

# North Lanarkshire Council Report

## Adult Care and Social Work Committee

Does this report require to be approved?  Yes  No

Ref MD/GC Date 19/05/26

## Digital, Assistive Technology and Systems Programmes – Progress Update

**From** Morag Dendy, Chief Officer (Performance, Planning & Quality Assurance)

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### Executive Summary

The purpose of the report is to update committee on the progress achieved in the digital assistive technology and system development programmes in place across the wider social work service.

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### Recommendations

It is recommended that the Committee:

- (1) Endorse the progress achieved in each of the programmes highlighted in the report and the further planned developments;
- (2) Otherwise, note the contents of the report.

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### The Plan for North Lanarkshire

|                    |  |
|--------------------|--|
| Priority           | Improve the health and wellbeing of our communities  |
| Ambition statement | (18) Ensure our digital transformation is responsive to all people's needs and enable access to the services they need |
| Programme of Work  | Digital North Lanarkshire  |

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#### 1. Background

- 1.1 There is a range of programmes and projects in place across Adult Social Work Services related to digital transformation, system change and assistive technology advancements.
  - 1.2 This report sets out the current status of the key programmes and projects, detailing progress-to-date and future developments.
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## 2. Report

### Mosaic – Social Work Case Management

2.1 Mosaic, the new social work case management went live across the service on 16 June 2025 and marked a significant milestone in North Lanarkshire Council's digital transformation of social work services. Mosaic has been implemented as the Council's new, integrated social work case management system, designed to support practitioners across adult services, children and families and justice social work. From the outset, the programme has focused on building a system that reflects local practice, supports frontline staff, and ensures continuity and quality of service for people who need support.

#### 2.2 *System Configuration and Testing*

A substantial period of system configuration and testing underpinned the Mosaic implementation. Over 600 bespoke digital forms were developed to support end-to-end social work practice, including initial contact, screening, assessment, review and care planning across multiple service areas. This ensured Mosaic was configured to reflect North Lanarkshire's operational requirements rather than adopting a generic, off-the-shelf approach.

2.3 Frontline practitioners played a central role throughout development. Staff from across services participated directly in user testing sessions, providing practical feedback based on real casework scenarios. This collaborative approach enabled the programme team to identify issues early, refine workflows and introduce further configuration changes, ensuring the system was both usable and aligned with practice reality at go-live.

#### 2.4 *Comprehensive Training Programme*

A multi-phase training strategy was delivered to prepare staff for the transition to Mosaic and to build confidence and capability across the workforce.

- Phase 1 focused on awareness and engagement, delivered through a series of Mosaic roadshows attended by 1,386 staff. These sessions introduced the system, explained the reasons for change and outlined what staff could expect.
- Phase 2 provided core system knowledge through seven eLearning packages. A total of 2,058 courses were assigned, with 1,559 successfully completed, ensuring broad baseline coverage.
- Phase 3 comprised 115 targeted, in-person training sessions, each tailored to specific staff groups or roles. This phase was attended by 1,171 staff and focused on practical, role-based use of Mosaic.
- Phase 4 delivered dedicated in-person training for those with supervisory and managerial responsibilities, with 41 managers trained to ensure effective oversight, quality assurance and leadership during implementation.

2.5 This layered training approach ensured staff at all levels were supported and that learning was both accessible and relevant.

#### 2.6 *Data Migration at Scale*

One of the most complex and business-critical elements of the programme was the migration of legacy data into Mosaic. The scale of this activity reflects both the size and complexity of North Lanarkshire's social work services. The migration included:

- Over 300,000 service user records
- Approximately 9.5 million case notes

- More than 500,000 assessments, reviews and support plans
- Over 500,000 care packages
- Data spanning financial assessments, public protection, Adults with Incapacity (AWI)

## 2.7 *Outstanding and In-Progress Work*

As with any programme of this scale, some components continue to be finalised following initial implementation. Finance payment feeders, including those supporting care home payments and Self-Directed Support (SDS), are currently being tested, alongside further SDS configuration and billing feeder development. In addition, further data migration from mySWIS remains ongoing to ensure complete historical coverage.

## 2.8 *Phase 2 Developments*

Looking ahead, a second phase of activity will further enhance Mosaic's capability and integration. This includes the introduction of Money Advice functionality, a data centre move, a system upgrade, and the development of a Gateway/Portal to further improve access and interoperability.

