

# Family Services – Q4 2016/17

## 1. SUMMARY

### 1.1 SERVICE DASHBOARD

Finance							
	426				(3,874)		
Performance	Green	Green Amber	Red Amber	Red	Improved/Same	Worsened	
• Indicators	64%(14)	18% (4)	0% (0)	18% (4)	50% (6)	50% (6)	
• Key Actions	16	1	0	0			
Risks	Low	Medium Low	Medium High	High	Reduced/Same	Increased	New
	0% (0)	15% (3)	75% (3)	10% (2)	90% (18)	0% (0)	10% (2)

### 1.2 KEY SUCCESSES AND CHALLENGES

#### Key Successes

HEE funding award for MAC-UK to partner with Barnet Family Services.

Documents migrated to single IT system, making it easier for social workers to locate information to support them in purposeful practice.

Key Challenges	Actions Required
<p><b>Ensuring that Barnet has high quality resilience based practice across Family Services</b></p>	<p>The Practice Improvement Plan continues to make progress against the three key aspects; practice quality, systems and tools, and recruitment and retention. The progress of actions is monitored using an agile project management methodology with regular reporting into the Social Work Transformation Board, including the Chief Executive and external challenge through our improvement partners, to ensure appropriate oversight. A third Practice Week took place in February 2017 whereby senior managers observed practice. Training commenced on our Signs of Safety practice tool and a significant majority of staff have now attended the training. Systemic leadership training is due to commence next month for the senior leadership team. The Quality Assurance Framework has been refreshed to demonstrate an improved learning cycle and the embedding of resilience based practice.</p>
<p><b>Recruitment to social work posts to reduce the number of vacant posts and locum cover</b></p>	<p>The continuation of the recruitment campaign is ongoing with an increased reduction of vacant and locum posts within Children’s Social Care. This area will continue to be a focus in the next quarter.</p>

### 1.3 OVERVIEW – FINANCE, PERFORMANCE AND RISK

## 2. Finance

### 2.1 Revenue

Description	Variations				Comments	% Variation of revised budget
	Original Budget	Revised Budget	outturn	Variation		
	£000	£000	£000	£000		
Family Services Management	1,100	677	212	(465)	Early achievement of MTFS savings against inflation, used in this financial year to offset against demand pressures.	-68.7%
Social Care Management	1,175	1,750	1,422	(328)	£500k agency staff budget held here.	-18.7%
CSC 0-25	2,378	6,103	6,254	151	Overspend in the Transitions team due to the use of agency staff and also overspend in placements costs of the 19-25 cohort. This is offset by £284k underspend on current contracts in Short Breaks and Respite	2.5%
Intake and Assessment	2,532	3,062	3,749	687	Overspend from the use of agency staff as the Barnet Group contract is embedded in.	22.4%
Intervention and Planning	2,585	3,262	4,098	837	Overspend on section 17 and from the use of agency staff as the Barnet Group contract is embedded in.	25.7%
Permanence Trms & CorParenting	3,184	3,420	4,071	651	Overspend on the use of agency staff. There is also overspend on UASC due to increase in numbers - goveremnt grant does not cover full costs.	19.0%
Placements	17,468	17,727	17,356	(371)	There has been a significant increase in the number of Looked After Children (LAC) since the beginning of April, particularly around high risk, high complexity cases and remand. This has been offset against early achievement of MTFS savings relating to Health and SEN contributions.	-2.1%
Safeguarding & Quality	1,787	2,124	1,955	(169)	Underspends due to in-year savings held to offset against other overspend.	-7.9%
Commissioning & Business Imp.	3,025	3,699	3,252	(447)	Early MTFS savings achieved on the CAMHs contract and some staff vacancies.	-12.1%
Early Years	2,765	3,831	3,820	(11)	Shortfall in childcare income is offset by staff underspends	-0.3%
Libraries & Comm.Engagemnt	5,426	5,650	5,734	84	Libraries Transformation - HR consultation and redeployment charges.	1.5%
Youth & Family Support	3,223	3,558	3,365	(193)	Part-year vacancies due to delay in recruitment.	-5.4%
<b>Total</b>	<b>46,647</b>	<b>54,863</b>	<b>55,289</b>	<b>426</b>		<b>0.8%</b>

## 2.2 Capital

	2016-17 Approved Budget	Additions/ Deletions Recommended	Slippage / Accelerated Spend Recommended	Proposed 2016/17 outturn	Variance from Approved Budget	% slippage of 2016/17	Comments
	£000	£000	£000	£000	£000	%	
Family Services	5,523	-	(3,874)	1,649	(3,874)	-70.1%	Library works not starting until 17/18
<b>Family Services</b>	<b>5,523</b>	<b>-</b>	<b>(3,874)</b>	<b>1,649</b>	<b>(3,874)</b>	<b>-70.1%</b>	

