

Family Services Management Agreement

Contents

1. Delivering Barnet's Corporate Plan
2. Children, Education, Libraries and Safeguarding Committee – Commissioning Priorities
3. Transformation Programme
4. Family Services Delivery Unit – Key Actions (Commitments)
5. Family Services Delivery Unit - Indicators 2017/18
6. Performance Monitoring
7. Roles and responsibilities in relation to delivering children's services
8. Governance Arrangements
9. Financial profile up to 2019/20
10. Risks
11. Audit Programme
12. Customers
13. Contracts and Procurement
14. Equalities

1. Delivering Barnet's Corporate Plan

The council's Corporate Plan sets the framework for each of the Theme Committees' five year commissioning plans. Whether the plans are covering services for vulnerable residents or about universal services such as the environment and waste, there are a number of core and shared principles, which underpin the commissioning outcomes.

The first is a focus on fairness: Fairness for the council is about striking the right balance between fairness towards the more frequent users of services and fairness to the wider taxpayer and making sure all residents from our diverse communities – young, old, disabled and unemployed benefit from the opportunities of growth.

The second is a focus on responsibility: Continuing to drive out efficiencies to deliver more with less. The council will drive out efficiencies through a continued focus on workforce productivity; bearing down on contract and procurement costs and using assets more effectively. All parts of the system need to play their part in helping to achieve better outcomes with reduced resources.

The third is a focus on opportunity: The council will prioritise regeneration, growth and maximising income. Regeneration revitalises communities and provides residents and businesses with places to live and work. Growing the local tax base and generating more income through growth and other sources makes the council less reliant on Government funding; helps offset the impact of budget reductions and allows the council to invest in the future infrastructure of the borough.

Planning ahead is crucial: The council dealt with the first wave of austerity by planning ahead and focusing in the longer-term, thus avoiding short-term cuts and is continuing this approach by extending its plans to 2020.

The **principles of Fairness, Responsibility and Opportunity** are at the heart of our approach. We apply these principles to our **Corporate Plan priorities** of: **delivering quality services; responsible growth, regeneration and investment; building resilience in residents and managing demand; transforming local services; and promoting community engagement, independence and capacity.**

These priorities are underpinned by a commitment to **continual improvement in our customer services** and to be **as transparent as possible with the information we hold and our decision-making.**

Fairness

- fairness for the council is about striking the right balance between fairness towards more frequent users of services and to the wider taxpayer
- **building resilience in residents and managing demand** – between 2011 and 2016 we've successfully saved over £112m through effective forward planning. In order to meet the £61.5m budget gap to 2020, we will target resources on those most in need and support residents to stay independent for as long as possible
- this will require a step change in the council's approach to early intervention and prevention, working across the public sector and with residents to prevent problems rather than just treating the symptoms.

Responsibility

- the council will focus not only on getting the basics right, but also **delivering quality services,**

and striving to continuously improve the standard of services

- **promoting community engagement, independence and capacity** - as the council does less in some areas, residents will need to do more. We're working with residents to increase self-sufficiency, reduce reliance on statutory services, and tailor services to the needs of communities
- in doing so, the council will facilitate and empower residents to take on greater responsibility for their local area.

Opportunity

- the council will capitalise on the opportunities of a growing local economy by prioritising regeneration, growth and maximising income
- **responsible growth, regeneration and investment** is essential for the borough – by revitalising communities and providing new homes and jobs whilst protecting the things residents love about Barnet such as its open spaces. New homes and business locations also generate more money to spend on local services, which is increasingly important as the money received directly from government reduces to zero
- we will use the proceeds of growth to invest in local infrastructure and maintain Barnet as a great place to live and work as we continue to deal with budget reductions to 2020
- we will explore the opportunity this presents to **transform local services** and redesign them, delivering differently and better
- we will focus on making services more integrated and intuitive for the user, and more efficient to deliver for the council and the wider public sector.

The Equality Act 2010 and the Public Sector Equality Duty impose legal requirements on public organisations to pay due regard to equalities. The Corporate Plan is fundamental to the council's approach to deliver equalities. It enables the principles of equalities and valuing diversity to be reflected and mainstreamed into all council processes. It also outlines the council's Strategic Equalities Objective (SEO) that citizens will be treated equally, with understanding and respect, and will have equal access to quality services which provide value to the tax payer.

Through the SEO, Barnet aims to provide the best start for our children and access to equal life chances to all our residents and taxpayers who live, work and study in Barnet. Progress against the SEO is monitored annually in an Annual Equalities Report which is publicly reported to Council and the SEO is also reflected through our Commissioning Plans and priorities for each Theme Committee. Management Agreements with our Delivery Units have a number of commitments which reflect the importance of equalities and how the Commissioning Plans will be achieved in practice, and performance indicators have been set and published for each Delivery Unit.

