

# North Lanarkshire Council

## Report

### Adult Health and Social Care Committee

approval  noting

**Ref** MF2

**Date** 18/02/20

### Home Support Implementation Plan Update February 2020

**From** Morag Dendy Head of Performance, Planning and Quality

**Email** Dendym@northlan.gov.uk

**Telephone** 01698 332075

---

#### Executive Summary

This report is to update Committee on the agreements reached on 29 August on the redesign of Home support management and administration, community alarms and a joint base with Merrystone Care Base services. The focus of this report is on the current three main elements of the project:

1. The HR element of deleting 228 posts and creating 197 new post that best fits with the demands of the new service.
2. Implementing the best dynamic scheduling solution, not solely only for home support, but fit for purpose for all council services that would need to make use of this resource.
3. The creation of a central base for the management and administration of the service and a shared base and integration with Merrystone Care Base services.

The appendix gives the detail of the project work to date. The original timescale for achieving the central base noted in the August report is still on schedule for the end of March 2020, with corporate agreement for the use of the fourth floor and part of the second floor of the Council owned part of the Dalziel Building in Motherwell.

The other elements of the home support redesign such as the work patterns for home support staff, the establishment of local bases for the neighbourhood delivery of support, the move towards individual budgets for both framework providers and the in house service and future procurement options will form part of future reports.

A Joint Project Team has now been established with membership agreed across services, including Health & Social Care, HR Business Partnership and Enterprise & Communities. This group will progress over the next twelve months the short term and longer term gain across services is achieved for service delivery, both within the Health & Care Partnership and the wider Council and partners.

---

#### 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 stage in the plan in full and
- (3) Brings back an update report on the progress of the implementation plan at a future 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 Stage one of the current redesign of home support services goes back to the new model agreement of Home Support by Committee in March 2018 and continues to be rolled out in North Lanarkshire. This now includes the DigitalNL programme that has been established along with the ambitions and plans noted within the Chief Executives Programme of Work for North Lanarkshire.
- 1.2 The model described in March 2018, incorporating reablement, intensive service provision and links with the rehabilitation teams established in each locality, continues to be rolled out in the context of the Integration Review and its implementation.

---

### **2. Report**

#### **2.1 The HR element of the redesign of the management and administration of the service**

This has been a substantial task deleting 228 posts and creating 197 new posts that best fits with the demands of the new service. Briefing sessions for management & administration staff were carried out in consultation with the trade unions to update the process and time lines which have been achieved to date and this phase of the new model in place by 1<sup>st</sup> April 2020.

#### **2.2 Training & Development**

A full training programme has been designed with Talent and Organisational Development with the training commencing in February 2020. There is a number of key priorities for training of staff prior to commencement of the new service ie. Netcall, Dynamic Scheduling and Customer Care.

An important element was achieving agreement on a recognised qualification which now incorporates future succession planning for staff.

## 2.3 Implementing Dynamic Scheduling and Telephony

### Dynamic Scheduling

- 2.3.1 One of the main purposes in centralising the management and administration of the service is to take full advantage of dynamic scheduling, which frees staff from much of the current manual scheduling tasks for greater efficiencies and effectiveness. The service is working closely with DigitalNL on securing the best options for dynamic scheduling. This is being done in partnership with Enterprise & Communities to ensure a corporate solution for dynamic scheduling, both in the short and longer term.
- 2.3.2 Work is continuing with the current council partner, Kirona. The purpose is to develop the requirements for the scheduling and system configuration of DRS for Home Support visits. To date this work has resulted in a Project Plan being created between NLC and Kirona as attached in the Project Interim Report. The Project Plan is scheduled from the 6<sup>th</sup> January - 8<sup>th</sup> June 2020.
- 2.3.3 The plan is to have a fully operational model for dynamic scheduling operational for October 2020. The current staffing is based on continuing with manual inputting of all scheduling tasks on the social work information system to ensure safe delivery of service should the timelines not be met. It also means that the staff involved will have a key role between March and October in the testing, piloting and final components of the new dynamic scheduling tool.

The extension of the current contract with Kirona is tabled within a separate committee report in this cycle.

## 2.4 Netcall

Netcall is seen as integral to the new central management and administration function and will be fully rolled across all services prior to March. This will give more flexibility for staff mobility and availability as well as real time management of the call flow into the service.

