

DUNDEE CITY COUNCIL

REPORT TO: SOCIAL WORK COMMITTEE – 18 DECEMBER 2006

REPORT ON: CHANGING LIVES: IMPLEMENTATION PLAN

REPORT BY: DIRECTOR OF SOCIAL WORK

REPORT NO: 714 - 2006

1.0 PURPOSE OF THE REPORT

1.1 To inform the Social Work Committee of the Social Work Department's proposed action plan in relation to Changing Lives: A Report by the 21st Century Review Group (Report 182 –2006).

2.0 RECOMMENDATIONS

It is recommended that the Social Work Committee: -

2.1 Note the content of this report; and

2.2 Instruct the Director of Social Work to ensure implementation of the proposed actions and to monitor progress at regular intervals.

3.0 FINANCIAL IMPLICATIONS

3.1 There are no specific financial implications at this time.

4.0 SUSTAINABILITY POLICY IMPLICATIONS

4.1 This report meets the principles that local needs are met locally and that resources are used efficiently and waste is minimised. This can be achieved by having a better-trained and confident workforce working to meet the needs of people within the community.

5.0 EQUAL OPPORTUNITIES IMPLICATIONS

5.1 The proposals contained in this report have, as their main focus, improving the opportunities and quality of life amongst some of the most vulnerable members of society.

6.0 MAIN TEXT

6.1 Background

The 21st Century Review of Social Work was commissioned by the Minister for Education and Young People in June 2004. The purpose of the Review was to take a fundamental look at all aspects of social work in Scotland to ensure services are fit to respond to the needs of future generations.

The Review drew heavily on the experience and knowledge of a range of professionals as well as evidence from a Users' and Carers' Panel. This evidence has a strong message that "doing more of the same won't work". The Review goes on to say that social work services must change to meet the needs and expectations of service users by delivering high quality, accessible, personalised services that are equipped to respond to increasingly complex problems in a fragmented and ageing society.

There is a clear message from the Review that social work services alone cannot sort out all the problems facing society now and in the future. Future solutions will need to involve professionals, services and agencies from across the public, private and voluntary sectors in a concerted and joined-up effort. This approach must make the best use of those universal services, such as health, early years education and police, which touch everyone's lives, and those social work services, which are targeted to provide support in very specific circumstances.

6.2 Changing Lives: The Implementation Plan

"Changing Lives", the Report of the 21st Century Social Work Review, set out a compelling and challenging vision for the future direction of social work services. In the Executive's immediate response to the Report, Ministers welcomed the findings of the Review and accepted all 13 recommendations and gave a commitment to act upon them. The Scottish Executive published the Changing Lives Implementation Plan in June 2006. The Plan sets out proposals to address the findings of the Review and its 13 recommendations.

The Changing Lives Implementation Plan is set out in four parts:

Section 1 Introduction

Section 2 sets out proposals for national leadership and co-ordination of the implementation process.

Section 3 sets out five change programmes which will take forward collaboratively the detail of implementation through developing, testing and sharing approaches for wider implementation. The Change Programmes include:

- Performance Improvement
- Service Development
- Workforce Development
- Practice Governance; and
- Leadership and Management.

Section 4 sets out a framework for local self-assessment.

As part of the implementation process, local authorities were asked to undertake a self-assessment, using the template in section 4, and to submit a return to the Social Work Services Policy Division.

Changing Lives: Self-Assessment Return

As an organisation, Dundee City Council Social Work Department was asked to undertake a self-evaluation around 12 of the key Changing Lives Recommendations. These state that Social Work Services must:

1. be designed and delivered around the needs of people who use services, their carers and communities;
2. build individual, family and community capacity to meet their own needs;

3. play a full and active part in a public sector wide approach to prevention and early intervention;
4. become an integral part of a whole public sector approach to supporting vulnerable people and promoting social well-being;
5. recognise and effectively manage the mixed economy of care in the delivery of services;
6. develop a new organisational approach to managing risk, which ensures the delivery of safe, effective and innovative practice;
7. as employers, make sure that social workers are enabled and supported to practice accountability and exercise their professional autonomy;
8. develop a learning culture that commits all individuals and organisations to lifelong learning and development;
9. be delivered by effective teams designed to incorporate the appropriate mix of skills and expertise and operating within delegated authority and responsibility;
10. develop enabling leadership and effective management at all levels and across the system;
11. be monitored and evaluated on the delivery of improved outcomes for people who sue services, their carers and communities; and
12. develop the capacity for transformational change by focusing on re-designing services and organisational development.

