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ADDITIONAL CIRCULATION



To: Councillor Kiddie, Convener; Councillor Leslie, Vice-Convener; and Councillors Allan, Cormack, Donnelly, Ironside, Laing, Malone, McDonald, Penny, Jennifer Stewart, Kevin Stewart, Wendy Stuart, Kirsty West and Young.

Town House,
ABERDEEN 19th April, 2010

SOCIAL CARE AND WELLBEING COMMITTEE

The undernoted items are circulated in connection with the meeting of the **SOCIAL CARE AND WELLBEING COMMITTEE** to be held here in the Town House on **THURSDAY, 22 APRIL 2010 at 2.00 pm.**

JANE G. MACEACHRAN
HEAD OF LEGAL AND DEMOCRATIC SERVICES

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Should you require any further information about this agenda, please contact Mark Masson, tel. (52)2989 or e-mail mmasson@aberdeencity.gov.uk

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ABERDEEN CITY COUNCIL

COMMITTEE: Social Care and Wellbeing DATE: 22 April 2010

DIRECTOR: Fred McBride, Social Care and Wellbeing

TITLE OF REPORT: Proposed Management Structure for Social Care and Wellbeing Service

REPORT NUMBER: SCW/10/002

1. PURPOSE OF REPORT

The purpose of this report is to inform members of the finalised proposals for the management structure and functions of the Social Care and Wellbeing service. A structure chart is contained at Appendix 1

2. RECOMMENDATION(S)

It is recommended that the Committee:

- i. agrees the management structure and functions of the Social Care and Wellbeing service; and
- ii. agrees to provide delegated authority to the Director of Social Care and Wellbeing to implement further restructuring below the management structure and in accordance with Council policies and procedures for Trade Union consultation and managing organisational restructuring, thereby enabling delivery of the agreed 2010/11 budget savings.

3. FINANCIAL IMPLICATIONS

The cost of the proposed management structure will be met from existing resources within the 2010/11 budget, taking account of savings agreed by the full Council on 10 February 2010.

4. SERVICE & COMMUNITY IMPACT

The proposed management structure is lean and cost effective but also has sufficient capacity to make a major contribution to the development of a five year corporate business plan by ensuring a focus on the most vulnerable citizens of Aberdeen whilst at the same time being able to lead and co-ordinate partnership working to achieve the general wellbeing of all citizens in the city.

5. OTHER IMPLICATIONS

The Concordat agreed in November 2007 between the Scottish Government and local government sets out the terms of a new relationship based on delivering outcomes in partnership. It requires each local authority to prepare a Single Outcome Agreement with the Scottish Government based on the direction of policy expressed by the Government through a number of national outcomes that the public sector in Scotland are expected to achieve, For Social Care and Wellbeing the priority outcomes for the citizens of Aberdeen are:-

5.1 Healthier

Local Priorities:-

Responding to an increasing **elderly population** with increasingly complex needs

Tackling **health inequality** – closing the gap

Addressing the needs of more **vulnerable** communities with often **complex and varied needs** e.g. Gypsies/Travellers; people who are homeless; prisoners; young people leaving care

Reducing **alcohol and drug** related harm

Responding to the changing **health/wellbeing, family support, preschool education, childcare and play needs of families.**

5.2 Safer and Stronger

In 2008 Aberdeen Community Safety Partnership carried out a Strategic Assessment of the key community safety issues. As a result, the following issues were identified as Strategic Priorities:-

Controlled Drugs;

Antisocial Behaviour;

Domestic Abuse;

Serious and Violent Crime;

Fire Safety (Wilful Fireraising); and

the Sex Industry

6. REPORT

6.1 Previous Structure

The Interim Director for Social Care and Wellbeing, appointed on 7 July 2008, assisted the creation of an integrated Social Care and Wellbeing service. The management structure comprised the following:

Head of Children's Services with responsibility for all statutory social work services to children and families

Head of Adult Services with responsibility for mental health services, substance misuse, learning disability, long term conditions and older people and rehabilitation services.

