

## **DUNDEE CITY COUNCIL**

**REPORT TO:** SOCIAL WORK AND HEALTH COMMITTEE – 24 NOVEMBER 2014

**REPORT ON:** REVIEW OF SOCIAL WORK DEPARTMENT SERVICE PLAN 2012-2014

**REPORT BY:** DIRECTOR OF SOCIAL WORK

**REPORT NO:** 427-2014

### **1.0 PURPOSE OF REPORT**

This report provides an annual update on the progress of the performance measures and action/projects included in the Social Work Service Plan 2012-2017.

### **2.0 RECOMMENDATIONS**

It is recommended that Committee:

- 2.1 (i) note the contents of Social Work Department Service Review
- ii) ask the Director of Social Work to continue to seek improvements in the performance measures and progress the actions/projects set out in the Social Work Service Plan 2012 - 2017

### **3.0 FINANCIAL IMPLICATIONS**

There are no direct financial implications from this report. Any financial issues relating to particular performance measures or actions/projects will be reported separately to committee.

### **4. MAIN TEXT**

- 4.1 The Department has made the following improvements or sustained a target level in the following priority performance indicators:

#### **Children's Services & Criminal Justice**

- The number of young people placed in secure accommodation. 6 in April 2014 compared with 13 in April 2013. This is a significant improvement for the Department and has been brought about by better use of community base services for young people.
- % of children made subject to a supervision order that were seen by a supervising officer within 15 days. 100% in April 2014 compared with 89.3% in 2013.
- % of Child Protection referrals responded to within 24 hours. 100% in April 2014 compared to 95% in April 2013.
- Number of high risk victims of domestic abuse discussed at MARAC meetings. 130 in April 2014 compared to 101 in April 2013. This increase in numbers shows that our Violence Against Women services are able to better identify and support victims.
- % of offenders commencing CPO within 7 days (unpaid work or other requirements). 58.5% in April 2014 compared with 55% in April 2013.

## **Community Care**

- % of people requiring reduced or no homecare following enablement. 63% in April 2014 compared to 58% in April 2013. This increase shows that more people require less support, or no further support, to live independently after using our enablement services
- \*Number of people with a learning disability who have productive day opportunities including employment, volunteering, education. 526 in 2013 has now increased to 574 in 2014.
- % of all Community Care assessments completed within 20 days. This figure has been maintained because it remains within the 5% variance at 84% in April 2014, although it is slightly higher than the 83% seen in April 2013.

## **Social Work General**

- % of Social Work staff who feel involved and engaged in service improvements. This has increased from 51% in 2013 to 82% in 2014.
- Amount of debt rescheduled for Dundee citizens as a result of money advice provision (£). In April 2014, £4,874,437 worth of debt had been rescheduled in the previous 12 months compared to £3,590,673 at the same point in April 2013. This increase shows the provision of money advice services is reaching more citizens than previously to provide them with the correct support in dealing with their debt.
- Annual cash amount of ongoing benefit/credit gained per case for Dundee citizens. This figure noted as being £2,972 gain in benefit/credit per case in April 2014, although it is slight increase on the April 2013 figure of £2,887, it remains within the 5% variance and therefore is maintained.

4.2 The following indicators have shown a decline in trend and will be the subject to detailed performance review in the period ahead:

## **Children's Service and Criminal Justice**

- % of care leavers receiving aftercare support who are in education, training or employment. 34% in April 2014 compared to 40% in April 2013. More young people are receiving aftercare which has gone from 77 in 2013 to 91 in 2014 but the number of care leavers going on to education, training or employment has remained the same therefore a reduction in the percentage are seen. Liaison with all agencies involved continues to improve a more unified approach to care leavers. However, it is more a more focussed approach to improving young peoples' life skills and building confidence and self esteem which will help them maintain their positive destinations.

