

# DUNDEE CITY COUNCIL

**REPORT TO:** Personnel & Management Services Committee - 10 November 2003

**REPORT ON:** Social Work Department - Staffing Structure for Children's Residential Units

**REPORT BY:** Director of Social Work and Assistant Chief Executive (Management)

**REPORT NO:** 471-2003

## 1 PURPOSE OF REPORT

1.1 This report seeks approval for changes to the staffing structures of the Children's Residential Units in the Social Work Department.

## 2 RECOMMENDATIONS

2.1 The Personnel and Management Services Committee is asked to approve the staffing structures for the Social Work Department Children's Residential Units, as attached as Appendix 1.

## 3 FINANCIAL IMPLICATIONS

3.1 The full year cost of the proposals is £152,670 at 2003/04 prices, and £50,840 in 2003/04. This will be funded by existing resources within the Social Work Department revenue budget.

## 4 LOCAL AGENDA 21 IMPLICATIONS

4.1 None.

## 5 EQUAL OPPORTUNITIES IMPLICATIONS

5.1 None.

## 6 BACKGROUND AND PROPOSALS

6.1 At a meeting held on 16 June 2003, the Social Work Committee approved Report No. 402-2003 Residential Child Care Services, which included a recommendation from the Independent Consultant to review the management team structure and staffing in the residential units in order to improve the quality of the service for young people. This report takes this recommendation forward. These proposals clarify the roles and responsibilities of promoted staff within the residential units, improve management cover in the evenings and at weekends and ensure that adequate staff supervision is made available.

- 6.2 It is also proposed to establish on a permanent basis the Planned Cover Team whose role since June 2001 has been to supplement the existing residential unit staffing to provide for sickness absence cover, annual and maternity leave, staff development and to make available staff for special arrangements to enhance the care of individual young people.
- 6.3 An evaluation of the planned cover team concluded that successful outcomes had been achieved in providing flexible staff support when required, in enabling good quality individual work to be carried out with young people and going beyond its original remit has proved to be a useful way of appraising potential recruits for Social Care Officer posts in residential child care.
- 6.4 The Co-ordinator post for the Planned Cover Team has responsibility for co-ordinating staff cover across the residential units and this includes the management of a sessional pool of social care officers as well as for social care officers within the team.
- 6.5 The role of the post of CALM Instructor within the Planned Cover Team will be to ensure that all residential staff have access to CALM Refresher Training to maintain and develop their skills.
- 6.6 As detailed in Appendix 1, it is proposed to cease the current practice of automatic progression from Social Care Officer (SCO) to Senior Social Care Officer (SSCO) on achievement of SVQ Level 3. Management have reviewed this practice and consider that it has led to a lack of clarity in relation to supervisory responsibilities and roles.
- 6.7 It is proposed that, in addition to a post of Residential Resource Manager and Residential Resource Worker, there will be 4 designated SSCO posts in each residential unit and all SSCO vacancies will require to be advertised. The SSCOs will be required to undertake additional SVQ Level 4 and will undertake a supervisory role.
- 6.8 Existing SCOs, on achievement of SVQ Level 3, will progress through the scale as before and, whilst not automatically progressing to a SSCO post, will be matched into a vacant SSCO post as a vacancy arises, however, once all existing employees are matched, there will be no automatic progression and all SSCO posts will be advertised.
- 6.9 Likewise, existing employees in Children's Residential Services undertaking a Diploma in Social Work will be matched into a Residential Resource Worker post, however, once all existing employees are matched, there will be no automatic progression and all Residential Resource Workers posts will be advertised.
- 6.10 At The Elms, it is proposed to redesignate the posts of Practice Development Supervisor to Residential Resource Worker, in line with all other Children's Residential Units.
- 6.11 The issues of management cover and staff supervision have also been considered in relation to a new rota which aims to provide enhanced staffing levels. The rota has been the subject of consultation with the trade unions.

## 7 **CONSULTATION**

- 7.1 This report has been the subject of consultation with the Chief Executive, Depute Chief Executive (Support Services) and Depute Chief Executive (Finance). The trade unions 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 this report.

Alan G. Baird  
Director of Social Work

4 November 2003

J.C. Petrie  
Assistant Chief Executive (Management)

4 November 2003

**CURRENT**

		<b>Balgowan Avenue</b>	<b>Strathcarron Place</b>	<b>Duncan Place</b>	<b>Fairbairn Street</b>
	<u>Residential Grades</u>	<u>No. of Posts</u>	<u>No. of Posts</u>	<u>No. of Posts</u>	<u>No. of Posts</u>
Residential Resource Manager	SCP37-40 £26,250 - £28,578	1	1	1	1
Residential Resource Worker	SCP31-37 £22,398 - £26,250	1	2	2	2
Senior Social Care Officer	SCP27-30 £19,632 - £21,732	2 *	3 *	1.5 *	2 *
Social Care Officer *	SCP16-19 £14,535 - £15,582	5	3	4.5	4
Social Care Officer (Waking Nights)*	SCP16-19 £14,535 - £15,582 (plus 33% night time enhancement)	1.89 (70 hrs)	1.89 (70 hrs)	1.89 (70 hrs)	1.89 (70 hrs) SSCO