## **Access CM – Care Management System**

2.9 Access CM is the new scheduling system used to manage and schedule visits within the Council's Home Support Service. The systems allow the service to:

- Schedule and roster home support workers
- Monitor quality, risk, and missed/late visits
- Reconcile planned vs actual support delivered
- Produce reports and business intelligence dashboards for performance and safeguarding oversight

2.10 The Access CM Care Management System went fully live in November 2025 following a phased locality-by-locality rollout. Back Office and Full Team Go-Live dates included:

| <b>Locality</b>                   | <b>Back Office Go-Live</b> | <b>Full Team Go-Live</b> | <b>Support / Floor Walking Until</b> |
|-----------------------------------|----------------------------|--------------------------|--------------------------------------|
| <b>Bellshill</b>                  | 10 March 2025              | 17 March 2025            | 21 April 2025                        |
| <b>Wishaw</b>                     | 26 May 2025                | 02 June 2025             | 20 June 2025                         |
| <b>Motherwell</b>                 | 23 June 2025               | 30 June 2025             | 04 July 2025                         |
| <b>Airdrie</b>                    | 14 July 2025               | 21 July 2025             | 08 August 2025                       |
| <b>Coatbridge</b>                 | 11 August 2025             | 18 August 2025           | 29 August 2025                       |
| <b>Cumbernauld</b>                | 15 September 2025          | 22 September 2025        | 03 October 2025                      |
| <b>Home Assessment Team (HAT)</b> | 27 October 2025            | 03 November 2025         | 14 November 2025                     |

## 2.11 *What's Working Well*

- High training completion rates across both Home Support Workers and back-office teams.
- The Client Portal is delivering real efficiencies, including reductions in postage, printing, and administrative workload.
- On-site and remote support during rollout has helped staff become more confident in using the new digital tools.

## 2.12 *Improvement Plans*

We continue to deliver improvements in the following areas:

- Travel-time accuracy and limitations in scheduling flexibility.
- Synchronisation issues with CM Mobile.
- Uptake of the Client Portal has been lower than expected, and we are taking steps to increase engagement.
- Interim payroll processes, which continue to be time-consuming and require manual checks.
- Dependencies on other systems such as iTrent, mySWIS, and CMBI can impact workflow.
- A need for improved functions like bulk assignments and better continuity options in dynamic scheduling.

#### 2.13 Phase 2 Developments

As we move into Phase 2 of the implementation, the service will be focusing on:

- Refining operational processes in line with the wider Home Support redesign.
- Providing additional support and training across teams where staff changes and movement has occurred.
- Introduce messaging, e-forms, and mileage processes within the system.
- Developing system integrations to reduce manual workarounds, particularly around payroll.
- Enhancing reporting tools in collaboration with our supplier
- Continuing to work with our supplier to resolve system limitations and progress long-term optimisation solutions for the use of Maxcare.

### **Assistive Technology Team – Core Activity**

2.14 The Assistive Technology Team continues to be embedded across Social Work, particularly in Adult Services. In addition to the team's day-to-day work with individuals referred through adult assessments, the team supports visits to the technology flat, supports the community alarm service analogue to digital switchover and delivers a range of education and awareness-raising activities. The following testimonials give an overview of the impact the team has had and reflects the direct experience of a range of individuals who have been supported by the Assistive Technology team. These views are published on the Care Opinion website.

*"I recently visited the technology house for a demonstration from Lee of what is available. It was excellent and I was really impressed. I learned so much and cannot recommend making this offer from the council more well known. It could help so many people. A huge thanks to Lee for his patience and explanations for my technology skills. He is a huge asset you the council. This is a great initiative for people in NLC."*

*virgozw73 (as a relative)*

*Darren couldn't be any more helpful, he explained everything. He was so patient taking the time to explain anything I couldn't understand. Technology isn't my strong suit, and he didn't make me feel like I was stupid. It was very refreshing."*

*jivegt46 (as a relative)*

*"Home visit by Mia of the Assistive Technology Team for Mum recently diagnosed with Dementia. Mia was very friendly explaining everything simply, taking time to make sure everything was clear. She helped to set up various Apps and devices. Excellent service provided all round."*

*puppispg45 (as a relative)*

- 2.15 Alongside these core activities, the team is preparing to launch two new two-year pilot projects, which will further strengthen the use of assistive technology to support independence, improve outcomes for individuals, and enhance service delivery across Adult Social Work Services.

### **Smplicare Digital Falls Prevention Pilot**

- 2.16 Smplicare provides a digital solution that works alongside existing services. It uses an app and wearable technology (Fitbit) to support older adults to follow personalised, evidence-based exercise programmes at home. This approach helps individuals manage their own wellbeing, reduces pressure on frontline staff, and strengthens falls prevention efforts across the community.
- 2.17 A trial will begin on 20th April with 100 participants and will run for one year. This structured rollout will allow the team to test, learn, and refine the approach at each stage of implementation. The overall aim of the trial is to reduce reliance on traditional services by supporting participants to maintain greater independence and confidence in their mobility and function. As part of the delivery model, the Assistive Technology Team will monitor a digital dashboard each morning, which highlights low and high-risk indicators. Where concerns are identified, appropriate action will be taken, including referrals to the Falls Team or the Integrated Rehabilitation Team (IRT) for further assessment and support. This joined-up approach will ensure risks are managed promptly while maximising the preventative benefits of the technology.