2. Children, Education, Libraries and Safeguarding Committee – Commissioning Priorities

Over the next four years, the council will need to continue to save money from across all services - including libraries - to meet an overall budget gap of £53.9m to 2020. The CELS Committee is expected to save £11.9m across its portfolio.

Children

- The effective **safeguarding of the borough's vulnerable children and young people** is, and always will be, at the heart of what the council does. As the council changes and local services evolve, this commitment will not change.

- We are working with our social workers and the wider workforce to implement **resilience based model practice**, using a range of tools such as Signs of Safety, supporting children and families to build their resilience so that they can achieve better outcomes.
- **Gangs and serious youth violence** has escalated in seriousness and frequency of the violence, the decreasing age and increasing vulnerability of gang involved young people. We will establish a smaller, multi-skilled and multi-professional team to lead in the delivery of support to high risk/high vulnerability adolescents.
- We will put hearing **the voice of the child** at the heart of what we do, including through implementing the corporate parenting pledge.
- Children’s social workers, as professionals, need to be at the heart of driving effective practice which **gets things right first time for children, young people and their families**
- We will consider **working with neighbouring authorities** and across London to drive good practice and efficiencies.
- We’re working with providers to deliver **high quality early education places** for 2,3 and 4 year olds.
- Children placed with foster carers in Barnet tend to have better outcomes than those placed in residential care. The cost is also considerably **lower than the cost of placing a child in residential care**. We’re increasing the size and effectiveness of our in-house foster care service, helping a greater number of children and young people to **move to foster care placements**.
- We will develop **targeted and specialist interventions** that build resilience, including support for adolescents on the edge of care.
- The financial challenges facing the council means all services are being carefully looked at. However, as well as the need to make savings, it is also an opportunity to look at how we can **deliver services differently and better**.
- We’re exploring opportunities to develop a **social work-led, not-for-profit organisation** to provide some services for children and young people
- We will **re-commission our CAMHS services** with the Clinical Commissioning Group, ensuring that resilience based practice is embedded in the new arrangements.
- We will **re-commission children’s therapy** services with the Clinical Commissioning Group, ensuring a more integrated, community focused and resilience based service is provided.
- We will **improve and re-commission the Looked After Children health assessment pathway** with the Clinical Commissioning Group.
- We will **redesign the Health Visiting and School Nursing services** to ensure integration with wider family services in order to make best use of our resources, respond to policy change and to provide families with a joined up offer of support that is provided at the right time, in the right place and is resilience based.
- We will work with the Clinical Commissioning Group to **implement the new pathway for children with complex needs** to ensure we are providing packages of care closer to home, avoiding the need for high cost out of borough placements. Where a placement is the best option we will work in partnership to ensure the best possible placement and care package is provided.

Education

- At the heart of our resilience based approach we will work with schools to establish a new **Education Strategy** for Barnet focussing on improving outcomes for our most vulnerable children and young people.

- **School Improvement Partnerships** are operating across the borough, leading a schools-led self-sustaining school improvement system, enabling schools to challenge and support each other, sharing best practice to ensure all schools are good or outstanding.
- Improving the range of **alternative education support** for children and schools is continuing, with schools leading a new multi-academy trust that will, over time, bring together the borough's current offer to develop an improved spectrum of support for children at risk of underachieving in school.
- There is a focus on improving services that support schools and families to meet the needs of children and young people with **special educational needs and/or disabilities** and in particular, improving and developing communication and partnership working with parents/carers and young people building their resilience. We will continue to develop appropriate and timely education and health and care plans, where required, to better co-ordinate services around the needs of each child.
- To build resilience we will extend our close working with schools that identifies and provides **early support to young people** at risk of not making a successful transition into either education, employment or training to working the Barnet and Southgate college to identify and support vulnerable college leavers.
- The partnership with Cambridge Education is **guaranteed to save the council £5.4 million by 2019/20**. This will be achieved through a mixture of efficiency measures, and income growth as a result of marketing and selling services to more schools and to other local authorities.
- To maintain local authority education support functions in the face of the challenging financial climate, we've entered into a strategic partnership with Cambridge Education to sustain and grow services. Through the governance structure of the partnership, Barnet schools will help shape its growth and development, enabling schools to commission the services they need, including academies and free schools. The partnership will **build on the strong relationship with local schools** to generate income growth by selling services to more schools and other local authorities.

Libraries

- We are **maintaining the same number of libraries (14)**, as well as the **home, mobile, schools, archive** services and an extended **digital service**.
- We are **increasing access to libraries** by using new technology to **provide self-service opening hours** across the service, alongside a reduction in **staffed opening hours**.
- We are harnessing local community support through **more volunteering opportunities in libraries**, with four Partnership libraries to be run by residents and community organisations. Financial support will also be maintained for the borough's two community libraries.
- We are **maximising the income we generate** through better commercial and other use of library buildings. The remodelling of buildings to implement the new approach will take place during 2017.
- We will explore funding opportunities to promote culture and arts (such as local lotteries) as part of an emerging culture and arts strategy.

