

Appendix 4 - Statutory Officers Protocol

Accountability Protocol for role of Director of Children's Services within the London Borough of Barnet

Introduction

In September 2014, the Chief Executive of the Council set out proposals to strengthen the commissioning capacity and leadership within the Council to address the strategic challenges facing the Council in the years ahead.

The proposals see the establishment of a new Strategic Director for Commissioning reporting to the Chief Executive with single accountability for the commissioning of Council functions and a focal point for the integration of commissioning with other public service providers. Reporting to the Strategic Director for Commissioning are four new roles of Commissioning Directors whose role is to provide clear accountability, capacity and subject matter expertise for the delivery of outcomes in line with Member priorities and in conjunction with partners and stakeholders. One of the Commissioning Director roles, covering Children and Young People will be the Council's designated Director of Children's Services (DCS).

This protocol sets out the accountability arrangements between the DCS in this proposed structure to the Chief Executive of the Council who retains the ultimate responsibility for the corporate leadership of the Council and is accountable for ensuring the effective steps are taken and the necessary capacity is in place to improve outcomes for children, young people across the full range of the Council's business.

Therefore it is imperative that the Chief Executive needs to be satisfied that the DCS is fulfilling their managerial responsibilities for safeguarding and promoting the welfare of children and young people.

This accountability protocol should be read alongside the Safeguarding Children Roles and Responsibilities Protocol for the London Borough of Barnet.

The role of the statutory Director of Children's Services

The Director of Children's Services (DCS) has the responsibility within the local authority, under section 18 of the Children Act 2004, for improving outcomes for children, local authority children's social care and education functions and local cooperation arrangements for children's services. The Commissioning Director for Children and Young People in undertaking the DCS role for Barnet Council will have professional responsibility for the leadership, strategic and effectiveness of children's services in the borough and is accountable for ensuring that:

- All children's services comply with statutory requirements, improving the wellbeing of children.
- Work by the local authority and its partners to safeguard and promote children's welfare are operating effectively.
- The needs of children and young people and their families and carers are assessed and that there are sufficient resources available to support the discharge of the statutory responsibilities of the council in respect of children's services.
- Children's services deliver improved outcomes for all children and on narrowing the gap in outcomes between groups.

- Schools and other educational settings work together and with others to improve attainment and well-being.
- The children's services provided or commissioned by the council are effective at meeting identified need, are well integrated, child and family orientated and directed towards achieving outcomes shared across agencies.
- All children within the Borough have access to a school place that meets their needs.
- The Lead Member for Children's Services and other elected members are supplied with full and accurate information about children's services in the borough and for children outside of the area for whom the authority is responsible.

In addition as a statutory member of the Health and Well-Being Board, the DCS has a clear role in driving the development of the local Joint Strategic Needs Assessment (JSNA). The DCS will promote the interests of children, young people and their families and will provide senior level leadership in the formulation of joint local commissioning plans for clinical and public health services with children's social care and education to address the identified needs within the JSNA and the Health and Wellbeing Strategy.

The DCS will make a key contribution to ensure that there are effective working relationships in place between the Health and Wellbeing Board, the Local Safeguarding Children's Board and the Children's Trust Board.

The DCS is a core member of the Local Safeguarding Children's Board and will liaise with the Independent Chair of the Safeguarding Board to ensure that the Council's safeguarding responsibilities are being effectively discharged.

The DCS will be the principal point of contact with the Department of Education, Ofsted, and all other relevant Government Departments in relation to any matters concerning children and young people. The DCS will be ultimately accountable through inspections or otherwise for ensuring the need of children and young people in the borough are being adequately provided for.

The Accountability Arrangement

Accountability to the DCS.

The DCS within Barnet will be responsible for commissioning children's services provided by the Family Services and Education and Skills Delivery Units of the Council as well as commissioning with partners a range of provision to improve the outcomes of children and young people in line with the Council's and Barnet Children's Trust Board priorities.

