

Children's Social Care Services Operational Scheme of Delegation

DATE:

EFFECTIVE DATE: 1 October 2016

KEYWORDS: Children's Services Scheme of Delegation

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REMARKS:

SIGNED:

DESIGNATION:

Version control

Issued document

Review 1st April 2017

1. PURPOSE

1.1 The purpose of the scheme of delegation is to agree the **level** at which decisions can be taken. Clearly states when certain decisions cannot be taken **below** this level, and this is the level at which decisions of this kind will be taken. It does not imply however, that decisions

are taken in isolation and without consultation. Staff at all levels are expected to adhere to this Scheme of Delegation, unless there is an exceptional reason why not. Deviation should only be agreed by the Assistant Director Children's Safeguarding.

- 1.2** The monitoring of decision making to ensure standards are met remains the responsibility of the line managers. The document does not replace Torbay's **Financial Scheme of Delegation** which is the document that you must refer to for detailed advice nor does the document replace our **Tri-x or HR procedures**, both are available on the intranet and must be referred to for detailed guidance.

2. POLICY

- 2.1** The Scheme of Delegation has been drafted to comply with the Financial Regulations and Standing Orders of Torbay Council as well as providing clarity for Social care Managers and Practitioners around decision making.

- 2.2** It is informed by the requirements of relevant legislation, including:

- Children Act 1989
- Children (Leaving Care) Act 2000
- Children Act 2004
- Freedom of Information Act 2000
- Education Act 1966
- Crime and Disorder Act 2003
- Anti-Social Behaviour Act 2003
- Ensuring Regular School Attendance – guidance on the legal measures available to secure regular school attendance (DfE) 2003
- Guidance on Education-Related Parenting Contracts, Parenting Orders and Penalty Notices (DfE) 2005
- Education and Inspections Act 2006

- 2.3** In support of the Scheme of Delegation two further documents have been developed to enhance management grip and oversight of practice. At **Appendix 1** is a framework for communicating key events, decisions or planning changes to ensure managers have greater situational awareness as part of the work to stabilise the service as the basis for sustained improvement.

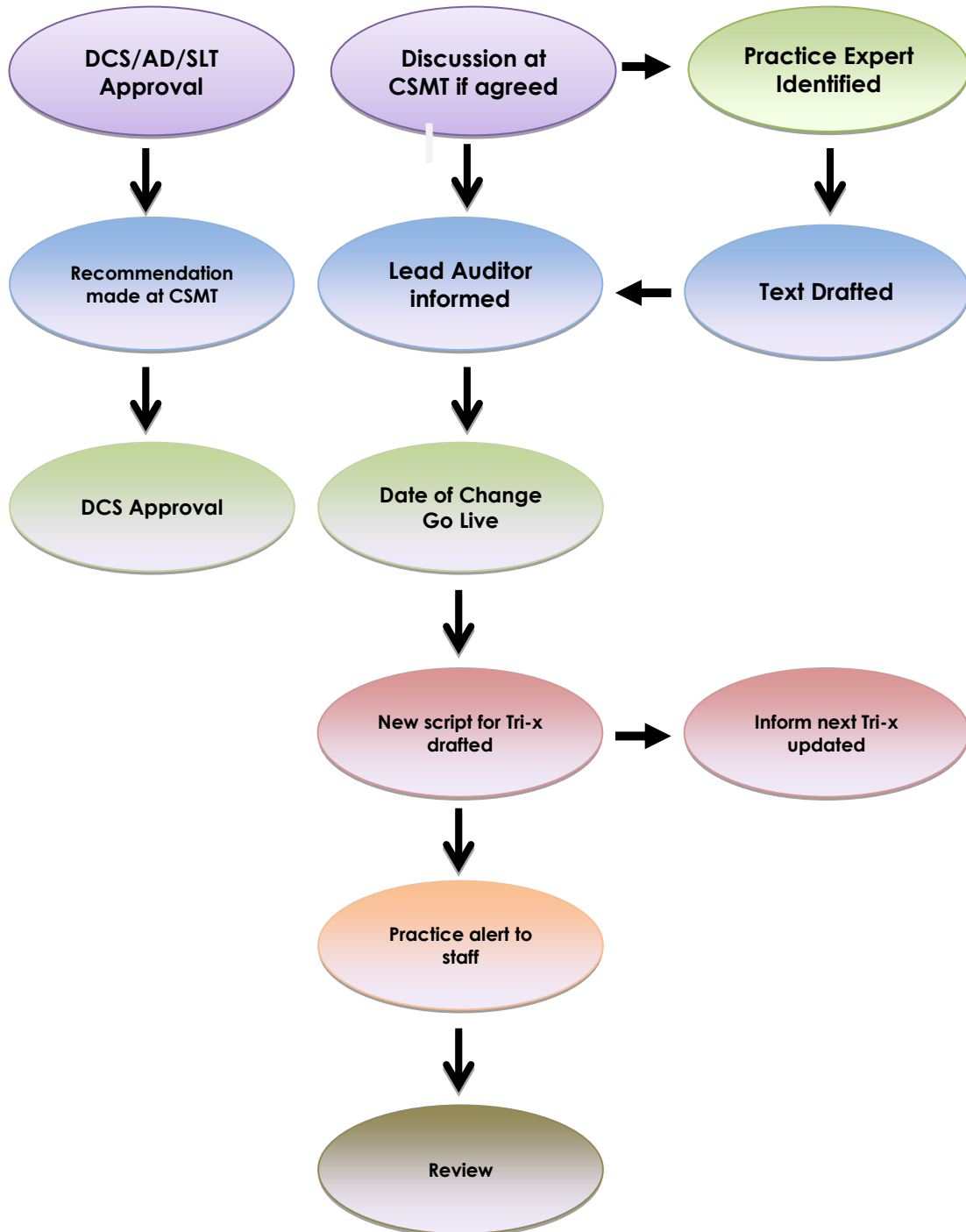
- 2.4** **Appendix 2** sets out a framework for management oversight of key decisions /plans /transition paths around defining service elements. This work has been led by the Heads of Service and is a direct response to the feedback from Hampshire about the need to enhance management grip, oversight of decision making and ensure clarity at all levels about where decision making sits.