3. Transformation Programme

The council's *transformation programme* will help to deliver the £12.779 million savings required by the Medium Term Financial Strategy, as per the second table below. The key benefits of the Children, Education, Libraries and Safeguarding Portfolio, along with the expected costs of delivery and financial benefits are outlined in the tables below.

Key benefits

Area	Key benefit
Strategy for Change	Develop opportunities to develop a social work-led, not-for-profit organisation to provide some services for children and young people
Practice Improvement	Continue to implement the Practice Improvement Plan with a focus on building resilience through purposeful social work practice, enabled by appropriate tools and a high quality workforce.
Resilient Futures	Safely reduce the rate of children in care through targeted and specialist interventions that build resilience, including support for adolescents on the edge of care, and increasing the use of local fostering placements.
Early Years	Develop and deliver a new model for early years services which focuses on developing a more flexible, targeted model
Youth Services	Develop and deliver a new model for youth services, alongside the development of the new Youth Zone
Libraries	Implementation of the library strategy, post consultation and Committee
Voice of the Child	Further develop and embed mechanisms to ensure that children's voices are heard and inform service development.

Transformation Programme cost and Medium Term Financial Plan benefits

Project	Total cost	Total financial benefit
Strategy for Change	£625,000	Saving of £0.80m
Resilient Futures	£1,000,000	Saving of £2.069m
	£1,600,000	
Adoption Regionalisation		Saving of £0.150m
Children in Care Resource Management	£100,000	Saving of £1.757m
Workforce and third party efficiencies	£100,000	Saving of £1.014m
Reforms to Early Years	£667,395	Saving of £1.965m
Reforms to Youth Services	£100,000	Saving of £0.80m

Project	Total cost	Total financial benefit
CAMHS/Health Visitors Procurement	£70,000	Saving of £0.20m
Reforms to Libraries	£342,700	Saving of £2.139m
Education and Skills ADM	£1,480,000	Saving of £1.885m
Total	£7.52m¹	£12.779m

¹ Total portfolio costs includes an apportionment of central programme costs, contingency and legal advice

4. Family Services Delivery Unit – Key Actions (Commitments)

The tables below outline the *key actions* that the Commissioning Group and Family Services Delivery Unit will undertake to deliver the *priorities* outlined in the Children, Education, Libraries and Safeguarding Committee’s Commissioning Plan. These have been linked back to the Corporate Plan priorities of Fairness: managing demand for services; Responsibility: more resilient communities; and Opportunity: transforming services and responsible growth and regeneration.

Managing demand for services (Fairness)

SAFEGUARDING - When children are at risk, by intervening early, the Council will improve outcomes for children, young people and families, enabling them to thrive

- Increase the size of in-house foster care service
- Provide intensive early intervention and support for families to prevent needs from escalating
- Safely reduce the rate of children in care through targeted and specialist interventions, such as therapies to support adolescents on the edge of care, reducing repeat admissions and removals and the time taken to permanence.

Commissioning Group Action	Delivery Unit Action	Dependency on other Delivery Unit	Timescales	Lead Officer (CG and/or DU)
Provide intensive early intervention and support for families to prevent needs from escalating				
Improve outcomes for disabled young people by embedding the new 0 to 25 service model and ways of working			Quarter 3	Head of Corporate Parenting
Continue to deliver the Families First programme to enable families to achieve better outcomes			Quarter 2	Head of Service Early Years and Early Help
Recommission the Health Visiting and School Nursing services to ensure integration and effective use of resources.		CCG	Quarter 3	Head of Service Early Years and Early Help
Work with the CCG and public health to develop and deliver a model for early years services which focuses on developing a more flexible, targeted and integrated model		CCG Public Health	Quarter 4	Strategic Lead Children and Young People/Head of Early Years and Early Help
Maximise opportunities to deliver the 2/3/4 year olds offer for families, including the increase to 30 hours free entitlements, by delivering planned additional places			Quarter 4	Head of Early Years and Early Help

Commissioning Group Action	Delivery Unit Action	Dependency on other Delivery Unit	Timescales	Lead Officer (CG and/or DU)
Develop and deliver a new model for youth services as part of a 0-19 service, alongside the development of the new Youth Zone			Quarter 4	Strategic Lead Children and Young People/Head of Youth and Family Support
Safely reduce the rate of children in care through targeted and specialist interventions, such as therapies to support adolescents on the edge of care, reducing repeat admissions and removals and the time taken to permanence.				
Embed a multi-skilled and multi-professional team (REACH) to lead in the delivery of support to high risk/high vulnerability adolescents			Quarter 1	Assistant Director, Social Care
Increase the size and effectiveness of in-house foster care service, helping a greater number of children and young people to move to foster care placements			Quarter 4	Head of Placements
Implement the Resilient Futures project to promote targeted interventions to build resilience and reduce demand			Quarter 3	Assistant Director Social Care
Implement the new pathway for children with complex needs to ensure we are providing packages of care closer to home, avoiding the need for high cost, out-of-borough placements			Quarter 2	Head of Placements
Deliver a new build for children's home in partnership with Capita Re that aligns with programmes to manage demand		Capita Re	Quarter 4	Head of Placements

