



Glasgow City Council

Social Care Services Committee

14 March 2006

Report by Director of Social Work Services

Contact: Jackie Irvine

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Best Value Review of the West of Scotland Standby Out of Hours Service

Purpose of Report:

To advise committee of the findings of the of the Best Value Service Review of the West of Scotland Standby Out of Hours Service

Recommendations:

Committee is asked :

- a) to note the content of this report;
- b) to approve the recommendations of the Best Value Service Review and the Improvement Action Plan;
- c) to instruct the Director of Social Work Services to report on the implementation and effectiveness of the Improvement Action Plan by 31 March 2007; and
- d) to refer this report to the Personnel and Administration Services Committee.

Ward No(s) : [Click Here](#) to enter text

Citywide:

Local member(s) advised: Yes No

consulted: Yes No

1. **Purpose of Report**

- 1.1 To advise committee of the findings of the Best Value Service Review of the West of Scotland Standby Out of Hours Service.

2. **Background**

- 2.1 Social Care Services Committee approved the Review Management Plan in October 2004, which outlined the need for a review of the West of Scotland Standby Out of Hours Service.
- 2.2 The Review has now been completed. This report summarises its findings and the full report is available on request.

3. **Scope of the Review**

- 3.1 To ensure that the service delivery standards meet national requirements and service user expectations and where necessary identify improvement options.
- 3.2 To consider service expectations and new demands that have come from recent developments in specific areas of work, for example Child Protection, Joint Future, new legislation, Directives from the Scottish Executive and the drive towards increased partnership working.
- 3.3 To ensure that the service is ready to take on board and develop innovative delivery techniques within the national e-government agenda and operates in a way that will facilitate efficiencies within communication and IT business processes.
- 3.4 To ensure a consistency in management and staffing structures and professional development requirements in line with the Fieldwork Review.
- 3.5 To consider the likely impact of referral trends in relation to demand and type of demand from across the 13 Local Authorities and agencies that use this service.
- 3.6 To consider a wide range of service delivery developments and proposals, which may have an impact on the demand for out of hours services in the future.
- 3.7 To consider the viability of Glasgow continuing to deliver this service to the 13 Joint User Councils, which are;
 - Glasgow City Council
 - Argyll & Bute Council
 - East Ayrshire Council
 - East Dunbartonshire Council
 - East Renfrewshire Council
 - Inverclyde Council
 - North Ayrshire Council
 - North Lanarkshire Council
 - Renfrewshire Council
 - South Ayrshire Council

- South Lanarkshire Council
- West Dunbartonshire Council
- Dumfries & Galloway Council

4. Involvement of Joint User Councils

4.1 The Review Manager engaged with the Joint User Councils (JUCs) to ensure they were aware of the review and were fully consulted.

4.2 As a result of this the JUCs have been involved in the following ways;

- Visits were undertaken to 9 of the 13 Joint User Councils by the Review Manager, and written feedback received from the remaining JUCs
- Four JUCs took part in regular Wider Review Group Meetings
- One JUC attended the Core Group Meetings
- A JUC event was held on the 22 September 2005 to provide an update on progress and seek agreement on the development of an Improvement Action Plan
- The Review Manager attended two Joint User Committee meetings to provide updates on the progress of the review and seek views, in October 2004 and November 2005
- Regular telephone contact has been maintained between the Review Manager, the Service Manager with the JUCs.

5. Consultation

5.1 Consultation with stakeholders was an integral part of the Review. It's main aims were to:

- engage effectively with relevant stakeholders
- obtain the views of stakeholders on current service provision and performance; and
- ensure that the views of stakeholders fully inform the future development and direction of the service

5.2 The Review Manager met with the following Key Stakeholders as part of the consultation exercise.

- The Reporter to the Children's Hearing Administration in Glasgow.
- The Child Protection Principal Officer in Glasgow
- Representatives of the Mental Health Partnership in Glasgow
- Professional Advisor from the 21st Century Review of Social Work

5.3 Research staff carried out telephone surveys with service users (members of the public) for their views on satisfaction with the service.

5.4 The staff were consulted through the use of questionnaires, representation on the wider Review Group, staff meetings and focus groups set up by IMERA consultants who completed the Business Process Review.

5.5 Questionnaires were issued to Glasgow Fieldwork Social Workers, Foster Carers, Police and Residential Childrens' units to seek views on service response and their satisfaction levels with the quality of the service and outcomes achieved.

5.6 The Trade Union was consulted and represented on the Wider Review Group.

6. Benchmarking Exercise

6.1 40 Local Authorities were contacted throughout the United Kingdom and asked to complete a lengthy and detailed questionnaire. They were chosen to reflect a representative sample of emergency services based on their size, provision of emergency services to other authorities and an urban/rural mix.

