



## Barnet Children's Fund

# Barnet Children's Fund Plan 2005-2008

### Contents

	Page
<b>SECTION 1 INTRODUCTION</b>	
1.1 Children and Young People's Strategic Partnership Board	5
1.2 Crime Prevention	5
1.3 Role of Barnet Children's Fund in local planning	5
1.4 Funding	5
1.5 Lead Agency and Accountable Body	6
1.6 Staffing	6
1.7 Relevant local developments 2002-2004	6
1.8 Information sharing and common assessment	7
<b>SECTION 2 BARNET CHILDREN'S FUND VISION FOR THE FUTURE 2005-2008</b>	<b>8</b>
<b>SECTION 3 PLANNING FOR LASTING CHANGE</b>	
3.1 Review of services provision	10
3.1.2 Key outcomes for the Programme	11
3.1.3 Opportunities and challenges	16
3.1.4 Plans for sustaining effective preventative services	18
<b>SECTION 4 PARTNERSHIP AND MANAGEMENT STRUCTURE</b>	
4.1 Children and Young People's Strategic Partnership Board	20
4.2 Development of the BCF Steering Group	20

4.3	Working with the Youth Offending Service	21
4.4	The role of the voluntary and community sector in the developments in the BCF	22
4.5	The role of children, young people and families in decision making	23
<b>SECTION 5</b>	<b>PROPOSED ACTIVITIES</b>	<b>24</b>
5.1	How we will commission services	25
5.2	Programme Structure	27
5.2.1	General structure	27
5.2.2	Voluntary Sector Development	27
5.2.3	Participation Project	28
5.2.4	Mainstreaming	29
5.3	Information sharing and common assessment	30
5.4	Resources allocated to which services	30
5.5	How services will be planned, commissioned and developed	31
5.6	Key changes to existing services	36
5.7	BCF services and Every Child Matters outcomes	36
5.7.1	Services that support children and young people directly	37
5.7.2	Services that support parents, carers and families	38
5.7.3	Strategic services	39
5.8	Arrangements for judging cost effectiveness	39
5.9	The role of the voluntary sector in service design and delivery of BCF services	40
5.10	How children, young people and families will influence service design and delivery of BCF services	41
5.11	Communications and Publicity	42
<b>SECTION 6</b>	<b>MONITORING AND EVALUATION</b>	
6.1	Framework for performance management and quality assurance	43
6.2	Framework for measuring outcomes for children and young people	44

6.3	Arrangements for quality assuring data input into national database	44
6.4	How monitoring and evaluation will affect operational decisions	44
6.5	Arrangements and priorities for local evaluation	44
6.6	Involvement of children, young people and families in reviewing the BCF	45
6.7	How findings and learning will be communicated locally	45
6.8	How service providers will be equipped to evidence the impact of their interventions	45
<b>SECTION 7 3 YEAR SPENDING PLAN</b>		<b>46</b>

## **APPENDICES**

1	Membership of CYPSPB
2	Best Value Review, Children's Services
3	Children and Families Performance Management Plan
4	Education Performance Management Plan
5	SEN Inclusion Action Plan
6	Youth Justice Plan
7	Children and Young People's Strategic Partnership Board – Organisational Chart
8	Membership of Steering Group
9	Guidance and application form for Things That Last
10	Workplan for CAF Steering Group
11	Action Plan 05-08
12	List of schools currently attended by BCF participants
13	Minimum base lines for support to children and young people, and parents/carers

## **SECTION ONE: INTRODUCTION**

Barnet Children's Fund (BCF) has become an integral part of service delivery for the 5-13 year age range locally over the last two years. It is an established programme within the borough and is well-integrated into the planning cycle. Its contribution is valued and its opinion sought on a range of strategic and operational developments, not least in the contribution it is making towards the Participation agenda.

Given that Barnet Children's Fund was in the third wave of Children's Funds and the initial difficulties in building the partnership and producing the Delivery Plan, we now feel that we are in a strong position to work with local partners on the new children and young people's agenda.

### **1.1 The Children and Young People's Strategic Partnership Board**

Barnet Children's Fund is a sub-group of the Children and Young People's Strategic Partnership Board (CYPSPB). The CYPSPB is a multi-agency Board that oversees the planning and developments relating to children and young people in Barnet, and is itself a sub-group of the Health and Social Care Partnership Board. (*List of members of the CYPSPB attached at Appendix 1*). The Chair of the BCF Steering Group is the voluntary sector representative on the CYPSPB; the CYPSPB's Project Manager is a member of the BCF Steering Group. This creates meaningful linkages into the strategic planning of children's services in Barnet, and also places BCF in a strong position with regard to developments towards the Children's Trust.

### **1.2 Crime Prevention**

The vision of Barnet's Safer Communities Board (SCB) is "to make Barnet the safest borough in London". Young people are a strategic priority of Barnet's Community Safety Strategy. Youth Justice Matters, the Youth Offending Service's Management Board, is chaired by the Head of Children's Services, who is a member of both the SCB and the CYPSPB, therefore ensuring consistency between both agendas. Youth Justice Matters is accountable to the SCB and the CYPSPB and reports twice a year to both Boards. In this way, the Youth Offending Service sits equally between the criminal justice system and other children and young people's services.

### **1.3 The role of Barnet Children's Fund in local planning**

The CYPSPB recognises BCF's role as a trailblazer in demonstrating new ways of working and providing learning in the shift in service development towards the outcomes required of a Children's Trust. An open dialogue exists between the CYPSPB, the Programme Manager and the BCF Steering Group.

## **1.4 Funding**

BCF budget for 2004-5 was £785,350 which included a carry forward from the previous year. The budget for 2005-08 is £1,749,704 of which we anticipate approximately just under £1.5m will be allocated to service delivery. We anticipate a £60,000 underspend from this financial year (*See Section 7*). Projects that can demonstrate that they are delivering a meaningful service will continue to be funded for a minimum of a year, and in some form to 2008 dependent on outcomes and quality of delivery (*see Sections 5 and 7 for more details*). Projects will be given support and guidance in their move towards either mainstreaming or other funding sources.

## **1.5 Lead Agency and Accountable Body**

Over the year 2003-04 the Lead Agency role was transferred from the Family Welfare Association, the national family support agency, to Barnet Voluntary Service Council (BVSC). The Accountable Body remains the London Borough of Barnet.

Over the life of the BCF there has been an increased commitment to developing the role of Barnet's children and young people's voluntary sector. As a result of this BVSC were tasked with employing a Children's Voluntary Sector Development Officer (CVSDO). By transferring the Lead Agency role to BVSC at the same time, the work going on to develop the children's voluntary sector locally has been brought together under one umbrella. This transition has proved to be of great benefit to the BCF, allowing for the sharing of relevant information, access to strategic discussions and developments, and a local framework of support.

## **1.6 Staffing**

Barnet Children's Fund has a small core team consisting of a Programme Manager and a part-time finance officer, employed by BVSC. The Programme's Participation Worker is based in the same office as these two members of staff but is part of the Participation Project and not part of central management. (*See Section 5.2.3*).

## **1.7 Relevant Local Developments 2002-2004**

- During the last two years the work of the CYPSPB has been consolidated. There is a commitment to joint working, demonstrated by the wide array of service areas represented on the Board.
- The CYPSPB has a major role to play in bringing together various strategies and working groups to begin to address the issues raised in the Children Act. The effective working of the CYPSPB and its Executive Management Group was commended in the recent CSCI Inspection of Children and Families Service. It has a work programme which pulls together key targets and activities from partners.

- The Local Authority recently completed a Best Value Review (BVR) of children's services including those that relate to groups highlighted in the Barnet Children's Fund Preventative Strategy as being high need. The results of the Best Value Review have fed into this document, and are being used as central findings that inform the development of the wider Barnet Children and Young People's Plan, as well as informing future multi-agency planning.
  - Barnet's Children & Families Service recently underwent a CSCI Inspection with very positive outcomes. This concluded that 'there had been considerable improvements to children's services since the last inspection in 2001'. This service is now rated three star.
  - The local Connexions Service and the Youth Service are being jointly managed in a way that is new to Barnet and will make for a closer working relationship between the two services.
  - Barnet's Sure Start Local Programme is being delivered in two of the wards that had also been identified as high priority for the Barnet Children's Fund. The Sure Start Manager and the BCF Manager meet regularly to facilitate communication and consider links in working arrangements. They also meet on occasion with the Connexions Manager to ensure a three way discussion.
  - The National Service Framework for Children has been welcomed as an opportunity for joint working in the borough and the appointment of an Assistant Director, Children and Young People's Services in the Barnet Primary Care Trust is a new and much valued development. Alongside this, the front-line nursing and therapy structures have been split into two, separating services for adults and those for children/ young people, thus providing a more focused service.
  - The Local Authority is currently undertaking a Best Value Review of Community Safety. One of the themes is community safety and young people which will include consultation with young offenders as well as those who could be regarded as being at risk of offending or who have been involved in anti-social behaviour. The purpose of the consultation is to inform the development of diversionary activities and to map and fill gaps in existing services around risk and protective factors associated with offending behaviour.
- 1.8 Information Sharing/Common Assessment developments** are covered in depth in Section 5 below.

## **SECTION TWO: BARNET CHILDREN'S FUND'S VISION FOR THE FUTURE 2005-2008**

We could meet other groups of different cultures so they learn about us and this stops the racism.

Participant, Equality in Education, Iftiin/Somali Family Support Group

- ❖ **In line with Every Child Matters, Barnet Children's Fund envisages a future where 5-13 year olds and their families receive appropriate help and support at those times when they most need it, and before a crisis requires higher levels of intervention. Barnet Children's Fund is committed to continuing to work towards facilitating cultural change to enable this to happen.**

Consistent with the CYPSPB work programme and outcomes in the Children Act, we will aim to improve educational achievement, reduce the numbers of young people who are NEET, improve the health of children and young people, reduce the numbers of children and young people involved in criminal activity and victims of crime and work towards reducing the numbers of children in the care system through the on-going development of preventative services.

