

Family Services – Q3 2016/17

1. SUMMARY

1.1 SERVICE DASHBOARD

Finance	Revenue Budget Variance				Capital Actual Variance		
	494				(4,139)		
Performance	Green	Green Amber	Red Amber	Red	Improved/Same	Worsened	
• Indicators	71% (15)	19% (4)	5% (1)	5% (1)	82% (9)	18% (2)	
• Key Actions	62.5% (5)	25% (2)	0% (0)	0% (0)			
Risks	Low	Medium Low	Medium High	High	Reduced/Same	Increased	New
	0% (0)	6% (1)	82% (14)	12% (2)	94% (16)	0% (0)	6% (1)

1.2 KEY SUCCESSSES AND CHALLENGES

Key Successes

New Park House children's home maintained their Outstanding Ofsted rating in their latest inspection.

The number and percent of 2 year olds in a Free Entitlement to Early Education place reached its highest level in Q3.

A new CYP-IAPT (Children & Young People - Improved Access to Psychological Therapies) service will co-locate 4 trainee Psychological Wellbeing Practitioner posts within Barnet Family Services next month for one year.

Key Challenges	Actions Required
<p>Ensuring that Barnet has high quality resilience based practice across Family Services</p>	<p>The Practice Improvement Plan continues to make progress against the three key aspects; practice quality, systems and tools, and recruitment and retention. The progress of actions is monitored using an agile project management methodology with regular reporting into the Social Work Improvement Board, including the Chief Executive and external challenge through our improvement partners, to ensure appropriate oversight. A second Practice Week took place in November 2016 whereby senior managers observed practice and in January 2017 training commenced on our Signs of Safety practice tool. More audits are being completed with improved analysis enabling improved learning and embedding of resilience based practice.</p>
<p>Recruitment to social work posts to reduce the number of vacant posts and locum cover</p>	<p>The continuation of the recruitment campaign is ongoing with an increased reduction of vacant and locum posts within Children’s Social Care. This area will continue to be a focus in Q4.</p>
<p>Ensuring that social workers have the tools they need to do their job effectively.</p>	<p>Migration of 1.5 million documents to single IT system, making it easier for social workers to locate information to support them in purposeful practice.</p>

1.3 OVERVIEW – FINANCE, PERFORMANCE AND RISK

Practice improvement work continues with Practice Development Workers appointed to support the pace of progress. The Quality Assurance framework has been strengthened, and increased audit activity is taking place across the service, as well as Practice Weeks where senior managers observe frontline practice. Progress continues to be made in developing and starting to embed a resilience-based practice philosophy; with 160 practitioners attending Signs of Safety training (a resilience-based practice framework) during the quarter. Ongoing recruitment activity has resulted in a number of agency staff moving onto permanent contracts; helping to create greater workforce stability and manage budgets. A continued focus is needed in this area. There is currently a 1% variance against the Family Services budget.

Challenges remain with the timeliness of initial health assessments for looked after children and the Corporate Parenting Advisory Panel is maintaining close oversight of this. To help manage the risk of a gang and serious youth violence related incident a new multi-disciplinary team is being developed and due to be operational in quarter 4. During quarter 3, Members have given an in-principal decision to be part of the new regional adoption arrangements, and, following public consultation, have approved the introduction of new rates for new SGO carers.

The new libraries model is in the process of being implemented across HR, IT and operations. This continues to be a key challenge for the service.

