



Safe, Secure, Successful

End of formal consultation

12 April 2016

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

Safe, Secure, Successful

A way of delivering social work to children and families in Slough which:

- Listens to children and puts them at the centre of our work
- Gets it 'right first time'
- Is evidence based
- Has the fewest numbers of transfers/hand offs
- Keeps skilled practitioners at the front line
- Involves only appropriate professionals
- Ensures feedback to children, young people and families

End of formal consultation: What have we done?

- Invited permanent staff to four workshops to consider the new job descriptions i.e. Group Manager; Consultant Social Worker; Hub Coordinator; Clinician
- Three information sessions – for all permanent social workers to consider the new way of working
- Workshops - to undertake detailed work on the model, in particular the child's journey
- Visit to Stoke-on-Trent City Council – to speak with practitioners about what has made a difference and how
- Weekly communication
- Meeting with all agency staff

End of formal consultation: What have we done?

- Evaluation consultation with David Wilkins and Department for Education
- Expression of interest workshop
- Young people's consultation
- HR 1:1 sessions for individuals who have requested them
- Commissioned an experienced Consultant Social Worker to help with development
- Commissioned systemic training
- Identified the change champions
- Drop in Sessions – very well attended

Feedback and Comments

Positive about
the model and
excited to be
involved
CIN Service

CWD Resource
Team is a good
plan
LLD Team

Greatly support the
move to a systemic
hub model Early
Help Service

Change needs to
happen
CIN Service

Welcome hubs and
the increase in
Clinician resource
PACT Service

Hub Co-
ordinators
positive
change
BSO Team

Priorities and
Principles are
good
LDD Service

You said: we did

Following the end of the formal consultation comments/feedback and alternative proposals regarding the proposed model were received from individuals and from teams.

Full details are appended to the final end of consultation document, setting out the proposal/comment with a response either accepting the proposal or providing a rationale as to why it was rejected.

Formal action plan

Still to do:

Interview workshops:

19 April 2016	10am-12noon	Meeting room four
20 April 2016	10am-12noon	Meeting room four
20 April 2016	2pm- 4pm	Meeting room nine
21 April 2016	10am-12noon	Meeting room four

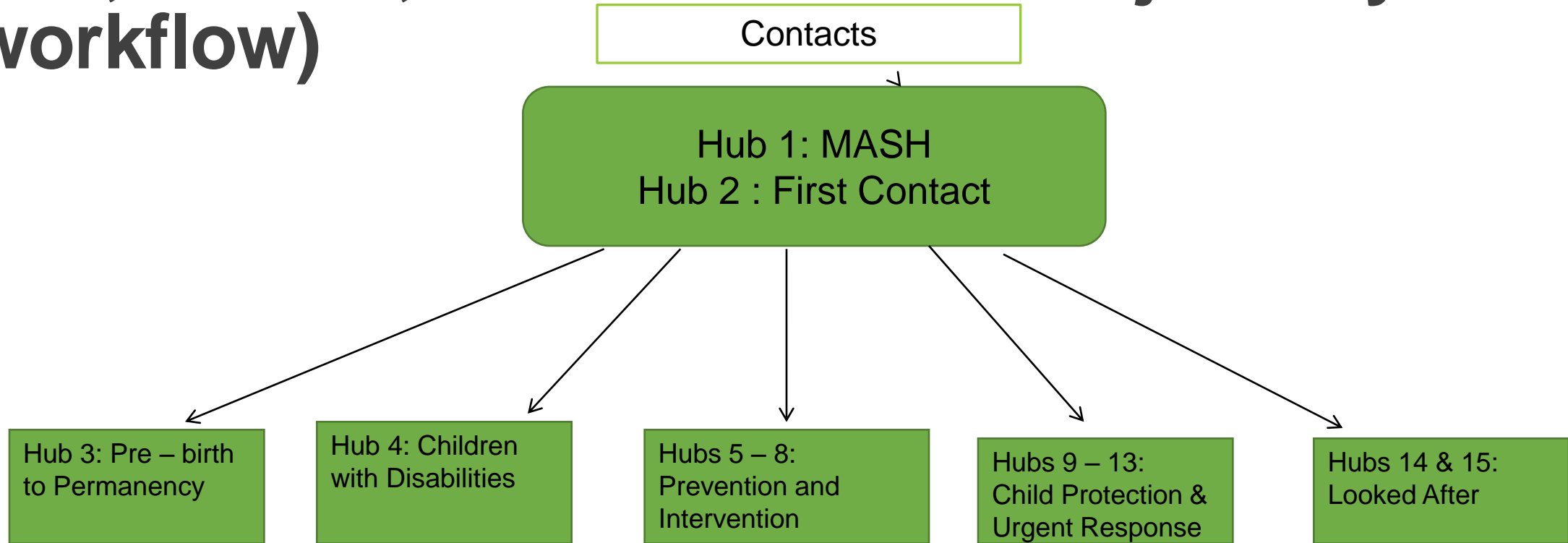
- Recruitment and selection of permanent staff taking the opportunity for promotion
- Recruitment and selection of any other internal / agency staff interested in the vacancies