Head of Contracts, Commissioning and Community Engagement with responsibility for Strategic Commissioning, Contracting and engaging

the community in changing the way we deliver social care services into the future.

The structure was fit for purpose for the period of time which it served. In particular there was clearly a need to dedicate senior management capacity to creating a strategic commissioning framework and engaging the community and partners in addressing some fundamental changes which were required in how Social Care services are delivered in Aberdeen.

6.2 Progress of Commissioning, Contracting and Community Engagement

A Strategic commissioning framework and a community engagement strategy have been created and approved by Social Care and Wellbeing Committee. These are dynamic strategies which will be able to adapt and change with changing need. Therefore there is no longer a need for a dedicated senior manager for this purpose. There is also an intention within the proposed structure that there is no longer a need for a separate contracts team and commissioning team and that these functions should be merged into one team under one team manager.

6.3 Role of Operational Managers in Strategic Commissioning

Whilst the Contracts and Commissioning team will be responsible for the process of contracts and commissioning, the decisions about what actually requires to be commissioned lies with operational managers and practitioners as it is their front line management and operational practice and experience which will capture the needs of citizens and the shape of the social care market into the future.

6.4 The Need for Additional Capacity in Adults and Older People's services

In the previous structure all of Adult Services including Criminal Justice and Older People services were managed together under one Head of Service. Growth of need in areas such as substance misuse and Older People services makes the previous portfolio of services extremely large.

It is proposed therefore to split the previous portfolio under two Heads of Service, one for Adult Services comprising services for substance misuse, mental health, learning disability and criminal justice and another Head of Service with responsibility for older people, and rehabilitation services including long term conditions. This ought to lever in sufficient management capacity into both Adult services and Older People services in order to drive forward the shifting the balance of care agenda, i.e. achieving the most cost effective mix of services to enable people to remain independent for as long as possible and also to constrain the growth in expenditure associated with an ageing population. The proposed structure will also allow a greater concentration on managing the growth of substance misuse as well as continuing to drive up standards in our Criminal Justice services.

6.5 **Working with Health Services**

There have been significant discussions with Health colleagues in relation to the proposed structure for Social Care and Wellbeing and they are satisfied that the division of Social Work services into specific care groups will facilitate positive joint working with Health and clearer points of contact. The continuation in the proposed structure of a jointly funded planning and development post will also continue to support the work of newly constituted integrated Strategic Management team between Social Care and NHS.

All of the above will strengthen and build on the work of our existing 23 integrated social care and health teams aligned to GP practices.

6.6 **Children's Services**

The Children's Services structure has followed a themed approach as follows:

- Children in Need
- Reception and Protection service
- Young People's Care and Accommodation
- Alternative Family Care
- Family & Community Support

This will achieve a greater focus on the initial identification and assessment of need and ensuring a proportionate response to child welfare and child protection concerns. In other words the Reception and Protection service will undertake initial assessment and will free up other teams to concentrate on those children and families who require a more sustained response, including planning for those children who require permanent substitute care.

6.7 **Capacity for Planning, Development and Project Management**

The Social Care and Wellbeing service is a large and complex service with currently around 1700 staff. At any one time there are a large number of projects to be driven forward including the need for improvement, redesign and innovation. It is extremely important that we have sufficient capacity for change, improvement and innovation in order to provide the most cost effective services to a growing group of vulnerable people within tight financial constraints.

It is also important that this capacity is built into operational structures in order that these responsibilities are not seen as separate to operational management and practice but are in fact the core business of operational managers.

The proposal therefore, is to convert what were previously known as Strategists into Planning and Development Managers aligned to each Head of Service and the Director. The role of these Planning and Development Managers will be to capture the knowledge and experience of Operational Managers and frontline staff and thereby build and support the case for change and improvement projects. This will ensure a much

more effective link between Operational Management and strategic planning.

