

**DUNDEE CITY COUNCIL**

**REPORT TO: SOCIAL WORK COMMITTEE – 15 November 2004**

**REPORT ON: WORKFORCE DEVELOPMENT AND RECOGNITION**

**REPORT BY: DIRECTOR OF SOCIAL WORK**

**REPORT NO: 761 - 2004**

**1.0 PURPOSE OF THE REPORT**

1.1 This report provides committee members with details of progress made in the training and recognition of the Social Work Department workforce.

**2.0 RECOMMENDATIONS**

2.1 It is recommended that the Social Work Committee:

2.1.1 Notes and approves the content of this report: and

Supports the Director of Social Work in his efforts to deliver a high quality service by recruiting and maintaining a skilled workforce.

**3.0 FINANCIAL IMPLICATIONS**

3.1 There are no financial implications as a result of this report.

**4.0 LOCAL AGENDA 21 IMPLICATIONS**

4.1 The co-ordinated development of staff skills ensures that the best use is made of available resources.

**5.0 EQUAL OPPORTUNITIES IMPLICATIONS**

5.1 In seeking to achieve a better-trained workforce, the Social Work Department will promote to the Council's policy on equal opportunities.

**6.0 BACKGROUND**

6.1 Dundee City Council has adopted the European Foundation of Quality Management (EFQM) Business Excellence Model as a basis for developing Council departments as organisations. The Social Work Department has carried out an EFQM self-assessment process which has identified strengths and areas for improvement. This process has demonstrated a clear link between staff training and development and the achievement of better outcomes for people and good key performance results.

The link between staff development and results is also acknowledged in the characteristics of Best Value. These will form part of the forthcoming Best Value audit of the Council. Included in the characteristics are indicators which will require the Social Work Department, along with other Council departments to demonstrate that:

- employees are treated as a key strategic resource;
- the authority has the organisational capacity to make full use of its staff;
- staffing requirements are explicitly related to strategic and operational objectives;
- staff feel valued and that their skills and knowledge are used effectively: and
- employees are managed effectively and efficiently, know what is expected of them through assessment and that, where necessary, assistance is provided to achieve improvement.

If it is to be an employer of first choice and be in a strong position to retain existing staff of all grades and to attract well-qualified candidates to vacant posts, the Social Work Department must place an emphasis on training, development and recognition of staff. This will have to be achieved in the face of competition from both the private and voluntary sectors.

The Social Work Department acknowledges the part played by workforce development as part of the overall strategy to be an employer of first choice. It also recognises the importance of adopting a "grow your own policy" towards the development of existing staff. This has particular relevance when recruitment of key staff can present difficulties, such as is currently the case with qualified social workers. The Social Work Department will face increased responsibilities and demand for staff training and development under the Code of Practice for Employers issued by the Scottish Social Services Council (SSSC). The Department will be working with the SSSC to ensure that departmental training and development plans meet the registration requirements laid down by this regulatory body.

6.3 Over the last five years the Social Work Department has held an annual awards ceremony to recognise the achievements of staff who have gained awards and qualifications. The Director of Social Work hosts this ceremony with elected members and invited guests from academia, government and local educational institutions, who are involved in the presentation of awards.

Since 1999 a total of 1091 staff have been presented with awards. A significant number of residential care staff have achieved SVQ level qualifications during this period. This qualification is important as it has a direct impact on the quality of care we provide to vulnerable people and is reported annually as a Statutory Performance Indicator to Audit Scotland.

The 2004 awards ceremony was held on November the 2nd at Dundee Contemporary Arts Centre. At this ceremony 228 people were presented with a wide range of awards, all of which increase staff skills and better enable them to deliver an improved quality of service. This included over 100 SVQ level qualifications.

6.4 Workforce development will continue to be addressed through the Social Work Department's Human Resource Strategy. Progress will be reported to the Social Work Committee in the departmental service plan and annual reviews. There is evidence that recognition and awards has a positive influence on staff morale and it is expected that, with the support of elected members, the awards ceremony will continue as an annual event.

It is worthy of note that the awards ceremony, in addition to other initiatives being progressed by Dundee City Council Social Work Department, has achieved a prominence that has resulted in enquiries from other authorities in both Scotland and England.

## **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**

None.

Alan G Baird  
Director of Social Work

Date: 5th November 2004