



Governance and Human Resources  
Town Hall, Upper Street, London, N1 2UD

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## AGENDA FOR THE CHILDREN'S SERVICES SCRUTINY COMMITTEE

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Members of the Children's Services Scrutiny Committee are summoned to a meeting, which will be held in Committee Room 4, Town Hall, Upper Street, N1 2UD on **22 September 2016 at 7.30 pm.**

**Debra Norman**  
**Assistant Chief Executive (Governance and HR)**

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Despatched : 14 September 2016

### Membership

#### **Councillors:**

Councillor Theresa Debono (Chair)  
Councillor Rakhia Ismail (Vice-Chair)  
Councillor Alex Diner  
Councillor Satnam Gill OBE  
Councillor Michelline Safi Ngongo  
Councillor Nick Ward  
Councillor Nick Wayne

#### **Co-opted Members:**

Erol Baduna, Primary Parent Governor  
Mary Clement, Roman Catholic Diocese  
James Stephenson, Secondary Parent Governor  
*Vacancy, Church of England Diocese*

**Quorum is 4 Councillors**

### Substitute Members

#### **Substitutes:**

Councillor Alice Perry  
Councillor Dave Poyser  
Councillor Alice Donovan  
Councillor Angela Picknell

**A. Formal Matters**

**Page**

1. Apologies for Absence
2. Declarations of Interest

If you have a **Disclosable Pecuniary Interest\*** in an item of business:

- if it is not yet on the council's register, you **must** declare both the existence and details of it at the start of the meeting or when it becomes apparent;
- you may **choose** to declare a Disclosable Pecuniary Interest that is already in the register in the interests of openness and transparency.

In both the above cases, you **must** leave the room without participating in discussion of the item.

If you have a **personal** interest in an item of business **and** you intend to speak or vote on the item you **must** declare both the existence and details of it at the start of the meeting or when it becomes apparent but you **may** participate in the discussion and vote on the item.

**\*(a) Employment, etc** - Any employment, office, trade, profession or vocation carried on for profit or gain.

**(b) Sponsorship** - Any payment or other financial benefit in respect of your expenses in carrying out duties as a member, or of your election; including from a trade union.

**(c) Contracts** - Any current contract for goods, services or works, between you or your partner (or a body in which one of you has a beneficial interest) and the council.

**(d) Land** - Any beneficial interest in land which is within the council's area.

**(e) Licences**- Any licence to occupy land in the council's area for a month or longer.

**(f) Corporate tenancies** - Any tenancy between the council and a body in which you or your partner have a beneficial interest.

**(g) Securities** - Any beneficial interest in securities of a body which has a place of business or land in the council's area, if the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body or of any one class of its issued share capital.

This applies to all members present at the meeting.

3. Declaration of Substitute Members
4. Minutes of the Previous Meeting
5. Chair's Report
6. Items for Call In (if any)
7. Public Questions

1 - 4

<b>B. Items for Decision/Discussion</b>	<b>Page</b>
1. Post-16 Education, Employment and Training: Witness Evidence	5 - 18
2. Early Help Scrutiny Review: 12 Month Report Back	19 - 26
3. Update on the Youth Offending Service Improvement Plan	27 - 50
4. Executive Member Questions	51 - 52
<i>Any questions that the Committee or members of the public may have should be submitted in advance to <a href="mailto:jonathan.moore@islington.gov.uk">jonathan.moore@islington.gov.uk</a> no later than Friday 16<sup>th</sup> September 2016.</i>	
5. Review of Work Programme	53 - 54

**C. Urgent non-exempt items (if any)**

Any non-exempt items which the Chair agrees should be considered urgently by reason of special circumstances. The reasons for urgency will be agreed by the Chair and recorded in the minutes.

**D. Exclusion of press and public**

To consider whether, in view of the nature of the remaining items on the agenda, it is likely to involve the disclosure of exempt or confidential information within the terms of the Access to Information Procedure Rules in the Constitution and, if so, whether to exclude the press and public during discussion thereof.

**E. Exempt items for Call In (if any)**

**F. Confidential/exempt items**

**G. Urgent exempt items (if any)**

Any exempt items which the Chair agrees should be considered urgently by reason of special circumstances. The reasons for urgency will be agreed by the Chair and recorded in the minutes.

The next meeting of the Children's Services Scrutiny Committee will be on 18 October 2016

**Please note that committee agendas, reports and minutes are available from the council's website: [www.democracy.islington.gov.uk](http://www.democracy.islington.gov.uk)**

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# Agenda Item 4

London Borough of Islington

## Children's Services Scrutiny Committee - Tuesday, 28 June 2016

Minutes of the meeting of the Children's Services Scrutiny Committee held at Committee Room 1, Town Hall, Upper Street, N1 2UD on Tuesday, 28 June 2016 at 7.30 pm.

**Present:**           **Councillors:**           Debono (Chair), Diner, Gill and Wayne  
**Co-opted Members:** Erol Baduna, Primary Parent Governor  
Mary Clement, Roman Catholic Diocese

**Also Present:**   **Councillors:**           Caluori

### Councillor Theresa Debono in the Chair

**143       APOLOGIES FOR ABSENCE (ITEM NO. A1)**

Apologies for absence were received from Councillors Rakhia Ismail, Michelline Safi Ngongo and Nick Ward.

**144       DECLARATIONS OF INTEREST (ITEM NO. A2)**

None.

**145       DECLARATION OF SUBSTITUTE MEMBERS (ITEM NO. A3)**

Councillor Satnam Gill for Councillor Rakhia Ismail.

**146       MINUTES OF THE PREVIOUS MEETING (ITEM NO. A4)**

**RESOLVED:**

That the minutes of the meeting held on 17 May 2016 be confirmed as a correct record and the Chair be authorised to sign them.

**147       CHAIR'S REPORT (ITEM NO. A5)**

The Committee noted that Councillor Diarmaid Ward had been appointed as the Executive Member for Housing and Development and as a result his membership of the Committee had ended. It was intended for the Council to appoint another member to the Committee at its meeting on 30 June.

**148       ITEMS FOR CALL IN (IF ANY) (ITEM NO. A6)**

None.

**149       PUBLIC QUESTIONS (ITEM NO. A7)**

None.

**150       EXECUTIVE MEMBER ANNUAL PRESENTATION (ITEM NO. B1)**

Councillor Joe Caluori, Executive Member for Children, Young People and Families, made a presentation to the Committee summarising the highlights and challenges of the past year and his priorities for 2016/17.

## Children's Services Scrutiny Committee - 28 June 2016

The following main points were noted in the discussion:

- Councillor Caluori reported that the launch of Project Pause had been a success. The project provided holistic support and long-term reversible contraception to women who had repeatedly had children taken into care. The project was seeking to work with 50 women who had 200 children taken into care. The cost of keeping a child in care was £48,000 a year and the project had already proved to be cost effective by decreasing the number of pregnancies likely to result in care referrals.
- Analysis of the Children's Social Care Innovation Programme was ongoing. This programme was developing the use of motivational interviewing techniques and it was hoped that such innovation work would lead to better outcomes and help to attract high quality staff to the service.
- Islington children had received positive SATS results, with 79% of disadvantaged pupils achieving the benchmark grade. It was noted that Islington was in the top 10% of local authorities for value added scores. The council was working to develop new school places by expanding good and outstanding schools as required.
- Councillor Caluori commented that there had been multiple changes to the Children's Services management team over the past year and was pleased to report that overall performance had remained stable during this period of change.
- It was reported that the unsatisfactory inspection of the Youth Offending Service had been a significant challenge and the council had needed to reevaluate its work. The Executive Member was concerned by the re-emergence of serious youth violence and geographically specific gang activity.
- There had been a variation in GCSE performance between schools and it was considered that differences between school intakes were not significant enough to warrant such a variation. It was hoped that improvements would be made in 2016/17.
- There was a continued lack of Islington children progressing to higher education and the council was implementing mentoring projects and developing links with higher education institutions in order to resolve this.
- The changing focus of the emerging Education Bill had been a challenge however the Executive Member welcomed that the government had abandoned its policy of forced academisation. There was a need for the council and local schools to develop their own vision of education in Islington. It was reported that the Islington Community of Schools was working well, however there were concerns that the government's 'Fairer Funding' proposals would have a negative impact on the finances of Islington schools.
- The number of children outside of mainstream education remained a challenge and the Executive Member welcomed the Committee's review of the Alternative Provision service.
- Tackling youth violence was a key priority for 2016/17 and it was hoped that the development of the integrated gangs team and changes to the leadership of the Youth Offending Service would have a positive contribution. Co-location with the Police was expected improve communication between agencies. The service was working with young people on the de-escalation of conflicts, as it was known that youth violence could be fuelled by seemingly minor disputes.
- Tackling peer-to-peer child sexual exploitation was also a priority. This was often gang related and was considered to be one of the biggest safeguarding risks in the borough. Work with schools was underway to engage young people in conversations about healthy relationships. It was suggested that youth services had to listen more in order to shape services to the experiences of young people; this was a strategy supported by Ofsted.

## Children's Services Scrutiny Committee - 28 June 2016

- The transformation of Early Years provision was prioritised as part of the council's commitment to early intervention. The council was funding additional childcare places and working to further integrate health and family support services. Promotional work was becoming increasingly targeted and data-driven as it was known that those who needed support at a later date often had not engaged in Early Years services. Consideration would be given to implementing a more progressive charging policy to better reflect the income distribution of local people.
- The Executive Member commented that investment in universal youth services needed to demonstrate effectiveness and a deliberative event had been scheduled with young people and community representatives to explore what services young people really want. The Executive Member suggested that a budget for youth services could be devolved to the Youth Council.
- Councillor Caluori advised that The Bridge and Central Foundation schools had indicated that they would consider academisation. The council was in talks with the headteachers, unions and parents about this matter.
- It was queried what the council and local schools could do to encourage more young people to apply to Russell Group universities; particularly to study courses which required interviews such as medicine and dentistry. In response it was advised that the Executive Member was not aware of application rates to particular courses, however suggested that coaching and guidance on interview preparation could assist young people with those aspirations. It was noted that all local authority areas were linked with Oxford and Cambridge colleges; some contributed to funding services whereas others provided mentoring programmes, however this mentoring was often only for a short period and therefore was not always effective. Anecdotal evidence suggested that Islington pupils preferred to study closer to home and were adverse to taking on the significant debts associated with university study. Some parents were also unable to support their children financially. It was commented that pupils resident in Islington wishing to study at elite institutions would often study at sixth form colleges outside of the borough. Members of the Committee reflected on their own experiences and the importance of inspiring and supporting young people. It was suggested that schools could invite former pupils who had studied at university to engage with their pupils. It was noted that such issues could be considered further a part of the Committee's scrutiny review of Education, Employment and Training.

The Committee thanked Councillor Caluori for his attendance.

### 151 **ALTERNATIVE PROVISION: FINAL REPORT (ITEM NO. B2)**

The Committee considered the final report of the Alternative Provision scrutiny review. The Committee thanked officers for their work in supporting the review.

#### **RESOLVED:**

That the report be agreed.

