



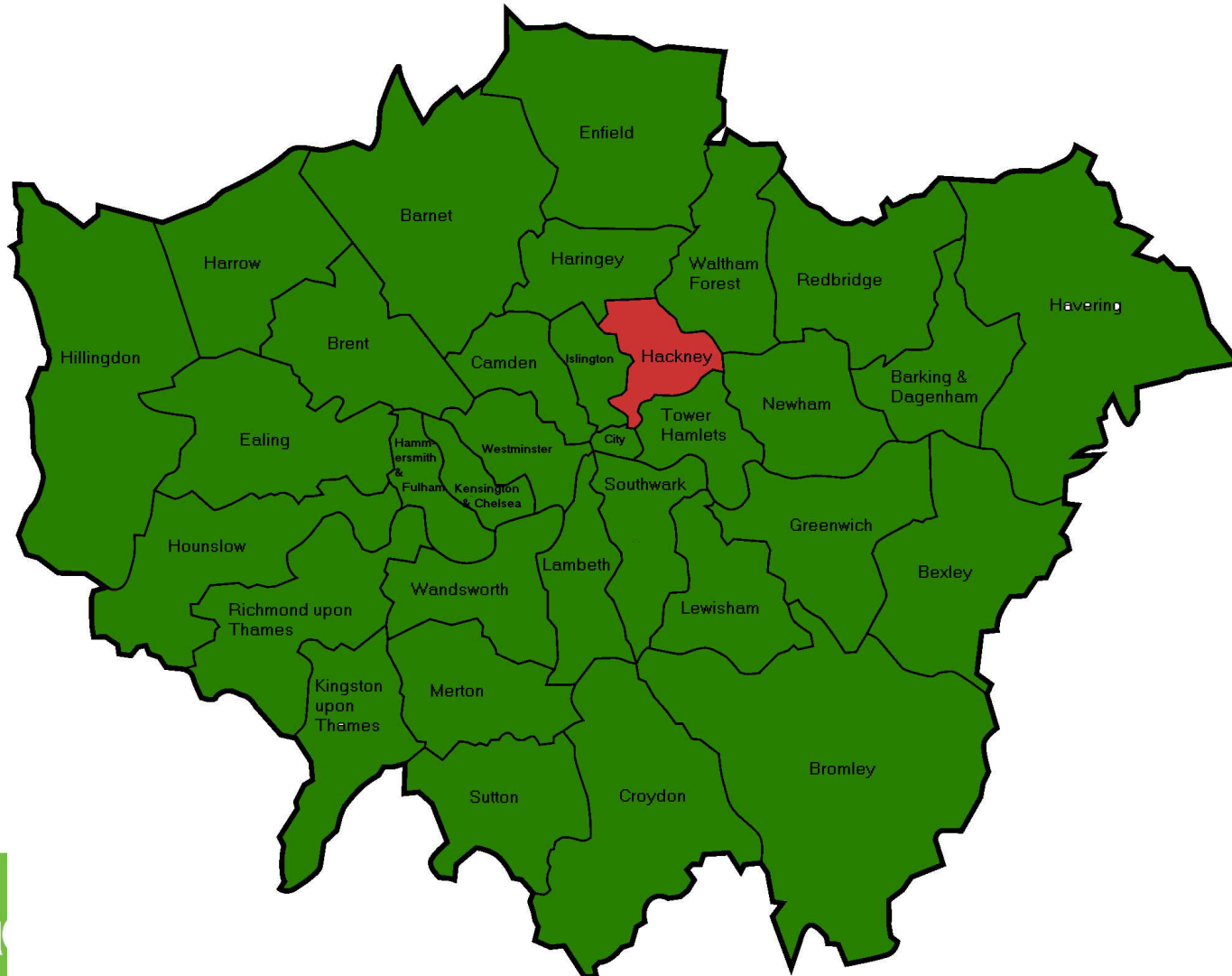
Children and Young People's Services Hackney / London

Sarah Wright (Head of Service)

Robert Koglek (Service Manager)

