

Emergency Duty Team (EDT)




EDT On-call Manager Practice Guidance

Organisations	Central Bedfordshire Council (CBC) Bedford Borough Council (BBC) Luton Borough Council (LBC)		
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1. Introduction

- 1.1 The Emergency Duty Team (EDT) has agreed practices and reasonable expectations in place to ensure a consistent approach from all EDT On-call Managers who support the service. This Practice Guidance has been developed to provide clarity and consistency for EDT On-call Managers regarding their role and responsibilities.
- 1.2 It is recognised the EDT Officers role is often complex due to the nature of the work they undertake out of hours, in collaboration with multiple partners. It is essential there is a consistent approach from all EDT On-call Managers to ensure Officers are supported in their role which in turn supports the delivery of a safe, proportionate and timely service.
- 1.3 The EDT On-call Managers role is vital in supporting high quality responses from EDT Officers to ensure the best outcomes for people who access the service. The EDT On-call Managers are responsible for day to day shift oversight including ensuring the service and practice is compliant with the relevant legislative frameworks, code of practice, local policy and practice guidance.
- 1.4 It is acknowledged the EDT On-call Manager role only forms part of the EDT management teams roles and responsibilities. The EDT management teams development and performance in respect of their wider role will be subject to the usual Council's supervision and annual appraisal policies.
- 1.5 The EDT Team Manager will ensure the EDT management team receive training and support to undertake their roles and responsibilities. The EDT Team Manager will ensure the EDT Service Manager is updated when needed and any concerns are escalated in a timely manner.

2. EDT On-call Manager Rota

- 2.1 An EDT on-call manager rota is in place to ensure a manager is available at all times when the service is operational. The EDT Team Manager is responsible for ensuring adequate cover of this rota and will oversee any changes to ensure effective service delivery. Should there be any difficulties in covering the EDT on-call manager rota the EDT Service Manager will be notified.
- 2.2 Should an EDT On-call Manager request to take leave or need to change their On-call Manager shift for training or other reasons they will be responsible for arranging cover. The EDT On-call Manager will approach the EDT management team to arrange this cover and escalate any issues to the EDT Team Manager.
- 2.3 The On-call Manager on shift is responsible for arranging any cover required at short notice due to sickness or unexpected absence.
- 2.4 The EDT Team Manager and Senior Practitioners support a the on-call manager rota, this enables the EDT management team to influence ongoing cultural and operational developments in the service.

- 2.5 On occasions EDT may require the support of the EDT Service Manager or a manager from outside the service (Casual Engagement Manager). As On-call Managers, they will have the skills and experience to support EDT in line with this Practice Guidance and will adopt the same expectations as other EDT On-call Managers in respect of Practice Guidance.

Working Hours:

- 2.6 The EDT On-call manager rota is designed on a four week rolling pattern.
- 2.7 Floating hours are intended to be used for meetings, urgent shift cover and management tasks. The EDT Team Manager has additional floating hours to support with any leave or absences alongside Team Manager roles and responsibilities. When picking up additional shift cover any hours worked will come from floating hours unless agreed otherwise.
- 2.8 The EDT management team have two weekends off over the four week rota, due to the unpredictable high risk service EDT working patterns may have to be adjusted to maintain service delivery. The EDT management team will always be updated regarding any changes required. The EDT management team may be asked to support the service at short notice to maintain service delivery.
- 2.9 The EDT Management Team will ensure they have two rest days a week and will seek support from their line manager if required.
- 2.10 It is acknowledged that on occasion, there will be a need for flexibility in working hours to enable the EDT Team Manager and Senior Practitioners to carry out other duties and management tasks. Working hours will be monitored and managed via supervision, and any concerns should be escalated to the line manager at the earliest opportunity. Additional hours will be approved by the line manager when needed.
- 2.11 There are occasions when the EDT On-call Manager will not be actively working and will be contacted when needed, any hours worked will either come from the EDT Managers floating hours or be viewed as additional hours depending on the hours worked.
- 2.12 Due to the nature of the work, there will be occasions when there is a need for the on-call manager to provide support to the shift, which could include managing calls remotely, supporting the shift or undertaking assessments. The number of hours claimed will depend on the demand being experienced on shift.
- 2.13 If an EDT Manager has experienced some challenging shifts or is concerned in relation to their working hours support from their line manager may be required. It is recommended EDT On-call Managers ensure their diary is manageable following on-call shifts and seeks support with any diary conflicts.
- 2.14 The EDT Management Team adopt a consistent approach to recording working hours, this includes:
- EDT Managers recording working hours on the excel document which is saved in supervision files.