## 3. Performance

### 3.1 Overview of performance for Corporate Plan and Service indicators

	RAG						Long-Term Direction of Travel			No. Indicators Reported in Quarter
	Green	Green Amber	Red Amber	Red	No. RAG Rated	Monitor	Improving / Same	Worsening	No. Direction of Travel	
CPI	5	1	0	1	7	5	3	3	6	12
SPI	4	1	0	1	6	3	3	2	4	9
MPI or KPI	5	2	0	2	9	13	0	1	21	22
<b>Total</b>	<b>64% (14)</b>	<b>18% (4)</b>	<b>0% (0)</b>	<b>18% (4)</b>	<b>100% (22)</b>	<b>49% (21)</b>	<b>50% (6)</b>	<b>50% (6)</b>		<b>43</b>

#### Key:

CPI	Corporate Plan Indicator
SPI	Commissioning Plan Indicator
MPI	Management Agreement Indicator
KPI	Contract Performance Indicator

### 3.2a Indicators

#### 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**

Ref	Indicator	Polarity	Period Covered <i>Timeframe data has been measured</i>	Annual 2016/17 Target	Q4 2016/17 Target	Numerator / Denominator	Q4 2016/17 Result	Q3 2016/17 Result	DOT Short-Term (From Q3 2016/17)	Q4 2015/16 Result	DOT Long-Term (From Q4 2015/16)	Benchmarking
FS/S4	Number of referrals to social care (per 10,000 of the under-18 population)	Monitor	As at 31 March 2017	Monitor	Monitor	N/A	345	379	Monitor	396	Monitor	Statistical Neighbours: 495.5 London: 491.3 England: 532.2 (2015/16, LAIT)
FS/S5	Number of children adopted	Bigger is Better	Apr 2016 - Mar 2017	10	10	N/A	8	7	Improving	12	Worsening	Benchmarking not available until end of Q4
FS/S6	Percentage of children in London Borough of Barnet foster care	Bigger is Better	As at 31 March 2017	42.5%	42.5%	157/357	44.0%	44.9%	Worsening	43.5%	Improving	Benchmarking data not available - this target is specific to Barnet
FS/S12	Number of new Common Assessment Frameworks opened in quarter	Bigger is Better	Jan-Mar 2017	112	112	N/A	359	383	Worsening	256	Improving	Benchmarking data not available - this target is specific to Barnet

Ref	Indicator	Polarity	Period Covered <i>Timeframe data has been measured</i>	Annual 2016/17 Target	Q4 2016/17 Target	Numerator / Denominator	Q4 2016/17 Result	Q3 2016/17 Result	DOT Short-Term (From Q3 2016/17)	Q4 2015/16 Result	DOT Long-Term (From Q4 2015/16)	Benchmarking
FS/C14	Number of first time entrants to the Youth Justice System aged 10 to 17 (per 10,000 of the population).	Smaller is Better	Oct 15 - Sep 16	326	326	N/A	226	224	Worsening	281	Improving	London: 395 National: 334 (YJB 86 – 2016)
FS/S16	Number of children in care per 10,000	Monitor	As at 31 March 2017	Monitor	Monitor	N/A	39.8	39.1	Monitor	35.8	Monitor	Statistical Neighbours: 43.5 London: 51 England: 60.0 (2015/16, LAIT)
FS/C20	Number of Children Looked After	Monitor	As at 31 March 2017	Monitor	Monitor	N/A	358	352	Monitor	318	Monitor	Statistical Neighbours: 257 (2015/16, LAIT)
FS/C21	Number of children in residential placements (internal and external)	Monitor	As at 31 March 2017	Monitor	Monitor	N/A	49	44	Monitor	N/A	N/A	Benchmarking data not available

## More resilient communities (Responsibility)

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

Ref	Indicator	Polarity	Period Covered <i>Timeframe data has been measured</i>	Annual 2016/17 Target	Q4 2016/17 Target	Numerator / Denominator	Q4 2016/17 Result	Q3 2016/17 Result	DOT Short-Term (From Q3 2016/17)	Q4 2015/16 Result	DOT Long-Term (From Q4 2015/16)	Benchmarking
FS/S8	Percentage of the target groups that are registered with the children centre within the area it serves	Bigger is Better	As at 31 March 2017	65%	65%	2497/2887	86.5%	83.4%	Improving	76%	Improving	Ofsted Children's Centre handbook: page 28 states that 65%+ of Deprived Children 0-5 should be known to be deemed as 'Good' or 'Outstanding'
FS/S15	Percentage of care leavers age 19 – 21 in education, employment or training	Bigger is Better	As at 31 March 2017	55%	55%	76/127	59.8%	63.8%	Worsening	55%	Improving	Statistical Neighbours: 51.4% London: 54% England: 49% (2015/16, LAIT)
FS/C15	Young offenders in education, training or employment	Bigger is Better	As at 31 March 2017	66%	66%	23/29	79%	74%	Improving	75%	Improving	London: 52% National: 47% (YJB 88 – 2016)
FS/S18	Proportion of care leavers age 19 – 21 in suitable accommodation	Bigger is Better	As at 31 March 2017	90%	90%	125/127	98.4%	98.1%	Improving	95.9%	Improving	Statistical Neighbours: 80% London: 82% England: 83% (2015/16, LAIT)

