

DUNDEE CITY COUNCIL

REPORT TO: Social Work Committee - 20 August 2001
Personnel and Management Services Committee - 13 August 2001

REPORT ON: Social Work Department - Review of the Management and Staffing Structure at The Elms

REPORT BY: Director of Social Work and Director of Personnel and Management Services

REPORT NO: 442-2001

1 PURPOSE OF THE REPORT

- 1.1 This report advises members of the outcome of a review of the management and staffing structure at The Elms. It seeks approval to change the management structure and increase the staffing establishment, in order to better meet operational requirements.

2 RECOMMENDATIONS

It is recommended that the Social Work Committee:-

- 2.1 approves the conclusions of a review of the current management and staffing structure at The Elms as detailed in Section 6;
- 2.2 agrees to the proposed staffing establishment as outlined at Appendix 1;
- 2.3 authorises the Director of Social Work to commission a 24-hour security service from an external provider;

It is recommended that the Personnel and Management Services Committee:-

- 2.4 approves the deletion and establishment of posts as outlined at Appendix 1.

3 FINANCIAL IMPLICATIONS

- 3.1 The proposals outlined in this report will cost £17,600 in 2001/02 (£35,200 in a full financial year - see Appendix 2). These proposals had been anticipated in budget planning and are provided for within monies allocated to the Children's Services section of the Social Work Department Revenue Budget.

4 LOCAL AGENDA 21 IMPLICATIONS

- 4.1 The operation of The Elms ensures that young people who are in need of secure care can now have their needs met locally.

5 EQUAL OPPORTUNITIES IMPLICATIONS

- 5.1 The recruitment of staff to the new posts, and the redeployment of Residential Resource Workers currently employed at the Elms, will be carried out in accordance with the Council's policies and procedures.

6 REVIEW OF THE MANAGEMENT AND STAFFING STRUCTURE AT THE ELMS

- 6.1 The Director of Social Work and the Director of Personnel and Management Services have completed a review of the management and staffing structure at The Elms in light of operational experience. This has concluded that the number of staff employed requires to be increased, and that changes need to be made to the management structure.
- 6.2 The process for filling posts at The Elms will be the subject of consultation with the trade unions. However, existing staff will either retain a post at The Elms or be redeployed within the Social Work Department.

Staffing Levels

- 6.3 The number of staff employed requires to be increased for the following reasons:-
- 6.4 It is proposed that the Elms should be managed and staffed as two separate units with a designated staff team for secure care to enhance the security practices within the secure unit. The number of staff currently employed is however insufficient to facilitate these arrangements.
- 6.5 Some of the young people accommodated by the Elms have been placed there as a direct result of their exhibiting extremely challenging behaviour and, as such, there is a need to take all possible measures to enhance the safety of staff working in this environment. Consequently, it is recommended that a minimum of three staff, for each of the two constituent parts of the Elms, is required to operate effectively during waking hours.
- 6.6 The current staffing establishment was designed to provide 3 waking night shift staff, with one based in the secure unit, and two in the close support unit. Since The Elms became operational, however, Social Work Services Inspectorate have required that two waking night shift staff must be based in the secure unit and, consequently, a total of 4 staff have been required to be on waking night shift.
- 6.7 Furthermore, it is proposed to commission a security guard service. The fire safety and the overall security of the unit and its surrounds will be greatly enhanced by 24 hour security guard cover. It is therefore recommended that this service should be provided and that this should be sourced from an external provider to contain the costs of the proposals within this report. This would mean that the Elms could revert to 3 waking night staff cover plus the security guard facility.
- 6.8 All posts at the Elms are currently graded at Senior Social Care Officer level. In order to reduce the extent to which Senior Social Care Officers are diverted from day time to night time working and to enhance consistency of care for young people, it is suggested that a proportion of night shifts should be covered by two 35 hour permanent night shift Social Care Officers.
- 6.9 Social care officers' involvement in food preparation, menu planning and food ordering reduces the time they spend in working directly with young people. The proposed staffing complement therefore incorporates 2 part-time (1.1 FTE) Cooks. This will facilitate a higher level of attention to health and safety in the kitchen.

Management Structure

- 6.10 There is a need to change the management structure at The Elms for the following reasons:-
- 6.11 The need identified at 6.3.1 to operate the Elms as two units with a designated "Secure Care" team.

6.12 The current management structure incorporates one overall manager and 6 team leaders. It was thought that the greater proportion of professionally qualified staff would ensure a high standard of care. However, in operational practice, the line of accountability has not been clearly enough defined. A tighter and clearer management structure would better meet operational requirements in this setting.

6.13 It is, therefore, proposed that a new management structure is established which incorporates:-

- 1 A Senior Officer whose role would be strategic management and development of the facility .
- 2 Residential Resource Managers each of whom would have operational management responsibility for one unit.
- 3 Practice Development Supervisors whose remit would be the supervision and development of practice, and implementation of effectiveness principles derived from research.

6.14 The proposed management structure therefore includes 5 staff qualified to Diploma in Social Work level across both units. This may be regarded as the minimum essential to progress national objectives within residential childcare. However, this structure will also provide 7-day management cover as Residential Resource Managers and Practice Development Supervisors will be required to work at weekends.

7 CONSULTATION

7.1 The Chief Executive, Director of Finance and the Director of Support Services have been consulted in the preparation of this report, as have the trade unions. The staff have also been fully consulted.

8 BACKGROUND PAPERS

8.1 No background papers, as defined by Section 50D of the Local Government (Scotland) Act 1973 (other than any containing confidential or exempt information), were relied on to any material extent in preparing the above report.

9 SIGNATURE

J. Roberts
Director of Social Work

Date

J.C. Petrie
Director of Personnel and Management Services

Date

**STAFFING CHANGES - Appendix
1**

Post	SCP	Current Structure (FTE)	Proposed Structure (FTE)	+/-
Senior Officer	41-44	1.0	1.0	+0.0
Residential Resource Manager	37-40	0.0	2.0	+2.0
Practice Development Supervisor	31-37	0.0	2.0	+2.0
Residential Resource Worker	31-37	7.6	0.0	-7.6
Senior / Social Care Officer	16-30	21.5	24.8	+3.3
Social Care Officer (Nights)	16-23	0.0	2.1	+2.1
Total		30.1	31.9	+1.8

Post		Current Structure (Hours)	Proposed Structure (Hours)	+/-
Handyperson	MW4	37	37	+0
Domestic	MW1	37	37	+0
Cook	MW3	0	41	+41
Total		74	115	+41

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Post	No	Full Year Total (Based on Existing Staff Profile) (£)	Part Year Effect 2001/02 (£)
Senior Officer	1.0	29,800	14,900
Residential Resource Managers	2.0	51,000	25,500
Practice Development Supervisor	2.0	44,600	22,300
Senior / Social Care Officer	24.8	397,800	198,900
Night Social Care Officers	2.1	30,400	15,200
Sub Total	31.9	553,600	276,800
Handyperson	1.0	9,900	4,950
Cook	1.1	11,200	5,600
Domestic	1.0	8,900	4,450
Sub Total	3.1	30,000	15,000
Night Allowances (SCO)		10,100	5,050
Night Allowances (SSCO)		25,000	12,500
Sub Total		35,100	17,550
NI & Superannuation (16.4%)		101,500	50,750
Sub Total		720,200	360,100
24 Hour Security Guard (Contractor)		45,700	22,850
COST		765,900	382,950
EXISTING BUDGET (FULL YEAR)		730,700	
EXISTING BUDGET (SIX MONTHS)			365,350
ADDITIONAL COST		+35,200	+17,600