

DUNDEE CITY COUNCIL

REPORT TO: Social Work Committee - 15 May 2006

REPORT ON: Re-alignment of Children's Services Social Work Teams with Secondary School Catchment Areas

REPORT BY: Director of Social Work

REPORT NO: 306 - 2006

1.0 PURPOSE OF THE REPORT

The purpose of this report is to seek Committee's approval for the re-alignment of children's services social work teams boundaries to fit with secondary school catchment areas and their associated primary schools. This will make a significant contribution to the council's strategic aim of creating integrated children's services as a means of achieving good outcomes for all children, but particularly for those who require additional help and support.

2.0 RECOMMENDATIONS

It is recommended that Committee approve the re-alignment of social work teams as noted above.

3.0 FINANCIAL IMPLICATIONS

This re-alignment will be undertaken within existing resources.

4.0 LOCAL AGENDA 21 IMPLICATIONS

The development of integrated children's services promotes social inclusion and citizenship for all children, particularly the most vulnerable.

5.0 EQUAL OPPORTUNITIES IMPLICATIONS

The proposals in this paper support the aim that all children have an equal opportunity to achieve their full potential and that additional support is provided to those who require it.

6.0 MAIN TEXT

6.1 Dundee's Vision

Dundee's vision is based on the belief that every child, young person and family in Dundee matters and that every child and young person should be safe, nurtured, healthy and able to achieve their full potential. It is also recognised that children and young people's lives need to be viewed in the context of their families, local communities and society as a whole. Therefore considerable work in Dundee continues to focus on empowering families, building on strengths of

parents and extended family members and supporting them to fulfil their vital role in nurturing Dundee's children.

To help achieve this vision, high value is placed on:

- Listening to, respecting and valuing each child, young person and their family
- Ensuring that everyone receives a prompt, efficient and high quality service
- Encouraging honesty and openness about the services we provide and the decisions we make

6.2 **Proposal**

Dundee's vision then provides a clear, strategic direction and validation of a model of integrated locality based children's services. In other words, services require to be devolved to the localities in which children live and should be integrated around their lives at that level. To this end, it is proposed to adopt a locality-based approach, centred around secondary school catchment areas and their feeder primary schools and nurseries. This approach will facilitate the achievement of the following objectives:

- An alignment of enhanced and specialist services with universal services
- Improved inter-agency communication and information sharing
- Earlier identification of concerns through the use of local knowledge
- Co-ordinated and proportionate intervention in families lives
- Application of a staged intervention approach
- The availability of a range of lead professionals to work with children according to agreed criteria
- Shared accountability across all agencies within a single service system
- Ensuring cost effective services through improved service co-ordination
- Services which are child and family centred and improve outcomes for children and families

6.3 **Rationale**

The size and shape of social work teams hitherto have largely been based on historical factors rather than a full analysis of need. Work has therefore been completed to gather a range of needs indicators from a range of agencies on which to make decisions about the kinds of enhanced or specialist resources that are required in each of the secondary school catchment areas. Some examples of the needs indicators gathered are:

- Total referrals to the social work teams
- Numbers of children on the child protection register
- Numbers of children looked after
- Numbers of persistent young offenders
- Number of low birth babies
- Rate of teenage pregnancies
- Footwear and clothing grants
- Pre-school meal entitlements
- Attainment levels
- Numbers of children who are in households on the margins of poverty

The above list is by no means exhaustive but represents some of the key indicators, which have been mapped against secondary school catchments and were then used to attempt to accurately match social work resources and services with identified need at a local secondary school cluster level.

The rationale for the use of secondary school catchments as the boundaries for social work teams is that education is the largest universal service for children aged three years and above. That service has the greatest degree of contact with all children of nursery and school age and is therefore likely to be one of the key identifiers of need for additional enhanced supports to children. Having completed that needs profile and analysis, an organisational structure has been developed which represents the optimum arrangements for matching social work resources with assessed need and taking forward social work's contribution to Integrated Children's Services (see attached Appendix 1).

