

# North Lanarkshire Council Report

## Adult Health and Social Work Committee

Does this report require to be approved?  Yes  No

Ref DFMF Date 19/05/26

## Home Support

**From** Diane Fraser, Chief Officer (Adult Social Work Services)

**E-mail** FraserDi@northlan.gov.uk

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### Executive Summary

This report gives an update on the progress of the redesign and performance. It highlights the operating model and core pillars being mindful of demographic growth and the right support at the right time. It explains the key themes: embedding an enabling approach, workforce realignment, implementing and embedding the new dynamic scheduling tool and the analogue to digital transition.

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### Recommendations

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

- (1) Acknowledge the progress on the redesign and performance within the service. The digital transformation that has taken place over the preceding 12 months and request your continued support as we continue our transition throughout 2026.

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### The Plan for North Lanarkshire

Priority	All priorities
Ambition statement	(23) Build a workforce for the future capable of delivering on our priorities and shared ambition
Programme of Work	Resilient People

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## 1. Background

- 1.1 The Health and Social Care Partnership remain committed to providing services at the right time and place, leveraging a personalised, choice driven model that enhances wellbeing and independence.
- 1.2 The operating model we aspire to is structured around five core pillars: Integrated Discharge to Assess; Same Day Response and Reablement; Specialist and Intensive Support; Living Well at Home; and Quality Assurance.
- 1.3 The model is aligned to prevention, proportionality, and independence, ensuring people are supported at home wherever safe and appropriate.
- 1.4 Demographic projections indicate a growth of over 70% in the 75+ population over the next two decades, with increased prevalence of multi-morbidity and frailty.
- 1.5 20% of North Lanarkshire data zones are within the 20% most deprived areas in Scotland.
- 1.6 Over the last reporting cycle, implementation has progressed from design and testing activity, planning and preparation, change management support, into increased operational activity across localities via a phased approach. This has included service redesign activity to support assessment at home, digital implementation across Home Support and continued quality improvement activity aligned to the wider Getting it Right for Everyone programme.
- 1.7 Robust assessment within a person's home environment, supported by direct intervention where necessary enables evidence-based decision making about long term need.
- 1.8 Home Support Workers contribute to independence through practical support and rehabilitation activity, working closer with wider multi-disciplinary teams (including allied health professionals and social work staff) as well as the person and their families. This ensures resources are targeted to those with the greatest level of need.
- 1.9 North Lanarkshire continues to support a strong balance of care, sustained through investment in community provision and a long-standing commitment to Self-Directed Support. The model supports more people to be assessed at home and, where appropriate, to receive time limited reablement and rehabilitation before longer term care arrangements are considered.
- 1.10 This is essential due to demographic change and sustained financial pressure. The case for change continues to be reinforced by population ageing, increasing prevalence of long-term conditions, and growing reliance on informal/unpaid care.
- 1.11 The Home Support delivery model aligns to the Health and Social Care Partnership (HSCP) operating model and the principles of Getting it Right for Everyone. As part of this, the service continues to develop values-based practice that promotes enabling, prevention, and a Home First ethos.
- 1.12 This report provides an update on progress made since the last report cycle and into 2026 across four key themes:
  1. Embedding an enabling approach,
  2. Workforce realignment to strengthen Home First and ongoing paid

support delivery

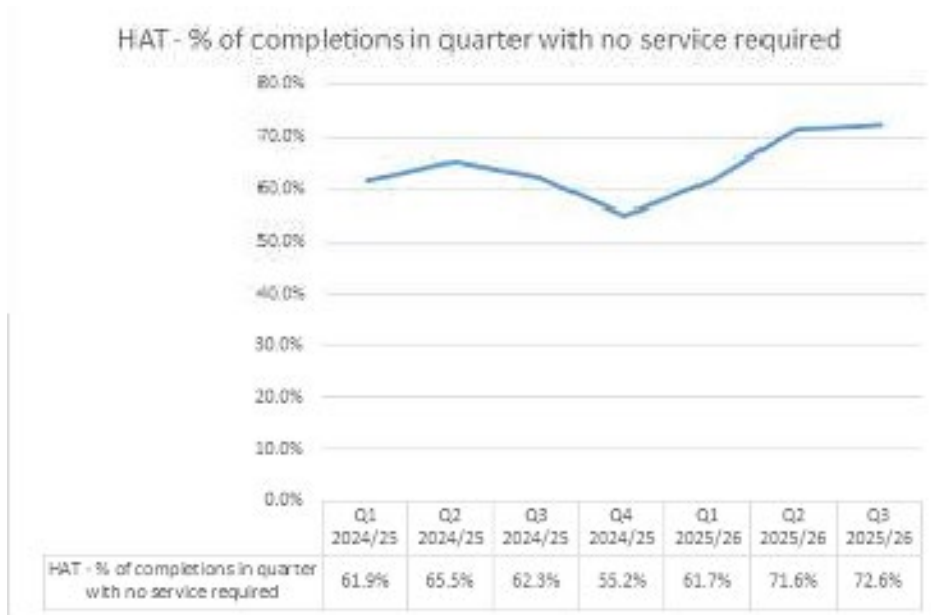
3. Implementing and embedding of dynamic scheduling and digital reporting capability.
4. Transition from analogue-to-digital for community alarms while sustaining quality and continuity.