### 152 **OUTCOMES POST-16: SCRUTINY INITIATION DOCUMENT (ITEM NO. B3)**

The Committee noted the proposal to further specify the review title to 'Post-16 Education, Employment and Training'.

The Committee emphasised the importance of a focused review and the need to use time at meetings efficiently. It was requested that a reading list and relevant data be circulated to members for the August break.

## Children's Services Scrutiny Committee - 28 June 2016

It was requested that witnesses be selected to provide a range of views and asked to submit written evidence in advance of meetings. It was also commented that the Committee could accept written evidence in lieu of a presentation as appropriate.

### **RESOLVED:**

That the scrutiny initiation document be agreed.

**153**

### **WORK PROGRAMME 2016/17 (ITEM NO. B4)**

The Committee considered the draft work programme and selected three items for one-off review.

### **RESOLVED:**

That the work programme be agreed subject to the inclusion of the following items for one-off review:

- i. Update on trends and demand for places at Islington schools
- ii. The Children's Services response to Prevent
- iii. The educational attainment of BME and White British pupils

MEETING CLOSED AT 8.35 pm

Chair

**Report of: Corporate Director of Children's Services**

Meeting of:	Date	Ward(s)
Children's Services Scrutiny Committee	22 September 2016	All
Delete as appropriate		Non-exempt

## **SUBJECT: Post-16 Education, Employment and Training Scrutiny Review: Introductory Report**

### **1. Background**

- 1.1 Islington Council is committed to ensuring that every young person is supported and enabled to progress through statutory education into appropriate options post 16 in order that they secure and sustain a career which is satisfying and makes the most of their individual skills and interests.
- 1.2 The Islington Employment Commission recommended that creating change for the next generation is crucial in reducing youth unemployment.
- 1.3 There is a range of statutory duties placed on local authorities which support the delivery of these commitments, which apply in the main to young people aged up to 18 (and up to 25 if the young person has special educational needs or disabilities).
- 1.4 In common with the picture nationally and in London, the vast majority of Islington's young people aged 16 to 18 are taking part in positive options Post 16. Data from June 2016 confirms that 92.1% of the 3,220 16 and 17 year olds known to the borough were confirmed as being in education, training or an apprenticeship. The activity of an additional 4.6% was not known to the local authority. The equivalent data is not available for those aged 19 to 24. Data from 2014/15 confirms that 1,227 young Islington residents entered Higher Education in that year, however figures are not available about the numbers of young people who are in employment, training or other activities in that age range.
- 1.5 Much smaller numbers of young people in the 16 to 18 age range are not in employment, education or training ('NEET'). Spending time NEET can have significant short- and long-term negative impacts on the individual and on demands on public services. This group is likely to be made up of the most vulnerable young people who are facing multiple barriers to their progression.

### **2. The national context and requirements on local authorities and schools**

- 2.1 There is a range of duties on the local authority connected to ensuring that young people participate 'in learning' until at least their 18<sup>th</sup> birthday. The latter requirement was placed on young people themselves following the full implementation of the raising of the participation age (RPA) to the age of 18 for young people completing year 11 in 2014 and thereafter.

- 2.2 'In learning' refers to a number of activities; full time study, full time work or volunteering of at least 20 hours per week alongside part time education or training and apprenticeships and traineeships.
- 2.3 There are statutory requirements on local authorities which are all intended to ensure that all young people are supported appropriately to progress smoothly through statutory education and to access suitable options post 16 that will lead to a rewarding and satisfying career. Where young people have special educational needs or disabilities, these requirements extend until the young person reaches her/his 25<sup>th</sup> birthday.
- 2.4 Some of these requirements are strategic, for example, local authorities must ensure that there is suitable education and training provision for all young people aged 16 to 19 in their area and they must promote the effective participation in education or training of all 16 and 17 year olds.
- 2.5 Other requirements are operational, for example, local authorities must collect and record information about all young people's current activities in learning at regular intervals in order to ensure that those aged 16 to 19 who are not participating are identified and offered support to re-engage. Resources connected to this must be targeted to those who need them most.
- 2.6 Local authorities are also required to lead the '*September Guarantee*' process annually. This ensures that every young person leaving Year 11 in an Islington school and every Islington resident leaving Year 12 have a suitable offer of learning to progress to. These offers must be recorded appropriately and submitted to the Department for Education for publication. This process ensures that those who do not have an offer of learning are identified and appropriate support is offered to help them to secure one.
- 2.7 Local authorities are further required to work with schools to identify those who are in need of targeted support or who are at risk of not participating in learning post 16, again to ensure that appropriate support is offered.
- 2.8 Schools are required to secure engaging programmes of careers education, including encounters with the world of work, as well as independent careers guidance provision for all young people learning in Years 8 to 13. These measures are intended to facilitate young people making informed decisions about their future pathways in learning which are aligned to both their skills and interests and to current and emerging labour markets, locally, regionally and nationally.

### **3. Supporting young people**

- 3.1 Detailed and accurate data is available regarding the activities in learning of 16 to 18 year olds in Islington. Prior to this age, all young people are considered to be in full time education, whether this is at a mainstream school, pupil referral unit or in alternative provision. The local authority holds data at an individual level about the majority of young people's learning activity and regularly updates this through partnership working with schools, colleges, training providers, employers and with individuals themselves and their families.
- 3.2 After the age of 19, this level of individual tracking of young people's progress no longer takes place. This means that accurate data on the learning activities of young people between the ages of 19 and 24 is not available. Data from JobCentre Plus suggests that 590 young people resident in Islington in the 18 to 24 age range were claiming Job Seekers' Allowance in July 2016, representing 2.2% of the population of the same age. This figure has fallen steadily from 5.1% in July 2013. However, this lower figure may not reflect the total number of young people who are unemployed as there is evidence that claim rates in this age range have declined over recent years.
- 3.3 The number of young people 16 to 19 NEET in Islington was stubbornly high in comparison with other central London boroughs over a number of years up to 2015. However, operational changes and improved data management over the last two years have delivered improved coordination and efficiency whilst operating with a smaller number of advisers working directly with young people. This has resulted in a significant reduction in the NEET rate (16 to 19 years; measured as academic year 12, 13 and 14). Table 1 set out at Appendix 1 illustrates this data.
- 3.4 The NEET group can be divided into different sub-groups based on the different needs of young people. These broadly depend on whether a young person is available or not available to the labour market. A

young person may be unavailable to the labour market because, for example, s/he is a carer, however the majority of young people who fall into this category have a physical illness or, increasingly, a mental health problem such as extreme anxiety. The statutory guidance sets out that young women with children are expected to be available to the labour market regardless of the age of the children. Table 2 set out at Appendix 1 provides a breakdown of the NEET group as at December 2015 by category

- 3.5 Each year, the local authority publishes the 'Annual Activity Survey', which includes data, based on a snapshot of 1 November, about the activities in learning of each young person who completed Year 11 in an Islington school the previous June. The percentage of those who left school at the end of Year 11 and stayed in learning was the highest in 2015 compared to recent years, however, there was still a number of school leavers who were not meeting the RPA requirement due to either being NEET or not being in full time education, employment or training (Not Settled). RPA criteria states no young person should be altogether out of learning after completing Year 11. From a total of 1490 leavers from Year 11 from all Islington schools and Alternative Provision, 31 individuals, representing 2.1%, were NEET on 1 November 2015.

## 4. The local 16 to 19 offer

- 4.1 The Progress Team employs qualified careers advisers (known as 'progress advisers') who work both individually with young people and with groups to support their progress in learning. Progress advisers work pre-16 with the young people who are most vulnerable to leaving learning early, for example those in Year 11 and attending alternative provision or the pupil referral unit (New River College). They also work with young people aged 16 to 19 who have already left learning ('dropped out') or who failed to access learning after completing Year 11 or Year 12. This includes all young people who are subject to youth justice orders who are NEET.
- 4.2 Progress advisers provide tailored approaches which are designed to support the young person's *self-awareness*, for example, their skills and areas of strength and development, the kinds of career areas they want to consider; their awareness of the *opportunities* available to them and what they need to have to access them, for example, qualifications or work experience and their *transition skills*, for example how to construct a CV or present themselves in an interview.
- 4.3 The intention is to provide *guidance* to young people. This is impartial, independent and expert. It is goal-focused. A progress adviser will support a young person to upskill themselves to make their own, well-informed decisions and s/he will never give her/his opinion as to what course of action the young person should take. In this way guidance is a very different discipline to teaching or to mentoring. It draws on the skills of coaching and counselling, however it is distinct from both of these.
- 4.4 Progress advisers will visit young people at their home address if the young person is reluctant to engage with the support on offer and they will accompany young people to interviews or other appointments as necessary. All the work done with young people is recorded and their current activity in learning is updated as necessary in order to feed into the overall borough picture as described in 2.3 to 2.6 above.
- 4.5 The young people with whom the progress advisers work are usually experiencing multiple and complex barriers to their progression connected to social factors such as growing up in a workless family or within negative peer groups, personal factors such as lack of confidence and resilience and health factors such as anxiety or depression. These and other factors may also have led to other barriers such as a history of offending or poor or no qualifications. The team works closely with social workers and family support workers to provide careers guidance input to support the progression of young people with whom they are working.
- 4.6 All schools, colleges and training providers are responsible for ensuring that learners in Years 8 to 13 are provided with independent and impartial careers guidance. This includes encounters with the world of work. Schools in Islington have taken different approaches to this; some employ a careers adviser, some opt to combine this role with other responsibilities and others take completely different approaches, through, for example, employer partners.
- 4.7 The provision of independent, high quality careers advice is intended, in part, to be a protective factor in relation to reducing or eliminating the numbers of young people who leave learning (or become NEET)

before the age of 18.