6.2 The purpose of this exercise was to compare the West of Scotland Out of Hours Standby Service with other authorities and identify improvement options.

6.3 15 responses were received representing a 37.5% return and these comparisons and findings are set out in the full report.

6.4 Benchmarking visits were also undertaken in order to compare processes and systems in use and to identify good practice examples.

6.5 Visits were undertaken to the following services:

- Out of Hours Emergency Duty Team in Belfast, Northern Ireland
- South Gloucestershire
- NHS 24
- Access Glasgow
- Liverpool Careline Service
- Visit from Stockholm Out of Hours Emergency Service team

7. Business Process Review

7.1 IMERA Consultants were commissioned to undertake a Business Process Review of the Service. The objectives of this Business Process Review were:

- to map out current processes in relation to information flows to and from local authorities, referrers and the Standby Service
- to identify areas of improvement
- to identify those areas where improved use of IT could improve business processes

7.2 Staff focus groups were held in order to verify the findings of the Review and interviews and meetings were held with the Review Manager and JUCs.

7.3 A number of the key findings of the Business Process Review have been included in the Improvement Action Plan.

8. Summary of Findings

- 8.1 In completing this Best Value Service Review the main findings can be summarised under the following headings. These findings form the main recommendations and actions contained within the Improvement Action Plan, which is annexed in Appendix 1.

Processes and Efficiencies

- 8.2 A number of improvements have been identified in respect of the current business processes adopted within the service and areas of work that currently result in duplication of effort and resource.
- 8.3 The recommended actions within this section of the Improvement Action Plan are aimed at improving the efficiency and use of staff resources in order to dedicate more time in addressing the main areas of emergency service provision and reduce call waiting times and calls lost to the Service.

Communication

- 8.4 Both internal and external communication issues have been raised by staff, JUCs and other external agencies.

The recommendations in respect of communication concerns feature throughout the Improvement Action Plan.

Practice Interventions

- 8.5 Operational Practice issues have arisen in respect of the consistency of handling and recording of information relating to:

- Child care and child protection
- Mental health and the provision of Mental Health Officers
- Provision of service in respect of Homecare which varies in nature and demand across the JUCs

This will be addressed through the Improvement Action Plan in conjunction with JUCs.

Service Specification and Joint User Councils

- 8.6 It became apparent from an early stage in this Review that there was insufficient documentation in respect of a standard service specification and a lack of common clarity in what could and should be expected of the Standby Out of Hours Emergency service.

It has been necessary through out this Review to confirm and reiterate that this is an 'emergency' service, rather than a continuation of daytime service provision.

- 8.7 Significant work has been undertaken with the JUCs to develop a Draft Service Specification, which details the 'core' service that Standby provides and is attached to the full report. All JUCs have been asked to complete an

additional service specification template to illustrate what their additional service requirements are, as these can differ considerably across the authorities. The requirement to finalise this piece of work is detailed within the Improvement Action Plan.

- 8.8 Once this work is completed and agreed with each JUC the new Service Specification will be implemented.

Standards and Performance Framework

- 8.9 At the beginning of the Review it was acknowledged that there were no established standards and performance framework for out of hours emergency Social Work Services within Scotland. For the purpose of the Review, the Inspection Standards from England and Wales were used to illustrate an example of what is needed in Scotland. These are attached to the full report and have been discussed with a member of the 21st Century Review Team from the Scottish Executive.
- 8.10 The Council will be developing a standards and performance framework through the new Service Specification with the JUCs.

Phone System and Call Answering

- 8.11 The Standby Service has in the main operated on the basis that the qualified social work staff answer all calls. Where these calls relate to straight forward issues this has led to inefficiencies of the Service that would not under normal circumstances require the input of a qualified worker. For example callers requesting benefits assistance during the hours that the DSS Benefits line is operable or agencies phoning to request a check of the Child Protection Register which in day time services is undertaken by administrative staff.
- 8.12 There are a number of recommendations within the Improvement Action Plan that focus on maximising the role of admin staff and that correspond to the roles and remit of admin staff within mainstream daytime area services. These recommended actions will result in the clearer routing of calls to admin wherever possible and the introduction of a phone system that can more fully report on the demand facing the Service over all shifts, including the recording of calls lost.
- 8.13 The Service is due to be relocated to Centenary House alongside the Access Centre and in doing so the Service will gain the benefits of a more sophisticated phone system with the ability to introduce new priority numbers. This will provide the additional benefit in the ability to report on demand analysis as outlined below.