- EDT Managers ensuring their outlook calendar reflects meetings and working hours.
- EDT Managers putting the total hours worked per day at the top of their outlook calendar, this should be consistent with the hours recorded in the excel document.
- EDT Managers protecting 2 rest days per week.
- All annual leave, rest days, breaks or Toil being recorded in EDT Managers outlook diary.
- Should EDT Managers be taking additional rest days during the week they will record the date/hours this relates to in their outlook calendar.
- The EDT Management team are aware not to contact each other when rest days, leave or breaks are recorded in the outlook calendar.
- EDT Managers are happy to be contacted at any other time as they use floating hours flexibly throughout the week.
- If it is unclear if an EDT Manager can be contacted a text will be sent for the EDT Manager to respond when available or advice can be sought from the EDT Team Manager.
- In the event that the EDT Team Manager is unavailable or on leave, the EDT Service Manager should be contacted.

3. Behaviours, Values & Best Practice

- 3.1 It is recognised that EDT Officers and other professionals often manage difficult and complex situations, which at times can be demanding. All EDT On-call Managers are mindful of the need to be approachable and empathetic to the impact these situations can have on professionals so that appropriate support and direction can be provided.
- 3.2 EDT On-call Managers are committed to actively listen to officers who feel a need to approach them for support or to share information regarding the situation they are managing. EDT On-call Managers need to adapt their responses and support to each individual situation to ensure the best outcomes are achieved.
- 3.3 EDT On-call Managers will encourage professionals to be autonomous in their decision making whilst knowing when they need to intervene to ensure the service or wider system is legally compliant. In the event that an EDT On-call manager decides an alternative approach is required, it will be discussed sensitively with the EDT Officer as to why they are taking this action.
- 3.4 The manner in which Managers lead on shift can influence how well EDT Officers feel supported and can impact on the overall morale within the service. For this reason, EDT On-call Managers are committed to demonstrating a positive role model by evidencing all the expected communication skills and behaviours to treat people with respect and dignity.
- 3.5 EDT On-call Managers will support EDT Officers to be professionally curious to ensure they have all the relevant information to inform sound decision making which are

evidence based. It is important that EDT Officers have insight and confidence in how decisions are being reached and our aim is to lead a collaborative style of working so that shared learning can be adopted.

- 3.6 EDT On-call Managers are aware of the accountability they hold and the importance of proportionate responses which balances the needs of the individual, the service and wider organisations.

4. Roles and Responsibilities

- 4.1 Whilst on shift an EDT On-call manager plays a vital role in the delivery of the service as they are responsible for a number of key decisions, co-ordination, and authorisations. With this in mind the role of an EDT On-call Manager is varied, and it is likely new situations and challenges will present on a regular basis.
- 4.2 All EDT On-call Managers must have good insight into their own knowledge and experience, this includes understanding when they should seek support from the EDT Team Manager or EDT Service Manager and what action should be undertaken when managing high risk emergency situations.
- 4.3 Due to the complex nature of the work being undertaken by EDT Officers it is essential all EDT On-call Managers have a good understanding of the legal frameworks, local policies (including EDT and AMHP Protocol) and procedures in place across the system.
- 4.4 It is likely the EDT On-call Manager will be contacted by EDT Officers or other professionals for advice, guidance, and support. These matters could relate to either adults or children.
- 4.5 It is acknowledged at times an EDT On-call Manager may not be an expert in the specialism they are supporting however, they must have the ability to be able to ensure EDT Officers are compliant and have the ability to seek support from others as required. EDT On-call Managers must be resourceful and understand how they can access guidance to support their role and decision making.
- 4.6 As the service works remotely, it is recommended that all communication be undertaken by phone. Microsoft Teams can be used for non-urgent communication with the team and general check ins. This reduces the risk of miscommunication and supports clarity regarding actions and agreements, any discussions can be formalised by a follow up email if required.
- 4.7 The following sections of this Practice Guidance identifies the main areas of advice, guidance and support provided by EDT On-call Managers. These areas are by no means exhaustive and due to the nature of the complex referrals received, EDT On-call Managers are expected to have the skills and knowledge to respond appropriately to all contact they receive.

5. Escalation

- 5.1 EDT On-call Managers are expected to have good insight into areas which may require escalation and must ensure they have a good understanding of local escalation

processes. This is to ensure EDT On-call Managers escalate matters appropriately and timely to ensure EDT Officers undertake actions expected of them.