## **Community Care**

- Number of carers offered carers' assessments. This has reduced from 114 in 2012, 104 in 2013 to 64 in 2014. It has been recognised that The Carers Bill will demand more from Local Authorities. The Social Work Department introduced a new Outcome Focussed Assessment and Carers Support Plan as part of the new Outcome Assessment Framework. Outcome Assessment Training was delivered to community care staff to support the implementation of this and it is anticipated that the refreshed assessment process will result in greater engagement of carers within the assessment process. While the completion of the formal assessment process remains lower than would be desired, the Social Work Department continues to work closely with carers and the Carers Centre to ensure that the relevant supports are put in place.
- % of Occupational Therapy service users seen within 24 hours of referral. This has dropped to 32% in April 2014 from 38% in April 2013. The OT Service received 3,881 referrals during period 2013 - 2014, of which 1251 were responded to the same day. This is an increase in volume of referrals and the service has recruited to two long term vacancies and it is expected these staff will take up post in November. A

review of processes and systems is currently taking place to determine if efficiency and workforce capacity can be increased to respond to the increasing volume of referrals.

### Social Work General

- % of Social Work staff who feel valued by the Council. 47% in April 2014 compared to 62% in 2012. This figure is reflected in the Employee Survey 2013 and follows the trend of the rest of the Council which was placed at 48% in April 2014.

4.3 The table below presents the Department's top priority performance indicators

### Key Performance Indicators

| definition                                                                                                                | 11/12      | 12/13      | 13/14      | 2017 Target | National Bench mark | Improvement Status |
|---------------------------------------------------------------------------------------------------------------------------|------------|------------|------------|-------------|---------------------|--------------------|
| Number of young people placed in secure accommodation per year                                                            | 19         | 13         | 6          | 12          |                     | ▲                  |
| % of children made subject to a supervision order that were seen by a supervising officer within 15 days                  | N/A        | 89.3%      | 100%       | 75%         |                     | ▲                  |
| Number of high risk victims of domestic abuse discussed at MARAC meetings.                                                | 80         | 101        | 130        | 208         |                     | ▲                  |
| % of people requiring reduced or no homecare following enablement                                                         | 54%        | 58%        | 63%        | 61%         |                     | ▲                  |
| *Number of people with a learning disability who have productive day opportunities (employment, volunteering, education). | 955        | 526        | 574        | 1146        |                     | ▲                  |
| % of Social Work staff who feel involved and engaged in service improvements                                              | 51%        | 51%        | 82%        | 60%         |                     | ▲                  |
| Amount of debt rescheduled for Dundee citizens as a result of money advice provision (£).                                 | £1,355,854 | £3,590,673 | £4,874,437 | £1,730,451  |                     | ▲                  |
| % of all Community Care assessments completed within 20 days.                                                             | 80%        | 80%        | 84%        | 90%         |                     | ●                  |
| Annual cash amount of ongoing benefit/credit gained per case for Dundee citizens.                                         | 2,887      | 2,887      | 2,972      | 2,887       |                     | ●                  |
| % of care leavers receiving aftercare support who are in education, training or employment.                               | 42%        | 40.3%      | 34%        | 50%         |                     | ▼                  |

|                                                                          |     |     |     |     |  |   |
|--------------------------------------------------------------------------|-----|-----|-----|-----|--|---|
| Number of carers offered carers' assessments                             | 114 | 104 | 64  | 184 |  | ▼ |
| % of Occupational Therapy service users seen within 24 hours of referral | 35% | 38% | 32% | 40% |  | ▼ |
| % of Social Work staff who feel value and respected                      | 62% | 62% | 42% | 70% |  | ▼ |

Status Yearly & Long term trend: ▲ = >5% improvement, ● = maintained, ▼ = >-5% deterioration

NB\*: Learning Disability Day Opportunities – in 2011/2012 the interpretation of this figure was based on all service users with a learning disability and/or autism who were known to us, and had day opportunities being provided to them. This included those in supported accommodation and those receiving other support services in addition to education, employment or volunteering opportunities. In subsequent years the figures were calculated on only those receive a formal day support service or who were within education, employment or volunteering placements. This accounts for the discrepancies in the figures between the 2011/12 to 2012/13 figures. Furthermore the target for 2017 was based on all those known to us. This indicator is being revised to provide more relevant data for next year (2014/15) and the target will be revised on this basis also.

