



## **Safe, Secure, Successful**

*“Building trust, improving relationships and achieving change for children, young people and families in Slough.”*

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End of Formal consultation document on proposals to develop a  
Social Work Hub Model for Slough Children’s Services Trust

## **Formal Response and Action Plan**

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Information for all staff

Tuesday 12 April 2016

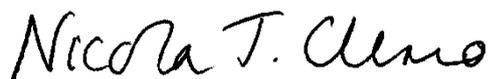
## Message from Nicola Clemo, Chief Executive

The Trust has been in existence for just six months, during which time we have met and spoken with many of you to decide the future direction of children's services in Slough. It was always a very ambitious plan to achieve everything we needed to achieve in this timescale but to have done so and survived Ofsted is no mean feat. We have undertaken both informal and formal consultations, held staff workshops, visited other places in the country to look at their social work delivery, held drop in sessions, arranged visits from consultant social workers and clinician's and we have discussed the plans at team meetings and 1:1's. The quality of the debate has been exceptional and I thank you all for engaging in such a positive and constructive way.

This document sets out the final plan and what the new model of delivery looks like. You will see that we have listened and changed some of the plans in direct response to your queries. Others have remained the same.

Hopefully you will see 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 will 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

## END OF FORMAL CONSULTATION DOCUMENT ON PROPOSALS TO DEVELOP A SOCIAL WORK HUB MODEL IN SLOUGH

### 1.0 Introduction

1.1 The purpose of the formal consultation was to ensure that staff and stakeholders were fully aware of the proposed detailed model and had the opportunity to comment and provide feedback. This end of consultation document represents the consultation and presents the detailed Hub Model in Slough having considered the formal responses that have been received. This document also provides the relevant information so that staff is fully aware of the plans for transition and implementation.

We do not intend to revisit the following information provided in the formal consultation document dated 3 March 2016:

- Background and business case for change
- Feedback from the informal staff consultation
- Details of the current structure

However, we intend to remind everyone of the:

- Fundamental Purpose of Slough Children's Services Trust
- Principles underpinning the new model

This document will provide:

- Detailed feedback on comments and frequently asked questions
- The Slough Children's Services Trust structure
- New model
- The wider trust structure
- Statement of Purpose, operational processes and principles
- Transition arrangements and implementation
- Completed Formal Consultation process
- Implementation of Formal Action Plan

1.2 The formal consultation period commenced on 3 March 2016 and ended at 4pm on the 4 April 2016. All responses, comments and questions were emailed to [sswmconsultation@scstrust.co.uk](mailto:sswmconsultation@scstrust.co.uk)

## 2.0 Fundamental Purpose

2.1 Our fundamental purpose is:

***“Ensuring children in Slough are safe, secure and successful”***

Our aim is to provide:

- **The best possible service** – Slough Children 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 To ensure our model focuses on the child’s experience the following principles are applied to how we want to deliver social work in Slough:

- 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 service 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 Feedback, comments and frequently asked questions**

4.1 During March 2016 formal consultation sessions were held to discuss the proposal of 15 Hubs and three teams, covering the journey of the child/ren. All permanent staff in the Trust were invited to attend specific sessions around the proposed structure, job descriptions; journey of the child; and by role i.e. senior social workers; social workers and newly qualified social workers. Drop in sessions and additional meetings on a group or individual basis were offered and provided and a specific meeting for all agency staff.

Staff have been interested, shown excitement and enthusiasm about working in the hub model. The contributions have been invaluable.

4.2 Although the primary focus was on Children in Need of Protection and being Looked After the following have been included in the formal consultation:

- First Contact with co-located Early Help duty, and the further development of MASH.
- Leaving Care Team in order to better meet the needs of our care leavers, and better engage our relevant partner agencies in this work.
- Children with Disabilities because of a need to have a clearer focus on safeguarding of disabled children and separate Children with Disabilities Resource Team based in the Special Educational Needs Service.
- Business Support Service

Informal Consultation for Early Help Services started on 10 March 2016 and will finish during April 2016.

