

DUNDEE CITY COUNCIL

REPORT TO: SOCIAL WORK AND HEALTH COMMITTEE - 23 AUGUST 2010

REPORT ON: SOCIAL WORK - A STRATEGY FOR LEARNING AND WORKFORCE DEVELOPMENT 2009 - 2014

REPORT BY: DIRECTOR OF SOCIAL WORK

REPORT NO: 356-2010

1.0 PURPOSE OF REPORT

1.1 To present the Dundee City Council Social Work Department's Learning and Workforce Development Strategy 2009 - 2014 and to seek approval for the implementation of the strategy. A copy of the strategy has been given to the Lord Provost, Depute Lord Provost and Group Leaders.

2.0 RECOMMENDATIONS

2.1 It is recommended that the Committee:

- approves the implementation of the strategy
- approves the strategic direction of the Learning and Workforce Development Service in Social Work;
- supports the priorities outlined in the strategy;
- agrees the implementation of the proposed projects outlined in the strategy ;
- agrees the development of the performance indicators and the establishment of baseline information relating to Learning and Workforce Development.

3.0 FINANCIAL IMPLICATIONS

3.1 To continue to meet the priorities for Workforce Development in Social Work, it is envisaged that the strategy will be met within existing resources.

4.0 MAIN TEXT

4.1 The Social Work Department and the Council as a whole are responsible for delivering services around a number of high priority statutory duties. In Community Care Services, Children's Services, Criminal Justice Services and Support Services there are significant legislative requirements, which need to be considered. Overarching policy drivers for the Council and the Department include, Health and Safety, Child, Adult and Public Protection, Mental Health, Equalities and Human Rights and the Regulation of Care legislation. These statutory duties significantly influence the priorities and demands for support from the Learning and Workforce Development Service to ensure that staff are equipped to practise competently and safely within the statutory framework.

The role of Learning and Workforce Development services in Social Work in Scotland have come more to the fore in recent years following recommendations introduced in a number of national strategies, alongside the output from the work streams resulting from the 21st Century Review of Social Work. Dundee City Council's Learning and Workforce Development Service in Social Work has supported the significant challenges for workforce development which have been around since the regulation of Care (Scotland) Act, 2001 was introduced; ensuring that regulated services and registered workers meet the deadlines and standards set by the Care Commission and the Scottish Social Services Council. This continues to be a challenge for the Social Work Department.

Learning and development is at the core of developing a competent confident social work and social care profession, able to make a difference in an increasingly complex changing world. If we are to meet the current and future demand we need to emphasise the importance of learning for social work staff. If we are to truly professionalise the service, meet the needs of individuals in our communities, develop and plan for our existing and future workforce and also rise to the challenges set out in the Changing Lives Report, then learning has to be a core activity in the Department. The policy drivers which have informed the Learning and Workforce Development Strategy are outlined in the 2009 - 2014 documents presented to Committee.

4.2 If the Social Work Department is to offer high quality services to improve outcomes for the people of Dundee, it must ensure that the workforce is equipped with the appropriate values, skills and knowledge to undertake their jobs successfully. It is, therefore, crucial that staff learning, training and development underpins any social work service delivery. Furthermore, as a learning organisation we should continue to:

- recognise diversity in the workforce as a positive strength and support equality of access to learning opportunities
- provide open and transparent processes to access learning opportunities
- encourage the dissemination of good practice
- promote high quality teaching, and professional practices
- develop capabilities and competence of staff
- facilitate collaboration and development of partnerships
- promote and imbed continuous improvement and continuous professional development.

4.3 **Priorities**

The Learning and Workforce Development Strategy identifies the key high level priorities for the Social Work Department. These include:

- Protecting People
- Non-discretionary training or mandatory training for all staff
- Essential training and development aligned to specific roles and responsibilities
- Equalities
- Vocational training and regulatory requirements
- Qualifying and post qualifying training
- Practice and workplace learning
- Leadership and management development
- Continuous professional development

4.4 **Outcomes and Performance Monitoring**

The Learning and Workforce Development Strategy is based on the Continuous Learning Framework. This is a capability framework which encourages continuous improvement through the development of individual growth, supported by the development and maturity of a learning organisation. The aim of the strategy is to ultimately deliver better outcomes for the people who come into contact with Dundee City Council Social Work Department.

The performance framework for measuring and monitoring the effectiveness of the strategy is based on an outcomes approach with strategic projects linked to the Department's shared aims, service objectives and the Council's Single Outcome Agreement. The projects will be further distilled to provide a practical framework for the Learning and Workforce Development Service and operational services to take forward together. Targets and performance measures have not been established routinely in the Learning and Workforce Development Service to date, however this strategy has begun to set out some suggested performance indicators and baseline measurements which will inform the Learning and Workforce Development Service's performance and data set. Qualitative measurement will also provide indicators of the impact of Learning and Workforce Development on outcomes.

4.5 **Implementation Plan**

The key projects/actions in the strategy have begun to describe the scope and volume of the main areas for development and implementation. It is proposed that the communication of the implementation of the strategy is as the table below.

5.0 **POLICY IMPLICATIONS**

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

5.2 An Equality Impact Assessment has been carried out and will be made available on the Council Website <http://www.dundee.gov.uk/equanddiv/equipact/>.

6.0 **CONSULTATIONS**

The Chief Executive, Depute Chief Executive (Support Services), Assistant Chief Executive and Director of Finance have been consulted in preparation of this report. The strategy has been based on discussions at the major Learning and Development Forums relating to Child and Adult Protection. Operational staff have also been consulted.

7.0 **BACKGROUND PAPERS**

Equality Impact Assessment.

Alan G Baird
Director of Social Work

12th August 2010

LEARNING AND WORKFORCE DEVELOPMENT STRATEGY IMPLEMENTATION PLAN

| Objective: To communicate the Key Priorities and Developments relating to the Learning and Workforce Development Strategy in Social Work | | | | |
|---|---|--------------------------|---|-----------------------|
| Action | Planned Outcomes / Performance Measures | Target/Timescales | Lead Officer | Progress/Notes |
| Present the strategy for approval to the Directorate | The strategy will be agreed for implementation | April 2010 | Frances Greig | |
| Present a Committee Report to the Social Work and Health Committee | As above | June 2010 | Frances Greig | |
| Objective: Implementation of the Learning and Workforce Development Strategy | | | | |
| Action | Planned Outcomes / Performance Measures | Target/Timescales | Lead Officer | Progress/Notes |
| Meet with Management Teams | Detailed discussions will commence to identify specific projects within the agreed priorities | June 2010 | Frances Greig & Learning and Workforce Development Team | |
| Set up project teams of key staff and partners to take forward the implementation of key priorities identified in the strategy | Learning and Development will be integrated into practice. | June - September 2010 | Learning and Workforce Development Team | |