

DUNDEE CITY COUNCIL

REPORT TO: SOCIAL WORK COMMITTEE – 21 October 2002

REPORT ON: HANDBOOK ON EFFECTIVE SUPPORT TO STAFF AND GOOD PRACTICE IN MANAGEMENT

REPORT BY: DIRECTOR OF SOCIAL WORK

REPORT NO: 460 – 2002

1.0 PURPOSE OF THE REPORT

The purpose of this report is to inform members of the development and implementation of a Handbook on Effective Support to Staff and Good Practice in Management. This Handbook brings together the department's policies and practice guidance on supporting and developing staff; mapping out a clear pathway from effective induction through to continuous professional development.

A copy of the Handbook is available for Inspection in the Members lounge and in addition a copy passed to each Group Secretary.

2.0 RECOMMENDATIONS

2.1 It is recommended that the Social Work Committee notes the contents of this Handbook and supports its promotion and implementation within the Social Work Department.

3.0 FINANCIAL IMPLICATIONS

The cost of implementing this Handbook, and the policies within it, will be met from existing resources, including the departmental Staff Development budget.

4.0 LOCAL AGENDA 21 IMPLICATIONS

The policies within the Handbook promote the efficient use of resources, support the development of staff who work with vulnerable people amongst other service users and the continuous improvement of services.

5.0 EQUAL OPPORTUNITIES IMPLICATIONS

In accordance with Dundee City Council's equal opportunities policy, the Social Work Department is committed to promoting anti-discriminatory practice in all aspects of its work. The policies and practice guidance in this Handbook encourage and support staff to value diversity and difference, and to follow the principles of anti-discriminatory practice in carrying out their duties.

6.0 MAIN TEXT

In 1998, the then Scottish Minister for Health, in his *'Initial Seven Point Plan for Modernising Social Work Services'* included the challenge of improving support to front line staff. He stated that:- "...effective action must be taken to strengthen support to front line staff". This was followed by the development of a Management Resource Pack entitled: Supporting Front Line Staff, produced by the Association of Directors of Social Work (ADSW).

In response to these initiatives, Dundee City Council Social Work Department instigated a co-ordinated approach to developments which would achieve the aim of supporting all staff. These included the development of policies and practice guidance on staff induction, supervision and employee development reviews. These local initiatives have now been brought together in the Handbook on Effective Support to Staff and Good Practice in Management.

The principles, policies and practice guidance within this Handbook will assist Dundee City Council Social Work Department to achieve its vision of continuing to *'make a real difference to the quality of life of citizens of Dundee by providing effective services for people with needs'*. The department aims to fulfil this vision by: being a motivated, well trained and empowered workforce; committed to learning, innovation and best practice; and, professional in its conduct, aiming for continuous development.

A well trained and motivated workforce are clearly the department's most valuable resource. It is important that staff are supported from the day they join the department, through induction, consistent and regular supervisory arrangements and annual reviews of their training and developmental needs.

The Social Work Department is committed to investing in the personal and professional development of its staff, as part of its Human Resource strategy. This strategy focuses on the challenge of recruiting, retaining and developing a professional workforce, in a climate of increasing competitiveness and change. The development of this strategy was an Action Point, reviewed as part of the recent Performance Management Planning Audit, and identified as an area of significant progress and improvement for the Social Work Department.

This Handbook will be available for all staff via the department's intranet site or in hard copy and a strategic action plan is being developed to ensure the effective implementation and review of the policies and guidance.

7.0 CONSULTATION

The policies and practice guidance in the Handbook on Effective Support to Staff and Good Practice in Management have been developed in consultation with staff at all levels across the department as well as the Director of Personnel and Management Services and relevant Trade Unions.

8.0 BACKGROUND PAPERS

No background papers, as defined by Section 50D of the Local Government (Scotland) Act 1973 (other than any containing confidential or exempt information), were relied on to any material extent in preparing the above report.

9.0 SIGNATURE

Director of Social Work

Date
