

# North Lanarkshire Council

## Report

### Adult Health and Social Care Committee

approval  noting

Ref

Date 08/09/20

### Progress on the Home Support Redesign

**From** Ross McGuffie, Chief Officer Adult Health and Social Care

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#### Executive Summary

This report is to update the Adult Health and Social Care Committee on the progress of phase two of the Home Support Redesign, namely the centralisation of the management and administration of Home Support, now within the context of the Recovery Plan. The three main elements covered are Human Resources, Information Technology and Accommodation.

Phase three of the Redesign will include the future tender for support at home services, the further development of self-directed support, the review of direct support staff rotas based on the learning from dynamic scheduling and closer working with wider service developments such as first point of contact and joint working with the rehabilitation teams. This will form part of future reports.

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#### Recommendations

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

- I. Note the progress of the Home Support Redesign.
- II. Request an update on the progress of phase two and the plan for phase three for a future Adult Health and Social care Committee.

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#### 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

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## 1. Background

- 1.1 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.
- 1.2 The new model of Home Support has been subject to many reports through the Adult Health and Social Care Committee reflecting the importance of the changes to support, choice and control for people living with disability and frailty in North Lanarkshire. The Home Support Service redesign also forms a key part of the Programme of Work for North Lanarkshire.
- 1.3 The implementation of the redesign increases 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.

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## 2. Report

### Human Resources

- 2.1. All Home Support Staff have been assigned to their new roles within the revised Home Support Structure. New shift patterns and revised flexible working arrangements have been introduced from 22 June 2020 as below:
  - Support Officers working either 07:00-15:00 or 11:00-19:00, and
  - Service Delivery Co-ordinators/Managers working flexibly between 07:00 and 19:00.
- 2.2 Due to a number of staff either reverting to their substantive post or obtaining new temporary employment, this has resulted in backshift Support Officer vacancies.
- 2.3 With regard to Home Support Workers, the recent advert has resulted in 211 applications of interest, with 49 candidates identified for interviews scheduled for weeks commencing 6 and 13 July 2020.
- 2.4 Staffing implications as a result of COVID-19 has resulted in interest from 50 volunteers from NL Leisure and other services to train and work as Home Support Workers. From this group of staff 26 completed induction training and shadowing, 20 decided not to progress in the role, with 6 workers continuing to deliver a Home Support Service.

#### Reasons for staff withdrawing:

After completing training	5
Chose to Furlough	1
Could not commit to shift pattern	3
During shadowing	3
During training	1
FTA training	4
Other contractual obligations	3

## Training

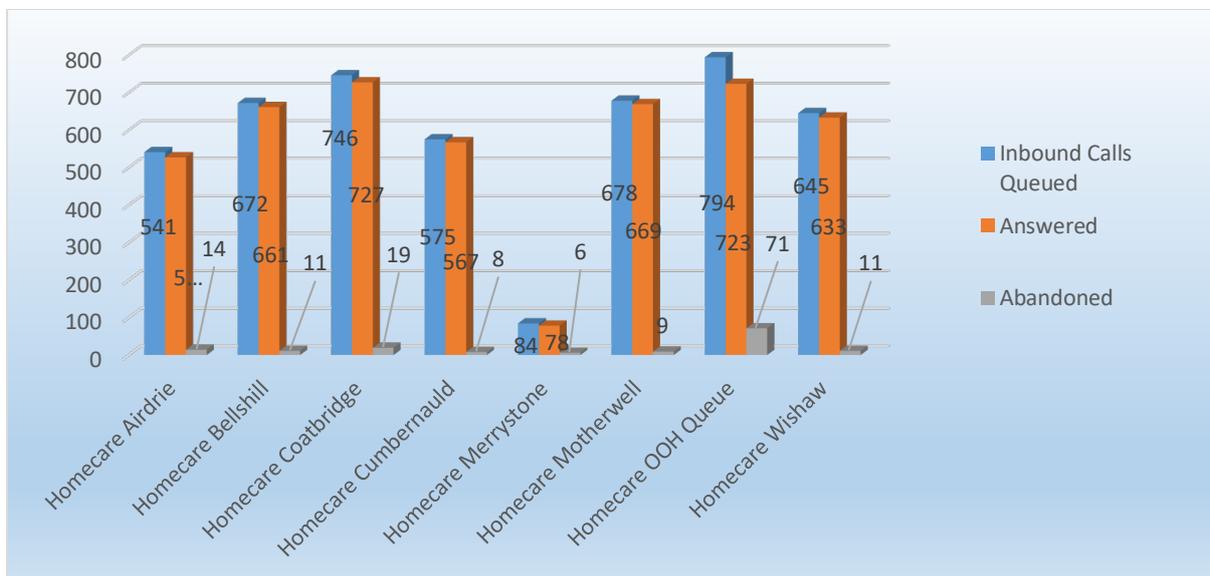
- 2.5 The first of three cohorts of the Support Officer Training Programme was completed during March 2020. Cohorts 2 and 3 were postponed due to COVID-19 and are being rescheduled to take place by remote digital training.

