

Tri-borough Children's Services

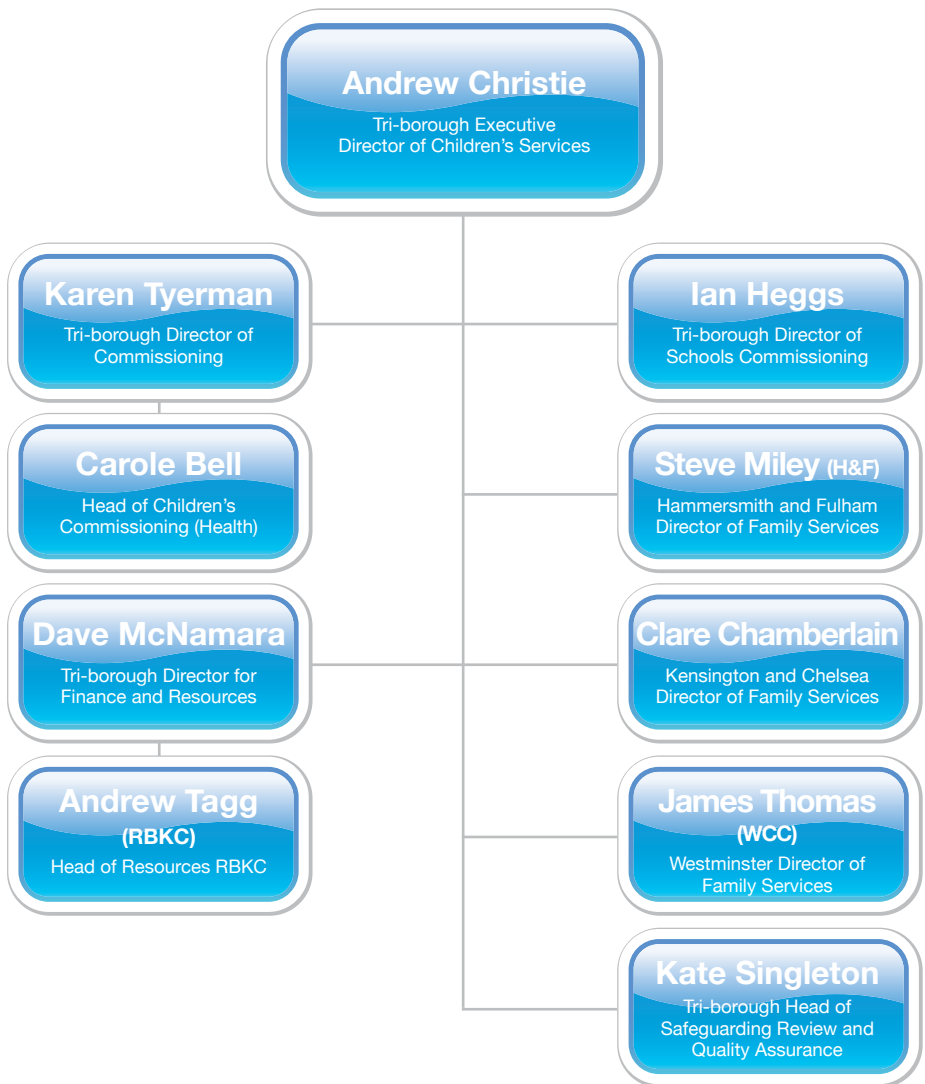


May 2013

An Overview Guide

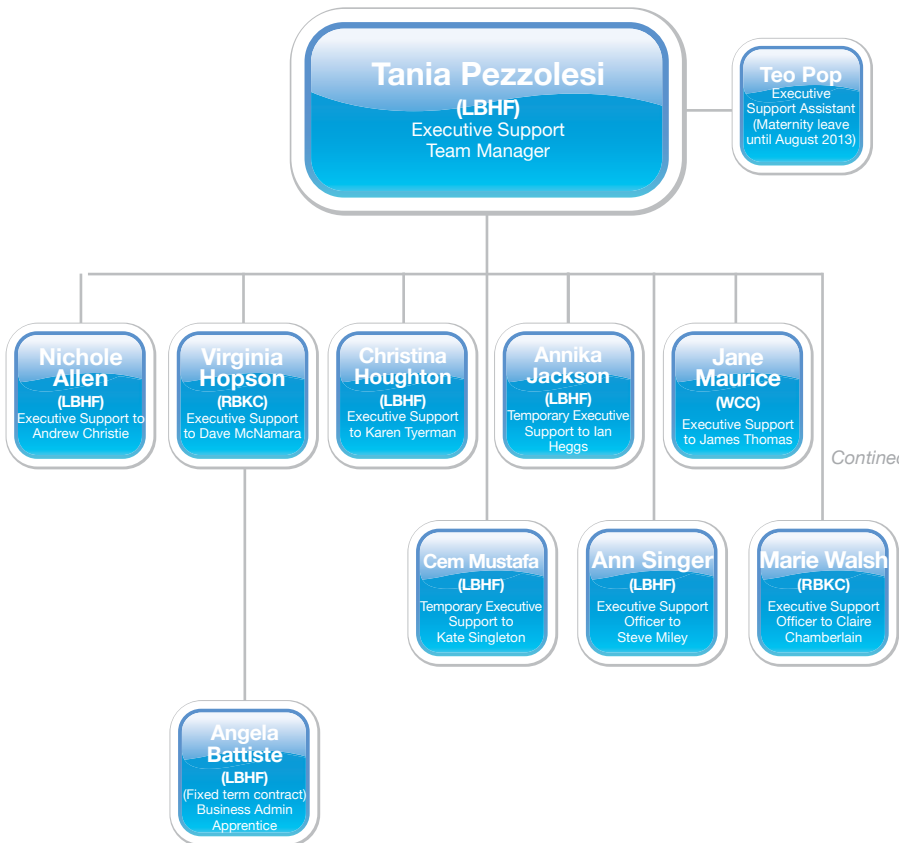
Children's Services

Senior leadership team



Children's Services

Executive support team



What does Tri-borough mean for...?

Councils

All three councils remain independent and represent the needs, priorities and ambitions of local people in their neighbourhoods. Working together improves efficiency and delivery, but each council can choose how to provide its own services.

Councillors and Cabinets

All three councils retain their own constitutions. Councillors continue to be elected, make decisions, organise scrutiny and delegate authority as before.

Budgets

Each council sets its own council tax and spending priorities. Finance officers compile and publish separate budgets and accounts. No council subsidises another and all savings are fairly attributed.

Introduction

Andrew Christie

Executive Director of Tri-borough



Children's Services

Children's Services is a crucial part of the innovative Tri-borough working arrangements between the London Borough of Hammersmith & Fulham, the Royal Borough of Kensington and Chelsea and Westminster City Council. Where possible and appropriate, we have aimed to combine services to protect our high-quality frontline provision, improve service effectiveness and reduce costs. Some services are fully combined but many services remain borough-based, with shared leadership teams overseeing better coordination and delivery.

This guide gives an overview of how the organisation looks and works. A combined Senior Leadership Team is responsible for Children's Services in the three boroughs. The Education Service delivers most services to schools through borough-based teams but they work closely with Tri-borough colleagues. A combined Commissioning group will arrange services for early years, young people, social care, health, disability, workforce development and others. Family services are delivered locally in each borough to respond to the particular needs of their residents. However, some specialist services, such as the Youth Offending Service, have been combined.

By sharing resources and jointly commissioning services, we are responding to the difficult economic circumstances. The advantages, however, spread beyond financial savings. We are sharing our ideas and learning from each other to replace our old ways of working with more resilient ones. By combining and co-ordinating services, we can also collaborate more effectively with our key partners.

This guide establishes the organisation of Children's Services at this moment in time, but we are on a journey. There will be more developments to come and lots of lessons to learn as we continue in the Tri-borough environment. At the core, however, remains our desire to maximise opportunities for children, young people and their families in our boroughs.

Director's Office



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Education Services

The Tri-borough Education Service is responsible for raising standards and supporting students with special educational needs in over 150 schools across all three boroughs. Services offered are either statutory or discretionary (purchased by schools), and are delivered by a range of Tri-borough, Bi-borough or borough-based teams.

