

DUNDEE CITY COUNCIL

REPORT TO: Personnel and Management Services Committee - 9 September 2002

REPORT ON: Social Work Department - Revised Staffing Establishment

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

REPORT NO: 578-2002

1 PURPOSE OF REPORT

- 1.1 This report outlines and seeks approval for changes to the structure of the Social Work Department and provides details of changes in reporting relationships.

2 RECOMMENDATIONS

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

- 2.1 approves the proposed organisational structure outlined in Appendix 1;
2.2 approves the deletion of 38.6 posts outlined in Appendix 2;
2.3 approves the establishment of 13.5 new posts outlined in Appendix 2;
2.4 approves the redesignation and change of grade of posts outlined in Appendix 2;
2.5 notes the changes in reporting relationships as outlined in Appendix 3.

3 FINANCIAL IMPLICATIONS

- 3.1 Reallocations have already been made within the Social Work Department's Revenue Budget 2002/03 to reflect the creation and deletion of posts. Other changes in designation and reporting arrangements are outlined in the report.

4 LOCAL AGENDA 21 IMPLICATIONS

- 4.1 None.

5 EQUAL OPPORTUNITIES IMPLICATIONS

- 5.1 None.

6 BACKGROUND AND PROPOSALS

- 6.1 The Social Work Department structure was previously reviewed and approved by both Social Work and Personnel and Management Services Committees in September 2000 (Report No. 440/2000). As a result of the changing needs of service users, continuous improvement and best value reviews, certain posts are no longer required. Therefore, there are now specific posts that should be deleted and the establishment reduced accordingly.

- 6.2 The establishment and organisational structure that is proposed in Appendix 1 has been developed to ensure that continued priority is given to direct care, as outlined in the Social Work Service Plan. The posts proposed for deletion, together with new posts and changes in designation and grades, are outlined in Appendix 2.
- 6.3 The Committee's attention is drawn to the following specific changes to the establishment:-
- 6.3.1 Services were withdrawn at St Leonards residential home for older people as a result of ongoing consultation and the recommendations of the Older Peoples' Working Group to provide more intensive care support in people's own homes in the community. Additional staff resources in home care have been identified in earlier reports and in agenda notes, approved by committees. Over thirty employees at the unit were re-deployed to vacancies or new posts in the community. A separate report approved early retirement for two employees. Following these changes, 25.4 full time equivalent posts are proposed for deletion
- 6.3.2 The new Scottish Commission for Care and Regulation came into force on 1st April this year and staff in the Quality Assurance Unit transferred to the new entity. As a result 9 posts are proposed for deletion.
- 6.3.3 As Voluntary Services Officer vacancies arose, the staff were not replaced. Alternative arrangements in partnership with Dundee Voluntary Action (DVA) and through contracting have been made about volunteers. The posts have remained unfilled and unfunded and are now proposed for deletion.
- 6.3.4 A partnership agreement between the Department and Barnardo's is in place together with a secondment arrangement involving a few of our Department's staff to the specialist children and family counselling service at Polepark. A Resource Worker retired from the Department and Barnardo's have recruited their own employee after the transfer of equivalent funds to the joint project. It is proposed to delete the post.
- 6.3.5 New posts are also shown in appendix 2 concerning three part time employees who have worked in sheltered employment for the Department for up to 11 years. Previous funding arrangements involved subsidies through Employment Disability Unit (EDU) but this was withdrawn as a result of a change in Government policy and the Workstep Programme. It is proposed to create three part-time Teaperson posts and pay the employees through the Department's payroll. The Department's budget has been realigned to take account of this change. It is proposed to further develop sheltered employment places in partnership with EDU and reinvest the employment subsidies.
- 6.3.6 Additional permanent funding has been agreed from new monies for delayed discharges to develop an emergency response service managed within Home Care Services that will deal with crisis situations. A Crisis Team as part of specialist services in Home Care is proposed comprising of a Social Care Organiser graded residential grade, SCP27-30, 13 x 30 hour, 10.5 FTE posts of Social Care Worker graded SCP16-23, and a 0.5 FTE Clerical Assistant, graded GS1/2.
- 6.3.7 The role and responsibility within Older People's Care Management Team has changed requiring more emphasis on care management than on traditional social worker tasks. It is proposed to change the designation of the three remaining Social Worker posts to Care Manager. The grade remains unchanged.