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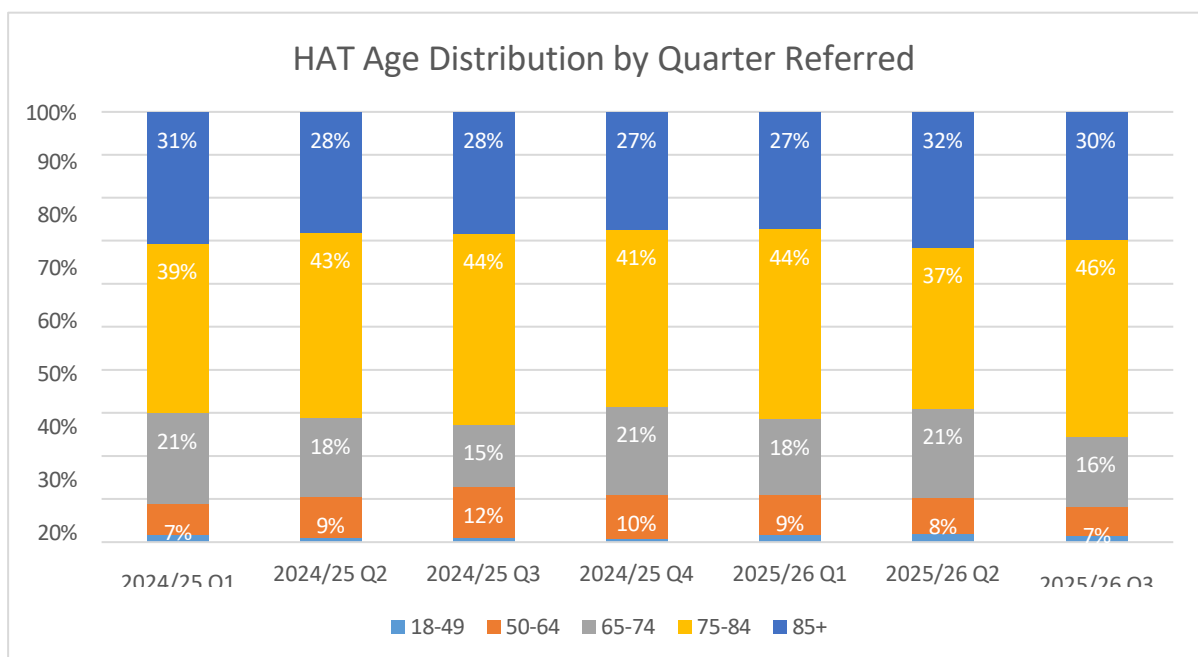
## 2. Report

### Embedding an Enabling Approach

- 2.1 The enabling approach has now been adopted across all localities which promotes:
- Do no harm
  - Home First
  - Empower People
  - Focus on prevention
  - Whole system approach
  - No waits
- 2.2 The approach has now been implemented across all localities, informed by early learning from locality test-of-change activity in Wishaw. This has supported improvements in pathway clarity, user experience, and multidisciplinary confidence in applying enabling practice.
- 2.3 Taking a whole system approach, Getting it Right for Everyone: Person Centred, Outcome Focused, Assessment & Planning Training is now being delivered to all practitioners across social work services who support people through assessment. This programme of training continues to be developed and will be rolled out across the whole system to ensure integrated approaches continue to be embedded. The training will form part of the mandatory training programme for all social work service practitioners including Home Support Service Delivery Managers, Senior Home Support Managers, and Team Leaders. Again, this training delivery is phased and will become more integrated across the partnership.
- 2.4 In addition, the Interim Change Management Team, supporting the implementation of the first stage of the functional split within Home Support, are developing key training for Team Leaders, Schedulers and Home Support Workers. This encompasses further promotion of the Enabling Approach, refreshing reablement and rehabilitation approaches, embedding outcome focused practice with people providing direct support, care planning, and multidisciplinary working.
- 2.5 The service continues to reinforce that longer-term support should not routinely be determined within acute settings except in exceptional circumstances. Processes have been developed with NHSL colleagues to support this principle including the Target Operating Model and One For Lanarkshire, both of which focus on Home First for assessment.
- 2.6 As part of the Home First approach, assessment-at-home pathways remain a key enabler. The service is continuing to see the impact of Home Assessment and reinforces why the Home First approach is essential.

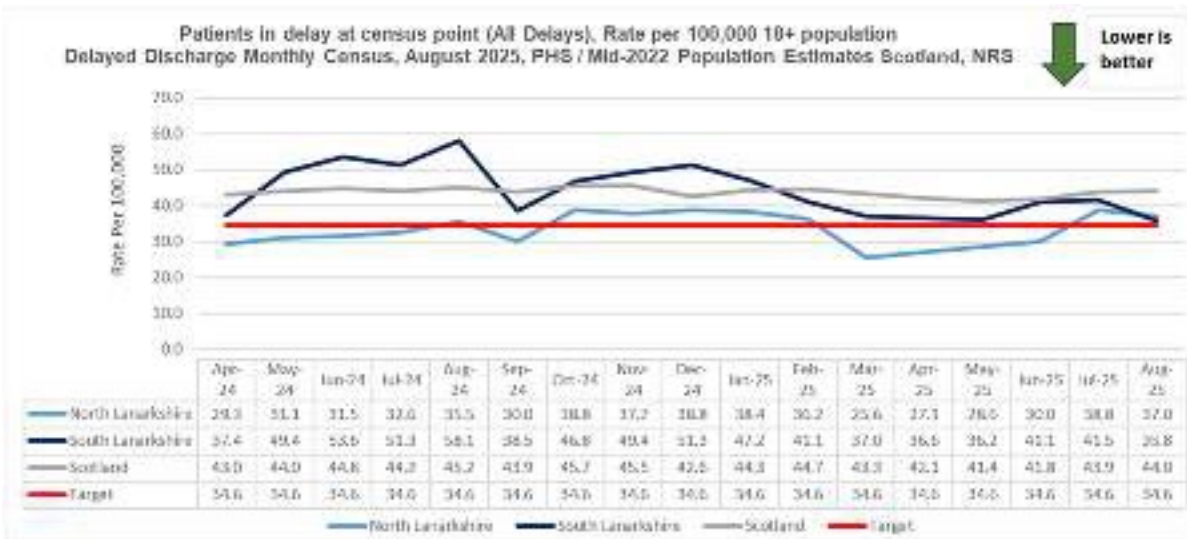
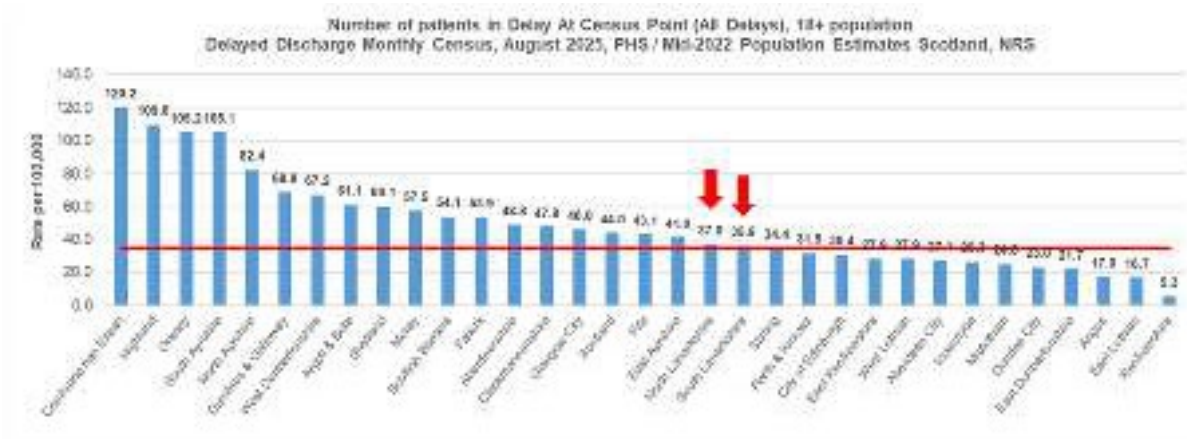