## Information Technology

- 2.6 Training on the use of Netcall for all Home Support Staff took place prior to go live dates:

Wishaw	test site and live from 5 February 2020
Bellshill	25 March 2020
Motherwell	27 March 2020
Coatbridge	3 April 2020
Airdrie	14 April 2020
Cumbernauld	21 April 2020
Merrystone Support Officers	8 May 2020

**Chart 1: Netcall Stats 22-28 June 2020**



- 2.7 A report was approved at the DigitalNL Delivery Board on Thursday 25 June 2020 to commence the **Dynamic Scheduling** workstream using MS Dynamic Field Scheduling for Home Support and Housing Repairs. Digital partners completed proposals for work to begin in mid July.

- 2.8 **Kirona Job Manager** is currently in user acceptance testing for start status of visit, COVID-19 alerts and mySWIS public protection alerts.

- 2.9 An additional 60 channels for **Netcall** were purchased for Home Support. Current development is to include email blending from Home Support mailboxes.

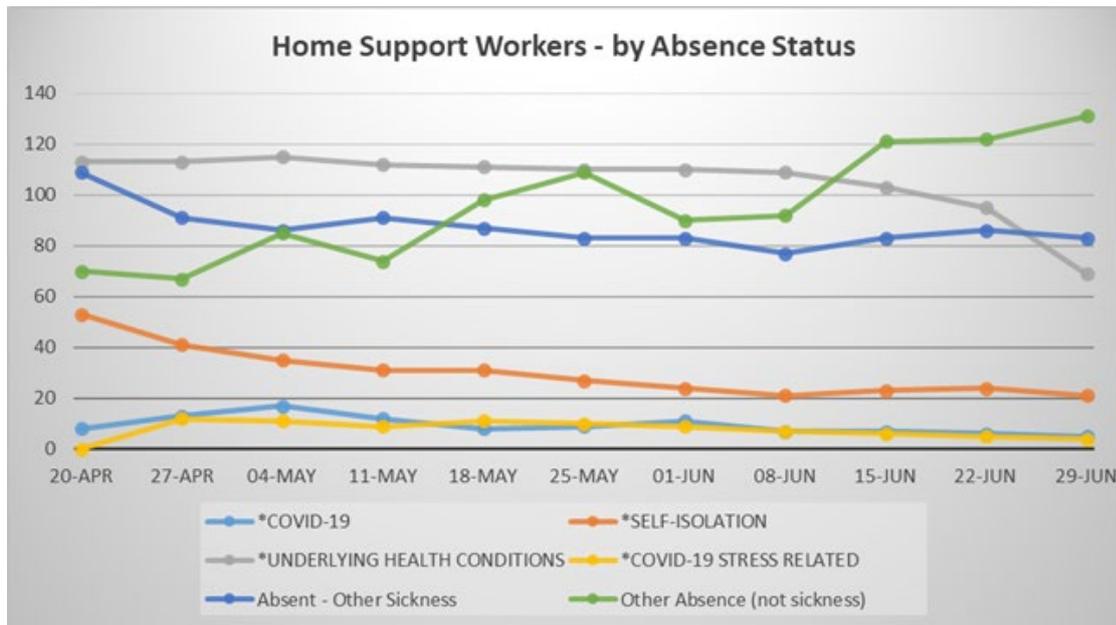
### **Accommodation**

- 2.10 The Community Alarm Service, Access Social Work and SWES relocated from Merrystone Support Base on 10 March 2020 to the Dalziel Building on floors 2 and 4. The Merrystone DR site relocated from Scott House to the CCTV premises in Coatbridge.
- 2.11 Wishaw, Bellshill and Motherwell Home Support Teams relocated to the fourth floor, Dalziel Building as planned. Due to COVID-19, relocation dates have been put on hold for the remaining teams (Airdrie, Coatbridge and Cumbernauld). Support Officers, Service Delivery Co-ordinators and Service Delivery Managers are working on a rota basis from home and local base to ensure appropriate distribution of PPE to Home Support Workers and other Social Work colleagues.
- 2.12 Risk assessments are being undertaken on the Dalziel site to make certain that all floors remain fully compliant with social distancing requirements throughout the changes and the service remains fully committed to working in partnership with Trade Unions colleagues to ensure the safe working environments for all staff.

