

What EIS staff told us.

1:1 Questionnaires.

Do you consider that, with the budget available, an integrated Childrens Centre, Youth and Family team can provide services to those in the communities of Harrow identified as most in need of the support, advice and guidance?

Strongly agree	Agree	Neutral	Strongly disagree	Disagree	Total
3	5	8	6	3	25

How best , do you consider, we can continue to reach families and meet the needs of children aged:-

➤ **Pre-natal-8 years**

- Working with families, education, health and early help services
- Developing TAFs
- Informing families of services
- Parenting groups
- Education help and choice
- Getting children into schools
- Drop in/surgeries
- Age appropriate activities
- Stay and play sessions
- PAFT groups
- Work with universal services
- Informative sign posting leaflets
- Home visits
- School family support worker
- Early intervention practitioners
- Childrens Centres

- Nurseries
- Universal services
- Holistic assessments
- DV group
- Bump to baby groups
- Weighing clinics
- Cooking groups
- Speech and language triage
- Playschemes
- Targeted support for diet, dental, midwifery
- Workshops

➤ **8-16 years**

- Working with families and partner agencies
- Share skills and strategies, build up resilience
- TAFs
- Getting children into education
- Inter-active activities
- Group work
- Family engagement
- Mentoring for children
- Attend health checks to assess childrens emotional well being School family support worker
- School family support worker
- Consultations and surveys
- Parenting programmes
- 1:1 support

- Careers advice
- Breakfast clubs
- Fathers group
- Holiday activities
- Social media

➤ **16-25 years**

- TAFs
- Work with transition and adult teams
- Work with community/universal settings to work towards early help offer
- Working with partners including Youth Stop and CfBT
- Mentoring café
- Coaching
- Sexual health learning
- Relationship work
- Through social media
- Structured programmes
- Resilience, social and emotional development programmes
- Targeted youth offer
- Transition opportunities
- Young peoples choice
- Careers advice
- Living support
- Employment advice
- Youth Parliament
- Group work
- Arts awards

Where best, do you consider, we can continue to reach and meet the needs of children aged

➤ **Pre-natal-8 years**

- Childrens Centres
- Pre-schools
- Schools
- Universal services
- Family home
- Health clinics/GP surgeries
- Civic centre
- Womens Centres
- Religious groups
- Libraries
- Hospitals

➤ **8-16 years**

- Youth clubs
- Childrens Centres
- Youth services
- Schools
- Play schemes
- Family home
- Community Centres

➤ **16-25 years**

- Youth clubs
- Youth services
- Specialist projects

- Colleges
- Family home
- Community
- Civic Centre
- Youth Stop
- Mentoring cafe

When best, do you consider, eg days/time we can continue to reach and meet the needs of children aged

➤ **Pre-natal-8 years**

- School hours
- All day
- Until 7pm
- Throughout the week
- Week days 8am-6pm
- Week days 8am-8pm
- Week days 8am – 9pm
- Some Saturdays
- 3-6pm slots
- 6 days a week 8am-6pm
- Evenings
- Mornings

➤ **8-16 years**

- Evenings and week-ends
- School time – lunchtimes
- After school
- Week-ends
- Week days 8am-6pm

- Some Saturdays
- Week days 8am-8pm
- All the time

➤ **16-25 years**

- Evenings and week-ends
- After 11am
- Late
- Noon to 8pm
- Week days 6pm -9.30pm
- All the time
- 7pm – 10pm

Who best, do you consider, can continue to reach and meet the needs of children aged

➤ **Pre-natal-8 years**

- Social workers
- Childrens Centre workers
- Specialist workers
- EIS workers
- Schools
- Case workers
- Play workers
- Therapists
- Health Visitors
- Adult services
- Housing
- Job Centres
- Educators
- Parent mentors

➤ **8-16 years**

- Youth development team
- EIS workers
- Intensive case workers
- Youth workers
- Youth action
- Voluntary organisations
- Adult services
- Housing
- Job centres
- Project workers
- educators

➤ **16-25 years**

- Youth development team
- Youth workers
- Case workers
- Youth Parliament
- Voluntary organisations
- Police
- Probation
- YOT
- Job centres
- Project workers
- ASBO team
- Gangs worker
- Mentors/counsellors
- Colleges

Which areas of work that you are aware of would you want to be considered to retain in a new model?

