



Executive
19 September 2011

**Report from the Director of
Strategy, Partnerships and
Improvement**

Wards Affected:
ALL

Preventing Youth Offending Task Group – Final Report

1.0 Summary

- 1.1 This report sets out the findings and recommendations of the Preventing Youth Offending Task Group, which are being presented to the Executive for its approval. The Children and Young People Overview and Scrutiny Committee endorsed these at its meeting of 12th July 2011.

2.0 Recommendations

- 2.1 It is recommended that the Executive endorse the approach and findings of the task group and request that the recommendations are passed to the One Council Programme Board to be addressed within the new project focusing on early intervention and services to children.

3.0 Details

- 3.1 In late 2009, a task group examining the safety of pupils travelling to and from school found that a small number of young people committed a disproportionate amount of crime. In response, a task group to review youth offending was convened early in 2010, but was unable to complete its work before the council elections that year. The task group was revived in October 2010 with a new membership and a revised scope, placing greater emphasis upon the prevention agenda and diversionary projects, evidence from local young people, and a holistic approach which went beyond reviewing the work of a specific service. Early evidence persuaded the task group to place its focus on the decisive factors much earlier in a child's life which influence important outcomes; and on the services which aim to reduce those factors where they are harmful or promote them where they are helpful.

3.2 In order to carry out its review, between October 2010 and April 2011 members of the task group:

- Carried out a review of literature on developing policy and practice in the field of youth crime prevention and early intervention in families by the Audit Commission, the Independent Commission on Youth Crime and Antisocial Behaviour, the Graham Allen Review of Early Intervention, the Ministry of Justice, and NHS Croydon with Croydon Council;
- Consulted guidance and support for professionals working in the relevant fields, such as Brent's guidance for practitioners and managers working within the Common Assessment Framework, and a briefing by the Social Care Institute for Excellence;
- Considered relevant local strategic plans and resources, such as Brent's Children and Young People's Plan 2009-11, the draft Children and Young People's Needs Assessment as at 2010, the Brent Parenting Strategy 2010-11, and an early draft of the Service Plan for 2010/11-2011/12 by the Youth Offending Service;
- Reviewed relevant reports shedding light on local performance and circumstances, including the findings of an Ofsted unannounced inspection in November 2010, a report of the Early Intervention Locality Team Manager to the Schools Forum, the latest available progress update on the Parenting Strategy, an assessment of the potential impact of terminating funding to the Place2Be hub in Brent, a report to the Children and Young People's Overview and Scrutiny Committee by the Youth Offending Service, and a report to that committee by the School Improvement Service on education standards;
- Took evidence from a range of practitioners and managers from within the Children and Families directorate of the council, as well as from witnesses in other sectors, including Brent Centre for Young People, Hornstars, The Place2Be, the Tricycle Theatre and Brent Youth Radio;
- Attended a seminar held by the Independent Commission on Youth Crime and Antisocial Behaviour;
- Met and spoke with young people at Hornstars, Brent Youth Matters 2, the Right Track and Brent Youth Parliament; as well as using other methods to consult Brent Care In Action, and young people known to the Youth Offending Service; and
- Were interviewed live on air on Brent Youth Radio.

3.3 The members of the task group were Councillor Helga Gladbaum (chair), Councillor Patricia Harrison, and Councillor Ann Hunter.

3.4 The task group has made 19 recommendations which it hopes will be fully supported and approved by the Executive to enable youth offending, and potentially other negative outcomes, to be more effectively prevented. The recommendations address the following subject areas:

- A change in emphasis to effective early intervention
- Changes in practice
- Collaboration between agencies
- The crucial role of schools
- The crucial role of parents, and
- Other organisational issues.

