

## **DUNDEE CITY COUNCIL**

**REPORT TO: SOCIAL WORK AND HEALTH COMMITTEE - 1ST JULY 2009**

**REPORT ON: PERFORMANCE INSPECTION FINAL REPORT: DUNDEE CITY COUNCIL  
SOCIAL WORK DEPARTMENT**

**REPORT BY: DIRECTOR OF SOCIAL WORK**

**REPORT NO: 254 - 2009**

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

1.1 This report informs the committee of the conclusion of the formal inspection process by the Social Work Inspection Agency (SWIA) on the "Performance Inspection of Social Work Services (in) Dundee City Council".

1.2 The outcome of this performance inspection was subject to a report to committee in December 2007 (644-2007). The subsequent Action Plan developed from the recommendations in this report was reported to committee in June 2008 (248-2008).

### **2.0 RECOMMENDATIONS**

It is recommended that the Social Work and Health Committee:

2.1 note the contents of the report and;

2.2 instruct the Director of Social Work to add items identified in final report on the action plan as not fully implemented into the Department's performance management system.

### **3.0 FINANCIAL IMPLICATIONS**

3.1 None.

### **4.0 MAIN TEXT**

#### **4.1 Background**

4.1.1 The Social Work Inspection Agency (SWIA) was established in April 2005 to undertake performance inspections of all Scotland's local authority social work services between 2005 and 2008. The approach used focuses on continuous improvement of these services. As a result each inspection report contains a number of recommendations. Each local authority is expected to produce an action plan with details of how it plans to address these recommendations.

## 4.2 Inspection Evaluation

4.2.1 SWIA performance reports focus on 10 key areas for evaluation. Dundee City Council Social Work Department's results compare very favourably with the current national picture, as we have maintained a position in the top quartile for councils inspected so far.

Area for evaluation	Rating
Outcomes for people who use services	Good
Impact on people who use services and other stakeholders	Good
Impact on staff	Very Good
Impact on the community	Good
Delivery of key processes	Adequate
Policy and service development, planning and performance management	Good
Management and support of staff	Very Good
Resources and capacity building	Adequate
Leadership	Good
Capacity for improvement	Good

Within the performance report publishes in November 2007. The Social Work Inspection Agency said:

- The department worked hard to develop operational partnerships in child protection and youth justice.
- Service users in touch with the community mental health team said that they were getting a good service that helped them to lead lives that are more independently
- People in Dundee who use services were generally very positive about their experiences.
- Their staff survey found high levels of motivation and job satisfaction.
- There was a clear political and operational aspiration to deliver services in local areas.
- There was good evidence that processes were having the desired effect, for example in the reduction of waiting time brought about by the first contact team or in the number of young people who are persistent offenders.
- The department had clear strategic leadership underpinned by sound planning and well written policy documents

## 4.3 Monitoring Arrangements

4.3.1 The link inspector appointed by SWIA to liaise with the Department has now concluded the inspection process, as detailed in their inspection procedures. This has involved:

- SWIA scrutinising 3 monthly progress reports submitted by the Director of Social Work in relation to progress on the action plan;
- the Director of Social Work submitting a final progress report one year after publication of the SWIA Inspection Report 2007 and;
- SWIA undertaking a follow up inspection and producing a final report.

4.3.2 In considering the evidence from reports and the outcome of the follow up inspection there has been sufficient evidence of improvement at this stage for the formal 3 monthly monitoring to cease. Contact will continue with the link inspector as part of on-going liaison arrangements between SWIA and the local authority in relation to achieving continuous improvement. This arrangement is part of the SWIA inspection procedures.

#### 4.4 **Conclusion**

4.4.1 The 12 recommendations are detailed in Appendix 1 along with some comments from the final report against each recommendation. The link inspector concluded the report by stating.

4.4.2 *"There were remaining areas for improvement outstanding from the 2007 report, and still some distance to travel before all the recommendations are met in full. Because of the quality of action planning, update reports, and the setting of local targets to deliver the action plan we are confident that the department will continue in its efforts to improve further".*

4.4.3 *"This report represents the conclusion of the 2007 performance inspection although SWIA will maintain regular contact with the council as part of our ongoing scrutiny role with Dundee and all other Scottish local authorities".*

#### 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 **CONSULTATION**

6.1 The Chief Executive, Depute Chief Executive (Support Services), Depute Chief Executive (Finance) and the Head of Finance have been consulted in the preparation of this report. (These officers must be consulted on any Report together with any other officers, agencies, trade unions or stakeholders as appropriate).