- 4.8 At the request of schools, the local authority is providing some medium-term expert capacity to support them to develop the quality of their careers education and guidance programmes in order to at least meet the statutory requirements. This is a combination of expert advice, access to resources, networking, sharing best practice and professional development which is being delivered through the 'CEIAG Specialist', which is a fixed term post within the progress team.
- 4.9 The local authority is also providing medium-term capacity to support learners in Year 11 who want to pursue a vocational pathway post 16 or 17. This is again at the request of schools whose feedback is that they welcome appropriate expert support for young people who do not want to follow a linear academic route through A Levels to higher education.
- 4.10 The local post 16 provision offer for young people must be seen in the context of significant travel-to-learn movement across London. As travel is relatively easy and venues accessible when compared to large rural counties in other areas of the country, for example, young people in central London boroughs will expect to choose from learning options post 16 both within and beyond the borough in which they live. It is particularly relevant that the support for the 16 to 19 age range widens their horizons as these young people may not live in Islington throughout their working lives and they are likely to have more freedom to opt for the best option for them, rather than the best option available locally.
- 4.11 City & Islington College provides a range of level 3 options and some options at level 2 and level 1. Level 3 programmes will generally be followed by those who have reached a minimum of 5 GCSE passes at grade C or above, often including maths and English, although entry requirements may be a lot higher for some courses and colleges. Level 2 programmes will be followed by those who have less than 5 GCSE passes at grade C or above and Level 1 programmes by those who have GCSEs at lower grades or no qualifications at all. Those opting for vocational programmes, particularly skills-based options, will often start at level 2 post 16 regardless of their GCSE grades, for example construction trades or hairdressing. City and Islington College's success at level 3 draws in learners from well beyond Islington which can raise entry requirements meaning that some local young people may have to travel elsewhere to study. The sixth form consortium which operates across four schools in the borough tends to attract learners who have previously attended these schools, which is a common pattern, both in the consortium and for the 2 academy sixth forms in the borough. Again, the consortium and academy sixth forms as a whole tend to have a stronger offer of level 3 and academic courses.
- 4.12 Islington has some provision for young people who are not opting for full time study options, who are NEET and who are not yet ready to apply for apprenticeships. These options often provide level 1 qualifications and functional skills in literacy and numeracy. All young people who have not achieved level 2 in maths and English by the end of Year 11 (i.e., GCSE grade C or above) are expected to continue to work to improve their skills in these areas.
- 4.13 This 'stepping stone' provision is linked to vocational areas in order to better engage young people and options are available in construction, painting and decorating, business administration, customer service, digital marketing and social media, jewellery manufacturing, design and retail, hospitality and general retail. These opportunities are delivered by a variety of providers and start from programmes that last for as little as one week. These 'bitesize' options are important as many young people NEET initially struggle to commit to the idea of longer programmes, however many, with appropriate support, are able to build on small successes and make progress over time.

## **5. The local 19 to 24 offer**

- 5.1 There is a specialist service provided within Children's Services for young people with special educational needs or disabilities (SEND) who have or who are entitled to an Education, Health and Care Plan (EHCP). This supports their progression in learning or other services appropriate to their needs up to the age of 25.
- 5.2 The iWork Youth Employment Team works across all secondary schools in Islington, including New River College, alternative provision and a special school, to support with preparing young people for the world of work. High quality careers and employability skills programmes are developed with employer

input, tailored to the needs of individual schools, and delivered alongside industry volunteers. Students gain valuable access to businesses and vocational pathways including apprenticeships. During the academic year 2015-16 over 8,000 pupil places were filled across all schools' activities.

- 5.3 The team also works with employers, schools and FE colleges to raise the profile of local apprenticeships and vocational training through assemblies, taster sessions, fairs and Pathways to Apprenticeship sessions.
- 5.4 Apprenticeship and employment opportunities are brokered with local employers, supporting local recruitment and encouraging recruitment that is aligned with the academic year where possible. This helps to challenge some of the barriers that may prevent young people and parents considering vocational pathways post 16.
- 5.5 A number of additional vacancies are created through Section 106 commitments and contractors, which promote favourable terms and conditions for apprentices.
- 5.6 The council has an extensive internal apprenticeship programme, having committed to offering 200 apprenticeships between 2014-2018. Apprenticeships span a range of roles and levels to meet business needs and attract a wide range of candidates. Vacancies are open to all ages, however recruitment activities are targeted at 16-24 year olds and there is a commitment to providing opportunities for young people who are disengaged or at risk of disengagement. 90% of the 44 apprentices recruited in 2015-16 were aged 16-24.
- 5.7 The Council's first traineeship programme ran from February to April 2016 for 11 unemployed 16-24 year olds in the Repairs team. Traineeships are a new form of work based training that are intended to meet the needs of young people who are not yet ready to compete for an apprenticeship. Two trainees were successful in gaining an apprenticeship within the Repairs team.
- 5.8 One to one support is provided for 18-24 year old unemployed young people to access and sustain apprenticeships and employment through a Construction Employment Coach based at Kings Cross Construction Skills Centre, and an Apprentice Development Officer working from the youth hubs.
- 5.9 In 2015-16 the iWork Youth Employment Team placed 104 young people aged 18 to 24 into apprenticeships across a range of sectors.
- 5.10 The Youth Employment Network is comprised of key council teams along with employment support and youth engagement partners from across the borough. Weekly bulletins promote current opportunities, while quarterly events give unemployed 18 to 24 year olds direct contact with employers through speed networking sessions that offer significant employment outcomes, averaging 35% of those attending sessions securing employment during 2016.

## **6. Opportunities to make local arrangements more effective**

- 6.1 There are opportunities to better align the offers across the council to young people by bringing the work of the Progress Team and the iWork Youth Employment Team closer together. This more integrated approach would be likely to result in opportunities that are better aligned to the needs of young people NEET who often struggle to compete for apprenticeships and require more tailored 'stepping stones' to employment based options. This approach would also better meet employers' needs as local apprenticeship opportunities may be difficult to fill due to employers' requirements not being well aligned with the local market of young people seeking opportunities outside full time education.

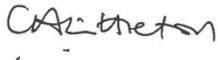
### **Appendices:**

- Appendix 1: The picture of young people NEET in Islington
- Appendix 2: Witness Evidence Plan

**Background Papers:** None.

Final report clearance:

**Signed by:**



Carmel Littleton  
Corporate Director of Children's Services

Date: 8 September 2016

Report Author: Holly Toft  
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## Appendix 1: The picture of young people NEET in Islington

Table 1: Islington, central London and national NEET rates 2011-12 to 2015-16

Year 12 – 14 adjusted NEET	2011-12 NOV-JAN Average	2012-13 NOV-JAN Average	2013-14 NOV-JAN Average	2014-15 NOV-JAN Average	2015-16 NOV-JAN Average
Islington	8.3%	8.8%	5.0%	5.2%	2.2%
Central London	5.1%	7.9%	3.5%	3.0%	2.6%
London		4.7%	3.8%	3.4%	3.1%
England		5.8%	5.3%	4.7%	4.2%

Table 2: Breakdown of the Islington NEET group as at December 2015

Age 16-18 as at 31 August 2015	# Young People	Gender	
Number of NEET Young People at the end of December 2015		Female	Male
<b>Total</b>	<b>99</b>	<b>36</b>	<b>63</b>
<b>NEET - Available to Labour Market</b>	<b>71</b>	<b>17</b>	<b>54</b>
NEET - Unemployed	64	13	51
NEET - Working with JobCentre Plus	4	3	1
NEET - Start date for EET agreed - RPA compliant	1	1	
NEET - Not work ready	2		2
<b>NEET - Not Available to Labour Market</b>	<b>28</b>	<b>19</b>	<b>9</b>
NEET - Illness	8	3	5
NEET - Pregnancy	6	6	
NEET - Supporting Family Teenage Parent	9	9	
NEET - Supporting Family Young Carer	2	1	1
NEET - Not available - Other	3		3

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## Appendix 2

### Witness Evidence Plan Scrutiny topic: Post-16 EET

#### Our role and focus as a scrutiny committee:

1. To explore how to sustain improvements and continue to increase the number of young people progressing to, and in, post 16 education, employment and training; and
2. To suggest ways to prevent young people becoming not in education, employment or training (NEET) in the first place.

<b>Outcomes and progression</b>	<p><b>SID Objective 1:</b> To understand the profile of 16-18 and 18-24 year olds in Islington currently progressing to and in education, employment and training; and which groups of young people are most vulnerable to being NEET</p> <p><b>SID Objective 3:</b> To understand the obstacles to progression into EET</p>
<b>Support to young people and accountability</b>	<p><b>SID Objective 2:</b> To assess the strategic role of Islington Council in helping to increase the number of young people in EET</p> <p><b>SID Objective 5:</b> To assess the availability and effectiveness of information, advice, guidance and employability skills support for young people regarding post 16 education, employment and training</p>
<b>Prevention and early intervention</b>	<p><b>SID Objective 4:</b> To identify and assess specific measures which will increase the progression into EET for groups of young people with low levels of participation in EET and other young people vulnerable to becoming NEET</p> <p><b>SID Objective 6:</b> To examine ‘promising practice’ approaches at school and local authority level that indicate the best success in reducing the number of young people NEET and preventing young people becoming NEET, and how they might apply locally.</p>

#### Work programme for post-16 EET scrutiny

##### 1. Background information and additional documentation (circulated by email 3 August 2016)

- Department for Education, ‘Participation of young people in education, employment or training – Statutory guidance for local authorities’, September 2014
- Department for Education, ‘Careers guidance and inspiration in schools – Statutory guidance for governing bodies, school leaders and school staff’, March 2015
- London Councils, ‘London Ambitions: shaping a successful careers offer for all young Londoners’, June 2015
- The Islington Employment Commission, ‘Working Better, The final report of the Islington Employment Commission – Summary’, November 2014
- Islington Employment Services Board, ‘One Year On: Making it Work Better’, November 2015
- Envoy Partnership, ‘A Social Return on Investment, Evaluation of the ESF NEET Fast Forward Programme’, February 2015

<b>Outcomes and progression</b>	<b>SID Objective 1:</b> To understand the profile of 16-18 and 18-24 year olds in Islington currently progressing to and in education, employment and training; and which groups of young people are most vulnerable to being NEET	
	<b>SID Objective 3:</b> To understand the obstacles to progression into EET	
<b>Who</b>	<b>Organisation/remit</b>	<b>Area of focus</b>
Holly Toft, Head of Post-16	Islington Council – Children’s Services	The current picture of 16-18 in education employment and training and 18-24 year olds in employment/progressing to employment; the local offer to support young people including roles, responsibilities, opportunities and resources; key issues such as distance to learning, engagement/re-engagement and cross borough issues.

<b>Support to young people and accountability</b>	<b>SID Objective 2:</b> To assess the strategic role of Islington Council in helping to increase the number of young people in EET	
	<b>SID Objective 5:</b> To assess the availability and effectiveness of information, advice, guidance and employability skills support for young people regarding post 16 education, employment and training	
<b>Who</b>	<b>Organisation/remit</b>	<b>Area of focus</b>
Holly Toft, Head of Post-16	Islington Council – Children’s Services	See above
Visit to Progress Team (formerly Youth Careers Team)	Islington Council – Children’s Services	Support to vulnerable young people
Cherylin Jeffier, Progress Advisor (Vocational Pathways)	works with young people pre-16 who are interested in a vocational pathway	<ul style="list-style-type: none"> <li>Support to young people interested in a vocational pathway</li> </ul>
Lorraine Blyth, Post-16 Participation Manager	Islington Council – Children’s Services	<ul style="list-style-type: none"> <li>Employability skills: 16 – 18 year olds</li> </ul>
Jodi Pilling, Learning and Skills Manager	Islington Council – Chief Executive’s Department	<ul style="list-style-type: none"> <li>Employability skills: 18 – 24 year olds</li> <li>Apprenticeships</li> <li>Youth employment</li> <li>Connecting with businesses</li> </ul>
To be identified	City and Islington College	Careers Clusters
To be identified	Local businesses	What local businesses are doing to progress this agenda
To be confirmed	Schools x 3 (TBC)	Information, Advice and Guidance (IAG):
Alison Bennett, Careers Education, Information, Advice and Guidance (CEIAG) Specialist	Islington Council – Children’s Services  CEIAG specialist re: quality of IAG and work of employment commission re: careers entitlement;	<ul style="list-style-type: none"> <li>Schools and careers network – how it works</li> <li>Quality</li> <li>Good practice</li> </ul>

<p><b>Prevention and early intervention</b></p>	<p><b>SID Objective 4:</b> To identify and assess specific measures which will increase the progression into EET for groups of young people with low levels of participation in EET and other young people vulnerable to becoming NEET</p> <p><b>SID Objective 6:</b> To examine ‘promising practice’ approaches at school and local authority level that indicate the best success in reducing the number of young people NEET and preventing young people becoming NEET, and how they might apply locally.</p>	
<p><b>Who</b></p>	<p><b>Organisation/remit</b></p>	<p><b>Area of focus</b></p>
<p>To be identified</p>	<p>LB Wandsworth Council (TBC)</p>	<p>LA approach to reducing number of NEETs and preventing young people becoming NEET</p>
<p>Holly Toft and Lorraine Blyth</p>	<p>Islington Council – Children’s Services</p>	<p>Participation – context and good practice particularly in schools ESF projects and B2B</p>

## 2. Work plan

<b>Date: Thursday 22 September 2016</b>		
<b>Evidence theme: Outcomes and progression</b>		
<b>Who</b>	<b>Organisation/remit</b>	<b>Area of focus</b>
Holly Toft, Head of Post-16	Islington Council: Children's Services	The current picture of 16-18 in education employment and training and 18-24 year olds in employment/progressing to employment; the local offer to support young people including roles, responsibilities, opportunities and resources; key issues such as progression to university; distance to learning, engagement/re-engagement and cross borough issues.