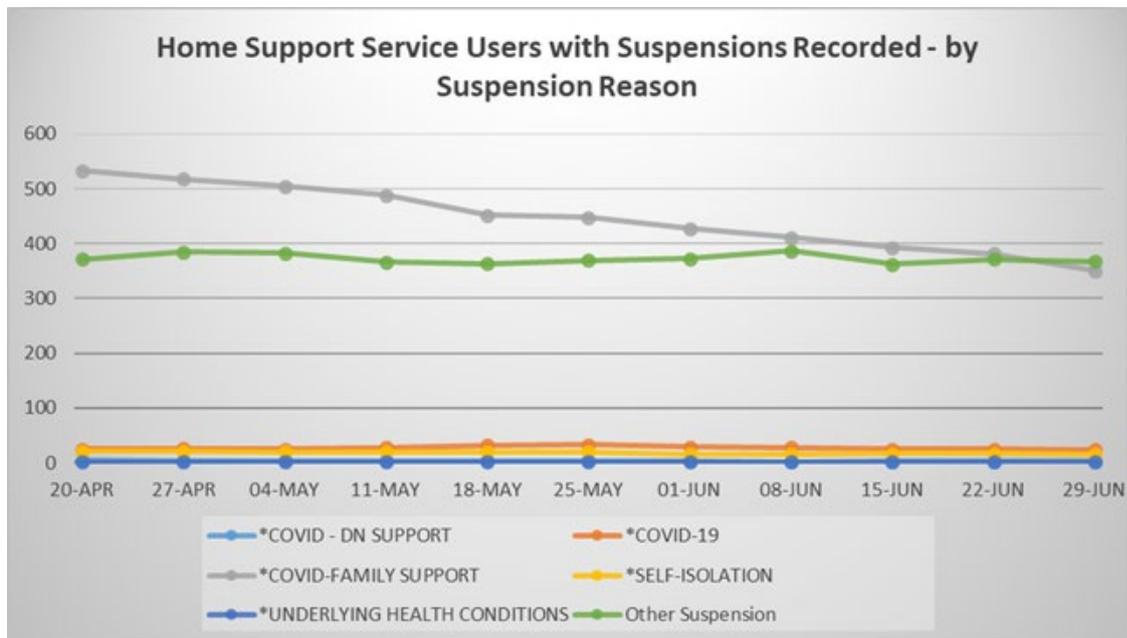
### **COVID-19**

- 2.13 During the pandemic staff have worked hard to ensure the delivery of essential services with support from colleagues including Restorative Justice, NLL Leisure, Integrated Day Supports and Locality Support Services.
- 2.14 Data has been collated throughout this time including a breakdown of staffing absences and service delivery (weekly service data by sector and hours provided as well as suspension reasons), to ensure safe management and provision of vital supports. At the time of writing this report there are:
- 182 Home Support Workers currently absent from work
  - 99 are COVID-19 related (self-isolation, underlying health conditions, confirmed COVID-19, COVID-19 stress related).
- 2.15 COVID-19 has resulted in temporary suspensions of service as a result of families providing supports to relatives. Currently 837 service users have suspended part or all of their service with 451 suspensions being specifically COVID-19 related.

**Chart 2:** Trends from 20 April until 29 June 2020 for Home Support Workers by Absence Status



**Chart 3:** Trends from 29 April until 12 June for Service Users with Suspensions



### 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 considered as part of the

implementation plan. In particular, the focus was on equal access to service provision for all residents of North Lanarkshire

### 3.2 Equality Impact Assessment

In completing stage one of the Equality Impact Assessment, the service involved is covered by current protocols and any implications for individual service users will be considered on a case by case basis. Every person who is paying for the service will be offered a full financial assessment to maximise their income. Anyone withdrawing from the service will be offered a needs led assessment to ensure that they have the appropriate supports.

