

# DUNDEE CITY COUNCIL

**REPORT TO:** Social Work Committee - 20 September 2004  
Personnel Committee - 20 September 2004

**REPORT ON:** Social Work Department - The Way Forward for Dundee's Child and Family Centres

**REPORT BY:** Director of Social Work and Assistant Chief Executive (Management)

**REPORT NO:** 479-2004

## 1.0 PURPOSE OF THE REPORT

1.1 Following a strategic review of Child and Family Centre services in Dundee, new arrangements are being proposed for the future targeting and organisation of the service. Central to this is a new framework for Family Support Services in Dundee within which the staff employed in Dundee's Child and Family Centres will provide a range of family support services to children in need aged 0-12 and their families living in all areas of the city.

## 2.0 RECOMMENDATIONS

2.1 It is recommended that the Social Work Committee approves:-

2.1.1 the re-branding of the service from Dundee's Child and Family Centres to the Dundee Family Support Service;

2.1.2 the proposed organisational model for the new Family Support Service;

2.1.3 the plans for the reconfiguration of the current staffing structure in Dundee's Child and Family Centres to create a network of Family Support Teams;

2.1.4 the cessation of charges for sessional care services for children aged 0-3;

2.1.5 the partnership approach being adopted to the development and delivery of family support services with the Voluntary Sector, Education and Health.

2.2 It is recommended that the Directors of Social Work and Education are instructed to bring forward a joint report to establish operating principles for the delivery of local Early Years and Family Support Resource Panels.

2.3 It is recommended that the Personnel Committee approves:-

2.3.1 the revised staffing establishment as at Appendix 2;

2.3.2 the post of Centre Manager, graded PO1-4, £24,888 - £27,015, be redesignated Family Support Team Manager, with no change of grade;

2.3.3 16 posts of Centre Worker, graded AP4/5+1, £19,632 - £24,888, be redesignated Senior Family Support Worker, with no change of grade;

- 2.3.4 5 posts of Outreach Worker, graded AP4/5+1, £19,632 - £24,888, be redesignated Family Support Development Worker, with no change of grade.
- 2.3.5 Extensions be given to the existing temporary contracts of 17 Family Support Worker staff until 31 March 2006. The number of staff who have temporary contracts to be kept under review pending the future position of the Sure Start Fund and Changing Children's Services Fund being made known to the Council.

### **3.0 FINANCIAL IMPLICATIONS**

- 3.1 In a full financial year the gross cost of the reconfigured service will be £2,393,440 at full 2004/05 prices. This will be funded from Sure Start (£331,780) and Changing Children's Services Fund (£200,000) monies with the balance of £1,861,780 being met from existing resources in the Social Work Department revenue budget, as outlined in Appendix 3.

The availability of Sure Start and Changing Children's Services Fund monies after 31 March 2006 has not been confirmed by the Scottish Executive. It is anticipated that the future of these funds will be made known to the Council before the end of this financial year.

### **4.0 LOCAL AGENDA 21 IMPLICATIONS**

- 4.1 The proposed new strategy to be adopted by the Dundee Family Support Service will result in an increase in the range of locally based family support services being provided for children in need and their families in their own communities. This will improve choice and access to family support services for families themselves, as well as enable the Family Support Service to make contact with more 'hard to reach' families.

### **5.0 EQUAL OPPORTUNITIES IMPLICATIONS**

- 5.1 These proposals have been driven by the recognition that there is currently an inequity in the provision and in the targeting of family support services to communities across Dundee. The proposed changes will directly address this issue by redistributing family support resources and will improve access to and the integration of services for children in greatest need and their families living in local areas across the city.

### **6.0 BACKGROUND**

- 6.1 On 17 December 2002 the Social Work Committee approved the setting up of an Officer/Member Child and Family Centre Working Group to undertake a review of existing provision in Dundee and to agree a family support strategy for Child and Family Centre services for the future. This Working Group, which began meeting in March 2003, included Officers from the Social Work and Education Departments, as well as representatives from Health and the Early Years and Childcare Partnership as detailed in **Appendix 1**.