### **Briefing notes prior to meeting:**

- Contextual report

### Other reports:

1. Early Help Scrutiny: 12 Month Report Back
2. Update on the Youth Offending Service Improvement Plan
3. Executive Member Questions
4. Review of Work Programme

<b>Date: Tuesday 18 October 2016</b>		
<b>Evidence theme: Support to young people and accountability – Information, Advice and Guidance</b>		
<b>Who</b>	<b>Organisation/remit</b>	<b>Area of focus</b>
To be confirmed	Schools x 3 (TBC)	IAG:
Alison Bennett, Careers Education, Information, Advice and Guidance (CEIAG) Specialist	Islington Council – Children's Services  CEIAG specialist re quality of IAG and work of employment commission re: careers entitlement;	<ul style="list-style-type: none"> <li>• Schools and careers network – how it works</li> <li>• Quality</li> <li>• Good practice</li> </ul>

### **Briefing notes prior to meeting:**

- Schools with high/low number of NEETs
- Brief history re: responsibility for IAG
- Description of Careers Network

### Other reports:

1. Progress on Changes to SEND
2. Quarterly Review of Children's Services Performance (Q1)
3. Executive Member Questions
4. Review of Work Programme

<b>Date: Monday 21 November 2016</b>		
<b>Evidence theme: Support to young people and accountability – Employability skills</b>		
<b>Who</b>	<b>Organisation/remit</b>	<b>Area of focus</b>
Cherylin Jeffier, Progress Advisor (Vocational Pathways)	works with young people pre-16 who are interested in a vocational pathway	<ul style="list-style-type: none"> <li>Support to young people interested in a vocational pathway</li> </ul>
Lorraine Blyth, Post-16 Participation Manager	Islington Council – Children’s Services	<ul style="list-style-type: none"> <li>Employability skills: 16 – 18 year olds</li> <li>Employability skills: 18 – 24 year olds</li> <li>Apprenticeships</li> </ul>
Jodi Pilling, Learning and Skills Manager	Islington Council – Chief Executive’s Department	<ul style="list-style-type: none"> <li>Youth employment</li> <li>Connecting with businesses</li> </ul>

**Briefing notes prior to meeting:**

- To be identified

Other reports:

- The Children’s Services response to Prevent
- Quarterly Review of Children’s Services Performance (Q2)
- Executive Member Questions
- Review of Work Programme

<b>Date: Tuesday 3 January 2017 Evidence theme: Prevention and early intervention</b>		
<b>Who</b>	<b>Organisation/remit</b>	<b>Area of focus</b>
To be confirmed	Mer-IT – community organisation	<ul style="list-style-type: none"> <li>Community groups working with young people</li> </ul>

**Briefing notes prior to meeting:**

- Notes of scrutiny visit to Progress Team and Young People

Other reports:

- Islington Safeguarding Children Board: Annual Report
- Child Protection Annual Report
- Executive Member Questions
- Review of Work Programme

<b>Date: Tuesday 28 February 2017</b>		
<b>Evidence theme: Support to young people; Prevention and early intervention + Concluding discussion</b>		
<b>Who</b>	<b>Organisation/remit</b>	<b>Area of focus</b>
Holly Toft and Lorraine Blyth	Islington Council	<ul style="list-style-type: none"> <li>Participation – context and good practice particularly in schools</li> <li>ESF projects and B2B</li> </ul>
To be identified	LB Wandsworth Council (TBC)	
To be identified	City and Islington College	Careers Clusters
To be identified	Local businesses	What local businesses are doing to progress this agenda

**Briefing notes prior to meeting:**

- To be identified

Other reports:

1. Quarterly Review of Children's Services Performance (Q3)
2. Executive Member Questions
3. Review of Work Programme

**3. Visits**

<b>Visits (to take place between September 2016 and February 2017)</b>			
<b>Who</b>	<b>Organisation/remit</b>	<b>Area of focus</b>	<b>When</b>
Young People and the Progress Team	Islington Council – Children's Services	Support to vulnerable young people – visit to the Progress Team and meeting with some young people (possibly those who are supposed to be in Yr 11) – to occur in the evening – should cover the barriers and obstacles to EET	December 2016 TBC

**4. Report**

**20 March 2016:** Draft recommendations

**8 May 2016:** Final Report



Report of: **Corporate Director of Children's Services**

Meeting of:	Date	Ward(s)
Children's Services Scrutiny Committee	22 September 2016	All

Delete as appropriate		Non-exempt
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## SUBJECT: **Early Help Scrutiny Review: 12 Month Report Back**

### 1. **Synopsis**

- 1.1 Following the scrutiny of early help in 2014/15, this report sets out progress in meeting the Committee's recommendations and highlights risks to the early help offer in future years due to national funding changes.

### 2. **Recommendations**

- 2.1 That the Committee considers the progress made in relation to its previous recommendations and notes risks to the future funding of early help services.

### 3. **Background**

- 3.1 A scrutiny of early help was carried out between September 2014 and April 2015. The overall aims were to analyse the extent to which services provided by Islington council and its partners were preventing needs escalating to the point children, young people and families needed statutory interventions; to highlight areas of good practice and; to make recommendations to further improve outcomes for families with multiple problems.
- 3.2 The objectives of the review were to identify how well the early help approach was:
- **identifying issues** at the onset to nip problems in the bud
  - providing a system of support that is **easily accessible** for families
  - providing a **range of services** to meet the differing levels of need of families and how they address issues related to school attendance, offending and employment including parental employment.
  - providing **effective programmes** of support
  - effectively **building family functioning** and ability to solve/overcome problems
  - effectively **solving problems** faced by children, young people and families identified as having multiple needs that can't be met by universal services, preventing offending and the need for entry into social care services.

- making efficient and effective **use of all resources** available

- 3.3 The scrutiny committee found that **early help services in Islington were of a high quality, worked well with partner agencies and took a comprehensive ‘whole family’ approach**. The Committee anticipated that continuing the early help approach would further decrease demand for statutory services. Overall, the Committee supported the work of the Council’s early help services and made several recommendations to further innovation.
- 3.4 The final report proposed ten recommendations to further improve outcomes for families with multiple problems. This report provides an update on progress made in response to the recommendations.

**Recommendation 1: That the Executive continue to prioritise the Early Help approach to preventing escalation to statutory services.**

The Executive has continued to prioritise the Early Help approach to preventing escalation through targeted family support in the children’s centres for under fives, Families First for five to nineteen year olds, and a range of evidence based parenting programmes. For families with more complexity, IFIT provides the intensive support with a greater degree of clinical and specialist input (non-statutory).

Through careful management of the families with multiple needs community based budget, services have been sustained and there has been no reduction to the numbers of families served by the teams. However, it is highly unlikely that services can be sustained at this level over the coming period due to a reduced rate of phase two national Troubled Families funding (2015-2020), and the potential impact of implementing a National Funding Formula for Early Years which proposes to reduce the proportion of funding that the local authority can retain centrally.

**Recommendation 2: That the Council’s early help services’ successes in creating safe and trusting relationships with families be noted, and consideration be given to how similar approaches to positive relationship building can be adopted by other services, including but not exclusive of schools and housing.**

The early help services are making better links to other services in order to build on the partnership working and team around the family approach.

Since the Scrutiny, **links to schools** have been revised to give stronger coverage. Families First now link to each primary school in the borough, with IFIT doing the same in the secondary schools. The Family Support Worker attached to the schools connects with their pastoral care staff or team around the school so that children and families with additional needs can be identified and support plans made with the consent of the family. They can also facilitate coffee mornings or attends playground meet and greets with parents to promote easy access to help. A specialist worker in IFIT also links to families where a young person has been identified by the school as at risk of requiring alternative provision.

A further innovation in relation to families and schools is the Islington Mental Health and Resilience in Schools project (**IMHARS**). The IMHARS framework sets out seven components of school practice and ethos that effectively develop resilience, promote mental health and support children at risk of, or experiencing, mental health problems. Schools should reflect the seven components when planning early help for pupils, this complements the work conducted by Families First and IFIT. This project aims to bring these two areas of work together to encourage schools to use the early help assessment tool to identify needs and co-ordinate how support can be provided or make a request for service if there are safeguarding concerns.

The objective is to understand how schools currently identify families who require early help and how they work with the families. The aim is to share good practice and tackle barriers in providing early help and to encourage the use of the Early Assessment to identify and meet needs in school. Five schools are participating from the Autumn term and the process includes:

- Auditing the early help already offered by the school
- Training key staff members on the Early Help Assessment (in addition to other areas depending on audit above)
- Enhancing the team around the school to use the Solihull Approach, and CAMHS and FF/ IFIT practitioners to lead/model if needed.
- Holding advice surgeries on a regular basis in school where FF/IFIT practitioner alongside school staff member provides support to “nip problems in the bud.”
- Running parenting programmes in school and school staff member to shadow to develop their skills in responding to parents about parenting.
- Providing bespoke training from Safeguarding Board Workforce Development.

Learning from the pilot will enable a more schools-led promotion of how to identify and support families in school.

Co-location is now in place with the **anti-social behaviour team in Housing and with the Youth Offending Service**, again to promote the team around the family and relationship building ways of working.

**Recommendation 3: That early help services better prepare service users for their intervention ending by working further to build resilience, which will reduce social isolation and empower families to live independent and fulfilled lives.**

The **re-referral rate** to Families First has been stable at 18.8% for the last two years. Work is planned this financial year to audit these cases to help us to understand better whether families are returning because their problems were not resolved satisfactorily, or more positively because they have an increased trust in the service and can disclose other issues, or for other reasons. We will also improve our understanding of cases that have had multiple children’s social care and early help interventions.

