

Care Management Aberdeenshire

Care Management List of Delegated Powers to Officers

Introduction

The powers listed below are those specifically delegated by the Council to officers to enhance the efficient operation of Council services. Powers granted directly to appropriate officers under statute, and those implicit in the terms of contracts of employment of senior managers, are not covered exhaustively by this list.

The undernoted powers relate only to matters *not* specifically reserved to members of the Council in terms of the Council's Scheme of Delegation.

Where reference is made to a specific statute or regulation, the power of delegation should apply to any subsequent statute or regulation bestowing similar or compatible powers.

Each Director may delegate any power within his remit, as appropriate, to an officer within his service.

Any reference herein to an officer's authority to incur expenditure should be read in conjunction with the Council's Financial Regulations and subject to available budgetary provision.

For some sections in Housing & Social Work, Senior Management Team have agreed that further delegation is appropriate and the agreed further delegation is described in bold below the relevant sections.

A. All Services

1 Authority to appoint employees and to place new appointees on any point of the appropriate salary scale. **[Heads of Service/Support Services Manager]**

Delegated to Social Work Managers, Housing Managers, Senior Support Services Officers and Strategic Development Managers who may delegate further where appropriate apart from authority to place new appointees on any point of the appropriate scale which will be retained by Heads of Service/Support Services Manager.

2. Authority to purchase goods or services. **[Heads of Service/Support Services Manager]**

Delegation for the purchase of Services to take place as follows:

Social Work Managers/Housing Managers/Strategic Development Managers/SSSOs/Information Systems Manager	£2,000 per week
Team Managers	£1,000 per week
Care Managers/Admin Officers	£459 per week
Home Care Managers	£356 per week
Home Care Supervisors	£200 per week

Delegation for the purchase of goods to take place as follows:

Social Work Managers/Housing Managers/Strategic Development Managers	£5,000 per item
Team Managers Occupational Therapy/SSSOs/Information Systems Manager	£3,000 per item
Care Home Managers/Team Managers	£2,000 per item
Care Managers/Occupational Therapist/Admin. Officers	£459 per item

3. Authority to write off irrecoverable debts up to a value of £6,000, after consultation with the Director of Finance. **[Director]**

Delegated to Heads of Service

4. Authority to approve projects or obligations in principle or at tender stage, where the matter is contained within the approved annual budget, up to a maximum of £60,000 **[Director]**

Delegated to Heads of Service and Support Service Manager up to a maximum of £40,000 and to Social Work Managers, Housing Managers up to a maximum of £20,000.

except that, where the project or obligation is contained within an approved Area Budget, the relevant limit shall be £20,000. **[Heads of Service]**

Delegated to Social Work Managers, Housing Managers and Senior Support Services Officers.

5. Authority to vire within budget sub-heads, having first notified the Director of Finance in writing.

[Director]

6. Authority to make arrangements for the purchase of goods or works, in conjunction with the Purchasing Officer, where appropriate, and subject to current EC Directives. **[Heads of Service/Support Services Manager]**

Delegated to Social Work Managers, Housing Managers, Strategic Development Managers, Senior Support Services Officers and First Line Managers who may delegate further where appropriate.

7. To approve persons authorised to certify invoices for payment. **[Heads of Service/Support Services Manager]**

8. Issuing variation orders, within approved budgets, in respect of contracted or assigned works as client or client's agent, where appropriate. **[Heads of Service/Support Services Manager]**

Delegated to Social Work Managers and Housing Managers.

9. Authority to manage the publicity and promotion of the service, in consultation with the Public Relations Manager. **[Heads of Service/Support Services Manager]**

10. Authority to manage the marketing and income generation of the service. **[Heads of Service]**

11. Authority to monitor, in conjunction with the Director of Finance, expenditure from the Council's capital programme. **[Director]**

Delegated to Heads of Service, Support Services Manager, Social Work Managers, Housing Managers and Strategic Development Managers who may delegate further where appropriate.

