

DUNDEE CITY COUNCIL

REPORT TO: SOCIAL WORK COMMITTEE – 19TH January 2004

REPORT ON: SOCIAL WORK DEPARTMENT SERVICE PLAN

REPORT BY: DIRECTOR OF SOCIAL WORK

REPORT NO: 69-2004

1.0 PURPOSE OF THE REPORT

1.1 This report seeks committee approval of Dundee City Council Social Work Service Plan 2003 – 2007.

2.0 RECOMMENDATIONS

2.1 It is recommended that the Social Work Committee;

2.1.1 Note and approve the content of Dundee City Council Social Work Department Service Plan 2003 – 2007. An Executive Summary of the Plan is attached as an Appendix to this report. Copies of the full plan have been passed to each group secretary and a copy is available in the Members' Lounge.

3.0 FINANCIAL IMPLICATIONS

3.1 Projected net revenue expenditure is identified for the 4 years of the Plan. However, these will be updated in line with the annual approved Revenue Budgets.

3.2 Capital Plan expenditure is identified subject to the decision of the Council on the three year Capital Plan. Projected Capital expenditure will be updated in line with approved Financial Plans.

4.0 LOCAL AGENDA 21 IMPLICATIONS

4.1 The Plan will impact on the following key themes:

- all sections of the community are empowered to participate in decision making
- health protection and care of the sick
- people can live without fear of violence or persecution because of their personal beliefs, race, gender or sexuality

5.0 EQUAL OPPORTUNITIES IMPLICATIONS

5.1 During the implementation of the Plan we will be acting to secure equal opportunities for all Dundee's citizens, this will involve both the elimination of discrimination and the use of positive action measures to ensure that employment opportunities, service provision and access to civic life are bias free and made equally and easily available.

6.0 BACKGROUND

- 6.1 Dundee City Council adopted a Council Plan on 20th October 2003. The Council Plan sets out the key strategic objectives for the authority over the next four years, and provides a framework for the development of detailed service plans. has developed its Service Plan for 2003 – 07. This Plan sets a strategic direction for the development and delivery of Social Work Services in the City. It provides details of key objectives, projects and performance measures. It also given information about what the Department plans to do to improve customer satisfaction and meet the needs of its staff. The Plan will help to ensure that the Council provides good and efficient services that are Best Value.
- 6.2 Dundee City Council Social Work Department Service Plan gives details of how progress will be reported. A performance management and reporting framework has been developed which will include details of:
- communication about the plan;
 - the provision of annual reports;
 - the employee development and review process;
 - self assessment for improvement using the EFQM Excellence Model;
 - commitment to Best Value Reviews and Audits; and
 - linkages to external networks.

7.0 CONSULTATION

- 7.1 The Chief Executive, The Depute Chief Executive (Finance) and Depute Chief Executive (Support Services) have been consulted in the preparation of this report.

8.0 BACKGROUND PAPERS

No background papers, as defined by Section 50D of the Local Government (Scotland) Act 19973 (other than any containing confidential or exempt information), were relied on to any material extent in preparing the above report.

Alan G Baird
Director of Social Work

Date: 12 January 2004

DUNDEE CITY COUNCIL SOCIAL WORK DEPARTMENT.

SERVICE PLAN 2003-2007

EXECUTIVE SUMMARY

Strategic Statement by the Director

Most people, either as individuals or through friends and relatives, will have contact with social work services at some point in their lives. We work with people when they need it most and our main aim is to help people, young and old, to enjoy an ordinary life. This means not just supporting people at times of personal or family crisis, but also helping them remain active and independent members of the community. To do our job well requires skill, training and education, and good partnership working with service users, carers and other agencies.

Over the period of this plan the department will adopt a strategic approach that will make clear (for both staff and service users) the links between our vision, the Council Plan and national priorities. In introducing Dundee City Council Social Work Department Service Plan I feel it is important to refer to our Department's vision statement.