Both Families First and IFIT have introduced new ways of working to ensure that they are maximising families’ resilience and preparing them for endings. These include:

- Preparing family members for endings more systematically in home visits and this is now evident in an increasing proportion of case records.
- Marking the formal ending and the withdrawal of home visiting family support, the worker now writes a letter to the family that highlights the progress that the family themselves have made and suggests what services families can independently access if they need any further assistance.
- IFIT’s weekly goal sheets are monitored closely to ensure that staff are enabling families to achieve their goals, rather than doing things on their behalf.
- Clearer processes are in place for managing case closures, avoiding ‘drift’ in support, and ensuring management oversight at each stage of the cases.

**Recommendation 4: That the Executive continue to prioritise mental health, school attendance, domestic violence and parental employment as key factors in achieving family wellbeing.**

The key factors identified within this recommendation are four of the six national troubled families priorities for phase two of the programme (2015-20 – the other problems are crime/anti-social behaviour and a broad category of children who need help). Changes have been made to **systems and ways of working** in the last year to ensure we can measure these family problem areas more consistently across early help services, assess what progress we have made for each family and across the cohort, and prioritise accordingly. At the point of writing, the new Early Help Module has been rolled out to children’s centres, targeted youth support and IFIT, Families First and the Early Support Team for disabled children will follow. This will mean better information on needs and how we are meeting those but also flags to every member of staff that these are our priorities for children and families and need to be at the centre of our work to improve outcomes.

Ensuring children **go to school every day**, avoiding persistent absence and exclusions continues to be prioritised across Families First and IFIT. A Families First support worker is linked to every primary school and an IFIT worker to every secondary school in the borough. In 2015/16, for young people

with 10%+ persistent absence, 70% (62 of 89) showing an improvement following their Families First intervention. 67% (14 of 21) of young people with previous exclusions were excluded less frequently or not at all after being supported by Families First.

In terms of promoting good mental health, the multi-disciplinary **Growing Together** service provides a range of interventions to address both a parent's mental health difficulty and the way they understand and relate to their child (aged under 5). The key performance indicators for Growing Together are improvements in parenting, improvements in parent-child interaction, reduction in mental health issues and 100% registration of eligible parents with children's centres and they are demonstrating improvements in all of these areas, e.g. using individual therapy for parents, parent-infant therapeutic work, groups, behavioural management, and couples work.

The Psychologically Informed Consultation and Training **Service (PICT)** which was embedded in early help from Nov 2013 continues, funded by the CCG. PICT is part of The Camden & Islington NHS Foundation Trust's Personality Disorder Service. Their remit is workforce development and supporting staff to work more effectively with personality disorder and other complex and challenging presentations. Each team has two days per week of PICT practitioner time for consultation on cases, joint work with the lead professional, support to navigate adult mental health services, and training. It is difficult to measure definitively the impact of families' lives of the PICT service because they are supporting the team around the family rather than doing direct clinical work in the main. However, helping the workers to develop crisis management plans (that include the needs of the children) and staying well / maintenance plans at the end of interventions builds parents' and adult siblings' capacity to self-manage health and wellbeing. The advice provided on how to best deliver interventions that can be accepted and acted upon by parents and to support parents to sustain engagement with mental health services such as IAPT, counselling or higher threshold services is valued and appears to be working well. An audit will be carried out later this year to capture more data on impact.

A recent independent evaluation notes that Growing Together, PICT and I-cope are managing to **engage with families that had previously not engaged with services, but who have pronounced vulnerabilities.**

Progress is ongoing in relation to **parental employment**, with employment advisers attached to each of the early help teams. Progress to work is now expected as a goal for all family plans if there is an adult on out-of-work benefits. This can range from very early support towards work for families with many barriers (e.g. getting out of the house, setting routines, self-confidence building) to more formal work-readiness such as training, work experience, help with CVs and applications for those who are nearer to employment. We monitor all of our early help families where there is an adult on benefits and between September 2015 and Aug 2016, 17 adults supported by our early help teams have moved off benefits and started work. 18 started training and 10 work experience.

**Domestic abuse** continues to feature highly in referrals (27% of all cases). Again the approach is to embed specialist expertise in our teams so that they can enable staff to feel more confident in the support they offer in managing risk and mitigating the impact of domestic abuse on survivors. Although the main focus of the DVIP (Perpetrators' service) is on families within the statutory services, it is available to early help staff for advice and consultation and is particularly relevant to the IFIT families. For Families First, a six-month pilot involving co-locating a Solace worker in Families First is about to start which has been set up in partnership with the Community Safety Team. They will spend two days a week in one of the teams to increase awareness of domestic abuse and the available services and support LBI staff development and confidence through lunchtime learning sessions and case advice.

A conference for staff on parental conflict and domestic abuse is planned for the Autumn to be run jointly by Early Help and the Islington Safeguarding Children Board with outside speakers to raise awareness of the current research and best practice.

Parents can access the 'Parents as Partners' parenting programme for couples in conflict as well as a male perpetrators' programme. A gap was identified for women and children who have survived domestic violence to avoid future abusive relationships and start to repair the damage of abuse and work is underway to commission two programmes – one for under 5s and one for schools aged children.

**Recommendation 5: That, through the Health and Wellbeing Board, the Council work with its partners, such as clinical commissioning groups, to ensure better access to effective mental health provision.**

Early help services continue to develop closer joint working with **CAMHS and Adult Mental Health**. Across services, goals for intervention are wherever possible incorporated into one family plan.

IFIT clinical staff are able to discuss, escalate and fast-track CAMHS involvement, as a child or adolescent mental health assessment can be completed within the service.

Families First is currently negotiating with CAMHS about the input into their teams in terms of training to family support workers and also relooking at how Solihull practitioners are used in each service and whether they can be used in a consultative way similar to the PICT practitioners. The **Solihull Approach** is a practical way of working with families to help a more secure attachment to develop between a child and their carers. It combines theories from psychoanalysis on containment, from child development on development, and from behaviourism on effective behaviour management. As a secure attachment underpins all other relationships for the rest of a child's life, it is the agreed approach across all Early Help services in Islington.

Families continue to benefit from the embedded PICT service which enables more effective working with parents affected by mental health problems – see Recommendation 4 above – this is funded through the CCG.

There is agreement with CCG managers and the Camden and Islington Mental Health Foundation Trust that further work is required in relation to influencing adult mental health staff to 'think family.' A plan is in place to link into Trust-wide training. An update of information across children and adults' services on the numbers of adults in treatment are living with children and the level of support from children's services will also be carried out.

On the strategic level, Early Help services are represented at the Children's Mental Health and Emotional Wellbeing Group and on the Islington Mental Health Advisory Group and Programme Board (Adults) in order to bring about a greater focus on early intervention and the whole family approach. Equally, the key health services are represented at the Early Help Stronger Families Steering Group.

**Recommendation 6: That consideration be given to introducing 'Early Help Ambassadors', resident volunteers that can assist with outreach, promotion, and reducing the stigma of accessing help.**

**Self-referrals** to Families First remain high: the proportion was 21% in 2014/15, increasing to 25.3% in 2015/16. Schools are also a key source of referrals at 11% in both years. It is likely that these rates indicate that the service is considered non-stigmatising within the community.

Feasibility for the **Early Help Ambassadors' role** has been undertaken since the scrutiny. This approach to outreach had previously been provided by Family Action but was not sustainable alongside the casework. Funding has now been identified for a new twelve-month pilot of an Ambassador role and a specification developed in consultation with staff, partners and parents. The aim is for an independent Service Provider to provide training and support to a group of parents/carers to enable them to undertake the role. The ambassadors will be previous service users who have either attended a parenting programme and/or had an Early Help service. We expect selection and training of the Ambassadors to take place in Autumn 2016, with delivery from Spring 2017.

The role of the ambassadors will be to:

a) Bring vulnerable families in to Early Help services

Help to reduce the stigma of gaining access to help through taking a role in outreach, including recruitment to parenting programmes, through attending coffee mornings and community events where parents are to promote Early Help services. Attend pre-course introductory meetings for parenting programmes to tell other parents their experience of having completed a programme and the impact on their family, and

contribute to improving recruitment to parenting programmes, including helping improve publicity so that it is engaging for parents.

**b) Assist in monitoring the quality of the service families receive**

Ambassadors will be invited to be part of interview panels for recruitment of staff to Early Help, as well as to selection interviews for practitioners to train to become parenting programme facilitators. They will take part in mystery shopping and exit interviews as part of the Early Help quality assurance framework. They will attend the pre course coffee morning for parents to meet those signing up for parenting programmes, attend again at some point half way through and give feedback on facilitation of the group, as well as being available for parents to speak to during breaks, letting them know about post course support available.

**c) Help families build their own local networks of support at exit from Early Help services**

With support from Early Help staff, ambassadors will run a peer support group for parents who have recently exited an Early Help service or parenting programme. The content of the group sessions will be decided by the group, but could include both informal coffee mornings, offering a chance to meet together and improve social networks, through to organising attendance at local community events together or inviting in community speakers on subjects of common interest, for example Family Information Service, employment advisors, community police, play and youth services etc.

**Recommendation 7: That the internal monitoring and evaluation of early help services continue to be prioritised through further exit interviews and mystery shopping exercises.**

Mystery shopping and exit questionnaires have continued to be used, with feedback, learning and action taken following on from the sessions.

a) The areas for improvement identified during **mystery shopping** included: ensuring there is always a knowledgeable Family Support Worker with good listening skills available to respond to telephone enquiries; for staff to be clear about what will happen and when once a referral is accepted; the importance of seeking informed consent. Positive feedback related to the politeness and warmth of staff who 'really want to help,' and to the promotion of the employment advisers and family activities.

b) The **exit questionnaires** indicated that 98% of families remembered that their assessment was shared with them and found assessments easy to understand and fair in the way their family's situation was represented. A slightly lower rating was given to the clarity of the family plan and whether it meets needs of family (3/5) and this correlates with internal auditing results and is being addressed. However, service users were clear on who was doing what to help them, including what they needed to do themselves. 100% rated their worker as reliable and said that they felt listened to and supported, and their overall experience was positive for the majority of families.

The Early Help Ambassadors will help the Families First service to reach more parents and ensure their views are fed into service planning and delivery.

**Recommendation 8: To combat social isolation, consideration be given to how information about cultural and social opportunities can be more accessible to families and staff.**

Both Families First and IFIT actively encourage all family members to engage in culturally sensitive activities that promote their involvement in work, training and leisure interests. Families First have developed strong partnerships with Caxton House Community Centre and Sadlers Wells Theatre.

**Recommendation 9: That officers investigate if a discretionary fund to support families in extreme crisis situations could be provided within existing budgets.**

The early help services make applications to charities for funds for specific needs including white goods and typically basic household items as well as to the resident support scheme. The teams make a request for services to Children's Social Care if families are in extreme crisis so that families can have access to children in need funding under section 17 of the Children Act.

