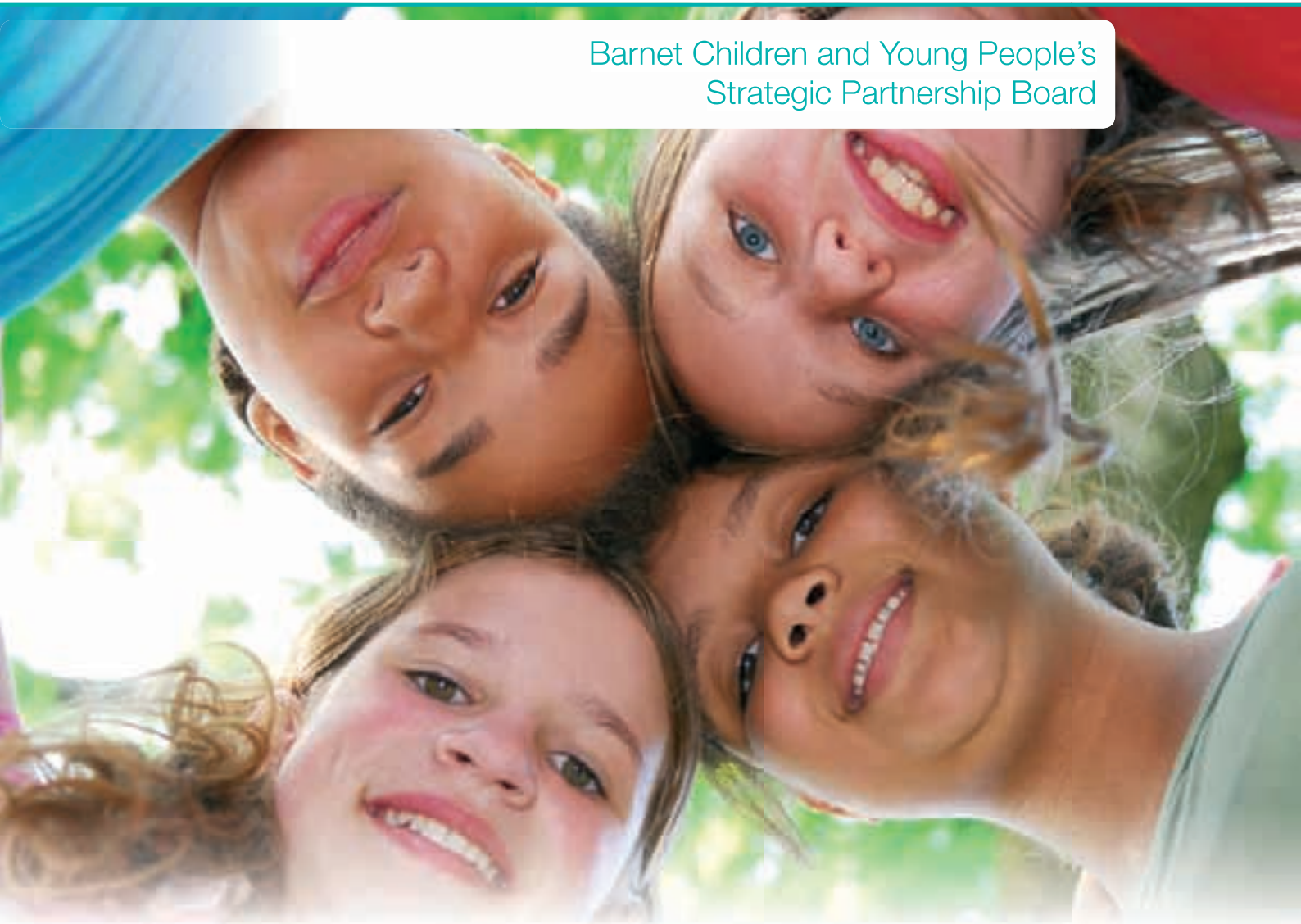


Barnet Children and Young People Plan

2008/9 – 2010/11

Barnet Children and Young People's
Strategic Partnership Board



April 2008



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Part one

1. Introduction

Our ambition: A bright future for Barnet's children

Barnet is a successful and diverse London suburb where children do well at school, enjoy good health, benefit from low crime rates and access to high quality open spaces. We are committed to building on that success. We have the highest expectations for children in Barnet and we are determined to play our part in helping them enjoy and learn from their childhood and acquire the knowledge and skills to lead successful adult lives.



Meeting our ambitions

There are six key priorities for achieving our ambition: ensuring every school is a good school for every child; improving employability; ensuring that children are safe; personalising services; building resilience and supporting independence; and helping children and their families make healthy choices.

No one organisation can deliver this ambition alone. It will require the combined efforts of the council, health services, the police and private and voluntary sector providers working in partnership through the Children and Young People's Strategic Partnership Board. Successful outcomes depend also on parents and children themselves. The Children and Young People Plan (CYPP) provides a strategic framework to continue the progress we are making in improving outcomes for children and young people. It sets out our ambitions and how we will work towards them and has been developed in consultation with key stakeholders (partners, staff, the voluntary sector) as well as children and young people.

External evaluation of services for children in Barnet, including both the Joint Area Review in 2006 and the Annual Performance Assessment in 2007, recognises the consistently good quality of services with a strong commitment to

and capacity for continuing improvement. Our approach to managing performance – of which this plan is a critical element – is described as comprehensive, robust and transparent.

The Children and Young People's Strategic Partnership Board recognises that maintaining our good record requires hard work and dedication from the staff in all organisations providing services to children as well as a clear commitment to high quality services and innovation to meet the changing needs of Barnet's increasingly diverse children and young people. To maintain our successes and address the needs of the minority of children who do less well, we are determined that our services for children will increasingly be:

- Constructed on an accurate analysis of need and hence well targeted and localised
- Flexible in responding to individual difference and individual needs so promoting choice
- Cohesive and not constrained by service boundaries or different professional cultures
- Making good use of the range of local providers, particularly the voluntary sector, to allow local decisions to be made locally so promoting independence.

Planning with our partners

The Children and Young People Plan (CYPP) is the vehicle for translating into practice the aim of Barnet's ten year Sustainable Community Strategy (2008-2018) to 'Invest in Children and Young People' and the council's priority for 'A bright Future for Children and Young People'. The plan also delivers key elements of the National Service Framework (NSF) for Children, Young People and Maternity Services. It is built around the five outcomes of Every Child Matters, given statutory force within the Children Act 2004. The Children and Young People Plan is the basis upon which we will commission services for children and young people in Barnet.

The Barnet Children and Young People Plan is the overarching strategic plan for children and young people in the borough. However, there are several other plans and strategies that support its work and will be key to the delivery of our objectives:

- Building resilience, supporting independence strategy
- Barnet Play Strategy
- Targeted Youth Support strategy
- Integrated Youth Support strategy
- Special Educational Needs and Inclusion Strategy
- Early years and childcare strategy
- Workforce development strategy
- Barnet's Safeguarding children board work programme
- Barnet Safer Communities Strategy
- Library strategy
- Parenting Strategy
- Child and Adolescent Mental Health Services (CAMHS) strategy
- PCT Obesity strategy
- PCT operating plan
- Information sharing protocol
- Metropolitan Police Youth Strategy
- Sports and Physical Activity Strategy

- Barnet Equality Scheme.

This plan is in two parts. Part 1 sets out our priorities for improvement and Part 2 provides details of our activities to deliver our priorities. The delivery plan (Part 2) is reviewed each year to ensure that it remains focussed and up to date.

A profile of Barnet's children and young people

Number and diversity: Children and young people make up almost a quarter of Barnet's total population and, in numerical terms, Barnet has the second highest population of children and young people aged 0-19 in London (almost 82,000).¹ Over 46,000 children attend Barnet maintained schools. Some of Barnet's children and young people are particularly vulnerable or in need of support. 1,980 children are receiving social care support, whilst living with their family or in local authority care.

Children and young people in Barnet are considerably more ethnically diverse than the adult population: 43% of our children and young people under 18 come from minority ethnic groups, compared with 26% of the overall population (2001 Census). Barnet is the twentieth most ethnically diverse area in England and this diversity is growing. Currently, the largest group of minority ethnic children have an Indian heritage (9%), followed by those with an African heritage (7%). Barnet is also home to the largest number of Chinese residents of any London borough (2% of the borough population). There is also a great diversity of faiths in the borough, with for example the highest proportion of Jewish residents in the country, at around 15% of the total population. Barnet's school population shows a rich diversity, with around 60% of pupils from non-white groups. Nearly two fifths of pupils in Barnet schools speak a language other than English at home; over 100 languages are spoken by our pupils.

Economic well being: While much of Barnet is prosperous, there are also significant pockets of deprivation, particularly in Burnt Oak, Colindale, West Hendon and Underhill. A fifth of primary school pupils in Barnet schools are eligible for free school meals (compared to 16% nationally), as are 17% of secondary pupils (13% nationally). Just over 18% of Barnet's children live in families claiming means-tested benefits. A small minority of 16-18 year olds (around 5%) are not in education, training or employment.

Health and well-being: Birth weight is a good indicator of health, poverty and deprivation; in Barnet 7.1% of all births were babies weighing less than 2.5kg (2005), slightly below the England average of 7.9%. Children born in Barnet can also expect to live longer than the national average.

Children and young people in the borough are generally healthy and hospital paediatric admissions rates are lower in Barnet than the London average. Barnet's PCT children's health plan in 2005 estimated that there are around 11,700 children with a disability using a wide range of mild to severe diagnosed disabilities. In common with national trends, obesity remains an issue in Barnet. 14.5% of Year 6 children measured in Barnet are overweight, and 17.3% are obese (2007).

Further information on Barnet's children and young people can be found at www.barnet.gov.uk

Regeneration and growth

Barnet will see significant changes over the next 10 years. Our population in 2018 is likely to exceed 370,000 (compared with an estimated 335,000 in 2008) ², largely as a result of major regeneration and development. An extra 30,000 new homes will be built over the next 20 years, attracting a much younger and more diverse population. New town centres will be built in Cricklewood/Brent Cross and Colindale and the poorest quality housing across the borough will be replaced. We are working together to create new, sustainable communities that will contribute to Barnet's existing diversity and prosperity.

In order to ensure that Barnet remains an attractive place to live, it is essential that the infrastructure - transport, schools, shops, hospitals and community facilities - is in place to meet the varied needs of the growing population and, in particular, ensuring that we have modern, high quality services for children in Barnet.



2. Priorities for improvement

This section of the plan identifies our priorities for improvement. What we aim to do to address these priorities is detailed in Part 2 of the plan. Not all of the partnership's work is covered by these priorities. The focus here is on those areas where we must work to improve outcomes further for children and young people in Barnet. The work we do to maintain our existing high quality services is equally important and details of this can be found within operational plans of the council and its partners.

We developed our priorities for improvement using a broad range of sources, including:

- detailed analysis of the needs of children and young people in the borough, based on monitoring and outcomes data and disaggregated to understand the needs of different groups
- benchmarking performance against national and regional comparators
- consultation with children, young people and their families
- consultation with stakeholders such as schools and voluntary organisations.

We also need to take account of the expectations contained within new legislation and guidance:

- Children and Young Persons Bill (2007)
- Education and Skills Bill (2007)
- The Children's Plan: building brighter futures
- Ten Year Youth Strategy
- Raising expectations: Staying in education and training post-16 Green Paper
- The operating framework for the NHS in England
- New performance framework for local authorities and local authority partnerships.

Our priorities for children and young people in Barnet:

Every school a good school for every child

Children in Barnet achieve some of the best test and examination results in the country and the high standards of our schools continue to be raised. We will ensure that our schools provide opportunities for our diverse pupil population to achieve their full potential. We aim to build on our existing excellent educational achievement and to ensure that children benefit from a broad and modern curriculum, delivered in modern buildings with high quality facilities.

Improving employability

While educational success provides a solid foundation for a successful career, equipping children and young people with the broader skills they need to succeed in the world of work is increasingly important both to individuals and to the wider economy. We will help young people to access a broad range of education, training and employment opportunities through targeted support and improved access.

Safe at home, safe at school and safe in the community

Ensuring that children are safe is the responsibility of the whole community. Child protection must remain the highest priority and we will continue to work to improve the life chances of children in care. We will also work to ensure that children are safe as they go about their everyday lives at school

Children in Barnet achieve some of the best test and examination results in the country and the high standards of our schools continue to be raised

or on the streets and are able to manage any risks they encounter.

Personalising services for children and young people in vulnerable groups

Increased choice and flexibility can be a powerful driver of improvements in standards and quality of service and we are working to develop ways of maximising the choices available to children and their families. Some children and young people in vulnerable groups such as disabled children, children in care and young offenders receive services from many

organisations and agencies. We will work to ensure that these organisations work effectively together to provide help that is targeted to individual needs, particularly at key transition points, offering greater choice and flexibility to children and their families.

Building resilience, supporting independence

Some children face considerable challenges in their lives and our aim is to help those children develop the resilience that will help them meet and manage those challenges. This means providing support to them and their families through early identification and intervention together with preventative and targeted services that will help them manage their own lives.

Healthy choices for a healthy life

We will support children and their families to choose a healthy lifestyle and take responsibility for their health choices, focussing on factors such as obesity, sexual health, maternity services and physical activity.

For each of our six priorities we have identified a number of objectives that are set out below. We have also highlighted some key measures of success that we will use to monitor improving outcomes for children and young people. Part 2 of this plan sets out the key activities we will undertake to achieve our objectives and includes a full performance table listing all of the targets we have set ourselves.



Every school a good school for every child

OFSTED has recognised that Barnet makes an outstanding contribution to improving outcomes in terms of children's enjoyment and achievement.³ Overall, the quality and effectiveness of our schools and settings are above the national average with 84% of schools judged good or better, compared with a national figure of 61%. Our priority is to maintain their excellent provision. Our robust monitoring and challenge, combined with appropriately targeted support, has led to improvements in the overall effectiveness of schools.⁴ We will sharpen our focus on ensuring schools have effective leadership and management and have secure succession planning in place for all leaders in the school. Equally our focus on high quality teaching and innovative curriculum development will help us meet our priorities for improvement in this area.

In the Early Years, our youngest pupils' personal, social and emotional development, and their skills in communication, language and literacy have improved.⁵ Results in our primary and secondary schools place Barnet in the top quartile nationally. In 2007, Barnet average results at Key Stage 2 were the 12th best in the country. At Key Stage 4, 60% of pupils achieved five or more good GCSE passes including English and Maths, placing Barnet in the top 10 local authorities nationally. The challenge now is to reduce the gap between outcomes for the most vulnerable groups and those achieved by the majority of children in Barnet.