2.7 The proportion of HAT completions with no further service required following intervention has increased, demonstrating why early assessment at home is essential, this is demonstrating positive outcomes for service users who are being supported to regain their independence at home.



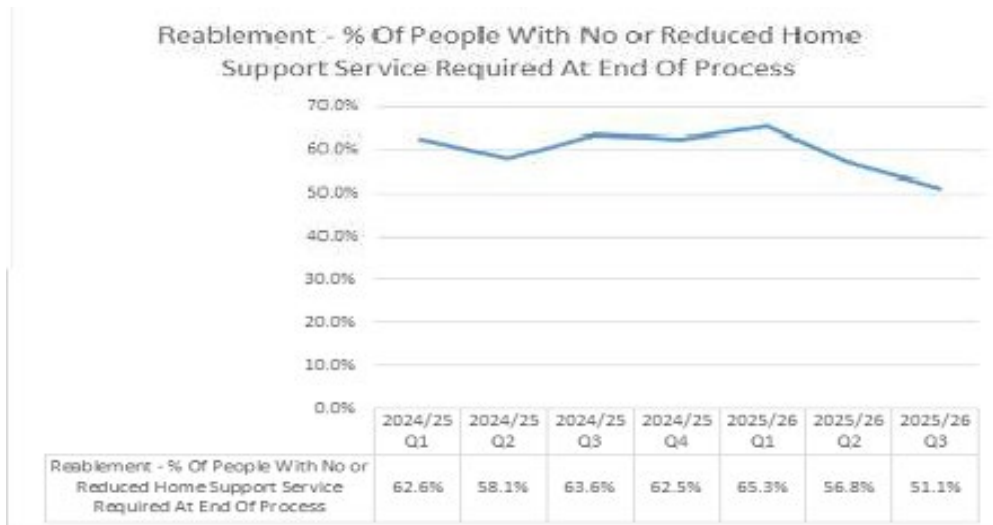
2.8 Reviewing the age profile for HAT service users indicates a positive response to Home Assessment and the importance of assessment at home.

2.9 Hospital Flow:



- 2.10 Current delay data is impacted by an increase of patients who have been assessed as lacking capacity. In addition, there are increased delays because of housing issues. Both areas are being explored in relation to supporting discharges to appropriate settings in a timely manner. Planned Date of Discharge (PDD) setting remains a challenge and is one of the areas to be reviewed alongside the use of the Target Operating Model (TOM) and the One For Lanarkshire request for assistance.
- 2.11 As the focus towards Home First continues to be driven, demand to provide direct support as part of the Home Assessment ethos has increased, however the capacity of resources within HAT has not. In addition, there have been challenges to maximising Home Assessment for people due to vacancies and absences.
- 2.12 As part of the Winter Scheme for 2025/2026, an initiative to extend Home Assessment in partnership with Independent Providers has commenced. The initiative seeks to support up to 90 people to return home from hospital for assessment which supports rehabilitation and helps them to regain confidence and skills following a period in hospital. The Extended Home Assessment Pathway is minimising delays in discharge and the impacts for people on their health and wellbeing associated with protracted hospital stay. 11 weeks into the 6-month scheme, fifty-five people have been supported

to return home.



### Reablement Activity

- 2.13 Reablement activity has been a key cornerstone of Home Support since 2011, however is currently transitioning into Assessment and Planning which will have a clear Home Assessment approach and focus within the “Home First” arena. This will positively impact capacity to support home assessment.
- 2.14 The proportion of new or increased Home Support packages that go through a Reablement process has increased over time.



- 2.15 However, the proportion of those completing Reablement with no, or a reduced Home Support service at the end of Reablement has decreased.
- 2.16 As has been outlined earlier within the report, North Lanarkshire has an ageing population with some of the highest levels of deprivation across Scotland, the 2022 census reports demographic changes in those who identify as having a long-term health condition has grown by 30.6% (+43,943).

