

# **DUNDEE CITY COUNCIL**

**REPORT TO:** Personnel and Management Services Committee - 20 October 2003

**REPORT ON:** Social Work Department - Revised Staffing Establishment

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

**REPORT NO:** 510-2003

## **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 establishment of 7.5 new posts outlined in Appendix 2;
- 2.3 approves the redesignation and change of grade of posts outlined in Appendix 2;
- 2.4 notes the changes in reporting relationships as outlined in Appendix 3.

## **3 FINANCIAL IMPLICATIONS**

- 3.1 Adjustments have already been made within the Social Work Department's Revenue Budget 2002/03 to reflect the establishment 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 Personnel and Management Services Committee in August 2002 (Report No. 578/2002). The revised structure takes account of 30 reports and agenda notes approved by Committee since August last year. These reports included arrangements involving the establishment of 168.1 additional full time equivalent posts.
- 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 new posts and changes in designation and grades are outlined in Appendix 2.
- 6.3 The Committee is asked to approve the following additional changes to the establishment:-
- 6.3.1 A Social Work Assistant post, graded GS3/AP1, at Ninewells Hospital is proposed on a permanent basis to support the hospital discharge process. This is part of the council's strategy to meet delayed discharge targets. The postholder's focus is on providing practical assistance to patients returning home.
- 6.3.2 Another part of the delayed discharge process involved increased needs and assessment for equipment and a quicker response to people discharged from hospital. This has now been funded on a permanent basis. A part time Occupational Therapist, graded AP4/5 + 1, and a Driver Handyperson, graded MW3, are proposed. The continuation of these posts on a permanent basis will be a component of the joint equipment store being developed in conjunction with Health.
- 6.3.3 As a result of improved care standards for regulation and inspection to operate respite facilities at the Mackinnon Centre, it is proposed to increase the existing staffing establishment of Social Care Officer, residential grade SCP16-23, by 60 hours a week (1.6 full time equivalent). Improved numbers and turnover of service users receiving respite care means that the Domestic Assistant, graded MW1, establishment should be increased by 53 hours a week (1.4 FTE)
- 6.3.4 Further to a report earlier this year on a review of senior management that established a Manager for Strategy and Performance at Headquarters, it is proposed to support this post and functions with a Secretary, graded AP1. This Secretary will also provide cover for the Director's Secretary.
- 6.3.5 The functions of a Senior Planning Officer post in Criminal Justice Service were absorbed into a new partnership manager post in Report No. 566/2002, approved in August 2002. It is proposed to delete the post of Senior Planning Officer, grade PO7-10. An additional post of Social Worker, graded AP4/5 + 1, to be met from the Scottish Executive Criminal Justice Grant allocation, is required to resource front line services.
- 6.3.6 Menzieshill House provides day care as well as residential care. This is different to other residential homes for older people and requires additional catering. A review of catering and domestic activities at Menzieshill House revealed that 20 hours a week from the Domestic Assistant establishment should be transferred to the catering establishment in terms of Cook, graded MW1-4.

- 6.3.7 In an earlier report reviewing the senior management, this outlined a need to shift from a more traditional planning activities to a more strategy and performance focus at Headquarters. It is proposed to redesignate four Senior Planning Officer posts to Senior Officer, Strategy and Performance. The grades remain the same, PO7-10.
- 6.3.8 Some prioritisation of needs in one part of community care concerns mental health care management. A transfer of one Social Worker post in services for people with physical disabilities to care management, mental health and redesignation to Care Manager is proposed. The grade remains the same, AP4/5 + 1.
- 6.3.9 One post of Senior Administrative Assistant in Criminal Justice Service should be redesignated to Administrative Officer, to make this consistent with a post at Headquarters. The AP5 grade remains unchanged.
- 6.3.10 The review of the establishment in 2002 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.

## **7 CONSULTATION**

- 7.1 Consultation has taken place with the Chief Executive, Depute Chief Executive (Support Services), Depute Chief Executive (Finance) 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.

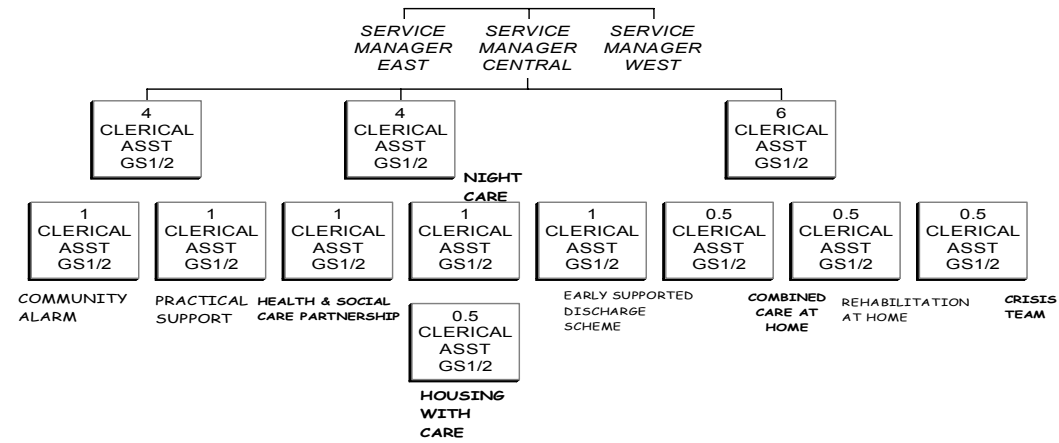
A. Baird  
Director of Social Work

10 October 2003

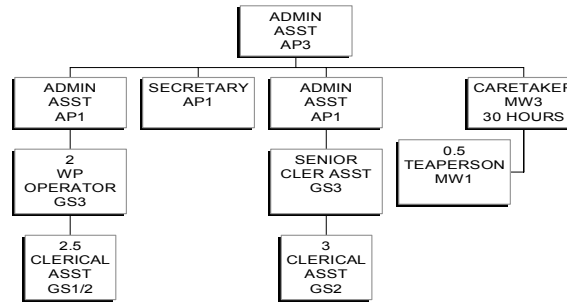
J.C. Petrie  
Assistant Chief Executive (Management)