#### 7.0 **BACKGROUND PAPERS**

7.1 None.

Alan G Baird  
Director of Social Work

DATE: 03 June 2009

## Appendix 1

### SWIA Recommendations and Comments.

1. The department and its partners should make sure that the throughcare service delivers better outcomes in education, employability and accommodation for young people who have left care.

*The council reported a 10% improvement over the period of the follow-up, reducing the numbers of young people not in education, training, or employment from a baseline of 77% to 65%. They also reported that they had recently approved a local resource, Carolina House, as an approved provider of housing support to young people, and that this would enhance the quality of support services available. One example of this was that a practitioner from Carolina House was developing group work to help young people get better independent living skills.*

2. The department should improve its performance in providing SCRA with reports on time.

*In 2007, we reported that the Department submitted 25% of reports on time, compared to a then national average of 36%. Between April 2007 to March 2008, Dundee submitted 37% of reports within the target timescale, as compared to a Scottish figure of 39%. This represented an 8% improvement in performance from the previous year, bringing the service to average levels of performance, which were nonetheless considerably short of national performance targets.*

3. The department should review with its partners its performance against the recommendations in "The Same as you?" in order to identify how it can improve from the present position, especially with regard to employment opportunities.

*Following the publication of the inspection report, the department had set a target of a 60% increase in employment opportunities for people with learning disabilities from a baseline of 69 people in April 2006. This translated to approximately 42 additional employment opportunities. The progress report provided to us by the department indicated that they had successfully met this target, although managers suggested that the increased figures were due in part to counting people with voluntary work, rather than paid placements.*

*It is important that this progress is maintained in order that as many people with learning disabilities as possible can access meaningful opportunities to access paid work. The department had commissioned an in-college support service for people with learning disabilities to allow them to access educational opportunities. They reported that they were supporting nine people with learning disabilities in this way as at August 2008.*

*Senior managers also told us that since the publication of the original report they had met a target to increase by 100% the number of alternative day opportunities for people with learning disabilities. This was mainly through the development of the 'out and about' service we described in the original report*

4. All order people living in care homes should have annual reviews and updated needs assessments.

Senior managers told us that they had established a review team for this purpose in May 2008, and had carried out 345 reviews before 31<sup>st</sup> October 2008. This fell short of the target the authority had set itself (450 reviews) but represented a significant increase in activity. Senior managers told us that the reason for not meeting the target in full was that the review team had not been able to recruit to its full complement, and that this problem was now resolved.

5. The local authority should work with its partners in health to ensure that there is sufficient capacity in older people's services to reduce waiting lists for services and further shift the balance of care to the community.

*Following the publication of the performance inspection report in 2007 and following on from the earlier MAISOP, Dundee City Council and NHS Tayside had been working to improve their cooperation in resourcing and providing services for older people. In August 2008, the Social Work and Health and CHP committees agreed a revised older people's strategy and a joint commissioning strategy for older people's services.*

*An important development since the inspection had been the joint commissioning and implementation of an intermediate care service, bridging the gap between home and hospital for older people. It was intended that this service would improve the ability of the services to rehabilitate older people to rejoin the community after experiencing acute illness and hospital admission. This provision should assist in reducing some of the pressures leading to delayed discharge from hospital of older people in Dundee, and promote better outcomes for older people by enabling them to return more quickly and safely to as independent a lifestyle as possible. Senior managers told us that during 2008 they had not been able to meet their target of zero delayed discharges, but had maintained a single figure monthly level of delayed discharge and prevented any increases since April 2008.*

6. The department should review its existing approaches to engaging carers to make sure that it harnesses the knowledge and expertise they offer.