3.5 The task group recommends that:

1. Brent should develop a comprehensive Prevention Strategy, joining up and coordinating the prevention of all negative outcomes for children and young people including poor educational achievement, poor mental, emotional and physical health, teenage pregnancy, drug and alcohol misuse and offending and antisocial behaviour. The Strategy should:

- a) include an explicit commitment to prevention as a cost-effective long term approach to managing demand on services, which is embedded in practice amongst the council and its partners;
- b) set out the joint commitment of all partners to working together at all levels to prevent and intervene early against poor outcomes, based on “Think Family”;
- c) revise the existing data-sharing protocol to address issues preventing the quick and convenient sharing of secure data electronically by the NHS with relevant teams in the council;
- d) explore options for embedded working across disciplines, such as virtual teams or co-location;
- e) feature supporting parenting as a major component, including any unmet objectives from the Parenting Strategy 2010-11; and
- f) be implemented with specific, measurable, time limited actions; individual accountability; and regular and rigorous monitoring by the Children’s Partnership Board’s Executive.

2. Early Years settings, primary and secondary schools, and other relevant institutions should cooperate to enable early intervention in relation to needs arising from transitions.

3. Universal Early Years practitioners, such as health visitors, child minders, and nursery nurses, should be equipped to identify additional needs early and

encouraged to provide support to children and families where possible, to reduce demand for Tier 2 services. This should focus in particular on social and emotional development and parenting support, and should include appropriate professional supervision.

4. The Task and Finish Group on Complex Families should consider opportunities for pooling resources to enhance the effectiveness of early intervention, for the purposes of realising longer-term savings for all public service providers.

5. Preventative work by the Council and its partners should address each of the eight categories set out by the Independent Commission; and that any new programmes funded in future should be selected from those approved by the Graham Allen review.

6. A regularly-updated needs assessment should be undertaken to inform the Prevention Strategy, including:

- a) a profile of relevant risk factors, protective factors and outcomes for children;
- b) an audit of existing services and programmes for their effectiveness and supporting evidence;
- c) the findings of the final report on the Parenting Strategy 2010-11; and
- d) in-depth research and analysis regarding families' experiences of preventative and early intervention services.

7. The tools used to assess risks in young people include all risk factors identified by the Independent Commission.

8. Future Child Poverty Needs Assessments and Strategies take into account the findings of this report.

9. The needs assessment and Prevention Strategy are overseen by the Children's Partnership Board.

10. The Strategic Implementation Group acts to address weaknesses and inconsistencies in Team Around the Child meetings, including non-attendance by professionals, unwillingness to take on the Lead Professional role, and perceptions of meetings' ineffectiveness amongst participants.

11. Work is undertaken to benchmark reintegration rates of excluded pupils in Brent against peer authorities. This should take into account reintegrated pupils who are subsequently permanently excluded again.

12. The School Improvement Service prioritises and advocates programmes on the Allen list intended for educational settings, and focuses on increased support for Early Years providers.

13. The availability of opportunities for young people in Brent to engage in alternative and vocational forms of learning is expanded where possible; and takeup is encouraged where appropriate to pupils' aptitudes and abilities.

14. Croydon's Peer2Peer Support measures are examined and evaluated, and effective elements replicated in Brent to support networks for vulnerable and isolated parents.

15. Options are examined for the views of parents to be represented on an ongoing basis, such as via a Parents' Council.

16. With the support of the Corporate Policy Team, Mosaic Public Sector is used to analyse and determine the most effective methods of promoting parenting support, and determining the best access channels for different groups of parents.

17. Strategic objectives and measures of success for preventative services should focus on achievement of sustained outcomes beyond the lifetime of specific interventions.

18. Professionals from the relevant teams and agencies are trained jointly, to ensure consistent understanding of obligations, and to build relationships. The benefits of working together and complementing each others' services should be a core learning point.

19. Learning and development for all professionals incorporates opportunities to reflect and learn about emerging practice, and fosters innovation, eg time away from the day-to-day working environment and learning from peers.

The initial responses to these recommendations of relevant units within the Council are included in Appendix 1 to this covering report.