- 2.17 Coordination continues to be supported by locality-based decision making and strengthened by emerging real-time operational visibility from digital scheduling tools. However, the Performance Report highlights that standardised reporting is being rebuilt following the introduction of Mosaic and other system changes, which has created short-term disruption in routine metric reporting while reports are validated.
- 2.18 A continued focus through 2026 is placed on strengthening evening and out-of-hours resilience, responding to historic gaps and supporting a balanced system response to both planned and unplanned care.
- 2.19 Living Well at Home continues as a locality-based service enabling integrated responses aligned to communities, supported by clearer description of purpose, eligibility focus, and complexity-based prioritisation.
- 2.20 The aim of Living Well at Home is to promote independent living, choice and control, social inclusion, and wellbeing, through personalised support to meet identified outcomes.
- 2.21 The primary focus remains on supporting adults with significant complexity of need (physical and/or social complexity, including public protection considerations), determined through assessment and multi-disciplinary decision making.

**Workforce**

- 2.22 North Lanarkshire in line with other local authorities are experiencing challenges in relation to recruitment of Home Support Workers, this is a national issue across all 32 local authority areas. The SSSC outline the current challenges facing all local authorities.

Figure 5: Percentage of services reporting that vacancies were hard to fill by local authority area

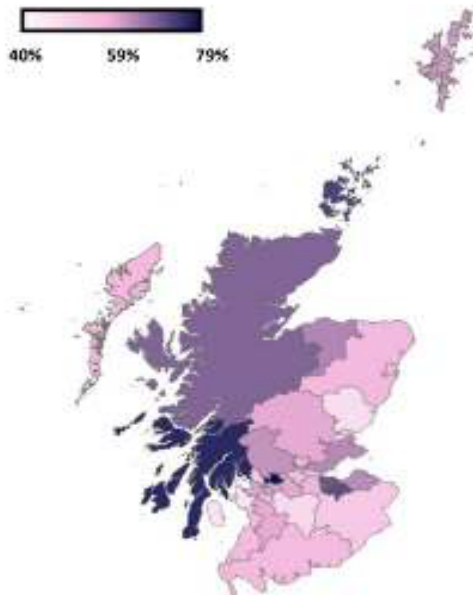
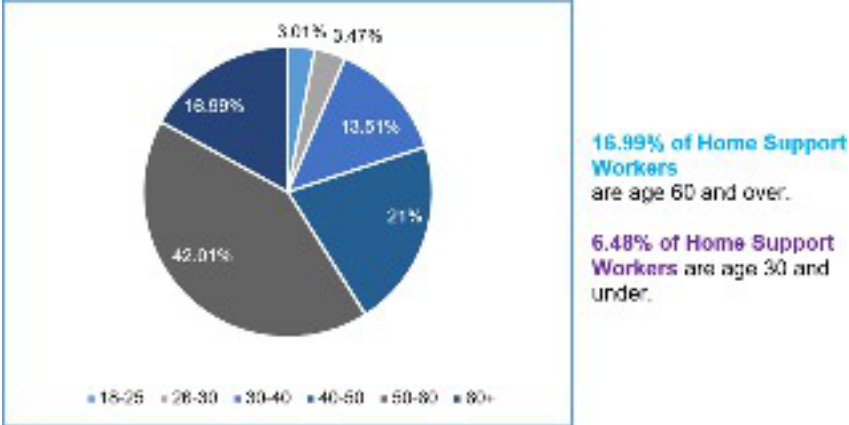


Figure 5 shows the percentage of services reporting that vacancies were hard to fill by local authority area. The darker the shade, the higher the percentage of services reporting that vacancies were hard to fill.

2.23 In addition to recruitment challenges North Lanarkshire has an ageing workforce population as outlined below.



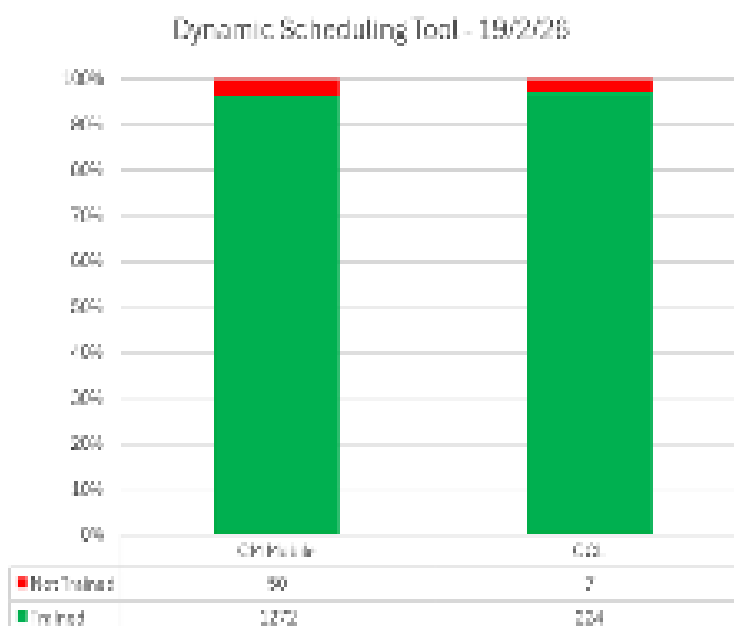
- 2.24 The workforce continues to be central to implementation. Engagement activity has supported the transition to new ways of working, with emphasis on improving quality for people supported while strengthening workforce experience and sustainability.
- 2.25 Operational alignment of frontline and supervisory roles has progressed to support the assessment and planning model and Living Well at Home service delivery, supporting seamless pathways and clearer role function.
- 2.26 To complete full operational embedding, key management alignment continues as a focus, ensuring accountability and consistency across both Assessment and Planning and Living Well at Home. Workforce and HR processes continue to support this transition.
- 2.27 Recruitment and retention remain priorities in the context of an ageing workforce and turnover pressures. Ongoing actions include values-based recruitment approaches and creating clearer development routes and career pathways within redesigned delivery structures.
- 2.28 The service has strengthened recruitment approaches and broadened entry routes into social care, supporting improved conversion of applicants while building future capacity.
- 2.29 Participation in youth and employability programmes continues alongside progression pathways, including modern apprenticeships and sessional roles, where available.
- 2.30 Training and development remains a core enabler of implementation, ensuring staff are competent and confident in delivering enabling practice and working effectively with allied health professionals and multidisciplinary colleagues.