Demand Analysis Information

- 8.14 The Service routinely gathers a suite of referral data through its bespoke Access Database which produces significant information about the volume of referrals taken and breaks these down into type of referral. The JUCs are then billed on the basis of their previous years usage and the cost of the Service is directly linked to the number of referrals processed on behalf of each JUC.
- 8.15 This referral information allows some level of scrutiny into the variation in referrals by number and type over the preceding years and to some

examination of the type of intervention undertaken by the Service. Further detail of the referral analysis from the Access database is included in the full report.

- 8.16 In order to fully explore and compare 'demand' with the 'service response', we also need to capture the whole demand picture not merely the calls that are answered by the Service. We know from both the JUCs and other agencies that there are at times significant difficulties faced by callers to the Service in getting through on the phone, with extensive periods of time spent waiting for a call to be answered. There are a number of contributing factors which impact on the difficulty in responding to calls, for example;
- the service has been running with a number of vacancies over the period of the Best Value Review
 - referrals to the Service have risen year upon year
 - staff sickness and absence due to training requirements
 - the impact of some inefficient and duplicative business processes
 - while social workers are out of the office on callouts there is a reduction in the staffing capacity available to answer calls.
- 8.17 We are unable to fully report on the number of calls lost or define the type of referrals these reflect due to the inefficiencies of the current phone system. This will be addressed by the introduction of an advanced telephone system following the move to Centenary House. Once this is in place the service will be able to more routinely forecast the expected demand and identify more clearly the peaks and unmet need within this.
- 8.18 A referral sampling exercise was carried out over a two-week period in January 2006 to gather a more conclusive picture of the demand for the Service. It has also illustrated the complexity and nature of referrals and service provision across all care groups. The findings of this exercise are contained in the full report.

Establishment

- 8.19 There are a number of areas where improvements can be gained within the business processes of service delivery and these improvements will have a direct impact on the roles and responsibilities of the staff group, both professional social workers and administrative staff.
- 8.20 There is no proposal to increase the staffing establishment in this report. This will be reviewed as the Improvement Action Plan is being implemented. However, the report does recommend that the grades of qualified staff be increased to reflect working patterns and to remove shift and other payments. The proposed salary scales reflect this and progression within the grades links to professional development, in-line with the outcome of the Fieldwork Review.
- 8.21 The establishment will be reviewed within the first year of the Improvement Action Plan. Any review of the admin establishment will link to the Council's Workforce Pay and Benefits Review.

IT Issues/IT Improvement Options

- 8.22 Standby staff currently have to access up to 14 databases in order to gather information about referrals and service users and to input information about referrals. This is often a time consuming and lengthy process.
- 8.23 In order to communicate back to the JUCs what action has been taken on specific cases the Service uses a variety of processes to do this, for example in the main faxing back information and couriering information to Area Teams. These processes can be lengthy and time consuming and can lead to a delay in information exchange and duplication of effort.
- 8.24 In order to fully address the need for the Service to operate as efficiently as possible the Improvement Action Plan contains a number of recommended actions in respect of business process changes both in relation to the tasks undertaken by staff but also in respect of some IT improvement options.
- 8.25 As with the outcome of the Business Process Review a specific group of staff from Information Systems have been involved in assessing what difficulties there are with the current IT systems and identify some improvement options. These are outlined in the Improvement Action Plan.

9. Options Appraisal

- 9.1 The overall vision for the West of Scotland Out of Hours Standby Service is to be more efficient, focused and responsive to meeting both the statutory and non-statutory social care service that is required out of hours.
- 9.2 The Service is not obligatory and any of the JUCs could withdraw from the contract.
- 9.3 To date all JUCs have chosen to continue purchasing this Service from Glasgow and have noted their views of how the Service should develop; to be more efficient, to ensure a high quality of input and outcome from the Service, to improve communication and to this end the JUCs have all agreed to play a role in the ongoing implementation of the Improvement Action Plan.
- 9.4 Given the statutory and emergency nature of the services provided, it was felt that a radical change to the Service at this point could result in an unadvisable increase in the risks associated with providing such a service.
- 9.5 On this basis it is recommended that the Service is improved through the means of introducing incremental and managed improvement changes as illustrated in the Improvement Action Plan and that these actions and changes to Service provision should be actively reviewed on a regular basis in conjunction with the JUCs at which point it may be advisable to consider further enhancements to either the service delivery processes or the model and structure of the Service.

10. Improvement Action Plan

- 10.1 From the main findings of this Best Value Service Review an Improvement Action Plan has been developed to capture the actions that require to be addressed in order to ensure that the overall outcome of improving the quality and access to this Service is achieved.

