

Team Around the Child

Business Case: Executive Summary



Preface

This document is the executive summary of the Team around the Child (TAC) business case, which is a substantial document that sets out the rationale for the use of the TAC approach to enable the CYPSP to meet their statutory responsibility to establish Children Trust arrangements by March 2008.

This document aims to summarise the following:

1. Lambeth vision for children and young people
2. Achieving our vision for all - the rationale for developing the Team around the Child (TAC)
3. The operational model and recommended option
4. Impact on the way services are delivered and access to specialist support
5. Benefits for children young people and their families
6. Governance arrangements and the role of the CYPSP Board
7. Risk analysis
8. Resource implications
9. Timescales for implementation

1. Introduction

- 1.1 The ambition of the Children and Young People's Strategic Partnership (CYPSP) to commission services against local need, and the desire to improve outcomes for children and young people, are the main drivers for the proposed changes; closely followed by the need to bring together the separate components of the national change programme in a coherent manner that meet the needs of Lambeth Council, the Lambeth Primary Care Trust (PCT) and their partners.
- 1.2 The development of the TAC to meet the needs of children and young people and their families is an exciting opportunity for the partnership, which aims to be judged as Excellent by 2008.
- 1.3 TAC has been developed with the statutory requirement of the partnership in mind, in particular the following:

The Children and Young People's amended Regulations 2007, place a duty on local authorities to provide a statement of how they intend to deliver improvements for children, young people and their families across the five outcomes with specific reference to the following:

- (i) *the integration of services provided by the authority and its relevant partners to improve the well-being of children and relevant young persons;*
- (ii) *arrangements made under section 11(2) of the Children Act 2004 (arrangements to safeguard and promote welfare); and*
- (iii) *arrangements for early intervention and preventative action*

2. Our Vision

2.1 Lambeth's vision for services to children, young people and their families' states:

"We will enable children and young people to feel valued, happy, healthy and safe and to achieve their full potential"

We will achieve this by:

- Ensuring effective and integrated services
- We will promote partnership working
- Encouraging the full involvement of users by focusing on their needs

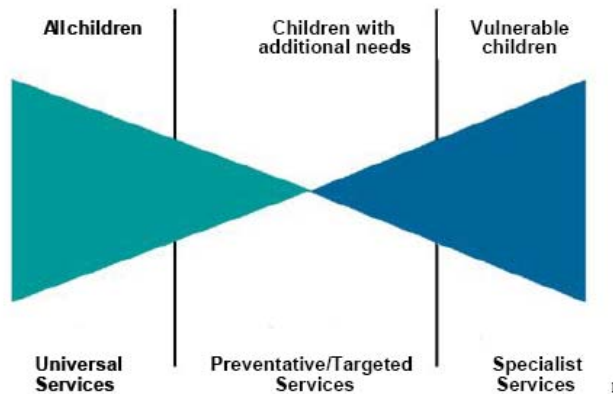
2.2 The vision reflects the changing role of local authorities and acknowledges the change in role from provider to commissioner and highlights the dependency on partnership working.

3. Achieving our vision

3.1 The Team around the Child (TAC) is established to support the needs of children and young people with additional needs.

3.2 The majority of young people supported by the CYPSP are in universal settings, where their needs are well served. Children and young people with complex needs, looked after children (LAC), children with disabilities, statemented pupils with SEN, children on the child protection register are supported by specific ring-fenced resources (specialist services).

3.3 There is, however, a paucity of resources currently allocated to those children and young people with additional needs who require preventative services to preclude them from requiring complex casework and specialist support in the future.



3.4 Each TAC will be individual and specific to that young person, deployed by an area manager and supported by a multi-agency team of lead professionals, who are utilising the Common Assessment Framework (CAF) and information sharing arrangements to determine what services should make up the TAC for a young person and their family.

3.5 The implementation of the TAC will enable professionals to come together to assess needs, develop care plans and provide services in a multi-agency manner. At the same time, TAC will enable the partnership to meet its statutory requirement to have Children Trust arrangements in place by 2008 as the model will require; **Joint commissioning arrangements for each area Integrated service delivery supported by integrated systems and processes.** All of which characterise Children Trust arrangements.