Formal Action Plan

Still to do:

- Implementation of new Staff Transfer Policy
- Statement of Purpose; transfer document; templates for Hub meetings; delegated decisions;
- More detailed planning on the agreed Hub Implementation Timeline
- Hub seating arrangements and Hub meeting rooms
- “Solve it” process
- Continuous improvement, review and valuing of staff
- *“How the model works”* with Jamie Barton

Safe, Secure, Successful: child's journey (workflow)



ADDITIONAL RESOURCES / TEAMS

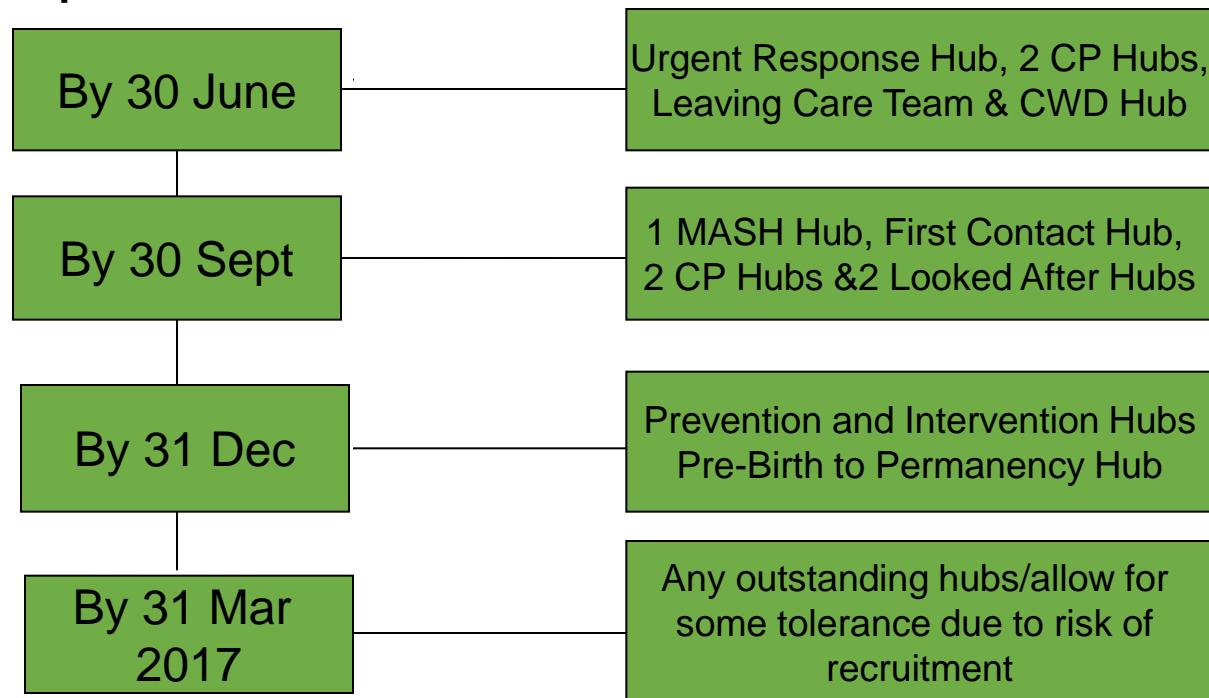
Leaving Care Team
Children with Disabilities Resources Team
Business Support Officer Team