Attendance in primary schools has improved and at 95% is above the national average; the secondary school persistent absence rate is among the lowest in the country at 4.7%. We are now focusing our work to ensure that these high levels are maintained.

We are keen that children and young people in our schools should continue to benefit from participating in cultural and recreational activities; we will work to increase the use of library facilities and also widen opportunities to participate in music, dance and sport, building on our good record. We also recognise the importance of the physical learning environment in supporting the provision of a stimulating curriculum which is able to meet the needs of all pupils. This priority is reflected in our ambitious capital development programme, rebuilding 12 primary schools over the coming years.

We will deliver this priority by:

- Developing leadership capacity in schools and settings
- Challenging and supporting all schools and settings to aim for excellence
- Raising achievement by improving rates of progress for all pupils
- Improving learning outcomes through cultural and recreational activities
- Further improving primary attendance
- Improving school buildings





Young musicians from Hendon Music Centre

We will measure our success by monitoring the following key performance measures:

- The number of schools judged as requiring special measures and the time taken to come out of the category
- Schools with good or outstanding overall effectiveness, as judged by OFSTED
- The percentage of children achieving at least 78 points across the Early Years Foundation Stage, with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy
- Achievement at level 4 or above in both English and Maths at Key Stage 2
- Achievement at level 5 or above in both English and Maths at Key Stage 3
- Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths
- Achievement at level 5 or above in science at Key Stage 3
- The persistent absence rate in secondary schools
- The rate of absence in primary schools
- Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest
- Progression by 2 levels in English between Key Stage 1 and Key Stage 2
- Progression by 2 levels in Maths between Key Stage 1 and Key Stage 2
- Progression by 2 levels in English between Key Stage 2 and Key Stage 3
- Progression by 2 levels in Maths between Key Stage 2 and Key Stage 3
- Progression by 2 levels in English between Key Stage 3 and Key Stage 4
- Progression by 2 levels in Maths between Key Stage 3 and Key Stage 4
- Membership of Barnet libraries by children and young people

Improving employability

Young people need to develop a wide set of life skills that will equip them for employment. Nationally, employers have said that they would welcome a greater focus on developing skills that help young people enter the world of work successfully and we will work to deliver this in Barnet.

Barnet has a low rate of 16-18 year olds not in education, employment or training (NEET) compared to neighbouring boroughs – around 4.6% in 2007/8. However some groups, such as young offenders or care leavers and young people with learning difficulties, are particularly likely to be NEET.⁶ There has been a significant increase in the number of 19 year old care leavers in education, employment or training (up from 56% in 2006/7 to 66% at the end of 2007) but this is still below national averages. Rates of disabled young people accessing further education also remain low. As a result, we are developing targeted early intervention for these vulnerable groups, to provide support and advice to help young people access suitable employment, training or education activities.

The council, as major local employer, is supporting an apprenticeship scheme for care leavers. This is being piloted within the council with the support of the Learning and Skills Council, offering NVQ Level 2 qualifications in business administration for 6 young people.

We will build on the apprenticeship initiative to find ways of making such opportunities available to a greater number of vulnerable young people. Increased opportunities for volunteering and work experience will also equip young people with valuable skills and experience and we will encourage civic engagement and participation across services working with children. We will also develop a consistent approach to participation across services, and increase the reach of the successful Barnet Youth Board.

We will deliver this priority by:

- Broadening the range and level of qualifications for 14-19 year olds
- Improving school-based information, advice and guidance on training and employment
- Increasing access to education, employment and training

Barnet has a low rate of 16-18 year olds not in education, training or employment



- Increasing opportunities for young people's civic engagement

We will measure our success by monitoring the following key performance measures:

- The percentage of 16-18 year olds not in education, employment or training (NEET)
- The percentage of care leavers in education, employment or training
- Participation of 17 year olds in education or training
- The percentage of young offenders in education, training or employment
- The number of school councils linked to Barnet Youth Board

- The proportion of young people from low income families progressing to higher education
- Young people achieving a level 3 qualification by the age of 19



Learning film skills on a Barnet summer activity programme

Safe at home, safe at school, safe in the community

Ensuring that children are safe is the responsibility of the whole community, and we will continue to work with parents, schools and the police to help children feel safe wherever they are in Barnet and that they can manage any risks they encounter.

The responsibility for overseeing and directing safeguarding work rests with the Barnet Safeguarding Children Board (BSCB). The Board has agreed its own work programme which is summarised in Part 2 of this plan. The programme is comprehensive in scope and addresses many of the issues that we know we need to develop if we are to safeguard children effectively in the borough. There is a particular focus on ensuring that those who work with children are safely recruited and properly trained.

Our aim is to keep children safely at home in their family, including within their extended families whenever we can. When children do enter care, then we will continue to focus on giving them stability in their lives, through reducing the number of placement moves and improving planning for permanent placements. The number of children in care that are subsequently adopted is relatively low in Barnet (around 5% in 2006/7) and so this will be a focus for targeted work during 2008/9.

A small minority of young people in Barnet misuse drugs and larger numbers regularly drink alcohol.⁷ Young people have told us that misuse of alcohol is a concern to them,⁸ so joint work between schools, the primary care trust and the police will be undertaken to provide advice and support on this issue.

Young people in Barnet are more likely to be a victim of certain crimes than adults (for example street crime and crime in parks) and these crimes are often perpetrated

Ensuring that children are safe is the responsibility of the whole community



DJ workshop run by Barnet Youth & Connexions



Members of Barnet Youth Board on a team building session

by other young people.⁹ Bullying is also a concern for some children and young people, both in and out of school with just under a quarter of respondents in Ofsted's TellUs Survey reporting being bullied in the last four weeks. This compares to a national figure of 30 per cent.¹⁰ We will work with partners including schools and the Barnet Youth Board to continue our work to address bullying and young people's concerns about their personal safety.

Continuing to reduce the number of young people who are involved in crime or anti-social behaviour is a key objective. Along with the Youth Offending Service, Safer Neighbourhood Teams and the police Safer Schools Team are instrumental in working with young people to reduce offending and keep young people safe on the streets. We will work to ensure that the wide range of creative and positive activities provided by organisations across Barnet are well publicised, to ensure that young people and their parents are aware of the opportunities available to them. Promoting positive activities such as mentoring and volunteering will also enable young people to make a positive contribution to the community while building their own skills.

We will deliver this priority by:

- Promoting safeguarding as everybody's business
- Minimising the risk to children of harm and neglect
- Promoting positive behaviour at school and in the community
- Reducing the misuse of alcohol and other substances
- Publicising the range of opportunities for things to do, places to go
- Keeping young people safe on the streets

We will measure our success by monitoring the following key performance measures:

- The rate of permanent exclusions from school
- The rate of substance misuse by young people
- Young people's participation in positive activities
- The proportion of the 13-19 population in contact with the Youth Service
- The number of first time entrants into the youth justice system
- Secondary schools with good/ outstanding behaviour standards (as judged by OFSTED)
- The rate of hospital admissions due to unintentional and deliberate injuries
- Initial assessments for children's social care that are carried out within 7 working days
- Core assessments for children's social care that are carried out within 35 working days
- The number of children becoming the subject of a child protection plan for a second or subsequent time
- The proportion of child protection cases which are reviewed within required timescales
- The percentage of children who have experienced bullying



Stepping Stones project

Personalising services for children and young people in vulnerable groups

Increased choice and flexibility can be a powerful driver of improvements in standards and quality and we are working to develop ways of maximising the choices available to children and their families.

Our priority is to build on recent progress to ensure that services are increasingly shaped to meet the needs of individual children and their families, narrowing the gap between vulnerable groups and the rest of the population. Providing personalised services for children and their families is already central to our work in many areas: nearly all children in care (97% in 2007) participate in their own reviews; services provided to disabled children have improved through the allocation of a key worker to co-ordinate services around the needs of the child and their family. Developing this model further will help ensure that we adopt a responsive approach and work in partnership with children, young people and their families. We will be developing our own tailored family group conferencing service.

Although good progress has been made in improving educational and other outcomes for children in vulnerable groups, there is still a significant gap when compared with children in Barnet overall. For example, although children in care in Barnet now far out-perform children in care nationally in terms of academic achievement, their attainment remains significantly below the average of all pupils (20% of children in care achieving five good GCSEs compared to 70% overall). A lesser gap is also seen for children entitled to free school meals. Children from some minority ethnic groups are more likely to under-achieve compared

with the average, for example those from Black Caribbean, Afghan or Turkish backgrounds; although it is important to note that, conversely, children from some minority groups are particularly high achieving (e.g. Indian and Chinese pupils).¹¹

Young people leaving care and young offenders also tend to make less good progress, particularly in terms of moving on to education employment or training. We will continue to work to improve their achievement by providing increased training and support to schools.

Disabled children and young people and their families will have the opportunity, through family held individualised budgets, to choose which support services and leisure activities to purchase. More opportunities for leisure activity and for respite care will be developed to extend choice. Provision in Barnet for pupils and students with special education needs to attend mainstream schools will also be expanded, while continuing to support the excellent provision in Barnet's special schools. The creation of a specialist transition team will smooth the transition to adult social services for young people with very complex needs.

For children and young people in care, personalising services will mean achieving greater stability by working for more permanence in placements, enabling them to make the most of education, health and leisure opportunities. Young carers are another group facing many challenges in their lives; we will increase the opportunities for these young people to access support services. The improved co-ordination and expansion of the services we offer for young offenders is designed to increase their chances of succeeding in education and employment. These services include personalised learning services, help to find settled accommodation, to access education and training and to meet other needs such as support with mental health and substance misuse problems.

Providing improved information about health and other services will empower young people and their families or carers to make informed choices about the services they receive, as well as enabling increased access to better shaped services.

We will deliver this priority by:

- Improving educational outcomes for children and young people whose attainment is at risk
- Reducing the number of children in care through better prevention
- Reducing the number of children in care through more children moving into permanence
- Improving the health of children in care
- Improving the placement stability of children in care
- Personalising services for disabled children and young people
- Increasing identification and support for young carers
- Improving the co-ordination of services for young offenders
- Improving transition into adult services for young people in vulnerable groups

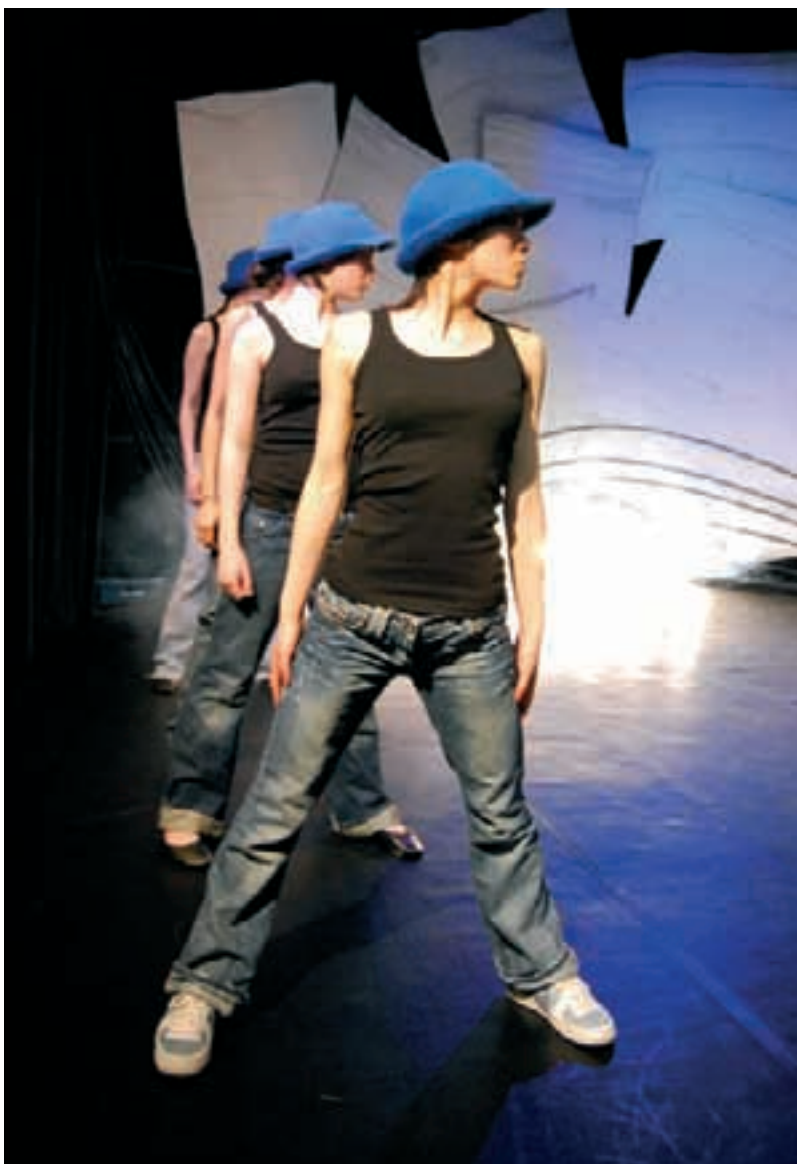
We are working to develop ways of maximising the choices available to children and their families

We will measure our success by monitoring the following key performance measures:

- The proportion of care leavers that are in suitable housing
- The emotional and behavioural health of children in care
- The proportion of young offenders that are in suitable housing
- The rate of re-offending by young offenders
- The quality of services for disabled children
- The gap between young people with special educational needs achieving 5 A*-C GCSE (including English and

Maths) and their peers without special educational needs

- The percentage of children in care reaching level 4 in English at Key Stage 2
- The percentage of children in care reaching level 4 in Maths at Key Stage 2
- The percentage of children in care achieving 5 A*-C (or equivalent) at Key Stage 4 including English and Maths
- Key Stage 2 attainment for Black and Minority Ethnic groups
- Key Stage 4 attainment for Black and Minority Ethnic groups
- The stability of children in care– the number of placement moves
- Reducing the number of children in care
- Children in care that are adopted as a percentage of children in care for six months or more
- The stability of children that are adopted (following an agency decision that the child should be placed for adoption)
- The timeliness of health and dental checks for children in care
- The number of family-held budgets for disabled children and young people



Finchley Youth Theatre dance project

Building resilience, supporting independence

For all children, the ability to be resilient in the face of challenges is one of the key factors leading to a successful adulthood. Some children in Barnet will grow up experiencing significant problems in their lives or those of their parents. Building resilience means helping children to manage those difficulties when they arise, and to recover better when they have experienced them.