- 10.2 The Improvement Action Plan outlines specific actions under each area; the justification for these actions, intended outcome of these actions, the timescale and/or milestones for action and who has lead responsibility in ensuring these actions take place.
- 10.3 The Improvement Action Plan sets out the main recommendations from the Review taking into account that in respect of the options appraisal process it has been agreed that shifting to a radical re-design of the service at this stage would result in a degree of risk that would be too high to manage. As an alternative it is recommended that there is an incremental approach to improving and implementing changes that will deliver improved outcomes for both service users (the public) and the JUCs.
- 10.4 Following the achievement of these incremental changes there is a need to re-consider the totality of this service provision and assess whether in the longer term it continues to be a viable option for the Council to provide this service on the scale that it currently does, across 13 Joint User Councils including Glasgow.
- 10.5 For this reason the Improvement Action Plan contains a final section entitled 'Longer Term Options For Service Delivery' of which there are currently two;
- To continue to provide the service to the 13 Joint User Councils;
 - To consider reducing the coverage and provision of the Service to be co-terminous with the revised Greater Glasgow Health Board area, to take account of joint service delivery developments.
- 10.6 In reviewing the implementation of the Improvement Action Plan other options for future service delivery may also be identified.

11. Personnel Implications

- 11.1 It is proposed that the qualified social workers and senior social workers are regraded as follows with senior social workers being re-titled Standby Team Leaders. The new grades are all inclusive incorporating current requirements for shift work, public holidays and unsocial hours. All affected staff will be required to sign new contracts of employment reflecting the adjusted job descriptions for the posts held which will require the commitment to service improvement as set out in this report, and continuing professional development in line with fieldwork staff.

Designation	Current Grade	Proposed Grade
Social Worker (32.5posts)	SCP 35-39 * ¹ £26,379-£29,541	SCP 47-52 £35,748-£40,098
Senior Social Worker/Standby Team Leader (5.5 posts)	SCP 41* ² £31,069	SCP 54-58 £41,946-£46,083

*¹ shift allowance and extra enhancements add £5,100 - £10,200 excluding public holidays

*² shift allowance and extra enhancements add £10,700 excluding public holidays

- 11.2 A fundamental change is proposed to the remit of the Service Manager. In order to take the Service forward it will be necessary for the Service Manager assume new duties; to lead on the implementation of the Improvement Action Plan; to monitor service performance and carry out supervision duties and management of staff on shift; and to develop specialist sub groups on mental health and child protection to ensure best practice is developed in conjunction with Fieldwork and external agencies.

In addition to the above the remit will also include a key co-ordinating role for Emergency Planning in the City and a support role in respect of Asylum and Immigration Services. It is therefore proposed to delete the current post of Service Manager Standby at SCP48-51, £36,624-£39,162 and create a new Principal Officer Post of Standby & Emergency Services at SCP 52-55, £40,098-£42,942.

12. Financial Implications

- 12.1 Glasgow's share of the additional employee costs as a result of these recommendations is £114,035. This will be met from the existing departmental budget through the consolidation of all Standby posts into the shared framework with all JUCs.

13. Legal Implications

- 13.1 There are no legal implications arising from this report

14. Trade Union

- 14.1 The Trade Union has been involved throughout this Best Value Review and has been fully consulted.

15. Service Planning Implications

- 15.1 The recommendations within the Improvement Action Plan are in line with the Service Plan objectives of delivering a high quality and effective statutory service.

16. Recommendations

16.1 Committee is asked:

- a) to note the content of this report;
- b) to approve the recommended actions of the BVSR and the Improvement Action Plan;
- c) to instruct the Director of Social Work Services to report further on the implementation and effectiveness of the Improvement Action Plan by 31 March 2007; and
- d) to refer this report to the Personnel and Administration Services Committee.

David J Comley
Director of Social Work Services

West of Scotland Standby Out of Hours Service

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IMPROVEMENT ACTION PLAN – MARCH 2006

	Improvement Action	Justification	Intended Outcome	Key Milestones/ Timescales	Lead Officers	Resource Implications
Improvement Area 1: Service Access						
1.1	On move to Centenary House adopt new and improved phone system.	1, 2, 3, 4, 7	<p>To improve the quality and extent of phone system reports. (<i>Cross refer to 'Demand Analysis'</i>)</p> <p>To improve call waiting times.</p> <p>To ensure most urgent calls are dealt with.</p> <p>To improve user perception of calls answering</p> <p>To improve staff experience of use of phone system.</p>	On move to Centenary	Service Manager (SM) External Line Manager (ELM) Info Systems	Costs already associated with agreed move for IPCC. Costs for IPCC (call centre functionality) still to be provided.
1.2	<p>Develop new phone numbers for specific referral types, maintaining the current free phone number.</p> <p>Review current prioritisation of lines to agencies and the public.</p> <p>Consider introduction of an answer machine option for callers (free phone does not relate to callers on mobiles)</p>	1, 3, 4, 6	<p>To route calls more appropriately e.g. Child Protection Register Checks which could be answered by admin staff when on shift (<i>cross refer to 'Staff Roles and Responsibilities'</i>)</p> <p>To ensure most urgent calls are dealt with.</p> <p>To improve call waiting times</p>	<p>On move to Centenary</p> <p>Urgent</p> <p>In conjunction with demand Analysis work <i>Cross refer to Improvement Area 8</i></p>	Service Manager (SM) External Line Manager (ELM) Info Systems	To be assessed

