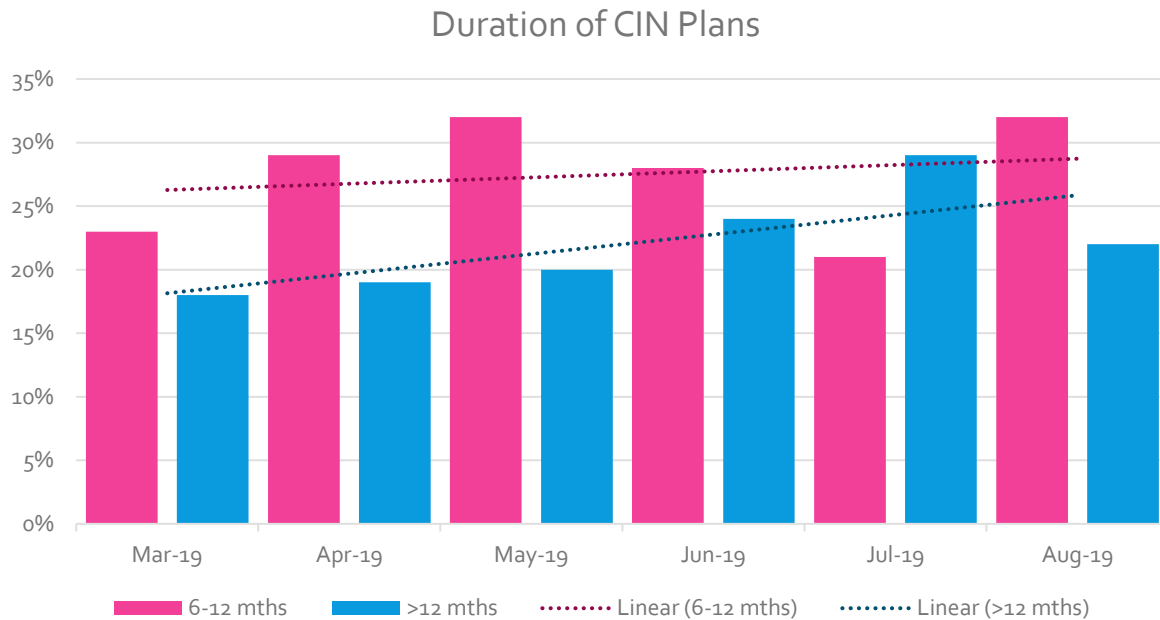


Our PLO data is showing an average of 17 weeks to completion going back 6 months from the most recent (January 2019) start date.

PLO Timeliness in Weeks



Areas of learning from audits point to the need for practitioners to confidently close or step down CIN cases by promoting access to universal, universal plus or targeted support services when safeguarding concerns within the Plan have been satisfactorily addressed. This is reflected in the data for open CIN plans, which shows an increase in the proportion open for over 6 months.



### Focus for the year ahead

- Working alongside Early Help in stepping down children and families from CIN plans
- Embed pathways for the Integrated Clinical Service across Children’s Social Care is a key area of focus for the year ahead. Permanent Clinical Practitioners have been appointed enabling increased access to mental health consultation, joined up assessment and intervention activities.
- Stabilise I&P workforce with good quality practitioners that understand a range of effective and evidence based intervention approaches
- Continue to build on the success of edge of care interventions in I&P to maintain the decline in adolescents becoming Looked After
- The Practice Development Workers will continue supporting social workers to consider attachments, relationships, diversity and develop increasingly sophisticated direct work approaches.
- The CAMHS transformation programme is leading a holistic review of CAMHS service provision and other early intervention services to inform future commissioning intentions for 20/21.

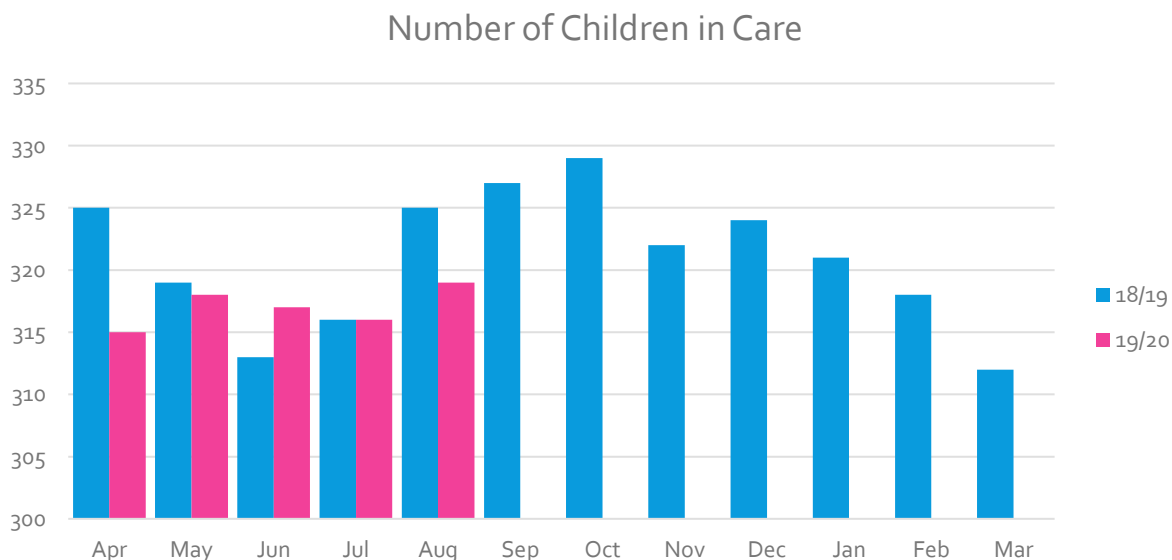
# Children in Care

## Summary

A continued focus on practice and direct work with children and young people in Children in Care has driven improvements in the quality of practice. In their May 2019 inspection, Ofsted inspectors found that:

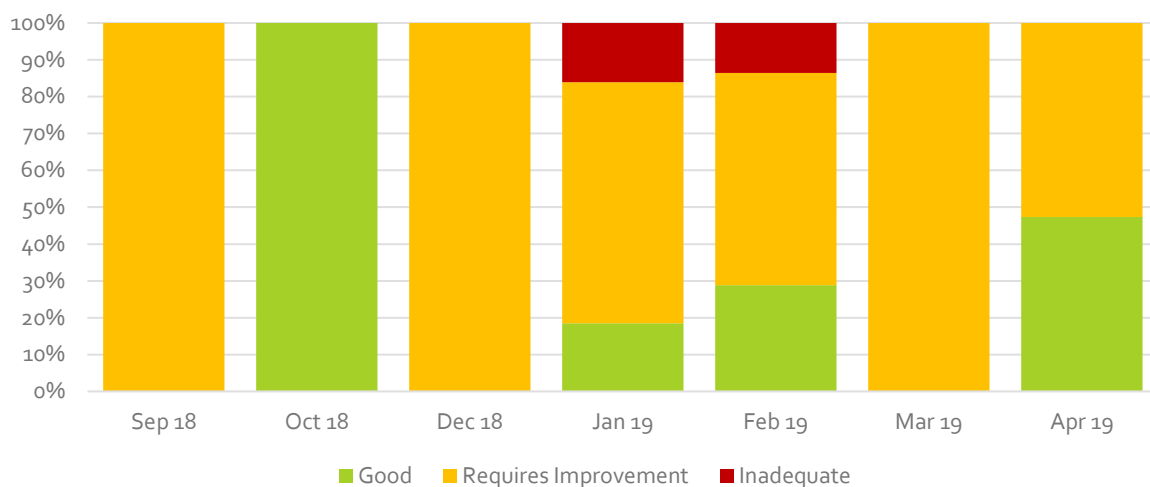
“The quality of services for children in care has improved since the inspection in 2017. Social workers and managers are aspirational for the children in their care and demonstrate a determination to improve children’s experiences and outcomes.”

There are currently 319 children in care in Barnet, which is fewer than this time last year but in line with the figures since the start of 2019. Most of our young people are boys (58.6%) and are over 11, with most aged over 16. 65, or 19.4%, of our children in care are unaccompanied asylum seeking children, which is around average as a proportion of our cohort of children in care.



Audit data from the domain ‘CiC’ shows that standards of work for children in care increasingly have good elements to the practice and improvements are being maintained. Practitioners have received more frequent high quality reflective supervision and robust practice development support through group supervision and the workforce development offer which is having the positive impact on the overall quality of practice.

## CIC Audit Domain



### Strengths and achievements

We are ensuring children can be placed in their permanent homes at the earliest opportunity through the embedded permanency planning panel and permanence tracker meeting. This is consolidating better practice, and enabling managers to have tighter oversight and grip on children's plans for permanence and ensure that decision-making is timely and effective. In their May 2019 inspection report, inspectors noted that:

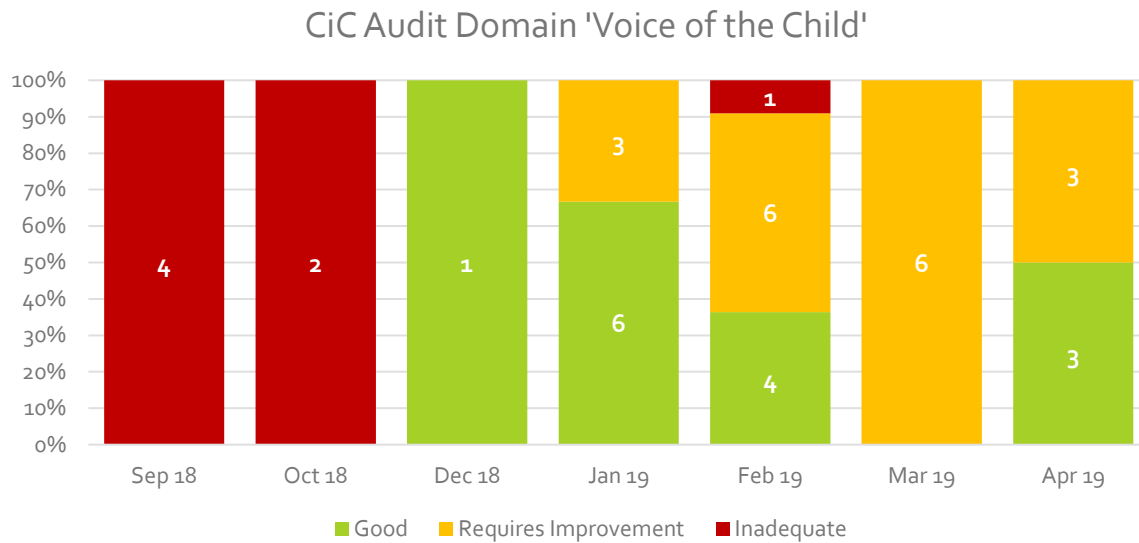
"In most cases, children's needs for permanence are considered at the earliest opportunity. Whenever possible, children are looked after within their extended families. Assessments of connected persons are timely and comprehensive, identifying how the longer-term needs of children will be met. Support packages are creative and effective."

Child centred practice is now ensuring that children in care and care leavers have a stronger voice, interventions are centred on their needs and they are part of the decision making and care planning for their futures. Feedback from young people at the April 2019 BOP event was positive about our workers, who young people said offer the right kind of support, and that we can improve this by giving Children in Care opportunities to engage with elected members and Family Service managers. Ofsted inspectors found that:

"Social workers know their children well and genuinely care about them. Children are seen regularly, routinely alone and the direct work undertaken with them is clearly taken into account in plans."

Over the year there has been increased consultation activity taking place between social work teams and IRO's in the care planning process. Audits more consistently find that the voice of the child is stronger and evident in their care plans and our performance data is more strongly reflecting that every effort is being made to enable children and young people

to participate in their reviews and contribute to their care plans and pathway plans directly or indirectly.



The introduction of the All About Me document has provided social workers with an opportunity to ensure they know their children and engage in a dialogue to establish their views and ensure their voices are captured within care and pathway planning. This is reflected on the file and in recent audit activity. Between May and July there have been two further audits completed in Children in Care which both show this domain as good.

### Focus for the year ahead

- Drive consistency for all children in care and care leavers and ensure that their records effectively show their journey and planning.
- Embed the new 'All about me' tool to assess and plan for the needs of children in care and care leavers and ensure consistently good quality plans is a priority for the service
- Improve the recording of management oversight and supervision to be more consistent, and reflective within the Corporate Parenting teams
- Life-story work for some children is in place, but needs to be embedded for all children in care. Life story work for children in settled placements will be further embedded using the Life Story toolkit developed as part of the practice improvements.

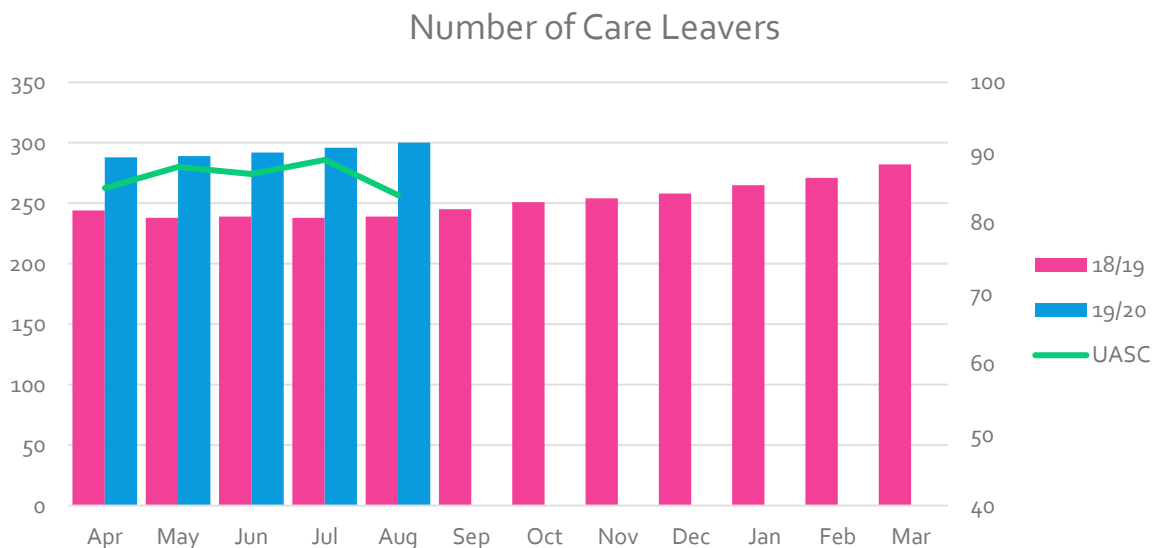
## Onwards and Upwards

### Summary

As at 31 August 2019 there were 300 Care Leavers aged 18 to 25 being supported by Barnet's Leaving Care Service, (Onwards and Upwards). 43 of our care leavers are over 21. We have worked to transform our care leaver offer during our improvement journey, and Ofsted inspectors recognised this in their May 2019 inspection, stating:

“Care leavers are in suitable accommodation, and there is good use of staying put arrangements, including for young adults in their twenties. The majority of care leavers are in education, employment or training and there is a good focus on engaging young people in such activities by their personal advisers... Personal advisers are proactive and genuinely interested in the young people, who value the support that they receive.”

The majority of Barnet’s care leavers are from Black and Minority Ethnic (BAME) backgrounds (58%). This aligns with, but is slightly higher than the number of young people from BME groups across the borough, where BME young people account for 52% of the borough’s children and young people population. The number of care leavers from BAME backgrounds has increased over the past three years. Data suggests that this increase is linked to the rise in unaccompanied asylum-seeking children coming into Barnet’s care over this period.



Due to the changing demographic of our Care Leavers, work has gone into developing services that can support high risk young people aged 18 and over who are no longer in care. The High-Risk Case Forum has been established, chaired by the Assistant Head of Service, which includes the Police, Practice Development Workers, CSG Co-ordinator, Mental Health clinician, substance use workers and the Onwards and Upwards service to work systemically to reduce the risks faced by Care Leavers. Ofsted attended this forum during their 2019 inspection and noted:

“The multi-agency high-risk case forum for care leavers is well supported by partner agencies and explores creative ways to engage vulnerable young people with multi-agency services. Clear actions are agreed for each young person, with a timescale for review; this helps to ensure that the risks are understood and appropriate plans to support young people are put in place.”

The Forum is firmly embedded now, and work is currently ongoing with young people to reduce risks from a multiagency perspective. Personal Advisors report feeling more supported in working with the young people known to the forum, and stronger partnership working can be seen around the young people that have been identified and discussed.

On 31 March 2019 62% of the 164 Care Leavers aged 19 to 21 were in education, employment or training compared to 53% for our Statistical Neighbours and Outer London. This was an area identified as needing improvement and it has generated interest across the council resulting in a working group led by the Chief Executive. Current initiatives include a dedicated DWP work coach at the Onwards and Upwards offices supporting young people transitioning to independence and accessing employment and benefits. Additional initiatives include BOOST a council led programmed supporting young people into education and employment. It is a high priority of CPOG and the council to increase this figure further.

### Strengths and achievements

Cambridge Education have been commissioned to lead a participation project to improve outcomes for our care leavers. A participation programme provider Bridging the gap identified 6 main barriers to care leavers entering the re-engagement programme in October 2018:

- Mental health problems
- Timekeeping
- Low confidence/low self esteem
- Difficulty completing things they start
- Substance misuse
- Learning difficulties

A multi-agency, multi-dimensional approach to reducing the number of NEET care leavers is now in place to ensure a broader range of needs can be met, and demonstrates the Council's Commitment to supporting Care Leavers. The project involves collaborative working amongst a range of partners, including:

- Onwards and Upwards team
- Virtual School
- Barnet Education, Employment, and Training Service
- Job Centre Plus
- The Growth and Development Team working in the Commissioning Group
- The Business, Employment and Skills team in Entrepreneurial Barnet partners including local colleges and University
- Bridging the Gap (BtG)- a bespoke training programme targeted at working with young people who have experienced significant trauma. The support provided by the facilitators aims to develop young people's awareness of their 'triggers' and to support participants to develop new strategies to cope with their issues.
- Skills Training – personalised internship programme with work experience and the opportunity to gain functional skills qualifications.
- My Bnk – specialist training in money management for young people

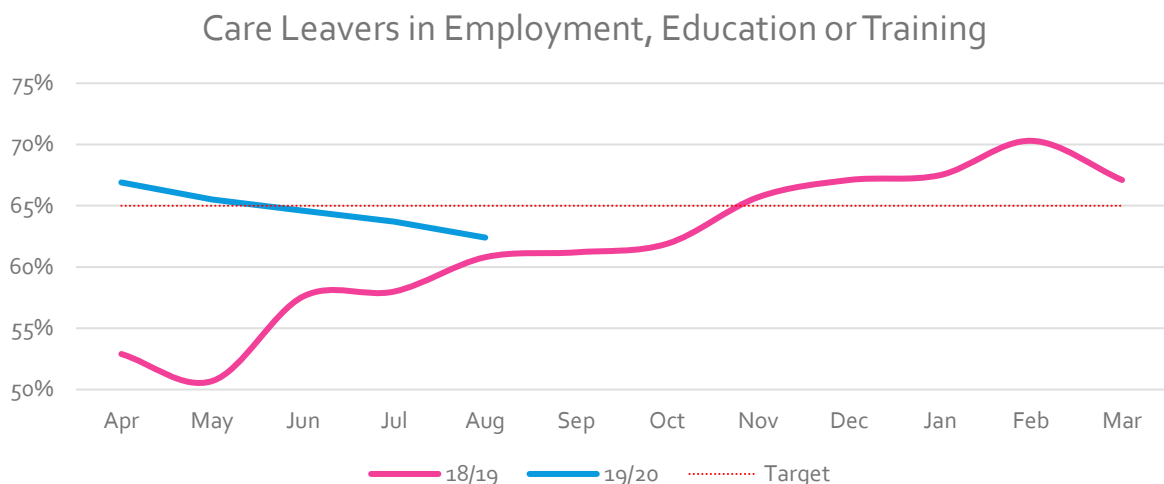


- Barnet Homes through the BOOST projects delivering holistic drop in support and through its housing options service
- Drive Forward commissioned by DWP to support employment pathways for care leavers

A budget of £200kpa was created by the Chief Executive Office, and is held centrally, to fund the creation of apprenticeship roles suitable for care leavers.

- Within the Street Scene Service, there is a significant function servicing and maintaining refuse and other vehicles. Two roles as apprentice mechanics have been created and filled as well as three administrative posts.
- One young person interested in social care is working in an apprenticeship in the passenger transport service, as a personal assistant to young people with disabilities.
- An apprenticeship in the communications service was created for a young woman interested in media, although she subsequently did not take up the post.

The Participation project will focus on developing an offer to support care leavers wishing to pursue self-employment and enterprise in 2019, as much of the current participation offer has focussed on education and training options to date.



On 31 April 2019, 94.6% of Care Leavers age 19 to 21 were in suitable accommodation compared to 83% of Statistical Neighbours and 82% of Outer London. This statistic has remained consistent over the last year and much is done through the council and partners to maintain a high rate of suitable accommodation. Strengthened partnership working between Family Services and Barnet Homes has contributed to positive changes being made in the housing offer for care leavers, an example being implementation of earlier nomination of care leavers for the long-term housing tenancy, from 17 years to 16.5 years.

The 'Staying Put' Scheme allows care leavers to stay with their foster carers after they turn 18, if the young person and foster carer agree to this arrangement. As at 31 March 2019, Barnet had 15% (n=46) of care leavers living with former foster carers after they turned 18, under Staying Put arrangement. This compares to 8% (n=27) in 2018. Staying Put placements supports young people to continue to engage in education and a more gradual transition to living independently. Conditions conducive to the Staying Put arrangement

include a positive placement that meets the young person's needs, and the will of both the young person and foster carer to continue with the arrangement.

During 2018 the quality and effectiveness of Barnet's advocacy arrangements were reviewed. Following consultation with key stakeholders, an arrangement which is a broader and more holistic support offer was introduced; Action for Children are now providing Advocacy Services to Children in Care, children on Child Protection plans and Care Leavers for a period of 12 months.

### Focus for the year ahead

- The quality of Pathway Plans
- Changes to the way social workers and PA's work are being introduced to ensure that we respond to the concerns young people have raised about lack of support and poor timing of transition to independence
- We will undertake a full review of existing advocacy and related services, and explore effective ways to meet the needs of children in care and care leavers. This action responds to the Ofsted inspection identifying that promoting advocacy services for children in care is an area for improvement.

## Fostering and Adoption

### Summary

The Adoption Service has an experienced and knowledgeable staff group who are child-centred in their approach and committed to enabling adoptive and Special Guardianship families to become stable, confident and resilient. Barnet has historically had very low rates of placement disruptions, this has been attributed to our ability to recruit and undertake high quality assessments and practitioners taking time to prepare children and adoptive families during the linking and matching process. There has been one adoption disruption in 2018/19, this was with non-Barnet approved adopters and a child placed by another borough. During their inspection in May 2019, inspectors noted:

"Adoption is routinely considered, including 'foster to adopt' for those children unable to live with their birth or extended families. Recruitment processes for adopters are thorough and the assessment, training and support for adopters are sound."

The Adoption and Post Permanence Team are responsible for the recruitment, training and assessment of prospective adopters, and following approval, identifying an appropriate match with a child(ren). The team also tracks all children in care, as well as those about to become looked after and unborn who may need permanence outside of their birth family. Active family finding is undertaken for all children who have a plan of, or a parallel plan of adoption.

The post permanence social workers are responsible for providing support to all adoptive families and Special Guardians who have children in their care whose needs cannot be met by universal services. The service makes good use of the Adoption Support Fund from

central government that funds therapeutic support for children with adoptive families and with special guardians.

The Carer Recruitment and Assessment Team (CRAT) are responsible for the advertising, recruiting and the assessment of prospective foster carers for Barnet Council. CRAT are involved with prospective carers from the point of initial enquiry, until they are formally presented to the Adoption and Fostering Panel for approval after which their approval as foster carers is ratified by the Agency Decision Maker. Carers are supported by the Fostering Support and Development team post their approval.

As of March 2019, Barnet had 110 approved fostering households, this represents a total figure of 178 carers registered with the agency. 70% of carer households live within the Barnet area and 30% of carer households based out of borough. In terms of diversity 63% of carers are female, 31% are of White British origin with second largest group being of Caribbean origin. The service had 14 approved carers of Jewish origin and three same sex carer households.

Foster carers are provided with a full calendar of training accessible through Barnet Learning and Development Team. Foster carers also have access to training provided within the North London Adoption and Fostering Consortium and Barnet Safeguarding Children Partnership. Training for foster carers is regularly reviewed and additional training courses have been identified to add to the training calendar, that include: Understanding child and adolescent mental health and self-harm, Prevent, Attuned therapeutic care, PACE and NVR Advanced. In their May 2019 inspection report, Ofsted reported that:

“Children receive good-quality care from their foster carers. Most in-house foster carers are recruited, assessed and approved within appropriate timescales. Assessments are thorough and demonstrate consideration of the impact of fostering on the whole family. Foster carers benefit from a wide range of support and training opportunities, and carers report being well supported.”

### Strengths and achievements

Barnet adoption recruitment continues to be the most successful in the consortium. This means that we have a greater choice of matches for our children and that we can keep them close to home when that is appropriate. Particular emphasis is now placed on recruiting prospective adopters for early permanence. Discussions start during the regular information evenings and recruitment events and continue throughout the training period. During assessment, prospective adopters who may be willing and suitable to offer early permanence are identified and additional training can be offered via Coram BAAF.

Performance in adoption has improved in milestones 1, 2 and 5, and in the last year 13 children have exited care via adoption. In number of days:

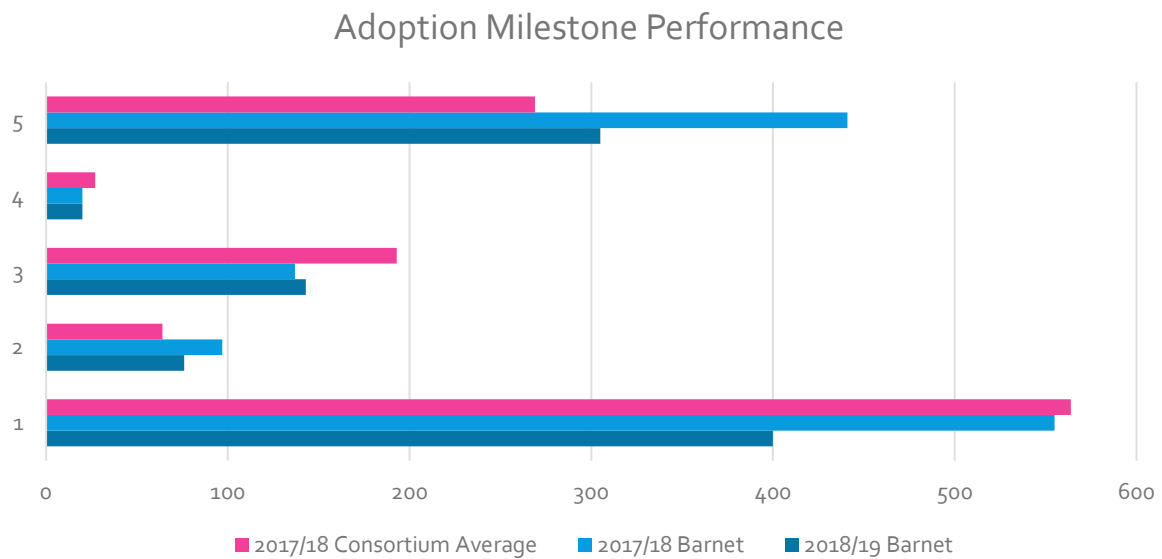
Milestone 1 = From becoming looked after to being placed

Milestone 2 = ADM decision to Placement Order

Milestone 3 = Placement Order to being match

Milestone 4 = Match to being placed

Milestone 5 = from being placed to the Adoption order



During the 2017/18 Barnet successfully applied for, and received Adoption Support Fund (ASF) funding totalling £154k, and for the 2018/19 period, Barnet successfully secured ASF funding totalling £289k. The ASF has been accessed to fund various therapeutic interventions including sensory integration, family therapy, art therapy, theraplay and therapeutic life story work. Specialist assessments to determine the most appropriate intervention have also been funded at locations such as the South London and Maudsley, Adoptionplus, The Anna Freud Centre and Hackney Child and Adolescent Mental Health Centre. As the fund is accessible up to the age of 21 (25 with an EHCP) we have had an increasing number of referrals for this cohort, particularly for those who were accessing therapy privately and have been made aware of the fund.

An application is currently in progress to fund the next Body and Soul sessions, weekly support groups (two groups according to age) for adopted children held on Saturdays for those struggling with peer relationships and self-esteem. The ASF also considers funding for training courses for adopters and special guardians. This has been used very successfully for training in areas such as The Great Behaviour Breakdown and Non-Violent Resistance.

#### Focus for the year ahead

In September 2019 adoption recruitment and assessment, family finding and post adoption support functions moved to Adopt North London, the Regional Adoption Agency made up of the six boroughs that currently constitute the North London Adoption Consortium. Thorough planning has been essential to ensure a seamless transition for both prospective adopters and children for whom we are actively family finding, as well as adoptive families for whom we are providing support.

A targeted marketing campaign is required for each specialism of fostering such as parent and child, respite for children with disabilities and supported lodging. This will need to be planned before the end of March 2020 for a timely result. A special training package for

each category will be developed so that this can be offered soon after Skills To Foster training, and before approval.

We want social workers to be involved in pre-stage 1 processes such as information sessions and screenings for thorough scrutiny from the early stages of assessment of foster carers, and for social workers to lead on initial visits. We aim to pair care leavers with social workers for these initial visits so that their views are heard at every stage of the recruitment process. We are working towards embedding a culture of regular reflective group supervisions so that we can collectively address issues and rule out applicants, if needed.

We need to improve our support to new foster carers. Our focus will be on;

- Experienced foster carers being paired with all new foster carers so that they can support and advise them on preparing for a placement.
- Ensuring that foster carers are carefully matched with children/young people and all relevant information shared prior to the match being confirmed so they can make informed decisions.
- Ensuring that for all children a Placement Planning Meeting takes place within 5 days of moving to the foster carer to ensure that the care plan is understood and implemented.
- New foster carers receiving more frequent visits (once every 2 weeks as a minimum for 12 weeks) once the child/young person is in their home.

## 0-25 Disabilities Service

### Summary

The 0–25 Disability Service offers a service to children or young people from 0–25 years of age who have a diagnosed severe/profound disability or diagnosed chronic health condition resulting in severe and profound disability. The eligibility criteria is broader for over 18's and also includes those with Care Act eligible needs who have a learning disability.

The September 2017 restructure of the 0-25 Disabilities Services is now fully embedded, with inspectors noting in their 2019 inspection that:

“Disabled children benefit from strong service provision. Workers in the disability service know their children and families well and demonstrate a good understanding of their complex needs. Support and short breaks packages are comprehensive. Transition planning is timely. Plans for children are thorough, progress is monitored, and concerns are escalated appropriately when new or emerging risks are identified.”

The total number of children with a registered disability across all areas of Family Services over the past 12 months has reduced from 280 to 263 and has remained static for the past 3 months. The total number of these children within the 0-25 services is 187. As at March 2019 there were 13 children held in the service who are subject to a Child Protection Plan, and 13 Looked After Children.

There are 70 children receiving a CWD1 care package that is reviewed annually with the parents and who at time of crisis will receive support from family support worker. There are 91 CWD2 children with care package who are currently allocated to a social worker for additional family support and/or a review. 46 children are in receipt of statutory safeguarding interventions and are held on CWD3 plans. 1000 children are eligible for short breaks, of which 453 are currently accessing this support. This number fluctuates throughout the year, and increases during school holidays. The offer was revised in April 2019 taking into account feedback from parents, some of whom are still being supported to navigate the new offer.

The total number of 18-25 year olds held by the team is 236. 147 are allocated for assessment and support, 23 are allocated to family support workers for support, and 66 are in receipt of care packages that are reviewed annually.

### Strengths and Achievements

The views of children and parents are an important part of the CWD assessment and the child and family assessment process. Care is being taken to try and capture the views of non-verbal children and young people. Links with the Parent and Carers Forum are well established and feedback from parents indicate that they feel better informed about the 0-25 service.

The Local Offer was improved over the last year and 0-25 service continues exploring ways in which they can use the website to engage with families.

The short breaks recommissioning process which included an extensive consultation process is progressing – the offer will be more flexible and responsive to individual need. An extensive consultation with families, partners and providers took place and the feedback on the new framework was mostly positive.

The new CWD pathway is now established and existing plans have been migrated on to the new pathway. It provides a simplified format which outlines the complete package of support from all the agencies. It is linked into the 0-25 Disability Resource Panel process and reduces delay and unnecessary paperwork. The CWD pathway has helped the social workers to be clearer about what is the difference between 'support needed' and 'safeguarding concerns'. The CWD pathway is linked to supervision and review frequency. This assists in case allocation and keeping caseloads manageable.

Transition planning is improving. A social worker case holding the 18-25 year old's will work in tandem with the child social worker from the age 16. The 'adult' social worker completes the Care Act Assessment promptly and any Continuing Health Care checklist needed.

There is also improving partnership working with the over 25 adult teams. Transitions start at 23.5 for adults moving to Adult Social Care. An advanced practitioner attends the Adults Panel and ensures all young people approaching 25 are tracked through this panel.

Family Support Workers are now working with young people and their families to emotionally prepare them for supported living and changes in education. This work has been particularly effective at reducing anxiety, enabling young people and families to think more about the future and their plan. One consequence has been that young people are remaining with their families for longer.



The role of the 0-25 Strategic manager has been further developed. Development sessions are held for staff across the whole service who work with children with a disability or who need support in navigating SEND processes. Regular contributions are made to the quarterly SEND newsletter and we are able to take a strategic lead in relation to SEND development workstreams. The contribution made by 0-25 to the EHCP processes ensures that there is a more consistent social care contribution to the assessment process.