In particular, we are working hard to reduce the impact on children of domestic violence, parental disability or mental health problems, poor or unstable housing and drug and alcohol misuse. These are complex and challenging issues and must be tackled by innovative and cross-agency working. Our children's centres programme is an important element in our work to support parents and children to be more resilient and independent. The children's centres are providing a range of services including childcare; support in finding jobs and training; and access to health care and parenting support. The extended schools programme will provide further support for older children. We will also ensure that a comprehensive Child and Adolescent Mental Health Service (CAMHS) is accessible to all children and young people in need of support, delivering improved care in the community and extending joint work through schools.

Our partnership approach to building resilience will unite and align several areas of work – parenting support, children's centres, extended schools, CAMHS (especially at Tiers 1 and 2), working with families experiencing domestic violence, targeted youth support – building on the work already being done by our schools and universal health services. The strategy is being developed with all partners and

much of its delivery will be carried out through local networks.

We will maximise our use of the Common Assessment Framework (CAF) to identify the needs of vulnerable children. We will also use the needs information and trends gathered from the CAF to help define our commissioning activity. We are also developing a local tool, based on the nationally used 'Strengths and Difficulties Questionnaire', to measure the success of individual interventions in building the resilience of the children and families. We will gather together this data to help inform commissioning activity and in particular to identify which are the most effective services, in which we should invest further. Our four Learning Network Boards will take the lead in considering the needs of vulnerable children and the provision on offer through the children's centres, extended services, the voluntary sector and through Connexions and other youth services, ensuring that locally provided services are meeting local needs.

Our overall objective in this work is to reduce the numbers of children who are avoidably subject to more formal interventions, whether through the care, mental health or youth justice systems.

For all children, the ability to be resilient in the face of challenges is one of the key factors leading to a successful adulthood



Children at Coppetts Wood Children's Centre



We will deliver this priority by:

- Improving emotional well-being and mental health of children and young people
- Reducing the impact of domestic violence on children and young people
- Equipping people with skills to be good parents
- Identifying and engaging with families with early risk factors
- Increasing the take up of early education in deprived wards by assuring access, affordability and availability of provision
- Increasing the range, scope and quality of extended services in and around schools

We will measure our success by monitoring the following key performance measures:

- The take-up of childcare in low-income working families
- The effectiveness of Child and Adolescent Mental Health services
- The emotional health of children
- The percentage of schools providing access to extended services
- The achievement gap between pupils eligible for free school meals and their peers at Key Stages 2 and 4
- Referrals to social care that go on to an initial assessment

Healthy choices for a healthy life

Most children and young people in Barnet lead active lifestyles and describe themselves as fit and healthy.¹² Children born in Barnet can also expect to live longer than the national average.¹³ Over recent years, we have made good progress towards improving the overall health of young people in the borough; through multi-agency work for example we have improved dental health in children, reducing the average number of decayed, missing or filled teeth in 5 year olds.¹⁴ However, there is still progress to make both to improve the overall health of Barnet's children and young people and to reduce health inequality.

Despite our success in increasing immunisation rates locally in recent years¹⁵, too many children in Barnet remain

unprotected against measles, mumps and rubella (currently 76% receive the MMR vaccination by their second birthday). During 2007 there were several local outbreaks of measles, underlining the need to continue to prioritise this issue.

We have started to slow the rise in teenage conceptions: the latest data shows an encouraging drop in the rate of teenage pregnancy from 34.6 per thousand women aged 15-17 in 2004 to 29.8 in 2006, the fourth lowest in London. However, chlamydia is a growing problem both nationally and locally. Data covering Barnet shows that the infection is rising, particularly among the 16-24 age group.¹⁶ Barnet's chlamydia screening programme, commenced in 2007, remains a priority for the PCT. We will work to improve access to chlamydia screening and also increase young people's awareness of the risks of sexually transmitted infections.

Most children and young people in Barnet lead active lifestyles and describe themselves as fit and healthy



Barnet basketballers in action at the London Youth Games 2007



Enjoying a healthy school lunch at Underhill School

In 2007, 17% of children in year 6 and 9% of children in reception were found to be obese in Barnet and it is estimated that unless we take effective action, about one fifth of children aged 2-10 years will be obese by 2010. It is possible that today's children will have a shorter life expectancy than their parents and our obesity strategy, led by the PCT, focuses both on prevention and weight management for children at risk.

The contribution of good quality maternity services to giving children the best start in life before they are even born is being increasingly recognised nationally and locally.

We will ensure that all mothers receive the full benefit of personalised maternity care, in particular targeting vulnerable or excluded groups of expectant mothers.

We will deliver this priority by:

- Halting the rise in childhood obesity
- Helping schools to achieve healthy school status
- Increasing choice and access to maternity services
- Improving take-up of MMR immunisation
- Increasing children and young people's participation in high quality PE and sport
- Improving young people's sexual health
- Reducing teenage conceptions

We will measure our success by monitoring the following key performance measures:

- Children and Young People's participation in high quality PE or sport
- The under-18 conception rate
- The prevalence of chlamydia in under 25 year olds
- The rate of obesity among children in Reception class
- The rate of obesity among children in Year 6
- The number of schools participating in the Healthy Schools Scheme
- The take up of school meals
- The proportion of mothers breastfeeding at 6-8 weeks from birth
- Ease of access to maternity services
- The percentage of children immunised against MMR by their second birthday

3. Commissioning for Choice

In order to deliver the improvement objectives set out in this plan, we have developed a commissioning framework to guide the way we plan and shape services for children and young people in Barnet.

The Children and Young People's Strategic Partnership Board (CYPSPB) is the core commissioning group, made up of representatives from the main partner organisations and the voluntary sector (see Part 2 for membership). The commissioners are focused on improving outcomes for children in Barnet in line with the objectives and targets in this Children and Young People Plan, whether through investment, dis-investment or service reconfiguration. Working within the constitutional framework of Barnet Council and the Primary Care Trust (PCT), the CYPSPB is responsible for the production and annual review of the Barnet Children and Young People Plan (CYPP). This is the commissioning framework for children's services within the context of the budget provision agreed by the Council and the PCT.

Commissioners will also work within the framework of 'World Class Commissioning' (the NHS approach to commissioning at a local level), building competencies to take a lead in local services, engage with local partners and residents and secure procurement skills. They will make sound investments based on knowledge and needs, stimulating the market where necessary to promote innovation and improved outcomes.

Our commissioning framework requires services to work to the following commissioning standards:

All services working with children will:

- Focus on improving outcomes in line with targets in the Children and Young People Plan and other related commissioning requirements
- Consistently secure the active engagement of children, young people and their families in developing and implementing solutions to meet their needs – including a commitment to promoting choice, resilience and independence as means by which users can improve the quality of their lives
- Apply national and local standards on safeguarding to ensure children and young people stay safe within Barnet
- Collaborate with other service providers as required to meet the diverse needs of children and young people, providing the highest possible quality of service
- Apply effective performance management arrangements to secure continuous improvement. Collect and present data to evidence the impact of activities in relation to outcomes and targets, including relevant equalities data to support the implementation of the statutory equalities duties.
- Provide value for money and ensure that the financial terms of the contract are complied with

- Recruit, develop and retain a suitably qualified workforce, which is capable of meeting the requirements of children in a diverse area such as Barnet
- Have robust management and governance arrangements
- Comply with relevant legislation and guidance, including statutory equalities duties.

We expect all providers whether from the voluntary and community sector, profit making bodies, social enterprise organisations, other parts of the state sector, or in-house to adhere to our commissioning standards above and our commissioning policy, as set out below:

Commissioning will be based on an effective analysis of local needs and aspirations, including the experiences of users, partners and other stakeholders. This analysis will be used as the basis for the priorities identified in the Children and Young People Plan, which will be the main commissioning framework for children's services in Barnet.

Commissioners will co-ordinate their activity through the structures of the CYPSPB in order to maximise resources available and will minimise bureaucracy and burdens on supplier organisations to support the focus on delivery.

Commissioners believe that contestability encourages innovation, service improvement and efficient use of resources; all of which contribute to improving outcomes. This will be done within a context of dialogue to support organisational learning to improve processes and outcomes.

In Barnet we recognise the valuable contribution which the voluntary and community sector makes to improving outcomes for children. The voluntary sector is involved in identifying community

needs and in commissioning through representatives on the CYPSPB.

We will increase opportunities for the voluntary and community sector (especially for local organisations) to provide services for children by:

- Developing the market through capacity building and seed corn funding, where possible
- Packaging specifications where appropriate, so that locally managed voluntary and community sector organisations can compete for work – including small and medium sized enterprises
- Using processes which are as simple as possible and proportionate to the amount of money involved
- Encouraging voluntary sector organisations to work together collaboratively to compete for work, where appropriate
- Requiring contractors which are regional or national to have arrangements involving local people in governance and/or delivery
- Adhering to the Compact for Joint Working between the Council, the Voluntary and Community Sector and the Local Strategic Partnership.

We will hold an approved list of providers and use this to commission services, when appropriate.

We are committed to commissioning through service level agreements which will include comprehensive unit and management costs and effective performance management arrangements. Achievement of outcomes will be used as a key indicator of the success of funding. We will also apply necessary UK and EU legal and regulatory requirements.

We retain the right to negotiate service changes and improvements and in exceptional circumstances take urgent action to maintain continuity and quality of services.

Commissioning will be based on an effective analysis of local needs and aspirations

4. Developing our workforce

Consistently delivering excellent, responsive and personalised services requires an appropriately skilled workforce, focused on the needs of children and young people. Recruitment and retention rates in Barnet are good, achieved in part through a continued focus on developing innovative and competitive recruitment strategies. Our priority now is to equip staff to work across professional boundaries through strengthening inter-agency and multi disciplinary working, to best meet the needs of individual children and young people. In particular, the success of our priority to build resilience and support independence, developing more effective early identification and prevention, is clearly predicated on this.

Our multi agency Children's Workforce Strategy Group leads the development and implementation of Barnet's Children's Workforce Strategy, now in its 3rd year. The strategy for 2008/09 builds on some extremely successful partnership working, including the implementation of the Common Core training programme developed and accredited by Middlesex University, the completion of an independent analysis of the local workforce, two multi agency conferences and some innovative engagement of children and young people in workforce development.

Our workforce development strategy is organised across seven strands and has been developed within the context of a number of ongoing national policy developments including:

- Workforce remodelling in schools: new performance management and professional standards for teachers and local authority support for recruitment, retention and continuing professional development
- Supporting transformational change in the social care workforce: the national vision to achieve a highly skilled, trusted and valued workforce by 2020
- Youth Matters: the transfer of the Connexions service to the local authority offers opportunities to implement the joint working at the heart of Youth Matters

- Early years and childcare: The Childcare Act 2006 requires local authorities, NHS and Jobcentre Plus partners to work together to maximise benefits for families
- National Service Framework for Children, Young People and Maternity Services: workforce development is integral to the delivery of the framework.

The strands of our strategy are:

1. **Recruiting the children's workforce**
An independently conducted analysis of our workforce during 2006/07 shows that Barnet is doing well overall in managing recruitment and retention. No significant recruitment problems were identified. We now need to maintain the effort that has resulted in this success and continue to address the pockets of local recruitment difficulties that remain. This includes targeting under-represented groups (BME groups, men, disabled staff) and maintaining focus in particular areas; for example for foster carers, early years and the setting up of children's centres.
2. **Developing and retaining the children's workforce**
Retention is critical to workforce development; high staff turnover is costly and disruptive to service users. Our workforce analysis suggests that staff retention is not a significant problem in Barnet. However we

do have an ageing workforce and therefore need to pay particular attention to succession planning. Our approach to retention is to encourage professionals to develop their skills and build rewarding careers through pathways based on commonality of skills and knowledge. We will develop common induction elements across the partnership, as well as offering tailored training sessions to meet individual needs and experience.

3. Strengthening inter-agency and multi-disciplinary working across various sectors, linked to workforce re-modelling/reconfiguration

We must work to ensure the new ways of working in multi-disciplinary and multi-agency teams promote a healthy collaboration among professionals and ensure a consistent and coherent delivery of services to children, young people and families; especially those with multiple additional needs. We will offer further training programmes for the lead professional role, the Common Assessment Framework and the Common Core of skills and knowledge in multi-agency teams, as well as promoting opportunities to jointly develop and commission training across agencies.

4. Promoting stronger leadership, management and supervision

The Children Act 2004 gave the local authorities the leadership role in making arrangements to bring together local partners to progress workforce development. The DCSF is working with a range of leadership organisations including the Children's Workforce Development Council (CWDC) to develop a shared set of standards for professionals leading and managing integrated children's services. We will work to support managers, providing varied development opportunities, talent management and joint training initiatives.

5. Defined training needs and core competencies around the Lead Professional role, the Common Core of Skills and Knowledge, the Common Assessment Framework (CAF) and ContactPoint

The Lead Professional role, the Common Core of Skills and Knowledge, the Common Assessment Framework (CAF) and the ContactPoint initiatives are all interlinked. They equip the workforce with a basic common core of skills and knowledge and common approach to referral and assessment across children's services. We will support their implementation through the delivery of training and the promotion of their inclusion within induction and continuous professional development programmes.

6. Engaging service users in the quality and design of workforce development and integration

Involving service users in workforce development initiatives is an effective way of bringing about change. We will continue to identify and promote innovative ways of engaging with service users including children and young people, parents and carers, including for example the 'You're Welcome' pilot in PCT services.

7. Undertaking specifically commissioned training and development activity

As part of our approach to promote integrated working, we will collaborate across services and agencies to undertake specific activities relating to workforce development across professional and organisational boundaries. A full copy of our workforce development strategy can be found at www.barnet.gov.uk

5. Delivering the plan

Working in partnership

The Children and Young People's Strategic Partnership Board (CYSPB), in place since 2003, brings together statutory services and local voluntary organisations working with children and young people in Barnet. The CYSPB is responsible for championing the objectives of the Children and Young People Plan and for ensuring that actions are taken as required in line with approved CYSPB plans. The CYSPB has had a joint plan to improve outcomes for children and young people in Barnet since 2003/04 and regularly monitors partnership performance against the plan.

The CYSPB reports directly to the Barnet Local Strategic Partnership, strengthening the profile of children and young people in the borough. Our work is reflected by the ambition in Barnet's ten year Sustainable Community Strategy to 'invest in children and young people'. The board brings together different partners, each of whose contributions will have been agreed through their respective governance and decision making structures. The CYSPB works within the constitutional framework of Barnet Council and the Primary Care Trust (PCT) as well as other member organisations.