School Standards

The Tri-borough Education Service has a responsibility to ensure that standards are consistently high across all phases of education. Managed by three borough-based Heads of Commissioning, a range of statutory school improvement services are offered to schools across the three boroughs. Discretionary school improvement services are also offered to schools on a buy-back basis as part of a Tri-borough Service Level Agreement.

Vulnerable Children

The three local authorities have responsibility for ensuring that children with special educational needs and disabilities, and those whose circumstances make them vulnerable, receive appropriate support. Borough-based Heads of Commissioning for Vulnerable Children manage this service, providing statutory support in their home borough while working together to develop joint commissioning opportunities across all three boroughs.

Asset Strategy

A Tri-borough Head of Asset Strategy is responsible for maximising the use of assets across the three boroughs and ensuring each borough can provide sufficient places for children of statutory school age.

Admissions

Three borough-based admissions teams manage the placement of children and are managed by a Tri-borough Head of Admissions, who leads on the strategic development of cross-borough working.



Ian Heggs

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Richard Stanley

*Tri-borough Assistant
Director, Schools
Standards*



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Alternative Provision

A Tri-borough Executive Leadership Team, led by Executive Headteacher Seamus Oates, is working across the three boroughs to identify and extend best practice in alternative provision for young people not currently in mainstream education.

Headteachers' Executive Board

The Tri-borough Headteachers' Executive Board is a strategic group made up of representative headteachers from each of the three boroughs. It meets on a half-termly basis to discuss Tri-borough developments regarding schools with Andrew Christie, Ian Heggs and other members of the Senior Leadership Team.

Schools Forums

Schools Forums have a consultative role in relation to the local distribution of school funding. There is a Schools Forum for each borough, which includes representative headteachers and Chairs of School Governors. Each Forum meets at least three times a year to discuss the setting of school budgets and responses to government consultations.



Alison Farmer

*Tri-borough Assistant
Director, Special
Educational Needs*



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Family Services: Combined Services

Most family services are delivered locally within each borough, but the specialist services below are combined. In all cases, managers and staff are co-ordinating their work and sharing ideas to improve how services are provided.

Fostering and Adoption

Sally Pillay

Head of Service

A fully integrated and co-located service will provide a range of temporary and permanent placements with carers and adoptive families for children in any of the three boroughs.

The service will be organized as four combined teams under the management of a single Head of Service:

- Recruitment and Assessment
- Duty, Supervision and Support
- Connected Persons
- Permanence



Sally Pillay

*Head of Service,
fostering and
adoption*



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Youth Offending Service (YOS)

The Tri-borough Youth Offending Service works with young people who have engaged in criminal activity through a range of assessment and interventions both in the community and in custody.

The service is delivered through a Shared and Court Service team, and through three local Youth Offending Teams.



Betty McDonald

Head of Service



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Safeguarding and the Local Safeguarding Children Board (LSCB)

The safeguarding of individual children, child protection and looked after children continues to be the responsibility of each borough and the child's case holding social work service is delivered through borough based teams. The safeguarding and reviewing units that review this work through case conferences, and at statutory reviews for looked after children, also remain borough based in local teams but are now under one Head of Combined Service to facilitate sharing of good practice (Westminster will retain a local manager for safeguarding).

A Local Safeguarding Children Board will replace the three previous LSCBs. It ensures the coordination of safeguarding work by all agencies and monitors the effectiveness of child protection work across the three local authorities. The Board is overseen by a single Independent Chair and has representatives from the key agencies in the three local authorities on the main Board and on shared subgroups. An integrated LSCB team services the Board across the three boroughs. Each local authority retains a local multi-agency group to ensure the effective development of local partnerships.



Kate Singleton

*Head of Combined
Safeguarding,
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Jean Daintith

*Independent Chair of
the Tri-borough LSCB*



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Family Services: Hammersmith & Fulham

Steve is responsible for the following family services based in Hammersmith & Fulham. He also oversees the Tri-borough Fostering and Adoption service.



Steve Miley

*Director of Family
Services, Hammersmith
& Fulham*



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Family Support Localities Service (FSLS)

The FSLS provides targeted early help to children, young people and families who feel in need of additional support. Three locality teams, based in the north, centre and south of the borough, bring together a variety of professionals to work with local families and prevent issues from escalating.