10 October 2003

# HOME CARE CLERICAL SUPPORT

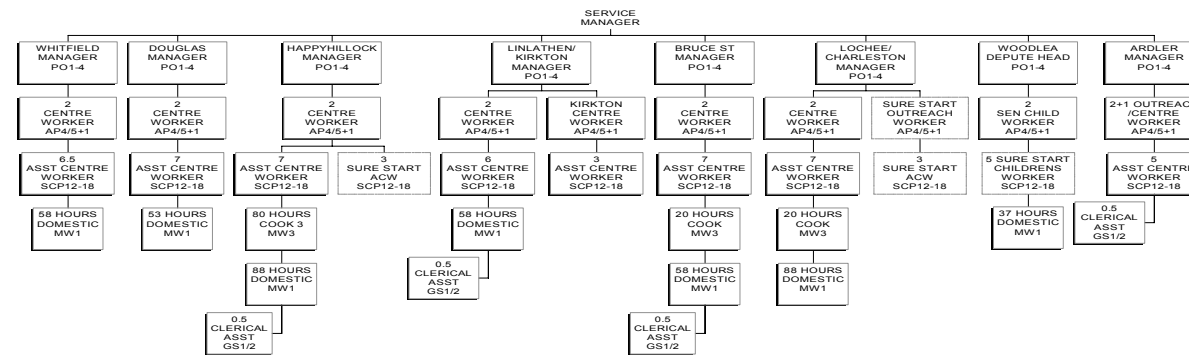


## COMMUNITY CARE SUPPORT SERVICES

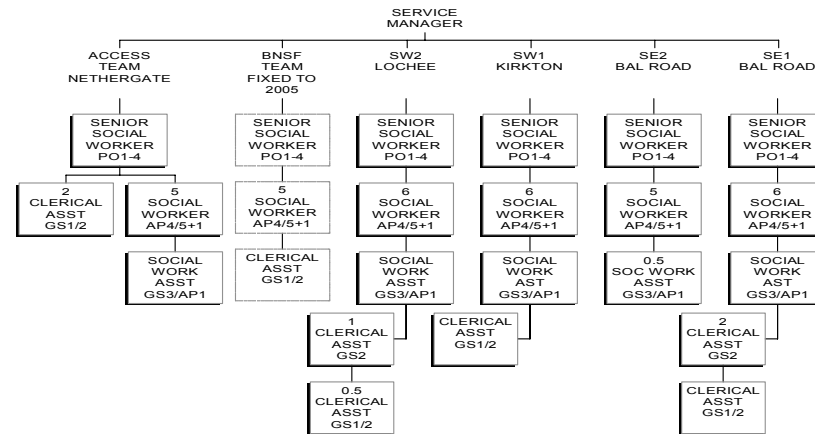


CENTRAL SUPPORT

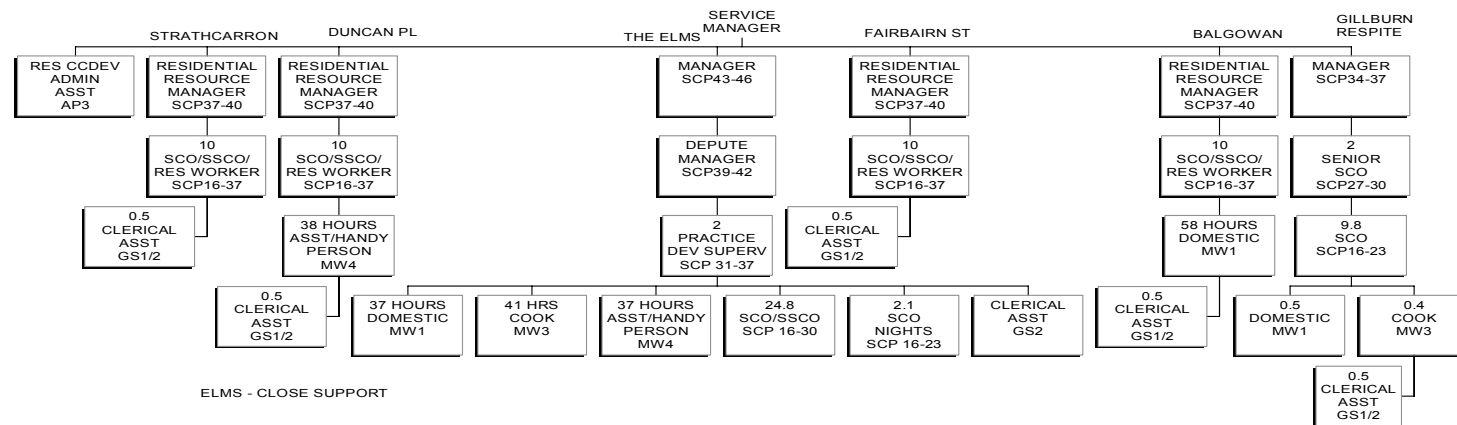
## CHILDREN'S SERVICES EARLY YEARS AND FAMILY SUPPORT



## CHILDREN'S SERVICES