One Planning and Development Manager will report to the Director and will have a co-ordinating role in terms of the range of change and improvement projects being developed across the service and will feed these into our service business plan and performance reporting framework.

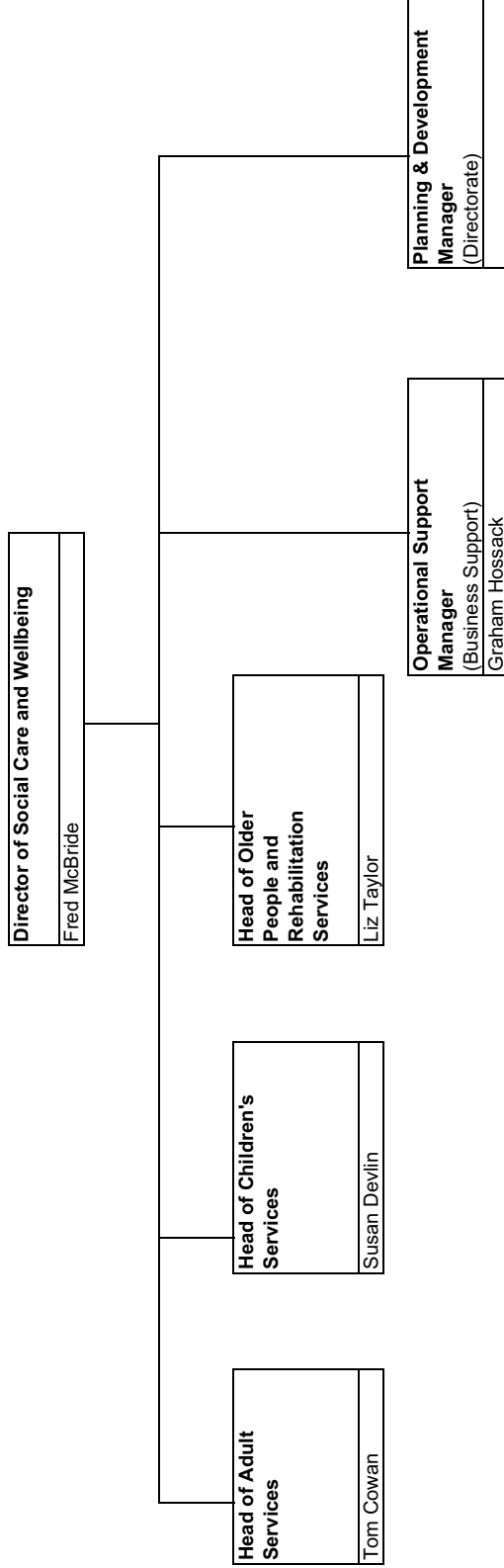
6.8 **Operational Support**

The Operational Support Manager will continue to report to the Director under the new proposals and take responsibility for ensuring the smooth running of business support to the whole service including staffing, accommodation and property management and providing the interface with HR, Finance and Corporate Communications.

All of the above proposals are met from within existing resources for the Financial Year 2010/11 taking account of agreed savings and offer the capacity to identify further efficiencies, improvements and innovations into the future.

