

Report

Report to:	Social Work Resources Committee
Date of Meeting:	2 June 2021
Report by:	Director, Health and Social Care

Subject:	Care and Support Service Review and Re-design
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ inform the Committee of the progress of the Care and Support Service Review and Re-design process
- ◆ provide members with an insight to efficiency savings achieved, to date, through the management restructure of the Service
- ◆ seek approval for progressing the recommendations

2. Recommendation(s)

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

- (1) that the findings of the Care and Support Service Review and Re-design are noted; and
- (2) that they approve the next phase of development of the Care and Support Service Review and Re-design process.

3. Background

3.1. South Lanarkshire Health and Social Care Partnership (SLHSCP) provide a Care and Support Service to adults with a learning disability to enable them to live safely in the community, in their own homes. The "Same as You" national learning disability strategy was implemented in Scotland during the period 2000 to 2012.

3.2. The Care and Support arrangements in place have changed little since inception of the Care and Support Service in 2004. The numbers of users have reduced year on year; in 2010 a decision was made that the Service would not be able to accept new referrals since, leading to a diminishing and changing profile of users. More than half of the service users are now aged between 50-80 years of age; some with increasing levels of dependency, others requiring more complex care and support, requiring additional resources, and putting pressure on finite resources available to deliver the Service.

4. Scope of Review

4.1. The Review commenced in 2019, and, as part of good governance and transparency a Review Group was established and led by the Head of Health and Social Care and included multi-disciplinary professional stakeholders both internal and external to the organisation.

4.2. The Service has continued to operate throughout the COVID-19 Pandemic. Progress with the Review slowed but was also progressed.

- 4.3. To identify drivers for change a PESTEL analysis was undertaken looking at political, economic, sociological, technological, environmental, and legal macro environments.
- 4.4. All areas of the Service were within the scope of the Review process including but not limited to:
- ◆ Service User Profiling including robust review and reassessment of complexity of care needs, dependency levels, choices, preferences, and natural relationships
 - ◆ current and future requirements of the Service, business continuity, and workforce planning, including staffing structure and compliance with Working Time Directive
 - ◆ Legal Powers (Guardianship)
 - ◆ mapping the housing support model in tandem with service users' care and support needs and costs
 - ◆ the costs of the Service and an opportunity to release financial efficiencies

5. Findings of the Review

- 5.1. One of the most important areas for consideration is the need to update the Service Specification, which has not been done since inception of the service in 2004. This will be a critical driver in the re-design of the Care and Support Service.
- 5.2. Some of the challenges facing the Service around changing demographics and service users' profiles were:
- ◆ the increasing age and complexity of service users' care needs and its impact on current service delivery
 - ◆ increase in single tenancy arrangements leading to less shared tenancies, losing economies of scale
 - ◆ geographic spread of service users across locality areas
 - ◆ the need to provide a sustainable, safe, person-centred and effective modern service
- 5.3. Opportunities presented to enhance and make the Service safe, effective and person-centred were identified as:
- ◆ linking with Telecare and assistive technologies
 - ◆ an updated staffing model that was scaled appropriately and met overnight care needs
 - ◆ working in partnership with Housing colleagues to identify potential void tenancies and other possibilities suitable for a Core and Cluster Model
 - ◆ Review of Care and Assessment needs of service users' ensuring application of Eligibility Criteria and Self-Directed Support (SDS) Principles
 - ◆ make best use of physical, financial, and human resource assets

6. Next Steps

- 6.1. The Project Board seeks approval to proceed to the next stage of the Re-design Process. This phase will be based around the following recommendations:
1. care planning needs to be led by SDS principles;
 2. support plans should be configured within the person's SDS budget to meet outcomes and not be service led;
 3. the Service Specification should be updated;
 4. further review is required of existing physical assets to potentially maximise and use void tenancies. This could offer individuals the opportunity to live with peer groups and friends whilst maximising their independence;

5. work with Housing colleagues to work towards a Core and Cluster housing model;
6. complete Reviews of those service users with specialist and/or complex care needs to support informed choices about how to best deliver their care requirements;
7. conclude AWI processes for relevant service users;
8. consult on a review of shift patterns; and
9. introduce assisted technology proportionately to support care requirements.

6.2. It is anticipated that the recommendations will take a three year period to fully implement and will be completed two phases. Further consultation and engagement with service users and stakeholders will take place regarding these recommendations and how they should be implemented.

7. Employee Implications

- 7.1. There will be ongoing consultation and engagement with key stakeholders with regards to the revised staffing structure for the Service.
- 7.2. Further work is ongoing to review the overnight support requirements of service users and in doing so, address the issues detailed in the report around sleepover arrangements and compliance with the Working Time Directive.

8. Financial Implications

- 8.1. Prior to the Review period, the costs of the Service had been exceeding the budget. The scoping of the Review identified there were opportunities to address this and to make efficiency savings of £550k. From 2021/22 the Service will operate within its revised budget. The reduced operating costs and efficiency has been achieved through, improved rostering, a staffing restructure, a reduction in staff cover from 27% to 20%, and on call arrangements and payments being discontinued.

9. Climate Change, Sustainability and Environmental Implications

- 9.1. There are no implications for Climate Change in terms of the information contained in this report.
- 9.2. There are no implications for sustainability in terms of the information contained in this report.
- 9.3. There are no implications for the environment in terms of the information contained in this report.

10. Other Implications

- 10.1. There is an ongoing risk of maintaining safe staffing levels due to ongoing recruitment challenges.
- 10.2. There are no sustainable development issues associated with this report.
- 10.3. There are no other issues associated with this report.

11. Equality Impact Assessment and Consultation Arrangements

- 11.1. An equality impact assessment is part of the action plan moving forward

Val de Souza
Director, Health and Social Care

23 April 2021

Link(s) to Council Values/Ambitions/Objectives

- Deliver better health and social care outcomes for all

Previous References

- ♦ none

List of Background Papers

- ♦ Appendix 1 Care and Support Service - Review and Re-design Report

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