All other services i.e. Placement and Resources, Safeguarding and Quality Assurance, Special Educational Needs and Youth Offending, have not been part of this phase of the redesign

## **5.0 Organisation and Structure**

5.1 This new structure is designed to deliver a high quality social care service to meet the needs and better outcomes of children and families in Slough. The new structure will be reviewed in six months to ensure it is meeting the demands and service intentions which are:

- Better and faster assessment due to timely sharing of information of staff in the hub, and a systemic approach.
- Reduction in drift or delay, by weekly case discussions, joint/shared working, other disciplines/roles, access to additional tailored resources to meet need, quicker response to need.
- Relationships with children and families leading to better engagement in the work, by joint ownership/knowledge of cases, and different skills within the hub that enable different and faster interventions. This further supported by the enhanced skills of the hub coordinator.
- 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 whilst retaining practitioner status.
- 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.
- Building community organisational capacity
- Committed to safeguarding in a commissioning mixed economy of care

## **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 New Model**

### **7.1 Head of Service for Operations**

A permanent Head of Service for Operations has been appointed, and their role commences in June 2016. They will report directly to the Chief Executive and supervise the group managers.

### **7.2 Group Managers**

There will be four group managers who will provide for 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.

Each group manager will manage four/ hubs, or team and supervise the consultant social workers. They will attend hub meetings on a monthly basis.

### **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 supervision of hub members.

#### 7.4 **Hub Co-ordinators**

There will be 16 hub coordinators which is a new role. They will support the hub development and functioning. They will report directly to the consultant social worker in each hub on day to day matters and supervision.

#### 7.5 **Hub Business Support Manager**

The consultant social worker and hub co-ordinator will be supported by the hub business support manager who will provide group supervision and professional development.

#### 7.6 **The Hub Clinician**

There will be a part-time hub clinician in each hub (except MASH). This is a new role who will 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**

One of the clinicians will take lead, line manage the clinicians and provide professional and clinical supervision access to professional development and relevant training. Whilst day to day work will be directed by the consultant social worker.

#### 7.8 **Hubs**

There will be 15 Hubs providing support to approximately 40 – 70 children per hub dependent on complexity of cases, staff skills and maturity of the hub.

Each Hub will have a **core** staffing group:

- Consultant Social Worker
- Hub Coordinator
- Senior Social Worker
- Social Worker
- Child and Family worker
- ASYE
- 0.5 Clinician

There is an expectation that the hubs will all have weekly casework discussions which will give hub members the opportunity to understand and influence the quality of service for children young people and their families.

## 7.9 Designation of the Hubs

Group manager : Safeguarding is everyone's business

- Hub 1: First contact
- Hub 2: MASH
- Hub 3: Children with Disabilities
- Hub 4: Pre –birth to Permanence

Group manager 2: Prevention and Intervention

- Hubs 5 – 8: Prevention and Intervention x four hubs, includes assessments, short term interventions and intensive support. The number of these hubs has been reduced by moving one to Child Protection during the formal consultation.

Group manager 3: Child Protection

- Hub 9: Urgent Response
- Hub 10 – 13: Child Protection x four hubs

Group manager 4: Permanency

- Hub 14 and 15: Children Looked After
- Leaving Care Team (16+)
- Practice Development Manager

## 7.10 Cover Arrangements

In order to provide cover for each other it is anticipated that the hubs will 'buddy', to provide cover for sickness, annual leave, training, meetings. i.e. this will allow for weekly case discussion meetings to be held with the hub coordinator taking the notes, whilst another hub coordinator takes messages, to ensure that children and families always have a contact point.

## 7.11 Additional support for the hubs

In addition there will be a budget for resources to the hubs. This will allow 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, young person's worker, additional child and family worker, psychiatrist. Whilst we transition to the new Social Work Model and structure, the Trust will retain the agency staff to ensure children remain safe.

## 8.0 The Wider Trust Structure

The new hub model will sit alongside many existing social care services, and those we are developing such as Edge of Care and specialist services for example Child Sexual Exploitation.

### 8.1 Children with Disabilities Resource Team

This team will support the work of hub 3 Children with Disabilities and also the special educational needs team. They will ensure the smooth delivery of support services, including direct payments and care packages. This team will be managed alongside the special educational needs team.

