

## **C&F Transformation Staff Engagement Group** **Warwickshire Way Forward – Meeting 18.1.2018**

**Present:** Gill Campbell, Graham Palmer, Kelly Masterson, Sue Reeves, Suzanne Southwell, Steve Downing, Val Stuart, Jo Quintanilla, Rob Harris, Zoe Hutchinson, Caroline Comrie-Sinclair & Olivia Burscough.

### **C&F Transformation Programme update– Graham Palmer**



Staff Engagement  
Group Programme Update

- Do case load numbers (15) relate to children or families? **ACTION:** JB
- Social Worker caseload; what about other staff e.g. personal advisors, etc.?
- Work is going on to help customers to help themselves and find the right information, advice and guidance.
- Maternity hubs, where are the two pilots being run? **ACTION:** JB
- Analysis of placement breakdown and process maps for Child's Journey to Foster Care and the Foster Carer Journey due to be completed in January.  
**ACTION:** JB to feed back at future meeting.

### **One Team Consultation - Group Feedback**

#### Positive

- Presentations were good and clear
- Spoke about all being Warwickshire not separate teams.
- Holly Walk meeting went down very well.

#### Negative

- Too corporate and not related to our specific area.
- Little information given – wanted specifics on what certain jobs will look like.
- Weren't as many questions answered as we hoped; manager couldn't answer the questions.
- Staffing structure wasn't discussed at all.
- There was no introductions of other teams
- Told you're getting information at the end of the week – it didn't come
- Not even being told what team you're part of, other people know, lots of people are stressing but don't feel they have the information to make a decision – letters haven't come out yet.
- Service managers need to go to different team meetings to understand what teams do – which hasn't happened.
- Feeling that the whole transformation is aimed at supporting social worker colleagues – feeling wobbly that our professionalism is being ignored – we have specific skills.
- Difficult to get anyone in our team to go to roadshows – mostly because they were too busy – and had some much change think it will happen anyway
- There wasn't much time given – need notice so that we can plan.
- There was a lot of info to get through; they were happy to answer questions, but was hard to digest info and ask the right questions in that time.
- Staff are not likely to email Beate directly with questions – did have an opportunity to do post it notes which people did but we haven't seen any responses.
- Content was just around the hubs and preference of where people would be based
- Lots of the Rugby people (57) wanted to go to that one and it was cancelled.
- Lots of low morale.

#### Service Specific

- Not all meetings were positive –there was some surprises e.g. FGC/FSW post.
- Negative atmosphere for FSWs – venue was rubbish and acoustics weren't good – hard to hear.
- Not getting the info we're asking for – we've asked for job description – family focus and strengthening families – been told our job descriptions won't change but there are some big changes, being asked to make a decision on what area to work in but don't have the info.
- Want to have a paragraph of job description for family focus and strengthening families?
- FGC were told we were going to be in one area – then. FGC – had difficulty with ops managers and consistency – not had the information given to us.
- Our caseloads are going up; FGC – big concerns about caseloads
- Alternatives to care – is that our pure role? Might have been more helpful to have individual presentations with Ops managers.
- FGC – first we knew who would be our Ops manager. Ops managers talked about their bit of the service but not about who's in their teams.
- Concern from Early Help managers, practice managers were saying because of the ratio of Early Help to FSWs there's not enough FSWs for managers, so the managers would be doing practice work – was a big surprise to some.
- FGC FSWs – We used to have this role, is it a new role?
- Staff weren't sure about what they could pick, out of two teams or other bits of FSW like FGC and leaving care
- If very oversubscribed will there be a selection process?
- What if I'm working on family focus and then child goes to CP – needs to be answered by your manager
- Staff are feeling that they'll be social work minions – which echoes the admin feeling

#### Business Support staff

- Admin staff at District Offices - will it be the same day to day but managed by a TA and might need to pick up SW admin when required?
- How will work be prioritised? Concern that the Social Care admin teams will take preference over early help.
- Need to manage TA's and Social Care expectations of EH admin staff

#### Working hours

- Will expectations change?  
There is a piece of work looking at opening times of Children and Family Centres being led by John Coleman looking at what will customers want. Will be based on service need.
- we should be open and honest about the possibility that working hours will change

## Draft C&F Transformation Programme Communication Plan:

Shared the draft C&F Transformation Programme Comms Plan with the group.

