

## **DUNDEE CITY COUNCIL**

**REPORT TO:** SOCIAL WORK & HEALTH COMMITTEE - 25 June 2007

**REPORT ON:** DUNDEE CITY COUNCIL SOCIAL WORK DEPARTMENT'S ORGANISATIONAL DEVELOPMENT STRATEGY

**REPORT BY:** DIRECTOR OF SOCIAL WORK

**REPORT NO:** 349-2007

### **1.0 PURPOSE OF THE REPORT**

1.1 To provide committee members with details of the Social Work Department's Organisational Development Strategy.

### **2.0 RECOMMENDATIONS**

It is recommended that the Social Work Committee:-

2.1 Approve the adoption of the Strategy.

2.2 Instruct the Director of Social Work to develop an action plan to ensure the implementation of the strategy or to ensure that key actions are reflected on the Department's Service Plan.

### **3.0 FINANCIAL IMPLICATIONS**

3.1 There are no financial implications at this time.

### **4.0 SUSTAINABILITY POLICY IMPLICATIONS**

4.1 This report does not directly impact on the Council sustainability policy.

### **5.0 EQUAL OPPORTUNITIES IMPLICATIONS**

5.1 This strategy incorporates actions the Department plans to take to promote equality inclusion and fairness in relation to organisational development.

## **6.0 MAIN TEXT**

6.1 Organisational development and continuous improvement are central to the delivery of effective, efficient and economic social work services in Dundee. An ability to anticipate and respond to change and to take advantage of new opportunities is crucial to the long-term sustainability and delivery of these services. The key challenge of delivering social work services in the 21<sup>st</sup> Century requires us to focus not only on what services we provide but how we provide them. The Social Work Department needs to grow to meet changing needs and customer expectations, while remaining effective, and build its human and other resources to sustain its work. This Strategy provides a map for this journey.

The things which make up this strategy, and the Department's approach to organisational development are not new. A range of strategies, policies, processes and systems, which form part of our strategic approach to organisational development, are already in place. This Organisational Development Strategy seeks to consolidate a considerable amount of what is done just now, as best practice, but also provides building blocks for the future.

6.2 Organisational development is the process through which an organisation develops the internal capacity to be the most effective it can be in achieving its vision and to sustain staff over the long-term. Organisational development is essential. It is an on-going process, which organisations must continually address if they are to be healthy and effective. Organisational development is about making a lot of small changes, which make a difference, and keeping track of progress. However it takes time and is a continual process that never ends. In the strategy the Department states

"We want to be sharper, work smarter and have more impact. We want to grow the capacity of the organisation to do the best it can do at any time and in a way that is clearly ours. There should be no doubt about who we are or what we are doing."

### **OD Strategic Aims**

The Strategy provides a set of organisational development aims, which do not just apply to the work done in the Social Work Department but are equally important to the work done in partnership with others.

In the Organisational Development Strategy the Department outlines its aims as follows:

- To work to a vision and set of values, which put people at the centre of what, we do and deliver personalised services;
- To be the best that we can be by improving the quality of our work and building our credibility and accountability;
- To make the best use of resources by developing our organisational capacity and capability;
- To develop our staff to achieve better outcomes for people by creating a culture where people feel valued and seek opportunities for improvement;
- To work for change by improving our processes and performance and delivering better outcomes for people
- To achieve best practice in managing our people and resources
- To further develop partnership working which leads to improved services and better outcomes for people

## **Delivering a Programme for Change through an OD Strategic Framework**

Changing Lives, the report of the 21<sup>st</sup> Century Social Work Review, sets out a compelling and challenging vision for the future of social work services. The national Changing Lives Implementation Plan sets out a 5-year change programme and the Organisational Development Strategy will cover this timeframe.

This OD Strategy uses the Changing Lives Implementation Plan framework as its basis and the Department will use this framework to deliver its organisation development aims.

The Strategy outlines the journey the Department plans to take to continuously change and improve what it does. It includes many things, which are being done already, as well as others planned to achieve the Department's vision and deliver its shared aims. It sets out a framework which will allow social work services and the Department, which delivers plans, to grow and change over time.

To ensure effective implementation of this strategy a **Programme for Change** has been incorporated into the framework. This will result in a set of actions needed to implement the strategy and to deliver on the programme for change. The priority actions arising from this Strategy will be included in the Departmental Service Plan and in individual team and personal action plans.

The Department's strategic action planning on organisational development will be reviewed and updated annually in line with Service Planning processes.

### **Contents of the OD Strategy**

The framework of the Strategy includes:

1. A Departmental vision, values and shared aims
2. Customer care
3. Leadership and management
4. Service development and delivery
5. Workforce development
6. Performance improvement
7. Practice Governance

Each section of the Strategy contains:

- The relevant high-level OD aim(s)
- Introductory text
- A list of what we have already done to help achieve the OD aim
- A list of what we will do in the next 5 years to further help us achieve the aim.

The content of the 'lists' has been informed by work already done in the Changing Lives Implementation Plan and in 'vision statements' recently provided by Heads of Service.

**7.0 CONSULTATION**

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

**8.0 BACKGROUND PAPERS**

None.

Alan G Baird  
Director of Social Work

Date: 15 June 2007

**DUNDEE CITY COUNCIL**  
**SOCIAL WORK DEPARTMENT**  
**A STRATEGY FOR ORGANISATIONAL DEVELOPMENT**  
**2007-2011**

## **Introduction**

Organisational development and continuous improvement are central to the delivery of effective, efficient and economic social work services in Dundee. An ability to anticipate and respond to change and to take advantage of new opportunities is crucial to the long-term sustainability and delivery of these services. The key challenge of delivering social work services in the 21<sup>st</sup> Century requires us to focus not only on what services we provide but how we provide them. We need to grow to meet changing needs and customer expectations, while remaining effective, and build our human and other resources to sustain our work.

This strategy sets out how we plan to develop as an organisation over the next 5 years.

### **What is organisational development?**

Organisational development is the process through which our organisation develops the internal capacity to be the most effective it can be in achieving its vision and to sustain staff over the long-term.

Organisational development is essential. It is an on-going process which organisations must continually address if they are to be healthy and effective. Organisational development is about making a lot of small changes which make a big difference. However it takes time and is a continual process that never ends. It is also everyone's job and should be a part of what we all do.