3. AUTHORITY TO VARY ANY PROCEDURE (Head of Service/AD)

- 3.1** It was agreed at Children's Departmental Management Team meeting in April 2016 that the relevant member of CSMT can recommend in-year changes, liaising with the Director of Children's Service and Assistant Director Children's Safeguarding for final approval. The

Principal Business Manager will ensure the Scheme of Delegation is subject to annual approval by Children's Services with a schedule of all the changes made during the year. n.b. any HOS references will include YOT service manager.

3.2 PROCEDURE/PRACTICE STANDARDS: CHANGES FLOWCHART



CHILDREN'S SERVICES OPERATIONAL SCHEME OF DELEGATION

1. Operational Scheme of Delegation – Children's Services

The CSC scheme of delegation details general and specific accountabilities and the responsible officer.

General Accountabilities:

	Accountabilities	Responsible Officer	Procedure Ref.	Financial Ceiling
1	Personnel			
1.1	Staff Selection (must be within establishment of workforce plan and budget and, during the operation of a vacancy freeze with the express approval of CSMT both the DSC and the Chief Executive)			
	Approval for new posts	Ecan process signed by AD, DCS, Finance, HR and CEX	HR Procedures	
	Variation to Establishment	Ecan process signed by AD, DCS, Finance, HR and CEX	HR Procedures	Within budget
	Sign off of ECAN for vacant established post	Ecan process signed by AD, DCS, Finance, HR and CEX	HR Procedures	
	Permission to advertise and recruit	HOS (Ecan process signed by AD, DCS, Finance, HR and CEX)	HR Procedures	
	Agency staff to backfill vacancy	Ecan process signed by AD, DCS, Finance, HR and CEX	HR Procedures	Within budget
	Overtime costs	Staffing Budget Holder, and in accordance with HR policy	HR Procedures	Within budget
	Action following a DBS check	Appointing manager / if question, risk assessment by HOS seeking approval from Assistant Director and guidance from HR	HR Policy & Guidelines	
1.2	Staff Training - External training courses (inclusive of travel and expenses) - Away Day expenses - Internal training courses - Business Units - Children & Families (Social Care)	Budget Manager and/or HOS As per HR procedures Team Manager Budget Manager and/or HOS Learning & Development Manager Workforce Development Group/ and / HOS	HR Procedures	£1,500 Within budget Within budget Within budget Within budget
1.3	Disciplinary Procedures			
	Informal Discussion	Line Manager with guidance from HR if required		

CHILDREN'S SERVICES OPERATIONAL SCHEME OF DELEGATION

	Accountabilities	Responsible Officer	Procedure Ref.	Financial Ceiling
	First Written Warning	Line Manager or other appropriate manager as delegated Panel: Manager who reports direct to CSMT member (e.g HOS) and guidance from HR who may/may not be present	Disciplinary Procedures on HR pages / intranet	
	Final Written Warning	Line Manager or other appropriate manager as delegated Panel: HR Officer, CSMT member		
	Dismissal Stage	Line Manager or other appropriate manager as delegated Panel: Assistant Director, CSMT member and HR		
	Appeal	Line Manager or other appropriate manager as delegated First Written Warning Panel: HOS and HR Final Written Warning Panel: Assistant Director, CSMT member and HR Dismissal Panel: Assistant Director, HOS and HR Appeal Panel: Dismissing Officer and HR		
	Suspension	HOS only after advice from HR and agreement from AD or DCS	Disciplinary Procedures on HR pages / intranet	
	Employees in Probation Period	Step 1: Line Manager only with guidance from HR Step 2: Manager who reports direct to CSMT member (e.g. HOS) and HR Appeal against Step 2: Assistant Director and HR		
1.4	Capability Procedure (performance)		Capability / Grievance Procedures on HR pages / intranet	
	Informal Discussion	Line Manager		
	Initial Formal Meeting/Formal review Meeting	Line Manager - only with guidance from HR		
	Final	HOS + 1 x HR		
1.5	Grievance			
	Informal Stage	Discussion with Line Manager		
	Formal – Stage 2	Line Manager or Senior Manager not previously involved with guidance from HR		
1.6	Appeals			
	Appeals – Warning	2 x Managers more senior than at disciplinary stage + 1 x HR		
	Appeals – Dismissal (misconduct)	DCS and HR		

CHILDREN'S SERVICES OPERATIONAL SCHEME OF DELEGATION

	Accountabilities	Responsible Officer	Procedure Ref.	Financial Ceiling
	only)			
1.7	Leave		Absence / leave Procedures on HR pages / intranet	
	Annual leave	Line Manager		
	Family Friendly leave	DCS		
	Carry over annual leave above corporate policy carry forward (Maximum 5 days in special circumstances)	DCS	Absence / leave Procedures on HR pages / intranet	
	Compassionate leave up to 5 days maximum	Line Manager / Team Manager		
	Any extension to paid Compassionate Leave outlined above	DSC with advice from HR		
	Unpaid leave	HOS		
	Career Break	HOS and Assistant Director		
	Time off for Public Duties	HOS		
1.8	Miscellaneous			
	Authorisation for ID cards	Team Manager		
	Additional payments – acting up	HOS through talent programme	HR procedure	
	Provision of Employment Reference	Line Manager to provide/signed off by HOS		
	Change of role profile match	Team Manager, in consultation with HR	HR/JE procedure	
	Appraisal Judgment	Line Manager		
	Early retirement and access to pension/flexible retirement	CSMT, in accordance with Corporate approvals final approval Chief Executive		
	Approval of travel claims	Line Manager	HR procedure	
	Request payment for Eyesight Test	Line Manager	HR procedure	
2	Finance			
2.1	Contracts with outside bodies, eg Limited Companies and Consultants		Financial Procedures	
2.2	Tenders for Contracts		Rules of tenders included in Financial	