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## 4. Implications

- 4.1 The impact of COVID-19 on the progress of implementing service change has been included in the Mobilisation Plan submitted to the Scottish Government reflecting the challenges for the Health and Social Care Partnership.
- 4.2 HR/Policy/Legislative Impact  
There is no HR/Legislative impact to note at this time.
- 4.3 Environmental Impact  
Risk assessments are being undertaken on all office spaces to ensure their safety in line with social distancing requirements.
- 4.4 Risk Impact  
The risk presented by the impact of COVID-19 on the developments described is being reviewed and updated as the circumstances change, via the corporate risk register.

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## 5. Measures of success

- 5.1 Continued development of Home Support Services to increase choice and control in support arrangements and provide efficient and effective infrastructure to support that.
- 5.2 The embedding of phase two of home support redesign to allow progression to phase three.
- 5.3 Strengthened partnership working with the wider locality support services including the rehabilitation teams and achieving earlier planning for hospital discharge and the prevention of hospital admissions.

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## 6. Supporting documents

Appendix 1 Action Plan



Ross McGuffie  
Chief Officer Adult Health and Social Care



**Interim Report**

***Home Support Redesign***  
 Project reference number           HS004          

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<b>Version Control</b>					
<b>Date</b>	<i>18/08/2020</i>	<b>Document No.</b>	<i>3</i>	<b>Document Status</b>	<i>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
18/08/2020	1	Draft	Colin Sinclair

## 1. Executive summary

This report is to update the Adult Health and Social Care Committee on the progress of the centralisation of the management and administration of Home Support in terms of the three main elements - Human Resources, Information Technology and Accommodation.

## 2. Date period

Activity between March 2020 to August 2020.

## 3. Summary status

### • HR

All Home Support Staff have been assigned to their new roles within the revised Home Support Structure. New shift patterns and revised flexible working arrangements have been introduced from 22 June 2020 as below

- Support Officers working either 07:00-15:00 or 11:00-19:00,
- Service Delivery Co-ordinators/Managers working flexibly between 07:00 and 19:00.

Due to a number of staff either reverting to their substantive post or obtaining new temporary employment, this has resulted in backshift Support Officer vacancies.

With regard to Home Support Workers, the recent advert has resulted in 211 applications of interest, and 49 candidates suitable for interview, interviews are scheduled to take place week commencing

Since the start of the COVID-19 there was interest from 50 volunteers from NLLisure and other services to train and work as Home Support Workers. 26 of these staff completed induction training and shadowing, 20 decided not to process in the role, with 6 workers continuing to deliver a Home Support Service.

### **Reasons for staff withdrawing:**

After completing training	5
Chose to Furlough	1
Could not commit to shift pattern	3
During shadowing	3
During training	1
FTA training	4
Other contractual obligations	3