We have a set of organisational development aims which do not just apply to the work we do in our department but are equally important to the work we do in partnership with others.

The aims of our organisational development strategy are:

AIM 1: To work to a vision and set of values which put people at the centre of what we do, deliver more personalised services and promote greater self-determination of service users;

AIM 2: To be the best that we can be by improving the quality of our work and building our credibility and accountability;

AIM 3: To make the best use of resources by developing our organisational capacity and capability;

AIM 4: To develop our staff to achieve better outcomes for people by creating a culture where people feel valued and seek opportunities for improvement;

AIM 5: To work for change by improving our processes and performance to deliver better outcomes for people

AIM 6: To achieve best practice in managing our people and resources

AIM 7: To further develop partnership working which leads to improved services and better outcomes for people

## **What are the core components of our organisational development strategy?**

The core elements which make up an effective organisational development strategy are:

- Sharing a vision and values
- Customer care
- Organisational culture and systems
- Leadership
- Management systems and structures
- Strategic thinking and planning
- Service development and implementation
- HR management and staff development
- Evaluation, learning and accountability
- Governance
- Legal compliance, fiscal management and public accountability
- Resource management and development
- Collaboration

The elements which make up this strategy and our approach to organisational development are not new. We already have a range of strategies, policies, processes and systems in place which form part of our strategic approach to organisational development. This Organisational Development Strategy seeks to consolidate a considerable amount of work being carried out now as best practice but also provides building blocks for the future.

## **How will we make sure that our strategy makes a difference?**

Our Organisational Development Strategy outlines the journey we plan to take to continuously change and improve what we do. It includes many things we are doing already as well as others we plan to do to achieve our vision and deliver our shared aims. It sets out a framework which will allow us to grow and change over time.

To ensure effective implementation of this strategy we have built in a **Programme for Change**. This will result in a set of actions we will need to take to implement the

strategy and to deliver on our programme for change. The priority actions arising from this strategy will be included in our Departmental Service Plan and in individual team and personal action plans.

Our strategic action planning on organisational development will be reviewed and updated annually in line with our Service Planning process.

## **Delivering Social Work Services in the 21<sup>st</sup> Century**

*“The aspirations of Changing Lives represent a major cultural change and will be achieved only by a concerted effort at national and local levels over an extended period”* (Scottish Executive, 2006).

Changing Lives, the report of the 21<sup>st</sup> Century Social Work Review, sets out a compelling and challenging vision for the future of social work services. The national Changing Lives Implementation Plan sets out a 5-year change programme and we have used that timeframe for this Organisational Development Strategy.

We have also used the Changing Lives Implementation Plan framework as the basis for this Strategy. We will use this framework to deliver our organisation development aims.

Our strategic framework includes:

8. Our vision, values and shared aims
9. Customer care
10. Leadership and management
11. Service development and delivery
12. Workforce management, development & deployment
13. Performance improvement
14. Practice Governance

All of the core components which make up an effective organisational strategy and which are listed on Page 2 will be addressed within the seven headings of this framework.

## **National Policy Drivers**

Social work services within Dundee are planned for, and developed in accordance with, identified local needs. The locally developed strategies are also influenced by national legislation, policies and priorities that drive both the direction and pace of change.

Certain over-arching policy themes have shaped the approach of the Scottish Executive to social work services in recent years and these will continue to influence the way services are planned and developed in future years. These themes include:

***Person centred service development, delivery and planning*** – An agenda of personalisation through participation is being encouraged through a range of policy drivers both in Community Care and Children's Services. These include 'The Same As You' Report, 'Getting It Right For Every Child' Guidance on Integrated Single Plans, the policy on direct payments, and recommendations on the use of lead professionals.

***Modernisation*** – The Scottish Executive is seeking to drive change through the establishment of NHS modernisation boards, the introduction of Local Delivery Plans and policy initiatives like 'Getting It Right For Every Child' which will result in one integrated care plan for children on supervision. The recent report of the 21<sup>st</sup> Century Review: 'Changing Lives' will strengthen social work and social care services. Both local government and the NHS in Scotland have statutory duties of Best Value and are therefore required to have regard to both quality and cost effectiveness in service delivery.

***Partnership*** – a range of national policies emphasise the importance of partnership approaches and integrated working. Developments are not only about organisation and management of staff and resources, but also about direct work with people through integrated assessment and care planning, information sharing, to achieve better outcomes for people. Further development of partnership working will be expected over the next few years with the establishment of Community Health Partnerships (CHPs), with an enhanced role in service planning and delivery, and changes which reflect the terms of the Kerr Report's tiers of service and emphasis on Managed Clinical and Care Networks. Within Children's Services key developments in partnership working will be driven by 'Every Child Matters', 'We Can and Must Do Better', 'Getting Our Priorities Right', 'It's Everyone's Job to Make Sure I'm Alright', the Draft Children's Services (Scotland) Bill (2006), the Education (Additional Support For Learning) (Scotland) Act 2004, and Guidance on Integrated Children's Services Planning.

Inspection bodies and their frameworks also put an emphasis on partnership working and it is planned that, through time, there will be more integration of the current inspection processes to reflect the increasing integration of service delivery.

***Health Improvement*** - a national strategic framework has been established to drive forward work on the objectives outlined in 'Improving Scotland's Health: The Challenge' for improving health and tackling health inequalities. Health inequalities are recognised as the differences in health between diverse groups of people. In particular there is a commitment to reduce health inequalities in deprived areas, linking with anti-poverty and community regeneration strategies.

***Workforce Planning*** - there has been an increasing realisation that effective workforce planning is a critical issue for health and social care and social work services, particularly because of the demographic changes in the short, medium and long term.



National and local consideration has been given to the complex range of workforce issues including recruitment and retention, maximizing attendance, training and staff development, pay and conditions, professional authority and autonomy, supervision and support.

**Balance of Care** - the balance between institutional and non-institutional / community services continues to be a major issue for social work, social care and health. 'Modernising Social Work – An Action Plan' called for more flexible and better quality home care services, including a shift in the balance of care towards these services; and the Scottish Executive has properly recognised the need to maintain improved domestic care services in supporting people in their own homes. Government policy for health care has emphasised the need for health promotion over a number of years and the Kerr report has reinforced the importance of primary health care services working across barriers between primary and secondary care and engaging with partners in social care to shift the balance of care, with targeted action in deprived areas to reach out with anticipatory care to prevent future ill-health and help reduce health inequality.

