

Dorset Children Thrive

Children's Services Delivery Model



Dorset
Council

Hello

“ I am privileged to hold the role of Executive Director for Children’s Services in Dorset. Our approach to how we will work with our children, families and communities is absolutely embedded in wanting to ensure Dorset is a place where all children thrive. I passionately believe that strengthening families and communities - ‘working with’ not ‘doing to’ is the key to unlocking potential and aspiration.

Our promise is that wherever you experience a member of our team you will be responded to with respect and in a spirit of working together and generous collaboration.

I look forward to working with you. ”

Theresa Leavy



Dorset Children Thrive

Our '**Dorset Children Thrive**' model for delivering Children's Services in Dorset brings together many services and support for children and families into six integrated locality teams across Dorset, supported by a central team of specialist services. **Our model...**

*In a rush?
There is a summary
available on page 7*

Puts children and families first



Puts children and families at the heart of everything we do

Gets it right first time



Focuses on getting it right first time and provides more early help

Makes services easy to access



Based locally in our communities, it's easy to access and delivered by multi-professional teams

Develops our skilled and confident workforce



Our skilled and confident workforce is well trained, supported and has a clear structure of accountability

Provides good quality, efficient services



Provides good quality, efficient services that reduces bureaucracy for staff and families and 'hand offs' between professionals

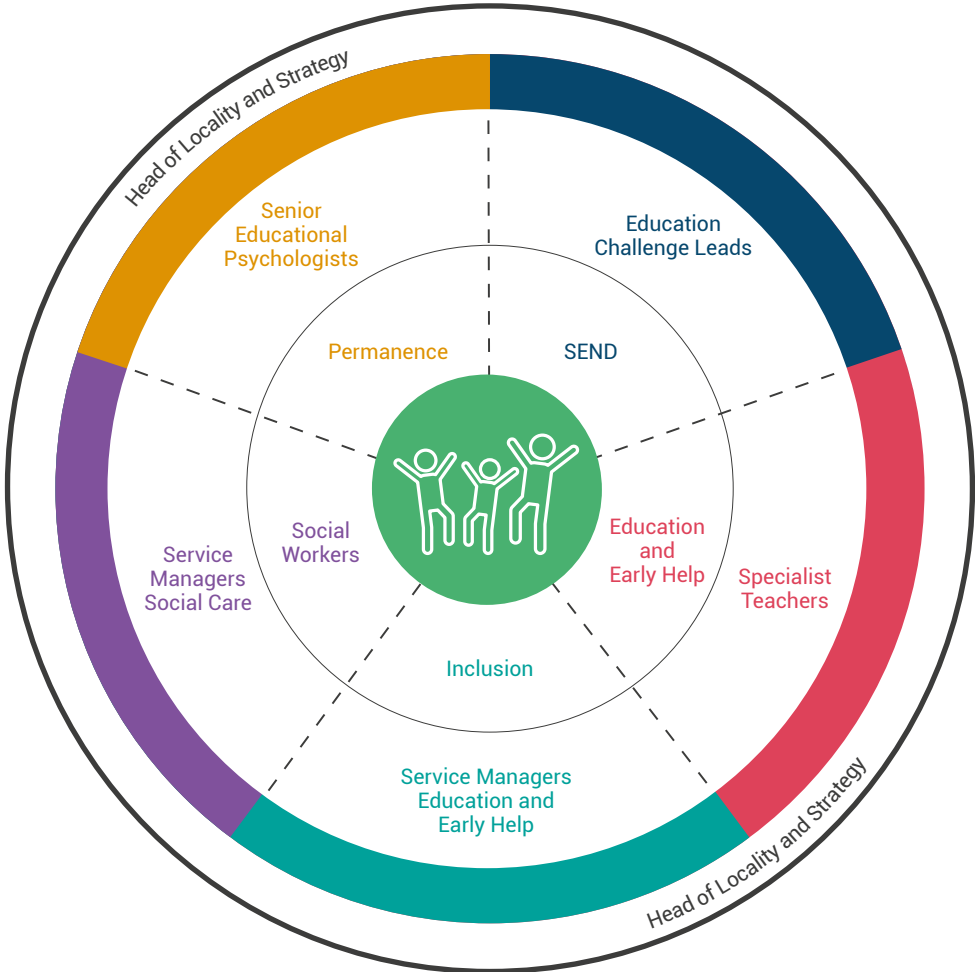
Measures success



Judges success by measuring how we have made life better for children and young people

Dorset Children Thrive Locality Teams

The **locality teams** bring together colleagues from across Early Help, Children's Social Care, Educational Psychology, SEND and Inclusion services under the leadership of Heads of Locality and Strategy. The areas reflect our Family Partnership Zones.