Mathilda Wrede Seminar 01.06.2015

London



Hackney Context

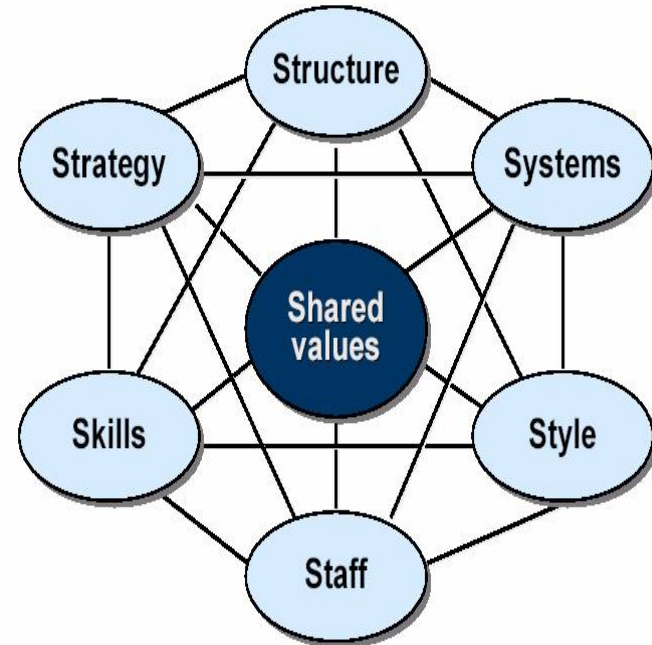
- Home to approximately 64,000 children and young people under the age of 20 years (25% of total population) (*Mid Year Population Estimates 2013*)
- Very diverse with significant numbers of Asian, Black African, Black Caribbean, Black British, Turkish, Kurdish and Charedi Jewish children. There are over 100 languages spoken in the borough.
- Over 70% of children and young people aged under 20 years belong to minority ethnic backgrounds.
- Hackney is ranked the second most deprived area in England and it is estimated that 37% of children in Hackney are living in poverty. This is the third highest rate in London.

Changing the narrative about social work



Whole Systems Change

- Clear methodological approach to practice supported by investment (time and money) in professional development
- flatter, wider, approachable management team
- devolved decision making to front line practitioners (matrix of responsibility)
- shared accountability for risk and accommodating children
- review of back office systems that constrain practice – finance, IT,
- robust performance management
- Organisational learning – feedback loops