**Outcomes** – in recent years increasing attention has been paid to the need to focus on achieving better outcomes for people. It is recognised that, as the needs of people become more complex, they are unlikely to be met by single services, or agencies, and that improved outcomes will most effectively be delivered by agencies working together. Importance is placed not only on what services people receive, and the level of service available, but also on when and how people receive services, on the standard of those services and on the difference they make to the quality of people's lives.

National outcomes have been introduced for community care services:

- supporting more people at home as an alternative to residential and nursing home care;
- assisting people to lead independent lives through reducing inappropriate admissions to hospital, reducing time spent inappropriately in hospital and enabling supported and faster discharge from hospital;
- ensuring people receive an improved quality of life through faster access to services and better quality services; and
- better involvement and support of carers.

And for integrated Children's Services:

- Every child and young person is safe - children and young people are protected from abuse, neglect, exploitation and harm by others;
- Every child and young person is nurtured - children and young people live within a supportive family setting, with additional assistance if required, or where this is not possible, within another caring setting, ensuring a positive and rewarding childhood experience;

- Every child and young person is included - children, young people and their carers have access to high quality services, when required, and are assisted to overcome the social, educational, physical, environmental and economic barriers that create inequality;
- Every child and young person is active - children and young people are active with opportunities and encouragement to participate in play and recreation;
- Every child and young person is respected and responsible - children and young people and their carers are involved in decisions that affect them, have their voices heard and are encouraged to play an active and responsible role in their communities;
- Every child and young person is healthy - children and young people enjoy the highest attainable standards of physical and mental health, with access to sustainable health care and support for safe and healthy life choices; and
- Every child and young person achieves - children and young people should have access to positive learning environments and opportunities to develop their skills, confidence and self-esteem to the fullest potential.

To achieve these outcomes the Scottish Executive has set national targets and local community care and children's services partnerships are required to set local improvement targets.

**Performance Management** - the need to demonstrate efficient and effective service provision, which achieves better outcomes, requires a robust performance management framework. Joint Social Work and Health performance is measured through the Joint Performance Information and Assessment Framework (JPIAF), progress against national standards, targets and key performance indicators and the Children's Services Quality Improvement Framework .

Further information on key policy drivers can be found on the Scottish Executive website.

## **Our Organisational Development Framework**

### **1. Our vision, values and shared aims**

**AIM 1: To work to a vision and set of values which put people at the centre of what we do, deliver more personalised services and promote greater self-determination of service users**

As a department we have developed and adopted a vision, a set of values and shared aims which put people at the centre of what we do and enable us to deliver personalised services. Our vision, values and shared aims are consistent across the Department. Our departmental strategic planning aims are shared with planning partners and they are incorporated into our main strategies, policies, and procedural guidance and form the basis of our strategic, business and personal action plans and practice.

This Organisational Development Strategy forms the basis of how we deliver our aims, values and vision.

#### **(a) Vision**

Dundee City Council's Social Work Department will continue to make a real difference to the quality of life of citizens of Dundee by providing effective services for people with needs

#### **(b) Values**

- 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 while receiving a reliable, prompt and efficient service.

#### **(c) Shared Strategic Planning Aims**

Our shared strategic planning aims state that we will:

- Promote safer communities which protect our citizens from abuse and exploitation
- Develop more personalised services and promote greater self-determination of service users
- Promote inclusion and identify and reduce disadvantage, inequality and discrimination

- Further develop partnership working which leads to improved services and better outcomes for people
- Shift the balance of care from residential, custodial and out of authority services to community based services
- Continue to achieve improved quality of services which deliver better outcomes for people
- Achieve best practice in managing our people and resources

Each of our 5 main service delivery areas – Community Care, Criminal Justice, Children’s Services, Support Services and the Strategy and Performance Service use our vision, values and shared aims to define not just the services we plan to be delivering in 5 years time, but also how we plan to deliver them.

### **Programme for Change**

To ensure that our vision, values and aims are central to the work of the Department we will:

- continually revisit our vision to ensure it is fit for purpose
- include details of our vision, values and aims in all induction programmes
- engage staff in the development of the Departmental Service Plan 2007 - 2011
- use our shared aims as the basis of all personal action plans

## **2. Customer Care**

**AIM 1: To work to a vision and set of values which put people at the centre of what we do, deliver more personalised services and promote greater self-determination of service users;**

Customers are at the heart of our work. Our approach to customer care is to aim to get things right first time. We continually look at ways that will improve our service by listening to customers, by monitoring our performance and by adopting examples of best practice from other organisations. We base our understanding of customer needs and expectations on effective feedback and consultation. We aim to achieve this through customer involvement in the monitoring and review of our customer care standards, carrying out customer surveys and by using customer feedback mechanisms, including focus groups.

As a department we have:

- ✓ Adopted a set of customer care standards

- ✓ Adopted a Customer Charter which tells people about what they can expect from our services and informs them how to pay compliments, make suggestions or complaints
- ✓ Established a programme of customer care surveys and used findings to improve what we do and how we do it
- ✓ Implemented a Customer Care and Complaints database which allows us to analyse complaints, suggestions and compliments and take action to improve
- ✓ Adopted a User Involvement Policy and Strategic Action Plan

### **Programme for Change**

To achieve our aim of putting people at the centre of what we do and delivering more personalised services we will:

- Do more 'with' people rather than doing 'for' or 'to' them
- Ensure that people have more say over what they receive and when they receive it
- Enable people to take responsibility for organising and arranging their own service
- Place more emphasis on services which enhance people's dignity by giving them more control over their environment
- Deepen and broaden our partnerships with service users, carers and service providers
- Place service users at the centre of contracts and service level agreements
- Serve customers as citizens who have rights and responsibilities and who are part of communities
- Respect people as individuals who will want to exercise choice and have control over their personal circumstances
- Do things in a way which takes account of the fact that people have a geographical community as well as a community of interest
- Implement monitoring systems to ensure that we are keeping our organisation connected and accountable to the community

## **3. Leadership and management**

**AIM 4: To develop our staff to achieve better outcomes for people by creating a culture where people feel valued and seek opportunities for improvement;**

**AIM 6: To achieve best practice in managing our people and resources**

As a department we place a high value on people, both as consumers of services and as service partners and providers. Our staff are our key resource and asset. We

believe that the way we treat our staff will be reflected in their interactions with service users and other stakeholders.