The Family Services Director and Education and Skills Director are formally line managed by the Chief Executive of the Council, but are accountable to the DCS. This accountability between the Delivery Unit Directors and the DCS is discharged through the following key mechanisms

- a) The DCS setting out in the Management Agreement, the outcomes and targets to be achieved by the service.
- b) The DCS will receive at least on a quarterly basis detailed performance and finance report providing information on outcomes, customer feedback, inspection findings, financial performance and service risks for Family

Services and Education and Skills. In line with the Council's performance management processes if a level 3 performance escalation is agreed by the DCS and Strategic Commissioning Board, the DCS will undertake the direct line management of the Council's internal delivery unit, until such point as performance levels have reached expected levels.

- c) The DCS has the right to request any service or financial information from the Delivery Units to enable the DCS to be assured that the Council's statutory duties are being met and that all aspects of the services (Family Services, Education and Skills, Commissioning) are working together effectively to meet the needs of children in the borough.
- d) The DCS will hold monthly safeguarding one to ones with the Family Services Director in line with the Safeguarding Roles and Responsibilities Protocol.
- e) The DCS will chair the Schools Standards Partnership Board or equivalent body to ensure that there are effective arrangements for school improvement in the borough.
- f) The DCS with the Chief Executive will be involved in the appraisal and performance management of the Family Services and Education and Skills Director. Performance objectives will be jointly set by the Chief Executive and DCS.
- g) The DCS will agree the internal audit programme for Children's Services in conjunction with the Assurance Director of the Council.

Accountability of the DCS to the Chief Executive

The DCS will be a member of the Council's Strategic Commissioning Board (Assurance) chaired by the Chief Executive whose role is to ensure that corporately there are appropriate and co-ordinated governance arrangements in place to ensure the effective delivery of Council's statutory functions. The Assurance Board will provide scrutiny and challenge in relation to delivery of statutory functions and ensure risk arrangement and systems of internal control across the council are effective. The DCS will provide a written report to each Assurance Board on the delivery of the statutory functions covered by the role of the DCS. The Chief Executive will use these meetings to hold the DCS to account for the performance of their statutory duties and the effective integration of services for children and young people in the Borough.

The DCS will present on quarterly basis a detailed performance and financial report to the Strategic Commissioning Board. The Strategic Commissioning Board will consider the recommendations of the DCS for any performance escalations under the Council's performance management framework. The quarterly performance report presented to SCB will then be considered by elected members through the Performance and Contract Management Committee of the Council and through submission to the Lead Member for Children's Services (LMCS).

The Chief Executive together with the Strategic Director for Commissioning will be involved in the enhanced appraisal regime for the DCS, enabling the Chief Executive to monitor the performance of the DCS and hold them to account for the exercise of their statutory duties and the effective integration of services for children and young people across the borough. The Chief Executive will be responsible for ensuring the involvement of the LMCS for the enhanced appraisal regime for the DCS.

Either the Chief Executive or DCS may request a meeting a meeting to discuss the DCS statutory role and effective performance of these functions. All such meetings will be minuted and records will be maintained by the Chief Executive and DCS as formal evidence base of assurance.

Accountability of the DCS to the Lead Member for Children's Services.

The DCS will be responsible for ensuring that the LMCS is able discharge their statutory role as being politically accountable for ensuring that the local authority fulfils its legal responsibilities for safeguarding and promoting the welfare of children and young people. The DCS will:-

- Be the senior Council officer for the Children, Education, Libraries and Safeguarding Committee (CELS)
- Support the LMCS as the Chairman of CELS to develop and implement commissioning priorities for children and young people in accordance with Council priorities
- Support the LMCS as Chairman of the Children's Trust to hold partners to account in respect of delivery of the Children and Young People's Plan
- To provide regular performance reports and written briefings on key policy areas to enable effective political leadership of the children's agenda.
- To support the LMCS represent the needs of Barnet Children and Young People at a local, regional and national level.