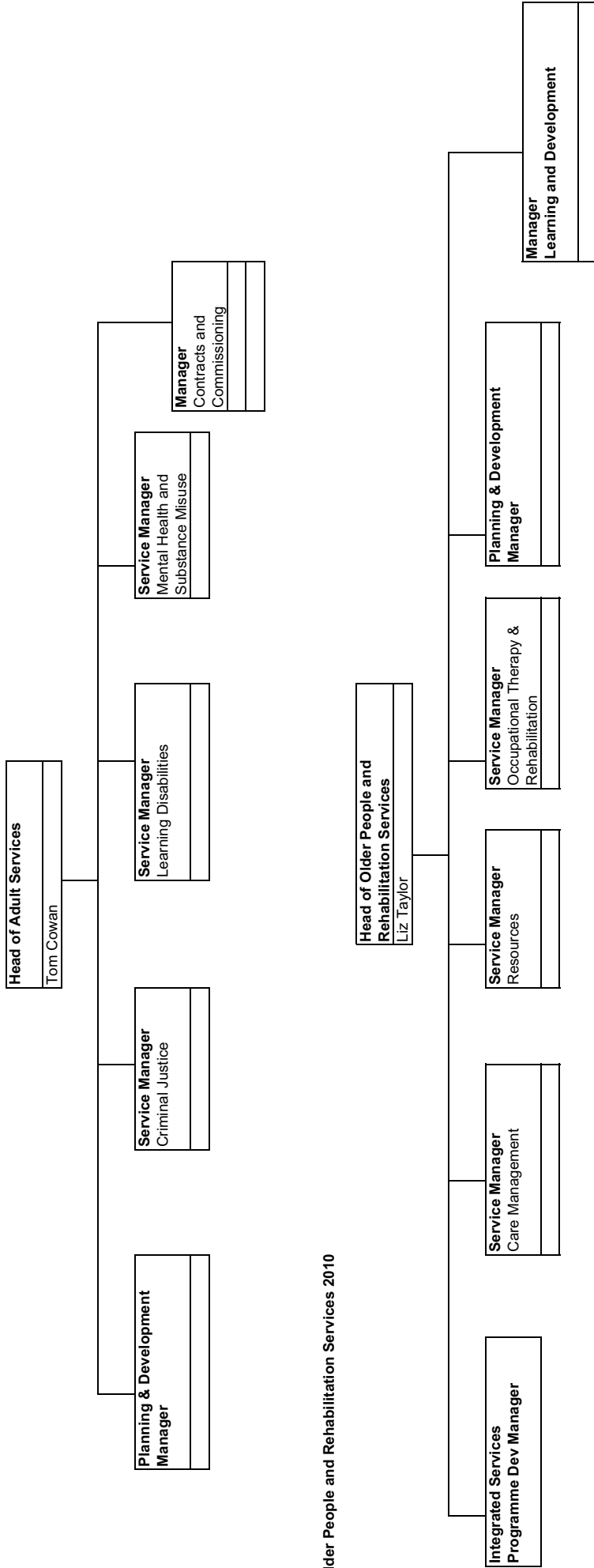
7. **REPORT AUTHOR DETAILS**

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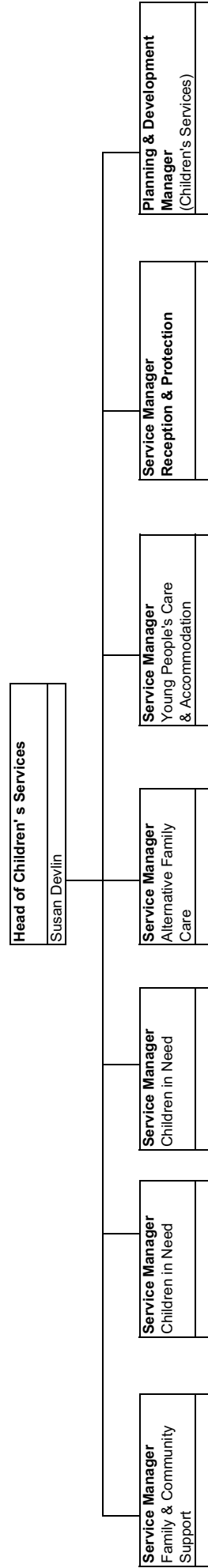
SOCIAL CARE AND WELLBEING