Through our programme we will demonstrate the value of partnership working for the benefit of *all* children and young people living in Barnet. Our partnership will be multi-agency, led by the voluntary sector, and informed by the views of children, young people and their families.

We will continue to demonstrate how commissioning services against identified need, arising out of thorough and reliable mapping, leads to better outcomes for children, young people and their families. We will work to support all services, but most particularly those in the voluntary and community sector, to understand the new children and young people's national agenda so that they are able to participate as equal partners in the delivery of that agenda.

Through the development of BCF monitoring and evaluation, we will ensure that learning opportunities are shared and that organisations supporting children, young people and their families are enabled to develop and grow to meet need.

- ❖ **Barnet Children's Fund is committed to ensuring that there is continuity in the delivery of preventative services which are shown to be effective.**

We will work towards a consideration at all times of how services can be configured and delivered so as to have a preventative element to them, and will support agencies and organisations, both statutory and voluntary, to understand the nature of prevention, and to develop their services accordingly. We will sustain and widen the development of a local network of services that have common aims, working within the local common assessment process that will enable support to be available at point of need.

- ❖ **We will continue to work to embed those elements of good practice across all our services that will be of most benefit to 5-13 year olds and their families.**

A key element of this will be participation. We will spread learning from our services into the wider children and young people's arena through publicity and presentations, as well as through demonstrating different ways of working, including setting up a Reference groups for particular issues, such as commissioning (see Section 5.1). We will promote the involvement of children, young people and their families in service development at all levels and across all sectors; and we will continue to encourage and to support agencies in understanding and implementing the participation agenda.

- ❖ **Barnet Children's Fund will reconfigure its commissioning so that services that meet the outcomes of Every Child Matters will be sustained and developed over its lifetime.**

We will continue to work as a sub-group of the CYPSPB and as such will be delivering services as part of the wider Barnet Children and Young People's Plan. Through the BCF evaluation programme it will be possible to determine what really makes a difference locally, and this will feed into future developments in the Children's Trust.

## **SECTION THREE: PLANNING FOR LASTING CHANGE**

### **3.1 Review of services priorities**

The recent Best Value Review of Children's Services (*Appendix 2*), alongside the Performance Management Plan for Children and Families (*Appendix 3*), the Education Performance Management Plan (*Appendix 4*), the SEN Inclusion Action Plan (*Appendix 5*), the CAMHS Needs Analysis (*to be completed January/February 2005*), the NHS's National Service Framework for Children and the Youth Justice Plan Update 2004-5 (*Appendix 6*), will all feed into the Board's ongoing review of its delivery and service priorities. These are sit within the framework of Barnet's Corporate Plan.

As a sub-group of the Health and Social Care Partnership Board, the CYPSPB has powers to pool budgets between the PCT and the Council under the Health Act 1999. This already provides the framework for a Children's Trust as set out in The Children Act. The CYPSPB is developing a joint commissioning model for the PCT, Education and Social Services. In the first instance this is being focused on children with complex needs and looked after children. Proposals will be in place by **February 2005**, with a preferred model to be advanced by **July 2005**, and will cover governance, quality standards, process and budgets, risk assessment and young people's involvement. The CYPSPB will take account of further guidance from the DfES on the development of Children's Trusts and commissioning models in taking this work forward.

The CYPSPB has an agreed work programme which is used to monitor joint activities. This will be built on for **2005/06** to provide an overarching document which will set out joint service priorities and targets and will demonstrate the shared priorities of services, and will inform the commissioning process. Because of the need to incorporate further guidance from the DFES on the new outcomes framework under The Children Act, this document will be in place for **April 2005** as a pre-cursor for the full Children's Services Plan which will be in place in **2006/07**.

#### **3.1.2 Key Outcomes for the Programme**

See next page.

Outcomes	Alignment to ECM	How will be measured	Targets 05-08	Milestones for achieving the outcomes	Relationship with other locally agreed plans
<p><b><u>Crime Prevention:</u></b></p> <p>The Youth Offending Service through the Youth Inclusion and Support Panel will reduce year on year, the number of first time entrants to the youth justice system by identifying children and young people at risk of offending or involvement in anti-social behaviour</p>	<p>Staying safe</p> <p>Being healthy</p> <p>Make a positive contribution</p> <p>Enjoy and achieve</p> <p>Economic wellbeing (All are risk/protective factors and relate to prevention of offending)</p>	<p>Numbers of children aged 10-13 receiving their first substantive outcome.<sup>1</sup> .</p>	<p>Reduction against baseline data – no % set by YJB</p> <p>Reduced number of c &amp; yp at risk of involvement in crime</p>	<p>Quarterly returns available to YOS Management Board, Safer Communities Board, CYPSPB and CF Steering Group</p>	<p>Youth Justice Plan Update 2004-05</p> <p>Cont/...</p>

<sup>1</sup> A substantive outcome is defined as a Reprimand, a Final Warning with or without intervention, or a court disposal (including a Referral Order). A young person will only ever be counted once – it is their first substantive outcome which qualifies them for inclusion

Outcomes	Alignment to ECM	How will be measured	Targets 05-08	Milestones for achieving the outcomes	Relationship with other locally agreed plans
<p><b>Developing preventative services:</b> BCF will contribute to the targets set by the CYPSPB, focusing on 5-13 year olds and their families to ensure that they receive appropriate help and support at those times when they most need it.</p>	<p>Staying safe  Being healthy</p>	<p>Numbers of children and young people aged 5-13 and families supported by BCF</p>	<p>Min c &amp; yp 1400 pa<sup>2</sup>  Min 250 parents/carers supported</p>	<p>Steering Group quarterly meetings – monitoring info reports showing increase in numbers of c, yp and families being supported each qtr</p>	<p>C &amp; F PMP;  Common Assessment Framework  Full Service School/ Extended Schools and Children's Centres;  Best Value Review;  National Service Framework for children;  CAMHS Strategy;  Barnet Community Plan;  Education PMP  Housing PMP</p>
		<p>Increase in number of referrals from statutory services into BCF services</p>	<p>PM regularly attending meetings of stat providers to raise awareness - % increase in referrals from statutory services</p>	<p>SENCOs, headteachers conference, Ed Psychs, EWOs, Social services, health visitors.  On-going to 2008</p>	
		<p>Information about BCF services widely distributed</p>	<p>Included in on-line service directory  distribution of BCF publicity</p>	<p>April 2005 and on-going to 2008  On-going to 2008</p>	
		<p>Number of BCF services contributing to preventative services over three years</p>	<p>Min 12, max 18 pa</p>	<p>Assessment Panels 05-06 – min 16 06-07 - tbc 07-08 – tbc</p>	

<sup>2</sup> See Appendix X for projected figures over three years

Barnet Children's Fund 3 Year Plan 05-08

Outcomes	Alignment to ECM	How will be measured	Targets 05-08	Milestones for achieving the outcomes	Relationship with other locally agreed plans
		Improved levels of attainment at primary and early secondary stage for c & yp attending BCF projects	Focus on: BACARC, SFSG = min 45 c & yp	Monitoring/ evaluation reports at year end (05/06;06/07;07/08)	As above
		Fewer looked after children (Children's PMP)	Total no of LAC reduced to 365	Part of overall borough wide target for 05-06	
<p><b><u>Participation (1):</u></b></p> <p>The participation and involvement of children, young people and their families is integral to all planning and delivery of services</p>	<p>Make a positive contribution</p>	BCF services engaging in cycle of consultation/ feedback within planning mechanisms over three years	All BCF services have Participation Action Plans in place and demonstrating participation activity	<p>Mid year reviews to include Participation Action Plans (Sept 05,06,07)</p> <p>Twice yearly reports to Steering Group (05-08)</p> <p>Annual reports to CYPSPB (Sept 05,06,07)</p>	<p>Best Value Review</p> <p>Barnet Community Plan</p> <p>CYPSPB workplan</p> <p>National Service Framework for Children</p>
		Rolling programme of training in place across sectors and for all services	Hear by Rights Standards in place for all key services	BCF Annual reviews (March 06,07) Children's Services Plan, 06/07	
		Shadow Board meeting quarterly	C & yp have opportunity to contribute, take	CYPSPB trained April 2005	As above

Barnet Children's Fund 3 Year Plan 05-08

Outcomes	Alignment to ECM	How will be measured	Targets 05-08	Milestones for achieving the outcomes	Relationship with other locally agreed plans
			decisions and run activities themselves	Reviewed as part of CYPSPB workplan 05/06, 06/07	
<p><b><u>Participation (2):</u></b></p> <p>Services will be reshaped in line with input from children, y/p and families –both at individual and group level</p>	Make a positive contribution	Children's Rights Service working with x c & yp (yr 1, 2, 3)	Disabled c & yp views heard on decisions that affect them and feedback provided on services	April 2006 April 2007 March 2008	
		Services evaluated by users as responsive to their needs	Greater take up of services by groups not previously engaging with services (homeless, travellers, disabled c & yp, refugee/asylum seekers)	On-going – evaluations to be considered at Assessment Panels	
<p><b><u>Mainstreaming:</u></b></p> <p>BCF services that can demonstrate that they make a difference, meet local objectives and the outcomes of Every Child Matters may be</p>	<p>Staying safe</p> <p>Being healthy</p> <p>Make a positive contribution</p>	Effective commissioning of services for LAC and children with complex needs (CYPSPB workplan)	Proposals for joint commissioning processes go to CYPSPB/in place	<p>May 2005/July 2005</p> <p>Children's Services Plan 06/07</p>	<p>Best Value Review recommendations</p> <p>CYPSPB workplan (05-06)</p>

Barnet Children's Fund 3 Year Plan 05-08

Outcomes	Alignment to ECM	How will be measured	Targets 05-08	Milestones for achieving the outcomes	Relationship with other locally agreed plans
<p>sustained and developed with the aim of providing continuity in the delivery of preventative services which are shown to be effective.</p>	<p>Enjoy and achieve Economic well-being</p>	<p>BCF services that demonstrate meeting need/local targets may be mainstreamed</p>	<p>CRS FGC YISP RJIS all possible candidates</p>	<p>September 2005 - Evaluation of BCF projects feeding into planning  Quarterly finance and monitoring returns reviewed by Steering Group  Feedback to CYPSPB at key points in their planning cycle (which is when?) through to 2008</p>	<p>Children's Services Plan (06/07)</p>
		<p>Review &amp; evaluation of impact of programmes</p>	<p>Local evaluators final report  On-going evaluation by PM</p>	<p>September 2005  March 2008</p>	
<p><b>Partnership:</b> To increase the engagement of the voluntary sector in the delivery of effective preventative services</p>	<p>Make a positive contribution</p>	<p>BCF services understanding and responding to local development agenda around prevention  Continuing and growing presence of VCS on multi-agency forums</p>	<p>Bi-monthly meetings of Network over 3 years  Programme of workshops for c, yp and families' vol agencies</p>	<p>Annual review of services  Improved engagement with planning</p>	<p>Barnet Community Plan  CYPSPB workplan</p>

### 3.1.3 The opportunities and challenges being faced locally in embedding Children's Fund practices and principles into the emerging Trust arrangements

#### ❖ Opportunities

The Children's Fund enabled 3 partners to come together to create a project that allowed young carers to express themselves through fashion and design and to have the opportunity to be the centre of attention and shine in areas that they did not think possible. Working in partnership allowed us to pool all our resources and for us to learn from others in a collaborative and creative environment.