### Focus for the year ahead

- Complete a cost analysis for one case recording system that will better enable accurate performance data, budget monitoring and better quality recordings that captures the transition work more fully.
- Explore ways emergency placements can be identified for children with complex needs.
- Develop overnight respite provision
- A co-production project is being planned to produce an interactive guide about transitions which can be put on the Local Offer website.
- The development of the Autism Strategy is a priority this year to ensure we understand and respond to the growing need within our community.
- We are developing a system of provision mapping which ensures care package planning is co-ordinated and addresses all areas of need. This system will assist parents to better understand the provision of services that has been agreed for their child based on the assessment of need.
- The processes and procedures for Continuing Health Care are confused and lack transparency. A task group consisting of managers from Health, Education and Social Care is developing an agreed operating protocol in relation to joint funding agreements, Continuing care and Continuing Health care assessments and joint decision making for the children and young people.

This page is intentionally left blank



# Corporate parenting resource pack

# Foreword

Looking after and protecting children and young people is one of the most important jobs that councils do and when a child, for whatever reason, can't safely stay at home, it is up to us as the local authority to step in and give them the care, support and stability that they deserve. This isn't just up to the lead member or director of children's services – we need everyone looking out for our most vulnerable children and young people, and every councillor has a role to play in embedding the corporate parenting principles and doing all they can to support children in care to live meaningful and fulfilling lives. This pack aims to help them fulfil that role as effectively as possible.

Being a corporate parent means doing everything we can for every child in the council's care – and every care leaver – to give them the opportunities that other children get. This covers everything from keeping an eye on their progress at school, to looking after their health and wellbeing, to preparing them for life as independent adults – and supporting them when they get there. We need to be ambitious for the children in our care, encouraging them to dream big and take chances even if they don't feel like that's been an option in the past. We need to facilitate and empower our children in care to make a smooth and stable transition to adulthood and enable them to have a say in key decisions that affect their lives.

It's also about the smaller things that make life more fulfilling. It's about making sure children receive birthday cards, are rewarded when they do well (and supported when they don't), get to take part in the activities they enjoy and have new experiences. It's about making sure someone's on the end of a phone when a care leaver is having a hard day at work or university, or is there to help them navigate an application form. It's about doing the things you'd do for your own children.

The Children and Social Work Act 2017 defined for the first time in law the responsibility of corporate parents to ensure, as far as possible, secure, nurturing and positive experiences for looked-after children and young people, and care leavers. Councils across the country already do a fantastic job of this, and we've highlighted some examples in this pack. We'd be delighted to hear of any others to add to our online good practice database for others to learn from, to make sure every councillor has the tools they need to be a good corporate parent.

Many of the children who come into our care will face more challenges before they reach adulthood than any child should have to. It is our duty and our privilege to fight their corner and give them every opportunity to reach their potential.

**Councillor Judith Blake**

Chair, LGA Children and Young People Board

# Contents

Corporate parenting: An introduction	4
Updates to legislation and practice	9
Key lines of enquiry for all councillors	13
Local case studies	
Hampshire	21
Gloucestershire	22
Lambeth	23
Trafford	23
Key resources and further reading	24
Glossary of useful terms	25

# Corporate parenting

## An introduction

### What is a corporate parent?

The Children and Social Work Act 2017 says that when a child or young person comes into the care of the local authority, or is under 25 and was looked-after by the authority for at least 13 weeks after their 14th birthday, the authority becomes their corporate parent.

This means that they should:

- act in the best interests, and promote the physical and mental health and wellbeing, of those children and young people
- encourage them to express their views, wishes and feelings, and take them into account
- make sure they have access to services
- make sure children and young people are safe, with stable home lives, relationships and education or work
- promote high aspirations and try to secure the best outcomes for them
- prepare them for adulthood and independent living.

As corporate parents, it's every councillor's responsibility to make sure that the council is meeting these duties towards children in care and care leavers. Children can be in care in a range of different settings, with the authority acting as corporate parent to all of them. This includes foster care, children's homes, secure children's homes, young offender institutions, secure training centres and kinship care.

Every councillor and officer within a council has a responsibility to act for those children and young people as a parent would for their own child.

Lead members, those on corporate parenting panels, and overview and scrutiny committees will have particular responsibilities, but for all councillors, this is where your role as the eyes and ears of the community is particularly important.

Are there youth services in your ward that provide a vital service for looked-after children, and if so, how are you supporting them? Is there a children's home or care leaver accommodation in your ward? If foster carers in your ward provide care for disabled children, do they need any help to improve accessibility of local services? What feedback are you getting from residents?

How are you helping to dispel myths and challenge any stigma and discrimination faced by children and young people in care and care leavers? It's important to remember the need to protect the privacy of these children and young people, so work with officers to find out how you can best provide support.

For both officers and councillors, being a corporate parent means that when any service is being reviewed that could impact upon looked-after children and care leavers, or when you're hearing feedback from, or reports about, children in the council's care, consider:

**“What if this were my child?**

**What can we do to put this right?”**

Childhood is a time of huge potential and development. As corporate parents, all councillors will be committed to ensuring the fundamentals are in place for every child and young person in their care – just as any loving parent would. How does a child in care know that they are loved and they matter; who notices and encourages all the great things about them; and to whom can they turn when they are unhappy or want help to be heard? These are some starter questions for exploring how your council does its best for children in care and care leavers.

It is important to remember that, just as not all children are the same, looked-after children and care leavers are not one homogenous group. While it is true that some will have experienced trauma and disruption in their lives and need specialist support to cope with those experiences, others will have adjusted well to being in care and may be flourishing. Periods of stability can be followed by challenges, so councillors need to recognise the uniqueness of the children in their care, and make sure each child is getting what they need to thrive and be happy.

## Corporate parenting panel

As corporate parents, all councillors should seek to stay informed about children in the council's care, and care leavers. However, the establishment of a corporate parenting panel can provide a useful forum for regular, detailed discussion of issues, and a positive link with children in care councils and other forums. Members of the corporate parenting panel can also use their position to raise awareness of the role amongst colleagues, and provide support to the lead member for children's services.

It can be helpful to include senior officers on the panel, including from areas such as education, health and housing that have a significant impact on children in care and care leavers. In two-tier areas, consider how district council colleagues can be included.

The corporate parenting panel does not replace the duty of all councillors; members of all committees have a responsibility to consider how reports before them impact upon children in care and care leavers.

## Working with partners

Under the Children Act 2004, local authorities have a duty to promote cooperation between 'relevant partners', including the police, the NHS and education providers, while those partners have a duty to cooperate with the local authority in turn. Guidance on the Act highlights that corporate parenting is a 'task [that] must be shared by the whole local authority and partner agencies'.<sup>1</sup> Councils should consider how their partners can help them to deliver their corporate parenting role, especially in relation to the provision of services. The NHS has a responsibility to make sure looked-after children receive the physical and mental health support that they need, for example, while close working between schools and the virtual school head (VSH) can help to improve outcomes for children and young people in care.

## Information and data

The lead member for children's services and those on the corporate parenting panel should receive regular progress reports with regard to looked-after children and care leavers, while data will be available to all members through reports presented to Full Council and scrutiny committees.

Data will be able to provide an overview of medium-to-long-term trends, but statistics on their own are not enough. Make sure that data is presented with the necessary context and explanations – for example, if fewer children are going missing, is this the result of a positive intervention that should be continued? Or are there issues with reporting?

Also look for direction of travel, and comparisons with your statistical neighbours and national data to see where the council is performing well and what could be better.

However, as any parent will know, situations with children and young people change quickly, and statistics will not provide all the real-time data that you need. The corporate parenting panel should keep in close contact with the children in care council, independent reviewing officers (IROs), children's rights and advocacy services and the director of children's services (DCS) to make sure they're receiving up-to-date information and can respond quickly if needed.

## Listening to children and young people

Local authorities have wide-ranging duties to give due consideration to the wishes and feelings of children in care and care leavers. This applies to decisions and actions affecting children and young people as individuals, and to wider matters concerning children in care and care leavers. As corporate parents, all councillors should take an active interest in how well children in care and care leavers are listened to and how this is acted upon. Care experienced people of all ages have valuable, direct knowledge of how it feels to be in care, and what needs to change for the better.

## Safeguarding

Local authorities have a responsibility for safeguarding all children<sup>2</sup>, but there are certain risks that particularly affect children in care and care leavers that corporate parents need to be aware of.

Children in care are three times more likely to go missing than children not in care.<sup>3</sup> Processes must be in place to report missing children, take the appropriate action to find the child, and then to follow up with them when they are found to establish the underlying reasons for going missing.

Corporate parents should be monitoring instances of children going missing, and how regularly independent return interviews are taking place (including for children placed out of area), as well as any emerging themes. The local authority should also collaborate and share information and intelligence with other countries if a child in care goes missing and is thought to have travelled abroad.

Child victims of modern slavery are particularly vulnerable, with nearly two thirds of trafficked children in local authority care going missing at some point; some within just one week.<sup>4</sup> Councils need to make sure a strong multi-agency approach is in place to protect victims from further risk from their traffickers and preventing trafficking from taking place. In particular, there should be a clear understanding between the local authority and the police of roles in planning for this protection and responding if a trafficked child goes missing. Council representatives on local multi-agency safeguarding partnerships should make sure there is oversight of those arrangements, and monitor how well they are being implemented and reviewed.

Children in care are also disproportionately likely to be at risk of child sexual exploitation (CSE) than those in the general population, though it is important to remember that the vast majority of CSE victims are living at home. While those issues that led young people to need local authority care in the first place may increase their vulnerability to CSE, the experience of care itself can also be significant, especially if the child's placement lacks stability. Those at risk of CSE will need to have clear plans in place to protect them, and all social workers and partners should know how to spot signs of risk and deal with them appropriately.

There is also a growing threat of county lines and child criminal exploitation that children in care may be susceptible to due to increased levels of vulnerability.

In addition to ensuring plans are in place to safeguard young people, local authorities are encouraged through a national protocol<sup>5</sup> to work in partnership and have effective mechanisms in place to support children in care and care leavers from being unnecessarily criminalised.

There is also a high proportion of children in care within the youth justice system, either at young offender institutions, training centres or secure children's homes. Local authorities are responsible for children in custody who are the subject of care orders, and all remanded children automatically attain looked-after status. Councils should therefore have systems and processes in place to support this group of young people who may be going through a challenging time.

## Sufficiency

The council has a duty<sup>6</sup> to ensure, as far as is reasonably possible, sufficient accommodation is available locally to meet the needs of looked-after children and care leavers. This can be directly provided, or commissioned provision. Councils should regularly review their position on this, and report on how they intend to meet the sufficiency duty. This will be a valuable source of information for corporate parents.

## Foreign national children in care

As corporate parents, it can be useful for local authorities to be aware of how many children in care are foreign nationals and whether social workers have access to appropriate support and training to enable them to provide appropriate support to this group of children in care.

## Sources of information

### **Children in Care Council and other feedback mechanisms**

There should be mechanisms in place to hear from children in care, with this information being reported regularly to the corporate parenting panel. There may also be an annual report submitted to Full Council. The format for reporting should be discussed with children and young people; some may wish to meet with councillors to discuss issues face-to-face, some may prefer to use mediators, and others may prefer online methods.

This feedback can provide rich information to act upon to make sure children in care and care leavers are getting what they need – from concerns about how they're kept informed about their placements, to how often they can see any siblings they aren't placed with, right down to whether they're happy with their pocket money.

### **Independent reviewing officer annual report**

Amongst other duties, IROs are responsible for making sure that the local authority, as a corporate parent, gives proper consideration and weight to children's wishes and feelings in their care plans, and that it genuinely responds to a child's needs.

The IRO manager should produce an annual report for the consideration of the corporate parenting panel, which should include areas of good practice, and areas for development. It should include commentary on issues including the participation of children and their parents, and whether any resource issues are putting the delivery of a good service to all looked-after children at risk.

### **Joint Health and Wellbeing Strategy**

Joint health and wellbeing strategies (JHWSs) are developed by local leaders to enable the planning and commissioning of integrated services that meet the needs of their whole local community. They particularly work to reduce health inequalities and support the needs of vulnerable groups and individuals; the Joint Strategic Needs Assessment



underpinning the JHWS should include specific consideration of children in care and care leavers. The strategy (or associated delivery plan) will include targets, actions and who is responsible for implementing those actions.

The JHWS will be agreed by the health and wellbeing board, which should also monitor its implementation. Board meetings should be public, as should the JHWS, reports and meeting minutes.

### **Performance reports**

Reports should be published regularly updating on key indicators in relation to children in care, including direction of travel. These indicators are part of a nationally collected dataset reported to government, and include information on placement stability, outcomes for children in care and adoption. Your authority may also report on other indicators according to local priorities.

Key priorities to consider include:

- placement stability
- health data
- educational attainment
- proportion of care leavers in education, employment or training
- children in care being placed out of area or at a distance including overseas placements
- proportion of care leavers that the council has regular contact with
- availability of suitable housing for care leavers.

Further information on these points is included throughout this pack.

Performance reports should be publicly available and should also be presented to a locally agreed committee – for example the corporate parenting panel, the relevant scrutiny committee or cabinet.

### **Feedback from foster parents**

Most children who are in care live with foster parents, and the quality and experience of those foster parents is key to delivering good outcomes for children. Each council will have different ways of gathering feedback from foster parents, including surveys and focus groups, along with different ways of reporting that feedback. The corporate parenting panel should receive updates on foster parent feedback, and this should be used to help inform support for foster parents, and to improve recruitment and retention.

The panel may also wish to consider ongoing input from foster carers by co-opting representatives onto the panel, or having regular meetings with carers to hear about experiences and receive feedback.

### **Stability Index**

Stability for children in care, where they are in an appropriate placement that meets their needs, is an important element in helping them to secure positive outcomes. To help support improved placement stability, the Children's Commissioner has developed a Stability Index to measure three aspects of children's experiences of care – placement moves, school moves, and changes in social worker.



# Updates to legislation and practice

## National Quality Standards for children's homes

The Children's Homes (England) Regulations 2015 set out nine Quality Standards which outline the aspirational and positive outcomes that all children's homes are expected to deliver.

These quality standards are:

- quality and purpose of care
- children's views, wishes and feelings
- education
- enjoyment and achievement
- health and wellbeing
- positive relationships
- protection of children
- leadership and management
- care planning.

Further information on each standard is outlined in the Department for Education's (DfE) 'Guide to the Children's Homes Regulations'.

## New rules for out of area placements

Statutory guidance<sup>7</sup> has strengthened the responsibilities of local authorities to notify other local authorities if they place a looked-after child within their area. Children's homes are also now required to notify their host local authority when a child is placed with them by another authority.

An 'out of area' placement is classified as one outside of the council's geographical boundary, but within an authority that it shares a boundary with. If a child is placed in an authority that doesn't share a geographical boundary with the placing authority, that is classed as an 'at a distance' placement.

A responsible officer should be formally appointed by the DCS to approve out of area placements; this will often be an assistant director. All at a distance placements must be signed off by the DCS. This does not apply where the placement is with the parent, a connected person or a foster carer approved by the responsible authority.

The child's IRO should always be consulted prior to an out of area placement being made, and the wishes of the child should be taken into account. The host authority should also be consulted in advance in the case of out of area and distant placements, and notified when the placement is made.

## Staying put and staying close

'Staying put' is an arrangement that allows a looked-after child to continue to live with their foster carer after their 18th birthday, when they cease to be 'looked-after' by the local authority. This can take place where the council considers it appropriate, and both the young person and the carer want to enter a staying put arrangement.

A 'staying put' duty was introduced in the Children and Families Act 2014, which requires councils to monitor arrangements and provide advice and support (including

financial) to the foster parent and young person to facilitate the arrangement until the young person reaches 21. Guidance material has been produced (see references and further information).

A number of councils are trialling approaches to 'staying close' – a variant of staying put for young people leaving residential care – using funding from the DfE's Innovation Programme to enable care leavers to maintain links with their former children's home.

## Sir Martin Narey's Independent Review of Residential Care

Sir Martin Narey was commissioned by the Prime Minister in 2015 to carry out an independent review of children's residential care.

The final report was published in July 2016 and contained 34 recommendations. These included ways to improve commissioning of places in children's homes, and to encourage development of the right sort of provision where it is needed.

Sir Martin also recommended a review of fostering provision, and the need for sharing of best practice across a range of areas.

Several areas of national policy were also singled out as needing review, including guidance around planning, the use of restraint, and the recording of criminal offences to avoid the unnecessary criminalisation of children in care. Changes to Ofsted inspections of children's homes and guidance were also recommended.

Finally, Sir Martin highlighted ways to improve staffing, including making sure social work students spent part of their placement within a children's home to make sure new staff are getting experience across the sector.

## Independent review of foster care in England<sup>8</sup>

The DfE commissioned Sir Martin Narey and Mark Owens to look at the current state of foster care and how to improve the prospects of children in care. As part of the review there was a public call for evidence for a wide range of stakeholders to contribute. The review made 36 recommendations about how to improve outcomes for children in foster care including:

- ensuring that foster carers are supported and included in decision-making
- improving foster placement commissioning and matching
- greater stability and permanence for children and young people in foster care.

The Government published its response to the report in July 2018.<sup>9</sup> This outlined the actions the Government intended to take to improve practice and the experience of children in foster care, including amending guidance and developing new tools and resources to support better commissioning.

## Care Leaver Strategy 2016

The Government published a new Care Leaver Strategy in July 2016, entitled 'Keep on caring: Supporting young people from care to independence'.

The strategy strengthens the role of the corporate parent, paving the way for the provisions in the Children and Social Work Act 2017.

## Statutory guidance: Children who go missing from care

Statutory guidance was issued in January 2014 on children who run away or go missing from home or care.

The guidance highlights the need for a children's services authority to name a senior children's service manager as responsible for monitoring policies and performance relating to children who go missing from home or care. The responsible manager should understand the risks and issues facing missing children and review best practice in dealing with the issue.

Councils should agree a protocol, with the police and other partners, for dealing with children who run away or go missing in their area. Protocols should be agreed and reviewed regularly with all agencies and be scrutinised by local multi-agency safeguarding arrangements. Where appropriate, agreed protocols should also be in place with neighbouring authorities.

## Statutory guidance: Promoting the education of looked-after children and previously looked after children

The Children and Families Act 2014 places a duty on every children's services authority in England to appoint a virtual school head (VSH) – an officer employed to make sure that the council's duty to promote the educational achievement of its looked-after children is properly discharged. The VSH should also be an educational advocate for children in care and provide advice and guidance to support parents of previously looked after children.

This statutory guidance, issued in 2014 and updated in 2018, highlights that as corporate parents, councils should have high aspirations for the children they look after. The guidance outlines the ways in which authorities should work to close the attainment and progress gap between looked-after children and their peers, and to make sure that looked-after children have access to high quality education, including appropriate support for any special educational needs and disabilities (SEND). The Children and Social Work Act 2017 extended the role of the VSH to previously looked-after children. For these children, the VSH should promote their educational achievement through the provision of information and advice to their parents, educators and others who the VSH considers necessary.

## Statutory guidance: Health and wellbeing

Joint guidance from the DfE and Department of Health was issued to councils and clinical commissioning groups (CCGs) in 2015 to support them to promote the physical, emotional and mental health of children in care.<sup>10</sup> It emphasises that children in care should be proactively considered in the joint strategic needs assessment and when commissioning health services and advocates that children in care should never be refused a health-related service, including a mental health service, on the grounds of a placement being short-term or unplanned. CCGs and health authorities have a duty to respond to requests by councils to carry out health assessments for children in their care.

## Statutory guidance: Special guardianship

Guidance was issued in January 2017 on special guardianship, outlining the issues local authorities should take into account when preparing reports for the court to apply for special guardianship orders. This includes information about the child's needs, and more detailed assessments of the child's relationship with, and the parenting capacity of, the prospective special guardian, both now and longer-term.

## Children and Social Work Act 2017

The Children and Social Work Act 2017 defines, for the first time in law, the role of corporate parents, in addition to expanding and extending support for care leavers, for example through the publication of a 'local offer for care leavers' and making personal advisers available for care leavers up to the age of 25.

The Act also signalled the introduction of a set of corporate parenting principles to support councils to adopt a positive culture for their children in care and care leavers.<sup>11</sup>

The Act sets out revised arrangements for local multi-agency safeguarding partnerships to replace local safeguarding children boards (LSCBs). Under the new provisions, the local authority, CCG and the police have a shared responsibility to make arrangements for themselves and 'relevant agencies' to work together to safeguard and promote the welfare of children in the area. These statutory partners should make sure that all appropriate agencies are involved meaningfully in the partnership, and in particular should look at the engagement of schools, including academies and free schools, which have a key role to play in safeguarding children and young people.

## Non-statutory guidance:

## Foreign-national children and working with authorities overseas

The DfE has published non-statutory guidance for cases where a foreign-national child is taken into care, and when a local authority places a child in another country. The guidance emphasises the importance of notifying a country's consulate in the UK when a child who is a national of that country is taken into care (unless doing so would put the child at risk), and to seek permission from and notify the authorities of the other country when a child is placed abroad.

## National protocol to reduce the unnecessary criminalisation of looked after children and care leavers

This protocol encourages councils to work with partner agencies to avoid the unnecessary criminalisation of children in care and care leavers through, for example, the use of restorative approaches, better understanding of the potential causes of offending and positive parenting in care.<sup>12</sup> The protocol covers all children in care, in all types of placement.

# Key lines of enquiry for all councillors

## What are the characteristics of our cohort of children in care and care leavers?

Understanding the characteristics of children and young people is the first step to making sure that councils are able to act in their interests. The Children in Care team will have information on the children in the council's care, including:

- age and length of time in care
- where children are currently living
- number of children in foster care, children's homes or other settings (including residential schools, hospitals and custodial institutions)
- number of children awaiting adoption
- number of unaccompanied asylum-seeking children
- placement stability
- accommodation and employment information about care leavers
- education information
- foreign national children in care.

The corporate parenting panel and children's scrutiny committee should also receive information about social worker caseloads, to make sure that these are manageable and social workers are able to dedicate sufficient time to children, regardless of their needs.

Find out how this information compares to that of other councils in your statistical group, and to the national picture, and look at direction of travel to help spot trends and areas of concern.

Everyone with a local authority email address has access to LG Inform<sup>13</sup>, which provides a rich source of data for use by councils.

## Do all of our councillors and officers know about their corporate parenting responsibilities?

Every councillor should ideally have training on their corporate parenting role when first elected. It is every councillor's responsibility to consider how new plans and policies might affect children in care, and to ask questions to ensure that those children are getting the best care, support and protection.

There are certain departments within a council that this will be particularly important for, such as education, housing, leisure and skills, but every part of the council needs to consider how its work impacts on children in care and care leavers. Look at how business plans and reports are structured – are officers proactively considering the needs of children in the council's care, or could this be improved? How are the corporate parenting principles being applied?

Consider ways of raising awareness about the corporate parenting role, for example inviting all councillors to any celebration events, or inviting the children in care council to give feedback at Full Council or relevant committee meetings.



## Do our partner agencies understand their role in supporting us as corporate parents?

The council has a duty, under Section 10 of the Children Act 2004, to promote cooperation between local partners to improve the wellbeing of young people in the area. This includes:

- physical and mental health and emotional wellbeing
- protection from harm and neglect
- education, training and recreation
- the contribution made by young people to society
- social and economic wellbeing.

Relevant partners include the police, probation services, the NHS, schools and further education providers.

The participation of partners in work to promote the wellbeing of all children and young people is vital, and it's important that they understand the specific needs of children in care so that this can be taken account of in their plans. For example, children in care are more likely to need support with their mental health, so colleagues in the NHS will need to consider this, while close working with the police to protect children who are at risk of going missing or being exposed to child exploitation is essential. The phrase 'it takes a village to raise a child' is pertinent here; the council alone cannot provide all the support that a child in care needs, and all local services have a responsibility to keep children safe and well.

Consider how existing partnership forums, such as local safeguarding partnerships, health and wellbeing boards and crime and disorder partnerships, are taking into account the needs of children in care in their plans, and consider whether other partners might wish to support your ambitions for children in care.

For example, local businesses might consider offering apprenticeships to children in care, or leisure facilities might be able to offer discounts or free memberships.

## How are we giving children and young people the chance to express their views, wishes and feelings? How do we know those are being acted on?

The UN Convention on the Rights of the Child and the Children Act 1989 state that every child has the right to express their views, feelings and wishes in all matters affecting them, and to have their views considered and taken seriously. Children should be involved in developing their care plans, and provided with advocates to help them do this wherever necessary. It might be useful to also consider information about how the rights of children in care are positively promoted and upheld.

Likewise, care leavers need to be integral to the development of their pathway plans. Social workers make the necessary arrangements for this to happen, and IROs should ensure children and young people are listened to, and their views taken seriously. IROs should provide feedback on how well this is happening.

What arrangements are in place for children to have access to independent advocates and how many take this up? How are concerns raised through this service reported?

Most councils have established children in care councils, comprising any looked-after children and care leavers who want to take part (though some councils hold a separate care leavers' forum, depending on what young people ask for); for councils that haven't done so, it is worth considering this or an alternative method of feedback that's appropriate for looked-after children in the area.

They should be able to set the agenda so that they can talk about what matters to them, and they should also decide how they would like to engage with the corporate parenting panel – whether that’s through joint meetings, feeding back via a mediator, or something else.

Don’t forget, however, that not all children will want to take part in group forums – there should be mechanisms set up to allow all children and young people to express their views in a way that they’re comfortable with.

Also consider how to engage with children with special educational needs and disabilities, or those who may face cultural or language barriers to engaging in feedback processes. In some cases, there may be safeguarding concerns about children with particularly complex needs being asked to take part in certain ways of giving feedback – there should be sensitive discussions between the children’s carers, advocates, the complex needs team, social workers and any other relevant professionals to find the best ways of engaging these children, who should still have the opportunity to say how they feel about their care.

Very young children may also find it harder to explain their wishes and feelings, and there will inevitably be children and young people who actively disengage from review meetings or feedback forums. Consider also those children placed out of area and at a distance. All looked-after children and care leavers have a right to be heard, and support must be put in place to give them that opportunity.

Review how feedback from children in care and care leavers is fed back to the whole council so that it can be factored into all relevant decisions – from housing and employment to education and public health.

Regardless of how feedback is collected, make sure that all children and young people (not just those who attend forums or participated in the feedback exercise) find out what has been done as a result of that feedback – show the young people that their voices are being heard, and changes are being made as a result.

## How do we show children in our care that we have high aspirations for them?

Councils should be ambitious for every child in their care, working with and encouraging them to achieve their full potential, from overcoming early instability or trauma to progressing well in education, learning and training, to pursuing hobbies and developing their talents, depending on what’s most appropriate for the individual child.

It’s important to recognise that children in care are likely to have had very different experiences to their peers, therefore they might be at very different stages at school to other children of the same age. Additionally, in 2018, 55.5 per cent of children in care had a special educational need, compared to 14.6 per cent of all children.<sup>14</sup> Providing the appropriate support can help children begin to overcome earlier trauma and disadvantage, and research shows that children in care achieve better educational outcomes than children in need who stay at home, thanks to the protective factor of that care.<sup>15</sup> The VSH will keep the council updated with how looked-after children are progressing in school, what support is provided to those with learning difficulties, and what action is being taken to help them reach their potential.

Children and young people thrive on recognition and reward, and it’s important to make sure that children in care receive this in the same way children in the rest of the population do. Award ceremonies, money for carers to take children for a celebration of a sports win, or a congratulations card from the lead member for a good school report or a special birthday will all help to reassure children that their efforts are recognised, supported and cared about.

As young people approach leaving care, they should be getting support from their social worker and a personal adviser to consider their future options. The VSH can make sure that young people are encouraged to think broadly and ambitiously about their options, and how to get there.

## Are we providing stable environments for children in our care?

Stability for children and young people is linked to improved mental health and educational attainment.<sup>16</sup> It also helps children to develop relationships, feel more secure and wanted, and build a sense of belonging.

That said, clearly statistics alone cannot be taken on face value. A child or young person should not stay in an unsuitable placement, while a change of social worker to one with a smaller caseload may ultimately be positive for the child – provided this is well managed.

Analysis by the Office of the Children's Commissioner found that one in ten children in care had two or more placement moves in 2017/18. The analysis also found that just over one in ten children in care had experienced a mid-year school move in the previous year, while, 27 per cent experienced two or more changes in social worker over the same time period.<sup>17</sup>

It's important that the council understands the reasons for any instability experienced by children, and takes action to limit this where it is not in their best interests, while recognising that some moves may be unavoidable.

## What are we doing to look after the health and wellbeing of children in our care?

The Joint Strategic Needs Assessment should include consideration of the needs of children in care and care leavers<sup>18</sup>, with an accompanying Joint Health and Wellbeing Strategy (JHWS) in place to meet those needs and minimise inequalities. The health and wellbeing board is responsible for monitoring the implementation of the JHWS. Particular issues to look out for include:

- mental health services – children in care are four times more likely to have a mental health difficulty than children in the general population<sup>19</sup>
- sexual health and family planning services – a quarter of young women leaving care are pregnant, and nearly half become pregnant within two years<sup>20</sup>
- drug and alcohol prevention services – a third of young people leaving care report problems with drugs or alcohol within a year.<sup>21</sup>

Do children and young people have good access to services to support with these, and other issues? How long do they need to wait for support?

It's important to remember that while many children in care will be happy and well-adjusted, some will have experienced significant trauma, others will have lived unstable home lives, and some may lack good support networks. It's the responsibility of councils, as corporate parents, to work hard to tackle those issues and support the children in their care as they work to overcome difficulties that most children in the general population might never have to deal with.

As corporate parents, councillors will want to challenge any stigma and discrimination faced by children in care and care leavers, and to avoid perpetuating negative stereotypes. It is important that councillors



believe in children and young people in care and care leavers, and fight their corner.

If a child has experienced one or more placement moves, check whether health records are being passed between carers so that things like regular dental check-ups and standard vaccinations aren't being missed. Looked-after children should receive an annual health assessment (every six months for under-fives)<sup>22</sup>, but make sure these are being carried out in a child-friendly way – some children find these intrusive and feel they are unnecessary, so make sure they understand why they are taking place and that they know their right to opt out. Pass on feedback about assessments to the CCG, which carries them out, and check whether this is being acted on.

Consider also issues like access to sports facilities and music lessons or other activities outside of school, which will contribute to a child's wellbeing and sense of belonging. What happens to these if a child changes placement? Are care leavers helped to keep accessing activities to support their wellbeing? And what is the local offer for care leavers?

A significant issue for looked-after children and care leavers is having a support network. If they aren't able to rely on family, and if they've experienced multiple placement or school moves, they might not have had a chance to build up a network of their own. Look at what's being done to help them develop relationships that will support them both now and when they leave care, and see what help is available locally – are there volunteer mentors or support groups, for example? All looked-after children should be offered the chance to have an independent visitor – a volunteer to befriend and support them consistently, providing a relationship with an adult who isn't their carer or social worker.

Having stable placements and social workers will also help children to feel more secure and help them learn to develop positive relationships.

It is important to respect the diversity and individual needs of children in care and care leavers, and to make sure that those needs are responded to appropriately. This includes catering for the cultural and religious needs of children, and support for children's emotional wellbeing including, for example, issues around gender identity and sexuality.

## What are we doing to ensure that our children in care are not unnecessarily criminalised?

With the growth of child criminal exploitation and county lines, it is important that as corporate parents, councils are doing all that they can to prevent children in care from being coerced into criminal activity.

Children in care who have been in the care system for more than 12 months are five times more likely to offend than other children.<sup>23</sup> It is important to find out the proportion of children looked after by your authority that are involved in the youth justice system, and find out how this has been changing over time. Are things improving, or is there more work to be done? Have the types of offence changed, or the profile of young people involved? What arrangements are in place to support children in care to engage with restorative activities?

Research has also found children in care living in children's homes are being criminalised at excessively high rates compared to all other groups of children, including those in other types of care.<sup>24</sup> As a result children's homes and police are having to work closely to ensure incidents are dealt with more proportionally.

The council's corporate parenting panel should monitor the proportion of those in children's homes who are involved with the youth justice system, find out what arrangements are already in place to manage incidents in children's homes, and work with and support officers to find out if improvements can be made.

More information can be found in our 'Youth justice' resource pack for councillors.

## What are outcomes like for our care leavers?

As a corporate parent, it's up to you to make sure that care leavers are getting the support they need to lead successful lives.

Care leavers can face a wide variety of challenges and, depending on their individual needs, they might need the support of their personal adviser and social worker to overcome their own hurdles to progress – and they need to know that support is there as they make the transition from a looked-after child to independent living.

Each young person's pathway plan should consider their options for when they've left school, whether they want to go on to further study or straight into the world of work. Work should start on this plan well in advance of a young person leaving care.

For those aiming for university and further education, children in care should be getting support at school to help them get achieve the best results they're capable of, and the VSH will know what interventions are working best or could be expanded. It's also important to look at pathway plans to see how children are reassured about university – it's a scary prospect for most young people, so care leavers need to know how they'll manage their finances, and where they can go during the long university holidays.

For those that don't go on to university, how many are not in education, employment or training – and what is the council doing to improve that?

Are the statistics getting better or worse? Find out how care leavers factor into your authority's recruitment, skills and economic development strategies, including access to apprenticeships and work experience.

The availability of suitable housing is a key issue for care leavers, as is preparation for moving on to independent living. Care leavers should not be placed in bed and breakfast accommodation, and the type of housing that they will move into after leaving care should be included in the pathway plan. Some young people will need more support than others as they move towards independence, while all will need to know that there are fall-back options if things don't work out.

For more information on support and outcomes for care leavers, please see our 'Support for care leavers' resource pack.