SOUTH

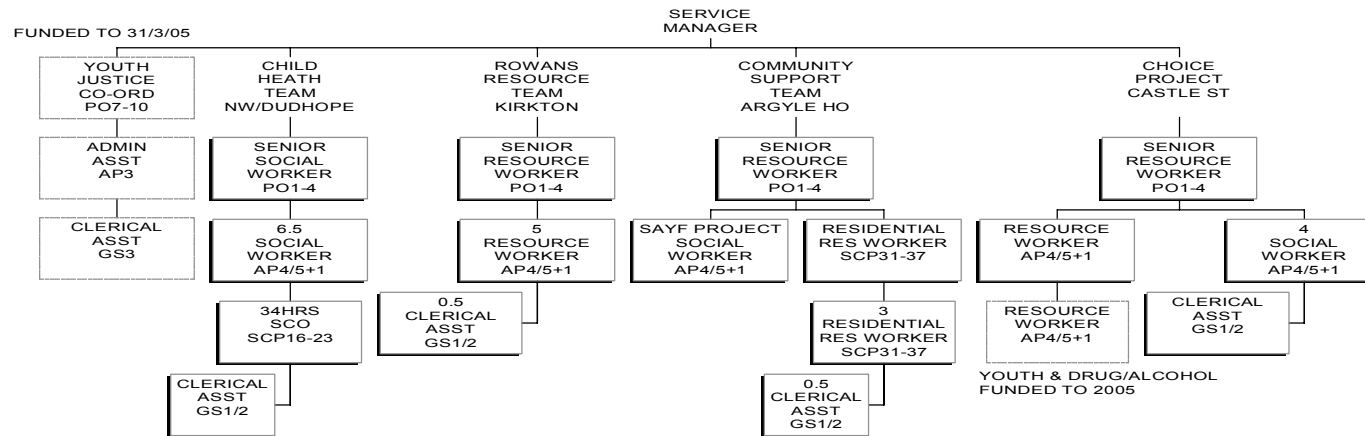


CHILDREN'S SERVICES  
RESIDENTIAL CARE

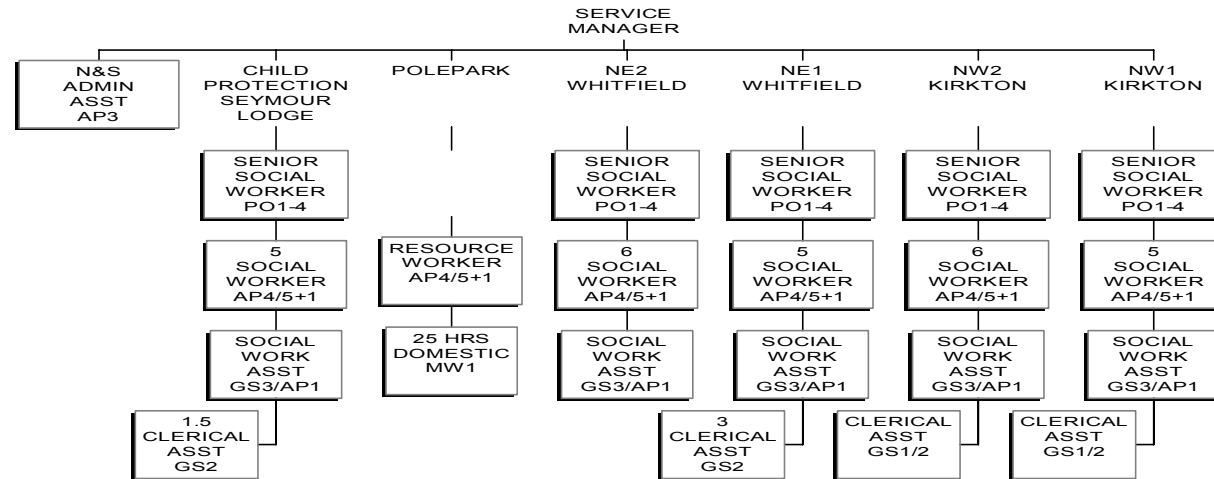




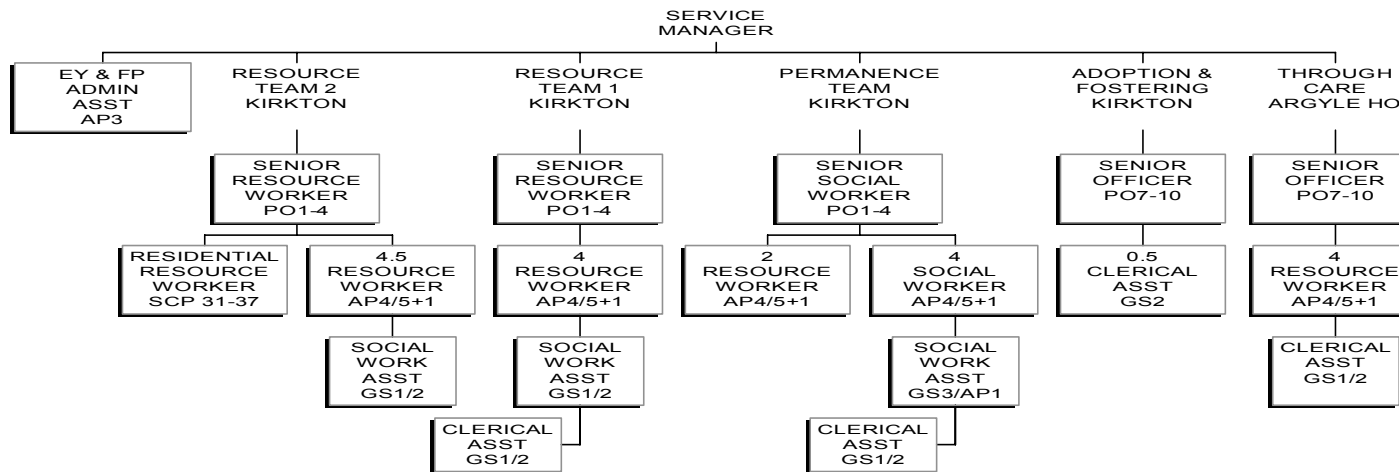
# CHILDREN'S SERVICES CHILD CARE DEVELOPMENT

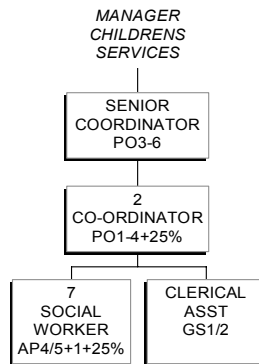
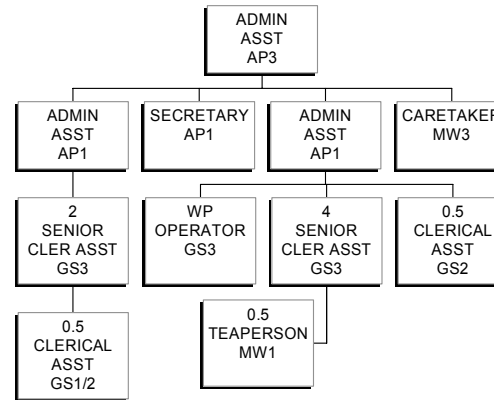