Project lead, Made to Measure

- The continuation of funding for a further three years provides a major opportunity to make a real difference in the lives of many 5-13 year olds and their families, deemed to be in need of extra support
- BCF as a whole has demonstrated a different way of working that can be showcased and provide a learning tool for the emerging Children's Trust (See 5.5, 5.8 and 5.10 for details)
- The evaluation of a number of BCF services demonstrates the value of the voluntary sector, and will provide us with opportunities to learn more about how projects function and with what outcomes
- The Steering Group is a partnership of agencies that has demonstrated the effectiveness of agencies working together towards shared aims and objectives across sectors (See 4.2 for details)
- The BCF commissioning process has shown how services can be developed based on need identified through a thorough mapping exercise (See Section 5)
- The Network of BCF funded projects provides a unique opportunity to build understanding across sectors and services (See 5.10)
- The recent appointment of a new Assistant Director, Children and Young People's Services for the PCT has confirmed the commitment of all agencies working together for the benefit of all children and young people.
- The National Service Framework for Children provides an opportunity to reconfigure some services in line with Every Child Matters
- Participation is seen as important, as highlighted in the Best Value Review. (See Section 5 for details)
- The development of an Anti-Social Behaviour strategy in the borough will provide an opportunity for young people to be referred to the Youth Inclusion and Support Panel
- The opportunities emerging from the Prolific and Priority Offender Strategy, under the strand of Prevent and Deter, will enable the identification of the most at risk of offending young people and for the development of targeted prevention.

## ❖ Challenges

Challenge	Solution	Actions
Constraints on statutory budgets that are most closely aligned with BCF will affect mainstreaming	<i>We will work with all our services to ensure that they are monitoring their outcomes and are able to demonstrate what contribution they are making towards the prevention agenda</i>	<ul style="list-style-type: none"> <li>▪ Achievable outcomes in SLAs</li> <li>▪ Reasonable reporting mechanisms</li> <li>▪ Feedback and development of services</li> </ul>
BCF is a small cog in a very big wheel – there is only so much that we can achieve with our funding and staff resources.	<i>We will use the resources we have to ensure that there is widespread understanding of the work of the BCF, and that all relevant agencies are able to access services</i>	<ul style="list-style-type: none"> <li>▪ BCF publicity to be widely distributed</li> <li>▪ BCF staff to give presentations at stakeholder forums</li> </ul>
Statutory and voluntary sector services are only just beginning to understand and work towards a partnership agenda.	<i>We will work with all our services to help them develop their understanding of partnership working, and to draw on our experience as a multi-agency work programme to show how it can be done.</i>	<ul style="list-style-type: none"> <li>▪ Workshops and training to be provided through Network meetings</li> <li>▪ Demonstrate good practice through the Steering Group</li> </ul>
There is a need to demonstrate the difference we are making in ways that make sense for different sectors.	<i>We will build up the contacts already in place to promote an understanding of the work of the BCF across all sectors. We will use relevant language and context to allow sectors to relate to the wider agenda</i>	<ul style="list-style-type: none"> <li>▪ As above, publicise the Fund, attend meetings etc</li> </ul>
Helping the voluntary sector to understand the changing nature of commissioning and grant allocations	<i>We will work with our funded services to ensure that they understand and are able to participate in commissioning processes.</i>	<ul style="list-style-type: none"> <li>▪ Work with BVSC to promote better understanding of commissioning across the sector</li> <li>▪ Workshops etc on ECM and the new children's agenda</li> </ul>
Engaging the wide range of communities, and reaching those groups that are traditionally excluded or self-exclude from dialogue	<i>We will engage with the relevant groups and organisations that support these communities to ensure that their views are taken into consideration as services develop and grow.</i>	<ul style="list-style-type: none"> <li>▪ Publicise BCF's work to agencies that support excluded groups</li> <li>▪ Participation project to actively engage with these communities</li> </ul>
Helping to address the current popular demonisation of young people and reducing the gap between the public perception of young people as perpetrators of crime and anti social behaviour, and their need to be protected, supported, enabled, consulted, included and provided with opportunity	<i>We will continue to promote the importance of involving all children and young people in decision making, and to demonstrate the contribution that <b>all</b> children and young people can make to their communities.</i>	<ul style="list-style-type: none"> <li>• Work with the YOS to promote the positive benefits of the YISP and RJ projects</li> <li>• Support the YOS in its participation agenda</li> </ul>

### 3.1.4 Plans for work to support projects and others to ensure that effective preventative services are sustainable in longer-term

The Evaluation process has been both challenging and useful: challenging because keeping the need for evaluation processes in mind whilst setting up the Family Counselling Service from scratch made me feel quite schizophrenic at times, particularly at the beginning. How could I begin to think of evaluating a service that didn't quite exist yet?! And it involved a lot of extra time and work. Equally, the need to keep such processes in mind was important during this period because it threw light and guidance on how to set it up with relevance both to the needs of the service and the needs of evaluation. Evaluation is an on-going process and may need refining according to need, but the systems are in place and working, and it was important for this to happen at the outset rather than further down the line.

Manager, Family Counselling (FWA)

BCF has a commitment to developing the abilities and capabilities of the local voluntary sector so that projects are sustainable beyond its life, whilst continuing to work with statutory services to build on their understanding of what resources are available locally and how to access them. Over the three years of the Programme we will:

- ***Build the skills and knowledge base of the Network so that it is better able to understand the changing environment of the children's sector and to engage locally as partners in the change agenda.*** This will be done by providing feedback from monitoring and evaluation to inform future service developments and fundraising efforts outside of the Children's Fund; one-on-one work with the Programme Manager to ensure that the wider agenda is integral to the delivery of individual services; providing a programme of speakers to keep people informed of relevant local developments relating to the children and young people's sector; signposting groups to relevant web sites and publications; sharing criteria for measuring outcomes across and beyond the Network.
- ***Encourage the voluntary sector to better demonstrate their role in preventative service delivery.*** This will be done by feedback from the monitoring and evaluation processes which they will be able to use to review and develop their services; building capacity within organisations so that they are more confident about their role and their ability to function as equals with statutory partners; identifying particular needs of the groups within the Network and ensuring that support is available to them through BVSC and others including the Safeguarding Children Board; helping them to develop their monitoring, administrative and finance systems so that they are able to use information to their benefit and to respond quickly to external requests.

- ***Provide a programme of participation training across all sectors, leaving a legacy of changed attitudes and understanding.*** This will be done by working with the Participation Project to identify which groups and services could benefit most from Participation Training and at what level; helping to publicise and promote the programme as part of a wider preventative agenda; ensuring that the Participation Project is integral to the Partnership Board's Participation Group, and that it is working in tandem with that Group to promote the Hear By Right standards across all sectors in the borough.
- ***Demonstrate difference through disseminating good practice e.g. around commissioning, evaluation, etc*** This will be done through the production of a bi-annual newsletter aimed at service deliverers; the attendance of the Programme Manager at strategic meetings and planning days; the Programme Manager attending practitioners meetings across all sectors to promote the learning from the BCF.
- ***Becoming an example of good practice in the way in which we involve children and young people in the work of the BCF*** and in the publicity and promotion of the work of the Children's Fund at all levels.
- ***Producing a web site and publicity that allows easy access to information about our services*** so that there is a wider knowledge and understanding of local resources that can benefit children, young people and their families.

The Children's Rights Service is absolutely committed to ensuring that the voices of disabled children and young people and children in need are heard in the planning and delivery of services that affect them. We are working with a range of partners to help this happen, and can see a future where disabled children and young people are considered equal partners in decisions that affect them.

*Manager, Children's Rights Service*

## **SECTION FOUR: PARTNERSHIP AND MANAGEMENT STRUCTURE**

### **4.1 Barnet Children and Young People's Strategic Partnership Board**

The CYPSPB will continue to be the body leading on developments towards a Children's Trust. It functions through a series of sub-groups, an Executive Management Group (EMG) and Board meetings on a quarterly basis. (See *Appendix 7 for a chart outlining the structure of the Board*).

The CYPSPB has established a strategic planning sub-group which is currently reviewing how the Board will develop and realign its strategic structures and planning arrangements so that it can meet the outcomes in Every Child Matters (see 3.1 above).

The CYPSPB has adopted the Hear by Rights standards and full training will be delivered to all members of the Board over the next few months, before it is rolled out to senior managers and other staff. This is in preparation for the establishment of the Shadow Board which will be in place by **April 2005**. The Shadow Board will be constituted of young people from across the borough.