Transforming services (Opportunity)

QUALITY OF SOCIAL WORK PRACTICE – Implementing a model of good social work practice

- High quality social work practice
- Explore opportunities and support development of a social work led, non-for-profit organisation to provide services for children and young people

Action	Dependency on other Delivery Unit	Timescales	Lead Officer (CG and/or DU)
High quality social work practice			

Action	Dependency on other Delivery Unit	Timescales	Lead Officer (CG and/or DU)
Implement the resilience model, using a range of tools such as Signs of Safety, supporting children and families to build their resilience so that they can achieve better outcomes		Quarter 2	Assistant Director, Social Care
Promote and launch the Practice Academy, with activity taking place across the Faculties		Quarter 2	Assistant Director, Social Care
Launch the new Practice Improvement Plan		Quarter 1	Assistant Director, Social Care
Develop and implement the new workforce strategy, including a focus on recruitment and retention, learning and development and staff engagement		Quarter 2	Head of Service Libraries, Workforce and Community Engagement
Lead the London adoption regionalisation programme		Quarter 1	Commissioning Director – Children and Young People
Implement the London regionalization programme for adoption in Barnet		Quarter 2	Head of Placements
Explore opportunities and support development of a social work led, non-for-profit organisation to provide services for children and young people			
Explore opportunities to develop a social work-led, not-for-profit organisation to provide some services for children and young people		Quarter 1	Commissioning Director
Constrain inflationary pressure on procured goods and services to 0.5%		Quarter 1	Strategic Lead – Children and Young People

Transforming services (Opportunity)

LIBRARIES – Exploring alternative models to deliver services

- Implement and embed the new operating model for the Libraries' service

Commissioning Group Action	Delivery Unit Action	Dependency on other Delivery Unit	Timescales	Lead Officer (CG and/or DU)
Implement and embed the new operating model for the Libraries' service				
	Implement and embed the new operating model for the libraries service		Quarter 3	Head of Service Libraries, Workforce and Community Engagement
	Work with Barnet's three preferred partners established the four new partnership libraries		Quarter 2	Head of Service Libraries, Workforce and Community Engagement

More resilient communities (Responsibility)

BUILDING RESILIENCE – In children, young people, families, and communities

- Improving the mental wellbeing of children and families
- Putting the voice of young people at the heart of what we do

Commissioning Group Action	Delivery Unit Action	Dependency on other Delivery Unit	Timescales	Lead Officer (CG and/or DU)
Improving the mental wellbeing of children and families				
	Recommission health provision, including children's therapy	CCG	Quarter 4	Head of Joint Commissioning, Commissioning Group

Commissioning Group Action	Delivery Unit Action	Dependency on other Delivery Unit	Timescales	Lead Officer (CG and/or DU)
Re-commission mental health and emotional wellbeing services that build resilience, with a focus on community provision and clear pathways		CCG	Quarter 2	Head of Joint Commissioning, Commissioning Group
Putting the voice of young people at the heart of what we do				
Implement Youth Zone in partnership with young people		OnSide	Quarter 4 (update)	Commissioning Director
Continue to draw on the unique perspectives of young commissioners to inform commissioning			Quarter 3 (ongoing)	Head of Service Commissioning and Business Improvement
Implement the new children's Participation and Engagement Strategy (Youth Voice offer), including exploration of business development opportunities			Quarter 2	Head of Service Libraries, Workforce and Community Engagement
Embed #BOP (children in care council) and ensure that it is effective and enabling children in care and care leavers to have their views heard			Quarter 2	Head of Service Libraries, Workforce and Community Engagement
Establish methodology to evidence the impact and difference that Participation and Engagement is making to Barnet's children and young people, in line with the new strategy			Quarter 2	Head of Service Libraries, Workforce and Community Engagement
Deliver the annual young people's survey alongside the Residents' Perception Survey			Quarter 3	Commissioning Director
Enhance children and young people's involvement in planning for their lives through their involvement in Child Protection Conferences and Looked After Children reviews			Quarter 2	Head of Safeguarding and Quality Assurance

5. Family Services Delivery Unit - Indicators 2016/17

The tables below outline the Commissioning Group and Family Services *indicators* that will monitor performance against the *priorities* outlined in the Environment Committee's Commissioning Plan.

- **Corporate Plan and Commissioning Plan Indicators (strategic)**

The indicators in this section are in the Corporate Plan (CPI) or Children, Education, Libraries and Safeguarding Plan (SPI). They are the 'strategic' indicators for Family Services – and will be monitored as part of the Corporate Performance Report, including reports to Performance and Contract Management Committee and Children, Education, Libraries and Safeguarding Committee.