- Mentoring project
- Holistic family assessments and plans
- Parenting/specialist groups
- Children missing education
- Elective home education
- Children in employment
- Children in entertainment
- CSE
- Gangs
- Parenting classes
- Prevention work
- Groups for families
- SALT
- Asylum seekers
- Universal services for pre-natal
- Youth counselling
- Positive activities
- Diversionary projects
- Volunteering and social action
- Systemic practice
- TAF
- Case work
- PAFT
- Outreach work
- DV

- Children centres groups
- Baby services/weighing clinics
- Promoting healthy lifestyles
- 1:1 work
- Youth Parliament

For what reasons would you want them to be considered to retain?

- Value for money/cost effective
- Meets the needs of young people
- Provide support during pregnancy
- Early intervention
- Supports and empowers families
- Keeping children safe
- Meeting diverse needs
- Equip yp with skills
- Generates income
- Effecting long term change
- Outcomes for young people and families
- Early engagement
- School readiness
- Statutory functions

What areas of work, that you are aware of, would you want to be considered to stop providing?

- Youth Parliament
- Bespoke services for young people eg Red Balloon
- Services with low take up
- Groups for young people/families who are not vulnerable
- ASC

- Playschemes
- V Talent
- HARO
- Home work clubs
- Holiday timetable
- Mentoring
- Clinic in a box
- Giving fruit
- After school clubs
- Early help surgeries
- AIM
- Parenting classes
- Counselling
- Morning Lane
- Parenting co-ordination
- X16
- CME
- Parenting groups
- DV advice
- Court ordered work
- Work for statutory partners
- Work with edge of care/CLA/UASC
- Free parenting provision
- Intensive support work

For what reasons would you want them to be considered to stop/

- Elitist
- Unrepresentative
- Not cost effective

- Inefficient use of resources
- Drain on the budget
- Could be provided by other agencies
- In house provision
- Can be carried out by others
- Poor outcomes
- Are provided by other agencies
- Too expensive
- Duplication

What are the top 3 things you would want to be considered to change in a new model?

- Integration of FIS in EIS
- Focus on young carers
- No loss of staff
- Create 2 large teams
- Mentoring to be in EIS
- YDT to be in EIS
- Closer working with children centres
- Less senior managers
- Less managers
- Greater investment in parenting groups
- Teams to work with designated age groups
- Greater salary parity
- Move location to the community
- Youth provision as part of early intervention
- Reduction in specialist roles
- Thresholds (not manage high risk)
- Length of time working with families

- Skilling up staff
- Use of skills staff have and are not being used
- Move education specialist role to YOT
- Free service delivery
- More integrated/joint working
- Intensive family support practitioners to work with families for up to 2 years
- Closer working with ASB team
- Avoid duplication
- No snacks during groups
- Reduce business support
- Giving fruit in sessions
- Business support to work flexible hours
- Charging for some services
- Less spending on resources and events
- The way YDT is set up
- Removing statutory duties to other parts of the Department
- More effective mobile and flex working to suit staff and meet service needs
- More use of volunteers

Why would you want these to be considered to change?

- Provision of more accurate information
- Shared goals
- Easier engagement with young people
- SMs do not work with families
- Cost
- Reach is too narrow
- Adhering to thresholds
- Too many specialist posts
- Maximise use of staff skills

- Raise revenue
- Change happens slowly for families
- Avoid duplication
- Wasting money
- Not making a profit
- Safeguarding issue
- Drift and delay in meeting needs of family

What are the top 3 things you would not want to be considered to change in a new model?