The main areas of social work service delivery in Dundee City Council Social Work Department undertook this self-evaluation and used the information gathered to complete the return requested by the Scottish Executive. This return provides details of areas of strength, examples of good practice from which others could learn as well as priority areas for service development or for joint development or re-design. The content highlights some of the main priority areas for action to ensure that social work services in Dundee continue to improve and meet the “Changing Lives” recommendations.

Examples include:

Areas of strength

- successful retention and recruitment strategy;
- good assessment and care planning processes;
- clear sets of standards for assessment and care planning in Child Protection and for children and young people who are looked after or looked after and accommodated;
- good mixed economy with the independent sector, number of criminal justice services operating across 3 local authority areas with joint teams/services involving other professionals;
- increasingly robust performance management infrastructure; and
- development of “event-recording” – an in-house IT system for use by practitioners.

Good Practice from which others could learn

- Effective Support to Staff Handbook, which incorporates policies and good practice guides on staff conduct, management behaviours, flexible working, induction, supervision, Employee Development Review and the development of personal action plans (which link to departmental aims/objectives) and personal development plans;
- Customer Care Standards and Charter which address compliments, suggestions and complaints;
- ASPIRe initiative – which ensures improved information gathering and sharing for children with disabilities and their parents or carers;
- OPEN Project (Older People Enabling Network);
- Social Care Academy;
- Youth Justice Strategy and model of Youth Justice Services – which has achieved a 27% reduction in persistent offending against national target of 10%; and

- Model of recruitment of staff to residential childcare posts which involves young people in the process.

Priority Areas for Service Development

- Develop the use of Family Group Conferencing and “Signs of Safety” approach;
- Better address the needs of transition groups (Children’s Services to Community Care and Adults to Older People);
- Improve links between learning, practice and organisational development;
- Strengthen departmental involvement in community planning processes
- Further develop user involvement in determining outcomes and in evaluation;

Priority Areas for joint development or re-design

- Improve integration of strategic planning, performance management, workforce planning and financial planning;
- Improve approaches to training across 3 authorities and with partner agencies such as Police and Scottish Prison Service
- Align social work teams with secondary school catchment areas to work towards creating a locality based network of Integrated Children’s Services around the child and family’s experience of home, school and community; and
- Systems analysis completed of CP system. Recommendations to be made on changes necessary to prevent “wrong work ending up at the wrong door” and to achieve GIRFEC (Getting It Right for Every Child) complaint services which are appropriate, proportionate and timely.

Details of the full response submitted to the Scottish Executive are attached in Appendix 1.

The Way Forward

Much of the work, which will be undertaken to address the recommendations from Changing Lives, is not new. Rather it will build on work already underway across the Social Work Department on areas of activity covered by the 5 change themes.

The priorities for action outlined in the self-assessment return will be addressed through a set of shared strategic aims and will be included, and progress monitored, in the Social Work Department Service Plan and in other joint plans and reviews.

7.0 CONSULTATION

7.1 The Chief Executive, Depute Chief Executive (Support Services), Depute Chief Executive (Finance) and Assistant Chief Executive (Community Planning) were consulted in the preparation of this report.

8.0 BACKGROUND PAPERS

None.

Alan G Baird
Director of Social Work

Date: 7 December 2006

APPENDIX 1: CHANGING LIVES SELF ASSESSMENT RETURN

NAME OF ORGANISATION

Dundee City Council Social Work Department

NAME, DESIGNATION AND CONTACT DETAILS OF PERSON SIGNING OFF PLAN:

Alan Baird, Director of Social Work

SIGNATURE



DATE

31.10.06

Please return to:

Moira Hughes
Social Work Services Policy Division
Scottish Executive
1FS Victoria Quay
Edinburgh
EH6 6QQ

Moira.hughes@scotland.gsi.gov.uk

(electronic responses would be preferred)

No later than 31st October 2006.
Telephone enquiries 0131 244 3680

SECTION 1 CHILDREN & FAMILIES

Changing Lives Recommendations

1. Services designed around needs of users	5. Manage mixed economy of care	9. Develop effective teamwork with right skills and authority
2. Build capacity to self care	6. Organisational approach to risk management	10. Develop enabling leadership & effective management
3. Public sector wide prevention & earlier intervention	7. Accountable autonomous practice	11. Outcome based performance improvement
4. Whole public sector approach	8. Develop learning culture	12. Redesign of services to achieve transformational change