### **Training**

#### **Support Officer Training Programme:**

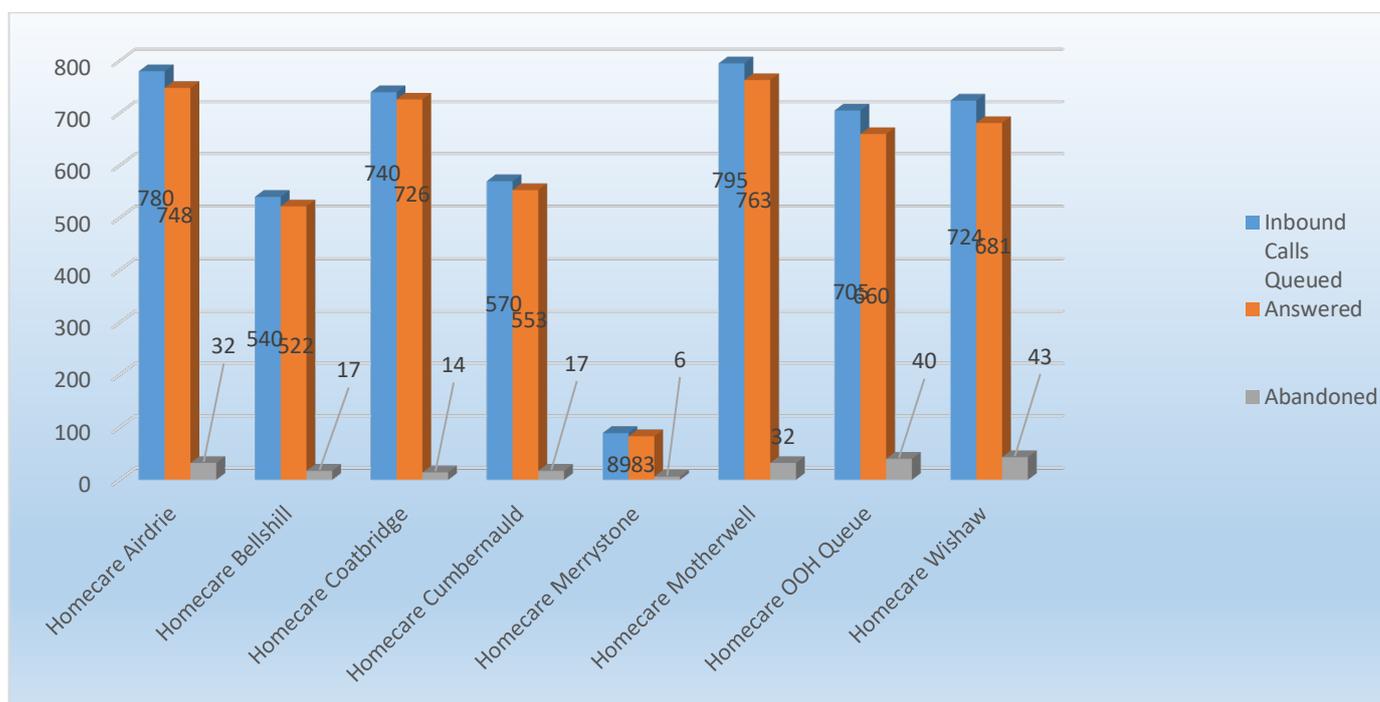
The first cohort of 3 was completed during March 2020. Cohorts 2 and 3 were postponed due to COVID-19 and are being rescheduled to take place by remote digital training.

### **Netcall**

Training for all Home Support Staff took place prior to go live dates:

Wishaw	test site and live from 5 <sup>th</sup> February 2020
Bellshill	25 March 2020
Motherwell	27 March 2020
Coatbridge	3 <sup>rd</sup> April 2020
Airdrie	14 <sup>th</sup> April 2020
Cumbernauld	21 <sup>st</sup> April 2020
Merrystone Support Officers	8 <sup>th</sup> May 2020

### Netcall Stats 06<sup>th</sup> – 12<sup>th</sup> August 2020



### IT

**Dynamic Scheduling:** Initial Engagement with the Council's delivery partner Agylis has taken place with looking at developing Microsoft Dynamics Field. Detailed delivery plan to be developed.

**Kirona Job Manager** – Home support workers mobile electronic schedule has been updated to include start status of visit, COVID19 alerts and mySWIS public protection alerts. If home support worker does not press start on the visit then an office will be alerted.

**Netcall:** NLC call management system has been rolled out to all administration and management staff within home support.

- **Accommodation**

Community Alarm Service, Access Social Work and SWES relocated from Merrystone Support Base on 10 March 2020 to Dalziel Building on floors 2 and 4. The Merrystone DR site relocated from Scott House to CCTV premises Coatbridge.

Wishaw, Bellshill and Motherwell Home Support Teams relocated to the fourth floor, Dalziel Building as planned. Due to COVID-19 relocation dates have been put on hold for the remaining teams (Airdrie, Coatbridge and Cumbernauld). Support Officers, Service Delivery Co-ordinators and Service Delivery Managers are working on a rota basis from home and local base to ensure appropriate distribution of PPE to Home Support Workers and other Social Work colleagues.

