

North Lanarkshire Council

Home Support Implementation Plan

Adult Health and Social Care Committee

approval noting

Ref MF2

Date 29/08/19

Home Support Implementation Plan

From Margaret French, Interim Head of Adult Social Work Services

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Executive Summary

At the Adult Health and Social Work Committee in February and May members were updated on the progress in the development of the new model of home support, with the expectation of a full implementation plan being brought to Committee in August 2019. This reports represents the culmination of that work to date. It sits alongside the reports on First Point of Contact and the Rehabilitation Teams recognising that Home Support fits within the wider work of the partnership, including any new management arrangements resulting from implementation of the Integration Review.

Home Support as traditionally envisaged will be transformed in North Lanarkshire fitting with the chief Executive aspirations for a One North Lanarkshire. The service will focus on individual service users recovery to assist these persons regain as much of their independence as possible. Those needing longer term support will be offered choice of provision of support through individual budgets to achieve the outcomes they hope to achieve in their lives, with the in house longer term support service offering a significant contribution.

The plan is to have the management of home support located in a central base by February 2020, using electronic dynamic scheduling as a way of increasing efficiencies and increasing capacity both in the management and service delivery of home support. The home support service will be managed in two parts, assessment and planning and long term service delivery. It is planned the first part would sit with First Point of Contact and Rehab team members as part of the overall assessment and planning activity for the whole service. This would include the management and direct support staff for reablement, intensive support and all associated review activity including responsibilities for setting up and review of individual budgets. The second part, long term service delivery will be structured to operate independently from assessment and planning and will deliver longer term support with service users who have individual budgets and become a real choice with both the in-house service and the other independent home support providers. The ambition is to offer and deliver a confident quality driven service offering flexibility and focussed on service user outcomes that will make it an attractive choice for all service users.

Community Alarm will also be integrated as part of the service provision with management being available for extended hours to support, staff, service users and carers. This report sets out the considerations, actions and milestones and timescales required to fully implement the plan.

Recommendations

It is recommended that the Adult Health and Social Care Committee:

- (1) Note and approve the content of the report;
- (2) Remits the report to the IJB for the approval of the direction of travel and actions required to implement this plan in full and
- (3) Brings back a progress report on the progress of the implementation plan in January 2020 for the Adult Health and Social Care Committee.

The Plan for North Lanarkshire

Priority	Improve the health and wellbeing of our communities
Ambition statement	(12) Ensure our residents are able to achieve, maintain, and recover their independence through appropriate supports at home and in their communities

1. Background

- 1.1 The new model of Home Support as described in previous reports and agreed by Committee from March 2018 continues to be rolled out in North Lanarkshire. Since being agreed, the DigitalNL programme has been established along with the ambitions and plans noted within the Chief Executives Programme of Work for North Lanarkshire.
 - 1.2 Home Support, as one of the largest council services, with 1300 workers providing service to approximately 3500 service users each week, (over 5,500 people over the year), with an annual budget of £51 million. The implementation plan presented includes achieving efficiencies as described within the Programme of Work, the use of electronic scheduling and remote working, improving both the quality and efficiency of service on offer whilst recognising the ever increasing demand on the service given demographic growth and the increasing elderly and frail population within North Lanarkshire.
 - 1.3 The model described in March 2018, incorporating reablement, intensive service provision and links with the recently established rehabilitation teams in each locality continues to be rolled out in the context of the Integration Review. Implementation of the Integration Review's findings and recommendations is currently being detailed and this is higher level strategy, management and service delivery structures will add further clarity and detail in relation to how home support as is will fit within this structure and coordinate with other teams and partners.
 - 1.3 As previously noted, for financial year ended, 2018/19, Home Support had a deficit balance of £1.6 million. As one of the largest council budgets (£51 million), it is acknowledged that the service will contribute to the overall savings within the Partnership in this and future years. Reasons for cost pressures varies across the authority and recovery plans have been formulated for localities to address these whilst acknowledging future demand growth given demographic changes over the years.
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2. Report

- 2.2.1 Previous reports noted that current service delivery models cannot continue to meet the demographic challenges of new demand, remain within budget and function effectively in the future. Work streams and priority tasks have been reviewed and staff identified who are progressing the actions to effect change and improvement. Appendix one illustrates the structure in place to progress the work, which involves consultation with all management and admin staff on new roles and functions and agreement on moving to a central base for the management of the service. The latter will be completed by the end of 2019, while preparation for the move and agreement on new roles and functions will have been completed by the end of February 2020 to allow for the moves to take place by the end of March 2020. Support from HR and consultation with trade unions will be central to all these processes.