Ref	Indicator	Polarity	Period Covered <i>Timeframe data has been measured</i>	Annual 2016/17 Target	Q4 2016/17 Target	Numerator / Denominator	Q4 2016/17 Result	Q3 2016/17 Result	DOT Short-Term (From Q3 2016/17)	Q4 2015/16 Result	DOT Long-Term (From Q4 2015/16)	Benchmarking
FS/C16	Percentage of families with children under 5 within the borough are registered and accessing services at children's centres	Bigger is Better	As at 31 March 2017	80%	80%	16510/19963	82.7%	83.8%	Worsening	83.5%	Worsening	Page 28 of the Ofsted Children Centre Inspection handbook states "Most (i.e. 80%+) families should be known (i.e. registered)
FS/C37	Percentage of CLA who have had a timely initial health assessment in the last 6 months	Bigger is Better	Oct 1st 16 - Mar 31st 17	95%	95%	16/80	20%	4.9%	Improving	N/A	N/A	Benchmarking data not available - this target is specific to Barnet
FS/C38	Percentage of CLA who have had a health timely assessment (under 5 6 months, over 5 annual)	Bigger is Better	As at 31 March 2017	95%	95%	211/220	95.9%	92.4%	Improving	N/A	N/A	Statistical Neighbours: 90.9% (2014/15, DfE 903)
FS/C39	Percentage with dental checks in the previous 12 months	Bigger is Better	As at 31 March 2017	85%	85%	175/220	79.5%	60.5%	Improving	N/A	N/A	Statistical Neighbours: 88.4% (2014/15, DfE 903)
FS/C40	% of LAC giving their views at review	Bigger is Better	As at 31 March 2017	80%	80%	261/283	92.2%	95.6%	Worsening	N/A	N/A	Benchmarking data not available - this target is specific to Barnet
FS/C41	Number of young people participating in Role Model army and Young Role Model army in the quarter	Bigger is Better	Jan-Mar 2017	Monitor	Monitor	N/A	12	13	Worsening	N/A	N/A	Benchmarking data not available



## Transforming services (Opportunity)

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

Ref	Indicator	Polarity	Period Covered <i>Timeframe data has been measured</i>	Annual 2016/17 Target	Q4 2016/17 Target	Numerator / Denominator	Q4 2016/17 Result	Q3 2016/17 Result	DOT Short-Term (From Q3 2016/17)	Q4 2015/16 Result	DOT Long-Term (From Q4 2015/16)	Benchmarking
FS/S7	Percentage of free entitlement early years places taken up by parents/ carers that are eligible for a place	Bigger is Better	Jan-Mar 2017	63%	63%	908/1524	59.6%	60%	Worsening	59.8%	Worsening	Statistical Neighbours: 64.2% London: 57% England: 68% (2015/16, LAIT)
FS/S1	Number of children made subject to Child Protection Plans	Monitor	Apr 2016 - Mar 2017	Monitor	Monitor	N/A	260	221	Monitor	310	Monitor	Benchmarking not available until end of Q4
FS/S2	Children made subject to Child Protection Plan for a second or subsequent time	Smaller is Better	As at 31 March 2017	15.6%	15.6%	29/196	14.8%	15.9%	Improving	12.3%	Worsening	Statistical Neighbours: 17.6 % London: 14% England: 17.9% (2015/16, LAIT)

Ref	Indicator	Polarity	Period Covered <i>Timeframe data has been measured</i>	Annual 2016/17 Target	Q4 2016/17 Target	Numerator / Denominator	Q4 2016/17 Result	Q3 2016/17 Result	DOT Short-Term (From Q3 2016/17)	Q4 2015/16 Result	DOT Long-Term (From Q4 2015/16)	Benchmarking
FS/S3	Number of children subject to Child Protection Plans for two or more years	Monitor	As at 31 March 2017	Monitor	Monitor	N/A	10	4	Monitor	7	Monitor	London: 2.2% (2015/16, CIN Census)
FS/S11	Percentage of children in external residential placements	Smaller is Better	As at 31 March 2017	9.2%	9.2%	37/357	10.4%	8.8%	Worsening	9.7%	Worsening	Benchmarking data not available - this target is specific to Barnet
FS/C17	Number of Children Missing from Care (during reporting period)	Monitor	Jan-Mar 2017	Monitor	Monitor	N/A	38	40	Monitor	N/A	N/A	Benchmarking data not available
FS/C18	Percentage of children in care with three or more placements during the last 12 months	Smaller is Better	As at 31 March 2017	10%	10%	38/357	10.6%	12.5%	Improving	N/A	N/A	Statistical Neighbours: 11.33% London: 11% England: 10% (2014/15, LAIT)
FS/C19	Number of Children in Care further than 20 miles from Borough	Monitor	As at 31 March 2017	Monitor	Monitor	N/A	79	77	Monitor	N/A	N/A	Benchmarking data not available