**Recommendation 10: That the service adopts the recommendation of the external evaluation to work further with families with adolescent children, and adolescent children themselves.**

Following the early help evaluation and the scrutiny of early help services, the Islington Families Intensive Team (IFIT) was reviewed. The focus for IFIT has shifted to a cohort of families with adolescents where difficulties are less entrenched or younger siblings are at risk of following similar trajectories. Stronger links have been made with agencies involved with the older young people – such as the Youth Offending Service, Targeted Youth Support, and Housing. Co-location and closer joint working were established.

IFIT is now accepting referrals that identify families where there are earlier indicators that the children are at risk of school exclusion, risk of eviction through debt and rent arrears, or antisocial behaviour or offending. IFIT is focusing on those families where the level of concern does not meet threshold for statutory services. By identifying these families earlier, IFIT aims to make more of an impact and facilitate lasting change with families, reducing the need for statutory services in the future. Interventions are shorter, with the aim of making the service delivery better value for money without losing the intensity necessary to make significant and sustained progress.

## **4. Implications**

### **4.1 Financial implications:**

As noted in recommendation 2.1 it is highly unlikely that services can be sustained at the current level in the future due to a reduction in ongoing resources available.

Current financial modelling indicates that services can be maintained in existing formats until March 2018, after which the funding reductions are expected to be a minimum of 30%.

### **4.2 Legal Implications:**

No implications.

### **4.3 Environmental Implications:**

No implications.

### **4.4 Equality Impact Assessment:**

The council must, in the exercise of its functions, have due regard to the need to eliminate discrimination, harassment and victimisation, and to advance equality of opportunity, and foster good relations, between those who share a relevant protected characteristic and those who do not share it (section 149 Equality Act 2010). The council has a duty to have due regard to the need to remove or minimise disadvantages, take steps to meet needs, in particular steps to take account of disabled persons' disabilities, and encourage people to participate in public life. The council must have due regard to the need to tackle prejudice and promote understanding.

An assessment has not been carried out in relation to this report as it is a progress report on service improvements, rather than a new initiative or change in policy.

## **5. Conclusion and reasons for recommendations**

- 5.1 The Committee is asked to note progress made on the actions being taken forward to address the recommendations of the Children's Scrutiny Committee's review of early help services.

**Appendices:** None.

**Background papers:** None.

Final report clearance:

**Signed by:**



Carmel Littleton  
Corporate Director of Children's Services

Date 8 September 2016

Report Author: Ruth Beecher  
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Report of: **Corporate Director of Children's Services**

Meeting of:	Date	Ward(s)
Children's Services Scrutiny Committee	22 September 2016	All

Delete as appropriate		Non-exempt
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### **SUBJECT: Update on Youth Offending Service Improvement Plan**

#### **1. Synopsis**

- 1.1 An updated version of the full Youth Offending Service Improvement Plan is attached as an appendix to this report. The Plan has revised RAG ratings which reflect the progress made to date. A summary of progress against each of the key objectives follows.
- 1.2 Actions to review and improve the effectiveness of the Youth Justice Services Management Board, which oversees the YOS as well as other actions to address youth crime in Islington, have been fully completed, and the Youth Crime Action Plan is being revised following a partnership awayday.
- 1.3 There has been substantial progress in recruiting a stable, qualified and effective staff team for the YOS. Induction, training and development processes are in place and we are in the process of standardising disparities in pay rates. Information management remains a challenge for the service, as the introduction of the new Asset Plus assessment framework has highlighted extensive problems in past recording practice which now need to be resolved.
- 1.4 Audits of case work are showing substantial improvements in the quality of work with young people. The implementation of the Asset Plus framework is posing a number of technical challenges. However there is shared a philosophy in the team that utilising the Good Lives model, restorative practices and an understanding that offending behaviour amongst young people is often highly influenced by past experience of traumatic life events. This is reflected in improving compliance and engagement rates. Work to address serious violence and gang affiliation, and the quality of reports for the courts are key upcoming priorities for the service.
- 1.5 Amendments to the Service Level Agreement between the YOS and Islington police are being made, and the final version will be tabled at the September Youth Justice Services Management Board for agreement. There has been no further progress with installation of equipment for YOS police to access electronic police systems in the office, meaning that full co-location is still not possible. A protocol for new applications for Criminal Behaviour Orders and other types of civil legislation has been agreed between YOS, police and Community Safety, to ensure the laws are correctly targeted at the most

prolific individuals to reduce the risks they pose.

- 1.6 Morale across the service and at all levels is greatly improved, and practitioners and managers report feeling a renewed sense of commitment to progress. Workloads have become more equitable, and unnecessary tasks reallocated or discontinued. Practitioners volunteered to lead a review of the interventions delivered to young people, and a bespoke ISS service is being developed to address the needs of the most serious and prolific offenders.

## **2. Recommendations**

- 2.1 The Children's Services Scrutiny Committee note the updates to the Improvement Plan, and ask the Youth Justice Services Management Board to continue to oversee progress.

## **3. Implications**

### **3.1 Legal Implications**

The Council must establish one or more multi-agency youth offending teams, which include representatives from partner organisations (section 39 Crime and Disorder Act 1998). The Council has a duty to take reasonable steps designed to reduce the need to bring criminal proceedings against children, to encourage children in the area not to commit crime, and to avoid the need for children to be placed in secure accommodation (Schedule 2, paragraph 7 to the Children Act 1989).

### **3.2 Financial Implications**

There are no financial implications for this report.

### **3.3 Environmental Implications**

There are no environmental implications for this report.

### **3.4 Resident Impact Assessment**

The council must, in the exercise of its functions, have due regard to the need to eliminate discrimination, harassment and victimisation, and to advance equality of opportunity, and foster good relations, between those who share a relevant protected characteristic and those who do not share it (section 149 Equality Act 2010). The council has a duty to have due regard to the need to remove or minimise disadvantages, take steps to meet needs, in particular steps to take account of disabled persons' disabilities, and encourage people to participate in public life. The council must have due regard to the need to tackle prejudice and promote understanding.

An assessment has not been carried out in relation to this report as it is a progress report on service improvements, rather than a new initiative or change in policy. The Improvement Plan is intended to address the issues raised in the [Islington Youth Offending Service HMIP Re-inspection report](#). Young Black people are over represented in the youth justice system in Islington. The use of the re-offending tracker tool will aim to address this over representation and reduce disproportionality. This tool will also help to identify any over representation of young people who are Looked After or have Special Educational Needs, and enable analysis, identification of partner input needed and targeting of interventions.

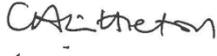
#### **Appendices:**

- Appendix 1: Youth Offending Services Improvement Plan: update from August 2016

**Background papers:** None.

Final report clearance:

**Signed by:**



Carmel Littleton  
Corporate Director of Children's Services

Date 8 September 2016

Report Author: Liz Westlund  
Tel: 020 7527 2186  
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**Islington Youth Offending Service  
Improvement Plan  
May 2016 (for activity up to April 2017)**

## Improvement Planning Framework

The Islington YOS Management Board will respond to the findings of the Inspection through revisions to two key plans;

- A review of the strategic Youth Justice Plan
- This post-inspection improvement plan consisting of two distinct parts;
  - Part A: YOS Board Improvement Plan
  - Part B: YOS Team Improvement Plan

Post Inspection Improvement Plan April 2016	
<p style="text-align: center;"><b>Part A: YOS Board Improvement Plan</b></p> <p><b>Four objectives:</b></p> <ol style="list-style-type: none"> <li>1. By April 2016, to have in place an effective YOT Board with full, consistent and appropriate membership to lead the improvement programme</li> <li>2. By June 2016 to have in place a full complement of suitably qualified and experienced staff including specialist roles</li> <li>3. By August 2016, to ensure the YOT Board accesses and uses accurate and timely data and information to ensure it can effectively oversee improvement activity.</li> <li>4. By October 2016, to have in place the right resources used to support the work of the YOT including improved and appropriate locations to work with young people</li> </ol>	<p style="text-align: center;"><b>Part B: YOS Team Improvement Plan</b></p> <p><b>Three objectives:</b></p> <ol style="list-style-type: none"> <li>1. By April 2017, to have in place effective joint work between the local authority and police to reduce offending, protect the public and keep children and young people safe, including co-location of the police</li> <li>2. By April 2017, to manage risk of harm to others and safeguarding needs so that actual and potential victims, including those who are also perpetrators, are protected as far as possible.</li> <li>3. By April 2017, to ensure all staff have the relevant training, support and resources to manage the complex cases they hold</li> </ol>

**Part A: YOS Board Improvement Plan**

**Objective 1: By April 2016, to have in place an effective YOT Board with full, consistent and appropriate membership to lead the improvement programme**

No.	Action	By Whom	By When	RAG	What success will look like	Progress Sept 16
1.	YJB to deliver Board development workshop, to enable Board members to plan post inspection improvement work	YJB Head of London	Dec 15	Green	Board members feel confident in their ability to oversee improvement activity	The workshop was delivered in Dec 15 and the Board expresses this confidence
2.	Borough Commander to be invited to join the Board	Board Chair	Apr 16	Green	Consistent attendance and oversight of police contribution to YOS	The Borough Commander has agreed to attend, and has attended the Improvement Board

**Objective 2: By June 2016 to have in place a full complement of suitably qualified and experienced staff including specialist roles**

No.	Action	By Whom	By When	RAG	What will success look like	Progress Sept 16
1.	Recruit permanently to Operations Manager post	Head of Service	July 16	Green	Experienced and able manager in post	Charlotte Matthews started in post in July
2.	Adopt one broad payment band for all YOS case managers, who may hold qualifications from a range of sources.	Head of Service	July 16	Amber	Payment band implemented with union support	A revised job description has been drafted and agreed with unions, awaiting HR sign off

3.	Induction, probation, supervision and learning and development processes to be implemented which support and develop staff to do an excellent job.	Quality Manager	July 16	Amber	Processes in place and consistently implemented	Processes are implemented and we are now working to ensure consistent quality of supervision
4.	Health development plan to be implemented	Board Health Lead	Sept 16	Amber	Staff aware of health resources, processes for referrals consistently implemented; case notes show needs consistently met	Health development plan is being delivered and the trauma model has significantly influenced the shape of service delivery. The impact on referrals and intervention delivery will need to be audited in future.
5.	Allocate the YOS a discrete, co-located information management resource	Board Chair	June 16	Amber	Regular checks on key quantitative measures, supervision time freed to discuss the quality of case work	Still held centrally. We are working together to ensure service needs can be met, and drawing up a business case for additional technical information support.

