

DUNDEE CITY COUNCIL

REPORT TO: SOCIAL WORK AND HEALTH COMMITTEE - 27TH SEPTEMBER 2010

REPORT ON: PEOPLE RESULTS - SUMMARY OF FINDINGS FROM DEPARTMENTAL STAFF SURVEY

REPORT BY: DIRECTOR OF SOCIAL WORK

REPORT NO: 577 - 2010

1.0 PURPOSE OF REPORT

This report summarises the results from a recent survey of Social Work staff.

2.0 RECOMMENDATIONS

That the Social Work and Health Committee:

- notes the overall positive perception of staff;
- notes the areas of upward trend compared to the 2007 results;
- notes the favourable comparisons with the nationally reported findings;
- remits to the Director of Social Work to determine the approaches necessary for continuous improvement;
- remits to the Director of Social Work to make the results available to the Social Work Inspection Agency (SWIA) at the Initial Scrutiny Level Assessment (ISLA) stage of their performance improvement process. This is the stage at which SWIA assesses the required amount of external scrutiny of Social Work services.

3.0 FINANCIAL IMPLICATIONS

None.

4.0 MAIN TEXT

4.1 Background

Staff results are a key element of the Department's self-evaluation process. The Social Work Performance Improvement Model (PIM) and the Public Sector Improvement Framework (PSIF) both point to the need to establish and monitor staff perceptions in order to effect a positive impact on and support of staff.

The purpose of this survey was to ascertain staffs' views on a range of topics including: the quality of the services they provide, the impact of these services on service users, the quality of leadership and management within the Department and staffs' potential to improve services. The full survey findings are appended to the report.

SWIA survey social work staff in all local authorities as part of their inspection process. The aggregated results are available on-line and these provide reliable baseline and benchmarking information. It was for this reason that the Department decided to adopt the SWIA survey for use in its 3 yearly self-evaluation process. SWIA's last performance inspection of the Department was in 2007.

This survey was conducted in May 2010. All staff were sent either a paper version or an invitation to complete the survey on-line.

4.2 Respondents' Profile

643 staff completed the survey, representing 35.7% of the total workforce.

4.3 Summary of Findings

4.3.1 Overall, staff remain very positive about the services they deliver. The findings are comparable with those in 2007 and with those reported nationally.

- 88% of respondents enjoy their work.
- 63% believe the quality of service offered by their team has improved over the past year: this compares well with the Scottish average of 56%.

4.3.2 There was strong agreement amongst respondents in relation to key outcomes for service users, for example:

- 91% agree that the service their team provides is successful in helping people to be independent;
- 84% agree that the service helps people to develop their skills and abilities to the full;
- 84% agree their service helps people to lead less isolated lives;
- 92% agree their service helps to protect people.

4.3.3 Worthy of particular note is the increase in the proportion of staff who feel their team does everything possible to keep people safe: up by 6 percentage points to 97%.

4.3.4 74% of respondents feel well supported in situations where they may face personal risk, and 88% agree they have clear guidelines to follow when dealing with risk: up 10 and 8 percentage points respectively and comparable with the Scottish average.

4.3.5 The survey invited staff to make comments and suggestions as to how the Department could improve its impact on staff. Over 35% of respondents took the opportunity to make comments and make recommendations. All of these are being considered by the Senior Management Team.

4.4 Benchmarking

As indicated, the results in general compare favourably with the current Scottish average, as reported by SWIA.

4.5 Areas identified for improvement

The findings point to the following broad areas for improvement:

- partnership working with other services in the local authority i.e. education, housing and health
- links between the out-of-hours service and the wider social work services
- deployment of the employee development review scheme across all service areas
- communication with staff, especially with regard to changes for the future
- staff involvement in strategic decision making.

Consideration will now be given to determining the improvement approaches necessary.