The team will consist of:

- Team Manager
- Senior Social Worker (additional resource added following feedback/responses received through formal consultation)
- Senior Occupational Therapist
- Occupational Therapist
- Occupational Therapist Support Officer
- Two x Child and Family Workers (including management of care packages)
- Short breaks co-ordinator (short breaks support for disabled children)
- Direct payments/personal budgets finance officer

### 8.2 Leaving Care Team

This team will develop a more robust and flexible 'wrap around' service to care leavers, provided at times when they need it, including weekends and evenings. The team will work with 16-25 year olds and the team composition will be:

- Team Manager
- Senior Social Worker
- Three social workers
- Five personal advisers
- ASYE
- Team Co-ordinator (additional resource added following feedback/responses received through formal consultation)

### 8.3 Business Support Team

There will be a business support team who can provide support for the Head of service and group managers. These business support officers would pick up some of the other administrative functions and tasks such as minute taking that could not be covered by the hub coordinators. They will provide resource for the panels. The hub business support manager would support and co-ordinate their work.

## 8.4 Early Help

It is envisaged that the new delivery model for Early Help needs to be integrated into and integral to the hub model and will have 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. Therefore informal consultation started on 10 March 2016 and will finish during April 2016.

## 9.0 Statement of Purpose, Operational Processes and Principles

9.1 A guide (Statement of Purpose) will be produced to explain the new structure and method of delivering social care services in Slough in more detail. Further work will include a full review of the internal operational protocols, procedures and guidance. The most urgent of this practice guidance will be provided alongside the Statement of Purpose:

- Transfer protocol
- Case allocation process
- Process for 'stepping down' cases
- Threshold Document
- Delegation of authority
- Supervision and Reflective Practice Policy
- Transfer of staff policy

## 10.0 The Methodology

10.1 We will adopt a systemic approach to working with the families and young people referred to Children's Social Care. (Statement of Purpose will provide more detail)

10.2 Working With Partners

We expect the Slough Social Work Hub Model to have a positive impact on our work with partners. We believe that it will allow us to build on our existing partnerships and enable us to continue to work together effectively to support and protect children and families in Slough

The weekly hub meetings will consider who else may be helpful to consult with, and provide an opportunity to invite partners to a specific discussion about a particular family where useful.

**N.B this model should not affect LSCB procedures and all existing multi-agency meetings including Children in Need and Core Groups will continue and will provide a forum for information sharing and partnership working.**

## 11.0 Transition Arrangements and Implementation

11.1 Our aim is to cause as little disruption to families as possible, whilst ensuring we keep the service safe during the change period. We have therefore started a full risk assessment of all children and young people open to teams currently, with a view to social workers taking children and young people with them into their new hubs to complete any planned work.

In the transition phase it has been agreed that we will retain agency staff to provide additional cover and capacity whilst the hubs develop. This will allow us to put in additional resources to individual hubs to meet emerging needs.

In order to support consultant social worker in their role we will have additional management capacity to support performance management.

### 11.2 Timelines for hub implementation

April 2016	Hub training and development plan Informal consultation for Early Help Cleansing of ICS and risk assessment for safe case transfer Internal Recruitment/slotting of permanent staff
May 2016	Formal consultation for Early Help External recruitment for permanent staff Begin implementation of Hubs 4 - 13 Launch Care Leavers Team Safe transfer of Children and Families
By 30 June	Transformation and integration of Early Help Hub 9 – 13 and Care Leavers Team Implemented Full implementation of Hubs four - 8 to be confirmed
4 July 2016	Launch of New Service Implementation of Hubs 1, 2, 14 and 15 Recruitment of ASYE's for 2017
By 30 Sept 2016	Review management of demand; meeting improvement targets and safe case transfer
By 31 Dec 2016	Review progress of implementation, safe case transfer, management of demand and meeting improvement targets
By 31 March 2017	Review progress of implementation, safe case transfer, management of demand and meeting improvement targets

### 11.3 Skills assessment, skills gap analysis and allocation to the hubs

We are in the process of conducting a review of our existing training offer, with a view to developing a revised training programme that will support the key competencies, skills and knowledge required to support practitioners working in the new structure. Systemic training has been commissioned. Analysis from the Career Pathway Planning Interviews will help determine some of our training/development needs.

#### 11.4 **Evaluation**

We need to work alongside the Department of Education who have been commissioned to undertake a longitudinal evaluation of the Trust model. This is likely to start in May 2016 and will consist of qualitative; quantitative research plus interviews with social workers children and families.