Justification Codes: 1 = Business Process Review, 2 = Consultation Finding, 3 = Joint User Council Consultation, 4 = Key Stakeholders, 5 = Service Users, 6 = Demand Analysis Finding, 7 = Referral Data, 8 = Benchmarking, 9 = Literature Review

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	Improvement Action	Justification	Intended Outcome	Key Milestones/ Timescales	Lead Officers	Resource Implications
1.3	Re-launch and publicise the service, new numbers and core service delivery, and signpost to other relevant out of hour's services.	1, 3, 4, 6, 9	Increase awareness of service. To prevent inappropriate referrals and prioritise calls more effectively.	On move to Centenary	SM ELM Public Information	Cost of advertising
1.4	Review roles and responsibilities of all staff in terms of call answering and establish agreed call answering processes. Review phone call handling procedures and protocols, linked to the demand analysis work undertaken within improvement area 8 <i>(Cross refer to 'Staff Roles and Responsibilities')</i>	1, 3, 4, 6	To route calls more appropriately. To improve call waiting times.	From move to centenary and ongoing in respect of review of efficiencies	SM ELM Demand Analysis & Performance Assessment Group (DA&PAG)	None
1.5	Produce phone reports in respect of calls answered and calls lost for consideration by the Demand Analysis Group. <i>Cross refer to 'Demand Analysis and Resource Requirement'</i>	3, 6, 7	To allow more detailed information and analysis of 'unmet need'. To inform considerations in respect of resource requirements	From move to Centenary	S M ELM DA&PAG ICT/Info Systems	Those associated with new telephony

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	Improvement Action	Justification	Intended Outcome	Key Milestones/ Timescales	Lead Officers	Resource Implications
Improvement Area 2: Processes and Efficiencies						
2.1	Review and revise rota to incorporate bank holiday cover and take account of demand and resource analysis over shifts and days, coming out of the work of the 2-week sampling exercise. Cross refer to Improvement Area 8	1, 3, 4, 6, 7, 8	To schedule numbers of staff on shift with the information relating to anticipated demand. To ensure all shifts including bank holiday day shift are covered by the rota.	Draft revised rota to be considered by end April 2006 by Demand Analysis and Performance Assessment Group	DA&PAG SM ELM	None
2.2	Review the roles and tasks of admin workers across shifts and daytime working. Review admin staffing requirements. Cross refer to 'Roles and Responsibilities'.	1, 2, 3, 6	To ensure appropriate support is in place for qualified social work staff on shifts	Conclude by April 2006 In line with work under 'demand and resource analysis'.	Personnel SM ELM	Potential staffing costs
2.3	Consider the introduction of a direct line to admin in respect on Child protection Register checks or alternative IT route into the Service for specific requests to check the Child Protection Register. Cross refer to IT Improvement Area 5.1	1, 2, 3, 6	To create efficiency of resource and ensure emphasis on qualified staff undertaking active child protection referrals	At point of introducing new telephone system (within Centenary House). Timescale may be dependent upon IT solution.	As above and Child Care and Child Protection Implementation Group (CC&CPIG)	As at 2.2

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	Improvement Action	Justification	Intended Outcome	Key Milestones/ Timescales	Lead Officers	Resource Implications
2.4	<p>Inputting of referral information - move away from admin inputting to social workers inputting to referral data base as is currently the standard and expectation within area teams in Glasgow.</p> <p>Consider other methods of inputting information such as digital dictation and mobile devices when out on call.</p> <p><i>Cross refer to IT Improvement Area</i></p>	3, 6, 7	<p>To reduce duplication.</p> <p>To free up admin time to carry out other support tasks.</p> <p>To ensure accurate and accountable inputting of referral information and speedy transfer where required.</p> <p>To meet service modernisation requirements.</p>	<p>From conclusion of BVSR.</p> <p>May be dependent on IT Improvement Actions</p>	<p>DP&PAG</p> <p>SM</p> <p>ELM</p>	<p>Dependent on cost of IT options</p>
2.5	<p>Ensure tasks undertaken by qualified staff are appropriate to their level of skill. Consideration to be given to:</p> <ul style="list-style-type: none"> ▪ Escorting duties ▪ Administrative tasks <p><i>Cross refer to Roles and Responsibilities & process and Efficiencies</i></p>	1, 3, 6	<p>To ensure efficiency of resources</p> <p>To free up time of qualified staff to undertake urgent referral work.</p>	<p>Ongoing and subject to regular review</p>	<p>As above</p>	<p>None</p>

