

To: SOCIAL WORK COMMITTEE		Subject: MANAGEMENT AND ADMINISTRATION REVIEW IN HOMES FOR OLDER PEOPLE
From: JIM DICKIE, DIRECTOR OF SOCIAL WORK		
Date: 27 FEBRUARY 2003	Ref: JN/TJC	

1. PURPOSE OF REPORT / INTRODUCTION

- 1.1. The report proposes a change to the management/administrative structures within the Council’s residential homes for older people, and seeks approval to implement the changes in the forthcoming financial year.

2. BACKGROUND

- 2.1. There are ten local authority residential homes for older people in North Lanarkshire. All ten provide residential care for vulnerable older people with a broadly similar pattern of staffing resources.
- 2.2. The management structure in all ten homes is identical, with tiers of management comprising Unit Managers, Depute Unit Manager and Assistant Unit Manager. None of the homes have Administration staff.
- 2.3. As part of the work of the Member Officer group “A Home for the Future”, a review of staffing in residential homes was undertaken. This included a review of management staffing which was informally benchmarked against services provided by other providers.
- 2.4. The review of management staffing was also informed by the Accounts Commission study “Care in the Balance” which evaluated quality and cost in a range of residential and nursing home settings for older people, reporting in February 1999.

3. CONSIDERATIONS

- 3.1. The “Care in the Balance” study found clear evidence that “top heavy management structures are expensive and may be less effective than flatter team based structures”. Importantly, the study suggested that scope exists for some Councils to reduce costs without compromising quality.
- 3.2. The management role in residential homes is changing as care needs are becoming more complex and joint services with Health partners are developing. Residential Care managers require to be supported by dedicated administrative staff to meet performance management information needs of the service, to deal with more frequent and complex reviews of service users and to communicate with a rapidly growing range of stakeholders including carers, health partners and senior officers within the Department. The Accounts Commission report noted Administrative support ensured better and more effective use of managers’ time.

- 3.3 Within the management tier, the post Assistant Unit Manager was traditionally used to directly manage domestic (i.e. catering and cleaning) staff in residential homes for older people. With the transfer of these functions to the Department of Community Services in 1999, responsibility for managing catering and cleaning staff also transferred. An overseeing and liaison function remains but this could be subsumed within the roles of the other members of management tier.
- 3.4 In order to ensure a management presence on all day shifts, Senior Social Care Workers are included in the management rota. Even so, and given annual leave/public holiday entitlements and the need for managers to meet as a group from time to time, five staff are required to enable such a rota to operate effectively.
- 3.5 This report relates to day shift working only. Management cover on night shifts is provided by Senior Social Care Workers (Nights) and no change to this arrangement is being proposed at this time.

4. THE PROPOSAL

- 4.1. The proposal for change to the management and administrative structures in residential homes for older people is a package with a number of components parts. The proposal should be seen as a single package rather than a series of proposals as the proposals are interlinked and interdependent. The proposals are detailed as follows:-
- 4.2 It is proposed that the post of Assistant Unit Manager be deleted from the management structure in residential homes for older people.
- 4.3 In order to maintain an appropriate level of management cover, it is proposed that in the one home where there are only two Senior Social Care Workers (Days), a Social Care Worker post be regraded to Senior Social Care Worker. This will allow adequate management cover without affecting staff to client ratios as both social care workers and senior social care workers are included in the staff to client ratio.
- 4.4 It is proposed to create a dedicated administrative post in each home to support the work of the management team and of the wider staff group. This post should be graded at GS3 to reflect the singleton nature of the post and involvement in duties such as cash handling in relation to residents' pensions and personal allowances.
- 4.5 Residential homes have recently been provided with Information Technology (I.T.) hardware in the form of computers, printers and associated software packages, linked into the Social Work network. This will maximize the benefits of the proposed administrative support but in addition, the administrative worker and all members of the Management Team will receive appropriate training in the use of IT systems linked to the Department's Social Work Information System and associated packages.

5. IMPLEMENTATION

- 5.1. At present, a small number of vacancies exist in each of the three tiers of management in residential homes. It is proposed that these posts, together with any subsequent vacancies which occur, are unfilled until the implementation phase of the review.

- 5.2 It is recommended that management posts be filled during the implementation phase by restricting access to current substantive postholders within management teams who meet the necessary person specification for the posts in residential homes for older people. If this method is adopted it is anticipated that almost all staff affected can be relocated appropriately into similar posts, in some cases at enhanced levels. Any staff who cannot be relocated in this way will be subject to current redeployment arrangements.
- 5.3 It is recommended that, in the home which requires a further Senior Social Care Worker (Days) – See section 4.3 – opportunity to apply for this post be restricted to social care workers in homes for older people.

6. PERSONNEL AND FINANCIAL IMPLICATIONS

- 6.1 If approved, this proposal will secure significant savings of almost £90,000 per annum in residential homes for older people. Financial implications are set out in full in the appendix to this report. (Appendix 1.)
- 6.2 The reduction in costs will also reduce unit costs in residential care for older people while maintaining Best Value without an adverse impact on care provision.
- 6.3 The appendix to the report details the required staff changes referred to throughout the report.

7. CONCLUSION

- 7.1 This proposal for reorganizing management structures in residential homes for older people will provide streamlined, effective and efficient management arrangements which do not compromise quality in care. The introduction of administrative support, together with the provision of new technology, will enhance the capacity to manage care better, to monitor standards and to evidence performance.
- 7.2 The proposals in this report reflect recommendations made by the Accounts Commission and also fit with conclusions and recommendations in the Member/Officer report “A Home for the Future”, both of which aim to improve quality in residential care.

8. RECOMMENDATIONS

- 8.1 Committee is asked to
- (i) approve the detailed proposals contained within this report and its Appendix.
 - (ii) remit this report to Policy and Resources (Personnel sub-committee) for approval
 - (iii) to note the content of this report



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Director of Social Work
12th February 2003

For further information on this report please contact Jim Nisbet, Manager, Older Peoples Services (TEL: 01698 332031)

Appendix

**MANAGEMENT REVIEW IN RESIDENTIAL HOMES FOR
OLDER PEOPLE FINANCIAL IMPLICATIONS**

		£ per Annum	
Section of Report	Proposal	Cost	Saving
4.2	Deletion of ten posts of Assistant Unit Manager (mid point in salary scale plus 16% employees costs)		249,818
4.3	Regrade 1 post of Social Care Worker to Senior Social Care Worker to maintain management Cover (mid point of salary scale plus 16% employers costs)	5,220	
4.4	Create ten posts of GS3 Clerical Assistants (mid point salary scale plus 16% employers costs)	154,988	
	TOTAL	160,208	249,818
	<u>NET SAVING</u>	<u>£89,610</u>	