The proposal for the Service

- 2.2.2 The proposal is to set the home support service up in two parts, assessment and planning and long term service delivery. It is planned the first part would sit with First Point of Contact and Rehab team members as part of the overall assessment and planning activity for the whole service. This would include the management and direct support staff for reablement, intensive support and all associated review activity including responsibilities for setting up and review of individual budgets utilizing in service provision when this is the preferred service user option. The second part, long term service delivery will be structured to operate independently from assessment and planning and will deliver longer term support with service users who have individual budgets and become a real choice with the other independent home support providers. The ambition is to offer and deliver a confident quality driven service offering flexibility and focussed on service user outcomes that will make it an attractive choice for all service users.
- 2.2.3 Key components of the centralised base are intended to increase efficiencies, reduce handovers, streamline decision making and improve service user experience.
- 2.2.4 Relocation of services currently operating from Merrystone Support Base to centralised base including Home Support Out of Hours, the Community Alarm Service and Social Work Emergency Service will facilitate greater synergies, improve service delivery and efficiencies.
- 2.2.5 A report on the further development of the Community Alarm Service was submitted to the Integrated Joint Board on 12th June 2019 the web link is in appendix 6.5
- 2.2.6 Agreement to include development of the Community Alarm Service within the Home Support Redesign was agreed along with key actions as follows:
- i) The implementation of a needs led assessment for all new referrals to the service.
 - ii) Expanding the range of professionals who can undertake a needs led assessment.
 - iii) Building on our work through MLE (Making Life Easier) to develop a guided self-assessment.
 - iv) Establishing a service review group to address the challenges facing the service including an increase in demand, improve response times going forward, and revisit the aims and objectives of the service.
- This work will be progressed by relevant staff and managers as a work stream of the overarching Home Support Group. This group will have responsibility for ongoing engagement with service users, carers and the 3rd sector on experiences and possible improvements.
- 2.2.7 As well as the above key actions consideration would need to be given to the current and likely future size of the service, around 9,500 service users and the ongoing and increasing cost of running the service.
- 2.2.8 The current staffing resource, 3 vehicles at any given time across the whole authority and 3 call handlers, is stretched to respond to the call volume. At a recent Care Inspectorate inspection highlighted concern regarding current resourcing levels and arrangements were made to temporarily fund posts until the wider home support redesign has concluded.

- 2.2.9 In addition there is the potential for further financial pressure on the service and Council to the UK government`s move to full digitalisation across the UK. For North Lanarkshire replacement of the current analogue alarms could have significant cost based on 10,000 units, at a cost of £199 each would incur a one off cost of approximately £2 million. In addition the new digital units use a SIM card, £5 per SIM card. Again this cost would need to be met by the service at an annual estimated cost of £600,000 per annum noting currently service cost of £2.5 million per annum.
- 2.2.10 It is planned to consider alternative service delivery models as part of the broader redesign including delivering a call monitoring, handling service, with option of using family and friends to carry out the response element (a model used in some other Local Authorities), people to purchase their own alarm with family, friends, or 3rd party, providing the call monitoring aspect.
- 2.2.11 Agreement has been reached with HR for the appointment of a Project Manager post, to lead on the project work and also ensure software development meets the challenges of dynamic scheduling and transfer is as safe as possible with identified and managed risk. This post is for two years and funded from the Home Support project development reserve.
- 2.2.12 A Communications Officer post for the Partnership has been established to sit within NHSL Communications and a work plan will be developed to incorporate internal and external communication and consultation to support the Home Support Implementation. This will link with broader forums on service user comment and feedback opportunities.
- 2.2.13 Discussion is ongoing with Asset and Procurement Solutions as to identifying more centralised options for the management operation of the service. This will also require discussion with Trade Unions and home support staff affected by any changes. Along with this managers will be involved in mapping community resources and possibilities for developing a community/patch/ neighbourhood based approach to service delivery and coordinated partnership working including providing a base for staff to meet, record and undertake training.
- 2.2.14 A significant consideration is the end of the lease of the Bellshill and Wishaw social work offices in December 2019, which may mean bringing forward the centralisation of this part of the service, at least to operate from a single base while the overall project work is ongoing.