Accountability Protocol for role of Director of Adult Social Services within the London Borough of Barnet

Introduction

In September 2014, the Chief Executive of the Council set out proposals to strengthen the commissioning capacity and leadership within the Council to address the strategic challenges facing the Council in the years ahead.

The proposals see the establishment of a new Strategic Director for Commissioning reporting to the Chief Executive with single accountability for the commissioning of Council functions and a focal point for the integration of commissioning with other public service providers. Reporting to the Strategic Director for Commissioning are four new roles of Commissioning Directors whose role is to provide clear accountability, capacity and subject matter expertise for the delivery of outcomes in line with Member priorities and in conjunction with partners and stakeholders. One of the Commissioning Director roles, covering Adults and Health will be the Council's designated Director of Adult Social Services.

This protocol sets out the accountability arrangements between the DASS in this proposed structure to the Chief Executive of the Council who retains the ultimate responsibility for the corporate leadership of the Council and is accountable for ensuring the effective steps are taken and the necessary capacity is in place to improve outcomes for vulnerable adults across the full range of the Council's business.

Therefore it is imperative that the Chief Executive needs to be satisfied that the DASS is fulfilling their managerial responsibilities for safeguarding and promoting the welfare of vulnerable adults.

The role of the statutory Director of Adult Social Services

The Director of Adult Social Services (DASS) has the responsibility within the local authority, as set out in the statutory guidance, issued under section 7(1) of the Local Authority Social Services Act 1970, for improving outcomes for vulnerable adults, local authority adult social care functions and local cooperation arrangements for adult services, particularly in respect of partnership working with the NHS and the promotion of well-being. The DASS provides a specific focus on adults and this should involve a role in championing the needs and aspirations of adults and promoting wellbeing that goes beyond the organisational boundaries of adult social care.

The Commissioning Director for Adults and Health in undertaking the DASS role for Barnet Council will have professional responsibility for the leadership, strategic and effectiveness of adult social care services in the borough and is accountable for ensuring that:

- All adult social care services comply with statutory requirements and improve the well-being of vulnerable adults.
- Work by the local authority and its partners to safeguard and promote vulnerable adults welfare is operating effectively.
- The needs of vulnerable adults in the borough are assessed and that there are sufficient resources available to support the discharge of the statutory responsibilities of the council in respect of adult social care services.

- All young people with eligible long-term social care needs have been assessed and receive a service which meets their needs throughout their transition to becoming adults.
- Service users, their families, carers and the wider community are involved in the planning, design and provision of adult social care services.
- Adult social care services promote social inclusion and wellbeing.
- Adult social care services provided or commissioned by the Council are effective at meeting identified need, are well integrated, and directed towards achieving outcomes shared across agencies.
- Elected members are supplied with full and accurate information about adult services in the borough and for vulnerable adults placed outside of the area for whom the authority is responsible.

In addition as a statutory member of the Health and Well-Being Board, the DASS has a clear role in driving the development of the local Joint Strategic Needs Assessment (JSNA). The DASS will promote the interests of vulnerable adults and will provide senior level leadership in the formulation of joint local commissioning plans for clinical and public health services with adult social care to address the identified needs within the JSNA and the Health and Wellbeing Strategy.

The DASS will make a key contribution to ensure that there are effective working relationships in place between the Health and Wellbeing Board, the Safeguarding Adults Board, and the Partnership Boards.

The DASS is a core member of the Local Safeguarding Adults Board and will liaise with the Independent Chair of the Safeguarding Board to ensure that the Council's safeguarding responsibilities are being effectively discharged.

The DASS will be the principal point of contact with the Department of Health, CQC, and all other relevant Government Departments in relation to any matters concerning vulnerable adults. The DASS will be ultimately accountable through inspections or otherwise for ensuring the needs of vulnerable adults in the borough are being adequately provided for.