- 6.4 The review of the establishment in September 2000 allowed the Director of Social Work maximum flexibility in the deployment of employees and gave the authority to vary reporting relationships. This has enabled the Director of Social Work to place employees where their services are most required. Some changes have been required in operational management and are outlined in Appendix 3.
- 6.5 Due to staff development being strategically important a change in reporting relationship is necessary. It means the Staff Development Service Manager reports to the Manager of Finance and Support Services.
- 6.6 Domestic staff support child and family centres. A recent review enabled some vacant domestic hours to be transferred from these centres to residential units for children. The equivalent of 0.8 FTE post is proposed for transfer. No change to the grade is involved.
- 6.7 A small team providing support in the community to service users with learning disabilities was previously managed by a residential manager in addition to other residential units. This team now reports to a Senior Care Manager to ensure that the care plans are being implemented to support people more effectively and allow them to live more independently in the community. There is no change proposed in the numbers or grades of staff in the team.
- 6.8 Management of the HIV/AIDS and Drug/Alcohol teams has been integrated under one Senior Care Manager as a result of a vacancy and continuous improvement. The numbers of staff requiring supervision and support in both teams that merged are similar in size to other care management teams.

7 **CONSULTATION**

- 7.1 Consultation has taken place with the Chief Executive, Director of Finance, Director of Social Work and the appropriate trade unions.

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.

9 **SIGNATURES**

A Baird
Director of Social Work

Date

J.C. Petrie
Director of Personnel and Management Services

Date

Appendix 2**DELETED POSTS**

Designation	Section	Grade	No. of Posts
MANAGER	OLDER PEOPLE RESIDENTIAL ST LEONARDS	SCP34-37	1
SENIOR SOCIAL CARE OFFICER	ST LEONARDS	SCP27-30	2
SOCIAL CARE OFFICER DAYS	ST LEONARDS	SCP16-23	10.2
SOCIAL CARE OFFICER NIGHTS	ST LEONARDS	SCP16-23	3.7
DOMESTIC	ST LEONARDS	MW1	3.8
COOK	ST LEONARDS	MW1-4	3.2
HANDYPERSON	ST LEONARDS	MW4	1
CLERICAL ASST	ST LEONARDS	GS1/2	0.5
DOMESTIC	CHILD AND FAMILY CENTRES	MW1	0.8
HEAD OF REGISTRATION	QUALITY ASSURANCE TRANSFER TO NEW COMMISSION	PO11-14	1
INSPECTION OFFICER	QUALITY ASSURANCE	PO1-4	2
ADMIN OFFICER	QUALITY ASSURANCE	AP5	1
WP OPERATOR	QUALITY ASSURANCE	GS3	1
CLERICAL ASST	QUALITY ASSURANCE	GS1/2	0.5
SENIOR RESOURCE WORKER	QUALITY ASSURANCE	PO1-4	1
RESOURCE WORKER	QUALITY ASSURANCE	SCP27-35	2.5
VOLUNTARY SERVICE OFFICER	CHILDRENS AND COMMUNITY CARE	AP4	1.5
RESOURCE WORKER	CHILDRENS POLEPARK	SCP27-35	0.9
SENIOR CARE MANAGER	HIV/AIDS COMMUNITY CARE	PO1-4	1
		<u>TOTAL</u>	<u>38.6</u>

Appendix 2 (Contd.)**NEW POSTS**

Designation	Section	Grade	No. of Posts
TEAPERSON	SUPPORT SERVICES (FORMER WORKSTEP)	MW1	1.5
SOCIAL CARE ORGANISER	HOME CARE CRISIS TEAM	SCP27-30	1
SOCIAL CARE WORKER	HOME CARE CRISIS TEAM	SCP16-23	10.5 (390 HRS A WEEK)
CLERICAL ASST	HOME CARE CRISIS TEAM	GS1/2	0.5
<u>TOTAL</u>			<u>13.5</u>