4.0 Financial Implications

4.1 Responses from the relevant service areas to each of the recommendations have been reviewed for any related financial implications and these are included as an appendix to this report.

Many of the recommendations could be implemented using existing resources through changes in processes or approach. There are however additional resource requirements for a number of the recommendations which are detailed in the appendix. In particular recommendations 1, 6(b)-(d) and 15 have significant cost implications amounting to £70k, approximately. Currently, the Children and Families Department has its resources allocated to other priorities and on that basis would not be able to implement these recommendations at this stage.

For Recommendation 1, the development of a comprehensive Prevention Strategy is estimated to be approximately £30k. There may also be additional cost implications if specific prevention programmes are implemented and any new parenting projects would need additional funding. Recommendation 6 (b)-(d) would require an extensive piece of work which would need to be commissioned. The approximate cost for this work would be £20k. Recommendation 15 would also require additional dedicated support amounting to £20k per annum.

Recommendation 7 would be cost neutral if the existing Asset tool for offending /anti-social behaviour is used.

Other recommendations could be implemented from within existing resources as detailed in the Appendix.

5.0 Legal Implications

5.1 Under section 2 of the Local Government Act 2000, the Council has the power to implement the recommendations contained in this report, to develop a comprehensive prevention strategy in respect of negative outcomes for children and young people. The recommendations are consistent with Brent's duties under s10 of the Children Act 2004, to work with its partners with a view to improving the wellbeing of children in its area.

5.2 In respect of the task group's recommendation to revise the data-sharing protocol with the NHS, care must be taken to ensure that all data sharing remains consistent with the local authority's duties under the Data Protection Act 1998.

6.0 Diversity Implications

6.1 The recommendations relating to establishing effective networks for vulnerable and isolated parents, and determining the most effective methods for promoting parenting support, will include targeting those parents for whom English is not their first language, and who are less likely to take up such services.

7.0 Staffing/Accommodation Implications (if appropriate)

7.1 Staff across relevant teams in the council, and in partner agencies (particularly the NHS), must be enabled to work differently to meet the aims of the new Prevention Strategy (including a revised data-sharing protocol and potential cross-disciplinary working), to make the Team Around the Child more effective, and generally improve collaboration between agencies. This will include joint training, and opportunities for reflection and learning about emerging practice in their professional development.

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Appendix 1

Recommendation	Service Response	Financial Implications
<p>1. Brent should develop a comprehensive Prevention Strategy, joining up and coordinating the prevention of all negative outcomes for children and young people including poor educational achievement, poor mental, emotional and physical health, teenage pregnancy, drug and alcohol misuse and offending and antisocial behaviour. The Strategy should:</p>	<p>Agreed. The importance of prevention and early help underpins the current children and young people's plan. There is a stated commitment to 'supporting universal services to promote resilience to risk, ensuring that vulnerable children and young people are identified early and offered targeted interventions to prevent poor outcomes.'</p>	<p>This is a significant piece of work and would need a dedicated resource of approximately £30k.</p>
<p>a) include an explicit commitment to prevention as a cost-effective long term approach to managing demand on services, which is embedded in practice amongst the council and its partners;</p> <p>b) set out the joint commitment of all partners to working together at all levels to prevent and intervene early against poor outcomes, based on "Think Family";</p> <p>c) revise the existing data-sharing protocol to address issues preventing the quick and convenient sharing of secure data electronically by the NHS with relevant teams in the council;</p>	<p>Agreed that this should be incorporated into the strategy.</p> <p>Agreed that this should be incorporated into the strategy.</p> <p>Revision of data-sharing protocol will be subject to discussion at joint executive team meetings between the local authority and NHS.</p>	<p>This is cost neutral, although implementation of specific programmes would have cost implications.</p> <p>This is cost neutral.</p> <p>Time spent by staff to revise and consult on a refreshed Information Sharing Protocol. This can be undertaken from existing resources.</p>