### **4.2 Development of the Barnet Children's Fund Steering Group**

BCF will continue to function as a sub-group of the CYPSPB. Reports will be produced for each Board meeting and learning from the Steering Group's overview will be shared with other sub-groups and the Board itself as and when appropriate. The Programme Manager will present findings from the evaluation to the Board once a year to inform new and reconfigured service developments, and will report on developments in the Fund to the Board's Executive Management Group bi-annually.

The BCF Steering Group has recently undertaken a review of its membership. Arising out of this review, some people who had been involved with the BCF since its inception left the Group whilst others whose roles are more strategic, joined. The aim has been to set up a driving force that has representation from a wide constituency, with every member of the Steering Group reporting back to a forum, or workstream, that has an interest in children and young people (*Appendix 8*).

As a sub-group of the CYPSPB, the Steering Group will in part be led by the new developments of the CYPSPB's Shadow Board. (See 4.1 above). It will otherwise work with Reference Groups of parents, carers, children and young people as and when required.

The full membership of the Steering Group meets on a quarterly basis. Every six weeks there is a meeting of the Steering Group's Executive which is made up of the Chair, Vice Chair (also Accountable Body rep), Lead Agency, and the CYPSPB's Project Manager. The BCF Programme Manager reports to both of these bodies.

The Programme Manager is responsible for the overall implementation of the original BCF Preventative Strategy, and will be responsible for the implementation of this Plan. She manages a finance and monitoring officer who supports her by working closely with the Network to help build their IT capacity, and to monitor the financial requirements and service delivery of the BCF.

The Programme Manager manages the Participation Project. (See *Section 5 below*). She is also responsible for working with the Evaluation Team, and reporting back to the Steering Group on the progress of the evaluation programme. (See *Section 6 below*)

**By the start of 2008** the Steering Group's expertise will be channelled into the Children's Trust through the production of guidance on working with children, young people and families, and Good Practice Guides on commissioning and participation.

#### **4.3 Working with the Youth Offending Service (YOS)**

The children and young people we are working with are benefiting from the support, encouragement and positive activities that N-ABLE workers have been able to secure for them through the YISP. It is making a substantial difference to the lives of some very vulnerable young people.

YISP manager, Youth Offending Service

The Youth Offending Service has had representation on the BCF Steering Group from its inception. There is a close working relationship between the Programme Manager and the YOS Manager, who is also a member of the Senior Management Team of the Children and Families Service. The BCF Programme Manager is a member of Youth Justice Matters which is the Management Board for the Youth Offending Service and which reports to the Safer Communities Board and the CYPSPB.

Two major projects have been commissioned by BCF from the YOS – a Youth Inclusion and Support Panel (YISP) and the Restorative Justice in Schools Project (RJIS). The YISP in turn has commissioned parenting work from CAMHS. The YOS Manager has also recently taken over the management of '331', a local agency responsible amongst its various projects for the No Worries project (see *Section 5.5.1*).

The Programme Manager was a member of the original YISP Steering Group and helped to shape its design. This group has now been incorporated into the wider performance management board of the YOS, namely Youth Justice Matters. The RJIS Steering Group is also attended by the Programme Manager. Both of the lead managers on these projects attend the Network meetings.

The Steering Group has made a commitment to continue funding the YISP for the next three years dependent on it demonstrating the difference it is making to the lives of vulnerable young people at risk of engagement with the criminal justice system, as well as how this impacts on the wider youth justice agenda. This may lead to mainstreaming where resources can be obtained. Performance targets have been fixed by the Youth Justice Board around prevention which will assist performance monitoring and delivery.

Review meetings with the YISP manager and the YOS Manager on a regular basis will include consideration of monitoring information, and outcomes for individuals and their families against mutually agreed targets. Performance information around prevention is also routinely provided to Youth Justice Matters for reporting to the SCB and the CYPSPB.

The RJ project is being evaluated by the Local Evaluators, and we are considering how this project can be rolled out beyond the five primary schools in which it currently functions. Very early discussions with the Police Service indicate an interest in the continuing development of the RJ project, and possibly a financial commitment as long as the project can demonstrate the difference it is making to school performance. All of Barnet's school liaison police officers are RJ trained, and there is an active RJ approach in a number of secondary schools which it is hoped to build on in the near future. Discussions will also take place with the LEA who could benefit from the wider implementation of an RJ scheme across all primary schools in Barnet.

The YOS will be undergoing its first inspection in the next year or two. This is a multi-agency inspection and it is hoped that the BCF Programme Manager will be involved in this on some level.

#### **4.4 The role of the Voluntary and Community Sector (VCS) in the developments in the Barnet Children's Fund**

BCF is committed to the involvement of the voluntary and community sector in its work. The Chair of the Steering Group is the coordinator of a medium sized local voluntary sector agency that supports disabled children, young people and their families, and other non-statutory forums are also represented on the Steering Group (*See Appendix 8*). Nearly all of the funding is allocated to voluntary sector groups, and the intention is to maintain this position as the Fund continues to respond to local priorities.

BCF will continue to consult widely across the Children and Young People's voluntary sector and to use the Network to gain feedback and input into its development. It will work with BVSC's Children, Young People's and Families Network to identify need and gain learning about local priorities. The Programme Manager will attend relevant voluntary sector meetings and forums to keep people informed of developments and to get feedback on its work.

Through its contribution to the role of the Children's Voluntary Sector Development Officer (CVSDO), employed by BVSC, BCF will have access to information and developments within the wider children and young people's sector.

BCF will ensure that its Comments, Complaints and Compliments Procedure is widely available, and that organisations and groups are encouraged to feed into its work via the web site, through the Participation Project and other feedback mechanisms.

#### **4.5 The role of children, young people and families in decision making**

BCF are committed to ensuring that children, young people and their families have a role in decision making and in any new commissioning processes. Our Participation Project is well established and is the route that we use for this. Over the last year we have worked with groups of children and young people to ensure their involvement in a number of BCF initiatives, including funding panels.

Each BCF funded project has a Participation Plan to guide them in involving children and young people in their work. BCF will work with these groups to gather regular feedback on its services, and in turn to feedback to groups about developments in the Fund.

##### **Case Study: Things That Last (Capital Expenditure)**

The Participation Worker worked with children and young people from across 3 BCF funded projects to develop the guidance and application form for the Things that Last bids. Once completed, the guidance and forms were sent out to over 300 children and young people's projects across the borough. The guidance stated very clearly that applications needed to be completed by children and young people, unless the project was for some reason unable to involve them, in which case they had to be written in such a way that children and young people could read them and make sense of what they read. Criteria were drawn up out of the guidance, and in July 2004 an Assessment Panel of 12 children and young people met to look at all the bids received.

Lively discussion followed, with excellent observations being made by the children and young people about the bids that had been submitted. Adults were around to help facilitate some of the discussions, but overall there was little need of this.

Overall £15500 was allocated to a range of agencies, based on what children and young people had said they wanted for their group, and assessed by children and young people from other services.

Samples of the guidance and application form are attached at *Appendix 9*

## SECTION FIVE: PROPOSED ACTIVITIES

I love coming here because I learn more of the Qur'an. I come here to have fun and have extra lessons. This is the best place I've ever been to yet.

Participant, Equality in Education Project

It is great to be able to offer parents of over-5s a service after they have finished with Open Door (Mencap's drop in for under-5s). It is also very positive to gain closer ties between the Parent Partnership Scheme and Mencap, and to be able to offer exciting training to parents. It's been a way for us to reach parents of children at mainstream who do not get the same service anywhere else.

Parent Partnership Manager, Next Stop

BCF originally commissioned its services against four themes. Service Level Agreements with all commissioned services included the outcomes sought by the wider Children's Fund agenda, as well as those of importance to Barnet. Services were commissioned initially for one year due to the uncertainty over future funding. Now that we are clear about our next three year allocation, we will review all Service Level Agreements and begin to re-align them to ensure that they are working towards at least one of the 5 outcomes of Every Child Matters, and to this Plan, and will aim to commission for the full three years.

Seven of our 16 commissioned projects are subject to an on-going external evaluation. This evaluation will be absolutely key to BCF in determining the difference that services make to the lives of children, young people and their families. The evaluators' task over the next 18 months will be to monitor activity against local targets and the five outcomes and to provide the Steering Group and the Partnership Board with some indication of which services are most effective in meeting them, help inform discussions on recommendations for commissioning processes and mainstreaming activities *Section 6*).

## 5.1 How we will commission services

### ❖ Restructuring

BCF will restructure away from the four themes to which it commissioned in its first year. Instead, services will be commissioned in line with the planning priorities of the CYPSPB and the five outcomes in the Children Act. Reference will therefore be made to the National Service Framework for Children, the Best Value Review for Children recently undertaken and the relevant Performance Management Plans for Education and Social Services to ensure cohesion across wider strategies and developments.

The intention is to re-commission most of the services that were established in the first year, after consideration of outcomes and performance during 04-05. This is to allow projects some permanence that will enable them to begin to demonstrate how they are meeting local objectives and the difference they are making to the lives of children, young people and their families. By extending the timescales of newly set-up projects they will have time to embed good practice around participation and involvement of their client groups in their development, and have the opportunity to learn from their experiences. BCF will also have the opportunity of gathering reliable information that can inform future decisions regarding mainstreaming etc

### ❖ Development

During the financial year **05-06** a development programme will be established for the Network with the aim of helping projects to fully understand the meaning of 'prevention', building their knowledge and capacity to deliver to the local agenda and the 5 outcomes, gaining an understanding of local priorities and strategies and so position themselves appropriately for mainstreaming. Throughout the year the Programme Manager will work with all projects to monitor their performance and to support those that may be struggling to meet their objectives. This programme will continue through **06-07**, and **07-08** so that services are kept fully informed of the move towards the Children's Trust and are able to identify their role in this development. The programme will also build up the relationship between the different services, and showcase the difference such a way of working can make.

### ❖ Appraisal

A full review of each funded service will be undertaken in **September 2005 and in all subsequent Septembers to 2007** at an Appraisal Panel where, alongside the results of the first year's evaluation and criteria outlined below (5.8: *Judging Cost Effectiveness*), decisions will be taken on whether a service is meeting its objectives, if it will continue to be funded, and to what level. With the assistance of the Participation Worker, we will ensure that children, young people and parents/carers are involved in this process, gathering feedback on the value of the services they use, and participating on the Appraisal Panel.