# CHILDREN'S SERVICES NORTH

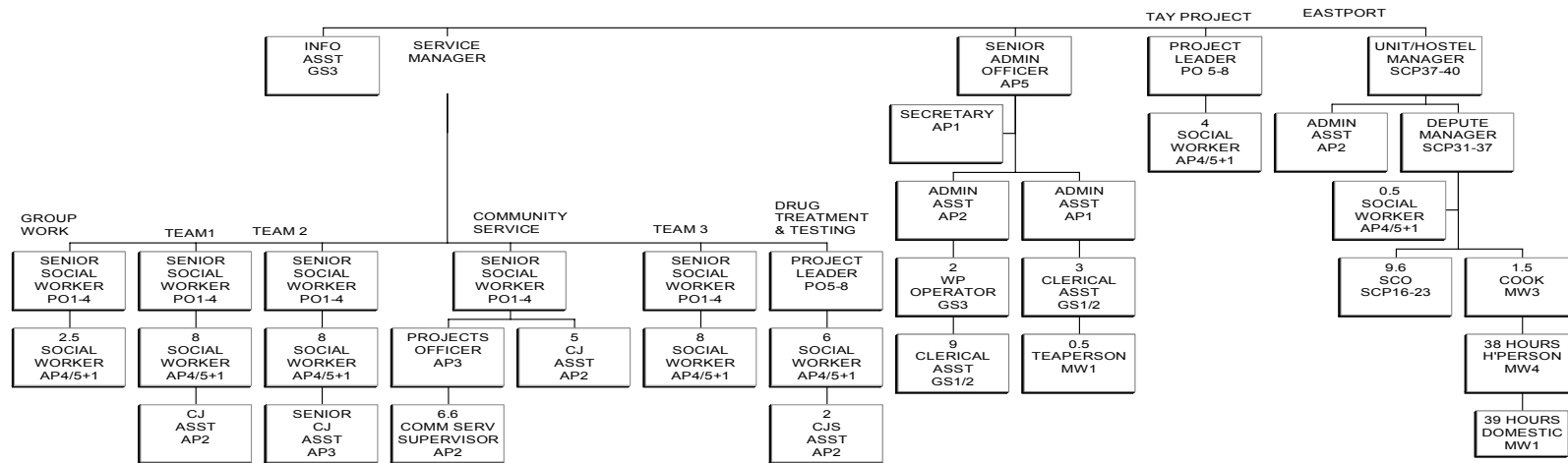


# CHILDREN'S SERVICES FAMILY PLACEMENT

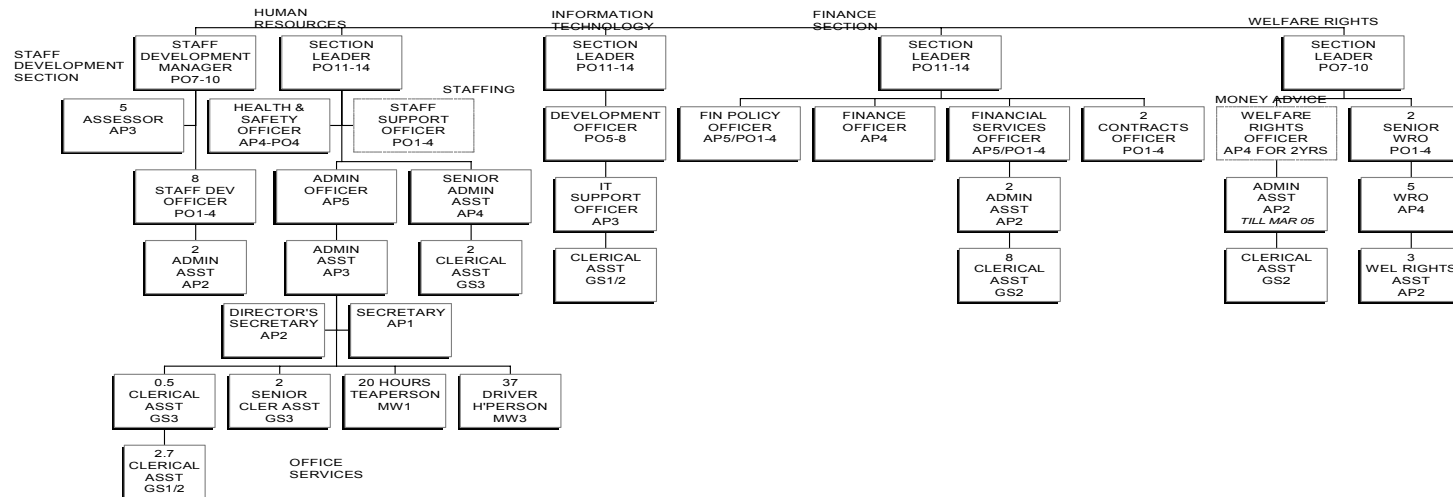


**OUT OF HOURS****CHILDREN'S SERVICES  
SUPPORT STAFF**

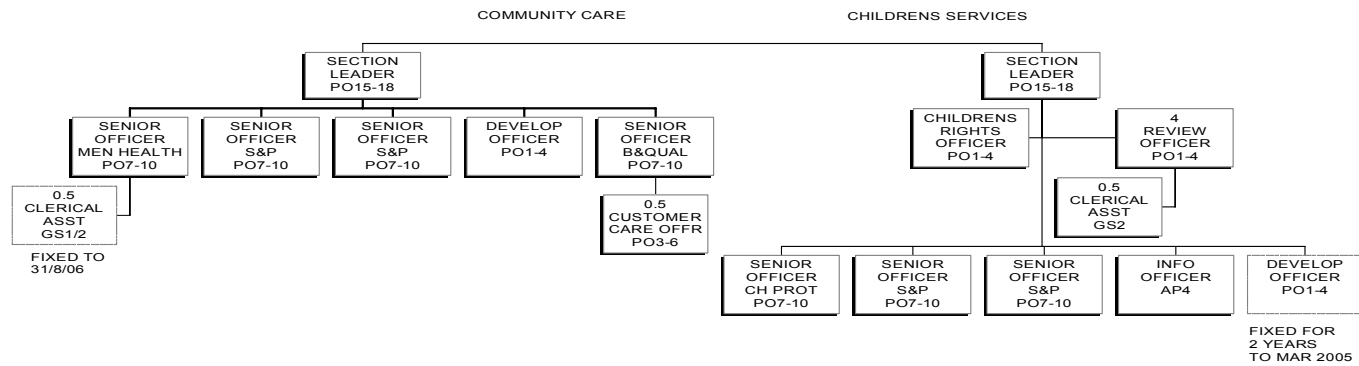
# CRIMINAL JUSTICE SERVICE



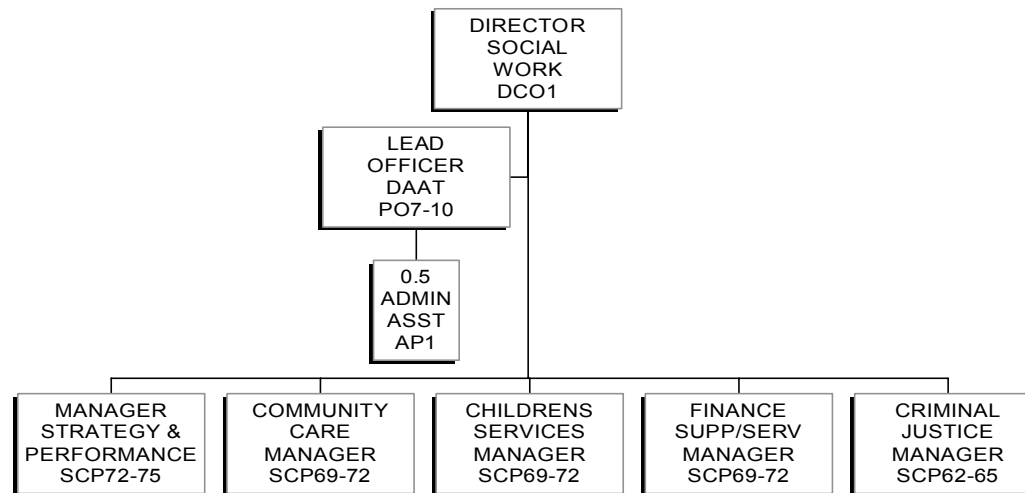
## HEADQUARTERS SUPPORT SERVICES



## HQ STRATEGY & PERFORMANCE

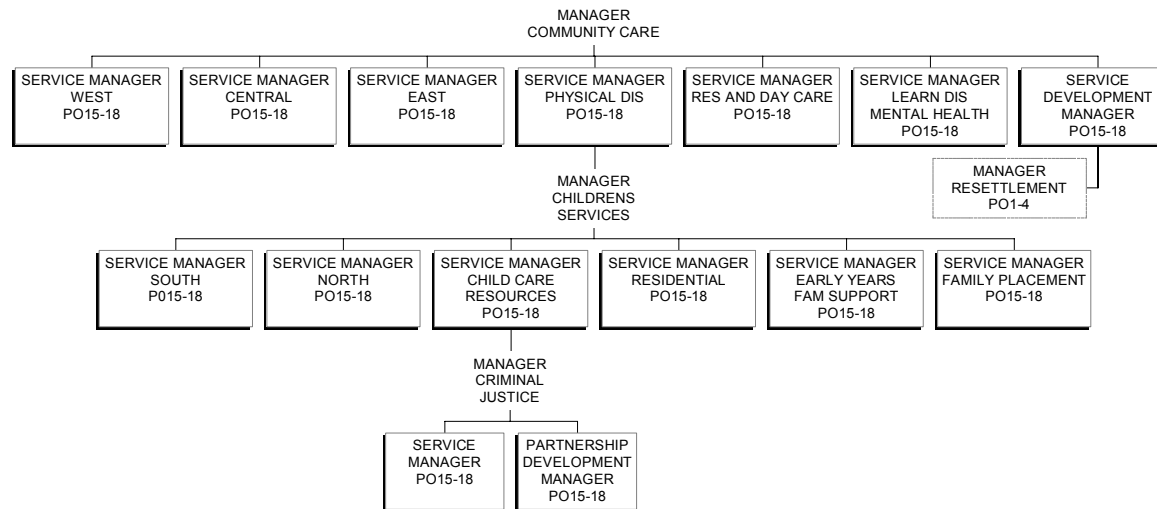


## SOCIAL WORK DEPARTMENT STRUCTURE SEPT 2003

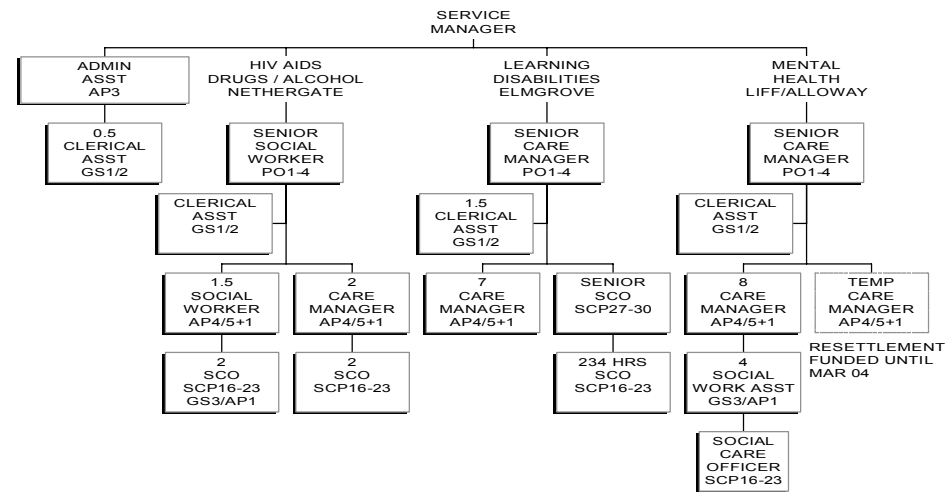




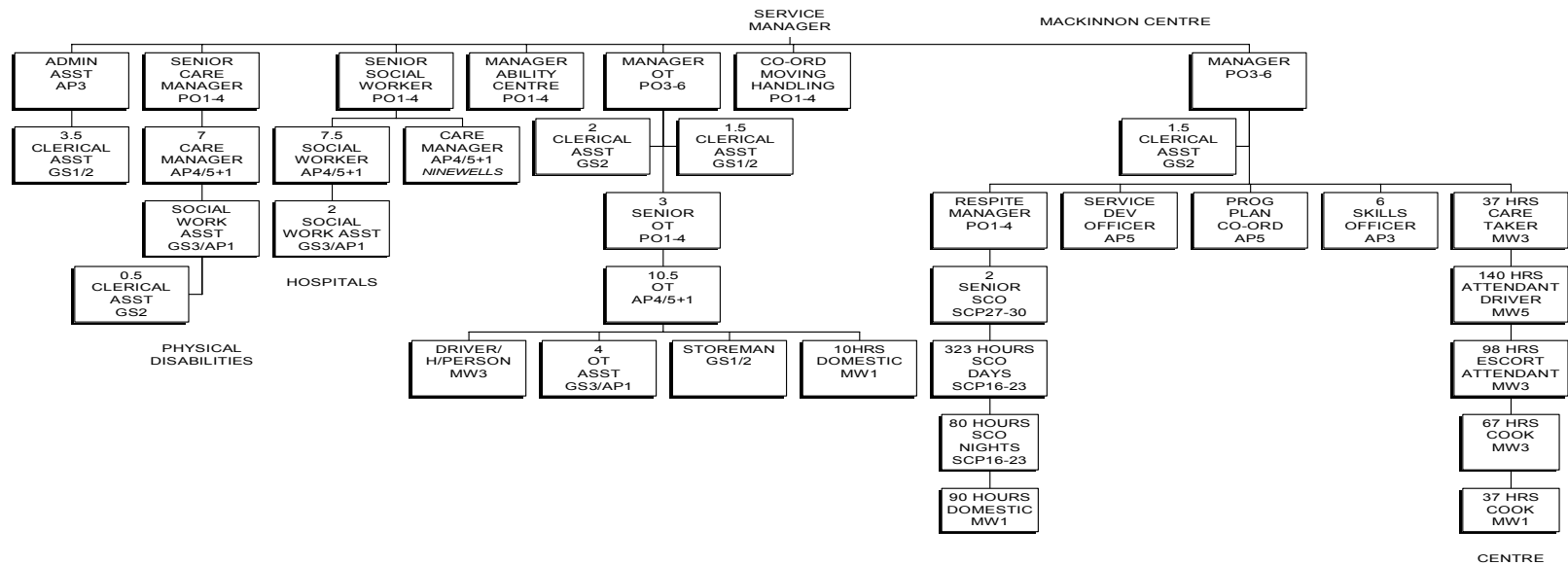