Adult Services 2010



Older People and Rehabilitation Services 2010

Children's Services 2010



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ABERDEEN CITY COUNCIL

BUSINESS CASE

COMMITTEE Social Care and Wellbeing

DATE 22nd April 2010

LEAD OFFICER Lesley Simpson

AUTHOR OF BUSINESS CASE Lesley Simpson

NAME(S) OF HR ADVISER(S) CONSULTED

TITLE OF BUSINESS CASE Criminal Justice Support Worker – Women’s Services

REPORT NUMBER SCW/10/056

PURPOSE OF BUSINESS CASE

The purpose of the business case is to advise Members of the allocation of £45,000 to Aberdeen City Council Criminal Justice Social Work Service specifically to enhance services for women offenders. This is in the context of:

- Recognition at national level, both UK and Scottish, of the requirement to provide gender specific services for women offenders
- Supporting the principles of the Scottish Government Reducing Re-offending Programme; specifically the aims and objectives of the Community Reintegration Workstream.
- The establishment of the Community Integration Unit for women offenders at HMP Aberdeen and the need to provide mentoring support.
- Enhancing gender specific interventions for Community Payback Orders
- Supporting the implementation of the Criminal Justice Women’s Strategy

It is proposed that the post of Criminal Justice Support Worker, Women’s Services, be created, with the potential to fill this on a seconded basis, for a fixed term period of 51 weeks. The remit of the post will be comprehensive, from early intervention to high end need.

It should be noted that Scottish Government made £100,000 available to each Community Justice Authority (CJA) to enhance services for women who offend. The Northern CJA chose to allocate £45,000 to this authority in recognition of the disproportionately high number of women from Aberdeen City who are incarcerated in HMP Cornton Vale, both sentenced and on remand.

RECOMMENDATION(S)

It is recommended that Committee approve the following:

Additional resource(s) / change to structure required	Job title(s)	No of jobs
Establishment of permanent job		
Conversion of fixed term job to permanent status		
Creation of fixed term job	Criminal Justice Support Worker	1
Extension of fixed term job		
Dis-establishment of permanent job		
Change to Job Title	Former: Revised:	
*Redesign of existing job		

BUSINESS CASE

Please do not repeat any information contained in other sections of the report

1. **With specific reference to anticipated outputs/outcomes, state how the recommendation(s) support corporate objectives e.g. Council's Policy Statement; Vision and Values; Local Government (Scotland) Act 2003; Community Plan; Transformation Programme etc.**

Vibrant, Dynamic and Forward Looking makes a commitment to modernise service delivery. The Community Plan aims to make Aberdeen a safer place in which to live and work. Key elements of this are social inclusion, crime prevention and a reduction in drug and alcohol misuse and associated crime.

Whilst based in CJSW Services, the impact of this post will be wider, in relation to, for example, child protection, drug and alcohol services and the community safety agenda.

This proposal meshes with the recently published SPS Strategy Framework for the Management of Women Offenders in Custody.

2. **State how the recommendation(s) support service objectives and plans and/or the achievement of a Statutory Performance Indicator.**

The Management of Offenders Act requires Community Justice Authorities to ensure that Criminal Justice Social Work Services comply with relevant legislation, national and local policies and procedures. The aim is to enhance public protection by reducing the risk of harm and of reoffending. In order to achieve this aim the Vision Statement for Social Care and Well-being sets out the key statements in respect of Criminal Justice Social Work:

- Increase public confidence in Criminal Justice Social Work services.

- Reduce re-offending.
- Increase public protection by providing effective supervision and management to offenders within the community.
- Provide a range of interventions for offenders based on:
 - Restrictions on opportunity to cause harm.
 - Rehabilitation through effective programmes.
 - Reparation for the harm they have caused.
 - Re-integration as contributing members of society.

The creation of this post will enable CJSW to better respond to the specific needs of women offenders and thus contribute to the achievement of the stated aims.

3. A) Outline why the new work cannot be undertaken within existing staff resources e.g. by re-distributing resources or curtailing lower priority services.

This is an additional expectation (with additional funding) placed on CJSW by Scottish Government and the CJA. We are not currently resourced to fully respond to this expectation.

