

Locality Teams

Handbook and terms of reference for managers and practitioners in Richmond and Kingston

September 2013



1. Introduction

Integrated working (IW) is driven by the implementation of integrated tools and practices, like the common assessment framework (CAF), the lead professional (LP) role, and information sharing (IS). The *action arm* of the CAF process is the Team around the Child / Family (TAC/TAF).

The *locality team* model *expands* on the concept of the *team around*, seeing each locality team as a *resource* to support IW as required:

- *Team around the child / family* (TAC / TAF) – lead professionals (LPs) draw from the locality team to implement and deliver coordinated TAC / TAF support;
- *Team around the school* (TAS) – schools access the expertise from the locality team to support individual children (TAC), or wider school needs, for example via locality team lead projects; and
- *Team around the local area* – based on local needs analysis the locality team can support identified needs for local children population.

There are five locality teams in Richmond and four in Kingston.

2. Locality teams membership

The *Core Members* will include (at least) 1 member from following services:

Richmond Borough	Kingston Borough
Children Centre Manager / Outreach worker*	Children Centre Manager / Outreach worker*
Early Years Consultant / worker	Early Years Consultant / worker*
Education Welfare Officer	Education Welfare Officer
Education Psychologist	Education Psychologist
Family Support worker	Family Support worker
Lead Inspector	<i>Role not longer available in Kingston</i>
Primary Mental Health worker	FASS worker**
Targeted Youth Support worker	Targeted Youth Support worker
Area Youth work Lead*	Designated Senior Youth work Lead*
Social Worker***	Social Worker

*Core, but not co-located

** Linked, not co-located

*** Currently from ART team in Richmond

Linked Members, to attend as agreed:

- Health Visitor or School Nurse – Not yet identified in Kingston
- Education and Inclusion Services

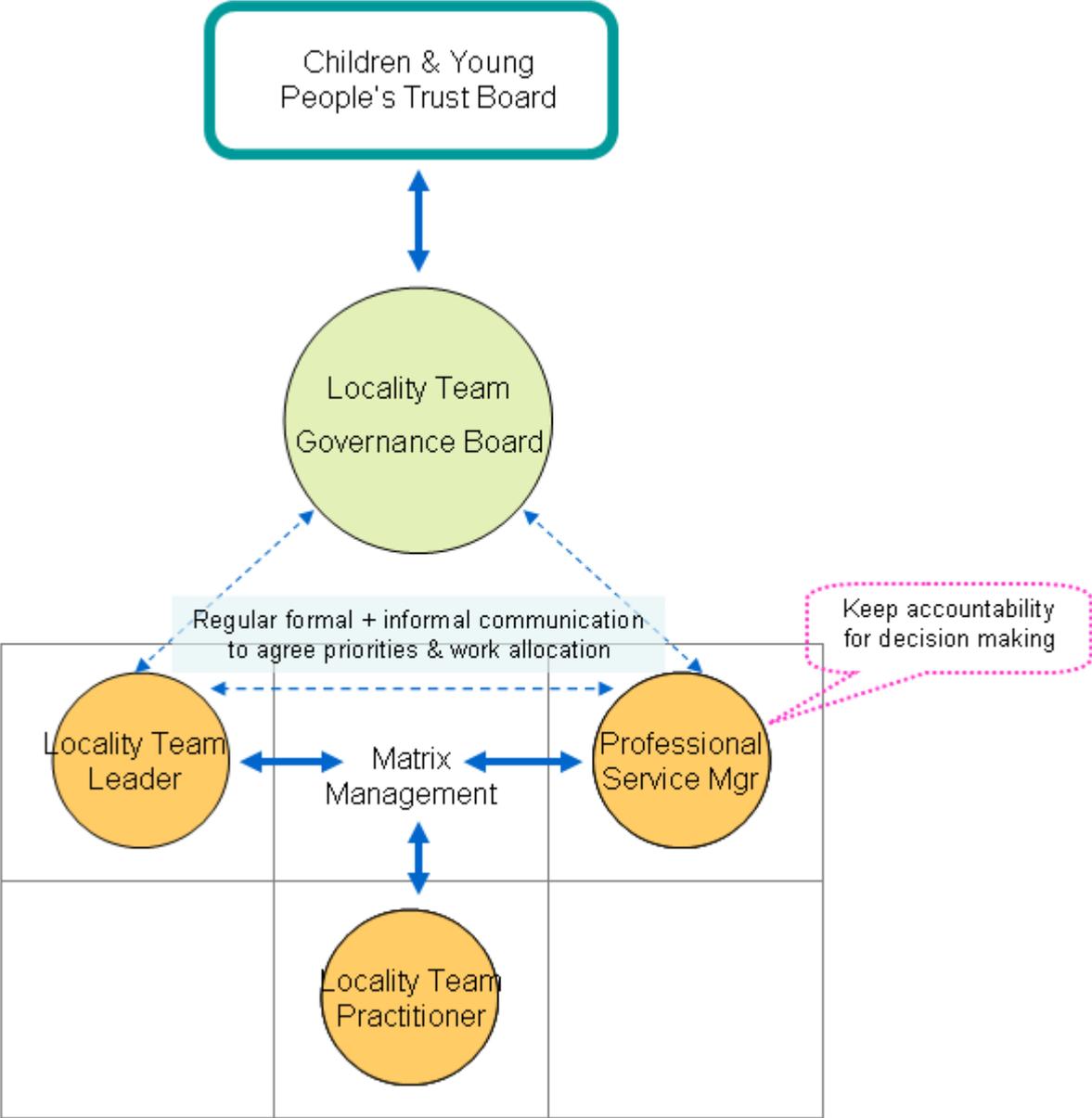
Each locality team will be lead by a Locality Team Lead.