Support for fundraising will be made available to all BCF services to help them expand their project, to seek match funding, or in some cases for facilitating the migration into the mainstream. This will be particularly important as BCF funding decreases in years 2 & 3.

Over the second year of the programme, **06-07**, services will need to continue to demonstrate that they are meeting their objectives, meeting local priorities and meeting the requirements of the Children Act so that they can make their case for continued funding into **07-08** and to prepare them for mainstreaming, where possible.

❖ **New commissioning**

Where there is unallocated funding or underspend over the three years we will respond to local need, either as it is highlighted in the Best Value Review, the Children and Young People's Plan or from other sources that indicate an unmet need, such as the Substance Misuse Strategy or the SEN Inclusion Strategy. We will work closely with the CYPSPB on this.

❖ **Partnership**

Where we can support the work of the local SureStart programme, or services that Connexions may be developing where our age ranges overlap, we will endeavour to do so. For instance, in the summer of 2004 we allocated a small amount of funding to a Youth Service project that worked with 11-13 year olds over the summer holiday and that had very positive benefits for a particular community. If we are able to do this again - or something similar - we will do so.

We make friends here.

Participant, Barnet Central African Refugee Community

The change in one member of staff in our school who attended the training course has totally transformed the atmosphere of the school. This in turn has impacted on her relationship with the pupils in her class.

Headteacher, Restorative Justice in Schools

## 5.2 Programme Structure

### 5.2.1 General structure

BCF has, to date, been structured around four themes:

- Participation and Involvement of children and young people
- Health and well-being of children and young people
- Support for families
- Crime Prevention

The format will now be changed with services being commissioned to deliver against the five outcomes in the Children Act ***as they relate to local priorities and planning processes***. That is,

- Staying Safe
- Being Healthy
- Achieving economic well-being
- Enjoying and Achieving
- Making a positive contribution.

### 5.2.2 Voluntary Sector Development

BCF will continue to provide an element of funding towards the Children's Voluntary Sector Development Officer (CVSDO). The balance of the funding for this role comes from the Local Authority. The role is seen as pivotal for ensuring that the voluntary sector is in a position to take on its responsibilities as a joint partner in the implementation of the requirements of the Children Act.

Barnet Voluntary Service Council (BVSC) is the Lead Agency. BVSC's CVSDO works closely with the BCF in identifying and supporting the children's and young people's voluntary sector. BVSC's Development Officer and Fundraising Officer run regular training programmes to support voluntary agencies across the sector. The CVSDO works closely with these two members of staff to provide support to projects that have been identified as most in need of this kind of help. She supports the Children, Young People's & Families Network, as well as participating in the BCF Network.

As this programme of capacity building continues, and as the links between the BCF and the voluntary sector grow and develop, it is anticipated that confidence both within the voluntary sector and within the statutory sector in the role that the VCS can play will strengthen.

Where possible we will work to build the strength of the VCS in such a way that services that may currently be delivered by large, national organisations could reasonably be delivered by smaller local agencies, able to respond better to local need.

An element of the Programme Manager's costs have been allocated to strategic development in years 2 and 3 and some of this work will also focus on the voluntary sector.

### 5.2.3 Participation Project

Clients' opinions should be at the forefront of any decision that is made concerning a service designed to meet their needs. It is the necessary link between theory and good/effective practice. Often this good intention can get sidelined or lost. Barnet Children's Fund's Participation Project has been key for us in facilitating meetings that provide meaningful conversations as to how best to ensure that parents wishes are made known and met within a workable framework.

Project Manager, Hope House Parenting Centre

The Participation Project gives us a way of promoting the service and raising student self esteem at the same time. It has made us realise what is possible on a small budget. The Participation Worker has helped our students to feel valued and given them activities which are highly relevant to their needs.

Project Manager, No Worries

BCF will commission the Participation Project for the full period of the Children's Fund's remaining life **to 2008**. This project will continue to employ a Participation Worker who will:

- play a major role in providing training to both statutory and voluntary services on how to involve children, young people and families in project and service development
- develop the skills of children, young people and their families so that they are empowered and able to use their voices effectively on the Shadow Children and Young People's Strategic Partnership Board, and in other forums and public arenas
- be a major player in the Barnet Participation Implementation Group - a sub-group of the CYPSPB - that involves working with Connexions, the Youth Service, and Early Years to implement a borough-wide Participation Strategy
- work with the BCF Steering Group to help them undertake a review of their own processes and procedures with regard to involving children, young people and families
- lead on the implementation of the Hear By Rights Standards across the borough

- work with the BCF Network to develop their capacity to work with children, young people and families and to demonstrate good practice within a focused group that can then be disseminated to a wider audience.

The Participation Project will embed a recognition of the importance of involving children, young people and their families in *all* service development relevant to them. In line with the Best Value Review, we are particularly concerned that those vulnerable groups within the child population that require specific support to participate have processes in place for ensuring their involvement is facilitated and valued, such as disabled children and young people, young refugee and asylum seekers, traveller and gypsy children and young people, looked after children and children of drug and alcohol abusing parents. This will be done by working with services and agencies that have direct involvement with these client groups. We will build trust through a cycle of consultation, feedback and demonstrating difference to users, and demonstrating good practice to other practitioners wanting to engage these groups.

Services will be encouraged to develop Complaints, Compliments and Comments Policies *with* children and young people that they can use to have a voice in a more formal procedure.

#### 5.2.4 Mainstreaming

In Barnet we need more fitness programs for girls, especially Muslim girls. Everything is for boys and there is nothing for us to do.  
Participant, Barnet Central African Refugee Community

Services that can demonstrate that they are making a difference to the lives of children, young people and their families, that are meeting local priorities, and consequently at least one of the five outcomes, and those that demonstrate that they are providing value for money may be considered for mainstreaming.

BCF will work with groups to ensure that they are providing monitoring information that is of use to them and to the BCF, and that demonstrates the above requirements. The Local Evaluation will also feed into this.

By **September 2006** we aim to have a clear picture of the strengths and weaknesses of all of BCF's projects and where they fit into local priorities, and will be in a position to present the case to the CYPSPB for which services could be mainstreamed and with what benefits. From **September 2006 to September 2007** services which have been identified as having the potential for mainstreaming will be supported and where possible joint funding will be sought.

Over the remaining three years of the BCF we will work with the CYPSPB to develop outcomes standards that can be used by the council, the voluntary and community sector and all agencies working with children and young people.

Support will be provided to services where continuation funding is not available, and all services will be supported to develop an exit strategy from early on in their contracts.

### **5.3 Information Sharing and Assessment (ISA)/Common Assessment Framework (CAF)**

BCF is part of the borough-wide group considering the development and implementation of a Common Assessment Framework and ISA, which will be piloted in Barnet's Full Service School (Whitefield) from **January 2005**, to be developed and rolled out across agencies – including the BCF - for full implementation by **April 2005**. (*Appendix 10*).

Barnet's Children's Information Service (CIS) are leading on the development of a Service Directory which will be part of the council's intra/internet content management system, thus available to all Barnet staff. This is due to be on line by **January 2005** and fully operational by **March 2005**, and will be linked to the BCF web site (to be launched in February). It will also include a description of all BCF services. Flyers outlining BCF's services are already widely available across the different sectors, and will be updated in the new financial year.

Barnet Council are recruiting a Workforce Development Manager to support new initiatives for the social care workforce. This post is jointly funded by the North Central London Strategic Health Authority. It is intended that the post holder, based in Barnet, will have lead responsibility for Common Core Skills for Children's Services amongst their project responsibilities. This will be an opportunity for all partner agencies in Barnet to have a strategy in place to deliver a range of core training for all staff working with children. BCF will be working to ensure that voluntary sector staff are included in training wherever it is reasonable for them to do so.

### **5.4 Resources allocated to which services**

BCF will allocate its resources according to local need and priorities, as outlined in Section 7. There is a commitment to ensuring the continuation of the evaluation at its current level for one more year (**05-06**), and at a reduced level for 6 months in **06-07**. There is also a commitment to maintaining the YISP at its current level, which proportionally is now higher than the original 25%.

The parents we have been in contact with through our groups have found that they have been able to deal with their children's special needs more confidently. They have also been empowered to deal with the ever increasing amount of paperwork that is associated with special needs children. We as an organisation have benefited very much from being involved with other groups.

Project Manager, Ezer North West

## 5.5 How services and activities will be planned, commissioned and developed to work together

BCF will plan and commission its services based on three criteria

- Existing strategies, plans and priorities
- Meeting unmet need
- Effectiveness

BCF is already linked into a number of local strategies, priorities and targets, a summary of which follow:

### 5.5.1 Full Service School/Extended Schools

Whitefield Secondary School has been identified as the borough's first Full Service School. The school serves young people who come from some of the most deprived wards in the borough. The coordinator of the project is working with agencies across all sectors to develop a range of services to be delivered within the school setting and in other appropriate, linked venues. BCF is working closely with the Full Service School to ensure that where possible, funded services can be delivered within this programme, and will build on these links as the Extended Schools agenda is rolled out from April 2005.

*BCF linked projects:*

**No Worries Group** – this project supports young people (11-13) who are experiencing high levels of anxiety and who as a consequence do not attend school, or have the opportunity to socialise. The Full Service School will provide a venue for meetings, and allow easy access for anxious young people living in the area who need support. This project is addressing the needs of a small but socially excluded group of young people who benefit from the one-to-one interventions provided by it.

**Parentline Plus**, the national parenting organisation, have trained 13 Barnet residents to deliver their parenting programmes across the borough. It is intended that parenting programmes will be run through the Full Service School, with referrals coming from within the school itself and from the primary feeder schools, thus providing a community resource.

**The Crossing** – a Family Support project for families where there is drug or alcohol misuse and where there are children aged 5-13. This service will run a drop-in at Whitefield School for parents/carers living in the area.