<b>Objective 3: By August 2016, to ensure the YOT Board accesses and uses accurate and timely data and information to ensure it can effectively oversee improvement activity</b>						
<b>No.</b>	<b>Action</b>	<b>By Whom</b>	<b>By When</b>	<b>RAG</b>	<b>What will success look like</b>	<b>Progress Sept 16</b>
1.	<p>For the Board to oversee the refreshing of and delivery of the action plan for Youth Crime Prevention</p> <ul style="list-style-type: none"> <li>• Approve the action plan</li> <li>• Monitor progress</li> <li>• Review effectiveness</li> </ul>	Board Chair	Nov 16	Amber	Revised action plan in place which addresses the key factors and which all partners sign up to delivering	A partnership awayday was held in June to review and refresh the Action Plan
2.	<p>Review Board procedures to ensure that:</p> <ul style="list-style-type: none"> <li>• Agendas focus on improvement activities and other urgent matters</li> <li>• Sufficient time is available at Board meetings to discuss progress and barriers, and agree necessary actions at strategic level</li> <li>• Performance information is focussed and accessible to non-specialists</li> <li>• Meetings are held wherever possible at the YOS to give members the opportunity to increase their knowledge of the staff and work</li> <li>• There is sufficiently senior representation from all agencies including police</li> <li>• The information presented to the Board accurately reflects the situation in the YOS and the level of progress made</li> </ul>	Board Chair	June 16	Amber	Full attendance and engagement of all statutory partners, consistent strategic oversight	Board processes are now significantly more effective. Further work is needed to ensure statistical information is accessible and not difficult to interrogate.

3.	Reports on particular areas of key activity to be presented by middle managers and practitioner 'Champions'.	Head of Service	Sept 16	Green	Staff at all levels contribute to Board processes	Team Managers contributed to the last Board, and in Sept frontline staff and young people will present the ISS model
4.	Scrutiny Panels to cease and be replaced with shadowing and other opportunities for Board members to increase understanding.	Board Chair	August 16	Green	Board members' expertise enables improvement in YOT practice and removes barriers to improvement	Board members have shadowed court, duty, undertaken Champion visits and staff liaison
5.	Regular service user feedback to be presented to the Management Board to inform service development.	Head of Service	May 16	Green	Board receives regular feedback from young people	User feedback was presented to the last Board and Sept Board will include presentations from young people
6.	Report from the on site review of police contribution to the YOS from the Metropolitan Police Central Improvement Team to be presented to the Management Board and recommendations implemented.	Chief Superintendent, Met	May 16	Red	Full co-location and consistent, positive partnership working	This was presented at the last Board though some key recommendations have not been implemented

Objective 4: By October 2016, to have in place the right resources and processes to support the work of the YOT						
No.	Action	By Whom	By When	RAG	What will success look like?	Progress Sept 16
1.	Ensure the quality of assessments, plans and interventions with young people is consistently good, and effective in reducing re-offending and use of custody	Head of Service	April 17	Amber	All audited case work to be assessed as good or excellent	Audits began again in June. 25 have been undertaken at the time of writing, of which 15 are good or excellent, 10 unsatisfactory. Due to the implementation of Asset Plus, audit activity will focus on reports and assessment of risk of harm.
2.	<p>Review the measures used in the YOS to manage gang related activity, including:</p> <ul style="list-style-type: none"> <li>• Safety Questionnaire to be devised, consistently used and intelligence shared with colleagues in police and Community Safety</li> <li>• Information team and Integrated Gangs Team to be asked to assist with 'mapping' young people to postcode areas</li> <li>• Consideration of satellite venues for delivery of services. Mapping postcodes against risk levels, sexes, ages etc. – consider delivery of group work in clusters co-terminous with TYS areas</li> </ul>	YOS Team Manager	October 16	Red	Young people, parents and carers and staff report reduced safety incidents and improved confidence with safety of venues	Staff absences have inhibited progress on this to date, but this will now be progressed by Service Manager.

3.	Develop a directory of resources available in Islington which are evaluated as effective and agreed as suitable for YOS use; embedding the outcomes of the Youth Crime Awayday	Assistant Director, Public Health	Sept 16	Amber	Staff are aware of the resources available and consistently use them appropriately	Work on a directory of resources was discussed at a recent post away-day workshop and a Steering Group will take this work forward.
4.	Use restorative approaches across all areas of YOS activity	Head of Service	Nov 16	Amber	Restorative approaches are consistently evidenced as being used in all cases; clear interface between RJ worker and case managers	Victim processes are in place and implemented, with the first face to face restorative conference scheduled imminently. Training is arranged for court partners and panel members on RJ. Referral processes to RJ worker in place and training arranged; work under way to embed restorative approaches in reports and compliance panels.

5.	Engage service users in a range of ways to provide feedback and influence the development and improvement of the service.	Head of Service	Aug 16	Amber	Service users contribute and shape service direction	HMIP's user feedback surveys are being consistently completed; these are done by TYS for objectivity. The user voice group continues and a group of practitioner 'Champions' is leading user involvement activity.
6.	Undertake regular audits of case work to ascertain progress against improvement targets	Head of Service	Aug 16	Green	Quality of case work improves until all is good or excellent	Audits by senior managers within the service are taking place weekly and showing improving practice. The use of Asset Plus will be monitored. Partnership audits are planned.
7.	Train and support staff to improve the quality, length and congruence rates of Pre-Sentence Reports to court	Team Manager	Nov 16	Amber	Congruence rates increase, custody reduces, feedback from magistrates is positive	A training date has been set for October. The changes to the assessment framework mean that it is currently not possible to check congruence but ongoing recovery work aims to address this.

8.	Train staff in the effective use of information management database	ICT Lead	June 16	Green	Staff feel confident that they can fully use Child View, audits demonstrate this	Several training sessions have been completed and in house development is ongoing
<b>Part B: YOS Team Improvement Plan</b>						
<b>Objective 1: There is effective joint work between the local authority and the police to reduce offending, protect the public and keep children and young people safe, including co-location of police.</b>						
<b>Board Champion: Jo Murphy, Service Director Housing</b>						
No.	Action	By Whom	By When	RAG	What will success look like	Progress Sept 16
1.	Management Board to monitor compliance with the YOS and police Service Level Agreement to ensure that decisions translate into action.	Board Chair	June 16	Amber	Effective and timely communication and intelligence sharing; improved service outcomes	Final amendments have been made to the SLA and a final version will be tabled at the September Board for agreement.
2.	Develop an effective working protocol between YOS staff and police teams.	Head of Service	June 16	Amber	YOS and police staff are aware of routes of communication, and these are effective in managing risk of re-offending	The communication protocol is contained within the SLA.
3.	Report from the on-site review of police contribution to the YOS from the Metropolitan Police Central Improvement Team to be presented to the Management Board and recommendations implemented.	Police Borough Commander	August 16	Red	Improved working relationships between YOS and police	The report was tabled but the key recommendations, about level of resources and access to police systems in the YOS office, have not been implemented.

4.	Police representation at strategic level to YOS Multi Agency Risk Panel.	Borough Commander	August 16	Amber	Consistent representation and engagement at sufficiently senior level	There has been regular representation by Islington police but personnel have varied, a consistent representative will be agreed as part of MARP review.
5.	Partnership review of Bronze panel mechanisms to ensure effectiveness in addressing serious youth violence.	Head of Community Safety	August 16	Amber	Reduced re-offending and violent crimes committed by Islington young people	The Bronze panel has been reviewed in consultation with police, YOS and NPS and a new mechanism agreed to adopt an approach similar to the MAPPa panel, with better links with MARP and other relevant meetings to prevent duplication. The new Bronze process will start from October and will be jointly chaired by the police DI (Gangs) and a designated SPO in the NPS.

6.	In partnership with YJB, use Islington local data to analyse the profile of young people re-offending in Islington, compile re-offending action plan and implement this	Head of Service	Nov 16	Amber	Re-offending rates reduce	The YJB Re-offending lead has presented an analysis of Islington's data to the YOS management team, and briefed us on use of the live tracker. Regular monitoring is now scheduled.
7.	Review use of Criminal Behaviour Orders in Islington to avoid unnecessary action against young people, and ensure YOS is involved from the outset in any proposed action	Head of Community Service	Aug 16	Amber	Breach of CBO rates reduce	Protocol between YOS, police and Community Safety has been agreed and is being monitored.

**Objective 2: Identify and manage risk of harm to others and safeguarding needs so that actual and potential victims, including those who are also perpetrators, are protected as far as possible.**

**Board Champion: Mary Pilgrim NPS**

No.	Action	By Whom	By When	RAG	What will success look like	
1.	All case work staff to receive regular (at least once a month) structured supervision, in line with YOS procedure, to discuss all cases and provide guidance and support on interventions to reduce offending propensity and seriousness, and ensure cases are managed in line with National Standards and Case Management Guidance	Team Managers and Quality Manager	June 16	Amber	Consistent high quality supervision provided, notes recorded and onto case management system. Improved case work quality	There is consistent staff supervision taking place, and DTMs' time has been freed to concentrate on overseeing case work. There are now development sessions under way to improve consistency and recording of oversight.
2.	Fortnightly reports to be run to monitor compliance with National Standards and recording expectations.	Quality Manager	June 16	Amber	Improved compliance with National Standards following embedding of Asset Plus	'Stat Wednesdays' have been instituted to improve recording and compliance with standards, but the data scrutinised needs to be directed in a more useful way.

3.	Review and streamline panel system so that there is clarity about where responsibility for oversight of the highest risk cases sits, and all partner agencies are fully contributory and supportive. Strengthen the Multi Agency Risk Panel.	Quality Manager	June 16	Green	Reduced meeting overload for staff, improved multi-agency management of the highest risk cases	Panels and meetings have been reviewed and reduced, and MARP focussed on risk of harm. MARP will be reviewed by the new Service Manager to ensure effectiveness.
4.	Review the QA process to ensure a focus on reducing risk of harm and managing safeguarding needs.	Quality Manager	August 16	Amber	Improved management of risk of harm and safeguarding cases	Management oversight training and practice development sessions for practitioners on implementing case management guidance and child protection, particularly in relation to gangs. Policies and processes also being refreshed. Initial audits indicate an overestimation of risk which will be addressed.
5.	Develop working protocol with Children's Social Care on managing safeguarding needs for young people known to YOS.	Operations Manager	Oct 16	Amber	Improved partnership working with CSC, improved safeguarding outcomes	The YOS-Safeguarding Protocol is being refreshed and reviewed, with the YOS Service Manager acting as SPOC

6.	Embed the protocol for Safeguarding Children Affected by Gang Activity and Serious Youth Violence, including work to address child sexual exploitation, problematic sexualised behaviour and risk of violent extremism.	Head of Service	Oct 16	Amber	Case records demonstrate referrals appropriately made	The YOS-Safeguarding Protocol is being refreshed and reviewed, with the YOS Service Manager acting as SPOC
7.	Ensure that the welfare of young people entering custodial institutions is protected, by providing all necessary and relevant information to the YJB Placement Service.	Head of Service	Oct 16	Green	Mandatory documents are consistently sent in all cases	Since April this year, all relevant documents (whether mandatory or not) have been sent in all cases, and systems are in place to ensure this takes place.
8.	Ensure there is a robust exit plan in place for all young people ending YOS statutory Orders.	Operations Manager	Oct 16	Red	Exit plans in place in all cases	A process document for case closures is in draft format
<b>Objective 3: Ensure all staff have the relevant training, support and resources to manage the complex cases they hold</b>						
<b>Board Champions: Lela Kogbara and Shelagh O'Connor</b>						
No.	Action	By Whom	By When	RAG	What will success look like	
1.	Staff at all levels to be involved in devising a new name and vision statement for the service.	Head of Service	July 16	Amber	A shared service name and vision statement ascribed to by all staff across the service	Proposed names and statements were circulated to the Board. However some TYS staff have expressed a concern to retain the name as it has public recognition.