- TAF approach
- Social welfare support
- Mentoring
- Specialist services
- Parenting
- Workshops
- Groups
- Stay and play sessions
- Support for 11-19 year olds with additional needs
- SALT
- Universal baby groups
- PAFT groups
- EIS practitioners
- Therapeutic consultations with Morning Lane
- Therapeutically trained practitioners
- Young people shaping service delivery/policies
- The young persons journey
- YDT and specialist strands

- A change in the number of managers
- Training and development
- YDT as a separate team
- Case working
- Financial cost to Harrow Council
- EIS
- Compulsory redundancies
- Pay cuts
- Early Help surgeries

Why would you not want these to be considered?

- Positive Outcomes
- Safeguarding
- Prevention of escalation
- Benefits to families
- Benefits to young people
- Support to families
- Builds resilience
- Prevents escalation of issues
- Cost effective
- Informative and relevant
- Managing risk
- Delivery styles
- Reach
- Statutory duty
- Holistic approach
- Effect on staff morale

How are young people in your area of work identified as being vulnerable to poor outcomes?

- Low school attendance
- Family breakdown
- Low educational attainment
- CLA,CIN.EIS workers
- Lack of resources for 10-14 year olds
- Subject to DV,CSE, physical chastisement
- Holiday activities
- Volunteers
- NEET
- Young people with learning difficulties/learning needs
- Social exclusion
- Involvement in risky behaviour
- Referrals into the service
- Youth Parliament
- Consultations/surveys
- Self referrals
- Health programmes
- Neglect
- Speech/language delay
- Safeguarding issues
- Gang prevention
- Poor parenting
- Poor helath

Which services, that you are aware of, are currently self-referrals?

- CAF
- YP workers

- CME
- Work permits
- Children Centres
- YDT activities/support/mentoring
- Young people DV services
- Mentoring service
- EIT
- All services
- Most services
- SALT
- Triage
- CAB
- Parenting programme
- DV support
- Alcohol/substance misuse
- Gang based work
- EIS support
- Term time youth clubs and after school clubs
- Holiday positive activities provision
- Sexual health clinic
- Young people through youth workers
- All case work support
- Youth Parliament

What do you consider to be the benefits of self-referral?

- Self identification of need and have sought help
- Empowers families
- Need may be missed by professionals
- Supports integration of diversity

- Better engagement
- Greater motivation
- Empowers young people
- Cost effective
- Reach those not identified by professionals
- Time saving

What do you consider to be the challenges of self-referral?

- Young people who are chaotic may not self refer
- Inappropriate referrals
- Over demand
- Information may not be accurate
- Personal safety
- Language/knowledge
- Some families may not have the skills to self refer
- Parents not recognising the need for support
- Parents not wanting to be labelled
- Irregular attendance
- Difficulty in following plans
- Poor completion rate
- Lack of support post programme
- None
- Lack of professional assessment
- Self referral's still have to go through MASH.
- Not meet thresholds
- Reduced Reach
- Publications all in English
- Making families aware they can self refer

What responsibility do you currently have to monitor outcomes from your work?

- Integral part of the service
- Captured in goals plans, assessments
- Record outcomes
- Reports and feedback to schools
- Word of mouth
- Supervision
- Work on targets
- Track family progress
- Responsibility of managers
- Quarterly scorecard
- Good case example reports
- Evaluations
- Data recording
- Engagement with families
- Child development
- Audit reports
- Reflective discussion

Are there different ways that you consider outcomes can be monitored?

- After a case has closed
- Case studies
- Self assessment
- Business Intelligence Unit
- Use of research/models/methodologies
- Evaluation forms
- Through school
- School attainment reports

- Scaling questions
- Repeat referrals
- E-learning journeys
- Scaling at beginning
-

Have you identified any duplication of work/service provision/confusion for parents , carers, young people?

Yes	No	Total
16	5	21

If yes, please share these to enable consideration to be given to changing this.