CHANGE OF DESIGNATION AND GRADE

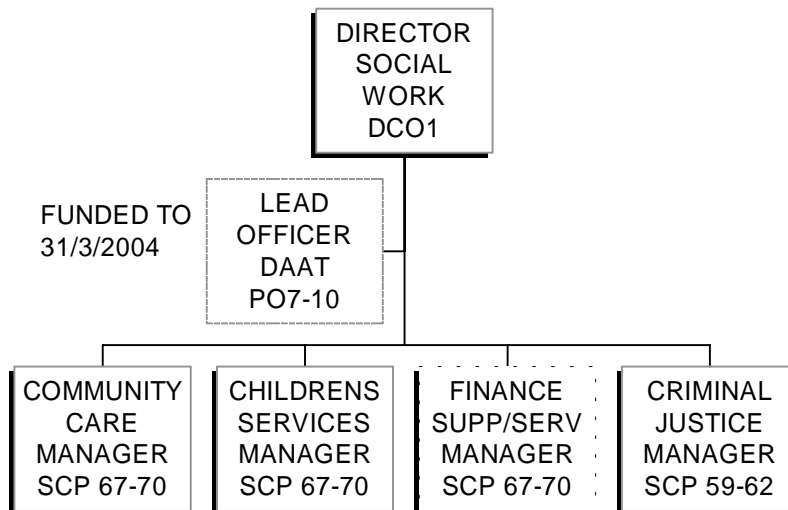
From	To	Section
SOCIAL WORKER (3) SCP27-35	CARE MANAGER (3) SCP27-35	OLDER PEOPLE CARE MANAGEMENT

CHANGE IN REPORTING RELATIONSHIPS

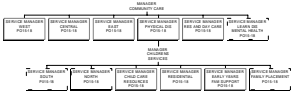
Designation	Grade	From	To
TRAINING MANAGER	PO7-10	HUMAN RESOURCES	MANAGER FINANCE AND SUPPORT SERVICES
DOMESTIC (0.8)	MW1	CHILD AND FAMILY CENTRES	CHILDRENS RESIDENTIAL UNITS
SENIOR SOCIAL CARE OFFICER (1)	SCP27-30	LEARNING DISABILITIES COMMUNITY TEAM	CARE MANAGEMENT LEARNING DISABILITIES
SOCIAL CARE OFFICER (6.3)	SCP16-23	LEARNING DISABILITIES COMMUNITY TEAM	CARE MANAGEMENT LEARNING DISABILITIES