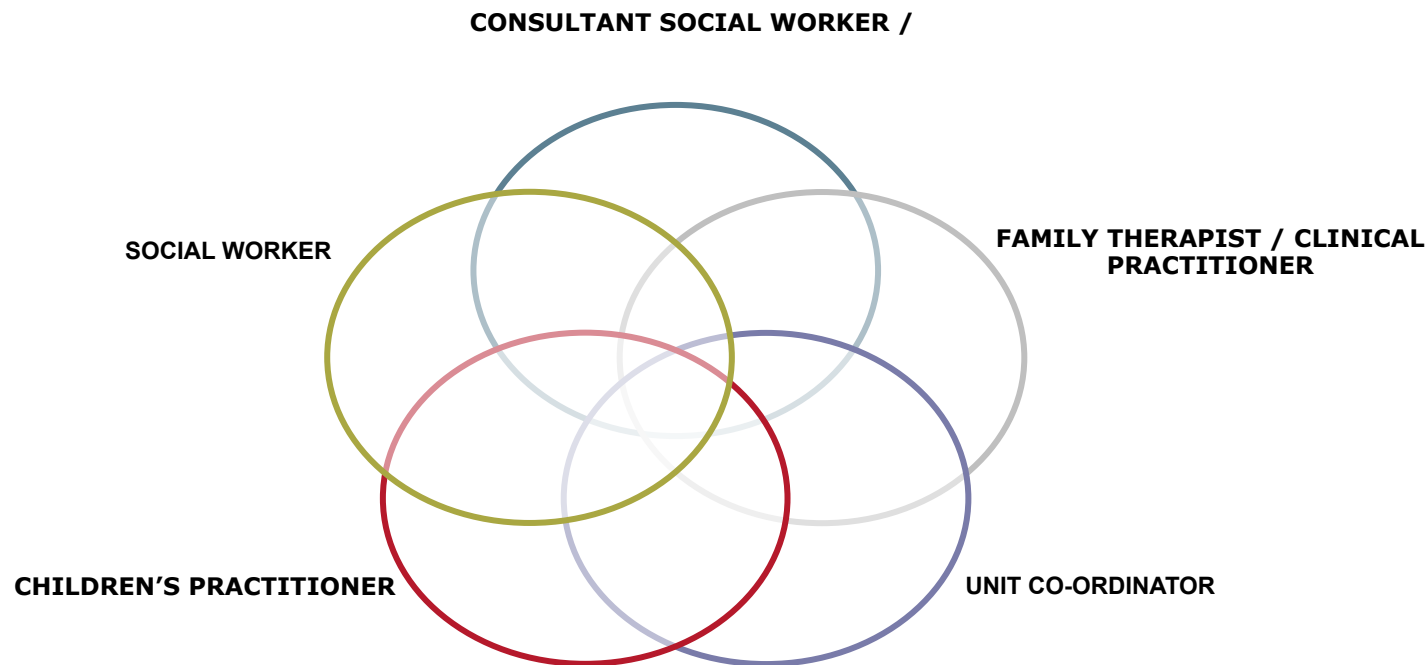
Hackney Model Explained

- A systemic approach involving a range of professionals with mixed skills and qualifications working collaboratively with each other, and the child, young person or family. This promotes transparent practice and creates opportunities to share multiple perspectives to find an approach best suited to each case.
- A commitment to making responsible, informed decisions in all our engagement with children, young people and families and being accountable to these decisions. Whether operational or strategic, our senior managers are close to practice and have strong management oversight of the support we deliver.
- Each case is held in a unit led by a highly skilled social work practitioner. Units have access to experienced clinicians who provide additional perspectives. The unit sizes differ and change as our practitioners' skills develop or new challenges arise.

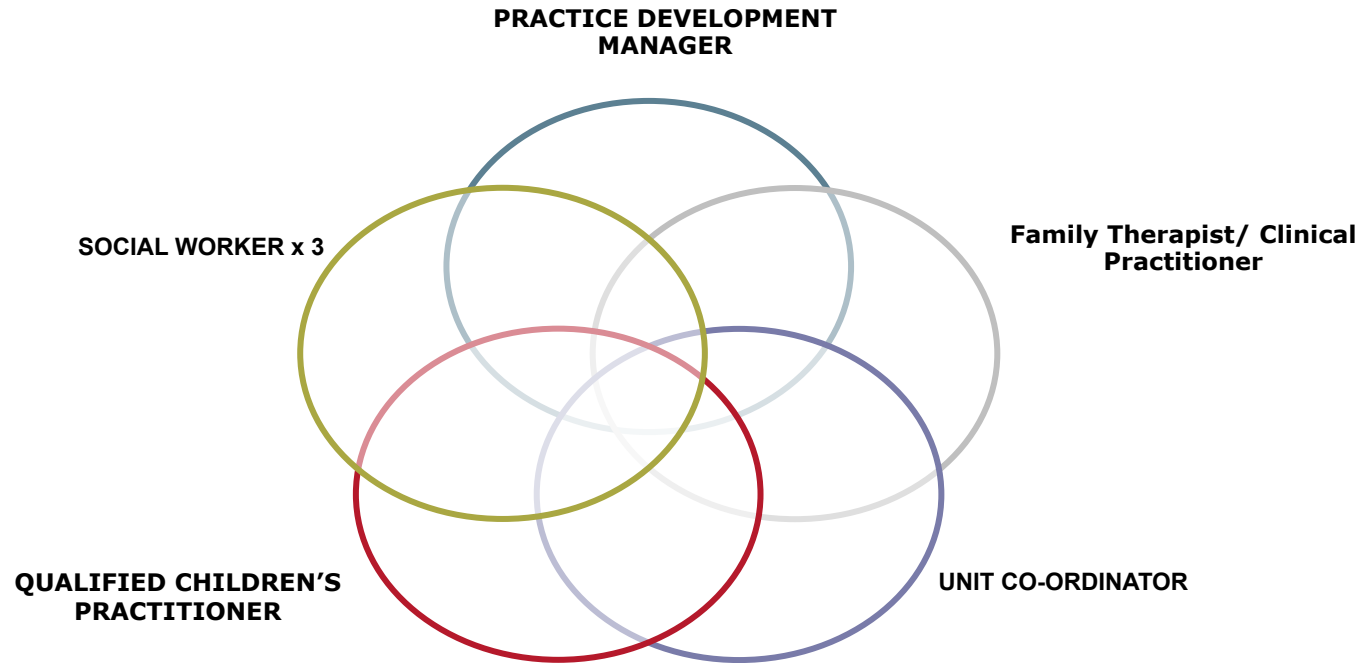
Hackney Model Explained

- A partnership approach allowing us to access advice from specialists such as educationalists, health practitioners, youth workers, and clinicians. We work closely with a range of agencies and professionals to consider emerging challenges and find innovative solutions.
- A robust recruitment process driven by rigorous assessment of skill and aptitude and ongoing professional development and learning for all our social workers, at every level.

