

To: SOCIAL WORK COMMITTEE		Subject: HOME SUPPORT SERVICES INFRASTRUCTURE AND MANAGEMENT SUPPORT - TRIP MECHANISM
From: DIRECTOR OF SOCIAL WORK		
Date: 22 <sup>nd</sup> August 2002	Ref: JD/CC/DR	

**1. PURPOSE OF REPORT / INTRODUCTION**

- 1.1. To seek Committee approval for the establishment of a workload trip mechanism, which will allow for the timeous and controlled development of a Home Support infrastructure.

**2. BACKGROUND**

- 2.1 The Home Support Service is complex to manage. It deals with a large number of service users, many with complex and changing needs, as well as a large workforce, many of whom work part-time. Ensuring all service users receive the service they need, when they need it, and to a high standard, together with providing good training and support to home support staff, adds to the demands placed on the service Managers.
- 2.2 This view was endorsed by the findings of the Accounts Commission Review of Home Care Services For Older People, "Homing in on Care" published in November 2001.
- 2.3 The Accounts Commission recommended Councils should:
- Review their structures and systems to support the continued development of an effective, integrated home care service
  - Ensure arrangements are in place to formally supervise home care workers on a regular basis
  - Ensure service user and employee profiles are reviewed on a regular basis to make sure that staff skills and training match the needs of service users
  - Review administrative tasks undertaken by home care managers, and assess what tasks could be undertaken by clerical staff
- 2.4 To meet the National Standards for "Care at Home" it is essential that the Council Home Support Services have robust management support and infrastructure in place to enable operational requirements to be met.
- 2.5 Until recently, the existing complement of Home Support Managers was sufficient for the Council to meet its operational requirements. 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. Home Support is the most rapidly expanding area of Social Work Services.

- 2.6 The areas of significant growth in home support at the present time 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. Home Support will require to address the needs of an increasing frail older population in North Lanarkshire.
- 2.7 Given the very significant developments in home support 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.
- 2.8 To enable the service to meet the significant growth and allow the development of the necessary infrastructure in a managed manner a trip measure for Home Support Manager posts is proposed.
- 2.9 It is proposed in the Committee Report “Service Development Proposals – Home Support Services”, also before this Committee for consideration, that Clerical Assistant/Typists posts, Grade GS1/2, are created on a one-to-one basis with Home Support Manager posts. These support posts would also be created through the workload trip mechanism.

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

- 3.1. Given the very significant developments in home support identified in paragraph 2.6, and the huge recruitment drive presently underway to recruit a further 600 Home Support Workers into the service, 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 infrastructure needs. The proposed “trip mechanism” is based on the key activities of Home Support Managers including care management, staff supervision and budgetary responsibility.
- 3.2. The establishment of a trip mechanism will allow for the timeous and controlled development of a Home Support infrastructure and the provision of a safe, managed service.
- 3.3. It is proposed that three measurements be used to create a workload trip mechanism. Combined they will create a trip mechanism which will measure demands and requirements being made upon area team Home Care Teams, and not individual Home Support Managers. The trip mechanism will provide measured evidence to support requests for an enhancement of the Home Support Manager establishment within individual units / area teams.
- 3.4. The proposed areas of measurement in combination are as follows:
  - Measurement 1: Where the number of Home Support Workers supervised by a Home Support Manager meets or exceeds an average of 45 employees, per manager in an Area Team.
  - Measurement 2: Where the number of service users attached to a Home Support Manager meets or exceeds an average of 140 cases
  - Measurement 3: Where the number of Service Hours managed by a Home Support Manager meets or exceeds an average of 1,400 hours per week

- 3.5. It is proposed that meeting or exceeding any two of the above three measurements will invoke the trip mechanism, subject to conditions, as detailed on Appendix 1.

#### **4. FINANCIAL / PERSONNEL / LEGAL / POLICY IMPLICATIONS**

- 4.1 Costs of the above proposals will be met from development monies from the Scottish Executive and income generated from Supporting People.
- 4.2 The proposals would enable a timeous response to service growth by ensuring an increase within the home care management establishment without immediate reference to Committee. Posts created through the trip mechanism will be reported to Committee.
- 4.3 The proposals will enable the Council to fulfil its statutory responsibilities.
- 4.4 The trip mechanism will allow the creation of posts in a controlled manner, which facilitates the necessary flexibility of response in an expanding environment.

#### **5. RECOMMENDATIONS**

- 5.1. The Committee is asked to note the contents of this report and:
- i Approve the creation of the proposed workload trip mechanism in respect of posts of Home Support Manager, Grade AP4 and Clerical Assistant /Typist, Grade GS1/2.
  - ii Note that posts created through the workload trip mechanism will be reported in the subsequent Committee Cycle.
  - iii Remit to Policy and Resources (Personnel) Sub-Committee for consideration



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August 14<sup>th</sup> 2002

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**NORTH LANARKSHIRE COUNCIL  
SOCIAL WORK DEPARTMENT**

**HOME SUPPORT SERVICE  
INFRASTRUCTURE AND MANAGEMENT SUPPORT – TRIP MECHANISM**

1.1 In establishing a trip mechanism for home support services which is fair and equitable across the Authority, it was important to put down what is considered a reasonable baseline from which additional infrastructure and management support needs can be measured.

1.2 At present the existing complement of Home Support Managers within Area Team Home Support Teams can maintain operational objectives and requirements within the following performance indicators. These are:

- Measurement 1 :  
Managing an average of 45 Home Support Workers, and
- Measurement 2 :  
Managing a caseload of 140 home support service users, and
- Measurement 3 :  
Delivering 1,400 home support hours per week

1.3 These conditions are regarded as the optimum requirements for each Home Support Manager.

1.4 Before reaching these figures, three considerations were applied to determine these numbers. These were:

i) The Number of Annual Working Weeks

The “working year” was set at 45 weeks (deducting 25 days annual leave, 12 public holidays, and training requirements).

ii) Staffing Supervision Requirements

Formal supervision for each Home Support Worker is set as twice a year.

iii) Service User Reviews

Reviews for service users is calculated on the basis of the undernoted:

- |                                            |   |                  |
|--------------------------------------------|---|------------------|
| ◆ Less than 10 hours service per week      | : | 1 formal review  |
| ◆ Between 10 and 19 hours service per week | : | 2 formal reviews |
| ◆ 20+ hours service per week               | : | 3 formal reviews |

- 1.4 The introduction of these considerations and the time component involved in each of them allowed equitable comparisons to be made and the base figures at 1.2 above, to be drawn up.
- 1.5 The Trip Mechanism should not be seen as a response to temporary or emergency changes in demand for service delivery, but applied where it is considered that there is sustained change. The period considered appropriate for measurement of sustained demand would be change seen over a period of 6 weeks, and where it is assessed that this demand will continue.
- 1.6 Whilst the trip mechanism identified in 1.2. is seen as a fair formula, a further qualification safeguards the nominal level each Home Support Manager is expected to maintain.
- 1.7 This is best expressed as follows:

The meeting or exceeding of any two of the above three measurements will invoke the trip mechanism, subject to the undernoted:

- Measurement 1 :  
The consequence of an additional Home Support Manager does not bring the ratio of Home Support Managers to Home Support Workers to below 1:35
- Measurement 2 :  
The consequence of an additional Home Support Manager does not bring the ratio of Home Support Managers to service users to below 1:110
- Measurement 3 :  
The consequence of an additional Home Support Manager does not bring the ratio of home support hours delivered below 1,200