2.3 HR Implications

- 2.3.1 The graph in Appendix 1 shows the proposed management structure and service delivery model as described in 2.2.2 above. There requires to be a degree of flexibility during the initial implementation of the new model to reduce risk during this phase, but the total numbers would not increase. Working in partnership with the Trade Unions will be an important aspect in this dialogue.

- 2.3.2 All new posts have been subject to job evaluation. Discussion with staff and trade unions, matching in processes and redeployment if necessary will be progressed along with training programmes with TOD (Workforce for the Future). There will be a focus on administrative staff's development to be equipped for the new post opportunities. Moving to seven day service from 8am to 10pm will impact on current staff and involve a change of contract. HR will advise and support, as the service management moves from office hours pattern to more flexible working to cover this extended time frame.
- 2.3.3 Appendix 2 presents the changes in the management structure and the posts included in this change. The posts not included are the 862.01 FTE Home Support Workers and 34.33 FTE Home Support Workers (Merrystone).
- 2.3.4 Changes in work patterns and negotiations of hours required and conditions of employment for front line staff will be progressed in line with any recommendations for efficiencies arising from the new scheduling tool. Previous work already suggests changes are required such as increasing staffing in the early morning, reducing staffing mid-afternoon and better balance with day shift and back shift. Any changes for front line staff will be piloted before March and with discussion with staff on their circumstances, equity of employment opportunities etc.
- 2.3.5 The driving force for all this work will be supporting the workforce to understand and commit to the vision behind the implementation plan, offering opportunities to shape their work, actively participate in the redesign and offering and promoting training opportunities, but most importantly having the satisfaction of making a real difference in the lives of our most vulnerable citizens delivering a service fit for the future of One North Lanarkshire.

2.4 Dynamic scheduling

- 2.4.1. The service is working closely with DigitalNL on securing the best options for dynamic scheduling. This is being done in partnership with Housing and Environmental Services to ensure a corporate solution for dynamic scheduling.

2.5 Communication Plan

- 2.5.1 Appendix 3 in section 6, demonstrates the communication plan to date and the Action Plan with work to date and assessment of the actions still required to fully implement. The objectives are:
- To communicate effectively with Chief Executive, Elected members, Unions, staff, stakeholders, partners, community groups/ neighbourhoods to ensure they have adequate information in relation to the project.
 - Outline progress on work completed, work to be undertaken, impact of completed tasks and timescales relating to the project
 - Utilise all communication methods available to ensure that key information and identified timescales are communicated to all within our target audience.
 - Review and revise the Strategic Operational and Communication plans to reflect when targets are met and set alternative dates where progress is out-with planned timescales.

- Ensure positive engagement and feedback from service users and carers, both directly through the project and through Partnership for Change. This engagement will include working with the newly established Health & Social Care Partnership Participation and Engagement Group.

2.6 Action Plan

2.6.1 Appendix four in section 6 gives the detail of the priority actions and timescales for the whole project. The main tasks of the project are:

- The logistics of moving to a central base – December 2019
 - Procurement of any new scheduling system and full implementation – October 2020.
 - The HR work required on any new contracts for management and admin staff – February 2020 and agreement on any new work patterns for staff – March 2021
 - Integration of the First Point of Contact and community based services and current Merrystone based service. – March 2020.
 - Staff training and skill mix – March 2020.
 - Wider service user engagement and capacity building – ongoing partnership.
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3. Equality and Diversity

3.1 Fairer Scotland Duty

The statutory focus of The Fairer Scotland Duty is on strategic decision making and as such, the proposals outlined in this report require to be considered under the Duty. The Fairer Scotland assessment process has been carried out as part of the implementation plan. In particular, the focus was on equal access to service provision for all residents of North Lanarkshire and consideration of employment opportunities for all people of working age.

