



Consultation and Engagement Plan

0 – 19 Family Hub project

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Introduction & Overview

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

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

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

Consultation and engagement objectives

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

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

The Early Help Hub Programme is part of the Family Friendly Barnet 2020 Programme, which is improving services for children, young people and families in Barnet across a range of different areas. It is also a partnership programme, as effective Early Help approaches are ones that are based on partners coming together around a family, rather than each individual agency working on their own.

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

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

Key Messages, Stakeholders and Questions

Our Context

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

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

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

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

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

Our core principles in the consultation are to:

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

Our Stakeholders

Service Users

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

Council staff

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

Partners

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

Councillors

Unions

Our Overall Key Message

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

Key Questions for Consultation

Introduction/Overview

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

About the Respondent

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

About current use of Early Help services

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

Options for the move to Family Hubs

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

Stakeholders

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

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Key target audiences and areas for consultation	Consultation Methods	Methods of promoting the consultation
misuse) <ul style="list-style-type: none">- Health commissioners and GPs- JobCentre Plus		Use of social media platforms Press release

Outline of Consultation Approach

We are currently in phase 2 of the programme

The phases of the programme are as follows:

PHASE 1 – DEVELOPMENT AND TRIAL OF HUB DESIGN

JUNE 2017 – JANUARY 2018

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

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

JANUARY 2018 – JUNE 2018

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

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

JUNE 2018 – MARCH 2019

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

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

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

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

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

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

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

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

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

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

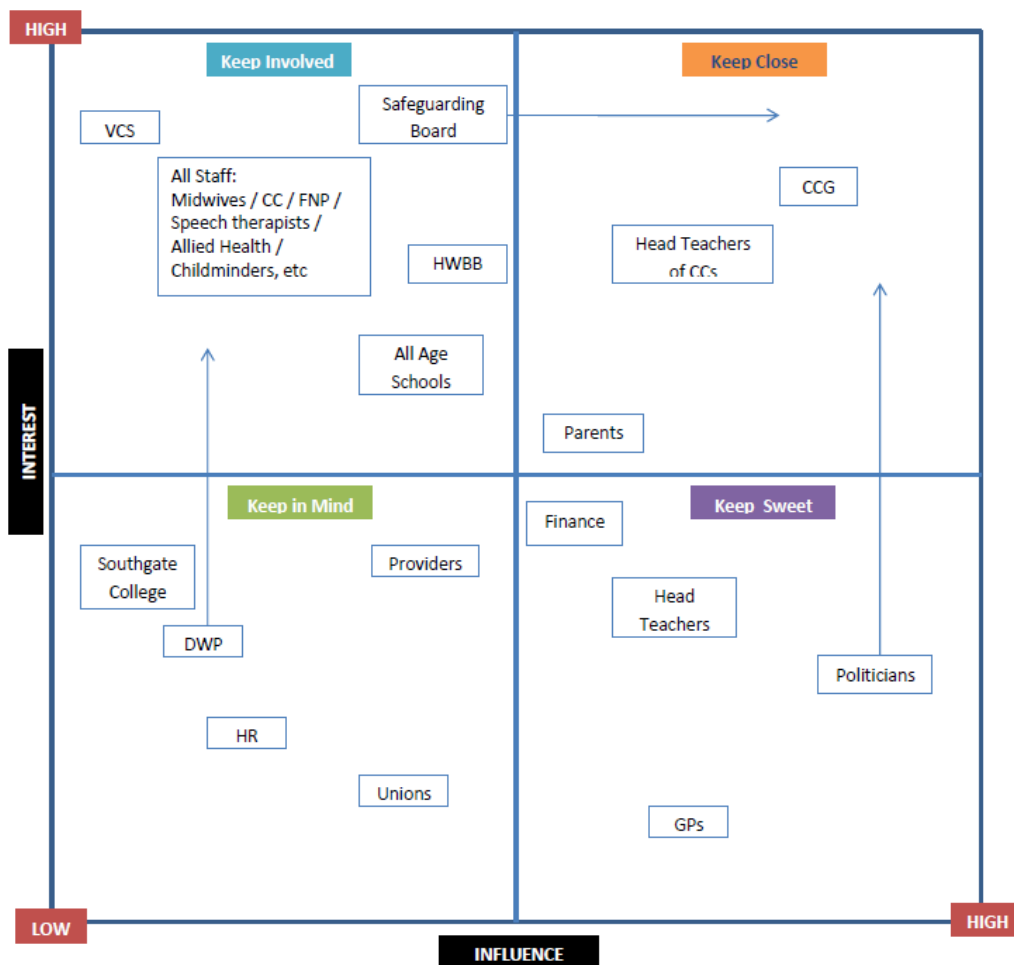
***Levels of Engagement** - This plan refers to the different levels of engagement as outlined in LBB Consultation and Engagement Strategy to help identify and clearly define the variations of engagement.