5.0 POLICY IMPLICATIONS

This Report has been screened for any policy implications in respect of Sustainability, Strategic Environmental Assessment, Anti-Poverty, Equality Impact Assessment and Risk Management.

There are no major issues.

6.0 CONSULTATIONS

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

7.0 BACKGROUND PAPERS




Statistical Data from Social Work Inspection Agency Performance Inspections: see SWIA website - <http://www.swia.gov.uk>

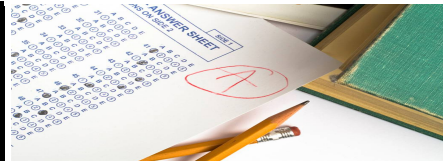
Alan G Baird
Director of Social Work




DATE: 27th August 2010

How well are we doing? Staff Survey: Results and Benchmarking Data

March 2010

Trend:	Overall agreement in 2010 -
	up by more than 5 percentage points
	within 5 percentage points variance
	down by more than 5 percentage points



Benchmark:	2010 results compared to the Scottish average are -
	at least 5 percentage points higher
	within 5 percentage points variance
	at least 5 percentage points lower

		2007	2010	Trend	Scottish Average	Benchmark
KEY OUTCOMES						
In general, the service my team provides is successful in helping people lead as independent a life as possible	Strongly Agree	37%	39%		31%	
	Agree	52%	52%		59%	
	Neither	7%	7%		6%	
	Disagree	4%	2%		4%	
	Strongly Disagree	0%	0%		1%	
In general, the service my team provides is successful in helping people develop their skills and abilities to the full	Strongly Agree	26%	25%		20%	
	Agree	58%	59%		57%	
	Neither	10%	12%		13%	
	Disagree	6%	3%		9%	
	Strongly Disagree	0%	1%		1%	
In general, the service my team provides is successful in helping people lead less isolated lives	Strongly Agree	29%	27%		27%	
	Agree	58%	57%		59%	
	Neither	9%	13%		8%	
	Disagree	4%	4%		4%	
	Strongly Disagree	0%	0%		1%	
In general, the service my team provides is successful in helping people live in the community	Strongly Agree	35%	35%		35%	
	Agree	53%	56%		54%	
	Neither	10%	7%		8%	
	Disagree	2%	2%		3%	
	Strongly Disagree	0%	0%		0%	
In general, my team does everything possible to keep people safe	Strongly Agree	49%	56%		52%	
	Agree	42%	41%		43%	
	Neither	5%	3%		3%	
	Disagree	3%	1%		2%	
	Strongly Disagree	1%	0%		0%	

Note: Where the totals do not add up to 100% this is due to rounding.
Where a cell is shaded this indicates there is no data available or the data describes the respondents' profile.

		2007	2010	Trend	Scottish Average	Benchmark
In general, my team works well with other agencies in protecting children and /or vulnerable adults	Strongly Agree	43%	44%	↔	39%	↔
	Agree	47%	48%		52%	
	Neither	9%	6%		7%	
	Disagree	1%	1%		2%	
	Strongly Disagree	0%	0%		0%	
The quality of the social work service offered by my team has improved over the past year	Strongly Agree	29%	21%	↔	20%	✓
	Agree	32%	42%		36%	
	Neither	30%	27%		28%	
	Disagree	6%	9%		13%	
	Strongly Disagree	3%	1%		3%	
In general, the service my team provides is successful in helping people address and reduce offending behaviour	Strongly Agree	New in 2010- for CJS staff only	14%			
	Agree		55%			
	Neither		24%			
	Disagree		7%			
	Strongly Disagree		0%			
In general, the service my team provides is successful in helping people address offence related needs e.g. addiction	Strongly Agree	New in 2010- for CJS staff only	5%			
	Agree		44%			
	Neither		34%			
	Disagree		12%			
	Strongly Disagree		5%			
In general, the service my team provides is successful in helping people develop their abilities and skills to the full e.g. education, employment	Strongly Agree	New in 2010- for CJS staff only	0%			
	Agree		38%			
	Neither		45%			
	Disagree		18%			
	Strongly Disagree		0%			
In general, the service my team provides is successful in helping people become more integrated in their communities	Strongly Agree	New in 2010- for CJS staff only	5%			
	Agree		46%			
	Neither		34%			
	Disagree		12%			
	Strongly Disagree		2%			
In general, my team does everything possible to keep people safe and prevent harm	Strongly Agree	New in 2010- for CJS staff only	17%			
	Agree		60%			
	Neither		17%			
	Disagree		7%			
	Strongly Disagree		0%			