# COMMUNITY CARE CHILDRENS SERVICES & CRIMINAL JUSTICE MANAGEMENT



# ADULT CARE MANAGEMENT LEARNING DISABILITIES AND MENTAL HEALTH

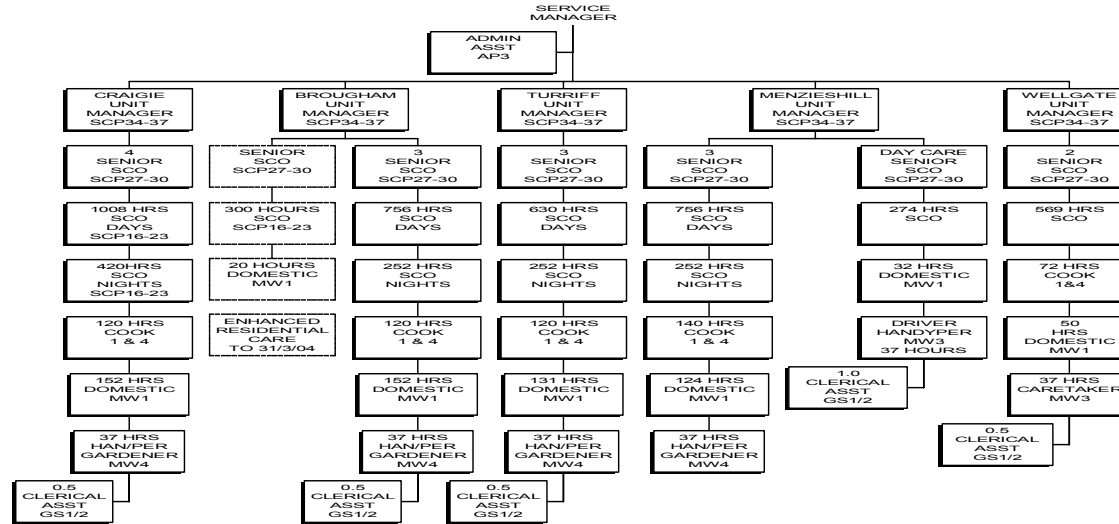


# PHYSICAL DISABILITIES

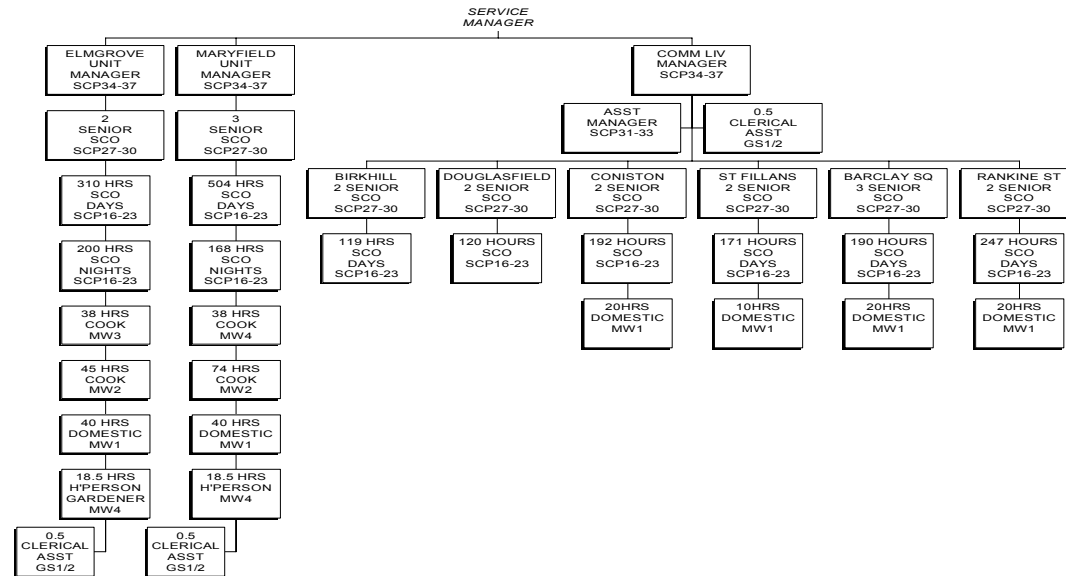


CENTRE

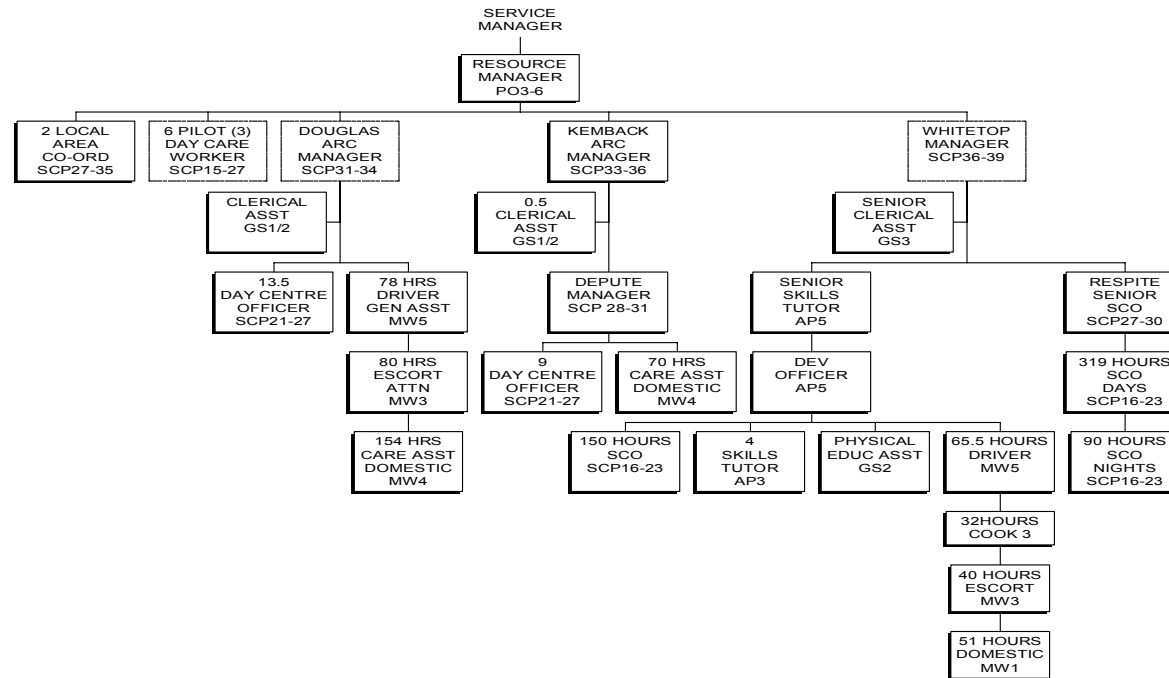
## RESIDENTIAL AND DAY CARE OLDER PEOPLE



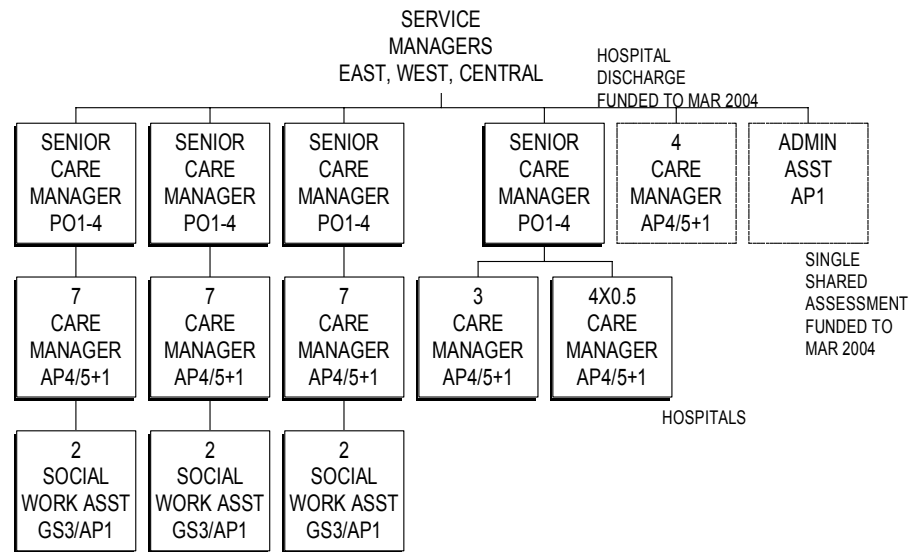
## RESIDENTIAL LEARNING DISABILITIES



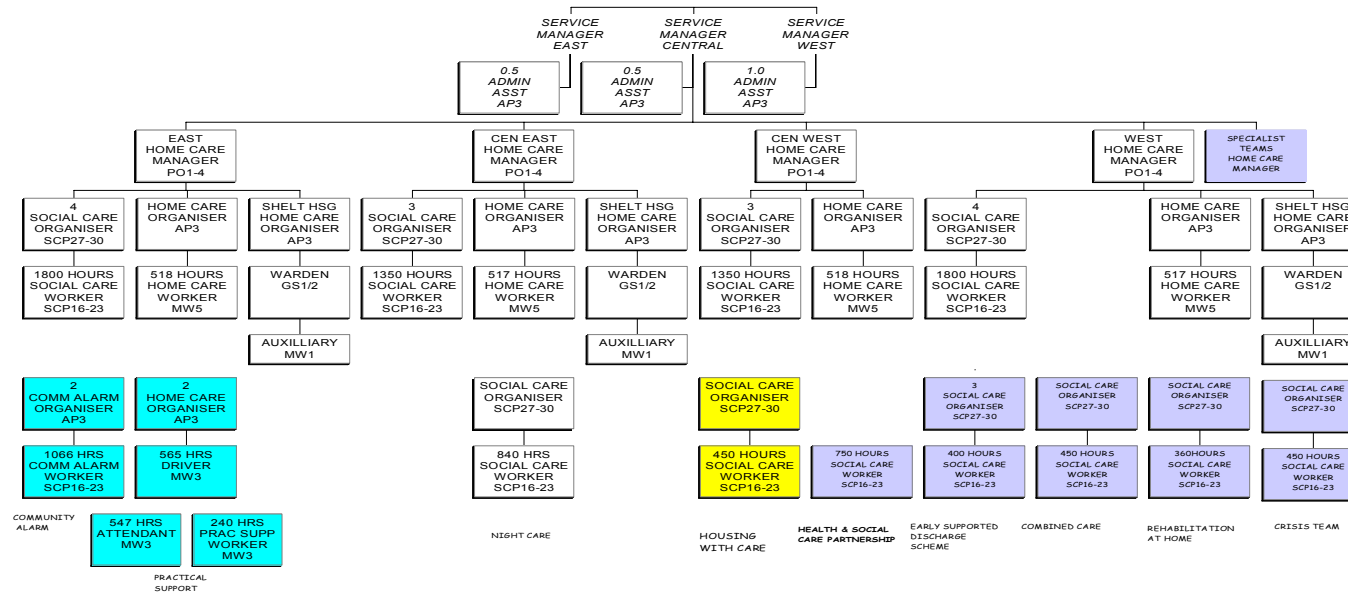
## LEARNING DISABILITIES & MENTAL HEALTH DAY SERVICES



# EAST WEST CENTRAL OLDER PEOPLE CARE MANAGEMENT