#### 11.5 **Financial Implications**

The decision to develop a Social Work Hub Model in Slough has not been driven by costs savings, but by a desire to improve practice and outcomes. The model will be funded from the current budget; this includes planned investments in future years to complete implementation.

#### 11.6 **Impact on Children, Young People and Families**

Over the years most comments we receive from young people and their families who are unhappy about their service include:

- Poor communication from staff about decisions or recommendations that affect their lives
- Not seeing or being able to contact the Social Worker
- Resources not being awarded and the reasons for this not being communicated
- Appropriate procedures not being followed

We believe that the impact of the hub model on children, young people and families will be positive and result in them experiencing a more complete and responsive service to address some of their most common concerns.

In the new model, all hub members will know the families that it supports and therefore work with them will not have to stop if a member of the hub is on leave or unwell. The hub co-ordinator will play a pivotal role in the hub and will be a key contact for the children and families the hub supports.

The model prioritises and enables a hub to build relationships with the children and families that they work with. This is possible because the model affords practitioners the opportunity to spend more time working with the families they support, helping them understand what options are available and supporting them to make the right choices.

### 12.0 **Implications for Staff**

#### 12.1 **Overview**

This is a significant redesign of how children's social work is delivered within Slough through the Trust. Staff will need to be committed to the relationship based model.

## 12.2 Posts in Model and Headcount

<b>New Posts</b>	<b>No. of Posts</b>	<b>Grade</b>	<b>Head Count +/-</b>
Head of Operations	1	SM131 – 134	+ 1 post
Group Manager	4	SM111 – 114	+ 4 posts
Consultant Social Worker	15	L9	+ 15 posts
Practice Development Manager	1	L9	+ 1 post
Hub Business Support Manager	1	L8	+ 1 post
Hub Co-ordinator	16	L6	+ 16 posts
Child and Family Worker	19	L6	+ 19 posts
Clinician (including lead)	7	L8 pts 42 and 44	+ 7 posts
Clinical Lead (work as a clinician that provide professional development to the Clinicians)	1	Health grade 8	+ 1 post
Team Manager	2	L9	+ 2 posts
Direct Payments Officer	1	L6	+ 1 post
Short Breaks Co-ordinator	1	L5	+ 1 post
		<b>Total</b>	<b>+69 posts</b>

## 12.3 Deleted Posts

<b>Deleted Posts</b>	<b>No. of Posts</b>	<b>Grade</b>	<b>Head Count</b>
Head of Service: Front door, PACT and Early Help	3	SM111 – 114	-3 posts
Practice Manager	12	L9	-12 posts
Consultant Practitioner	11	L8	- 11 posts
Business Support Manager	2	L6	-2 posts
Customer Service Officer	3	L5	-3 posts
		<b>Total</b>	<b>-31 posts</b>

## 12.4 Posts unchanged ( increased/decreased in numbers)

<b>Posts Unchanged</b>	<b>No. of Posts</b>	<b>Grade</b>	<b>Head Count</b>
Senior Social Workers	20	L8pts 42and44	+ 12 posts
Social Workers	17	L7	-39 posts
ASYE's	13	L7pt 36	+6 posts
Personal Advisor	5	L6	+ 3 posts
Business Support Officers	7	L4	- 3 posts

## 12.5 **Minimising Uncertainty**

The Trust has endeavoured to keep to an absolute minimum the number of people placed “at risk” of redundancy. Where practicable, the Trust also was keen to minimise uncertainty. The most common steps to minimise redundancy and uncertainty are dealt with below.

## 12.6 **Assimilation**

The following posts are assimilated and offered as follows:

- Practice Manager x eight to Consultant Social Worker x15 (seven vacancies)
- Team Manager Leaving Care Team

## 12.7 **Ring-fencing**

The following posts are ring-fenced and offered as followed:

- Head of Service PACT and Early Help to HoS or slots into Group Manager role
- Consultant Practitioners x six to the Consultant Social Worker role or slots into Senior Social Worker
- Business Support Managers x two to Hub Business Support Manager and Hub Co-ordinator roles
- Business Support Officers and Customer Services Officers to the Hub Co-ordinator roles or BSO role

## 12.8 **Transfer protocol**

The new transfer of staff protocol allows for two transfer windows per year to allow permanent staff to move hubs by expressing an interest. This will be managed by the head of service and group managers, to ensure the service is appropriately resourced. This will support with professional development.