<p>d) explore options for embedded working across disciplines, such as virtual teams or co-location;</p> <p>e) feature supporting parenting as a major component, including any unmet objectives from the Parenting Strategy 2010-11; and</p> <p>f) Be implemented with specific, measurable, time limited actions; individual accountability; and regular and rigorous monitoring by the Children's Partnership Board's Executive.</p>	<p>There are already examples of virtual and co-located teams and further opportunities for effective multi-disciplinary work will be explored.</p> <p>Agreed that this should be incorporated into the strategy. Our 'parenting' offer has been reduced as projects funded through the Children's Fund came to an end at the close of last financial year.</p> <p>Agreed.</p>	<p>Officer time. This can be undertaken from existing resources.</p> <p>Any new parenting projects would need to be funded. The parenting strategy refresh and consultation is currently underway</p> <p>Officer time to monitor. This can be undertaken from existing resources.</p>
<p>2. Early Years settings, primary and secondary schools, and other relevant institutions should cooperate to enable early intervention in relation to needs arising from transitions.</p>	<p>Work is already undertaken in supporting transitions into school from early years settings and from primary schools into secondary schools but further consideration will be given to strengthening this work and promoting consistency of practice.</p>	
<p>3. Universal Early Years practitioners, such as health visitors, child minders, and nursery nurses, should be equipped to identify additional needs early and encouraged to provide support to children and families where possible, to reduce demand for Tier 2 services. This should focus in</p>	<p>Appropriate multi-agency training developed and further training and support identified. Strong working relationships developing which should ensure a multi-agency response. Social and emotional development and parenting support all</p>	

<p>particular on social and emotional development and parenting support, and should include appropriate professional supervision.</p>	<p>prioritised. Appropriate professional supervision – in place from September 2011. This will help to equip tier one workers to reduce escalation as appropriate.</p>	
<p>4. The Task and Finish Group on Complex Families should consider opportunities for pooling resources to enhance the effectiveness of early intervention, for the purposes of realising longer-term savings for all public service providers.</p>	<p>The task and finish group are to develop a business case for the project. Partners for Brent Executive has drawn together interest from a number of the strategic partnerships in Brent to set up a pilot project to support what national pilots are describing as 'complex families'. A review of projects elsewhere in the country has informed the scope for this project. The concept is to draw together multi agency packages of early intervention relating to employment, health, crime, housing, education and social care for a cohort of families. We are presently at the stage of developing a business case and operational model for the pilot project to enable prevention. This will involve considering opportunities for pooling resources to both enhance the effectiveness of early intervention, and realise longer-term savings. The findings and recommendations from this task group will inform the work of the complex families task and finish group.</p>	<p>The work to support this coming from existing resources in Strategy, Partnerships and Improvement.</p>

<p>5. Preventative work by the Council and its partners should address each of the eight categories set out by the Independent Commission; and any new programmes funded in future should be selected from those approved by the Graham Allen review.</p>	<p>To be discussed at the BCP Executive. The list of effective Early intervention programmes in the Graham Allen report should inform the work of the Council and its partners and, as the Allen report states, the list should be constantly reviewed and expanded.</p>	<p>This is cost neutral. This will apply to funded programmes.</p>
<p>6. A regularly-updated needs assessment should be undertaken to inform the Prevention Strategy, including:</p> <p>a) a profile of relevant risk factors, protective factors and outcomes for children;</p> <p>b) an audit of existing services and programmes for their effectiveness and supporting evidence;</p>	<p>A Needs Assessment was undertaken to inform the Child Poverty Strategy which is currently out for consultation. This will also inform the Children & Young People Plan. The BCP Executive should agree how often a full Needs Assessment should be undertaken. Biannual updating would be advisable</p> <p>An analysis of demographic data alongside the child needs assessment (recently published to inform the child poverty strategy) can be used to produce a profile of risk and protective factors. BCP to agree timescale.</p> <p>An audit can be produced using existing quantitative performance data, including self assessment and inspection. Consideration will have to be given by the BCP as to whether this should be a cross partnership audit or focus solely on the</p>	<p>Officer time to undertake needs assessments, research and monitoring etc. This can be undertaken from existing resources.</p>