## How many children are we placing in out of area placements and why?

Every children's services council has a 'sufficiency duty', which states that it must take steps to secure, as far as possible, sufficient accommodation within its area to meet the needs of children that it is looking after. But there is no one-size-fits-all approach to meeting the needs of individual children, and there are often very good reasons why some children are placed outside their home authority. This could be for their own safety, to break gang affiliation, to place them near other family members or to access specialist services.

If your council is placing a higher proportion of children out of area than its statistical neighbours, or than it was two years ago, for example, it is important to ask why. Is this because the children need very specialist placements that can only be found elsewhere, or because there are not enough placements locally? If the latter, what is being done to improve this?

If children are moved out of area, this may mean moving them away from their school, their friends and family, and the area they're familiar with – it's important that if that happens, it's for the right reasons and that appropriate support is provided to help the young person manage that transition.

## How are we planning for the future and commissioning services?

If a council has too many children and young people being placed out of area inappropriately or in accommodation that doesn't suit their needs, it will need to revisit its sufficiency strategy and revise plans and commissioning to address this. The council will need a strong understanding of what its needs are now and into the future, which it can identify by looking at the data and feedback available, and analysing local and national trends. Councils can then use this information to better manage the local market, whether through recruiting and training more foster carers; evaluating the use of in-house and external provision; and considering the balance of children's home places or foster care with high levels of support for children with complex needs.

Consider also the way in which services for looked-after children are commissioned; are services better commissioned at a local (how local?) or regional level? Would children and young people's outcomes be improved if resources were pooled with partners for specific outcomes, such as early intervention or wellbeing? Are young people involved at any point in commissioning processes, to make sure that services meet their needs?

If in-house provision is an issue, feedback from foster carers – both those that are still working for your authority, and those that have either stopped fostering or moved to an independent fostering agency (IFA) – will be important to find out whether things need to be improved to increase the number of in-house carers.

## How well do we support our foster carers?

It's vital that foster carers feel well supported so that they feel able to provide the best possible care to children and young people, and to encourage them to foster for as long as they are able.

The Fostering Network's State of the Nation Report 2019 identified the following three issues that foster carers would choose to change to improve their ability to care for children:

- recognised and valued as experts who best know the children they care for
- empowered to make day to day decisions for the child they are caring for
- better financial support.

These issues highlight the importance of making sure that foster carers are listened to and have access to the right kind of support when they need it. For example, how are foster carers involved in care plan reviews? Do all in-house carers have up-to-date training plans? Is there good support available if there's a problem in the middle of the night? How much freedom are carers given to make decisions for their foster children?

It's important to remember that a foster carers' role is to provide a loving, caring home for a child, rather than to be a council employee; being treated as professionals is about their being valued, respected members of the team whose knowledge and understanding of the child is given appropriate weight in all decisions.

It's also essential that wherever possible, foster carers are kept fully informed about children coming into and leaving their care, and up-to-date with planned changes. This allows them to provide the right support and ease transitions for their foster children.

Financial support can be an issue for any carer, but in particular there may be concerns around carers with young people in staying put arrangements. While they still receive fees and allowances, these are lower than for fostering placements, which can be problematic where fostering is a major source of income for the family, and may make it difficult for families to continue supporting a young person.

Your best source of information about whether your foster carers feel adequately supported is from foster carers themselves; feedback should be considered by the corporate parenting panel, who can then make recommendations for improvements.

# Local case studies

## Hampshire County Council

---

Being a good corporate parent means getting involved, asking questions and making sure the voices of children and young people are being heard.

When the children's residential service was under review in Hampshire, the Lead Member for Children's Services took the opportunity to find out exactly what children wanted and needed, and to make sure their voices were at the centre of any new proposals. This included visiting existing homes – owned both by the council and other sectors – to find out about the experiences of the children living there, and to see what they thought made a 'homely environment'.

At the same time, work was underway to implement the evidence-based Pillars of Parenting model, an approach to move from 'looking after' children to 'caring for' them, and providing strong support for staff including access to an educational psychologist. Children were involved in board meetings as the new care model was put in place, ensuring that they could flag up any issues with the model and let officers and councillors know how they felt about the changes.

In one small children's home using the Pillars of Parenting model, stability for the children living there was found to be better, involvement in crime was reduced, and engagement in education was good. The improved outcomes for children as a result of the new care model and the small, well-located home provided a good evidence-base to support what young people were saying.

The Lead Member took those views and the evidence directly back to his fellow elected members, emphasising the benefits the council could realise – both in terms of outcomes for children in care, and financially thanks to those long-term outcomes – by selling old, larger children's homes with poor community links to support new homes more suited to caring for children. As a result, he was able to successfully bid for considerable investment from the council to provide six new homes.

The Lead Member has continued to champion children's views as the process has continued, attending workshops where children contributed to the design of the new homes, and regularly visiting the homes during the build process to make sure they met the varied needs of the children he'd been speaking to. He has also worked with officers on keeping his fellow corporate parents engaged, with many visiting children's homes, and some even taking their dogs along to meet the children – a great ice breaker.

For more information, please contact:  
[cathi.hadley@hants.gov.uk](mailto:cathi.hadley@hants.gov.uk)

## Gloucestershire County Council

---

Gloucestershire aims to put the voice of children and young people at the heart of its approach to corporate parenting, with children in care, young people with experience of children's services and corporate parents working together on everything from strategic planning and service delivery to training and consultation.

One of the key ways that Gloucestershire is working to incorporate the voice of children and young people is through their Ambassadors for Vulnerable Children and Young People, which was highlighted as a strength in an otherwise difficult Ofsted inspection for the authority. These young people, aged 16-25, all have experience of children's social care – whether through being in care, experiencing early help, or receiving support for a disability, for example – and play a central role in developing the council's services. They also act as a link between children and young people and the rest of the council, making sure those voices are heard.

As Participation Manager Della Keith highlights, "Ambassadors help us to keep our focus on, and communicate effectively with, children and young people; they challenge us, work with us, and often identify areas of our work that might be neglected. Most importantly, they've changed our attitudes, understanding and awareness of the issues that are important to children and young people".

Ambassadors are recruited two to three times a year, with 15 currently in post, and are paid for their time and expenses whenever they attend meetings or events. They attend the Children in Care Council so that they can feed back to the Corporate Parenting Group, which they are co-opted onto, and have led consultation with looked-after children to help improve everything from the activities children do with their social workers, to issues around contact with family; their own experiences make them ideally placed to

help communicate the needs and wants of children back to corporate parents.

They have also been part of task groups to improve the quality of care plans, improve questions on fostering panels, and to secure a pilot of personal budgets for children in care who need mental health support. The early involvement of young people in the latter was instrumental in gaining the support of NHS England for the pilot, highlighting the way in which the council places the voice of young people at the heart of their work for looked-after children.

The council has involved the ambassadors in the design of information for young people, which has been highly successful, for example leading to more young people attending fostering panels as they now understand better what goes on, and improving the use of the 'Mind of my Own' app so that children in care can get help with things they are worried about more easily.

All councillors are invited to receive training from the ambassadors about the role of members as corporate parents, and to give them an increased awareness of children's lived experience of their journey into and through care. The Ambassadors have also helped the Children in Care Council to host meetings with councillors, which have had excellent feedback from the children, who feel listened to, and the councillors, whose understanding of being a child in care has improved significantly.

For more information, please contact:  
[della.keith@gloucestershire.gov.uk](mailto:della.keith@gloucestershire.gov.uk)



## London Borough of Lambeth

---

Any good parent will know that the needs of their children always come first – and Lambeth Council is committed to putting that philosophy into practice with all the children for whom it is a corporate parent.

Where children are placed in residential care, the council works hard to develop and maintain strong partnerships with those providers to make sure that the children's individual needs and wants are properly taken care of.

In the case of 14-year-old Amy, this has meant support to feel stable in her children's home, and honouring her wish to stay in that home with those she describes as 'family', rather than transferring into foster care. The council and the children's home have worked together to find ways to help her develop her confidence and self-esteem, including providing piano lessons to nurture her passion for music.

Amy is now considering whether she wants to move on to foster care as she gets older, so both the children's home and the council are starting to plan with her. Most importantly, they are working at a pace that suits her, rather than trying to rush her, making sure that her voice is at the forefront of any decision – as any parent knows, children and young people need support and encouragement to work through big decisions, to make sure that they can come to the right decision long-term.

The relationship between the council and the provider is a vital one – much like the relationship between two parents. Trust, mutual respect and good communication mean that both parties can concentrate on working towards the same outcome – a successful and positive care experience for all children being looked-after.

For more information, please contact:  
[communications@lambeth.gov.uk](mailto:communications@lambeth.gov.uk)

## Trafford Metropolitan Borough Council

---

When a young person presents as homeless to a local authority, and they have not been in care before their 16th birthday, the authority's responsibilities in law are very limited, requiring only advice and assistance. In Trafford, the Corporate Parenting Board and officers felt that, despite not being corporate parents in such cases in legislative terms, they still had a responsibility to these vulnerable young people, who were homeless and in need of trusted professional support; doing the bare minimum was not good enough. They agreed to provide these young people with a full leaving care service, with support from a personal adviser, a pathway plan, safe and appropriate accommodation, support to live independently and help to engage in education, employment and training. The leaving care grant could also be awarded in certain circumstances. Ofsted was very supportive of the approach, which is an example of how councillors and officers can and do still step in to help young people – even where they don't have to, and where it isn't easy, just as other good parents would.

For more information, please contact:  
[aftercare@trafford.gov.uk](mailto:aftercare@trafford.gov.uk)

# Key resources and further reading

Centre for Public Scrutiny, Safeguarding children: A practical guide for overview and scrutiny councillors, June 2016

Department for Education, Children Act 1989 statutory guidance: Care planning, placement and case review, March 2010 (updated July 2015)

Department for Education, Statutory guidance on children who run away or go missing from home or care, January 2014

Department for Education, Promoting the education of looked after children and previously looked after children: Statutory guidance for local authorities, February 2018

Department of Education, Promoting the health and wellbeing of looked after children, March 2015

Department for Education, Applying corporate parenting principles to looked after children and care leavers, February 2018

Department for Education, Guide to the children's homes regulations including the quality standards, April 2015

Department of Education, Home Office, Ministry of Justice, National protocol on reducing the criminalisation of looked after children and care leavers, November 2018

Department for Education, Working with foreign authorities: Child protection cases and care orders, July 2014

Department for Education, Special Guardianship Guidance, January 2017

Fostering Network, Staying Put: Guidance for children and young people services, fostering services and leaving care services, September 2017

HM Government, Keep On Caring: Supporting young people from care to Independence, July 2016

Local Government Association, Youth justice resource pack, April 2018  
[www.local.gov.uk/youth-justice-resource-pack](http://www.local.gov.uk/youth-justice-resource-pack)

TACT, Language that cares, March 2019  
[www.tactcare.org.uk/content/uploads/2019/03/TACT-Language-that-cares-2019\\_online.pdf](http://www.tactcare.org.uk/content/uploads/2019/03/TACT-Language-that-cares-2019_online.pdf)



# Glossary of useful terms

---

<b>Advocacy</b>	An advocate's role is to make sure that the child's views and experiences are considered when decisions are made about their future. Every child has the right to be supported by an advocate and councils must have a system in place to provide written, age appropriate information to each looked-after child about advocates and how to request one.
<b>Child and adolescent mental health services (CAMHS)</b>	Services that work with children and young people experiencing emotional, behavioural or mental health difficulties.
<b>Care order</b>	A court order approving the case for a child to be taken into care.
<b>Care plan</b>	A care plan should be developed for every child and young person when they come into care. This should identify how the child will be accommodated, how long it is anticipated that the care order will last, and formulate planned outcomes for the child with associated actions. The plan should be reviewed at least every six months.
<b>Clinical commissioning group (CCG)</b>	These commission most hospital and community NHS services in their area, including mental health and learning disability services.
<b>Child sexual exploitation (CSE)</b>	Child sexual exploitation is a form of child sexual abuse. It occurs where an individual or group takes advantage of an imbalance of power to coerce, manipulate or deceive a child or young person under the age of 18 into sexual activity (a) in exchange for something the victim needs or wants, and/or (b) for the financial advantage or increased status of the perpetrator or facilitator. The victim may have been sexually exploited even if the sexual activity appears consensual. Child sexual exploitation does not always involve physical contact; it can also occur through the use of technology.
<b>County lines</b>	A term used when drug gangs from big cities expand their operation to smaller towns and exploiting children and young people to sell drugs.
<b>Children's home</b>	A residential facility where groups of children are cared for by qualified workers.
<b>Former relevant child</b>	A care leaver aged 18-21 who was a relevant child or was in care until the age of 18. Young people who are still getting help with education or training remain 'former relevant' until their training has finished.

---

<b>Foster care</b>	Foster care is a way for children to be cared for within a family setting when their own family is unable to care for them. It is considered temporary in that there is no legal split from the family (as with adoption), but can be long term where this is in the best interests of the child.
<b>Independent fostering agency (IFA)</b>	IFAs provide fostering services to local authorities. They recruit, train and support their own foster carers who the council can then place a child with on payment of a fee. IFAs can be charities, not-for-profit or profit-making.
<b>Independent reviewing officer (IRO)</b>	An IRO chairs a looked-after child's review(s) and monitors the child's case on an ongoing basis. They ensure that the care plan for the child fully reflects their current needs, wishes and feelings, and that the actions set out in the plan are consistent with the local authority's legal responsibilities towards the child.
<b>Joint Strategic Needs Assessment (JSNA)</b>	JSNAs identifies the current and future health needs of the local population to inform and guide commissioning of health, wellbeing and social care services within local authority areas.
<b>Joint Health and Wellbeing Strategy (JHWS)</b>	The JHWS outlines how local partners will work to improve health in the local population and reduce health inequalities.
<b>Kinship care</b>	Kinship care is where a child is looked-after by a relative or friend. This can be an informal arrangement, through a Special Guardianship Order, or through friends and family foster care, where the local authority still has legal responsibility for the child.
<b>Modern slavery</b>	Modern slavery encompasses slavery, servitude, and forced or compulsory labour and human trafficking. A person is trafficked if they are brought to (or moved around) a country by others who threaten, frighten, hurt and force them to do work or other things they don't want to do.
<b>Pathway plan</b>	A pathway plan is developed by the local authority with a young person in care as they approach their 16th birthday to help them effectively make the transition from care to living independently. It includes areas such as accommodation, education, life skills and health.
<b>Personal Education Plan (PEP)</b>	The PEP is a statutory part of a child's care plan, making sure that all relevant partners are engaged in a child's education, tracking their progress and giving them the support they need to achieve and be aspirational in their education.
<b>Private arrangement</b>	An informal arrangement where a child or young person is looked-after by a close relative such as grand-parents, aunts or uncles.
<b>Private fostering</b>	An informal arrangement where a child or young person is looked-after by someone who is not their parent or close relative. The local authority should be informed of the arrangement, but is not responsible for the child and is therefore not the corporate parent.

<b>Secure children's home</b>	Secure children's homes offer specialist care and intensive support in a secure setting to young people sentenced by the courts and to young people detained for their own welfare (for example, where children are at risk of child sexual exploitation, and likely to place themselves in risky situations). These are referred to as youth justice beds, and welfare beds respectively.
<b>Special guardianship</b>	Special guardianship means that a child lives with carers who have parental responsibility for them until they turn 18, but legal ties with the parents are not cut as with adoption. The child is no longer the responsibility of the local authority.
<b>Staying Put</b>	An arrangement whereby a looked-after child can stay with their foster carer after the age of 18, as long as both the young person and the foster parent is happy with this arrangement, and it is in the young person's best interests. The council has a duty to support the arrangement up to young person's 21st birthday.
<b>Sufficiency duty</b>	The duty for a council to take steps that secure, as far as possible, sufficient accommodation within its area to meet the needs of children that it is looking after.
<b>Unaccompanied asylum seeking children (UASC)</b>	<p>The definition of an unaccompanied asylum seeking child is set out in the Immigration Rules as someone who:</p> <ul style="list-style-type: none"> <li>• is under 18 years of age when the claim is submitted;</li> <li>• is claiming in their own right; and</li> <li>• is separated from both parents and is not being cared for by an adult who in law or by custom has responsibility to do so.</li> </ul>
<b>Virtual school head</b>	All local authorities must have a virtual school head (VSH) in charge of promoting the educational achievement of the children looked-after by that authority and previously looked-after children. Their role is to know how the looked-after children are doing, and help school staff and social workers to find out about the extra needs of these children and any additional support available to them. VSHs also work with the children's services department and all schools in the area on initiatives to promote the education of children in care.



**Local Government Association**

18 Smith Square  
London SW1P 3HZ

Telephone 020 7664 3000

Fax 020 7664 3030

Email [info@local.gov.uk](mailto:info@local.gov.uk)

[www.local.gov.uk](http://www.local.gov.uk)

© Local Government Association, November 2019

For a copy in Braille, larger print or audio,  
please contact us on 020 7664 3000.  
We consider requests on an individual basis.

# Support for care leavers resource pack

# Foreword

Striking out into the world on your own for the first time is exciting and daunting for all of us. The opportunity to carve your own path and the newfound independence is a huge draw. On the other hand, learning to budget to keep on top of the bills, remembering to put a wash on in time so you have clean clothes for work on Monday morning, and managing to keep the fridge stocked, let alone keeping yourself healthy – it's a huge learning curve for any young person.

It's even more difficult for those without supportive families to fall back on, or for those who can't stay at home for other reasons. Those who have grown up, or spent time, in care don't always have the luxury of a family home to return to if something goes wrong, or a parent to phone when they aren't sure how to fix a problem.

That's where we come in.

As corporate parents to care leavers, it's our job to make sure that these young people are ready for what's next, know they're supported as they take those first steps into independence, and to help them access the same opportunities as their peers have – without worrying that if they make a mistake, they won't get another chance.

We need to give them the practical, social and emotional support that any good parent gives their child. From help to find the right accommodation, to guiding them through job applications and interviews, to making sure they know where to turn if they're having trouble.

We also need to make sure we're listening. If we can really hear what care leavers are telling us about their needs, dreams and ambitions, we can make sure we're giving the right support to help them get there.

The Children and Social Work Act 2017 extended support for care leavers by clarifying in law our role as corporate parents, by giving care leavers access to their personal advisers until the age of 25, and legislating for the publication of local offers to make sure every care leaver knows what help and support they can get.

In reality, many councils have been doing much of this work for some time, and we've included some excellent case studies in this pack to highlight the good work already taking place. Much of the good practice doesn't take a lot of money to implement – it's more about making sure we have the right culture, and understanding what's best for the care leavers in our areas so that we can shape our services, and work with our partners, appropriately.

Our responsibilities don't end when a child leaves care, and getting them right is the best way of making sure we set young people on the right path to a settled, successful and happy adulthood.

**Councillor Judith Blake**

Chair, LGA Children and Young People Board

# Contents

Support for care leavers: An introduction	4
Key lines of enquiry for all councillors	8
Case studies	
York	15
Greenwich	16
Leeds	17
Hampshire	17
Trafford	18
Islington	18
East Riding of Yorkshire	19
Key resources and further reading	21

# Support for care leavers

## An introduction

### What is a 'care leaver'?

A care leaver is a young person aged 16-25 who has been looked-after for at least 13 weeks in total since the age of 14.

Those who are aged 16 or 17 are 'eligible' (still looked-after) or 'relevant' (no longer looked-after) children. Those aged 18-25 are 'former relevant children'.

The Government has outlined five key outcomes that it wants to achieve for care leavers<sup>1</sup>:

- better preparation and support to live independently
- improved access to education, employment and training
- stability, and to feel safe and secure
- improved access to health support
- financial stability.

Some young people will return home rather than remaining with foster carers or moving on to independent living, but the council still has responsibilities towards them as care leavers.

### Statutory responsibilities

The statutory responsibilities of councils are set out in the Children Act 1989, including through amendments made by the Children (Leaving Care) Act 2000 and the Children and Families Act 2014.

The Children and Social Work Act 2017 made additional provisions for care leavers, and outlined in law for the first time what it means for a local authority to be a good corporate parent. Councils have responsibilities towards care leavers until they are 25.

The seven corporate parenting principles introduced by the 2017 Act are aimed at complementing existing practices, embedding a positive culture and ensuring that all the different service areas and leadership are doing what they can to support this group of young people.

The principles are:

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



## Personal advisers and pathway plans

The local authority must complete an 'Assessment of Need' for the young person leaving care, and make sure that a pathway plan is in place by their 16th birthday. Discussions with other partners may also need to take place to make sure the needs assessment shapes a pathway plan that is both meaningful and purposeful.

The pathway plan should look at how best to meet the young person's needs to help them effectively make the transition from care to living independently, looking at areas including<sup>2</sup>:

- accommodation
- education and training
- financial support
- support to develop relationships
- life skills and employability
- access to support for health needs, including mental health
- contingency plans for support if independent living breaks down.

The plan also needs to take into account current and previous events in the young person's life so that potential risks can be identified and addressed.

It is important that the plan contains specific actions and deadlines, spelling out exactly who will take what action, and when. The plan should be reviewed at least every six months by a social worker or personal adviser (PA). It is not unusual for a young person to leave care at 16 years of age, whether to move on to independent living or to return to family or friends. Around 14 per cent leave care at this age, and it is therefore essential that pathway plans be developed in a timely manner.

This will make sure that if a young person is considering leaving care at 16, they know what support is available to them, know what their future options are, and have a plan to help them move on to independence successfully.

A PA should be appointed to support the young person and implement and monitor the pathway plan. Under the Children and Social Work Act 2017, this PA should be available to work with the young person until the age of 25.

The PA acts as a focal point for the young person and can help with practical and emotional support, needed to make a successful transition to adulthood. Local authorities should ensure that all care leavers know who their PA is and how to contact them. Where possible, care leavers should have the same PA from when they leave care until they no longer require support.

## Financial support

Care leavers aged 16-18 are entitled to financial support to meet their education, training and employment needs, as well as help to pay for things such as accommodation, food and clothing.

Those aged 18-21 are entitled to living expenses associated with living near their place of work or where they plan to work, along with help with education and training.

Care leavers are entitled to a £1,200 bursary if they stay in full-time education, or £2,000 if they go to university. From August 2018, care leavers have also been entitled to a £1,000 bursary if they choose to do an apprenticeship.<sup>3</sup>

Care leavers can also ask the local authority for £2,000 towards setting up home, making sure that they have the equipment and household items they need to set up safe, secure and stable accommodation.

## Accommodation

Care leavers must be provided with appropriate accommodation for their needs. This should be discussed as part of the pathway plan well before the young person is due to leave care.

Councils should avoid moving and disrupting young people who are settled, offer a choice of accommodation (where practicable) and provide a support package to go with the accommodation. There should also be a contingency plan in case accommodation arrangements break down.

Any care leaver under 21 who spent at least one night in care when they were 16 or 17 is automatically considered to be in 'priority need', if they become homeless or are at risk of homelessness.<sup>4</sup> From the age of 21, they may also be in priority need if they are vulnerable because they were previously looked-after – for example, if they have not had a stable home since leaving care. The Homelessness Reduction Act 2017 also stipulated that a young homeless care leaver should be treated as having a connection to the area that they were looked-after. This will make it easier for them to get support in the area in which they feel most at home.

In April 2018, councils were given new and strengthened powers to offer advice and assistance to homeless people, including care leavers, in their area.<sup>5</sup> Despite these initiatives, homelessness amongst care leavers continues to be a concern.

## Staying in touch

Councils should attempt to stay in touch with all of their care leavers to monitor progress on their pathway plans, and plans should outline how frequently that contact should take place.

When a care leaver moves to new accommodation, their PA must see them at that accommodation within seven days of the move. After the first subsequent review of the pathway plan, they must visit the care leaver at no less than two-monthly intervals.

In some cases, care leavers may decline the support of the council. This should be respected, however periodic attempts should continue to be made to remain in contact. If a young person's situation changes, they need to know that support is still available, and refusing support once doesn't mean that it won't be available in the future.

## Staying put

'Staying put' is an arrangement that allows a looked-after child to continue to live with their foster carer – whether a local authority carer or an independent fostering agency (IFA) carer – after their 18th birthday, when they cease to be 'looked-after' by the local authority. This can take place where the council considers it appropriate, and both the young person and the carer want to enter a staying put arrangement.

The council has a responsibility to monitor the arrangement and provide advice and support (including financial) to the foster parent, and the young person to facilitate the arrangement until the young person reaches 21.<sup>6</sup>

## Staying close

A number of councils are trialling approaches to 'staying close' – a variant of staying put for young people leaving residential care – using funding from the Department for Education's (DfE) Innovation Programme.

The scheme sees care leavers living independently in accommodation close to their children's home. This would see them continuing to have the support of a key worker from their previous home, and they could visit the home frequently. A full evaluation is expected in 2020.

## Local offer

The Children and Social Work Act 2017 requires local authorities to publish a local offer for care leavers, with guidance<sup>7</sup> recommending this be reviewed every two to three years. This should include all services offered by the council that can support care leavers in, or in preparing for, adulthood and independent living. This includes both those that the authority is legally obligated to provide, such as 'staying put' and housing support, and universal services such as careers advice or public health services. The offer can also include relevant services provided by other organisations, where appropriate. Care leavers should be consulted before the offer is published.

## Access to Information

Under the Data Protection Act 1998, care leavers have a right to access their care records, to better understand their care history and decisions made during their time in care. Councils must facilitate any request made and have a transparent policy in place to support this. They should also work with partners who may hold relevant information. Councils should keep these records for a minimum of 75 years from the date of birth of the adult care leaver and consider suitable retention and storage processes.<sup>8</sup>

## Care Leaver Covenant

The Government has introduced the Care Leaver Covenant. This aims to encourage public, private and voluntary sectors to pledge support, and make specific offers to support care leavers aged 16-25 in living independently.

The covenant links care leavers to offers which can include:

- discounts
- financial support
- exemptions
- personal development
- workshops
- training
- work experience, apprenticeships and internships.

The covenant can be used by councils to support and extend their local offer, and trials are underway with six councils to identify how it can best be used to support care leavers. A toolkit is being developed for councils and will be available in early 2020.

# Key lines of enquiry for all councillors

## What do we know about our care leavers – both existing, and coming up?

It is important that the council knows as much as possible about care leavers and their needs to make sure that plans can be made to effectively meet those needs. Care leavers are statistically more likely to have special educational needs and disabilities (SEND), and are more likely to suffer from mental health problems. It is therefore important that sufficient provision be available for those care leavers who need additional support.

It is also important to treat each young person as an individual. Many care leavers will have no such difficulties and, like many young people, will be focussed on achieving their potential through work, training or higher education. Like any good parent, councils should consider the specific ambitions of individual young people and aim to provide the tailored support they need to fulfil them.

There have been growing numbers of unaccompanied asylum-seeking children (UASC) entering the country in recent years. If your council is looking after unaccompanied children, they may have very specific needs that must be catered for to help them prepare for and adjust to independent living, whether in the UK or in their home country, and to fulfil their potential. Similarly, your council may be looking after foreign-national children who are not necessarily asylum-seekers, but may have immigration issues and links to other countries.

Nationally, young people are also starting to come into the care system at an older age; the council should know whether this trend

applies to its area, and account for this when planning services.

## How are we making sure that the voice of the young person is heard and reflected in the pathway plan?

Pathway plans should include clear, specific actions to drive care leavers' progress, and identify support to help them find and sustain education, training or employment. Different young people will have different ambitions, plans and concerns, so it is vital to make sure pathway plans are very specifically tailored to each young person. This will help them to develop their independence and meet their goals at a pace that suits them.

Every young person should be fully involved in the development of their pathway plan. Make sure that arrangements are made for this, including in the case of young people placed out of area, those in custody and those who may need support to communicate their needs effectively, for example, those with certain learning difficulties or disabilities.

Feedback from care leavers – whether through a care leaver's forum or directly – will be key in identifying whether they feel that their voices are being heard, and what improvements could be made. Independent reviewing officers (IROs) have an important role to play in checking that this has happened, and will be able to report on how effectively young people are influencing their pathway plans.

## What are care leavers telling us?

The council should have a variety of methods for obtaining feedback from care leavers, for example care leaver councils or collating information from PAs. Regular reports on this information to the corporate parenting panel will help to spot issues early and make sure they're addressed, with the voices of care leavers considered in relevant decision making. In particular, the council should assure itself that care leavers feel safe, understand that they have someone they can talk to if there are any problems, and that they feel supported and listened to. The proportion of care leavers that the leaving care service is still in touch with should also be monitored. Councils should be striving to maintain contact with all care leavers up to the age of 25.

## How are we making sure that young people are able to take advantage of 'staying put'?

All young people in foster care should have access to staying put arrangements. Whenever a long term placement is being considered, there should be discussion between the foster carer and the child's social workers about the possibility of it leading to a staying put arrangement. The young person should, however, not have to decide whether this is something they wish to do until they are ready.

Young people living with IFA carers should also be able to stay put. Make sure that commissioning arrangements with IFAs allow for this possibility; staying put is not a fostering placement, so arrangements will need to be separately negotiated.

Both care leavers and foster carers need access to good information about staying put so that they fully understand the arrangements; make sure that both groups know where they can get the advice they need.

Councils will also need to consider what arrangements are in place for looked-after children who are not in foster care – for example, those in residential care – to support them when they have left formal care.

## Do we have a suitable range of accommodation options for care leavers, and how are they supported in each? What happens if something goes wrong?

Different care leavers will have different needs, so there should be a range of accommodation options available to give care leavers the appropriate support. Bed and breakfast accommodation is not considered suitable. While some young people may be able to take on a flat with minimal support from the council, others may need 24/7 access to support. Making sure that options are available to smooth the transition will increase the chances of a care leaver successfully settling into independent living, and reduce the chances of them becoming homeless.

There will need to be close working between the lead member for housing and the lead member for children, as well as between their respective departments. This will make sure care leavers' accommodation needs are catered for. Councils in two-tier areas will need to develop and maintain strong links with their district councils, who have responsibility for housing. This will make sure that the needs of care leavers are being taken into account in housing plans and housing allocation; what arrangements are in place for this, and how well are they working?

Having a fall back option – an emergency place to stay if things go wrong – can be a big comfort to care leavers. Most of us know that if something goes wrong, we've got somewhere to go, and someone who can work through problems with us even if it's not the first time.



Offering this to care leavers reduces the pressure on them, and is part of being a good corporate parent.

Care leavers up to the age of 21 are exempted from recent housing benefit reforms, meaning that they are not limited to the shared accommodation rates as most other young people are. However, there is still significant competition for affordable social and private rented accommodation in many areas. Consideration should be given to how care leavers will access this accommodation, for example, through allocation schemes, or by identifying particular private landlords to work with personal advisers to provide care leaver accommodation. How are care leavers helped to prepare for when this exemption ends at 21?

## How are we preparing care leavers to live independently?

One of the biggest issues raised by care leavers is that of isolation – without a strong and stable social network, it can be extremely hard to navigate life after leaving care. Some councils are already looking at ways in which they can help care leavers to develop social networks, while efforts to ensure stability of placements and school throughout care are also positive. This allows young people to spend time developing friendships and local connections. Some care leavers find it helpful to be in touch with fellow care leavers; are there opportunities for this in your council?

Practical support to develop life skills will significantly ease the transition for care leavers. In particular, teaching about budgeting will make it easier for young people when they need to start managing their own money, while making sure that children in care are learning to cook healthy meals will help them to look after themselves later on. Encouraging young people to help with household tasks, take on weekend jobs and allowing them increasing independence will all develop important skills to make the move to independent living less daunting.

Some local authorities have given council tax exemptions to care leavers to help them with their budgets as they adjust to living independently, while others have introduced budgeting courses so that care leavers understand what to expect when managing their own tenancy.

Care leavers should also have easy access to key documents and information that they will need when taking on tenancies or starting work. Examples of these could be a birth certificate, National Insurance number, passport and examination certificates.

The local offer is an important source of information, and it should reflect what care leavers say they need. When this is being developed, find out what care leavers said in the consultation, and what changes were made as a result. Having a clear local offer will make it far easier for care leavers to know what is available to help them to live independently.

It is also important to update the local offer regularly, in consultation with care leavers, to ensure that it is responsive to their changing needs.

## How are we working with our partners to support care leavers?

The Government wants to improve access to mental health provision for care leavers, as well as more general improved accountability for the local provision of health services. The NHS has a responsibility alongside councils to act as a corporate parent to care leavers,<sup>9</sup> and should be considering their needs in the development of plans and commissioning of services. Councillors can influence the design and funding of local NHS services through engagement with sustainability and transformation partnerships.

Your council should be represented on your local partnership through the director of public health or another senior lead.

Joint health and wellbeing strategies are developed by local leaders to enable planning and commissioning of integrated services to meet the needs of the local community. This will include reducing health inequalities and supporting the needs of vulnerable groups. These plans should include specific consideration of how partners will work together to support care leavers. Delivery of the strategy should also be monitored by the health and wellbeing board. Health scrutiny committees provide further opportunities to look at whether health services for care leavers are sufficient and appropriate.

There will be particular partnership considerations for young people leaving custody, who are at greater risk of becoming homeless, and are likely to have a range of specific needs for support including help with employment, training, or mental health. There should be strong joint working relationships and protocols between the leaving care service, the Youth Offending Service and the probation service to start making plans well ahead of a young person's release. The young person's voice and needs must be at the forefront of planning.

A national protocol has recently been introduced to encourage councils to work with partners to reduce unnecessary criminalisation of looked-after children and care leavers.<sup>10</sup> It may be useful to consider the local arrangements and specific support in place for care leavers.

## How do we help care leavers to find, and remain in, employment or further education and training?

While 62 per cent of care leavers aged 19-21 are already in education, employment or training and achieving well, this still leaves a significant minority who are not.<sup>11</sup>

Improvements are being made, for example, through the promotion of apprenticeships and further education, but clearly councils have a key role to play in making sure that care leavers have a clear path to follow to live independent lives.