CHILDREN'S SERVICES OPERATIONAL SCHEME OF DELEGATION

	Accountabilities	Responsible Officer	Procedure Ref.	Financial Ceiling
			Procedures	
	Up to £10,000 (1 quotation)	Director, Assistant director or authorised deputies In consultant with corporate procurement team	Procurement procedure	Up to £10,000 (NB, excludes placement of an individual)
	Contract where total value is from £10,001 up to £50,000 (three quotes)	Director, Assistant director or authorised deputies In consultant with corporate procurement team	Procurement procedure	Up to £50000 (NB, excludes placement of an individual)
	Contract where total value is above £50,001 (min. 3 tenders)	Director, Assistant director or authorised deputies In consultant with corporate procurement team	Councils standing orders	Above £50,000 up to (social Services contracts £625,000 (NB, excludes placement of individual))
2.3	Departmental Financial Management including Budget Monitoring		Financial Scheme of Delegation	
2.4	Service Areas			
	s.17: One off or cumulative expenditure up to £2,000	Team Manager	Financial SOD	
	s.17: all cumulative payments over £2000 or one –off over £2000	Head of Service with finance officer / or Panel with accompanying documentation to provide financial audit trail or HOS if emergency	Financial SOD	
2.5	Write Off's			
	Writes off up to £1000	Assistant Director		Up to £1,000
	Writes off over £1000 and up to £5,000	Director and Head of Finance		Over £1,000 up to £5,000
	Writes off over £5,000 and up to £50,000	Joint report from Director and HOF for approval by Executive Member		Over £5,000 up to £50,000
	Writes off above £50,000	Joint report from Director and HOF for approval by Elected Mayor		Above £50,000

GENERAL

SCHEME OF DELEGATION

Branch Delegation Accountabilities:

	Accountabilities	Responsible Officer	Procedure Ref.	Financial Ceiling
3	Finance			
	All payments must be made in accordance with Financial regulations.			
3.1	Approval of Care Package	Team Managers	Financial Procedures	Up to £2000
3.2	Approval of Care Package	Panel with accompanying documentation (audit trail) or in emergency HOS		Above £2000
3.3	Approval of various allowances, e.g. adoption, SGO, CAO, etc	Panel with accompanying documentation (audit trail) or in emergency HOS		
3.4	Authorisation of cost of secure placement	DCS/Assistant Director / Secure Panel		
3.5	Petty Cash		Head of Finance	£100
4	Legal			
4.1	Decision to seek legal advice from Legal Section	Team Manager after discussion with Head Of Service		
4.2	Instruction to Solicitor in Proceedings	Experienced SW or Team Manager		
5	Complex Needs			
5.1	Complex Needs – Shared Funding (NB: excludes OOA placements – see 7.13)	Chair of complex needs panel/HOS		
5.2	Assessment (including continuing care)	Care Manager adult services /Social Worker		
5.3	Negotiation with Health to gain agreement in principle	Head Of Service; delegated to Team Manager		
5.4	Negotiations with other Agencies re Funding. Dispute with outcome	Head Of Service		
5.5	Transition of children with complex need including post 18 year funding.	Financial responsibility transferred on the young persons 18 th birthday.		
5.6	Aids and Adaptations (Children in Care)	Team Managers up to £2000		£2000

GENERAL

SCHEME OF DELEGATION

	Accountabilities	Responsible Officer	Procedure Ref.	Financial Ceiling
		Panel with accompanying documentation (audit trail) or in emergency HOS over £2000		Over £2000
6	Children's Social Care Practice Accountabilities			
6.1	Decisions on outcome of referrals and assessments	Team Manager		
6.2	Responsibility to assess case	Case Holder		
6.3	Responsibility to call a child's care planning or review meeting	Team Manager		
6.4	Chairing of child's care planning (CIN) meeting	Team Manager delegation to a Qualified and experience SW		
b	Chairing a non CLA review meeting	""		
6.5	Agreeing to accommodate a child with parental consent	Head Of Service, may be delegated to Team Manager		
6.6	Agreement to discharge a child who is accommodated under Section 20, 1989 Children Act	DCS/AD		
6.7	Decision to apply for an EPO (Emergency Protection Order)	Head Of Service following strategy discussion. In exceptional circumstances, where delay would place the child at risk, delegated to Team Manager		
6.8	Decision to instigate care proceedings in any court	Head Of Service In exceptional circumstances, where delay would place the child at risk delegated to Team Manager.		
6.9	Signing of applications to court Signing of care plans to court	Team Manager Team Manager / SW Consultant		
6.10	Court directed placements	Approved in retrospect via notification to Permanency Panel within one week.	Financial SOD	
6.11	Decision to apply for discharge of care order	Team Manager following CLA Review and appropriate consultation with HOS	CLA Procedures	
6.12	Monitoring care plans of Looked After Children	Team Manager of caseholder and Independent Reviewing Officers		