In our vision we say we will:

- **Listen to, respect and value each person as an individual.**
- **Encourage honesty and openness about services we provide and decisions we make.**
- **Ensure that everyone who uses our services is treated with courtesy and respect whilst receiving a reliable, prompt and efficient service.**

Our Aims are to:

- **Achieve comprehensive, joint and inclusive assessments.**
- **Identify and challenge disadvantage and discrimination.**
- **Continuously improve the quality, efficiency and effectiveness of the services we provide.**
- **Make the best use of our resources by providing flexible, responsive and safe services.**

We involved a wide range of staff in the production of this vision and it reflects our commitment to Dundee and its people. Over the next four years we will face a number of challenges including recruitment and retention of key staff. We will ensure that all staff have access to the training and development required for delivering high quality services. This will include opportunities for management development at all levels of the department.

The Social Work Department provides services, on behalf of the public. The public have a right to transparency and accountability as part of the democratic process and to contribute to determining the quality of services we provide. I am clear that Dundee City Council Social Work Department must be more active in seeking out the opinions of service users on the quality of services to improve quality in the future. Reporting our performance to the public will also be improved during the life of this plan. As well as the improvements in reporting and consulting on performance, a more systematic approach to performance management will be required. This approach will be in keeping with the framework suggested in the Council Plan. It will have a focus on key performance indicators, meeting national standards and staff and customer satisfaction. It is likely that developing this framework will be an ongoing task during the period of this plan and beyond.

The Department already demonstrates good examples of partnership working, including single shared assessment and joint work with the police. This combining of resources produces better outcomes for vulnerable citizens and during the course of this plan staff will continue to develop and expand a partnership approach as a way of improving services.

Modernising Government will be a priority for the Council and as part of this we will review how we undertake our business. On the information technology side there will be investment in the development of our information systems and in training our people. We recognise that social work is not a nine to five service. In order to meet the contact needs of our service users and increase work

life balance options for our workforce, we will continue to evaluate more flexible approaches to service delivery.

In concluding this statement it is important to emphasise that the principles of social inclusion, social justice and equality underpin all the work of the Department. Dundee City Council recognises the need to attain equality for all citizens and employees. We recognise that people can be discriminated against because of race, colour, ethnic and national origins, marital status, domestic circumstances, gender, sexuality and transsexualism, age, class, ethical or religious belief, basic skills, disability, trade union activity, long term employment or because they have Aids or are HIV positive. In the Social Work Department we will be acting to eliminate discrimination and will use positive action to ensure that no service user or member of staff will be denied services or opportunities because of their race or ethnicity, their disability, their gender or sexual orientation, their age or religion.

Common Objectives.

Dundee City Council Social Work Department has agreed specific departmental objectives to meet the overall aim of delivering high quality services. Our common objectives address eight key themes.

Theme	To be Achieved By
Human Resources.	Implementing a Human Resource Strategy.
Customer Focus	Preparing a customer care strategy that takes account of the views of service users to improve services.
Integration and Partnership Working	Further developing partnership working that leads to improved services and better outcomes for people.
Managing Resources	Ensuring effective and efficient management of people, finances and buildings to deliver high quality services.
Organisational Development.	Building on our progress to improve organisational culture and management performance.
Modernising Government.	Developing the Social Work information and technology systems to meet the need for high quality information as an aid to performance management and the delivery of more efficient and effective services.
Meeting Standards	Meeting National and local Standards for Children's Services, Community Care and Criminal Justice
Health and Safety	Preparing and implementing a Health and Safety Plan that meets with agreed corporate standards and developing a health improvement strategy.

Summaries for the social work services are detailed below.

Community Care

There is currently much change and activity within the community care field, both nationally and locally. Such activity is underpinned by Scottish Executive guidance for modernising community care generally, emphasising in particular the provision of more flexible home care as a route to shifting the balance of care and by legislation designed specifically to promote carers' assessments, direct payments and increased joint working across agencies.

The strategic direction for Community Care Services within Dundee City has been developed and agreed against this backdrop and in partnership with NHS Tayside.

Joint working continues to be a major priority and our Joint Future Local Partnership Agreement sets out a vision for the delivery of community care services built on good practice and joint working. The Agreement identifies key objectives and describes a vision which will include:

- achieve a fair and realistic balance in the provision of care
- address the need to redesign and develop services which will help people to stay as healthy, safe and independent as possible
- provide sensitive and individually tailored support to enable individuals to remain in, or return to their own homes
- for people who are unable to remain in their own homes, provide a range of alternative provision which will be of a high standard and will address the needs of people on an individual basis.

