



## Children and Young People Overview and Scrutiny Committee

**Wednesday 20 October 2010 at 7.00 pm**  
Committee Rooms 1 and 2, Brent Town Hall,  
Forty Lane, Wembley, HA9 9HD

### Membership:

#### Members

Councillors:

Gladbaum (Chair)  
Matthews (Vice-Chair)  
Aden  
Harrison  
Hector  
Hunter  
Oladapo  
HM Patel

#### First alternates

Councillors:

S Choudhary  
Clues  
Mistry  
Hirani  
Daly  
Sneddon  
Long

#### Second alternates

Councillors:

A Choudry  
Allie  
Mitchell Murray  
Hossain  
Denselow  
Ashraf  
Mashari

#### Statutory Co-optees

Mrs S Abassi  
Dr Kumar  
Mr R Lorenzato  
Vacancy

#### Non-statutory Co-optees

Dr J Levison  
Mrs S Tabi

#### Observers

Mr A Carter  
Ms J Cooper  
Mrs L Gouldbourne  
Ms C Jolinon  
Mr B Patel  
Brent Youth Parliament  
representatives

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**The press and public are welcome to attend this meeting**

# Agenda

Introductions, if appropriate.

Apologies for absence and clarification of alternate members

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<b>1 Declarations of personal and prejudicial interests</b>	
Members are invited to declare, at this stage of the meeting, any relevant financial or other interest in the items on this agenda.	
<b>2 Terms of reference</b>	1 - 2
The terms of reference of the Children and Young People Overview and Scrutiny Committee as agreed by Full Council are included for information.	
<b>3 Minutes of the last meeting of the Children &amp; Families Overview &amp; Scrutiny Committee</b>	3 - 8
<b>4 Matters arising (if any)</b>	
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Brent Youth Parliament (BYP) organised a media summit 'Break the Stereotype, Fix the Impression' in August 2010 to improve the impression of young people and their portrayal in the press and other media. This report provides members with an overview of the BYP campaign and details of the media summit. It finishes with a summary of outcomes of the campaign and the summit. This includes the pledges made by the guests that formed the summit's panel.	
<b>7 Youth Service Review</b>	13 - 42
This report provides information about the Interim Report produced as a result of the Service Review of Services for Young People. This report also provides information about changes to service structures and developments since the Interim report was completed in February 2010.	
<b>8 Localities Teams update report</b>	43 - 46
The Committee has asked for a report on the Council's locality-based	

social care teams and the work with vulnerable young people and families. This report provides an update on the work of Early Intervention Teams & Social Care Team working in Localities.

## **9 Support for Somali pupils**

47 - 50

The number of Somali pupils in Brent Schools has increased significantly over recent years. In 2009 there were 3414 Somali pupils in Brent schools compared with 1805 Somali pupils in 2003. Somali pupils make up 8% of our school pupil population. In Brent there has been a borough-wide drive to improve outcomes for its main underperforming groups, which includes Somali pupils. This report aims to provide an update on the progress of Somali pupils in Brent and provide information on the ways in which the local authority and schools provide support for Somali pupils.

## **10 Youth Offending Task Group - terms of reference**

51 - 56

The Children and Young People Overview and Scrutiny Committee has requested that terms of reference for a Youth Offending Task Group be presented to them in order for members to agree a way forward for this piece of work. In 2009/10, the then Children and Families Overview and Scrutiny Committee began a task group on youth offending, but this was still in its formative stages when the election took place in May 2010. Since the new Children and Young People Overview and Scrutiny Committee has been formed, members have indicated that they would like to continue this work, but that they want to change the scope and emphasis of the review. New terms of reference for the review have been drafted and are attached at appendix 1 to this report.

## **11 Verbal update - school places in Brent**

This is a standing item on the Committee's agenda. Members will be updated on the current position regarding school places in the borough.

## **12 Children and Young People Overview and Scrutiny Committee work programme 2010-11**

57 - 66

This report sets out a list of options for the Children and Young People Overview and Scrutiny Committee work programme. This list includes issues raised by members at the Children and Families Overview and Scrutiny Committee on 13<sup>th</sup> July 2010, the results of a survey of all members undertaken in June 2010 and the results of the One Community, Many Voices consultation event on 28<sup>th</sup> September 2010.

## **13 Date of next meeting**

The next scheduled meeting of the Children and Young People Overview

and Scrutiny Committee is on 8 December 2010.

#### **14 Any other urgent business**

Notice of items to be raised under this heading must be given in writing to the Democratic Services Manager or his representative before the meeting in accordance with Standing Order 64.



Please remember to ***SWITCH OFF*** your mobile phone during the meeting.

- The meeting room is accessible by lift and seats will be provided for members of the public.
- Toilets are available on the second floor.
- Catering facilities can be found on the first floor near the Paul Daisley Hall.
- A public telephone is located in the foyer on the ground floor, opposite the Porters' Lodge

## **HEALTH PARTNERSHIPS OVERVIEW AND SCRUTINY COMMITTEE**

### **Membership**

- The committee is comprised of 8 councillors.
- None of the members shall be members of the Executive.

### **Terms of reference**

The Health Partnerships Overview and Scrutiny Committee shall perform the following functions. These functions are subject to the limitations set out below.

1. To scrutinise and review the performance or general activities of health providers in the area.
2. To consider any matters referred to the Health Partnerships Overview & Scrutiny Committee under section 21A of the Local Government Act 2000 (Councillor Call for Action) relating to the functions of this committee
3. To review and make recommendations on health, health partnerships, health inequalities and well being initiatives delivered by the council or in partnership.
4. To conduct research and community and other consultation, in the analysis of policy issues and possible options.
5. To establish task groups.
6. To develop and implement its work programme.
7. To produce and publish together with the other overview & scrutiny committees an annual report on its workings.

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## LONDON BOROUGH OF BRENT

### MINUTES OF THE CHILDREN AND FAMILIES OVERVIEW AND SCRUTINY COMMITTEE

Tuesday, 13 July 2010 at 7.30 pm

PRESENT: Councillor Gladbaum (Chair), and Councillors Aden, Harrison, Hector, Hunter and Oladapo, together with Mr C Akisanya (Primary School Parent Governor) and Mr R Lorenzato (Roman Catholic faith) and Dr J Levison (Jewish faith)

Also Present: Councillor Arnold (Lead Member for Children and Families), Mrs L Gouldbourne (Teachers' Panel), Ms C Jolinson (Teachers' Panel) and Mr H Roberts (Teachers' Panel)

Apologies were received from: Councillor HM Patel, Dr Kumar and Ms J Cooper

#### 1. **Declarations of personal and prejudicial interests**

None declared.

#### 2. **Minutes of the previous meeting**

RESOLVED:

that the minutes of the previous meeting held on 25 March 2010 be approved as an accurate record of the meeting.

#### 3. **Matters arising**

##### (i) *Item 5 – Review of the impact of locality-based social care teams*

The Chair requested that a report on the progress of the locality-based social care teams be prepared for the next meeting.

##### (ii) *Item 6 – Long-term projections on school places in Brent*

Mrs Gouldbourne (Teachers' Panel) asked whether staffing levels and number of school places at the Ark Academy would be maintained at their current levels to accommodate the anticipated rise in demand over the next four years. Krutika Pau (Children and Families, Strategy and Partnerships) undertook to provide further information on this.

##### (iii) *Item 8 – Building Schools for the Future*

The Chair asked for an update on the Building Schools for the Future (BSF) programme. Krutika Pau confirmed that the programme had been halted by

the Government and that this would have a significant impact in Brent where four secondary schools had been earmarked for improvements. She added that the Council would continue to lobby MPs and the Department for Education to ensure that commitments made about the Crest Academies would be honoured.

(iv) *Item 9 – Four-year review of the work of the Children and Families Overview and Scrutiny Committee*

The Chair stated that the suggestion that meetings be held in community venues would only be useful if this encouraged members of the public to attend. Andrew Davies (Policy and Performance Officer, Policy and Regeneration) advised that more thought would be given to the suggestion, and he added that some form of press release to publicise the meeting was being considered.

**4. Deputations**

None received.

**5. Order of business**

The Chair proposed, and it was agreed, that item 9 on the agenda be brought forward to be considered immediately after item 5.

**6. Children and Young People's Plan 2009/11 - progress report**

Krutika Pau (Assistant Director, Strategy and Partnerships) circulated a printed copy of a series of PowerPoint slides entitled, "Children and Young People's Plan: Review and Refresh". She introduced these slides by giving some general information about the 72,000 young people in Brent. Anna Janes (Head of Planning, Information and Performance) then provided members with more detailed information about young people in the borough examining each of the five localities in turn and making comparisons between them on factors such as deprivation, health, experience of domestic violence and numbers of conceptions.

Sarah Mansuralli (Head of Partnership Commissioning Service) then discussed the implementation of Brent Council's Children and Young People's Plan (CYPP) which had been published in May 2009. Members heard that it was now the duty of Children's Trusts to produce a CYPP for their local area, and that planning for the new CYPP for the period from 2011 to 2014 was under way which would adhere to the five Every Child Matters outcomes: staying safe, being healthy, enjoying and achieving, making a positive contribution, and achieving economic wellbeing. It was also noted that the changing political and economic context under which the new Plan would be implemented, resulting in a reduced resource base, would necessitate an annual redefinition of priorities and an attempt to preserve preventative services as far as possible.

In response to questions from members, Sarah Mansuralli explained that the Council had tried to balance the allocation of resources to preventative work as well as statutory service provision, and that it was believed that future legislative changes would mean that there would be more limited scope for the Council in the



way in which the CYPP would be compiled. Councillor Hunter noted that there seemed to be a dramatic rise in the number of young people re-offending from 21 per cent to 41 per cent in two years. Anna Janes explained that the figures had been distorted by a recent change in the method used to calculate them.

RESOLVED:

that the progress that has been made against the priorities and actions set out in the first year of a two-year Children and Young People's Plan be noted.

## **7. In-flow and out-flow of secondary aged pupils**

Anna Janes (Head of Planning, Information and Performance) tabled a report called "Analysis of Brent's secondary school age population reported in the January 2009 school censuses of Brent and their seven neighbouring boroughs". Members heard detailed information concerning the migration in and out of the borough amongst young people of secondary school age. Anna Janes explained that the information contained in her report related to the year 2009, and that figures for 2010 would be available when two neighbouring boroughs, Camden and Hammersmith and Fulham, had submitted their data.

Hank Roberts (Teachers' Panel) asked whether any statistical information was available to show where and why an outflow of school students was taking place so that consideration could be given to what the schools affected could do to reverse the trend. He also questioned whether the numbers of school pupils being educated within or outside of Brent had been much affected by the opening of the Ark Academy or the adverse publicity after events at Copland School. Kishan Parshotam (UK Youth Parliament Member for Brent) asked to what extent changes brought in by the Academy admission rules would affect movement in and out of the borough. Anna Janes replied that these issues would become clearer after the information for 2010 had been analysed. Krutika Pau noted that this information would probably not clarify the specific reasons why parents and young people were making these choices, although it would still be useful to examine it.

The Chair asked that the information for 2010 be circulated when it was available.

RESOLVED:

that the contents of the report be noted.

## **8. Brent Youth Parliament overview report**

Kishan Parshotam (UK Youth Parliament Member for Brent), Petergaye Palmer (Brent Youth Parliament Member) and Priyesh Patel (Brent Youth Parliament Member) introduced a review of the work of the Brent Youth Parliament (BYP) and outlined the many activities which had been undertaken. They explained that BYP members had agreed four terms of reference: to be the voice of young people in Brent; to have a say in decisions that are usually made by adults and to influence policy; to promote the work of BYP and celebrate the achievements of young people; and to work with the UK Youth Parliament and influence national policy.

Kishan Parshotam and Pertergaye Palmer explained that the activities undertaken by BYP members in the previous year had included consultation exercises on the introduction of the new youth website, BMyVoice, and on changes to local NHS services for young people; work with councillors and attendance at Overview and Scrutiny Committee meetings to ensure that young people's views were made as widely known as possible; participation in interview panels to recruit staff working with young people; assistance with the development of Brent's Children and Young People's Plan for 2009-2011; and events such as the Brent Youth Oscars and Generation X-Factor. The Committee was also told of the progress of the "Break the Stereotype, Fix the Impression" campaign and of BYP's future plans.

Mrs Gouldbourne commended the BYP representatives for their presentation and for their commitment and dedication to BYP. Andrew Davies suggested that input from BYP would be helpful when setting the work programme for the Committee.

RESOLVED:

that the achievements of BYP in its third year be noted and applauded.

#### **9. Education standards in Brent 2009**

Members considered the report already circulated which detailed the performance of school students in the borough in 2009. Faira Ellks (Head of School Improvement, Achievement and Inclusion Management Team), Fiona Deegan (Secondary Strategy Manager) and Nitin Bakrania (14-19 Coordinator) explained to the Committee in detail the achievements and areas for concern at each of the Key Stages. Faira Ellks then advised that provisional results for the current year looked encouraging.

In response to questions, Faira Elks explained that the school results for the 2009-2010 academic year would be available in 2011, although a provisional report could be issued earlier which would inform members of trends. She added that, of the two secondary schools which had been given notice to improve, one in particular had made very good progress, and that the number of primary schools in the borough giving serious concern had fallen to two.

RESOLVED:

that continuing improvements in education standards in Brent be noted.

#### **10. School places update**

Krutika Pau circulated a report with the title, "School places verbal update." Members heard information on the number of school places available at the start of the 2010-2011 school year. She explained that at 9 July 2010 there had been a net shortage of 185 primary school places, and that although the situation for secondary school transfer at age 11 had improved due to the opening of the Ark Academy, the new places would not impact on other year groups until the school had taken children in all year groups, a process which would take another four years. The Chair asked whether there would be any additional funding to increase the number of school places. Councillor Arnold (Lead Member for Children and Families) explained that £14.7 million had been received under Primary Capital

Funding to enable the creation of extra primary school places in September 2010. She added, however, that the Council's plans for secondary school expansion and improvements had been severely affected by the Government's cancellation of the Building Schools for the Future programme.