The CYSPB is chaired by the Council Cabinet Member for Children's Services and board members include the Cabinet Member for Public Health and Non Executive Members of the PCT Board. Membership at this level ensures that the CYSPB priorities - the priorities in this plan - are aligned with the overall policy direction of the Council and the PCT.

The CYSPB is supported by the Executive Management Group (EMG), chaired by the Executive Director for Communities and including the Director of Children's Service, Commissioning Head – Children

in the PCT, the Children's Services Development Manager: Voluntary Sector and the Borough Police Commander. EMG is the management group which ensures the delivery of CYSPB priorities and work programme. The full membership of the CYSPB is listed in Part 2. The terms of reference of the partnership board can be found at www.barnet.gov.uk.

During 2007, we have significantly re-modelled the Barnet Safeguarding Children Board. We have constructed a senior Executive Group – now sitting alongside the CYSPB rather than reporting directly to it – under which is a more inclusive Business Group. This group now has representation from all services relating to children and young people including many who were not previously involved, including links with young people on the Barnet Youth Board. The Business Group also supports a number of active and effective sub-groups and the comprehensive work programme now allows us to deliver our commitment to 'make safeguarding everyone's business' in Barnet.

Key principles underpinning our partnership working:

We will

- construct services based on an accurate analysis of need and therefore well targeted and localised
- ensure services are flexible in responding to individual differences and individual needs so promoting choice
- offer cohesive services, not constrained by service boundaries or different professional cultures
- make good use of the range of local providers, particularly the third sector, to allow local decisions to be made locally so promoting independence



- share information effectively between partners
- value and develop an excellent children's workforce to meet the needs of our diverse and growing population
- target resources to maximise the benefit for children and young people, thereby ensuring value for money
- embed safeguarding in all that we do
- listen to children, young people and families
- maintain a commitment to equalities and diversity in service planning, commissioning and delivery.

Equalities and diversity

Consideration of the needs and preferences of Barnet's diverse communities is an important element in the heart of our planning. The Disability Discrimination Act (2005) and Equality Act (2006) together with the Race Relations (Amendment) Act 2000 place a duty on public authorities to promote disability equality, gender equality and race equality respectively. The council and schools also have a duty to promote community cohesion. These duties are extended to any partnerships public authorities are involved in and will be key to services commissioned by the CYPSPB. Many of the objectives in this plan will help to ensure that all children and young people in Barnet have access to the same opportunities and that no children are unfairly disadvantaged. By disaggregating the targets and priorities identified in this plan, we will aim to demonstrate positive outcomes for Barnet's diverse communities, in line with our single equalities policy, the 'Barnet Equality Scheme'. The Council reached Level 3 of the Equality Standard for Local Government in March 2006 and aims to reach Level 4 during 2008/9 and Level 5 by 2009/10. In order to achieve this, we must maintain our work to monitor service delivery, feedback and outcomes by various equalities strands. The performance table in Part 2 of this plan highlights some key

equalities measures that we will monitor for various equalities groups, to measure the differential impact of our services.

We are working to ensure that the voices of all parts of the community are heard and inform our services, through consultation and feedback opportunities. Black and minority ethnic communities have designated representatives on the CYPSPB through the Barnet Voluntary Services Council Children and Families Network. The Barnet Youth Board is also representative of Barnet's young people, including black and minority ethnic young people, disabled young people and those who have been in the care system.

Listening to and responding to children and young people

Ensuring that the voice of children and young people is heard is an important element of this plan and of all our improvement priorities. Through on-going events and consultations, children and young people have told us how we can best help to make our six key priorities a reality for them. Issues identified by children and young people in Barnet as important to them are:

- feeling safe on the streets and on public transport
- good teaching, fun and creative lessons and excellent school facilities
- getting advice and support about bullying
- more opportunities for sport, play and exercise
- good advice about alcohol and sexual health
- more information about the activities available for young people in the borough.

Ensuring that the voice of children and young people is heard is an important element of this plan and of all our improvement priorities

These have been taken into account in this plan and in the actions set out in Part 2; we will also be developing a Participation Strategy during 2008/9 to improve the consistency of children and young people's involvement in service delivery and planning.

The Barnet Youth Board continues to work with the Children and Young People's Strategic Partnership Board to represent the views of young people in the borough and help to shape priorities for a range of services. We are committed to strengthening the Youth Board further to ensure that it links well with school councils across the borough. Last year, the Youth Board worked to tackle bullying in schools and on the streets, organising a very successful festival in June 2007. This year, the Youth Board will be helping us to address several areas that they feel strongly about, including:

- Continuing their excellent work to tackle bullying and safety on the streets
- Investigating new ways of getting young people's voices heard in Barnet
- Helping to promote activities for young people
- Working to ensure more schools are represented on the Youth Board.

Monitoring our performance

Progress in delivering the priorities in this plan is formally monitored at a strategic level by the CYPSPB through a six monthly progress report. The CYPSPB partnership statement includes a requirement to provide timely and accurate performance information as required by the Board for performance and planning purposes. Performance in meeting priorities is also reported to and monitored by the Barnet Youth Board.

The CYPSPB Executive Management Group's meetings monitor progress to identify and resolve impediments and are supported by individual partners' own

performance management arrangements. The council's contribution to delivering this plan is subject to monitoring through the council's pioneering 'First Stat' challenge sessions and the Chief Executive's regular finance and performance review meetings to monitor progress against targets.

Making our services accessible

The council's customer access strategy and delivery plan are now in place and key activities include the development of a primary customer services facility in the west of the borough and the development and implementation of customer relationship management (CRM). CRM will enable the collection, analysis and use of customer information to support the design and delivery of customer-focused services and also the provision of a range of access channels to council information and services.

For the council's customer-facing services at Barnet House in Whetstone, we have developed a high-quality reception environment. The accommodation provides a conference room, two 'family-sized' interview rooms, plus access to five further interview rooms and four screened areas.

A new customer access facility is being developed in the west of the borough, to provide access to a wide range of council services. Burnt Oak library will be redeveloped into an access point in 2008. Other libraries, children's centres and a new young people's centre at Woodhouse Road will be instrumental in improving access to council facilities for children, young people and their families over the coming years.

Barnet PCT has been selected as a pilot borough for implementing the Department of Health's 'You're Welcome' quality criteria. The programme aims to make health services – both hospitals and community facilities – more welcoming and accessible for young people. Young people themselves will be involved in assessing services.



Activity day for the BOBBY panel, Barnet's youth forum for 8-13 year olds

We will also be working to improve timely access to health services. By December 2008, no patient referred to a consultant led hospital service will be allowed to wait longer than 18 weeks from referral to treatment. This will apply to all Trusts in the NHS, and represents the coming together of the various waiting time targets for the different elements of hospital services. For the first time, in a similar way to our approach to cancer waiting times, the 18 week target will cover the whole patient pathway.

Managing and developing our assets

Early years: 13 children's centres are operating in the borough offering a wide range of services to children and families, working with voluntary and private sector providers. Phase 3 of the children's centre programme will deliver universal access to children's centre services building, in the main, on existing private, voluntary, independent and statutory services.

Primary: Our investment programme for primary schools is ambitious and innovative, replacing or remodelling our schools over a 5-20 year time frame. It provides an opportunity to both make good a significant maintenance backlog and, crucially, to improve the quality of learning. ICT will be integral to the new schools and the programme will help develop extended school, children's centres and community links.

The council has agreed a financial commitment to the first wave of schools to be rebuilt with the first new building scheduled to open in 2009/10. The council has a separately procured project to rebuild two primary schools, the Hyde and Parkfield and a new children's centre at Underhill Infant School. Barnet will also receive £17.5 million of government funding over the next three years to invest in its primary school estate, to remodel buildings to make them fit for purpose for learning.

These programmes will result in over £85m capital investment in primary schools in Barnet over the next 3 years.

Secondary: East Barnet School will move into a new building, funded as a single school pathfinder for the government's Building Schools for the Future programme. This new build is linked with the building of a new Jewish secondary school and the establishment of a Church of England Academy secondary school, the Wren Academy.

Health provision: The PCT and partners have recently invested £1.5m in the development of Oak Lane Health Centre, a purpose built children's health centre offering paediatric, CAMHS, hearing, ophthalmology and other services. The centre is a one-stop-shop for parents to access several services on one site. There are also plans to re-develop Finchley Memorial Hospital over the coming years.

Extending services in and around schools – Learning Network Boards

There are four Learning Network Boards in Barnet which include representation from service providers. Each Learning Network Board has responsibility for planning the development of extended services in their locality, agreeing local priorities, allocating funds and monitoring and reviewing extended services. Barnet has been allocated £400,000 for 2008/09 to develop what is known as the 'core offer' across the borough, which includes: wrap around childcare, a range of activities including study support, parent support, signposting to other services and opportunities for community use. All schools will be delivering the full core offer by 2010. The delivery of extended services will vary from school to school, according to local need. During 2008/09 we will be developing the boards so that they take on a wider role in supporting the commissioning of services

There will be over £85m capital investment in primary schools in Barnet over the next three years

to deliver our 'Building Resilience and Supporting Independence' Strategy.

Using information effectively and modernising our systems

Partners are committed to sharing information effectively and making good use of data to target services where they are most needed. This year we will be updating our partnership Information Sharing Protocol, with input from Adult Social Services to improve data sharing at key transition points. We are also preparing for the local implementation of the national information sharing index, ContactPoint. This will record all children and young people up to age 18 and will contain basic information about each child, including contact information for key professionals in contact with the child. No case-related information will be recorded and as a partnership we will ensure robust measures are in place to protect all personal data that we hold. Local authorities will be responsible for managing data access and security in their areas. The DCSF's timetable for implementation in Barnet is now between January and May 2009.

In line with the national implementation programme, we are expecting to introduce an electronic Common Assessment Framework form (e-CAF) in 2009 to enable practitioners to complete and share e-CAFs online. This will facilitate the sharing of case-related information among relevant professionals and will also enable better analysis of the data recorded on CAFs, to inform future service planning.

The council has successfully completed a programme to modernise its core financial and back office systems. The development and implementation of flexible, remote, home and mobile working through a Modernising the Way We Work (MWW) programme will be on-going throughout 2008/09.

As an integral part of these developments, children's services will continue to develop modern ICT support systems, for example, through extending the use of hand-held technology. We are building a lone-working protection system into the device along with access to the Council's Children's Services intranet. As part of the Integrated Children's System (ICS) project, we are piloting the use of 'tablets', laptops that can also be used with digital pens, to enable social workers to work more flexibly and complete client information online remotely.

Barnet has developed and implemented ICS in tandem with the electronic storage of records (EDRM). The first phase of is complete. The subsequent phases will implement the system across the whole of the safeguarding workforce.

In the PCT, children's health services in Barnet are benefiting from the RIO child health system, a national database implemented in 2007 that offers improved information capture, recording activity and contacts for children and young people in contact with health services.

Resourcing the plan

The objectives, targets and activities in this plan have been developed as a key part of our joint service and resource planning process. Council and PCT resources are directed to improving outcomes and service delivery plans underpinning this plan include full financial information. Expenditure in children's services has been within budget in recent years and the council as a whole has robust financial management systems in place. Part 2 contains details of the council's current and planned expenditure on services for children.



The Four Learning Network Areas

Getting value for money

Providing 'more choice, better value' is one of the six corporate priorities of the council. The council has an ongoing investment strategy to improve value for money, in particular to build local capacity for children with both care and special educational needs in Barnet, areas where expenditure is significant. In 2002, children with special educational needs or children in care were disproportionately being placed out of the borough. Costs were rising and were well over budget. A strategy has been adopted to strengthen capacity to meet needs locally, on the grounds of both efficiency and effectiveness, although pressures remain on both of these complex budget areas.

Children in Care: The financial strategy for looked after children includes managing the costs by investment in recruitment and retention, foster care payments and family support. In 03/04 £5m was invested in these services and by 07/08 this investment will have returned £3.55m to the corporate centre. This result is largely based on the stabilisation and reduction of children in the care system, which is counter to the national trend and which has led to better outcomes for the children. In 2008/9 we will deliver the second phase of the strategy, designed to save a further £300,000 on placement costs.

Children with special educational needs: The special educational needs inclusion strategy aims to increase local capacity for children with special educational needs. There are now around 40 fewer residential placements than 3 years ago and these placements would have cost £2.707 million as opposed to the £0.622 million for the current special school placements.

Value for money in the PCT: The PCT has also made savings by actively managing individual cases in tier 4 mental health private placements and there has been increased funding into CAMHS services in recent years, including the mainstreaming

of the CAMHS grant by the PCT and additional investment in extended services. The PCT also recently established a complex care team, providing services for children with complex disabilities in home or school settings. Services have improved for users and savings have been made, partly by reducing the use of agency staff. The PCT are also increasing efficiency by conducting a pilot programme to streamline provision of obesity measurement, hearing and vision screening into one programme.

Working with the voluntary sector:

The council is working with the Barnet Voluntary Service Council to commission services more effectively and to build capacity locally so that the voluntary sector can take a more proactive role in service delivery.

To continue to improve value for money in children's services, our strategy for the period until 2010/2011 is to:

- Identify opportunities for efficiencies and economies arising from the integration of two services into a combined directorate and opportunities from working in partnership with other bodies (e.g. joint commissioning of services)
- Renew our successful 'invest to save' strategy for reducing the number of Looked After Children and reducing costs for those in care
- Further reduce the number of children with special educational needs who have their needs met outside of the borough
- Achieve smooth and effective transition of Connexions funding in April 2008
- Improve co-ordination of family support services to improve early identification and prevention, reducing the number of children who go on to require more targeted or specialist services
- Invest in and rationalise our primary school stock

Partners are committed to sharing information effectively and making good use of data to target services where they are most needed

- Improve co-ordination of play, sporting and other opportunities which may reduce the number of young people at risk of anti social behaviour or offending
- To develop and implement a modernisation strategy for libraries that makes efficient use of all resources and assets, makes links with other programmes such as the Primary Schools Investment Programme, the Council's accommodation and customer access.

We have selected a number of value for money indicators to monitor our progress over the next three years, detailed in Part 2.



School budgets

Schools are funded by the Dedicated Schools Grant (DSG) which is devolved to schools and some central budgets for pupils (e.g. Special Educational Needs placements; provision for 3 and 4 year olds at private and voluntary sector nurseries).

