

Report

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

Subject:	Preparing for Winter: Enhancing Care at Home Capacity
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ update Committee on the progress of the redesign of Care at Home services and proposals to enhance capacity to sustain the improvements achieved and support the further development of the service

2. Recommendation(s)

2.1. The Committee is asked to approve the following recommendation(s):-

- (1) that the content of the report be noted;
- (2) that the proposals outlined in section 4 with regards to staffing and infrastructure capacity be approved; and
- (3) that the post conversions and additions to Social Work Resources establishment as outlined in section 5, be approved.

3. Background

3.1. The Care at Home Service plays a pivotal role in achieving the strategic goal of supporting people to live independently and safely at home and in doing so supports the Social Care Resource Plan's delivery of a key direction within the South Lanarkshire Integration Joint Board's (IJB's) Strategic Commissioning Plan of managing the pressures on unscheduled care.

3.2. South Lanarkshire Care at Home staff currently undertake circa. 25,000 visits to service users per week. The South Lanarkshire service currently employs almost 1,000 staff, with this expected to rise to around 1,200 following additional ringfenced Scottish Government investment. The increase in capacity will increase the number of visits undertaken in recognition of growing levels and complexity of demand.

3.3. As previously reported to Committee, the Care at Home Service has embarked on a programme of modernisation to enable it to better respond to service demand and to the increasingly complex needs of service users. In June 2021 the Social Work Resources Committee approved proposals for the redesign of Care at Home services and for the use of the Carer's Fund to establish a number of new posts to enhance assessment and care management. These included:

- ◆ the establishment of Scheduling and Response teams that operate between 6.30am and 11pm every day of the year to ensure support to staff and service users is aligned to periods when services are delivered

- ◆ the implementation of a new electronic scheduling system across all localities
- ◆ the transfer of the out of hours support function for the service from Emergency Social Work Services (ESWS) to Care at Home to enable ESWS to focus on its key statutory functions
- ◆ the redesign of Coordination roles within the service to reflect changing responsibilities with a focus on staff support and quality assurance
- ◆ the establishment of specific roles focussed on enhancing the assessment and care management function within the service

3.4. There were originally plans for a further report to Social Work Resources Committee to outline proposals for the implementation of phase 2 of the Care at Home Redesign. These plans were subsequently incorporated in proposals on the introduction of a Home First Approach which were endorsed by the Integration Joint Board and then the Social Work Committee (at its meeting of 9 February 2022) following additional ringfenced Scottish Government investment

3.5. This report sets out the progress being made against the original proposals and proposes the conversion of a number of fixed-term posts in the establishment and the creation of additional posts to further enhance capacity to sustain the improvements achieved and support the further development of the service in anticipation of another extremely challenging winter period.

4. Current Position

4.1. The modernisation of the Care at Home Service is progressing despite the significant pressures faced within the service as result of the pandemic and is scheduled for completion by the end of this financial year. The following milestones have been achieved to date:

- ◆ redesigned Care at Home structure agreed to support the modernisation of the service
- ◆ Home Carer mobile devices have been refreshed and Microsoft 365 has been introduced to support communication with the dispersed workforce, providing Home Carers with access to MS Teams and organisational email
- ◆ a new electronic scheduling system has been implemented across all localities.
- ◆ a collective matching process has been completed to confirm the roles of staff within the new Care at Home structure
- ◆ Scheduling and Response teams have been established in all localities and are operating between 6.30am and 11pm every day of the year to ensure support to staff and service users is aligned to periods when services are delivered
- ◆ responsibility for the out of hours support function for the service from ESWS has transferred for both Clydesdale and Rutherglen/Cambuslang, with plans in place to transfer Hamilton and East Kilbride by March 2023
- ◆ recruitment campaigns for Home Carers launched to attract new recruits into the service
- ◆ recruitment of Social Work Assistant posts completed to enhance the assessment and care management function within the service

- 4.2. As Committee will recognise and acknowledged within the Social Care Resource Workforce Plan, social care – both in South Lanarkshire and across all of Scotland – continues to have to operate within an exceptionally challenging employment market. Due to pro-active working between the Care at Home Service and Human Resource colleagues recruitment to key management, coordination and assessment and care management posts within the revised structure has been progressing well. It is anticipated that appointment to these posts over the coming months will facilitate the full implementation of the new locality models by March 2023.
- 4.3. The availability of frontline social care staff continues to present real challenges across Scotland. In South Lanarkshire, the service has prioritised staff recruitment and has embarked on an extensive recruitment campaign which have resulted in significantly increased recruitment activity. Despite this, challenges continue to exist and attracting new staff remains a key priority and a potential risk to the service and to the sector more generally. Further details of the recruitment activity undertaken by the service are available within the Social Care Resource Workforce Plan.
- 4.4. The progress made within the service to date has been supported through the establishment of a number of posts which the Social Work Resources Committee previously approved on 4 March 2020 and 2 June 2021 on a fixed-term basis. These roles have made an increasingly valuable contribution to the operation of the service and it has become evident that there is a need to retain a proportion of these posts to support the further development of the service. Approval is therefore sought to convert a number of these posts from fixed term to permanent posts.
- 4.5. One of the key aims of the modernisation of Care at Home Service was to improve standards within the Service. The nature of Care at Home services has become increasingly complex and the service needs to be able to respond to a frequently changing policy context to ensure that it is employing best practice and has the appropriate quality assurance frameworks in place. To support this critical work, it is proposed that two of the temporary posts previously approved by Committee are converted to permanent posts. These posts will also be responsible for supporting the wider development of the service and overseeing the remaining elements of the redesign of the service. The existing staffing is 1 FTE Project Governance Coordinator and 1 FTE Project Officer and once established on a permanent basis the focus will be on service development and improvement rather than aligned to a specific project.
- 4.6. The Service has now fully implemented a new electronic scheduling system and the Social Work Resources Committee previously approved on 4 March 2020 and 2 June 2021 a number of posts on a fixed-term basis to support the implementation. With the system now fully implemented there it has been identified that there would be significant added value for their now being ongoing dedicated capacity to support the system, deliver learning and development programmes and further develop our use of the system to meet the growing levels of demand and complexity. Approval is sought for the following:
- ◆ 1 FTE Team Leader
 - ◆ 1 FTE Performance and Support Officer