## 2.5 Accommodation for the management and administration of the Service.

- 2.5.1 Accommodation options have taken place within the remit of the Project Team, with particular support from Enterprise and Communities. This work has concluded with the 4<sup>th</sup> floor and part of the second floor within the Dalziel building being agreed as the central base for the home support service and the services that were based at Merrystone Care Base.
- 2.5.2 This was a challenging exercise in that the number of desks required is not uniform throughout the day. The peak time is between 11am – 3pm where 130 desks are required. However between 7am – 11am, 63 desks are required and at 4pm, 73 desks and after 9pm only 20 desks.
- 2.5.3 The relocation of services currently operating from Merrystone Support Base to the new centralised base including home support out of hours, community alarms, Social Work Emergency Service and access social work will facilitate greater synergies, improve service delivery and efficiencies. This will also achieve closer working arrangements with the housing services within the Dalziel building.

## **2.6 Interim Report Action Plan**

- 2.6.1 The action plan as attached as appendix gives the detail of all the actions to date to achieve the centralisation of the management and administration of the service.
- 2.6.2 The period between March and October will see the bedding in of the new arrangements and streamlining of processes and implementation of dynamic scheduling and identification of neighbourhood bases to enhance the local delivery of service.
- 2.6.3 Phase three will then follow with the implementation of new work patterns for direct service provision staff to take advantage of dynamic scheduling and also create greater flexibility for the challenges of fully implementing self-directed support and individual budgets within the service.
- 2.6.4 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.

---

## **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 any future update.

### **4.2 HR/Policy/Legislative Impact**

This has required a significant investment in time for managing the changes to the centralised management arrangements. It has been included as part of the project work and managed in accordance with the Council's managing change framework.

Any changes to work patterns for home support staff will also involve a significant investment in time and communication and involvement of partners including the trade unions.

#### 4.3 Environmental Impact

The whole project is 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 has helped in mitigating against some of these 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 agreeing the number of registered service going forward. In terms of risk it is more prudent to begin with a higher number of registrations and reduce over time as the service develops. This ongoing dialogue with the care inspectorate is considering the risks during implementation.

---

### 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 First Point of Contact;
  - We will improve our data recording and reporting to achieve real time performance management to provide a more efficient service.
  - The improvements will support the delivery of the national health and Wellbeing outcomes and best address the challenges we face.
-

**6. Supporting documents**

6.1 Interim project plan Appendix 1

A handwritten signature in black ink, appearing to read 'Morag Dendy', written in a cursive style.

**Morag Dendy**  
**Head of Planning, Performance and Quality**  
**Health and Social Care North Lanarkshire**



## Interim Report For Adult Health & Social Care Committee

### *Home Support Redesign*

*Project reference number JPT01*

<b>Author</b>	<i>Donna Bridges/Colin Sinclair</i>	<b>Contact</b>	<i>07852 378596/07939 280498</i>
<b>Owner</b>	<i>Morag Dendy</i>	<b>Details</b>	<i>01698 332075</i>

#### Version Control

Insert additional details of the document below

<b>Date</b>	<i>18/02/20</i>	<b>Document No.</b>	<i>1</i>	<b>Document Status</b>	<i>Final Version</i>
-------------	-----------------	---------------------	----------	------------------------	----------------------

#### Strategic Alignment

- *Improve the health and Wellbeing of our communities*
- *Enhance participation, capacity and empowerment across our communities*

#### Version Control History

Version Date	Version Number	Summary of Changes	Author

**1. Executive summary**

This interim report is to update the work on establishing a Joint Project Team and the progress to date on the three current main elements of phase 2 of the project - Human Resources, Information Technology and Accommodation.

**2. Date period**

Activity between October 2019 and January 2020 and future actions including timeline.

**3. Summary status**

- **HR**

The HR element of deleting 228 posts and creating 197 new posts that better fit with the demands of the new service.

- **IT**

Implementing the best dynamic scheduling solution, not only for Home Support, but fit for purpose for all council services that require this resource.

- **Accommodation**

Agreement of a single base for the management and administration of the Home Support Service.

**4. Progress this period**

Product	Detail	Next Steps\Recommendations
HR/Training	<p>Briefings sessions for management and administration staff held 21<sup>st</sup> and 25<sup>th</sup> November 2019 across all localities.</p> <p><b>HR function to match staff to new structure:</b></p> <p><b><i>Appointments</i></b></p> <p><b><i>Operations Manager (NLC14)</i></b></p> <p>Appointment made and candidate now fully operating in this role alongside the Project Manager (NLC 14).</p> <p><b><i>Service Delivery Manager (NLC 12)</i></b></p> <p>All substantive staff matched to new post, 1 on a temporary basis with substantive rights. Interviews held 14<sup>th</sup> November 2019 for remaining 1</p>	<p>No further action - task complete.</p> <p>No further action - task complete.</p>