Through our integrated structure, colleagues work in multi-disciplinary integrated teams with a line manager for their locality. Matrix management arrangements (where staff report and consult with more than one person) are used so everyone in the team has access to the specialist support they need.

Working in partnership

Partnership is everything, we know we need to work together to support our children, young people and families. We work with partners on a day to day basis to support children and young people and to deliver our strategic plans and shared vision. Our vision is that *'together we will make Dorset the best place to be a child; where communities thrive, and families are supported to be the best they can be'*.

The Dorset Strategic Alliance for Children and Young People has developed a three-year **Children, Young People and Families Plan 2020-2023**, which launched in September 2020. The plan focuses on how we work together as a partnership to improve outcomes for children and young people in Dorset through our six priorities of:

- 1 Best Start in Life
- 2 Young and Thriving
- 3 Good Care Provision
- 4 The Best Education for All
- 5 Delivering Locally
- 6 Best Place to Live

As a partnership we are also working to strengthen and improve services for vulnerable children. We have developed a comprehensive **Strengthening Services Plan** with 31 projects that will deliver the improvements required. This work is led by the Strengthening Services Board, a multiagency executive level board.

Our strategic work on Safeguarding Children, in line with Working Together to Safeguard Children 2018 is undertaken by the Pan-Dorset Safeguarding Children Partnership. The Strengthening Services Board is Dorset's place-based delivery arm of the Pan-Dorset Safeguarding Children Partnership.

Through these strategic plans we are developing and introducing new pathways that have better outcomes for children and young people, with early identification and support at the heart.



Right help, right service, right time

Dorset Children's Advice and Duty, ChAD - The ChAD is our integrated 'front door' for all safeguarding concerns and early help referrals. Which includes an Early Help Hub and a multi-agency safeguarding hub (MASH).

ChAD is a consent-based model. When making contact with ChAD, professionals should seek consent from the child and/or parents/carers for information to be sought from and shared with partner agencies to inform the decision for assessment. The exception would be if seeking consent could place the child at risk of harm in which case a Consultant Social Worker should be consulted.

The ChAD is our 'front door' for all safeguarding referrals and Consultation Social Workers are available for telephone consultations.

Our ChAD also acts as a 'front door' for targeted Early Help Services and our advisers offer telephone consultations.

Call the ChAD on: **01305 228558**.

The Dorset MASH (multi-agency safeguarding hub) is also based within ChAD. It brings together professionals from different agencies and makes the best use of our combined knowledge to inform our decisions. Bringing these services together allows us to work more efficiently, as we can gather information in one place to inform decision making. We work closely with our partners to identify the right level of support, assessment and intervention required to manage risk, meet children and families' needs and avoid unnecessary escalation. Call the MASH on: **01305 228558**.

Early Help Link Workers are available to provide support and guidance and for local conversations, for example with schools. They continue to support and can provide guidance where there is a level of need for a specific service.

Supporting our SEND families – a graduated and person-centred approach

Our model focuses on providing the right support at the right time. This means having a graduated approach to supporting children and young people with special educational needs. We seek to review the needs of our children and young people to identify what support they need to achieve educational progress and successful outcomes.

Every child and young person has a different life experience. We think flexibly, support them in different ways and intervene early when things are not working. Through our 'assess, plan, do and review' cycle, we are ensuring that children and young people can be supported within their school setting. This is done in an inclusive way, creating safe, engaging and exciting learning environments, where children thrive. Working closely with our education community is vital to successfully embed this person-centred approach. Person-centred planning is a cornerstone of our joint working approach. We will continue to develop stronger relationships with children, young people and their families and continue to co-produce solutions that make a real difference.