RESOLVED:

that the report and information contained in the verbal update on school places be noted.

#### 11. **Work programme**

Members considered a table of suggested items for future meetings of the Children and Families Overview and Scrutiny Committee which was circulated.

Members agreed that no update report on the Buildings Schools for the Future programme would be presented to the Committee's next meeting as the programme had been cancelled. In addition, Andrew Davies suggested that the Healthy Relationships Task Force and the Council review of Special Educational Needs would be left on the programme and dealt with at some point in the future. Members agreed to this.

RESOLVED:

- (i) that the following items be included in the agenda for the next meeting of the Children and Families Overview and Scrutiny Committee:
  - Recommendations of the report of the safety on the journey to and from schools task group;
  - Plans for the future of the 16-19 education sector following the disbanding of the Learning and Skills Council;
  - An update on the work within schools to provide additional support for Somali pupils through the extended schools programme;
  - A report on the progress of the Council's locality-based social care teams; and
  - A report on the Brent Youth Service.
- (ii) that the work of the youth offending task force be continued.

#### 12. **Date of next meeting**

The Committee heard that discussions were taking place to revise the overview and scrutiny structure, with proposals to delete some of the existing committees and select committees and for others to be re-titled, and that these proposals were due to be put to the Council meeting on 13 September 2010. In the meantime, the Council's meetings calendar showed that the next meeting of the Children and Families Overview and Scrutiny Committee was scheduled for 20 October 2010.


At the suggestion of the Chair, it was agreed that the next and future meetings of the Committee would start at 7.00 pm.

13. **Any other urgent business**

None.

The meeting closed at 10.00 pm

H. GLADBAUM  
Chair

	<p><b>Children and Families Overview and Scrutiny Committee 20 October 2010</b></p> <p><b>Report from the Director of Children and Families department</b></p>
<p>For Information</p> <p style="text-align: right;">Wards Affected: ALL</p>	
<p><b>Report Title:</b> <b>Outcomes of the Brent Youth Parliament (BYP) Media Summit ‘Break the Stereotype, Fix the Impression’</b></p>	

Forward Plan Ref:

## **1 Summary**

- 1.1 Brent Youth Parliament (BYP) organised a media summit 'Break the Stereotype, Fix the Impression' in August 2010 to improve the impression of young people and their portrayal in the press and other media.
- 1.2 This report provides members with an overview of the BYP campaign and details of the media summit. It finishes with a summary of outcomes of the campaign and the summit. This includes the pledges made by the guests that formed the summit's panel.

## **2 Recommendations**

- 2.1 Members are requested to:
  - Note the outcomes achieved from the BYP media summit
  - Help to ensure that the members of the media summit's panel deliver on their pledges.

### **Detail**

## **3 Background to the media summit**

- 3.1 BYP members democratically voted to make breaking the negative stereotypes of young people as their campaign for 2008-2010. The main focus of the campaign has been to combat the negative perceptions of young people in society. The

campaign publicised the good work that young people get involved in locally and nationally.

- 3.2 In November 2009 BYP, planned and hosted a youth conference that brought together young people from across the borough with local and national decision makers and media representatives to find ways of breaking down the negative stereotypes of young people and promoting positive images of young people.
- 3.3 Between October and November 2009, BYP conducted the nationwide 'Break the stereotype, Fix the impression' survey across Brent. This gathered local data from all ages about how young people are perceived. The results helped BYP members to gauge the way society as a whole views young people today. The survey questionnaire asked respondents' views on a range of topics relating to young people including: discipline and behaviour; respect and support from parents; cultural differences. It asked young people about their awareness of their rights and how seriously they take their social responsibilities.
- 3.4 In total 2,242 surveys were completed by members of the public, with 62% of respondents stating that they either live, work or study in Brent. The highest number of respondents were young people aged ten to 19 years old, who accounted for over 71% of the respondents. The survey's main findings showed that over 50% of respondents thought that the media did not show young people in a fair light.
- 3.5 The outcomes from the youth conference and survey informed BYP's planning and organisation of its first ever media summit. The summit would tackle the issues that had been identified, namely the negative portrayal of young people in the press. It took place on 12 August 2010 and included representation from the council, police, youth organisations and local media.

#### **4 The media summit**

- 4.1 The aim of the media summit was to create a long term strategy to build positive relationships between young people and the media that will help to create a better environment within the community by changing the way young people are perceived today.
- 4.2 The event was planned and delivered by BYP members. At the event BYP members first presented examples of negative media portrayals before questioning a specially invited panel. The panel discussion was chaired by a BYP member and its members were: Cllr Roxanne Mashari (Co-chair of BYP); Sarah Teather MP (Minister of State for Children and Families); Matt Gardner (Brent Borough Commander); Andy McCorkell (News Editor, Willesden and Brent Times); Andy Hamflett (Chief Executive, UK Youth Parliament).
- 4.3 The following questions were put forward to panel members, by young people and adults in the audience:
  - What is the balance between negative and positive images of young people in the media?
  - How do panel members recruit young people locally into their organisations?

- How can BYP help support panel members to combat the negative stereotypes of young people?
- How does the stereotype of young people affect community cohesion?
- What panel members have done in their area of work to portray positive images of young people?

## **5 The pledges made at the summit**

- 5.1 At the event the BYP member chairing the discussion, asked the panel members to make pledges to help move the campaign forward. Cllr Roxanne Mashari agreed to promote positive images of young people and to help make services more transparent in Brent. Matt Gardner committed to inviting BYP members to join and chair the local 'stop and search' forum. In addition, he offered young people in Brent the opportunity to volunteer with the Metropolitan Police.
- 5.2 Sarah Teather MP agreed to recommend the commander's plans for the chairing of the 'stop and search' forum to the Home Secretary as innovation that she might want to monitor with a view to rolling out nationally. Sarah Teather MP also stated that she would encourage other government ministers to focus more on young people's positive contributions and activities.
- 5.3 Andy McCorkell agreed to engage directly with young people in the running of the newspaper by giving BYP members first-hand experience of the newsroom. This would entail a monthly column in the newspaper written by young people that presents positive items relating to young people or current local and national issues affecting young people. Andy Hamflett agreed to carry on working closely with BYP to ensure that there is more positive publicity about young people.

## **6 The outcomes achieved to date**

- 6.1 Following the summit several outcomes have been achieved. However, this is just the beginning and further outcomes will follow as BYP builds on the newly formed positive relationships between young people and the local media.
- 6.2 There has been major coverage before and after the media summit in a range of media including: the BBC; Willesden and Brent Times; Wembley and Kingsbury Times; Kilburn Times; London 24; Children and Young People Now magazine; Community Newswire; Media Trust; The Brent Magazine; the Children's Commissioner's blog; Twitter.
- 6.3 A follow up meeting took place between BYP members and the News Editor of the Willesden and Brent Times. This resulted in the BYP logo being promoted on the Willesden and Brent Times' website homepage and the creation of a dedicated BYP online page: [www.wbtimes.co.uk/byp](http://www.wbtimes.co.uk/byp)
- 6.4 The newly established partnership with the Willesden and Brent Times will allow BYP members to be the project coordinators in the borough for the regular monthly column for young people. This includes being able to regularly publish articles on the dedicated BYP web-page. The Brent Youth website page is now linked to the Willesden and Brent Times to enhance its promotion amongst young people and the BMyvoice website is being promoted in the newspaper.

- 6.5 BYP has set up a meeting with the Brent Borough Commander to take forward young people's participation in and chairing of, the stop-and-search forum. The Metropolitan Police has invited two BYP members to attend its CO 11 interactive presentation 'The situation has changed' on 20 October. This presentation will be an interactive moving set of scenarios that takes the audience through all the processes involved in a public order incident, from the initial application process to dealing with incidents of disorder. The meeting aims to address some of the issues arising from the public's response to the policing of the G20 summit.
- 6.6 BYP is utilising its newly formed partnerships with the media in addition to existing channels to publicise the BYP election that takes place in October 2010.

## **7 Future plans**

- 7.1 BYP will build on the positive relationships it has created with the media and the police to engage the wider community of young people within Brent, and provide them with a platform to publicise their views and good work.
- 7.2 BYP will continue working with the UK Youth Parliament (UKYP) to influence national policy. The Children and Families Department will continue to support and build on BYP's achievements. The longer objective is to further increase the proportion of children and young people in Brent given opportunities to influence local decisions whilst ensuring that young people have a voice to influence policy and decision making at every level.

## **Background Papers**

Overview of the work of BYP report, 13 July 2010  
Summary results of the BYP campaign survey 'Break the Stereotype, Fix the Impression' report, presented to the Executive on 12 April 2010

## **Contact Officers**

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## **Children and Families Overview and Scrutiny Committee**

20 October 2010

### **Report from the Director of Children and Families**

For Information

Wards Affected:  
ALL

### **Report Title: Review of Youth Service Provision**

#### **1.0 Summary**

- 1.1 This report provides information about the Interim Report produced as a result of the Service Review of Services for Young People. This report also provides information about changes to service structures and developments since the Interim report was completed in February 2010.

#### **2.0 Recommendations**

- 2.1 Members are asked to note the Review Report and the developments since the Interim report was completed in February 2010

#### **3.0 Background**

- 3.1 This report is produced by the Head of Brent Youth and Connexions Service and outlines the main findings and recommendations contained in the Interim Report produced as a result of the Service Review of Services for Young People. This report also describes key developments since the Interim report was completed.

#### **4.0 Context**

- 4.1 The new administration's Corporate Strategy includes a commitment to review our youth service to ensure that all parts of the borough have access to a relevant and engaging range of activities for young people.
- 4.2 This Review of Youth Services builds on the work carried out by a Youth Strategy Task Group comprising Members and senior officers from the Council which met between 2008 and 2009 to discuss issues relating to youth provision. The review was completed before the reductions in funding streams announced subsequently. For example, provision of Positive Activities for Young People, the Youth Opportunity Fund and the Youth Capital Fund are all funded via the Area Based Grant and have therefore needed to make significant in-year contributions to savings. There have

also been consequential delays in all three programme areas whilst the scope of the savings was finalised.

4.3 The future funding of youth provision, including the funding for the Big Lottery funded re-build of the Roundwood Youth Centre through the My Place project, is not likely to be known until after the announcement of the outcomes of the Public Spending review, expected in late October. However, it is likely that funding for youth provision will come under increasing pressure.

4.4 In September 2010, following his announcement about changes to 16-19 commissioning on 19<sup>th</sup> July, the Secretary of State for Education established a Ministerial Advisory Group (MAG) to develop new guidance that will replace the National Commissioning Framework. This group now has an extended remit to report on the future role of Local Authorities across a number of children's services. The MAG will work through three sub-groups, the first of which will report on the future local commissioning of education and youth services, with a remit to make sure that the best provision that meets the needs, choices and ambitions of local parents, children and young people is in place. The outcomes will inform the government's schools White Paper which is expected to be published at the end of October. Any legislation required to implement changes is due to be announced at the end of November.

## **5.0 Objectives of the Review**

5.1 The Council's Youth Strategy Task Group, comprising Members and senior officers from the Council, highlighted a number of areas for improvement to be looked at as part of the review including:

- Strategic Coordination of cross council services aimed at young people.
- Strengthening the commissioning and monitoring of voluntary sector partners.
- The need for sustainable funding.
- Performance against targets relating to the Youth Service.

5.2 Specific objectives of the review were to make recommendations on:

- Proposals for future service development, including strengthening the Youth Service's contribution to the Targeted Youth Support agenda.
- More effective coordination of services, programmes and budgets across the Council and with partners.
- Development of a future "Local youth offer".
- Refocusing the priorities and objectives for the Youth Service.

## **6.0 Recommendations**

### **6.1 Overview**

The Interim Report makes twenty two recommendations in respect of youth services in Brent, grouped under two areas with six main headings:

(a) Cross-cutting areas which impact more than one directorate or the Brent Children's Partnership as a whole. These are:

1. Strategic Coordination (6.2.1)
2. Joint Needs Analysis and Commissioning (6.2.2)
3. Funding and Programmes (6.2.3)

(b) Improvement areas which specifically relate to the Youth Service. The most significant areas to address are:

1. Strategic Performance Management (6.2.4)
2. Service Delivery Model (6.2.5)
3. Equality of Access (6.2.6)

## **6.2 Specific Recommendations**

### **6.2.1 Strategic Co-ordination**

#### **1. Duplication in Service Delivery**

Recommendation 1 - Establish a Youth Strategy Steering Group with a remit for positive activities and information and advice for young people. Responsibilities of the group could include: sharing information and intelligence about needs and demand; agreeing priority target groups and geographical areas, developing and implementing a Brent Youth Offer and joint commissioning of positive activities

Recommendation 2 - The Sports and Youth Service Teams should consider merging their summer university activity brochures.

#### **2. Marketing and Communication**

Recommendation 4 – The Youth Offer should be effectively marketed and promoted increasing participation and access for all young people

Recommendation 5 - A corporate communications plan should be developed and a campaign launched to publicise positive activities for young people across the borough. The campaign should be targeted at young people and parents and carers of young people

Recommendation 6 - A range of communication channels should be employed in addition to the website, including Brent Magazine, posters, leaflets, and SMS

#### **3. Complying with Legislation and Statutory Guidance**

Recommendation 7 - The Council consult on and publish a Brent Youth Offer covering all forms of youth provision and providers from different sectors

#### **4. Setting Joint Targets**

Recommendation 8 - All service areas responsible for delivering or commissioning positive activities for young people should set out measurable contributions to the National Indicator 110 Participation of Young People in positive activities. Each relevant service areas should include specific contributions to the NI 110 within their service area plans

### **6.2.2 Joint Needs Analysis and Commissioning**

#### **1. Joint Planning**

Recommendation 10 - The Council should conduct integrated research audit of demand for and supply of provision for positive activities and a borough-wide survey of young people should be carried out covering public, private and third sector providers.