3.6 The achievement of Children Trust arrangements is the key outcome that CYPSP will be tested against during Lambeth's Joint Area Review and Corporate Assessment in 2008. The implementation of the TAC will meet this requirement.



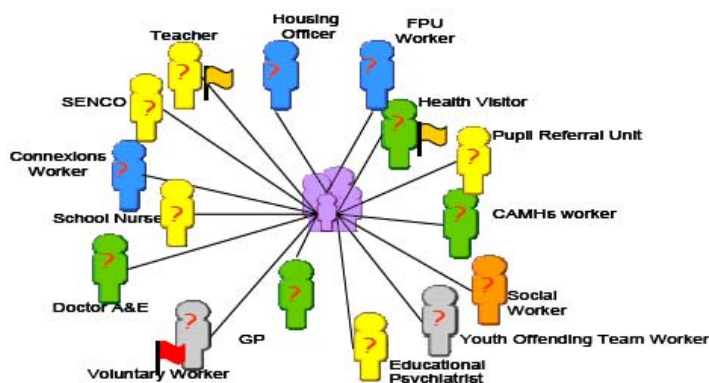
3.7 The strategic benefit of the proposed cultural, service and professional change programme will be the move from reactive to preventative working and the corresponding shift of resources from universal and specialist services to services that meet the needs of children and young people with additional needs. As a result, resources will be distributed more appropriately across the continuum of need, with preventative and targeted support meeting additional need earlier and significantly reducing the chances of specialist service referrals.

3.8 The rationale for the implementation of the TAC is as follows:

- Enable all children to achieve our vision
- Meet our statutory requirements (as set-out in the Children Act 2004)
- Support the shift from specialist to preventative services
- Support early identification of need
- Bring about a cultural shift in practice and the allocation of resources
- Realise efficiencies across the partnership
- Improve outcomes for children and young people

4. Operational Model

- 4.1 Team around the Child is a model of service provision in which a range of different practitioners come together to help and support an individual child. The model suggests a group of professionals working together when needed to help one child. In this sense, the team can be described as a 'virtual' team; in practice, practitioners will find themselves working with a range of different colleagues at different times to support different children.
- 4.2 The model is based on the ethos that such flexibility is essential if children's services are to be able to meet the diverse needs of each and every child. Team around the Child places the emphasis firmly on the needs of the child, rather than on organisations or providers.



- 4.3 The key characteristics of the Team around the Child include:
- A range of professionals working together to meet the **individual** needs of a child/young person and their family
 - A **different** team for each child/young person
 - The activities of the TAC are coordinated by a **Lead Professional**
 - TAC requires the involvement of **more than two** professionals
 - The child's development and learning programmes are **integrated** as far as possible
 - There is a **pro-active** effort to ensure that each TAC is founded in effective relationships
- 4.4 The Programme Board overseeing the development of the TAC considered three implementation options. The CYPSP Board agreed Option 3 Hybrid: Implementation of TAC through a core area function with aligned universal and specialist services to support those with additional needs. This option provides for services structured around 3 planning areas

co-terminus to the PCT. This hybrid model proposes the establishment of a core function within area teams, augmented through a client/supplier relationship with specialist and universal services. Strategic commissioning and service planning is linked to needs analysis, supported by provision for local subcontracting to achieve balance between economies of scale and meeting local requirements.

- 4.5 The approach used is both incremental and phased, with a flexible and transient workforce at the front end. Service delivery will be integrated and each of the areas will be supported by:
- ┆ A single senior manager for each locality with responsibility for core service delivery within that area
 - ┆ Multi-agency local area teams working together to provide integrated service delivery and support to children and young people in their locality
 - ┆ Clusters of schools within the defined area pooling resources
 - ┆ Aligned universal and targeted resources
 - ┆ Bolt-on specialist resources based on local needs, derived through the service level agreement framework
 - ┆ Strategic commissioning to procure services to meet local need, with conditional subcontracting provision for 'matching' variances in local need