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

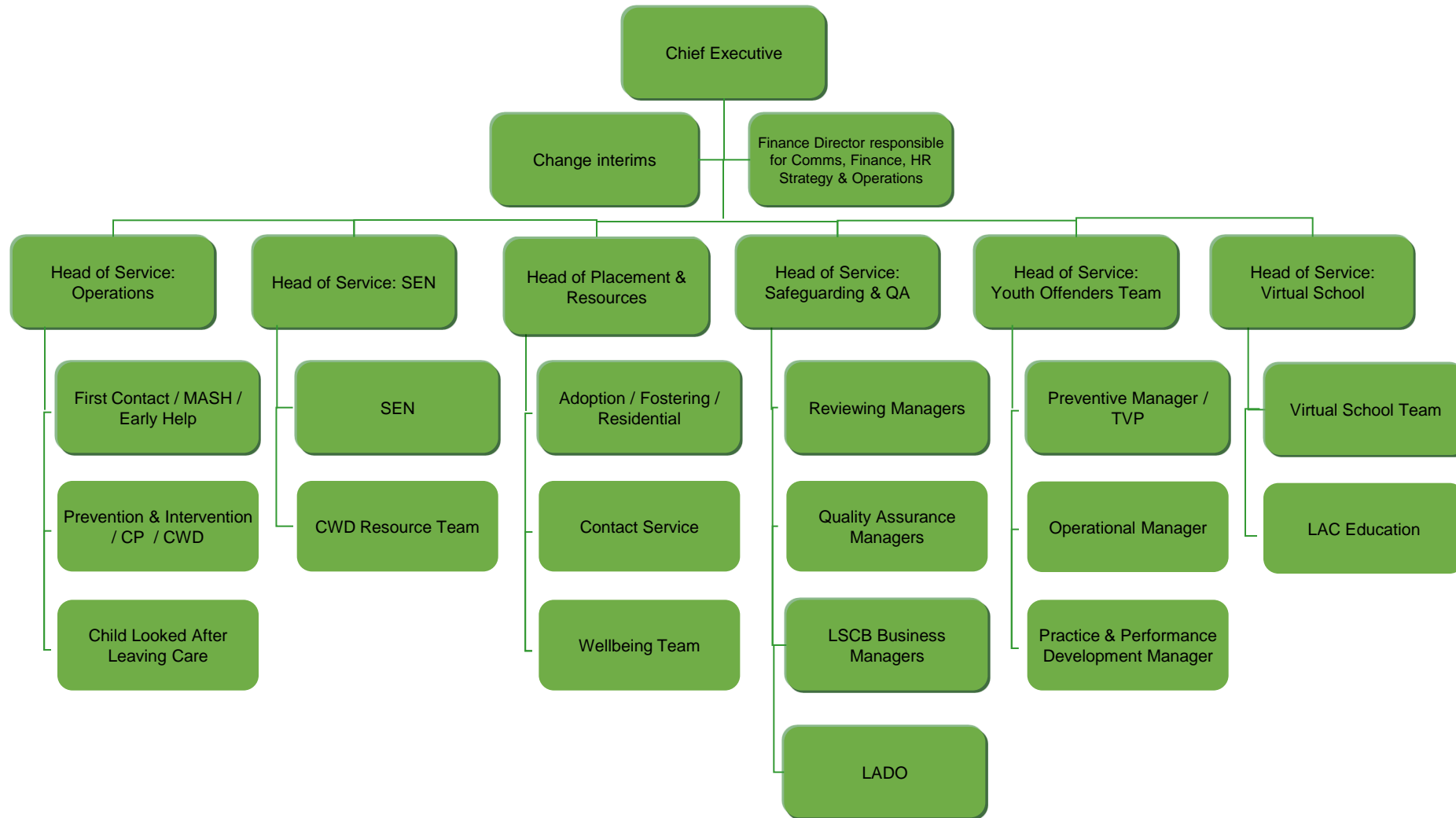
The models

◆ **Small Hubs** – CSW, SSW, SW, ASYE, Hub coordinator, Child and Family worker and clinician; cases allocated to CSW and worked collectively by team, weekly group supervision, systemic model.