GENERAL

SCHEME OF DELEGATION

	Accountabilities	Responsible Officer	Procedure Ref.	Financial Ceiling
b	Monitoring care plans of non Looked After Children	Caseholder and Team Manager		
6.13			NCP Procedures	
a	Agreement to 'Needs and Outcomes' search externally	Team Manager/Social Worker		
b	Agreement to placement with ISPs	HOS		
c	Agreement to residential placement	HOS		
d	Authority to terminate or suspend placement as a consequence of challenging behaviour	HOS / delegated to team manager		
6.14				
a	To ensure statutory reviews of CLA are carried out as per Departmental policy	Snr Independent Reviewing Officer & Team Manager		
b	Authority to postpone a CLA Review beyond statutory time limits	Independent Reviewing Officer with Child's Head Of Service		
6.15	To chair statutory reviews of CLA	Independent Reviewing Officer		
6.16	Carrying out of statutory visits for CLA	Caseholder		
6.17	Ensuring statutory visits have taken place in accordance with legislation	Team Manager		
6.18	<ul style="list-style-type: none"> a) Missing children : notifying police b) Missing children : over 24 hours c) Missing children : over 72 hours d) Missing children : (decision to inform media) 	<ul style="list-style-type: none"> Team Manager / delegated to Social Worker. Team Manger & HOS. Missing and CSE Coordinator to be informed Team Manger & HOS. Assistant Director and Missing and CSE Coordinator to be informed Assistant Director/DCS 	Practice Guidance for Children/Young People Missing from Home/Care and Education in Torbay	
6.19	Charing of Complex Strategy Meetings	Relevant Head of Service		
6.20	Death of a child in care			
	<ul style="list-style-type: none"> - notifying the Director, Director OR AD will notify the lead member. - notifying the Assistant Director and HOS - Team Manager - HOS YOT/ IYSS - notifying Ofsted/HOS QA / 	<ul style="list-style-type: none"> Assistant Director Head Of Service Assistant Director HOS Quality Assurance in consultation with child's Head Of Service 		

GENERAL

SCHEME OF DELEGATION

	Accountabilities	Responsible Officer	Procedure Ref.	Financial Ceiling
6.21	Children Looked After. (NB: refer to out of hours service re. foster care) Consent to: immunisation/ vaccination (e.g. meningitis) Consent to emergency treatment Consent to surgery Consent to contraceptive treatment Consent to high risk medical treatment	Parent and/or Carer/Social Worker Parent and/or Carer/Social Worker Parent and/or Carer/Social Worker Parent and/or Carer/Social Worker Parent and/or Carer/Assistant Director		
6.22	Consent to marriage of CLA or Care Order	Parent and/or Head Of Service following consultation with Team Manager		
6.23	Consent to termination of pregnancy and HIV testing of CLA	Parent and/or Team Manager in consultation with young person (Fraser competent) If not Fraser competent, seek legal advice immed.		
6.24	Signing a passport application of CLA	Assistant Director/HOS (applicant signatory) Social Worker (countersignatory)		
6.25	Authorising a trip abroad for CLA	Team Manager in consultation with Head Of Service		
6.26	Authorising request for DBS checks on children's carers	Team Manager/Line Manager	HR Procedure on DBS Checks	
6.27	Informing Ofsted re. DBS check	AD		
	<i>NB Decisions in respect of children who are the subject of Court Proceedings (Civil or Criminal) are not delegated within the department as they remain within the jurisdiction of the Court. Children on a Care Order are those who are on a Care Order to Torbay Council.</i>			
6.28	Case allocation/closure	Team Manager / ATM		
6.29	Authority to place looked after children at home or with person who has parental responsibility.	Head Of Service (Placement of Children with Parents Regulations) Permanency Panel	AW to check regs	
6.30	Authority to place siblings separately long term in foster placement	Head Of Service following "sibling separation meeting" and subject to agreement of fostering service decision maker		
6.31	Authority to place siblings separately short term	HOS in consultation with Team Manager		
6.32	Authority to place children separately where Adoption is the plan	(Adoption Agency Decision Maker)		
6.33	Agreement to suspend contact (child on Care Order Section 34(6) Children Act 1989	Head Of Service with legal advice Team Manager with legal staff		

GENERAL

SCHEME OF DELEGATION

	Accountabilities	Responsible Officer	Procedure Ref.	Financial Ceiling
b	Notification of all persons concerned			
6.34	Contact at discretion of Local Authority ⁰	Team Manager following LAC Review		
7	Agency Decision Making			
7.1	Fostering: approving of Fostering Panel minutes	Head of Service		
7.2	Oversight / approval of new foster carer household	Head of Service		
7.3	Approval of foster carer annual review minutes	Head of Service		
7.4	Foster care exceptions	Head of Service		
	Connected person temporary approval as foster carers (Reg. 24)	Head of Service		
7.5	Agreement for Specific Child Support / transition Payment (in addition to fostering allowance)	HOS Permanence / Fostering Team Manager		Additional Tier 1 £224 Tier 2 £301 Tier 3 £400
7.6	Adoption: Children's plans for adoption (including Foster to Adopt)	Head of Service (delegated from AD / ADM)		
7.7	Change to child's plan for adoption	Permanence Panel then Head of Service		
7.8	Adopter approval and panel matches / business (e.g. disruptions)	Adoption Panel then ADM (Assistant Director)		
7.9	Secure Accommodation			
7.10	Making application to Assistant Director for Secure Accommodation	Team Manager		
7.11	Authority to endorse secure application	Assistant Director may be delegated to HOS		
7.12	Chairing of Secure Panel	DCS / can be delegated to Assistant Director		
7.13	Agreement for emergency 72 hour secure bed application	AD approval but secure panel / court date required before end of 72 hour period.	Children Act regulations	
8	Child Arrangement Orders			
8.1	Departmental agreement to apply for Children Arrangement Orders/ SGO	AD		
9	Child Protection Plans			
9.1	Subject child not being seen in first 24 hours	Team Manager to provide a rationale on case file as to not being seen.	Safeguarding Children Policy	