Criminal Justice

During the period of this plan, Criminal Justice Social Work Services in Scotland will be under considerable scrutiny and a public consultation on the future shape of social work and prison services will take place. During this challenging period it will be important for Dundee Criminal Justice Social Work Services, alongside our colleagues in the Tayside Criminal Justice Partnership, to remain focussed on the key priorities of:

- improving community safety and public protection
- reducing the use of unnecessary custody by providing effective community disposals and
- promoting the social inclusion of offenders.

The Tayside Criminal Justice Partnership is in its second year of operation and will now need to expand services to prisoners and their families. This will require close partnership working with the Scottish Prison Service and other agencies.

Another key priority will be to further develop the Drug Treatment and Testing Order Service to meet the growing demand from the local court.

Other service priorities include

- developing a range of programmes which are designed to enable offenders to change their behaviour and to reduce their offending.
- promoting the use of Community Service as a court disposal enabling offenders to make a valuable contribution to the environment of Dundee, as outlined in the Council Plan.
- developing accommodation services for offenders
- prioritising services which provide effective supervision of offenders who represent the greatest risk to the public and continue to work closely with Tayside Police.

Strategy and Performance.

As a result of a Best Value Review, the Social Work Department established a Strategy and Performance Service in the summer of 2003. The Strategy and Performance Service ensures that the Department has a co-ordinated and cohesive approach to the planning, development, delivery, monitoring and evaluation of services provided for people in need. It also has a key responsibility to make certain that achieving better outcomes for people is at the centre of all that the Department does.

Over the period of this plan, the Service will develop and implement a number of initiatives, systems and processes, which will progress the strategic priorities and common objectives of the Department. It has a wide range of experience and carries out joint working, at all levels, within the organisation and with external planning and service delivery partners. The Strategy and Performance Service has a central role in setting and meeting departmental objectives in organisational development, performance management, public performance reporting and in the provision of public information.

Included in the objectives for the Strategy and Performance Service are plans to:

- develop and implement a performance management framework
- develop and implement a public performance reporting framework
- develop and implement an organisational development framework
- develop the department as a health-promoting organisation
- develop and promote a customer focussed approach including a Children's Rights Service
- produce public information standards.

Children's Services.

The strategic aim of Children's Services is to work in partnership with parents, families and communities to promote and safeguard the welfare of children and young people in Dundee. The goal is to make a real difference to the lives of disadvantaged children and their families in the city.

Dundee's excellent physical environment and the economic regeneration that has taken place in recent years have improved job opportunities, brought greater prosperity and made the city one of the best places to live. At the same time, health inequalities, poverty and deprivation continue to have an adverse impact on the life chances of many children in the city. To prevent their social exclusion, additional support needs to be provided for these children and their families.

Better outcomes for children and families are achieved by providing better-integrated and co-ordinated services. In order to improve the outcomes for children in need in Dundee, Children's Services intend to develop the range and quality of available provision. They will do this by reviewing practice and systems and by forming new partnerships and enhancing joint working arrangements.

Examples of strategic priorities for Children's Services are:

- supporting families
- keeping children and young people safe
- children who are looked after
- supporting children with/or affected by disability
- youth justice
- tackling substance misuse.

Support Services

To meet the objectives laid out in this Service Plan operational social work services require comprehensive and effective support services. We aim to deliver these services efficiently and in close co-operation with operational colleagues.

Effective financial management and use of resources remains essential to the delivery of high quality social work services

We have made a substantial investment to meet the needs of the Modernising Government agenda. We will continue to build on this to ensure that the Department's future requirements for information technology are met.

The human resources agenda is very significant for social work at present. Recruitment and retention issues are being addressed via a range of initiatives.

The Welfare Rights Service contribute significantly to putting into action the Council's anti-poverty strategy, through our income maximisation approach, and through the development of a department wide approach to anti-poverty issues.

The Contracts Section continues to work closely with operational colleagues to specify and monitor the increasing number of contacts with voluntary and private sector providers.

This is a time of enormous change in the social work training and education field. The advent of the Scottish Social Services Council, the new education routes for social work qualification and increasing joint working are all impacting on staff development.