#### 4.4 **Highlights**

The Department's key achievements during the year were:

- Reduced the number of young people placed in secure accommodation. The Department has reduced the number of young people in secure accommodation to 6 in 2014, this is half the target of 12 set for 2017. This reduction has been a hugely positive impact for young people being enabled to remain in their communities while accessing local services. The significant improvement has been brought about by enhanced use of community based services for young people.
- Increased the level of specialist interventions from Educational Psychology services and Community Adolescent Mental Health Teams to residential units in order to increase capacity of staff to support children and young people and to improve educational outcomes. There are now Educational Psychologists attached to all the houses and they are involved in working with staff. Currently mental health teams are not involved but this will be pursued through the ICS theme group for Looked After Children.
- Implemented a Community Reintegration Programme for adult male prisoners serving short-term custodial sentences at HMP Perth, leading to more offenders engaging with services in prison and the community.
- Developed and implemented a pilot Community Justice Centre for Women involved in the criminal justice system and an Intensive Support Programme for persistent offenders whose crime is linked with substance misuse and. These initiatives are being evaluated by the Scottish Government or Community Justice Authority and results will inform developments beyond March 2015.
- Increased the proportion of young offenders aged 16-17 years and adult females who successfully completed Community Payback Orders
- Developed and implemented a Discharge Improvement Plan. The Discharge Improvement Plan has been completed and signed off by the Community Care Adult Services Management Group.
- Developed and implemented a new Outcome Focussed Assessment Framework for Community Care Services. The new framework went live in July 2014 and has been adopted for use by Community Care Services across the City
- Developed and implemented a Falls Strategy for Dundee. The Falls Strategy has been developed and adopted by Dundee Social Work Department, Dundee CHP and NHS Tayside. The Strategy includes a process for identifying, responding and

supporting people who are at risk of falls or who have fallen. This work is supported by a programme of community based supports which include exercise programmes and an enhanced Community Rehab service.

#### 4.5 **Areas for improvement**

On reviewing the Service Plan the Department aims to ensure improvement next year on the following:

- % of care leavers receiving aftercare support who are in education, training or employment
- Numbers of carers offered carer's assessment
- % of Occupational Therapy service users seen within 24 hours of referral
- % of Social Work staff who feel valued and respected

4.6 The Department is currently undertaking self-evaluation within Integrated Children's Services and Adult Services based on the Quality Indicators published for both services by the Care Inspectorate. It is expected that action plans will be developed following the completion of the self-evaluations in early 2015. These actions will address identified areas for improvement for Children's and Adult Services across the city and will compliment the improvement identified through the Service Plan Annual Report.

#### 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, Director of Corporate Services and Head of Democratic and Legal Services were consulted in preparation of this report.