The level of the centrally held budgets is restricted. The DSG is allocated to local authorities on a pupil-led basis, but the budget shares for schools are the subject of a local formula which is largely pupil-led. In Barnet to date the spend per pupil and the spend on the schools budget overall has been above the outer London average. The schools budget central administration cost per pupil is the lowest in London. However, Barnet faces particular challenges because of the number of relatively small schools and as opportunities arise, where appropriate, we are:

- amalgamating small infant and junior schools, so reducing management costs
- eliminating half forms of entry in primary schools which makes administration and financial planning difficult
- building new primary schools as two forms of entry, to increase efficiency.

Part two: Delivery Plan 2008/09

This part sets out

- A. The activities we will undertake to deliver the priorities outlined in Part 1
 - B. A financial summary
 - C. Performance table
 - D. Risk register
 - E. Structure of key partnerships in Barnet
 - F. Membership of the CYPSPB
 - G. The Barnet Safeguarding Children Board work programme
 - H. Barnet's priorities and the Every Child Matters framework
 - I. Barnet's priorities and the NSF for children, young people and maternity services
- Glossary

A. Activities 2008/09

Every school a good school for every child

Our objectives	Key activities	Lead
Develop leadership capacity in schools and settings	<ul style="list-style-type: none"> Develop and deliver a targeted support programme for leadership succession Fill vacancies on school governing bodies 	Divisional Manager: Support and Development
Challenge and support all schools and settings to aim for excellence	<ul style="list-style-type: none"> Further reduce the number of schools causing concern Move satisfactory schools to good Ensure schools set challenging attainment targets Ensure that self-evaluation and school improvement are rigorous and robust Improve consistency of teaching Focus support in the early years foundation stage on narrowing the gap 	Divisional Manager: Challenge and Intervention
Raise achievement by improving rates of progress	<ul style="list-style-type: none"> Challenge and support schools to ensure better than average rates of progress Improve tracking of pupils' progress to enable earlier identification Support schools to plan and deliver a curriculum tailored to identified pupil needs 	Divisional Manager: Support and Development
Improve learning outcomes through cultural and recreational activities	<ul style="list-style-type: none"> Promote National Year of Reading Increase number of children and young people using library facilities Widen opportunities to learn and perform in music, dance and sport 	Head of Libraries/ Divisional Manager Support & Development
Further improve primary attendance	<ul style="list-style-type: none"> Reduce the number of persistent absentees in target primary schools Improve attendance through targeted primary attendance strategy support 	Assistant Director: Inclusion
Improve school buildings	<ul style="list-style-type: none"> Rebuild one secondary school and three primary schools Work up details for next phase of PSCIP/PCP Begin refurbishment of priority primary schools through pathfinder Primary Capital Programme 	Assistant Director: Partnerships, Performance and Planning

Improving employability

Our objectives	Key activities	Lead
Broaden the range and level of qualifications for 14-19 year olds	<ul style="list-style-type: none"> • Introduce 14-19 learning diplomas • Increase access to vocational courses • Enhance employer engagement in curriculum development 	Deputy Director: Schools and Learning
Improve school-based information, advice and guidance on training and employment	<ul style="list-style-type: none"> • Implement a devolved Connexions service in education and community settings • Complete skills audit for Connexions and implement development programme 	Divisional Manager: Youth and Connexions
Increase access to education, employment and training	<ul style="list-style-type: none"> • Deliver the September Guarantee • Implement Integrated Youth Support • Work with employers and training providers to increase the number and range of training places available for Barnet's NEET population, including young people in care, offenders and young people with learning difficulties • Embed apprenticeships for care leavers 	Divisional Manager: Youth and Connexions
Increase opportunities for young people's civic engagement	<ul style="list-style-type: none"> • Increase opportunities for children and young people to shape services in the Council and the PCT through an agreed participation strategy • Expand participation in the Barnet Youth Board by increasing representation from school councils • Develop volunteering for young people 	Assistant Director: Inclusion

Safe at home, safe at school, safe in the community

Our objectives	Key activities	Lead
Promote safeguarding as everybody's business	<ul style="list-style-type: none"> Define measures to judge impact of prevention and safeguarding across service providers Monitor safe employment practice across service providers Improve impact of Serious Case Reviews Establish child death review procedures Disseminate advice on e-safety Increase numbers of registered privately fostered children 	Deputy Director: Safeguarding and Social Care
Minimise the risk to children of harm and neglect	<ul style="list-style-type: none"> Ensure initial and core assessments are timely, carried out within timescales and reviewed regularly 	Head of Social Care
Promote positive behaviour at school and in the community	<ul style="list-style-type: none"> Evaluate the impact of Social Emotional Aspects of Learning (SEAL) in secondary schools and roll out Implement preventative strategy to reduce permanent exclusions Identify and support young people at risk of exclusion Disseminate Safe to Learn (anti-bullying) guidance to schools Improve coherence of LA support for behaviour and attendance Deliver restorative justice programmes by Safer Schools officers in partnership with schools and by Safer Neighbourhood officers in community settings Work with young people at risk of offending in Colindale, Hendon and Edgware 	Divisional Manager: Access to Learning
Reduce the misuse of alcohol and other substances	<ul style="list-style-type: none"> Improve referral process to substance misuse treatment Develop drug and alcohol satellite services to improve access Develop family based intervention at Barnet Impact 	Divisional Manager: Youth and Connexions

Our objectives	Key activities	Lead
Publicise the range of opportunities for things to do, places to go	<ul style="list-style-type: none"> • Broaden the role of Youth Bank to allocate Youth Opportunities Fund and Youth Capital Fund • Deliver Barnet Summer Uni • Increase the range of positive activities, including creative arts • Modernise youth centres to meet the changing local needs • Implement Play on the Move in Barnet 	Divisional Manager: Youth and Connexions
Keep children and young people safe on the streets	<ul style="list-style-type: none"> • Undertake crime prevention activity through the Safer Schools partnership and PSHE curriculum • Work with youth groups to promote citizenship and to provide crime prevention advice • Undertake preventative enforcement activity on buses and transport hubs • Implement high visibility patrols in identified youth crime hot spots • Undertake work with parents of young people identified as on the fringes of criminal activity • Review the challenges set for the Barnet Youth Board to combat bullying and make young people feel safe on the streets 	Superintendent Partnership and Community, Barnet Borough Police

Personalising services for children and young people in vulnerable groups

Our objectives	Key activities	Lead
<p>Improve educational outcomes for children and young people whose attainment is at risk</p>	<ul style="list-style-type: none"> • Provide training for teachers in dyslexia and speech and language impairment • Extend black pupils achievement programme into primary schools • Implement new arrivals excellence programme across schools • Implement EAL(English as Additional Language) toolkit in primary schools • Disseminate assessment for learning in English and Maths • Develop toolkit for schools to promote achievement of gifted and talented pupils • Establish programme to improve reading in KS 1 • Review and enhance the role of the designated teacher for children in care 	<p>Divisional Manager: Access to Learning</p>
<p>Reduce the number of children in care through better prevention</p>	<ul style="list-style-type: none"> • Extend rapid response through Adolescent Resource Team • Develop rapid response for children aged 8 – 12 years • Increase the number of family group conferences 	<p>Head of Social Care</p>
<p>Reduce the number of children in care through more children moving into permanence</p>	<ul style="list-style-type: none"> • Review and enhance family finding to increase adoption rates • Enhance support to members of kinship networks considering Special Guardianship • Encourage long term foster carers to apply for parental responsibility • Develop a concurrent planning approach towards the recruitment and training of foster carers 	<p>Head of Social Care</p>

Our objectives	Key activities	Lead
Improve the health of children in care	<ul style="list-style-type: none"> Implement enhanced service specification for the delivery of health services to children in care Improve training for health professionals providing checks Support children in care and care leavers to stop smoking Provide sex and relationships advice and support including Chlamydia screening and contraception for relevant children in care and care leavers 	PCT Head of Child Health Commissioning
Improve the placement stability of children in care	<ul style="list-style-type: none"> Pilot Right2B Cared4 project Ensure Child and Adolescent Mental Health Services (CAMHS) strategy includes focus on children in care Support external providers in sustaining placements under threat of breakdown 	Head of Social Care
Personalise services for disabled children and young people	<ul style="list-style-type: none"> Establish lead professional for children with statements of SEN Increase the range and choice of short term breaks for disabled children and young people Implement family held budgets Expand resourced provision for young people with autism 	Divisional Manager: Complex Needs
Increase identification and support for young carers	<ul style="list-style-type: none"> Develop multi-agency young carers strategy With Adult Services, improve identification of young carers Increase referrals to community based services 	Head of Social Care
Improve the co-ordination of services for young offenders	<ul style="list-style-type: none"> Improve range and take-up of parenting support Further develop prevention strategy to reduce numbers of first time entrants to the youth justice system Develop team around the child approach for young offenders to improve access to training, employment and housing 	Divisional Manager: Youth Offending Service
Improve transition into adult services for young people in vulnerable groups	<ul style="list-style-type: none"> Establish a multi-agency transition team Improve advice and guidance for disabled young people 	Assistant Director: Inclusion

Building resilience, supporting independence

Our objectives	Key activities	Lead
Improve emotional well-being and mental health of children and young people	<ul style="list-style-type: none"> Maintain comprehensive Child and Adolescent Mental Health Services (CAMHS) and ensure full range of universal and targeted services Develop appropriate support for young people with a forensic presentation, delivering improved care within the community Improve access in line with national 18 week referral to treatment times 	PCT Deputy Director: Commissioning
Reduce the impact of domestic violence on children and young people	<ul style="list-style-type: none"> Pilot Barnardo's assessment tool Run further Sutton programmes Develop more co-ordinated responses to victims and children 	Deputy Director: Safeguarding and Social Care
Equip people with skills to be good parents	<ul style="list-style-type: none"> Construct a parenting strategy Deliver parenting programme within children's centres, Youth Offending Service and extended schools Support transition from primary to secondary school for at risk young people 	BRSI Manager
Identify and engage with families with early risk factors	<ul style="list-style-type: none"> Establish and disseminate best practice in improving service take-up amongst the harder to reach Employment of outreach workers in Children's Centres Improve early identification and assessment of needs through increased use of the CAF; improved information sharing and role of the Lead Professional 	BRSI Manager
increase take up of early education in deprived wards by assuring access, affordability and availability of provision	<ul style="list-style-type: none"> Establish expectations for quality of services in phase 2 children's centres Plan delivery of phase 3 2008-2010 Use children's centres' outreach to increase take up in deprived areas 	BRSI Manager
Increase the range, scope and quality of extended services in and around schools	<ul style="list-style-type: none"> Align extended schools programme with children's centres and CAF Review the extended schools strategy 	BRSI Manager

Healthy choices for a healthy life

Our objectives	Key activities	Lead
Halt the rise in childhood obesity	<ul style="list-style-type: none"> Implement the action plan within the PCT obesity strategy Deliver 5 MEND programmes per year Continue to take part in the national child height and weight measurement programme 	PCT Assistant Director: Health Improvement
Help schools to achieve healthy school status	<ul style="list-style-type: none"> Provide support for schools working towards the new Healthy Schools Status Assess a 10% sample of schools achieving status 	Divisional Manager: Support and Development
Increase choice and access to maternity services	<ul style="list-style-type: none"> Establish a baseline for access to maternity services by 12 weeks and 10 weeks for high risk groups Develop a maternity care strategy group and produce a maternity care strategy Finalise ante-natal care pathway and commence work on post-partum care pathway Establish baseline and measure proportion of mothers breastfeeding/mixed feeding at 6-8 weeks All providers of maternity and children's services to work towards UNICEF baby friendly status, a worldwide standard ensuring a high quality of care for pregnant women and breastfeeding mothers and babies 	PCT Head of Child Health Commissioning
Improve take-up of MMR immunisation	<ul style="list-style-type: none"> Tailor education, training and information events to meet local needs Continue to pro-actively manage potential outbreaks of Measles, Mumps or Rubella 	PCT Head of Child Health Commissioning
Increase children and young people's participation in high quality PE and sport	<ul style="list-style-type: none"> Maintain a strategic overview of School Sports Partnership / Sport and Physical Activity and Competition strategies as drivers to increase participation Provide ongoing professional development programmes to ensure high quality delivery in schools Support schools to monitor and evaluate quality and equity of provision in a move to meet the offer of 5 hours PE and sport per week 	Divisional Manager: Support and Development

Our objectives	Key activities	Lead
Improve young people's sexual health	<ul style="list-style-type: none"> • Improve access to chlamydia screening in community settings by pharmacists, GPs and in young people's services • Increase young people's awareness of the risks of sexually transmitted infections through advice literature and the condom distribution scheme 	PCT Assistant Director: Health Improvement
Reduce teenage conceptions	<ul style="list-style-type: none"> • Pilot the 'You're welcome' standards to make health services more young person friendly; roll out to all teenage pregnancy services • Improve provision of Sex and Relationships Education (SRE) training and education to key professional groups in and outside of school settings • Increase children and young peoples' awareness of sexually transmitted infections and unplanned pregnancy through education, advice, literature and the condom distribution scheme. 	PCT Assistant Director: Health Improvement

B. Financial Summary 2008/09

Council Budget Headlines 2008/09, Children's Service

	2007/08 £000	Growth £000	Efficiencies £000	Reductions £000	2008/09 £000
Looked After Children	19,041	350	-350	-	19,041
Supporting families	4,871	-	-230	-	4,641
Children's social care management and projects	1,683	-	-18	-	1,665
Child Care	6,938	-	-346	-	6,592
Partnership, Performance & Planning	12,441	-	-601	-	11,840
School Funding	165,176	-	-	-	165,176
Schools & Learning	4,070	-	-410	-	3,660
Libraries	7,127	-	-95	-	7,032
Inclusion	19,830	-	-	-	19,830
Youth Service	2,028	-	-410	-	1,618
Dedicated Schools Grant (grant to be finalised in April)	-184,998	-	-	-	184,998
Children's Service Grant	-1,456	1,456	-	-	-
Inflation/Virements/Full Year Effects	-	-	-	-	1,321
	56,751	1,806	2,460	-	57,418

Capital Investment 08/09 is £56.6 M

Barnet PCT spend on child health and maternity services 2006/7

Service Area	2006/7 spend
Universal services	£4,786,256
Targeted services	£2,622,248
Hospital services	£11,962,839
Maternity services	£8,566,138
Child and Adolescent Mental Health Services	£7,263,361
Total spend	£35,200,842

C. Performance table

Key to types of measure: LAA (Local Area Agreement 2008/9), CP (Corporate Plan), VfM (Value for Money Indicator), KMS (Key measure of success), LS (LAA 2007/8 stretch target), KEM (Key equalities measure)