5. Impact on service delivery

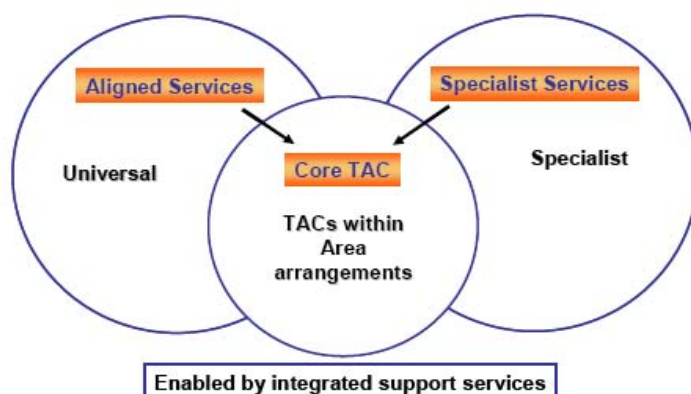
- 5.1 The impact on service delivery is of great significance as the implementation of the TAC will result in professionals working much more closely together along with opportunities for the co-location of staff from across different disciplines and agencies. It will bring out about a revolution in breaking down silos often caused by professional boundaries as staff work together to meet need. Suggested professionals that would work together in individual TACs could include professionals from the following functions:

- ┆ Educational Psychologists
 - ┆ Attendance Officers
- ┆ Speech & Language Therapists
 - ┆ Key workers
- ┆ School Nurses
- ┆ Health Visitors
- ┆ Community Nurses
- ┆ Child Development Advisers
 - ┆ Healthy Start Assistants and Co-ordinators
- ┆ Area Co-ordinators from across the partnership
 - ┆ Family Support Workers

- ┆ Behaviour Improvement Professionals
- ┆ Community Midwifery
- ┆ Community Dentistry
- ┆ Youth Service Officers
- ┆ Play Service Officers
- ┆ PAYP Key workers
- ┆ Social Workers
- ┆ Connexions PAs
- ┆ YOS Officers

5.2 The relationship between TAC and other divisions/agencies will be governed by a Service Level Agreement framework that would allow for pre-agreed transfer of resources. Quality criteria for service delivery will also be determined through the SLA. The allocation of resources within the Hybrid model can be phased to ensure smooth transition and is based on the following categorisation of services:

1. **Core** – preventative services that provide a direct service to Children/Young People and families with additional needs.
2. **Aligned** - universal and targeted services that will provide support to area teams governed by the Service Level Agreement Framework; and
3. **Specialist** – services that can only be accessed through a statutory process, or referrals to hospitals or specialist teams



5.3 As the TAC is implemented it will be supported by a number of key enablers namely CAF and the role of the lead professional. The resources of a TAC will be supported by the identification and assessment of additional needs through the Common Assessment Framework.

5.4 As the TAC is planned to be preventative, the use of CAF will be the precursor to any referral to specialist services or an assessment such as Statement of SEN, core assessment by social care and CAMHs.

- 5.5 This in effect will support the cultural change required to ensure all members of the partnership begin the shift to preventative services.
- 5.6 The model and processes required for this approach will be finalised with head teachers in March 2007.
- 5.7 The TAC in effect will act as both the enforcer of early intervention and preventative working and partnership working but also control access to specialist services through the use of the Common Assessment Framework.

6. Benefits

- 6.1 The TAC will revolutionise the way we deliver services and improved outcomes for children with additional needs include:
- **Measurable improvement of services**, especially preventative services for children with additional needs.
 - **Provision of swift and easy referral** for families through the Common Assessment Framework (CAF), supported by Framework-i and Information Sharing
 - **Greater efficiency and effectiveness** by consolidating systems and processes and the joint commissioning of services
 - **Increase in preventative working and achieve closer engagement with users and the community as a whole** by providing local access to services through children's centres, extended schools, Joint Service Centres and GP's surgeries
 - **Schools will be able to work more effectively with preventative services**, under an agreed framework that ensures additional needs are identified and addressed earlier, thus helping achieve improvements in increasing attainment and achieving high standards