GENERAL

SCHEME OF DELEGATION

	Accountabilities	Responsible Officer	Procedure Ref.	Financial Ceiling
9.2	Subject child not being seen within 10 days of Conference	Team Manager to provide a rationale on case file as to not being seen		
9.3	Decision to reconvene ICPC within 24 months of previous de-plan	Head of Service		
9.4	Decision to initiate Section 47 Enquiry	Team Manager		
9.5	Decision to call Initial Child Protection Conference following Section 47 enquiry	Team Manager		
9.6	Decision not to call Initial Child Protection Conference following Section 47 enquiry	Team Manager		
9.7	Chairing of Initial Child Protection Conferences	Independent Reviewing Officer		
9.8	Chairing of Review Child Protection Conferences	Independent Reviewing Officer		
9.9	Delay of Child Protection Conference/Review beyond timescales	Head Of Service, with Independent Reviewing Service Manager to inform Assistant Director		
10	Disabled Children's Services			
10.1	Approval of care plan and allocation of resources including Direct Payment	Team Manager		
10.2	Agreement for Direct Payment up to £2000 in cumulative amounts Over £2000	Team Manager Head Of Service		
11	Care Leavers Service			
11.1	payments to care leavers	Team Manager YOT / IYSS		Up to £2000 Over £2000
11.2	Care Leavers allowance for independence	Head of Service , can be delegated to TM		""
11.3	Care leavers emergency payments (up to £400)	Team Manager YOT	Care Leavers Finance Booklet	£400
11.4	Care leavers emergency payments (above £400)	Team Manager, in consultation with Head of Service and DFU Principal Accountant. Retrospective approval by Head Of Service is permitted when it relates to housing costs, and there has been insufficient time to obtain these approvals in advance.	Care Leavers Finance Booklet	Balance available of the authorised imprest account
11.5	Care Leavers Grant (up to £1000)	Team Manager YOT	Care Leavers Finance Booklet	£1k

GENERAL

SCHEME OF DELEGATION

	Accountabilities	Responsible Officer	Procedure Ref.	Financial Ceiling
11.6	Equipment for further education	Head of Service		
11.7	Agreement to 'staying put'	AD/DCS		
12	Institute Proceedings in respect of school registration and non-school attendance		Under the terms of the constitution of HCC	
12.1	Proceedings under Section 443 of the Education Act 1996 for failure to comply with the School Attendance Order	Head of Education, Learning and Skills		
12.2	Proceedings under Section 444 of the Education Act 1996 for failure to ensure regular and punctual school attendance	Team Manager YOT/Head of Education, Learning and Skills		
12.3	Proceedings under Schedule 3, Paragraph 18 of the Children Act 1989 for failure to comply with directions given during the course of an Education Supervision Order	Team Manager YOT/ Head of Education, Learning and Skills		
12.4	Proceedings under Section 9 of the Crime and Disorder Act 1998 for failure to comply with directions given as part of a Parenting Order	Team Manager YOT/ Head of Education, Learning and Skills		
12.5	Issue Penalty Notices under Section 444A of the Education Act 1996 in respect of unauthorised absence from school	Team Manager YOT/ Head of Education, Learning and Skills		
12.6	Institute proceedings under Section 36 of the Children Act 1989 for an Education Supervision Order	Team Manager YOT/ Head of Education, Learning and Skills		
13	Professional Standards			
13.1	Responsibility to maintain professional standards in disciplines	PSW / SW Consultant/Team Manager		
14	Financial			
14.1	Approval of travel claims	Team Manager		
14.2	Approval of orders for equipment	Team Manager		
14.3	Approval of travel claims for CPD	SW Consultant/Team Manager		
14.4	Responsibility to ensure balanced budget	HOS can be delegated to TM		
14.5	Decision to write off equipment	SW Consultant/Team Manager		
14.6	Approval of application for courses and funding	SW Consultant/Team Manager		Within budget

Appendix 1: Management Communication Framework

Reporting to DCS / Assistant Director		By whom
Child death, open case or closed case	Immediately	HOS / TM
Child death: unknown child where abuse or neglect is suspected	Immediately	HOS / TM
Significant or serious injury which child is unlikely to recover from	Immediately	HOS / TM
Allegation against staff member	Within one working day	Snr IRO (LADO) / HOS
Significant or serious misconduct / grievance	Immediately	HOS / TM
Media enquiries	Same day	HOS / TM
Child missing after 24 hours: CP / LAC (whereabouts unknown)	Next working day	HOS / TM
Child missing after 72 hours: unknown (whereabouts unknown)	Next working day	HOS / TM
Prevent: referral of a child to Prevent / Channel panel Looked after child / child on CIN / CP plan	Next working day	HOS / TM
Youth Justice CSSPI report	Immediately	YOT Manager
Trafficked child: UASC or looked after child status	Next working day	HOS / TM
CP Unallocated cases	Within one working day	HOS / TM
Cases unallocated within one week	Working day 6	HOS / TM
Compliments/Complaints re: service provision received from other organisations / agencies	Within 5 days	Principal Business Manager
Staff health & safety serious injury	Within one working day	HOS / Line manager
Legal threat to authority / Judicial review	Immediately	HOS / line manager Principal Solicitor
Out of timescale CPC or LAC review	Same day	HOS QA
Reporting to Head of Service (as above)		By whom
Re-referral into MASH within 3 months	Within one working day	TM / ATM
ICPC within 24 months of a previous CP Plan	Next working day	SARS Business Support
CPC / LAC Review likely to be out of timescale	Within the week before due date	SARS Business Support
Statutory visits not within timescale	1 day out of timescale	TM / ATM
Inadequate Audit Finding	Same working day	Auditor
Outstanding Audit findings	Within 5 days	Auditor
Audit unable to be completed within timescale	Week before due date	Auditor
Complaint Response	At timescale or before	Response author
Proceedings / court reports not filed within timescale	Immediately issue known	Report author / TM / Senior Solicitor
Court proceedings out of timescale and/or change of plan	Immediately issue known	Case holding SW/ TM / Senior Solicitor
LAC arrangements <ul style="list-style-type: none"> • Risk of placement break down • Children with potential risk of 3rd move • Placement move • Respite placements over 8 days or 70 cumulative days • Family & Friends placement • CLA no school placement • 	Immediately issue known	Team Manager / Virtual Head
Care Planning: approved / signed off	At completion	Team Manager