Contact and Assessment Service (CAS)

CAS remains the front door to Social Care. They take referrals and undertake initial and more in-depth assessments of need. CAS may pass the case to another service outside the local authority or, if the family needs a longer term social work service, they will pass the case to our Family Support and Child Protection service.

Family Support and Child Protection Service (FSCP)

FSCP provides a community service to children with identified specific needs, who are subject to either multi-agency child in need plans or child protection plans. The social work service provides and coordinates help to children and families to reduce the risk of harm to children. Where it is not safe for children to remain at home, the FSCP service will seek legal advice and manage the case through care proceedings.

Disabled Children Service (DCS)

The DCS provides the social work assessment, case management and support coordination for disabled children and their families. The service includes social workers, occupational therapists, sessional support workers who go into the family home and the residential respite service called The Haven.

Looked After Children (LAC) and Care Leavers Service

Where children need to be looked after and cannot return home quickly, the social work service will be provided by the LAC service. According to the circumstances, the children will be helped to return home, be placed permanently with another family or supported to remain in care and into adulthood.

Family Services: Kensington and Chelsea

Clare is responsible for the following family services based in Kensington and Chelsea.



**Clare
Chamberlain**

*Director of Family
Services, Kensington
and Chelsea*



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Early Help Services

The borough's Early Help Services have recently been transformed into a single co-ordinated service to provide support to families with children with additional needs. These work on a locality basis to match the arrangement for social work services. The borough has responsibility for 8 Children's Centres, which are currently under review, and an extensive range of play provision. The borough's youth services are currently moving to become an Employee Led Mutual.

Social Work Services

There are six social work teams operating in pairs on a locality basis. In addition there is a specialist Health Link team in Chelsea and Westminster hospital and a team for Children with Disabilities, now jointly managed with Hammersmith and Fulham's services. Social workers take cases from referral through to completion, which can involve family support, child protection, care proceedings, permanence and Looked after Children work. There is also an Emergency Duty Social Work Team covering children's and adults services.

Children with Disabilities

As well as the specialist social work team, there is the St Quintin's Centre, which provides a range of services for children with disabilities and their families, and the Behaviour and Family Support team, which provides CAMHS support for families.

High Needs Services

The Adolescents' Service which works at the threshold of care alongside a developing service to work intensively with high needs families in the borough. There is a service which delivers or co-ordinates structured parenting programmes and also the borough also has its own multi-agency court assessment team for families in care proceedings.

Looked after Children and Care Leavers

The borough runs two children's homes for teenagers – St Marks Close for emergency and short stay, and Whistler Walk for longer term care. In addition there are support services for Looked After Children, including a Contact Service. The locality social work teams hold case responsibility for the borough's Looked After Children whilst the Independence Support Team provides personal advice and support for care leavers. The borough has a leaving care hostel, Creswick Road, and some supported accommodation.

Family Services: Westminster

James is responsible for the following family services based in Westminster. He also oversees the Tri-borough Youth Offending Service.

Access and Assessment Service

Access to Children's Services provides a single front door for all referrals to Children's Services. It incorporates Westminster's Multi-Agency Safeguarding Hub which integrates Police and Health input to sharing information and taking decisions about the right response to each referral. The Assessment Service provides the immediate Social Work response to child protection referrals, inquiries and assessments.

Integrated Locality Services

The integrated locality services provide targeted early help to vulnerable children, young people and families. Three locality teams, , bring together Social Workers, Education Welfare Officers, Parenting Workers, Young People's Practitioners and Children's Centre Workers. They ensure effective partnership working with universal service providers, particularly schools, GPs, youth clubs and early years providers. There is specialist provision for Parenting Support, Play and Early Years. The Integrated Gangs Unit provides a specialist response to those involved in serious youth violence.

Child Protection

Three Child Protection Teams work to the same locality boundaries to provide a service to children who are subject to complex child in need plans, child protection plans or who are looked after. The social work service provides and coordinates help to children and families to reduce the risk of harm to children. Where it is not safe for children to remain at home, the teams will seek legal advice and manage the case through care proceedings. Out of hours child protection



James Thomas

Director of Family Services, Westminster

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is provided by the Emergency Duty Team. The Safeguarding Team quality assures the work done to protect children.