<p>c) the findings of the final report on the Parenting Strategy 2010-11; and</p> <p>d) In-depth research and analysis regarding families' experiences of preventative and early intervention services.</p>	<p>Council</p> <p>Agreed.</p> <p>To be discussed at the BCP Executive in terms of level and breadth of research required and how this might be carried out</p>	<p>This would be an extensive piece of work which would need to be commissioned – approximate cost £20k.</p>
<p>7. The tools used to assess risks in young people include all risk factors identified by the Independent Commission.</p>	<p>The risk factors will be considered for inclusion in the CAF process which is currently being reviewed.</p> <p>The YOS does not currently have any preventative programmes, the funding for both the Senior and Junior YIPs and the Children Support Programme having come to an end at the close of the last financial year. There have been no further funds identified to reinstate these programmes or to design and implement a different preventative offer under the auspices of the YOS.</p> <p>The tool which was used to assess young people for both of those programmes (Onset) was the one prescribed by the YJB as that which should be utilised for approved, funded programmes; we complied with this requirement. This tool did cover the domains identified as key</p>	<p>Head of YOS recommends using the existing Asset tool for offending /anti-social behaviour. This would be cost neutral. Developing a new tool would have cost implications.</p>

factors in determining both the risk and protective factors of significance in assessing and intervening in early signs of offending or anti – social behaviour. Were the LA to determine that it wished to establish a preventative programme based on the YIP or CSP models or to design other programmes to meet the preventions agenda, there would of course be no obligation to use this particular tool in order to meet grant – funding requirements as was the case in the past.

The YOT currently uses a more detailed assessment tool (Asset) again a prescribed tool, for those young people who are engaged with us on court ordered sentences or pre-court disposals. Asset is about to undergo a process of review by Oxford University who designed it originally (commissioned by the YJB) This process is expected to take 18 months and will take into account any new evidence about risk and protective factors not available when it was constructed originally. It is recommended that if an assessment tool is to devised locally that it should be based very closely on the Asset model which is amenable to inclusion of all of elements proposed by the Independent Commission (particularly

	<p>in the form of detailed guidance notes to ensure that any additional information required is captured). Depending on the timescales for the establishment of preventions programmes it may also be the case that the revised Asset tool will be available for use.</p>	
<p>8. Future Child Poverty Needs Assessments and Strategies take into account the findings of this report.</p>	<p>Both the Child Poverty Needs Assessment and Strategy are currently being developed and consulted on but reference to the Preventing Youth Offending report has been made and there has been officer representation from the task group on the Child Poverty group.</p> <p>The Child Poverty agenda has also been driven by both Frank Field and Graham Allen reviews and as such, places particular importance on early intervention to improve life chances for our most deprived children and ensuring early intervention services are targeted to those families most in need. Taking a lifecycle approach, the strategy will also look to address transitional phases in a young persons life and to ensure there is effective data sharing between those organisations involved in supporting vulnerable families and children.</p>	<p>Officer time. This can be undertaken from existing resources.</p>

	<p>The purpose of the Needs Assessment is to highlight the key issues facing children and families at the moment within Brent and this has been used to inform the strategy which in itself will provide an overarching framework to tackle poverty. There are four key outcomes within the Strategy that complement the findings of the task group, namely:</p> <p>Objective 1: To provide a safe and secure environment where all children are respected and cared for so that they grow into successful and responsible people.</p> <p>Objective 2: To ensure all children have a happy and healthy life and lifestyle to be able to progress and thrive.</p> <p>Objective 3: To provide children with the best possible education in an environment where they can thrive; socially emotionally, physically and intellectually.</p> <p>Objective 4: To ensure all children are in happy, confident and ambitious capable to aim high and achieve whatever they aspire to.</p>	
<p>9. The needs assessment and Prevention Strategy are overseen by the Children's</p>	<p>Agreed that the Children's Partnership Board should have the overview role.</p>	<p>This is cost neutral – oversight would be provided by existing Board.</p>