### **COVID19**

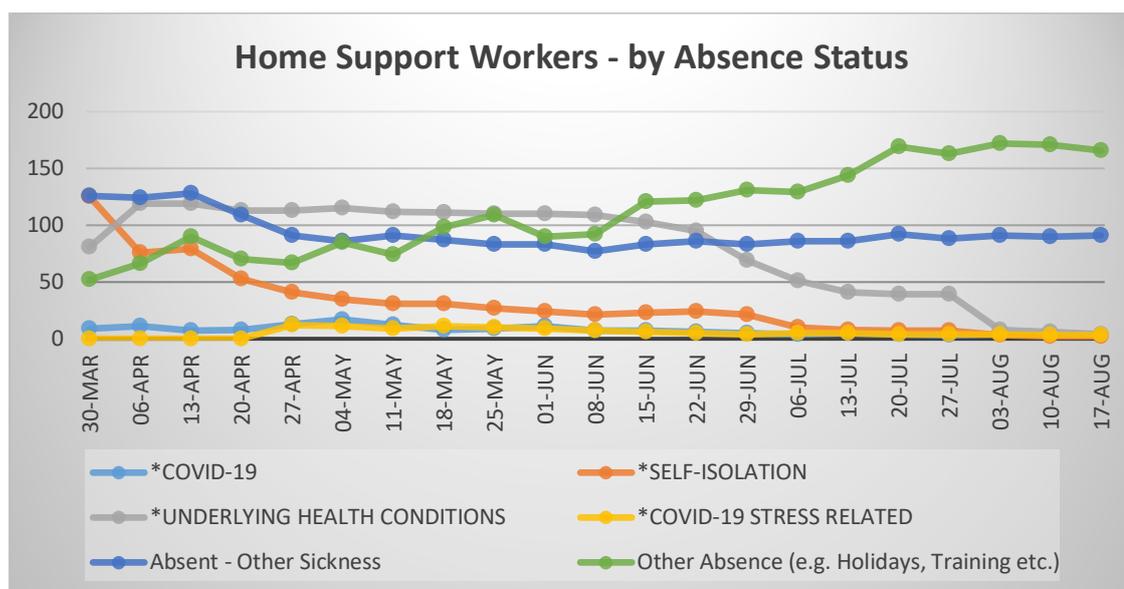
During the pandemic staff have worked hard to ensure the delivery of essential services with support from colleagues including Restorative Justice, NLLeisure, Integrated Day Supports and Locality Support Services.

### **Home Support**

Data has been collated throughout this time with regard to staffing absence status including breakdown, service delivery (weekly service data by sector and hours provided as well as suspension reasons), to ensure safe management and provision of vital supports. As at 17<sup>th</sup> August 2020

- 103 Home Support Workers currently absent from work
- 12 are COVID-19 related (self-isolation, underlying health conditions, confirmed COVID-19, COVID-19 stress related).

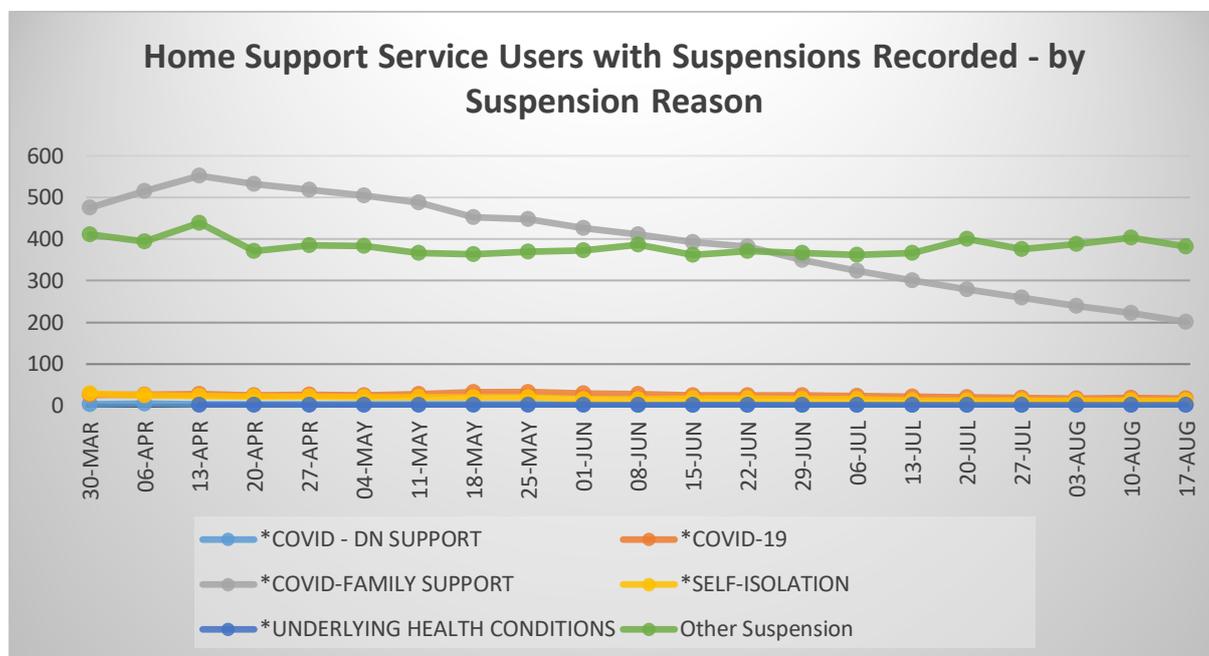
**Chart 2:** Trends for Home Support Workers – by Absence Status



### **Service Provision**

COVID-19 has resulted in temporary suspensions of service as a result of families providing supports to relatives. Currently 614 service users have suspended part or all of their service with 232 suspensions being specifically COVID-19 related.