## **(a) Culture**

An organisation's culture is the informal way that it works. It includes the written and unwritten rules that shape and reflect the way an organisation works. In short it is how people do the work of the organisation. As a department we are working hard to develop a culture which puts people at the heart of success. We believe that if we are to treat our customers properly then we must do the same to our staff. We have a commitment to reflect internally what we seek to build externally. Only if people are valued, respected and treated well within an organisation can they be expected to behave in a similar manner to its service users and other organisational partners.

As a department we have:

- ✓ Adopted a code of conduct for all staff
- ✓ Adopted a set of management behaviours
- ✓ Introduced flexible working and family friendly policies
- ✓ A culture which values diversity and challenge disadvantage and discrimination
- ✓ Aligned our internal policies, practices and external work with our values
- ✓ Outlined what customers can expect of us in our Customer Care Charter and Standards
- ✓ Adopted the EFQM model of business excellence and have undertaken 2 self-assessments within the last 2 years. Findings have informed actions taken to improve the quality of leadership and management in the department
- ✓ Introduced more training for first line managers
- ✓ Introduced induction, supervision and employee development review policies
- ✓ Used theatre workshops to explore manager's behaviour in the work place
- ✓ Developed a wide ranging staff support service, including independent staff counselling
- ✓ Held our 7<sup>th</sup> annual staff recognition and awards ceremony
- ✓ Worked with external consultants to identify the changes needed to further develop our desired culture and style
- ✓ Achieved Investors in People Status
- ✓ Been the first Department in the Council to gain a Silver SHAW Award

## **Programme for Change**

To achieve our aim of creating a culture where people feel valued and seek opportunities for improvement we will:

- Ensure that codes of conduct and management behaviours are included in all induction programmes
- Ensure that all staff have a personal development plan linked to an annual Employee Development Review

- Undertake, analyse and act on the findings of annual staff surveys as they relate to the culture of the organisation
- Fully implement the new corporate stress management policy
- Continue to move from a culture of 'role and control' to one of 'goal and soul'
- 'Go for Gold' (SHAW/Healthy Working Lives)
- Seek to maintain our IIP status against new and more challenging standards

**(b) Leadership, management systems and structures**

We have a strong belief in the importance of effective leadership at all levels of the organisation. We have a management structure with clear lines of accountability and decision-making processes. We also participate in a number of joint management arrangements with planning and service delivery partners.

Our management systems and structures are the formal and visible way our organisation does its work. How our organisation makes decisions is a critical issue in its effectiveness.

We have systems and structures for governance which tie the work of the Department into the committee-based decision-making process of the Council and makes us accountable to elected members and citizens of Dundee.

As a department we have:

- ✓ A clear departmental vision and values
- ✓ Elected member involvement in decision-making in relation to the policies, protocols and strategies through which we deliver our vision and aims
- ✓ A set of shared aims agreed with planning and service delivery partners
- ✓ A service planning framework which reflects departmental priorities in personal action plans
- ✓ 'Town-hall' meetings for all staff held by the Director and Heads of Services
- ✓ Fortnightly directorate meetings
- ✓ Regular management meetings and team meetings in all services
- ✓ Identified a set of managerial competencies for all managerial posts
- ✓ Structures and policies for decision-making which reflect the values of the organisation – open and honest
- ✓ Led on a range of corporate issues such as the development of co-located children's services and the use of an electronic self-assessment and case study approach to EFQM

**Programme for Change**

To achieve our aim of achieving best practice in managing our people and resources we will:

- Produce a Departmental Service Plan 2007-11 to incorporate our priorities for action
- Continue to undertake and act upon annual staff surveys and bi-annual EFQM case studies
- Continue to hold twice yearly all staff meetings with Heads of Service
- Use a 'lean systems' approach to address issues of process improvement to ensure Best Value in service delivery
- Analyse evaluations and comments from Director's and Head of Services meetings to determine further actions to be taken to achieve best practice in managing our people and resources
- Provide development opportunities for managers on the effective leadership of change

### **(c) Communication**

Over the next 5 years all public services in Scotland will face major challenges as a consequence of demographic and societal changes. The number of older people and the proportion of vulnerable people in the Dundee will increase. This will result in a growing number of people who will require support. In many cases these changes will be accompanied by a further weakening of family/carers support due to social mobility. There will also be a rising public expectation that people wish to be supported at home. All of this needs to be balanced with the demands created by an increasingly risk averse society. Getting our internal and external communication right is crucial to helping all social work staff engage positively with this very challenging agenda.

We have:

- ✓ Developed and implemented a communication strategy
- ✓ Implemented an annual staff survey
- ✓ Adopted 'town hall' style meetings which are conducted regularly by the Director and all Heads of Service
- ✓ Used a variety of communication methods including bulletins, e-mail, reports, face-to-face meetings, supervision, team meetings, notice boards
- ✓ A staff newsletter
- ✓ Provided information about our services and eligibility criteria, prioritisation, and assessment and care planning processes
- ✓ Ensured that service users are involved in assessment, care planning and review processes and are given copies of their care plans, service reviews and minutes of meetings
- ✓ Developed an in-house electronic 'Event Recording' system for case recording and information exchange
- ✓ Established the Dundee Data Partnership (DDP), a Departmental Information and Technology Group (DITG) and Service Information and Technology Groups (SITGs) to co-ordinate the activity around electronic information sharing
- ✓ Adopted information sharing protocols

### **Programme for Change**

To achieve our aim of achieving best practice in managing our people and resources we will:



- Establish a cross departmental focus group to determine ways to continue to improve effective communication by senior managers
- Conduct surveys with service users to ensure that our communication strategy is being fully implemented
- Implement a revised public reporting framework
- Use the 'How Good is Our Team' approach to identify outcomes for people against which progress can be monitored
- Undertake annual staff surveys and bi-annual EFQM case study
- Encourage managers to 'walk the job' to increase visibility and accessibility
- Report annually on the work of DDP, DITG and the SITGs

#### **4. Service development and delivery**

**AIM 1: To work to a vision and set of values which put people at the centre of what we do, deliver more personalised services and promote greater self-determination of service users;**

**AIM 2: To be the best that we can be by improving the quality of our work and building our credibility and accountability;**

**AIM 3: To make the best use of resources by developing our organisational capacity and capability;**

**AIM 5: To work for change by improving our processes and performance to deliver better outcomes for people**

**AIM 7: To further develop partnership working which leads to improved services and better outcomes for people**

There are joint strategic planning structures in place for Community Care and Children's Services, which are supported by a recently agreed joint performance management framework. These link to the Community Health Partnership and Community Planning processes. These structures ensure that we develop integrated services to achieve better outcomes for older people, adults and children.