- **Management Agreement Indicators (critical)**

The indicators in this section are in the Management Agreement (MPI). They are the 'critical' indicators for Family Services – and will be monitored as part of the Corporate Performance Framework, via the Family Services Delivery Unit Report and by exception to Performance and Contract Management Committee.

- **Delivery Unit Indicators (operational/technical)**

The indicators in this section are in the Management Agreement (DPI). They are operational/technical indicators for Family Services internal monitoring only.

All indicators have been linked back to the Corporate Plan priorities of Fairness: managing demand for services; Responsibility: more resilient communities; and Opportunity: transforming services and responsible growth and regeneration.

Key:

CPI = Corporate Plan Indicator

SPI = Commissioning Plan Indicator

MPI = Management Agreement Indicator

DPI = Delivery Unit Indicator

Corporate Plan and Commissioning Plan Indicators (strategic)

Children

Delivering quality services (Responsibility)

Resilient futures - Increase the size of in-house foster care service

Ref		Indicator	2016/17 Target	2016/17 Q3 Result	2017/18 Target	2019/20 Target	Service
CPI	NEW - TBC	Percentage of children newly placed in London Borough of Barnet foster care ²	NEW FOR 2017/18	NEW FOR 2017/18	Monitor	Monitor	Family Services

Building resilience in residents and managing demand (Fairness)

SAFEGUARDING - Effective safeguarding of the borough's vulnerable children and young people

Ref		Indicator	2016/17 Target	2016/17 Q3 Result	2017/18 Target	2019/20 Target	Service
SPI	FS/C17	Number of Children Missing from Care (during reporting period)	Monitor	40	Monitor	Monitor	Family Services
SPI	NEW - TBC	Number of times serious incident response protocol triggered (youth violence) ³	NEW FOR 2017/18	NEW FOR 2017/18	Monitor	Monitor	Family Services

² New indicator – targets set as Monitor.

³ New indicator – targets set as Monitor.

RESILIENT PRACTICE – High quality and efficient social work practices

Ref		Indicator	2016/17 Target	2016/17 Q3 Result	2017/18 Target	2019/20 Target	Service
CPI	NEW - TBC	Ratio of children subject to: CAF:CI:N:CP:LAC (per 10,000) ⁴	NEW FOR 2017/18	NEW FOR 2017/18	Monitor – and seek to reduce LAC and increase CAF	Monitor – and seek to reduce LAC and increase CAF	Family Services
SPI	FS/S2	Children made subject to Child Protection Plan for a second or subsequent time	Perform in line with statistical neighbours (currently 15.6%)	15.9%	Perform better than statistical neighbours (17.6% in 15/16, LAIT)	Perform better than statistical neighbours (currently 17.6% in 15/16, LAIT)	Family Services
SPI	FS/C18	Percentage of children in care with three or more placements during the last 12 months	10%	12.5% (Q3 Target 11.5%)	10%	Perform in top 10% in country (7% in 14/15 ⁵ , LAIT)	Family Services
SPI	FS/S5	Number of children adopted	10	7 (Q3 Target Monitor)	13	18	Family Services
SPI	TBC	Percentage of agency social workers	NEW FOR 2017/18	NEW FOR 2017/18	10%	Further reduction	Family Services

Resilient futures – Safely reduce the rate of children in care through targeted and specialist interventions, such as therapies to support adolescents on the edge of care

Ref		Indicator	2016/17 Target	2016/17 Q3 Result	2017/18 Target	2019/20 Target	Service
SPI	FS/S11	Percentage of children in external residential placements	9.2%	8.8% (Q3 Target 9.6%)	8.6%	8.0%	Family Services

⁴ New indicator – targets set as Monitor. CAF = Common Assessment Framework; CiN = Children in Need; CP = Child Protection; LAC = Looked After Children

⁵ To be updated when 2015/16 data is released.

Ref		Indicator	2016/17 Target	2016/17 Q3 Result	2017/18 Target	2019/20 Target	Service
SPI	FS/C19	Number of Children in Care further than 20 miles from borough	Monitor	77	Monitor	Monitor	Family Services
SPI	NEW - TBC	Actual placement days	NEW FOR 2017/18	NEW FOR 2017/18	Monitor	Monitor	Family Services
SPI	NEW - TBC	Average gross cost per placement	NEW FOR 2017/18	NEW FOR 2017/18	Monitor	Monitor	Family Services
SPI	NEW - TBC	Income for joint placements	NEW FOR 2017/18	NEW FOR 2017/18	Monitor	Monitor	Family Services