Areas of strength	Rec No(s)
(This should identify areas where the organisation is either meeting or making significant progress towards meeting the recommendations)	
<i>Successful recruitment & retention strategy including creation of Senior Practitioner Posts.</i>	7,8,9
<i>Strategy for Effective Support to Staff being implemented – includes induction, supervision, employee development reviews, personal action plans & personal development plans</i>	8, 9, 10
<i>Clear sets of standards for assessment & care planning in Child Protection and for children and young people who are looked after or looked after and accommodated</i>	7,10,11

Good practice from which others could learn	Rec No(s)
(This should identify areas of significant good practice which the organisation is prepared to share with others as part of change networks)	
<i>Youth Justice Strategy and model of delivery of Youth Justice Services – achieving a 27% reduction in persistent offenders against national target of 10%</i>	
<i>Model of recruitment of staff to residential childcare posts which involves young people in the process.</i>	9

Priority areas for service development	Rec No(s)
(This should identify no more than three priorities highlighted by Changing Lives which the organisation is proposing to address)	
<i>Improvement in permanence planning skills</i>	1,7, 8
<i>Development and improvement of kinship care services</i>	1,2
<i>Development of Family Group Conferences and “Signs of Safety” approach</i>	1,2

Priority areas for joint development or re-design	Rec No(s)
(This should identify no more than three priorities for change where the organisation would be interested in working with others to develop and test out different approaches, or where support might be needed to re-design the delivery of services)	
<i>Alignment of Social Work teams with secondary school catchment areas to work towards creating a locality based network of Integrated Children's Services around the child and family's experience of home, school and community</i>	1,2,3, & 12
<i>Systems analysis completed of CP system to prevent "wrong work ending up at the wrong door" and to achieve GIRFEC compliant services which are appropriate, proportionate and timely.</i>	

SECTION 2 COMMUNITY CARE

Changing Lives Recommendations

1. Services designed around needs of users	5. Manage mixed economy of care	9. Develop effective teamwork with right skills and authority
2. Build capacity to self care	6. Organisational approach to risk management	10. Develop enabling leadership & effective management
3. Public sector wide prevention & earlier intervention	7. Accountable autonomous practice	11. Outcome based performance improvement
4. Whole public sector approach	8. Develop learning culture	12. Redesign of services to achieve transformational change

Areas of strength	Rec No(s)
(This should identify areas where the organisation is either meeting or making significant progress towards meeting the recommendations)	
<i>Good assessment & care planning processes</i>	1
<i>Involvement of Service Users – OPEN, CAN, direct payments</i>	2
<i>Joint working for prevention & intervention</i>	3
<i>Service reviews – Balance of Care, MH Review (Level 1 services)</i>	4
<i>Approved providers</i>	5
<i>Strong learning culture</i>	8
<i>Strong and enabling leadership</i>	10

Good practice from which others could learn	Rec No(s)
(This should identify areas of significant good practice which the organisation is prepared to share with others as part of change networks)	
<i>OPEN project (Older people enabling network)</i>	2
<i>Service reviews – Balance of Care, MH Review (Level 1 services); Home Care Review)</i>	4
<i>Social care academy</i>	8
<i>Drug and Alcohol – The Event (staff sponsored initiative)</i>	10

Priority areas for service development	Rec No(s)
(This should identify no more than three priorities highlighted by Changing Lives which the organisation is proposing to address)	
<i>Transition groups (CS to CC and Adults to Older People)</i>	1
<i>Support for Carers (Carers Strategy)</i>	1
<i>Strengthen involvement in community planning processes</i>	4
<i>Accountable autonomous practice (field work review)</i>	7
<i>Outcome based performance improvement</i>	11

SECTION 3 CRIMINAL JUSTICE

Changing Lives Recommendations

1. Services designed around needs of users	5. Manage mixed economy of care	9. Develop effective teamwork with right skills and authority
2. Build capacity to self care	6. Organisational approach to risk management	10. Develop enabling leadership & effective management
3. Public sector wide prevention & earlier intervention	7. Accountable autonomous practice	11. Outcome based performance improvement
4. Whole public sector approach	8. Develop learning culture	12. Redesign of services to achieve transformational change

