



Safe, Secure, Successful Progress Report of Implementation of Social Work Hub Model

31 March 2017



A hands-on approach to help children in Slough be
..... **Safe, Secure and Successful**

Message from Nicola Clemo, Chief Executive

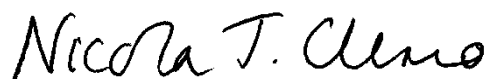
The Trust has had an exciting and full on first year during which time we have frequently met and spoken with many members of staff to listen to their views to help decide the future direction of children's services in Slough.

It was always a very ambitious plan but I am pleased to say that everyone stepped up to the challenge and SCST feels a very different place to this time last year. As promised, we have reviewed the direction and structure and, once again, thank all staff for the quality of the debate and the exceptional engagement in such a positive and constructive way.

This document sets out the 6 month review of the new model of delivery. You will see that we have listened and changed some of the plans in direct response to staff debates and feedback from the Ofsted visit in November 2016. We have, of course, kept the aspects of the model that are working well.

Hopefully you, the reader, will see from this report that we are keen to develop an environment which is evolutionary and we will change and develop according to new information and changing needs. The child's journey will decide work flows and senior managers will do everything they can to support the hubs and consultant social workers in providing the best quality of care for our children and families.

We continue to place the child at the heart of what we do to ensure every child in Slough is safe, secure and successful. Slough will be THE place to practice social work. This includes everyone who makes a contribution to making this work and to be proud that they are part of such a major transformation and proud to work in Slough.



Nicola Clemo
Chief Executive

REVIEW OF SOCIAL WORK HUB MODEL IN SLOUGH

1.0 Introduction

1.1 We do not intend to revisit the previous formal documents, dated 12 April 2016, and 3 March 2016, which clearly outline the:

- background and business case for change
- feedback from the informal and formal staff consultations
- details of the structure transferred over from Slough Borough Council.

This document provides:

- The 1 April 2017 version of Slough Children's Services Trust structure

2.0 Fundamental Purpose

2.1 But, let's remind ourselves of the fundamental purpose of Slough Children's Services Trust and the underpinning principles:

"Ensuring children in Slough are safe, secure and successful"

Our aim is to provide:

- **The best possible service** – Slough Children's Services Trust aspires to be an outstanding service in five years
- **The best possible outcomes for vulnerable children and families** – Ensure children and families are the focus of everything we do
- **The best possible support to staff** – To enable families to change and flourish

3.0 Principles underpinning the new model

3.1 The following principles apply to everything we do here at Slough Children's Services Trust:

- Interventions should be 'right first time' in order to provide timely and cost effective help to families
- Children and families should experience the fewest number of transfers of cases and 'handoffs' as possible
- Decisions about which part of organisation provides a service should balance the principle of fewest moves, with the need to ensure the hub/team with the most appropriate knowledge, skills and information is working with the child and their family
- Interventions should be timely, should help families become resilient and able to find their own solutions within the community
- Children should be listened to and their views taken on board about what they want and what difference interventions have made to them. Social workers

should consistently seek children's views through direct work and use consultation tools and questionnaires to gather information about children's views of the service they receive

- Only appropriate professionals should be involved in working with the child
- At the end of an assessment, where there is no need for social work involvement and the child's plan can be delivered by another agency, the child and family should be informed of which agency will provide services, and when and how the plan will be carried out

4.0 Review and evolution of Structure

4.1 See the revised structure at Appendix 1

4.2 First Contact will merge with MASH and has co-located well with Family Information and Resource Service. This front door service now operates from 8am – 7pm to enable completion of work within timescales (telephone lines, operate from 9am – 5pm).

4.3 The Urgent Response Hub 2 was dis-aggregated in December 2016 because it was creating delay in the Child Protection system and more Section 47 enquiries than were necessary. The staff involved agreed with this conclusion and moved to permanent positions in the rest of the structure.

4.4 P&I hubs have been amalgamated with Early Help Hubs, these "Enhanced hubs" called Early Intervention started in January 2017 and are showing early signs of providing a more flexible and appropriate service.

4.5 Child Protection hubs have continued to improve and lead the way in systemic practice.

4.6 After consultation with the relevant staff group the Children with Disabilities Hub and Resource Team have been amalgamated into one enhanced Children with Disabilities Hub.

4.7 It was quickly realised that Leaving Care needed 2 hubs if they were going to meet the need of the 179 Care Leavers in Slough. Children Looked After and Leaving Care Hubs started a soft launch in November 2016, while waiting for permanent staff to arrive. There are two Children Looked After Hubs and two Leaving Care Hubs and they completed the 5 day induction week on 3 February 2017. The capacity and screening for services will need to be reviewed in September 2017.

4.8 The pilot of the Prevention Pre-birth Hub 8 has been completed and a proposal for an Enhanced Court Hub has been agreed.