#### 7.0 **BACKGROUND PAPERS**

Social Work Department Service Plan 2012 -2017

**JENNIFER G TOCHER**  
**DIRECTOR OF SOCIAL WORK**

**DATE: 27 October 2014**

## EQUALITY IMPACT ASSESSMENT TOOL

### Part 1: Description/Consultation

|                                                                                                                                                                                                                                                                                              |                 |                                                                                                                                                                                                                                          |                                        |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------|
| <b>Is this a Rapid Equality Impact Assessment (RIAT)?</b>                                                                                                                                                                                                                                    |                 | Yes <input checked="" type="checkbox"/>                                                                                                                                                                                                  | No <input type="checkbox"/>            |
| <b>Is this a Full Equality Impact Assessment (EQIA)?</b>                                                                                                                                                                                                                                     |                 | Yes <input type="checkbox"/>                                                                                                                                                                                                             | No <input checked="" type="checkbox"/> |
| <b>Date of Assessment:</b>                                                                                                                                                                                                                                                                   | 27 October 2014 | <b>Committee Report Number:</b>                                                                                                                                                                                                          | 427-2014                               |
| <b>Title of document being assessed:</b>                                                                                                                                                                                                                                                     |                 | Social Work Service Plan Annual Review                                                                                                                                                                                                   |                                        |
| <b>1. This is a new policy, procedure, strategy or practice being assessed</b><br>(If yes please check box) <input type="checkbox"/>                                                                                                                                                         |                 | <b>This is an existing policy, procedure, strategy or practice being assessed?</b><br>(If yes please check box) <input checked="" type="checkbox"/>                                                                                      |                                        |
| <b>2. Please give a brief description of the policy, procedure, strategy or practice being assessed.</b>                                                                                                                                                                                     |                 | This report provides an update on areas of strength and improvement required from the reporting of Indicators for the Social Work Service Plan 2012 - 2017                                                                               |                                        |
| <b>3. What is the intended outcome of this policy, procedure, strategy or practice?</b>                                                                                                                                                                                                      |                 | To provide an update on the existing social work service plan and highlight areas of strength and improvements                                                                                                                           |                                        |
| <b>4. Please list any existing documents which have been used to inform this Equality and Diversity Impact Assessment.</b>                                                                                                                                                                   |                 | Social Work Service Plan 2012 – 2017<br><br>Rapid Equality Impact assessments of policies described in the report. These policies have been previously agreed by Council Committees and Impact assessments are available on DCC website. |                                        |
| <b>5. Has any consultation, involvement or research with protected characteristic communities informed this assessment? If yes please give details.</b>                                                                                                                                      |                 | N/A                                                                                                                                                                                                                                      |                                        |
| <b>6. Please give details of council officer involvement in this assessment.</b><br><br>(e.g. names of officers consulted, dates of meetings etc)                                                                                                                                            |                 | Jenni Tocher, Director of Social Work<br>Jane Martin, Head of Service<br>Diane McCulloch, Head of Service<br>Dave Berry, Head of Service<br>Laura Bannerman, Head of Service<br>Laura Mill, Senior Officer                               |                                        |
| <b>7. Is there a need to collect further evidence or to involve or consult protected characteristics communities on the impact of the proposed policy?</b><br><br>(Example: if the impact on a community is not known what will you do to gather the information needed and when will you do |                 | N/A                                                                                                                                                                                                                                      |                                        |

|        |  |
|--------|--|
| this?) |  |
|--------|--|

## Part 2: Protected Characteristics

Which protected characteristics communities will be positively or negatively affected by this policy, procedure or strategy?

NB Please place an X in the box which best describes the "overall" impact. It is possible for an assessment to identify that a positive policy can have some negative impacts and visa versa. When this is the case please identify both positive and negative impacts in Part 3 of this form.

If the impact on a protected characteristic communities are not known please state how you will gather evidence of any potential negative impacts in box Part 1 section 7 above.

|                                                                     | Positively               | Negatively               | No Impact                           | Not Known                |
|---------------------------------------------------------------------|--------------------------|--------------------------|-------------------------------------|--------------------------|
| <b>Ethnic Minority Communities including Gypsies and Travellers</b> | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| <b>Gender</b>                                                       | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| <b>Gender Reassignment</b>                                          | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| <b>Religion or Belief</b>                                           | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| <b>People with a disability</b>                                     | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| <b>Age</b>                                                          | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| <b>Lesbian, Gay and Bisexual</b>                                    | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| <b>Socio-economic</b>                                               | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| <b>Pregnancy &amp; Maternity</b>                                    | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| <b>Other (please state)</b>                                         | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> |

NB: Impacts will be as described in previous EQIAS. None of the impacts identified in these assessments would indicate that policies should not go ahead.