Ref	Indicator	Polarity	Period Covered <i>Timeframe data has been measured</i>	Annual 2016/17 Target	Q4 2016/17 Target	Numerator / Denominator	Q4 2016/17 Result	Q3 2016/17 Result	DOT Short-Term (From Q3 2016/17)	Q4 2015/16 Result	DOT Long-Term (From Q4 2015/16)	Benchmarking
FS/C22	% of assessments completed within 45 working days	Bigger is Better	Jan-Mar 2017	84.5%	84.5%	1082/1177	91.9%	89.6%	Improving	N/A	N/A	Statistical Neighbours: 88.2% London: 82.3% England: 83.4% (2015/16, LAIT)
FS/C23	Number of unallocated cases (CIN / CP / CLA)	Smaller is Better	As at 31 March 2017	Monitor	Monitor	N/A	0	0	Same	N/A	N/A	Benchmarking data not available - this target is specific to Barnet
FS/C24	Number of children subject to a CP Plan (per 10,000)	Monitor	As at 31 March 2017	Monitor	Monitor	N/A	21.9%	30.4	Monitor	30.1	Monitor	Statistical Neighbours: 38.2 London: 37.9 England: 43.1 (2015/16, LAIT)
FS/C25	% Child Protection visits within timeframes	Bigger is Better	As at 31 March 2017	95%	95%	189/196	96.4%	98.8%	Worsening	N/A	N/A	Benchmarking data not available - this target is specific to Barnet
FS/C26	% of CLA visits taken place within timeframes	Bigger is Better	As at 31 March 2017	95%	95%	299/357	83.8%	83.5%	Improving	N/A	N/A	Benchmarking data not available - this target is specific to Barnet
FS/C27	% of CLA Reviews within timeframes	Bigger is Better	As at 31 March 2017	95%	95%	344/357	96.4%	98.3%	Worsening	N/A	N/A	Benchmarking data not available - this target is specific to Barnet
FS/C28	The average time between a child entering care and moving in with its adoptive family (days)	Smaller is Better	April 2014 – March 2017	426	426	N/A	518	N/A	N/A	511	Worsening	Statistical Neighbours: 472 England: 490 (2012/15, LAIT)

### 3.2b Comments and proposed interventions for indicators that have not met target

Ref and Indicator Title	Comments and Proposed Intervention
<p><b>FS/S5</b> Number of children adopted</p>	<p><b><u>Intervention Level 1</u></b></p> <p>8 adoption orders were granted 16/17 which is a drop from the previous year when 12 adoption orders were granted. However, 12 children are currently placed for adoption with orders anticipated. Delays are being experienced in 5 of these due to challenges to the plan of adoption by birth families which has impacted on this indicator.</p>
<p><b>FS/S7</b> Percentage of free entitlement early years places taken up by parents/ carers that are eligible for a place</p>	<p><b><u>Intervention Level 1</u></b></p> <p>84% of three and four year olds access their free early education entitlement (FEE), however a number of families choose to pay for child care where the providers do not take part in the FEE scheme, with these children included around 98% of Barnet's three and four year olds access early education.</p> <p>At the end of the Spring term 60% of 2 year olds were accessing their FEE entitlement, this is a 10% increase over the last 18 months and is an upwards trajectory.</p> <p>Whilst the GLD in Barnet at 68.9 is slightly below the National average at 69.3 we continue to do better at closing the gap between Boys and Girls which is 14.7% nationally and 12.8% in Barnet, we remain above National in average point scores and the expected level across all Early Learning Goals, achieving better than National.</p>
<p><b>FS/C18</b> Percentage of children in care with three or more placements during the last 12 months</p>	<p><b><u>Intervention Level 1</u></b></p> <p>This indicator has shown a slight improvement and is performing better than London and statistical neighbours, however remains just outside the target.</p>
<p><b>FS/S11</b> Percentage of children in external residential placements</p>	<p><b><u>Intervention Level 1</u></b></p> <p>This indicator has shown a small increase in Q4 as a result of the need to place a group of adolescent girls who were the victims of CSE outside the borough to ensure their safety.</p>