Working with children, young people and families to build their resilience

Ref		Indicator	2016/17 Target	2016/17 Q3 Result	2017/18 Target	2019/20 Target	Service
CPI	FS/S7	Percentage of free entitlement early years places taken up by parents/ carers that are eligible for a place	63% (London average)	60% (Q3 Target 59%)	70%	85%	Family Services
CPI	FS/S15	Percentage of care leavers age 19 – 21 in education, employment or training ⁶	55% Above our statistical neighbours	63.8%	Above statistical neighbours (51% in 15/16, LAIT)	Top 10% in England (68% in 15/16, LAIT)	Family Services
SPI	FS/S8	Percentage of the target groups that are registered with the children centre within the area it serves	65%	85.4%	65%	65%	Family Services
SPI	FS/C16	Percentage of families with child/ren under 5 within the borough are registered and accessing services at children's centres	80%	83.8%	80%	80%	Family Services
SPI	FS/S18	Proportion of care leavers age 19 – 21 in suitable accommodation	90%	98.1%	90%	Top 10% in England (96.5% in 15/16, LAIT) ⁷	Family Services

⁶ Methodology changing in 2017/18 to include 18 year olds.

⁷ This does not include 18 year olds.

Ref		Indicator	2016/17 Target	2016/17 Q3 Result	2017/18 Target	2019/20 Target	Service
SPI	FS/C15	Young offenders in education, training or employment	Above London and National Averages (currently 66%)	74%	Above London and National Averages (YDS 52% in Q2 2016)	Above London and National Averages (YDS 52% in Q2 2016)	Family Services

Putting the voice of young people at the heart of what we do

Ref		Indicator	2016/17 Target	2016/17 Q3 Result	2017/18 Target	2019/20 Target	Service
SPI	NEW - TBC	% of children in care participating in own statutory reviews	NEW FOR 2017/18	NEW FOR 2017/18	95%	95%	Family Services

Management Agreement Indicators (critical)

The indicators in this section are in the Management Agreement (MPI). They are the ‘critical’ indicators for Family Services – and will be monitored as part of the Corporate Performance Framework, via the Family Services Delivery Unit Report and by exception to Performance and Contract Management Committee.

Managing demand for services (Fairness)

SAFEGUARDING - When children are at risk, by intervening early, the Council will improve outcomes for children, young people and families, enabling them to thrive

- Increase the size of in-house foster care service
- Provide intensive early intervention and support for families to prevent needs from escalating
- Safely reduce the rate of children in care through targeted and specialist interventions, such as therapies to support adolescents on the edge of care

Ref	Indicator	2016/17 Target	2017/18 Target	2019/20 Target	Service
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Ref	Indicator	2016/17 Target	2017/18 Target	2019/20 Target	Service
MPI	Number of Children Looked After	Monitor	Monitor	Monitor	Family Services
MPI	Number of children in residential placements (internal and external)	Monitor	Monitor	Monitor	Family Services

Transforming services (Opportunity)

QUALITY SOCIAL WORK PRACTICE - Developing national models of good social work practice

- Explore opportunities and support development of a social work led, non-for-profit organisation to provide some services for children and young people
- Effective safeguarding of the borough's vulnerable children and young people
- High quality and efficient social work practice

Ref	Indicator	2016/17 Target	2017/18 Target	2019/20 Target	Service
MPI	% of assessments completed within 45 working days	In line with statistical neighbours (84.5%)	In line with statistical neighbours (88.2%)	In line with statistical neighbours	Family Services
MPI	Number of unallocated cases (CIN / CP / CLA)	Monitor	Monitor	Monitor	Family Services
MPI	Number of children subject to a CP Plan (per 10,000)	Monitor	Monitor	Monitor	Family Services
MPI	% Child Protection visits within timeframes	95%	95%	95%	Family Services
MPI	% of CLA visits taken place within timeframes	95%	95%	95%	Family Services

Ref	Indicator	2016/17 Target	2017/18 Target	2019/20 Target	Service
MPI	% of CLA Reviews within timeframes	95%	95%	95%	Family Services
MPI	The average time between a child entering care and moving in with its adoptive family (days)	In line with DfE scorecard (426)	In line with DfE scorecard (472)	In line with DfE scorecard	Family Services
MPI	To improve the quality of social work practice as agreed by the Social Work Improvement Board	Positive direction of travel as evidenced through months QA report (showing audit findings) and annual assurance report	Positive direction of travel as evidenced through months QA report (showing audit findings) and annual assurance report	Annual Report on Social Work QA in Family Services	Family Services
MPI	Reduction in use of agency staff where safe to do so	15-20% of wage bill (in line with corporate)	12%	TBC	Family Services

More resilient communities (Responsibility)

BUILDING RESILIENCE – In children, young people, families, and communities

- Working with families to build their resilience through advice and support
- Improving the mental wellbeing of children and families
- Putting the voice of young people at the heart of what we do