Working in a Unit



Practice Development Unit



Why Units?

- Skill mix
- High frequency case supervision – assessment, planning, review
- Multiple voices
- Robust administrative support to free up practitioners to work with children, young people and families
- Culture of generosity
- Culture of learning

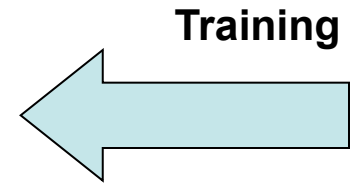
Weekly Unit Meetings


- Assess, plan, review
- Manage risk
- Slow down, think rather than react
- Take another position, consider alternative hypothesis
- Observe your own actions and reactions
- Share learning
- Record progress
- Review decisions
- CSW/ PDM are the decision makers
- Accountability tool

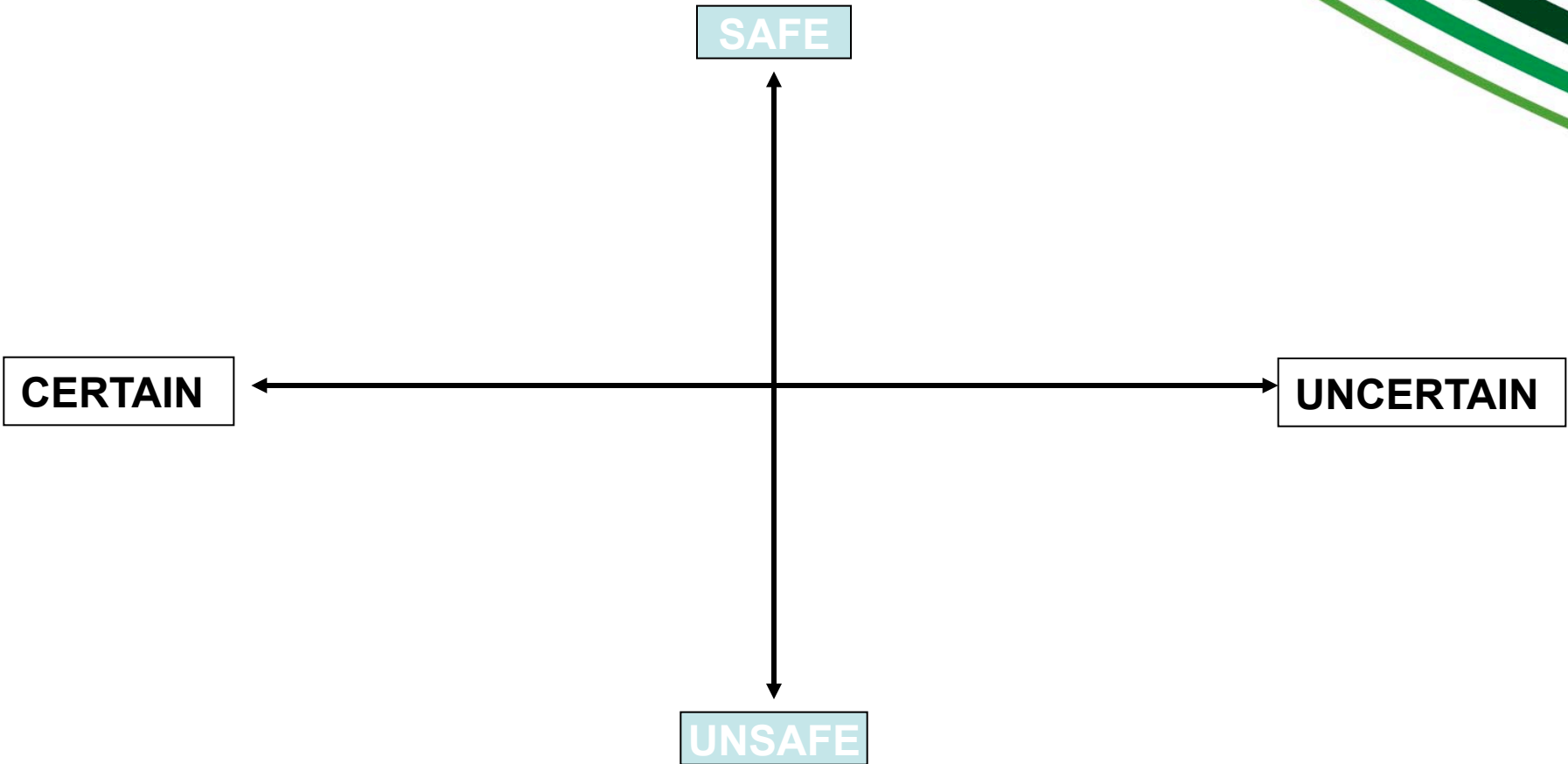
Ideas that permeate

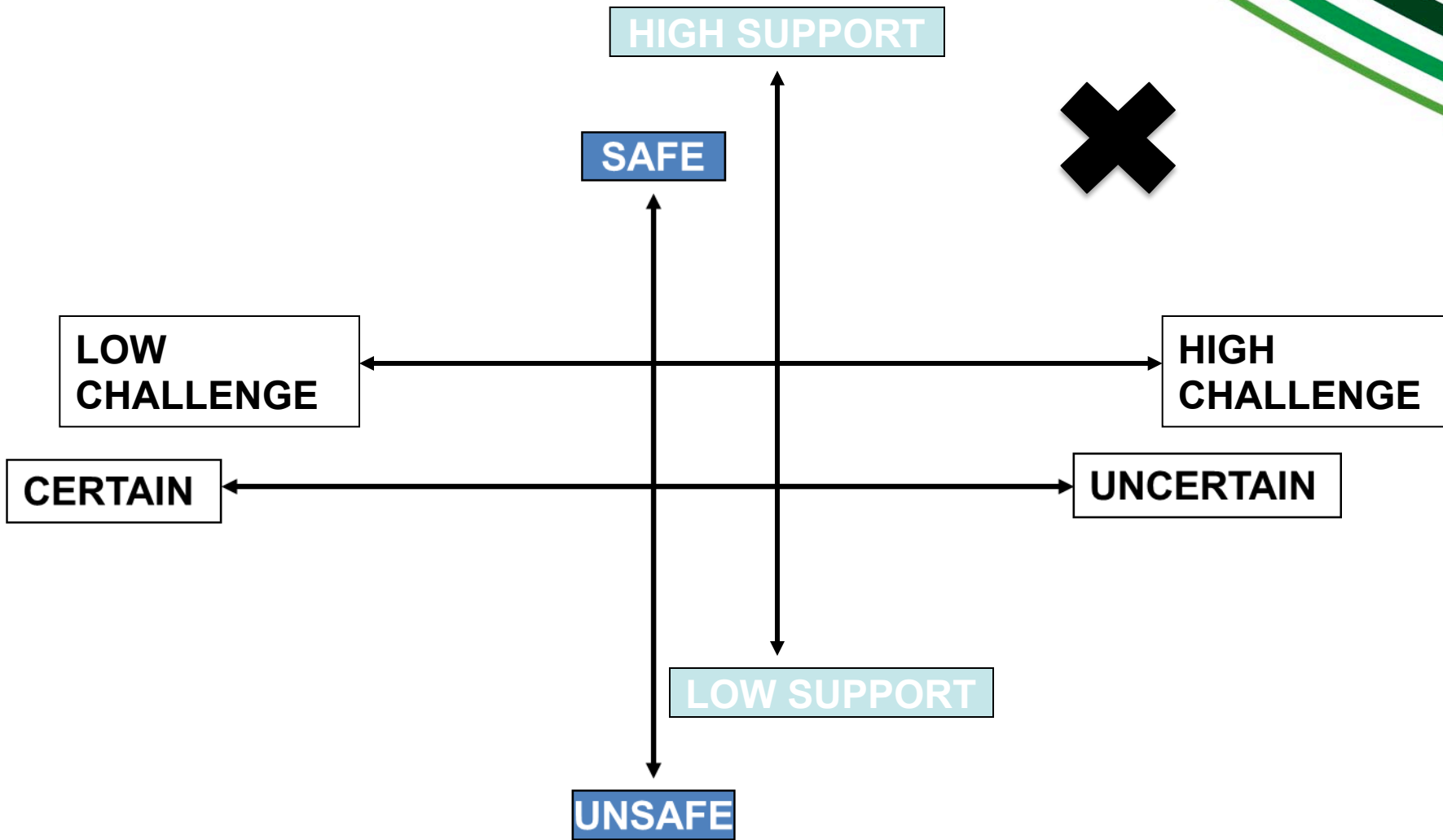
The power of conversation

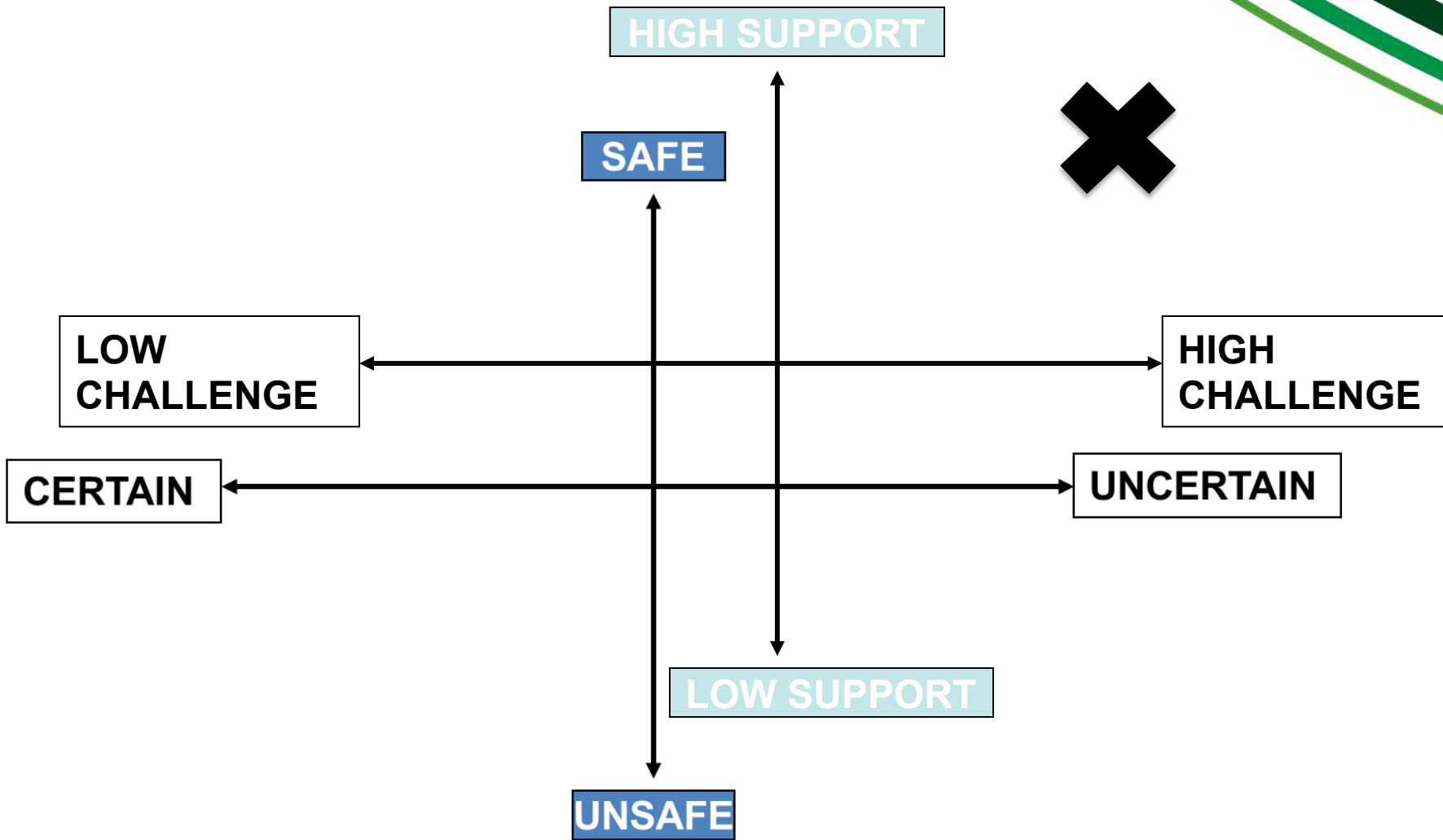
- Changing language
- Changing Ideas
- Changing Approach