6.2 The terms of reference outlined for the Members of the Working Group charged them with the responsibility for putting forward a proposed strategy which achieves the following aims:

- Integrates planning for children in need and their families across Children's Services
- Promotes social inclusion and joined up preventative services
- Develops services which integrate closely with Education, Communities and other Council Departments, as well as with Health
- Improves access to family support services for families in Education and other community settings
- Is developed in line with Dundee City Council's Council Plan priorities to make Dundee an attractive place for young families by providing high quality childcare facilities and family support services

6.3 Through this review process the Working Group have come to agree a number of guiding principles, a vision and a proposed organisational framework, as the foundation upon which the future of Child and Family Centre services in Dundee should be based. The final report of the Working Group containing details about the proposals which this report summarises has been made available to Council Members for reference.

## **7.0 THE CHALLENGE FOR CHANGE**

7.1 At the present time a wide range of family support services continue to be provided within Child and Family Centre premises and in families' own homes, and they are well used by the local communities of children and families across Dundee which they directly serve.

7.2 However, there are currently a number of children and families living in these same local communities across the city who may benefit from family support services but are not being identified and referred on to Centres by other professionals. There are also a number of communities across the city who do not have ease of access to a locally based Centre.

7.3 It is acknowledged therefore that one of the most significant challenges for any future Family Support Service is to reach out to local communities and develop local access points to services for pre-school and primary school aged children in need and their families.

## **8.0 OUTREACH SERVICE DEVELOPMENT**

8.1 During the past four years the development of family support services in other community settings by Child and Family Centre staff has been pursued by the 5 Outreach Workers funded through Sure Start and Changing Children's Services Fund monies.

8.2 The uptake of such services has shown the level of unmet need in such areas and has demonstrated the value of locally based services.

8.3 In the light of this, it has been concluded that an extension of this locality based approach to all areas of the city is the way forward for the Family Support Service within Dundee.

## **9.0 PLANS TO IMPROVE JOINT WORKING ARRANGEMENTS**

9.1 In line with the developing family support strategy Family Support Teams across Dundee have been working closely with other professionals in the statutory and voluntary sectors to improve the integration of services to children and families at the point of delivery and to develop new family support services in response to unmet need. The links with Social Work Teams is strong and continues to develop as together they strive to support and protect some of the city's most vulnerable children and families.

### **Strengthening Links with Education and Health**

9.2 Across the city the Family Support Team Managers and Outreach Workers play an active role in local Early Years and Childcare Networks and they are already contributing to the Neighbourhood Partnership Networks being set up in each of the 7 community planning areas in Dundee.

9.3 It has been acknowledged however that there is a need to further strengthen working links with other agencies and to improve the integration of services to children in need and their families at the point of delivery. Under the auspices of the Child and Family Centre Working Group and the Executive Group for Children's Services discussions have been taking place about developing new ways of working which will achieve these aims.

9.4 It has now been agreed that a formal network of multi-agency Resource Panels will be established across the city. These Resource Panels will act to co-ordinate the management of referrals for early years and family support services in each local area, and will develop joint assessment mechanisms, systems for allocating referrals and care coordination arrangements.

9.5 Work is ongoing between the agencies involved to develop and establish a working model for these Panels. The overall aim is to improve joint working arrangements and outcomes for children in need and their families who live in local areas across the city.

### **Strengthening Links with Voluntary Sector**

9.6 There are two very significant partnership initiatives with key voluntary sector organisations in which the Family Support Service is involved. The first of these, financed through the Changing Children's Service Fund, is the Community Family Support Project. This initiative brings the Family Support Teams working in St Mary's, Menzieshill, Charleston, Fintry and Mill O' Mains together with One Parent Families Scotland, Home-start and Youth-link to develop and deliver new family support services in response to the unmet need identified in these local areas.

9.7 The second, which is a new Project under development at the present time, is a partnership initiative with Children 1<sup>st</sup>. Under this Project the resources of both organisations will be brought together to address the needs of children most at risk of significant harm and most in need of family support services. The intention is to create a Family Support Resource Centre which will be jointly developed and run by Children 1<sup>st</sup> and the Family Support Team at Bruce Street.