## HOME CARE





## Appendix 2

### NEW POSTS

<b>Designation</b>	<b>Section</b>	<b>Grade</b>	<b>No. of Posts</b>
SOCIAL WORK ASST	PHYSICAL DISABILITIES	GS3/AP1	1
DRIVER /HANDYPERSON	OCCUPATIONAL THERAPY	MW3	1
OCCUPATIONAL THERAPIST		SCP27-35	0.5
SOCIAL CARE OFFICER	MACKINNON CENTRE	SCP16-23	1.6 (60HRS)
DOMESTIC	MACKINNON CENTRE	MW1	1.4 (53HRS)
SECRETARY	HEADQUARTERS	AP1	1
SOCIAL WORKER	CRIMINAL JUSTICE	SCP27-35	1
<u>DELETION</u>			
SENIOR PLANNING OFFICER	CRIMINAL JUSTICE	PO7-10	1

### CHANGE OF DESIGNATION OR GRADE

<b>From</b>	<b>To</b>	<b>Section</b>
DOMESTIC MW1 (20 HRS)	COOK 1/4 (20 HOURS)	OLDER PEOPLE MENZIESHILL HOUSE
SENIOR PLANNING OFFICER (4)	SENIOR OFFICER	STRATEGY AND PERFORMANCE
SOCIAL WORKER SCP27-35	CARE MANAGER SCP27-35	T/F FROM LEARNING DISABILITIES TO MENTAL HEALTH
SENIOR ADMIN ASST	ADMIN OFFICER	CRIMINAL JUSTICE

**Appendix 3****CHANGE IN REPORTING RELATIONSHIPS**

<b>Designation</b>	<b>Grade</b>	<b>From</b>	<b>To</b>
1 SOCIAL WORKER	SCP27-35	MACKINNON CENTRE	LEARNING DISABILITIES CARE MANAGEMENT
ACCESS TEAM		MANAGER CHILDRENS SERVICES	SERVICE MANAGER SOUTH
1 PROJECT SOCIAL WORKER	SCP27-35	SERVICE MANAGER SOUTH	SERVICE MANAGER CHILD CARE DEVELOPMENT
CHILD HEALTH TEAM		SERVICE MANAGER SOUTH	SERVICE MANAGER CHILD CARE DEVELOPMENT
1 SENIOR OFFICER CHILD PROTECTION	PO7-10	SERVICE MANAGER NORTH	STRATEGY AND PERFORMANCE SECTION
4 REVIEW OFFICERS	PO1-4	SERVICE MANAGER CHILD CARE DEVELOPMENT	STRATEGY AND PERFORMANCE SECTION
3 RESOURCE WORKERS	SCP27-35	SERVICE MANAGERS NORTH AND CHILD CARE DEVELOPMENT	SERVICE MANAGER FAMILY PLACEMENT
1 SOCIAL WORKER	SCP27-35	NW1 TEAM	CHILD PROTECTION
1 OCCUPATIONAL THERAPIST	SCP27-35	MACKINNON CENTRE	OCCUPATIONAL THERAPY TEAM