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	Improvement Action	Justification	Intended Outcome	Key Milestones/ Timescales	Lead Officers	Resource Implications
2.6	<p>Review format of alerts to Standby and the process of dealing with these.</p> <p><i>Cross refer to IT Improvements</i></p>	1, 3, 6, 7	<p>To ensure there is clarity of type of alert and the type of response required with greater definition of level of 'urgency'.</p> <p>To reduce in the administrative sorting of alerts and ensure alert information is available to staff who need it, when they need it.</p>	<p>On move to Centenary House</p> <p>May be dependent on IT Improvement Actions</p>	<p>SM</p> <p>ELM</p> <p>Info Systems</p>	Potential IT development costs
Improvement Area 3: Critical Practice Issues						
3.1	<p>Continue Mental Health sub-group which was set up during the Best Value Review with objective to ensure service is able to meet demands of new legislation in respect of availability of Mental Health Officer's and quality of service response.</p> <p>Representation to be sought from Joint User Councils.</p> <p>Review services ability to provide appropriate MHO cover.</p> <p><i>Cross-refers to 'Standards and Performance'.</i></p>	1, 2, 3, 6	<p>To ensure quality of service intervention and reduce risk management in respect of potential complaints.</p> <p>To ensure due consideration is given to assessing the accessibility of the MHO out of hours service to all JUCs.</p>	<p>Group already in place, JUC representative to be sought by end April 2006.</p> <p>Quarterly meetings</p>	<p>SM</p> <p>ELM</p> <p>Joint User Council's (JUCs)</p> <p>MHO Staff Rep</p> <p>Link to Glasgow MH Partnership</p>	To be considered in line with demand for this type of service intervention.

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	Improvement Action	Justification	Intended Outcome	Key Milestones/ Timescales	Lead Officers	Resource Implications
3.2	Establish a Child Care and Child Protection Implementation Group (CC&CPIG) to: <ul style="list-style-type: none"> ▪ Consider practice issues raised by JUCs ▪ Review the CP1 format used by Standby ▪ Consider actions in respect of 2.3, 2.5, 2.6 ▪ To link to work of Demand Analysis & Performance Assessment Group 		To ensure appropriate child care and child protection response form service. To ensure clarity of assessment and interaction. To ensure service is able to meet demand in this area.	Establish group April 2006.	SM ELM Senior Social Worker Rep JUC Reps Link to DA&PAG	None
3.3	Develop a Risk Management Strategy for the service.		To ensure there is active management of any potential reduction in service delivery or withdrawal of any JUC from the Service Specification.	End April 2006	Performance Section S M/ELM Personnel & Finance	None
Improvement Area 4: Service Specification & Joint User Councils						
4.1	Confirm and agree accuracy of draft Service Specification with all Joint User Councils (JUCs) and Legal Services.	2, 3, 4	To ensure clarity of service provision to all JUCs	By end March 2006	Line Manager All JUCs Legal Services	None

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	Improvement Action	Justification	Intended Outcome	Key Milestones/ Timescales	Lead Officers	Resource Implications
4.2	<p>Confirm core and additional service requirements with all JUCs and gain endorsement of all JUCs.</p> <p>Requirement for all JUCs to provide accurate and up to date client information via IT systems and updates/feedback from interventions. Cross refer to IT Improvement Area 5.</p>	2, 3, 4	<p>To ensure clarity of service provision to all JUCs</p> <p>To ensure Standby staff have ready access to information required for decision making.</p> <p>To ensure JUCs are clear about standards in respect of information systems availability and updating.</p>	By end April 2006	<p>All JUCs</p> <p>Service Manager</p> <p>Line Manager</p>	None
4.3	<p>Review original Minute of Agreement in light of the new Service Specification document and service provision requirements of each JUC.</p> <p>Revisit the requirement for a 3-year cycle of termination notice.</p>	2, 3, 4	To ensure clarity of service provision to all JUCs and accountability through established Service Level Agreement.	By end June 2006	<p>All JUCs</p> <p>Legal Services</p> <p>Service Manager</p> <p>External Line Manager</p>	None
4.4	<p>Maintain current charging arrangement on basis of numbers of referral processed on behalf of JUCs, and consider alternative charging policy with JUCs.</p> <p>Link to 4.1, 4.2.</p>	3, 8	To provide JUCs with sufficient charging information and have a transparent charging policy.	At quarterly JUC Committee Meetings	<p>JUC Committee</p> <p>SM/ELM</p> <p>Finance</p>	None