Areas of strength	Rec No(s)
(This should identify areas where the organisation is either meeting or making significant progress towards meeting the recommendations)	
<i>Good mixed economy with independent sector, number of services operating across 3 local authority areas, joint teams/services involving other professionals e.g. health and police</i>	4,5
<i>Service is able to adapt to legislative changes and practice developments and does so jointly with other agencies</i>	12

Good practice from which others could learn	Rec No(s)
(This should identify areas of significant good practice which the organisation is prepared to share with others as part of change networks)	
<i>Service redesign – establishment of public protection team, use of IT to improve service, probation vision</i>	9, 12
<i>Resettlement services</i>	4, 9, 12

Priority areas for service development	Rec No(s)
(This should identify no more than three priorities highlighted by Changing Lives which the organisation is proposing to address)	
<i>Ensure learning, practice and organisational development are more clearly linked</i>	8
<i>Use information to improve, design practice/services</i>	11

Priority areas for joint development or re-design	Rec No(s)
(This should identify no more than three priorities for change where the organisation would be interested in working with others to develop and test out different approaches, or where support might be needed to re-design the delivery of services)	

<i>Improved approaches to training across the 3 authorities and with partner agencies such as police and Scottish Prison Service.</i>	8
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SECTION 4 SERVICE WIDE PRIORITIES

Changing Lives Recommendations

1. Services designed around needs of users	5. Manage mixed economy of care	9. Develop effective teamwork with right skills and authority
2. Build capacity to self care	6. Organisational approach to risk management	10. Develop enabling leadership & effective management
3. Public sector wide prevention & earlier intervention	7. Accountable autonomous practice	11. Outcome based performance improvement
4. Whole public sector approach	8. Develop learning culture	12. Redesign of services to achieve transformational change

Areas of strength	Rec No(s)
(This should identify areas where the organisation is either meeting or making significant progress towards meeting the recommendations)	
<i>Increasingly robust performance management infrastructure including: aims shared with planning partners; adoption of a common performance improvement model across all joint community care and children's services; and people centred outcomes against which performance should be assessed</i>	7, 8, 11
<i>Public performance reporting strategy included in departmental communication framework</i>	11
<i>Development of "Event Recording" – an in-house IT system for use by practitioners – and roll out if IT resources to majority of the workforce. System will allow we enabled sharing of information with planning and service delivery partners</i>	12
<i>Infrastructure which includes effective support to staff, performance management strategy & framework, HR strategy, organisational development framework and standards and tools for determining progress.</i>	11, 12

Good practice from which others could learn	Rec No(s)
(This should identify areas of significant good practice which the organisation is prepared to share with others as part of change networks)	
<i>Effective Support to Staff Handbook which incorporates policies, and good practice guides on staff conduct, management behaviours, flexible working, induction, supervision, Employee Development Review and the development of personal action plans (which link to departmental aims/objectives) and personal development plans</i>	7, 10
<i>Use of EFQM Case Study Approach to inform performance improvement and organisational development</i>	8, 11
<i>Customer Care Standards and Charter which addresses compliments, suggestions and complaints</i>	1

<i>ASPIRe Initiative –improved information gathering and sharing for children with disabilities and their parents/carers</i>	10.3; 12.2
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Priority areas for service development	Rec No(s)
(This should identify no more than three priorities highlighted by Changing Lives which the organisation is proposing to address)	
<i>Strengthen involvement in community planning processes</i>	4
<i>Further develop user involvement in determining outcomes</i>	1
<i>Strengthen the use of evaluative and evidence-based practice by front-line staff</i>	7

Priority areas for joint development or re-design	Rec No(s)
(This should identify no more than three priorities for change where the organisation would be interested in working with others to develop and test out different approaches, or where support might be needed to re-design the delivery of services)	
<i>Improved integration of strategic planning, performance management, workforce planning and financial planning (e.g. within community care or children’s services planning processes</i>	

SECTION 5 ISSUES FOR NATIONAL CHANGE PROGRAMMES

From your self assessment please identify those priority issues that you think the five national change programmes should address in order to assist you with achieving local change.

PERFORMANCE IMPROVEMENT

Development of service user involvement in defining outcomes for people

Development of integrated regulatory & inspection processes

SERVICE DEVELOPMENT

Good practice models of service redesign

WORKFORCE DEVELOPMENT

Development of a continuous professional development programme

Devise options for career pathways linked to competencies

PRACTICE GOVERNANCE

Develop standards and competencies for CSWO role

LEADERSHIP AND MANAGEMENT

Leadership & management framework & agreed competencies

Support leadership development & succession planning