2. Finance

2.1 Revenue

Description	Variations				Comments	% Variation of revised budget
	Original Budget	Revised Budget	Quarter 3	Variation		
	£000	£000	£000	£000		
Family Services Management	1,100	666	182	(484)	Early achievement of MTFS savings against inflation and growth, used to offset against demand pressures.	-72.7%
Social Care Management	1,175	1,744	1451	(293)	£500k agency staff budget held here.	-16.8%
CSC 0-25	2,212	2,267	2160	(107)	Underspend on current contracts.	-4.7%
Intake and Assessment	2,532	3,068	3403	335	Overspend due to the use of agency staff as the Barnet Group contract is being embedded.	10.9%
Intervention and Planning	2,585	3,265	4148	883	Overspend due to the use of agency staff whilst the Barnet Group contract is being embedded and on section 17.	27.1%
Permanence Trns & CorParenting	3,184	3,430	3981	551	Overspend due to the use of agency staff whilst the Barnet Group contract is being embedded. There is also overspend on Unaccompanied Asylum Seekers (UASCs) - the total grant received does not cover full costs.	16.1%
Placements	17,468	17,729	17749	20	There has been a significant increase in the number of Looked after Children since the beginning of April. There is particular increase in the number of high risk, complex cases and in Remand. This has been offset by early achievement of MTFS savings relating to contributions from Health.	0.1%
Safeguarding & Quality	1,787	2,125	2109	(16)		-0.8%
Commissioning & Business Imp.	3,025	3,698	3327	(371)	Underspend from early achievement of MTFS savings.	-10.0%
Early Years	2,765	3,841	3894	53	Some part year vacancies, offset by shortfall in childcare income.	1.4%
Libraries & Comm.Engagemnt	5,426	5,649	5683	34		0.6%
Youth & Family Support	3,223	3,562	3451	(110)	Part-year vacancies due to delay in recruitment.	-3.1%
Total	46,481	51,044	51,538	494		1.0%

2.2 Capital

	2016-17 Approved Budget	Additions/ Deletions Recommended	Slippage / Accelerated Spend Recommended	Proposed 2016/17 Budget	Spend to date	2016-17 Forecast to year-end	Variance from Approved Budget	% slippage of 2016/17	Comments
	£000	£000	£000	£000	£000	£000	£000	%	
Family Services	9,662	-	(4,139)	5,523	608	5,523	(4,139)	-42.8%	Library works have started but will now not complete until 2017/18. Residential and Fostering expansions will not take place in this financial year
Family Services	9,662	-	(4,139)	5,523	608	5,523	(4,139)	-42.8%	

3. Performance

3.1 Overview of performance for Corporate Plan and Service indicators

	RAG						Long-Term Direction of Travel			No. Indicators Reported in Quarter
	Green	Green Amber	Red Amber	Red	No. RAG Rated	Monitor	Improving / Same	Worsening	No. Direction of Travel	
CPI	5	1	0	0	6	5	5	1	5	11
SPI	5	1	0	0	6	2	4	1	3	8
MPI or KPI	5	2	1	1	9	4	0	0	13	13
Total	71% (15)	19% (4)	5% (1)	5% (1)	(100% (21))	34% (11)	82% (9)	18% (2)		32

Key:

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

3.2a Indicators

Managing demand for services (Fairness)

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

Ref	Indicator	Polarity	Period Covered <i>Timeframe data has been measured</i>	Annual 2016/17 Target	Q3 2016/17 Target	Numerator / Denominator	Q3 2016/17 Result	Q2 2016/17 Result	DOT Short-Term (From Q2 2016/17)	Q3 2015/16 Result	DOT Long-Term (From Q3 2015/16)	Benchmarking
FS/S4	Number of referrals to social care (per 10,000 of the under-18 population)	Monitor	As at 31 Dec 2016	Monitor	Monitor	N/A	379	378	Monitor	389.8	Monitor	Statistical Neighbours: 495.5 London: 491.3 England: 532.2 (2015/16, LAIT)
FS/S5	Number of children adopted	Bigger is Better	Oct-Dec 2016	10	Monitor	N/A	7	3	Improving	7	Same	Benchmarking not available until end of Q4
FS/S6	Percentage of children in London Borough of Barnet foster care	Bigger is Better	As at 31 Dec 2016	42.5%	42.1%	158/352	44.9%	44.5%	Improving	41.3%	Improving	Benchmarking data not available - this target is specific to Barnet
FS/S12	Number of new Common Assessment Frameworks opened in quarter	Bigger is Better	Oct-Dec 2016	112	112	N/A	383	231	Improving	218	Improving	Benchmarking data not available - this target is specific to Barnet