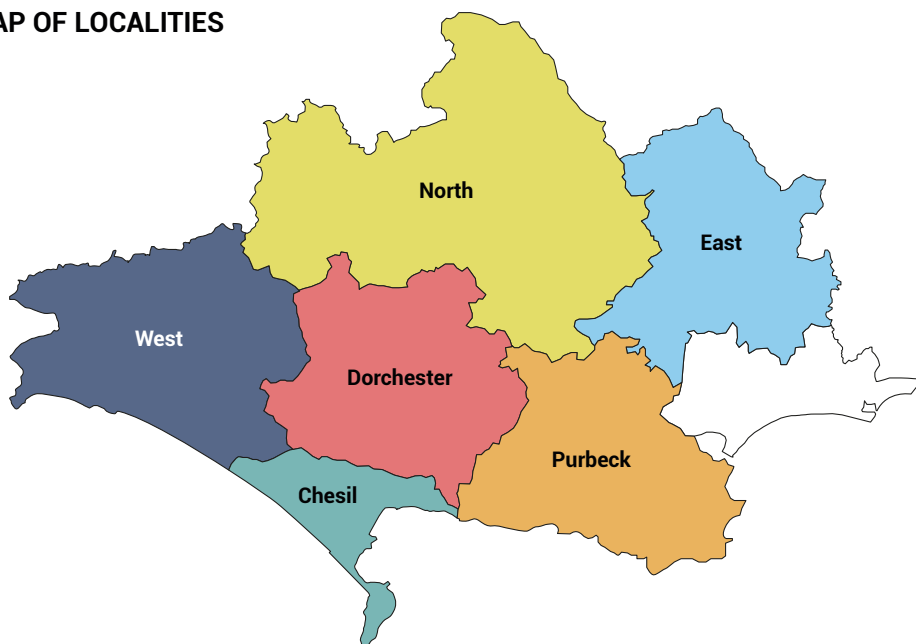
Together we are strengthening shared language across our education community about the importance of inclusion and person-centred planning. For information about accessing SEND Services, please follow the guidelines [here](#).

Dorset Children Thrive summary

Services are based in communities in six localities (West, North, East, Purbeck, Chesil and Dorchester). Services based in our localities include Early Help, Children's Social Care, Educational Psychology and SEND. There is an emphasis on supporting people to get the right help from the right part of the system.

Safeguarding concerns continue to be dealt with by our Dorset Children's Advice and Duty Team (ChAD). You can call **01305 228558** to speak to a social worker. An Early Help Hub and our Multi-Agency Safeguarding Hub (MASH) is based within ChAD. Early Help link workers continue to provide guidance, for example with schools.

MAP OF LOCALITIES



Meet the Team

Our Senior Leadership Team



Theresa Leavy

Executive Director for People - Children

Holds the Statutory position of Director of Children's Services and leads the team in Dorset



Claire Shiels

Corporate Director for Commissioning, Quality and Partnerships

Lead for...
Early Help
Commissioning
Governance and Quality Assurance
Strategic Partnership
Business Services



Sarah-Jane Smedmor

Corporate Director for Care and Protection

Lead for...
Children's Advice and Duty Service
Children in Need and Child Protection
Children in Care and Care Leavers
Fostering Services
The Harbour (including Edge of Care)
In-house Residential Services



Vik Verma

Interim Corporate Director for Education and Learning

Lead for...
Education and inclusion
Special Educational Need and Disabilities Services
Educational Psychology
Virtual School
Alternative Provision
Traded Services

Meet the Team

Locality Teams

Integrated teams with a wide range of disciplines working together to support children, young people and families in their locality. The teams will contribute to the existing Family Partnerships across Dorset.

Early Help

Family Workers (including family workers supporting children with special educational needs)

Targeted Youth Work

Children in Need, Child Protection, Children in Care and CAMHS social work

Education Challenge

Specialist Teachers

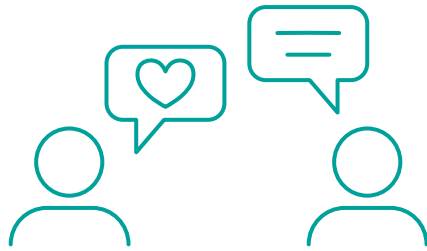
Inclusion Support

Activity and Parent Workers

Portage

Virtual School

Educational Psychologists



Meet the Team

Localities

Each area is led by a Head of Locality and Strategy. Locality Leads work closely together and form part of the **Dorset Children Thrive Extended Leadership Team**.

Locality	Head of Locality and Strategy	Contact details
Dorchester and West	Paula Golding	paula.golding@dorsetcouncil.gov.uk 01202 868237 dorchesterlocality@dorsetcouncil.gov.uk 01305 224220 westlocality@dorsetcouncil.gov.uk 01308 425241
Chesil	Amanda Davis	amanda.davis@dorsetcouncil.gov.uk 01305 224393 chesillocality@dorsetcouncil.gov.uk 01305 762400
East and Purbeck	Nicky David	nicola.david@dorsetcouncil.gov.uk 01202 868206 eastlocality@dorsetcouncil.gov.uk 01202 868224 purbecklocality@dorsetcouncil.gov.uk 01929 557000
North	Kath Saunders	kath.saunders@dorsetcouncil.gov.uk 01305 221614 northlocality@dorsetcouncil.gov.uk 01258 474036

Meet the Team

Dorset Children Thrive: Specialist Teams and service wide support

The colleagues below are responsible for a range of functions and services – where these are deployed at a locality level the function is in bold.