12. Authority, in conjunction with the Directors of Personnel & ICT and Finance, to introduce minor changes to staffing structures, following the acquisition of new funding and/or the implementation of policy and strategic decisions. However, where any question should arise over the nature of minor changes, the matter shall be resolved by the Chief Executive, in agreement with political group leaders and the Provost. **[Director]**

13. Authority, as the corporate Management Team, to introduce major changes to staffing structures, as appropriate and within agreed budgets, subject to observance of a) the constraints of Financial Regulation No. 3 in respect of virement, b) agreed Council policies, and c) the use of appropriate contracts where any new post is associated with ring-fenced or time-limited funding. **[Director]**

(During the trial period for operation of delegated powers in respect of staffing issues, the Chair, Vice-Chair and political group spokespersons for the relevant Committee shall be kept informed of any staffing proposals under the new arrangements.)

14. To redeploy employees, as required to meet the needs of the service, in consultation with the Director of Personnel & ICT. **[Heads of Service/Support Services Manager]**

15. To approve, in consultation with the Purchasing Officer, where appropriate, and subject to the current appropriate EC directives, extensions to existing contracts required for a period of up to 12 months. **[Director]**

Delegated to Heads of Service and Support Services Manager, in consultation with the Director, extensions to existing contracts required for a period of up to 12 months.

Delegated to Social Work Managers and Housing Managers extensions to existing contracts for up to six months.

16. To approve applications for conducting direct surveillance, in accordance with the Regulation of Investigatory Powers (Scotland) Act 2000, and to authorise the use of covert human intelligence sources. **[Heads of Service]**

B. Housing and Social Work

1. To approve payments under the Children (Leaving Care) Act 2000, to provide regular financial support to compulsorily supported persons less than eighteen years of age who have been looked after and accommodated for a period of or periods totalling 13 weeks or more since the age of 14, at a rate which is not less than the value of social security benefits that the young people would have been entitled to, but for the Children (Leaving Care) Act 2000. (Currently £44.05). **[Heads of Service]**

Delegated to Social Workers

2. To approve leaving Care Grant payments to individuals under the Children (Scotland) Act (currently £1,800). **[Heads of Service]**

Delegated to Team Managers

3. Approval of payments to individuals under the Direct Payments Act up to and including the approved fee level for nursing homes, in respect of people with dementia (currently £446 per week). **[Heads of Service]**

3(a) Approval of payments for the community care of adults under the Direct Payments Act. **[Heads of Service]**

Delegation for the purchase of Services to take place as follows:

Social Work Managers	£2,000 per week
Team Managers	£1,000 per week
Care Managers	£459 per week
Home Care Managers	£356 per week
Home Care Supervisors	£200 per week

3(b) Approval of payments for children's services under the Direct Payments Act. **[Heads of Service]**

Delegation to take place as follows:

Social Work Managers	£500 per week
Team Managers	£250 per week
Social Workers/Care Managers	£150 per week

4. To authorise, in conjunction with the Director of Law and Administration, entering into, variance or renewal of service agreements, or the termination of such agreements where the quality has been unacceptable or conditions have not been met. **[Heads of Service]**

Delegated to Social Work Managers and Housing Managers who will notify the Director of any such variance or termination.

5. To undertake recovery of heritable property actions up to, but not including, eviction. **[Head of Service (Housing Operations)]**

Delegated to Housing Managers.

6. To accept housing applications, to manage the waiting list and to allocate houses according to Council policy. **[Head of Service (Housing Operations)]**

Delegated to Senior Housing Officers

7. To act as feu superior to protect the Council's interests or those of the neighbourhood in respect of existing or former Council housing stock and all other Council property. **[Head of Service (Housing Operations)]**

Feu Superiority to be abolished from November 2004. Residual powers delegated to Housing Managers.

8. To grant, in conjunction with the Directors of Law and Administration and Finance, loans under the Home Loan Scheme. **[Head of Service (Housing Operations)]**

Home loan requirement rescinded in the 2001 Housing (Scotland) Act.

