

NORTH LANARKSHIRE COUNCIL

REPORT

TO: SOCIAL WORK COMMITTEE		Subject: SERVICE DEVELOPMENT PROPOSALS – HOME SUPPORT SERVICE
FROM: DIRECTOR OF SOCIAL WORK		
DATE: 22 AUGUST 2002	REF: JD/DR/NL	

**1. CONTENT AND PURPOSE OF REPORT**

- 1.1 The purpose of this report is to advise Committee of additional resources required to meet significant areas of service growth in home care and to seek Committee approval in respect of the associated proposals.

**2. BACKGROUND**

- 2.1. In 1999/2000 the direct service provision budget for Home Support Services in North Lanarkshire was £7.7m. In that year, the Department employed 1,293 Home Support Workers providing 1,634,819 hours of service to approximately 3,655 service users.
- 2.2. The direct service provision budget for Home Support Services for year 2002/03 is £12.9m, providing 2,315,978 hours of service. An increase of 681,159 hours per annum since year 2000 (29.41%).
- 2.3. The Department aim to meet to meet the growth in service demand by increasing the Home Support Worker staffing level through recruitment of a further 600 home support workers through the current Home Support Worker Recruitment Campaign.
- 2.4. While the number of home care service users remains in the region of 3,700-4,000, the number of hours and visits given to vulnerable individuals in the community has risen significantly. This reflects the increasingly complex care needs being met by the service and the corresponding requirement to provide consistent quality support at all times throughout the day and over 365 days per year.
- 2.5 Social Work Committee considered a report on 9 May 2002, noting the range of Central Government and Scottish Executive initiatives and legislative developments, which have implications for the delivery of the Council's Home Support Service.
- 2.6 Among the key developments impacting on home support are the Joint Future agenda, Supporting People, Free Personal Care for Older People, Delayed Discharge and the introduction of National Standards for Care at Home.
- 2.7 The National Standards for Care at Home set specific targets for Councils in respect of supervision of Home Support Workers and planned reviews of service users.
- 2.8 Each of the above national initiatives, together with the development of work with the health sector and with independent sector home care providers reflect a considerable shift in the balance of care towards maintaining vulnerable people in their own homes.

- 2.9 The Accounts Commission, in the report Homing in on Home Care, acknowledged the increasing demand for home care services and the requirement for proper infrastructures to support such services. The Commission made specific reference to the issue of adequate administrative support being required to allow managers to review and monitor services to users. The Council's Best Value Review of Home Care noted both the growth of home support services and need to develop support structures as well as direct service delivery.
- 2.10 In June 2001, Committee approved the creation of an additional 6 Home Support Manager posts. That decision was implemented timeously and these posts are used to their full capacity.
- 2.11 The Department continues to review the demands on the home support service and the suitability of its infrastructure to meet these demands.

### **3. PROPOSALS/CONSIDERATIONS**

#### **3.1 Equity Issues with regard to Administrative Support to Home Support Teams**

- 3.1.1 The home support service, more so than many other services, requires a considerable amount of information to be verified and inputted, on a daily basis, to the appropriate system. This information drives the issuing of home support accounts, payment of wages and review of service users. Where there is not sufficient administrative support these essential tasks are undertaken by Home Support Managers, with an adverse affect on their key tasks of assessment and care management and other important functions including dealing with staff management and health and safety issues. Home support sections with a ratio of one clerical assistant/typist (GS1/2) per Home Support Manager have sufficient resources to ensure both essential administrative tasks and the managers' key tasks are accomplished timeously and to acceptable standards. The ratio of 1:1, in respect Home Support Manager and clerical assistant/typist, provides the optimum use of resources and is proposed as the basis for the service. As previously noted, the Best Value Review and the Accounts Commission have acknowledged the requirement for adequate support mechanisms.
- 3.1.2 At present, there is an inconsistency across the authority with regard to administrative support to Home Support Teams The following proposals, if approved, will ensure all Home Support Teams have sufficient support to enable the Manager to address their key roles in respect of staff supervision and consistent review of service users needs.