SOCIAL WORK DEPARTMENT STRUCTURE

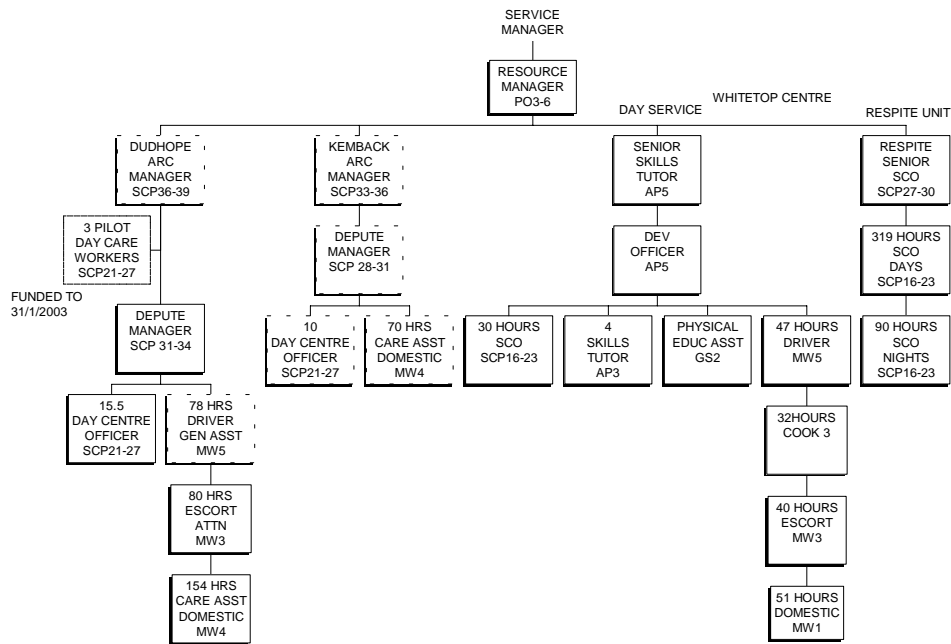
AUGUST 2002



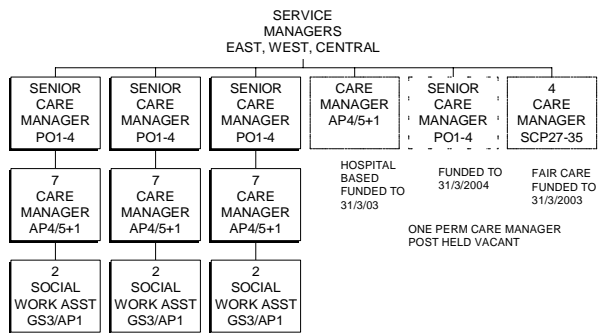
COMMUNITY CARE AND CHILDRENS SERVICES MANAGEMENT



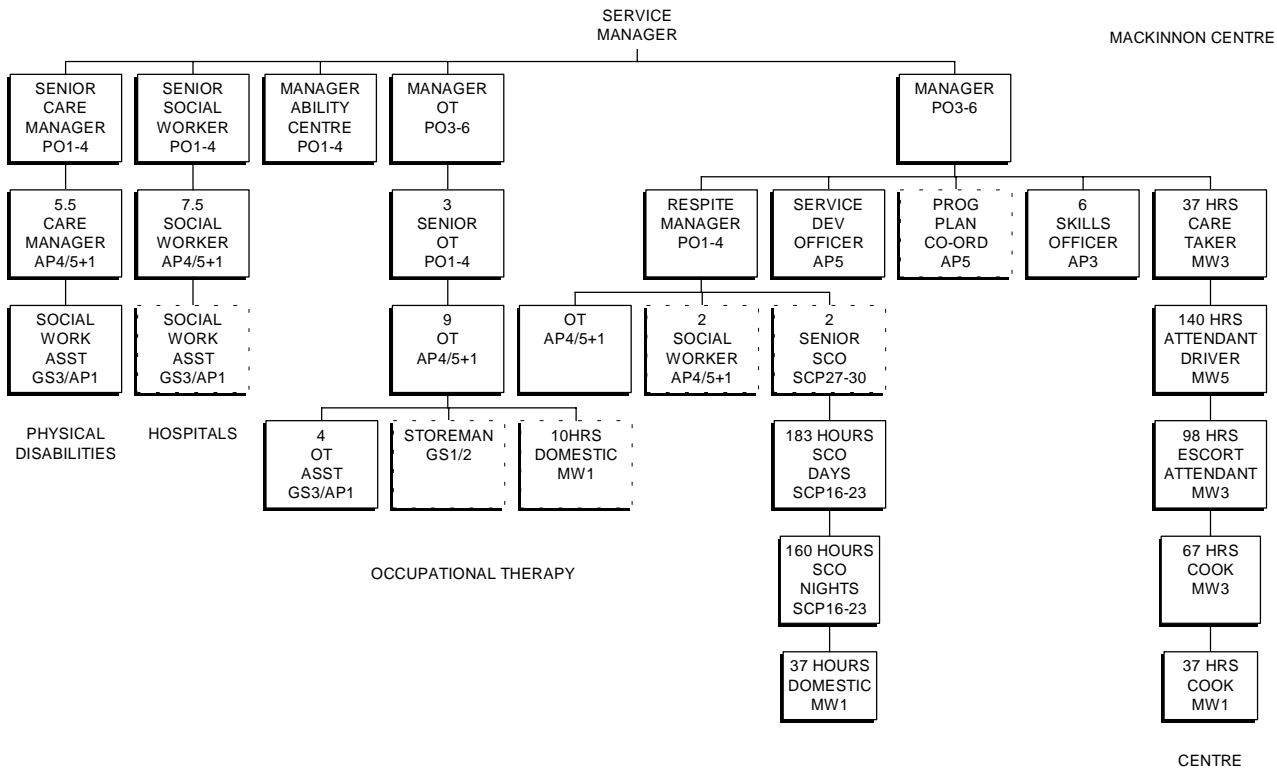
LEARNING DISABILITIES & MENTAL HEALTH DAY SERVICES



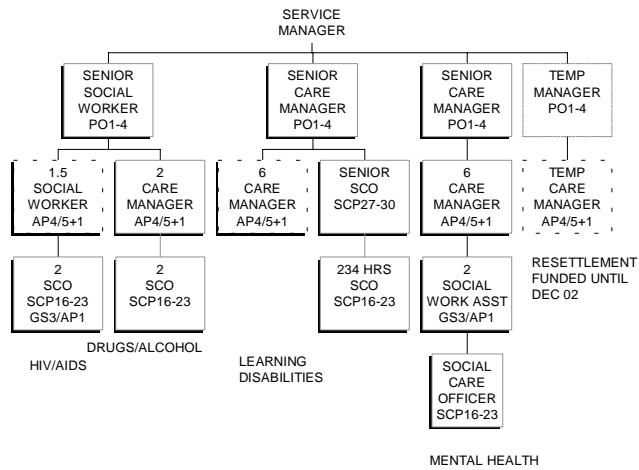
EAST WEST CENTRAL OLDER PEOPLE CARE MANAGEMENT



PHYSICAL DISABILITIES



LEARNING DISABILITIES AND MENTAL HEALTH ADULT CARE MANAGEMENT

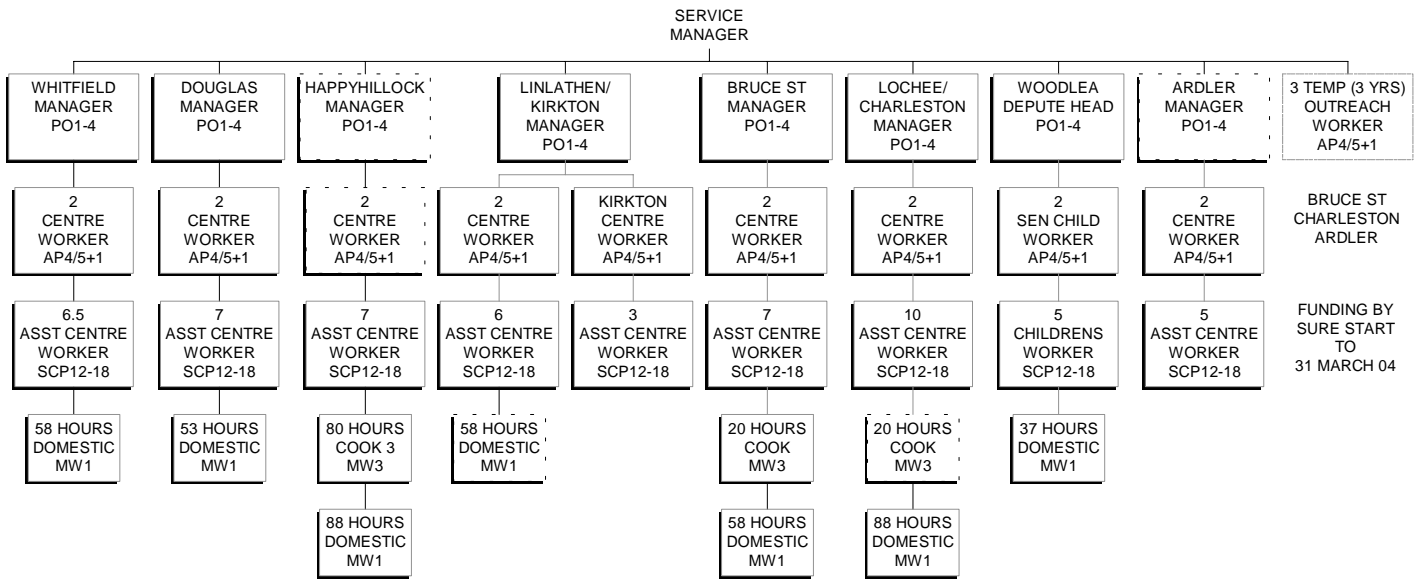