3.2 Equality Impact Assessment

In completing stage one of the Equality Impact Assessment, the services involved are covered by current contract arrangements and protocols and there are no changes in implications for service users.

4. Implications

4.1 Financial Impact

The centralisation of the management should realise savings of £332k in terms of employment costs initially. The non-recurring costs of moving to a single base have still to be fully evaluated and will be included in the January 2020 update.

The Project Manager Post costs will be met from existing budget dedicated to develop Home Support and will enable the outcomes of the project to be achieved earlier and in effect bring forward future savings. Management plans for each locality will be progressed to address overspend in this financial year, while delivering a safe service.

- 4.2 HR/Policy/Legislative Impact
This will require a significant investment in time for both managing the changes to the centralised management arrangements and the changes to work patterns for home support staff. This will be included as part of the project work and managed in accordance with the Council's managing change framework.
- 4.3 Environmental Impact
The whole project will be subject to a full Equality Impact Assessment to identify all risks and allow us to ensure that adequate controls and actions are established to manage this work.
- 4.4 Risk Impact
- 4.4.1 The developments are dependent on Kirona or other dynamic scheduling programme and SWIS working more closely together to achieve the dynamic scheduling efficiencies, both in productive hours for staff and freeing up management capacity. Establishing a Project Manager with the knowledge and skills to both facilitate this work and highlight difficulties as they arise to the Strategic Project Team will help mitigate against some of the risks.
- 4.4.2 Through demographic change, the demands on Home Support services are ever increasing and maximising the efficiency of the service is vital to offset the inevitable cost increases within the service. Dynamic scheduling is an evidence based approach, known to create efficiencies of up to 20%, significantly offsetting the potential impact on the Council.
- 4.4.3 Dialogue is ongoing with the Care Inspectorate in reducing the current seven registered services as part of the reconfiguration. This ongoing dialogue will also consider the risks during implementation.
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5. Measures of success