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

Stakeholder Analysis

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

Early Years (Phase 2): Initial Stakeholder Analysis

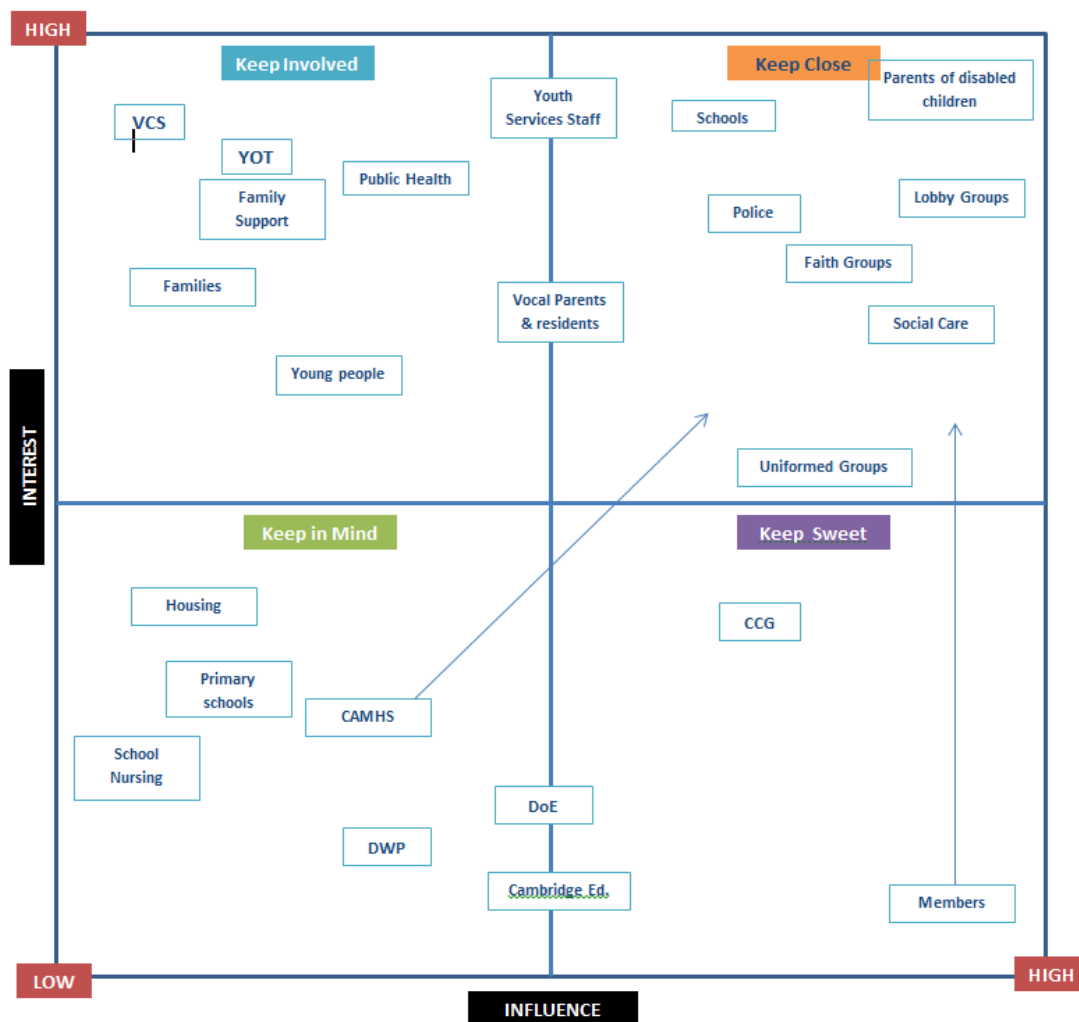


The main issues to emerge were the need to:

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

Youth Service: Initial Stakeholder Analysis

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

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

Summary Stakeholder List & Channels of Communication

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

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

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

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

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

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

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

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

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

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

Document Control

Record the information relevant to this document in this section

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Document History

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

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

Distribution List:

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

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

Approvals:

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

Name	Role	Signature	Date	Version

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