Multi Agency Meetings: MARAC / MAPPA: non attendance must be covered – inform your HOS / HOS QA to ensure cover arranged	Immediately issue known	Attending staff member / manager
Allegation re: foster carer: HOS agrees move of child; level of investigation	Immediately issue known	TM / ATM
Recommendation to end CP Plan at first review	Supervision prior to period end	TM / ATM
Unresolved professional dispute / escalation re: Independent Chair / SW disagreement on CP plan / Ending Plan. HOS to resolve	Immediately issue known	TM / ATM
Professional dispute / escalation re: partner dispute regarding service delivery decision e.g. close case / refusal of CP approach HOS to resolve in line with TSCB Escalation Policy	Immediately issue known	TM / ATM
Care Proceedings: expectation that proceedings will be filed within 2 weeks of decision. Informed if otherwise	Immediately issue known	TM / ATM Relevant Solicitor / Senior Solicitor

Expectations (HOS)		
Issue	Action	Timescale
MP, Member or complaint via DCS	Draft response completed, overview by AD	within 10 working days
Complaint by parent / child	Draft response completed, overview by AD	within 10 working days
Case file audits	HOS responsible for all audits expected from relevant service area	By timescale – in QA Framework
Supervision file audits	HOS responsible for audits of Team Manager supervision records from service area	Six monthly: May November
Placement in year tracker meeting	HOS (Performance, QA and Permanence) to attend	Fortnightly meeting
Budget meetings	HOS to attend finance / budget meeting	Monthly meeting
Cover Arrangements	HOS responsible for ensuring adequate cover is in place to meet the needs of their service area	
All Staff		
Annual leave (see HR Policy)	A/L to be agreed in advance of booking TM's and ATM's should not have A/L at the same time A/L should be booked on my view	
Sickness absence (see HR Policy) (first day)	All staff to phone TM on first day of sickness Staff must not leave a message with business support, another team member or team manager.	
Sickness absence (see HR Policy) (subsequent days)	If self certifying, individuals must call TM on the first day and after 3 continuous sick days if not returning on the 4 th day of absence to update and advise including date of return.	
Flexi (see HR Policy)	Flexi will only be approved if it has been built up whilst in the office or with clients NOT working at home IF a specific piece of work is required to be completed at home, the HOS must approve first. Flexi must be booked in advance and NOT on the day. A maximum of 18.5 hours may be accrued in credit and a maximum of 7.4 hours may be accrued in debit. Debit balances must be brought up to 0 hours ideally	

	within the following fortnight and no longer than 4 weeks.
Working From Home	WAH should be approved in advance for completion of a specific piece of work. Service delivery is a priority & WAH can be refused or rescinded (WAH policy)
TM availability	TM should be available to staff by telephone when in work but off site. Court attendance may require cover arrangements
Meetings	Team Meetings must be prioritised by all staff Meetings should be attended promptly, ready to begin at the time allotted. All members should be 'present', ie. Not working on IPADs or Phones.
Duty Rota's:	Important to ensure that duty is covered, any difficulties report to TM for immediate resolution
Training / Development activities	If committed, training must be attended unless the Team Manager advises that you return for a case related issue. If cancelling staff must inform line manager and Workforce Development immediately.
Supervision	Supervision is a joint responsibility. It must be prioritised and both partners must be prepared for the session. Where cancelled, rebooking must take place immediately
Dress code	Staff must dress professionally and appropriately for their role, and to afford respect to our clients.. Footwear should be safe and meet our insurance requirements e.g. no flip flops or loose sandals. 'Court' expect staff to be dressed professionally to enable the worker to display gravitas and authority.
Contact with Elected Members / MP's	This must be via a HOS. Any message left for a staff member or TM should be diverted without response.
Press Office / Media Communication Team (see Corporate Policy)	Staff members should not talk directly to the press. All calls should be forwarded to the Media Comms team. Contact with the Media / Comms team will be done by AD or DCS unless delegated.

Appendix 2: Head of Service and Team Manager Oversight of Key Decision Points

MASH and Single Assessment			
Management Oversight	What needs to be done	Who by	Outcome
Decision Making in MASH	MASH specific audit tool to be used. 6 per TM every month 6 to be moderated by HoS every month.	Team Managers, QA by Head of Service	Internal thresholds remain consistent, well understood/applied and therefore children safe at front door
Re-referrals decision making	MASH to be responsible for all re-referral decisions across service	MASH managers	As above
Outcome of S47 investigations	Head of Service to have oversight of sample of cases on regular basis, to sign off and quality assure decision making.	Head of Service	Safe and consistent application of ICPC thresholds in Single Assessment team. Knowledge and application of S47 process ensured.
S47 enquiries leading to second period of CP planning within 24 months of closure	Head of Service to have oversight and decision making for all cases	Head of Service	Ensure safe and consistent decision making within CP process.
Audit activity	1 x monthly	Team Managers Assistant TM's	Regular case review and consistency of practice
QA of monthly audits	4 x monthly	Head of Service	Audit compliance assured, consistency of audit quality assured and analysis of ongoing practice
Personal/professional supervisions for staff	1 x monthly in SAT 1 x 6 weekly in MASH	Team Managers Assistant TM's	Ensure safe and reflective practice available to all staff
Initial visits to children to have management oversight	All initial visits in Single Assessment service to be authorised	Team Managers ATM'S	Compliance with timeliness and quality of initial visits to children
Exemptions of initial visit within 1 day (CP) or 5 day (CIN)	SW to record case note 24 hour following successful visit within timescales or on 5 th day if not occurred and notify TM and HoS.	TM to consider rationale. Head of Service to be made aware of and sign off all exemptions of 5 day visiting.	Compliance with practice standard, ensuring children seen in timely manner
Decision making re UBB where previous Legal Proceedings	Head of Service to be chair POEM on ALL such cases.	Head of Service	UBB managed well with good oversight of key decision making
Decision making re all	Head of Service to chair	Head of Service	All cases meeting legal

cases where PLO being considered	all POEMs		threshold have timely and effective oversight
All NAI or injuries to non-ambulant babies referred to service	Head of Service to have management oversight of initial decision making	Head of Service	All cases where serious and significant injuries identified have timely and effective oversight
Complex cases including FII, CSE with numerous children, complex child abuse investigation, allegations against a professional	Head of Service to ensure appropriate skilled and experienced social care manager/consultant social worker to chair strategy meeting	Team manager and/or Head of Service	All complex cases to have timely and effective management oversight