3. Locality Teams Governance

The *Locality Teams Governance Board* will meet every half term to support the *matrix management arrangement* between *Locality Team Leads* and *Professional and Operational Service team Managers*.

The Board membership includes: Assistant Director Protection and Early Help (AD P&EH, Chair), LocalityTeam Leads, Professional and Operational Service Managers, Head of Integrated Working, and SPA.

The Board reports to the Children and Young People’s Trust via AD P&EH.



4. Locality Teams Roles

The *role of the group* should include:

1. Familiarisation with other team members' roles and work streams; expectations, priorities, gaps, key stakeholders etc; developing the team around the local area, school and pupil using integrated working processes.
2. Local area needs analysis – getting to know local issues and how we are responding.
3. Linking key issues in schools with activity from children centres, targeted interventions, youth service programmes and positive activities ensuring that they are coordinating delivery to meet local needs – particular focus could be on transitions and issues around transitions from early years/ primary to primary/ secondary.
4. Coordinating participation and engagement of children, young people and parents
5. Individual young people / groups of young people – are there children, young people allocated to agencies that need a multi agency local area response.
6. To design and target services according to the specific needs of the communities in each local area.

The *role of the Locality Team Lead* is to provide clear leadership, drive the cultural change, implement the vision, and develop team working. In relation to locality team meetings the Locality Team Lead role should include:

1. Organising locality team meetings, setting the dates in advance to ensure maximum attendance levels
2. Arranging the agenda and the minute taker
3. Ensuring meeting notes/minutes are presented on a minutes template and distributed
4. Ensure actions are followed up through a review at the next meeting.
5. Reviewing effectiveness and impact of the meetings
6. Feedback arising relevant issues to service managers

5. Accountability and Conflict Resolution

There will be frequent communication between the Professional Operational Service Managers and the Locality Team Leads to agree priorities and work allocation. This will happen formally, during Locality Team Governance Board meetings, and informally on a day-to-day basis or as required.

Ultimately however, Professional Operational Service Managers are accountable for decisions made.

If Locality Team Leads cannot agree with the Professional Operational Service Managers, the decision will be escalated to the Service Senior Manager and if still unresolved, to the AD P&EH.

6. Locality Team Meetings

Frequency

Meetings will be arranged by the Locality Team Lead on a *fortnightly basis* and entered into diaries at least a term in advance. Core locality team members will prioritise attendance to the meetings.

Agendas

Core agenda items will include:

- Profile of the local area and each school / children's centre/ integrated youth facility within the area, raising any current issues, such as
 - Attendance
 - Behaviour
 - SEN
 - Links with nurseries/schools
 - Support for disabled children
 - Emerging community needs
- Discussion of groups or individual children/ young people to ensure good information sharing, coordination of service delivery and identifying any additional resources
- Discussion of children and families 0-5 years within early years settings and children centres where trends of need are emerging
- Discussion regarding specific schools with specific needs that require the shifting and re-prioritising of service delivery.
- Cross-border issues.
- Interaction with Adult Services.
- Consider strategic needs that may require a project or group approach.
- Review the outcomes of our work within each local area.
- Reflect on good practice; identify remaining barriers and training needs.
- Keep abreast of evidence based intervention and innovative approaches to improving outcomes.

This agenda should be written to include *solution focused questions* to ensure that the time is used to *solve problems* and *agree actions*.