**Chart 3:** Trends from for Service Users with Suspensions



**4. Progress this period**

Product	Detail	Next Steps\Recommendations
HR/Training	<b>HR</b> <ul style="list-style-type: none"> <li>• Vacancies for Support Officers</li> <li>• Home Support Workers</li> <li>• Service Delivery Co-ordinator – Out of hours</li> </ul>	<ul style="list-style-type: none"> <li>• 12 Support Officers posts have been advertised</li> <li>• Home Support Workers Interviews have taken place and 43 successful.</li> <li>• Service Delivery Co-ordinator: Interviews taken and appointed</li> </ul>
	<b>Standard Operating Procedures</b>	Support Officer Induction Training Programme completed.

	<p>To ensure that staff perform their new job functions in a safe and consistent manner, standard operating procedures to be devised.</p>	<p>Procedures to be completed for all job functions in all new roles.</p>
	<p><b>Training</b> Support Officer Briefings held 27, 28 and 3 March 2020.</p> <p>Induction training programme completed week commencing 9 March 2020 for cohort 1. Elements designed with Housing Repairs Service.</p> <p>Cohort 2 cancelled on day 1 due to COVID-19.</p> <p>The in service development programme has been designed to allow the Support Officers to build new skill sets.</p> <p>Development of a career pathway for Support Officers in line with NL's strategy on building a workforce for the future.</p> <p>Moving and Handling Refresher Training</p> <p>Core Management Training</p> <p>SVQ Level 3.</p>	<p>Training kit to be digitalised to enable delivery of remote online/virtual training for cohorts 2 and 3.</p> <p> Home Support Officers 3 day training</p> <p>SVQ qualification agreed: Professional Development Award in Team Leadership and Management @ SCQF Level 7 + Optional Units to equivalent of SVQ 3.</p> <p>Training to be delivered virtually (essential elements of physical and face to face training will remain).</p> <p>Dates scheduled for July 2020.</p> <p>Dates being confirmed for Service Delivery Co-ordinators.</p> <p>Training to be converted to be delivered virtually (essential elements of physical and face to face training will remain). Address technology issues for Home Support Workers.</p>
IT	<p><b>DRS</b></p> <p><b>Kirona Phase 1:</b> Scheduled visits to have a start and stop functionality that will deliver real time information on service provision and reduce missed visits. Also COVID19 and Public Protection alerts have been added.</p> <p><b>DigitalINL Phase 2:</b> Work with mySWIS data set to deliver dynamic scheduling of visits for Home Support.</p>	<p>Now live</p> <p>Approved by DigitalINL Delivery Board on Thursday 25 June work streams on MS Dynamic Scheduling. Initial Discussions taken place.</p>
	<p><b>Netcall</b> Since Covid-19 NetCall overall agent,</p>	<p>Development work is being done to review how each locality deals with inbound mailbox enquiries</p>

