

EAST AYRSHIRE COUNCIL

CABINET: 29 JUNE 2011

SOCIAL WORK STANDBY SERVICE

Report by the Executive Director of Educational and Social Services

1 PURPOSE OF REPORT

1.1 The purpose of this report is to:

- (i) update to Cabinet with respect of the programme to establish an Ayrshire wide Shared Service for a Social Work Out of Hours Response Service.
- (ii) To seek agreement of initial management arrangements to support implementation of the service.

2 BACKGROUND

2.1 A previous report to Cabinet on 23 March 2011 outlined the historical context with respect to the West of Scotland Standby Social Work service operated by Glasgow City Council alongside and on behalf of authorities across the West of Scotland. The report noted that:

- There would be negotiation with Glasgow City with a view to all three Councils giving 12 months notice in March 2011.
- That officers would develop options for a pan-Ayrshire service alongside the strategic partners or based within one of the local authorities.
- That a further update will be presented to Cabinet as the model of an Ayrshire Social Work Out of Hours Response Service is developed.

3 PROGRESS TO DATE

3.1 Following agreement through respective governance arrangements in each of the Ayrshire Council's, notice has been served to Glasgow of the intention to leave the West of Scotland Standby Service and develop a service that meets the needs of our communities in Ayrshire & Arran, by April 2012.

3.2 A pan-Ayrshire Working Group has been established comprising of senior social work officers across disciplines from each Council and chaired by Eddie Fraser, Head of Service Community Care, East Ayrshire.

3.3 The group has to date considered a number of options in respect of the new service. Considerations have included:

- Scope of the service in relation to service user group.

- Comprehensiveness of response including links with existing and developing social care services.
- Working arrangements with strategic partners.
- Model of delivery in respect of hours of operation and staffing.

3.4 **Scope of the service in relation to service user group**

Options: (a) Generic Social Work Service (b) Focus on Protection + Mental Health Officer service.

3.4.1 The current service due to availability has a focus on protection and Mental Health Officer response. The development group propose that the service should deliver a generic service (option a) to provide professional social work assessment including supporting preventative work.

3.4.2 The group were mindful that this required to be achieved within the human and financial resource available.

3.5 **Comprehensiveness of response including links with existing and developing social care services.**

Options: (a) Crisis Response Service (b) Integrated Service Supplementing Activities in Core Services

3.5.1 Considerations led to the proposal that development of the new service should lead to improvement in availability and quality of interventions to support crisis situations (option b).

3.5.2 Areas of expansion envisaged are where:

- at present Police are doing visits for stand-by when the preferable option would be a social work assessment
- to provide more appropriate and responsive Mental Health Officer Services
- to provide increased professional social work assessment in the prevention of hospital admission

3.5.3 It was not envisaged that the service would become an expansion of core daytime activities. If this were the case Councils would be more likely to develop independently.

3.5.4 The professional social work intervention from the out of hours team will however be supported by the existing and developing social care services in each of the Council areas. For East Ayrshire this will include our out of hours care at home services and also intensive supports developed through the redesign of Children and Family services.

3.6 Working arrangements with strategic partners.

Options: (a) Stand alone Social Work Service (b) Co-location - Integrated Services with NHS (c) Co-location - Integration with Police

3.6.1 To support practical delivery of the out of hours social work service the group agreed that co-location with an existing 24 hour service provision was advantageous in terms of both cost sharing and health and safety issues.

3.6.2 The available options are with one of the Council Helpline services, with NHS Ayrshire and Arran or with Strathclyde Police.

3.6.3 The group discussed the advantages and disadvantages of having the NHS and Police as partners.

3.6.4 It was agreed that an integrated service with NHS Ayrshire and Arran would be the preferred model. This would support preventative activities in relation to admission to institutional care and also increase the role of health colleagues in out of hours childrens services. The group also propose that we should seek to build close links between the model and police service.

3.6.5 In the event of failure to agree arrangements with partners outwith local government, it is proposed that a pan Ayrshire model is developed and located within one of the current Council facilities. An option would be to link with an existing 24/7 facility such as a Community Alarm Service or similar, these services may benefit from further shared services review.

3.7 Model of delivery in respect of hours of operation and staffing:

Options: (a) fully staffed coverage outwith office hours (b) staff at core out of hours periods with on call arrangement overnight

3.7.1 Access to professional social work assessment is required 24 hours per day but analysis of existing referral patterns from Ayrshire Councils to West of Scotland Standby and experience of other more local out of hours response services would suggest there will be very low levels of activity overnight.

3.7.2 Consideration was also given to options for staff skill base to meet identified and anticipated need.

3.7.3 The options below were developed from benchmarking with other services and also analysis of referral analysis to West of Scotland Standby Service.