Included in the objectives for Support Services are plans to:

- support efficient and effective service delivery within a sound corporate governance framework
- meet modernising government objectives and improve service delivery by the use of information technology systems
- provide a framework of policies, procedures and strategies which value staff and support them to provide high quality services
- provide income maximisation and money advice/debt counselling services which help services users to improve their financial circumstances, thereby reducing the effects of poverty
- support external providers to deliver high quality, effective and efficient services on behalf of the Council, through the negotiation, monitoring and review of contracts and service level agreements
- help staff to continuously improve the quality of service through the provision and commissioning of training, development and assessment opportunities.

Concluding Remarks

This plan has been completed following wide ranging consultation with Departmental staff. In addition the plan has been developed to meet the external demands and expectations of national priorities, annual reports, local authority performance indicators, the Council Plan and current social work plans.

There is a wide breadth of performance indicators and projects that will help us to achieve our vision statement and have a significant positive impact on the people of Dundee.

Key projects are detailed in Appendix 1.

EXECUTIVE SUMMARY-APPENDIX 1

Key Projects for Support Services			
Project Objective	Lead Officer	Resource Allocation	Target End Date
Evaluate and roll out if indicated the pilot on use of credit cards in residential units. Aim to improve efficiency and reduce stigma for service users	M. O'Donnell	Within existing budgets	June 2004
New build office accommodation to replace Kirkton Road and Balmerino Road offices	A.MacKay	Within capital plan	March 2005
Redevelopment of K2 client information and records system	T. McNeely	£150k per annum	March 2006
Develop Human Resources Strategy	S. Penman	Within existing budgets	March 2005
Evaluate Staff Support pilot and establish permanently if indicated	S. Penman	Within existing budgets	May 2004
Establish safe systems of work for staff undertaking lone working. Contribute to the development of a corporate database of individuals who present risks to staff.	S. Penman	Within existing budgets	Safe systems of work - March 2004
Establish processes and procedures for flexible working arrangements	S. Penman	£5000 match funding	October 2004
Implementation of the Health & Safety Strategy	R.Tanner	Within existing budgets	Full implementation by March 2006
Development of a records management and filing system for the Department	J. Morgan	Within existing budgets	March 2005
Evaluate money advice services and agree permanent arrangements	J. Conlin-Ramsay	£114,000	January 2005
Restructure the Staff Development Service	L. Godfrey	Within existing budgets	December 2004
Develop Staff Development and Training Strategy	L.Godfrey	Within existing budgets	September 2004
Develop core training/skills matrix	L.Godfrey	Within existing budgets	June 2004
Key Projects for Children's Services			
Project Objective	Lead Officer	Resource Allocation	Target End Date
Review childcare fieldwork services	G. Oliver	To be reported	September 2004
Contribute to the development and modernisation of child protection services	G. Oliver	2003/04 £166,000 - 2004/05 £209,000	Ongoing project
Implement the recommendations of the Residential Services Review	M. Dymock	£158,000	September 2004

Review family placement service	M. Moyes	From existing budget	June 2004
Pilot Fast Track Children's Hearings	M. Holligan	£831,000	January 2005
Implement changes in Throughcare and Aftercare Legislation	D. Innes	£41, 268	April 2004
Support young people through the BNSF project	M. Dey	£160,000	September 2005
Develop social work input to child and adolescent mental health services	M. Holligan	2003/04 - £74,000 2004/05 £81,000	April 2005
Develop pre-birth assessment service for drug using parents	H. Gunn	To be reported	June 2004
Evaluate electronic recording of child protection interviews	D. Mackenzie	From existing budget	June 2004
Develop and improve the commissioning and contracting processes	G. Oliver	From existing budget	September 2004
Develop Community Enabler and Community Support Scheme	M. Holligan	2003/04 - £147,000 2004/05 £199,000 2005/06	March 2006
Commission psychiatric services for children and young people in secure care who experience mental health problems	G. Oliver	£97, 000	August 2006
Develop Community Outreach Service Initiative	H. Gunn	£200,000	Dec 2004
Increase the range of accommodation options available to young people, including looked after children	M. Moyes	From existing budget	April 2007
Develop joint equipment provision for people of all ages in the City	D. MacKenzie	Within Existing Budgets	2004
Implement Single Shared Assessment model(s) with Joint Future partners during the period of the plan for all community care groups	V. Macfarlane	Within Existing Budgets	April 2004
Develop joint community mental health teams for older people	F. Greig	Within Existing Budgets	Junel 2004
Complete the final phase of resettlement for learning disability	M. Crichton	Within Existing Budgets	2006
Develop an action plan for sensory loss services	D. Mackenzie	Within Existing Budgets	2004
Develop a joint organisational development/training plan	L. Bannerman	Within Existing Budgets	2004