- 4.7. As part of the modernisation work is being undertaken to strengthen leadership arrangements for the Community Alarm responder service. Like other parts of the Care at Home service, demand for services have increased sharply in recently years and staff are responding to increasing complex situations. There is a need to enhance leadership capacity within the Service to deliver and accelerate development of this important provision. It is proposed that a new post of Team Leader is established to lead the management and development of the service. Approval is sought for the following:
- ◆ 1 FTE Team Leader
- 4.8. As previously highlighted within this report, demands for Care at Home services continue to increase and the nature of the services delivered are increasingly complex. This has placed additional pressure on locality services and has highlighted a need to address a legacy equity issue in relation to the Team Leader establishment within the Clydesdale locality team to align it with the allocations of other localities. As a result, approval is sought for the following:
- ◆ 0.5 FTE Team Leader
- 4.9. Lastly, there is currently a fixed-term Operations Manager within the Service that plays a key role in service development which has been identified as being important to continue, notably in respect of recruitment, workforce planning and the development and implementation of the learning and development strategy within the Service. Approval is sought for the:
- ◆ 1 FTE Operations Manager
- 4.10. Two fixed-term posts will come to an end as previously approved by Committee, meaning that the overall number of posts within the Service will not increase as a result of this proposal.
- 4.11. As noted previously within this report, while recruitment of Home Carers continues to be challenging, the Service has been successful in appointing to other similar posts to these and are confident that the proposed posts can be recruited to.
- 4.12. In summary, approval is sought to:
- ◆ Convert 4 temporary posts that are occupied by existing staff to permanent posts
 - ◆ Add 1 post that is currently funded and occupied to the establishment
 - ◆ Add 1.5 new posts to the establishment

5. Employee Implications

- 5.1 The following posts will be added to the Social Work Resources establishment on a permanent basis as detailed below:

Post	Number of posts (FTE)	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	£55,503 - £63,473	£55,503 - £63,473
Project Governance Co-ordinator	1	Grade 4 Level 2 - 5	82-88	£24.16 - £26.44	£44,089 - £48,250	£55,503 - £63,473	£55,503 - £63,473

Project Officer	1	G 3 Level 2	63 - 65	318.44 - £18.97	£33,651 - £34,618	£44,268 - £45,540	£44,268 - £45,540
Team Leader (Total Mobile)	1	Grade 3 Level 8	79-80	£23.12 - £23.47	£42,191 - £45,953	£55,503 - £56,343	£55,503 - £56,343
Performance & Support Officer (Total Mobile)	1	G 3 Level 2	63 - 65	318.44 - £18.97	£33,651 - £34,618	£44,268 - £45,540	£44,268 - £45,540
Team Leader (Alert)	1	Grade 3 Level 8	79-80	£23.12 - £23.47	£42,191 - £45,953	£55,503 - £56,343	£55,503 - £56,343
Team Leader (Clydesdale)	0.5	Grade 3 Level 8	79-80	£23.12 - £23.47	£21,096 - £22,977	£27,752 - £28,172	£27,752 - £28,172
	6.5						£350,400 - £358,886

6. Financial Implications

- 6.1. The proposals contained within this report reflect a permanent change to the structure of the Service.
- 6.2. The financial implications of the proposals amount to £358,886, £63,473 of which is currently available within the Care at Home staffing budget.
- 6.3. The Care at Home service has increased assessment and care management capacity with the in-house service following the Committee's agreement to establish additional posts. This provides the opportunity to release a recurring revenue stream for the in-house Service through a reduced requirement for commissioned external Care at Home services through enhanced review activity.
- 6.4. As a result of this initiative, the requirement for ongoing care will be reduced and therefore enable monies to be diverted to fund the cost of these posts. It is proposed that £295,411 is transferred from the external Care at Home budget to fund these posts.

7. Climate Change, Sustainability and Environmental Implications

- 7.1. There are no implications for Climate Change, sustainability or the environment in terms of the information contained in this report.

8. Other Implications

- 8.1. 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)
- 8.2. These proposals mitigate the risk that service improvements cannot be sustained as a consequence of shortfalls in the management and support infrastructure.
- 8.3. There are no other issues associated with this report.

9. Equality Impact Assessment and Consultation Arrangements

- 9.1. This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy and therefore no impact assessment is required.
- 9.2. There is also no requirement to undertake any additional consultation in terms of the information contained in 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

- ◆ Social Work Committee report, 9 February 2022
- ◆ Social Work Committee report, 4 March 2020
- ◆ Social Work Committee report, 2 June 2021

List of Background Papers

- ◆ none

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