##### **(a) Services designed around the needs of users**

We provide a range of flexible, accessible and responsive services to meet the varying needs of our local population. We are clear about what we offer and to whom. We involve people in assessing their own need and endeavour to involve them meaningfully in their care plan. As a department we are committed to promoting inclusion, equality and fairness in service delivery and work in partnership to reach potentially excluded groups in the community. We have a range of policies, procedures and information that support staff and give advice to the public.

We have:

- ✓ Effective person-centred comprehensive assessment and care planning processes
- ✓ A model of staff recruitment to residential childcare posts which involves young people in the process
- ✓ Provided information about our services and eligibility criteria, prioritisation, and assessment and care planning processes
- ✓ Ensured that service users are involved in assessment, care planning and review processes and are given copies of their care plans, service reviews and minutes of meetings

### **Programme for Change**

To achieve our aim of putting people at the centre of what we do, delivering more personalised services and promoting greater self-determination of service users we will:

- Ensure that information is regularly shared and develop electronic integrated assessment for all care groups
- Build trust in the judgement of each other – informal carers and partners – and expect them to trust us so that we do things as quickly and smoothly as possible (more sharing of information and single or integrated assessments)
- Allow people to have more say over what service(s) they receive and when they receive it
- Develop and improve ‘kinship care’ services where children who are looked after stay with relatives, in line with the national foster care strategy
- Develop the use of family group conferencing and ‘signs of safety’ approach
- Implement a sound commissioning strategy which matches service development to prioritised need
- Develop our capability and capacity to meet the changing demographics and needs of the local population
- Design services to be flexible so that they meet the needs of different communities of interest and the wider community (open access to service)
- In children’s services work with partners to profile needs across the city by school catchment area
- Reduce the unnecessary use of custody

### **(b) Outcomes led services**

Dundee City Council Social Work Department defines outcomes as ‘the direct benefits in people’s lives as a result of the social work or integrated services they receive’. A shared Performance Improvement Model (PIM) has been agreed by key planning and service delivery partners in the City based on outcomes for people.

We have:

- ✓ Positive staff perceptions about the outcomes we achieve for service users (staff survey 2007)
- ✓ Performance information on key outcomes for all care groups (see SWIA Self Evaluation Questionnaire 2007)

- ✓ Been assessed as 'making good progress' overall in 2005/06 JPIAF evaluation
- ✓ Been ranked in upper quartile for a number of Audit Scotland's Adult social work statutory performance indicators: staff qualifications in homes for older people and other adults; single occupancy for older people and other adults and en-suite facilities for older people
- ✓ Reduced the proportion of Looked After children in residential care to 10% (below the national average of 13%)
- ✓ Exceeded national averages in percentage of single occupancy residential child care rooms and en-suite facilities
- ✓ Reduced assessment times from 67 days to 3 days (First Contact Team)
- ✓ Youth justice strategy and model of youth justice services which achieved a 27% reduction in persistent offending against a national target of 10% in 2006
- ✓ Achieved an increase of 60% of night care hours and increased the number of people receiving the service by 10%, exceeding targets of 5%
- ✓ Improved educational outcomes for Looked After Children

### **Programme for Change**

To achieve our aim of putting people at the centre of what we do and delivering more personalised services we will:

- Further develop user involvement in determining outcomes
- Set new Local Improvement Targets based on the new national outcomes framework
- Develop joint outcomes for all themed care groups
- Routinely involve service users in service planning, development, delivery and evaluation as part of day to day activities
- Involve communities and service users in determining outcomes and quality indicators through full implementation of our user involvement strategy
- Fully implement integrated outcomes led performance improvement frameworks in Community Care and Children's Services
- Establish a Joint Equipment Store
- Report annually on performance to key strategic planning fora with quarterly progress reports on key priorities for performance improvement.

### **(c) Build capacity for self care**

Our responsibilities involve us in working with people to increase their capacity for self-care. This links directly to our departmental aim of shifting the balance of care from residential, institutional and out of authority placements to community settings.

We have:

- ✓ Implemented direct payments
- ✓ Introduced an award winning resettlement service for offenders
- ✓ A range of services which promote independence, choice and inclusion:
  - Celebrate Age Network
  - OPEN project which supports the engagement of groups of older people in their community

- Out and About Service which has helped people with a learning disability to integrate into their community and participate in activities of their choice
- ✓ Increased the proportion of LAC who reside with the families or in community settings

### **Programme for Change**

To achieve our aim of putting people at the centre of what we do and delivering more personalised services we will:

- Develop and deliver more person-centred services in line with the principle of 'personalisation through participation' whereby people receive services more tailored to suit their needs as a result of having been directly involved in the planning and/or development of these services and in their delivery
- Enable more people to take responsibility for organising and arranging their own service
- Extend the use of the principles of ASPIRe (A Shared Planning and Information Record)
- Extend the use of direct payments across care groupings
- Place more emphasis on services which enhance people's dignity by giving them more control over their environment (e.g. telecare service such as community alarm, SMART technology)
- Provide more home based services (more social care and more accommodation with care)
- Further develop personal life plans for individuals with learning disabilities

### **(d) Management of a mixed economy of care**

As a department we provide or commission an extensive range of services, to meet the needs of vulnerable people, with a network of voluntary and statutory agencies.