Ref and Indicator Title	Comments and Proposed Intervention
<p><b>FS/C26</b> % of CLA visits taken place within timeframes</p>	<p><b><u>Intervention Level 1</u></b> This indicator has improved slightly but further work is needed to ensure that records consistently show that the visits are completed and recordings completed. The teams and management have now settled to form a stable workforce for children in care and it is expected that this indicator will continue to improve.</p>
<p><b>FS/C28</b> The average time between a child entering care and moving in with its adoptive family (days)</p>	<p><b><u>Intervention Level 1</u></b> The average was 518 days which is above the target of 426. This is due to 3 children where there have been particularly complex issues in either the birth families or court process which have led to some delay.</p>
<p><b>FS/C37</b> Percentage of CLA who have had a timely initial health assessment in the last 6 months</p>	<p><b><u>Intervention Level 1</u></b> The quarterly meetings with our Health partners and GP surgeries continue and this has addressed the availability of GP slots. The new ways of working across the partnership to ensure timeliness and availability of GP's is showing signs of success as this indicator is improving every month. All children who came into care this quarter have had initial health assessments. This indicator will continue to be closely monitored through monthly assurance reporting and stakeholder meetings.</p>
<p><b>FS/C39</b> Percentage with dental checks in the previous 12 months</p>	<p><b><u>Intervention Level 1</u></b> This quarter has seen a good improvement. The monthly assurance monitoring by the teams and management continues to highlight the need to ensure children receive their health checks and staff and carers work together to achieve this for all the children in care.</p>

## 4. Key Actions

The tables below provide an update on progress in delivering the strategic and commissioning priorities, as set out in the refreshed Corporate Plan and Street Scene Commissioning Plan for 2016/17.

### 4.1 Overview of Key Actions

RAG Ratings					No. of Key Actions
Green - Met	Green Amber - delayed, Low Impact	Red Amber - delayed, Medium Impact	Red - risk of not delivering or High Impact	Not Rated (not due or N/A)	
16	1	0	0		17

#### Key

RAG	Description
Green	Action Met
Green Amber	Action delayed, Low Impact
Red Amber	Action delayed, Medium Impact
Red	Risk of Not Delivering Or High Impact

## 4.2 Progress on Key Actions

### Transforming services (Opportunity)

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

Ref	Actions from Management Agreement or Business Plan	RAG Rating	Comments
	Scope and evaluate a range of programmes to manage demand including PAUSE and No Wrong Door	Green	Resilient Futures is a demand management project within the Family Services 2020 programme. In the initial stage of the project, data analysis was undertaken and a range of demand-management programmes were evaluated to manage demand. The decision was taken not to implement PAUSE and No Wrong Door at this stage, but other measures were implemented including the new REACH team for adolescents at the edge of care.
	Design, for implementation, the first phase of scoped programmes to manage demand	Green	The first phase of the Resilient Futures project was completed in late 2016, with a clear set of recommendations emerging from in-depth analysis. This phase fed into the Placements Sufficiency Strategy, which was signed off at CELS in February 2017, as well as other key activity to reduce demand that was integrated into Family Services BAU. The implementation phase of the project will gather pace in Q1 2017/18. A new REACH team has been implemented for adolescents at the edge of care, and a project manager will oversee the implementation of further recommendations as part of the Resilient Futures project.
	Review use of Special Guardianship Orders and ensure that the most appropriate permanence options are made for children and young people	Green	An initial proposal to amend the Special Guardianship allowance rate for all existing and future allowances to align with Department for Education recommendations was presented to Children, Education, Libraries and Safeguarding (CELS) Committee in June 2016. At this meeting, permission to proceed with public consultation was granted. Public consultation on the proposal was carried out between July and August 2016 and two proposals were presented to CELS Committee in November 2016. Committee approved the proposal to introduce the new rates to new cases only.
	Review the approach to no recourse to public funds in light of the new legislation ( <i>Commissioning Group action</i> )	Green	A full review was undertaken and a specialist No Recourse to Public Funds (NRPF) worker is now located in the MASH to work with relevant cases, prevent delay and provide advice, linking up with other local authorities to share good practice. Barnet has joined the Islington framework for more effective information-sharing around NRPF. Tighter financial monitoring processes been implemented.

## Transforming Services (Opportunity)

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

Ref	Actions from Management Agreement or Business Plan	RAG Rating	Comments
	Building the quality approach to develop and implement a new model of social work practice, evaluating models such as "Signs of Safety" as a basis for continuous improvement.	Green	An options appraisal of social work tools and frameworks was undertaken and Signs of Safety was identified as one of the tools to enable our resilience based practice. Training commenced in November 2016, and to date the majority of family services staff, senior managers and BSCB partners have received the two-day training. Workshops for Practice Leaders has commenced. Systemic training has also been commissioned for leaders to develop the resilience-based model of practice, and a series of internal workshops are taking place in early 2017 to support purposeful practice, identified through our assurance activity.
	Establish a Social Work Practice Improvement Board including input from a Practice Improvement Partner to support improvements in practice	Green	<p>The rigorous implementation of the FS Practice Improvement Plan (PIP) was our key priority over 2016/17 to further accelerate the improvement journey. All 56 actions identified in the PIP have been delivered or are in train to be delivered on time. Our Ten Conditions of Success have moved from not being in place to some now being embedded and the rest emerging in practice.</p> <p>This Plan was overseen by a Board, chaired by the (interim) Chief Executive and with senior representation from HR and IT. There was external representation from Family Service's Practice Improvement Partners. The PIP is being refreshed in early 2017 in order to build on improvements made over the past 12 months.</p> <p>Our casefile audits are showing an emerging picture with an increased number of good or outstanding cases.</p> <p>We have introduced Practice Weeks as part of our Quality Assurance Process and since the first in September, there is an improving picture in practice. Compliance in terms of timeliness has shown a significant improvement, we are now focusing on embedding quality purposeful social work practice.</p>
	Attend and provide critical challenge at Social Work Practice Improvement Board <i>(Commissioning Group action)</i>	Green	<p>The DCS attends and provides critical challenge at the Social Work Practice Improvement Board, alongside senior leaders from HR, IT and Barnet's Practice Improvement Partner. The Practice Improvement Plan (PIP) is being refreshed in early 2017 in order to build on improvements made over the past 12 months.</p> <p>The DCS has invested significant resources in the Family Services Improvement Plan;</p>