Recommendation 11 - The results of the needs and mapping analyses should be clearly set out as part of the next the local children and young people's plan together with a summary of actions to deliver the local offer.

## **2. Strategic Commissioning**

Recommendation 12 - The Council consider how best to bring together current strategic commissioning functions and budgets for youth provision within CFD. It should also develop a joint commissioning framework or plan for positive activities informed by the audit of needs and supply

Recommendation 13 - Investigate the feasibility of transferring management responsibility for the Children and Young People strand of the Main Programme Grant over to CFD following completion of the current three-year MPG funding cycle in 2010/11

### **6.2.3 Funding and Programmes**

Recommendation 14 - A report examining the risks and impact of funding cuts to programmes should be produced. The report should set out contingency plans to minimise the impact of funding discontinuation and service disruption including alternative funding and delivery arrangements

Recommendation 15 - CFD should investigate the potential to pool and align funding aimed at the delivery of positive activities across the Council

Recommendation 16 – As part of a concept paper and business case the Council should investigate and appraise alternative options for providing access to positive activities, for example youth opportunity cards and pre-paid cards which are being used in Tower Hamlets and Camden as a means of providing greater choice and spending power for young people and engaging them in positive activities (See appendix 8)

### **6.2.4 Strategic Performance Management**

Recommendation 17 - BYS should review current its objectives/priorities with the aim of developing fewer but more outcome-focused objectives/priorities. Lower priority projects should be identified and stopped in line with One-Council objectives.

Recommendation 18 - Enhance strategy and policy development capacity and capability within the Youth Service. An option is to designate a post within the youth and Connexions Service with specific roles for strategy/service development and strategic coordination.

#### **Strategic Priorities and Planning**

Recommendation 19 – BYS should review its performance management framework and incorporate outcome-focused measures aligned to CYPP and Corporate priorities. The performance standards should be revised and reflect the new Quality Standards for Positive Activities recently published by the Department for Education.

### **6.2.5 Service Delivery Model**

Recommendation 20 - The Youth Service's commissioning and provider functions should be separated. A target should be set to externalise an increasing proportion of services currently directly provided by BYS over the next two to three years.

Recommendation 21 - The Youth Service could be reshaped so that its organisational structures and service delivery arrangements are fully aligned to the five localities model

Recommendation 22 -The Connexions, Youth Offending Service and Targeted Youth Support services should be included within the scope of any future project or service models options to maximise opportunities for eliminating overlaps in backroom support eg performance management, quality assurance and administration, integrating the Connexions and Youth Services and to achieve increased cost savings and efficiencies for instance by rationalising delivery of duplication in preventative programmes between PAYP, the Youth Justice Improvement and Community Support Programmes.

#### **6.2.6 Equality of Access**

Recommendation 24 - The Youth Service should develop/commission services and set clear targets for reaching communities of groups of young people under accessing mainstream provision

### **6.3 Developments since the publication of the Interim Report**

6.3.1 There have been a number of developments since the original report. These are detailed below and are referenced to the recommendations within the review.

6.3.2 The new Youth and Connexions Service team was established on 1 April 2010, with the Head of Service taking up post from the same date. The new Service Unit comprises the Youth Service, Connexions, the Gordon Brown Outdoor Education Centre and the vtalentyear full-time volunteering project. The Connexions Service had been out of the scope of the service review. However, going forwards the proposals and solutions will need to take account of the new configuration of services.

#### **6.3.3 Strategic Co-ordination**

The Youth and Connexions Service is accessing data available through the Council's Evidence Base, through Connexions and Locality teams to develop a robust needs analysis to support the deployment of resources and future planning. There are existing structures to support the development of Information, Advice and Guidance for young people via the 14-19 Strategic Steering Group and the Brent NEET Strategy Group.

The B my voice website and social networking sites have largely replaced printed brochures owing to budget pressures and in response to the changes in the way young people access information (Recommendations 1 and 2).

#### **6.3.4 Marketing and Communication**

The development of B my voice and the use of social networking sites are becoming increasingly significant as the major methods of raising awareness of informal learning opportunities available via the youth service. SMS text messaging is used widely for youth groups such as Brent Youth matters2 and is used extensively via the Client Caseload Information System (CCIS) and Electronic Youth Service (e-ys) databases.

The Assistant Director (Achievement and Inclusion) has met with the lead Children and Families Communications Officer to discuss the development of a Communications Strategy. The lead Children and Families Communications Officer has also attended a meeting of the new Youth and Connexions Senior Management team to support the service in developing the profile of the Youth and Connexions Service within the Council and the local community (Recommendations 2. 4, 5, 6 and 7).

### 6.3.5 **Complying with Legislation and Statutory Guidance**

The B my voice website is now live as a vehicle to promote activities, opportunities and the Brent and wider London Youth Offer. <http://www.bmyvoice.org.uk/> (Recommendation 7).

### 6.3.6 **Setting Joint Targets**

There is a strong track record of young people's involvement in commissioning through the Youth Opportunities Fund, Youth Capital fund and Connexions (Recommendation 12).

### 6.3.7 The recommendation (14) that a report examining the risks and impact of funding cuts to programmes has been in part overtaken by events, although a report looking forwards from the current position would be helpful in planning future delivery to minimise the impact of reductions in funding to support delivery.

£137,132 has been contributed by the youth service to the Departmental post reduction exercise in 2010/2011. These posts include youth workers delivering the Brent Community Friends project for young people in care, a youth worker delivering the Learning 4 Life project for young people with disabilities and the Eton Summer School project.

Of the £1,145,168 PAYP element of ABG for 2010/2011, a further £263,000 has been contributed to savings resulting from the recent Area Based Grant reductions, with a remaining allocated budget of £445,674 of which £161,315 is allocated to externally commission activities. Commissioning has been delayed owing to these uncertainties arising from the in-year reductions in ABG. The future of PAYP funding beyond March 2011 is unknown currently, but is likely to be under increasing pressure. Additional LDA funding (£159,000) ceased in March 2010.

The reduction in PAYP funding used to commission activities for young people also affects performance and the volume of external commissioning that has been undertaken by Brent Youth Service.

Four FTE Targeted Youth Support Workers funded through PAYP, representing 50% of the Service's dedicated resource for targeted youth support work in the context of universal youth provision, transferred to the Early Intervention Locality Service, with a budget transfer of £130,000 for salaries. The PAYP Team Manager took Voluntary Redundancy on 31 March 2010, resulting in efficiency savings and a budget reduction from Positive Activities for Young People funding of £31,449 (Recommendations 14, 15 and 16).

### 6.3.8 **Strategic Performance Management**

The three main youth centres are in areas of high levels of identified needs (Chalkhill, Harlesden and Kilburn) and all three satellite centres are now Council owned. The Wembley Centre is working with high numbers of young people in an area with increasing levels of deprivation and increasing numbers of young people in the NEET group. Similarly, the St Raphael's satellite centre is providing a valuable resource in an area where young people have concerns about travel to other available centres. (Recommendations 17 and 18).

There is a pre-existing Service Plan for Brent Youth Service for 2010 2011, also a Connexions Service Plan, incorporating vtalentyear and the Gordon Brown Outdoor Education Centre.

### 6.3.9 The newly established Youth and Connexions Service is currently investigating the feasibility of applying as a Youth and Connexions Service for National Youth Agency accreditation for Integrated Youth Support Services and will apply the new Quality

Standards for Positive Activities recently published by the Department for Education. (Recommendation 19).

#### 6.3.10 **Service Delivery model**

The new Youth and Connexions Service has been established under a single management structure with effect from 1 April 2010.

This has already helped the development of joint working, utilising the respective skills of trained and qualified youth work professionals and Connexions Advisers. Some examples of recent initiatives are:

- Connexions staff supported outreach via the Equipped 2 Go Youth Bus over the summer period for a number of sessions in Kensal Green, Neasden, Queensbury, Wembley and Queens Park, adding to the range of Connexions access points for young people.
- Twenty members of Brent Youth Matters2 Group used the Gordon Brown Outdoor Education Centre in September 2010 for their planning and activity week-end, supporting a venue within the new Service Unit.
- The youth service has no dedicated young people's Information and Advice Centre. The bringing together of the teams is ensuring that youth workers are aware of the resources and range of information advice and guidance available to young people via the Connexions Centre.
- Connexions Advisers will support Youth Workers in developing their links with schools. The service intends to give each worker a link responsibility for a Secondary or Special School.

- 6.3.11 The newly established Youth and Connexions Service management team has allocated a lead responsibility for each of the five localities model. Youth workers have joined the Connexions locality meetings, led by a manager, where practitioners consider the information about young people who are either in the NEET Group or whose current activity status is not known. This joint working approach has been highly successful in focussing resources to move young people into positive outcomes and has resulted directly in Brent being graded 'Green' in the 14-19 progress review (Recommendation 21).

The Head of service is currently examining structure models in place in other authorities. Re-structure will need to be informed by the outcome of the Comprehensive Spending Review in the autumn.

- 6.3.12 The Youth and Connexions elements of the new service currently operate two distinct national databases. These are the Client Caseload Information System (CCIS) which holds a range of information on young people aged 13–19 in order to assess progress in local areas on a range of measures, including cutting the number of young people not in education, employment or training (NEET) and Electronic Youth Service (e-ys), a database system for the recording and reporting of youth activities. e-ys also allows for the planning and evaluation of youth projects and sessions as well as the recording of young person, staff and volunteer attendance. Both systems support the production of management information and performance data and currently CCIS data populates e-ys. CCIS is already operated on a West London basis by Ealing Council on behalf of the 6 Boroughs. CCIS also operates at a pan London level. From September 2010, e-ys is now also West London database. The newly established Youth and Connexions Service has extended the arrangement with Ealing Council to also cover e-ys, resulting in an efficiency saving of 1 FTE Monitoring Officer post and also a reduction in duplication. As part of the consultation paper for the Wave 1 Tranche 2 post reductions, the administrative support functions have been brought together for Youth and

Connexions and it is proposed to remove 1 post of Senior Admin Officer from the structure. (Recommendations 20 and 22).

#### 6.4 **The Next Steps**

The Review of Youth Services is a Tranche 3 One Council Project, linked to the following four of the eight efficiency strands:

- Service transformation/reviews
- Better commissioning and contract management
- Stopping Lower Priority activities
- Independent Review of Structure and staffing

The project is scheduled for completion during 2010 to 2011 and has a savings target of £200,000.

A Project Concept Paper detailing high level plans for the implementation of the recommendations will be presented to the Project Board on 13 October 2010.

#### **Background Papers**

Service Review Services for Young People Interim Report Version 0.3 (Draft) 19 February 2010

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## SERVICE REVIEW

# SERVICES FOR YOUNG PEOPLE

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## INTERIM REPORT

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**Version:** 0.3 (Draft)  
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# Executive Summary

## Structure of the report

Section one outlines the purpose of the review, the approach and the background to the review. Section two identifies priority areas for improvements and section three proposes next steps for taking forward finding and recommendations.

## Summary of Findings

A number of positive practices were identified:

- **Council-wide.**
  - Neighbourhood Working provides additional capacity and resources and has contributed to the provision of youth facilities and activities based on priorities identified by local people.
  - Participation by young people in sports and physical activities has increased substantially.
  - Young people's satisfaction with parks and play areas was the 2<sup>nd</sup> highest in London: satisfaction rates increased from 59.9% in 2008 to 67.2% in 2009, an increase of 7.3%.
- **Brent Youth Service**
  - Highly motivated youth workers and officers who have developed positive relationships with young people.
  - A track record of involving young people in developing projects and in decision-making through for example youth inspections, Youth Opportunity Funds and Brent Youth Matters 2, a forum which provides a voice for young people aged 13 - 19 (up to 25 with special educational needs).
  - Track record of successfully leveraging in additional resources. For instance, Brent is one of a selected number of authorities to be awarded MyPlace funding. £5 million is being invested in redevelopment of Roundwood Youth Centre in Harlesden.
  - High levels of satisfaction with provision and activities delivered by the youth service. According to a 2008 survey carried out by the Youth Service most young people feel positively about their youth workers.

However there are several potential opportunities for improvement and greater efficiency. These are grouped into two categories:

- (a) Cross-cutting areas which impact more than one directorate or the Brent Children's Partnership as a whole. These are:
  - 1. **Strategic Coordination**
  - 2. **Joint Needs Analysis and Commissioning**
  - 3. **Funding and Programmes**
- (b) Improvement areas which specifically relate to the Youth Service. The most significant areas to address are:
  - 1. **Strategic Performance Management**
  - 2. **Service Delivery Model**
  - 3. **Equality of Access**

The main recommendations are summarised below:

1. The Council should consider bringing together various commissioning functions and budgets for youth provision into one place, ideally within the Children and Family Directorate. It should also develop a joint commissioning framework or plan for positive activities informed by the audit of needs and supply
1. The Council should carry out robust audits of demand for and supply of provision for positive activities. A borough-wide survey of young people should be carried out.
2. A corporate communications plan should be developed and a campaign launched to publicise positive activities for young people across the borough. The campaign should be targeted at young people, parents and carers of young people.
3. The Council should consult on and publish a Brent Youth Offer setting covering a range of youth provision and providers across the borough
4. The Youth Service should review its plans and targets for reaching underrepresented groups. Working in partnership with other providers of activities for young people.
5. Brent Youth Service should review its current objectives/priorities with the aim of focusing on a lower number of key but outcome-focused objectives/priorities.
6. Brent Youth Service's commissioning and provider functions should be separated. A target should be set to externalise an increasing proportion of services currently directly provided by BYS over the next two to three years.
7. the Council should investigate and appraise alternative options for providing access to positive activities, for example youth opportunity cards and pre-paid cards

# 1. Introduction

## 1.1 Background and Objectives of the Review

The new administration's Manifesto includes a commitment to: Conduct an audit of facilities and projects for children and young people and...listen to young people and voluntary groups about the quality of activities and make improvements as appropriate.