We have:

- ✓ A number of criminal justice services operating across 3 local authority areas with joint teams/services involving other professionals
- ✓ A range of services provided on our behalf by the voluntary sector
- ✓ Approved providers
- ✓ A system in place to review the balance between in house and external purchasing every time there is a service change or development to take account of cost, ability to meet need, choice and availability
- ✓ Devolved budgets to senior care managers for purchasing external respite and domiciliary care

### **Programme for Change**

To achieve our aims of making the best use of resources, developing organisational capacity and further developing partnership working which leads to improved services and better outcomes for people we will:

:

- Take approaches which allow people to participate in the service which are already in the community (improved enabling access, employment opportunities)
- Further develop partnerships with others in the Tayside Criminal Justice Partnership area to reduce offending, explore new ways of working and promote the involvement of the independent sector
- Include Best Value Reviews of all services where there is a mix of in-house and external provider provision

### **(e) Strategic thinking and planning**

Without a clear strategic approach to our service planning, development, delivery and evaluation we risk working in a reactive rather than proactive way, responding to deadlines and emergencies and doing more but not necessarily better. A strategic plan provides a road map of an organisation's work. We are working with planning partners to ensure that we set a longer-term strategic context for our work which reflects the demographic changes and local need. Within the Council we work to a 4-year planning cycle.

We have:

- ✓ Contributed as a key partner to the planning, development and delivery of integrated Children's Services in the City
- ✓ Established a joint Health and Local Authority Management Group with NHS Tayside which has refocused the joint planning, development and delivery of community care services in the City
- ✓ Strategic plans which set the direction for our organisation

### **Programme for Change**

To achieve our aims of putting people at the centre of what we do, delivering more personalised services and promoting greater self-determination of service users and of further developing partnership working which leads improved services and better outcomes for people we will:

- Ensure that all key service delivery areas have integrated strategic plans which incorporate robust performance management, workforce planning and financial planning
- Work to established and agreed priorities and focus on a few things which will make a difference rather than on too many goals
- Use our strategic planning approach to take stock of our strengths and areas for improvement and the changing environment in which we work in order to set clear aims, objectives and strategies
- Use our strategic plans as working documents which inform our team and personal action plans, which in turn inform the periodic evaluation of staff and projects

- Work to ensure more effective deployment and implementation of strategies, policies and plans
- Work to ensure that planning, development, implementation and evaluation are connected activities which contribute to our continuous learning

**(f) Redesign of services to achieve transformational change**

In order to achieve better outcomes for people we regularly review our service delivery processes. Opportunities are taken to achieve significant improvement through the redesign of services

We have:

- ✓ Developed 'Event Recording' – an in-house IT system for use by practitioners
- ✓ Developed and delivered ASPIRe, an initiative which introduces the use of a lead worker and ensures improved information provision and sharing and integrated information gathering for children with disabilities and their parents
- ✓ Aligned our 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
- ✓ Services which are able to adapt to legislative changes and practice developments and do so jointly with other services – i.e. Public Protection Team
- ✓ Instigated weekly multi-agency referral meetings to ensure that only appropriate cases are referred to the Reporter to the Children's Panel

**Programme for Change**

To achieve change by improving our processes and performance to deliver better outcomes for people we will:

- Improve service planning, design and delivery at key times of transition for children and adults, for example when children start school, when children become adults, when adults become older people
- Complete a systems analysis of the multi-agency child protection system to prevent 'wrong work ending up at the wrong door' and to provide services which are in line with the principles of Getting It Right For Every Child and which are appropriate, proportionate and timely
- Develop the use of lead professionals to deliver partnership working
- Work with universal service providers to enable them to take greater responsibility for the wider group of children in need and to ensure that their needs are met, wherever possible, within universal provision and in partnership with other agencies as appropriate
- Provide more consistent, more integrated management of offenders in both community and custody, which takes into account the level of risk in each individual case
- Continually develop our understanding of risk assessment and evidence based practice

- Introduce MAPPAs and a new group work programme for male sex offenders and ensure a greater continuity of programme delivery between prison and community

### **(g) Whole public sector approach**

The Department has a strategic approach to partnerships which is focussed on delivering better outcomes for people through joint working. We have a wide range of partners with whom we plan, develop, deliver and review services.

We have:

- ✓ Undertaken key service reviews including a 'Balance of Care' review and a review of Level 1 Mental Health Services
- ✓ Undertaken a review of child protection services and systems
- ✓ Moved to locality based and co-located services which better integrate with service planning and delivery partners

### **Programme for Change**

To further develop partnership working which leads to improved services and better outcomes for people we will:

- Strengthen our involvement in community planning processes
- In our Criminal Justice Service – improve our approach to training across the three local authorities and with partner agencies such as Tayside Police and the Scottish Prisons Service
- Support the work of the Community Justice Authority
- Improve the life experiences of children in different parts of the city by well co-ordinated multi-agency services including housing, community regeneration and economic development services, as well as the more traditional services associated with children and their families
- Develop more proactive approaches to public relations in respect of our Criminal Justice Services
- Develop a joint Older People's Strategy, which demonstrates a whole systems approach (JPIAF 10) and prepare joint strategies for other main service areas and carers
- Work with other agencies to reduce risk posed by serious and violent offenders by developing approaches to risk assessment and management, introducing programmes which are proven to reduce risk, improve information sharing and evaluate our practice

### **(h) Public sector wide prevention and early intervention**

Social work has a lead role in public protection. This is promoted through our work on child and adult protection and in our work on public safety. We have been working with

planning and service delivery partners to ensure that protection responsibilities are shared by all and that 'the right work ends up at the right door' with more emphasis on early intervention by universal services.

We have:

- ✓ Developed local Joint Action Teams to provide a multi-agency response based around localities of secondary school catchment areas
- ✓ Developed and implemented a Tayside wide protocol for the protection of vulnerable adults
- ✓ Developed and implemented a multi-agency protocol for the protection of children and young people
- ✓ Developed, implemented and evaluated a multi-agency 'Getting Our Priorities Right' to address the needs of children of substance misusing parents
- ✓ Introduced weekly multi-agency pre-referral screening groups which ensure responses are appropriate, proportionate and timely
- ✓ Reviewed child protection systems to ensure that 'the right work ends up at the right door'

### **Programme for Change**

To achieve our aims we will work for change by improving processes and performance and further develop partnership working to deliver better outcomes for people we will:

- Continue to ensure that the Welfare Rights Service directly reduces disadvantage and inequality by maximising income
- Ensure that every child gets the right type of help, in the right measure, when they need it
- Support children's services workers to take and manage reasonable risks underpinned by good risk assessment

#### **(i) Resource management and development**

As a Department we make good use of our physical , as well as our human resources.