Ref	Actions from Management Agreement or Business Plan	RAG Rating	Comments
			senior management resources to drive improvement, practice development workers and additional teams to manage our most complex cases.  There are monthly DCS assurance meetings where the DCS holds the service to account on the delivery of improvement activity. The DCS sets 3month sprints of delivery in order to drive the PIP in an agile way.
	Lead the London adoption regionalisation programme <i>(Commissioning Group action)</i>	Green	The Regionalisation of Adoption programme (RAA) is a London-wide project run under the auspices of the Association of London Directors of Children's Services (ALDCS). The project is chaired by Barnet's DCS, Chris Munday. Consultation was undertaken with relevant stakeholders, including staff, and CELS Committee approval was given in November for LBB to continue working collaboratively with the LRSG with the intention of joining the new London Regional Adoption Agency when it becomes operational. Workstreams are being advanced. The project is on track to meet the Government's deadlines.
	Implement the government's regionalisation agenda for adoption	Green	
	Ensure appropriate health, education and social care contributions to placements for children with significant needs	Green	A tripartite panel was established in November. Funding is split across social care, health and education according to the case. The panel has been effective in progressing complex case discussions and has enhanced partnership working with SEN and Health. Over the 2016/17 financial year, 18 cases have been co-funded, with a contributions of £998k via Health and £1.35m via Education.

#### LIBRARIES – Exploring alternative models to deliver services

Ref	Actions from Management Agreement or Business Plan	RAG Rating	Comments
	Develop agreed Council Libraries Strategy	Green	A number of alternative options were considered by Committee as part of the Strategic Review of the Library Service and consulted on. A firm proposal was referred to Full Council who approved the Implementation of the Library Service Review in April 2016.
	Reshape library provision to deliver CELS savings in line with agreed Library Strategy	Green	The service is on target to deliver the Library Service restructure by 1st April 2017, which would meet the savings target required. Work is continuing to reconfigure the buildings and install the self-service opening technology. This is currently forecast to be completed at all sites by Sept/Oct 2017.

**More resilient communities (Responsibility)**

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

Ref	Actions from Management Agreement or Business Plan	RAG Rating	Comments
	Review the Role Model Army and ensure that the newly developed Corporate Parenting pledge is implemented	Green	<p>The Children in Care Council (now named #BOP) has been reformed and reconstituted with new members. An increase in participation, quality and reach is evident. A mean of 7 children in care have attended #BOP meetings; 8 children in care attended the first satellite workshop in Hertfordshire.</p> <p>A new sub-group from Jan 2016, chaired by Jo Pymont, monitors the implementation of the Children in Care Council Improvement Plan. Activity is reported to CPAP. Further actions include the creation of a new digital space and website for #BOP – a Virtual #BOP</p> <p>With regards to the Pledge, the monitoring of its implementation and impact is overseen by the Voice of the Child Strategy Group, with a progress report going to CPAP in May. Information has been gathered from key corporate parenting partners (i.e. Virtual School, Capita etc). In parallel, the biannual survey of children in care asks for young people's views on the implementation of the pledge.</p> <p>There is also a broader range of CIC activity happening. There is a peer mentoring programme with care leavers, delivering peer mentoring to younger CIC (3 sessions).</p>
	Ensure the voices of young residents is heard through the annual residents survey <i>(Commissioning Group action)</i>	Green	<p>A young people's survey was undertaken alongside the Resident's Perception Survey, and completed by 545 young people. A report with results and analysis was produced and presented to the Children's Partnership Board in March. The findings will continue to be used to influence future service delivery - including the 0-19 and CAMHS review.</p>