9. To authorise payment, in conjunction with the Director of Law and Administration, of home loss or disturbance payments. **[Head of Service (Housing Operations)]**

Delegated to Housing Managers.

10. Authority to agree that Aberdeenshire Council should take on the Guardianship of individuals if so granted by the Court. ***[Director]***

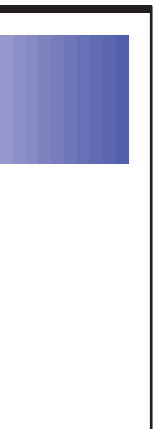
Delegated to Heads of Service and the day-to-day supervision of the Guardianship arrangement delegated to social workers/care managers.

11. Authority to approve all purchase orders which are intended to be funded from Trust Funds. ***[Heads of Service]***

Delegated to Social Work Managers, Housing Managers.

ABERDEENSHIRE COUNCIL

Updated: 20.1.05



aberdeenshire

Aberdeenshire Social Services Workload Management Measurement System

Introduction

This system is designed to assist Team Managers to review the workloads of individual team members and manage the total workload management of their teams.

The pointing categories are therefore service specific, examples can be found on the Client Workload Measurement System. The weighting cannot be prescriptive as all cases are different, ultimately agreement will have to be reached between the individual worker and their Line Manager as to the pointing of each case.

It should be emphasised that this system is not intended or to be used as a competitive measure between services and consequently cannot be used to compare workloads of individual services not should it be seen as a precise, objective measure of workload.

We would propose that this draft system is now piloted amongst all the teams. This exercise will allow the working group to define an average caseload for individual workers within their specific services. The introduction of this system is competitive to the Scottish Executive initiative "Supporting Front Line Staff".

Workload Management Group Measurement System Working Group.

Membership

Stuart Watts	Social Work Manager (Community Care)
Jan Bond	Team Leader (Care Management)
Laura Thom	Social Work Manager (Learning Disability)
Wendy Cormack	Team Leader (Occupational Therapy)
Diane Hartley	Team Leader (Substance Misuse)
Janice MacKinnon	Team Leader (Mental Health)
Rod Duff	Home Care Manager
Carolyn Marshall	Team Leader (Dementia)

Workload Measurement System

Worker's Name: _____ Normal Weekly Hours: _____

Period Covered: _____ Actual Weekly Hours: _____

Category 10 Cases	Category 8	Category 5	Category 4	Category 3	Category 2 Cases	Category 1 Cases	Total Caseload Score

	Points
--	--------

Table Title

Details of Cases pointed as 10
Worker's perception of current workload:
Line Manager's perception of Worker's current workload:

GUIDANCE FOR STAFF

Step 1

- Print off client caseload.
- Consider your current input with each client, in the previous two weeks.
- Each case on your caseload should be scored only once.
- It may help to start with clients that you have reviewing responsibilities.

Step 2

Waiting List

- Allocate 1 point for each client on your waiting list only when you hold your own waiting list.

Annual Reviews

- Allocate 1 point for each annual review case (39 annual reviews = 39 points in column category 1)
- However, if you are arranging or closing or conducting an annual review/reviews during the workload measurement period you would award 3 points for each review.
- For example if you did 2 annual reviews you would not count them as 1 point each; they would be counted as 2 @ 3 points and enter the number 2 in category 3 column.
- Six monthly reviews award 2 points for each client that you review 6 monthly and enter in category 2 column.

Quarterly Reviews

- Award 3 points for each client that you review three monthly and put in category 3 column.

Step 3

- Now concentrate on your complex cases and award and input the relevant points in the columns.
- If you are unsure as to whether a case should be awarded 10, 8 or 5 points discussion with your Line Manager should help

Step 4

- Work through your caseload pointing the remaining cases and input on to the form.

Step 5

- Check that the total number of cases corresponds with the total number of cases on your computer printout.
- If you have covered cases for another member of staff the level of involvement should be pointed as client casework and recorded in the Additional Weighting section.

Step 6

- Calculate your total score for each column:

e.g. 30 annual review 30 x 1 points = 30 points
1 Category 10 1 x 10 points = 10 points
4 Category 8 4 x 8 points = 32 points

- Record brief details of any client awarded 10 points.