**N-Able (Barnet's YISP)** works closely with the Full Service School to provide support to children and young people aged 8-13 who are at high risk of getting involved in criminal activity. The school provides a venue for the Panel meetings, and for the support of identified young people.

**Family Counselling** is a Relate North London project funded by Barnet Children's Fund to facilitate access to counselling to families who would not otherwise be able to get this kind of support. It too will run sessions as part of the FSS.

*Local linked targets: Improve targeting, coordination and effectiveness of support for children whose achievement is at risk (Education PMP)*

### 5.5.2 Homelessness Strategy

Barnet published its three-year Homelessness Strategy in early 2004, after a period of consultation and the setting up of the Homelessness Forum. The Strategy is being implemented through a number of sub-groups dealing with different aspects of homelessness, one of which focuses on homeless families and young people. BCF is involved in this group. The Best Value Review recommends the development of services to support homeless families with children.

#### *BCF linked projects*

**Parenting Surgery - Hope House** is a project that provides support to families living on the Fallowfield and Summers Lane estates. A parents/carers group meets every Monday during term-time. Workers are available to provide signposting and advocacy for specific needs such as homelessness, access to education etc. There is also the opportunity to develop computer skills, and space for personal development. This project is working closely with Parentline Plus to provide support to parents who are struggling with their children's behaviour.

**Family Group Conferencing** will be available to families experiencing high levels of stress that may be affecting their relationships. Homelessness is a major cause of stress that affects family life in a negative way, and Barnet Children's Fund will work with the Housing team to publicise the Family Group Conferencing service, to ensure that it reaches those families most in need of support.

*Local linked targets: Families with children in temporary accommodation are supported (Housing PMP)*

### 5.5.3 Parenting Education Support (PES) Strategy

A Parenting Group has recently been established in Barnet bringing together all agencies that provide parenting support from the voluntary and statutory sectors. BCF is a member of this Group, and consequently linking into a wide range of activities to support parents and carers. The PES Strategy has not yet been approved by the CYPSPB, but there is a commitment locally to developing parental support in recognition of the importance of home support in children's and young people's learning and growth. A number of initiatives, including the Primary Project and the YOS's Parent Support Group, run neatly alongside the parenting work funded by BCF.

#### *BCF Linked projects*

**Parentline Plus:** As above. Parentline Plus are working with the Parent Partnership Scheme to develop a training programme for parents of children/young people who are ADHD.

**Parenting Surgery - Hope House:** As above

**Family Support - The Crossing:** As above

**Next Stop:** Barnet Children's Fund has funded a joint project with Mencap and the Parent Partnership Scheme to provide support to families where there is a child/young person with a disability. This project works on two levels – Mencap run a monthly drop-in where a worker is available to provide general advice and signposting to other relevant services; the Parent Partnership Scheme holds information and training days to give general information to parents/carers about education for special needs children, as well as providing independent one-on-one advice.

**lpop's Saturday programme:** Parents of disabled children and young people attending lpop's Saturday club with their children have access to a support worker who signposts them on to other appropriate agencies and will make referrals as necessary.

**N-Able:** has commissioned parenting work from CAMHS.

**Ezer North West:** Are providing parenting support groups to Orthodox Jewish families who are often struggling to bring up large families in difficult circumstances

*Local linked targets: Fewer looked after children (Children and Families PMP)*

#### 5.5.4 National Service Framework (NSF) for Children

A PCT-based group has been set up to look at the implementation of the NSF for Children, and is working towards developing a tool kit for implementation of the 11 standards across primary health services. It will be linked directly to the five Outcomes, and the BCF will continue to work closely with the lead on this group to ensure cohesion between this Plan and the local implementation plan for the NSF.

##### *BCF Linked Projects*

*All of the Standards in Part 1 of the NSF for Children are of relevance to the work of the BCF; therefore it follows that all BCF services will be supporting the implementation of the NSF for Children. Particular projects where there are an immediate link are:*

**Parenting Surgery - Hope House:** As above. Links will be developed with health visitors and school nurses to promote this project

**No Worries:** As above

**Parentline Plus:** As above

**Participation Project:** will work across all services – including the PCT - to promote participation in decision making

*Local linked targets: Schools and other settings help to ensure that children and young people are well nourished and active (Healthy Schools)*

#### 5.5.5 CAMHS Strategy

The draft CAMHS Strategy will be available in **February 2005**. Some elements of the action plan noted in the Strategy relate directly to needs identified in the BCF original Delivery Plan, such as counselling in schools and the need for parenting groups. The draft Strategy notes that there is a lack of understanding 'of the role of the voluntary sector in delivering mental health services and supporting children, young people and their families where there may be a mental health issue'. BCF will be working with CAMHS to help develop this understanding.

##### *BCF linked projects*

**No Worries:** As above

**Restorative Justice in Schools:** This project is being run at 5 primary schools through the Youth Offending Service. It counters the effects of bullying in schools, and works on a whole school approach. It is recognised as being an effective service.

**Participation Project:** This project works to involve children, young people and families in developing and running services with the aim of boosting self-confidence and self-esteem.

*Local linked targets: There is a comprehensive CAMHS in place, including health promotion and early intervention*

### 5.5.6 Young People and Substance Misuse Strategy

This Strategy was approved by the CYPSPB in the Spring of 2004. It demonstrates a commitment to helping build capacity of services through the involvement of children, young people and their families and prioritising young people in 'identified vulnerable groups'. The Best Value Review recommended that children and young people living with substance misusing parents should be identified and that there should be support for these children and young people. These two priorities are reflected in the work of BCF, most particularly through the Participation Project and The Crossing (see below).

*BCF linked projects*

**The Crossing:** As above. In light of the BVR recommendations, this project is an excellent candidate for mainstreaming and we will be working with them and with the CYPSPB to enable this to happen.

**Barnet Central African Refugee Community:** This project runs a Saturday School for children and young people from East Finchley and West Hendon. Part of their curriculum covers awareness raising on substance misuse and feeds into the national curriculum

*Local linked targets: Identification of children and young people living with substance misusing parents (Best Value Review)*

### 5.5.7 Safeguarding Children's Board (SCB)

The purpose of this Board is to safeguard and promote the welfare of children through meeting the requirements of 'Working Together to Safeguard Children'; to contribute to, and work within, the framework established by the CYPSPB and to provide support in safeguarding children to all agencies/groups working with children e.g. in accessing appropriate training. A member of the Safeguarding Children's Board sits of the BCF Steering Group.

*BCF relevant projects*

**Family Group Conferencing:** As above

**Children's Rights Service:** The Children's Rights Services has been commissioned by BCF to provide a voice for disabled children and young people, working to the recognition that some of these children and young people are amongst the most at risk in our society.

**Supplementary Education – Iftiin/Somali Family Support Group:** This project works with children and young people from the Somali and other minority communities, many of whom experience racism on a daily basis. This is a key concern for the SCB and BCF will work with the Board to keep them informed of the effects of racism on these communities.

*Local linked targets: Fewer looked after children (Children & Families PMP); fewer pupils with a statement placed outside the borough in residential and day schools (Education PMP); children and young people are supported in making their voices heard on decisions which affect them (DfES/Best Value Review)*

### 5.5.8 SEN and Inclusion Strategy 2004-08

The Special Needs and Inclusion Strategy has just been approved by Council and a series of Action Points have been drawn up to facilitate its implementation. BCF will work closely with the SEN team to ensure that any overlap in priorities are jointly identified and supported where possible. This is already happening through the MENCAP/Parent Partnership project that BCF funds.

*BCF relevant projects:*

**Next Step:** As above

**Ipop:** As above

**Parentline Plus:** will be running a support group for parents of children who have been identified as ADHD in 2005

*Local linked targets: Fewer pupils with a statement placed outside the borough in residential and day schools (Education PMP); all pupils achieving their full potential (Education PMP)*

### 5.5.9 Teenage Pregnancy Strategy

The Teenage Pregnancy Strategy is part of the Youth Service, and reports to the CYPSPB. It is working to the targets laid down in the national Strategy, and is due for a review of local targets.

*BCF relevant projects:*

**Barnet Central African Refugee Community :** As above

**Parentline Plus:** could be commissioned to deliver training to parents on how to talk to their children about sex and relationships, thus contributing to the preventative element of the Strategy

*Local linked target: Reduce the number of under 18s conceptions by 15%*

### 5.5.10 Domestic Violence Strategy

The Domestic Violence Forum which is responsible for implementing this Strategy is looking at developing a system to provide best practice and identify gaps in provision of services; will be identifying and delivering Multi Agency training and advice to statutory and voluntary agencies, and actioning a media strategy by identifying PR issues and opportunities and raise awareness via campaigns and events. The intention is to develop a corporate Domestic Violence Policy for the authority. BCF will work closely with the Forum to help them involve children, young people and their families in all these developments.

*BCF relevant projects:*

**Participation Project:** will work with the DV Forum to help them establish ways of working with the children, young people and families with whom they have contact

*Local linked targets: Children and young people have opportunities to contribute, take decisions and to run activities themselves (CYPSPB workplan/BVR); children and young people know how to find information and help when they need to (CYPSPB workplan/BVR)*

### **5.5.11 Safer Communities Board**

The role of the Safer Communities Board is to oversee multi-agency strategies in respect of crime and disorder, youth offending and drugs and to ensure that these issues are being tackled in an integrated way and contributing towards making Barnet safer. The Board also fulfils the responsibilities under legislation of Crime and Disorder Reduction partnerships and Drug Action Teams.

*BCF relevant projects:*

**N-Able** – as above

**Restorative Justice in Schools** – as above

**The Crossing** – as above

*Local targets: Young people are less likely to be victims or perpetrators of street crime (Corporate Plan)*

## **5.6 Key changes to existing services**

As outlined in 5.1. above, during **2005-06** BCF will be reviewing all services against their delivery and agreed objectives. The intention is to try to maintain all services at their current level for this year. Changes to services will be negotiated to bring projects in line with local priorities, the 5 Outcomes and with reference to the NSF for Children Standards.