### Part 3: Impacts/Monitoring

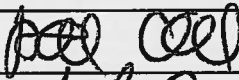
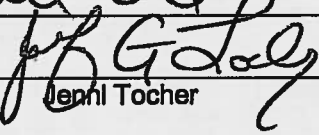
|                                                                                                                                                                                                                                                                                                            |                                                              |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------|
| <p><b>1. Have any positive impacts been identified?</b></p> <p>(We must ensure at this stage that we are not achieving equality for one strand of equality at the expense of another)</p>                                                                                                                  | <p>N/A</p>                                                   |
| <p><b>2. Have any negative impacts been identified?</b></p> <p>(Based on direct knowledge, published research, community involvement, customer feedback etc. If unsure seek advice from your departmental Equality Champion.)</p>                                                                          | <p>N/A</p>                                                   |
| <p><b>3. What action is proposed to overcome any negative impacts?</b></p> <p>(e.g. Involving community groups in the development or delivery of the policy or practice, providing information in community languages etc. See Good Practice on DCC equalities web page)</p>                               | <p>N/A</p>                                                   |
| <p><b>4. Is there a justification for continuing with this policy even if it cannot be amended or changed to end or reduce inequality without compromising its intended outcome?</b></p> <p>(If the policy that shows actual or potential unlawful discrimination you must stop and seek legal advice)</p> | <p>N/A</p>                                                   |
| <p><b>5. Has a 'Full' Equality Impact Assessment been recommended?</b></p> <p>(If the policy is a major one or is likely to have a major impact on protected characteristics communities a Full Equality Impact Assessment may be required. Seek advice from your departmental Equality lead.)</p>         | <p>No</p>                                                    |
| <p><b>6. How will the policy be monitored?</b></p> <p>(How will you know it is doing what it is intended to do? e.g. data collection, customer survey etc.)</p>                                                                                                                                            | <p>This purpose of this report is to monitor the policy.</p> |

**Part 4: Contact Information**

|                                          |             |
|------------------------------------------|-------------|
| <b>Name of Department or Partnership</b> | Social Work |
|------------------------------------------|-------------|

|                               |                                     |
|-------------------------------|-------------------------------------|
| <b>Type of Document</b>       |                                     |
| Human Resource Policy         | <input type="checkbox"/>            |
| General Policy                | <input type="checkbox"/>            |
| Strategy/Service              | <input type="checkbox"/>            |
| Change Papers/Local Procedure | <input type="checkbox"/>            |
| Guidelines and Protocols      | <input type="checkbox"/>            |
| Other                         | <input checked="" type="checkbox"/> |

|                                              |                                            |
|----------------------------------------------|--------------------------------------------|
| <b>Manager Responsible</b>                   | <b>Author Responsible</b>                  |
| <b>Name:</b> Jenni Tocher                    | <b>Name:</b> Laura Mill                    |
| <b>Designation:</b> Director                 | <b>Designation:</b> Senior Officer         |
| <b>Base:</b> Social Work                     | <b>Base:</b> Social Work                   |
| <b>Telephone:</b> Click here to enter text.  | <b>Telephone:</b> 43 3127                  |
| <b>Email:</b> Jenni.tocher@dundeecity.gov.uk | <b>Email:</b> Laura.mill@dundeecity.gov.uk |

|                                                                                                                                    |                       |
|------------------------------------------------------------------------------------------------------------------------------------|-----------------------|
| <b>Signature of author of the policy:</b>       | <b>Date:</b> 31/10/14 |
| <b>Signature of Director/Head of Service:</b>  | <b>Date:</b> 4/11/14. |
| <b>Name of Director/Head of Service:</b> Jenni Tocher                                                                              |                       |
| <b>Date of Next Policy Review:</b> n/a                                                                                             |                       |