## 12.9 **Expression of Interest outcomes**

Employees “at risk” have sent their expressions of interest. If these individuals have met the specification they will be invited to a selection process for the role. The assessment process could include interview, written assessment and psychometric tests.

Of 74 individuals covered by the proposed restructure 53 individuals (71.6%) have been assimilated/slotted into roles. Where individuals have been assimilated, there will be a discussion with each individual to advise them of which Hub they have been assigned to, taking into consideration the area where they are currently working.

21 (28.4%) individuals whose role has either been deleted or, there are less of the roles required in the new structure, have been ring-fenced to express an interest in other roles.

There are more posts available at varying levels than there are people, with significant opportunities for promotion to CSW roles or Hub Co-ordinators.

#### **12.10 Recruitment to new posts**

All posts that remain vacant following the restructure will be advertised in accordance with the Trust's recruitment policy.

#### **12.11 Redeployment opportunities**

The Trust will look at re-deploying staff facing redundancy into suitable alternative posts. Redeployment will not be applicable where voluntary redundancy is applied for and agreed.

If you are re-deployed to a lower graded post, which is one grade below your existing grade, you will receive preservation of earnings for three years upon the date of implementation. This will be achieved by freezing your salary at the current level. Your pension will not be affected for this period.

#### **12.12 Suitable alternative employment**

Where an offer is made of suitable alternative employment in relation to this new structure and it is unreasonably refused, there will be no entitlement to a redundancy payment.

Where matching or re-designation is proposed, such proposals are deemed by the Trust to constitute offers of suitable alternative employment.

#### **12.13 Redundancy**

Individual meetings will be arranged with employees whose posts are identified as redundant, with Joanne Hatfield, Head of HR, to discuss support and advice available during the notice period. This will include:

- access to support in finding alternative employment
- paid time off to attend interviews
- access to counselling support

### 13.0 Formal Consultation process

13.1 The Trade Unions were consulted and taken through the proposals and how these will impact on the staff group, as part of that consultation process and the following timetable followed:

Dates	Action
Thursday 3 March 2016	Commencement of formal consultation. Proposals issued to affected staff and Trades Union.
Thursday 3 March 2016	Staff Briefings to affected staff led by Nicola Clemo: 9.30am – 10.30am room one SMP 2.00pm – 3.00pm room one SMP
Throughout consultation period 15 March 2016  21 March 2016 22/23/24 March 29 March 2016  1 April 2016	1-2-1s requested by staff with HR or Project Manager Agency Staff consultation Group Manager Job description Consultant Social Worker Job description Hub Coordinator Job description Clinician Job description Practitioners consultation on Childs journey Drop in Sessions 9.30 – 12.30 SMP Evaluation consultation with David Wilkins Expression of Interest Workshop Final date for consideration of any voluntary redundancy requests and individual meetings with HR Consultation for no change staff Young Peoples consultation
Monday 4 April	Any appeals and Expression of Interest Forms to Joanne Hatfield, Head of HR by 4pm via email
Monday 4 April	End of formal consultation period and any formal responses submitted to <a href="mailto:sswmconsultation@scstrust.co.uk">sswmconsultation@scstrust.co.uk</a>
5 – 8 April 2016	Senior Managers consideration of all comments, suggestions and expression of interests received

### 14.0 Implementation of Formal Action Plan

Dates	Action
Tuesday 12 April	End of Consultation meetings Formal Action Plan starts Confirmation into Post for roles not affected Send documentation out to all affected staff not in work
	Interview of Ring-fenced Head of Service Operations
18/19/20 April	“How hubs work” – Drop in sessions with Jamie Barton
19/20 and 21 April	Interview Skills workshops

21 April	Rachael Watson visiting the Trust
w/c 18 April	Interview / Assessment of Ring fenced Group Managers
w/c 25 April	Interview / Assessment of ring fenced Consultant Social Workers and Practice Development Manager
w/c 2 May	Interview / Assessment of Senior Social Workers
w/c 2 May	Interview / Assessment of Hub Business Support Manager
w/c 8 May	Interview / Assessment of Hub Coordinators
May 2016	Followed by open recruitment to vacant posts