**Dynamic Scheduling System**

2.31 The roll out of the Access CM scheduling tool is now fully complete across the Home Support Service. Implementation began with the Bellshill Home Support Team which went live on 24 March 2025 and concluded with the Home Assessment Team on 3 November 2025. This marks a significant milestone in modernising our scheduling processes across the service.

Home Support Team	Back Office Go Live Date	Full Go Live Date
Bellshill	17/03/2025	24/03/2025
Wishaw	26/05/2025	02/06/2025
Motherwell	23/06/2025	30/06/2025
Airdrie	14/07/2025	21/07/2025
Coatbridge	11/08/2025	18/08/2025
Cumbernauld	15/09/2025	22/09/2025
Home Assessment Team	27/10/2025	03/11/2025

- 2.32 All staff both office-based and frontline demonstrated exceptional engagement and commitment throughout the transition. Their willingness to learn, adapt and embed new ways of working has been critical to success of the rollout. It must be noted that during this time the service has also implemented additional new systems such as Mosaic and the council's new telephony system.
- 2.33 Training delivery across the service to support the roll out has been extremely positive. A training refresh is currently being reviewed to strengthen understanding and consistency. As well as staff attending formal training sessions (*figures detailed below*), onsite support and remote guidance was also provided throughout the roll out.



- 2.34 System use across the service means for Home Support Workers across all localities including the Home Assessment Team, are using CM Mobile to access their work schedule and service user information and receive real-time updates to visits. Office based staff are using CallConfirmLive!( CCL) to schedule care and support and record key information relating to service users and staff to support the delivery of person-centred care.
- 2.35 The Client Portal provides service users and family members with direct access to key information at any time including the name of allocated worker/s and scheduled visit times. The service continues to promote the Client Portal to increase engagement as

this is the only method for service users and families to access real-time care information, other than contacting the service directly by telephone.

- 2.36 The introduction of the portal has delivered efficiencies by reducing postage and printing costs for previously associated with authorisation letters which were outdated as soon as they were issued due to necessary changes in care delivery.
- 2.37 The Care Inspectorate recently raised questions regarding alternative methods without digital technology during an unannounced inspection of the Cumbernauld Home Support Service. It is worth noting that other providers and local authorities do not offer alternative options, with some not having a client portal at all.
- 2.38 A Lessons Learned workshop was held on 29 January 2026 bringing together key stakeholders to review achievements to date, areas requiring improvement and future development opportunities.
- 2.39 The workshop allowed staff to reflect what was working well and provided the opportunity to highlight some challenges in the use of the new tool such as:
- Travel-time accuracy and limitations in scheduling flexibility.
  - CM mobile synchronisation issues.
  - Optimisation configuration within MaxCare.
  - Interim payroll processes that remain time-consuming and reliant on manual checks.
  - Dependencies on other systems (iTrent, mySWIS, Mosaic and CMBI) which can affect workflow.
  - A need for improved functionality including bulk assignments and enhanced continuity options for dynamic scheduling.
- 2.40 As work continues to work alongside Access CM to address challenges to resolve system limitations and progress optimisation solutions, phase 2 has been agreed and will focus on additional training and support for teams experiencing staff changes, and refining processes to align with the Assessment and Planning / Living Well at Home Service functional split.
- 2.41 The next phase will also develop system integrations particularly around payroll, Mosaic and enhancing the reporting tools available. Development work will include new functionality for staff by introducing messaging, electronic forms, and mileage processes within the system. These enhancements aim to streamline workflows and reduce duplication.
- 2.42 The completion of the scheduling tool rollout represents a major transformation in the way scheduling and care information is managed across the Home Support Service. While challenges remain, strong staff engagement, ongoing training, and the planned Phase 2 improvements and developments will continue to enhance the effectiveness of the system and support high quality, person-centred care.

### **Improving Quality**

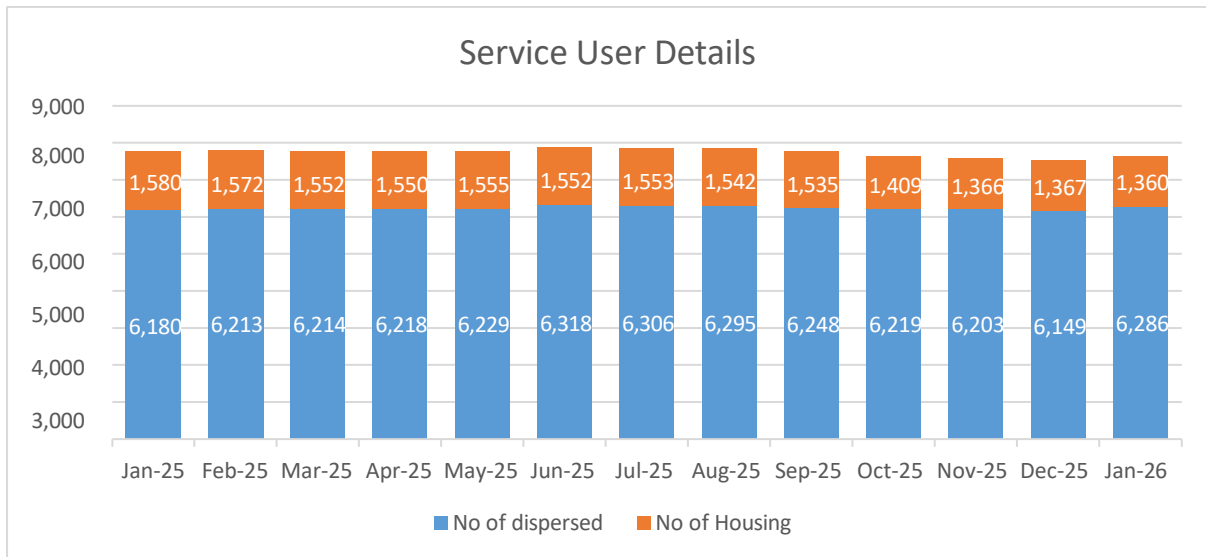
- 2.43 There continues to be a positive improvement in performance across all locality teams supported by ongoing work to address requirements and areas for improvement. This activity remains essential in restoring the historically high grades previously achieved during unannounced Care Inspectorate inspections.