## **10.0 PROPOSED ORGANISATIONAL MODEL FOR A DUNDEE FAMILY SUPPORT SERVICE**

- 10.1 The Child and Family Centre Working Group has looked at the location of each of the current Child and Family Centres in Dundee and the extent to which they are as presently situated and organised able to meet all presenting need from families who live in local neighbourhoods across the city.
- 10.2 Taking into account the views of the Child and Family Centre Working Group, Social Work Managers have also during the past two years been pro-active in reviewing the way in which Child and Family Centre resources are currently being used. Steps have already been taken to ensure that the use of Social Work Department resources is maximised and that access to family support services for children in need aged 0-12 years and their families is improved.
- 10.3 In particular it has been agreed that the resources of Happyhillock Childcare Centre should be re-targeted (Social Work Committee Report No. 809/03). These resources are now available for re-investment in the development of the Family Support Service in other areas of Dundee as laid out in this report.
- 10.4 A report to the Education and Social Work Committees has also been approved supporting the proposal that the Woodlea Family Support Team should be relocated to Charleston Primary School and that the three existing Family Support Teams in the south west of the city should be reconfigured into two larger teams. (Committee Report No 219/04).
- 10.5 Building on these changes it is proposed that a **dispersed and integrated model** of provision should be used as the framework for the development and delivery of the new Family Support Service across Dundee.
- 10.6 This approach assumes that Family Support Teams will operate out of a number of key bases in the city. For the most part, or at least for the immediate future, Family Support Teams will be based in existing premises. However the opportunities presented by the Public Private Partnership (PPP) programme have been appraised, and consideration given to the options available on an area by area basis. Through this, and in other ways, potential satellite bases will be identified to allow individual Family Support Teams as appropriate to be based across more than one site in the future.
- 10.7 Each Family Support Team will also seek access to other premises in the neighbourhoods which they serve and will develop a number of outreach facilities for use by local families.

## **11.0 REVIEW OF STAFFING STRUCTURE AND FAMILY SUPPORT STAFF ROLES AND RESPONSIBILITIES**

- 11.1 A review of the staffing structure and roles and responsibilities held by staff currently employed in Child and Family Centres has been carried out by the Working Group. This is in recognition of the changes in the nature of family support services being provided since the job descriptions for Child and Family Centre staff were last reviewed in 1997.

- 11.2 The proposed new staffing structure as outlined in Appendix 2 takes account of the withdrawal of services at Happyhillock Childcare Centre from 30 June 2004. A revision of the numbers of Family Support Worker posts to be established in the new structure has been required in the light of the recent pay award for nursery nurses.
- 11.3 It is also planned that a new model of Family Support Team is established, incorporating the following new job titles: Family Support Worker (previously called Assistant Centre Worker), Senior Family Support Worker (Centre Worker), Family Support Team Manager (Centre Manager) and Family Support Development Worker (Outreach Worker). Revised job descriptions for the new Family Support Service have been agreed.
- 11.4 It is proposed that all existing permanent staff be redesignated accordingly and that vacant posts in the new structure be filled by the staff currently employed on temporary contracts within Child and Family Centres. For any temporary staff who are unable to be accommodated within the new staffing structure, alternative redeployment opportunities will be sought and offered to them on an individual basis.

## **12.0 REVIEW OF CHARGING POLICY**

- 12.1 At present the Child and Family Centre budget has a built-in income target established for parental contributions for sessional care services provided for young children. This income target was set at a time in the past when there were daycare services delivered for working parents who could afford to pay charges for such services. All services provided by Family Support Teams now are targeted at children in need and their families, most of whom have limited incomes and have their charges waived by the Social Work Department.
- 12.2 It is argued therefore that it is no longer appropriate to levy charges for sessional care services and it is proposed that no income target be set within the new Family Support Service budget (in 2003/04, total income raised from these charges was less than £3000).

## **13.0 RE-BRANDING OF CHILD AND FAMILY CENTRE SERVICES**

- 13.1 Consistent with the changes outlined above, it is proposed that this Family Support Service be re-badged from Dundee's Child and Family Centre Service to the Dundee Family Support Service. In line with such an approach approval is also sought for all existing Child and Family Centres to be renamed as Family Support Centres.

## **14.0 CONSULTATION**

- 14.1 The proposals contained in this report have been developed by the Members of the Child and Family Centre Working Group and its multi-disciplinary Sub Group, in close collaboration with the Managers Group in Child and Family Centres. This report has been the subject of consultation with the Chief Executive, the Depute Chief Executive (Support Services), the Depute Chief Executive (Finance) and the Director of Education. Full consultation has also taken place with the Trade Unions involved and all the staff groups in Child and Family Centres.