Key measures of success		Current performance 2006/07 unless otherwise stated	2008/09 target	2009/10 target	2010/11 target	Lead Officer (title)	Type of measure
Every School a Good School for Every Child							
NI 9	Use of public libraries	New measure	Establish baseline	To be set after 08/09 baseline established	Head of Libraries		
NI 72	Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy	46.9%	53%	53%	Not yet set with DCSF	Early Years Standards Inspector	LAA, KMS
NI 73	Achievement at level 4 or above in both English and Maths at KS 2 (Threshold)	77% (2007)	78%	79%	Not yet set with DCSF	Primary Strategy Manager	LAA, CP, KMS
NI 74	Achievement at level 5 or above in both English and Maths at KS 3 (Threshold)	75% (2007)	New target	81%	Not yet set with DCSF	Secondary Strategy Manager	LAA, KMS, CP
NI 75	Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths (Threshold)	59.7% (2007)	AY 07/08 61%	AY 08/09 64.6%	Not yet set with DCSF	Secondary Strategy Manager	LAA, CP, KMS
NI 76	Reduction in the number of schools where fewer than 65% of pupils achieve level 4 or above in both English and Maths at KS2 (Floor)	AC Yr 06/07 5% (4/74)	AC Yr 07/08 2% (2/76)	AC Yr 08/09 0%	AC Yr 09/10 0%	Primary Strategy Manager	
NI 77	Reduction in the number of schools where fewer than 50% of pupils achieve level 5 or above in both English and Maths at KS3 (Floor)	AC Yr 06/07 0%	0%	0%	0%	Secondary Strategy Manager	
NI 78	Reduction in the number of schools where fewer than 30% of pupils achieve 5 or more A*-C grades at GCSE and equivalent including GCSEs in English and Maths (Floor)	AC Yr 06/07 10% (2/20)	10%	5%	5%	Secondary Strategy Manager	
NI 83	Achievement at level 5 or above in Science at KS3	78% (2007)	AY 07/08 83%	AY 08/09 84%	Not yet set with DCSF	Secondary Strategy Manager	LAA, KMS

Key measures of success		Current performance 2006/07 unless otherwise stated	2008/09 target	2009/10 target	2010/11 target	Lead Officer (title)	Type of measure
NI 84	Achievement of 2 or more A*-C grades in Science GCSEs or equivalent	60.4%	61%	62%	63%	Secondary Strategy Manager	
NI 85	Post-16 participation in physical sciences (A Level Physics, Chemistry and Maths)	New measure	Establish baseline	To be set after 08/09 baseline established		Secondary Strategy Manager	
NI 87	Secondary school persistent absence rate	4.7%	4.65%	4.6%	Not yet set with DCSF	Div Mgr Access to School	LAA, KMS
NI 89	a) Number of schools in special measures	2	0	0	0	Principal Inspector - Challenge & Intervention	KMS
	b) Average amount of time spent by schools in special measures	17 months	24 months	12 months	12 months	Principal Inspector -Challenge & Intervention	
NI 92	Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest	35.9%	28%	27.7%	Not yet set with DCSF	Early Years Standards Inspector	LAA, KMS
NI 93	Progression by 2 levels in English between KS1 and KS2	90%(2007)	92%	95%	Not yet set with DCSF	Secondary Strategy Manager	LAA, KMS, CP
NI 94	Progression by 2 levels in Maths between KS1 and KS2	82% (2007)	86%	91%	Not yet set with DCSF	Primary Strategy Manager	LAA, KMS, CP
NI 95	Progression by 2 levels in English between KS2 and KS3	41% (2007)	New target	43%	Not yet set with DCSF	Secondary Strategy Manager	LAA, KMS
NI 96	Progression by 2 levels in English between KS2 and KS3	69% (2007)	New target	74%	Not yet set with DCSF	Secondary Strategy Manager	LAA, KMS

Key measures of success		Current performance 2006/07 unless otherwise stated	2008/09 target	2009/10 target	2010/11 target	Lead Officer (title)	Type of measure
NI 97	Progression by 2 levels in English between KS3 and KS4	75% (2007)	New target	75%	Not yet set with DCSF	Secondary Strategy Manager	LAA, KMS
NI 98	Progression by 2 levels in Maths between KS3 and KS4	46% (2007)	New target	50%	Not yet set with DCSF	Secondary Strategy Manager	LAA, KMS
Local	Schools with good or outstanding overall effectiveness	AY 06/07 84%	AY 07/08 80%	AY 08/09 84%	AY 08/09 84%	Principal Inspector Challenge & Intervention	CP, KMS
Local	Primary absence rate	AY 06/07 5.0%	AY 07/08 4.9%	AY 08/09 4.8%	AY 09/10 4.7%	Div Mgr Access to School	KMS, LS
Local	Children achieving Level 2+ or above in KS1 tests in a) Reading b) Writing c) Maths	AY 2006/7 a) 85% b) 82% c) 91%	AY 07/08 a) 87% b) 85% c) 93%	Achievement in top quartile nationally	Achievement in top quartile nationally	Primary Strategy Manager	
Local	Children achieving Level 3 or above in KS1 tests in a) Reading b) Writing c) Maths	AY 2006/7 a) 26% b) 14% c) 23%	AY 07/08 a) 31% b) 15% c) 27%	Achievement in top quartile nationally	Achievement in top quartile nationally	Div. Mgr Access to learning	
Local	Children achieving Level 5 or above in KS2 tests in English and Maths (combined)	AY 2006/7 30%	AY 07/8 31%	Achievement in top quartile nationally	Achievement in top quartile nationally	Div. Mgr Access to learning	
Local	Children achieving Level 6 or above in KS3 tests in English and Maths (combined)	44%	49%	51%	49%	Div. Mgr Access to learning	
Local	Membership of Barnet libraries by children and young people Children age 0-11 Young people age 12-18	71% 33%	71% 43%	71% 48%	71% 48%	Head of Libraries	KMS

Key measures of success		Current performance 2006/07 unless otherwise stated	2008/09 target	2009/10 target	2010/11 target	Lead Officer (title)	Type of measure
Local	Section 52: School budget spend on special educational need (not including PRUs, behaviour support and education out of school) £ per pupil (of total pupil population)	124% of London Median £269 (07/08)	Reduce position relative to median	Reduce position relative to median	Reduce position relative to median	Ass Dir Inclusion	VfM, CP
Local	Responses in the Audit Commissions annual Satisfaction Survey of Schools, within the top quartile	48%	57%	58%	59%	Deputy Director, Schools & learning	VfM, CP
Improving Employability							
NI 45	Young offenders engagement in suitable education, employment or training	77%	90%	90%	90%	Div Mgr YOS	KMS
NI 79	Achievement of a Level 2 qualification by the age of 19	End of 2006/7 78%	TBC	TBC	TBC	14-19 Programme Manager	
NI 80	Achievement of a Level 3 qualification by the age of 19	End of 2006/7 60%	TBC	TBC	TBC	14-19 Programme Manager	KMS
NI 81	Inequality gap in the achievement of a Level 3 qualification by the age of 19	New measure	Establish baseline	To be set after 08/09 baseline established	08/09	14-19 Programme Manager	LAA, KMS, CP
NI 82	Inequality gap in the achievement of a Level 2 qualification by the age of 19	New measure	Establish baseline	To be set after 08/09 baseline established	08/09	14-19 Programme Manager	LAA, KMS, CP
NI 90	Take up of 14-19 learning diplomas	New measure	Establish baseline	To be set after 08/09 baseline established	08/09	14-19 Programme Manager	
NI 91	Participation of 17 year-olds in education or training	84% 2005	86%	87%	88%	Div Mgr Youth and Connexions	KMS
NI 106	Young people from low income backgrounds progressing to higher education	New measure	Establish baseline	To be set after 08/09 baseline established	08/09	Div. Mgr Access to learning	KMS

Key measures of success	Current performance 2006/07 unless otherwise stated	2008/09 target	2009/10 target	2010/11 target	Lead Officer (title)	Type of measure	
NI 117	16 to 18 year olds who are not in education, training or employment (NEET)	Nov-Jan 08 4.6%	4.5%	4.4%	4.3%	Div Mgr Youth and Connexions	LAA, CP, KMS, KEM
NI 148	Care leavers in employment, education or training	55.6%	72%	75%	75%	Head of Social care	KMS, LS
Local	Children in care participating in their own statutory reviews	91.3%	95%	95%	95%	Head of Social care	
Local	All school councils linked to Barnet Youth Board	87.5%	100%	100%	100%	Voice of the child Mgr	KMS
Local	Average A-Level point score per entry	216	217	218	219	Secondary Strategic Manager	
Local	Young people NEET that were Barnet school leavers with a special educational need	20%	31%	29%	TBC	Div Mgr Youth & Connexions	LS, KEM
Safe at Home, Safe at School, Safe in the Community							
NI 10	Visits to museums and galleries	New measure	Establish baseline	To be set after 08/09 baseline established	Head of Libraries		
NI 11	Engagement in the arts	New measure	Establish baseline	To be set after 08/09 baseline established	Youth & Connexions service manager (Planning)		
NI 43	Young people within the Youth Justice System receiving a conviction in court who are sentenced to custody	7.5%	6%	5.5%	5%	Div Mgr YOS	

Key measures of success		Current performance 2006/07 unless otherwise stated	2008/09 target	2009/10 target	2010/11 target	Lead Officer (title)	Type of measure
NI 44	Ethnic composition of offenders on Youth Justice System disposals	New measure	Establish baseline	To be set after 08/09 baseline established		Div Mgr YOS	
NI 48	Children killed or seriously injured in road traffic accidents	18.7 (2006 three year average)	17.1	15.5	14	Div Mgr Safeguarding	
NI 59	Initial assessments for children's social care carried out within 7 working days of referral	65% (2007/8 Dec)	74%	76%	78%	Head of Social care	LAA, CP, KMS
NI 60	Core assessments for children's social care that were carried out within 35 working days of their commencement	89%	89%	89%	89%	Head of Social care	KMS
NI 64	Child protection plans lasting 2 years or more	12.1%	8%	8%	8%	Head of Social care	
NI 65	Children becoming the subject of a Child Protection Plan for a second or subsequent time	22.8%	12%	12%	12%	Head of Social care	KMS
NI 67	Child protection cases which were reviewed within required timescales	100%	100%	100%	100%	Head of Social care	CP, KMS
NI 69	Children who have experienced bullying (in and out of school in the last four weeks)	New measure (23% in school in 2007)	Establish Baseline	To be set after 08/09 baseline established		Div. Mgr Access to learning	KMS
NI 70	Hospital admissions caused by unintentional and deliberate injuries to children and young people	New measure	Establish Baseline	To be set after 08/09 baseline established		Div Mgr Safeguarding	KMS
NI 71	Children who have run away from home/care	New measure to be introduced in 2009/10	N/A	Establish baseline	To be set after baseline established	Divisional mgr Safeguarding	
NI 86	Secondary schools judged as having good or outstanding standards of behaviour	90% (2007/8) (18/20 schools)	90%	95%	100%	Div. Mgr Access to learning	KMS
NI 110	Young people's participation in positive activities	New measure	Establish Baseline	To be set after 08/09 baseline established		Div Mgr Youth and Connexions	KMS

Key measures of success		Current performance 2006/07 unless otherwise stated	2008/09 target	2009/10 target	2010/11 target	Lead Officer (title)	Type of measure
NI 111	First time entrants to the Youth Justice System aged 10 – 17	444	390	370	350	Div Mgr YOS	KMS
NI 114	Rate of permanent exclusions from school (% of school population)	AY 06/07 0.13 (59)	AY 07/08 0.12 (50)	AY 08/09 0.10 (45)	AY 09/10 0.09 (40)	Div. Mgr Access to learning	KMS
NI 115	Substance misuse by young people	New measure	Establish Baseline	To be set after 08/09 baseline established		Div Mgr Youth and Connexions	KMS
NI 199	Children and young people's satisfaction with parks and play areas	New measure to be introduced in 2009/10	N/A	Establish baseline	To be set after baseline established	Play manager	
Local	Proportion of 13-19 population in contact with the youth service	16%	25%	25%	25%	Div Mgr Youth and Connexions	CP, KMS
Local	Number of children and young people on the private fostering register	12	20	25	30	Head of Social care	
Local	Percentage of young people feeling safe – (very/quite safe in local area)	78%	80%	80%	80%	Barnet Borough Police	
Local	Total children in care in LBB Foster care	06/07 41% of total LAC.	44%	47%	50%	Head of Social care	
Local	Average gross weekly expenditure per looked after child in foster care or in a children's home	£806	£770	£770	£770	Head of Social care	VFM, CP

Key measures of success		Current performance 2006/07 unless otherwise stated	2008/09 target	2009/10 target	2010/11 target	Lead Officer (title)	Type of measure
Personalising Services for Children and Young People in Vulnerable Groups							
NI 19	Rate of proven re-offending by young offenders	New measure	Establish baseline	To be set after 08/09 baseline established		Div Mgr YOS	LAA, CP, KMS
NI 46	Young offenders' access to suitable accommodation	96.5%	100%	100%		Div Mgr YOS	KMS
NI 54	Services for disabled children	New measure to be introduced in 2009/10	N/A	Establish baseline	To be set after 09/10 baseline established	Ass Dir Inclusion	KMS
NI 58	Emotional and behavioural health of children in care	New measure	Establish Baseline	To be set after 08/09 baseline established		Dep Dir Safeguarding and social care	KMS
NI 61	Timeliness of placements of looked after children adopted following an agency decision that the child should be placed for adoption	New measure 64%	70%	72%	75%	Head of Social care	CP, KMS
NI 62	% of children in care at 31 March with 3 or more placements during the year	13%	11%	10%	9%	Head of Social care	LAA, CP, KMS
NI 63	Stability of placements of looked after children: length of placement	69%	70%	72%	74%	Head of Social care	
NI 66	Looked after children cases which were reviewed within required timescales	89%	92%	94%	95%	Head of Social care	
NI 99	Children in care reaching level 4 in English at KS 2	70% 2007	AY 07/08 66%	AY 08/09 66%	AY 09/10 66%	Head of Social care	LAA, KMS
NI 100	Children in care reaching level 4 in Maths at KS 2	75% 2007	AY 07/08 66%	AY 08/09 66%	AY 09/10 66%	Head of Social care	LAA, KMS
NI 101	Children in care achieving 5 A*-C GCSEs (or equivalent) at KS 4 (including English and Maths)	10.3% (New measure)	13%	16%	20%	Head of Social care	LAA, CP, KMS, LS