Position	Name	Contact details and responsible functions and services
Interim Head of Service Children in Care and Care Leavers	Louise Drury	louise.drury@dorsetcouncil.gov.uk 01305 228382 Corporate Parenting, children in care, edge of care and leaving care, Fostering, In-house Residential Services and Adoption
Principal Teacher	Lisa Linscott	lisa.linscott@dorsetcouncil.gov.uk 01305 228587 Virtual Head Teacher, Music Service, Physical and Medical Need, Advisory Teachers, Elective Home Education, Children Missing Education, Specialist Teachers, Education Challenge Leads, Virtual School Leads
Principal Educational Psychologist	Miriam Leigh	miriam.leigh@dorsetcouncil.gov.uk 01305 228320 Educational Psychology, Health and Wellbeing, Emotional Wellbeing, Vulnerable Learners
Service Manager for Education Services	Rick Perry	rick.perry@dorsetcouncil.gov.uk 01305 225292 Governor Service, Schools, Finance and Support, Pupil Place Sufficiency
Service Manager for Children's Advice and Duty Service	Emma Pleece	e.l.pleece@dorsetcouncil.gov.uk 01305 225831 Children's Advice and Duty – MASH and Early Help Hub, Out of Hours Emergency Duty Service
Service Manager Young and Thriving	Simon Fraiz-Brown	simon.fraiz-brown@dorsetcouncil.gov.uk 01305 224776 Targeted Youthwork, Young Carers, Youth Voice, Youth Tracking and re-engagement services

Meet the Team

Dorset Children Thrive: Specialist Teams and service wide support

Position	Name	Contact details and responsible functions and services
Service Manager for Harbour and Residential Services	Paula Bates	paula.bates@dorsetcouncil.gov.uk 01305 221494
Service Manager for Corporate Parenting and Care Leavers	Matthew Chislett	matthew.chislett@dorsetcouncil.gov.uk 01202 868257 Lead for Corporate Parenting, Children in Care and Care Leavers
Interim Fostering Services Manager	John Heron	john.heron@dorsetcouncil.gov.uk 01305 224664 Lead for Fostering Services
Interim Manager for Children who are Disabled Services	Ian Smith	ian.smith@dorsetcouncil.gov.uk 01305 225737 Lead for Children who are Disabled Services
Head of Quality Assurance and Partnerships	Karen Elliott	karen.elliott@dorsetcouncil.gov.uk 01305 228383 Local Authority Designated Officer function, Quality and Reviewing Officers (Child Protection, Children in Need and Children in Care - conferences and reviews), Quality Assurance, Safeguarding Children Partnership, Dorset Children Thrive Workforce Development

Continued ►

Meet the Team

Dorset Children Thrive: Specialist Teams and service wide support

Position	Name	Contact details and responsible functions and services
Head of Commissioning	Stuart Riddle	stuart.riddle@dorsetcouncil.gov.uk 01305 225539 Strategic Commissioning, Projects and Transformation, UK Resettlement Scheme, Sufficiency of Educational Provision including Post 16, Education Risk Analysis, Early Years Sufficiency and Quality, Information, Advice and Guidance (Family Information Services and Local SEND Offer), Sufficiency of Social Care Placements, Social Care Placement Brokerage, SEN Brokerage, Reducing Parental Conflict and Young and Thriving Service.
Service Manager - Strategic Partnerships	Richard Belcher	richard.belcher@dorsetcouncil.gov.uk 01305 221765 Strategic partnerships including Strategic Alliance Board, Children Young People and Families' Plan. Oversight of Performance Board, Quality Assurance and Performance Management Conference and Inspection readiness
Business Manager	Angela Brooker	angela.brooker@dorsetcouncil.gov.uk 01305 225632 Business Support and services to teams across the directorate

Services delivered across Dorset, both Dorset Council and BCP Council areas:

Service	Name	Contact details
Service Manager Aspire Adoption (on behalf of Dorset Council)	Michelle Whiting	michelle.whiting@aspireadoption.co.uk 0300 123 9868
Youth Offending Services Manager - Dorset Combined Youth Offending Service	David Webb	david.webb@bcpcouncil.gov.uk 07771 981325

Dorset Children Thrive

How it works in practice

Colleagues work in multi-disciplinary integrated teams with a line manager for their locality. Matrix management arrangements (where staff report and consult with more than one person) are in place so everyone in the team has access to the specialist support they need.