We have:

- ✓ Ensured that budgets follow priorities
- ✓ A range of budget monitoring systems in place to control significant operational budgets
- ✓ Taken a Best Value approach to review major areas of social work services
- ✓ An integrated charging system with annual reviews of our charging policy
- ✓ A capital plan and accommodation strategy which set out capital and building related plans for social work services
- ✓ Decommissioned a number of surplus residential units
- ✓ Ensured that existing resources, both physical and human, are allocated in accordance with priorities and changing service delivery patterns



- ✓ Comprehensive corporate and departmental health and safety policies and procedures in place monitored by a health and safety committee
- ✓ In place, and will continue to develop, information systems that support staff of all levels in their day-to-day work
- ✓ A corporate risk register
- ✓ Recognised the problems of accommodation with staff and undertook an options appraisal. As a result we have opened a new build office for children's service and community care staff.
- ✓ Systems in place to review unmet need and waiting lists regularly both at operational service level and in individual teams

### **Programme for Change**

To achieve our aim of achieving best practice in managing our people and our resources we will:

- Shift power away from professionals to people themselves, giving them more choice and control over the design and delivery of services
- Make the best use of financial and physical resources via budget monitoring, financial control and buildings management and development
- Implement a joint children's services commissioning strategy which will more accurately match resources and services with children's needs
- Have clear plans for resource development and management
- Further develop business continuity plans
- Implement a commitment based monitoring system for care and support packages for children with disabilities
- Review priorities and budgets in light of GAE forecasts linked to future demographic change
- Replace the general ledger system to allow better tracking of commitments
- Review Service Level Agreements

## **5. Workforce management, development and deployment**

**AIM 2: To be the best that we can be by improving the quality of our work and building our credibility and accountability;**

**AIM 3: To make the best use of resources by developing our organisational capacity and capability;**

**AIM 4: To develop our staff to achieve better outcomes for people by creating a culture where people feel valued and seek opportunities for improvement;**

**AIM 6: To achieve best practice in managing our people and resources**

People are the most vital and valuable resource of any organisation. We need concerned and committed people in order to achieve our vision. Therefore, as well as development and

nurturing of our organisation and all its processes and system, a priority must also be given to developing our people. How people are developed and managed is key to our success.

We are working to ensure that people understand why we need to continually develop as an organisation and make the connection between organisational development and achieving our vision.

## **(a) Human Resource management**

We have recently restructured our staff support services to strengthen resources allocated to HR functions. In order to be able to deliver effective and efficient services, we have to ensure that our staff recruitment, retention, and support services are delivered in line with a comprehensive HR strategy.

We have:

- ✓ A Human Resource Strategy
- ✓ A commitment to value and respect the people who work with and for us
- ✓ A successful recruitment and retention strategy
- ✓ An award winning social care academy
- ✓ 'Effective Support to Staff and Good Practice in Management 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 and personal development plans
- ✓ Comprehensive induction programmes
- ✓ Communication and supervision training
- ✓ Training for all supervisors/managers in the use of employee development review
- ✓ Undertaken a fieldwork staffing review
- ✓ Invested in a new, custom-built office for key staff in children's and community care services
- ✓ Introduced a safe recruitment strategy for employing staff in residential child care
- ✓ Introduced a compliment scheme and database as part of our Customer Care Charter
- ✓ A flexible working scheme

## **Programme for Change**

To achieve our aim of achieving best practice in managing our people and resources we will:

- Identify and achieve best practice in the management of people through the further development of our HR and Staff Development Strategies
- Improve our reporting on HR issues, such as turnover, absence management etc with the introduction of Resource Link
- Continually assess and reaffirm our vision, values and aims
- Ensure that our vision, values and aims are shared, understood and embraced by everyone in the organisation

- Provide people with opportunities for personal development and training to develop the skills required to do the job
- Work to ensure that we have good links between desired outcomes for users, the activities necessary to achieve these outcomes and staff skills, expertise and experience

## **(b) Accountable and autonomous practice**

To be effective an organisation has to document its work, report and communicate regularly and aspire to be transparent. We are working to increase the use of self-assessment and self-evaluation by teams and individuals in the department. This will result in improved effectiveness, ensure that people remain accountable for their work and encourage the sharing of good practice

We have:

- ✓ Created senior practitioner posts in all operational service areas
- ✓ Supported staff sponsored initiatives such as The Event (Drug and Alcohol)
- ✓ Introduced the use of the 'How Good Is Our Team' approach across the department
- ✓ Written policies and procedural guidance which are understood by the people most affected by them
- ✓ Delegated budgets down to service Managers, Unit Managers and Team Leaders
- ✓ Self-managing locality teams in Home Care to ensure that services can respond to changing needs on a daily basis
- ✓ Devolved budgets to senior care managers for purchasing external respite and domiciliary care

## **Programme for Change**

To be the best that we can be by improving the quality of our work and building credibility and accountability we will:

- Strengthen the use of evaluation and evidence based practice by front-line staff
- Empower staff to be responsible and accountable and to have increased personal/professional autonomy and choice
- Ensure that our work with customers/service users provides day-to-day and long term accountability

## **(c) Workforce planning**

To deliver effective and efficient 21<sup>st</sup> Century social work services we must have a workforce which is competent, confident, valued and available in the right numbers and skills mix to meet need.

We have:

- ✓ Good information about long term demographic trends and implications of changes
- ✓ Job descriptions for each staff employee
- ✓ Reviewed the qualifications and skills of fieldwork staff at the point of introduction of senior practitioners and support workers
- ✓ Staff development and management development plans
- ✓ Personal development plans linked to Employee Development Reviews (EDR)
- ✓ Information on need and unmet need
- ✓ Begun the process of workforce planning
- ✓ Encouraged and financially supported teams to hold development events
- ✓ Improved our recruitment and retention

### **Programme for Change**

In order to meet our aims 2,3 4 & 6 we will:

- Develop effective teamwork with the right skills and authority
- Complete a workforce plan
- Support staff individually and collectively to ensure that they have the confidence and skills to develop to support the vision through employee development review and continuous professional development
- Gear staff development activities towards improving the quality of services by enhancing the knowledge and skills of staff
- Work with partners, especially universal services, to ensure that the total children's services resource is deployed in the most effective way
- Work to improve workforce skills in permanence planning
- Work to further develop career pathways
- Increase awareness of care and protection issues for all staff through staff development activity
- Continue to develop a skills mix of staff thus ensuring that the skills of social workers and other professionals and staff are used appropriately
- Ensure social work staff have undertaken relevant training on protecting children or vulnerable adults
- Better link workforce planning to strategic planning activities

### **(d) Learning culture**

We recognise the importance of developing the kind of environment which allows people to work at their best not only because they feel valued, but also because conditions exists for continual learning and improvement. Being a learning organisation means not just having systems in place to evaluate and learn, but also having an organisational culture which is open to learning and change.