Ref	Indicator	Polarity	Period Covered <i>Timeframe data has been measured</i>	Annual 2016/17 Target	Q3 2016/17 Target	Numerator / Denominator	Q3 2016/17 Result	Q2 2016/17 Result	DOT Short-Term (From Q2 2016/17)	Q3 2015/16 Result	DOT Long-Term (From Q3 2015/16)	Benchmarking
FS/C14	Number of first time entrants to the Youth Justice System aged 10 to 17 (per 10,000 of the population).	Smaller is Better	Jul 15 - Jun 16	326	326	N/A	224	235	Improving	298	Improving	London: 411 National: 348 (YJB 88 – 2016)
FS/S16	Number of children in care per 10,000	Monitor	As at 31 Dec 2016	Monitor	Monitor	N/A	39.1	36.4	Monitor	34.9	Monitor	Statistical Neighbours: 43.5 London: 51 England: 60.0 (2015/16, LAIT)
FS/C20	Number of Children Looked After	Monitor	As at 31 Dec 2016	Monitor	Monitor	N/A	352	328	Monitor	315	Monitor	Statistical Neighbours: 257 (2015/16, LAIT)
FS/C21	Number of children in residential placements (internal and external)	Monitor	As at 31 Dec 2016	Monitor	Monitor	N/A	44	42	Monitor	N/A	Monitor	Benchmarking data not available

More resilient communities (Responsibility)

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

Ref	Indicator	Polarity	Period Covered <i>Timeframe data has been measured</i>	Annual 2016/17 Target	Q3 2016/17 Target	Numerator / Denominator	Q3 2016/17 Result	Q2 2016/17 Result	DOT Short-Term (From Q2 2016/17)	Q3 2015/16 Result	DOT Long-Term (From Q3 2015/16)	Benchmarking
FS/S8	Percentage of the target groups that are registered with the children centre within the area it serves	Bigger is Better	As at 31 Dec 2016	65%	65%	2465/2887	85.4%	88.2%	Worsening	75%	Improving	Ofsted Children's Centre handbook: page 28 states that 65%+ of Deprived Children 0-5 should be known to be deemed as 'Good' or 'Outstanding'
FS/S15	Percentage of care leavers age 19 – 21 in education, employment or training	Bigger is Better	As at 31 Dec 2016	55%	55%	67/105	63.8%	58.7%	Improving	57%	Improving	Statistical Neighbours: 51.4% London: 54% England: 49% (2015/16, LAIT)
FS/C15	Young offenders in education, training or employment	Bigger is Better	As at 31 Dec 2016	66%	66%	20/27	74%	75%	Worsening	72%	Improving	London: 52% National: 47% (YJB 88 – 2016)
FS/S18	Proportion of care leavers age 19 – 21 in suitable accommodation	Bigger is Better	As at 31 Dec 2016	90%	90%	103/105	98.1%	96.2%	Improving	N/A	N/A	Statistical Neighbours: 80% London: 82% England: 83% (2015/16, LAIT)