As part of the 2009 Residents Attitude Survey residents rated 'activities for teenagers' as the 2<sup>nd</sup> most important area for improvement behind crime. The TellUs4 2009 Survey of school children in Brent suggests the percentage of young people participating in a positive activity (within four weeks of the survey) fell from 72.3% in 2008 to 57.3% in 2009, a decline of 15%. This is the lowest performance in London based on the National Indicator 110 (Young people's participation in positive activities).

This review builds on the work carried out by a Youth Strategy Task Group comprising Members and senior officers from the Council which met between 2008 and 2009 to discuss issues relating to youth provision. The Group highlighted a number of areas for improvement to be looked at as part of the review including:

- Strategic Coordination of cross council services aimed at young people.
- Strengthening the commissioning and monitoring of voluntary sector partners.
- The need for sustainable funding.
- Performance against targets relating to the Youth Service.

In addition, Brent's Improvement and Efficiency Strategy stipulates that all reviews should lead to a robust service model design.

Specific objectives of the review are to make recommendations on:

- 1) Proposals for future service development, including strengthening the Youth Service's contribution to the Targeted Youth Support agenda.
- 2) More effective coordination of services, programmes and budgets across the Council and with partners.
- 3) Development of a future "Local youth offer".
- 4) Refocusing the priorities and objectives for the Youth Service.

## 1.2 Scope of the Review

The Review focuses on 'Positive Activities' which are delivered, commissioned or grant aided by the Council.

In Scope	Out of Scope
<ol style="list-style-type: none"><li>1. Coordination of council youth service provision at strategic and operational levels.</li><li>2. Improving communication with Young People</li><li>3. Examining options to align and pool existing resources in key service areas.</li></ol>	<ol style="list-style-type: none"><li>1. Accreditation, the curriculum and staff development.</li><li>2. Audit of youth centres as this should be covered under the Strategic Property Review</li><li>3. The Brent Connexions and Youth Offending Services.</li></ol>

## 1.3 Interdependencies

The project is aligned to the following the One-Council Improvement & Efficiency Programme strands: service transformation and reviews, better commissioning & contract management and stopping lower priority activities. There is a downstream dependency on

the Strategic Property Review which means the outcomes from this review should influence the property review.

#### **1.4 The Review Methodology**

The review follows the Service Review Methodology which was developed by Rse Tribal for the Council. The methodology comprises five stages. Stages 1, 2, and much of stage 3 have been completed.

- 1) **Scope:** Defining the scope of the review and the vision for success.
- 2) **Evaluate:** Using existing service information to determine the current position of services.
- 3) **Analyse:** Identifying current issues and the root causes.
- 4) **Improve:** Improving services using inputs and resources from across the council.
- 5) **Sustain:** Monitoring and delivering benefits.

However, following the Council's move to a Portfolio and Project Management methodology instead of an improvement plan a concept paper will be produced followed by a business case and then a Project Initiation Document for those recommendations suitable to be delivered as projects.

Information was gathered using the following approach:

- Interviews with a wide range of officers across the Council (See Appendix 1).
- Documentation obtained from officers and from the internet and intranet.
- Researching practice and service delivery approaches in other councils.

Young People were consulted about the focus of review through the Youth Parliament event in December 2009. The Children and Families Scrutiny Board as well as the Brent Children's Partnership were also consulted during the course of the review.

#### **Mapping Council-wide Expenditure**

As part of the review some mapping of expenditure on positive activities delivered by the Council was carried out. Specific objectives of the mapping exercise are:

- To identify opportunities for more effective joint working and coordination.
- To identify where resources could be spent more effectively.
- To identify opportunities for further efficiencies by working in partnership and eliminating duplication.

The mapping process involves 'counting' funding streams coming into the borough which support positive activities in the borough. However this is still at a very early stage. The mapping data will need to support decision-making on alignment of resources and joint commissioning of projects and programmes.

#### **1.5 Overview of Positive Activities Delivered by the Council**

Brent Youth Service (BYS) runs three youth centres owned by the Council: Granville Youth Arts & Training Centre, Poplar Grove Chalkhill Youth and Community Centre and the Roundwood Club. The centres offer a range of activities from dance to sports to peer mentoring. BYS also runs youth projects at a number of satellite centres not owned by the Council including Wembley Youth Club, Dennis Jackson Youth Club, and St. Raphael's project. In 2008/09 a total of 6,715 young people participated in youth centre activities and

projects run by BYS. Further detail of projects and activities run by BYS is provided in **Appendix 2**.

The bulk of positive activities, as measured by usage rates, is delivered by service areas in the Environment and Culture Directorate. For instance the Sports Service delivers free swimming for the under-16s, the Parks service provides and manages Multi-Use-Games Areas, Culture and Heritage Service runs arts projects, events and festivals for children and young people, and the library service runs summer activities for young people. In addition to services delivered by the Council, a wide range of activities on offer to young people are run by voluntary sector organisations, other public sector bodies such as the Police's Kickz project, and through extended services.

## 1.6 What Young People Say

Several surveys and consultations relating to positive activities have been conducted by different service areas. Key findings relating to surveys, consultations and mapping projects are detailed in **Appendices 9 and 10**. Key findings from the surveys are summarised below:

- According to the latest 2009 TellUs4 Survey:
  - The percentage of young people saying they participated in a positive activity fell 15 points from 72.3% in 2008 to 57.3% in 2009 - Brent had the lowest performance in London based on the NI 110 youth participation measure.
  - The percentage of young people rating their parks or play areas as good or very good increased from 59.9% in 2008 to 67.2% in 2009, an increase of 7.3 points -
  - Brent had the 2nd highest performance in London in 2009 based on the NI 199 measure.
- According to the 2008 TellUs3 Survey:
  - 58% of young people feel activities and things to do in their area are fairly or very good (49% nationally)
  - The top five things young people had been to within *the last 4 weeks* of the survey were: Local Parks or playground (80%), Sports club or class (57%), cinema or theatre (55%), library/museum (54%), and swimming pools (45%).
  - the top five activities young people say they would like to go to but don't at the moment are: Cinema/theatre (43%), Gym (41%), swimming pool (37%), music concert or gig (35%), and art, craft, dance, drama, film/video-making group or class (34%).
  - The main barriers to taking part in sports and physical activities are: time, friends not taking part and cost.
- According to a survey of young people by BYS during term-time most young people prefer to attend positive activities on weekdays.
- The top five sporting preferences for boys and girls respectively according to the 2008/09 Schools Sports Survey are football, basketball and swimming for boys, and ice skating, swimming and dance for girls.
- At a consultation event organised by BYS young people were asked *if Brent council was to invest money in more out of school activities, where would you advise the council to spend that money*
  - 65.2% said put on more events where a large number of young people can gather
  - 21.3% said More activities based in local youth centres
  - 9% said more activities based in the school (after school hours).



## 2. Key Issues

This section of the report provides an analysis of the key issues, the impacts and recommendations. The recommendations are not final recommendations – discussions with the Review Board and managers will inform the final set of recommendations. The recommendations have been informed, among other things, by suggestions from officers and lessons learned from other authorities.

The key benefits to be achieved from implementing the recommendations are:

- **Improved Services for Young People:** by providing access to a wider choice of high-quality provision and more effective communication about existing activities and facilities.
- **Financial Savings:** which could potentially be achieved by reconfiguring the current service delivery, reducing lower priority activities, reducing duplication and rationalising commissioning arrangements.

The issues requiring improvement are presented in two parts:

(c) Cross-cutting issues which affect more than one directorate or to the Brent Children's Partnership. These are:

4. **Strategic Coordination**
5. **Joint Needs Analysis and Commissioning**
6. **Funding and Programmes**

(d) Issues which specifically relate to service planning and delivery by the Youth Service. The two most significant areas to address are:

4. **Strategic Performance Management**
5. **Service Delivery Model**

### Cross Cutting Issues

#### 2.1 Strategic Coordination

There is scope to improve strategic coordination of planning and delivery of positive activities across the Council. The review found evidence of silo working particularly between directorates. Positive activities in the borough are not marketed or publicised in a joined-up approach and this is having a negative impact on the proportion of young people that participate in positive activities within the borough. Young people's participation in positive activities as measured by National Indicator 110 and through the annual TellUs Survey of school children is falling. The TellUs4 2009 Survey of school children suggests the percentage of school children that participated in positive activities declined from 72.3% in 2008 to 57.3% in 2009. Specific issues in relation to strategic coordination include:

##### 2.1.1 Duplication in Service Delivery

- An example of duplication is the publication of separate summer activity brochures by the Sports and Youth Services. Volunteering is another activity which would benefit from a joined-up approach. Individual services areas run separate volunteering schemes for young people with little or no coordination between volunteering schemes. Evidence of this includes the absence of up-to-date information on the Brent Youth Volunteer website about the range of volunteering schemes run by the Council. There is scope to improve

coordination of volunteering schemes and to publicise volunteering opportunities for young people in a more integrated approach.

**Recommendation 1** - Establish a Youth Strategy Steering Group with a remit for positive activities and information and advice for young people. Responsibilities of the group could include: sharing information and intelligence about needs and demand; agreeing priority target groups and geographical areas, developing and implementing a Brent Youth Offer and joint commissioning of positive activities

**Recommendation 2** - The Sports and Youth Service Teams should consider merging their summer university activity brochures.

### 3.1.2 Marketing and Communication

- Youth provision and positive activities generally is not well publicised or joined up between service areas council-wide. The impact of this is that young people and residents are not well informed about opportunities for positive opportunities in the borough. Joint marketing and publicity is needed to make information about positive activities more accessible for young people and their parents. It will also reduce costs of producing information and publicity material
- Coordination of information and publicity about positive activities by the Council needs to be improved particularly between Children and Families and Environment and Culture Directorates. An example of the current fragmented approach is the plan in the Sports Strategy to develop and maintain a web-based directory of sport and physical activities. Publicity and marketing of positive activities should be holistic and client-centred, not structured along directorate or service lines.
- Concerns about lack of information have consistently been raised in various surveys and consultations. For example young people at a recent Youth Parliament conference in December 2009 said they were not well informed about opportunities for participating in positive activities. Young people say services and opportunities are not advertised well enough and communication with YP in the borough needs to improve significantly.
- The Youth Strategy Group agreed that a website for young people be developed to enable better communication with young people. The website is being developed by and is due to be launched in Spring 2010 by the Communications Team. The website in its current configuration will not address statutory expectations relating to publication of positive activities because of the lack of up-to-date supporting information from service departments about positive activities. More involvement in shaping this website from the Children and Families department would be beneficial.
- A Family Information Directory aimed at parents due to be launched by Spring will contain information about positive activities. However like the website for young people its impact will be limited as robust systems to provide up-to-date information are not in place.

**Recommendation 4** – The Youth Offer should be effectively marketed and promoted increasing participation and access for all young people

**Recommendation 5** - A corporate communications plan should be developed and a campaign launched to publicise positive activities for young people across the borough. The campaign should be targeted at young people and parents and carers of young people

**Recommendation 6** - A range of communication channels should be employed in addition to the website, including Brent Magazine, posters, leaflets, and SMS

### 3.1.3 Complying with Legislation and Statutory Guidance

- Section 507B of the Education Act 1996 sets out local authorities' duties in respect of positive activities. Under the Act local authorities have a duty, so far as reasonably practicable, to secure access for young people sufficient leisure and recreational activities and sufficient facilities for such activities. The duty applies to the 13 – 19 age range. For those with learning difficulties the duty extends to young people aged up to 24.
- The review has identified areas where more work is needed to ensure the Council fulfils its statutory duties. The impact is that the Council is at risk of being challenged for not meeting its statutory obligations.
- The Council does not currently have a Local Youth Offer that explains what “sufficient” provision means in a Brent context. The Council needs to determine what it deems to be “sufficient” provision and communicate this in the offer. The Youth Offer should provide clear statements of what is available for young people, the standards they can expect, local charging arrangements, young people’s responsibilities when participating in activities; and any rewards available for different activities eg volunteering. In determining the local offer emphasis should be placed on the needs of groups of young people at greatest risk of negative outcomes whose engagement in positive activities is often limited, e.g. young people in care and young people with disabilities.

**Recommendation 7** - The Council consult on and publish a Brent Youth Offer covering all forms of youth provision and providers from different sectors

### 3.1.3 Setting Joint Targets

- There is a need for targets which are jointly owned by individual service areas. Having cross-cutting targets will support improved joint working and alignment of objectives between different services. By way of evidence the review found that no overarching target for the borough has been set for the NI 110 indicator. Currently the Parks and Sports Service Area plans do not contain any performance metrics relating to the NI 110. Similarly the Youth Service Plan does not include any reference to NI 57 *Children and young people’s participation in high-quality PE and sport* even though it delivers or commissions various sporting and physical activities.

**Recommendation 8** - All service areas responsible for delivering or commissioning positive activities for young people should set out measurable contributions to the National Indicator 110 *Participation of Young People in positive activities*. Each relevant service areas should include specific contributions to the NI 110 within their service area plans

## 3.2 **Joint Needs Analysis and Commissioning Arrangements**

Robust cross-cutting arrangements to manage strategic planning, commissioning and delivery of positive activities across the Council are not well developed. The risks of current arrangements include duplication, gaps in provision, and inefficiencies in use of resources.

### 3.2.1 Joint Planning

- The Council does not have a comprehensive picture of needs and supply relating to positive activities. This means the Council is not in a position to determine whether it is fulfilling its statutory duty to secure access to sufficient provision. Nor will it have

sufficient evidence that it is meeting needs with the services currently being provided. Local authorities are required to undertake a detailed analysis of the provision of positive activities currently available to young people and accessibility of the provision.