Step 7

Additional Weighting:

This is work, which is not related to a specific Service User carried out during the previous two weeks and point as outlined. Eg If you have attended or organised a Case Conference this will already have been pointed as client workload.

- Consider other tasks and point as outlined
e.g. Practice Teacher - 6 points
Attending Meeting - 1 point

Step 8

- Input these points in the Details of Additional Weighting section of the form.

Step 9

- Calculate your additional weighting score.

Step 10

- Total your caseload and additional weighting points, this will give you your total workload score.

CLIENT WORKLOAD POINTING

Category 10:

- Very complex case i.e. requiring the involvement of the Service Senior and Senior Management
- Additional Risk Assessments required regarding possible violence or harm to client's carers of others
- Abuse enquiries

Category 8:

- Palliative Care (urgent services required)
- Applications under Mental Health Act
- Client requiring Care Programme Approach
- Adults with incapacity investigations
- Emergency Care Home admission
- Emergency respite arrangements or cover
- Urgent Service required (rapid response)
- Arranging major adaptations
- Complaint investigation

Category 5:

- Cases with high time demands eg weekly/frequent changes, manual handling issues
- Ongoing care package breakdown, increased needs, requiring reassessments
- Complex Care Home placements
- Complex Community Care assessments/arrangements
- Intensive multi-disciplinary input

Category 4:

- Routine Care Home placements
- Routine Assessment/Community Care arrangements
- Carers' Assessment/Carers' Support
- Arranging planned and rolling respite provision
- Routine Home Care/Support Worker arrangements (more than 4 visits per week but less than 10 hours)
- Routine adaptations

Category 3:

- Review and monitoring (3 monthly)
- Reviews - organising/holding annual review
- Reviews - outwith the area (see additional weighting guidance)
- Community alarm/day care/meals on wheels assessment and provision
- Arranging free home care (due to the time required for computer input)
- OT Service Assessment (short input over several visits)

Category 2:

- Community alarm/meals on wheels reviews
- Holding case awaiting implementation of care plan arrangements
- Screening referral assessing what if any further work required, including referring on to other teams
- OT service/assessment (short input from OT including Taxicard assessment)
- Reviews - six monthly

Category 1:

- Annual Reviews
- One-off advice and information
- One-off check/monitoring visits.
- Waiting list (1 point per client) when you hold your own referrals.
- Closure of case when all that is required is closure recording.

The above are examples of how cases might be weighted but we cannot be prescriptive as all cases are different. If uncertain please discuss and reach an agreement with your Line Manager.

NON-CLIENT RELATED WORK

[Covering the same 2-week period]

ADDITIONAL WEIGHTING

Category 6:

- Practice teacher/Fieldwork Education (when student on placement)
- Co-ordinating Local Health and SW Team (when there is no backfill provided)
- Arranging and chairing short term working groups

Category 5:

- Recruitment and selection of staff
- Arranging induction of staff
- Arms length Practice Teacher/Fieldwork Education role (when student on placement)
- Writing reports
- Responding to complaints

Category 4:

- Arranging and chairing meetings, planning training events, or groupwork sessions or organising equipment demonstrations
- Arranging care/provision/support (e.g. Rotas)
- Joint visits with other staff/agencies (minimum 1 day)

Category 3:

- Providing or receiving formal supervision
- Short duration student placement (1 day input)
- Memberships of short term working parties
- Membership of other groups, which has related additional duties.
- Chairing meetings, planning events (training, giving talks, organising equipment demonstrations)
- Re negotiating providers invoices which are in dispute

Category 2:

- Responsible for minuting meetings
- Responding to draft policies/questions/amendments
- Participating in training events attending reviews outwith the area and equipment demonstrations (award 2 points for every 1/2 day)

Category 1:

- Meeting/supervision sessions
- Allocate 1 point per 100 miles travelled.

Work undertaken for colleagues, including holiday cover, should be weighted according to the work undertaken.