EAST WEST CENTRAL HOME CARE SERVICES

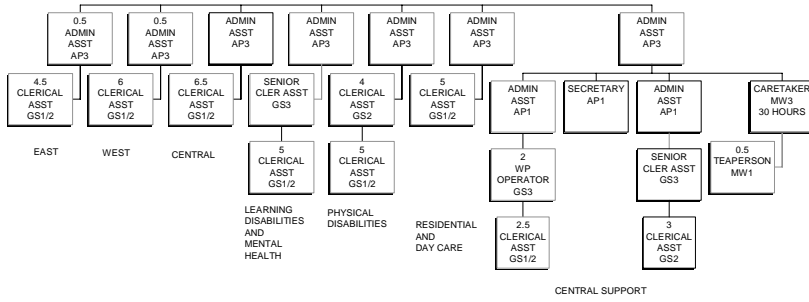
<u>SERVICES</u>	HOME CARE	SOCIAL CARE	SOCIAL		SOCIAL	HOME	OCCUPAT
	MANAGER	ORGANISER SCP	HOME CARE	CARE	WORKER	CARE	
	PO1-4	27-30	ORGANISER AP3	HOURS	WORKER	WORKER	THERAPIST
				DAYS	HOURS	HOURS	SCP 27-35
				SCP16-23	NIGHTS	MW5	
WEST	1	4	1.5	1800		1186	
CENTRAL WEST	1	3	1	1350		791	
CENTRAL EAST	1	3	1	1350		791	
EAST	1	4	1.5	1800		1186	
<u>SPECIALIST SERVICES</u>	1						
COMMUNITY ALARM		1		616.2			
HEALTH AND SOCIAL							
CARE PARTNERSHIP				684.5			
EARLY SUPPORTED							
DISCHARGE SCHEME				387.2	20		
COMBINED CARE AT							
HOME				270			
REHABILITATION AT							
HOME		1		502	20		0.5
CRISIS TEAM		1		390			
NIGHT CARE					374		
MEALS							
TOTALS FTE POSTS	5	17	5	247	11	92	0.5
TOTALS HOURS				9149.9	414	3400	
ENHANCED RESIDENTIAL CARE				450			
			HOME CARE				
			ORGANISER				
			SHELTERED	WARDEN	AUXILIARY		
			HOUSING	GS1/2	MW1		
SHELTERED HOUSING POSTS				3	109.6	12.3	
						456 HOURS	

