

# Report

Report to:	<b>Social Work Resources Committee</b>
Date of Meeting:	<b>7 September 2022</b>
Report by:	<b>Director, Health and Social Care Executive Director (Finance and Corporate Resources)</b>

Subject:	<b>Accelerating Preparations for Winter – Home First</b>
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## 1. Purpose of Report

### 1.1. The purpose of the report is to: -

- ◆ update the Committee on the progress of implementing the Home First programme and seek approval for the second phase of recruitment

## 2. Recommendations

### 2.1. The Committee is asked to approve the following recommendations: -

- (1) that the contents of this report be noted; and
- (2) that proposal to establish the posts noted section 6 are approved.

## 3. Background

- 3.1. The Home First philosophy – alongside the development of hospital transition teams - are key elements within the national Discharge Without Delay programme to address the pressures associated with people who are delayed in hospital. The South Lanarkshire Integration Joint Board (IJB) endorsed the NHS Lanarkshire Discharge Without Delay pathfinder programme – which is hosted within the South Lanarkshire Health and Social Care Partnership (HSCP) – at its meeting of 25 January 2022. This was subsequently ratified at Social Work Resources Committee on 9 February 2022.
- 3.2. As reported to the IJB at its meeting of 25 January 2022 and Social Work Resources Committee of 9 February 2022, to progress this, South Lanarkshire HSCP implemented a pilot with redeployed Allied Health Professionals (AHPs), Social Care Staff and Care at Home Staff called the Home First Home Assessment Team. This Team supported people to be transitioned from hospital over a 6-week period, before being considered for mainstream statutory services.
- 3.3. The aim was to have a person-centred approach to care provision allowing for a period of rehabilitation and enablement. This ensured that any supports were targeted and realistic for a person's needs and outcomes through a robust assessment and care plan.

- 3.4. As confirmed to the IJB at its meeting of 25 January 2022 and Social Work Resources Committee on 9 February 2022, recurrent and ringfenced funding from the Scottish Government was subsequently used to further develop the pilot teams into a wider Home First Programme. This has been split into two phases as follows:

Targeted Funding	2021/2022 Part Year Effect Confirmed £m	2022/2023 Full Year Effect Confirmed £m
Care at Home Capacity	3.661	7.281

- 3.5. This recurrent funding is also reflected in the IJB Financial Plan 2023 which was approved by the IJB at its meeting on 29 March 2022.
- 3.6. The first phase funding allocation was confirmed to the IJB on 25 January 2022 and Social Work Resources Committee on 9 February 2022, which utilised a total recurring cost of £3.109m.
- 3.7. Existing staff already redeployed on a temporary basis to implement the Home First approach were consolidated on a permanent basis. Care has also been taken to ensure there is minimal impact from the movement of staff.
- 3.8. The majority of posts within Phase 1 were either appointed or in process at the end of July 2022. The exception to this is frontline Care at Home posts to which recruitment is still challenging (as acknowledged within the Social Work Resource Workforce Plan). This is not unique to South Lanarkshire and reflects the national picture.
- 3.9. The service has prioritised staff recruitment and has embarked on an extensive recruitment campaign, details of which can be found in the Workforce Plan.
- 3.10. The Home First Team developments have been overseen by the Home First Steering Group.

#### **4. Phase 1 Outcomes**

- 4.1 The Home First Home Assessment Team was established to provide a service between Hairmyres Hospital and East Kilbride Locality initially; and so far, has supported 90 patients from hospital between November 2021 and April 2022. The Team have supported the patients' needs - allowing for a period of rehabilitation and enablement as appropriate – resulting in outcomes to-date that have included: amongst 42% of those supported, 112 hours reduction in original prescribed care; and 59 hours of care reduced. Critically, 90 people have been assessed and supported in their own home, rather than a stay in hospital. A monitoring framework is being developed to track the benefits of the programme, with regular progress updates being reported through the recognised governance route.

#### **5. Home First Phase 2**

- 5.1. The impact of Phase 1 has been very encouraging. Considering this, and the impetus to address current and winter pressure, the IJB, at its meeting on 28 June 2022, endorsed proposals to accelerate phase 2 of the implementation. This allows time for the recruitment process to be completed ahead of what is likely again to be another challenging winter period for services.

- 5.2. Phase 2 involves the expansion of the Home First Home Assessment Team to provide cover to Hamilton, Cambuslang/Rutherglen and Clydesdale. This includes additional hospital social work, assessment and care management, care at home staffing as presented in section 6. In addition, it is proposed that £0.125m is allocated to facilitate the leasing of vehicles.
- 5.3. The phasing of the introduction of Home First combined with a lag in the recruitment to some posts has resulted in slippage in expenditure. This has provided the opportunity to support fixed-term initiatives that will support the aspirations of Home First of supporting discharge from hospital and generating capacity within Care at Home services.
- 5.4. A joint initiative with Public Health Scotland's LIST Team and Care at Home staff has resulted in the development of a GIS mapping solution that plots all individuals receiving an in-house or commissioned Care at Home package on interactive maps and highlights real potential to release capacity within the system by focussing the work of individual providers within more discreet areas. To support this extensive work, approval is sought for 4 FTE Social Work Assistant posts for a fixed-period of 18 months.