*The department created and published its carers' strategy in December 2007. In November 2008, the Social Work and Health Committee agreed a plan for its implementation, including a multi-agency action-planning group with carer and external agency representation.*

*The department provided us with sight of the carers' strategy action plan, which included a summary of progress to date, and future targets with an indication of the estimated time for completion. The objectives in the carer's strategy were appropriate, and because the plan formally addressed carer involvement in service development, it captured the intention behind the recommendation. The publication of the strategy, the ratification of it and the approval of an action plan for delivery were all positive indicators.*

7. The department and its partners should ensure that all relevant users of community care services get the benefits of a single shared assessment.

*Senior managers told us that single shared assessments were now done across all community care groups. Information sharing was paper-based at the time of the follow-up but plans were advanced to implement a local e-system for single shared assessments. Senior managers reported that they had developed with health services an information store to support single shared assessments across all care services. This was in place across social work services, and senior managers anticipated that this would be operating across social work and health services by early 2009.*

*The successful delivery of an electronic solution for single shared assessments represented considerable progress from the position at the time of the publication of the original inspection report.*

*The action plan for the roll out of single shared assessment set a target of July 2010 for the full participation of other key stakeholders in the system, including voluntary sector providers and housing services.*

8. The local authority should ensure that its service plans link to available resources identified in financial plans.

*Senior managers told us that the service plan format now included full details of funding for projects and the sources of that funding. We reviewed the plan and confirmed this. They said that this would be the approach in all plans, with the next update to the service plan scheduled in 2009.*

9. The department should ensure that elected members have the opportunity to scrutinise partnership financial information.

*Senior managers said that they had held discussions in early 2008 with health services colleagues about how to implement this recommendation. Managers provided us with examples of reports put before the social work and health committee since that illustrated new practices in providing the required level of data for elected members.*

*There was not yet a system to provide elected members with updates on actual spend against the planned figures. Senior managers advised us that providing this will be the next phase of work.*

10. The department should make sure that it creates an up-to-date risk register integrated with the service plan and incorporating risk management arrangements.

*The social work and health committee approved an up-to-date risk register early in 2008. Senior managers told us that they had developed a business continuity plan in consultation with a consultancy firm with expertise in this area. At the time of our follow-up, this plan remained in draft form and managers were awaiting feedback from the consultants before finalising it. They considered the working draft to be of an acceptable standard, and had implemented it as an interim measure in anticipation of it being finalised.*

11. The department should review its client information systems with a view to striking the correct balance between accessibility of information and protecting sensitive data about individuals and families.

*Senior managers and IT professionals met with us during the course of the follow-up to the inspection and provided full information about their proposals to address this recommendation. We saw evidence of significant activity not only to address the technical protection of sensitive data by systems development, but also of wide consultation and development of resources for staff in recording effectively and professionally.*

*Managers told us of a technical plan to restrict access to sensitive data held on the social work IT system to only those with a clear need to access it, and we were content with the proposal in principle.*

*At the time of our follow-up, the technical work to adapt the system was incomplete, and we will revisit progress with this in our future scrutiny contact with the department.*

12. The department should develop a commissioning strategy for its community care and children's services.

*The Social Work and Health Committee and the CHP approved a joint commissioning framework for older people in August 2008. There was also evidence of ongoing work to develop a commissioning strategy for mental health, which was in draft form, and for younger adults' community care services, which was at a relatively early stage of development.*

*The bulk of the progress made had therefore been in developing commissioning in community care, and particularly in older peoples' services. In the original inspection report, we commented on what we considered a very promising approach to outcome-based commissioning in children's services, but we did not find evidence to suggest that this was nearing completion as a commissioning strategy for children's services.*

*The Director told us that there was beginning to be a greater clarity in the department about what delivering more 'personalised' services actually meant, and that he and his senior team were considering how to promote and drive personalisation across all services. He said that the social work department did not yet have an optimal resource structure to deal effectively with self-directed support, including in providing direct payments, where performance relative to the Scottish average remained poor. The finance manager was leading a review into how the department could change its financial structure to shift the balance of provision towards self-directed support.*

*In the original inspection report, we concluded that the department should develop a holistic commissioning strategy covering all services. At that time, the department was experiencing resource constraints, and these were even greater at the time of the follow-up due to the significant economic downturn and its impact on corporate revenues. In view of this, we would reiterate the comments we made in the original report on the importance of a holistic commissioning strategy. This would undoubtedly help the department take a longer view in terms of managing scarce resources and competing priorities, as well as help develop the infrastructure for more personalised services.*