Heads of Locality and Strategy

- Each locality has a Head of Locality and Strategy (HOLS), they provide strategic leadership and have overall responsibility for staffing, resources and budget for their locality area
- Have a portfolio that they are the professional lead for, HOLs are experienced, qualified professionals for their portfolios
- Are decision makers for their portfolio areas
- HOLs with Portfolios for Social Care, Early Help, SEND and Education provide professional supervision to Service Managers from across the localities for their respective portfolio

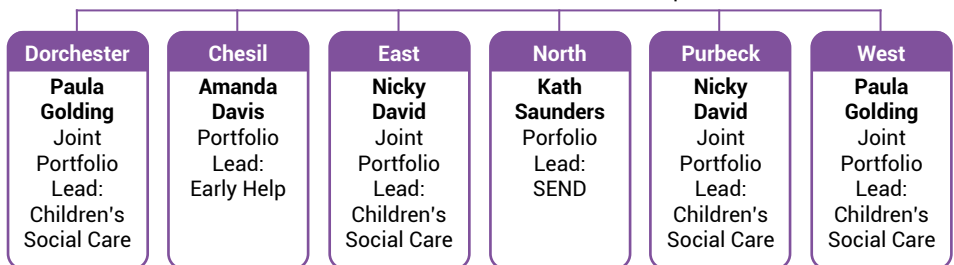
Locality Service Managers

- Are responsible for their respective portfolio and are the professional operational service lead for their respective teams within their locality
- Provide professional line management to Team Managers within their locality under their portfolio

Specialist Portfolio Head of Service, Service Managers and Principals

- These senior managers are responsible for specific strategic portfolios that cut across all localities
- Their portfolios include children in care, care leavers, Educational Psychology/SEND and the Virtual School
- They provide professional supervision where this is required e.g. to Educational Psychologists, Specialist Teachers

Dorset Children Thrive Localities - HOLs and their portfolios





Central Teams Alongside Locality Teams and services, Central Teams are in place:


- Children's Advice and Duty
- The Harbour and in-house residential services
- Fostering Service
- Children who are Disabled Service
- Commissioning, Quality, Strategic Partnerships and Workforce Development
- Business Support
- Education Services (e.g. Traded, Admissions)


Dorset Children Thrive

How we work together

 <p>Oversight</p>	<p>Leadership Oversight Meeting</p> <ul style="list-style-type: none"> • Dorset wide • Receives exceptions from Line of Sight meetings 	<p>Line of Sight Meetings</p> <ul style="list-style-type: none"> • In each locality • Child level meeting to discuss/decision make, wrap around support • Multi-disciplinary 	<p>Multi-agency Resource Panel</p> <ul style="list-style-type: none"> • Decision making and resource panel
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 <p>Working Together</p>	<p>Locality Step-up Step-down Meetings</p> <ul style="list-style-type: none"> • In each locality • To discuss warm handovers between early help and social care 	<p>Children Missing out on Education Meetings</p> <ul style="list-style-type: none"> • To discuss all children from all localities • There is also a children in care specific meeting 	<p>SEND and Alternative Provision Panel</p> <ul style="list-style-type: none"> • Line of sight for SEND provision and access to support and resource 	<p>Specialist thematic work with partners</p> <ul style="list-style-type: none"> • E.g. Court work, Children in Care, Child Exploitation and Youth at Risk etc.
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 <p>Meeting Together</p>	<p>Locality Management Meeting</p> <ul style="list-style-type: none"> • Attended by HOLS, Service Managers, Senior Educational Psychologists and Education Challenge Leads from the locality 	<p>Whole Locality Team Meetings</p> <ul style="list-style-type: none"> • Attended by all staff from across the locality 	<p>Team Meetings</p> <ul style="list-style-type: none"> • Service Managers meet with their Team Managers • Team Managers meet with their Teams 	<p>Operational day to day working</p> <ul style="list-style-type: none"> • Colleagues work together with each other and partners on a day to day basis supporting children and families • Through support, advice, guidance and joint working with children and families
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 <p>Continuous Improvement</p>	<p>Specialist Network Performance and Practice Development Meetings</p> <ul style="list-style-type: none"> • For Social Care; Early Help; Schools, Inclusion, SEND and Educational Psychology • Monthly meetings providing an opportunity for managers to come together to focus on their specialist/ portfolio areas 	<p>Dorset Children Thrive Quality Assurance and Performance Management</p> <ul style="list-style-type: none"> • Following discussion at Performance and Practice meetings, Senior Managers come together to discuss overall performance at Monthly Performance Board and Quality and Practice Action Group • All Managers to Team Manager level attend our quarterly Quality Assurance and Performance Management Conference
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