Key measures of success		Current performance 2006/07 unless otherwise stated	2008/09 target	2009/10 target	2010/11 target	Lead Officer (title)	Type of measure
NI 103	Special Educational Needs – statements issued within 26 weeks a) Percentage of final statements of SEN issued within 26 weeks excluding exception cases as a proportion of all such statements issued in the year. b) Percentage of final statements of SEN issued within 26 weeks as a proportion of all such statements issued in the year.	New measure	Establish Baseline	To be set after 08/09 baseline established		Div. Mgr of complex needs	
NI 104	The Special Educational Needs (SEN)/non-SEN gap – achieving KS 2 English and Maths threshold	44%	43%	42%	41%	Div. Mgr Access to learning	
NI 105	The Special Educational Needs (SEN)/non-SEN gap – achieving 5 A*-C GCSE inc. English and Maths	53% (2007)	51%	49%	47%	Div. Mgr Access to learning	LAA, CP, KMS
NI 107	KS 2 attainment for Black and minority ethnic groups – achieving Level 4+ in English and Maths	74%	N/A	79%	Not yet set with DCSF	Inspector for Inclusion & Equalities	KMS, KEM
NI 108	KS 4 attainment for Black and minority ethnic groups – achieving 5 A*-C including English and Maths	60.2%	N/A	66%	Not yet set with DCSF	Inspector for Inclusion & Equalities	KMS, KEM
NI 147	Care leavers in suitable accommodation	84.4%	90%	92%	94%	Head of Social care	KMS
Local	Number of children in care	346 (March 07)	320	300	300	Head of Social care	VfM, CP, KMS
Local	% of children in care adopted	5.1%	8%	9%	9%	Head of Social care	KMS
Local	Completed health checks for children in care	89.7% (Sept 07)	94%	94%	94%	Head of Social care	KMS
Local	Number of children with a statement placed in residential school out of borough	36	36	34	32	Ass Dir Inclusion	VfM, CP

Key measures of success		Current performance 2006/07 unless otherwise stated	2008/09 target	2009/10 target	2010/11 target	Lead Officer (title)	Type of measure
Personalising Services for Children and Young People in Vulnerable Groups							
Local	Number of family held budgets for disabled children	New measure (34 Direct payments)	Pilot 8 families	TBC	TBC	Div Mgr Complex needs	CP, KMS
Local	Looked after children (for any length of time) who left care during the year aged 16 or over with at least 1 GCSE Grades A*-G or GNVQ	63%	72%	75%	79%	Head of Social care	
Local	% of hard to place pupils allocated a school place within 20 days of referral to the In Year Fair Access Panel	57%	100%	100%	100%	Div Mgr Access to school	
Local	Number of children aged 5-19 with complex needs offered a trained lead professional	New measure	150	300	500	Ass Dir Inclusion	
Local	Pupils with special educational need achieving level 1 qualification in English and Maths at KS4	77%	68%	70%	72%	Div Mgr Access to Learning	LS
Local	Looked after children missing at least 25 days of school	11.7% (Sept 07)	10%	9%	9%	Div Mgr Looking After Children	
Building Resilience, Supporting Independence							
NI 50	Children whose emotional health is good	New measure	Establish Baseline	To be set after 08/09 baseline established		BFSI Manager	KMS
NI 51	Effectiveness of child and adolescent mental health (CAMHS) services (assessed through CAMHS mapping exercise)	13	16	Measure to be reviewed by DCSF	Measure to be reviewed by DCSF	PCT / LA	KMS
NI 68	Referrals to children's social care going on to initial assessment	92.6%	93%	93%	93%	BFSI Manager	LAA, CP, KMS
NI 88	Schools providing access to full core extended services	26 schools (22%)	84 schools (72%)	115 schools (98%)	TBC	Dep Dir Safeguarding and social care	KMS

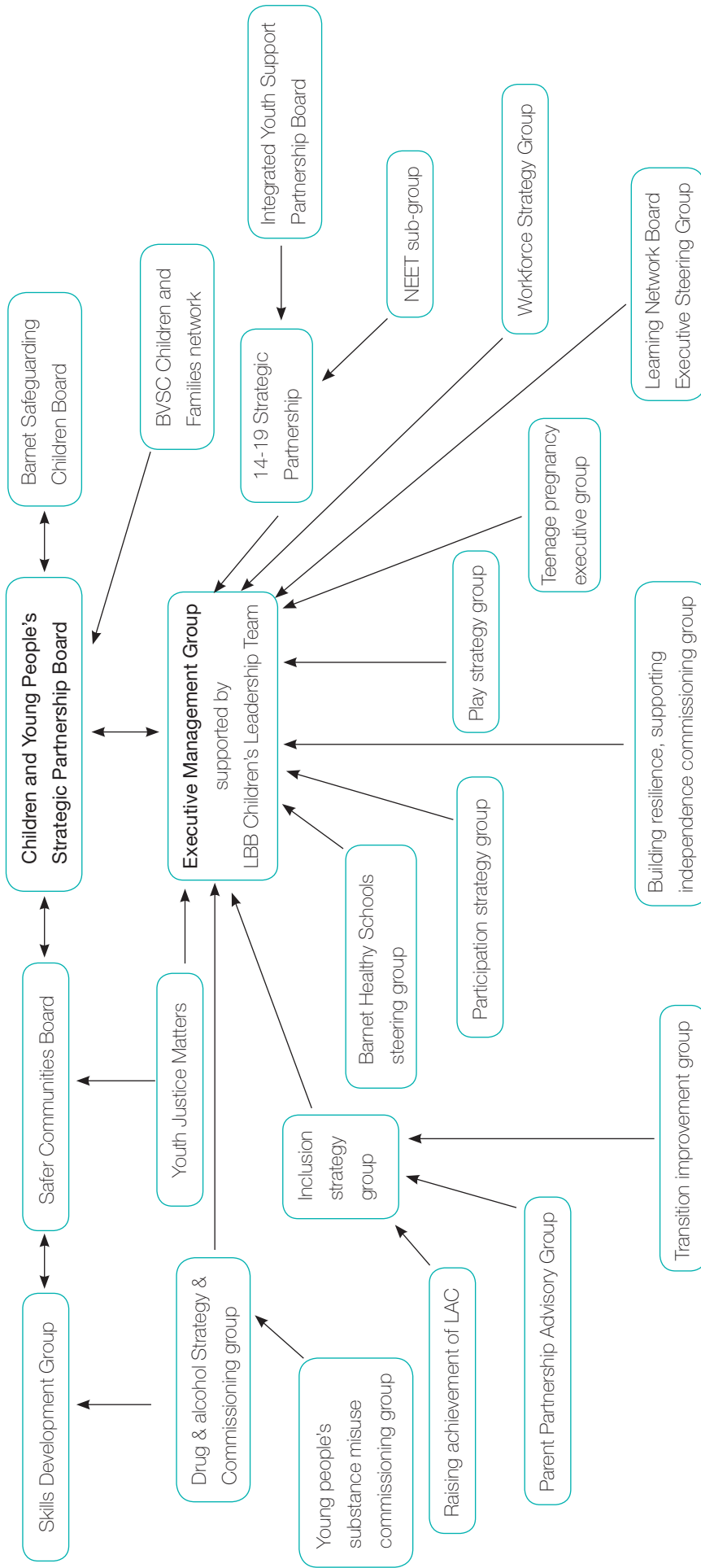
Key measures of success		Current performance 2006/07 unless otherwise stated	2008/09 target	2009/10 target	2010/11 target	Lead Officer (title)	Type of measure
NI 102	Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at KSs 2 and 4	KS2: 26% KS4: 32%	24% 31%	22% 30%	20% 29%	Secondary Strategy Manager	LAA, CP, KMS
NI 109	Sure Start Children Centres complete	59% (13/22)	68% (15/22)	82% (18/22)	100% (22/22)	Dep Dir Safeguarding and social care	
NI 116	The proportion of children who live in families in receipt of out of work benefits (child poverty)	New measure	Establish Baseline	To be set after 08/09 baseline established		BFSI Manager	
NI 118	Take up of formal childcare by low-income working families	New measure	Establish Baseline	To be set after 08/09 baseline established		BFSI Manager	KEM
Local	Number of CAFs completed	55	175	To be set in 08/09	To be set in 08/09	CAF Co-ordinator	
Local	Number of the children's workforce trained in the use of the Common Assessment Framework (CAF)	925	1,505	2,085	2,665	CAF co-ordinator	
Healthy Choices for a Healthy Life							
NI 52	Take up of school lunches	New measure	Establish Baseline	To be set after 08/09 baseline established		School catering manager	KMS
NI 53	Prevalence of breastfeeding at 6 – 8 weeks from birth	New measure	40.7%	55.0%	70.5%	PCT	KMS
NI 55	Obesity among primary school age children in Reception Year	10.49% (2006)	TBC	TBC	TBC	PCT	LS
NI 56	Obesity among primary school age children in Year 6	17.69% (2006)	TBC	TBC	TBC	PCT	LAA, KMS, LS
NI 57	Children and young people's participation in high-quality PE and sport (5-16 year olds 5 hours, 16-19 year olds 3 hours)	New measure to be introduced in 2009/10	N/A	Establish Baseline	To be set after 08/09 baseline established	PE & Sports Development Manager	
NI 112	Under 18 conception rate	29.8 (2006 data)	22 (2008 expected rate per 1000 among those aged 15-17)	18 (2009 expected rate per 1000 among those aged 15-17)	15	PCT	KMS

Key measures of success		Current performance 2006/07 unless otherwise stated	2008/09 target	2009/10 target	2010/11 target	Lead Officer (title)	Type of measure
NI 113	Prevalence of Chlamydia in under 25 year olds	New measure	17%	17%	17%	PCT	KMS
NI 126	Early access for women to maternity services	New measure	50%	70%	95%	PCT	LAA, KMS
NI 198	Children travelling to school – mode of travel usually used	New measure	Establish Baseline	To be set after 08/09 baseline established		School Travel Plan Co-ordinator	LAA
Local	Resident children immunised by their 2nd birthday (MMR)	76%	77.0%	80%	90%	PCT	KMS
Local	Schools achieving National Healthy Schools Status	43%	70.2% (80 schools)	83.3% (95 schools)	90% (103 schools)	Healthy Schools Manager	CP, KMS, LS

D. Risk register

Type	Date Log'd	Area Objective	Risk	Significance		Control in place	Further action proposed	Responsibilities
				Likelihood	Impact			
1. Strategic, financial, operational	Feb 2008	Implementing objectives in the CYPP and improving outcomes for children and young people	Council and partners fail to address activities and meet targets; targets not reflecting needs accurately; unexpected national policy changes; failure to address new needs in Barnet	Med	High	EMG terms of reference; performance management systems in partner agencies; partnership agreement	Needs analysis review 07/08, review of CYPP 07/08; monitoring of national policy developments	Director of Children's Service
2. Strategic, financial, operational	Feb 2008	Maintenance of effective structures and governance arrangements to deliver local and national requirements in relation to children's services	CYPSPB ineffective; failure to take appropriate account of national and local changes	Med	Med	Partnership agreement and annual review	Management support to CYPSPB through EMG	Director of Children's Service
3. Staffing	Feb 2008	Better recruitment and retention	Failure to recruit and retain appropriately qualified staff	High	Med	Regular progress and performance monitoring in each service; approval and implementation of workforce strategy and action plan	Specific campaigns in foster care; integration of workforce development across services for children	Director of Children's Service
4. Strategic, financial	Feb 2008	Better commissioning	Failure to identify and control budgets; failure to agree protocols; failure to develop and implement effective data collection systems; lack of accountability	High	Med	Partnership agreement protocols and systems agreed; governance arrangements in place	Lead role for joint commissioning identified	Director of Children's Service
5. Strategic, financial	Feb 2008	Better strategic financial planning	Failure to identify and plan for ending of specific grant funding	Med	Med	Early identification and rigorous monitoring	Well focussed forward planning	Director of Children's Service

E. Structure of key partnerships in Barnet



F. Membership of the Children and Young People's Strategic Partnership Board

Shakil Ahmed

Ayesha Community Education

Rob Allen

Head Teacher, St Mary's CE Primary School

Martin Baker

**Acting Director of Children's Service,
London Borough of Barnet**

Dr John Bentley

Clinical Director, Barnet Primary Care Trust

Dr Mark Berelowitz

**Consultant Child & Adolescent Psychiatrist,
Royal Free Hospital**

Fiona Bulmer (Chair)

Cabinet Member for Children, LBB

Bernadette Conroy (Vice Chair)

Non Executive Director, Barnet PCT

Dadia Conti

Programme Manager, Barnet Children's Fund

Alison Edgington

Director of Barnet Community Services

Cathy Goldin

Ezer North West

Councillor Helena Hart

**Cabinet Member for Public Health,
London Borough of Barnet**

Charles Hollwey

Chief Executive, Barnet PCT

Chief Superintendent Stephen Kavanagh

Borough Commander, Metropolitan Police Service

Jane Lithgow

**Director of Child & Adolescent Mental Health
BEH Mental Health NHS Trust**

Elaine Runswick

**Director of Student Support & Partnerships,
Barnet College**

Hassam Shami

**Director of Strategy & Skills,
Learning & Skills Council (London North)**

Jill Stansfield

**Executive Director for Communities,
London Borough of Barnet**

Vivienne Stimpson

Head of Children's Commissioning

Simon Weldon

**Director of Operations
Barnet & Chase Farm Hospitals NHS Trust**

Representatives of the Barnet Youth Board

G. Barnet Safeguarding Children Board Work Programme 2007-2010

The objectives are listed in 3 categories – Safeguarding children a) At home, b) In schools and Other Settings and c) In the Broad Community.