Management Oversight	What needs to be done	Who by	Outcome
IYSS			
Risk of custody cases	QA case file / sign off CP overlap / sign off	Head of Service	Minimise use of custody
Southwark	Sample audit SA	Head of Service	Ensure quality of Single Assessments
ATR approval / post 18 cost	Approval	HOS IYSS	Ensure budget planning
Audit Activity in Care Leavers Service	1x per month	Team Manager	Regular case review and consistency of practice
QA of Audits	1x per month in Care Leavers 3x per month in YOT	HOS IYSS	Audit compliance assured, consistency of audit quality assured and analysis of ongoing practice
Exemption of Care Leavers contact at every 2 months	Approval	HOS IYSS	Compliance with practice standard
Suspend Youth Justice National Standards	Approval	Team Managers	Compliance with practice standard, ensure risk is managed in the community
Pathway Plans	Approval	Team Managers	Ensure quality of work
Use of Bed and Breakfast accommodation	Approval	HOS IYSS	Minimise inappropriate accommodation use
Asset Plus Assessments and Plans	QA and Approval	Team Managers	Ensure quality of work
Panel reports	QA and Approval	Team Managers	Ensure quality plan
Court reports	QA and Approval	Team Managers	Ensure best outcomes

Safeguarding and Quality Assurance Service			
Management Oversight	What needs to be done	Who by	Outcome
Ensure that improvement is embedding	Introduce a data set of performance measures	Head of Service	Cultivate data and information for a learning organisation approach across the team
	Develop a PARIS report that captures agreed data set and monitors	PARIS Team	

	<p>compliance with practice standards</p> <p>Monthly team performance meeting</p>	Head of Service / Senior IRO	
Audit Activity	<p>Monthly dip sample/audit CP and CLA plans</p> <p>Review sections of children's services audits which relate to the service</p>	<p>Senior IRO</p> <p>Senior IRO</p>	Effective use of data and auditing to better inform practice
Observation of Practice	<p>Annual observation of CP Conferences and CLA Reviews</p> <p>360 feedback system to ensure that all areas of the multi-agency partnership are able to feedback on the quality of chairing including parents, carers and young people</p>	Head of Service	<p>Chairing is robust, consistent and complies with practice standards</p> <p>Data analysis / service user feedback is used to inform training, learning and service improvement</p>
Dispute Resolution Process	Monthly dip sample/audit of DRPs	Senior IRO	Effective challenge by IRO's
CSE / Missing	<p>HOS Chairs TSCB MET Subgroup</p> <p>Develop a PARIS report that captures agreed data set and monitors compliance with practice standards</p> <p>Annual thematic audit to look at the quality and impact of return home interviews</p>	<p>Head of Service</p> <p>PARIS Team</p> <p>Head of Service / CSE Coordinator</p>	Head of Service has strategic overview
LADO Activity	Bi-annual thematic audit of referrals and response	Head of Service	<p>Data analysis is used to inform training, learning and service Improvement</p> <p>LADO response is consistent and complies with practice standards</p>

Safeguarding and Supporting Families -

Management oversight	What needs to be done	Who by	Outcome
Embed improvement and compliance.	Sign off CIN and CP statutory visits.	Team Manager.	Evidence of compliance and quality. Ensure management oversight/frequency of visits at the correct level ie Minimum of CIN - 4 weekly. CP minimum of 2 weekly. Ensure that risks are managed and at an appropriate level ie CIN/CP/Legal intervention.
Audit activity	1 x monthly	Team managers Assistant TM's.	Regular case review and consistency of practice
Personal/professional supervisions for staff	1 x monthly	Team managers Assistant TM's.	Ensure safe and reflective practice available to all staff
Embed consistency and ensure the child's plan is progressing.	Sign off Core group minutes and CIN meeting minutes.	Team manager.	Safe and consistent application of thresholds throughout the child's journey.
Ensure that a clear rationale for decision making is recorded on the system.	Record decision and action to be taken and sign/date stamp to endorse.	Team manager, Head of Service.	Ensures oversight recorded.
Prior to the visit due date, sign off and notify Head of service that the statutory visit will be overdue.	Sign off exemptions for CP visits with action plan.	Head of Service.	Agree and have clear knowledge of children not visited when subject to CP planning and why.
Receive all CP reviews when recommendation for CP planning is to cease.	Sample analysis of these will be undertaken	Head of Service.	Provide consistent threshold.
QA of monthly audits	4 x monthly	Head of Service.	Audit compliance assured, consistency of audit quality assured and analysis of ongoing practice
Outcome of S47 investigations.	Head of Service to have oversight of sample of cases on regular basis, to sign off and quality assure decision making.	Head of Service.	Safe and consistent application of ICPC thresholds. Knowledge and application of S47 process ensured.
Complex cases including FII, CSE with numerous children, complex child abuse investigation, allegations against a	Head of Service to ensure appropriate skilled and experienced social care manager/consultant social worker to chair strategy	Team Managers Head of Service	All complex cases to have timely and effective management oversight

professional	meeting		
Decision making re: PLO and issuing of proceedings.	Head of Service to chair all POEMS.	Head of Service.	All cases meeting legal threshold have timely and effective oversight
All NAI or injuries to non-ambulant babies referred to service	Head of Service to have management oversight of initial decision making	Head of Service.	All cases where serious and significant injuries identified have timely and effective oversight.