Please let us have any thoughts on how we can ensure effective communication for the C&F Transformation Programme. In particular, how best to communicate with staff and customers at the Children and Families Centres? **ACTION:** All



DRAFT COMMS Plan  
Dec 17 - April 18.xlsx

- Getting staff on board early whether the centres are continuing or not.  
Begin to integrate staff by then attending team meetings.
- Do we need to communicate to the families that use centres? Don't think the time is right now. Worry about families with anxiety, etc. Need to have all the info if we're telling them something is going to change.
- Face to face communication for both staff and customers – maybe an open day? Face to face is best. If there are people in the project to visit those groups – team meetings are key – other partners have team meetings or their own ways of disseminating information that we can tap into.
- Drop in day? Could have a morning for staff and afternoon for customers – people available to answer questions as a drop in, not a single meeting.
- Simple posters with information could work well.
- A short leaflet/handout which gives an overview of changes to Children and Family Centres.
- Partner agencies within a locality – how do we engage them? Fliers, email, Local Radio.
- FIS are key in that with their social media presence.
- Blogs are a good way to information out. Very mindful that we're getting a snippet of what's going on – difficult to put it in a context.

### Communication between staff teams

- Comms needs to be vastly improved if matrix management is to work.
- Specialist Intervention staff will be very dispersed; how will messages be delivered to the team – what will the comms model be for matrix managed teams etc.
- Could have a more informal team discussion group like WhatsApp
- We want face to face between service managers, with ops managers and in teams.
- It is all very well in a blog or big meeting but it's the Ops managers that have the ability to make it make sense for each team

## Warwickshire Way Forward summary of work 2017

A summary of the work of this group during 2017 has been collated.



draft Warwickshire  
Way Forward – Annual

It is hoped that this is a useful reminder of the wide range of items covered by the group. The hard work and support of the members should also be recognised; many thanks to you all.

### Any Other Business:

#### IT equipment to enable better ways of working.

- Need to update laptops; some people have big chunky laptops.
- Need I pads for example, to support modern and flexible working

Admin support staff need to have the right IT equipment to enable them to support practitioners more effectively.

**ACTION:** GC to feedback to Jo Davies, Ops Manager, Children's Transformation Team

#### Office bases

- Is Holly Walk continuing as a base? Are they moving? **ACTION:** GC
- If staff are being asked to move to Hilary Road but then might be asked to move again to Children and Family Centre, could the move to Hilary road be delayed until when Children and Family Centre is ready? **ACTION:** GC

For more information about the Children & Families Transformation Staff Engagement Group go to [Warwickshire Way Forward - WCC Intranet](#)

Contact the Chair on 01926 742491 [gilliancampbell@warwickshire.gov.uk](mailto:gilliancampbell@warwickshire.gov.uk)

**Give us your thoughts and feedback by adding to the sheet by following this link**

**Staff Engagement Feedback**

**MEETING SCHEDULE 2018**

2018

Thu  
18 Jan

- 9:30 – 11:30am Warwickshire Way Forward Staff Engagement Group SB3 1F MR6 (10)
- 2 – 4pm Warwickshire Way Forward Staff Engagement Group Hatters Space

Thu  
15 Feb

- 9:30 – 11:30am Warwickshire Way Forward Staff Engagement Group SB3 2F CR7 (14)
- 2 – 4pm Warwickshire Way Forward Staff Engagement Group Hatters Space, Up...

Thu  
15 Mar

- 9:30 – 11:30am Warwickshire Way Forward Staff Engagement Group SB3 2F CR7 (14)
- 2 – 4pm Warwickshire Way Forward Staff Engagement Group Hatters Space, Up...

Thu  
12 Apr

- 9:30 – 11:30am Warwickshire Way Forward Staff Engagement Group SB3 2F CR7 (14)
- 2 – 4pm Warwickshire Way Forward Staff Engagement Group Hatters Space, Up...