- 5.2 EDT On-call Managers will escalate to the EDT Team Manager (EDT Service Manager in Team Managers absence) when required. The EDT Service Manager will report directly to the Head of Service when needed.
- 5.3 The action an EDT On-call Manager will undertake varies depending on the situation, in all cases the EDT On-call Manager should undertake a holistic assessment of the situation by gathering information to determine the response required. In the event that an EDT On-call Manager remains uncertain they should escalate this for further discussion and consideration.
- 5.4 Each situation will be assessed on its own accord, the EDT On-call Manager will escalate as needed any issues or concerns as needed. Including but not limited to;
 - Staffing difficulties.
 - High risk /complex situations.
 - Professional disputes which require immediate resolution to progress assessments, care, or support.
 - Non-compliance with legislative frameworks, Policy or Practice Guidance.
 - High risk/complex cases which may result in contact or concerns from partners.
 - Children in custody overnight- E-mail to EDT Team Manager to confirm date and details.
 - Concerns regarding the quality of service provided by EDT.
 - Complaints to Service- to be managed via CBC Complaints Policy.
 - Delay in responding to contacts.
- 5.5 On occasions the EDT Service Manager will need to be alerted of situations to inform the Head of Service (HoS) or Service Director (AD). Areas which require telephone escalation include;
 - Any child or adult death.
 - Major or significant staff welfare concerns.
 - Risk to council reputation.
 - Service delivery issues.
 - Media enquiries.
 - High profile cases requiring senior manager notification.

6. Managing Sickness or Unexpected Absences

- 6.1 In the event of an EDT Officer not attending work or having to leave their shift unexpectedly the EDT On-call Manager is responsible for attempting to source

alternative cover as soon as possible. The EDT Team Manager needs to be notified via email of any shift changes.

- 6.2 If this is not possible the EDT On-call Manager is responsible for supporting the shift by responding to calls or assessments as needed.
- 6.3 It is important any unexpected absences do not have a negative impact on service delivery or other EDT Officers on shift. Therefore, all action should be taken in a timely manner to resolve the staffing difficulties. If the situation has not been resolved after one hour the EDT Team Manager should be notified for further advice and guidance.

7. Oversight of EDT Officers Safety and Wellbeing

- 7.1 EDT On-call Managers on shift will oversee shifts to support EDT Officers as needed, this will include appropriate guidance, being aware of EDT Officers whereabouts, safety, wellbeing and adhering to the Lone Working Policy.
- 7.2 EDT On-call Managers will offer support and provide de-briefs as required.
- 7.3 EDT On-call Managers will receive calls and will support as needed to ensure the safety and wellbeing of Officers.
- 7.4 EDT On-call Managers will ensure they e-mail the EDT Officer and their line manager of any support provided during the shift or follow up which may be required. Should the EDT Officer or EDT On-call Manager raise a concern during the discussions this will be recorded on an outside of supervisions record and will be emailed to the line manager and EDT Team Manager.
- 7.5 EDT On-call Managers will be mindful of the support which is available via Health Assured and will provide details to EDT Officers if required.
- 7.6 Should there be significant concerns for an Officers safety or wellbeing the EDT On-call Manager is responsible for resolving this and ensuring appropriate actions are undertaken.

8. EDT Business Continuity Plan

- 8.1 There may be occasions when service delivery is impacted upon due to IT failure, adverse weather conditions, EDT office issues or other high-risk situations. The EDT On-call Manager on shift is responsible for ensuring the Business Continuity Plan (BCP) is implemented in a timely manner.
- 8.2 The EDT On-call Manager will approve additional resources or support should there be a need and will ensure disruption is kept to a minimal.
- 8.3 The EDT On-call Manager should alert the EDT Team Manager when the BCP has been implemented and to ensure no further actions are required. The EDT Team Manager will inform the EDT Service Manager for further discussions with HoS or AD depending on the situation.

- 8.4 Communication to other partners may be required in the event of the BCP being implemented, especially when there are delays to EDT response times. The EDT Service Manager is responsible for distributing this communication.

9. Monitoring Quality

- 9.1 EDT are committed to ensure the quality of the service provided is high, this includes our timeliness in responding to referrals, our interactions with partners, professionals and the people we support and the documents recording our contact and support.
- 9.2 As part of the co-ordination of shifts EDT On-call Managers will need to have oversight of the quality of service being provided. EDT On-call Managers are expected to intervene should they be concerned regarding an EDT Officers actions or the quality of documents being produced.
- 9.3 EDT On-call Managers may have to provide advice and guidance to Officers to ensure the support provided is legally compliant and of a standard expected. EDT On-call Managers will address on shift any concerns to support EDT Officers ongoing development and information will be forwarded to their line manager for further discussion in supervision via an outside of supervision record form. The EDT Manager will be copied into emails relating to EDT Officers practice or concerns.