\* Current arrangement allows automatic progression for SCOs on achievement of SVQ3

**PROPOSED**

		<b>Balgowan Avenue</b>	<b>Strathcarron Place</b>	<b>Duncan Place</b>	<b>Fairbairn Street</b>	<b>Planned Cover Team</b>
	<u>Residential Grades</u>	<u>No. of Posts</u>	<u>No. of Posts</u>	<u>No. of Posts</u>	<u>No. of Posts</u>	<u>No. of Posts</u>
Residential Resource Manager	SCP37-40 £26,250 - £28,578	1	1	1	1	
Residential Resource Worker	SCP31-37 £22,398 - £26,250	1	1	1	1	
Senior Social Care Officer	SCP27-30 £19,632 - £21,732	4	4	4	4	-
Co-ordinator	AP3 £17,340 - £19,029	-	-	-	-	1
CALM Instructor	AP3 £17,340 - £19,029	-	-	-	-	1
Social Care Officer *	SCP16-19 £14,535 - £15,582 SCP23-26 £17,340 - £19,029	5	5	5	5	4
Social Care Officer (Waking Nights) *	SCP16-19 £14,535 - £15,582 (plus 33% night time enhancement)	2.27	2.27	2.27	2.27	

\* On achievement of SVQ3, progression to SCP23-26 £17,340 - £19,029

**CURRENT - THE ELMS**

		<b>Close Support Unit</b>	<b>Secure Unit</b>
	<u>Residential Grades</u>	<u>No. of Posts</u>	<u>No. of Posts</u>
Residential Resource Manager	SCP37-40 £26,250 - £28,578	1	1
Practice Development Supervisor	SCP31-37 £22,398 - £26,250	1	1
Senior Social Care Officer	SCP27-30 £19,632 - £21,732	3	4
Social Care Officer *	SCP16-19 £14,535 - £15,582	17.8	
Social Care Officer (Waking Nights)*	SCP16-19 £14,535 - £15,582 (plus 33% night time enhancement)	2.1	

\* Current arrangement allows automatic progression for SCOs on achievement of SVQ3

**PROPOSED - THE ELMS**

		<b>Close Support Unit</b>	<b>Secure Unit</b>
	<u>Residential Grades</u>	<u>No. of Posts</u>	<u>No. of Posts</u>
Head of Home	SCP 43-46 £30,786 - £32,991	1	
Depute Manager	SCP 39-42 £27,893 - £30,060	1	
Residential Resource Worker	SCP31-37 £22,398 - £26,250	1	1
Senior Social Care Officer	SCP27-30 £19,632 - £21,732	4	4
Social Care Officer *	SCP16-19 £14,535 - £15,582	16.8	
Social Care Officer (Waking Nights)*	SCP16-19 £14,535 - £15,582 (plus 33% night time enhancement)	2.1	

\* Current arrangement allows automatic progression for SCOs on achievement of SVQ3

## FINANCIAL APPENDIX

<b>Post</b>	<b>FTE</b>	<b>Scale</b>	<b>SCP</b>	<b>Salary £</b>	<b>Cost £</b>
Manager	1.00	37 - 40	40	28,578	28,580
Residential Resource Worker	1.00	31 - 37	37	26,250	26,250
Senior Social Care Officer	4.00	27 - 30	30	21,732	86,930
Social Care Officer	5.00	16 - 26	23	17,340	86,700
Sleep Over					10,040
Social Care Officer (N)	1.89	16 - 19	19	15,582	29,450
Social Care Officer (N) x 25%					7,360
	<b>12.89</b>				<b>275,310</b>
Social Care Officer (N) - Cover	0.38				5,890
<b>Salary Budget</b>					<b>281,200</b>
Employer's Costs					50,160
<b>Total Staff Budget - UNITS</b>	<b>13.27</b>				<b>331,360</b>
<b>FOUR UNITS</b>					<b>1,325,440</b>
<b>PLANNED COVER TEAM</b>					
<b>Post</b>	<b>FTE</b>	<b>Scale</b>	<b>SCP</b>	<b>Salary £</b>	<b>Cost £</b>
Senior Social Care Officer	1.00	27 - 30	30	21,732	21,730
Social Care Officer (PCT)	4.00	16 - 26	23	17,340	69,360
Social Care Officer (CALM)	1.00	16 - 26	23	17,340	17,340
<b>Salary Budget</b>	<b>6.00</b>				<b>108,430</b>
Employer's Costs					18,990
<b>Total Staff Budget - PCT</b>					<b>127,420</b>
<b>RESIDENTIAL STAFFING BUDGET</b>					<b>1,452,860</b>
<b>Existing Budget</b>					<b>1,297,000</b>
<b>FULL YEAR EFFECT</b>					<b>+155,860</b>
<b>2003/04 Increase</b>					<b>+52,000</b>