5.0 Organisation and Structure

5.1 This new structure was designed to deliver a high quality social care service to meet the needs and achieve better outcomes for children and families in Slough.

- Better and faster assessment due to timely sharing of information of staff in the hub, and a systemic approach. This is still work in progress given the P & I Hubs and Early Help Hubs have only just been merged
- Reduction in drift or delay, by weekly case discussions, joint/shared working, other disciplines/roles, access to additional tailored resources to meet needs and quicker response to need. All Hub meetings are happening and are at various stages of development
- Relationships with children and families are leading to better engagement in the work, by joint ownership/knowledge of cases, and different skills within the hubs which enable different and faster interventions. The hub coordinators need further development to enable systemic and consistent support to hubs
- Opportunities for improved practice by shared ownership, joint/shared work, group case discussion/supervision
- Better staff development offering opportunities for practitioners to become highly skilled while retaining practitioner status. All the staff group have had their 5 day induction, baseline systemic and Signs of Safety training
- An expectation that improved relationships, better inter agency working, more timely interventions and improved skill sets (and therefore practice) will lead to improved outcomes and faster case closures
- We are building community organisational capacity

6.0 The Slough Children's Services Trust Structure

6.1 The structure has six service areas:

- Operations
- Placement and Resources Service
- SEN
- Safeguarding and QA
- YOT
- Virtual School

7.0 Final Operations Model – Safe Secure and Successful

7.1 Head of Operations

A permanent Head of Service for Operations has been in post since June 2016. The post holder reports directly to the Chief Executive and supervises the group managers.

7.2 **Group Managers**

Five group managers (4 permanent) will provide a better strategic approach to the work plus provide the capacity at middle management level for oversight of practice, management of delivery, in addition to taking strategic leads for specialist areas in the child's journey, and linking with partner agencies. All group managers are required to attend at least one hub meeting every month.

7.3 **Consultant Social Worker**

Each hub will have a consultant social worker; they will be allocated all the children and young people in their hub. They will provide hub direction, day to day decisions and ensure supervision of hub members.

7.4 **Hub Co-ordinators**

Each Hub has a hub coordinator. They support the hub development and daily functioning. They are the key link to children, families and other agencies. They will report directly to the consultant social worker on day to day matters and supervision. Their personal and professional development will be overseen by the hub business support manager.

7.5 **Hub Business Support Manager**

The hub business support manager is responsible for the business support hub and in ensuring all business processes are efficient and effective. The role is instrumental in creating an accessible service.

7.6 **The Hub Clinician/ Primary Mental Health Worker**

There is a part-time hub clinician or PMHW in each hub (except MASH). They work directly with children and families adhering to the systemic model in the context of child protection and safeguarding.

Clinicians will have a range of clinical backgrounds including family therapists and psychologists.

7.7 **Hub Clinical lead**

The lead clinician line manages the clinicians/PMHW and provides professional/clinical supervision and professional development.

7.8 **Hubs**

There are 15 hubs and 1 team providing support to approximately 40 – 70 children. Each Hub has **core** staffing group:

- Consultant Social Worker
- Hub Coordinator

- Senior Social Worker
- Social Worker
- Family Support Worker
- ASYE
- 0.5 Clinician/PMHW

There is an expectation that the hubs will all have weekly hub meetings

7.9

Business Support Hub

There is a business support hub which provides business support services to the Operational service

7.10

Designation of the Hubs

Group manager 1 : Front Door

- Hub 1: First contact & MASH
- Hub 6: PAUSE
- Information and Resource Team

Group manager 2: Early Intervention

- Hub 3: Innovations
- Hub 4 & 5: Early Intervention

Group manager 3: Specialist

- Hub 7: Children with Disabilities
- Hub 8: Court

Group manager 4: Child Protection

- Hub 13 - 16: Child Protection

Group manager 5: Permanency

- Hub 17 & 18: Children Looked After
- Hub 19 & 20: Leaving Care(16+)

7.11 **Additional support for the hubs**

In addition there is a budget for resources to the hubs. This allows the purchase of additional specialist staff hours and community resources to meet the needs of individual children and circumstances, e.g. evening and weekend family support and specialist advice.

8.0 Early Help and Troubled Families

Early Help and Troubled Families is integrated into the enhanced Early Intervention Hubs 4 & 5 and has a key focus on multi-agency working at all levels of the children's system to better safeguard and respond to children and families' needs.

9.0 Statement of Purpose, Operational Processes and Principles

9.1 The following documents are available on the internet.

- A guide "what we do around here"
- Transfer protocol
- Threshold Document
- Delegation of authority
- Supervision and Reflective Practice Policy
- Transfer of staff policy
- MASH Operating Procedures
- Early Help Operating Procedures

10.0 Evaluation

The Trust's first year has been evaluated by the Department for Education and receives regular progress reports from Ofsted via monitoring visits.

Appendix 1: Hub Structure March 2017