Specific Objective	Key Tasks	Action By	Outcomes /target
a) Safeguarding Children At Home			
1. To monitor and evaluate the effectiveness of safeguarding activity across the partnership, to ensure that children & young people are safe from maltreatment, neglect, violence and sexual exploitation.	1.1. To implement system of monitoring agreed multi-agency performance indicators developed by London Safeguarding Children Board.	All tasks to be undertaken/ initiated by the Safeguarding Standards Sub Group	To ensure children suffering significant harm receive timely, appropriate and helpful interventions from partner agencies.
	1.2. To initiate regular audits across all agencies as appropriate.		
	1.3. Monitor key Child Protection data in respect of Child Protection Registration activity.		Key Performance Indicators: <ul style="list-style-type: none"> • Child Protection Reviews - 100% on time • Child Protection Re-registrations - 10-15% • Child Protection De-registrations - 8%
2. To promote safeguarding of children and young people affected by domestic violence	2.1. Pilot of domestic violence risk assessment tool underway	Domestic Violence Sub Group	Number of assessments completed using the new tool
	2.2. Establish and maintain support groups for children and their mothers affected by domestic violence.	Domestic Violence Co-ordinator.	Number of children attending support groups
	2.3. Monitor numbers and profiles of children affected by domestic violence	Safeguarding standards Sub Group	To reduce numbers of children affected by domestic violence and subject to statutory intervention
	2.4. Roll out domestic violence awareness training in schools	Training Sub Group	Numbers of school participating
3. To promote the welfare of children privately fostered	3.1. To increase the number of children on the Private Fostering Register	Lead Officer: Assistant Divisional Manager – Fostering and Adoption, Children's Services	Target of 20 private fostering arrangements recorded by March 2009
	3.2. To raise awareness of Private Fostering across the partnership and wider community, including through briefing sessions & publicity.		

Specific Objective	Key Tasks	Action By	Outcomes /target
b) Safeguarding Children In Schools And Other Settings			
4. To promote the safeguarding of children online and using other forums of technology	4.1. Roll out Child Exploitation and Online Protection 'Think U Know' training programme for children in Barnet Schools	Children's Service staff working in schools	Increased numbers of children and young people who have received awareness raising
	4.2. E-Safeguarding Sub Group to establish work programme and develop E-Safeguarding strategy	E-Safeguarding Sub Group	E-Safeguarding strategy to be developed that fits with Becta national best practice
	4.3. Ensure information for parents on E-Safety made available on website and incorporated into 'Safeguarding Handbook'	BSCB Development Officer	Information available to parents carers and wider community
5. To ensure all children are safeguarded from bullying in their schools and other educational settings	5.1. Regular reporting of activity at Business Group	Inclusive Education Advisory Team and Youth Board	Robust strategies to deal with bullying in all schools
	5.2. Links with Youth Board to ensure views of young people represented	BSCB Development Officer and Inclusive Education Advisory Team	'Tell us' and other Young Persons surveys to be reviewed and inform workplan
6. To ensure children are secure, stable and cared for in all schools, residential homes and other settings including those run privately and voluntarily.	6.1. To ensure that children looked after by the Local Authority are provided with stable and safe environments in line with national standards and are protected from abuse and exploitation	Safeguarding Standards Sub Group	Timeliness of Looked After Child Reviews = 93% by March 2008
	6.2. To ensure that allegations against staff and volunteer workers are investigated according to London Child Protection Procedures	Local Authority Designated Officer and all Named Officers	Compliance with London Child Protection Procedures as self-assessed by Local Authority Designated Officer
	6.3. To implement data collection requirements regarding allegations against staff and volunteers.	Local Authority Designated Officer	Data to be collated and presented to Executive Group quarterly
	6.4. To audit working arrangements between schools and other agencies against the recommendations contained in the NSPCC 'Schools, Social Services and Safeguarding Children' report.	Divisional Manager - Safeguarding	To ensure effective working relationships

Specific Objective	Key Tasks	Action By	Outcomes /target
c) Safeguarding Children In The Wider Community			
7. To implement London Safeguarding Children Board functions relating to child deaths	7.1. To develop procedures to ensure a co-ordinated response to unexpected child deaths.	Child Death Functions Sub Group	Quarterly overview reports of all child deaths in Barnet provided to Executive Group
	7.2. Child Death Overview Panel to be established at Local and Regional levels.	Child Death Functions Sub Group to establish local Panel and engage in discussions with neighbouring authorities to establish Regional Panel.	Meet requirements of London Safeguarding Children Board regulations
	7.3. To ensure alignment of Serious Case Review Sub Committee with Child Death Sub Group.	Child Death Review Sub Group	Alignment of processes with Child Death Review function
	7.4. To collect and analyse information about the deaths of all children in Barnet	Single Point Of Contact – Designated Nurse to provide information to Overview Panels.	To identify safeguarding and public health concerns relating to child deaths and to report quarterly to Executive Group
8. To communicate and raise awareness of safeguarding issues throughout Barnet's diverse community.	8.1. To link with faith communities and attend meetings as appropriate.	Faith and Cultural Core Group	Measures to be agreed with Faith and Cultural Core Group
	8.2. To train representatives in voluntary, community and faith sector to cascade Child Protection and Safeguarding Awareness.	Training Sub Group	Community trainers who can increase numbers receiving training
	8.3. To explore the benefits of a 'Safeguarding Handbook' available in different languages for Barnet Parents.	Training Sub Group and Parenting Support Co-ordinator.	
9. To promote the welfare and safety of children missing from home, Care and education	9.1. Review Procedures and protocols in line with London Child Protection Procedures	Missing and Trafficked Children Sub Group	Annual report to be tabled with Executive Group
	9.2. Establish monitoring system.	Missing and Trafficked Children Sub Group	
	9.3. Monitor data and report regularly to BSCB Business Group	Missing and Trafficked Children Sub Group	
10. To reduce the incidence of accidental injury and death to children in Barnet	10.1. To establish baseline figures of accidents and injuries.	Barnet PCT to inform the Safeguarding Standards Sub Group	Measure to be agreed from baseline
	10.2. Identify data on road accidents.	Safeguarding Standards Sub Group from road safety team	
	10.3. Feedback information from Child death overview Panel.	Child Death Overview Panel	

Specific Objective	Key Tasks	Action By	Outcomes /target
11. To respond to the views of young people regarding feeling unsafe in the community	11.1. Youth Board findings to be presented to Business Group in January 2008.	Business Group / Youth Board	Measure to be agreed in consultation with young people
	11.2. High Incidence Support Team to report back to Business Group on progress and arrangements for anti-bullying week	High Incidence Support Team	
a), b) & c) Safeguarding Children In All Settings			
12. To ensure appropriate training and development is provided across the partnership.	12.1. Training Sub Group to continue to provide range of courses at all levels.	Training Sub Group	Quarterly report on training take-up provided to the Executive Group
	12.2. 'Train the Trainers' courses to be commissioned	Training Sub Group	Increased capacity to deliver training
	12.3. Training strategy to be reviewed	Training Sub Group	Updated strategy in line with national and London developments
	12.4. Further work to map levels of training with workforce as required	Training Sub Group	
	12.5. Promote culturally accessible training for specific faith groups – Orthodox Jewish plus others identified through work of Faith and Cultural Core Group	Training Sub Group	Increased numbers receiving training
13. To ensure safe employment practices across all agencies working with children and young people.	13.1. To commission audit of current recruitment practice across constituent agencies	Executive Group	Report to be provided at agreed intervals.
	13.2. To ensure that allegations against staff and volunteer workers are investigated according to London Child Protection Procedures	Local Authority Designated Officer and all Named Officers	Compliance with London Child Protection Procedures as self-assessed by Local Authority Designated Officer
	13.3. To implement data collection requirements regarding allegations against staff and volunteers	Local Authority Designated Officer	Reports at agreed intervals
	13.4. Safer Recruitment training to be provided.	Training Sub Group	To increase number of staff receiving training and raise awareness of principles of safe organisational practice.
	13.5. To raise awareness and inform agencies of the forthcoming Vetting and Barring Scheme.	Training Sub Group in collaboration with Adult Safeguarding Board.	Briefing event delivered to Children and Adult workforce.

H. Barnet's priorities and the Every Child Matters framework

Barnet's Local priorities	Be Healthy	Stay Safe	Enjoy and Achieve	Make a Positive Contribution	Achieve Economic Well-being
Every school a good school for every child			<ul style="list-style-type: none"> Develop leadership capacity in schools and settings Challenge and support all schools and settings to aim for excellence Raise achievement by improving rates of progress for all pupils Further improve primary attendance Improve school buildings 	<ul style="list-style-type: none"> Improve learning outcomes through cultural and recreational activities 	
Improving employability			<ul style="list-style-type: none"> Improve school based information, advice and guidance on training and employment Broaden the range and level of qualifications for 14-19 year olds 	<ul style="list-style-type: none"> Increase opportunities for young people's civic engagement 	<ul style="list-style-type: none"> Improve access to education, employment and training
Safe at home Safe at school Safe in the community	<ul style="list-style-type: none"> Reduce the misuse of alcohol and other substances 	<ul style="list-style-type: none"> Promote safeguarding as everybody's business Minimise the risk to children of harm and neglect Keep young people safe on the streets 	<ul style="list-style-type: none"> Promote positive behaviour at school and in the community 	<ul style="list-style-type: none"> Publicise the range of opportunities for things to do, places to go 	

Barnet's Local priorities	Be Healthy	Stay Safe	Enjoy and Achieve	Make a Positive Contribution	Achieve Economic Well-being
<p>Personalising services for children and young people in vulnerable groups</p>	<ul style="list-style-type: none"> • Improve the health of children in care 	<ul style="list-style-type: none"> • Reduce the number of children in care, through better prevention • Reduce the number of children in care, through more children moving into permanence • Improve the placement stability for children in care • Personalise services for disabled CYP 	<ul style="list-style-type: none"> • Improve educational outcomes for CYP whose attainment is at risk 	<ul style="list-style-type: none"> • Improve the co-ordination of services for young offenders • Increase identification and support for young carers 	<ul style="list-style-type: none"> • Improve the transition into adult services for young people in vulnerable groups
<p>Building resilience, supporting independence</p>	<ul style="list-style-type: none"> • Improve emotional well-being and mental health of children and young people 	<ul style="list-style-type: none"> • Reduce impact of domestic violence on children and young people • Equip people with the skills to be good parents • Identify and engage with families with early risk factors 	<ul style="list-style-type: none"> • Increase the range, scope and quality of extended services in and around schools 		<ul style="list-style-type: none"> • Increase take-up of early education in deprived wards by assuring access, availability and affordability of provision
<p>Healthy choices for a healthy life</p>	<ul style="list-style-type: none"> • Halt the rise in childhood obesity • Increase choice and access to maternity services • Improve take-up of MMR 		<ul style="list-style-type: none"> • Help schools to achieve healthy schools status • Increase children and young people's participation in high quality PE and sport 	<ul style="list-style-type: none"> • Reduce teenage conceptions • Improve young people's sexual health 	

I. Barnet's priorities and the National Service Framework (NSF) for Children, Young People and Maternity Services

Barnet's Local priorities	NSF Standards
Safe at Home Safe at School Safe in the Community	NSF2: Supporting Parenting NSF5: Safeguarding and promoting the welfare of children and young people
Personalising services for Children and Young People in vulnerable groups	NSF3: Child, young person and family centred services NSF8: Disabled children and young people and those with complex health needs
Building Resilience, supporting independence	NSF1: Promoting health and well-being, Identifying needs and intervening early NSF2: Supporting Parenting NSF9: The mental health and psychological well-being of children and young people
Healthy choices for a Healthy Life	NSF1: Promoting health and well-being, Identifying needs and intervening early NSF4: Growing up into adulthood NSF6: Children and young people who are ill NSF7: Children and young people in hospital NSF10: Medicines for children and young people NSF11: Maternity services

Glossary

BME	Black and Minority Ethnic	MWW	Modernising the Way we Work
BRSI	Building Resilience, Supporting Independence	NEET	Not in education, employment or training
BSCB	Barnet Safeguarding Children's Board	NHS	National Health Service
CAF	Common Assessment Framework	NSF	National Service Framework
CAMHS	Child and Adolescent Mental Health Services	NVQ	National Vocational Qualification
CPD	Continuing Professional Development	OFSTED	Office for Standards in Education
CRM	Customer Relationship Management	ONS	Office for National Statistics
CWDC	Children's Workforce Development Council	PA	Connexions Personal Advisor
CYPP	Children and Young People Plan	PAYP	Positive Activities for Young People
CYPSPB	Children and Young People's Strategic Partnership Board	PCP	Primary Capital Programme
DCSF	Department for Children, Schools and Families	PCT	Primary Care Trust
DSG	Dedicated Schools Grant	PE	Physical Education
EAL	English as an Additional Language	PRU	Pupil Referral Unit
EDRM	Electronic Document and Records Management	PSCIP	Primary School Capital Investment Programme
EMA	Ethnic Minority Achievement	PSHE	Personal, Social and Health Education
EMG	Executive Management Group of the CYPSPB	SEAL	Social and Emotional Aspects of Learning
ETE	Education, Employment and Training	SEN	Special Educational Needs
GNVQ	General National Vocational Qualification	SRE	Sex and Relationships Education
ICS	Integrated Children's Systems	YCF	Youth Capital Fund
ICT	Information and Communications Technology	YOF	Youth Opportunities Fund
LA	Local Authority	YOS	Youth Offending Service
LAA	Local Area Agreement		
LDD	Learning Difficulties and Disabilities		
LSC	Learning and Skills Council		
MMR	Measles, Mumps and Rubella		

- 1 ONS population projections 2007
- 2 ONS population projection
- 3 Ofsted Annual Performance Assessment score 2007
- 4 Overall effectiveness of schools as measured by Ofsted increased from 78% in 2005/6 to 84% in 2006/7
- 5 The % of children in Early Years settings achieving 6 or more in all Communication, Language and Literacy and Personal, Social and Emotional Development scales has increased from 40.1% in 2006 to 46.9% in 2007.
- 6 44% of care leavers NEET (2006/7), 23% of young offenders NEET (2006/7), 'White British' young people accounted for 48% of NEETs compared with 36% of the Barnet secondary school population (2007)
- 7 The TellUs survey (2007) suggests that 20% of children and young people have used drugs at least once and 15% have been drunk in the last 4 weeks
- 8 The TellUs2 Survey: 37% of young people wanted more information on alcohol. Also from consultation with Barnet Youth Board in 2007.
- 9 Data from Barnet Police re young victims of crime
- 10 TellUs2 Survey – 23% of young people had been bullied at school in the past 4 weeks compared to 30% nationally
- 11 Achievement gaps compared to average results at GCSE (5A*-C inc English and Maths): Afghan 16%, Turkish 14% below, Indian 9% above, Chinese 10% above.
- 12 TellUs2 Survey: 87% of pupils describe themselves as very or quite healthy
- 13 Life expectancy at birth (2007) 78.6 years for males, 82.6 years for females
- 14 Average number of decayed, missing or filled teeth in children age 5 reduced from 2.07 in 2003/4 to 1.71 in 2005/6
- 15 MMR by age 2 increased from 72% (2003/4) to 76% (2006/7)
- 16 Chlamydia rates in London have risen by 201% in males and 116% in females from 1996-2005