4. Risk Management: What are the consequences of not proceeding with the recommendation?

CJSW would be unable to support the SPS Community Integration Unit. We would be in a position of reporting to the NCJA that we were in such a position, which would affect the NCJA's Area Plan outcomes.

We would be unable to deliver on the aims and objectives set out in the Scottish Government's Reducing Re-offending Programme.

5. Risk Assessment: What Health and Safety considerations have been taken into account?

The post will be covered by the Lone Working Policy.

6. Financial Implications:

Impact on current year's revenue/capital budget:

Job Title	JE Grade	Min Salary*	Max Salary*
Criminal Justice Support Worker			£32,268

NB These figures are indicative only and will be subject to Job Evaluation

*These figures are based on an appointment being made by <>. Minimum and maximum salary costs also include agreed allowances and 26.1% on costs.

Net Cost	£32,268	Net Saving	N/A
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Source and amount of revenue/capital budget funding available:

The funding has been available to the NCJA via Section 27 funding and will be made available to Aberdeen City Council CJSW Services via an adjustment to the level of funding.

Amount of external monies available within the current financial year:

£45,000

Amount of external monies available in total:

£45,000

- 7. If the recommendation(s) relate to additional staffing, outline and justify the proposed contractual status of the new employee(s) i.e. 'permanent' or fixed term?**

It is proposed that the post is fixed term for the period of 51 weeks as the funding has been made available on an initial basis of one year.

- 8. If the recommendation(s) are funded on a time-limited basis from an external source, what is the likelihood of the project continuing beyond the term of funding?**

It is likely that Scottish Government will continue to identify funding to support gender specific services for women in the criminal justice system to enable achievement of policy.

- 9. If the project is likely to continue beyond the term of funding, what steps are being considered in order to finance this extension?**

See above

- 10. In the case of fixed term contracts, state whether this contract is task or event related; outline the proposed exit strategy and detail how potential exit costs will be met.**

N/A

- 11. What accommodation and equipment considerations have been taken into account?**

The post will be located at Exchequer House

- 12. HR Comment(s)**

- 13. Report Author Details**

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ABERDEEN CITY COUNCIL

BUSINESS CASE

COMMITTEE Social Care and Wellbeing

DATE 22 April 2010

LEAD OFFICER Lesley Simpson

AUTHOR OF BUSINESS CASE Sally M Wilkins

NAME(S) OF HR ADVISER(S) CONSULTED

TITLE OF BUSINESS CASE Caledonian System Delivery

REPORT NUMBER SCW/10/055

PURPOSE OF BUSINESS CASE

The purpose of the business case is to advise Members of the successful outcome of Aberdeen City Criminal Justice Social Work Services' bid to deliver the Caledonian system on behalf of the Northern Community Justice Authority (NCJA) and to seek authorisation to recruit to the posts required. The Caledonian system was developed in response to the national strategy to address domestic abuse in Scotland, which recognised the prevalence of domestic abuse and the harm caused to women and children. The system offers a unified response to domestic abuse through specific programmatic work with male perpetrators, sitting alongside specialist services for women and children who have been harmed by domestic abuse. The goal is to reduce the prevalence of domestic abuse and its impact on children, families and communities in Scotland.

The Caledonian system was launched on 18 November 2009, when the Cabinet Secretary for Justice announced that financial support had been made available for CJAs to undertake an assessment of readiness to deliver the Caledonian system. The system had already been piloted in three CJA areas. The NCJA was one of only three successful applicants. It is envisaged that the system will be rolled out across Scotland in later years.

Aberdeen City will deliver the Caledonian System in partnership with Aberdeenshire Council, building on the experience of partnership working developed through the delivery of the Community Sex Offender Groupwork Programme. Should the outcomes from the system prove positive it is envisaged that it would be extended to Highland in the first instance. Staff from Aberdeenshire and from Highland will be invited to participate in the planning and steering groups. Thereafter the system will be opened up to the remaining local authorities within the NCJA.