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Where a cell is shaded this indicates there is no data available or the data describes the respondents' profile.

		2007	2010	Trend	Scottish Average	Benchmark
In general, my team works well with other agencies in protecting children, vulnerable adults and /or communities	Strongly Agree	New in 2010- for CJS staff only	21%			
	Agree		65%			
	Neither		14%			
	Disagree		0%			
	Strongly Disagree		0%			
The quality of the social work service offered by my team has improved over the past year	Strongly Agree	New in 2010- for CJS staff only	12%			
	Agree		36%			
	Neither		31%			
	Disagree		19%			
	Strongly Disagree		2%			
IMPACT						
The experience of social work staff is fully taken into account in planning services	Strongly Agree	10%	9%	↔	7%	↔
	Agree	42%	42%		39%	
	Neither	23%	26%		23%	
	Disagree	21%	19%		24%	
	Strongly Disagree	5%	5%		6%	
The collective experience of carers is fully taken into account in planning services	Strongly Agree	8%	7%	↔	7%	✓
	Agree	40%	46%		40%	
	Neither	27%	28%		25%	
	Disagree	22%	16%		24%	
	Strongly Disagree	3%	2%		4%	
I feel valued by my managers in carrying out my day to day job	Strongly Agree	16%	18%	↔	18%	↔
	Agree	44%	44%		45%	
	Neither	19%	19%		15%	
	Disagree	13%	14%		16%	
	Strongly Disagree	7%	5%		7%	
I enjoy my work	Strongly Agree	37%	34%	↔	36%	↔
	Agree	49%	54%		51%	
	Neither	9%	9%		8%	
	Disagree	3%	3%		4%	
	Strongly Disagree	3%	1%		1%	
I feel well supported in situations where I may face personal risk	Strongly Agree	21%	25%	↑	22%	↔
	Agree	43%	49%		48%	
	Neither	11%	14%		14%	
	Disagree	17%	10%		12%	
	Strongly Disagree	7%	2%		4%	

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		2007	2010	Trend	Scottish Average	Benchmark
Staff morale in my team has been good for at least the past 6 months	Strongly Agree	17%	15%	↔	12%	✓
	Agree	32%	34%		31%	
	Neither	19%	18%		15%	
	Disagree	21%	21%		27%	
	Strongly Disagree	11%	12%		15%	
The people who receive a service from my team are treated fairly	Strongly Agree	48%	44%	↔	39%	↔
	Agree	45%	49%		51%	
	Neither	3%	4%		5%	
	Disagree	2%	2%		4%	
	Strongly Disagree	1%	1%		1%	
DELIVERY						
My team has good working relationships with the education service in the local authority	Strongly Agree	8%	7%	↔	14%	✗
	Agree	50%	47%		51%	
	Neither	33%	38%		26%	
	Disagree	9%	7%		7%	
	Strongly Disagree	0%	0%		1%	
My team has good working relationships with the housing service in the local authority	Strongly Agree	7%	6%	↔	13%	✗
	Agree	47%	50%		53%	
	Neither	38%	37%		26%	
	Disagree	9%	6%		8%	
	Strongly Disagree	0%	2%		1%	
My team has good working relationships with health services in the local authority	Strongly Agree	25%	16%	↓	22%	✗
	Agree	58%	60%		60%	
	Neither	14%	20%		13%	
	Disagree	4%	3%		4%	
	Strongly Disagree	0%	1%		0%	
My team has good working relationships with other social work services in the local authority	Strongly Agree	23%	16%	↔	19%	↔
	Agree	65%	69%		64%	
	Neither	8%	13%		13%	
	Disagree	5%	2%		4%	
	Strongly Disagree	0%	0%		0%	
My team has a plan that provides us with clear direction in carrying out our day-to-day jobs	Strongly Agree	19%	19%	↔	18%	✓
	Agree	56%	60%		53%	
	Neither	15%	11%		13%	
	Disagree	10%	8%		13%	
	Strongly Disagree	1%	2%		3%	