CHILDREN'S SERVICES

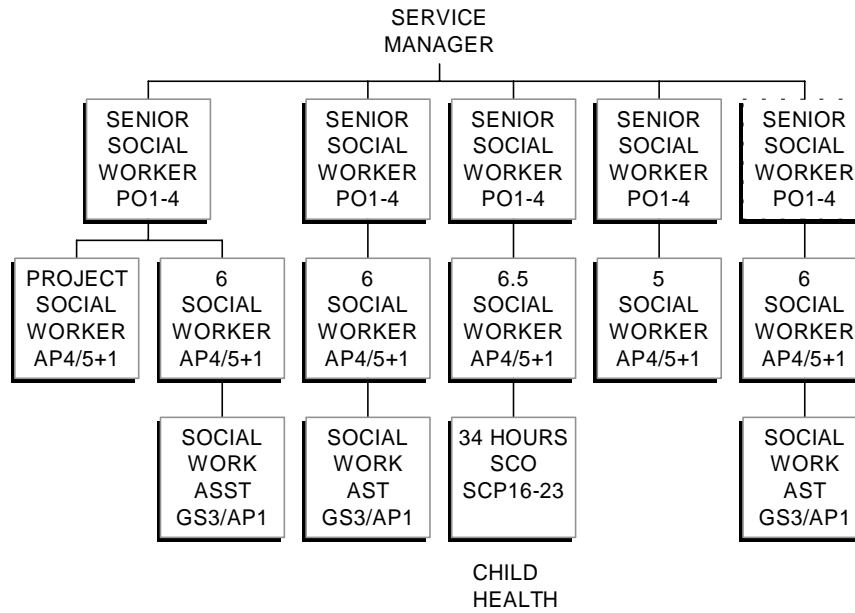
EARLY YEARS AND FAMILY SUPPORT



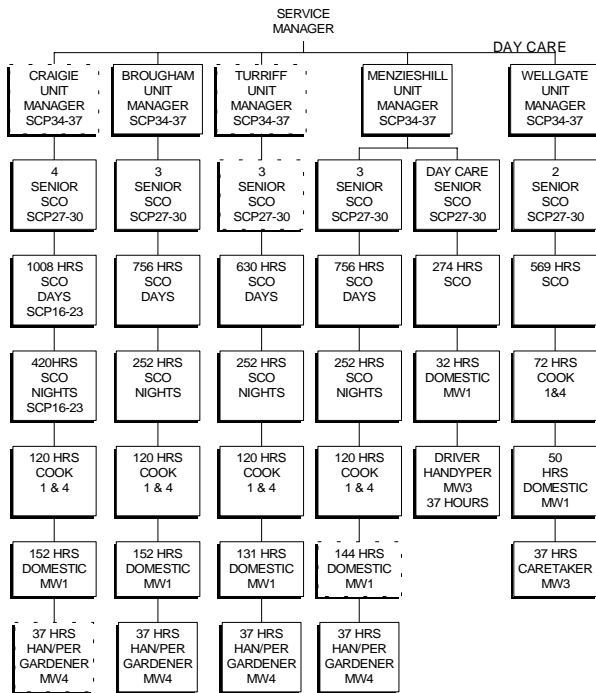
COMMUNITY CARE SUPPORT SERVICES



CHILDREN'S SERVICES SOUTH

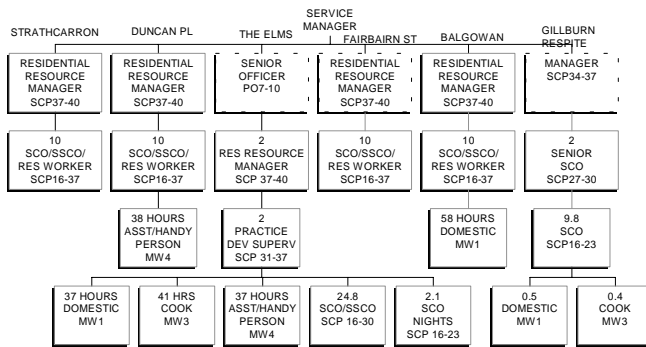


RESIDENTIAL AND DAY CARE OLDER PEOPLE



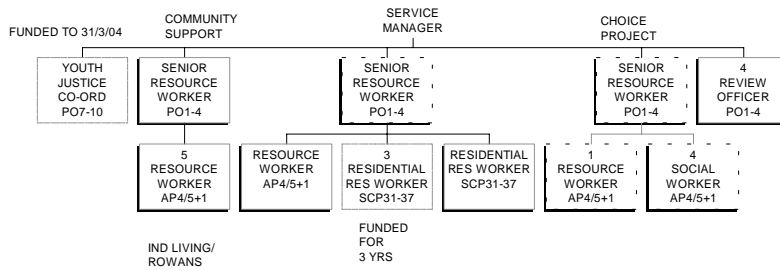
CHILDREN'S SERVICES

RESIDENTIAL CARE

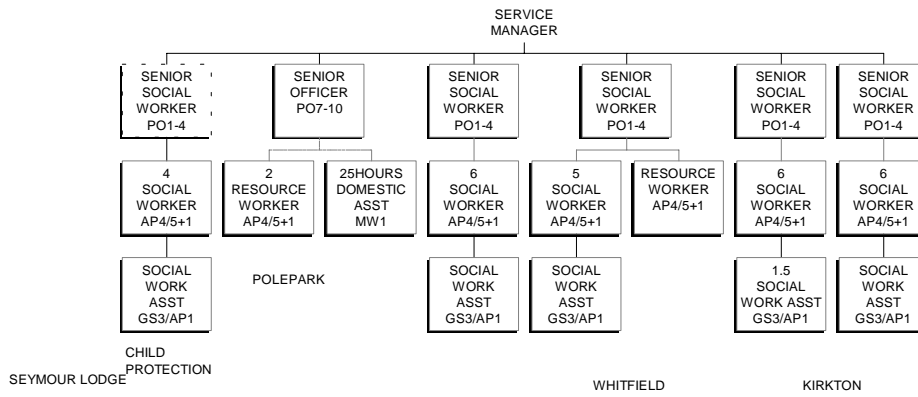


CHILDREN'S SERVICES