	<p>temporary vacancy and now appointed to.</p> <p><b><i>Service Delivery Co-Ordinator (NLC 10)</i></b></p> <p>All substantive staff matched to new posts</p> <p><b><i>Support Officer (NLC7)</i></b></p> <p>All substantive staff matched to new posts. Temporary staff have been matched to temporary positions within new structure.</p> <p>Weekend posts unfilled and require to be advertised.</p> <p><b><i>Contractual Hours/ Work Patterns</i></b></p> <p>All staff have transferred over on their existing contractual hours.</p> <p>The new work patterns have been created.</p> <p><b><i>Redeployment</i></b></p> <p>A very small number of staff have requested redeployment and this process will start w/b 13<sup>th</sup> January 2020. The service has been monitoring recruitment with this in mind.</p> <p><b><i>Communication</i></b></p> <p>Large group briefing sessions have taken place on 3 separate occasions with smaller group sessions taking place with those directly impacted on by change. i.e. non-core hours.</p> <p>Regular meetings with trade union in addition to telephone updates on a regular basis.</p>	<p>Internal advert for weekend posts to be processed and interview date arranged by the end of January 2020.</p> <p>.</p> <p>Work patterns have been confirmed and employees advised on 17<sup>th</sup> January 2020.</p> <p>Meet with staff who have expressed an interest in redeployed and start process - 13<sup>th</sup> January 2020.</p> <p>Maintain regular contact/updates with staff, trade unions and stakeholders.</p>
--	---	--

	<p><b>Training and Development</b></p> <p>A full training programme has been designed with Talent and Organisational Development with the training commencing in February 2020. There is a number of key priorities for training of staff prior to commencement of the new service ie. Netcall, Dynamic Scheduling and Customer Care.</p> <p>Priority for all direct service provision staff to have SVQ2 by 2023 to meet registration requirements.</p>	<p>In-service development programme for a preferred qualification at the equivalent of SVQ3 has now been agreed.</p> <p>66% of Home Support Workers are qualified with a further 9% pending qualification.</p>
IT	<p><b>Kirona DRS</b></p> <p>Work is continuing with the current council partner, Kirona. The purpose is to develop the requirements for the scheduling and system configuration of DRS for Home Support visits. To date this work has resulted in a Project Plan being created between NLC and Kirona</p> <p><b>Microsoft Field Services</b></p> <p>The service is working closely with DigitalNL on securing the best options for dynamic scheduling. This is being done in partnership with Enterprise &amp; Communities to ensure a corporate solution for dynamic scheduling, both in the short and longer term.</p> <p><b>Netcall</b></p> <p>Phased roll out of netcall</p>	<p>6<sup>th</sup> January-8<sup>th</sup> June 2020</p> <p>A meeting schedule is in place with the Council's Business Solutions and DigitalNL with regard to long term plan for scheduling with NLC.</p> <p>Wishaw Home Support have been identified as the first team for the roll out week commencing 6 January 2020 to enable testing of capacity, setup and activity codes.</p>

Accommodation	<p>Dalziel Building identified as centralised location.</p> <p>Phased implementation plan for each locality and Merrystone Support Base</p>	<p>Agreed by corporate management on the 15<sup>th</sup> January 2020</p> <p>Merrystone Support Base – end of Feb 2020</p> <p>Six localities phased throughout March 2020</p>

**5. Next reporting period**

Next report will be produced June 2020 and will provide feedback on the establishment of the central base, the implementation of Netcall, progress of Dynamic scheduling as well as update on HR position and training programme.

**6. Key issues and risks**

Key Issues / Risks							
Ref	Issue / risk	Description	Rating (RAG)	Trend since last report	Action Taken	Escalation required?	If escalated, action required (by whom and when)
1	Delay in moving to central location	Implementation of new service delivery model and efficiency savings may be impacted if there is a delay in moving to a central location.					
2	I.T	Implementation of Dynamic			Raised with the DigitalNL		

		scheduling may be impacted by the Council's DigitalNL programme.			Programme Board		
3	Kirona resources\timescales	Kirona Resource to configure DRS to meet Home Support requirements.			Full and thorough testing.		
4	Netcall Capacity	The increase in capacity with all of Home Support calls being managed via Netcall may result in necessary upgrades to hardware and software.			Phased roll out to monitor capacity of current infrastructure to meet requirements.		
<p>Additional comments</p> <ul style="list-style-type: none"> <li>There is a full risk assessment being carried out by all partners on the 19 February to update the risk register. This is in line with NLC business plan and processes.</li> </ul>							