- Effective understanding of needs and supply is the basis of effective planning. Individual services carry out separate consultations and surveys of young people and mapping of provision. However these are not well coordinated between different services and feedback is often not shared effectively with young people and other service departments. Evidence of the weak information base includes the lack of data reported on provision of positive activities for young people in the private and third sector as part of returns to the DCSF in February. The impact, which discussions with officers have confirmed, is that the data and evidence currently available is insufficient to inform robust service planning for commissioning arrangements which potentially means resources are not being used efficiently and effectively.
- The review found examples of local authorities are increasingly undertaking their own integrated surveys of young people for instance Westminster, Islington and Newham. Wiltshire carried out a survey of 2,000 young people and was able on the basis of clear evidence to challenge Government and assumptions about the need for more provision on Friday and Saturday nights.

### **Building a Picture of Demand and Supply – A Recommended Approach**

#### **(1) Consulting Young people and analysing demographic data**

- The Council with its partners should carry out joint audits of demand for and supply of provision for positive activities. This should include an integrated borough-wide survey of: young people's participation rates, service usage, preferences, and barriers to increasing participation and barrier should be carried out.
- Carry out analyses of population densities, population projections, crime and anti-social behaviour patterns, and socio-economic indicators.

#### **(2) Map Gaps in provision and capacity: (Supply)**

Key steps based on practice in other councils are:

- Review existing data and assemble evidence from consultations with providers about their current and planned capacity.
- Identify key constraints in developing and expanding activities for young people including availability of coaches and trainers, mentors, volunteers, facilitators, youth workers, suitable facilities etc.
- Evaluate projections of increased future capacity due to new and major development eg the civic centre, Building Schools for the Future, regeneration in priority neighbourhoods, Extended Services etc.
- Audit of Youth Centre facilities as part of the Strategic Property Review Project.

- The surveys and consultations which have been carried out provide a valuable overview of young people's needs and preferences in Brent. However an integrated survey would significantly enhance the quality of information for purposes of service and strategic planning. An integrated survey would provide localised intelligence for locality working. It would also provide richer and usable information on the needs of vulnerable and disadvantaged groups of young people. Duplication and costs will be reduced if service areas increasingly combine to commission joint surveys of young people. Information from young people will also be better maximised for instance by ensuring cross-cutting opportunities such as 2012 Olympics and Paralympics Games and volunteering are properly covered in surveys or consultations.

- Joint working should be strengthened so that there is a shift to a more strategic approach underpinned by robust evidence. There is a need for greater sharing of intelligence and information relating to young people. Coordinating systems and structures should be developed, for instance by establishing a cross-Council steering Group to plan and review provision of positive activities and to share information and data.

**Recommendation 10** - The Council should conduct integrated research audit of demand for and supply of provision for positive activities and a borough-wide survey of young people should be carried out covering public, private and third sector providers.

**Recommendation 11** - The results of the needs and mapping analyses should be clearly set out as part of the next the local children and young people's plan together with a summary of actions to deliver the local offer.

### 3.2.2 Strategic Commissioning

- Current arrangements for commissioning positive activities across the Council are not coordinated. The impact of a lack of a holistic approach is that partnership and grant-aid arrangements with third and private sector providers are fragmented, and there are duplicated services as well as gaps in provision.
- The statutory guidance on positive activities requires local authorities to introduce measures to enhance contestability when securing provision for young people and to ensure they do not assume the default position of automatic provider. There is very little evidence this requirement is being delivered across the council. There is no overarching strategic commissioning framework in place for positive activities council-wide and very little by way of joint commissioning takes place.
- Discussions with several officers from Children's And Families Directorate (CFD) revealed concerns about the Children and Family element of the Council's Main Programme Grant (MPG) being managed in Housing and Community Care Directorate. CFD officers expressed the view CYPP priorities are often not properly reflected in the grant approval process and mentioned examples of inconsistencies between the VCS programme and CFD grant-aid and commissioning processes.

**Recommendation 12** - The Council consider how best to bring together current strategic commissioning functions and budgets for youth provision within CFD. It should also develop a joint commissioning framework or plan for positive activities informed by the audit of needs and supply

**Recommendation 13** - Investigate the feasibility of transferring management responsibility for the Children and Young People strand of the Main Programme Grant over to CFD following completion of the current three-year MPG funding cycle in 2010/11

## 3.3 **Funding and Programmes**

- Reliance on external funding poses risks to continuity of certain projects and programmes. The review found that funding programmes which support delivery of preventative work and positive activities are at risk or under pressure for instance the Junior Youth Inclusion Programme. Given the current financial climate and the

commitments to cut public spending there is a real risk many of these programmes such as the Positive Activities for Young People will be cut or cancelled after 2010/11. The impact of this would be a significant reduction in provision of positive activities.

- A number of local authorities are investigating alternatives to direct in house provision of facilities which are potentially cost effective alternative service models. This may help to widen access to universal services to vulnerable and disadvantaged young people, as well as groups under accessing universal provision. For example youth opportunity cards and pre-paid cards which are being used in Tower Hamlets and Camden as a means of providing greater choice and spending power for young people and engaging them in positive activities (See appendix 8)

**Recommendation 14** - A report examining the risks and impact of funding cuts to programmes should be produced. The report should set out contingency plans to minimise the impact of funding discontinuation and service disruption including alternative funding and delivery arrangements

**Recommendation 15** - CFD should investigate the potential to pool and align funding aimed at the delivery of positive activities across the Council

**Recommendation 16** – As part of a concept paper and business case the Council should investigate and appraise alternative options for providing access to positive activities, for example youth opportunity cards and pre-paid cards which are being used in Tower Hamlets and Camden as a means of providing greater choice and spending power for young people and engaging them in positive activities (See appendix 8)

## Issues for the Brent Youth Service

This section highlights issues and recommendations of specific relevance for the Youth Service.

### Overview of Brent Youth Service

- Brent Youth Service (BYS) sits within the Achievement and Inclusion Division of the Children's and Families Directorate. BYS's service mission is "To deliver quality youth work that will enable young people to fulfil their potential and contribute to their communities". The service achieves this by providing informal education opportunities for young people.
- BYS works with young people between the ages of 11 and 25. Resources are focused on the 13 to 19 age groups. The service has three teams: the first is focused on youth participation universal/ generic work, the second targeted youth inclusion work and the third partnerships with the voluntary sector.
- BYS has a total of 43.33 Full Time Equivalent (FTE) staff. Of this number 35.6 FTE staff are Youth Workers.

**Table One: Breakdown of planned efficiency savings for 2010/11**

Saving Description	Saving to be delivered in 2010/11 (£)
Staffing-Head of Service(amalgamation of post with Connexions)	60,000
Finance Post	24,000



Training cost centre	15,000
Publicity cost centre	10,000
Curriculum activities	83,125
Fieldwork staffing 2 FTE	72,125

- The service manages its budget well. There was a slight under-spend of £27,453 against the 2008/09 budget. The size of variances has steadily improved since 2005/06 when there was a considerable overspend of £264,401.

**Table Two: Five-Year Budget and Expenditure Analysis for BYS**

	<b>Budget</b>	<b>Actual Expenditure</b>	<b>Variance</b>
2008/9	£2,679,000	£2,651,547	-£27,453
2007/8	£2,100,000	£2,018,112	-£81,888
2006/7	£1,900,000	£1,696,519	-£203,481
2005/6	£1,759,000	£2,023,401	£264,401
2004/5	£1,523,000	£1,523,000	£0

- The three largest expenditure items relating to BYS's 2009/10 budget are the Youth Office (25.1% of net expenditure), PAYP (15.7%) and the Outreach service (6.8%). (See Appendix 3 for details of budget and expenditure). In 2008/09 employee costs in the Youth Service accounted for roughly 19% of actual expenditure.
- The youth service is delivering efficiency savings of £132,125 this financial year 2009/10. These savings relate to staffing costs, curriculum activities and increases in external income. Efficiency savings of £264,250 are planned for 2010/11. Table xx below provides a breakdown of planned efficiency savings from 2010/11.
- Detailed definitions and background to the key PIs used s of the Youth Service's most recent performance management framework and performance figures are shown in Appendix 11. The Government discontinued the BVPIs 221a (Accredited outcomes) and 221b (Recorded outcomes) in 2008/09 and performance is no longer being benchmarked. As Figure 2 shows performance against both previous BVPIs has steadily improved since 2007/08.

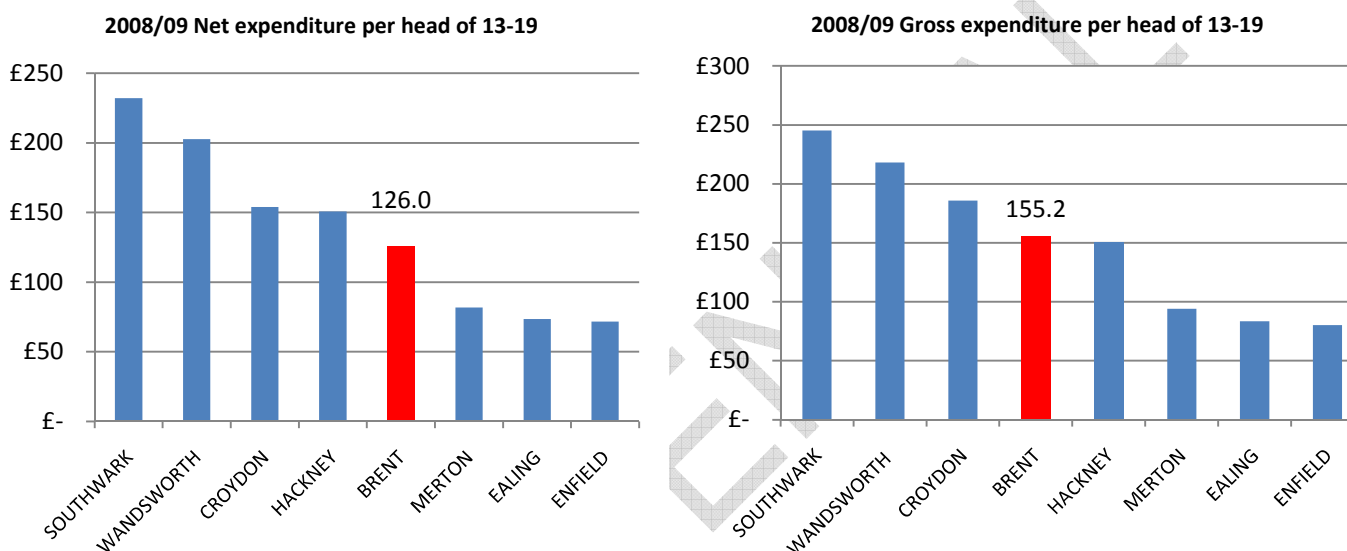
Benchmarking data for 2008/09 was compiled from Section 52 outturn statements published on Councils' websites. Only a handful of councils have published their latest 08/09 outturn statements so the data needs to be treated with caution. Gross and net expenditure per head of young people aged 13-19 are below the average levels of expenditure for comparable authorities.

**Explanatory Note**

**Net youth service expenditure** = local authority 'mainstream spending' on the youth service.

**Gross total expenditure** = mainstream local authority youth service expenditure plus other funding received by the youth service excluding income such as lettings.

**Figure 1: Benchmarking gross and net expenditure 2008/09**



Source: DCSF Section 52 Outturn Statements and Council Websites

### Future Plans for Brent Youth Service

- The Integrated Youth Support Service will be further developed following the merger of the Connexions and Youth Services Teams under one head of service. The merger will be implemented from April 2010. The Connexions Service falls outside the direct scope of the review, however the issues and recommendations raised below inevitably have wider implications for any future reshaping of the new unified structure.
- At the time of drafting BYS was in the process of seeking National Youth Agency Quality Mark accreditation. This is a management tool to support an organisation's development and improvement of its quality management systems.

The two main priority areas relating to the Youth Service are:

- **Strategic Performance Management**
- **Service Delivery Model**

In addition the review has identified **equality of access to youth services** as an area for improvement.

## 2.4 Strategic Performance Management

Performance against targets is one of the areas for improvement identified by the Youth Strategy Group. This was on the basis of performance reports presented to the group in



October 2008 which revealed BYS missed both its local targets and national targets in relation to accredited outcomes by a wide margin in 2007/08. In addition the service was not meeting national targets in relation to proportion of young people it was contacting. The impact was that the service was underperforming its peers in relation to the relevant Best Value Performance Indicators (BVPI) 221b (Accredited Outcomes).

The review has identified a number of areas for development in relation to the Youth Services' performance management arrangements which stretch beyond achievement of targets. For instance the key performance measures reported by the Youth Service are not adequate to measure the impact of the service in terms of its universal and targeted youth work. This means that the service cannot readily demonstrate that it is delivering value for money.

#### 2.4.1 Strategic Priorities and Planning

- The merger of the Youth and Connexions Services presents an opportunity to review the priorities for the Youth Service and to ensure these are closely integrated with those for the Connexions Service. The review found that the priority groups and geographical target areas for BYS are not comprehensively documented in any one place. Priorities appear to vary from plan to plan or project document without any clear explanation for apparent changes in priorities. Priority geographical areas and target groups for the service need to be reviewed and clearly communicated within the service plan and key strategic documents. A risk created by the lack of clear priorities is that BYS is driven by external funders' priorities when bidding for funding rather than an assessment of strategic fit with the priorities of the Council or Brent Children's Partnership.
- There needs to be a tighter focus reflected in the extremely broad range of universal and targeted youth services delivered by BYS. For instance one of the service agreements covering a youth project included a list of at least 32 priorities. Several officers interviewed during the review revealed they were unclear about what the BYS does and what its priorities are. The service risks becoming overstretched as a result of a lack of focus. The review found that some BYS staff have expressed concerns about increasingly being expected to work with vulnerable groups of young people, such as young people at risk, without having received adequate training and support to perform these expanding roles.
- Strategic planning by BYS should be reviewed. A few medium-term actions are contained in the 2009/10 Service Plan but these need to be reformulated based on a more robust medium-term strategic planning process which incorporates demand and supply analysis, consultation with young people and partners, definition of priorities and objectives, resource analysis, and agreed options for delivery including partnership and commissioning arrangements. One of the cross-cutting recommendations is development of a borough Youth Strategy. This should be the focus of BYS's strategic planning approach.

