

DUNDEE CITY COUNCIL

REPORT TO: POLICY & RESOURCES COMMITTEE - 27TH SEPTEMBER 2010

REPORT ON: RESTRUCTURING OF OUT OF HOURS SOCIAL WORK SERVICE

REPORT BY: DIRECTOR OF SOCIAL WORK

REPORT NO: 592 - 2010

1.0 PURPOSE OF REPORT

- 1.1 The Out of Hours Social Work Service covers the geographical area of Dundee City and Angus Councils, providing access to essential social work services outwith normal working hours, including evenings, night-time, public holidays and weekends.
- 1.2 This report provides an update on the progress made in relation to implementing the review of the Out of Hours Social Work Service since the last report to Committee in March 2010 (No.166/2010).

2.0 RECOMMENDATIONS

- 2.1 It is recommended that the Committee:
- endorses proposals for the revised model of Out of Hours Service provision to commence on 1 November 2010.
 - notes that the Director of Social work has secured additional funding from Angus Council to support the revised model of service
 - requires the Director of Social Work to progress staffing establishment changes
 - requires the Director of Social Work to monitor the impact of the new model of service provision and provide a further progress report in the financial year 2011/12.

3.0 FINANCIAL IMPLICATIONS

- 3.1 The revision of the Out Of Hours Service in order to comply with the working time directive and meet the needs of the service, will result in an additional cost to Dundee City Council of £61,540 in a the full financial year (includes shortfall of income from Perth and Kinross Council following their withdrawal from the shared service arrangement). Appendix A provides a breakdown of the costs, the additional costs of implementing the recommendations within this report will be funded from the council's general contingencies provision in 2010/11.
- 3.2 Angus Council will meet their proportion of the costs of the Out of Hours Service by increasing their budgeted contribution to £154,320 in 2010/11 and 2011/12, this equates to 25% of the overall budget of the Out of Hours Service.

4.0 MAIN TEXT

4.1 Background

The Out of Hours service was established in 1985 (Committee Report No 107/85), prior to local government reorganisation. At reorganisation, the service continued to cover the geographical area of Tayside, with Dundee City Council retaining responsibility for the management of the service. The respective financial contributions to the budgeted cost of the service agreed at reorganisation were: Dundee City Council - 65%, Angus Council - 17.5% and Perth and Kinross Council 17.5%.

4.1.1 The team is based in Dundee and staffed by qualified social workers who are employed by Dundee City Council. The team deal with calls from members of the public and other agencies with referrals covering a diverse range of business. This range includes requests for Mental Health Officer visits and referrals relating to immediate childcare and protection concerns to general enquiries about public services and benefit entitlements.

4.1.2 In 2007, a review of the Out of Hours Service was initiated and covered all aspects of the team's operation, including the model of service delivery. Delivery of the service currently involves three staff, one (qualified) co-ordinator and two social workers, on shift from 4.30pm until 9.30am the following day. A proportion of this time is designated as "sleep in" time where staff respond to incoming calls throughout the night.

4.1.3 The review highlighted that the Out of Hours Service covers more than three times the number of hours of operation than equivalent day time services. The team is not intended to replicate daytime responses. It is recognised that within the team's resources, only a limited response can be offered out of hours and that changes need to be made. These include the need to:

- achieve greater integration with daytime services to promote consistency of care and efficiency;
- develop and agree clear mechanisms to ensure access to mainstream resources outwith normal working hours; and
- revise the current pattern of working.

4.1.4 To this end, an Implementation Group was established to take forward the necessary developments. This included representatives from across the social work departments in Angus and Dundee City Council as well as colleagues from Tayside Police.

4.2 Proposals

As part of the review, an extensive analysis of the pattern of business over a 7 year period was completed. This demonstrated that, whilst actual referral patterns are almost impossible to predict, consistently after midnight, there is a notable reduction in the number of calls received by the team. The volume of business will have further reduced since 1 April 2010 as Perth and Kinross Council now manage their out of hours needs locally. Nevertheless, it remains desirable that Dundee City Social Work Department retains an ability to assess and respond to needs throughout the night time.