Councils have approached this in various ways, from establishing partnerships with local businesses, to encouraging apprenticeship providers to actively consider care leavers, to providing training positions within the local authority. Personal advisers can support young people as they develop their pathway plans to find routes to achieve their goals, including applying for university places or finding jobs or traineeships. Universal careers services should also be involved in supporting care leavers to consider what they want to do after compulsory education has finished.

Bear in mind potential barriers to opportunities – care leavers might worry about where they will stay during university holidays, how they will get to a job outside their town, or whether they can support themselves through an apprenticeship. Check that it is easy to find out about financial and practical support available for all options, and that these are discussed with care leavers well in advance of key decision points.

## How are we promoting the care leaver covenant?

The Care Leaver Covenant aims to engage a range of partners across sectors to improve outcomes for care leavers. Councils may therefore wish to consider how they can promote and engage in this, for example:

- raising awareness of the covenant amongst council staff and partners
- offering ring-fenced apprenticeships, internships or work experience opportunities for care leavers
- revising the social value policy to ensure that apprenticeships, internships and work experience specifically for care leavers are a standard part of procurement practices
- working with local businesses, employer groups and other partners to increase the number, range and take up of education, employment and training (EET) opportunities for care leavers.

The covenant advocates a 'whole council' approach to this work, recognising that the responsibility for being a corporate parent does not solely reside with children's services.

## Are we being good corporate parents to care leavers?

Being ambitious for young people does not stop when they leave care. Find out how many care leavers the council is still in touch with – regular contact with care leavers will help to make sure they are in education, employment or training (or getting support to do so), managing their money and accommodation well, limiting the risk of homelessness, and that they are looking after their health and wellbeing.

Care leavers also need to know that the council is still ambitious for them, helping them to achieve goals in their pathway plans and working with them so that they can reach their potential.

Every councillor and officer across a local authority has a responsibility as a corporate parent to care leavers. This needs to be acknowledged across all levels of the organisation, and all corporate parents should prioritise the needs of care leavers.

For more information on corporate parenting, please see our 'Corporate parenting' resource pack.

## How are we ensuring that the corporate parenting principles are being applied to care leavers?

The aim of the corporate parenting principles is to provide leadership, challenge and accountability at every level and ask probing questions to ensure that care leavers are well supported. The Corporate Parenting Panel and Scrutiny Committee have a role in monitoring how the principles are being applied, what the barriers are and how the local offer for care leavers can be improved.

## How are we making sure care leavers have access to services they need for their health and wellbeing?

Care leavers are statistically more likely to need mental health support than young people in the general population because of the trauma and neglect that they may have experienced. So check what arrangements have been put in place to make sure they can get help if they need it. For young people with a need that meets the threshold for CAMHS (child and adolescent mental health services), find out what arrangements are in place for a smooth transition between children and adult services in your authority. Issues that do not meet the CAMHS threshold, for example, depression and anxiety, are likely to be treated through public health interventions such as online support, or through provision from GPs. Consider the



criteria for access to mental health services; do care leavers receive any priority access, and how are they told about this? The local offer is a good place to signpost to support services, including advising that GPs can help with mental as well as physical health – which some young people may not know.

While the majority of care leavers will have no such problems, the difficulties some have faced in their lives mean that, without proper support, they can be more likely to experience substance misuse problems or teenage pregnancy. A third of young people leaving care report problems with drugs or alcohol within a year<sup>12</sup>, while a quarter of young women leaving care are pregnant, and nearly half become pregnant within two years.<sup>13</sup> Access to drug and alcohol prevention and treatment services, sexual health and family planning services, should be well promoted. Data on take-up of these services, along with anonymised user feedback, will help to identify whether those services are operating effectively or need to change to meet young people's needs.

All of these issues fall within local authority public health responsibilities. When budgets are being set, consider what services are prioritised, the potential impact on care leavers and make sure you are satisfied that any risks to provision are adequately mitigated. For example, if a drug prevention service is to be reduced, are the remaining sessions in locations and at times that are accessible to care leavers, and will that provision be enough?

Physical health is also important. Care leavers should know who their GP and dentist are and how to make appointments. Support with prescription costs is available for those on certain benefits or on low incomes – care leavers may need to be made aware of this, and how to fill out prescription forms to ensure they receive this entitlement. Councils might also look at what support they can give to help care leavers look after their health, for example, access to leisure centres or support to keep up activities that they started in care.

<sup>12</sup> Ibid

<sup>13</sup> HM Government, 'Keep On Caring: Supporting Young People from Care to Independence', July 2016

## Are there particular considerations for unaccompanied asylum-seeking care leavers?

The 2016 Immigration Act removes the automatic right to support for an unaccompanied asylum seeking child following their 18th birthday. As they approach their 18th birthday, these young people must apply for extended leave to remain in the UK. This can be an extremely stressful time for young people, and it is important that they be supported through the process.

Councils can claim up to £200 per week to support care leavers who were supported as unaccompanied children and have leave to remain in the UK. They can also claim this support for care leavers awaiting the outcome of their asylum claim, or who are on their first appeal.

It is important that pathway planning for unaccompanied children takes into account a young person's immigration status; while most unaccompanied children are granted refugee status, humanitarian protection or another form of leave to remain, the decision-making process can be lengthy, leaving the young person in a difficult position to plan ahead. Engagement with the Home Office on asylum claims should be timely. Furthermore, work on the pathway plan should take into account both a potential future in the UK, or plans to leave the UK and resume life in the young person's home country if they have no lawful basis to remain.

It should be noted that those awaiting a decision on an asylum claim are not allowed to work. Pathway plans should be clear on the support available to the young person, and safeguard against potential risks, for example, informal work in poor conditions, or modern slavery. The risk of the young person going missing should also be considered when agreeing how often they will be in contact with their personal adviser. For more information, the Local Government Association (LGA) has worked with the Independent Anti-Slavery

Commissioner to produce a council guide to tackling modern slavery (see key resources and further reading).

## Are there particular considerations for other children in care with immigration issues?

Some children in care may have immigration issues but have not applied for asylum. For example, these children can be foreign-nationals who were removed from their families due to neglect or abuse, or who came to the UK with their families and were abandoned here. In some cases, the child might be stateless, or might be eligible for British citizenship but their citizenship application has not been made. As with unaccompanied asylum-seeking children, it is important that the child's immigration status be considered in any care plan, assessment, and pathway planning. Support, including legal advice, should also be provided so that the child can have the most secure status possible in accordance with their plans.

## Do we have processes in place for adult care leavers to access information about them?

An adult care leaver can ask their local authority at any time for information about their care records. So it is important to have systems and processes in place to enable them to do this smoothly and effectively. Some of the information that adult care leavers may read about their history in care or the way in which they came into care may be traumatic. Is support available to help people through this?

# Case studies

## City of York Council

---

City of York Council has a strong track record of supporting young people leaving care; a strength highlighted by Ofsted in its report published in February 2017. The inspectors acknowledged that, by listening to care leavers' views and shaping services around them, York now sees the vast majority of care leavers living in accommodation that suits their needs, with low numbers not in education, employment and training, and most making a successful transition to adult life.

This transition starts with developing a pathway plan at the care review nearest the young person's 16th birthday. This gives two years to put the right plan in place – whether that involves staying with a foster family beyond the 18th birthday ('staying put') or moving into independent living, and education, training or employment. Each case is referred to a personal adviser (PA) when the young person is 17. PAs generally manage caseloads of around 21, helping them know each young person well and make sure they get the best possible support to experience a smooth transition into the leaving care service.

The pathway team is well connected with information, advice and guidance services and the virtual school. This has resulted in the proportion of care leavers in education, employment or training being well above the national average. Two new programmes are being introduced to increase this proportion further, improve career information and support care leavers with learning opportunities.

Teaching life skills is a key element of preparing care leavers to live independently. A pathway life-skills toolkit supports carers

and key workers to make sure young people get the right level of help to develop those skills; which include saving money, budgeting and cooking for themselves. Young people are encouraged to remain with their foster carers after their 18th birthdays to continue learning life skills with them as part of the staying put programme, while those in supported housing benefit from personalised support to build their life skills and confidence at a pace that suits them.

Staying put is an option for all care leavers. Those in residential placements outside York are increasingly moved back to the city before their 18th birthdays so that they can take up this option which is part of a strategic initiative to 'Make York Home' for all young people in care. Staying put also includes young people fostered by connected persons or kinship carers, and those placed with independent fostering agencies. Acting on feedback from young people, those who stay put are encouraged to start work, or to get a Saturday job if they are in education, to make life as 'normal' and as like any other family as possible. As one young person commented, "I'm learning to handle money better as I pay board and pay my own phone bills", while another said they enjoyed "feeling part of a family". Those who go to university can return to their foster carer each holiday.

The option of a four-week stay in a 'taster flat' gives care leavers the chance to experience independent living. They know that they have support throughout their stay there as they develop their life skills before returning to their placement to work on any areas of development and consider what to do next. Accommodation options are varied to suit different needs. Some care leavers might

choose to go into a trainer flat with support from the pathway accommodation officer and pathway worker. While others who need more support might opt for supported lodgings with charity SASH or permanently-staffed hostel accommodation, where they have a named key worker and access to daily education sessions and independence skills training. This variety of options allows for gradually increasing independence.

The focus on life skills and a careful transition into accommodation is paying off – the vast majority of care leavers are successfully living independently in suitable accommodation, with none in houses of multiple occupancy. Where there are difficulties, regular risk assessments mean that they are caught early, with creative support packages put in place to help the young person to get back on their feet and move forward. Where care leavers aren't keen to engage and things go wrong, emergency accommodation is also provided – there is always another chance available.

Building a programme of support that genuinely works for care leavers has been helped by social workers and support staff who listen to the views of young people. Care leavers told Ofsted that the council listened carefully, recorded their views well and – importantly – acted upon them. As a result, most were positive about the care and support that they received.

David Purcell, Pathway Team Practice Manager at City of York Council, said: “We’ve made a real effort to learn from our care leavers to make sure that we can give them the best possible transition into adulthood. It’s important that each young person in care can work with us to achieve their ambitions, and can do that at their own pace.

“Every child in York deserves a place they can call home, and to enjoy family life wherever possible. As the corporate parents to care leavers, that’s what we do our best to give them.”

For more information, please contact:  
[david.purcell@york.gov.uk](mailto:david.purcell@york.gov.uk)

## Royal Borough of Greenwich

---

The Royal Borough of Greenwich has been working with charity MyBnk to make sure care leavers get good quality financial education to help them when they move into independent accommodation. Care leavers moving on to supported housing all attend the week-long accredited ‘Money House’ programme as part of their pathway, spending a week with other young people in a real flat learning about everything from tenancy agreements and safe borrowing to budgeting and choosing utility providers.

Referrals are all considered individually to make sure needs are understood and catered for on the course, and the young people are all contacted to sort out logistics to make sure they can attend.

The results of its first year are impressive:

- 97 per cent felt more confident about their financial situation
- attendees are three times less likely to have rent arrear issues than their peers
- no one who has completed the training has been evicted
- 90 per cent of those who felt their ability to pay rent and keep their tenancy was below average or poor felt that this improved as a result of the course, with 80 per cent going on to rate their ability as good or excellent.

Anneta Corbin, Family and Young People Service Manager at the Royal Borough of Greenwich said: “Money management is a vital skill for young people when they move into their own accommodation. We know from our care leavers that the better the support they receive to build these skills, the more confident they feel about making that move. Feedback from our care leavers on the programme has been really positive, and we’ve found that those who have been on the course are much more likely to maintain their tenancies when they move on to independent accommodation.”

For more information, visit:  
<http://mybnk.org/programmes/financial-education-the-money-house>

\*The Money House has now expanded to Newham and is funded by the JPMorgan Chase Foundation, Berkeley Foundation and Hyde Housing.

## Leeds City Council

---

A not uncommon challenge faced by young people leaving care and moving on into independent living and setting up their homes for the first time is getting practical support with things like decorating, plumbing in and setting up white goods, putting shelves up, and so on. These are things that many other young people moving on into independence might get support from their families to do. We work closely with our housing services within Leeds to provide suitable accommodation for young people making this first step, though often these tenancies require some degree of decoration and homemaking. Our experience has been that for some young people the condition of their new home can be variable and the desire to settle our young people into a personalised home can mean that we need to identify support to do this.

As a champion authority of the national Care Leavers Covenant, Leeds Care Leavers Services established a partnership with Engie Regen (Places and Communities Division). Engie Regen is the first private company to sign up as a signatory partner to the covenant, to provide a range of practical supports and offers directly to benefit care leavers. They are also long-standing ambassadors of 'Child Friendly Leeds', and have undertaken some fantastic work to support care leavers in Leeds. Such support includes redecoration, donation of paint, garden clearing, plumbing in washing machines, joinery and other practical home making support and DIY projects. ENGIE Regen are on target to complete 12 projects by December 2019.

This project has provided invaluable support to care leavers, allowing some to have their homes decorated to a high-quality professional standard and in many cases has enabled

young people to move quicker, feel settled and to feel a real pride in their new homes.

For further information, contact  
[joel.hanna@leeds.gov.uk](mailto:joel.hanna@leeds.gov.uk)

## Hampshire County Council

---

It isn't unusual for a young person to have goals that might seem unachievable. However, as corporate parents, it's important that councils put the views and wishes of care leavers at the heart of their plans, and work with them to progress towards their goals while keeping alternatives in mind.

At the age of 16, Rob was in the care of Hampshire Children's Services. He didn't engage in education, was using alcohol and was working with the Youth Offending Team following an assault charge. He did, however, show a flair for boxing, continuing to attend training even as he failed to show up for education or work. His hobby was supported by his foster carers, social worker and personal adviser. A pathway plan was developed that allowed him to follow his ambition to become a professional boxer, while encouraging him to take up opportunities with local colleges as alternative options.

As Rob started to win more local and UK title fights, his drive and commitment so impressed the children's services team that they sought out ways to acknowledge and reward his progress and encourage him further, as any good parent would do. This included helping with travel costs to fights, allowing him to travel abroad to a training school for a month, and then supporting him when he took the decision to move abroad to embark on a professional boxing career. A weekly allowance was also allowed, and goods were sent to help him set up home.

When Rob showed a desire to further his own education by learning the language of the country he competed in most frequently, Hampshire helped him to pay for a language course; his dedication to learning means he is now fluent in that second language.



Thanks to the flexibility, support and encouragement offered by Hampshire Children's Services and everyone else working with Rob, he is now a professional boxer who no longer drinks or smokes, and is living a successful, independent life.

For more information, please contact:  
[cathi.hadley@hants.gov.uk](mailto:cathi.hadley@hants.gov.uk)

## Trafford Metropolitan Borough Council

---

Listening to your care leavers is the perfect way to find out what can really make a difference to them – and it isn't always complicated. In Trafford, the care leavers' forum highlighted that their £57.10 per week benefit had one key problem – it left £7.10 each week that couldn't be withdrawn from the cash point. The point was raised with councillors, who agreed that raising the benefit to £60, which could be withdrawn in £10 denominations, made far more sense. It was also noted that the extra £2.90 could pay for two day's gas in a young person's flat, or cover a chip supper treat. Care leavers were delighted with the response, which showed that they were genuinely listened to and that their corporate parents cared about their lived experiences.

On another occasion, a care leaver raised with Trafford Council that it didn't feel fair for him to search for work or training while his fellow care leavers could still get their benefits without making the same effort. The council therefore decided that the importance of getting care leavers into education, employment or training made it worth providing an incentive. The Corporate Parenting Board agreed an incentive of up to £30 a week for care leavers who were actively engaged – which could cover anything from work experience, to visiting a job centre, to working with their personal adviser. They could also get a free weekly bus pass to help them carry out these activities. The overall package was worth more than £100 to care leavers who actively worked towards

improving their own outcomes, and has proven extremely popular. Seventy per cent of Trafford care leavers are now in education, employment and training – higher than the national average, and a positive indicator of how care leavers are supported by the council.

For more information, please contact:  
[aftercare@trafford.gov.uk](mailto:aftercare@trafford.gov.uk)

## London Borough of Islington

---

Islington's leaving care service, Independent Futures, works with care leavers and 16 to 17-year-olds in care to provide a holistic service that prepares and supports them as they move towards independent living. The service has sought innovative ways to help care leavers to make sure they're in a strong position when they leave care. Support includes establishing support networks, providing mental health support, and helping with finding further education and employment.

A key concern of young people when they leave care is around the support networks they will have when they are no longer 'looked-after'. The Grand Mentoring Scheme pairs care leavers with a 'grandparent' who mentors the young person, and provides support and guidance as they move into adult life. This gives them someone independent from the council that they can rely on for help, and who they can build a stable relationship with as they take on greater independence.

Independent Futures has also teamed up with a wide range of local partners from the public, private and charity sectors to give care leavers access to employment and training opportunities. We have an enhanced offer that enables those who wish to attend university to be able to do so with the support of services and additional financial allowances. The variety of partners reflects the range of young people looked-after by the council, providing a broad spectrum of possibilities to show them how much is possible.

## East Riding of Yorkshire Council

---

The council also works closely with partners in the arts and performance sector to give young people a way to develop their sense of identity and personal achievement, promoting the confidence and resilience that they'll need as they move into work, as well as raising aspirations.

Supporting the physical and mental health, and wellbeing of care leavers is paramount. Well-used weekly drop in health sessions make sure care leavers can get advice when they need it, while free counselling and advice commissioned from a local mental health charity allows them to get support quickly if they find themselves struggling with mental health difficulties. We have also recently embedded clinicians within the service and introduced a specialist mental health social worker within the service in recognition of the level of need some of our young people present with. Regular liaison between CAMHS and adult mental health services ensures continuity of provision for those care leavers who have specific emotional health needs. Where young people need to visit specialists, young people's advisers offer to attend with them for moral support and to make sure they can attend the appointment. We are keen to offer early intervention and encourage young people to make use of personal health budgets (Choice and Control) to improve their mental wellbeing.

Councillor Kaya Comer Schwartz, Executive Member for Children, Young People and Families, said: "Young people when discussing their care experience, have told us that forming and maintaining relationships is important to them and we are committed to being their lifelong champions. We work hard to ensure that we reduce any barriers to them being involved and achieving their full potential. Our revised offer to care leavers reflects this as well as the passion and commitment we as a council have for our care leavers."

For further information, please contact [stephen.rice@islington.gov.uk](mailto:stephen.rice@islington.gov.uk)

When Ofsted rated support for care leavers at East Riding of Yorkshire Council as 'outstanding', it confirmed one of the pathway team's core beliefs – that getting the basics right, and really understanding what works, are key to making sure that care leavers have a positive experience and make good progress.

Staff working with care leavers know the importance of stability and relationships to children in care, so the pathway team starts working with them in Year 11 to carefully manage the transition from looked-after child to care leaver. Care leavers also work with several members of the team to make sure there is always someone who they can talk to, and who knows them well enough to provide the right kind of support.

Each member of the pathway team has an average caseload of 15, giving them the time to dedicate to each care leaver, while managers work hard to make sure staff have all they need to do the best possible job. This includes an excellent range of training to cover the types of issues young people may face, including the dangers of radicalisation and self-harm.

East Riding has also set up a post-16 sub-group of the virtual school to make sure care leavers' needs are being met and to raise aspirations among both the young people and the service providers. The group is chaired by the pathway team manager, and includes further education colleges, training providers and Jobcentre Plus. Care leavers are given highly supportive mentoring and specialist advice about their potential options as they progress into further or higher education, training or employment. This strong partnership working at all levels has led to the authority having 69 per cent of care leavers engaged in education, employment or training, higher than similar authorities and the national average.

Pathway Team Manager Sue Smyth said:  
“One of the most important things that we do is to gain care leavers’ trust, and show them that we’ll support them, no matter what. We’re always keen to try new ideas, but we make sure those basic relationships and core support are never compromised, because they’re the foundations for a strong service. Our care leavers tell us that they feel safe, and that they wouldn’t be where they are now without our support – and that’s the most important thing for all of us.”

For more information, please contact Sue Smyth: [www.eastriding.gov.uk](http://www.eastriding.gov.uk)



# Key resources and further reading

Barnardo's and St Basil's Care leavers accommodation and support framework, 2015

Children and Families Across Borders  
[www.cfab.org.uk](http://www.cfab.org.uk)

Department for Education, Children Act 1989 Statutory Guidance: Transition to adulthood for care leavers, October 2010 (updated January 2015)

Department for Education, Department for Work and Pensions, and HM Revenue and Customs, Staying Put guidance, May 2013

Department for Education, Applying corporate parenting principles to looked-after children and care leavers, February 2018

Department for Education, Extending personal adviser support to all care leavers to age 25: statutory guidance for local authorities, February 2018

Department of Education, Home Office, Ministry of Justice, National protocol on reducing the criminalisation of looked-after children and care leavers, November 2018

Fostering Network, Staying Put: Guidance for children and young people services, fostering services and leaving care services, September 2017

HM Government, Keep On Caring: Supporting young people from care to independence, July 2016

House of Commons Library: Support for care leavers: Briefing Paper, March 2019

Local Government Association, Tackling Modern slavery: A council guide, December 2017

[www.local.gov.uk/modern-slavery-council-guide](http://www.local.gov.uk/modern-slavery-council-guide)

Local Government Association, A councillor guide to tackling modern slavery, September 2019

[www.local.gov.uk/councillor-guide-tackling-modern-slavery](http://www.local.gov.uk/councillor-guide-tackling-modern-slavery)

Care Leaver Covenant  
[www.mycovenant.org.uk](http://www.mycovenant.org.uk)

The Children's Partnership, Staying Put: Good practice guidance, 2014



**Local Government Association**

18 Smith Square  
London SW1P 3HZ

Telephone 020 7664 3000


Fax 020 7664 3030

Email [info@local.gov.uk](mailto:info@local.gov.uk)

[www.local.gov.uk](http://www.local.gov.uk)

© Local Government Association, November 2019

For a copy in Braille, larger print or audio,  
please contact us on 020 7664 3000.  
We consider requests on an individual basis.

	<p style="text-align: center;"><b>CHILDREN, EDUCATION and SAFEGUARDING COMMITTEE</b></p> <p style="text-align: center;"><b>13 January 2020</b></p>
<p style="text-align: center;"><b>Title</b></p>	<p>Children in care residing in unregulated placements</p>
<p style="text-align: center;"><b>Report of</b></p>	<p>Chairman of the Committee, Councillor David Longstaff</p>
<p style="text-align: center;"><b>Wards</b></p>	<p>All</p>
<p style="text-align: center;"><b>Status</b></p>	<p>Public</p>
<p style="text-align: center;"><b>Urgent</b></p>	<p>No</p>
<p style="text-align: center;"><b>Key</b></p>	<p>No</p>
<p style="text-align: center;"><b>Enclosures</b></p>	<p>None</p>
<p style="text-align: center;"><b>Officer Contact Details</b></p>	<p>Brigitte Jordaan          Director of Children Social Care – Family Services  <a href="mailto:Brigitte.Jordaan@barnet.gov.uk">Brigitte.Jordaan@barnet.gov.uk</a></p>

## Summary

This report provides an overview of the provisions used for children in care that are termed unregulated within Children's homes and Fostering regulations and by Ofsted. This is in response to the Members' item raised at the previous CES.

The report defines what may be considered an unregulated provision, informs on the concerns highlighted by Ofsted and reports on Barnet's cohort of children who reside in unregulated placements.

## Recommendations

**1. That the Committee consider and note the information in the report.**

### 1. WHY THIS REPORT IS NEEDED

- 1.1 The use of unregulated providers for children in care is not unusual as OFSTED does not have the statutory powers to inspect all types of provision, senior officers have oversight of this provision and have reviewed the use of such providers in Barnet. In response to a Members' item at this Committee on 10 September 2019, it was agreed that a report would be prepared to enable Members to effectively undertake their role as Corporate Parents
- 1.2 This report will seek to clarify the definition of the unregulated provision, look at how they are used for children in care and how Barnet Family Services ensures the suitability and quality of care of these providers.
- 1.3 An unregulated provision is allowed in law. This is when children, usually over the age of 16, need support to live independently rather than needing full-time care. Ofsted do not regulate this type of provision.

It is used as a stepping stone to independence, and only ever when it is in a young person's best interests. For a number of young people, it is the right choice. Some children do not want to live with foster parents or live in a children's home. For some unaccompanied asylum-seeking children, this can be the right option too, but not for all.

- 1.4 The most common type of unregulated provision is supported living. This is accommodation where children are visited and get some support as they move towards independence.

Supported living is not regulated by Ofsted. It is for the local authority, as 'corporate parents', to make sure any placements are safe and suitable for their child to live in.

We know there is some high-quality supported living that makes a difference to children's lives. But some are of poorer quality, and are not doing all they need to do for children.

- 1.5 An unregistered provision is different to an unregulated provision. The staff at an unregistered provider may not necessarily realise that they need to register the

provision with Ofsted. This can happen when a supported living provider has extended what they do without recognising that they have crossed into providing care. It is also common in short-term arrangements or crisis responses when a placement for a child needs to be found quickly.

- 1.6 It is important that the local authority know which providers are not registered, so that we can make the best decisions about where to place children. We know, for example, there is not enough provision in the secure estate and specialist mental health services. This has an impact on options for children and the decisions that are made for them.

At times, many children are living further away from home than they need to. The market for good quality regulated placements is under pressure with the increase of complex adolescents coming into care and this can result in the use of crisis placements and supported accommodation.

- 1.7 In the recent inspection of Barnet Children services (May 2019), Ofsted noted, *“Children in care placed outside of the local authority are well supported and have appropriate access to relevant health and education provision. If children are placed out of borough, this is often in response to a safeguarding or complex need, and active consideration is given to children returning to a local placement when this is consistent with their needs. Appropriate notifications are made to host authorities.”*
- 1.8 In Barnet, there are currently 49 young people in semi-independent provisions (supported accommodation). Provisions range from where a young person is receiving a low level of support eg 5 hours of keyworker sessions to where young people receive up to 20 hours of support due to their needs.
- 1.9 Since April 2019 we have used 9 crisis and solo placements that are not regulated. Four young people were under 16 years old. These are used for the maximum of 28 days for young people under the age of 16 in exceptional circumstances and for over 16 year olds these provisions can be extended. The Head of Service for placements approves these arrangements. They are monitored by the Placements team very robustly to ensure that each child has a clear and realistic transition plan to their next provision. Should there be a need for an extension to the 28 days the Director of Children Social Care will make this decision.

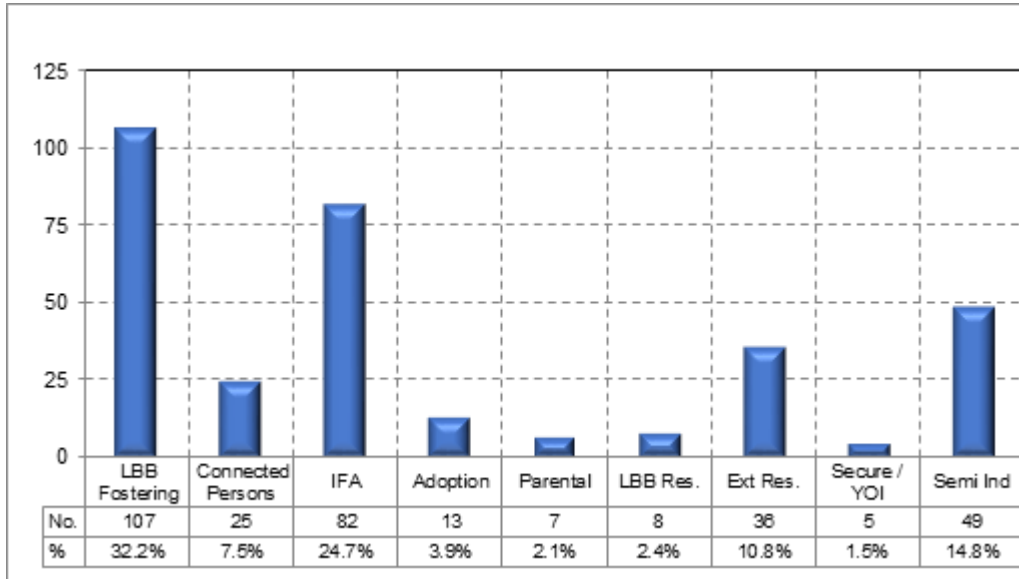


Figure 1: Placement types for children in care

CiC in unregulated provision			
Age	Current	18/19	17/18
16	19	11	15
17	30	38	51
Total	49	49	66

Of the 49 young people, 20 are unaccompanied asylum seeking children.

Avg length of time in provision (days)			
Age	Current	18/19	17/18
16	137	86	713
17	214	239	595
Tot	184	205	622

The average length of time that they reside in supported accommodation is approximately 6 months. The majority of children leave these provisions to return home or to move to their own accommodation at 18 years.

- 1.10 The West London Alliance has very recently introduced an accreditation scheme for unregulated accommodation and support services, such as semi-independent services, hostels, supported lodgings and floating support services. The scheme may be used as a search option for Local Authorities within the planned WLA Unregulated Services Dynamic Purchasing Vehicle.

Within the first month 80 organisations registered an interest, 27 have applied and 19 have provided sufficient information to progress to the inspection stage. To date 6 inspections have been carried and of these, 4 providers passed. There is interest in this scheme nationally.

- 1.11 Ofsted has been requested to consider implementing a regulatory system for supported living. This might seem an easy solution to address the concerns about the safety of children as everyone wants more high-quality provision and good decision-making for children.

Regulation could help local authorities with that, but are there other safeguards we need to have in place too. The first step has to be that all local authorities take the right steps to make sure that the children they are responsible for are living in safe and suitable places.

- 1.12 What is needed is for children to have that right 'stepping stone' from care to independence. Something that sets them in the right direction with the right support. Many providers offer excellent support to children, equipping them well for their futures.

- 1.13 Placement Officers within the Placement Team visit providers before we contract to use them, and they complete a number of safeguarding checks on providers. These include DBS check on staff, references from other Local Authorities, views of the social worker, IRO and Virtual school as to the quality of provision. If a young person has possible gang affiliation or was a victim of exploitation, prior to placing the young person with a provider, the address of the provider is checked with the police and Youth Offending Service.

Placement Officers read the Statement of Purpose and check that all policies are in place and are implemented. These include the Child Protection Policy, Preparation for independence programme, Risk assessment, Drug and alcohol policy, training for staff, complaints procedures, Location Assessments and recruitment process, Health and Safety, Training and Development of staff, Whistleblowing, Discipline and Grievance Policy. The robust initial checks and contractual requirements with every provider used by Barnet Family services serves to ensure that we do secure the best available place for our children to live and have access to the right level of support. It also provides the framework in which we can take immediate action to move a young person should the need arise.

- 1.14 The children's social work teams are encouraged and approached to give feedback on the standard and effectiveness of the providers and this is fed back to the providers. Regular feedback is offered to other authorities within the WLA and the North London consortium on providers used for Barnet children.

Monitoring visits to the providers take place on a 3 to 6 monthly basis, and if a notification is received in relation to a provider, from another authority or from Ofsted in response to a complaint investigation, with a standard of care concern, an immediate visit will be conducted to the provider if we have a young person residing there. A planning meeting with the child's social work team will be



arranged and a risk assessment and plan to either mitigate the risks or move the young person will be agreed by professionals.

- 1.15 Following a sharp increase in the number of unaccompanied asylum seeking children aged 16+ requiring accommodation and specialist support over the last 3 years, Family Services has commissioned a range of supported accommodation in borough. This includes 10 hours of dedicated keyworker support per week, where required, and 24 hour support. The provision includes high quality accommodation within the borough, in accordance to individual needs. Our local support providers have a wealth of expertise in supporting unaccompanied asylum seeking children and provide holistic and personalised support to achieve positive outcomes for these young people.
- 1.16 At times the supported accommodation out of borough is appropriately used for young people whose safety has been compromised through their involvement in gangs. The providers we use are able to put the necessary support in place that creates opportunities for young person to experience different activities, role models and reflective space with other young people to assist them to change behaviours and re-engage with education or training. For adolescents that enter our care at 16 or 17 years often find moving into a family setting very difficult and respond positively to the supported environment to develop independent skills before moving to own property at 18.
- 1.17 On reviewing placement changes it is however worth noting that in the last year and currently there is a positive trend of moving young people out of supported accommodation into foster care before they turn 18.

In 2018/19 four young people moved to foster care and to date three have moved from supported accommodation to foster care this year. This is a very positive move for them as many of our young people will stay put with their carers and have the opportunity to remain within a family until they are better able to manage their own properties.

This also decreases the number of young people having to go into stepping stone accommodation prior to their permanent housing is identified. This is a trend that needs to further strengthen as it is a way to ensure stability and positive support for young care leavers.

- 1.18 For young people post 18 who are finding the prospect of living independently confusing and who may have emotional needs that may be impacted by living on their own, we have maintained the supported accommodation for them for 3 to 6 months. The support provided to these young people focusses on preparation for independence and where possible will include outreach to the young person when they move to their permanent property.

## **1 REASONS FOR RECOMMENDATIONS**

Members are asked to note progress to ensure scrutiny by elected members and improve the effectiveness of the local authority in fulfilling their corporate parenting responsibilities and delivering services to children in care and care leavers.

## **2 ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED**

Not applicable.

## **3 POST DECISION IMPLEMENTATION**

Not applicable.

## **4 IMPLICATIONS OF DECISION**

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

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

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

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

5.2.1 Resource implications associated with the Ofsted Improvement Action Plan and Family Services operations are outlined within the Ofsted Update and Q2 Performance Monitoring Report.

### **5.3 Social Value**

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

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

5.4.1 Local authorities have specific duties in respect of children under various legislation including the Children Act 1989 and Children Act 2004. They have a general duty to safeguard and promote the welfare of children in need in their area and, if this is consistent with the child's safety and welfare, to promote the upbringing of such children by their families by providing services appropriate to the child's needs. They also have a duty to promote the upbringing of such children by their families, by providing services appropriate to the child's needs, provided

this is consistent with the child's safety and welfare. They should do this in partnership with parents, in a way that is sensitive to the child's race, religion, culture and language and that, where practicable, takes account of the child's wishes and feelings.