## **5.7 Barnet Children's Fund services and Every Child Matters outcomes**

BCF services fall mainly into two categories – those that directly support children and young people and those that directly support parents and carers, although the YISP supports both parents *and* children/young people. One further theme is strategic services. In line with the guidance, a list of our current services and the ECM Outcomes to which they relate follows:

### 5.7.1 Services that support Children and Young People directly

I really like music class. I will be shocked if I hear that we're going to learn a song I already know about. I wonder if we will have a big day like the african drummers day sometime this summer but not exactly like the african drummers day but something a bit similar. If you have thought about something like that please tell me if you have some arrangements.  
11 year old student with autism at IPOP music school

Every Child Matters Outcome	Service name	Target group/ ages	Target area/ schools	Description of service
<b>Make a Positive Contribution</b>	LB Barnet/Barnardos <b>Children's Rights Service</b>	Disabled children Children in need (5-13 yrs)	Borough wide	Advocacy and listening to children project for disabled children and young people, and children in need
	Barnet Voluntary Service Council <b>Participation project</b>	All children and young people (5-13 yrs)	Borough wide	Project involving c & yp in the development of services. The Participation Worker works with organisations to train staff and encourage participation at all levels.
<b>Be healthy</b>	IPOP <b>Saturday Music School</b> <b>Sunday Football Club</b>	Disabled children, children with SEN, and their families (5-13 yrs)	Borough-wide	Weekend activities for disabled children and young people and their families, including: Music School; Football School; play, social and learning opportunities
<b>Enjoy and achieve</b>	Central African Refugee Org/African Family Organisation <b>Saturday School</b>	French speaking children and young people from African communities (5-13)	East Finchley and West Hendon	Supplementary education and social activities on Saturdays for children and young people at risk of not achieving at school due to lack of English language skills.
	BHSS/331 <b>No Worries</b>	Children & young people at risk of social exclusion or socially excluded (10-13 yrs)	Borough-wide; service delivered at 331 West Hendon	Support service for young people experiencing high levels of anxiety that affects their ability to attend school. Aimed also at those at transition stage (yrs 6-7)
	Iftiin/Somali Family Support Group <b>Equality in Education</b>	Somali children and young people at risk (5-11 yrs)	Dollis Valley	After school support for children and young people from the Somali community who are struggling at school
<b>Stay Safe</b>	Youth Offending Team – N'Able <b>Youth Inclusion and Support Panel</b>	Children and young people at risk of involvement in criminal behaviour( 8-13 yr)	Borough wide	Support for children and young people through one on one intervention and access to diversionary activities.

	Youth Offending Team <b>Restorative Justice In Schools</b>	Children experiencing bullying or affected by bullying and anti-social behaviours in school (5-11 yrs)	5 schools: Brunswick Park Barnfield Bell Lane Edgware Colindale	Anti-bullying programme with a whole school approach. It promotes children taking responsibility for their actions through negotiation and building understanding.
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### 5.7.2 Services that support parents, carers and families

The school can be so intimidating. They often turn it on you. Having someone to support you, who knows the terms and the system is so brilliant. It's such a reassurance.

Parent participant, Hope House Parenting Surgery

Every Child Matters Outcome	Service	Target group/ ages	Target area/ schools	Description of service
Stay safe/be healthy	Ezer North West <b>Support groups for Orthodox families in need</b>	Orthodox Jewish families in severe need (5-13 yrs)	Borough-wide	Support groups and one on one work
	Relate N London <b>Family Counselling</b>	Families in need; particular focus on black and ethnic minorities (5-13 yrs)	Borough wide	Free family counselling service aimed at families where there is a child aged 5-13. Also work with single parents to address family issues.
Enjoy and achieve	Mencap/Parent Partnership Scheme <b>Next Stop</b>	The families of disabled children/ yp & children/yp with SEN (5-13 yrs)	Borough-wide	Support, information and advice to parents and carers of children with disabilities, with a focus on education and transition
Stay safe	The Crossing <b>Positive Parenting</b>	Families where there is drug or alcohol mis-use (5-13 yrs)	Borough-wide	Support for parents/carers through one on one work and in groups
Be healthy/stay safe/make a positive con	Parentline Plus <b>Building confidence for parents in Barnet</b>	Families in need of parenting support (5-13 yrs)	tbc	Training 13 facilitators to deliver four P'Line Plus training programmes to families
Stay safe	Hope House <b>Parenting Centre</b>	Families in need of parenting support, information etc (5-13 yrs)	Fallowfield Estate; Summers Lane Est	Weekly drop-in sessions, with access to advice, one-on-one support, group activities, targeted courses for single , young and isolated parents
Stay safe/ make positive contribution	Family Welfare Association/LBB <b>Family Group Conferencing</b>	Families in need (5-13 yrs)	Borough-wide	Service aimed at helping families stay together, and plan for their children's futures.

<b>Be healthy/ stay safe/ make a pos contribution</b>	IPOP <b>Parenting Support</b>	Families of disabled children/yp	Borough- wide	Signposting and support for parents of disabled children and young people who use the Saturday Club (as above)
<b>Make a positive contribution</b>	Youth Offending Team <b>Youth Inclusion and Support Panel</b>	Families where there are children and young people at risk of involvement in criminal behaviour (8-13 yrs)	Borough- wide	Support to parents of c & yp involved in the YISP through parenting groups.

### 5.7.3 Strategic Services

<b>Capacity building</b>	Barnet Voluntary Service Council <b>Strategic Services</b>	Children's voluntary sector (all groups)	Borough wide	Building the capacity of the children's voluntary sector so that it is able to develop partnerships, improve effectiveness and build sustainability.
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### 5.8 Arrangements for judging cost effectiveness

Projects will be asked to demonstrate that they have planned their service to achieve the maximum outputs possible from their allocation. They will need to show that

- they have allocated adequate staffing to deliver their project
- they have taken inflation and cost of living into consideration
- their administrative and overhead costs are within a reasonable limit
- they have taken into consideration other running and support costs to be able to deliver a meaningful service
- they are increasing the numbers of children, young people and families supported each half-year (2.5% savings)
- for the YISP, more accurately identifying and targeting the most at risk children will be used as a target for judging cost effectiveness
- they are contributing to local prevention targets.

BCF will also consider **qualitative** data for judging the cost effectiveness of its services, and will work with its local evaluators to develop appropriate indicators to inform this discussion. The **value added** element of the voluntary sector will be taken into consideration, as will **innovation** and **feedback** from users, particularly children and young people.

All projects will be asked to submit a finance profile for each year for which they are funded and to demonstrate their cost effectiveness based on all of the above.

## 5.9 The role of the voluntary sector in service design and delivery

BCF is committed to the delivery of its services through the voluntary sector. There is a general acknowledgement of the particular role that the voluntary sector has to play in meeting needs identified from within the various communities with which it works. There is also a commitment to developing the capacity of organisations so that they are able to provide a quality service, and can demonstrate effectiveness and value for money. Also see 5.2.2 above.

As part of the BCF Network (see below), BCF funded services are working closely with the Participation Project to address issues of participation and involving service users in service design and delivery. This will continue to be a focus for our work, as described in 5.2.3 above.

### **Case Study: The BCF Network**

The BCF Network brings BCF funded services together to share experiences of running a Children's Fund project. Because of the way in which these services have been commissioned, the Network is proving to be a unique opportunity for projects that might not otherwise be in contact to be brought together under an umbrella of shared aims and objectives. Groups are recognising that there is a cross-over in their services, and that individual children, young people and families can benefit from other services that they might not know about yet or have otherwise considered. Learning from the Network is fed back to the Steering Group and into its decision making processes. The groups are benefiting from a focused approach from the Participation Worker, and some of them are also benefiting from the input of the Local Evaluators. Altogether this support gives the groups the skills and a framework within which to design and deliver services that meet the needs of those communities with which they work. We are currently considering developing thematic networks around the five outcomes which will further build on services' ability to respond to the wider strategic agenda.

Working together to benefit parents and families in Barnet has been extremely positive for us. Building links with other organisations who are serving Barnet families has been very beneficial and will leave a network of valuable resources for Barnet's future.

Project Manager, Parentline Plus

For more on the role of Barnet Voluntary Service Council and the Children's Voluntary Sector Development Officer, see Section 5.2.2.

## **5.10 How children, young people and families will influence the design and delivery of BCF services**

Working with the range of BCF services has been a challenge but the work is now beginning to gain real momentum and we are starting to see a real change in how children, young people, families and services are responding to what we are trying to do.

Participation Worker, Participation Project

BCF has always stated a commitment to the participation and involvement of children, young people and their families in its work. Children and young people were involved in the recruitment of the Participation Worker, and consequently at all levels of decision making and delivery relating to the launch of the BCF in April 2004; they worked with the Participation Worker to develop the guidance for the Capital spend of the Fund, and formed the panel that made decisions about the allocation of that spend. It is anticipated that they will also be involved in future decisions about funding allocations. Full support is available to them in these processes.

The Participation Project is one of BCFs larger projects (See 5.2.3). A Participation Worker was appointed in February 2004. A large element of her work programme has been to support BCF services to help them develop how they work with and involve children, young people and their families in their services. This is proving to be very successful, with all BCF funded groups putting into place an action plan to address participation and involvement. The Participation Worker then helps groups to review their plans and to continually improve and learn from them.

Children and young people are therefore beginning to influence those services in which they are involved. Their parents and carers too are encouraged to get involved in decision making on a local level in these groups. Feedback from services will come to the Steering Group via the Programme Manager who works closely with the Participation Worker.

To date we have mostly focused on the groups funded by the BCF but the Participation Project is set to expand so that it is able to work with a wider range of services such as schools (including the Full Service School), other voluntary and statutory agencies.

Over the next three years there is an intention to set up Reference Groups as and when needed, which will inform the work of the BCF Steering Group, providing input in the design and delivery of services.