Ref	Indicator	2016/17 Target (AY 2016/17)	2017/18 Target (AY 2017/18)	2019/20 Target (AY 2018/19)	Service
Family Services					
MPI	<u>Joint with E&S:</u> Percentage of 5 -16 year old children in care with a Personal Education Plan meeting completed	96%	100%	100%	Family Services
MPI	<u>Joint with E&S:</u> Percentage of 5-16 year old children in care with a Personal Education Plan form	96%	100%	100%	Family Services
MPI	<u>Joint with E&S:</u> The number of CLA who have attended 2 or more schools in the past 2 years (broken down by primary & secondary)	Primary (30%) Secondary (50%)	Primary (28%) Secondary (48%)	Primary (24%) Secondary (44%)	Family Services
MPI	<u>Joint with E&S:</u> Percentage of CLA placed in schools rated good or better (or an equivalent level)	96%	96%	96%	Family Services
MPI	<u>Joint with E&S:</u> Percentage unauthorised absences from school	4.5%	4.3%	3.9%	Family Services
MPI	<u>Joint with E&S:</u> Percentage of CLA with at least one fixed term exclusion from school	14%	13%	11%	Family Services
MPI	Percentage of CLA who have had a timely initial health assessment in the last 6 months		95%	95%	Family Services with CLCH
MPI	Percentage of CLA who have had a health assessment in the last 6 months		95%	95%	Family Services
MPI	Percentage with dental checks in the previous 12 months	85%	85%	90%	Family Services
MPI	% of LAC giving their views at review	80%	80%	90%	Family Services
MPI	Number of young people participating in Role Model army and Young Role Model army in the quarter	TBD	TBD	TBD	Family Services

6. Performance Monitoring

The Corporate Performance Framework defines the respective roles and responsibilities of the Commissioning Group and Delivery Units. This is summarised in the table below:

	Commissioning Group	Delivery Unit	COO Team
Monthly	<ul style="list-style-type: none"> Assess implications against outcomes. 	<ul style="list-style-type: none"> Provide Delivery Unit SMT dashboards to Performance Team. 	<ul style="list-style-type: none"> Provide a summary of the Delivery Unit SMT dashboard and circulate to DU Board
Quarterly	<ul style="list-style-type: none"> Appraise the actions and challenges highlighted by the Delivery Unit in achieving outcomes and assess the continued suitability of the outcomes. Identify commissioning areas requiring review. 	<ul style="list-style-type: none"> Provide Delivery Unit Report against the Contract or Management Agreement. Identify cross-cutting issues through Delivery Unit Board for a theme review. Partake in the Challenge Sessions with the chairman of the committee and attend committee as required. 	<ul style="list-style-type: none"> Provide the process and templates for reporting. Write the committee report and facilitate the quarterly Challenge Sessions. Facilitate a theme review as required.

7. Roles and responsibilities in relation to delivering children's services

Section 18 of the Children Act 2004 requires every top tier local authority to appoint a Director of Children's Services (DCS). The DCS has professional responsibility for the leadership, strategy and effectiveness of local authority children's services. The DCS is responsible for securing the provision of services which address the needs of all children and young people, including the most disadvantaged and vulnerable, and their families and carers. In discharging these responsibilities, the DCS will work closely with other local partners to improve the outcomes and well-being of children and young people. The DCS is responsible for the performance of local authority functions relating to the education and social care of children and young people. The DCS is responsible for ensuring that effective systems are in place for discharging these functions, including where a local authority has commissioned any services from another provider rather than delivering them itself. The DCS should have regard to the General Principles of the United Nations Convention on the Rights of the Child (UNCRC) and ensure that children and young people are involved in the development and delivery of local services.

The DCS is responsible for commissioning children's services provided by the Family Services and Education and Skills Delivery Units of the Council as well as commissioning with partners a range of provision to improve the outcomes of children and young people in line with the Council's and the Barnet Children's Trust Board priorities.

8. Governance arrangements

The Delivery Unit works within the control environment operated by the Council. This includes the Council Constitution, remit of Committees and associated internal controls:

- Scheme of delegated authority and LBB internal governance
- Financial Regulations, Contract Procedure Rules and Code of Procurement Practice
- Other internal policies including – but not limited to - HR, Equalities, H&S, Consultation, Information Management, and in accordance with the key strategies of the Council

The table below sets out the governance relationship between the Commissioning Group and Delivery Unit throughout the year, including how the business will be monitored and where escalations can be made in quarter, the anticipated level of oversight and reporting required against the Commissioning Plan.

	Forum/ Attendees	Frequency	Nature
Children’s Partnership Board	CPB Members	Bi-monthly	To oversee development, implementation and monitoring of Barnet’s Children and Young People Plan.
Strategic Commissioning Board	SCB members	As and when	To receive quarterly DU performance reports covering outcomes, budget, risks etc.
Strategic Commissioning Board (Assurance)	SCB members and DU director	Bi-monthly	Monthly DU report to Commissioning Director for bimonthly CD update to SCB Assurance.
Family Service Programme Board	CD and DU director and SMT Portfolio Programme Board	Bi-monthly	The Partnership Board will: - Be chaired by the Commissioning Director - Oversee delivery of the Family Services 2020 Programme
Family Service level governance	DU Senior Management Team	Monthly	Detailed scrutiny of budget and projections to identify and monitor performance information.