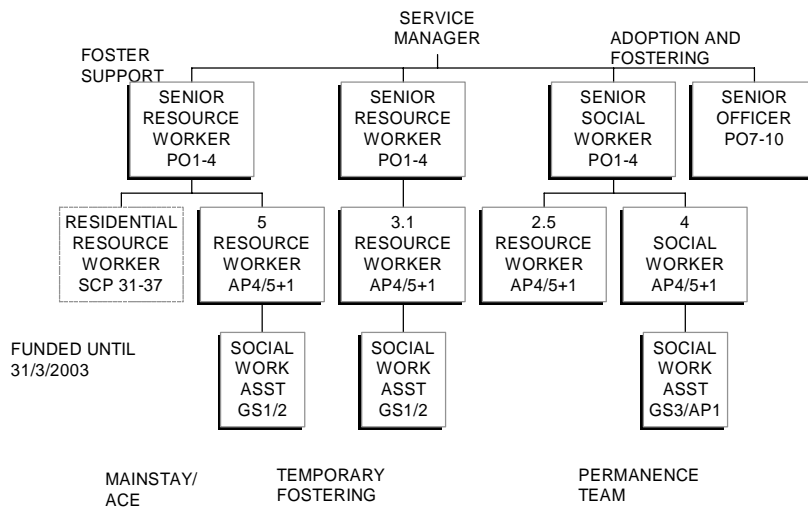
CHILD CARE RESOURCES



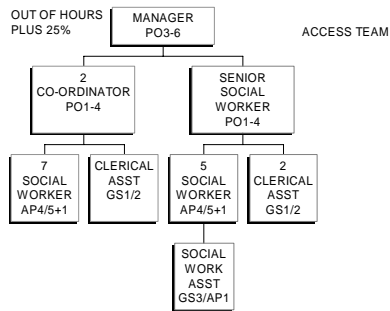
CHIDREN'S SERVICES NORTH



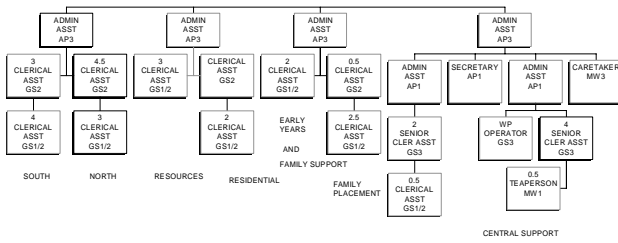
CHILDREN'S SERVICES FAMILY PLACEMENT



OUT OF HOURS, ACCESS TEAM (MANAGER CHILDRENS SERVICES)

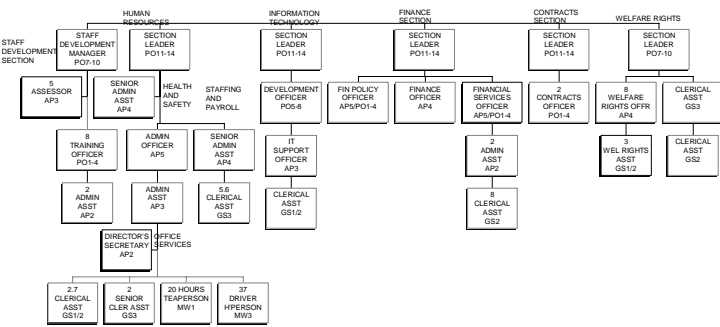


CHILDREN'S SERVICES SUPPORT STAFF





HEADQUARTERS SUPPORT SERVICES



HEADQUARTERS STRATEGIC PLANNING