**15.0 BACKGROUND PAPERS**

15.1 None

James Petrie  
Assistant Chief Executive (Management)

Date: 14 September 2004  
Alan G Baird  
Director of Social Work

Date: 14 September 2004

**CHILD AND FAMILY CENTRE WORKING GROUP****MEMBERSHIP****Elected Members until May 2003**

Councillor Betty Ward, Chair  
Councillor George de Gernier, Convener of Education Committee  
Councillor George Regan, Convener of Finance Committee  
Councillor Dave Beattie, Major Opposition Group  
Councillor Liz Fordyce, Major Opposition Group  
Councillor Neil Powrie, Minority Opposition Group  
Councillor Ian Borthwick, Independent Member

**Elected Members from May 2003**

Baillie Helen Wright, Chair  
Councillor Joe Morrow, Administration  
Councillor Fraser Macpherson, Convener of Education Committee  
Baillie John Corrigan, SNP Group  
Councillor Liz Fordyce, SNP Group  
Councillor Andy Dawson, SNP group  
Councillor Neil Powrie, Conservative Group

**Union Representatives**

June Anderson, Linlathen Child and Family Centre TGWU Representative (until 2003)  
Alison Hughes, Ardler Child and Family Centre - Unison Representative

**Social Work Department Officers**

Alan Baird, Director  
Heather Gunn, Service Manager (Early Years and Family Support)

**Child and Family Centre Staff**

Calum Strathie, Whitfield Child and Family Centre  
Jane Wright, Lochee Child and Family Centre

**Education Department Officers**

Anne Wilson, Director  
Christine Riach, Manager Early Years and Childcare Services

**Local Healthcare Co-operative Representative**

Mary Colvin, Health Visitor (until 2003)  
Heather McGregor, Health Visitor

**Early Years and Childcare Partnership Representative**

Gwen Grandison, Lecturer Childcare Studies (until May 2003)  
Ann Hamilton, Lecturer, Childcare Studies (from January 2004)



## STAFFING ESTABLISHMENT

CURRENTPROPOSED

<b>Designation</b>	<b>Numbers</b>	<b>Designation</b>	<b>Numbers</b>
Centre Manager (PO1-4)	8	Family Support Team Manager (PO1-4)	8
Centre Worker (AP4/5+1)	17	Senior Family Support Worker (AP4/5+1)	16
Outreach Worker (AP4/5+1)	5	Family Support Development Worker (AP4/5+1)	5*
Family Support Worker (SCP19-24)	59.5	Family Support Worker (SCP19-24)	45**
Cook (MW3)	1	Cook (MW3)	1
Cook/Domestic (MW1)	9.6	Cook/Domestic (MW1)	8.6
<b>TOTALS</b>	<b>100.1</b>		<b>83.6</b>

\* All 5 posts are funded from Sure Start and Changing Children's Services Fund monies and therefore can only be established on a temporary basis at present

\*\* 17 of these posts are funded from Sure Start and Changing Children's Services Fund monies and therefore can only be established on a temporary basis at present

<b>Service</b>	<b>APTC Staff £</b>	<b>MW Staff £</b>	<b>Non Staff £</b>	<b>TOTAL £</b>
Charleston	233,550		9,000	<b>242,550</b>
Douglas	202,450	18,650	28,400	<b>249,500</b>
Kirkton	202,450		10,500	<b>212,950</b>
Lochee	276,150	37,510	36,910	<b>350,570</b>
Ardler	234,060		9,400	<b>243,460</b>
Bruce Street	255,430	26,920	24,400	<b>306,750</b>
Linlathen	200,360	19,670	27,720	<b>247,750</b>
Whitfield	246,160	19,670	29,440	<b>295,270</b>
Service Manager	47,470		197,170	<b>244,640</b>
<b>Gross Full Year Cost</b>	<b>1,898,080</b>	<b>122,420</b>	<b>372,940</b>	<b>2,393,440</b>
Changing Children's Services Fund				-200,000
Sure Start Funding				-331,780
<b>NET FULL YEAR COST OF SERVICE (2004/05 Prices)</b>				<b>1,861,660</b>