	<p>Deliver a Young People's Charter for Barnet (<i>Commissioning Group action</i>)</p>	<p>Green</p>	<p>A Charter was developed and appended to the Children and Young People's Plan 2016-2020. Outcomes and objectives set out in the Plan and Charter are being delivered by the partnership. Next steps are to link the Charter with Barnet's new status as UNICEF Child Rights' Partner and measuring impact.</p>
	<p>Enhance children and young people's involvement in planning for their lives through their involvement in Child Protection Conferences and Looked After Children reviews (STRATEGIC)</p>	<p>Green</p>	<p>In late 2016, Barnet became a UNICEF children's rights partner in recognition of progress on the participation agenda. Children and young people are represented on the Children's Strategic Partnership Board, the Youthzone Board and relay issues that are important to them to CELS Committee. A consultation programme for children and young people were undertaken for CAMHS and 0 - 19, consisting of a series of workshops in schools, a Youthorium event in early 2017 and specific workshops with young people who use youth services. The Care Leavers' strategy was coproduced with care leavers.</p>
	<p>Enhance children and young people's involvement in planning for their lives through their involvement in Child Protection Conferences and Looked After Children reviews (INDIVIDUAL)</p>	<p>Green Amber</p>	<p>The embedding of Signs of Safety, which includes tools to support child-focussed practice, has strengthened the voice of the child. Audit findings demonstrate an improvement in capturing the child's wishes and feelings on file. LAC involvement in reviews has been high (93-98% participation rate) over the past year. Wherever possible, LAC reviews take place at convenient times and locations for the young person to ensure the young person to attend, with feedback if this is not possible. The app MOMO has been introduced to enable young people to feed back their views at any time. Plans are on-going to better enable young people to be involved in planning for their lives, especially in relation to CP conferences.</p>

## 5. Customer Experience

Customer Experience Description	Comments and Proposed Intervention
<p><b>Residents' Perception Survey Autumn 2016</b></p>	<p>Of the 500 people surveyed within the 2016 Autumn Resident's Perception Survey, 78% of residents agree that Barnet is a family-friendly place to live.</p>
<p><b>Compliments and Complaints 1<sup>st</sup> January 2017 to 31<sup>st</sup> March 2017</b></p>	<p>During Q4, we formally recorded 24 compliments from across the service (4 for Early Intervention and Prevention, and 20 for Social Care).</p> <p>We formally recorded 35 Stage 1 complaints in Q3. Of these, 24 were about Social Care Teams, and 11 were about Early Intervention and Prevention Team (from the last quarter, libraries have seen an increase, most likely due to the significant changes to the service. Permanence and Transitions also had an increase in complaints).</p>

## 6. Risk

The 5 X 5 matrix (heat map) below shows the residual risk assessment (probability and impact scores) for each risk.

		LIKELIHOOD					
		1	2	3	4	5	
		Rare	Unlikely	Possible	Likely	Almost Certain	
IMPACT	5	Catastrophic					
	4	Major		2	4	2	
	3	Moderate		3	7	2	
	2	Minor					
	1	Negligible					

### Risk Commentary:

There are 20 risks on the service register in quarter 4. Of those, 8 are rated 12+ and 2 are rated 16. No risks are rated higher than 16.

All risks are being proactively treated by the service, with controls in place. These include robust governance processes, additional resources and service improvement activity include the Family Services 2020 suite of programmes.

The majority of risks have not changed in terms of risk or likelihood, although this may change for Q4 given the pace of change across the service. Risk FS011 (Inability to recruit and retain staff) has decreased given the impact of effective controls in place.

The table below lists all risks rated 12 and above.

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls in place	Inherent Risk (without controls)		Residual Risk (with controls in place)			Direction of Travel	Response Option
						Impact	Likelihood	Impact	Likelihood	Risk Score		
FS001	Significant child safeguarding incident	Inappropriate response or poor decision-making around a case leads to a significant children's safeguarding incident, resulting in increased risk of significant harm or death of a child, and reputational damage.	Asst. Director, Social Care	Statutory Duty	<p>The majority of the 2016/17 Practice Improvement Plan has been implemented. Delivery of the plan is monitored regularly and overseen by a Board chaired by the Chief Executive.</p> <p>Signs of Safety training is being rolled out as part of the toolkit to implement resilience-based practice across the service and partnership, which supports purposeful practice</p> <p>Supervision and practice standards help to control this risk, as well as quality assurance activity.</p> <p>We provide assurance reports to the lead member, SCB Assurance, Barnet Safeguarding Board, and the Social Work Improvement Board, to ensure scrutiny and oversight. The lead member meets monthly with service leads to provide oversight.</p>	5	5	4	4	16	Same	Treat

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls in place	Inherent Risk (without controls)		Residual Risk (with controls in place)			Direction of Travel	Response Option
						Impact	Likelihood	Impact	Likelihood	Risk Score		
FS004	Serious gang-related incident	As a result of inappropriate decision making, which could be exacerbated by a lack of timely access to information, a gang and serious youth violence related incident could occur involving one or more young people within the borough resulting in a child death and reputational damage.	Asst. Director, Social Care	Health & Safety	<p>Our Gangs and Serious Youth Violence Strategy is overseen by the Community Safety Partnership Board and Youth Offending Partnership Board. We also have a gangs operational group, and a gangs, missing and child sexual exploitation strategic group.</p> <p>Our gangs operational protocol and screening tool helps control this risk, as well as the Keeping Young People Safe preventative project.</p> <p>A new multi-disciplinary team is being established to deliver intensive, wraparound interventions for high risk adolescents.</p>	5	5	4	4	16	Same	Treat
FS007	Data Protection Breach	The high quantity of sensitive information handled by the Family Services DU could lead to a significant data protection breach, resulting in risk to individuals, reputational damage, legal challenge, financial penalty	Head of Service Commissioning & Business Improvement	Information Governance	<p>The Information Management and Governance Group meets monthly, and reviews policies and procedures . There is mandatory data protection training for new starters. Data protection refresher training is also on offer.</p> <p>We also circulate lessons learned through newsletters.</p>	5	5	4	3	12	Same	Treat