10. Complex Case Discussions (including safeguarding)

- 10.1 An essential aspect of the EDT On-call Managers role is to support complex case discussions and reflections. EDT Officers are responsible for accessing support from the EDT On-call Manager and should be encouraged to use their own professional decision making in all situations.
- 10.2 Should an EDT On-call Manager be concerned regarding the progress of a complex case, they are expected to actively support the EDT Officer until a resolution has been reached. This may involve the EDT On-call Manager and EDT Officer working collaboratively on the case or the EDT On-call Manager providing clear directions to support the situation. On occasions the EDT On-call Manager may be involved in discussions and interactions with partners to support the best outcome being achieved.
- 10.3 Once an EDT On-call Manager is aware of a complex case it is their responsibility to ensure this is followed up throughout the shift. The EDT On-call manager will not presume the situation is managed until they are clear and satisfied with the outcome of a case discussion.
- 10.4 The EDT On-call Manager should be confident the decision and outcomes reached are legally compliant and in line with best practice. If this is not the case, the EDT On-call Manager is responsible for progressing this further and ensuring actions to resolve concerns are undertaken.
- 10.5 Should a joint decisions with another Local Authority be required (case actions or accommodation of a child or young person) EDT On-call Managers will be responsible for making direct contact with the On-call Managers for the respective Local

Authority. The EDT On-call Manager will support a joint decision being reached and this will be recorded on the EDT On-call Manager Record, the EDT Officer will carry through actions required. The EDT On-call Manager will send a confirmation email to the Local Authority On-call Manager to confirm the actions and approvals provided, this can be the following morning depending on the situation.

10.6 Matters which could be escalated to respective Local Authority On-call include:

- Risk to council reputation.
- Media enquiries.
- High profile cases requiring senior manager notification and support.
- Children or Young person placement approvals.
- High cost services being commissioned (Children only).
- Child or young person remaining in custody.

10.7 In the rare event the EDT On-call Manager and Local Authority On-call Manager cannot reach a decision or the Local Authority On-call cannot be contacted, the EDT On-call Manager will liaise directly with the EDT Service Manager. The EDT Service Manager has authority to approve actions required and will escalate any concerns via Service Level Agreement discussions.

11. Management of Mental Health Act Referrals

11.1 In line with the Management and Allocation of AMHP Referrals Practice Guidance the EDT On-call Manager is responsible for the reviewing and allocation of Mental Health Act Referrals.

11.2 If a referral is allocated to an AMHP the EDT On-call Manager is responsible for ensuring they are updated of the progress and outcome of the referral in a timely manner. The EDT On-call Managers should always be available for advice, guidance or support as needed. Depending on the situation the EDT On-call Manager may obtain updates via telephone conversations, Microsoft Teams or agree an email update.

11.3 On occasions there may be a need for the AMHP and EDT On-call Manager to discuss the referral and outcomes in line with the Mental Health Act, Codes of Practice or local Practice Guidance. The EDT On-call Manager will provide relevant guidance based on their own knowledge and experience, the ultimate decision is the responsibility of the allocated AMHP.

11.4 If the EDT On-call Manager is concerned the actions of an AMHP may be in conflict with the legislative framework and best practice they should raise their concerns with the AMHP. The EDT On-call Manager will be responsible for escalating any concerns due to the risk this could pose to the person referred to services, the public and organisational reputation.

- 11.5 The EDT Manager should be in contact with the allocated AMHP therefore updates and handover information will be obtained in the event an AMHP's leaves the shift prior to an assessment progressing or being completed.

12. Financial (including P Card)

- 12.1 EDT On-call Managers are responsible for the authorisation of financial matters when on shift, they need to ensure best use of public money and resources. EDT Managers will scrutinise requests to ensure all options have been exhausted prior to a commissioned service being approved.
- 12.2 EDT On-call Managers approve the commissioning of Casual Engagement Officer during shifts, this could be to provide additional support on shift or to undertake a specific piece of work in the community. EDT Officers support community Casual Engagement Officers in their role with oversight from EDT On-call Manager.
- 12.3 EDT On-call Managers will authorise changes to care arrangements which have a financial impact, this may include commissioning a care provider, increasing care and support or commissioning emergency placements.
- 12.4 On some occasions the use of a P Card will be required to pay for services. The EDT On-call Manager is responsible for ensuring the following information is e-mailed to EDT Admin to record the approval details:
- Name
 - Responsible Local Authority
 - Service authorised
 - Date
 - Cost
 - Copy of invoice

13. EDT Manager Recording

- 13.1 EDT On-call Managers will ensure their recording is consistent with expectations across the service. This includes recording assessments, safeguarding intervention, referral outcomes, concerns, discussions, advice, guidance, escalation records or case reporting. Information will be recorded on the EDT On-call Managers Record which is on JADU.
- 13.2 EDT On-call Managers are expected to be concise and accurate with their recordings. It is essential EDT On-call Managers are recording the needs, risks, decision making and rationale.
- 13.3 The EDT Team Manager will undertake monthly audits of the EDT On-call Manager Record to monitor standards of recording and to provide guidance if needed.

14. Other Duties

- 14.1 This practice guidance is designed to provide clarity and best practice for what is expected from EDT On-call Managers. It is not an exhaustive list and should be considered as a basis for general best practice in operational matters.
- 14.2 EDT On-call Managers should ensure that they are familiar with all documents within the AMHP and EDT Joint Practitioner Protocol.