7.0 CONSULTATION

The Chief Executive, The Depute Chief Executive (Finance), Depute Chief Executive (Support Services), Assistant Chief Executive (Management Services) and relevant trade unions have been consulted in the preparation of this report. The proposals in this paper have been discussed with social work teams and managers, Corporate Planning, Education Department, Leisure and Communities Department, Housing Department and key personnel in health and the voluntary sector.

8.0 BACKGROUND PAPERS

Report to Policy and Resources Committee and Personnel Committee on Integrated Approaches to Children's Services by Assistant Chief Executive (Community Planning) dated 27 April 2006.

Alan G Baird
Director of Social Work

Date: 5 May 2006

SOCIAL WORK CHILDREN'S SERVICES ORGANISATIONAL STRUCTURE

The service managers will have the following portfolios:

Service Manager for Grove Academy/St Saviours High and Braeview Academy Clusters

2 cluster based social work teams - 1 covering Grove/St Saviours catchments and 1 covering Braeview catchment (currently the North East teams 1 and 2)
1 family support team (Whitfield)
Permanence team
2 family placement teams

Service Manager for Craigie High and Morgan Academy Clusters

2 cluster based social work teams - 1 covering Craigie High catchment and 1 covering Morgan catchment (currently the South East teams 1 and 2)
2 family support teams (Claypotts Castle and Bruce Street)
New beginnings service
SAYF worker
VIG development worker

Service Manager for Baldragon Academy and Lawside Academy Clusters

2 cluster based social work teams - 1 covering Baldragon catchment and 1 covering Lawside catchment (currently the North West teams 1 and 2)
2 family support teams (Ardler and Kirkton)
Disability team
Child and adolescent mental health team

Service Manager for St Johns High/Harris Academy and Menzieshill High Clusters

2 cluster based social work teams - 1 covering St Johns/Harris catchment and 1 covering Menzieshill catchment (currently the South West teams 1 and 2)
2 family support teams (Charleston and Lochee)
CHOICE team and youth justice unit
Re-focused Rowans service (to be re-named)

Service Manager for Residential Services

6 residential units
Intensive Support and Monitoring Service
Moving on Team

Service Manager for Children Protection and Initial Assessment Services

Child protection team
Access team
Out of hours service
Community support team
Performance management and commissioning overview

Four of the six service managers will have responsibility for social work teams aligned with secondary school catchment areas as well as responsibility for some city-wide services. The residential units will continue to be managed by one manager in addition to the intensive support and monitoring service and the moving on team. The child protection team, the access team, the out of hours service and the community support team will be managed by one service manager with a view to creating a coherent and seamless intake, initial assessment and child protection service across daytime hours, evenings and weekends.

Service Manager	Service Manager	Service Manager	Service Manager
<u>Cluster Teams</u>	<u>Cluster Teams</u>	<u>Cluster Teams</u>	<u>Cluster Teams</u>
St Saviours/Grove/Braeview	Craigie/Morgan	Baldragon/Lawside	St Johns/Harris/Menzieshill
2 x cluster SW teams	2 x cluster SW teams	2 x cluster SW teams	2 x cluster SW teams
1 x FST (Whitfield)	2 x FST (CC and Bruce Street)	2 x FST (Ardler and Kirkton)	2 FST (Charleston and Lochee)
<u>City-Wide Teams</u>	<u>City-Wide Teams</u>	<u>City-Wide Teams</u>	<u>City-Wide Teams</u>
Permanence Team	New Beginnings	Disability Team	CHOICE and YJU
2 x Family Placement Teams	SAYF	CAHMS	Rowans
	VIG Development Worker		

Service Manager

6 x Residential Units

ISMS

Moving on Team

Service Manager

CP Team

Access Team

OOHS

CST

Performance Management and Commissioning (Overview)