We are committed to embedding the participation of children, young people and families in all services in the following ways:

- By demonstrating the difference that involving children, young people and families has made in the development of appropriate and focused services
- By giving practitioners the tools to understand how to work with children, young people and families through a programme of training and on-going support so that practice changes
- By ensuring that all planning takes children, young people and their families into consideration through the provision of accessible frameworks within which to work
- By supporting the borough's Participation Group, BCF will deliver on the ground for the Partnership Board
- Through the on-going development of the Children's Rights Service that leads to more positive outcomes for disabled children and children in need.

#### **5.11 Communications and publicity**

Over the next three years BCF will work hard to ensure that what it is doing is known about in the borough and accessible to as many people as possible. A web site is in the process of being developed with input from services, children and young people. This will be launched in **February 2005** at the same time as an exhibition of photographs taken by Barnet's children and young people as part of the ViewPoints exhibition earlier this year. We will produce a leaflet of our services for wide distribution, and will also produce a newsletter twice a year. This will be aimed at children and young people and distributed across all local services including libraries.

## SECTION SIX: MONITORING AND EVALUATION

The process has been extremely useful, though quite time consuming and hard work. The evaluation helps us keep a check on what we are doing, question its value and keep good records. It is an on going process, which will prove useful in the future. The written feedback will help if we need to apply to other agencies for extra funding and to demonstrate to others the value of our work and the ongoing need for it. The knowledge that the evaluation is ongoing prevents the feeling that might occur after our efforts to just sit back for a while!

Project Manager, No Worries

The Evaluation process has been both challenging and useful: challenging because keeping the need for evaluation processes in mind whilst setting up the Family Counselling Service from scratch made me feel quite schizophrenic at times, particularly at the beginning. How could I begin to think of evaluating a service that didn't quite exist as yet?! And it involved a lot of extra time and work, but the systems are in place and working and it was important for this to happen at the outset rather than further down the line.

Manager, Family Counselling (Relate)

### 6.1 BCF's framework for performance management and quality assurance

The Programme Manager will help BCF services to manage their performance and to assure quality through:

- One on one meetings on a six monthly basis to review progress, discuss and approve new developments, and plan for the future. Discussion will include reviewing outputs and outcomes against targets and objectives, based on the quarterly monitoring information provided
- Bi-monthly meetings of the BCF Network, providing a framework for discussion of shared concerns and issues, and for the sharing of learning
- Workshops on issues of concern to the Network, such as Working with Diversity; Understanding and implementing Every Child Matters etc

In addition, support will be provided through BVSC's development officer for those groups that wish to engage in quality assurance processes such as PQASSO.

## **6.2 BCF's framework for measuring outcomes for children and young people**

BCF will develop a model for measuring outcomes for children and young people based on the objectives in Every Child Matters, and building on the current evaluation taking place in Barnet. It will include the quarterly monitoring returns, and will focus on the current methods and models of working. It will also include children, young people and families own evaluation of the services with which they are engaged.

## **6.3 Arrangements for quality assuring data input into the National Database**

BCF's Finance Officer works closely with the Programme Manager to support all BCF funded projects. Finance and Service Monitoring Forms are sent out to all groups on a quarterly basis, and returns are submitted within the deadline for inputting into the national database. Quarterly reports are produced for review by the Steering Group, and over the year will hopefully demonstrate a growth in service delivery. The Finance Officer will visit services to ensure that their systems are working properly and to help develop databases and spreadsheets as required to support services in producing quality and reliable information.

## **6.4 How monitoring and evaluation will affect operational decisions**

The Assessment Panel that will meet in September 2005 to consider future funding for groups will take into consideration the monitoring and evaluation information that it receives from the Programme Manager and the Local Evaluators (see below). Decisions for continued funding will be based partly on the hard data from this information, as well as on qualitative information received from children, young people and their families.

## **6.5 Arrangements and priorities for Local Evaluation**

BCF appointed Yvonne Field Associates (YFA) as their local evaluators in April 2004, following an open tender process.

YFA were chosen for their experience in working with Children's Funds elsewhere, and also for their particular approach to evaluation which focuses on helping organisations build their capacity and learning, working with the Participative Action Research (PAR) model. BCF is committed to maintaining this funding at least until September 2006 to ensure that there is enough evidence to demonstrate the difference the Programme is making in these 7 projects and to help embed learning within organisations and in the wider arena. The projects are all ones that are new to the borough, and whilst some are being managed by larger national voluntary organisations, others are local and much smaller.

YFA will report to the Steering Group on a regular basis, and will liaise closely with the Programme Manager to ensure that groups are being well supported. They will continue to work in-depth with seven of the 16 groups, whilst continuing to provide more generalised support to the other BCF services through evaluation workshops. However, the primary aim in the 2<sup>nd</sup> year will

be to target activities where most learning can be gained for the development of children, young people and families services.

The in-depth work will consist of:

- Establishing goals for each service arising from the first year of the evaluation. Some of these will be tracked through the quarterly monitoring process
- An evaluation report for each service up to **July 2005** and then again up to **July 2006** which will be of use to the service in mainstreaming or other funding processes
- In addition, all services will contribute to a 'snapshot' week (6<sup>th</sup> June 05, 06 date to be confirmed) which will obtain a composite picture of BCF's work and which will feed into the Assessment process in **September 05**. A further, final report will be made available in **September 06**.

BCF will roll out its monitoring and evaluation frameworks across the children and young people's voluntary sector as part of its intention to spread learning and to encourage a better understanding of the Every Child Matters priorities and objectives.

Findings from the evaluation will feed directly into the CYPSPB's work, and will inform the mainstreaming discussion.

#### **6.6 Involvement of children, young people and their families in reviewing the BCF**

BCF will work closely through the Participation Project to ensure the involvement of children, young people and their families in reviewing its programme of work. Children and young people will receive training on how to evaluate a service, and will be encouraged to work with their peers to get feedback on services. They will consult on the services with which they are involved, and will be empowered to give feedback both to the services and to the Steering Group. This will happen on a bi-annual basis and will feed into the reports given to the Steering Group by the Programme Manager and the Local Evaluators.

#### **6.7 How findings and learning will be communicated locally**

- The BCF Programme Manager will report regularly to the Steering Group, and information will also be fed up to the CYPSPB
- Findings and learning will be shared on the BCF web site and through newsletters
- Information will also be shared via the BCF Network and other forums.

#### **6.8 How service providers will be equipped to evidence the impact of their interventions against agreed priorities and outcomes**

YFA will work with local services to give them the tools for demonstrating the difference they are making. This includes through service plans, participation plans and the monitoring framework.

## SECTION SEVEN: 3 YEAR SPENDING PLAN

Barnet Children's Fund has been allocated a total of £1,749,704 over the next three years. We are determined to allocate as much as this as we can to direct service delivery and to building the capacity of the voluntary sector to respond to local priorities in meeting the requirements of the Children Act.

The CYPSPB is keen to maintain most of the current services for at least another year (as outlined in 1,4 above). This will only be possible if we can carry forward and add underspend from 04/05 to the budget for 05/06.

**Underspend from 04/05:** We are anticipating an approximate £60,000 underspend from 04-05. This underspend has come principally from a project that was de-commissioned in September as it had failed to put a service in place by this mid-year point (giving us a saving of approx £30,000); the remainder of the underspend comes from funding that we had set aside to allocate to new projects. However, as we were about to start a new commissioning process we were informed of our allocation for 05-08, and made a strategic decision to hold on to this funding (as we had been informed we were allowed to do) to carry forward into 05-06, and therefore be in a position to sustain current projects, many of which have really only just started to deliver in a meaningful way over the last quarter. The underspend therefore will be used to maintain these services at their current level so that they are able to continue to deliver and to give them time to 'bed' down and demonstrate their effectiveness. It also includes an extra allocation for our Participation Project (see below).

Attached is a spreadsheet that shows where the underspend will be allocated, including £10,000 for the evaluation programme to bring it up to the level of funding that was available this financial year. We feel very strongly that it is important to maintain the evaluation for another 18 months, otherwise our learning to date will not have any impact on future growth and development of services.

**New services:** Our intention is to use the underspend to sustain services in year 1, and to develop new services in years 2 and 3 that are linked closely with local priorities as they emerge. We are aware that there are some groups of children and young people where we are not providing a service, although they are a high priority. This includes families living with domestic violence, homeless families, traveller and gypsy children and young people, and families living with HIV/AIDS.

**Management:** The budget shows a reducing management cost over the three years of the programme, with an element of the Programme Manager's costs being allocated to strategic work in years 2 and 3. Whilst year one appears to have a management cost of over 12.3%, once we take our projected carry forward into account this will in fact be just over 11%.

**Participation:** Due to the commitment locally to participation and involving children, young people and families in service development, it is our aim to increase the allocation to the Participation Project by £10,000 in year 1 and to sustain this for the remaining two years of the Programme. This can only be done if we are able to carry forward our underspend.

**Service costs:** 68% of the budget (after management and evaluation costs are deducted) will go on services other than those directly related to crime reduction. The former 'crime prevention' element allocation now stands at 32% of the overall services budget (not 25% as previously). The budget shows a reduction year on year to services, except for those whose allocation is £20,000 or less. These services will maintain the same level of funding to the end of the programme, which is still a reduction in real terms but not as large as that experienced by the bigger projects.

A full budget and all relevant spreadsheets are attached.

**THIS PLAN HAS BEEN AGREED BY:**

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Leo Boland, Chief Executive, London Borough of Barnet

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Chaz Hollwey, Chief Executive, Barnet Primary Care Trust

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Dadia Conti, Chair, Barnet Children's Fund Steering Group

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Raina Sheridan, Programme Manager, Barnet Children's Fund

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Kate Malleson, Manager, Youth Offending Service

Date: \_\_\_\_\_

## **GLOSSARY**

BCF	Barnet Children's Fund
BVSC	Barnet Voluntary Service Council
C & yp	Children and young people
CYPSPB	Children and Young People's Strategic Partnership Board
CVSDO	Children's Voluntary Sector Development Officer
LBB	London Borough of Barnet
NSF	National Service Framework
PCT	Primary Care Trust
RJIS	Restorative Justice in Schools
YISP	Youth Inclusion and Support Panel
YOS	Youth Offending Service