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IMPROVEMENT ACTION PLAN – MARCH 2006

	Improvement Action	Justification	Intended Outcome	Key Milestones/ Timescales	Lead Officers	Resource Implications
Improvement Area 5: IT Improvements & Communication Issues						
5.1	Consider options for replacement of current databases and options for improving communication of information to and from Standby.	1, 2, 3, 7	<p>To ensure Standby staff have ready access to information required for decision making.</p> <p>To ensure relevant, accurate and timeous information on actions from referrals is available for referring agencies and others as required.</p> <p>To ensure Child Protection register enquiries can be conducted quickly and securely and be recorded.</p> <p>To ensure management information is available for operational, tactical and strategic planning.</p>	Outline specification of requirements by April 2006, following further investigation of revised business processes	SM/ELM Information Systems	Potentially substantial cost for replacement systems and integration software.
5.2	Implement interim solutions where possible to improve recording and communication.	1, 2, 3, 7	To improve availability of information for Standby staff and those in other agencies (cross refer to 2.4 and 2.6)	Ongoing	SM/ELM Information Systems	To be clarified
5.3	Consider ongoing IT training needs of staff.	1, 2	To ensure staff have the skills to access and use information as required.	Ongoing	SM/ELM JUC Committee	Additional costs if training is to be provided out of hours

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Improvement Area 6: Roles & Responsibilities						
6.1	Review roles and tasks of admin staff across daytime and shift working, where possible maximising the support that admin can provide to the qualified social work staff on shift. To be undertaken following the outcome of the Pay and Benefits Review. Cross refer to 'Process and Efficiencies' 2.1, 2.2	1, 2, 3, 4, 8	To ensure efficiency of process and service delivery. To ensure efficiency of social work resource. To address the requirements of the 'Officer Manager' role (Business Process Review)	Work to begin February 2006. Conclude by May 2006.	Personnel SM ELM	To be considered and any impact to be referred to committee and JUCs
6.2	Review roles and responsibilities of all staff in line with recommendations made in business processes and efficiencies improvements. Issue new job descriptions and contracts.	1, 7	To ensure a clarity of purpose and accountability across all staff and the service as a whole. To ensure requirements for Continuous Professional Development, Supervision and Communications Strategy are fulfilled and adhered to.	April 2006	As above	In line with salary grades within Centre restructuring report.
Improvement Area 7: Standards & Performance Framework						
7.1	Develop a set of service standards akin to those used within England and Wales for inspection purposes. Consult with JUCs	1, 2, 3, 8, 9	To establish credible baseline standards and greater understanding of key performance areas for the service.	By June 2006	DA&PAG Performance Section SM/ELM JUCs	None

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	Improvement Action	Justification	Intended Outcome	Key Milestones/ Timescales	Lead Officers	Resource Implications
7.2	<p>Develop a Performance Framework to sit alongside these standards and establish an initial baseline performance report.</p> <p>Link to work within improvement area 8, Demand Analysis and Resource Requirement.</p> <p>Partly dependent on improvements to IT systems outlined in Improvement area 5</p>	1, 2, 3, 6, 9	To ensure that ongoing review of the service is based on the sound practice and outcome principles.	By August 2006	As above	None
7.3	Agree targets for service improvement once performance baseline report has been produced.	1, 2, 3, 6, 9	To ensure continual improvement is achieved and if not report on the reasons for this.	By August 2006	As above	None
7.4	Establish regular service user (the public) satisfaction surveys as part of the performance framework.	5, 9	To continue to monitor the effectiveness of the service.	Bi-annually	Performance /Research Section SM/ELM	None
7.5	Discuss the development of Standards and Performance Framework with the Scottish Executive, following earlier involvement of 21 st Century Review Team (Emma McWilliams)	9	To ensure that development of standards is consistent with developments elsewhere in Scotland, and potentially contribute to a national out of hours group to this effect.	Ongoing	Performance Section ELM	None