2.	Each staff member to have goals and targets which contribute directly to the aims of the Youth Justice Plan, improvement processes and overall corporate plan.	Head of Service	June 16	Green	Staff understand how their work contributes to the overall service direction	There are consistent targets in place at all levels in the service, which contribute directly to service goals.
3.	Ensure communication systems across the team are effective, and measures such as team meetings, newsletters, briefings and union liaison meetings are utilised so that staff know and understand developments.	Head of Service	Oct 16	Green	Staff across the team understand the service direction and priorities, work of colleagues	A whole team awayday, team building events, newsletters and other measures have taken place and continue.
4.	Volunteers and sessional workers are inducted, trained, supervised, supported and developed	Head of Service	Oct 16	Amber	Volunteers and sessional staff report feeling supported and have progression opportunities	The protocol for sessional staff is being drafted. Support and guidance for volunteers is of a high standard.
5.	Review of the responsibilities of individual managers at all levels, and systems and processes developed to ensure we operate as a supportive and complementary leadership team.	Head of Service	Aug 16	Amber	Managers understand their responsibilities and how we work together towards shared targets	The management team reports feeling more cohesive and supportive than ever previously. Now that the Service Manager is in post, team building and clarification of role delineation will continue this progress.

6.	<p>Action to be taken to make the service operate more cohesively, including:</p> <ul style="list-style-type: none"> <li>• Regular whole team meetings and awaydays, with follow up of issues raised</li> <li>• Cross service management structures and processes</li> <li>• Seating arrangements which facilitate cohesive working</li> </ul>	Head of Service	July 16	Green	Staff at all levels feel the service is cohesive and operates synergistically	There has been extensive progress and staff report satisfaction and high morale. An anonymous staff survey will help to identify areas to be targeted.
7.	<p>Review the service the YOS currently provides to the court to ensure that it is high quality, including:</p> <ul style="list-style-type: none"> <li>• Allocating lead roles for court work whilst enabling all staff have a basic level of knowledge in this area</li> <li>• Implementing a procedure for Crown and out of borough cases</li> <li>• Inviting representatives of court and magistrates onto the Management Board</li> </ul>	Team Manager	July 16	Amber	The YOS provides an excellent service to the courts, all staff have the training and support needed to fulfil their responsibilities in this area	A lead court team has been identified and begun work. The Chief Magistrate has agreed to attend the Management Board. Breakfast meetings with magistrates are planned to train them on key YOS working practices.
8.	<p>Review the provision of Intensive Support and Surveillance in Islington to ensure compliance with Case Management Guidance and minimise the need for use of custody</p>	Team Manager	July 16	Amber	The YOS provides a high quality ISS service, custody rates decrease	A proposal will be tabled at the September Board.

9.	Adopt key intervention packages to be used with the majority of young people, suitable for ages, index offence types and risk levels prevalent in Islington. Evidence the delivery of structured offence focussed work with all young people under supervision on Child View.	Quality Manager	Aug 16	Amber	Offence focussed work is undertaken with all young people, re-offending rates reduce	A review of interventions led by practitioners from across YOS and TYS has taken place and key programmes identified, underpinned by the 'Good Lives' model and restorative practices. This now needs to be consistently embedded in case work practice.
10.	Implement a case weighting tool to monitor the complexity and parity of workloads.	Head of Service	April 16	Green	Workloads are equitable and manageable	The case weighting tool is in place and used weekly to determine allocations and monitor workloads.
11.	Review the office duty system to remove unnecessary tasks and ensure that key tasks are undertaken effectively	Head of Service	July 16	Green	The workload of duty staff is reduced, Information Transfer improves	The review has taken place and unnecessary tasks reallocated or discontinued.

12.	Provide therapeutic or pastoral support for staff to support them in managing complex and high risk cases	Head of Service	June 16	Green	Staff report increased confidence and satisfaction and decreased anxiety	Five trial sessions of therapeutic support took place and received some positive feedback. The YOS CAMHS worker is undertaking a needs analysis to inform planning.
13.	Staff at all levels take on 'Champion' roles and leads in the team, and develop their interests whilst contributing to service improvement	Head of Service	July 16	Green	Staff contribute to specific areas of service improvement and lead on projects	Many staff have volunteered to support improvement initiatives, and develop themselves.
14.	Head of Service to hold 'surgery' sessions for staff to raise ideas, concerns or questions and have direct communication with senior managers, and there is clear feedback on the outcome of this	Head of Service	May 16	Green	Staff can discuss ideas or concerns with Head of Service, staff see these addressed in action	Surgeries have had a high take up and continue to be scheduled monthly. Issues raised are consistently addressed.

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## Children's Services Scrutiny Committee

22 September 2016

### Executive Member Questions

The Committee is invited to note the below update and question the Executive Member on his work and the work of the Committee.

The procedure for Executive Member questions is set out overleaf.

**Any questions that the Committee or members of the public may have should be submitted in advance to [jonathan.moore@islington.gov.uk](mailto:jonathan.moore@islington.gov.uk) no later than Friday 16<sup>th</sup> September 2016.**

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### Executive Member Update

#### A-Level results

Islington's Sixth Form Consortium (IC6) have once again done really well in their A-level results and vocational qualifications – with a record 100 per cent pass rate in A-level English.

This year 70.3 per cent of exam grades were A\*-C, and 42.1 per cent of A level entries were graded at A\*-B. More than half of vocational qualifications were at either Distinction (D) or Distinction\* (D\*) with several students achieving the highest-possible triple D\*. The overall pass rate in A-level and equivalent vocational qualifications in Islington was 96.5 per cent.

#### GCSE results

We had a strong set of results this year, with a slight increase in the percentage of pupils getting 5 A-Cs including English and Maths. There is still a high level of variability between individual schools that needs to be addressed with two schools performing below national expectations for attainment although in line with expected progress from pupils starting points. In a difficult year, huge credit should go to teachers and pupils for a strong set of results amid a national picture of falling grades.

#### Youth

Details of how we are using our new £500k fund for intensive interventions for those being drawn into youth crime in 2016/17 were published in a paper that went to Policy and Performance Committee before the summer break. We are working with providers now to make sure our commissioning strategy for the next three years is right before going out to tender in January.

Over the summer we also held a massive deliberative research event at Lift to help us shape our universal youth services over the next three years. The event was co-designed by our Youth Council and was attended by young people and many local organisations. Some fantastic ideas came out of the day, which will feed into our strategy.

#### Ladbroke House

The Meller Educational Trust has been named as the providers bidding to run a new Free School on the old London Met site at Ladbroke House in Highbury. I have serious concerns about the possible impact of this new school in neighbouring schools Highbury Grove and Highbury Fields, in terms of pupils numbers, but also of the impact on the local community. If this scheme were approved up to 3000 secondary and sixth form pupils would be dispersing at the end of each day, and that is before you consider the primary schools around Highbury.

## **Procedure for Executive Member Questions at Children's Services Scrutiny Committee**

- (a) Elected members and members of the public may ask the Executive Member for Children, Young People and Families questions on any matter in relation to the executive portfolio or the work of the committee.
- (b) The intention of the session is to complement and enhance the work of the committee. The Executive Member may submit written information in advance of the meeting to advise of his recent work and other topical and timely matters of relevance. The session is not intended to replace or replicate the questions sessions held at each ordinary meeting of the Council.
- (c) Questions should be submitted in writing to the committee clerk no later than three clear working days in advance of the meeting. Such questions will be notified to the Executive Member which may facilitate a more detailed answer at the meeting. Details of how questions should be submitted will be detailed on the agenda for the meeting.
- (d) Questioners should provide their name to enable this to be recorded in the minutes of the meeting. The minutes of the meeting will include a summary of the question and the response.
- (e) The Chair may permit questions to be asked at the meeting without notice.
- (f) The time set aside for questions shall be no longer than 15 minutes.
- (g) No individual may ask more than two questions at each meeting.
- (h) Where there is more than one question on any particular subject or closely related subjects, the Executive Member may give a joint reply to the questions.
- (i) The committee clerk shall have power to edit or amend written questions to make them concise but without affecting the substance, following consultation with the questioner.
- (j) An answer may take the form of:
  - A direct oral answer;
  - Where the desired information is in a publication of the Council or other published work, a reference to that publication; or
  - Where the reply cannot conveniently be given orally, a written answer circulated later to the questioner within 5 working days provided the questioner has given contact details.
- (k) Priority shall normally be given to questions notified in advance.
- (l) The Chair may permit supplementary questions to be asked. Supplementary questions must arise directly out of the original question or the reply.
- (m) A question may be rejected by the committee clerk, or the Chair at the meeting, if it:
  - does not relate to the executive portfolio or the work of the committee;
  - is defamatory, frivolous or offensive;
  - is substantially the same as a question asked to the Executive Member at any meeting within the last six months;
  - requests the disclosure of information which is confidential or exempt; or
  - names, or clearly identifies, a member of staff or any other individual.

## CHILDREN'S SERVICES SCRUTINY COMMITTEE

### WORK PROGRAMME 2016/17

#### Tuesday 17 May 2016

1. Membership, Terms of Reference, Dates of Meetings
2. Alternative Provision: Draft Recommendations
3. The Impact of SEND Changes on Children and Families
4. Scrutiny Topics 2016/17

#### Tuesday 28 June 2016

1. Executive Member Annual Presentation
2. Alternative Provision: Final Report
3. Outcomes Post-16: Scrutiny Initiation Document
4. Work Programme 2016/17

#### Thursday 22 September 2016

1. Outcomes Post-16: Witness Evidence
2. Early Help Scrutiny: 12 Month Report Back
3. Update on the Youth Offending Service Improvement Plan
4. Executive Member Questions
5. Review of Work Programme

#### Tuesday 18 October 2016

1. Outcomes Post-16: Witness Evidence
2. Progress on Changes to SEND
3. Quarterly Review of Children's Services Performance (Q1)
4. Executive Member Questions
5. Review of Work Programme

#### Monday 21 November 2016

1. Outcomes Post-16: Witness Evidence
2. The Children's Services response to Prevent
3. Quarterly Review of Children's Services Performance (Q2)
4. Executive Member Questions
5. Review of Work Programme

#### Monday 3 January 2017

1. Outcomes Post-16: Witness Evidence
2. Islington Safeguarding Children Board: Annual Report
3. Child Protection Annual Report
4. Executive Member Questions
5. Review of Work Programme

### **Tuesday 28 February 2017**

1. Outcomes Post-16: Witness Evidence and Concluding Discussion
2. Quarterly Review of Children's Services Performance (Q3)
3. Executive Member Questions
4. Review of Work Programme

### **Monday 20 March 2017**

1. Scrutiny Review: Draft Recommendations
2. The educational attainment of BME and White British pupils
3. Executive Member Questions
4. Review of Work Programme

### **Monday 8 May 2017**

1. Scrutiny Review: Final Report
2. Education in Islington: Annual Report
3. Update on trends and demand for places at Islington schools
4. Scrutiny Topics 2017/18