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		2007	2010	Trend	Scottish Average	Benchmark
We have regular team meetings	Strongly Agree	35%	39%	↔	30%	↔
	Agree	52%	46%		51%	
	Neither	3%	5%		5%	
	Disagree	7%	8%		11%	
	Strongly Disagree	3%	2%		4%	
Team meetings are normally purposeful and effective	Strongly Agree	19%	19%	↔	20%	↔
	Agree	50%	51%		49%	
	Neither	19%	18%		14%	
	Disagree	9%	11%		12%	
	Strongly Disagree	3%	2%		4%	
My team responds effectively when a crisis situation arises	Strongly Agree	44%	46%	↔	41%	↔
	Agree	44%	47%		50%	
	Neither	7%	4%		6%	
	Disagree	2%	2%		2%	
	Strongly Disagree	3%	0%		1%	
The management team responds effectively when a crisis situation arises in my team	Strongly Agree	27%	24%	↔	24%	↔
	Agree	43%	50%		47%	
	Neither	18%	18%		16%	
	Disagree	8%	7%		10%	
	Strongly Disagree	4%	1%		3%	
In my job I have clear guidelines to follow when dealing with risk to/from people who use services	Strongly Agree	28%	27%	↑	27%	✓
	Agree	52%	61%		53%	
	Neither	13%	7%		10%	
	Disagree	7%	5%		8%	
	Strongly Disagree	1%	0%		2%	
There are effective links between the out-of-hours service and the wider social work service in the local authority	Strongly Agree	18%	9%	↓	11%	↔
	Agree	47%	50%		47%	
	Neither	24%	32%		27%	
	Disagree	9%	9%		13%	
	Strongly Disagree	2%	1%		3%	
There is sufficient staff capacity in my team to undertake preventative work	Strongly Agree	7%	8%	↑	7%	✓
	Agree	35%	41%		27%	
	Neither	20%	21%		18%	
	Disagree	25%	23%		31%	
	Strongly Disagree	12%	8%		16%	

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		2007	2010	Trend	Scottish Average	Benchmark
There is fair geographic coverage of social work services in the local authority	Strongly Agree	12%	7%	↓	8%	↔
	Agree	52%	50%		48%	
	Neither	28%	34%		25%	
	Disagree	5%	8%		14%	
	Strongly Disagree	3%	1%		5%	
It is easy for people who use social work services to get information about what help may be available	Strongly Agree	11%	11%	↔	8%	✓
	Agree	47%	51%		48%	
	Neither	27%	24%		23%	
	Disagree	15%	13%		19%	
	Strongly Disagree	1%	1%		3%	
Care plans or their equivalent (e.g. probation supervision plans) are regularly reviewed	Strongly Agree	29%	20%	↔	21%	✓
	Agree	52%	64%		55%	
	Neither	13%	11%		11%	
	Disagree	7%	4%		10%	
	Strongly Disagree	0%	0%		3%	
Action points arising from the review of plans are normally acted upon within the stated timeframe	Strongly Agree	17%	15%	↑	15%	✓
	Agree	55%	63%		56%	
	Neither	18%	16%		18%	
	Disagree	10%	6%		10%	
	Strongly Disagree	0%	1%		2%	
OPERATIONAL MANAGEMENT						
This local authority has a clear set of local social work priorities	Strongly Agree	21%	14%	↔	11%	✓
	Agree	55%	63%		54%	
	Neither	21%	20%		25%	
	Disagree	2%	3%		7%	
	Strongly Disagree	0%	0%		2%	
My team performs well against local service targets	Strongly Agree	21%	13%	↔	13%	✓
	Agree	48%	59%		51%	
	Neither	30%	27%		31%	
	Disagree	2%	1%		5%	
	Strongly Disagree	0%	0%		1%	
I am aware of the standards that my team and I are expected to follow	Strongly Agree	30%	32%	↔	25%	✓
	Agree	62%	64%		65%	
	Neither	5%	2%		5%	
	Disagree	3%	2%		4%	
	Strongly Disagree	0%	0%		1%	