- 5.1 The measures of success are repeated below as they are the benchmark to gauge the effectiveness of any changes Committee is asked to consider.
- By building on our model of support and care we are able to meet the current and future needs of people to retain or regain independence, need support or care, as they age;
 - We will increase the provision of choice and control in people's lives through Reablement, Intensive Support and Self-Directed Support (SDS);
 - The services will be increasingly integrated with other community based health and social care services and operate through a single point of access;
 - We will improve our data recording and reporting to ensure we are able to more proactively manage the service;
 - The improvements will support the delivery of the national health and Wellbeing outcomes and best address the challenges we face.
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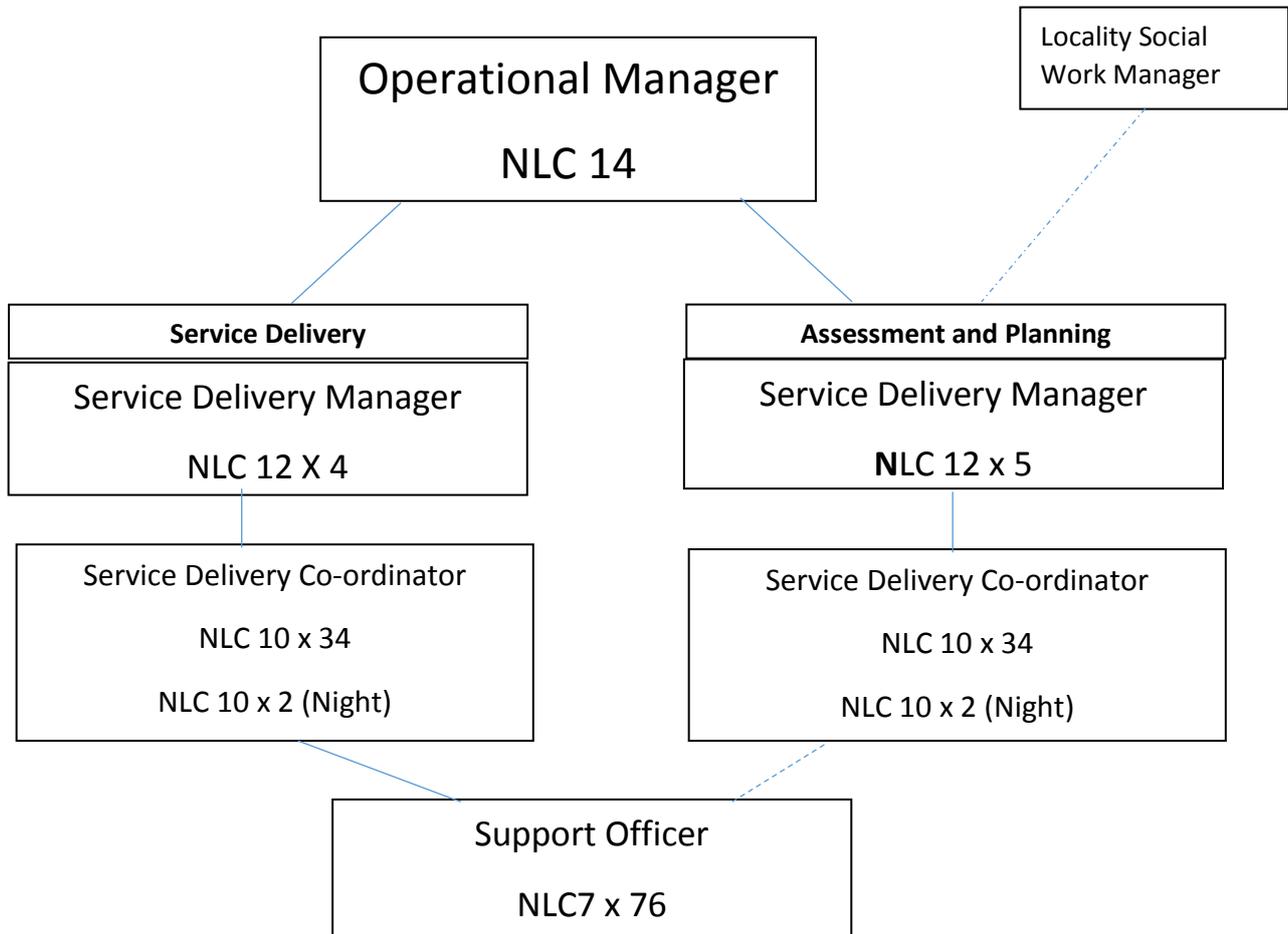
6. Supporting documents

- 6.1 Appendix One: Home Support Proposed Structure
- 6.2 Appendix Two: Updated budget and staffing proposals
- 6.3 Appendix Three: Communication Plan
- 6.4 Appendix Four: Action Plan
- 6.5 **Report on Update on Community Alarm Service Developments**
<https://mars.northlanarkshire.gov.uk/egenda/images/att91217.pdf>

A handwritten signature in black ink, appearing to read 'Margaret French'.

Margaret French
Interim Head of Adult Social Work Services
Health and Social Care NL