**Recommendation 17** - BYS should review current its objectives/priorities with the aim of developing fewer but more outcome-focused objectives/priorities. Lower priority projects should be identified and stopped in line with One-Council objectives.

**Recommendation 18** - Enhance strategy and policy development capacity and capability within the Youth Service. An option is to designate a post within the youth and Connexions Service with specific roles for strategy/service development and strategic coordination.

#### 2.4.2 Performance Measurement and Reporting

Recent developments have impacted on the focus of this priority area:

- The Government dropped the two relevant BVPIs – Recorded and Accredited Outcomes from its National Indicator Framework in 2008. As a result these indicators are no longer monitored or benchmarked as performance measures of performance for youth services. These indicators have largely been replaced by NI 110 *Youth Participation in Positive Activities* and NI 57: *Children and young people's participation in high-quality PE and sport*.
- More recent performance figures for 2008/09 indicate that the target for Contacts was achieved. The number of Accredited Outcomes in 2008/09 was significantly higher than in 2007/08. However the target for 2008/09 was not achieved.

**Table Three: Youth Service Vital Sign Performance Indicators**

	<b>Performance Measure</b>	<b>2006/07 Actual</b>	<b>2007/08 Actual</b>	<b>2008/09 Actual</b>	<b>2008/09 Target</b>	<b>2009/10 Target</b>
1.	Contacts (13-19)	3294	4764	6715	5800	5800
2.	Recorded Outcomes (13-19)	1469	2043	2124	2088	2088
3.	Accredited outcomes	287	464	816	1044	1044

The evidence to support the need for improvements to performance management includes the following:

- The Youth Service operates a detailed and robust quality assurance system which involves young people in assessing the quality of services delivered as part of the Youth Inspection Service. However performance information produced as part of the Vital Signs reports are not robustly aligned with the Council's wider strategic priorities. Several officers interviewed commented about the Youth Service focusing too narrowly on its service targets. The focus on monitoring contacts, recorded and accredited outcomes derived from the national youth work standards agenda may be inhibiting BYS from demonstrating its contributions more fully to local priorities such as tackling anti-social behaviour and regeneration. The review picked up tensions between traditional youth work values and the community safety agenda particularly around monitoring, sharing information and surveillance issues.
- In the current tight financial climate Council-run youth services are coming under increasing pressure to demonstrate value for money. The current performance management framework operated by Youth Service operates can be enhanced in terms of robust or accurate measures of value for money. The current framework of performance indicators focuses on processes and volumes of activity rather than outcomes. For example the impact and difference made to young people requiring additional support is not captured in the performance measures.
- Performance information setting out performance against targets contained in the service plan is not currently reported to the Assistant Director (Achievement and Inclusion).
- Robust evaluations of programmes and major projects to measure and communicate impact of what the Youth Service has achieved are not currently carried out. Whilst Brent was one of the pilots as part of a national PAYP evaluation carried out in 2005 the report did not contain any specific information on Brent's performance and outcomes. An evaluation was carried out of an extended services PAYP project but the design and quality of the evaluation report leaves scope for improvement.
- The quality of data used to underpin various performance metrics needs to be strengthened. For instance the review found the population data used to calculate a number of the metrics eg 'Number of contacts as a percentage of the youth population

aged 13-19' is based on the wrong statistic. The review also found that the National indicator 110 Young People's participation in positive activities is measured incorrectly using the old NYA methodology for measuring participation rates. A number of the national standards which BYS works to are out-of date or incorrect eg the target of 2% of current education budget as a basis for benchmarking youth service cost per head of youth population aged 13 to 19. The review found that Youth Service's figures unit cost figures used to measure Cost per Contacts are likely to underestimate the full costs.

**Recommendation 19** – BYS should review its performance management framework and incorporate outcome-focused measures aligned to CYPP and Corporate priorities. The performance standards should be revised and reflect the new Quality Standards for Positive Activities recently published by DCFS

## **2.5 A Service Delivery Model**

The review was tasked with identifying options to integrate the work of the Youth Service more closely with the targeted youth support (TYS) agenda and in particular find out what other authorities are doing to support young people with additional needs (level 2 provision). In addition, Brent's Improvement and Efficiency Strategy states that all reviews are expected to produce a robust Service Model Design.

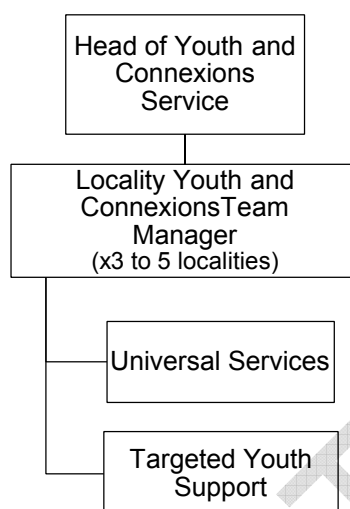
The review found other authorities rely almost exclusively on the Positive Activities for Young People (PAYP) programme to support YYS client groups. Most authorities focus their entire PAYP programme on YYS groups. Brent's practice has been to support a mix of universal provision and targeted youth groups via PAYP. During the course of the review it has been confirmed the PAYP programme will be transferred from the Youth Service to the Early Intervention Locality Team (EILT) under the Strategy and Partnerships division. No findings or recommendations specifically relating to the PAYP are included in the review as the EILT sits outside the scope of the review.

Below are a number of potential service delivery model options for consideration:

- 2.5.1 The Youth Service could be more structurally integrated into the Children and Families Directorate's localities model. Currently only three of the five localities are represented by a Youth Service manager. The Youth and Connexions Team arrangements could be reshaped around the five localities so that each locality is fully covered by one Youth and Connexions Locality Team. A maximum of two to three locality teams could cover the five localities. This is more cost-efficient than having one team per locality. The teams could vary in size and resources depending on the population and needs for each of the respective localities. The locality based Youth Support Teams would have shared responsibility with the EILT and Extended Services Teams for developing and implementing Locality Action Plans. The locality action plans should be clearly integrated into team and service planning which is not the case at the moment.
- 2.5.2 The Youth Service should consider shifting more from universal provision to targeted work aimed at vulnerable young persons. The Youth Service should consider prioritising fewer target groups, say four to five. These could be reviewed annually on the basis of needs data and significant gaps in service provision. Baseline information showing the current funding mix between universal and targeted provision by the Youth Service is needed to set targets for reallocation of services.
- 2.5.3 Each locality team could be split into universal and targeted youth support (TYS) services similar to current IYSS structures in Westminster and Camden. This arrangement has the advantage of enabling Youth Services to focus more closely on

vulnerable and disadvantaged young people needing extra support via TYS. This arrangement is depicted in figure two below:

**Figure 2: Illustrative Locality Structure**



2.5.4 CFD should consider separating the commissioning and provider roles of the Youth Service. Under this arrangement the provider role could be significantly or wholly externalised and separated from the Commissioning role. This arrangement has a number of potential benefits including greater capacity to broker and implement shared objectives with other service/partners, it is more likely to deliver greater value for money, and it is more likely to facilitate provision of a wider range of activities which meet young people's preference. The commissioning role could either be based within the Youth and Connexions service as in Southwark or located in central commissioning teams as in Islington.

2.5.5 The Youth Service could consider reviewing its outreach/detached model:

- Current long-term programmes and geographical target areas of the detached/outreach service should be scrutinised to confirm that the model properly focuses on geographical areas with greatest needs and priority target groups, and is aligned with the Council's wider priorities as well as the CYPP priorities.
- Brent's model of detached working relies heavily on the Equipped-2 Go Youth double-decker Bus. The bus is in high demand by other services. Concerns were raised by officers such as the waiting time and costs of booking the bus. The bus is rapidly ageing and this has risks in terms of maintenance costs and reliability of use. It was suggested during the review that the Council consider procuring smaller buses or mini-vans (as in Camden) on the basis that having smaller buses will enable wider and more flexible mobile provision.
- However the Equipped 2 Go Bus programme suggests in practice detached working focuses more on universal provision rather than vulnerable young people. If a distinct Targeted Youth Support Teams are created as part of the new Youth and Connexions service it is recommended the Detached Teams Service be based located within the Targeted Youth Support Team to ensure the outreach and detached working delivers a preventative services and targets its work more closely on vulnerable and harder-to-reach young people. This is the model operated in Westminster and Southwark.

- Under the extended schools agenda schools play an increasingly important role in providing positive activities. Nationally The Government is providing over £200m funding from 2008-11 to help support children and families from disadvantaged backgrounds, through the extended services subsidy. A key objective for the new service model should be to ensure the Youth Service plays a key role delivering the targets for positive activities as set out in the recent Government Pupil and Parent Guarantee framework. The Youth Service could consider and adopt a number of practices from other authorities about further developing its relationships with schools. For example Waltham Forest delivers information and advice services to a large number of schools including teenage pregnancy, mentoring, support for new arrivals, and NEETS. Waltham Forest is also considering introducing nominal charges for these services of £15/hr to £30/hr per youth worker time.
- There is potential for duplication between the targeted youth support work delivered by the Youth Service, for instance the PAYP activities for young people at risk of becoming involved with gangs, and the preventative projects delivered by the Youth Offending Service (YOS) including the Youth Justice Improvement and Community Support Programmes. Whilst the preventative work involves more intensive forms of support and activities our benchmarking of practice in other authorities suggests there are opportunities to reduce duplication and integrate the various preventative services delivered by the Youth Service and YOS programmes such as the YJIP are delivered or managed by the Youth Service under their Targeted Youth Support programme.

**Recommendation 20** - The Youth Service's commissioning and provider functions should be separated. A target should be set to externalise an increasing proportion of services currently directly provided by BYS over the next two to three years.

**Recommendation 21** - The Youth Service could be reshaped so that its organisational structures and service delivery arrangements are fully aligned to the five localities model

**Recommendation 22** – The Connexions, Youth Offending Service and Targeted Youth Support services should be included within the scope of any future project or service models options to maximise opportunities for eliminating overlaps in backroom support eg performance management, quality assurance and administration, integrating the Connexions and Youth Services and to achieve increased cost savings and efficiencies for instance by rationalising delivery of duplication in preventative programmes between PAYP, the Youth Justice Improvement and Community Support Programmes.

## 2.6 Equality of Access

- Research carried out for the Youth Strategy Group in 2008 found young people of White and Asian ethnic backgrounds are underrepresented as users youth centres and projects. Initial analysis for this review indicates that progress needs to improve significantly with regards to this issue and there is still significant underrepresentation of these groups. This means BYS is not reaching groups of young people from various backgrounds
- The Youth Service plan contains targets to increase participation of young disabled people. The targets are: 100 for 2009/10, 110 for 2010/11 and 120 for 2011/12. These targets appear low given the total number of disabled children and young people aged under 18 in the borough is estimated at up to 3,900<sup>1</sup> This target equates to only 2.6 per cent of all disabled children in the borough.

<sup>1</sup> According to the Joint Commissioning Strategy - Short Breaks and Preventative Services for Disabled Children and Young People 2009-11.

**Recommendation 24** - The Youth Service should develop/commission services and set clear targets for reaching communities of groups of young people under accessing mainstream provision

### 3. Next Steps


The next steps are:

- Convene a Steering Group to review and approve the report's recommendations.
- The Steering Group should distinguish between recommendations which can be taken forward as 'business as usual' and those which can potentially be delivered as a project.
- Produce a concept paper which builds on the review and sets out the idea for a potential project.
- The concept paper should be presented to the CFD DMT for approval to start up a project and Corporate Management Team for endorsement.

Key tasks to be undertaken as part of producing the concept paper are:

- Arrange idea generation sessions, workshops, stakeholder engagement through discussions/meetings. The lead officer should engage any council service areas that are key providers or commissioners of positive activities that were not contacted during the review
- Invite practitioners from other local authorities to learn from and share their approaches to service improvement and achieving cost efficiencies. Suggested authorities are Camden, Westminster, Tower Hamlets, Wandsworth and Islington.
- To outline high level financial and non-financial benefits.



	<p><b>Children and Families Overview and Scrutiny Committee</b> 20 October 2010</p> <p><b>Report from the Director of Children and Families</b></p>
<p>For Information</p> <p style="text-align: right;">Wards Affected: ALL</p>	
<p><b>Report Title:</b> Update on the work of Early Intervention Teams &amp; Social Care Team working in Localities (3)</p>	

## 1. Background Information – Early Intervention Locality Team (EILT)

- 1.1. The EILT's purpose is to work in partnership to improve outcomes for children, young people and their families who are likely to experience difficulties and to break the intergenerational cycle of problems in the long term. The aim is to enable the best start in life for children and young people to empower families to provide strong parenting, resilience and ambition. We work to identify, at the earliest possible opportunity, those children, young people and families who are likely to experience difficulty and to intervene and empower families to transform their lives and the future of their children's lives. We support children and young people aged from 0-19 years old.
- 1.2. The EILT has a focus on early intervention/prevention and is funded primarily through the Delegated Schools Grant (with some posts funded from core budgets). The team is non statutory and therefore relies on parental engagement and willingness to work within the framework. The investment in early intervention/prevention is intended to reduce the demand on specialist statutory services, reducing costs in the long-term. The number of children, young people, adults and families in Brent with high and complex needs is significant.
- 1.3. The EILT focuses on:
  - early identification of families likely to experience difficulty
  - tackling intergenerational issues through robust assessments
  - activities that, if delivered, can reduce the number of specialist interventions
  - bringing agencies together to help and support families
  - targeting work with individuals or families
  - children, young people and families and supporting in an outcomes and meaningful manner

## 2. Background Information – EILT and Social Care Locality Team Co-Location

- 2.1. The EILT and the Social Care Locality teams have been working alongside each other in a co-located manner for up to a year. The process of co-location was finalised in April 2010 when four out of the five locality teams were co-located and primarily based in their locality across Brent.

## 3. Principle Aims of Co-location

- 3.1 The key principle of the co-location of the EILT and Social Care Locality teams is to ensure that gaps in the net that help keep children and young people safe are minimised.