◆ **Implementation Timeline**

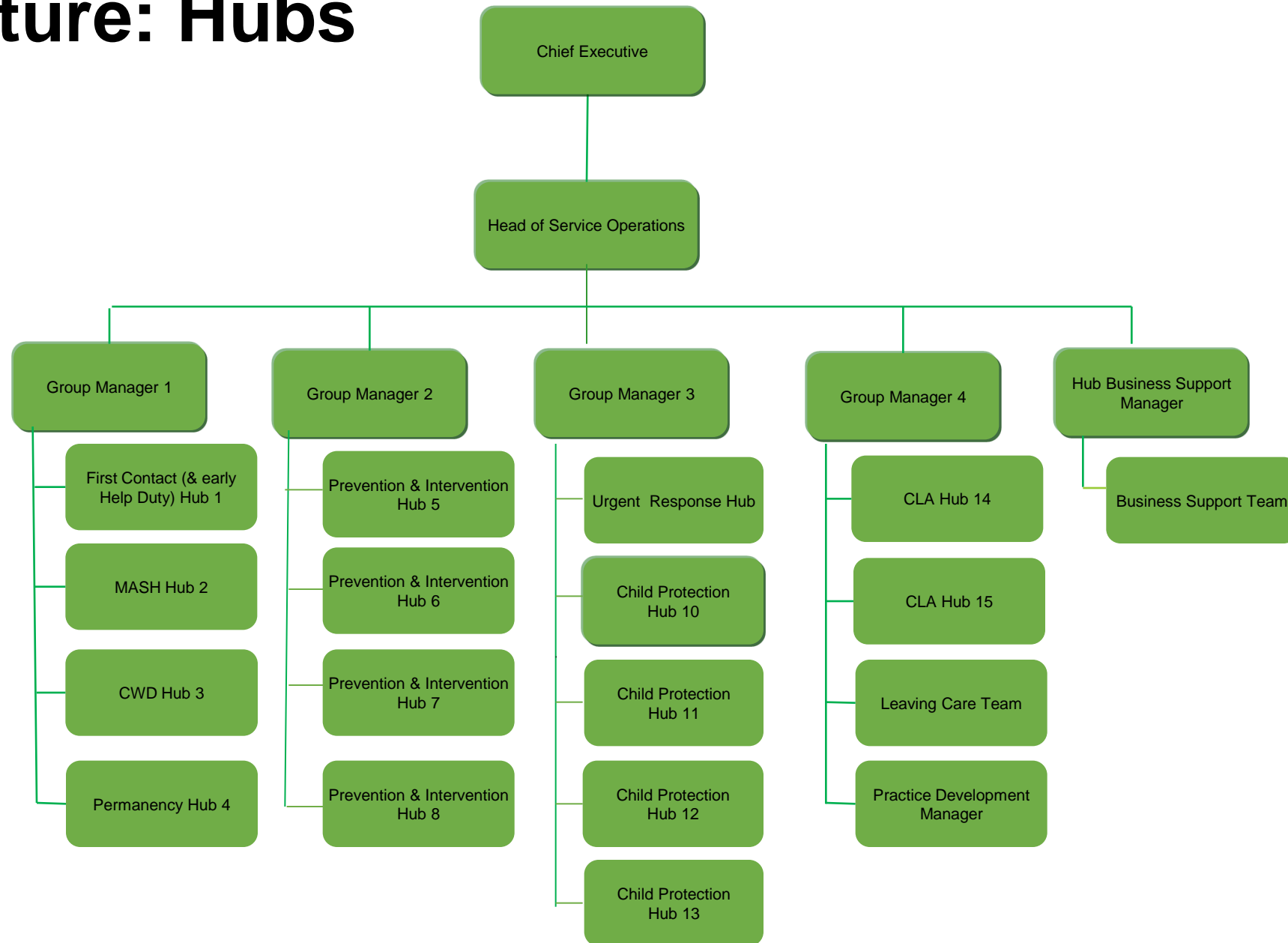


New Structure



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

New Structure: Hubs



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

Staff Thoughts

Preference of post and transfer to different part of the service

How is the CSW going to deal with poor performance? Will they have time?

Concern about the remit of Hub Coordinator.
Manager should there be more than 1?

What further development is there for Social Workers if they do not want to be CSW's?

Reflective group supervision/case discussion offers shared ownership and ability to be highly creative
How is this going to work?

Need to ensure good 'buddying' arrangements and potential to 'expand' or 'shrink' capacity to meet varying workloads.

Are there enough Group Managers?
What are their leads going to be?

How is Court Work dealt with, does all the work end up with the Senior Social Worker?

Allows for overview of cases amongst staff group – should staff leave or be sick – no need for delay in transfers

Accountability and Responsibility for children when they are not "allocated" to individual workers

How am I affected?

Following end of consultation, individuals will fit into one of the following categories:

No change – there is no change to your post

Assimilated – Current job is deemed to be broadly comparable to a role in new structure

Post deleted – Post has been deleted in new structure ring fenced to express an interest in a new role

Help and support

HR have provided the following support to individuals during the consultation process:

Advice on how to complete expression of interest

Individual 1-2-1 sessions with affected staff

Group session

Throughout implementation HR will support individuals with:

Interview skills workshops

1-2-1 session with staff where requested

Counselling support if required

Expressions of Interest

Expressions of Interest have been received and details captured

Commencement of assessment/interviews will start from the senior roles down as this could potentially provide other opportunities within the structure

Those whose roles have been deleted will receive a letter outlining the impact of restructure on them

Schedule of interviews is detailed in the end of consultation document

Impact of assimilation and ringfencing

Impact of proposals:

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 ringfenced 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.

Redundancy

The amount you receive is calculated using the ready reckoner which was appended to the consultation documents, this is based on age, length of continuous service and salary.

Redundancy figures will be calculated for individuals if all opportunities are exhausted.

If over 55 and made redundant, employees will also be entitled to their Local Government Pension if in the scheme.

Individual session will be arranged with those affected if all other opportunities are exhausted.

Questions/Comments