In addition there are four enabling boards:

	Forum/ Attendees	Frequency	Nature
Workforce Board	DU representation	Monthly	Representation to represent Family Services and to ensure actions agreed are taken forward by service
Assets and Capital	DU Service representation	Monthly	
Procurement	DU Service representation	Monthly	

	Forum/ Attendees	Frequency	Nature
CIMB	DU Service representation	Monthly	

9. Financial profile up to 2019/20

Within the Council's Medium Term Financial Strategy, the budget reduction required by Family Services for 2017/18 is £3,496k.

The total saving for Family Services for this three year period is £10,894k. The implications are:

(£000s)	2014/15 Baseline	2016/17	2017/18		2019/20
General fund budget		54,699	52,445	→	45,047
Savings		(1,986)	(3,496)		(7,398)
Pressures		4,323			
Inflation		632			

[This Policy and Resources Committee paper](#) sets out the revenue funding for the Children, Education, Libraries and Safeguarding Committee as it relates to Family Services and identifies savings proposals through to 2019/20.

[This Policy and Resources Committee paper annex](#) sets out the capital programme for the Children, Education, Libraries and Safeguarding Committee as it relates to Family Services through to 2019/20.

Grants/external funding

The Delivery Unit Director and Commissioning Director and their management teams are responsible for horizon scanning and considering opportunities to secure external funding to support service delivery, transformation and other programme and initiatives. This could be from either public or private sources and could be grants or match funding agreements. All opportunities should be considered and a decision as to whether an application should or shouldn't be made must be considered and agreed by both the Delivery Unit Director and Commissioning Director. Upon a decision being made the relevant Director is responsible for reporting the decision to apply/not apply to their Finance Manager in line with the appropriate procedure.

10. Risk

The Family Services Risk Register is held by the Strategy, Insight and Commissioning Team, who facilitate risk management within the service. The risks are reviewed on a regular basis and any risks that score 12 and above are escalated for review by Strategic Commissioning Board each quarter, in accordance with the Risk Management Framework. Any comments or actions are fed back via the Risk Champion and risks that score 15 and above are added to the Corporate Risk Register (alongside the strategic risks for the organisation) and are reported to Performance and Contract Management Committee each quarter, as part of the Performance Monitoring Report.

11. Audit Programme

Internal audit are updating the annual audit plan for 2017/18. Contact the Head of Internal Audit (Caroline.Glitre@barnet.gov.uk) for further information in the interim.

12. Customers

The Council conducts borough-wide surveys through annual budget setting and resident perception surveys. The Commissioning Group will share the outcomes of these exercises with the Delivery Unit. Key Family Services customer satisfaction or feedback information are monitored by the Delivery Unit and made available to the Commissioning Group when required.

Across Family Services, the participation agenda is driven by the Participation and Engagement Strategy, which outlines a clear vision to provide all children and young people within Barnet the opportunity to participate in decisions that affect their lives.

The latest resident perception survey results for are published here: <https://engage.barnet.gov.uk/consultation-team/residents-perception-survey-autumn-2016/>

13. Contracts and procurement

The Council has put in place a contract methodology, distinguishing different levels of contract activity – Strategic, Critical, Operational and Transactional. In summary, the latter two categories are to be managed and overseen within Delivery Units (there may be exceptions where a small contract is managed and overseen by the Joint Commissioning Unit within the Commissioning Group). Strategic contracts – and the relationship management – normally will be managed through the Commissioning Group. Where a contract is categorised as Critical (single or a group of contracts from a particular market), the Management Agreement negotiation process will identify what level of relationship management is required from Commissioning Group, and at what stage. Delivery Units are expected to fully manage their contracts in accordance with Council policies on procurement and contract management.

The 2016/17 Contracts Register for LBB contracts can be found at:

<https://open.barnet.gov.uk/dataset/barnet-contracts-register-2016-17>

14. Equalities

The Equality Act 2010 and the Public Sector Equality Duty impose legal requirements on public organisations to pay due regard to equalities. The Corporate Plan is fundamental to the council's approach to deliver equalities. It enables the principles of equalities and valuing diversity to be reflected and mainstreamed into all council processes. It also outlines the council's Strategic Equalities Objective (SEO) that citizens will be treated equally, with understanding and respect, and will have equal access to quality services which provide value to the tax payer.

Through the SEO, Barnet aims to provide the best start for our children and access to equal life chances to all our residents and taxpayers who live, work and study in Barnet. Progress against the SEO is monitored annually in an Annual Equalities Report which is publicly reported to Council and the SEO is also reflected through our Commissioning Plans and priorities for each Theme Committee. Management Agreements with our Delivery Units have a number of commitments which reflect the importance of equalities and how the Commissioning Plans will be achieved in practice, and performance indicators have been set and published for each Delivery Unit.