Home Support Proposed Structure



Appendix 3

Home Support Redesign - Summary Communication Plan			
What Information are we communicating?	Who are we communicating it to?	When do we need to complete it by?	Date Completed
Home Support Briefing Report	Chief Executive	07/12/2018	07/12/2018
Briefing for managers	Home Support Team Leaders Locality Social Work Managers Health & Social Work Managers	18/03/2019	18/03/2019
Presentation to Chief Executive	Chief Executive	29/04/2019	29/04/2019
Update	Corporate Management Meeting	07/05/2019	09/05/2019
Continuous updates at Provider Development Days	Home Support Team Leaders and Providers	31/03/2020	Quarterly meetings ongoing
Re-establishing workstreams.	Chairs of Sub Groups	07/06/2019	06/06/2019
Revised membership and terms of reference	Strategic Project Board Home Support Staff	10/06/2019	10/06/2019
Share agreed relocation venue and proposed move dates.	Unions	24/06/2019	
Share agreed relocation venue and proposed move dates.	Core Management Group		
Share agreed relocation venue - confirm office and proposed dates of move.	Home Support Team Leaders Locality Social Work Managers	30/09/2019	
Share agreed relocation venue and proposed move dates.	Core Management Group, IJB, SLT including Extended, Home Support Meetings, Partnership Boards x 2, LPGs x 6, Community Care Managers Meeting, Locality and area Wide Business Meetings, any other to be considered	Ongoing throughout life span of project.	
Discuss and inform of proposed new home support structure .	Unions, IJB, Convenor	from 19/08/2019	
Contents of August Committee Report (to include centralisation, staffing and management changes - roles and work patterns)	Home Support Staff - including admin Locality Social Work Managers Community Social Work Managers Any other relevant managers.	20/08/2019	
Newly agreed roles and work patterns and options available to staff throughout HR process	All home support staff including home support workers	01/06/2020	
Progress of DRS	Strategic Project Board Home Support Staff	01/10/2020	

Home Support Project Plan

Task Name	Duration	Start	Finish	Predecessors	Resource Names	% Complete
Home Support Briefing Paper	1 day	Fri 07/12/18	Fri 07/12/18			100%
Briefing for Home Support Team Leaders, Locality SW Managers, H&S Managers	1 day	Mon 18/03/19	Mon 18/03/19			100%
Presentation to Chief Executive	1 day	Mon 29/04/19	Mon 29/04/19			100%
Update Corporate Management Meeting	3 days	Tue 07/05/19	Thu 09/05/19			100%
Identify & Appoint Project Manager	50 days	Mon 27/05/19	Fri 02/08/19			50%
Logistics	345 days	Tue 21/05/19	Mon 14/09/20			0%
Identify location and agree earliest move in date	52 days	Tue 21/05/19	Wed 31/07/19			0%
Analysis of workflow	60 days	Sun 02/06/19	Thu 22/08/19			0%
Identify number of staff & desks & equipment required	14 days	Fri 23/08/19	Wed 11/09/19	8		0%
Arrange 24 hour access to building. And Health & Safety Needs	10 days	Tue 01/09/20	Mon 14/09/20			0%
Identify DR (Backup) site	21 days	Mon 02/09/19	Tue 01/10/19			0%
Purchase Netcall Licences & Setup.	60 days	Sun 01/12/19	Thu 20/02/20			0%
Setup 0300 Number	10 days	Fri 21/02/20	Thu 05/03/20	12		0%
Train staff on netcall	21 days	Fri 06/03/20	Fri 03/04/20	13		0%
Communicate with Staff & Partners	90 days	Mon 02/09/19	Fri 03/01/20			0%

Scheduling System	365 days	Wed 15/05/19	Tue 06/10/20			13%
Requirements Gathering Plan	42 days?	Wed 15/05/19	Thu 11/07/19			100%
Briefing Session 1	0.5 days	Wed 15/05/19	Wed 15/05/19		PWC	100%
Briefing Session 2	0.5 days	Wed 15/05/19	Wed 15/05/19		PWC	100%
Show And Tell	0.5 days	Wed 22/05/19	Wed 22/05/19		PWC	100%
Requirement Sprint 2	10 days	Wed 29/05/19	Tue 11/06/19			12%
Requirements gathering	9 days	Thu 06/06/19	Tue 18/06/19		NLC	100%
Requirements review session	1 day	Tue 18/06/19	Tue 18/06/19		NLC,PWC	100%
Show and Tell	1 day	Tue 18/06/19	Tue 18/06/19		NLC,PWC	100%
Requirement Sprint 3	9 days	Wed 19/06/19	Mon 01/07/19			100%
Requirements gathering	10 days	Wed 19/06/19	Tue 02/07/19		NLC	100%
Requirements review session	1 day	Wed 19/06/19	Wed 19/06/19		NLC,PWC	100%
Show and Tell	1 day	Wed 19/06/19	Wed 19/06/19		NLC,PWC	100%
Requirements Consolidation	4 days	Wed 26/06/19	Mon 01/07/19			100%
Consolidate requirements	1 day	Wed 26/06/19	Wed 26/06/19		NLC,PWC	100%
Final requirements review	3 days	Thu 27/06/19	Mon 01/07/19		NLC,PWC	100%
Options Assesment	5 days	Wed 12/06/19	Tue 18/06/19		PWC	0%
Market research for workforce optimisation options	5 days	Wed 12/06/19	Tue 18/06/19		PWC	0%
Develop long list of potential options	1 day	Wed 12/06/19	Wed 12/06/19		PWC	0%