Social Work  **Systemic Approach**

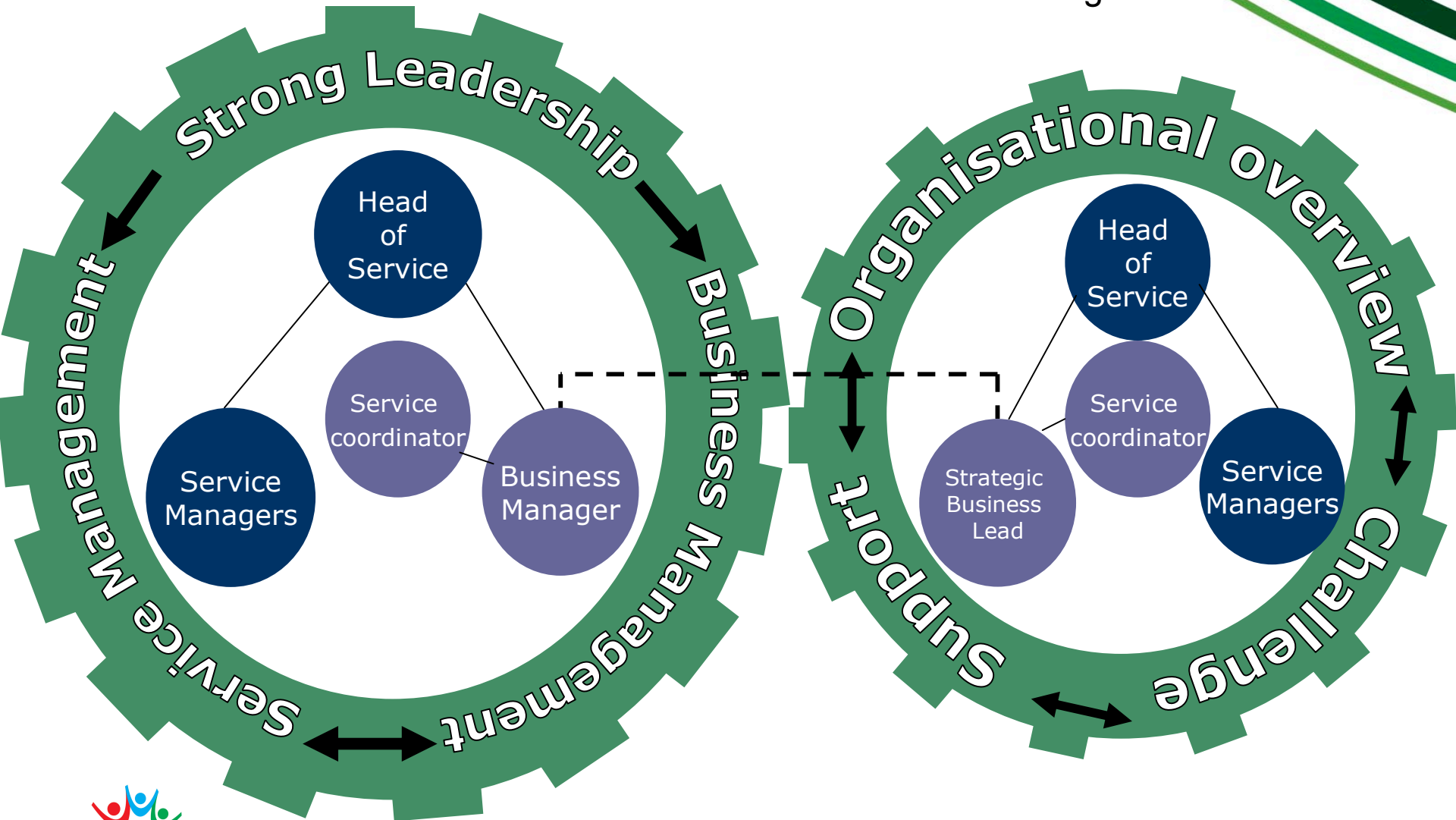






Front facing management units

Safeguarding and Learning management unit



What we've learned

- in depth, high quality teaching of concepts
- high frequency, skilled supervision
- space for thinking and reflection
- critical mass of learners - good learning environment, practitioners take risks together, wider influence
- Systemic Social Work

What we've learned

- Developing a learning organisation
- Constant re-evaluation and development
- Feedback from multiple sources
- Being prepared to do things differently
- Learning from mistakes
- Growing our own practitioners and managers
- Developing the best fit model
- Learning from others
- Responding to external environment
- Retaining our principles and integrity

Effective Services