Both teams strive to ensure that no one child will fall through the gap and that families will receive seamless support at times of difficulty.

- 3.2 It is recognised that when families experience difficulty this can often be extremely stressful. The teams work together to minimise these stresses to ensure families have one point of contact (Lead Professional) who will advocate and support them during their times of greatest need. Co-location will allow seamless and efficient information sharing which will be advantageous to the lead professional.
- 3.3 In summary, the principle aims for co-locating the EILT and the Social Care Locality teams are to provide our children, young people and their families:
- Ease of access to professionals and seamless and timely support
  - Improved and sustainable outcomes
  - Financial savings; both in location and coordinated services

#### 4. Benefits of and Opportunities for Co-located Teams

- 4.1 The co-location of the teams has resulted in better integrated working, more effective, efficient and economic service provision which has had knock on effects in terms of quality of service and volume of support to be provided to families.
- 4.2 Some specific features and benefits of co-located services teams include:
- Services intervene earlier and provide a joined up approach and tailored support for the holistic needs of the family
  - Better linkages between local authority and health led services in the early years of life
  - Greater sharing of information and a more integrated approach through closer working relationships between staff
  - Sharing of administrative costs and greater staffing operational efficiencies
  - Financial benefits including reduced building overhead costs through sharing of space and facility running costs
  - Sharing of best practise across the team utilising multi-disciplinary skills, capacity and capability
  - More joined up and better informed strategic planning of services
  - Motivated staff who feel good about the difference they can make
  - Sharing of training opportunities and their costs
  - A better understanding of local needs and the ethos and objectives of local services.

#### 5. Current Challenges within the EILT and Social Care Locality Team Co-Location

- 5.1 There are challenges and developments within each of the five localities. These are detailed below:

Locality	Social Care Locality Team Location	EILT Location	Current Challenges/Implications	Future Developments
Wembley	Level 2 Chesterfield House, Wembley	Level 2 Chesterfield House, Wembley		Planned move from Chesterfield House into Civic Centre (July 2013)
Kilburn	Dyne Road, Kilburn	Dyne Road, Kilburn	Budget restraints and high cost building. Limited space for additional staff.	Lease to expire 2013. No plans to move Kilburn into the Civic Centre – therefore accommodation will need to be sought for locality working after 2013.



Willesden	Dyne Road, Kilburn	Level 2 Chesterfield House, Wembley	Not co-located as Willesden locality does not have suitable building for locality based working. Dyne Road has limited space and resources, therefore, co-location is not possible at this time	Proposal to move into Willesden Library in 2014.
Kingsbury	Cottrell House, Wembley	Cottrell House, Wembley	Based in Wembley as Kingsbury locality does not have suitable building for locality based working. Building is not suitable for families to visit.	Lease expires March 2011. Plans to move to Kingsbury Intergenerational Centre by June 2011.
Harlesden	Cottrell House, Wembley	Cottrell House, Wembley	Based in Wembley as Harlesden locality does not have suitable building for locality based working. Building is not suitable for families to visit.	Lease expires March 2011. Plans to move to Challenge House by April 2011.


## 6. Future Developments of the EILT and Social Care Locality Team and Co-Location

- 6.1 One of the key challenges in moving ahead with the co-location programme will be the commitment and engagement of key partners. Mechanisms are in place to ensure this, however, in the current economic climate we are dependent on continued recognition of the benefits of the model to move forward successfully.
- 6.2 Due to the current economic climate, much of the work to intervene early and prevent the need for more intensive services is not statutory. Therefore, further financial and budget restraints may put the EILT under considerable pressure as resources start to reduce. Funding streams will need to be identified to ensure that early intervention/prevention remains at the fundamental to Brent's commitment to support children, young people and their families.
- 6.3 Monitoring and evaluation of the impact of the co-location to ensure that the teams remain focused on the outcomes for the children, young people and their families. This would include and highlight child and family voice to ensure policies and visions reflect family expectations
- 6.4 We predict that there is likely to be a significant increase in supporting families through an early intervention/prevention approach. Currently, the number of children who are subject to Child Protection plans is at its highest level. Therefore, consideration will need to be given both on the financial pressures on the existing resources and also how to expand the resource if needed. The early intervention/prevention model would certainly provide better value for money and support to families at an early stage.

**Sharon Stockman, Head Social Care Locality Teams**  
**Jo Bridger, Early Intervention Locality Manager**

Krutika Pau  
 Director of Children and Families

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	<p><b>Children and Families Overview and Scrutiny Committee</b></p> <p>Wednesday 20<sup>th</sup> October 2010</p> <p><b>Report from the Director of Children and Families</b></p>
<p>For Action/Information</p> <p>Wards Affected: ALL</p>	
<p><b>Report Title: Support for Somali pupils</b></p>	

## 1.0 Summary

- 1.1 The number of Somali pupils in Brent Schools has increased significantly over recent years. In 2009 there were 3414 Somali pupils in Brent schools compared with 1805 Somali pupils in 2003. Somali pupils make up 8% of our school pupil population.
- 1.2 In Brent there has been a borough-wide drive to improve outcomes for its main underperforming groups, which includes Somali pupils.
- 1.3 This report aims to provide an update on the progress of Somali pupils in Brent and provide information on the ways in which the local authority and schools provide support for Somali pupils.

## 2.0 Recommendations

- 2.1 Members are invited to note:
  - progress to date for Somali pupils in Brent
  - action being taken by schools and the local authority to secure future improvements.

### **3.0 Performance of Somali pupils in Brent**

- 3.1 There have been some significant improvements for Somali pupils in Brent schools in recent years. Although there have been improvements, there continues to be underperformance, which is why this area has been a high priority for both schools and the local authority. The following paragraphs show some of the progress that has been made so far.
- 3.2 At Key Stage 1, although Somali pupils perform below borough averages in reading, writing and mathematics, there have been improvements in all areas. For example, the percentage of Somali pupils achieving level 2 or above in reading has increased from 65% in 2007 to 76% in 2010.
- 3.3 In 2010, at Key Stage 2, Somali pupils have improved in all three areas of English and mathematics and English and mathematics combined. The most significant improvement has been in the percentage of Somali pupils achieving Level 4 in mathematics from 57% in 2007 to 71% in 2010.
- 3.4 At Key Stage 4 there has been an increase in the percentage of Somali pupils achieving 5+ A\*-C at GCSE: from 34% in 2005 to 52% in 2009. We are currently awaiting the Key Stage 4 results for 2010.
- 3.5 Although there have been improvements, we need to continue to narrow the gap for Somali pupils as they continue to perform below borough and national averages in all key stages. We also need to ensure that we accelerate the rate of progress made by these pupils.

### **4.0 Support provided for Somali pupils**

- 4.1 Schools receive a significant amount of funding through the Ethnic Minority Achievement Grant. This is a ring-fenced grant and schools are requested to use their allocations to:-
- enable strategic managers to lead whole school change to narrow achievement gaps and ensure equality of outcomes
  - meet the costs of some of the additional support to meet the specific needs of bilingual learners and underachieving pupils.

The majority of schools employ staff to provide targeted support as necessary in their schools. Where schools have underachieving Somali pupils, they use this additional support to provide targeted support for the pupils and ensure appropriate interventions are put in place.

- 4.2 The Ethnic Minority and Travellers Achievement Service (EMTAS), on behalf of the local authority monitors the use of this grant through an annual audit. School Improvement Partners (SIPs) also play an important role in analysing performance and supporting schools in identifying strategies to tackle weaknesses. They do this through our well established approach to reviewing standards and supporting schools in setting challenging statutory and non-statutory targets. Last year, SIPs and schools were presented with individual

school data on their top five ethnic groups and the performance of each. Where particular groups were underperforming, SIPs provided support and challenge for improvement.

4.3 EMTAS provides support for all schools to help raise the achievement of underperforming pupils. The service offers schools advice, guidance, support and training on areas such as: raising the achievement of pupils with English as an additional language; developing an inclusive curriculum; race equality; and developing inclusive strategies in the classroom. The service also delivers three key national programmes which target underperforming groups, including Somali pupils. These programmes are: EAL programme, the Black Child Achievement Programme (Primary) and the Black Pupil Achievement Programme (Secondary). These programmes help schools to develop a whole school approach to raising standards for the target groups.

4.4 EMTAS has a Refugee Education officer who supports schools in raising the achievement of Somali pupils in particular. The support offered to schools includes: in-class targeted support, including language development; developing an effective induction programme; and developing and promoting positive home-school links. The service provides a range of training programmes for schools including raising awareness of the Somali culture and improving staff confidence in using a range of effective, inclusive strategies to support these pupils. The service also offers support in delivering curriculum meetings for parents, including surgeries to help raise Somali parents' awareness of the school curriculum and the British education system.

4.5 We have maintained our drive to improve outcomes for Black Caribbean and Somali children and young people, in order to reduce further the gaps in educational outcomes. A strategy group continues to meet regularly and is chaired by the Assistant Director of Children and Families. Three multi-agency groups have been set up to tackle different strands. The three areas are: improving outcomes for 9-13 year olds; improving outcomes for 14-19 year olds; and reducing Black exclusions. These multi-agency groups are chaired by Brent headteachers who report back termly to the strategy group.

A range of activity has been undertaken. For example, an analysis of performance in some Brent schools indicated that Somali pupils are achieving at or above the national averages. These are schools which buck the trend. The headteachers of those schools have been invited to attend a meeting to share what has made the difference and to consider ways in which this good practice can be disseminated more widely.

4.6 A Somali professional teaching network group has been established in Brent. The group meets once a term to share knowledge and information and effective ways to improve outcomes for Somali pupils. The group also shares ways of working that have made a difference, so that this practice can be replicated across Brent schools.

4.7 In order to raise Somali parents' knowledge and understanding of the British education system, Brent local authority has a regular educational slot on


Universal TV, which is an international Somali TV channel. This is organised by EMTAS. The Somali professional teaching network contributes to the programme. This is in its early days but will be monitored over the year.

- 4.8 In Brent, there is a small number of Somali community organisations which provide a range of services for schools. For example, there are after-school homework clubs and Saturday supplementary classes. These services are very well used. However, the community and voluntary sector services that provide support for Somali pupils are limited in Brent.
- 4.9 A supplementary schools co-ordinator has been working in partnership with one Somali supplementary school to support the school in achieving a bronze Quality Framework Award. The Quality Framework for supplementary schools can assist schools in improving the services they provide as well as providing a self-assessment tool to document their commitment to quality assurance and safeguarding.
- 4.10 Through locality partnerships, a range of projects have been set up to support children and young people, including some which have benefited Somali pupils. One example is the enhanced partnership work between Salusbury World and Salusbury Primary School. Salusbury World is a charity based at Salusbury Primary School. Extended services funding has been used to increase work with parents and improve partnership working with the school. Salusbury World works with refugee families and a large proportion of their work has been with the Somali community, providing after-school clubs, holiday activities and trips for the pupils.
- 4.11 Sixty-one schools in Brent have Parent Support Advisers (PSAs) in their schools. The PSA aims to improve home school links and support parents in supporting their children's learning. Some PSAs have been working specifically with Somali families to help them to improve their understanding of the education system and to support their children's learning at home.

### **Contact Officers**

Rik Boxer, Deputy Director of Children and Families

Naureen Kausar, Head of the Ethnic Minority and Traveller Achievement Service

	<p align="center"><b>Children and Young People Overview and Scrutiny Committee</b> 20<sup>th</sup> October 2010</p> <p align="center"><b>Report from the Director of Policy &amp; Regeneration</b></p>
For Action	Wards Affected: ALL
<p align="center"><b>Youth Offending Task Group Terms of Reference</b></p>	

## 1.0 Detail

- 1.1 The Children and Young People Overview and Scrutiny Committee has requested that terms of reference for a Youth Offending Task Group be presented to them in order for members to agree a way forward for this piece of work. In 2009/10, the then Children and Families Overview and Scrutiny Committee began a task group on youth offending, but this was still in its formative stages when the election took place in May 2010. Since the new Children and Young People Overview and Scrutiny Committee has been formed, members have indicated that they would like to continue this work, but that they want to change the scope and emphasis of the review.
- 1.2 New terms of reference for the review have been drafted and are attached at appendix 1 to this report. The task group will still focus on preventative services. However, in line with the committee's request, evidence will be sought, where possible, from young people who are already in the youth offending system to understand better the reasons why they have ended up in the youth justice system and to get their views on the services available in Brent. The terms of reference are in draft and members should use the time at the committee meeting to suggest amendments to them.
- 1.3 There are a number of issues for members to consider before beginning this work. A green paper on youth offending is due before the end of the year and this is likely to be followed by a white paper in 2011. The implications that these papers will have on youth offending services is unclear at present. Similarly, the outcomes of the Comprehensive Spending Review could also have an impact on youth offending services, particularly non-statutory preventive services. In carrying out this review, the task group will need to keep these issues in mind and respond accordingly.
- 1.4 At this stage, the committee is asked to endorse the terms of reference to the task group and nominate three members to carry out this piece of work. Normally task groups are made up of three councillors, but not necessarily members of the

committee that sets up the task group. However, because this is the first task group of this municipal year and also of the new Children and Young People Overview and Scrutiny Committee, it is recommended that three members of the committee work on this task group.

## **2.0 Recommendations**

2.1 The Children and Young People Overview and Scrutiny Committee is recommended to:

(i). Endorse the terms of reference for the Youth Offending Task Group, attached at appendix 1 to this report.

(ii). Nominate three committee members to work on this task group.

### **Contact Officers**

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## Youth Offending Task Group – October 2010

**What are the main issues? What is the policy background? How does it link to the council's corporate priorities?**

Brent Youth Offending Service (YOS) has been operational since 2000 and is a multi-agency service working primarily with children and young people aged 10-17 who have become involved with the criminal justice system. Preventative work is undertaken with children from the age of 8. The YOS is made up of staff from the police, the probation, health, drugs and alcohol misuse services, as well as qualified social workers and teachers.