Ref	Indicator	Polarity	Period Covered <i>Timeframe data has been measured</i>	Annual 2016/17 Target	Q3 2016/17 Target	Numerator / Denominator	Q3 2016/17 Result	Q2 2016/17 Result	DOT Short-Term (From Q2 2016/17)	Q3 2015/16 Result	DOT Long-Term (From Q3 2015/16)	Benchmarking
FS/C16	Percentage of families with children under 5 within the borough are registered and accessing services at children's centres	Bigger is Better	As at 31 Dec 2016	80%	80%	16728/19963	83.8%	84%	Worsening	88%	Worsening	Page 28 of the Ofsted Children Centre Inspection handbook states "Most (i.e. 80%+) families should be known (i.e. registered)
FS/C37	Percentage of CLA who have had a timely initial health assessment in the last 6 months	Bigger is Better	Jul 1st - Dec 31st 2016	95%	95%	4/81	4.9%	10.2%	Worsening	N/A	N/A	Benchmarking data not available - this target is specific to Barnet
FS/C38	Percentage of CLA who have had a health timely assessment (under 5 6 months, over 5 annual)	Bigger is Better	As at 31 Dec 2016	95%	95%	194/210	92.4%	82.7%	Improving	N/A	N/A	Statistical Neighbours: 90.9% (2014/15, DfE 903)
FS/C39	Percentage with dental checks in the previous 12 months	Bigger is Better	As at 31 Dec 2016	85%	85%	127/210	60.5%	57.9%	Improving	N/A	N/A	Statistical Neighbours: 88.4% (2014/15, DfE 903)
FS/C40	% of LAC giving their views at review	Bigger is Better	As at 31 Dec 2016	80%	80%	259/271	95.6%	96.2%	Worsening	N/A	N/A	Benchmarking data not available - this target is specific to Barnet
FS/C41	Number of young people participating in Role Model army and Young Role Model army in the quarter	Bigger is Better	Oct-Dec 2016	Monitor	Monitor	N/A	13	19	Worsening	N/A	N/A	Benchmarking data not available

Transforming services (Opportunity)

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

Ref	Indicator	Polarity	Period Covered <i>Timeframe data has been measured</i>	Annual 2016/17 Target	Q3 2016/17 Target	Numerator / Denominator	Q3 2016/17 Result	Q2 2016/17 Result	DOT Short-Term (From Q2 2016/17)	Q3 2015/16 Result	DOT Long-Term (From Q3 2015/16)	Benchmarking
FS/S7	Percentage of free entitlement early years places taken up by parents/ carers that are eligible for a place	Bigger is Better	Oct-Dec 2016	63%	59%	911/1524	60%	N/A	N/A	52%	Improving	Statistical Neighbours: 64.2% London: 57% England: 68% (2015/16, LAIT)
FS/S1	Number of children made subject to Child Protection Plans	Monitor	Apr-Dec 2016	monitor	monitor	N/A	221	143	Monitor	206	Monitor	Benchmarking not available until end of Q4
FS/S2	Children made subject to Child Protection Plan for a second or subsequent time	Smaller is Better	As at 31 Dec 2016	15.6%	15.6%	44/276	15.9%	15.8%	Worsening	12.3%	Worsening	Statistical Neighbours: 17.6 % London: 14% England: 17.9% (2015/16, LAIT)

Ref	Indicator	Polarity	Period Covered <i>Timeframe data has been measured</i>	Annual 2016/17 Target	Q3 2016/17 Target	Numerator / Denominator	Q3 2016/17 Result	Q2 2016/17 Result	DOT Short-Term (From Q2 2016/17)	Q3 2015/16 Result	DOT Long-Term (From Q3 2015/16)	Benchmarking
FS/S3	Number of children subject to Child Protection Plans for two or more years	Monitor	As at 31 Dec 2016	Monitor	Monitor	N/A	4	7	Monitor	2	Monitor	London: 2.2% (2015/16, CIN Census)
FS/S11	Percentage of children in external residential placements	Smaller is Better	As at 31 Dec 2016	9.2%	9.6%	31/352	8.8%	9.5%	Improving	11.4%	Improving	Benchmarking data not available - this target is specific to Barnet
FS/C17	Number of Children Missing from Care (during reporting period)	Monitor	Oct-Dec 2016	Monitor	Monitor	N/A	40	44	Monitor	N/A	N/A	Benchmarking data not available
FS/C18	Percentage of children in care with three or more placements during the last 12 months	Smaller is Better	As at 31 Dec 2016	10%	11.5%	44/352	12.5%	11.3%	Worsening	N/A	N/A	Statistical Neighbours: 11.33% London: 11% England: 10% (2014/15, LAIT)
FS/C19	Number of Children in Care further than 20 miles from Borough	Monitor	As at 31 Dec 2016	Monitor	Monitor	N/A	77	70	Monitor	N/A	N/A	Benchmarking data not available