- 2.44 Action plans remain in place to support Registered Managers to drive service improvements, ensure high quality care delivery, and maintain a focus on strengths, requirements, areas for improvement and overall service development in preparation for future inspection activity.
- 2.45 Wishaw was the first service to be inspected in 2026. The team successfully met two outstanding areas for improvement, with no new requirements or areas for improvement identified. The service also improved on their existing grades, including grade 5 – Very Good, which reflect the team’s sustained efforts and commitment to continuous improvement.
- 2.46 An unannounced inspection then took place within the Motherwell Home Support Team also in January 2026. The team provided evidence to fully meet two requirements. Of the 11 areas for improvement, 4 areas were met in recognition of the progress made. Four of the remaining areas have now been incorporated into a new area for improvement under key question 1.  
 Grades remained at 3 – *Adequate* across all key questions  
 The team progress work on one new Requirement and 2 areas for improvement.
- 2.47 An inspection was carried out in Cumbernauld Home Support Team in February 2026. The service met 1 requirement and 5 areas for improvement. Quality grades have been awarded for 4 – Good across key areas with no requirements or areas for improvement. (inspection report currently being finalised).
- 2.48 With the exception of the Bellshill Home Support Service – who currently have no requirements or areas identified for improvement – all remaining teams continue to work toward meeting outstanding requirements and/or improvement actions ahead of deadlines;
- |                         |                                       |
|-------------------------|---------------------------------------|
| Airdrie                 | 0 Requirements9 Areas for Improvement |
| Coatbridge              | 2 Requirements5 Areas for Improvement |
| Community Alarm Service | 0 Requirements1 Area for Improvement  |
- 2.49 In addition, all four services are actively preparing for inspection supported by their improvement plans and ongoing managerial oversight. Statutory work required to meet legislative requirements in relation to reviews and personal support plans remains a significant challenge for all teams.
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Airdrie	Bellahill	Coatbridge	Cumbernauld	Motherwell	Wahaw	Community Alarm Service
How well do we support people's wellbeing?	How well do we support people's wellbeing?	How well do we support people's wellbeing?	How well do we support people's wellbeing?	How well do we support people's wellbeing?	How well do we support people's wellbeing?	How well do we support people's wellbeing?
3 - Adequate	4 - Good	3 - Adequate	4 - Good	3 - Adequate	5 - Very Good	5 - Very Good
How good is our leadership?	How good is our leadership?	How good is our leadership?	How good is our leadership?	How good is our leadership?	How good is our leadership?	How good is our leadership?
3 - Adequate	4 - Good	3 - Adequate	4 - Good	3 - Adequate	4 - Good	4 - Good
How good is our staff team?	How good is our staff team?	How good is our staff team?	How good is our staff team?	How good is our staff team?	How good is our staff team?	How good is our staff team?
3 - Adequate	4 - Good	3 - Adequate	4 - Good	3 - Adequate	5 - Very Good	5 - Very Good
How well is our care and support planned?	How well is our care and support planned?	How well is our care and support planned?	How well is our care and support planned?	How well is our care and support planned?	How well is our care and support planned?	How well is our care and support planned?
3 - Adequate	4 - Good	3 - Adequate	4 - Good	3 - Adequate	4 - Good	

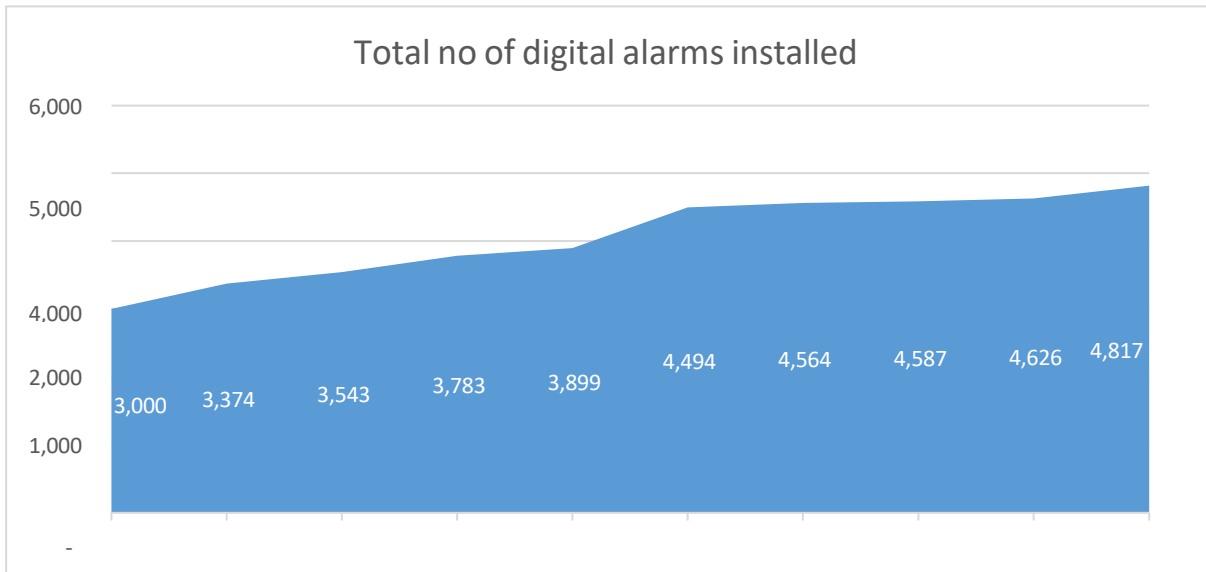
### Community Alarm Service

- 2.51 The community alarm service has undergone significant change over the last twelve months with a continued focus on the analogue to digital transformation of the community alarm service. A comprehensive data cleansing programme resulted in all current service user records being validated, ensuring improved contact accuracy, responder reliability, and governance assurance. The new Digital Alarm Receiving Centre (ARC) went live on the 23<sup>rd</sup> February 2026 with Sky Response/ Chubb supporting this milestone.
- 2.52 Community alarm service users has remained static with very little year on year fluctuations as outlined in the table below:

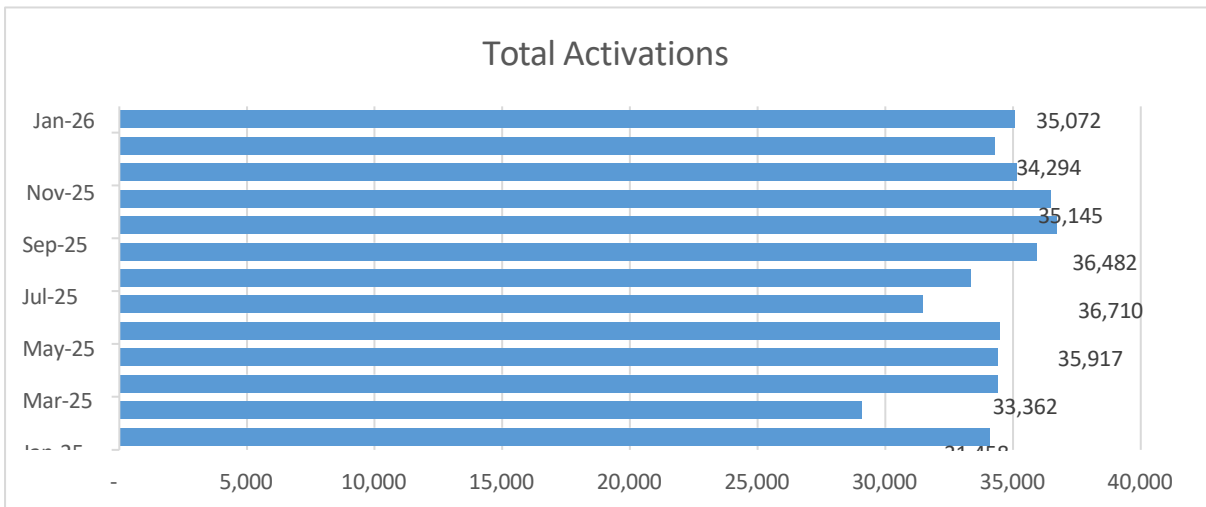


- 2.53 The service has been installing the Digital Alarms throughout the last 18 months and the service commenced tracking progress from April 2025 where the service had installed around 3000 new alarms. You can see the progress over the last 10 months. The service aims to have all community alarm service users transitioned to the new digital alarm by the end of 2026. Crucially service users who have not transitioned yet to the new digital alarm will still be supported as work is ongoing with telephony providers via a Service Level Agreement which identifies service users whose

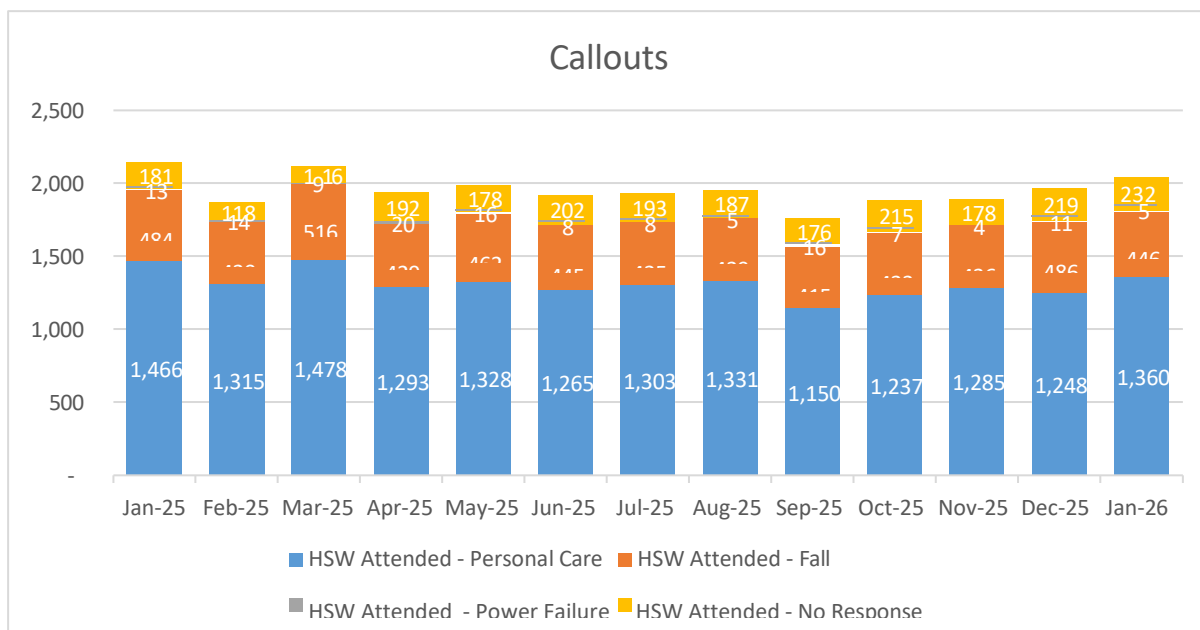
telephone line is due to be digitised which then allows the service to install a new digital alarm to ensure no loss of service.



2.54 The community alarm service receives on average 35,000 service activations per month as outlined below, this is where a service user has come through the alarm receiving centre seeking advice, support, or reassurance.