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls in place	Inherent Risk (without controls)		Residual Risk (with controls in place)			Direction of Travel	Response Option
						Impact	Likelihood	Impact	Likelihood	Risk Score		
FS010	Inability to achieve savings targets	An increase in demand for social care services could lead to the Delivery Unit being unable to achieve the social care demand savings target resulting in financial consequences across the rest of the delivery unit services, reduction in performance of the delivery unit	Asst. Director, Social Care	Financial	<p>Our Family Friendly 2020 programme includes a project focussed on Demand Management (Resilient Futures) and the 0-19 project which also seeks to alleviate demand for social care services.</p> <p>The recommissioning of CAHMS aims for a service where demand for mental health services is better managed.</p> <p>There is a resilience programme underway in schools.</p> <p>The Practice Improvement Plan helps to control this risk.</p> <p>There are additional resources in place across the service to achieve this (e.g. REACH team).</p>	4	5	4	3	12	Same	Treat



Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls in place	Inherent Risk <i>(without controls)</i>		Residual Risk <i>(with controls in place)</i>			Direction of Travel	Response Option
						Impact	Likelihood	Impact	Likelihood	Risk Score		
FS01 1	Inability to recruit and retain qualified staff	A challenging job market could lead to an inability to recruit and retain sufficiently qualified permanent staff resulting in reliance on agency workers, impacting on budget, inability to carry out quality work, lower morale, significant safeguarding incident	Asst. Director, Social Care	Staffing & Culture	<p>Our Practice Improvement Plan includes a workforce recruitment strand. There is also an organisational development workforce board, and a market factors supplement is available.</p> <p>An innovative model is in place with is successfully converting agency social workers to permanent contracts.</p> <p>Building the Barnet brand, including review of the website and exploration of social media to engage with candidates.</p> <p>Offering an attractive training offer, including through the Practice Academy.</p>	5	5	4	3	12	Same	Treat

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls in place	Inherent Risk (without controls)		Residual Risk (with controls in place)			Direction of Travel	Response Option
						Impact	Likelihood	Impact	Likelihood	Risk Score		
FS018	Non receipt of information or intervention from key partner agencies	Capacity pressures of delivery on key partners (Police, Health, Education), exacerbated by partners not buying into the vision of the new Barnet model of resilience, could lead to non-receipt of information and/or interventions from key partner agencies, resulting in harm to an individual, reputational damage and/or a financial impact	Chris Munday (Family Services Director)	Statutory Duty	<p>The Children and Young People Plan has been developed and key partnership boards are in place (BSCB, Children's Partnership Board, Health and Wellbeing Board).</p> <p>Joint commissioning relationships are in place with Health. An early intervention strategic group has multi-agency representation.</p> <p>Resilience workshops are being rolled out to the service and partnership. Partners are engaging with Signs of Safety training.</p> <p>A resilience programme is being rolled out in Barnet schools.</p>	4	5	4	3	12	Same	Treat
FS019	Relocation of unaccompanied minors	The relocation of unaccompanied minors and increase in UASC could lead to increases in the child in care population, resulting in budgetary pressures	Assistant Director, Family Services	Statutory Duty	<p>Roll-out of Signs of Safety to build resilience in families.</p> <p>Family Group Conferencing service.</p> <p>Contingencies in the budget for meeting the target group of UASC.</p>	3	3	3	4	12	New	Treat

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls in place	Inherent Risk <i>(without controls)</i>		Residual Risk <i>(with controls in place)</i>			Direction of Travel	Response Option
						Impact	Likelihood	Impact	Likelihood	Risk Score		
FS020	Historic allegations	Large-scale historic allegations against Family Services could lead to pressures on resources in certain parts of the service, resulting in a negative impact on BAU activity, resourcing and reputation.	Assistant Director, Family Services	Statutory Duty	Monitoring of the situation via SMT.  A flexible and responsive response to resourcing via the refreshed Workforce Strategy.	3	5	3	4	12	New	Treat

## 7. Equalities

Equalities Description	Comments and Proposed Intervention
<b>Joint Strategic Needs Assessment 2015-2020</b>	<a href="https://www.barnet.gov.uk/jsna-home/children-and-young-people.html">https://www.barnet.gov.uk/jsna-home/children-and-young-people.html</a>