Ref	Indicator	Polarity	Period Covered <i>Timeframe data has been measured</i>	Annual 2016/17 Target	Q3 2016/17 Target	Numerator / Denominator	Q3 2016/17 Result	Q2 2016/17 Result	DOT Short-Term (From Q2 2016/17)	Q3 2015/16 Result	DOT Long-Term (From Q3 2015/16)	Benchmarking
FS/C22	% of assessments completed within 45 working days	Bigger is Better	Oct-Dec 2016	84.5%	84.5%	961/1073	89.6%	90.9%	Worsening	N/A	N/A	Statistical Neighbours: 88.2% London: 82.3% England: 83.4% (2015/16, LAIT)
FS/C23	Number of unallocated cases (CIN / CP / CLA)	Smaller is Better	As at 31 Dec 2016	0	0	N/A	0	0	Same	N/A	N/A	Benchmarking data not available - this target is specific to Barnet
FS/C24	Number of children subject to a CP Plan (per 10,000)	Monitor	As at 31 Dec 2016	Monitor	Monitor	N/A	30.4	29.7	Monitor	N/A	N/A	Statistical Neighbours: 38.2 London: 37.9 England: 43.1 (2015/16, LAIT)
FS/C25	% Child Protection visits within timeframes	Bigger is Better	As at 31 Dec 2016	95%	95%	273/276	98.9%	97.0%	Improving	N/A	N/A	Benchmarking data not available - this target is specific to Barnet
FS/C26	% of CLA visits taken place within timeframes	Bigger is Better	As at 31 Dec 2016	95%	95%	294/352	83.5%	90.2%	Worsening	N/A	N/A	Benchmarking data not available - this target is specific to Barnet
FS/C27	% of CLA Reviews within timeframes	Bigger is Better	As at 31 Dec 2016	95%	95%	346/352	98.3%	100%	Worsening	N/A	N/A	Benchmarking data not available - this target is specific to Barnet

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

Ref and Indicator Title	Comments and Proposed Intervention
<p>FS/S2 Children made subject to Child Protection Plan for a second or subsequent time</p>	<p><u>Intervention Level 1</u> A focused piece of analysis is has been completed on this cohort which does not identify any significant issues, although does provide some learning. The indicator remains in line with statistical neighbours and above the England average and will continue to be closely monitored.</p>
<p>FS/C18 Percentage of children in care with three or more placements during the last 12 months</p>	<p><u>Intervention Level 1</u> The small increase in this indicator is due to appropriate moves as a result of permanence plans, complex adolescents with challenging behaviours and one baby who moved a number of times due to hospital admissions and court directions. We will continue to closely monitor this indicator, but do not expect to see a significant rise.</p>
<p>FS/C26 % of CLA visits taken place within timeframes</p>	<p><u>Intervention Level 1</u> This indicator continues to improve. It is not yet reaching the target as a result of recording issues due largely to some staffing changes in the service during Q3 resulting in reduced team manager capacity for a period. The Head of Service is assured that visits have been made and that this issue is one of recording only. This indicator is expected to continue to improve in the next quarter.</p>
<p>FS/C37 Percentage of CLA who have had a timely initial health assessment in the last 6 months</p>	<p><u>Intervention Level 1</u> Meetings with our Health partners are taking place regularly to improve this indicator. The challenges are in the capacity of the LAC nurse and availability of GP slots made more challenging by an increase in the number of LAC this quarter. All initial assessments up until the end of December have been completed and moving forward it is expected that collaborative work and new ways of working will start to show signs of improvement in this indicator.</p>
<p>FS/C38 Percentage of CLA who have had a health timely assessment (under 5 6 months, over 5 annual)</p>	<p><u>Intervention Level 1</u> Measures have been put into place to ensure that health assessments and dental visits take place within timeframes which we are confident will show improvement in the next quarter. There are currently health assessments and dental visits which need to be put on the system and this is impacting on this number currently.</p>
<p>FS/C39 Percentage with dental checks in the previous 12 months</p>	<p><u>Intervention Level 1</u> Measures have been put into place to ensure that health assessments and dental visits take place within timeframes which we are confident will show improvement in the next quarter. There are currently health assessments and dental visits which need to be put on the system and this is impacting on this number currently.</p>