Option 1 – One Team Manager and two Social Workers working
5pm – 1am Mon-Thurs
4pm – 1am Fri
7am – 1am Sat & Sun

Option 2 – One Team Manager and two Social Workers working
5pm – 7am Mon-Thurs
4pm – 7am Fri
7am – 7am Sat & Sun

Option 3 – Two Team Managers working
5pm – 1am Mon-Thurs
4pm – 1am Fri
7am – 1am Sat & Sun

Option 4 – Two Team Managers working
5pm – 7am Mon-Thurs
4pm – 7am Fri
7am – 7am Sat & Sun

- 3.8 In development of a service that meets the needs of our communities in Ayrshire, and to manage risk in the initial stages, it is proposed that for a six month period full staff cover is provided (i.e. option 2 or 4) with review of referral patterns mapped within this period, and subsequent shaping of delivery hours to reflect the actual need encountered, (i.e. a model akin to options 1 or 3).
- 3.9 The staffing models 1&2 consist of 1 senior social worker and 2 social workers. The alternative consideration models 3 & 4 is 2 senior social workers on duty. It is proposed that in respect of recruitment and retention of experienced practitioners and effectiveness in the delivery of the service that the latter model is adopted with a lead worker role defined for each shift. I.e. overall it is proposed that after the 6 month period of analysis option 3 is adopted.
- 3.10 Delivery of Mental Health Officer services poses a challenge to all Social Work out of hours response services and this is reflected in identified deficiencies in the consistency of current out of hours availability in Ayrshire. Other local partnerships have addressed this issue by paying a retaining fee to a pool of staff to provide out of hours cover. It is proposed to mirror this model in Ayrshire.

4. INITIAL MANAGEMENT/HUMAN RESOURCE PROPOSALS

- 4.1 It is anticipated that once the service is established it may not require a full time manager as there will be opportunities to integrate with existing management arrangements.
- 4.2 All partners are focused on the importance of effective delivery of the service by March 2012, and it is considered that to support development and inauguration dedicated management capacity will be required.
- 4.3 It is recommend in this initial phase i.e. from September 2011 a Project Manager be appointed on a full time basis to support development and inauguration with the post reviewed following 1 year of operation, with any changes implemented from April 2013. The post will be subject to Job

Evaluation but is envisaged to be graded at equivalent of Social Work Service Manager.

5. POLICY/LLEGAL IMPLICATIONS

- 5.1 Councils have a duty under Social Work (Scotland) Act 1968 and subsequent legislation for delivery of effective Social Work services this includes a response outwith office working hours. The proposals in this report seek to enhance current arrangements for the delivery of services.

6 FINANCIAL IMPLICATIONS

- 6.1 The total sum paid from the 3 Ayrshire Councils to Glasgow City to deliver the current service is circa £600k per year. The exact figure per Council is based on the relative percentage usage of the service in the previous year. The funding models below detail the delivery costs of a local service.

- 6.2 In terms of effectiveness the outcomes of the service are anticipated to be in respect of higher quality interventions that mitigates against spend in other budget lines. Outcome measures require to be developed to evidence impact and performance of the service.

- 6.3 The outline cost of the models detailed in section 3 above (based on East Ayrshire Council terms and conditions is:

Option 1	£390k + £11k standby fees
Option 2	£594k
Option 3	£288k + £11k standby fees
Option 4	£426k

- 6.4 All models would incur fees for standby and call out fees for Mental Health Officers of approximately £20k.

- 6.5 In addition to the direct delivery of the service additional resources will be required for management, administration and facilities. These costs will vary depending on the final model

- 6.6 East Ayrshire Council share of Management costs for 2011/12 are estimated to be circa £10K with full year costs of £20K in 2012/13 that will then be subject to review. Future models of resourcing the service will require to be agreed across the partnership. Consideration of current arrangements and experience from other partnerships support emerging proposals that would suggest a continued link to relative usage, "dampened" over a period of years to minimise sudden fluctuation.

- 6.7 Funding for the above proposals will be from the existing resources allocated to social work in respect of out of hours services.

7. COMMUNITY PLANNING IMPLICATIONS

- 7.1 The provision of effective social work services supports the Improving Health and Wellbeing and Improving Community Safety Themes of the Community Plan.

8. RISK IMPLICATIONS

- 8.1 Proposals within this report seek to improve continuity of Social Work services to the most vulnerable people in our communities, and contribute to address risks to individuals, the Council and our communities.

9. EQUALITY IMPACT

- 9.1 An Equality Impact Assessment has not been completed at this time and consideration will be given to proposals to ensure there will be no disproportionate impact on any single group.

10 RECOMMENDATIONS

- 10.1 Cabinet is asked to:-

- (i) Note the progress made to date in establishing a pan-Ayrshire service.
- (ii) Agree to the staffing proposal to appoint a Joint Project Manager for a fixed period.
- (iii) Agree to receive a further update as the model is developed.
- (iv) Otherwise note the content of this report.

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EF/AF/JQ
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