Children with Disabilities

The Children with Disabilities Team provides the assessment, case management and support coordination for disabled children and their families. The service includes social workers, occupational therapists, and social work assistants who manage a range of care packages and services commissioned to support children and families.

Looked After Children & Care Leavers

The LAC and Leaving Care Service works with children with a plan to remain looked after until they are 18. According to the circumstances, the children will be helped to return home, be placed permanently with another family or supported to remain in care and into adulthood.

Family Recovery

Westminster has an innovative multi-disciplinary service working with families with complex and multiple needs. Based on an intensive outreach model, the service delivers a single Family Plan through allocating one keyworker to address parents' needs and another for the children.

Support Services: Commissioning

A Tri-borough Commissioning Directorate secures a wide range of services across the three boroughs. The Directorate is responsible for the design, commissioning, procurement and monitoring of services required to meet the identified needs of children, young people and families in our communities.



Karen Tyerman

*Director of Tri-borough
Commissioning
(Children's Services)*



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Young People and Families

The Young People's commissioners within the Early Intervention team commission provision such as youth activities and targeted youth support; while the Children and Early Years' commissioners secure children's centres, childcare, other early years provision, and play.

Business Development and Policy

The Business Development and Policy team is responsible for policy, performance data, business analysis, and procurement, as well as for managing non-educational school contracts, for services including catering and cleaning.

Other functions of commissioning teams include providing internal support for Tri-borough Children's Services, through workforce development, quality assurance, and complaints handling.

Carole Bell

*Head of Children's
Commissioning (Health)*



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Health

Tri-borough commissioning improves the co-ordination of services with our key health partners through a joint working arrangement with the Inner North West London Primary Care Trusts. A Health Commissioning team, based at the PCT, will work with all areas of the Commissioning structure. Their particular responsibilities include the Child and Adolescent Mental Health Services (CAMHS), substance misuse, disabled children, speech and language therapy, health visiting and the Family Nurse Partnership.

Support Services: Finance

An integrated finance team will support the Tri-borough Children's Service by providing appropriate levels of financial support and guidance to the Senior Leadership Team of the service and to the Executive Directors of Finance in all of the three boroughs with suitable assurance as to the adequacy of financial control and reporting with regard to single and Tri-borough responsibilities.



Dave McNamara

*Director of Finance
and Resources*



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Family Services

The combined team delivers financial services to Children's Social Care, Early Intervention, Localities and Youth services. Provision of financial scrutiny, complex forecast models, medium term financial strategy planning and monitoring, support to panels and payments to carers and service providers for LAC are key activities. In addition cost benefit analysis, benchmarking, financial data analysis, statutory returns and provision of other key financial data is provided to a high level.

Education and Commissioning

The team will deliver financial services to Education, Commissioning and Finance including financial strategy planning and monitoring, financial scrutiny, financial input to key decisions, forecast models (e.g. for Special Educational Needs costs), inter-authority recoupment, monitoring of government grants and completion of key returns and delegation and payment of grants to schools and other settings as required. Benchmarking, financial data analysis, statutory returns and provision of other key financial data will need to be provided as required.

Coordination

The team will coordinate relationships with each of the three Finance Departments and ensure that all Financial Accounting procedures are in place including the production of estimates, monitoring reports and accounts. The team will consolidate all departmental financial returns for the Senior Leadership Team of the Tri-borough Children's Service.

Further sources of information

The content of this guide is correct at the time of the publication. The latest Tri-borough developments will be available online:

For staff:

From April 2012, a shared Tri-borough intranet called TriBnet has been available to all staff in the three boroughs via links on their own intranet homepages. TriBnet hosts all the latest Tri-borough news and documents, discussion forums, blogs, videos, and more.

For professional partners:

If you would like further information about Children's Services in your area, please visit your borough's website:

- London Borough of Hammersmith & Fulham: www.lbhf.gov.uk
- Royal Borough of Kensington and Chelsea: www.rbkc.gov.uk
- City of Westminster: www.westminster.gov.uk