4. Key Actions

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

4.1 Overview of Key Actions

RAG Ratings					No. of Key Actions
Green - Met	Green Amber - delayed, Low Impact	Red Amber - delayed, Medium Impact	Red - risk of not delivering or High Impact	Not Rated (not due or N/A)	
62.5% (5)	25% (2)	0% (0)	0% (0)	12.5% (1)	8

Key

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

4.2 Progress on Key Actions

Transforming services (Opportunity)

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

Ref	Actions from Management Agreement or Business Plan	RAG Rating	Comments
	Design, for implementation, the first phase of scoped programmes to manage demand	Green/Amber – delayed, low impact	<p>The first phase of project has been completed as at Q3, including:</p> <ul style="list-style-type: none"> - A clear set of recommendations emerging from the analysis have been accepted - A handover plan to implement the recommendations is in place and is being taken forward - The first draft of the Sufficiency Strategy has been completed and is on track to be taken to the Children, Education, Libraries and Safeguarding (CELS) Committee in February. <p>The implementation phase has begun and will gather pace after February when Project lead takes up role.</p>
	Review use of Special Guardianship Orders and ensure that the most appropriate permanence options are made for children and young people	Green - Met	<p>An initial proposal to amend the Special Guardianship allowance rate for all existing and future allowances to align with Department for Education recommendations was presented to CELS Committee in June 2016. At this meeting, permission to proceed with public consultation was granted.</p> <p>Public consultation on the proposal was carried out between July and August 2016 and two proposals were presented to CELS Committee in November 2016. Committee approved the proposal to introduce the new rates to new cases only.</p>
	Review the approach to no recourse to public funds in light of the new legislation (<i>Commissioning Group action</i>)	Green - Met	<p>A full review was undertaken and a specialist No Recourse to Public Funds (NRPF) worker is now located in the MASH to work with relevant cases, prevent delay and provide advice. Barnet has joined the Islington framework for more effective information-sharing around NRPF. Tighter financial monitoring processes been implemented.</p>

Transforming Services (Opportunity)

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

Ref	Actions from Management Agreement or Business Plan	RAG Rating	Comments
	Implement the government's regionalisation agenda for adoption	Not due	A paper went to CELS Committee on 17th November. CELS gave an in-principal decision to be part of the new regional arrangements and we will work throughout 2017 with our partner boroughs and key voluntary agencies to develop the new organisation. Benefits to LBB should include improved economies of scale and access to a wider pool of potential adopters, making the process even faster than currently.

LIBRARIES – Exploring alternative models to deliver services

Ref	Actions from Management Agreement or Business Plan	RAG Rating	Comments
	Reshape library provision to deliver CELS savings in line with agreed Library Strategy	Green - Met	Following Full Council on 4 April 2016, the Library Service Proposal was approved to be implemented. This became the Implementation of the Library Service Review (ILSR) Programme. Whilst a separate programme, it forms part of the wider FF2020 programme. The ILSR Programme Team submit monthly Highlight Reports. The latest highlight report shows that the programme is due to deliver all of the savings set out in the CELS report on time and within budget. Risks remain, but these are being proactively managed to mitigate or lessen the impact.