	<p>supervisor and telephony usage has increased. The rapid increase in agents and supervisor usage corporately has impacted on the on the system and there is no contingency or DR options.</p> <p>The centralisation of the home support service has been built around Netcall in terms of reporting and managing service user and staff enquiries and to date has provided the following benefits:</p> <ul style="list-style-type: none"> <li>• Transformational changes made quickly across the service.</li> <li>• During COVID-19 allowed the service and staff to adapt quickly to implement home working where possible.</li> <li>• The flexibility of Netcall allowed the service to effectively respond to the changing needs of staff and service users during COVID-19.</li> <li>• Universal skill setting have been set up for each post along with activity and busy codes appropriate to Home Support, which has provided consistency.</li> <li>• Best practice identified and rolled out across the service.</li> <li>• Seamless transfer of service between localities and Out of Hours Service.</li> <li>• Improved service user experience. Service users calls are a priority in the queue and should staff linked to that area be busy on calls, the call will be answered by another area reducing the service user's time on hold.</li> <li>• Improved staff experience - menus now allow calls to be routed pending priority i.e. if your call is relating to an emergency situation please press 1, if you require ...</li> <li>• Supports staff development and training i.e. calls routed to another area to allow a group of staff to undertake training.</li> <li>• Enabled call quality monitoring (reduced at present due to limited supervisors).</li> <li>• Volume demand reporting has provided information on current resources due to COVID-19.</li> <li>• Provided additional performance information including SLA – 100% of calls answered within 60 seconds.</li> </ul>	<p>(internally and externally) with a view to incorporate these mailboxes into the Netcall email blending module which is essential to manage this activity in one platform with full audit trails.</p> <p>Work is also in progress to upgraded and future proof NetCall to support all corporate services. A short term corporate project team has been set up to move forward the upgrade and address the following:</p> <p>Ownership and management of Netcall to be agreed.</p> <ul style="list-style-type: none"> <li>• The Health Check by Netcall to be requires to be completed</li> <li>• The support contract expires in June 2020 – Agreement to upgrade and purchase additional modules to drive forward the continued progress of the home support redesign this includes the option of email blending and web chat options.</li> <li>• The upgrade needs to future proof any further DigitalNL requirements i.e. facilitating a customer hub.</li> <li>• Resources need identified to assist with the upgrade (across services).</li> <li>• Funding sources to support the upgrade.</li> <li>• Assessment of cloud quote to future proof the product and provide DR.</li> </ul> <p>Appendix 1: Provides background on the Corporate Netcall User Group.</p>
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Accommodation	<p>Community Alarms have moved into the second floor of Dalziel building with DR site being the CCTV premises.</p> <p>Wishaw, Bellshill and Motherwell localities moved into 4th floor in Dalziel building. Most staff now working from home with a rota for staff to either be Dalziel building or local base to distribute PPE equipment.</p>	<p>Work required on the storage, distribution and delivery of PPE across the service:- dedicated staffing, monitoring stock levels including stock rotation, ordering, procurement, maintenance of spreadsheets and MySwis, distribution hubs in local and outlying areas, and delivery (EAS).</p>
Procurement Update	<p><b>Kirona Contract</b> Kirona have advised they missed some hosting costs for services/products from the quote with an estimated additional value of £52,000, per annum. After negotiations, an agreement was reached that the costs would be approved at £28,000 per annum.</p>	<p>Additional costs approved by EAGG and procurement.</p> <p>Contract Change Note is awaiting sign off and a report will be submitted to advise of the amendments.</p>
Project Plan	<p>Project plan for Home Support Redesign has been developed within Microsoft Project with additional plan provided by Kirona for the implementation of DRS.</p>	
Project Governance	<p>Joint project team now established with membership agreed across services.</p> <p>Now meeting on a fortnightly basis.</p> <p>Membership:</p> <p><b>Health &amp; Social Care:</b> Dennis McLafferty, Donna Bridges, Colin Sinclair, Sarah Jane Herron</p> <p><b>HR Business Partnership:</b> Adrienne Henry , Doreen Green</p> <p><b>Enterprise &amp; Communities:</b> Lynsey Smith, Sean McDonald, Michelle Hendry, Chris Sullivan</p> <p>Project using North Lanarkshire Councils Project management model and control Documentation</p>	<p>Weekly homecare Covid19 meetings are being held to continue with service redesign. Full project meetings currently on hold.</p> <p>As mentioned above a report is going to DigitalNL Delivery Board on Thursday 25 June for approval to start the work streams on MS Dynamic Scheduling for home care and housing repairs.</p>
Communications and Media	<p>Communication To Home Support Staff, Colleagues and Services Users.</p>	<p>Information issued to Locality to share with colleagues regarding centralisation of service.</p> <p>Work continuing with Mark Dell for service user/representative information.</p>

## 5. Next reporting period

Next report will be produced September 2020

**6. Project stage tolerance status**

**7. Request for change**  
No Requests for Change.

**8. 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 service delivery model and efficiency savings may be impacted if there is a delay in moving to a central location.	G		Location and planned	No	
2	Internal I.T Resources	Implementation of DRS may be impacted with internal I.T. resources being diverted to other work streams  Internal Resources will be required for API configuration and possible firewall changes.	R		PMO request raised with I.T. to identify dedicated resources.		
3	Kirona resources\timescales	Kirona Resource to configure DRS to meet Home Support Requirements	A		Full and thorough testing.		

4	Netcall Capacity	Upgrade to netcall	<b>R</b>		Ration the use of Supervisors.		
Additional comments							