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		2007	2010	Trend	Scottish Average	Benchmark
The Employee Development Review (EDR) system helps me improve the way I do my job	Strongly Agree	11%	5%	↓	10%	✘
	Agree	34%	33%		37%	
	Neither	35%	43%		28%	
	Disagree	15%	14%		17%	
	Strongly Disagree	6%	5%		7%	
The Social Work Department offers flexible working practices which make the job easier to manage	Strongly Agree	19%	22%	↑	17%	↔
	Agree	43%	47%		49%	
	Neither	19%	17%		17%	
	Disagree	13%	10%		13%	
	Strongly Disagree	6%	4%		4%	
I am aware of my responsibilities set out in the Code of Practice for Social Service Workers	Strongly Agree	30%	43%	↔	35%	↔
	Agree	67%	49%		59%	
	Neither	1%	7%		4%	
	Disagree	2%	2%		2%	
	Strongly Disagree	0%	0%		0%	
The Social Work Department is fulfilling its responsibilities under the Code of Practice for Employers of Social Services	Strongly Agree	18%	18%	↔	19%	↔
	Agree	54%	52%		52%	
	Neither	24%	26%		22%	
	Disagree	4%	3%		5%	
	Strongly Disagree	0%	0%		2%	
This local authority is able to recruit sufficient staff in my area of work	Strongly Agree	10%	10%	↑	7%	✓
	Agree	29%	43%		33%	
	Neither	30%	24%		21%	
	Disagree	24%	20%		28%	
	Strongly Disagree	6%	3%		11%	
I have received adequate training to fulfil the responsibilities of my job	Strongly Agree	17%	21%	↔	19%	✓
	Agree	62%	60%		55%	
	Neither	13%	10%		10%	
	Disagree	5%	8%		12%	
	Strongly Disagree	3%	2%		4%	
Most of the time my workload is manageable within normal working hours	Strongly Agree	9%	15%	↔	10%	✓
	Agree	62%	58%		53%	
	Neither	13%	9%		8%	
	Disagree	13%	14%		20%	
	Strongly Disagree	3%	3%		8%	

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		2007	2010	Trend	Scottish Average	Benchmark
I receive an adequate level of supervision in undertaking my role	Strongly Agree	18%	21%	↔	18%	↔
	Agree	55%	56%		55%	
	Neither	13%	12%		11%	
	Disagree	11%	8%		12%	
	Strongly Disagree	4%	3%		5%	
I am aware of my responsibilities in relation to financial matters	Strongly Agree	19%	25%	↔	23%	↔
	Agree	68%	61%		65%	
	Neither	10%	10%		8%	
	Disagree	2%	3%		4%	
	Strongly Disagree	1%	0%		1%	
I make best use of information technology in undertaking my day-to-day job	Strongly Agree	20%	23%	↑	20%	✓
	Agree	60%	64%		59%	
	Neither	15%	8%		10%	
	Disagree	3%	4%		8%	
	Strongly Disagree	2%	1%		2%	
There is an adequate level of administrative support available to frontline workers in my team	Strongly Agree	18%	15%	↔	11%	✓
	Agree	42%	47%		41%	
	Neither	20%	17%		15%	
	Disagree	19%	15%		23%	
	Strongly Disagree	2%	6%		10%	
I have access to the IT training and support necessary to assist me in my job	Strongly Agree	Added by Dept in 2010	18%			
	Agree		64%			
	Neither		13%			
	Disagree		4%			
	Strongly Disagree		2%			
The IT resources available in my workplace meet my needs when carrying out my duties	Strongly Agree	Added by Dept in 2010	16%			
	Agree		64%			
	Neither		10%			
	Disagree		7%			
	Strongly Disagree		2%			
I fully understand my personal responsibilities when using the Department's IT resources	Strongly Agree	Added by Dept in 2010	26%			
	Agree		64%			
	Neither		7%			
	Disagree		3%			
	Strongly Disagree		1%			