- 5.4.2 Section 1 of the Children and Social Work Act 2017 introduces corporate parenting principles, which comprises of seven principles that local authorities must have regard to whenever they exercise a function in relation to looked after children and care leavers. These principles apply to every part of the local authority, not just to children's services. These are largely a collation of existing duties local authorities have towards looked after children and those leaving care.
- 5.4.3 Under the Council's Constitution, Article 7 the terms of reference of the Children, Education and Safeguarding Committee includes responsibility for all matters relating to schools, education and safeguarding.
- 5.4.4 The President of the Family Division's has recently issued guidance to local authorities on the use of unregulated placements (Nov 2019). The guidance only relates to cases which are in proceedings, and makes it clear that if a provision is not registered the reason for this must be made clear. If registration is not required because the provision falls within the terms of "unregulated provision", such as supported living which falls outside Ofsted's scope of registration, or that a statutory exemption applies, the LA must ensure that the premises and support being provided are safe and suitable for the child accommodated. If care rather than support is being provided, then the provision is likely to require registration.

## 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.

## 5.6 Equalities and Diversity

- 5.6.1 The 2010 Equality Act outlines the provisions of the Public-Sector Equalities Duty which requires Public Bodies **to have due regard** to the need to:
  - eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010
  - advance equality of opportunity between people from different groups
  - foster good relations between people from different groups
- 5.6.2 The broad purpose of this duty is to integrate considerations of equality into day business and keep them under review in decision making, the design of policies and the delivery of services
- 5.6.3 Equalities and diversity considerations are a key element of social work practice. It is imperative that help and protection services for children and young

are sensitive and responsive to age, disability, ethnicity, faith or belief, gender, gender, identity, language, race and sexual orientation. Barnet has a diverse population of children and young people. Children and young people from minority ethnic groups account for 52%, compared with 30% in the country. Of the 49 Children in Care currently in unregulated provision, 20 (41%) are Unaccompanied Asylum Seeker Children, and therefore will be from minority ethnic groups.

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

## 5.7 Corporate Parenting Principles

- 5.7.1 In July 2016, the Government published their Care Leavers' strategy *Keep on Caring* which outlined that the "... [the government] will introduce a set of corporate parenting principles that will require *all departments* within a local authority to recognise their role as corporate parents, encouraging them to look at the services and support that they provide through the lens of what a reasonable parent would do to support their own children.'
- 5.7.2 The corporate parenting principles set out seven principles that local authorities must have regard to when exercising their functions in relation to looked after children and young people, as follows:
1. to act in the best interests, and promote the physical and mental health and well-being, of those children and young people;
  2. to encourage those children and young people to express their views, wishes and feelings;
  3. to take into account the views, wishes and feelings of those children and young people;
  4. to help those children and young people gain access to, and make the best use of, services provided by the local authority and its relevant partners;
  5. to promote high aspirations, and seek to secure the best outcomes, for those children and young people;
  6. for those children and young people to be safe, and for stability in their home lives, relationships and education or work; and;
  7. to prepare those children and young people for adulthood and independent living.
- 5.7.3 As part of the Ofsted improvement journey and to ensure that Barnet has due regard to the Principles and improves on the delivery of corporate parenting to children in care and care leavers in Barnet, we:
- submit an annual report on performance of the corporate parenting

advisory panel.

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

## **5.8 Consultation and Engagement**

- 5.8.1 Consultation and engagement with children and young people is central to social work practice and service improvement across the Safeguarding Partnership. A service user experience strategy has been developed and was launched on 19th February 2018. The strategy ensures that how we work with children and young people is child centred, that we know, understand and can capture the lived experience of children and feed lessons learnt into service improvement. We have nominated Voice of the child champions across partner agencies and within Family Services to promote and lead on the Service User Engagement agenda within their respective areas.
- 5.8.2 Our Voice of the Child Strategy Group enables the wider engagement of children and young people in service design and commissioning of provision across the partnership. This includes youth forums such as Barnet Youth Board and Youth Assembly, the SEN forum (to co-design services) and Children in Care Council (to improve the support children in care receive). The team have been working closely with UNICEF UK to deliver the Child Friendly Communities and Cities initiative. This is a global programme that aims to advance children's rights and well-being at the local level. More recently the team have had a change in staff with a newly appointed Voice of the Child Coordinator and Child's Rights Lead. The team are reviewing the current Youth Voice Offer to develop a structured action plan to focus on increasing reach and impact for children and young people in Barnet.
- 5.8.3 The Barnet Children's Services Improvement Action Plan looks to improve children's participation to ensure that all decisions and planning that affects them is influenced by their wishes and feelings. The action plan also includes actions to strengthen how the views and experiences of children, young people and their families influence service design. This feedback will also help monitor the impact of improvement activity.
- 5.8.4 Improving the quality of services to children is a key partnership and corporate priority and collective work is needed across the partnership and the council to

drive improvements. The action plan was completed in consultation with various stakeholders. Staff engagement activities have included monthly staff briefings, team meetings, staff conference. Partners have been engaged through the safeguarding partnership board. Senior leaders are members of the Improvement Board and their continued engagement is assured through core multiagency groups and specific forums such as head teacher's forums.

## 5.9 Insight


- 5.9.1 Data is analysed from a range of services, both internal and external, to identify needs, trends and good practice to drive improvement and meet the need of Barnet's children in care and care leavers.

## 6 BACKGROUND PAPERS

- 6.1 ADCS response on Use of unregulated settings  
Charlotte Ramsden, Chair of the ADCS Health, Care and Additional Needs Policy Committee
- 6.2 ADCS response to APPG report on missing children – 16 September 2019  
Rachel Dickinson, ADCS President
- 6.3 The Care and Support (Ordinary Residence) (Specified Accommodation) Regulations 2014  
<http://www.legislation.gov.uk/uksi/2014/2828/made>
- 6.4 President of the Family Court, *Practice Guidance: Placements in unregistered children's homes in England or unregistered care home services in Wales*, November 2019  
<https://www.judiciary.uk/publications/practice-guidance-placements-in-unregistered-childrens-homes-in-england-or-unregistered-care-home-services-in-wales/>

This page is intentionally left blank



	<p style="text-align: center;"><b>Children, Education and Safeguarding Committee</b></p> <p style="text-align: right;">January 13, 2020      AGENDA ITEM 9</p>
<p style="text-align: center;"><b>Title</b></p>	<p>Barnet Safeguarding Children Partnership Board Annual Report 2018-19</p>
<p style="text-align: center;"><b>Report of</b></p>	<p>Chairman of the Committee, Councillor David Longstaff</p>
<p style="text-align: center;"><b>Wards</b></p>	<p>All</p>
<p style="text-align: center;"><b>Status</b></p>	<p>Public</p>
<p style="text-align: center;"><b>Urgent</b></p>	<p>No</p>
<p style="text-align: center;"><b>Key</b></p>	<p>No</p>
<p style="text-align: center;"><b>Enclosures</b></p>	<p>Appendix 1: BSCP Annual Report Final Draft.</p>
<p style="text-align: center;"><b>Officer Contact Details</b></p>	<p><b>Leanne Levers – <a href="mailto:Leanne.levers@barnet.gov.uk">Leanne.levers@barnet.gov.uk</a></b></p> <p><b>Ben Thomas- <a href="mailto:ben.thomas@barnet.gov.uk">ben.thomas@barnet.gov.uk</a></b></p>

<b>Summary</b>
<p>This report provides an overview of the activities that took place over the course of the 2018-19 financial year across all the statutory partners. Each agency provided information about their role in safeguarding, their structures, their objectives and achievements gained throughout the year as well as goals for the following year.</p>

<b>Officers Recommendations</b>
<p><b>That the Committee consider the report and provide comments prior to final approval by the Barnet Safeguarding Children’s Board.</b></p>

**1. WHY THIS REPORT IS NEEDED**

**1.1. Executive Summary**

- 1.1.1. Under Section 13 of the Children Act 2004 local authorities are required to establish Local Safeguarding Children Boards for their area. The Statutory objectives and functions of LSCBs were set out are outlined under in Section 14 of the Children Act 2004. The Children and Social Work Act 2017 repealed this part of the Children Act 2004, however there are transitional arrangements pending introduction of the new partnership arrangements which was completed in September 2019

- 1.1.2. The Chair of the BSCP must publish an annual report on the effectiveness of child safeguarding and promoting the welfare of children in the local area. The report should be published in relation to the previous year and submitted to the Chief Executive, Leader of the Council, the local police and crime commissioner and the Chair of the Health and Well-Being board.
- 1.1.3. Working Together to Safeguard Children 2015 provides guidance on what should be included in the annual report as;
- a rigorous and transparent assessment of the performance and effectiveness of local services, discussing areas of weakness, the causes of those weaknesses and the action being taken to address them as well as other proposals for action.
  - lessons from reviews undertaken within the reporting period
  - the outcome of assessments on the effectiveness of Board partners' responses to child sexual exploitation
  - analysis of how the LSCB partners have used their data to promote service improvement for vulnerable children and families, including in respect of sexual abuse.
  - data on children missing from care, and how the LSCB is addressing the issue.
- 1.1.4. The BSCP annual report looks at partners improvement journey against the 2017 Ofsted Inspection. Looking in detail at the work undertaken by the partnership and the outcomes of that work
- 1.1.5. The report looks at the profile of safeguarding and child protection in Barnet, and highlights areas where the BSCP will need to consider next steps

## **2. REASONS FOR RECOMMENDATIONS**

- 2.1 There is a regulatory requirement on the LSCB to publish an annual report. This approach enables widespread access of information in a clear and concise manner.

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

- 3.1 N/A

## **4. POST DECISION IMPLEMENTATION**

- 4.1 The report will be published online and in print once final approval is given by the LSCB.

## **5. IMPLICATIONS OF DECISION**

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

- 5.1.1 The annual report supports the council' s commitment to the effective safeguarding of the borough's vulnerable children and adults within the 2015-20 Corporate Plan, and strategic vision. The work of the BSCP was aligned to family services improvement plan and supports key objectives within it. The annual report outlines how the BSCP have made improvements against Ofsted recommendations of 2017 and plans to move towards the new arrangements.

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

- 5.2.1 Existing financial commitments are accounted for within current budgets.

### **5.3 Social Value**

5.3.1 The social value of the report is reflected in the commitment and applications of core principles of Safeguarding

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

5.4.1 This report is the last annual report of the independent chair of the BSCP, as required by previous guidance and section 13 of the Children Act 2004. The new safeguarding partnership will consider the report in determining the priorities moving forward.

5.4.2 The Council's Constitution, Article 7 sets out the terms of reference of the Children, Education and Safeguarding Committee which includes responsibility for all matters relating to schools, education and safeguarding.

#### 5.5 **Risk Management**

5.5.1 The BSCP works within a risk management approach aligned to the Council's risk management framework.

#### 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 protected characteristics are:

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

5.6.3 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. The BSCP works to keep equality at the core of its business

#### 5.7 **Corporate Parenting**

The BSCP monitors and receives assurance on boroughs corporate parenting role, through annual reports, ensuring that the local authority fulfils its responsibilities as a corporate parent for the children it looks after, ensuring that they receive a good service that meets their range of needs and are provided with safe and stable care that enables them to flourish and achieve. IROs ensure quality assurance of children and young people's care plans and are well placed to provide challenge to the professional systems responsible for supporting children and young people in care. The BSCP regularly reviews information and performance on Looked After Children through its performance dashboard.

#### 5.8 **Consultation and Engagement**

5.8.1 The BSCP works with the Voice of the Child Team to build insight into local needs and views.

## 5.9 **Insight**

5.9.1 The annual report reflects thematic deep dive audits as well as annually reported statistical returns for family services.

## 6 **Background Papers**

6.1 N/A



# Annual Report 2018 – 2019



**Barnet**  
Safeguarding  
Children Partnership





# 1 Introduction - Independent Chair

## Welcome to Barnet Safeguarding Children Partnership's annual report.

I was appointed as Independent Chair in January 2019 to help in the delivery of the improvement work and support partners respond to the opportunities introduced by the Children and Social Work Act 2017 to reconfigure the way in which agencies might work together to ensure safeguarding activity and arrangements are coordinated in a way that improved outcomes for children and families in Barnet.

I am grateful for the work already undertaken by BSCP's previous Chair, Andrew Fraser and the Safeguarding Partnership Team.

They worked extremely hard to deliver consistently high standards within the quality assurance work of the Partnership, whilst also leading on new initiatives, such as the Harmful

Practices Strategy and re-established vital links with the Community, Voluntary and Faith Sectors and bringing professionals and young people together for a programme of workshops so that the voice of the child can truly shape the work of the partnership and operational practice.

You will read within this report how partner agencies work within their own organisations and collectively to identify areas for improvement and to evaluate what we do well. The nature of this report means that the focus will be on the exceptional; we do not necessarily report on activities carried out as part of our usual business.

For example, as Chair I have attended many forums to raise the profile of safeguarding. The BSCP is recognised as a useful body to consult where partners are proposing changes in policy, practice or service delivery that might impact of safeguarding responsibilities.

I also want to take this opportunity to comment on the contribution made by many people to the work of the sub groups, their commitment enables the BSCP to carry out many of its functions. These functions focus on the need to offer constructive challenge about how local services, (be that statutory, voluntary community groups) work to provide safe, effective care to children and families at risk of abuse or neglect.

Equally the quality assurance functions of case review, multi-agency auditing and measuring policy implementation allows the Partnership to better understand if partners are responding in line with child and adult protection obligations and truly 'thinking family' when approaching their respective responsibilities. I would encourage anyone who is interested in this work to get in touch with the safeguarding board team as we would welcome involvement, particularly from community groups.

Whilst my time as BSCP's Independent Chair was always intended to be short, until the new arrangements were introduced in September 2019, I have been impressed with the desire of both frontline staff and strategy leaders that the new arrangements must have at its heart a commitment to ensuring the workplan is shaped by the 'voice of the child' and delivering improvements throughout our wider community with a promise 'generous leadership'.

This report details many positive improvements, but there is never room for complacency.

It is crucial for staff from across the statutory and community sectors to continue to work together to embed a shared understanding of the profile of risk in Barnet and to find new ways to coordinate responses to tackle all forms of abuse, including exploitation. Safe, effective recording and well-informed multi-agency discussion leads to more informed, better decision making both at an operational and strategy level.

Finally, I would like to extend my gratitude to members of the public, frontline staff and volunteers whom have attended training sessions or taken time privately to develop a better understanding of their role safeguarding children and families.

It is so important that Professionals working within partner agencies understand the risks and respond effectively when a child is facing abuse or neglect, but we must also work Partnership with the public. I would like to therefore take this opportunity to recognise the positive impact countless volunteers and carers without whom many more children would experience abuse or neglect.

I also want to express heartfelt thanks those who responded to the appeal that "Safeguarding is everyone's responsibility" by liaising a concern about a child or adult at risk. Without such vigilance and courage to report, many cases would not have come to light and, I have no doubt many more people would have experienced abuse and neglect.

**Fiona Bateman**  
Acting Chair





# 2 About us

Barnet Safeguarding Children Partnership Board [BSCP] was established in accordance with Section 13 of the Children Act (2004), the Working Together to Safeguard Children (2015) and the Local Safeguarding Children Boards Regulation 2006.

Working Together to Safeguard Children 2018 removed the duty to have a Local Children’s Safeguarding Board. Barnet’s safeguarding partners have been working through the year to agree what partnership arrangements would best deliver improved outcomes for children and families in the borough.

This annual report outlines what the BSCP and partners have done during 2018-19 to deliver the partnerships business plan and priorities. The BSCP continues to be committed to improving the effectiveness of the help being provided to children and their families. We have consolidated our quality assurance approach to challenge, monitor and review the safeguarding arrangements for children across the borough.

The 2018-19 business plan reflects the work progressed in 2017-18 to meet the recommendations for improvement outlined in the July 2017 Ofsted report, and is aligned to the priorities of the improvement plan.

## Membership:

- London Borough of Barnet Children and Family Services
- The Chief Officer of Police
- Barnet Clinical Commissioning Group
- The National Probation Service
- The Youth Offending Team
- Royal Free London NHS
- Foundation Trust
- Central London Community Health
- Barnet Enfield and Haringey Mental Health Trust
- Cafcass
- Education
- schools’ representatives.

**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.**

**THE BSCP IS RESPONSIBLE FOR COORDINATING AND ENSURING THE EFFECTIVENESS OF WHAT IS DONE BY EACH AGENCY FOR SAFEGUARDING AND PROMOTING THE WELFARE OF CHILDREN AND YOUNG PEOPLE IN BARNET.**



# 3 Strategic Priorities:

We have been driving sustainable improvement at pace through strong leadership and trusted partnerships from strategic to front line practice.

## Right Interventions at the Right Time

Family Services have launched a 0-19 Hub and developed the early intervention and prevention opportunities in working with children and young people.

## Enhancing Practice Leadership for Children

Strong quality assurance and performance has enabled senior leaders to monitor and challenge the effectiveness of front line practice.

## Strengthening the assessment and planning for children

We have been working to support the improvement of assessment and planning for children, and ensure that the right intervention is delivered at the right time. We monitor the feedback from children and young who have experience of services, and the effectiveness and timeliness of statutory assessments. We have improved how we share lessons learned from child deaths and serious case reviews.

## Engaging and Listening to children and young people

United Nation Convention on the Rights of the Child (UNCRC): ‘Article 12 (Respect for the views of the child): When adults are making decisions that affect children, children have the right to say what they think should happen and have their opinions considered’.

## Highlights of Children in Care Annual Survey 2018

Young people were feeling better informed about their future options, being supported after leaving school, college or university, and having the tools and resources to do the job.

## Next steps for the BSCP:

We will work with children and young people in Barnet through schools, voluntary community and faith forums, and our Professional and Young Peoples Forum to increase school-based training and resources on safeguarding.

Overall, young people felt that they had had the opportunity to understand and explore their identity and family culture. Life story work needs to continue so all children and young people have had this opportunity.

## Next steps for the BSCP:

to work with the Voice of the Child Team to increase opportunities and understanding around being LGBTQ and more opportunities linked to religion or country specific culture.

We will also work with schools to support young people to become champions and co-produce resources and information to raise awareness of harmful practices.

Emotional health continues to be a high priority and concern for young people in care, and leaving care. The experiences of this group of young people continue to put them at higher risk of poor mental health outcomes.

## Next Steps for the BSCP:

we will continue to raise awareness of mental health issues through our Professional and Young People’s Forum. We will also commission training for professionals and carers on mental health and how to access services and support.

Some respondents felt overwhelmingly positive about feeling safe in their community, however feedback from service user groups, young people more widely and #BOP – showed more concern about knife crime, gang activity and drug taking.

## Next steps for the BSCP:

Through the Professional and Young People’s Forum the partnership will bring together young people and representatives from services across Barnet to better understand what violence young people in Barnet experience, and feel is relevant to their communities. We will work with partners to reflect on the outcomes and how we can support young people to be and feel safe. There are signs that the quality of individual work with young people has improved with 70% seeing their Social Worker often enough, and a high rate of children and young people saying that they have at least some involvement in decision about them lives.

## Next steps for the BSCP:

**Service** user feedback will be monitored through the Performance and Quality Assurance Meeting.



# 4 Royal Free NHS Trust

The Royal Free London NHS Foundation Trust provides services to children, young people and their families across Barnet hospital, Chase Farm hospital, the Royal Free hospital and Edgware community hospital.

The Trust is committed to ensuring that it delivers services that are well led and that meet the requirement to keep children and young people, including the unborn safe from harm. Over the last year the trust has continued to roll out a case loading model for maternity care. This means that those women who are vulnerable will now receive continuity of midwife from a specialist team throughout their pregnancy, including labour and after the baby is born.

The feedback from the woman and from a recent Care Quality Commission (CQC) review of safeguarding services has been very positive and recognises the significant gains from having continuity of carer. There is now a dedicated perinatal mental health service at all hospital sites where woman can access antenatal and postnatal support.

Safeguarding activity including attendance at child protection case conference, training compliance, audit activity and numbers of staff accessing supervision are monitored by the Integrated safeguarding committee, chaired by the Group Chief nurse and shared with the Clinical commissioning groups.

The main staff group invited to case conferences are midwives and attendance for all staff at child protection case conferences is very high. We continue to deliver a full programme of in house safeguarding training which is led by our safeguarding training and development lead.

1. We will continue to monitor and improve consistency in our core social work practice, with a focus on planning and management oversight using our divisional plans, utilising our performance and QA framework and priorities identified in our Self Evaluation.
2. We will work towards ensuring we have the workforce we need to achieve our aspirations for children through a comprehensive training and development offer as part of our 'grow your own' approach, as well as developing our existing successful ASYE programme.
3. We will build on our innovative projects such as REACH and Trusted Relationships to ensure we are using new learning and ideas to grow our offer to young people and their families.

The Trust has contributed to the development of the multi-agency unborn protocol.

The Child Protection Information Sharing process which identifies all children subject to a child protection plan or who is a looked after child is now well embedded in all unscheduled care settings and there are plans to develop it into the unscheduled care settings where pregnant women attend.

The safeguarding children team have been responding to recommendations from recent Serious Case Reviews and the CQC visit and have developed screening tools and risk assessments to help staff identify children and young people at risk of harm.

The safeguarding team are working with Barnet CCG to deliver the relevant recommendations. Following a recent serious case review there has been an increased focus on young people where there are concerns about drug and alcohol misuse. A member from the commissioned young people drug and alcohol service now attends the weekly multi-disciplinary meeting in the emergency department where cases are discussed.

All new starters complete level 1 safeguarding children training and clinical staff complete Level 2 as part of their corporate induction on their first day at the trust. Level 3 training is mandatory for clinical staff in the emergency department, maternity and paediatrics which is approximately 1200 staff.

All new starters attend a full Level 3 training day followed by annual updates or access training provided by the partnership or other external training. Internal Level 3 dates are delivered in the form of seminars addressing specific aspects of safeguarding children in greater detail, usually with experts from local services contributing to the seminars. The CQC recent review noted that 'Staff spoke highly of the Level 3 training and subject specific sessions'.

Between April 2017 and March 2018, a total of 29 Safeguarding Children Level 3 updates were delivered at the trust covering the following topics:

- deliberate self-harm (with the Barnet and Enfield Mental Health Trust and CAMHS) (3)
- fabricated and induced illness (with the Designated Doctor and Nurse in Barnet) (1) safeguarding
- children living with alcohol/ substance misuse (with WDP and FWD) (4)
- female genital mutilation (with the Designated Doctor for Camden) (1)
- trafficking children / modern slavery including county lines (with the Metropolitan police and the NSPCC's Child Trafficking Advice Centre) (11)
- risk of harm online (2)
- domestic violence (with the Independent Domestic and Sexual Violence Advisors) (5)
- neglect (1)
- child sexual exploitation (1)

This year we reviewed our three-year strategy and associated work plan which was approved by the integrated safeguarding committee





# 5 Central London Community Healthcare NHS Trust

Central London Community Healthcare NHS Trust (CLCH) provides services across eleven London Boroughs and the county of Hertfordshire.

In Barnet, CLCH provides children's community services which includes: health visiting, school nursing, looked after children and children's complex care services.

CLCH is committed to partnership working in Barnet. The CLCH Safeguarding Declaration sets out how CLCH fulfils its duty to safeguard and promote the welfare of children, young people and families in Barnet.

The CLCH Chief Nurse is the Executive Lead for Safeguarding and is supported by his deputies and the Associate Director of Safeguarding to assure the trusts meet their statutory duty under the Children Act 2004. CLCH have engaged with the Barnet

Safeguarding Children Partnership [BSCP] to support the development of the Board's work and priorities to safeguard children.

### How we monitor that our safeguarding arrangements are effective.

Evidence and assurance has been provided to the Barnet Clinical Commissioning Group Designated Nurse in the form of audits such as:

- Safeguarding Supervision Audit
- Female Genital Mutilation Audit
- Fathers' audit
- antenatal pathway audit
- voice of the child audit.

CLCH participated in multi-agency audits and themed workshops to address key concerns such as: neglect or self-harm and suicide and implement good practice to make a difference to children.

Findings from our audits include the need for staff to be professionally curious and explore and document information about fathers. We also audited documentation of fathers' details when working with families. The named nurse developed a presentation to highlight need for linking father's details on the child's record.

### Staff Training

CLCH staff must undertake mandatory safeguarding children training to ensure confidence and competence in identifying and acting on concerns. Our training compliance is in line with the contractual requirement of 90% staff having completed training at the requisite level. This includes WRAP training which at 31st March 2019 was 94%.

CLCH Barnet school nursing service undertook Mental Health First Aid Tool Kit training to up-skill them in supporting young people who disclose low mood or presenting with deliberate self-harm. We plan to further evaluate the impact of this training in 2019/20.

The CLCH Barnet named nurse delivers Graded Care Profile multi-agency training to support the multi-agency response to addressing the impact of chronic neglect of children. Safeguarding supervision is well embedded within the CLCH Children's community services and the CLCH Safeguarding Supervision audit identified CLCH staff value this reflective resource. In Quarter 4 100% of 0-19 teams eligible for safeguarding supervision completed safeguarding supervision with a member of the CLCH safeguarding team.

Routine enquiry training has also been delivered to Barnet staff to support them in asking about and responding to domestic violence.

The CLCH Safeguarding Conference in October 2018 was very well received by the 240 attendees. The conference takes a 'think family' approach by covering topics such as self-harm in schools, the Mental Capacity Act 2005, Prevent, and Hoarding and Self neglect, Homelessness, Modern Slavery, a legal update on record keeping and the CLCH Safeguarding Champions programme.

### Voice of the child

CLCH has actively tried to engage with young people to understand their wishes and feelings and to ensure services are codesigned to meet their needs. A recent audit of 0-19 records identified the voice of the child was documented in circa 80% records. Work is underway to feedback to the frontline practitioners re: always documenting what a child or young person says. Work continues with the CLCH Patient Engagement team to ensure children and young people influence service design and provision.

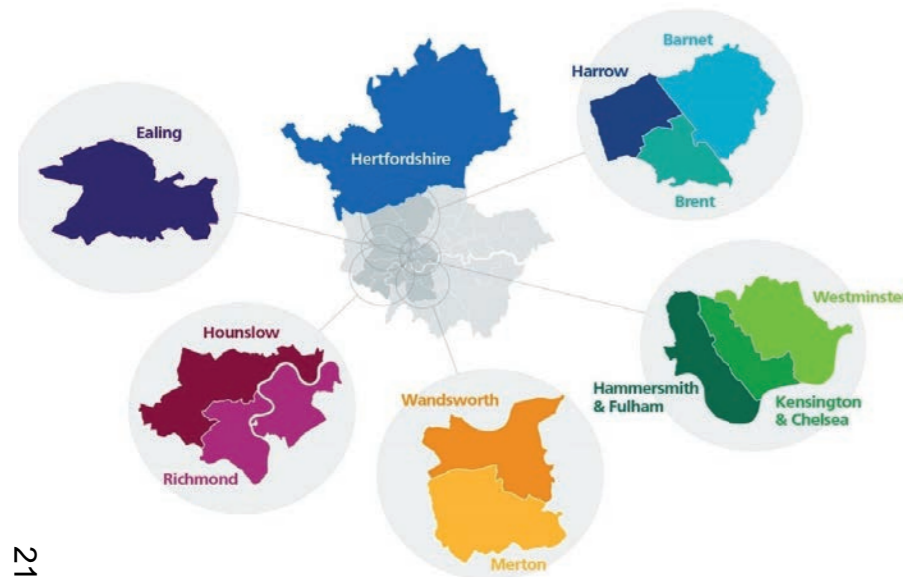
### Key strengths

- Strong CLCH safeguarding team; its cohesiveness, accessibility and professionalism
- Safeguarding work plan and work streams support the delivery of assurance work within CLCH: policy writing, improvement to service and development of expertise
- Our commitment to partnership working
- 0-19 service commissioned to deliver full Every child matters.

### Our priorities

- We will continue to grow and build our skills, strengths and influence as a team
- We will keep children, young people, their families and adults at risk at the heart of what we do to ensure their voice and engagement drives decisions that safeguard and protect their well-being

- We will align our work to the trust's vision, mission, values and the CLCH Quality Strategy
- We will engage and contribute to the work of the safeguarding boards and partnerships to deliver the strategic priorities and assurance to safeguard children and adults
- We will add value to the delivery of quality care across CLCH by supporting staff with training
- safeguarding supervision and timely advice.





# 6 Barnet Enfield and Haringey Mental Health Trust

Barnet, Enfield and Haringey Mental Health NHS Trust [BEH] remains committed to safeguarding all our service users, their families and carers.

Our updated Safeguarding Strategy and associated three-year work plan (2019 – 2021) reflects our commitment and drive to ensure effective safeguarding is a shared responsibility both at a local level and with partner agencies.

We strive to continually improve systems and processes; and to develop a clear strategic approach to safeguarding across all our services. Our commitment to safeguarding is reflected at Executive Board Level and the Executive Director of Nursing, Quality and Governance is Chair of our Integrated Safeguarding Committee. 2018-2019 has seen a continuation of

the strengthening and improvement of the arrangements in place within the Trust to safeguard children and young people; and to continue to develop and embed a culture that puts safeguarding at the centre of care delivery and planning.

How we ensure that our safeguarding arrangements are effective.

BEH Mental health trust has an audit strategy in place that looks to assess the effectiveness of safeguarding children across the entire trust.

There audits are reported to the Integrated Safeguarding Committee on a quarterly basis and the exceptions and associated actions are scrutinised by the committee on a quarterly basis. A section 11 audit is completed on a yearly basis and is shared with all partner agencies.

The trust safeguarding lead has produced a section 11 action plan to align to the weak areas identified in the Section 11 audit. This then is integrated into the trusts safeguarding strategy and associated work plan.

## Training

Our level 1,2 and 3 training compliance is consistently above 80%. These figures are scrutinised by the Clinical Commissioning Group on a quarterly basis, as well as being reported into the Independent Scrutiny Committee on a quarterly basis.

## Key strengths

- Progress is being made to co-locate a mental Health Independent Domestic Violence Advocate with our community mental health team
- We have developed a safeguarding children handbook which is circulated to all staff
- We have improved our response to invitations to attend Child Protection Case Conferences and can demonstrate a 50% improvement compared to last year

- We have strengthened the role of safeguarding champions ensuring that safeguarding really is everyone's business and we have held a successful Safeguarding Champions away day
- We have improved and updated our safeguarding intranet site making it easier for staff to find safeguarding information
- We have achieved our aims and objectives aligned to our safeguarding strategy over the last three years
- We continue to have improved oversight and understanding of our safeguarding activity
- We have improved and refined our safeguarding audit strategy to ensure audits are relevant and meaningful
- We have introduced level 3 safeguarding adult training ensuring staff have a greater understanding of their roles and responsibilities
- The safeguarding children lead for the trust is the chair of the Barnet Harmful practices working group

- We continue to work proactively and collaboratively with partner agencies and we ensure regular attendance at the partnership meetings
- We have developed new polices such as Female Genital Mutilation and Think Family
- The Trust supports the on-going service delivery of the Specialist Perinatal mental health Service. Safeguarding supervision to the specialist service is provided by the Safeguarding Children Lead
- Safeguarding Children Supervision – high risk areas such as Tier 4 inpatient unit (Beacon Centre)
- We have ensured our level 3 safeguarding children training reflects findings and recommendations from Serious Case reviews
- We continue to raise the profile of safeguarding and Think Family across the organisation.

## Our Priorities

- Continue to strengthen Champions Network
- Update and streamline data collection and analysis to enable more robust assurance to the board and partner agencies
- Continue to raise the profile of 'Think Family' across the trust
- Work toward achieving our aims and objectives set out in our safeguarding strategy and workplan.





# 7 Metropolitan Police Service

The Metropolitan Police Service is key member of the partnership, working in collaboration towards a shared vision and joint objectives, improving outcomes for vulnerable members of our community.

In November 2018, the police areas of Barnet, Brent and Harrow merged to form the North West Basic Command Unit (NW BCU) operating a single command structure across the three boroughs. There are 12 BCU's across London, bringing together other boroughs to improve service delivery and reduce inefficiencies.

Within the BCU command structure, there are five portfolios – Emergency response, Neighbourhoods, Safeguarding, Local Investigations and Head Quarters.

In February 2019, the NW BCU Safeguarding model launched, embedding former Child Protection (CAIT) and serious sexual offence (Sapphire) teams firmly within NW Safeguarding operating model.

The key principle behind this change is, bringing together, complex investigations with volume crime to improve outcomes and the victim experience. Frequently, domestic abuse investigations involving children, or sexual offences, were investigated by two, sometimes three different investigators. This was inefficient and demoralising for both the victim and investigators.

Co-locating investigation teams means, one investigating officer will lead the investigation throughout its life cycle, without diminishing the availability of skilled staff to support other crimes and investigation, improving outcomes and satisfaction for vulnerable victims.

The NW Safeguarding portfolio has thematic areas, with a Lead Responsible Officer for each area. This ensures there is a subject matter expert for each theme, responsible for training and staff development, supporting partner meetings, quality assurance and audit for the NW BCU. Child abuse referral teams are co-located within the Multi-Agency Safeguarding Hub (MASH), at three local authority sites, to ensure there is one front door for partner agency referrals, improving information sharing, case analysis and attendance at strategy meetings and child protection conferences.

In respect of adult safeguarding, the MPS was a key partner in setting up the Barnet Adult MASH service that compliments the children's service and continues to go from strength-to-strength, creating better outcomes for vulnerable people in our communities.

During the BCU transition, three boroughs based Missing Persons Units (MPU) were consolidated into a single larger unit, bringing together a range of expertise, located at Colindale Police Station, to ensure they are close at hand to offer support and advice to control room staff and initial response officers. Since go-live in February the overall outstanding cases halved due to the new workflow processes and highly skilled officers working closely together.