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	Improvement Action	Justification	Intended Outcome	Key Milestones/ Timescales	Lead Officers	Resource Implications
7.6	Establish a Demand and Performance Assessment Implementation Group to link to the work and findings of: <ul style="list-style-type: none"> ▪ Mental Health Sub-group ▪ The Child Care and Child Protection Implementation group ▪ The Demand Analysis & Performance Assessment Group <p>Cross refer to 8.1</p>	6, 9	To ensure ongoing review of the ability to meet demand. To consider resource requirements and staffing configuration.	Establish group April 2006. 1 st review September 2006	SM ELM Performance Section Info Systems JUCs	Dependent on outcome of 1 st review.
7.7	Agree a clear and transparent complaints procedure for JUCs and Key Stakeholders.	1, 2, 3, 9	To provide a record of issues and complaints raised in respect of service delivery standards.	By May 2006	DA&PAG ELM JUCs	None
Improvement Area 8: Demand Analysis & Resource Requirement						
8.1	Demand Analysis and Performance Assessment Implementation group (as at 7.6) to ensure developments are made in: <ul style="list-style-type: none"> ▪ Capturing appropriate information in relation to the demand for the service ▪ Implementing the actions and recommendation from improvement areas 1, 2, 3, 5, 7, 8 	1, 2, 3, 6	To ensure ongoing review of the ability to meet demand. To consider resource requirements and staffing configuration.	Establish group April 2006. Meetings and analysis to take place every 2 months. 1 st review September 2006	SM ELM Performance Section Info Systems JUCs	None identified at present

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	Improvement Action	Justification	Intended Outcome	Key Milestones/ Timescales	Lead Officers	Resource Implications
8.2	<p>Amend and relaunch the referral format used to capture and input referral details to the Standby database.</p> <p><i>Cross refer to IT Improvement Area 5,</i></p>	1, 3, 6, 7,	<p>To capture pertinent information as it relates to demand by type of referral and method/type of intervention.</p> <p>To assess the outcome of interventions in terms of standards and quality and complexity of intervention.</p>	Potentially dependent on IT improvements	<p>DA&PAG</p> <p>SM/ELM</p> <p>JUCs</p> <p>Info Systems</p>	To be assessed under area 5
8.3	<p>Review resource requirements in respect of improved demand information and efficiencies gained through other improvement actions. Need to consider:</p> <ul style="list-style-type: none"> ▪ Impact of incremental process and efficiency improvements on ability to meet demand ▪ The type and balance of staff resource ▪ The potential to introduce para-professional staff <p>Consult with JUCs on any financial implications coming from resource requirements review.</p> <p><i>Cross refer to 7.6</i></p>		<p>To ensure service is able to meet demand.</p> <p>To improve process of referrals and call waiting times.</p>	1 st review by September 2006.	As above	To be assessed

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	Improvement Action	Justification	Intended Outcome	Key Milestones/ Timescales	Lead Officers	Resource Implications
8.4	<p>Review the rota in light of clearer demand information and give consideration to:</p> <ul style="list-style-type: none"> ▪ The balance of staff across shifts in relation to the referral demand across shifts ▪ The need to cover all bank holiday day shifts which can differ for the JUCs ▪ The impact of admin support on shift <p>Consult with staff group and link to work on Demand Analysis and Performance Assessment Group.</p> <p><i>Cross refer Improvement Area 6 and 8.1</i></p>	1, 3, 4, 6, 7	<p>To better meet demand and reduce the amount of calls lost.</p> <p>To ensure better correlation between times of peak referrals and staff cover on shift and across bank holidays.</p> <p>To ensure that Health and Safety requirements are addressed in respect of shift patterns for staff.</p>	Ongoing and to link with the work and timescales for the Demand Analysis and Performance Assessment Group outlined at 8.1	<p>SM/ELM</p> <p>Personnel</p> <p>DA&PAG</p>	To be met within staffing costs agreed at Committee March 2006
8.5	<p>With introduction of new phone system on move to Centenary House, use retrospective demand analysis to inform scheduling of staff on shift and cover requirements.</p>	1, 2, 3, 6, 8	<p>To ensure better correlation between times of peak referrals and staff cover on shift and across bank holidays.</p> <p>To better meet demand and reduce the amount of calls lost.</p>	On going and to be incorporated into routine setting of rotas.	<p>DA&PAG</p> <p>SM/ELM</p> <p>Personnel</p>	As above

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	Improvement Action	Justification	Intended Outcome	Key Milestones/ Timescales	Lead Officers	Resource Implications
Longer Term Service Delivery Improvement Options						
1	Consider and review the viability of continuation of service provision to all 13 Joint User Councils (JUCs) and review the intentions and changes to the Service Specification in respect of all JUCs.		To ensure that there is sufficient notification of any reduction in the funding sources for this service. To take account of the impact in respect of risk management.			
2	Consider the option to reduce the service provision to only those Local Authorities who are within the revised Greater Glasgow Health Board Area.		May be more beneficial in light of increased joint working within the GGHB area. May be more cost effective to Glasgow City Council. May reduce risk management issues.			

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