4.2.1 In addition, the analysis identified a number of tasks undertaken by the Out of Hours team that do not require the skills and experience of a qualified social worker highlighting that greater use could be made of paraprofessional staff to support service delivery.

4.2.2 The review therefore concluded that, given the projected reduction in the volume of business and geographical operating area, the Out of Hours Service should reduce the staff cover after 1am, to one social work qualified co-ordinator on waking night shift. In addition capacity would be built in to access other staffing resources as necessary in emergency situations ensuring more efficient use of staffing resources.

4.2.3 Since March 2010, extensive work has been undertaken to develop a revised Out of Hours Service design which meets both the needs of the service and complies with the Working Time Directive. As identified above, there are increased costs associated with bringing the service in line with these requirements. This work was also necessary to reconfigure the Service as a result of the withdrawal of Perth & Kinross Council from the shared service

arrangement as of 1 April 2010. This change had a significant impact on the available budget, geographical spread and demographics of the area being served.

4.2.4 In the redesign, steps have been taken to ensure that additional costs are minimised. Due to the significant change to staff working patterns, terms and conditions of relevant staff have been revised in order to ensure that remuneration remains appropriately reflective of working patterns. Required staffing levels have also been rigorously assessed and a revised staffing structure for the team is proposed in line with "Changing Lives: Report of the 21st Century Social Work Review".

4.2.5 In order to ensure that staffing structure meets the needs of the revised model of service, changes are required to the staffing structure of the team. Currently, there are 10 staff members which equates to a 10 FTE resource as part of the established team. The new model will see an increase in the number of staff to 11, but a reduction in the contracted staffing resource to 8.94 FTE. This will comprise of 1 Team Manager, 3.78 FTE Coordinators (qualified), 2.08 FTE social workers and 2.08 FTE support workers. There are administrative and support staff who will be unaffected by the changes.

4.2.6 This shift in the balance of staffing will enable the implementation of the new rota which is consistent with the Working Time Directive, build in flexibility to the staffing establishment and make most efficient use of the staffing resources available. This will ensure that the Social Work Department can continue to meet its statutory obligations outwith normal working hours.

4.3 Summary

The Out of Hours Service has been extensively reviewed. The conclusions were that the model of service delivery should be revised to:

- bring the staffing rota in line with the Working Time Directive;
- introduce a waking night shift response;
- ensure that staffing resources are efficiently deployed; and
- build in increased flexibility.

4.3.1 The revised model of service, as proposed above, will ensure that these requirements are met. Details have been agreed with Angus Council, along with an increase in their funding commitment.

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**

6.1 The Chief Executive, Depute Chief Executive (Support Services), and Director of Finance have been consulted in the preparation of this report. Relevant officers in Angus Council have been part of the review process and will continue to be part of the implementation process. Trade Union engagement and consultation has taken place and will continue as appropriate. As our main referrer after midnight, Tayside Police have also been involved in agreeing the new model of service delivery.

7.0 **BACKGROUND PAPERS**

7.1 Committee Report No.166/2010
<http://www.dundee.gov.uk/equanddiv/equipact/>

Alan Baird
Director of Social Work

DATE: 8th September
2010

**OUT OF HOURS SOCIAL WORK SERVICE
FINANCIAL IMPLICATIONS**

Proposal:

Post	Fte	Costs(£)	
Team Manager	1.00	48,960	
Coordinator	3.78	205,210	
Social Worker	2.08	90,300	
Support Worker	2.08	61,890	
Clerical Assistant	1.00	19,880	
Domestic Assistant	0.22	3,540	
Holidays, sickness and annual leave cover		89,660	
Call out charges		24,190	
Total Staff Costs		543,630	
Other overheads including property, supplies & services, transport and management costs		73,653	
Total Overall costs of the service		617,283	
Less Angus Council contribution(25% of overall costs)		(154,320)	
Total Costs to Dundee City Council		462,963	A

Resources Available:

Net budget available for Salaries and non salaries costs	490,033	
Shortfall of income from Perth & Kinross Council due to withdrawal of shared service arrangement	(88,610)	
Total Budget available	401,423	B

Net Deficit

61,540

A-B