The MPS will continue to train all front-line and custody staff to recognise people who are ill, vulnerable or in crisis; signposting them to help through the Adult Coming to Notice (ACN) referral process, or MERLIN for cases of missing, exploitation, vulnerability or involved in crime.

Regular engagement with awareness campaigns and partner training helps to equip police officers and staff with the right skills to recognise illness and vulnerability, such as; dementia, modern slavery, criminal exploitation and mental illness.

The Metropolitan Police will work alongside partners to take advantage of the new safeguarding partnership arrangements in response to the Children & Social Work Act 2017 and Working Together to Safeguard

Children (2018). Introducing long-term plans with the Local Authority and Clinical Commissioning Group, to reduce the prevalence and impact of adverse childhood experiences that can culminate or result in contact with policing.

Police officers and staff have a distinct position in the community, in particular through their role as first responders at high harm incidents. This understanding will improve the multi-agency response to children and vulnerable people.





# 8 Cambridge Education

8

Barnet education services are delivered in partnership with Cambridge Education, working with and providing positive challenge to schools to enable them to fulfil their safeguarding duties.

A key activity is to ensure that all schools and educational settings understand and follow guidance and legislation including the requirements of Ofsted to judge that our schools are “Effective” for safeguarding when they are inspected. Information sharing is culturally embedded within systems of communication and formal information sharing meetings between Cambridge Education and Family Services. A continued close liaison with the Local Authority Designated Officer and other officers in Family Services 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 School Exclusion and Safeguarding Lead works closely with all schools (Local authority maintained, academies, free schools, independent schools and Early Years Settings) to offer advice and support. An Education and Skills Safeguarding Action Plan is regularly updated to incorporate current safeguarding themes and to reflect on and relay progress to Senior Leaders. Schools value the Safeguarding Audit tool which is updated annually to reflect Local Authority learning and Department of Education guidance. It has proved to be a valuable tool ensuring schools have the necessary policies, processes

and systems to keep their children safe. A Buildings Audit tool has been developed in response to experience of recent school Ofsted Inspections.

The Home Office has extended the award of additional funding to Barnet to maintain the position of the Prevent Education Officer until 2020. The Prevent Education Officer, who took up post in September 2017, is employed by Community Safety but sits in the School Improvement Team. He has become established as an Officer that can offer advice on a range of issues. Working in partnership with the Community Safety Team, he has also secured extra government funding for projects to support supplementary schools and interactive learning packages for children and young people.

The Prevent Education Officer liaises closely with the Prevent Co-coordinator on referrals. He is line managed by the Schools Exclusions and Safeguarding Lead working in the School Improvement Team.

## Key strengths and achievements

- Strong representation on committees and sub committees of the BSCP
- Presentations and Breakfast Briefings to schools on the use of the Escalation and Resolution processes and the Continuum of Help and Support, accessing the 0-19 Early help Hubs, Child Exploitation, a deep dive into methods of radicalising young people, effective working with the Local Authority Designated Officer [LADO] and presentations to the voluntary sector and faith organisations
- Observed practice and engagement with the MASH and 0-19 Early Help Hubs

- Education and Skills staff commitment to supporting the 0-19 Early Help Hubs and MASH
- Greater depth of understanding between Family Services and schools of processes and expectations of MASH referrals
- Forums for school office staff and Learning Mentors have been established to
- facilitate support networks and good practice which incorporates the sharing of good safeguarding practice
- Resilience in Schools program – increase from 11, 2017/18, to 16 schools engaging in the programme. 2019/20 will see the offer increased to between 30-50 schools in the borough. The Assistant Director (Head of School Improvement) supports Public Health in driving this programme
- All Headteacher Network meetings, Forums and Governor Briefings have safeguarding on the agenda
- Third wave, this year, of child protection and safeguarding training for Education & Skills staff rolled out this year. There are two levels of training; one for office based staff and the other, which is at a higher level, to front line staff who work directly with schools or children
- Regular team meetings and 1:1s for staff ensuring relevant information from Senior Management meetings are disseminated and acted upon
- An Education and Skills Circular is produced on a regular basis (at least termly) giving key information to staff
- Safeguarding Newsletter for Designated Safeguarding Leads sent out termly by the Schools Exclusions and Safeguarding Lead

- Safeguarding information included regularly in the Schools' Circular that is emailed to all schools weekly
- Close liaison with the Police Safer Schools Team regarding incidents in or around schools. The 'Schoolsafe' system (school reporting of incidents) is embedded within school safeguarding systems
- For the fourth consecutive year every Barnet maintained school inspected by Ofsted has had safeguarding judged as “Effective”
- 78% of schools completed the Safeguarding Audit Tool and received feedback from the School Exclusions and Safeguarding Lead
- Strong working arrangements with Ofsted and the LADO enable any complaints against schools to be dealt with swiftly. Any learning outcomes are identified in the Safeguarding Audit Tool and where necessary targeted support is offered to schools
- Working closely with Special Educational Needs Transport offer to ensure all pupils being transported to school are safe
- Bi-annual dip sampling of 'off roll' data ensuring reason for taking pupils off school rolls are legal. Identification of Yr 7 pupils who have not successfully transferred into secondary provision. These families are supported to access secondary school and cases are not closed until pupil is confirmed on the roll of a school
- The Schools Exclusions and Safeguarding Lead has been trained to deliver Mental Health First Aid Training to staff working with young people. Working alongside 3 other trainers from Health and Family Services, a program of training has been offered to key school staff.

## Our aims:

- Targeting schools where an audit has not been submitted
- All maintained schools to have at least one Mental Health First Aider.
- To enable access to the Resilient Schools Program to all schools that request to join

- Continue to raise awareness of Private Fostering
- Continue to monitor (dip sample) reasons for pupils being taken 'off roll' from school and to challenge if an incident of illegal 'off rolling' occurs.





# 9 Community Rehabilitation Company

London Community Rehabilitation Company (LCRC) is one of 21 Community Rehabilitation Companies established across England and Wales as part of the 2014 Transforming Rehabilitation agenda.

In 2015, MTCNovo was successful in winning the management bid for the LCRC and currently manage approximately 30,000 low to medium risk Service Users across the 32 London boroughs.

In the 2017/18-year LCRC has sought to strengthen the new geographically based operating model which was implemented in the early stages of 2017. The focus of this model is to both increase management oversight of staff and Service Users whilst strengthening our partnership presence across the various boroughs.

The model itself sees geographically based teams managing Service Users within their borough whilst supported through a senior management team. A designated Area Manager then has operational oversight to a collective of boroughs and is supported in this through further strategic and operational managerial roles.

To deliver a quality service responsible officers should complete an assessment, in collaboration with the service user, to identify the risks and needs of the individual. This assessment should then inform the sentence plan to ensure it is responsive

to the individual's needs, willingness and capacity to change.

The sentence plan should include the use of appropriate interventions and meaningful interactions to support the day to day objectives of the London CRC to:

- reduce the risk of reoffending
- minimise the risk of harm
- manage the sentence of the Court

Evidence indicates that the most effective strategy to achieve this is to ensure our work is firmly rooted in risk, need and responsibility principles driving delivery at the appropriate intensity to support desistance. Therefore, as part of our strategy to get the right people, spending the right amount of time, doing the right things, with the right people THE GRID has been designed based on these principles, to support evidence-based professional judgement around the minimum offer of supervision and interventions.

This will allow officers to balance the demands of their work load with the risks and needs of the service users you manage. Any decisions regarding interventions, RAR delivery, partnership referrals and reporting frequency should be based on the service users' location on the grid. Therefore, those who present a low risk of reoffending and harm should to be seen less frequently than those assessed as a medium risk of harm with high needs and additional complexities, evidenced through the risk registrations.

Our focus in 2018/19 in relation to safeguarding has been twofold: first to strengthen our visibility across the partnership and secondly to ensure staff are skilled in the recognition of and responsiveness to, any

safeguarding concerns.

LCRC have a centralised Public Protection Board established. The Boards' remit is to monitor quality and performance within our operational team and to have oversight to our wider safeguarding action plans which incorporate learning from Serious Case Reviews and Joint Targeted Area Inspections. These boards support us to focus and therefore develop our core expertise on risk management and desistance. Ensuring that all delivery including interventions, programmes and one to one work places emphasis on reducing reoffending and public protection. This also supports our commitment to working in partnership to enable excellent communication and information sharing.

In respect to strengthening our visibility and partnership working, five Contracts and Partnerships Managers have been deployed across the specific LCRC areas with this as their strategic focus. They are tasked with attendance at Safeguarding Children's Boards, engagement with Serious Case Reviews and Joint Targeted Area Inspections, along with building relationships with our key stakeholder.

The Contracts and Partnerships Managers also have various portfolio leads including Serious Group Offending, Domestic Violence, Extremism/Prevent, Young Adults, Women, Integrated Offender Management and Stalking/Harassment. LCRC have also developed a new case recording and assessment tool, REACTA, that specifically focuses on risks posed by the Service User to any identified children or vulnerable adults.

London wide training has been delivered to our operational staff in the use of REACTA to increase our organisational responsiveness to the needs of children through thorough assessment, timely actions and managerial oversight.

## What was the impact?

Our new operating model has allowed greater oversight to our Service User population and greater engagement with our local partners. The recent HMIP inspection published on 8 March 2018 shows a considerable uplift in our management of Service Users which signifies a greater containment of risk and reduction in reoffending.

It is our intention that with the imposition of a new case recording and assessment approach, REACTA, all our Offender Managers will be able to provide a thorough and thoughtful analysis of the risks presented to any children in contact with Service Users and for robust actions to be implemented to safeguard identified children. With this, the envisaged impact will be a reduction in unnecessary checks causing local authorities undue strain as well as an uplift in quality referrals and multi-agency working. The effectiveness of this approach will be measured over the next 12 months.

Whilst the imposition of REACTA is still in its infancy the impact of the tool has not yet been able to be measured. Our intention is for all Offender Managers to provide a thorough and thoughtful analysis of the risks presented to any children in contact with the Service User and for robust actions to be implemented to safeguard identified children.

With this, the envisaged impact will be a reduction in unnecessary checks causing local authorities undue strain as well as an uplift in quality referrals and multi-agency working.

## What we plan to do next?

LCRC will continue to strengthen our management of Service Users in the community through increased managerial support, increased partnership working and the development of evidence based interventions reflective of our Service Users needs. This ambition is present across our organisation and will continued to be the focus of our work in the future.

We have a colleague Amanda Lunness who has been seconded from the London CRC into Barnet Troubled Families team.

She is working closely with the operational Senior Probation Officers in CRC and NPS to ensure that these families are receiving support if they fit the Troubled Families criteria. She also is undertaking a piece of work to work with the Integrated Offender Manger Team to work with those prolific offenders.

To develop this further Amanda is in liaison with the Child Safeguarding Leads in Barnet to arrange briefings for the CRC staff around Early Help, Troubled Families and raising awareness of expectation of CRC staff at Child Protection Conferences. We would also like to suggest setting up surgeries delivered by Children Services (e.g. Early Help or Troubled Families) in the local CRC office. This would significantly develop and increase multi-agency working.

Our commitment to safeguarding children remains paramount and will continue to be so.



# 10 Family Services

10

## 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. 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 focused

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. The council fully accepted the findings of the report and has worked 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. Under the Inspection

of Local Authority Children's Services (ILACS) Framework, local authorities judged as inadequate are subject to ongoing monitoring activity from Ofsted; in Barnet, this has included an action planning visit, quarterly monitoring visits and a full ILACS inspection after February 2019 due to satisfactory progress noted during monitoring visits. Since November 2017, Ofsted have conducted six monitoring visits of Barnet Children's Services, focusing on 'front door' services, Duty and Assessment, Intervention and Planning, Children in Care, work with vulnerable adolescents and Care Leaver services. During this period, Ofsted have found there to be a steady and strong focus on improving services and the quality of social work practice in Barnet, and the pace of change has established improved social work practice supported across the partnership since the 2017 inspection: "Senior leaders have developed mature relationships with partner agencies, supported by robust oversight by the Barnet Safeguarding Children Board and its sub groups".

A wide range of partners, including the police and the Children and Family Court Advisory and Support Service (Cafcass), all commented positively to inspectors on the level of progress made to further safeguard children." The full Ofsted ILACS inspection took place between 7 and 24 May 2019, and inspectors awarded a 'good' rating across all services; the impact of leaders on social work practice with children and families, the experiences and progress of children in care and care leavers. The overall grading of 'good' reflects the progress across Family Services in the last 2 years during our improvement journey.

We developed our Improvement Action Plan in response to 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. A revised plan was developed for 2018-19 building on the achievements across the previous year, and was informed by evidence collected against actions in the 2017-18 Improvement Plan, the 4 Ofsted monitoring visits throughout the year and feedback from the Department for Education. This single plan sets out the improvement journey and gave us the focus we needed to transform our services, especially social care, for our most vulnerable children, young people. Prior to the May 2019 Ofsted ILACS inspection, The Children's Services Improvement Board was ultimately be responsible for the delivery of the Improvement Plan through effective scrutiny, challenge and measuring its impact.

In their findings from the May 2019 full inspection, Ofsted inspectors noted that: "Leaders and managers have made significant progress in improving the quality of children's services since the previous inspection in 2017. Their determination to strive constantly for improvement and their openness to learning have driven change at pace. This has been supported by the positive input of the improvement board. Strong and effective leadership at a political level and throughout the council has prioritised support and care for children and young people."

Following the successful Ofsted inspection in May 2019, a new framework is being developed to replace the governance and accountability arrangements required while we were subject to both the ministerial direction and regular Ofsted monitoring visits. This will include the implementation of divisional plans, redesigned Quality

Assurance activity, and the improved integration of quantitative and qualitative performance reporting. This framework will form the Family Services reporting into the delivery of the Barnet Children and Young People's Plan.

We have maintained a focus on practice during the improvement journey. Practice Development Workers are embedded across the service supporting individual, team and organisational learning. The integration of quality assurance and practice development is assured by linking each social work team with a Practice Development Worker, a Quality Assurance Officer, an Independent Reviewing Officer and a Child Protection Chair.

This enables our appreciative enquiry audit approach, building on self-identified strengths and strengthening capacity to reflect, share best practice, innovation and to build the future around what works for children and their families. Inspectors found that: "There is a clear and established system of audits underpinning the quality assurance process. Audit findings are collated into quality assurance reports that highlight strengths and areas for development and next steps". We have successfully cultivated a child centred culture with the voice of the child clear in planning and improved direct work.

'All About Me' is our strategy aimed at keeping the child at the centre of what we do. Practice Development workers continue to provide training and support for practitioners in direct work with children, and the Voice of the Child team have run 3 multi agency 'voice of the child' workshops during 2018, attended by over 30 practitioners. Ofsted were clear in their feedback from the ILACS inspection in May 2019 that our staff know their young people well and care about them: "Social workers know their children well and

genuinely care about them. Children are seen regularly, routinely alone and the direct work undertaken with them is clearly considered in plans."

Thresholds are consistently applied at the front door meaning that children and their families receive appropriate and proportionate interventions. The MASH systems of assessing need and risk and managing referrals is well established and effective.

This contributes to an improved management of risk including good multi agency participation in child protection enquiries as well as information sharing both in the MASH and at strategic and operational panels. Strong partnership work is evident across the Early Help, and Children and families benefit from a well coordinated and increasingly comprehensive early help offer: "The 'front door' and the MASH provide a timely and effective response to contacts by professionals and members of the public. Contacts in the MASH are responded to quickly, according to the level of need and risk in the presenting information." "Early help services are integrated into the multi-agency safeguarding hub (MASH), resulting in timely decisions to identify the most appropriate help to meet children's needs.

Partnership working across the early help hubs is strong, with a clear focus on considering the needs of children and their families." Barnet appointed a Strategic Lead for Vulnerable Adolescents at Risk in May 2017 who has undertaken extensive work with the children's workforce, key partners and schools to strengthen agency collaboration, awareness raising and the implementation of effective risk assessment and management processes. All Social Care teams receive regular 'missing' reports and briefings are held frequently for staff and new starters to ensure learning

and awareness is maintained across the landscape of a dynamic workforce. Internal and external partners are provided with regular updates about gang profiles in Barnet along with bi-quarterly intelligence and thematic reporting from strategic MACE, themes from SEAM strategy meetings and police operations. Ofsted found: "Staff take effective action to reduce risks to children who are considered to be highly vulnerable and at risk of exploitation, including children missing from home, school or care. Workers are tenacious in trying to engage young people who have been missing, making good use of return home interviews. Social workers understand the complexity of risks to children and this is given good consideration in multi-agency meetings and risk assessments." We have improved outcomes for care leavers by creating a diverse offer of support at Woodhouse Road stretching across mental health, money management, education, employment and benefits.

Partnerships with other services have led to council tax exemptions for care leavers, an effective 16/17-year-old homeless protocol with Barnet Homes and the launch of Live Unlimited, our care leavers charity. Our looked after children perform 25th best in the country on progress 8 scores and 13th best education attendance. Ofsted inspectors found that: "Social workers and managers are aspirational for the children in their care and demonstrate a determination to improve children's experiences and outcomes." "Senior managers have been proactive in developing opportunities for care leavers through the creation of a number of apprenticeships. Personal advisers are proactive and genuinely interested in the young people, who value the support that they receive."



# 11 Children and Family Court Advisory and Support Service (CAFCASS)

CAFCASS represents children in family court cases in England. We put children’s needs, wishes and feelings first, making sure that children’s voices are heard at the heart of the family court setting, and that decisions are made in their best interests.

Operating within the law set by Parliament (Criminal Justice and Court Services Act 2000) and under the rules and directions of the family courts, we are independent of the courts, social services, education and health authorities and all similar agencies.

Our duty is to safeguard and promote the welfare of children going through the family justice system. Our experienced Family Court Advisers may be asked by the court to work with families and then advise the court on what we consider to be the best interests of the children involved in three main areas:

- divorce and separation, sometimes called ‘private law’, where parents or carers can’t agree on arrangements for their children

- care proceedings, sometimes called ‘public law’, where social services have serious concerns about the safety or welfare of a child
- adoption, which can be either public or private law.

Overall responsibility for safeguarding children in family proceedings (established as a statutory function of CAFCASS in the Criminal Justice and Court Services Act, 2000) is held by the Corporate Management Team, which meets weekly and is chaired by the Chief Executive, Anthony Douglas. The safeguarding of children within CAFCASS services is led by the Operational Management Team, chaired by the National Service Director, Christine Banim. The Operational Management (OMT) Team meets monthly, receiving performance reports, audit findings, summaries of learning from serious incidents; and ensures that expectations and information are cascaded through operational teams.

It is attended by all the Assistant Directors and Heads of Practice for CAFCASS service areas across England, together with support staff from, for example, Human Resources and Analytics. The lead Assistant Director at OMT meetings for safeguarding is Sandie Hayes.

Each Assistant Director is responsible for the quality of practice within their service areas and has one or more national lead roles within their portfolio, such as customer services, child protection policy, area quality reviews or support to the Family Justice Young People’s Board (FJYPB). These roles are supported by central CAFCASS functions.

At a practice level, expectations around direct engagement with children who are subject to court proceedings, and ascertaining their best interests are set out within the CAFCASS Operating Framework and quality assured by management (as in 1.3). All reports to court set out the views of children involved in proceedings where ascertainable. Tools for effective engagement with children are available on the CAFCASS intranet for all members of staff. Completed tools relating to children’s wishes and feelings are stored in our Electronic Case Management System and attached to court reports where appropriate. We have now established an extensive range of assessment tools and expect staff to make use of these to strengthen their assessments and advice to the court. Building upon the success of apps, Backdrop and This Much!, CAFCASS is developing a new app called Voice of the Child to enhance our suite of tools for direct work with children.

These apps are designed for use with children in a wide range of circumstances to help them express their wishes and feelings, and may be particularly useful where there are challenges around communicating with the child.

Training on direct work with children is available to practice staff, and is part of the mandatory core (induction) training for all new staff. CAFCASS has continued to support the FJYPB, which is made up of 50 children and young people, aged from 7-25 years old from diverse backgrounds across England and Wales. Many of the young people on the board have had experience of the family court.

The FJYPB is an advisory sub group to the Family Justice Board. At a strategic level CAFCASS provides administrative, developmental and financial support to the FJYPB, which helps CAFCASS and other agencies in the wider judicial system to shape and design policies and initiatives and make sure they remain focused on children and young people.

Recently, the FJYPB has worked with CAFCASS on a range of different projects, including:

- participating in service development days

- contributing to CAFCASS Area Quality Reviews
- working with CAFCASS’ major stakeholders, including ongoing liaison with the Ministry of Justice (MoJ), contributing to their policy development

The FJYPB is currently working with Women’s Aid to develop a strategy for children and young people who have experienced domestic abuse or where the young person is in an abusive relationship.

Thematic national audits which are commissioned in response to management data or current issues in family justice. In 2017/18 CAFCASS conducted thematic audits into:

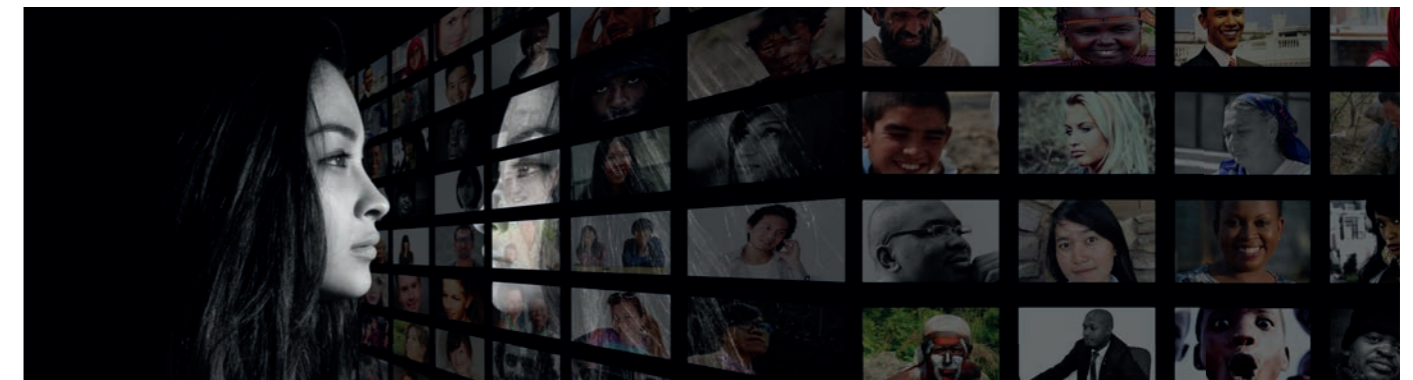
- child exploitation (encompassing radicalisation, trafficking and child sexual exploitation)
- the impact on children of our services, using a framework and report template being piloted in three service areas
- addendum S7 reports.

A National Benchmarking Audit testing consistency of thresholds within the Quality Assurance and Impact framework was undertaken in July/August 2017 as a measure of ensuring the validity of audit data.

The audits have identified the organisation’s resilience in maintaining practice quality in the context of increased demand. We will continue to undertake commissioned thematic audits throughout 2018/19.

The CAFCASS Diversity and Inclusion Strategy 2017-20 is centred on our commitment to providing the best service possible for each child referred to us. The main strategy document is based around three key pillars:

1. Child impact: Through our practice we will evidence our continuous learning about the diversity and inclusion and build on the journey of each child, considering their individual differences and diverse needs
2. Inclusive employer: Support a workforce and an employment relationship characterised by mutual dignity and respect, creating an inclusive working environment where individual employees can flourish and maximise their potential, regardless of their differences and diverse needs
3. Staff diversity: Continue to recognise and harness the value of a diverse workforce and celebrate the differences that exists amongst our people, maximising the potential of those differences to improve practice.





# 12 NHS Clinical Commissioning Group (CCG)

12

(CCGs) are statutory NHS bodies with a range of duties, including safeguarding adults and children.

They are membership organisations that bring together general practices to commission services for their registered populations and for unregistered patients who live in their area. CCGs are responsible for commissioning most hospital and community healthcare services. CCGs, as commissioners of local health services, need to assure themselves that the organisations from which they commission have effective safeguarding arrangements in place. There is now a Sustainability and Transformation Partnership (STP) within North Central London, and some safeguarding functions may take place at North Central London level. The CCG are one of the three statutory partners (in conjunction with the Local Authority and Police) in the new arrangements, to ensure that children are protected and safeguarded from harm.

Governance processes are in place to ensure that Barnet CCG Governing Body have knowledge and understanding of the risks and challenges within the system.

Quarterly routine safeguarding reports are provided for Barnet CCG's Quality and Performance committees in addition to any ad hoc documents requiring approval outside of routine reporting timetables.

In the past year Barnet CCG Safeguarding team have continued to build on their work with partner agencies to ensure that commissioned health provision for children and young people in Barnet is safe and well led. Barnet CCG Safeguarding team, in conjunction with their Public Health Partners, co-ordinated and supported a Care Quality Commission (CQC) review of Barnet health providers in February 2018. The review highlighted both current good practice and made recommendations for further improvements across Barnet Providers; these have all now been addressed. The review led to the development of a multi-agency "Bruising in non-mobile children" guidance document and the implementation of risk assessment tools to enhance assessment of children who may be at risk of sexual exploitation. The review also highlighted the need for the engagement of health services commissioned within the Public Health arena to be supported within the total health economy.

Barnet CCG safeguarding team have encouraged these services, for example sexual health services and the Westminster Drugs Project, to attend the Bimonthly safeguarding forum, which provides support and oversight to health services. Barnet CCG have invested additional resources into the 'Looked after Children's Health Team to ensure that clinical staff are enabled to fulfil the full breadth of their role to ensure these very vulnerable children are protected from harm.

Barnet CCG also invested additional funding into the work of the Barnet Children's Safeguarding budget. Barnet CCG's safeguarding team have also worked closely with local General Practitioners (GPs), the Multi Agency Safeguarding Hub (MASH) to ensure that communication, critical to assessing risk in children and young people, is expedited, and timescales for intervention achieved.

Barnet CCG Annual General Meeting (2018) had presentations on key issues that had been a focus of the Children's Safeguarding Board including; a presentation by the Children's Safeguarding Board Chair and the Designated Doctor for Children's safeguarding, which highlighted from case reviews and the Board safeguarding priorities; and a presentation by Abianda, a group who work with young people who are gang affiliated and have been exploited. Safeguarding training for trainee GPs, Borough wide GPs and safeguarding leads within Barnet General Practice is also carried out throughout the calendar year. Multi agency specialist speakers such as the National Society for the Prevention of Cruelty to Children (NSPCC) have provided input to the training. Lessons from serious case reviews, and other reviews that provide opportunities for learning, are also used as scenarios in training packages. Barnet Local Authority Multi agency Safeguarding Hub (MASH) Managers consistently attend the training to offer General Practitioners the opportunity to discuss areas for improved engagement. This has been a positive step in improving information sharing and understanding of roles and responsibilities.

Barnet CCG leadership, (Chief Operating Officer and Director of Quality and Clinical Services) have worked closely with their strategic partners in the London Borough of Barnet and Barnet Police to implement the Ofsted Improvement Plan.

This work has also involved input towards the agreement of new partnership arrangements, as legislated by the Children and Social Care Act 2017.

- Quarterly safeguarding meetings for commissioned providers are attended by Designated professionals, and information disseminated to the Governing Body through CCG Contract and Quality meetings
- Following the CQC review, Barnet CCG brought the role of the Designated Nurse Looked after Children in-house, to enable independent scrutiny of the provision of health care to Looked after Children
- Serious Case review action plans are discussed and updated at Barnet CCG's Safeguarding Forum and training opportunities developed

- Feedback from Safeguarding training to General Practice is discussed by the Safeguarding team and recommendations and requests for future training considered.
- Barnet CCG Safeguarding team are a key component of the escalation process and seek to resolve issues at an early stage that may occur between agency partners
- Changes to Deprivation of Liberty safeguards will require Barnet CCG to make arrangements for a method of assessing and arranging liberty protection safeguards for young people aged 16 to 17 years in receipt of continuing health care
- Barnet CCG Safeguarding team will continue to work with commissioners and multi-agency partners to ensure that children and young people requiring emotional well-being support receive the right care at the right time.

# 13 Serious Case Reviews- Child E

## Child E was the eldest child of a Lithuanian family.

Due to concerns regarding domestic abuse, alcohol use (by his parents and Child E) and the impact that this had on his emotional wellbeing, social workers acted swiftly to protect the children; all Children became subject of child protection plans in 2012. When concerns escalated, the children were taken into police protection and accommodated by the local authority, first under interim care orders and subsequently full care orders. The case review highlighted the necessity for well-resourced health teams for looked after children with clear roles, responsibilities and capacity to improve the health of looked after children, and provide challenge and oversight in complex cases. In the case of Child E there were additional challenges of managing behaviours that caused frequent disruption to his placements.

All LAC and NEET young people have PEPs which are reviewed termly and quality assured by the Senior leadership of the Virtual School.

Fortnightly meetings between the Virtual School and Barnet Council's SEND team ensure planning for assessments and provision are robust. Procedure are now in place to report any illegal work undertaken by pupils to the Child Licensing Officer and, in line with the Vulnerable Adolescents Strategy, SEAM strategy meetings take place when a child is missing.

The NEET project monitor outcomes for each child in this category, data demonstrates a decline in numbers of children not in appropriate employment, education or training. The Executive Head of the Virtual School provides an Annual report to the BSCP and reports as part of the Corporate Parenting Annual Report.

Care planning for children in care should include appropriate use of disruption/strategy meetings before and at the point of placement breakdown so as to consider all available options including any legal advice to secure protective care arrangements where a child presents as a risk to themselves or others. All LAC nursing staff have received training on working with children who abuse substances and all health provider organisations have been asked to review their policies, training and supervision to staff on this. There is now a direct referral route to Westminster Drug Project when drug use is a concern.

Cultural awareness training has been included within the 2019-20 BSCP programme for all relevant partners, including those from voluntary, faith and community sector organisations. The impact of this and of practice improvements will be monitored through audits and reported in line with the VCFS and Vulnerable Adolescents strategies.

# 14 Thematic Reviews: Harmful Practices

14

## In 2018 the Barnet Children Safeguarding Partnership recognised that there was a need to better understand the prevalence of harmful practices in Barnet

Following on from work undertaken in 2015 to improve pathways for referral, the partnership commissioned a multi-agency 'deep dive' to consider three principle questions:

- What is the prevalence of harmful practices in Barnet, in Female Genital Mutilation [FGM]?
- How effective are services and agencies who have contact with women and girls in safeguarding those at risk, and supporting those who have been subject to harmful practices?
- What can the partnership do to support the protection of girls and women at risk of harmful practices?


Subsequently, a multi-agency working group was formed in order to develop a strategy in partnership with the Adults safeguarding Board and the VAWG team, which sought to:

- provide agencies working with people at risk of harmful practices across Barnet with information and guidance. This includes front line professionals, managers and others in the voluntary, community and faith sectors who may have contact with people at risk of, or having experienced a harmful practice
- identify what the partnership can do to support and protect those at risk through a strong prevention agenda. The partnership has a ZERO TOLERANCE approach to harmful practices with a strategic aim to reduce the incidence of harmful practices in Barnet
- support and work with local communities and faith groups in developing a zero-tolerance message, encouraging those at risk or who have experienced harmful practices to seek support, and communities to reject practices that are illegal in the United Kingdom through raising aware and educational activities.

Since the development of the strategy we have engaged in a number of activities to fulfil these objectives. We have:

- coordinated online and in person public consultations to incorporate the voice of the affected communities directly
- worked with VOTC to incorporate the voice of the child, which has resulted in the creation of an ambassador programme which will be delivered through young people across schools
- delivered targeted training on FGM and other harmful practices in partnership with the National FGM centre to social workers, senior management and front-line practitioners
- incorporated FGM training into the multi-agency training offer for the upcoming financial year adjusted reporting forms to consider a wider range of harmful practices so that future collection of data is more comprehensive and effective
- collated current available data to ascertain the current impact of responses to harmful practices throughout the borough. Delivery of the strategy is set to begin in September 2019.

This page is intentionally left blank

	<h2>Children, Education and Safeguarding Committee</h2> <h3>13 January 2020</h3>
<b>Title</b>	Annual Report on School Funding in Barnet for 2020/21
<b>Report of</b>	Chairman of the Committee, Councillor David Longstaff
<b>Wards</b>	All
<b>Status</b>	Public
<b>Urgent</b>	No
<b>Key</b>	No
<b>Enclosures</b>	Appendix 1: Indicative school funding allocations
<b>Officer Contact Details</b>	<p>Chris Munday, Executive Director, Children's Services <a href="mailto:Chris.Munday@Barnet.gov.uk">Chris.Munday@Barnet.gov.uk</a> Telephone: 0208 359 7099</p> <p>Ian Harrison, Education and Skills Director, Barnet with Cambridge Education <a href="mailto:Ian.J.Harrison@Barnet.gov.uk">Ian.J.Harrison@Barnet.gov.uk</a> Telephone: 0208 359 7943</p>
<h2>Summary</h2>	
<p>This annual report on school funding arrangements updates the Children, Education and Safeguarding Committee on the school funding position in relation to Barnet schools.</p> <p>The report describes the main features of Barnet's Schools Budget for 2020/21 and seeks approval for the Authority Proforma Tool submission (which sets out the local funding formula for Barnet primary and secondary schools and thus indicates the level of funding under the formula for each school). This includes a Minimum Funding Guarantee of +1.84%, which means that every primary and secondary school will receive an increase in funding per pupil of at least this percentage in 2020/21. For maintained schools this is the case before any adjustments to their budgets, as a result of changes to de-delegation or to the amount deducted for services previously funded from the Education Services Grant.</p> <p>This report also addresses the request made at the Children, Education and Safeguarding Committee on 10th September 2019 for an update on Nursery School funding to be included in this report.</p>	

## **Recommendations**

**That the Children, Education and Safeguarding Committee:**

- 1. Note the annual report on school funding in Barnet.**
- 2. Approve the submission of the Authority Proforma Tool (which specifies the authority's funding formula for schools) on the basis of paragraphs 1.13 to 1.31, which includes a Minimum Funding Guarantee of +1.84% and means that every primary and secondary school will receive an increase in funding per pupil of at least this percentage in 2020/21, (through the pupil-led element of the schools funding formula), while any schools gaining from the introduction of the National Funding Formula will not have their gains capped.**
- 3. Note that the overall Schools Budget will be considered by the Policy and Resources Committee at its next meeting on 19<sup>th</sup> February 2020 for onward submission to full council as part of the budget setting process.**
- 4. Recommends to Council that any changes to the Schools Budget reasonably required as a result of the final 2020/21 Dedicated Schools Grant and Post-16 settlement are delegated for decision to the Executive Director, Children's Services in consultation with the Director of Finance**

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

- 1.1 This report updates the Children, Education and Safeguarding Committee on the Barnet Schools Budget for 2020/21.