This task group will focus on three areas:

- (i). The strength of the prevention agenda in reducing youth crime and diversion projects for young people who are at risk of falling into crime.
- (ii). The experiences of young people who are in the youth justice system
- (iii). The experiences of young people who have moved on from the YOS services and are no longer offending

Research shows that early intervention can play a significant role in deterring young people from crime. Agencies such as the police have identified a number of risk factors which can mean that young people are more likely to be drawn into criminal activity. These include:

- exclusion from school
- having a family member involved in crime
- being a looked after child; and
- low educational attainment.

Research also highlights that once a young person becomes engaged with the criminal justice system and receives a criminal record it can lead to a vicious cycle of decline caused by difficulties in getting employment and resettling in the community. As a result, 74.8% of young men released from prison in 2004, were reconvicted within two years <sup>1</sup>

The YOS has a number of programmes in place to prevent youth offending and target those young people at risk before they have committed a crime. As well as looking at these programmes to consider how effective they have been and to understand the difference they have made to the lives of young people in Brent, the task group will speak directly to young people in the youth offending system to try and see what can be learnt from their experiences. The group will also speak to people who have come through the youth justice system and have now moved on from criminality and are leading more constructive lives to find out what how they have been able to move on and what has helped them to do this.

**Why are we looking at this area? Have there been recent legislation / policy changes? Are there any performance or budgetary issues?**

The council has agreed a Local Area Agreement (LAA) target to reduce first time entrants

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<sup>1</sup> Prison Reform Trust

into the youth justice system. Strengthening the preventative agenda can help to achieve this objective

A recent Children and Families Overview and Scrutiny task group on pupil safety on the journey to and from school found that a small number of young people are committing a disproportionate amount of crime. It was suggested that a task group was set up to explore this issue in further detail.

**What should the review cover?** *Give brief outline of what members could focus on, which partners to engage with, how residents / public can be involved.*

The task group will focus on the following issues:

- The work of preventative services in the borough and how effective they are at working with young people to divert them from criminal activity. This will be done via:
  - Interviews with key members of staff, both in the YOS and also in the services being provided for young people
  - Visits to preventative services so that the members of the task group can see for themselves the work that goes on with young people in the borough.
  - Consideration of information such as the LAA target and other performance data in relation to first time entrants into the youth justice system
  - Comparison with best practice in other local authority areas
- The experiences of young people in Brent, how they have ended up in the youth justice system, what they felt would have helped to avoid this, their hopes for the future etc. The task group would like to arrange a number of structured interviews with young people in the youth justice system and intends to work with the YOS to arrange this.
- The experiences of young people in Brent who have come through the youth justice system and have now moved away from criminality. Again, the task group will want to draw directly on their experiences, in particular what they felt has worked for them and where lessons can be learned to shape future policy decisions in Brent.
- The task group will put together a series of case studies, based on structured interviews with young people to demonstrate where they feel there may be gaps in services, but also to show how intervention has made a difference to people's lives..
- In considering the best way to involve the Brent Youth Parliament, the task group should build on their work relating to the stereotypes of young people, particularly in the media and how this influences the behaviour of young people on the edges of criminality. The task group will approach the BYP to see how this work can contribute to the task group's findings.


**What are the aims of the review?** *Influence policy change? Improvement to service delivery? Budget savings? Develop partnerships?*

The task group will prepare a report and recommendations that will aim to:

- Influence policy and potentially the allocation of resources to ensure that early intervention services are given the profile they need. Prevention can lead to savings to the public purse further down the line, as dealing with crime and rehabilitation generally costs more than preventative work.
- Include the direct input of young people involved in the criminal justice system to help formulate recommendations and potentially influence policy in this area.
- Encourage partner agencies to have a 'prevention' focussed approach to youth offending by demonstrating that Brent has effective partnerships in place to tackle youth offending.



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	<p style="text-align: center;"><b>Children and Young People Overview and Scrutiny Committee</b> 20<sup>th</sup> October 2010</p> <p style="text-align: center;"><b>Report from the Director of Policy &amp; Regeneration</b></p>
<p>For Action <span style="float: right;">Wards Affected: ALL</span></p>	
<p><b>Children and Young People Overview and Scrutiny Committee Work Programme</b></p>	

## 1.0 Summary

- 1.1 This report sets out a list of options for the Children and Young People Overview and Scrutiny Committee work programme. This list includes issues raised by members at the Children and Families Overview and Scrutiny Committee on 13<sup>th</sup> July 2010, the results of a survey of all members undertaken in June 2010 and the results of the One Community, Many Voices consultation event on 28<sup>th</sup> September 2010.

## 2.0 Recommendations

- 2.1 That Members discuss and agree a work programme for the Children and Young People Overview and Scrutiny Committee for 2010/11.

## 3.0 Detail

- 3.1 A well planned work programme is a critical component of a successful overview and scrutiny function. A programme of carefully selected topics can help engage the public, connect with the council's priorities, community concerns, and has the potential to add value to the work of the council. It is therefore important that this committee's work programme is developed and agreed by its members.
- 3.2 The committee can scrutinise different subject areas in different ways depending on the subject size and the depth of investigation required. This can be done by in depth task groups, issue specific meetings, or short discrete agenda items. In all cases the Children and Young People Overview and Scrutiny Committee has the power to require the attendance of the council's Executive and officers to answer questions at their meetings. The Local Government and Public Involvement in Health Act 2007 also gave overview and scrutiny committees power to require information from 'relevant partner organisations'.

- 3.3 It is possible that the committee will have more subject areas that it would like to consider than time and resources available. To help prioritise the committee should consider the following criteria:
- Whether overview and scrutiny investigation will lead to an effective outcome / impact
  - The degree of fit with corporate or community strategy priorities
  - Public concern
  - Stakeholder or partner concern
  - Scope for efficiency gains
  - Whether it duplicates other work?
  - Time and resources
- 3.4 To help the committee put together its work programme for 2010/11 a survey of all members was conducted in June 2010. In addition a consultation event One Community, Many Voices was held on 28<sup>th</sup> September to launch the new overview and scrutiny structure and to seek suggestions from a wide range of people. The list attached at appendix 1 includes the outcomes of these consultations. The committee's work programme, as agreed at the Children and Families Overview and Scrutiny Committee in July 2010 is included at appendix 2.
- 3.5 Committee work programming is an on-going process and members are strongly encouraged to suggest items for review as and when they arise. This can either be done at the Children and Young People Overview and Scrutiny Committee meetings, by contacting the chair of the committee, Councillor Helga Gladbaum, or by contacting Andrew Davies, Policy and Performance Officer.

#### **4.0 Financial Implications**

4.1 None

#### **5.0 Legal Implications**

5.1 None

#### **6.0 Diversity Implications**

6.1 None

#### **7.0 Staffing/Accommodation Implications (if appropriate)**

7.1 None

#### **Contact Officers**

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## Children and Young People Overview and Scrutiny Committee Work Programme – 2010/11

Meeting Date	Item	Issue for committee to consider	Outcome
13 <sup>th</sup> July 2010	Children and young people's plan 2009-11 – progress report.	The Children's Plan sets out the vision and objectives for Brent council and its partners in delivering children's services in Brent. This report will provide the committee with a good overview of the current work and priorities for children and young people in Brent.	Report noted.
	Brent Youth Parliament overview	Overview of the work of the parliament including progress with 'Break the Stereotype fix the Impression' campaign (a campaign by BYP to improve adult's perception of young people).	Agreed to set up quarterly meetings between the chair of the Children and Families Overview and Scrutiny Committee and BYP representatives.
	Annual Education Standards Report	This will report validated attainment data for assessments undertaken in summer 2009, which will be useful background information for the committee at its first meeting.	
	Verbal updates	<ul style="list-style-type: none"> <li>School Places</li> <li>In – flow and out – flow of secondary aged pupils.</li> </ul>	Reports noted.

Meeting Date	Item	Issue for committee to consider	Outcome
20 <sup>th</sup> October 2010	Support for Somali pupils	Update on the work within schools to provide additional support for Somali pupils through the extended schools programme.	
	Localities Services	The committee has asked for a report on the council's locality based social care teams and the work they do with vulnerable young people and families.	
	Youth Service Review	The results of the Youth Services Review will be presented to the committee to give members an overview of the service in Brent.	
	Youth Offending Task Group terms of reference	The committee has agreed to continue with a task group looking at youth offending in Brent, but to start this work again with revised terms of reference. These will be presented to the committee for approval at the October meeting.	
	Brent Youth Parliament Media Summit Report	The chair of the committee has asked for a report on the outcome of the Brent Youth Parliament Media Summit held in August 2010. The focus of the summit was the BYP campaign, "Break the stereotype, fix the impression" aimed at improving the impression of young people in the press.	
	Verbal Update – School Places in Brent	This is a standing item on the committee's agenda. Members will be updated on the current position regarding school places in the borough.	



Meeting Date	Item	Issue for committee to consider	Outcome
8 <sup>th</sup> December 2010	16-19 Agenda	This report will detail the progress with the transfer of the 16-19 education council from the learning and skills council to the local authority.	
	Special Educational Needs	The committee will consider the outcomes of the council's review of SEN in Brent.	
	Verbal Update – School Places in Brent	This is a standing item on the committee's agenda. Members will be updated on the current position regarding school places in the borough.	

Meeting Date	Item	Issue for committee to consider	Outcome
10 <sup>th</sup> February 2011 – social care themed meeting	Safeguarding update	The committee discussed this issue on March 25 <sup>th</sup> 2010 and requested further information on the outcome of an analysis of child protection re-referrals in the light of possible recording errors and a brief report on the progress of the relevant performance indicators following a review. The Children and Young People Committee will receive a safeguarding update each year so that members are kept informed of the key issues relating to this service.	
	Impact of domestic violence upon children and young people	The committee will consider a reporting that looks at emerging evidence that children who are affected by domestic violence in the home are more likely to experience other negative outcomes.	
	Children in care council	This is a new body set up to represent the views of looked after children. The committee may wish to meet with the council to discuss their current work.	

	Children's health in Brent	Overview of key issues regarding children's health in Brent to include update on progress with childhood obesity project and plans to recruit more school nurses, as the committee were planning to revisit these issues in 2010/11.	
	Verbal Update – School Places in Brent	This is a standing item on the committee's agenda. Members will be updated on the current position regarding school places in the borough.	

Meeting Date	Item	Issue for committee to consider	Outcome
29 <sup>th</sup> March 2011	Education Standards in Brent	The committee will receive a report on the 2010 education standards in Brent.	
	Verbal Update – School Places in Brent	This is a standing item on the committee's agenda. Members will be updated on the current position regarding school places in the borough.	

### Items to be timetabled

Item	Issue for the committee to consider
Healthy Relationships task group	This report will provide an update on the implementation of the recommendations, which the committee needs to follow up.
Emerging legislation	To look at the impact of emerging legislation on work within the children and families department, following the formation of a new government.

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## Appendix 1

### Children and Young People Overview and Scrutiny Committee

#### Results of the “One Community, Many Voices” event held on 28<sup>th</sup> September 2010

Issue	Detail raised at “One Community, Many Voices” event
Bullying	<ul style="list-style-type: none"><li>• Long term impacts on young people</li><li>• Policies differ across schools</li><li>• Co-ordinate approaches across Brent schools</li><li>• More research is required across Brent</li></ul>
Empowering young people	<ul style="list-style-type: none"><li>• Enable young people to lead research on Scrutiny projects</li><li>• Develop communication, data analysis and reporting skills</li><li>• Present findings to Councillors</li><li>• Working with Youth Parliament and schools</li><li>• Annual youth survey (on line) across schools to develop priorities for secondary and primary schools</li></ul>
Building Schools for Future	<ul style="list-style-type: none"><li>• Long term impact of cuts on local schools</li><li>• Impact of new academies and free schools</li></ul>
Training for young people	<ul style="list-style-type: none"><li>• What is the Council’s approach to training and employment?</li><li>• How is Brent tackling young people who are classed as NEETS (not in employment, education or training)?</li></ul>
Transportation	<ul style="list-style-type: none"><li>• Impact of removal of bendy buses, more congestion locally?</li><li>• Building positive relationships between schools and local communities</li></ul>
Insufficient space for youth	<ul style="list-style-type: none"><li>• Resources for promoting youth and sporting excellence</li><li>• Audit current provision and explore partnership funding</li></ul>
Children’s Centres	<ul style="list-style-type: none"><li>• Build on successes</li><li>• Extend reach to vulnerable children</li><li>• Exploring partnership opportunities</li></ul>
School Governors	<ul style="list-style-type: none"><li>• Examine effectiveness across Brent</li><li>• Allow for independent parents on governing bodies</li><li>• More community representation on governing bodies</li></ul>
Support for refugee communities	<ul style="list-style-type: none"><li>• Tackling gang culture among Somali, Pakistani and Afghani young people</li><li>• More support for head teachers for programmes</li><li>• Explore cultural differences</li><li>• Link with up Brent Refugee Migration forum</li></ul>
Connexions	<ul style="list-style-type: none"><li>• What is the future for the service/ are we evaluating provision across Brent?</li><li>• More information and advice is required for disadvantaged</li></ul>

	young people <ul style="list-style-type: none"> <li>• More opportunities to be signposted</li> </ul>
Sustainability	<ul style="list-style-type: none"> <li>• Explore way schools are running their building?</li> <li>• Carbon emissions being reduced</li> <li>• Out of hours use for local community</li> </ul>
Pre - School Children	<ul style="list-style-type: none"> <li>• Support for toddlers groups</li> <li>• Support for parents and carers</li> </ul>
Effects of fuel poverty on children	What impact does fuel poverty have on children's health, their educational attainment etc? Has any research been carried out in Brent into this specific issue connected to fuel poverty?
Heating at Willows Children's Centre	<ul style="list-style-type: none"> <li>• Too hot in the winter – temperatures in council buildings used children and climate change</li> </ul>
Equality and diversity	<ul style="list-style-type: none"> <li>• Understanding of teachers and children</li> </ul>
Parental interaction / involvement in schools	