Partnership Board.		
10. The Strategic Implementation Group acts to address weaknesses and inconsistencies in Team Around the Child meetings, including non-attendance by professionals, unwillingness to take on the Lead Professional role, and perceptions of meetings' ineffectiveness amongst participants.	The process and implementation of identification referral and support for all vulnerable children and young people is being reviewed. A more effective CAF, team around the child and multi-agency participation process will be developed.	This is cost neutral.
11. Work is undertaken to benchmark reintegration rates of excluded pupils in Brent against peer authorities. This should take into account reintegrated pupils who are subsequently permanently excluded again.	Detailed information is not in the public domain and disclosure from other LAs will depend upon their cooperation on a case-by-case basis. Policies in relation to provision for excluded pupils and criteria and procedures for re-integrating previously excluded pupils vary between LAs. This will present challenges for any benchmarking exercise. However, an approach will be made to relevant authorities for this information.	Officer Time. This can be undertaken from existing resources.
12. The School Improvement Service prioritises and advocates programmes on the Allen list intended for educational settings, and focuses on increased support for Early Years providers.	There are currently 16 trained teachers delivering Reading Recovery in Brent primary schools to the lowest attaining children in Year 1. In 2009-10 86.3% of children in receipt of the programme were discontinued from it because they had reached age-related expectations in reading. In the same year, 87% of the	Increased support in the Early Years will have significant cost implications.

	<p>children who had benefited from Reading Recovery in the previous year attained Level 2+ in the end of Key Stage 1 assessments.</p>	
<p>13. The availability of opportunities for young people in Brent to engage in alternative and vocational forms of learning is expanded where possible; and take-up is encouraged where appropriate to pupils' aptitudes and abilities.</p>	<p>Currently, Brent Connexions, as part of Brent Youth and Connexions Service provides information, advice, guidance (IAG) and support for all young people to make informed choices about learning and work options and to make effective transitions to adult and working life. The service is available to young people aged 13 to 19, (up to age 25 for young people with special needs/learning difficulties and disabilities).</p> <p>Under the Education Bill responsibility for careers IAG for pupils in years 9-11 (and possibly to age 18 to be confirmed) transfers to schools from September 2012.</p> <p>Various delivery models are being considered including buy back from schools.</p> <p>LA will retain some responsibilities for young people with special needs & learning difficulties & disabilities.</p>	

	<p>The service as it is currently provided promotes sources of information about options, for example the mychoicelondon.co.uk website which provides information about courses, training and jobs.</p> <p>In addition, events are organised to give young people the opportunity to try different skills and find out more about local provision.</p> <p>Presentations and events for parents are held to explain the various routes and education options available to young people post 16. Opportunities bulletins for young people have ceased as part of the reductions in the service.</p> <p>The Youth and Connexions Service collects and records information from all young people aged 16 and 17 about their plans. This information is collated and is used to inform the planning of provision. Advisers maintain links with local companies to identify opportunities for young people and to promote the development of work-based learning and training.</p> <p>The Education Bill 2011 sets out a range of changes to the duties of schools and</p>	<p>This is cost neutral.</p> <p>In future this will depend on buy back from schools.</p> <p>In future this will depend on buy back from schools.</p> <p>Due to forthcoming changes in legislation it is not clear at this stage whether the local authority will have the duty or the resources to collate information for all young people in the borough.</p>
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local authorities in relation to careers advice. Under the Education Bill, local authorities will retain their statutory duty to encourage, enable or assist young people's participation in education and training. The Early Intervention Grant will continue to be available to local authorities to support vulnerable young people to engage in education and training, including providing early support to young people at risk of disengagement. Under the new arrangements there will be a national all-age careers service which will provide a website and telephone helpline for young people up to age 18. The new service will not offer face to face information, advice and guidance for young people. From September 2012 schools will have a duty to secure access to independent, impartial careers guidance for their students in years 9-11. Schools will be free to make arrangements for careers guidance that fit the needs and circumstances of their students. From September 2012 there will be no face-to-face universal careers advice for young people, except that which is bought in by schools.