#### **National funding announcements and the Schools National Funding Formula**

- 1.2 The government has confirmed an increase of £2.6 billion in schools funding for 2020/21, £4.8 billion for 2021/22 and £7.1 billion for 2022-23, compared to 2019/20. As part of the overall increase, it was announced that an additional £700m of high needs funding will be allocated to support children and young people with special educational needs in 2020/21.
- 1.3 In September 2017, the Department for Education confirmed the introduction of national funding formulae for schools, high needs and central school services from 2018/19 and set out the details of the formulae for 2018/19 and 2019/20. The National Funding Formula for the early years block was introduced previously in 2017/18.

- 1.4 All primary and secondary schools will be funded in accordance with the National Funding Formula (NFF) from 2021/22. For 2018/19, 2019/20 and 2020/21, the 'Schools Block' funding allocations to local authorities are being calculated by aggregating the amount of funding for all primary and secondary schools (Maintained schools and Academies) as calculated for each school under the National Formula.
- 1.5 However, local authorities are not required to implement the national formula during this period. They are free to adopt a transitional local funding formula, in consultation with their Schools Forum and schools, subject to certain parameters. One of these is that there must be a minimum funding guarantee (MFG) – the maximum decrease or minimum increase in funding per pupil. For 2020/21 LAs are required to set an MFG increase of between +0.5% and +1.84%.
- 1.6 The DfE has also set a minimum funding level of £5,000 per secondary pupil in 2020/21 and £3,750 per primary pupil in 2020/21, rising to £4,000 per pupil from 2021/22. In Barnet, all except one Secondary school received more than £5,000 per pupil in 2019/20, so protection under this funding factor is limited to that one school. Some primary schools will be affected by the Primary minimum but the amounts of uplift are not significant as most of these are currently funded very close to the £3,750 per pupil level.
- 1.7 The Barnet Schools Forum, which is made up of governor and headteacher representatives from all types and phases of state-funded schools in Barnet, met on 10 October 2019 and agreed unanimously to continue to use the National Funding Formula with protection through the Minimum Funding Guarantee for 2020/21.
- 1.8 At the same meeting the Schools Forum agreed:
- A £0.200m reduction in dedelegation for Additional School Improvement Support for maintained primary and secondary schools, because the DfE had extended School Improvement Grant funding to the end of 2019-20 thus creating an underspend in the dedelegation budget which will roll forward and be used to offset the dedelegated amount required in 2020/21.
  - A £0.200m increase in dedelegation for the School Contingency budget to cover redundancy costs for maintained primary and secondary schools in financial difficulty.
  - to charge the cost of services formerly funded from the Education Services Grant to the budgets of maintained primary and secondary schools, but at a reduced level of £0.700m, compared to £1.000m in 2019/20.

### **The financial position in individual schools**

- 1.9 Most Barnet schools continue to be able to set balanced budgets and a number have significant amounts in their end of year balances. More than half of maintained schools had revenue balances in excess of 5% of their annual income at the end of the 2018/19 financial year. On the other hand, there has been a growing number of maintained schools with deficit budgets, who have had to apply for a licensed deficit while they implement a recovery plan to get the budget back into balance. Several other schools have had to make significant savings in order to balance their budget.



- 1.10 Some schools are also beginning to face financial pressures as a result of falling rolls. The significant growth in Primary pupil numbers in recent years has now levelled off in some parts of the borough and some schools have seen a fall in reception admissions, with a knock-on effect on formula funding. Secondary admissions rose once again in 2019 and are expected to rise further over the next 2 years. As a result the small number of secondary schools that were not fully subscribed in Year 7 have seen an increase in intake compared to previous years.
- 1.11 There are currently eight maintained schools with a licensed deficit and an agreed recovery plan – ten per cent of all maintained primary and secondary schools. Two are voluntary-aided secondary schools; the rest are primary schools, both community and voluntary-aided; the schools in both phases are a mixture of sizes. The council is aware that a number of Academies and Free Schools may also be in deficit but does not have the information on which ones are in deficit, as the council does not have financial oversight responsibility for them.
- 1.12 The council supports maintained schools facing financial difficulties by providing advice on the development of recovery plans, by agreeing licensed deficits for up to three years for schools that have deficits, subject to agreement on a recovery plan, and by offering support and advice to schools on organisational options, where an amalgamation or federation with another school may lead to financial savings.

### **The Barnet Schools Budget for 2020/21**

- 1.13 The Schools Budget is mainly funded through the Dedicated Schools Grant (DSG). For 2020/21 this is made up of four main funding streams, also known as blocks, under the National Funding Formula (NFF) arrangements:
- Schools Block
  - Early Years Block
  - High Needs Block
  - Central School Services Block
- 1.14 The Schools Block (SB) allocates funding for pupils in Reception to Year 11 in state-funded mainstream schools and academies. The Early Years block (EYB) funds early education entitlements for 2-, 3- and 4-year-olds in private, voluntary and independent settings, maintained nursery schools and school nursery classes. The funding for 2-year olds is specifically for pupils from households with low incomes. The High Needs Block (HNB) supports provision for vulnerable children and young people, mainly those with special educational needs and disabilities (SEND) from their early years to age 25, enabling both local authorities and institutions to meet their statutory duties under the [Children and Families Act 2014](#). The Department for Education (DfE) created a Central Schools Services Block (CSSB) in 2018/19, using the baseline of the schools block in 2017/18. The CSSB covers funding for historic commitments and funding for ongoing and statutory responsibilities.
- 1.15 The DfE announced allocations of the gross DSG to local authorities on 19<sup>th</sup> December 2019. The figures confirm the Schools Block and the Central School Services Block. However, the High Needs Block and the Early Years Block are indicative at this stage and will change during 2020.

1.16 The indicative DSG budget for 2020/21 by block is set out in Table 1 below.

<b>Table 1 – DSG Allocations and the Indicative Schools Budget</b>	<b>Schools Block</b>	<b>High Needs Block</b>	<b>Early Years Block</b>	<b>Central Block</b>	<b>Total DSG</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Budget Monitoring as at December 2019	143.407	45.169	28.928	2.183	219.687
Add: Academy Funding	111.457				111.457
Add: Funding for places at Academies		4.882			4.882
<b>2019/20 Gross DSG as at December 2019</b>	<b>254.864</b>	<b>50.051</b>	<b>28.928</b>	<b>2.183</b>	<b>336.026</b>
<b>Movement from 2019/20</b>					
*Growth Fund, premises and NNDR allocation	0.884				0.884
Additional pupil funding - unit of funding increase	6.505			0.033	6.538
Pupil growth	3.380			0.018	3.398
Additional Funding / (Reduction)		4.496	0.376	(0.093)	4.779
<b>2020/21 Gross DSG Block as announced</b>	<b>265.633</b>	<b>54.548</b>	<b>29.304</b>	<b>2.141</b>	<b>351.626</b>
Less: Academy Funding (Recoupment - confirmed in March 2020)	(116.078)				(116.078)
Less: Funding for HN places at Academies		(4.868)			(4.868)
<b>2020/21 Net DSG Income</b>	<b>149.555</b>	<b>49.680</b>	<b>29.304</b>	<b>2.141</b>	<b>230.680</b>

1.17 The allocation for the Schools Block is based on October 2019 school census data. A minimum Funding Guarantee of +1.84% means that every Primary or Secondary school will receive at least this percentage increase per pupil through the formula in 2020/21 than it did in 2019/20. In addition, each primary school is guaranteed a minimum of £3,750 per pupil and each secondary schools is guaranteed to receive at least £5,000 per pupil in 2020/21.

### Allocations by block

1.18 **Schools Block** – - The 2020/21 SB Income is based on the following rates:

- £4,512.29 Primary unit of funding based on 29,947 primary pupils (October 2019 census)
- £5,869.37 Secondary unit of funding based on 21,305 secondary pupils (October 2019 census)

- £5.456m of funding for Pupil Growth, Premises and Mobility - historic spend/ not Area Cost Adjustment (ACA) adjusted.
- TOTAL = £265.633m

1.19 **High Needs Block** - The provisional HNB income for Barnet has been calculated as follows:

- £50.892m - Actual High Needs NFF allocation
- £3.098m - based on a £4,450.58 per pupil Area Cost Adjustment (ACA) weighted base rate \* 696 (pupils in special schools/ academies based on the October 2019 census)
- £0.414m - Import/export adjustment £6,000 \* 69 (net imported) pupils
- £0.144m – Additional High Needs Funding for Special Free School
- TOTAL = £54.548m

This represents a minimum 8.0 % increase per head of 2-18 population on baseline funding in 2019/20. The final import/ export adjustment (£4.868m net imported pupils in Barnet) data will be amended based on January 2020 school and FE providers' HN pupil census data.

1.20 **Early Years Block** – The EYB is estimated using early years numbers taken from the Early Years and Schools census in January 2019. An update to the 2019/20 EYB allocation will be made once the January 2020 Early Years and Schools census numbers are finalised. The Proposed funding rates for 3 to 4-year olds for 2020/21 increase to £5.23 base rate per hour, £1.60 IDACI rate, giving a notional overall rate of £5.51 per hour per provider. This is an 1.3% increase as compared to 2019/20, in line with the growth in overall funding for 3 to 4-year olds for 2020/21. The funding rate in 2020/21 for disadvantaged 2-year olds will rise to £6.00 in line with income rate.

1.21 **Central School Services Block** – The provisional 2020/21 CSSB for Barnet includes the following:

- £1.770m – allocation for ongoing responsibilities (includes retained duties, admissions, licensing and schools forum administration)
- £0.371m – Historic commitments allocation, a 20% reduction from 2019/20.
- TOTAL = £2.141m

1.22 **APT submission to the DfE** - The council is required to submit a completed Authority Proforma Tool (APT) to the DfE annually, which shows all the detailed calculations and assumptions underpinning the proposals for allocating budgets to schools. For Academies and Free Schools it captures the data required by the Education and Schools Funding Agency (EFSA) to calculate academy budgets and recoupment deductions to the gross DSG. National Funding Formula factor rates have been increased by 4% for 2020/21, except for FSM, which was updated by inflation.

**Table 2 - Schools' Pupil led Factor rates (for the APT submission to the DfE)**

Description		2019/20 Barnet Formula		2020/21 NFF rates (Area Cost adjusted)	
		Amount per pupil		Amount per pupil	
1) Basic Entitlement Age Weighted Pupil Unit (AWPU)	Primary (Years R-6)	£3,016.29		£3,139.90	
	Key Stage 3 (Years 7-9)	£4,241.69		£4,415.86	
	Key Stage 4 (Years 10-11)	£4,815.96		£5,012.63	
	<b>Description</b>	<b>Primary amount per pupil</b>	<b>Secondary amount per pupil</b>	<b>Primary amount per pupil</b>	<b>Secondary amount per pupil</b>
2) Deprivation	FSM	£483.13	£483.13	£494.56	£494.56
	FSM6	£592.94	£861.95	£615.45	£895.70
	IDACI Band F	£219.61	£318.43	£230.79	£329.71
	IDACI Band E	£263.53	£428.23	£274.76	£445.10
	IDACI Band D	£395.29	£565.49	£412.13	£587.98
	IDACI Band C	£428.23	£614.90	£445.10	£637.43
	IDACI Band B	£461.17	£658.82	£478.07	£686.89
	IDACI Band A	£631.37	£889.40	£659.41	£923.18
3) Looked After Children (LAC)	LAC	Not a Factor under NFF		Not a factor under NFF	
4) English as an Additional Language (EAL)	EAL 2 Primary	£565.49		£587.98	
	EAL 2 Secondary		£1,520.77		£1,582.59
5) Mobility	Pupils starting school outside of normal entry dates	£422.90	£618.53	£961.64	£1,373.78
6) Prior attainment	Low Attainment % old FSP 73	£1,152.93		£1,170.46	
	Secondary low attainment (year 7 - 9)		£1,701.95		£1,769.42
	Secondary low attainment (years 10 to 11)				

- 1.23 The proposed funding rates for 2020/21 financial year are shown in table 2 above, along with the current factors in the Barnet funding formula for 2019/20. Under the NFF, Schools Block Factor rates for 2020/21 have been increased by 4% from 2019/20. Indicative Funding Schools Block allocations for 2020/21 are shown in Appendices I.
- 1.24 The APT is due for submission on 21st January 2020. The main purpose of this tool is:
- to allow local authorities to model different options for their 2020 to 2021 schools block funding formulae and at the same time act as the proforma which local authorities will submit in January 2020; it is also the mechanism by which we provide the schools block dataset to local authorities
  - to capture all the data required by Educations and Skills Funding Agency (ESFA) to calculate academy budgets, including information on the number of occupied high needs places at special units and resourced provision in mainstream academies to determine the place funding rate
  - to enable ESFA to check that the formula has been applied reasonably and in compliance with regulations and conditions of grant, and that central budgets are being allocated in line with regulations
  - to enable ESFA to check that at least 99.5% of funding allocated through the schools block element of the DSG is passed through the funding formula set by the local authority, or allocated to the growth fund or falling rolls fund.
  - to collect data on maintained schools' schools block budgets for publication
  - to use the notional allocations for academies for recoupment purposes; recoupment will continue to take place based on the budget, including the minimum funding guarantee, that the academy would have received as a maintained school
  - to give ESFA information about which academies and future converters are judged by the local authority as meeting the criteria to qualify for exceptional factors or MFG exclusions so that these can be taken into account in their funding allocations.
- 1.25 In addition to the rates submitted in the APT as shown in Table 2, the authority also has to clarify the funding criteria used when allocating growth and split site funding; the criteria for these factors is as previously agreed by Schools Forum and as described below:
- 1.26 Growth Fund:
- The Growth Fund can only be used only to:
  - Support growth in pre-16 pupil numbers to meet basic need
  - Support additional classes to meet infant class size regulation
  - Meet the costs of new schools
- 1.27 Local Authorities (LAs) are responsible for funding the growth needs of all their schools in their area, including new and existing maintained schools and academies. LAs must fund growth needs to all schools on the same criteria. Schools Forum is required to approve the Growth Fund criteria.

- 1.28 The costs of new schools will include the lead-in costs and will also include post start up and diseconomy of scale costs. Growth Fund support should be provided where academies are created to meet basic need.
- 1.29 From 2020/21, the DfE have announced new mandatory (subject to consultation) NFF factors for minimum per pupil funding (MPPF) amounts for primary schools at £3,750 rising to £4,000 in 2021/22 and for secondary schools at £5,000. In view of this likely change it is proposed to amend the existing Growth Fund criteria to reflect the MPPF values, where new classes start in September term of the financial year 2020/21. This will increase the amounts payable to primary schools from £48,000 to £65,625 and for secondary schools; from £61,000 to £87,500 for each new class of 30.
- 1.30 Schools Forum is also required to approve the size of the Growth Fund, which is estimated to be £2.513m.

**Growth Criteria:**

- “Bulge classes opened at the request of the local authority - £10,000 one-off start-up grant plus £65,625 (7/12x£3,750x30) for a primary class of 30 opening in September.
- £87,500 (7/12x£5,000x30) for a secondary class of 30 opening in September.
- Permanent expansions approved by the local authority - £65,625 (7/12x£3,750x30) for a primary class of 30 opening in September, £87,500 (7/12x£5,000x30) for a secondary class of 30 opening in September.
- Temporary accommodation costs incurred as a direct result of LA approved expansions.
- Independent schools transferring to VA status - Allocation based on funding formula pro-rata for months open, based on previous actual pupils on roll, plus permanent expansion funding if appropriate.
- Newly established schools for which the LA is responsible to provide start-up up funding - Start-up funding of £220,000 primary/ £300,000 secondary in LA financial year of opening.
- New school phases (expansions to All-through status): New phase start-up funding of £50,000 primary/ £90,000 secondary in LA financial year of opening.
- Diseconomies of scale funding will be available to new basic needs academies and maintained schools opening new phases until there are pupils in every year group. No diseconomies of scale funding will be available to independent schools which become maintained. Diseconomies of scale per empty year group, paid from year after opening until pupils in all year groups. Academies are paid these rates in the current financial year with a further 5/12ths payment to cover the full academic year.”

**Split site funding:** The Local Authority intends to use the following criteria for qualifying settings in the APT for 2020/21.

- “School buildings on split sites are funded as follows (excludes sports and play areas, premises used for nurseries and sixth forms only and all-through schools where each site is used solely for either primary or secondary phases).
- The funding rate for a school on a split site is currently £29,958 (primary) or £99,412 (secondary).



- All through schools receive the primary split site allocation (£29,958) if they have primary year groups on more than one site, and £19,882.40 per secondary year group (£99,412/5) located across more than one site. This is increased by part year fractions as schools expand across sites.
- Secondary schools on split sites also receive an allowance for staff travel between sites, depending on how far apart the two sites are. The rate is £53,492. If the buildings are very close and simply separated by a public road this rate is multiplied by 0.2. If further apart the multiplier is 1.4.”

1.31 The schools block income for 2020/21 as shown in Table 1 above is £265.633m. The draft 2020/21 schools block expenditure as submitted on the APT is broken down as follows:

Split site, lump sum and NNDR allocations	£17.866m
Formula funding and MFG allocations	£245.254m
Growth funding	£2.513m
<b>Total Schools Block expenditure</b>	<b>£265.633m</b>

The appendices show the indicative MFG and school factors funding allocations for individual schools and the variance in funding per pupil compared with 2019/20 for each school. These may be subject to data corrections and will be verified by the DfE before final confirmation to schools. The figures do not include Post-16, early years or SEN funding.

### Funding of Nursery Schools

- 1.32 At its meeting on 10<sup>th</sup> September 2019, the Children, Education & Safeguarding Committee asked for an update on Nursery School funding to be incorporated as part of the Annual School Funding report at the January Committee.
- 1.33 Nursery Schools are funded on the same basis as all other early years providers, including nursery classes in primary schools and early years placed provided by Private, Voluntary and Independent providers. A new national funding formula for early years came into force in 2017-18. Under the National Early Years Funding Formula, the same funding formula will apply to all providers.
- 1.34 However, supplementary funding has been paid by the DfE to some local authorities, initially for a transitional period of up to two years, where this was needed ‘to enable local authorities to fund nursery schools at the same level as they did in 2016-17’. As the notional hourly rate for 3 and 4 year-olds in Barnet exceeded the rate that was paid to Barnet nursery schools in 2016-17, Barnet nursery schools were not covered by the grant.
- 1.35 The DfE has indicated that the transitional funding paid to some nursery schools will continue next year. However, the detailed technical note makes it clear the funding will only apply to those that already receive it. However, it is understood that the Secretary of State for Education has promised a review on the future of maintained nursery schools that will address the need for maintained nursery schools to be placed on a stable financial footing.

- 1.36 Barnet nursery schools are funded in accordance with the Early Years National Funding Formula. In 2019-20 each receives £5.17 an hour per pupil, plus a deprivation rate of £0.19 for Moss Hall Nursery School and £0.24 for the three nursery schools in the BEYA (Barnet Early Years Alliance) federation, these being marginally below the Borough average rate for deprivation.
- 1.37 Both BEYA and Moss Hall Nursery School had significant revenue balances at the end of the 2018-19 financial year. but both have indicated that they will have to draw heavily on their balances over the coming year or two and will not be able to balance their budgets in the near future.

## **2 REASONS FOR RECOMMENDATIONS**

- 2.1 The report informs and updates the Children, Education and Safeguarding Committee in relation to school funding and committee approval for the submission of the APT is required.

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

- 3.1 The timetable for decision making and submission of the APT is set down by the DfE and the Council is obligated to make a decision on its school funding formula. Consideration was given to having a higher or lower MFG but the option in this report was chosen in order to protect pupil-level funding while still allowing some increase for those schools that gain from the National Funding Formula.

## **4 POST DECISION IMPLEMENTATION**

- 4.1 Funding will be distributed to schools in accordance with the arrangements set out in the report.

## **5 IMPLICATIONS OF DECISION**

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

The quality of the education offer in Barnet 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 a popular and desirable place with many families attracted to the area by the good reputation of Barnet's schools.

- 5.2 Excellent educational outcomes and ensuring children and young people are equipped to meet the needs of employers are key to delivering the Council's strategic objectives set out in its Corporate Plan, Barnet 2024, 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.

5.3 The London Borough of Barnet's Education Strategy 2017-2020 sets out that good leadership and governance is a key driver to the achievement of the improvement of schools and educational outcomes.

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

The financial implications for the council are set out in the paragraphs above.

## 5.3 **Legal and Constitutional References**

5.3.1 Article 7 - Committees, Forums, Working Groups and Partnerships of the council's constitution states that the committee has responsibility for all matters relating to children, schools, education and safeguarding.

5.3.2 The composition, constitution and procedures of Schools Forums are set out in the Schools Forums (England) Regulations 2012 (S.I. 2012/2261). They set out the respective roles and responsibilities of the local authority and the Schools Forum.

5.3.3 The legislation governing the current system is the School Standards and Framework Act 1998 and associated regulations. In addition, there are detailed regulations covering decision-making and consultation requirements with the schools' forum and individual schools.

5.3.4 For 2020/21 the dedicated schools grant will be split into four blocks, namely schools' block, high needs block, early years block and central schools block. From 2021/22 it is proposed to distribute the schools' blocks directly to schools based on a national funding formula. Local authorities are permitted to implement local transitional funding formulae in 2018/19, 2019/20 and 2020/21.

5.3.5 The Government has calculated the schools' block based on the national funding formula, but will continue to distribute this to local authorities, who continue to have requirements in relation to consultation with the Schools Forum and autonomy to distribute it to schools based on existing factors. The funding is calculated on a notional per school funding basis, plus funding for premises and growth.

5.3.6 Current regulations require that the local authority consult its schools forum on any proposed changes to its funding formula and make an annual submission to the Department for Education.

## 5.4 **Risk Management**

The annual submission of school funding information to the Department for Education is governed by a strict timetable to ensure that schools are allocated budgets in good time for each new financial year.

## 5.5 **Equalities and Diversity**

The Council has a duty contained in section 149 of the Equality Act to have due regard to the need to:

- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;

(b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;

(c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it

The protected characteristics are:

- age
- disability;
- gender reassignment;
- pregnancy and maternity;
- race;
- religion or belief;
- sex;
- sexual orientation.

In reviewing the arrangements for the education of pupils with special educational needs and for the use of pupil referral units and the education of children otherwise than at school ensures that the particular needs of vulnerable children and young people are championed

#### 5.6 **Corporate Parenting Principles**

The proposed APT submission does not impact on the funding of the Virtual School; nor does it affect High Needs funding, which is a significant factor for looked after children, as a significant number are supported through funding from the High Needs Block.

#### 5.7 **Consultation and Engagement**

At its meeting on 10 October 2019 the Schools Forum agreed there was no need to consult on the local funding formula, as there were no proposals to change the current approach.

## 6 **BACKGROUND PAPERS –** None

This page is intentionally left blank

# Appendix 1

LAESTAB	School Name	Total Funding 2019/20	2019/20 Baseline(excludes School Factors and MFG)	2019/20 Post Delegation and Education Functions Budgets	2019/20 Pupils	2019/20 Unit Value (Restated)
<b>Totals</b>		<b>£252,653,413</b>	<b>£226,684,455</b>	<b>£251,070,899</b>	<b>51,100</b>	
<b>All-Through Schools</b>						
3023521	St Mary's and St John's CofE School	£6,660,867	£6,397,639	£6,593,914	1,347	£4,860
3026905	London Academy	£7,222,537	£6,869,126	£7,222,537	1,212	£5,725
3026906	Wren Academy	£5,894,127	£5,539,318	£5,894,127	1,189	£4,766
<b>Sub-Total</b>		<b>£19,777,531</b>	<b>£18,806,082</b>	<b>£19,710,578</b>	<b>3,749</b>	
<b>Primary Schools</b>						
3022002	Barnfield Primary School	£2,050,680	£1,771,085	£2,027,768	417	£4,543
3022003	Bell Lane Primary School	£1,749,965	£1,503,660	£1,729,652	369	£4,346
3022007	Brookland Junior School	£1,434,142	£1,266,553	£1,415,441	356	£3,625
3022008	Brookland Infant and Nursery School	£1,172,314	£1,034,703	£1,158,156	271	£3,796
3022009	Brunswick Park Primary and Nursery School	£1,896,077	£1,565,697	£1,874,093	417	£4,151
3022010	Childs Hill School	£1,738,714	£1,514,926	£1,719,662	350	£4,527
3022011	Church Hill School	£907,435	£748,701	£896,647	207	£3,678
3022014	Colindale Primary School	£2,928,874	£2,677,208	£2,893,400	657	£4,108
3022015	Coppetts Wood Primary School	£1,169,595	£898,879	£1,157,564	222	£4,560
3022016	Courtland School	£925,518	£734,058	£914,696	209	£3,729
3022017	Cromer Road Primary School	£1,759,206	£1,590,037	£1,737,218	414	£3,891
3022019	Deansbrook Infant School	£1,222,057	£1,046,318	£1,208,745	253	£4,267
3022023	Edgware Primary School	£2,593,116	£2,451,467	£2,561,982	580	£4,218
3022024	Fairway Primary School and Children's Centre	£1,062,189	£871,991	£1,050,363	219	£4,072
3022025	Foulds School	£1,242,354	£1,061,592	£1,226,259	316	£3,459
3022026	Frith Manor Primary School	£2,287,651	£2,122,190	£2,258,420	559	£3,803
3022027	Garden Suburb Junior School	£1,482,610	£1,302,752	£1,463,913	355	£3,770
3022028	Garden Suburb Infant School	£1,107,472	£1,000,266	£1,094,314	255	£3,778
3022029	Goldbeaters Primary School	£2,116,718	£1,843,031	£2,093,420	424	£4,643
3022031	Hollickwood Primary School	£953,937	£761,931	£944,035	180	£4,582
3022032	Holly Park Primary School	£1,938,613	£1,682,484	£1,914,387	461	£3,887
3022036	Livingstone Primary and Nursery School	£1,388,161	£1,054,264	£1,373,699	263	£4,740
3022037	Manorside Primary School	£1,220,554	£1,005,842	£1,206,693	265	£4,049
3022041	Sacks Morasha Jewish Primary School	£833,445	£663,476	£822,800	210	£3,360
3022042	Monkfrith Primary School	£1,451,946	£1,260,819	£1,433,267	361	£3,627
3022043	Moss Hall Junior School	£1,862,118	£1,709,957	£1,837,377	469	£3,687
3022044	Moss Hall Infant School	£1,544,850	£1,361,594	£1,526,326	357	£3,932
3022045	Northside Primary School	£1,172,001	£914,736	£1,159,361	238	£4,296
3022054	Woodridge Primary School	£887,801	£709,493	£877,100	209	£3,561
3022055	Tudor Primary School	£1,127,803	£922,347	£1,115,977	220	£4,374
3022057	Underhill School	£2,408,433	£2,105,908	£2,380,811	504	£4,423
3022060	Whitings Hill Primary School	£2,216,312	£1,638,208	£2,193,664	419	£4,776
3022067	Chalgrove Primary School	£1,144,194	£940,323	£1,131,184	247	£4,027
3022070	Sunnyfields Primary School	£1,012,621	£830,752	£1,001,453	202	£4,306
3022071	Queenswell Infant & Nursery School	£1,069,782	£861,143	£1,058,834	206	£4,441
3022072	Queenswell Junior School	£1,586,535	£1,367,386	£1,567,722	346	£4,180
3022073	Danegrove Primary School	£2,605,378	£2,383,017	£2,572,164	627	£3,872
3022076	Wessex Gardens Primary School	£1,842,508	£1,650,706	£1,821,400	392	£4,299
3022077	The Orion Primary School	£4,460,514	£3,701,559	£4,413,641	842	£5,139
3022078	Pardes House Primary School	£1,297,638	£1,106,721	£1,280,791	327	£3,528
3022079	Beis Yaakov Primary School	£1,737,466	£1,542,029	£1,714,076	454	£3,488
3023300	All Saints' CofE Primary School NW2	£911,937	£772,615	£901,656	190	£4,123
3023302	Christ Church Primary School	£871,286	£728,812	£860,467	210	£3,534
3023304	Holy Trinity CofE Primary School	£1,061,727	£894,604	£1,049,130	237	£3,936
3023305	Monken Hadley CofE Primary School	£606,577	£479,206	£599,360	141	£3,401
3023307	St John's CofE Junior Mixed and Infant School	£892,316	£706,601	£881,490	210	£3,633
3023309	St John's CofE Primary School	£876,761	£735,089	£865,962	210	£3,556
3023311	St Mary's CofE Primary School	£1,635,675	£1,490,977	£1,614,338	414	£3,589
3023312	St Mary's CofE Primary School, East Barnet	£890,326	£758,309	£879,245	214	£3,558
3023313	St Paul's CofE Primary School N11	£910,892	£776,308	£900,360	199	£3,931
3023314	St Paul's CofE Primary School NW7	£867,003	£741,678	£856,289	208	£3,552
3023315	St Andrew's CofE Voluntary Aided Primary School, Totter	£884,476	£726,596	£873,741	210	£3,597
3023316	Trent CofE Primary School	£862,269	£730,343	£851,469	210	£3,493
3023317	All Saints' CofE Primary School N20	£1,036,897	£907,584	£1,024,271	239	£3,799
3023500	The Annunciation Catholic Infant School	£726,906	£608,803	£718,901	154	£3,899
3023501	Our Lady of Lourdes RC School	£938,288	£766,424	£927,335	208	£3,889
3023502	St Agnes RC School	£1,443,390	£1,341,726	£1,426,168	329	£3,989

2020/21 Pupils	2020/21 Unit Value	2020/21 Baseline (excludes School Factors and MFG, includes Minimum Funding per pupil factor)	2020/21 MFG adjustment	2020/21 Guaranteed Level of Funding(MFG +1.84%)	2020/21 Schools Factors (including lump sum, split sites and rates)	2020/21 Total Funding(provision of including MFG and Schools Factors)	2020/21 Post Delegation and Education Functions Budgets	Increase/(Decrease) in Post Delegation and Education Functions Budgets	Increase/(Decrease) in Pupil Numbers
<b>51,717</b>		<b>£239,151,924</b>	<b>£6,102,236</b>	<b>£245,254,160</b>	<b>£17,865,220</b>	<b>£263,119,380</b>	<b>£261,837,200</b>	<b>£10,766,300</b>	<b>617</b>
1,409	£5,120	£7,092,392	£0	£7,092,392	£255,602	£7,347,993	£7,290,048	£696,134	61
1,281	£5,778	£7,404,452	£66,189	£7,470,641	£196,245	£7,666,886	£7,666,886	£444,349	69
1,255	£4,778	£5,996,260	£95,069	£6,091,329	£147,299	£6,238,628	£6,238,628	£344,500	66
<b>3,945</b>		<b>£20,493,103</b>	<b>£161,259</b>	<b>£20,654,361</b>	<b>£599,146</b>	<b>£21,253,507</b>	<b>£21,195,561</b>	<b>£1,484,983</b>	<b>197</b>
417	£4,299	£1,792,873	£136,446	£1,929,318	£155,978	£2,085,296	£2,066,818	£39,050	0
366	£4,223	£1,545,723	£74,019	£1,619,741	£147,478	£1,767,219	£1,750,753	£21,101	(3)
361	£3,660	£1,321,268	£11,365	£1,332,633	£146,538	£1,479,171	£1,463,887	£48,446	5
269	£3,941	£1,060,015	£0	£1,060,015	£146,538	£1,206,552	£1,195,287	£37,131	(2)
418	£3,898	£1,629,354	£137,740	£1,767,094	£163,228	£1,930,322	£1,912,581	£38,489	1
352	£4,419	£1,555,508	£67,232	£1,622,740	£155,728	£1,778,468	£1,762,924	£43,262	2
208	£3,800	£790,311	£0	£790,311	£146,765	£937,075	£928,339	£31,692	1
630	£4,265	£2,687,050	£0	£2,687,050	£248,338	£2,935,389	£2,907,750	£14,350	(27)
210	£4,231	£888,458	£86,773	£975,232	£161,014	£1,136,245	£1,127,015	£(30,549)	(12)
211	£3,582	£755,879	£45,558	£801,237	£147,293	£948,530	£939,813	£25,117	2
412	£3,959	£1,631,006	£1,614	£1,632,621	£148,728	£1,781,349	£1,763,636	£26,418	(2)
237	£4,187	£992,426	£37,446	£1,029,872	£143,353	£1,173,225	£1,163,198	£(45,547)	(16)
530	£4,327	£2,293,510	£0	£2,293,510	£150,521	£2,444,032	£2,420,938	£(141,045)	(50)
204	£4,157	£848,123	£0	£848,123	£176,443	£1,024,566	£1,015,635	£(34,729)	(15)
314	£3,433	£1,077,925	£28,062	£1,105,987	£151,812	£1,257,799	£1,245,055	£18,797	(2)
547	£3,942	£2,156,398	£0	£2,156,398	£168,725	£2,325,123	£2,302,162	£43,742	(12)
348	£3,740	£1,301,523	£34,713	£1,336,236	£147,364	£1,483,600	£1,468,889	£49,776	(7)
244	£4,113	£1,003,671	£0	£1,003,671	£147,364	£1,151,035	£1,140,845	£46,531	(11)
419	£4,470	£1,872,721	£108,549	£1,981,270	£151,228	£2,132,498	£2,113,732	£20,312	(5)
183	£4,280	£783,253	£70,683	£853,936	£145,353	£999,289	£991,216	£47,180	3
438	£3,813	£1,669,971	£63,664	£1,733,635	£151,978	£1,885,613	£1,866,979	£(47,408)	(23)
276	£4,240	£1,170,307	£162,065	£1,332,373	£149,228	£1,481,601	£1,469,146	£95,447	13
265	£3,876	£1,027,169	£65,553	£1,092,721	£153,159	£1,245,880	£1,234,866	£28,173	0
206	£3,278	£675,216	£29,724	£704,940	£128,068	£833,008	£833,008	£10,208	(4)
393	£3,579	£1,406,529	£45,282	£1,451,811	£156,228	£1,608,039	£1,591,738	£158,470	32
461	£3,741	£1,724,405	£6,456	£1,730,861	£132,978	£1,863,839	£1,844,216	£6,840	(8)
350	£3,962	£1,386,696	£14,921	£1,401,617	£156,978	£1,558,595	£1,547,632	£17,717	(7)
239	£3,947	£943,352	£102,298	£1,045,651	£155,621	£1,201,272	£1,190,974	£31,614	1
208	£3,536	£735,489	£18,785	£754,274	£145,485	£899,759	£891,267	£14,168	(1)
218	£4,342	£946,488	£24,628	£971,116	£152,768	£1,123,885	£1,114,267	£(1,711)	(2)
478	£4,336	£2,072,477	£80,637	£2,153,114	£178,728	£2,331,842	£2,310,536	£(70,276)	(26)
424	£3,994	£1,693,623	£368,833	£2,062,457	£213,228	£2,275,685	£2,257,205	£63,541	5
231	£3,999	£923,751	£23,652	£947,403	£155,514	£1,102,916	£1,093,067	£(38,117)	(16)
208	£4,276	£889,432	£22,593	£912,025	£147,429	£1,059,454	£1,050,552	£48,600	6
174	£4,376	£761,381	£25,616	£786,997	£158,071	£945,068	£937,645	£(121,188)	(32)
349	£4,070	£1,420,548	£65,037	£1,485,585	£141,870	£1,627,454	£1,612,079	£44,357	3