Initial funding has been made available as part of the criminal justice social work services monthly grant allocations to the NCJA. Funding of £140,098 has been approved for the men's programme and of £156,572 for the women and children's services for the financial year 2010-11. Payment to Aberdeen City Council will be made via Section 27 funding arrangements.

The proposal is that the following posts be established within Criminal Justice Social work Services to enable delivery of the Caledonian system:

- System and Service Delivery Manager (Senior Social Worker equivalent)
- System Administrator
- 2.5 FTE Men’s Group Workers (Social worker grade)*
- 3 Women’s Service Workers (support worker grade)
- 1 Children’s Service Worker (support worker grade)

*up to six main grade social workers will be seconded on a one day a week basis, with the funding used to provide backfill.

In the first instance it is proposed that these posts be fixed term, for the period of 51 weeks. The posts will be subject to job sizing following approval.

It is additionally proposed that the post of interim System and Service Delivery Manager be established for the period of three months to assist in developing the infrastructure for the delivery of the system.

RECOMMENDATION(S)

It is recommended that Committee approve the following:

Additional resource(s) / change to structure required	Job title(s)	No of jobs
Establishment of permanent job		
Conversion of fixed term job to permanent status		
Creation of fixed term job	System and Service Delivery Manager (Senior Social Worker) System Administrator 2.5 FTE Men’s Group Workers 3 Women’s Service Workers 1 Children’s Service Worker	8.5
Extension of fixed term job		
Dis-establishment of permanent job		
Change to Job Title	Former: Revised:	
*Redesign of existing job		

* for a redesign of an existing job there should be reference in the report to the impact of the redesign on the jobholder(s).

BUSINESS CASE

Please do not repeat any information contained in other sections of the report

1. With specific reference to anticipated outputs/outcomes, state how the recommendation(s) support corporate objectives e.g. Council's Policy Statement; Vision and Values; Local Government (Scotland) Act 2003; Community Plan; Transformation Programme etc.

The Caledonian system contributes towards the prevention of domestic abuse and the provision of support services to women and children who have been subject to and harmed by such abuse. The system contributes to the achievement of the aims of the national strategy to address domestic abuse, which were further developed in 'Safer Lives: Changed Lives 2009'.

The importance of joined up working to tackle domestic abuse was also recognised in the joint Scottish Government/ COSLA National Domestic Abuse Delivery Plan for Children and Young People 2008. Central to the delivery of the Plan is Getting it Right for Every Child (GIRFEC). The Caledonian system embraces GIRFEC priorities, contributing directly to National Outcomes and National strategic Objectives to tackle domestic abuse in our communities.

Locally, the Aberdeen City Alliance Single Outcome Agreement 2009-10 acknowledges that the rate of domestic abuse in Aberdeen had risen in the preceding three years. The rate is slightly higher than the national average. Domestic abuse was identified as a strategic priority by the Aberdeen Community Safety Partnership in 2008 and by the NCJA in its first three year Area Plan 2008-2011. Within the NCJA Training Plan 2009-2011 Aberdeen City and Aberdeenshire agreed to take the lead in developing training to address domestic abuse. Both areas have run successful domestic abuse programmes with perpetrators.

A reduction in gender based abuse is a target within Aberdeenshire's Community Planning Partnership's 2009-2010 single outcome agreement.

A Community Integration Unit is in development for HMP Aberdeen, which will entail women returning to Craiginches post release. HMP Grampian will be a community facing prison with capacity for women. Community based services should provide for the needs of women, including ex-prisoners, who have experienced domestic abuse.

2. State how the recommendation(s) support service objectives and plans and/or the achievement of a Statutory Performance Indicator.