The council also looks to maximise apprenticeship opportunities through its

Major Projects & Regeneration.

Section 106 agreements and major physical redevelopments. Any opportunities that are sourced are promoted and filled by local employment and training providers, including the CNWL.

The College also runs a variety of courses and qualifications for young people aged over 16 and makes every effort to ensure their vocational courses are linked to skills need within the local economy

Two of the 14-19 priorities agreed this year by Brent 14-19 Partnership for the next three years are to:

- Develop curriculum breadth and choice to meet the needs of all young people
- Increase the availability of apprenticeship programmes

The partnership has used the Early Intervention Grant to support education and training providers to develop Foundation Learning pathways which are vocationally oriented to meet the needs of learners working at Entry Level and Level 1 at age 14 to ensure improved progression and attainment for these learners at age 16. This work will

continue as foundation learning is extended across more providers over the next two years.

The partnership has used the Local Delivery Support Grant to develop diploma pathways. This work will continue over the next year. However, the partnership in furthering this work is looking at ways to overcome some of the challenges that changes to national policy have created. This includes: the removal of the 14-19 diploma entitlement whereby all young people would have had the right to study vocational qualifications and the withdrawal of the grants to support its introduction; the introduction of the English Baccalaureate performance measure for schools; the downgrading of vocational qualifications in performance tables.

The partnership is working with its providers to develop appropriate vocational provision that will engage the young people that are currently NEET aged 16-18.

The partnership has an alternative provision prospectus at age 14 and has agreed protocols and quality assurance procedures to ensure young people at

	alternative provision receive high quality training and/or education.	
14. Croydon's Peer2Peer Support measures are examined and evaluated, and effective elements replicated in Brent to support networks for vulnerable and isolated parents.	We are exploring this through Children's Centres' volunteers and will develop appropriate process.	Financial implications of this programme are yet to be determined.
15. Options are examined for the views of parents to be represented on an ongoing basis, such as via a Parents' Council.	Parents Forum for each locality are now in place for those with children under 5 years old. Systems are being explored for families with older children.	Parent's Councils would need to be serviced and supported. It is not possible to absorb this work in current structures.
16. With the support of the Corporate Policy Team, Mosaic Public Sector is used to analyse and determine the most effective methods of promoting parenting support, and determining the best access channels for different groups of parents.	This work will be progressed in September-December 2011.	This is cost neutral.
17. Strategic objectives and measures of success for preventative services should focus on achievement of sustained outcomes beyond the lifetime of specific interventions.	Agreed but with clear milestones set to track progress with implementation	This is cost neutral.
18. Professionals from the relevant teams and	A programme of joint training is already in	This is cost neutral.

<p>agencies are trained jointly, to ensure consistent understanding of obligations, and to build relationships. The benefits of working together and complementing each others' services should be a core learning point.</p>	<p>place eg safeguarding, common assessment framework. Further opportunities can be explored.</p>	
<p>19. Learning and development for all professionals incorporates opportunities to reflect and learn about emerging practice, and fosters innovation, e.g. time away from the day-to-day working environment and learning from peers.</p>	<p>Whilst undoubtedly important, it is becoming increasingly difficult to have time away from day to day work for staff involved in front line activity in areas of growing demand and a standstill or reducing staff base. Opportunities to combine 'reflection' with training will be sought.</p>	