# Appendix 1

LAESTAB	School Name	Total Funding 2019/20	2019/20 Baseline(excludes School Factors and MFG)	2019/20 Post Delegation and Education Functions Budgets	2019/20 Pupils	2019/20 Unit Value (Restated)
3023504	St Catherine's RC School	£1,732,904	£1,577,798	£1,710,445	434	£3,694
3023506	St Vincent's Catholic Primary School	£1,305,476	£1,135,054	£1,289,203	316	£3,723
3023507	St Theresa's Catholic Primary School	£902,102	£753,315	£891,065	213	£3,637
3023509	St Joseph's Catholic Primary School	£2,087,142	£1,959,174	£2,060,193	519	£3,757
3023510	Sacred Heart Roman Catholic Primary School	£1,560,903	£1,443,022	£1,540,143	402	£3,559
3023511	Blessed Dominic Catholic Primary School	£1,845,117	£1,618,797	£1,824,087	394	£4,357
3023512	Rosh Pinah Primary School	£1,508,994	£1,341,567	£1,488,649	400	£3,426
3023513	Menorah Primary School	£1,472,838	£1,320,003	£1,452,898	390	£3,443
3023514	The Annunciation RC Junior School	£973,032	£853,606	£961,329	221	£3,827
3023516	Hasmonean Primary School	£870,655	£722,764	£859,886	210	£3,469
3023518	Woodcroft Primary School	£2,014,013	£1,762,246	£1,991,865	405	£4,577
3023520	Akiva School	£1,542,308	£1,350,951	£1,521,134	419	£3,352
3023523	Martin Primary School	£2,676,469	£2,364,310	£2,643,796	624	£3,998
3023524	Belt Shvidler Primary School	£816,639	£657,736	£806,732	194	£3,523
3025201	Osidge Primary School	£1,539,411	£1,415,807	£1,519,767	378	£3,723
3025948	Mathilda Marks-Kennedy Jewish Primary School	£836,436	£681,817	£826,026	204	£3,414
3025949	Menorah Foundation School	£1,444,557	£1,250,752	£1,425,515	373	£3,453
3022001	Etz Chaim Jewish Primary School	£777,934	£632,852	£777,934	189	£3,351
3022004	Rimon Jewish Primary School	£841,817	£672,454	£841,817	195	£3,628
3022018	Deansbrook Junior School	£1,691,723	£1,516,250	£1,691,723	373	£4,169
3022020	Alma Primary	£791,084	£652,679	£791,084	197	£3,380
3022030	Grasvenor Avenue Infant School	£444,530	£316,351	£444,530	81	£3,918
3022038	Parkfield Primary School	£1,735,213	£1,589,384	£1,735,213	389	£4,105
3022047	The Hyde School	£1,979,843	£1,716,103	£1,979,843	422	£4,378
3022048	Millbrook Park Primary School	£1,456,521	£1,231,700	£1,456,521	325	£3,972
3022049	Watling Park School	£1,269,955	£1,051,063	£1,269,955	242	£4,669
3022050	Ashmole Primary School	£930,425	£740,089	£930,425	215	£3,419
3022051	Summerside Primary Academy	£1,927,163	£1,717,186	£1,927,163	417	£4,304
3023515	Independent Jewish Day School	£818,781	£657,123	£818,781	201	£3,366
3023519	Broadfields Primary School	£2,865,217	£2,626,287	£2,865,217	651	£4,165
3023522	Claremont Primary School	£1,588,570	£1,380,556	£1,588,570	305	£4,776
3022053	Noam Primary	£601,767	£476,834	£594,162	150	£3,144
3022021	Dollis Primary	£2,686,880	£2,251,104	£2,657,928	535	£4,576
<b>Sub-Total</b>		<b>£129,562,448</b>	<b>£111,782,921</b>	<b>£128,242,257</b>	<b>29,213</b>	
<b>Secondary Schools</b>						
3024003	Friern Barnet School	£4,727,820	£4,611,160	£4,688,940	781	£5,816
3024004	Menorah High School for Girls	£1,283,109	£1,146,572	£1,272,889	241	£4,773
3025404	St Michael's Catholic Grammar School	£2,657,024	£2,278,502	£2,636,716	477	£5,271
3025405	Finchley Catholic High School	£4,753,711	£4,488,981	£4,714,785	888	£5,185
3025407	St James' Catholic High School	£5,438,035	£5,261,438	£5,393,205	978	£5,399
3025427	JCoSS	£6,020,809	£4,802,390	£5,978,604	987	£5,920
3024000	St Andrew the Apostle Greek Orthodox School	£3,743,617	£3,341,158	£3,743,617	631	£5,647
3024001	The Archer Academy	£4,348,124	£3,978,610	£4,348,124	771	£5,402
3024010	The Totteridge Academy	£3,532,719	£3,161,744	£3,532,719	534	£6,333
3024011	Saracens High School	£1,462,135	£1,328,669	£1,462,135	245	£5,414
3024012	Whitefield School	£4,489,972	£4,297,916	£4,489,972	661	£6,593
3024208	Queen Elizabeth's Girls' School	£5,016,640	£4,844,784	£5,016,640	908	£5,356
3024210	Copthall School	£4,333,868	£4,298,622	£4,333,868	738	£5,679
3024211	Christ's College Finchley	£3,544,950	£3,383,203	£3,544,950	602	£5,619
3024212	East Barnet School	£5,988,819	£5,799,844	£5,988,819	1,126	£5,146
3024215	The Compton School	£5,856,099	£5,692,910	£5,856,099	1,047	£5,455
3024752	The Henrietta Barnett School	£2,733,527	£2,405,970	£2,733,527	515	£5,004
3025400	Hendon School	£6,141,490	£5,803,276	£6,141,490	1,011	£5,921
3025401	Queen Elizabeth's School, Barnet	£4,838,750	£4,385,643	£4,838,750	935	£5,006
3025402	Mill Hill County High School	£6,623,285	£6,272,018	£6,623,285	1,240	£5,219
3025406	Ashmole Academy	£6,555,271	£6,277,407	£6,555,271	1,246	£5,092
3025408	Bishop Douglass School Finchley	£3,779,822	£3,253,173	£3,779,822	554	£6,555
3025409	Hasmonean High School for Boys	£2,418,588	£2,222,817	£2,418,588	459	£5,087
3024014	Hasmonean High School for Girls	£2,418,588	£2,222,817	£2,418,588	459	£5,087
3024013	ARK Pioneer Academy	£606,660	£535,827	£606,660	105	£5,076
<b>Sub-Total</b>		<b>£103,313,434</b>	<b>£96,095,452</b>	<b>£103,118,064</b>	<b>18,138</b>	

2020/21 Pupils	2020/21 Unit Value	2020/21 Baseline (excludes School Factors and MFG, includes Minimum Funding per pupil factor)	2020/21 MFG adjustment	2020/21 Guaranteed Level of Funding(MFG +1.84%)	2020/21 Schools Factors (including lump sum, split sites and rates)	2020/21 Total Funding(provisional) including MFG and Schools Factors)	2020/21 Post Delegation and Education Functions Budgets	Increase/(Decrease) in Post Delegation and Education Functions Budgets	Increase/(Decrease) in Pupil Numbers
421	£3,781	£1,591,980	£0	£1,591,980	£132,474	£1,724,454	£1,706,925	(£3,519)	(13)
299	£3,710	£1,109,215	£24,554	£1,133,769	£129,264	£1,263,033	£1,250,729	(£38,473)	(17)
189	£3,629	£685,788	£14,173	£699,961	£129,576	£829,537	£821,719	(£69,345)	(24)
508	£3,959	£2,010,959	£0	£2,010,959	£137,792	£2,148,751	£2,127,511	(£67,317)	(11)
395	£3,671	£1,449,956	£0	£1,449,956	£130,590	£1,580,546	£1,564,147	(£24,004)	(7)
391	£4,236	£1,656,308	£78,465	£1,734,773	£129,914	£1,864,687	£1,847,765	(£23,678)	(3)
381	£3,438	£1,309,845	£19,588	£1,329,433	£138,728	£1,468,161	£1,452,713	(£35,936)	(19)
378	£3,480	£1,315,569	£9,646	£1,325,215	£130,538	£1,455,753	£1,440,305	(£12,931)	(12)
207	£4,031	£834,493	£0	£834,493	£128,224	£962,717	£953,812	(£7,518)	(14)
204	£3,602	£734,874	£0	£734,874	£141,952	£876,826	£868,428	(£8,543)	(6)
401	£4,468	£1,791,687	£77,283	£1,868,970	£160,228	£2,029,198	£2,011,470	(£19,604)	(4)
420	£3,451	£1,449,272	£0	£1,449,272	£137,896	£1,587,168	£1,570,235	(£49,101)	1
619	£3,972	£2,458,651	£61,519	£2,520,170	£179,228	£2,699,398	£2,673,290	(£29,493)	(5)
187	£3,513	£656,871	£14,103	£670,974	£133,721	£804,695	£797,033	(£9,699)	(7)
388	£4,000	£1,551,902	£0	£1,551,902	£132,992	£1,684,894	£1,668,532	(£14,765)	10
204	£3,446	£702,899	£6,359	£709,258	£139,872	£849,130	£840,818	(£14,792)	0
398	£3,550	£1,413,030	£0	£1,413,030	£157,708	£1,570,738	£1,554,507	(£18,992)	25
191	£3,451	£632,852	£0	£632,852	£145,355	£778,207	£769,514	(£8,543)	2
191	£3,557	£679,407	£26,278	£705,685	£133,944	£839,629	£839,629	(£2,188)	(4)
354	£4,174	£1,477,493	£25,499	£1,502,992	£127,229	£1,630,222	£1,630,222	(£1,501)	(19)
208	£3,480	£723,862	£0	£723,862	£129,134	£852,996	£852,996	(£6,912)	12
74	£4,383	£324,326	£0	£324,326	£128,224	£452,550	£452,550	(£8,019)	(7)
393	£4,337	£1,704,349	£0	£1,704,349	£140,409	£1,844,758	£1,844,758	(£109,545)	4
421	£4,151	£1,747,701	£129,440	£1,877,141	£131,834	£2,008,976	£2,008,976	(£29,132)	(1)
384	£3,971	£1,524,695	£28,720	£1,553,415	£127,639	£1,681,053	£1,681,053	(£224,532)	59
286	£4,588	£1,312,027	£47,895	£1,359,922	£140,496	£1,500,418	£1,500,418	(£230,464)	44
274	£3,545	£971,451	£0	£971,451	£197,488	£1,168,939	£1,168,939	(£238,514)	59
370	£4,298	£1,590,290	£31,424	£1,621,713	£134,641	£1,756,354	£1,756,354	(£170,809)	(47)
205	£3,391	£695,084	£7,701	£702,785	£142,680	£845,465	£845,465	(£26,684)	4
637	£4,184	£2,664,930	£37,210	£2,702,139	£142,921	£2,845,061	£2,845,061	(£20,157)	(14)
302	£4,635	£1,399,703	£69,072	£1,468,775	£132,280	£1,601,055	£1,601,055	(£12,484)	(3)
172	£3,633	£624,801	£0	£624,801	£130,233	£755,034	£748,104	(£15,942)	22
486	£4,327	£2,102,754	£161,873	£2,264,627	£211,740	£2,476,367	£2,455,136	(£202,793)	(49)
<b>28,934</b>		<b>£114,724,783</b>	<b>£3,606,301</b>	<b>£118,331,083</b>	<b>£13,186,507</b>	<b>£131,517,590</b>	<b>£130,476,376</b>	<b>£2,234,119</b>	<b>-279</b>
<b>Secondary Schools</b>									
793	£6,097	£4,834,612	£0	£4,834,612	£182,728	£5,017,339	£4,984,309	(£295,368)	12
269	£4,946	£1,330,464	£0	£1,330,464	£133,008	£1,463,472	£1,453,971	(£181,082)	28
532	£4,958	£2,635,918	£218,138	£2,854,056	£142,472	£2,996,528	£2,977,778	(£341,062)	55
885	£5,256	£4,651,964	£21,209	£4,673,173	£151,637	£4,824,810	£4,792,551	(£77,767)	(3)
1,019	£5,646	£5,754,551	£0	£5,754,551	£161,348	£5,915,899	£5,876,963	(£483,758)	42
990	£5,065	£5,014,223	£954,548	£5,968,771	£179,288	£6,148,059	£6,113,093	(£134,489)	3
695	£5,549	£3,856,885	£140,049	£3,996,934	£139,423	£4,136,357	£4,136,357	(£392,740)	64
790	£5,490	£4,226,688	£9,033	£4,235,721	£294,820	£4,530,542	£4,530,542	(£182,418)	19
560	£6,027	£3,375,004	£236,881	£3,611,885	£151,000	£3,762,885	£3,762,885	(£230,166)	26
397	£5,749	£2,279,499	£0	£2,279,499	£128,206	£2,407,705	£2,407,705	(£945,570)	152
656	£6,794	£4,456,942	£0	£4,456,942	£150,792	£4,607,734	£4,607,734	(£117,762)	(5)
907	£5,563	£5,045,733	£0	£5,045,733	£154,785	£5,200,518	£5,200,518	(£183,878)	(1)
736	£6,075	£4,470,968	£0	£4,470,968	£145,449	£4,616,417	£4,616,417	(£282,549)	(2)
628	£5,766	£3,621,093	£0	£3,621,093	£160,738	£3,781,831	£3,781,831	(£236,881)	26
1,127	£5,418	£6,105,683	£0	£6,105,683	£194,799	£6,300,482	£6,300,482	(£311,663)	1
1,049	£5,658	£5,934,860	£0	£5,934,860	£145,762	£6,080,622	£6,080,622	(£224,523)	2
515	£4,842	£2,493,373	£131,273	£2,624,646	£125,668	£2,750,314	£2,750,314	(£16,787)	0
1,027	£5,969	£6,130,217	£62,155	£6,192,372	£155,956	£6,348,328	£6,348,328		

**London Borough of Barnet  
Children, Education and  
Safeguarding Committee  
Forward Work Plan  
2020**

Contact: Salar Rida 020 8359 7113 [salar.rida@barnet.gov.uk](mailto:salar.rida@barnet.gov.uk)

Title of Report	Overview of decision	Report Of* ( <i>officer</i> )	Issue Type (Non key/Key/Urgent)
13 January 2020			
Business Planning	The Committee to consider and approve the report.	Executive Director for Children and Young People Strategic Lead – Children and Young People	<b>Non-key</b>
Family Services Quarterly Update	The Committee to note the report.	Executive Director for Children and Young People	<b>Non-key</b>
Report on Unregulated Placements	The Committee to note the content of the report which was requested at its September 2019 meeting to receive a report on unregulated placements.	Executive Director for Children and Young People Education and Skills Director, Barnet with Cambridge Education	<b>TBC</b>
Annual Report on School Funding in Barnet (incl. nurseries' financing)	The Committee to consider and approve the report, including information as request on nurseries' financing.	Executive Director for Children and Young People Education and Skills Director, Barnet with Cambridge Education	<b>Non-key</b>
Barnet Safeguarding Children Partnership Board Annual Report	The Committee to consider and note the report.	Business Manager - The Barnet's Children's Safeguarding Partnership Executive Director for Children and Young People	<b>Non-key</b>
11 March 2020			
Educational Standards in Barnet	The Committee to consider and note the report.	Executive Director for Children and Young People Education and Skills Director, Barnet with Cambridge Education	<b>Non-key</b>

2  
 14 Reports will be in the name of the Chairman of the Committee (with report officers listed above)

<b>Title of Report</b>	<b>Overview of decision</b>	<b>Report Of* (officer)</b>	<b>Issue Type (Non key/Key/Urgent)</b>
Family Services Quarterly Update	The Committee to note the report.	Executive Director for Children and Young People	<b>Non-key</b>
Childcare Sufficiency Assessment	The Committee to note the report.	Early Years and Primary Lead Executive Director for Children and Young People	<b>Non-key</b>
Barnet and Children's Young People Plan	The Committee to consider and note the report.	Executive Director for Children and Young People Commissioning, Strategy and Policy Advisor	<b>Key</b>
<b>6 May 2020</b>			
Annual Complaints Report Family Services	The Committee to receive and note the report.	Executive Director for Children and Young People	<b>Non-key</b>
Voice of the Child Report	Annual Report on Barnet Youth Parliament and VOC.	Voice of the Child Coordinator	<b>Non-key</b>
Family Services Quarterly Update (EOY Performance)	The Committee to note the report.	Executive Director for Children and Young People	<b>Non-key</b>
Annual Report from the Corporate Parenting Advisory Panel	The Committee to note the report.	Executive Director for Children and Young People	<b>Non-key</b>

2  
 3  
 4  
 5  
 6  
 7  
 8  
 9  
 10  
 11  
 12  
 13  
 14  
 15  
 16  
 17  
 18  
 19  
 20  
 21  
 22  
 23  
 24  
 25  
 26  
 27  
 28  
 29  
 30  
 31  
 32  
 33  
 34  
 35  
 36  
 37  
 38  
 39  
 40  
 41  
 42  
 43  
 44  
 45  
 46  
 47  
 48  
 49  
 50  
 51  
 52  
 53  
 54  
 55  
 56  
 57  
 58  
 59  
 60  
 61  
 62  
 63  
 64  
 65  
 66  
 67  
 68  
 69  
 70  
 71  
 72  
 73  
 74  
 75  
 76  
 77  
 78  
 79  
 80  
 81  
 82  
 83  
 84  
 85  
 86  
 87  
 88  
 89  
 90  
 91  
 92  
 93  
 94  
 95  
 96  
 97  
 98  
 99  
 100  
 101  
 102  
 103  
 104  
 105  
 106  
 107  
 108  
 109  
 110  
 111  
 112  
 113  
 114  
 115  
 116  
 117  
 118  
 119  
 120  
 121  
 122  
 123  
 124  
 125  
 126  
 127  
 128  
 129  
 130  
 131  
 132  
 133  
 134  
 135  
 136  
 137  
 138  
 139  
 140  
 141  
 142  
 143  
 144  
 145  
 146  
 147  
 148  
 149  
 150  
 151  
 152  
 153  
 154  
 155  
 156  
 157  
 158  
 159  
 160  
 161  
 162  
 163  
 164  
 165  
 166  
 167  
 168  
 169  
 170  
 171  
 172  
 173  
 174  
 175  
 176  
 177  
 178  
 179  
 180  
 181  
 182  
 183  
 184  
 185  
 186  
 187  
 188  
 189  
 190  
 191  
 192  
 193  
 194  
 195  
 196  
 197  
 198  
 199  
 200  
 201  
 202  
 203  
 204  
 205  
 206  
 207  
 208  
 209  
 210  
 211  
 212  
 213  
 214  
 215  
 216  
 217  
 218  
 219  
 220  
 221  
 222  
 223  
 224  
 225  
 226  
 227  
 228  
 229  
 230  
 231  
 232  
 233  
 234  
 235  
 236  
 237  
 238  
 239  
 240  
 241  
 242  
 243  
 244  
 245  
 246  
 247  
 248  
 249  
 250  
 251  
 252  
 253  
 254  
 255  
 256  
 257  
 258  
 259  
 260  
 261  
 262  
 263  
 264  
 265  
 266  
 267  
 268  
 269  
 270  
 271  
 272  
 273  
 274  
 275  
 276  
 277  
 278  
 279  
 280  
 281  
 282  
 283  
 284  
 285  
 286  
 287  
 288  
 289  
 290  
 291  
 292  
 293  
 294  
 295  
 296  
 297  
 298  
 299  
 300  
 301  
 302  
 303  
 304  
 305  
 306  
 307  
 308  
 309  
 310  
 311  
 312  
 313  
 314  
 315  
 316  
 317  
 318  
 319  
 320  
 321  
 322  
 323  
 324  
 325  
 326  
 327  
 328  
 329  
 330  
 331  
 332  
 333  
 334  
 335  
 336  
 337  
 338  
 339  
 340  
 341  
 342  
 343  
 344  
 345  
 346  
 347  
 348  
 349  
 350  
 351  
 352  
 353  
 354  
 355  
 356  
 357  
 358  
 359  
 360  
 361  
 362  
 363  
 364  
 365  
 366  
 367  
 368  
 369  
 370  
 371  
 372  
 373  
 374  
 375  
 376  
 377  
 378  
 379  
 380  
 381  
 382  
 383  
 384  
 385  
 386  
 387  
 388  
 389  
 390  
 391  
 392  
 393  
 394  
 395  
 396  
 397  
 398  
 399  
 400  
 401  
 402  
 403  
 404  
 405  
 406  
 407  
 408  
 409  
 410  
 411  
 412  
 413  
 414  
 415  
 416  
 417  
 418  
 419  
 420  
 421  
 422  
 423  
 424  
 425  
 426  
 427  
 428  
 429  
 430  
 431  
 432  
 433  
 434  
 435  
 436  
 437  
 438  
 439  
 440  
 441  
 442  
 443  
 444  
 445  
 446  
 447  
 448  
 449  
 450  
 451  
 452  
 453  
 454  
 455  
 456  
 457  
 458  
 459  
 460  
 461  
 462  
 463  
 464  
 465  
 466  
 467  
 468  
 469  
 470  
 471  
 472  
 473  
 474  
 475  
 476  
 477  
 478  
 479  
 480  
 481  
 482  
 483  
 484  
 485  
 486  
 487  
 488  
 489  
 490  
 491  
 492  
 493  
 494  
 495  
 496  
 497  
 498  
 499  
 500  
 501  
 502  
 503  
 504  
 505  
 506  
 507  
 508  
 509  
 510  
 511  
 512  
 513  
 514  
 515  
 516  
 517  
 518  
 519  
 520  
 521  
 522  
 523  
 524  
 525  
 526  
 527  
 528  
 529  
 530  
 531  
 532  
 533  
 534  
 535  
 536  
 537  
 538  
 539  
 540  
 541  
 542  
 543  
 544  
 545  
 546  
 547  
 548  
 549  
 550  
 551  
 552  
 553  
 554  
 555  
 556  
 557  
 558  
 559  
 560  
 561  
 562  
 563  
 564  
 565  
 566  
 567  
 568  
 569  
 570  
 571  
 572  
 573  
 574  
 575  
 576  
 577  
 578  
 579  
 580  
 581  
 582  
 583  
 584  
 585  
 586  
 587  
 588  
 589  
 590  
 591  
 592  
 593  
 594  
 595  
 596  
 597  
 598  
 599  
 600  
 601  
 602  
 603  
 604  
 605  
 606  
 607  
 608  
 609  
 610  
 611  
 612  
 613  
 614  
 615  
 616  
 617  
 618  
 619  
 620  
 621  
 622  
 623  
 624  
 625  
 626  
 627  
 628  
 629  
 630  
 631  
 632  
 633  
 634  
 635  
 636  
 637  
 638  
 639  
 640  
 641  
 642  
 643  
 644  
 645  
 646  
 647  
 648  
 649  
 650  
 651  
 652  
 653  
 654  
 655  
 656  
 657  
 658  
 659  
 660  
 661  
 662  
 663  
 664  
 665  
 666  
 667  
 668  
 669  
 670  
 671  
 672  
 673  
 674  
 675  
 676  
 677  
 678  
 679  
 680  
 681  
 682  
 683  
 684  
 685  
 686  
 687  
 688  
 689  
 690  
 691  
 692  
 693  
 694  
 695  
 696  
 697  
 698  
 699  
 700  
 701  
 702  
 703  
 704  
 705  
 706  
 707  
 708  
 709  
 710  
 711  
 712  
 713  
 714  
 715  
 716  
 717  
 718  
 719  
 720  
 721  
 722  
 723  
 724  
 725  
 726  
 727  
 728  
 729  
 730  
 731  
 732  
 733  
 734  
 735  
 736  
 737  
 738  
 739  
 740  
 741  
 742  
 743  
 744  
 745  
 746  
 747  
 748  
 749  
 750  
 751  
 752  
 753  
 754  
 755  
 756  
 757  
 758  
 759  
 760  
 761  
 762  
 763  
 764  
 765  
 766  
 767  
 768  
 769  
 770  
 771  
 772  
 773  
 774  
 775  
 776  
 777  
 778  
 779  
 780  
 781  
 782  
 783  
 784  
 785  
 786  
 787  
 788  
 789  
 790  
 791  
 792  
 793  
 794  
 795  
 796  
 797  
 798  
 799  
 800  
 801  
 802  
 803  
 804  
 805  
 806  
 807  
 808  
 809  
 810  
 811  
 812  
 813  
 814  
 815  
 816  
 817  
 818  
 819  
 820  
 821  
 822  
 823  
 824  
 825  
 826  
 827  
 828  
 829  
 830  
 831  
 832  
 833  
 834  
 835  
 836  
 837  
 838  
 839  
 840  
 841  
 842  
 843  
 844  
 845  
 846  
 847  
 848  
 849  
 850  
 851  
 852  
 853  
 854  
 855  
 856  
 857  
 858  
 859  
 860  
 861  
 862  
 863  
 864  
 865  
 866  
 867  
 868  
 869  
 870  
 871  
 872  
 873  
 874  
 875  
 876  
 877  
 878  
 879  
 880  
 881  
 882  
 883  
 884  
 885  
 886  
 887  
 888  
 889  
 890  
 891  
 892  
 893  
 894  
 895  
 896  
 897  
 898  
 899  
 900  
 901  
 902  
 903  
 904  
 905  
 906  
 907  
 908  
 909  
 910  
 911  
 912  
 913  
 914  
 915  
 916  
 917  
 918  
 919  
 920  
 921  
 922  
 923  
 924  
 925  
 926  
 927  
 928  
 929  
 930  
 931  
 932  
 933  
 934  
 935  
 936  
 937  
 938  
 939  
 940  
 941  
 942  
 943  
 944  
 945  
 946  
 947  
 948  
 949  
 950  
 951  
 952  
 953  
 954  
 955  
 956  
 957  
 958  
 959  
 960  
 961  
 962  
 963  
 964  
 965  
 966  
 967  
 968  
 969  
 970  
 971  
 972  
 973  
 974  
 975  
 976  
 977  
 978  
 979  
 980  
 981  
 982  
 983  
 984  
 985  
 986  
 987  
 988  
 989  
 990  
 991  
 992  
 993  
 994  
 995  
 996  
 997  
 998  
 999  
 1000  
 1001  
 1002  
 1003  
 1004  
 1005  
 1006  
 1007  
 1008  
 1009  
 1010  
 1011  
 1012  
 1013  
 1014  
 1015  
 1016  
 1017  
 1018  
 1019  
 1020  
 1021  
 1022  
 1023  
 1024  
 1025  
 1026  
 1027  
 1028  
 1029  
 1030  
 1031  
 1032  
 1033  
 1034  
 1035  
 1036  
 1037  
 1038  
 1039  
 1040  
 1041  
 1042  
 1043  
 1044  
 1045  
 1046  
 1047  
 1048  
 1049  
 1050  
 1051  
 1052  
 1053  
 1054  
 1055  
 1056  
 1057  
 1058  
 1059  
 1060  
 1061  
 1062  
 1063  
 1064  
 1065  
 1066  
 1067  
 1068  
 1069  
 1070  
 1071  
 1072  
 1073  
 1074  
 1075  
 1076  
 1077  
 1078  
 1079  
 1080  
 1081  
 1082  
 1083  
 1084  
 1085  
 1086  
 1087  
 1088  
 1089  
 1090  
 1091  
 1092  
 1093  
 1094  
 1095  
 1096  
 1097  
 1098  
 1099  
 1100  
 1101  
 1102  
 1103  
 1104  
 1105  
 1106  
 1107  
 1108  
 1109  
 1110  
 1111  
 1112  
 1113  
 1114  
 1115  
 1116  
 1117  
 1118  
 1119  
 1120  
 1121  
 1122  
 1123  
 1124  
 1125  
 1126  
 1127  
 1128  
 1129  
 1130  
 1131  
 1132  
 1133  
 1134  
 1135  
 1136  
 1137  
 1138  
 1139  
 1140  
 1141  
 1142  
 1143  
 1144  
 1145  
 1146  
 1147  
 1148  
 1149  
 1150  
 1151  
 1152  
 1153  
 1154  
 1155  
 1156  
 1157  
 1158  
 1159  
 1160  
 1161  
 1162  
 1163  
 1164  
 1165  
 1166  
 1167  
 1168  
 1169  
 1170  
 1171  
 1172  
 1173  
 1174  
 1175  
 1176  
 1177  
 1178  
 1179  
 1180  
 1181  
 1182  
 1183  
 1184  
 1185  
 1186  
 1187  
 1188  
 1189  
 1190  
 1191  
 1192  
 1193  
 1194  
 1195  
 1196  
 1197  
 1198  
 1199  
 1200  
 1201  
 1202  
 1203  
 1204  
 1205  
 1206  
 1207  
 1208  
 1209  
 1210  
 1211  
 1212  
 1213  
 1214  
 1215  
 1216  
 1217  
 1218  
 1219  
 1220  
 1221  
 1222  
 1223  
 1224  
 1225  
 1226  
 1227  
 1228  
 1229  
 1230  
 1231  
 1232  
 1233  
 1234  
 1235  
 1236  
 1237  
 1238  
 1239  
 1240  
 1241  
 1242  
 1243  
 1244  
 1245  
 1246  
 1247  
 1248  
 1249  
 1250  
 1251  
 1252  
 1253  
 1254  
 1255  
 1256  
 1257  
 1258  
 1259  
 1260  
 1261  
 1262  
 1263  
 1264  
 1265  
 1266  
 1267  
 1268  
 1269  
 1270  
 1271  
 1272  
 1273  
 1274  
 1275  
 1276  
 1277  
 1278  
 1279  
 1280  
 1281  
 1282  
 1283  
 1284  
 1285  
 1286  
 1287  
 1288  
 1289  
 1290  
 1291  
 1292  
 1293  
 1294  
 1295  
 1296  
 1297  
 1298  
 1299  
 1300  
 1301  
 1302  
 1303  
 1304  
 1305  
 1306  
 1307  
 1308  
 1309  
 1310  
 1311  
 1312  
 1313  
 1314  
 1315  
 1316  
 1317  
 1318  
 1319  
 1320  
 1321  
 1322  
 1323  
 1324  
 1325  
 1326  
 1327  
 1328  
 1329  
 1330  
 1331  
 1332  
 1333  
 1334  
 1335  
 1336  
 1337  
 1338  
 1339  
 1340  
 1341  
 1342  
 1343  
 1344  
 1345  
 1346  
 1347  
 1348  
 1349  
 1350  
 1351  
 1352  
 1353  
 1354  
 1355  
 1356  
 1357  
 1358  
 1359  
 1360  
 1361  
 1362  
 1363  
 1364  
 1365  
 1366  
 1367  
 1368  
 1369  
 1370  
 1371  
 1372  
 1373  
 1374  
 1375  
 1376  
 1377  
 1378  
 1379  
 1380  
 1381  
 1382  
 1383  
 1384  
 1385  
 1386  
 1387  
 1388  
 1389  
 1390  
 1391  
 1392  
 1393  
 1394  
 1395  
 1396  
 1397  
 1398  
 1399  
 1400  
 1401  
 1402  
 1403  
 1404  
 1405  
 1406  
 1407  
 1408  
 1409  
 1410  
 1411  
 1412  
 1413  
 1414  
 1415  
 1416  
 1417  
 1418  
 1419  
 1420  
 1421  
 1422  
 1423  
 1424  
 1425  
 1426  
 1427  
 1428  
 1429  
 1430  
 1431  
 1432  
 1433  
 1434  
 1435

This page is intentionally left blank