Consistent issues that need to be reviewed on an ongoing basis:

- Local area needs analysis – are key priorities being addressed?
- CAF data – are key needs being addressed, TAC meetings happening regularly, and interventions centred around children, young people and families?
- Transitions from one phase to another

7. Other key issues

Service requests and case allocations

The locality team structure allows capturing feedback from other existing multi-agency forums, such as multi-professional meetings at Schools and multi-agency meetings at Children's Centres. This essential feedback informs the locality team via relevant members.

Service requests may go directly to locality team members, be allocated by Service Team Managers or by Locality Team Leads. SPA should be informed of all involvements. Where service requests are received by SPA, these will be forwarded to the relevant Professional Service Manager for allocation.

Confidentiality

When sharing information about children, young people and their families during locality team meetings practitioners *must* follow *Information Sharing guidance*, particularly:

- **Share with consent where appropriate** and, where possible, respect the wishes of those who do not consent to share confidential information. You may still share information without consent if, in your judgment, that lack of consent can be overridden in the public interest. You will need to base your judgment on the facts of the case.
- **Necessary, proportionate, relevant, accurate, timely and secure:** Ensure that the information you share is necessary for the purpose for which you are sharing it; is shared only with those people who need to have it; is accurate and up-to-date; is shared in a timely fashion; and is shared securely.

Not all children and young people will be discussed at the locality team meeting.

Cases will only be discussed if:

- *Newly allocated*, to agree the most appropriate LP + TAC.
- Progress has *stalled*, to identify a new action strategy.

How is the locality team meeting is different from other multi-agency meetings

• TAC / TAF – Team Around the *Child / Family*

The TAC / TAF is quite unique, as it is the one meeting where the practitioners that are currently working with the child, *meet face-to-face with the child/ family*, to evaluate how the intervention is helping the child achieving his or her outcomes. The child/ family are *key* to the TAC meeting, and as a general rule – *if no child/family, no TAC*.

Where a wide network of practitioners is involved, those who cannot attend the meeting should provide feedback via the LP. TACs don't need to be oversubscribed – only those working closely with the child should attend.

The TAC meeting is also the place to agree new actions, coordinate interventions, plan the exit strategy, and evaluate the impact against the identified needs, as seen by children, young people and their families via the Distance Travelled Tool and feedback questionnaires.

• School Multi-professional meetings

These are school based meetings, which happen once or twice a term, depending on the school. As a result of discussions during multi-professional meetings, professionals may

decide that certain children need multi-agency support and the CAF process needs to be started.

Locality team practitioners who attend school's multi-professional meetings – e.g. in Richmond EPs, FSW, TYS, EWS – need to share relevant information at the locality team meeting, so that schools can access resource and children receive support in a coordinated way.

In Kingston, representation will be needed from one person from each locality team to attend a termly Secondary Collaborative meeting. This will ensure engagement with specific Secondary issues as well as networking. They take place at 4.00 – 5.30 at King Charles Centre.

• **Children Centres Multi-agency meetings (Richmond)**

These are Children Centre lead meetings, which happen approximately every six-weeks. Practitioners within universal services working in the community (e.g. outreach workers, health visitors, Home Start coordinators, etc.), and locality team targeted practitioners who work with the 0-5s (e.g. Children Centres managers, EY consultant, FST, PMHT) get together to share information about the children and families they are working with.

As a result of discussions during multi-agency meetings, professionals may decide that certain children need multi-agency support and the CAF process needs to be started.

Children Centre managers / outreach workers need to share relevant information at the locality team meeting, so that children receive support in a coordinated way.

Although these meetings are not currently established in Kingston, some centres have Family Link meetings, which function in a similar way.

• **Step Up/Step Down – Transfer Meeting**

This is Social Care led meeting, which happens once a week. At the meeting, managers discuss children and young people whose *needs* mean they have to *step-up* to receive social care support, as well as those who having been receiving social care support but are now ready to *step-down* into preventative, coordinated support led by a PEH CAF lead professional.

The Transfer meeting is attended by the Initial Response Team (IRT) / Referral and Assessment Team manager; Child Protection Team (CPT) manager; Family Support Services manager; and Head of Integrated Working. Managers from other social care teams, including Disabled Children Team (DCT), Children Looked After Team (CLAT) and others, will attend if relevant.

Managers use the *London LSCB / Pan London Thresholds document* to support their decision making process. As the *step-up* or *step-down* is agreed, managers *allocate* a social worker or a PEH CAF lead professional as appropriate, which is noted in the minutes. If stepping-down, a *TAC meeting* will follow where the family are introduced to their new lead professional, providing also the opportunity for the *departing* social worker to clarify plan expectations with the family. At this point the transfer has actually happened, and the lead professional follows the CAF process to support the family as needed.

Whilst child protection cases will not be discussed at locality team meetings, step-downs may be followed up when talking about new allocations, as described earlier.