More resilient communities (Responsibility)

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

Ref	Actions from Management Agreement or Business Plan	RAG Rating	Comments
	Review the Role Model Army and ensure that the newly developed Corporate Parenting pledge is implemented	Green - Met	<p>The Children in Care Council (now named #BOP) has been reformed and reconstituted with new members. A new sub-group from Jan 2016, chaired by the AD Social Care, monitors the implementation of the Children in Care Council Improvement Plan. Activity is reported to the Corporate Parenting Advisory Panel. Further actions include the creation of a new digital space and website for #BOP – a Virtual #BOP</p> <p>With regards to the Pledge, the monitoring of its implementation and impact is overseen by the Voice of the Child Strategy Group, with a progress report due in March. Over January/February key corporate parenting partners (i.e. Virtual School, Capita etc.) will provide information on the success so far of each individual Pledge ahead of the 1 year review in May 2017.</p>
	Ensure the voices of young residents is heard through the annual residents survey <i>(Commissioning Group action)</i>	Green - Met	The young people’s survey has been undertaken alongside the Resident’s Perception Survey. A report with results and analysis will be produced at the beginning of Feb
	Enhance children and young people’s involvement in planning for their lives through their involvement in Child Protection Conferences and Looked After Children reviews	Green Amber - delayed, Low Impact	LAC involvement in reviews has been high (90-95% participation rate) over the past year. Wherever possible, LAC reviews take place at convenient times and locations for the young person to ensure the young person to attend, with feedback if this is not possible. The app MOMO has been introduced to enable young people to feed back their views at any time. Plans are ongoing to better enable young people to be involved in planning for their lives, especially in relation to CP conferences.

5. Customer Experience

Customer Experience Description	Comments and Proposed Intervention
<p>Residents' Perception Survey Spring 2016</p>	<p>Of the 492 people surveyed within the 2016 Spring Resident's Perception Survey, 86% of residents agree that Barnet is a family-friendly place to live.</p>
<p>Compliments and Complaints 1st September – 31st December 2016</p>	<p>During Q3, we formally recorded 41 compliments from across the service (16 for Early Intervention and Prevention, and 25 for Social Care). Intervention & Planning teams have had an increase in the number of compliments recorded, as have Early Years.</p> <p>We formally recorded 32 Stage 1 complaints in Q3. Of these, 27 were about Social Care Teams, and 5 were about Early Intervention and Prevention Team (from the last quarter, libraries have seen a decrease, and Intake and Assessment have seen a small increase).</p>

6. Risk The 5 X 5 matrix (heat map) below shows the residual risk assessment (probability and impact scores) for each risk.
(The heat map should show the position of all risks on the service risk register)

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

Risk Commentary:

There are 17 risks on the service register in quarter 3. Of those, 6 are rated 12+ and 2 are rated 16. No risks are rated higher than 16.

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

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

The table below lists all risks rated 12 and above.

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

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

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls in place	Inherent Risk (without controls)		Residual Risk (with controls in place)			Direction of Travel	Response Option
						Impact	Likelihood	Impact	Likelihood	Risk Score		
FS010	Inability to achieve savings targets	An increase in demand for social care services could lead to the Delivery Unit being unable to achieve the social care demand savings target resulting in financial consequences across the rest of the delivery unit services, reduction in performance of the delivery unit	Asst. Director, Social Care	Financial	Our Family Friendly 2020 programme, and Practice Improvement Plan, help control this risk.	4	5	4	3	12	Same	Treat
FS011	Inability to recruit and retain qualified staff	A challenging job market could lead to an inability to recruit and retain sufficiently qualified permanent staff resulting in reliance on agency workers, impacting on budget, inability to carry out quality work, lower morale, significant safeguarding incident	Asst. Director, Social Care	Staffing & Culture	-Our Practice Improvement Plan includes a workforce recruitment strand. There is also an organisational development workforce board, and a market factors supplement is available. An innovative model is in place with is successfully converting agency social workers to permanent contracts. Building the Barnet brand and offering an attractive training offer, including through the Practice Academy.	5	5	4	3	12	Decreased	Treat

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

7. Equalities

Equalities Description	Comments and Proposed Intervention
Joint Strategic Needs Assessment 2015-2020	https://www.barnet.gov.uk/jsna-home/children-and-young-people.html