We have:

- ✓ Introduced a personal and professional development fund
- ✓ Supported a range of staff to gain nationally recognised qualifications

- ✓ Encouraged and used SE sponsorship opportunities in respect of Leading to Deliver
- ✓ The 'STAR' on-line database which provides information on all internal and external training courses
- ✓ Held our 7<sup>th</sup> Award Ceremony. To date from 1999 to 2006, 1,657 people have attended
- ✓ Undertaken staff surveys and EFQM self assessments to inform continuous improvement
- ✓ Introduced the use of the 'How Good Is Our Team' approach across the department

### **Programme for Change**

To develop our staff to achieve better outcomes for people by creating a culture where people feel valued and seek opportunities for improvement and achieve best practice in managing our people and resources we will:

- Ensure that learning, practice and organisational development are more clearly linked
- Encourage workers to be routinely involved in evaluating and evidencing their own practice
- Work to ensure that planning, development, implementation and evaluation are connected activities which contribute to our continuous learning
- Ensure that continuous professional development (CPD) is covered within supervision and that all SSSC registered staff compile CPD portfolios and keep them up to date

## **6. Performance improvement**

**AIM 2: To be the best that we can be by improving the quality of our work and building our credibility and accountability;**

**AIM 4: To develop our staff to achieve better outcomes for people by creating a culture where people feel valued and seek opportunities for improvement;**

**AIM 5: To work for change by improving our processes and performance to deliver better outcomes for people**

### **(a) Be the best that we can be**

Managing our performance provides us with a way of improving the quality of the work we do and as a consequence building our credibility and accountability in the eyes of key stakeholders, including communities and service users. We aim to build our reputation and visibility.

We want to be sharper, work smarter and have more impact. We want to grow the capacity of the organisation to do the best it can do at any time and in a way that is clearly ours. There should be no doubt about who we are or what we are doing.

This will involve strengthening our capacity and making effective use of resources. We are working to improve the effectiveness of our evaluation and communications systems and to collaborate with others to further develop joint working and common goals, outcomes, indicators and targets.

We have:

- ✓ An increasingly robust performance management infrastructure
- ✓ A Performance management framework
- ✓ Introduced a common Performance Improvement framework (PIM) which has now been adopted by all planning and service delivery partners
- ✓ Public reporting strategy
- ✓ Used an EFQM case study approach to systematically evaluate and inform performance improvement and organisational development
- ✓ Introduced systematic case file auditing in all service areas

### **Programme for Change**

To achieve our aims of being the best we can be by improving the quality of our work and our services and working for change by improving our processes and performance to deliver better outcomes for people we will:

We will:

- Use information to improve/design practice/services
- Provide workers with regular, robust information to help them evidence effectiveness
- Routinely determine impact on people and communities
- Report regularly to key strategic planning groups and partnerships with real time information to allow timely remedial action to be taken

### **(b) Outcome focussed performance improvement**

As a department we are committed to ensuring that services are responsive and of a high quality. There are mechanisms in place to monitor performance and use information to develop and improve services.

We have:

- ✓ Clear sets of standards for assessment and care planning in child protection against which performance can be assessed. These standards are based on outcomes for children and young people
- ✓ Clear set of standards for looked after children and looked after and accommodated children against which standards can be measured. These standards are based on outcomes for children and young people

- ✓ A Performance Improvement Model which is based on achieving better outcomes for people

### **Programme for Change**

To work for change by improving our processes and performance to deliver better outcomes for people we will:

- Focus contract monitoring activity on the quality of services and outcomes for people
- Further develop user involvement in determining outcomes
- Set new Local Improvement Targets based on the new national outcomes framework
- Develop joint outcomes for all themed care groups
- Routinely involve service users in service planning, development, delivery and evaluation as part of day to day activities
- Involve communities and service users in determining outcomes and quality indicators through full implementation of our user involvement strategy
- Fully implement integrated outcomes led performance improvement frameworks in Community Care and Children's Services
- Report annually on performance to key strategic planning fora with quarterly progress reports on key priorities for performance improvement.

## **7. Practice Governance**

**AIM 2: To be the best that we can be by improving the quality of our work and building our credibility and accountability**

**AIM 4: To develop our staff to achieve better outcomes for people by creating a culture where people feel valued and seek opportunities for improvement**

Effective practice governance ensures the delivery of safe, and effective practice. It also encourages practitioners to be creative in their work and accountable for their practice.

We have:

- ✓ A Scheme of Delegation of duties delegated to the Director of Social Work
- ✓ Adopted a Code of Conduct for staff
- ✓ Adopted a set of Management Behaviours
- ✓ Adopted a Customer Care Charter and Standards
- ✓ Comprehensive policies and procedural guidance which are understood by the people most affected by them and which enable staff to do their job
- ✓ Detailed monthly revenue and capital monitoring reports which are passed to the Finance Department for presentation to elected members
- ✓ A policy of regular supervision for all staff
- ✓ Comprehensive information sharing protocols and guidance on confidentiality
- ✓ Implemented Equality Impact Assessment

- ✓ Implemented ethnicity and disability monitoring

### **Programme for Change**

To achieve our aims of being the best that we can be by improving the quality of our work and building our credibility and accountability and developing staff to achieve better outcomes for people by creating a culture where people feel valued and seek opportunities for improvement we will:

We will:

- Continue to provide staff with the guidance to do their jobs
- Formalise the links between adoption of policies through committee and the development of implementation plans
- Develop methods of evaluating the implementation and impact of initiatives such as Codes of Practice, Customer Care Charter
- Strive to achieve increased clarity of integration within planning processes and structures in order to achieve clarity for staff