Specialist Services			
Management Oversight	What needs to be done	Who by	Outcome
ADM	Agency decision making functions for fostering and adoption	Head Of Service	Knowledge of service quality and management oversight
Outcome of S47 investigations	Head of Service to have oversight of sample of cases on regular basis.	Head of Service	Safe and consistent application of ICPC thresholds in Single Assessment team. Knowledge and application of S47 process ensured.
Complex cases	Key involvement in Complex Cases Panel (DCT)	Head of Service	Understanding of placement options for DC Health partner financial contribution to complex placement cost
Complex cases including FII, CSE with numerous children, complex child abuse investigation, allegations against a professional	Head of Service to ensure appropriate skilled and experienced social care manager/consultant social worker to chair strategy meeting	Head of Service Team Managers	All complex cases to have timely and effective management oversight
Decision making re: PLO and issuing of proceedings.	Chair POEM on all cases	Head of Service	All cases meeting legal threshold have timely and effective oversight
Audit activity	1 monthly	Team managers / ATM	Regular case review and consistency of practice / understanding ourselves and the quality of staff practice
QA of monthly audits	4 x monthly	Head of Service	Audit compliance assured, consistency of quality assured along with analysis of practice.
Outcome of S47 investigations	Head of Service to have oversight of sample of cases on regular basis, to	Head Of Service	Safe and consistent application of ICPC thresholds in DCT / LAC

	sign off and quality assure decision making.		Knowledge assured.
Exemptions of initial visit within 1 day (CP) or 5 day (CIN)	SW to record case note 24 hour following successful visit within timescales or on 5 th day if not occurred and notify TM and HoS.	TM to consider rationale. Head of Service to be made aware of and sign off all exemptions of 5 day visiting.	Compliance with practice standard, ensuring children seen in timely manner
Exemptions	Sign off exemptions for CP visits	HOS	Agree and have clear knowledge of children not visited when subject to CP planning and why.
CIN and CP casenotes	Sign off CIN (4 weeks) and CP statutory visits (10 days)	TM	Evidence: compliance and quality. Ensure management oversight/frequency of visits at the correct level ie Minimum of CIN - 4 weekly. CP minimum of 2 weekly. Ensure that risks are managed and at an appropriate level ie CIN/CP/Legal intervention.
Core Group Minutes	Sign off Core group minutes and CIN meeting minutes	TM	Provide overview of care plan progression, escalate issues as appropriate.
ICPC	Sign off decisions to go back to ICPC within 24 months of closure	HOS	Overview of high risk cases in the service
Professional and personal Supervision for all staff	1 x monthly	TM & HOS	Ensure safe and reflective practice available to all staff
All NAI or injuries to non-ambulant babies referred to service	Head of Service to have management oversight of initial decision making	Head of Service	All cases where serious and significant injuries identified have timely and effective oversight.

Early Help and Targeted Services			
Who	Action	Outcome	
Management Oversight	What needs to be done	Who by	Outcome
Decision making re EH Assessments	Screen each early help assessment within 24 hours of receipt	TM & ATM	Evidence: safety, compliance and quality of assessments received. Thresholds remain consistent, well understood/applied for TAF working

			Ensure management Oversight to ensure timely decisions. Ensure that risks are stepped up to MASH
Every child has an Assessment and plan	Additional Information is gathered on child's assessment where necessary to support case allocation to Lead Agency.	TM & ATM	Case outcomes are clearly recorded post panel decisions Assessments and plans are created for each EH case requiring TAF Intervention
EH panel decisions	Cases meeting threshold for targeted intervention are presented at panel weekly. Multi-agency decision on Lead Agency to create TAF plan. Families and professionals clear about outcome of referral/assessment received.	TM & ATM	All cases requiring a TAF intervention are allocated to a Lead Agency via the EH Panel. Cases are allocated in a timely way to avoid drift and delay.
TAF Reviewing	Ensure that open early help cases are progressed by lead agency and reviewed regularly at between 6 and 12 weeks.	TM/ATM	Prompt / escalate issues as appropriate. TAF Reviews completed regularly to monitor progress of the family plan.
Audit activity	1 x monthly	Team Managers ATM's	Regular case review and consistency of practice
QA of monthly audits	4 x monthly	Head of Service	Audit compliance assured, consistency of audit quality assured and analysis of ongoing practice
QA of direct practice	Sign off Supervision Tracker for all case supervision with CCW's	TM's and ATM's Targeted Services	Ensures compliance of processes and delivery model. Avoids drift and delay Ensures case progress or problem solving for stuck cases.
ATR decisions	Attend ATR for referrals into FGC and FIT (where cases are remaining open on plan)	TM	Manager's oversight to Ensure cases meet threshold and criteria for service. Ensure cases are allocated with initial visits completely promptly to avoid drift and delay (IFSS within 3 working days,

			FIT/FGC within 5 working days)
QA of IFSS direct practice	Hold weekly case tracking meeting to ensure Manager's oversight and effective planning of cases.	TM. ATM & Senior KW's IFSS	Prevent drift and delay Ensure throughput of cases Reduce barriers to effective outcomes Problem solve 'stuck cases' with clear actions
Audit Activity	Complete monthly case overview and record Manager's oversight	Senior KW's	Ensure compliance with processes and procedures. Ensure quality of practice Reduce risk of case escalation Remove barriers to effective outcomes.
Decision making re Edge of Care	Sign off decisions making on edge of care resource at ATR	TM & HOS	Overview of high risk cases in the service Ensure cases meet criteria for service.