## 6. Employee Implications

- 6.1. The following posts require be added to the establishment on a permanent basis as detailed below:

Post	Proposed Number of Posts	Grade	SCP Range	Hourly Rate	Annual Salary	Gross Cost inc on costs 31.55%	Total Costs
Operations Manager	1	Grade 4 Level 2 - 5	82-88	£24.16 - £26.44	£44,089 - £48,250	£58,000 - £63,473	£58,000 - £63,473
Team Leader	3	Grade 3 Level 8	79-80	£23.12 - £23.47	£42,191 - £45,953	£55,503 - £56,343	£166,509 - £169,030
Social Work Assistant	9	Grade 2 Level 4	55-57	£16.35 - £16.85	£29,837 - £30,749	£39,251 - £40,451	£353,257 - £364,059
Community Support Co-ordinator	8	Grade 3 Level 2	63 -65	£18.44 - 18.97	£33,651 - £34,618	£44,268 - £45,540	£354,145- £364,324
Senior Home Carer	12	Grade 2 Level 3 plus 2	50-52	£15.21 - £15.66	£27,757 - £28,578	£36,514 - £37,592	£438,168 - £451,131
Home Carer	84.5	Grade 1 Level 4 plus 2	32-33	£11.85 - £12.06	£21,625 - £22,008	£28,448 - £28,952	£2,156,341 - £2,194,555
	117.5						£3,526,420 - £3,606,573

- 6.2. The following posts require to be added to the establishment on a temporary basis for a fixed-term of 18 months:

Post	Proposed Number of Posts	Grade	SCP Range	Hourly Rate	Annual Salary	Gross Cost inc on costs 31.55%	Total Costs
Social Work Assistant	4	Grade 2 Level 4	55-57	£16.35 - £16.85	£29,837 - £30,749	£39,251 - £40,451	£157,004 - £161,804
	4						£157,004 - £161,804

## 7. Financial Implications

- 7.1. The targeted Scottish Government funding for Care at Home in 2022/23 is £7.281m. The cost of phase 1 approved at Social Work Resources Committee on 9 February 2022 was £3.109m with a balance of £4.172m remaining for phase 2.
- 7.2. The cost of the establishment of the permanent posts at 7.1 is £3.607m. In addition to this £0.097m is required for a Team Leader and Social Work Assistant post in the Hospital Discharge Team which was approved as part of a previous report to Social Work Committee on 19 August 2019. Until now these posts have been funded on a temporary basis.
- 7.3. In addition, funding of £0.125m will be allocated for additional vehicles that will be required in order to deliver the Home First Service. A further £0.089m will also be allocated for IT costs, uniforms and PPE associated with the Home Carer role and £0.254m as an overtime budget for public holidays and to give some flexibility in relation to service cover.
- 7.4. The total funding required for phase 2 is £4.172m.
- 7.5. In considering the financial implications, the funds available should be sufficient to accommodate a higher than originally budgeted pay award for these posts.
- 7.6. The posts highlighted within section 7.2 of this report would be funded on a temporary basis for a period of 18 months.
- 7.7. The financial implications of the proposals for the fixed period amount to £0.243m. The phasing of the introduction of Home First has resulted in slippage in expenditure, with £0.243m of the slippage being earmarked to fund these posts.

## 8. Climate Change, Sustainability and Environmental Implications

- 8.1. There are no implications for climate change associated with this report.
- 8.2. There are no sustainable development issues associated with this report.
- 8.3. There are no Environment Implications associated with this report.

## **9. Other Implications**

9.1. The proposals contained in this report will contribute to the mitigation of a number of risks within the Social Work Resources Risk Register, notably:

- Lack of capacity and skills to provide and meet increased service demands (very high)
- The Council does not fully deliver the strategic outcomes of the IJB as outlined in their Strategic Commissioning Plan (very high)

9.2. There are no sustainable development issues associated with this report.

## **10. Other Implications**

10.1. There are no other implications in terms of the information contained within this report.

## **11. Equality Impact Assessment and Consultation Arrangements**

11.1 This report does not introduce a new policy, function or strategy, or recommend a change to existing policy, function or strategy and therefore no impact assessment is required.

11.2. Consultation has taken place with the Trade Unions regarding this report.

**Soumen Sengupta**

**Director, Health and Social Care**

**Paul Manning**

**Executive Director (Finance and Corporate Resources)**

29 July 2022

## **Link(s) to Council Values/Priorities/Outcomes**

- ◆ Focused on people and their needs
- ◆ Ambitious, self-aware and improving
- ◆ We will work to put people first and reduce inequality
- ◆ We will work to recover, progress and improve
- ◆ Caring, connected, sustainable communities
- ◆ People live the healthiest lives possible

## **Previous References**

- ◆ Home First Programme, Social Work Committee report, 9 February 2022

## **List of Background Papers**

- ◆ None

## **Contact for Further Information**

If you would like to inspect the background papers or want further information, please contact:-

Ian Beattie Head of Health and Social Care

Ext: 3701 (Phone: 01698 453701)

Email: [ian.beattie@southlanarkshire.gov.uk](mailto:ian.beattie@southlanarkshire.gov.uk)