The Accountability Arrangement

Accountability to the DASS.

The DASS within Barnet will be responsible for commissioning adult social care services provided by the Adults and Communities Delivery Unit of the Council as well as commissioning with partners a range of provision to improve the outcomes of vulnerable adults in line with the Council's and the Health and Wellbeing Board priorities.

The Adults and Communities Director is formally line managed by the Chief Executive of the Council, but is accountable to the DASS. This accountability between the Adults and Communities Delivery Unit Director and the DASS is discharged through the following key mechanisms

- a) The DASS setting out in the Management Agreement, the outcomes and targets to be achieved by the service.
- b) The DAAS will receive at least on a quarterly basis detailed performance and finance report providing information on outcomes, customer feedback, inspection findings, financial performance and service risks for Adults and

Communities. In line with the Council's performance management processes if a level 3 performance escalation is agreed by the DASS and Strategic Commissioning Board, the DASS will undertake the direct line management of the Council's internal delivery unit, until such point as performance levels have reached expected levels.

- c) The DASS has the right to request any service or financial information from the Delivery Unit(s) to enable the DASS to be assured that the Council's statutory duties are being met and that services are working together effectively to meet the needs of vulnerable adults in the borough.
- d) The DASS will hold monthly safeguarding one to ones with the Adults and Communities Director in line with an agreed Safeguarding Roles and Responsibilities Protocol.
- e) The DASS with the Chief Executive will be involved in the appraisal and performance management of the Adults and Communities Director. Performance objectives will be jointly set by the Chief Executive and DASS.
- f) The DASS will agree the internal audit programme for Adult and Communities Delivery Unit and wider council functions supporting adult social care in conjunction with the Assurance Director of the Council.

Accountability of the DASS to the Chief Executive

The DASS will be a member of the Council's Strategic Commissioning Board (Assurance) chaired by the Chief Executive whose role is to ensure that corporately there are appropriate and co-ordinated governance arrangements in place to ensure the effective delivery of Council's statutory functions. The Assurance Board will provide scrutiny and challenge in relation to delivery of statutory functions and ensure risk arrangement and systems of internal control across the council are effective. The DASS will provide a written report to each Assurance Board on the delivery of the statutory functions covered by the role of the DASS. The Chief Executive will use these meetings to hold the DASS to account for the performance of their statutory duties and the effective integration of services for vulnerable adults in the Borough.

The DASS will present on quarterly basis a detailed performance and financial report to the Strategic Commissioning Board. The Strategic Commissioning Board will consider the recommendations of the DASS for any performance escalations under the Council's performance management framework. The quarterly performance report presented to SCB will then be considered by elected members through the Performance and Contract Management Committee of the Council.

The Chief Executive together with the Strategic Director for Commissioning will be involved in the enhanced appraisal regime for the DASS, enabling the Chief Executive to monitor the performance of the DASS and hold them to account for the exercise of their statutory duties and the effective integration of services for vulnerable adults across the borough.

Either the Chief Executive or DASS may request a meeting to discuss the DASS statutory role and effective performance of these functions. All such meetings will be minuted and records will be maintained by the Chief Executive and DASS as formal evidence base of assurance.

Accountability of the DASS to the Elected Members of the Council.

The DASS will be responsible for ensuring that the elected members are able to discharge their role as being politically accountable for ensuring that the local

authority fulfils its legal responsibilities for safeguarding and promoting the well-being of vulnerable adults. The DASS will:-

- Be the senior Council officer for the Adults and Safeguarding Committee
- Support the Chairman of Adults and Safeguarding Committee to develop and implement commissioning priorities for vulnerable people in accordance with Council priorities
- To provide regular performance reports and written briefings on key policy areas to enable effective political leadership of the children's agenda.
- To support elected members represent the needs of Barnet's vulnerable adults at a local, regional and national level.