

THE 7 S FRAMEWORK

The 7 S Framework is a management model that describes 7 factors, which together, determine the way in which organisations operate. These seven elements are all interdependent, so failure to consider one of these factors may affect the others. In implementing the reshaping of children's social care in Hackney, all seven of these factors will need attention.

Shared Values

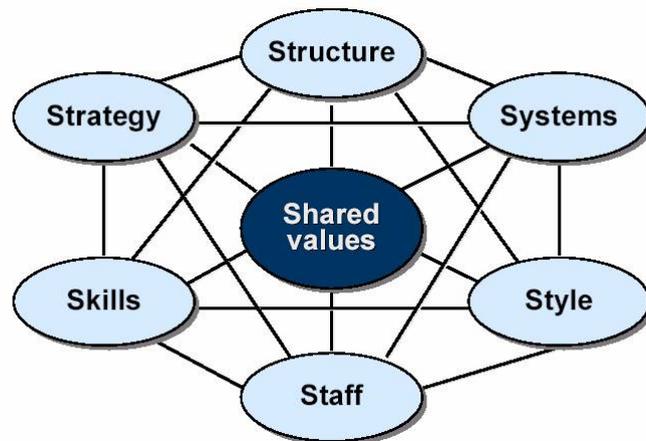
Central beliefs and attitudes.

Strategy

Plans and direction, over time, to reach identified goals.

Structure

The way in which the organisation's units relate to each other.



Systems

The procedures, processes and routines that characterise how the work should be done: child care decision making; financial systems; recruitment and performance appraisal systems; information systems.

Staff

Numbers and types of personnel within the organisation.

Style

Cultural style of the organisation.

Skills

Competencies and capabilities of staff and of the organisation as a whole.

This framework is an example of how we want to work in Children's Social Care in Hackney. It's a way of ensuring that changes that take place aren't just about structure, and that attention is paid to the way we work, as well as what we do. Over the next 12 months there will be lots of changes which can bring anxiety and disruption. Ensuring the 7 S's are addressed will help to minimise the impact.

Outlined below are the details of how the 7 S framework could be used to help with the change programme.

Shared Values:

- The Children and Young People's Plan outlines the vision for Hackney's children : to support all children and young people in the borough to build on their strengths and potential to increase their life chances, and to contribute to, and benefit from, Hackney becoming a borough renowned for diversity, tolerance, inclusiveness and vibrancy. Within this context, the overall purpose of children's social care is to provide a continuum of support for children, young people and their families which most appropriately meet their needs.

Strategy :

- Staff in Children's Social Care are expected to understand the value base on which the service is provided as described by the Child Care Strategy within the document *The Way We Do Things Here (Children's Social Care)*. Staff within the division should be familiar with this document and able to translate the principles outlined in the paper into their everyday practice.
- The connection between our value base and what we actually do is described in the same document under expectations of staff and core standards. Ensuring that staff own these principles, expectations and standards is a priority and will be undertaken through the process of recruitment, induction, staff seminars and professional development over the next 12 months.
- The strategy for change is set out in the paper *The Way We Want To Do Things (Jan 07)*. A detailed plan and timetable is being drawn up and will be shared with all staff within the division so that everyone is clear about what will change when and how the changes will be made.

Structure:

The structure will change by:

- Moving to social work units managed by group managers as outlined in the new structure chart

- Developing new job descriptions for each role in recognition of changed responsibilities
- Decreasing the number of management levels
- Devolving decision making to the lowest point possible
- Increasing the availability of therapy for families
- Providing a significant number of children's social care practitioners
- Introducing a new social work offer

Skills :

There will be a professional development programme to increase skills of staff which will include:

- Mentoring for managers
- Focused systemic interventions and social learning theory balanced with risk management for front line workers
- Time management
- Concise writing skills
- Analysis in assessment

Staff :

- Staff numbers are little changed within the proposals but the skill mix will be different. There will be an increase in use of therapists to do direct work and provide clinical supervision, the creation of consultant social workers and the introduction of children's social care practitioners.

Systems :

Systems and processes will be consolidated and developed in order to:

- Streamline current bureaucratic systems by undertaking workflow analyses across the service
- Establish clear communication channels between staff across the service
- Establish dialogue with children and families who are using the service in order that they can influence service development

Style / culture :

Through an intensive series of workshops, initiatives and professional development courses we will:

- Develop a whole service approach within management teams
- Develop leadership and responsible management styles at every level
- Work with front line staff to look at **how** they do things – develop a working style which is child-centred, responsive, efficient, professional
- Encourage staff to use research evidence in their work, employ reflective practice techniques and develop analytical skills
- Promote flexible working
- Manage performance – reward good practice, challenge poor practice
- Enable social workers to take responsibility for their work