Key Projects for Criminal Justice Services

Project Objective	Lead Officer	Resource Allocation	Target End Date
Maximise Drug Treatment and Testing orders	D. Mitchell	100% Funding. Scot. Exec.	Review by Aug 2004
Develop throughcare provision for released prisoners.	J.Lewis (Tayside Grouping)	100% Funding. Scot. Exec.	April 2004
Develop programme work with high risk young Offenders	G. Wood.	100% Funding. Scot. Exec.	Run accredited programme by Dec 2004
Identify and implement environmental improvement project for Community Service by Offenders	G. Paterson	100% Funding. Scot. Exec.	Dec 2004

Key Projects for Strategy and Performance

Project Objective	Lead Officer	Resource Allocation	Target End Date
Develop a single shared assessment model and care planning and review procedures and standards for children and young people with disabilities	J. Currie	£30, 000	April 2005
Develop the use of person centred planning for children with disabilities and their carers	J. Currie	£51, 000	April 2005
Develop Children's Rights and independent advocacy service for children and young people with and affected by disabilities	L.Cameron/ G. Frew	Within existing budget	Dec. 2004
Develop child protection quality assurance mechanisms and audit tools which take account of recommendations from nation reports and reviews	P. Connolly	Within existing budget	June 2004
Assure practice in line with national Child Protection Standards and develop an action plan to ensure continuous improvement	P. Connolly	Within existing budget	To be determined
Develop and implement a quality assurance framework for child protection	P. Connolly	Within existing budget	August 2004
Develop and implement ethnic monitoring policy and procedures across the department	R. Kennedy	Within existing budget	October 2004
Develop and implement disability monitoring policy and procedures across the department	R. Kennedy	Within existing budget	October 2005
Develop an organisational development framework	J Tocher	Within existing budget	Dec 2006
Develop and implement an information strategy 1) Review department information strategy 2) Update action plan produced 3)Monitoring of action included in performance management framework.	J Tocher/ A McGinty	Within existing budget	Apr 2004 Oct 2004 Dec 2004
Develop departmental intranet content	A. McGinty	Within existing budget	Planning period

Develop and implement a communication strategy	R. Wilson	Within existing budget	Nov 2004
Develop and implement an involvement strategy and standards	C. Mathers	Within existing budget	December 2004
Develop independent advocacy services for adults	I. Chaudhry	Within existing budget	Apr 2004
Develop and implement a public information strategy and standards	G Ireland	Within existing budget	Oct 2004
Develop a tripartite policy to meet the social care, education and health needs of looked after children	J. Tocher/ L. Cameron	Within existing budget	Oct 2004
Develop policy, information sharing and practice protocols and procedures for young people who put themselves at risk due to their own behaviour	L. Cameron	Within existing budget	Apr 2005
Develop a public reporting framework	R. Wilson	Within existing budget	Aug 2004
Develop a performance management framework	J. Tocher	Within existing budget	Sept 2004
Develop an annual corporate action plan (DAAT) for children, young people and their families affected by substance misuse	K. Finnon	Within existing budget	Annually
Develop a strategy and an action plan for meeting the needs of children of drug using parents in line with <i>Getting Our Priorities Right</i>	P. Connolly	Within existing budget	May 2004
Develop departmental policies, procedures and standards in relation to the Mental Health Care and Treatment (Scotland) Act 2003 and the Adults with Incapacity Act 2000	D McCaw	Funding to be reported	Jan 2006
Coordinate development and implementation of corporate domestic abuse strategy	L. Cameron.	Bid to Scottish Exec. by Feb 2004	Dec 2004