2.55 Following a service user activating the alarm most of those calls are for reassurance, however, please see the breakdown below that outlines the reason for a responder to visit a service users' home is for personal care and falls activations.



2.56 The community alarm service has made significant progress since the last reporting cycle and will soon be awarded gold status for its digital transformation.

### Conclusion

2.57 This report provides a significant update in relation to the progress made in relation to embedding the enabling approach across all locality teams.

2.58 There is a demonstrable increase of individuals being supported via Home Assessment and Reablement.

2.59 Continued focus required to address workforce ageing profile and mitigations being undertaken to attract the workforce of the future.

2.60 Dynamic Scheduling has now been fully implemented with phase one now complete; work is ongoing to roll out the next phase of the system; this will ensure refined processes are implemented to take account of Assessment and Planning and Living Well at Home.

2.61 The service is moving forward with increased Care Inspectorate grades following inspection, however through 2026 services will be registered under Assessment and Planning and Living Well at Home.

2.62 The Community Alarm Service has reached key milestones on relation to its progression from Analogue to digital transformation.

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### 3. Measures of success

- 3.1 Ongoing progress and development with the functional split achieved
- 3.2 Improved service delivery and performance
- 3.3 The operating model embedded in everyday practice and getting it right for everyone
- 3.4 An increase in Home Assessment and Reablement
- 3.5 Dynamic Scheduling implementation success and progress
- 3.6 Continued increased Care Inspectorate grades

3.7 The Analogue to Digital transition completed

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**4. Supporting documentation**

4.1 N/A

A handwritten signature in black ink, appearing to read 'Diane Fraser', with a large loop at the top and a horizontal line extending to the right.

**Diane Fraser**  
**Chief Officer (Adult Social Work Services)**

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## 5. Impacts

<p><b>5.1 Public Sector Equality Duty and Fairer Scotland Duty</b> Does the report contain information that has an impact as a result of the Public Sector Equality Duty and/or Fairer Scotland Duty? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If Yes, please provide a brief summary of the impact?</p> <p>If Yes, has an assessment been carried out and published on the council's website? <a href="https://www.northlanarkshire.gov.uk/your-community/equalities/equality-and-fairer-scotland-duty-impact-assessments">https://www.northlanarkshire.gov.uk/your-community/equalities/equality-and-fairer-scotland-duty-impact-assessments</a> Yes <input type="checkbox"/> No <input type="checkbox"/></p>
<p><b>5.2 Financial impact</b> Does the report contain any financial impacts? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If Yes, have all relevant financial impacts been discussed and agreed with Finance? Yes <input type="checkbox"/> No <input type="checkbox"/> If Yes, please provide a brief summary of the impact?</p>
<p><b>5.3 HR policy impact</b> Does the report contain any HR policy or procedure impacts? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If Yes, have all relevant HR impacts been discussed and agreed with People Resources? Yes <input type="checkbox"/> No <input type="checkbox"/> If Yes, please provide a brief summary of the impact?</p>
<p><b>5.4 Legal impact</b> Does the report contain any legal impacts (such as general legal matters, statutory considerations (including employment law considerations), or new legislation)? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If Yes, have all relevant legal impacts been discussed and agreed with Legal and Democratic? Yes <input type="checkbox"/> No <input type="checkbox"/> If Yes, please provide a brief summary of the impact?</p>
<p><b>5.5 Data protection impact</b> Does the report / project / practice contain or involve the processing of personal data? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If Yes, is the processing of this personal data likely to result in a high risk to the data subject? Yes <input type="checkbox"/> No <input type="checkbox"/> If Yes, has a Data Protection Impact Assessment (DPIA) been carried out and e-mailed to <a href="mailto:dataprotection@northlan.gov.uk">dataprotection@northlan.gov.uk</a> Yes <input type="checkbox"/> No <input type="checkbox"/></p>
<p><b>5.6 Technology / Digital impact</b> Does the report contain information that has an impact on either technology, digital transformation, service redesign / business change processes, data management, or connectivity / broadband / Wi-Fi? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> If Yes, please provide a brief summary of the impact?</p>

The new digital system will both support the home support workers in their daily activity and bring further service efficiency

Where the impact identifies a requirement for significant technology change, has an assessment been carried out (or is scheduled to be carried out) by the Enterprise Architecture Governance Group (EAGG)?

Yes  No

**5.7 Environmental / Carbon impact**

Does the report / project / practice contain information that has an impact on any environmental or carbon matters?

Yes  No

If Yes, please provide a brief summary of the impact?

**5.8 Communications impact**

Does the report contain any information that has an impact on the council's communications activities?

Yes  No

If Yes, please provide a brief summary of the impact?

**5.9 Risk impact**

Is there a risk impact?

Yes  No

If Yes, please provide a brief summary of the key risks and potential impacts, highlighting where the risk(s) are assessed and recorded (e.g. Corporate or Service or Project Risk Registers), and how they are managed?

**5.10 Armed Forces Covenant Duty**

Does the report require to take due regard of the Armed Forces Covenant Duty (i.e. does it relate to healthcare, housing, or education services for in-Service or ex-Service personnel, or their families, or widow(er)s)?

Yes  No

If Yes, please provide a brief summary of the provision which has been made to ensure there has been appropriate consideration of the particular needs of the Armed Forces community to make sure that they do not face disadvantage compared to other citizens in the provision of public services.

**5.11 Children's rights and wellbeing impact**

Does the report contain any information regarding any council activity, service delivery, policy, or plan that has an impact on children and young people up to the age of 18, or on a specific group of these?

Yes  No

If Yes, please provide a brief summary of the impact and the provision that has been made to ensure there has been appropriate consideration of the relevant Articles from the United Nations Convention on the Rights of the Child (UNCRC).

If Yes, has a Children's Rights and Wellbeing Impact Assessment (CRWIA) been carried out?

Yes  No