7. Governance

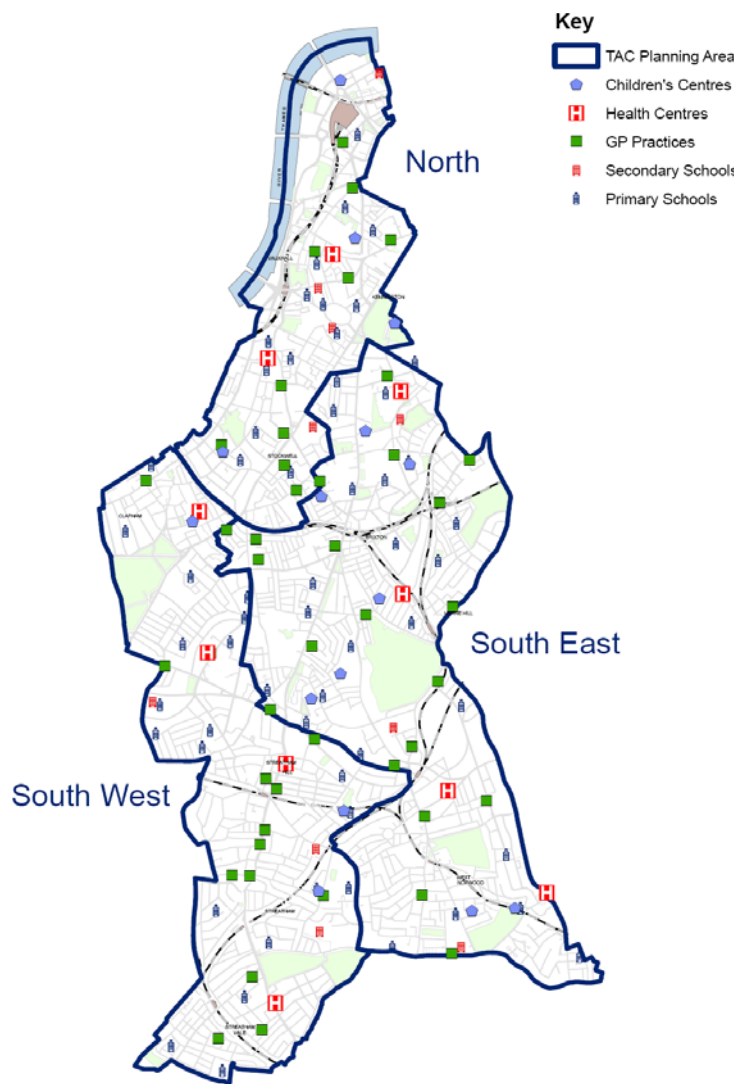
- 7.1 The governance of the development of the TAC has been carried out by a multi- agency programme board incorporating PCT and the corporate centre of the local authority A chaired by the Executive Director of CYPS.
- 7.2 The implementation of the TAC will need to be overseen by the **CYPSP Board** as TAC will be the main vehicle by which the Board will discharge its statutory duties and realise their strategic objective to bring about a cultural shift across the partnership and increase preventative working.
- 7.3 The implementation of the TAC will drive the work of the sub groups proposed as part of the review of the governance arrangements. The board arrangements have been reviewed and are attached as Appendix 4.

8. Risks

- 8.1 The main risk to the implementation of this key strategic programme are the readiness of the enablers to support the programme and the engagement of partners to align resources to support the implementation of TAC a detailed risk analysis is included in the business case. The risk analysis also highlighted the risk that TAC will uncover high levels of need and that the high level of need will be unmanageable. A comprehensive risk analysis is included in the full TAC Business Case.

9. Resource Implications & Timescales

- 9.1 TAC will be resourced through existing resources and will require all partner agencies to identify staff and infrastructure support for the TAC. There are no additional financial resources available to support TAC other than funding that can be transferred from universal and specialist service over time.
- 9.2 There will be a phased approach to the implementation of TAC. Phase 1 will focus on under 11s provision and will be delivered between April – Sept 07. Phase II will concentrate on the over 11s provision and will be implemented between Sept - March 08.



TAC as an approach was approved and agreed by the CYPSP Board on Wednesday 14 February 2007

A comprehensive Business Case has been produced and can be accessed at <http://www.lambeth.gov.uk/tac>



London, February 2007