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		2007	2010	Trend	Scottish Average	Benchmark
STRATEGIC LEADERSHIP						
The social work service is highly valued by elected members in this local authority	Strongly Agree	7%	7%	↔	6%	✓
	Agree	35%	36%		30%	
	Neither	48%	48%		46%	
	Disagree	8%	8%		15%	
	Strongly Disagree	2%	2%		3%	
There is a clear vision for social work in this authority	Strongly Agree	12%	13%	↓	9%	✓
	Agree	57%	50%		41%	
	Neither	24%	32%		34%	
	Disagree	5%	4%		14%	
	Strongly Disagree	1%	1%		3%	
Senior managers communicate well with staff	Strongly Agree	7%	7%	↔	8%	↔
	Agree	36%	38%		34%	
	Neither	29%	25%		23%	
	Disagree	24%	22%		28%	
	Strongly Disagree	3%	8%		7%	
There is effective leadership of change in the Social Work Department	Strongly Agree	9%	5%	↓	6%	✓
	Agree	41%	36%		29%	
	Neither	37%	42%		38%	
	Disagree	10%	12%		20%	
	Strongly Disagree	4%	5%		6%	
CAPACITY FOR IMPROVEMENT						
I expect my working conditions will improve over the next 12 months	Strongly Agree	7%	4%	↓	5%	✗
	Agree	38%	19%		28%	
	Neither	35%	39%		36%	
	Disagree	10%	29%		24%	
	Strongly Disagree	9%	10%		7%	
The most important factors in this are: (please tick all that apply)	Physical environment	31%	40%		32%	
	IT accessibility	30%	21%		23%	
	Staff/team support	72%	76%		64%	
	Strong leadership	47%	51%		42%	
	Other	8%	11%		18%	
I feel the service my team provides could be improved	Strongly Agree	8%	9%	↓	15%	✗
	Agree	62%	39%		60%	
	Neither	21%	37%		17%	
	Disagree	6%	13%		7%	
	Strongly Disagree	4%	3%		1%	

Note: Where the totals do not add up to 100% this is due to rounding.

Where a cell is shaded this indicates there is no data available or the data describes the respondents' profile.

		2007	2010	Trend	Scottish Average	Benchmark
If you have agreed with the above statement, please state here how you think the service could be improved		Free Text				
I feel I have the ability to improve the service my team provides	Strongly Agree	11%	10%	↔	13%	✘
	Agree	55%	51%		54%	
	Neither	28%	28%		24%	
	Disagree	2%	9%		8%	
	Strongly Disagree	4%	1%		2%	
Overall, the services delivered by my team over the next 12 months will be improved by decisions my team have authority to make	Strongly Agree	16%	8%	↔	10%	↔
	Agree	40%	46%		45%	
	Neither	30%	31%		29%	
	Disagree	9%	12%		12%	
	Strongly Disagree	4%	3%		4%	
Additional comments made		Free Text				

Note: Where the totals do not add up to 100% this is due to rounding.
Where a cell is shaded this indicates there is no data available or the data describes the respondents' profile.