Refine list of potential options	1 day	Wed 12/06/19	Wed 12/06/19		PWC	0%
Create shortlist of potential options	5 days	Wed 12/06/19	Tue 18/06/19		PWC	0%
Present Options to NLC	1 day	Wed 12/06/19	Wed 12/06/19		PWC	0%
Select Software & Prchase	197 days	Mon 01/07/19	Tue 31/03/20			0%
Configure	90 days	Mon 02/12/19	Fri 03/04/20			0%
Testing	1 day	Mon 01/07/19	Mon 01/07/19			0%
Training	1 day	Mon 01/07/19	Mon 01/07/19			0%
Live Implementation	90 days	Tue 09/06/20	Mon 12/10/20			0%
HR Contracts & Work Patterns	413 days	Mon 02/09/19	Wed 31/03/21			0%
Approval from Chief Exec & Convener						0%
Analysis Current Work Patterns against demand - FrontLine						0%
Report on Communication Traffic Both within & Outwith Normal Working Hours						0%
Analysis current demand on Reablment & Rehab teams, demand for SDS						0%
Meetings Staff groups	87 days	Mon 02/09/19	Tue 31/12/19			0%
First Point of Contact/OOH Merrystone	197 days	Mon 01/07/19	Tue 31/03/20			0%
Terms of Reference	1 day	Mon 01/07/19	Mon 01/07/19			0%
Logistics	212 days	Mon 10/06/19	Tue 31/03/20			0%
Meet with property	2 days	Tue 16/07/19	Wed 17/07/19			0%
Identify number of staff to move	60 days	Mon 10/06/19	Fri 30/08/19			0%

Operational Groups	197 days	Mon 01/07/19	Tue 31/03/20			99%
Reablement & Intensive Support	197 days	Mon 01/07/19	Tue 31/03/20		Claire Farren	99%
Terms of Reference	1 day	Mon 01/07/19	Mon 01/07/19			100%
Ensure Choice & Control	197 days	Mon 01/07/19	Tue 31/03/20		Dennis McLafferty	99%
Terms of Reference	1 day	Mon 01/07/19	Mon 01/07/19			100%
Staff Training & Skill Mix	197 days	Mon 01/07/19	Tue 31/03/20		Helen Marie Bolton	99%
Terms of Reference	1 day	Mon 01/07/19	Mon 01/07/19			100%
Medication Management	197 days	Mon 01/07/19	Tue 31/03/20		Helen Marie Bolton	50%
Terms of Reference	1 day	Mon 01/07/19	Mon 01/07/19			50%
Service User/Carer Engagement & Wider Capacity	197 days	Mon 01/07/19	Tue 31/03/20		Paul Callaghan	0%
Terms of Reference	1 day	Mon 01/07/19	Mon 01/07/19			0%
Committee Report	43 days	Mon 03/06/19	Wed 31/07/19		Dennis McLafferty	39%
Briefing Prep - First Draft	17 days	Mon 03/06/19	Tue 25/06/19			100%
Staff Briefings	47 days	Tue 25/06/19	Wed 28/08/19		Team Leaders	50%
Discuss With Unions	43 days	Thu 20/06/19	Mon 19/08/19			0%
IJB	1 day	Mon 03/06/19	Mon 03/06/19			100%
Final Version	1 day	Wed 31/07/19	Wed 31/07/19			100%