- Joint working
- Work in children services
- Foodbank
- Parenting programmes
- Teenage pregnancy
- Counselling
- Sexual health advice
- PAFT
- Early help sessions
- DV group
- Early help advice/support
- EIS worker to be placed within CIN/CP
- EIS worker to join POD supervision
- Merging of social action/volunteering/apprenticeship and readiness to work and mentoring
- VTalent and Ignite work duplicated by X16
- Social workers in EIS
- 1:1 direct work

- Multiple plans
- Enabler role is similar to EIS role
- Early Help Mash Advisor similar to Social Care assistant

1 family; 1 plan; 1 worker, please indicate your view.

Strongly agree	Agree	Neutral	Strongly disagree	Disagree	Total
3	7	4	4	5	23

What do you consider are the limitations of this approach?

- Families have complex and multiple needs that cannot be met by one worker
- Needs of the family are unmet
- Specialists can focus on specific areas
- Less support for the family
- One worker gets “stale”
- Who covers if worker is off sick
- Can 1 worker manage the work and family relationship
- Limited knowledge of the family need
- Family reliant on one worker
- Family may not want to engage with the worker
- Hours or location may not suit the family
- Difficulty with partners
- Worker may feel overwhelmed
- Plans become long and complex
- Needs of young people are different
- Disproportionate workloads
- Lack of flexibility
- Not in line with ethos of early intervention and TAF
- Does not draw on specialisms
- Lack of communication between agencies

- Family and worker may not be good fit
- Worker is not a specialist in everything
- Won't work with the youth offer
- Loss of focus
- Creates dependency on one worker
- Worker may not be confident in tackling certain issues
- Too simplistic, may have worked in 1930's

What do you consider are the benefits of this approach?

- Looks neat on paper
- 1 TAF effective way of working
- Work towards mutual goal
- 1 person for family to reach
- Access to all info on family
- Not relying on another worker
- Less money on staff wages
- Holistic approach for families
- Build family rapport and confidence
- Clarity
- Consistent message delivered
- Supervision is simplified
- No benefits
- Continuity
- Family not repeating their story
- Less meetings and appointments for families
- Reduces complexity and time for families
- Plan according to individual needs
- Strong and positive relationships

- Less confusion
- Greater oversight of the child's journey

Buildings:- It is proposed that nine buildings are retained within the model, 2 main CCs, up to 7 delivery sites, 1 current youth building. It is anticipated that the buildings will be used during the day, early evening and evening extensively for CC, Y and F service provision including key partner services.

A decision was taken to postpone refurbishing and reopening Grange CC delivery site because of the significant costs to the Council.

Do you consider this to be a reasonable proposal?

Strongly agree	Agree	Neutral	Strongly disagree	Disagree	Total
5	15	2	0	0	22

Any additional views.

- Council can't afford it
- Not financially viable
- Location of the youth club- in an area of deprivation that will be accessed by a specific group of yp who frequent Wealdstone. Excludes the majority of yp in the borough who won't access this locality and therefore reduces potential reach
- Constrains the opportunity to bring in more positive role models
- South Harrow/Rayners Lane under supported but still areas of deprivation
- Why keep Whitefriars and Gane as so close to one another
- Use only one site
- Value to the local community
- All centres must pay for themselves
- Charge service users
- Try and get sponsorship from local companies etc
- Buildings should be more central
- Can some delivery take place at all sites

It is proposed that the 2 After School Clubs are transferred to the schools to provide the service?

Do you consider this to be a reasonable intention?

Strongly agree	Agree	Neutral	Strongly disagree	Disagree	Total
7	12	4	0	0	23

Any additional views.

- Explore funding options so more ASC can be offered and greater reach
- Charge for after school clubs
- Schools should provide and fund
- Consider how YDT budget will be managed
- Consider external funds for programmes come with expectations
- External funding sources
- JNC qualified youth workers
- Youth workers use a different recording system
- Use of school premises?
- Makes sense

Areas of work of those completing the questionnaire.

Early Intervention	Childrens Centres	Youth Development Team	Not declared	Total
8	5	7	6	25