The Management of Offenders Act requires Community Justice Authorities to ensure that Criminal Justice Social Work Services comply with relevant legislation, national and local policies and procedures. The aim is to enhance public protection by reducing the risk of harm and of reoffending. In order to achieve this aim the Vision Statement for Social Care and Well-being sets out the key statements in respect of Criminal Justice Social Work:

- Increase public confidence in Criminal Justice Social Work services.
- Reduce re-offending.

- Increase public protection by providing effective supervision and management to offenders within the community.
- Provide a range of interventions for offenders based on:
 - Restrictions on opportunity to cause harm.
 - Rehabilitation through effective programmes.
 - Reparation for the harm they have caused.
 - Re-integration as contributing members of society.

The Criminal Justice Social Work Improvement Plan outlines how the service will deliver on these aims, including a commitment to reduce the harm caused by domestic abuse.

3. Outline why the new work cannot be undertaken within existing staff resources e.g. by re-distributing resources or curtailing lower priority services.

The Caledonian system cannot be delivered within existing resources. It is an intensive two year programmatic approach which requires perpetrators to commit to 14 one hour pre-group work sessions; 25 three hour groupwork sessions and then a period of four weekly maintenance session until the end of the Order. The Women’s Programme offers assessment, safety planning, support and protection strategies. The Children’s Service is not therapeutic but offers assessment, safety planning and links to child protection where appropriate.

4. Risk Management: What are the consequences of not proceeding with the recommendation(s)?

If recruitment to the proposed posts is not approved Aberdeen City will be unable to take the lead in delivering the Caledonian system on behalf of the NCJA. In this eventuality the lead will pass to Aberdeenshire Council.

5. Risk Assessment: What Health and Safety considerations have been taken into account?

The main issue relates to lone working. Caledonian system workers will be covered by the Lone Working Policy.

6. Financial Implications:

Impact on current year’s revenue budget:

Job Title	JE Grade	Min Salary*	Max Salary*
System and Service Delivery Manager			£55,219
System Administrator			£16,962

2.5 FTE Men's Group Workers			£79,107
3 Women's Service Workers			£72,602
1 Children's Service Worker			£24,201

***These figures are based on an appointment being made by July 2010. Minimum and maximum salary costs also include agreed allowances and 26.1% on costs. These figures are indicative only, subject to job evaluation and include provision for an interim appointment.**

These figures were submitted to and approved by the Justice Directorate.

Net Cost	£248,091	Net Saving	£
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Source and amount of revenue/capital budget funding available:

Funding of £296,670 has been made available to the NCJA, via an increase in the criminal justice social work services monthly grant allocation. This will be transferred to Aberdeen City criminal justice social work services as part of Section 27 funding. This funding can be used for no other purpose.

Amount of external monies available within the current financial year:

Please see above

Amount of external monies available in total:

As above

- 7. If the recommendation(s) relate to additional staffing, outline and justify the proposed contractual status of the new employee(s) i.e. 'permanent' or fixed term?**

The proposal is that the posts are for an initial 51 week fixed term period pending the outcome of Scottish Government decisions in respect of future funding.

- 8. If the recommendation(s) are funded on a time-limited basis from an external source, what is the likelihood of the project continuing beyond the term of funding?**

The establishment of the Caledonian system represents a significant investment on the part of Scottish Government. It effectively targets the perpetrators of domestic abuse. Roll out of the programme will be undertaken by the Delivery Accreditation Group and is expected to cover all CJAs. It is likely therefore that funding will be made available in future years.

9. If the project is likely to continue beyond the term of funding, what steps are being considered in order to finance this extension?

Please see above

10. In the case of fixed term contracts, state whether this contract is task or event related; outline the proposed exit strategy and detail how potential exit costs will be met.

N/A

11. What accommodation and equipment considerations have been taken into account?

Capital costs of £6,000 to cover furnishings, materials and equipment and revenue costs of £25,130 to cover administration, rent and 8% management fee in year one were included in the application.

12. HR Comment(s)

13. Report Author Details

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