To create one Admin Assistant, Grade AP1, Cumbernauld Area Team - approval of this promoted post will bring this team up to the agreed level currently prevailing in the other Social Work Area Teams.

To create 4 posts of Clerical Assistants / Typists, Grade GS1/2 - four Area Teams- Airdrie, Cumbernauld, Motherwell, Wishaw - currently require 1 post each to reach the proposed ratio of 1 clerical assistant/typist per Home Support Manager.

#### **3.2 Strategic Development of Home Support Services**

- 3.2.1 Home Support Teams are supervised by Home Support Team Leaders in each of the 6 Area Teams. Team Leaders are responsible for allocation of resources, £12.9m in the current financial year. They are responsible for all aspects of strategic and operational management in home support, provide support to voluntary organisations as well as being key members of each Area Management Team. As part of their role, they are required to develop quality standards and a consistency of practice across the authority.
- 3.2.2 To further support the development and management of home support services, the following proposal is made:

To create a new post of Senior Home Support Manager, Grade PO2, in each area team, a total of 6 posts.

Senior Home Support Managers would work under the direction of Home Support Team Leaders. They will assist the Team Leaders develop and implement quality standards, performance management standards and progress the involvement of service users and carers, in care packages, in line with national and local policies. In addition, they will provide support to voluntary organisations, implement the department's purchasing strategy with regard to the Independent Sector and monitoring service standards from Independent Sector contractors. In addition, the post will have responsibility for progressing inter agency work with the health sector, including progressing the Joint Future agenda.

To create 6 posts of Admin Officer, Grade AP3, one to be located in each Area Team.

The Admin Officers will support the additional demands in the areas of finance and personnel generated by the substantial increase in this service.

### **3.3 Infrastructure and Management Support**

- 3.3.1 At the present time, the existing complement of Home Support Managers is sufficient for the Council to meet its operational requirements. This includes the requirements relating to the National Standards noted at Section 2.7 of this report. However, in relation to those areas where the service will grow substantially and rapidly over the next few months, the infrastructure and management support to the service will similarly require to grow.
- 3.3.2 The areas of significant growth in home care include the need to meet the Supporting People agenda, Free Personal Care for Older People, Implementation of National Standards and two agendas with Health - Joint Futures and Delayed Discharge.
- 3.3.3 Given the very significant developments in home care identified in the previous paragraph and the huge recruitment drive presently underway, it is anticipated that the service will continue to develop at a considerable rate. To deal with such growth it is proposed that a "trip mechanism" be adopted to identify the requirement for any additional Home Support Manager/Admin support infrastructure needs. Such a proposed "trip mechanism" will be based on the key activities of Home Support Managers including care management, staff supervision and budgetary responsibility.
- 3.3.4 The establishment of a trip mechanism will allow for the timeous and controlled development of a Home Support Infrastructure. Detailed proposals for such a trip mechanism will be presented to Committee in the August cycle.

## **4. FINANCIAL IMPLICATIONS**

- 4.1 The costs of the above proposals will be met from development monies from the Scottish Executive and income generated from Supporting People.

## **5. RECOMMENDATIONS**

5.1 Committee is asked to:

- (i) note the contents of this report;
- (ii) Approve the creation of the following posts:

Admin Assistant, Grade AP1	Create 1 post.
Clerical Assistant / Typist, Grade GS1/2	Create 4 posts
Senior Home Support Manager, Grade PO2	Create 6 posts.
Admin Officer, Grade AP3	Create 6 posts

- (iii) To receive a separate report on the proposed trip mechanisms in respect of Home Support Manager posts.
- (iv) Submit this report to the Policy and Resources (Personnel) Sub Committee for consideration.
- (v) Seek further reports from the Director of Social Work in due course on these areas of development.



**Jim Dickie**  
**Director of Social Work**  
**August 14<sup>th</sup> 2002**

*For further information on this report please contact Jim Nisbet, Manager Older Peoples Services, 01698 332031.*