### **Care Surround Alexa Devices**

- 2.18 Care Surround Alexa devices enable individuals to access a range of digital and wellbeing services without requiring a personal Amazon account. Key services are accessible without user registration, removing common digital barriers such as account creation, passwords, or ongoing technical setup. Devices are centrally fleet-managed, ensuring they are ready for use on installation with no requirement for user configuration.
- 2.19 Each device is provided with prepaid Wi-Fi connectivity, meaning users incur no internet costs to use the Care Surround Alexa until spring 2027. The devices can integrate with selected smart home equipment, such as compatible smart bulbs and smart plugs, supporting people to control aspects of their home environment more easily.
- 2.20 The Care Surround Alexa offers a wide range of supportive features, including personalised reminders for medication, appointments, visits, diet, and fluid intake. These reminders can be tailored to individual needs and may include single or multiple prompts throughout the day. The device also provides access to music, audiobooks, weather updates, and local news.
- 2.21 The technology supports social connection by enabling communication with family members through messaging and, where available, video calling. (Video calling functionality is currently under development in some council areas.)
- 2.22 A daily welfare check-in function is available, allowing users to respond to a prompt. Where a negative response is recorded, this can trigger an alert in the form of a message or phone call to a named contact, supporting timely follow-up.

- 2.23 North Lanarkshire currently holds 19 Care Surround Alexa devices with MiFi provision. The proposal is to identify individuals who would benefit most from this technology and to deploy the devices across North Lanarkshire by summer 2026, subject to appropriate assessment and governance arrangements.

### **Analogue-to-Digital Programme – Community Alarms**

- 2.24 *National Shared Alarm Receiving Centre (ARC)*  
The transition from the analogue Tunstall PNC system went live on 24 February 2026, with all digital-ready alarms (5,100 units) successfully reprogrammed over the air to operate fully digitally on the Skyresponse platform within two hours of the planned migration. Due to ongoing issues, approximately 1,000 analogue units remain live on the Tunstall PNC platform.
- 2.25 All incoming telephone calls to Community Alarms have now been diverted to the new platform via an Alarm-bridge. The Responder App will shortly be rolled out to alarm responders, allowing visits to be dispatched directly to workers. This will enable real-time updates on call progression without the need for responders to phone back for manual data input.
- 2.26 All Sheltered Housing complexes have now been reconfigured on site and are live on the Skyresponse platform. These systems are currently operating in analogue mode. Housing Services are progressing at pace to install broadband circuits to allow a fully digital connection
- 2.27 All 18 Legrand XT2 sheltered sites are digital-ready. However, a suitable digital solution is still required for the remaining 20 Tunstall Warden call sites. Identifying and implementing this solution is being prioritised by Tunstall and the Digital Office.
- 2.28 *Community alarm - switch over to digital*  
As noted above, approximately 1,000 analogue units across the authority still require replacement. There is sufficient stock of new digital alarms to complete this work. A migration plan is currently being developed involving the Community Alarm Service (CAS), the Equipment and Adaptations Service (EAS), and the Assistive Technology (AT) Team.
- 2.29 The current approach is for CAS to:
- Identify units requiring replacement by locality
  - Highlight properties with peripherals (e.g. smoke, heat and falls detectors)
  - Share this information with EAS and the Assistive Technology Team
- 2.30 The Assistive Technology Team (AT) will pre-programme alarms in readiness for installation, with a target of 100 units per week. EAS technicians will carry out installations using four technicians per day, aiming to complete 80–100 installations per week. Plans are in place to complete this programme by mid-June 2026, ensuring all remaining units are migrated prior to any reduction in service provision to the PNC platform by Tunstall.

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### **3. Measures of success**

- 3.1 Increased digital skills across the workforce
- 3.2 Improved business processes across the service

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**4. Supporting documentation**

4.1 N/A

A handwritten signature in cursive script, appearing to read 'Morag Dendy'.

**Morag Dendy**  
**Chief Officer, Performance, Planning & Quality Assurance**

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## 5. Impacts

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| <p><b>5.1 Public Sector Equality Duty and Fairer Scotland Duty</b><br/>Does the report contain information that has an impact as a result of the Public Sector Equality Duty and/or Fairer Scotland Duty?<br/>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/><br/>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><br/>Yes <input type="checkbox"/> No <input type="checkbox"/></p> |
| <p><b>5.2 Financial impact</b><br/>Does the report contain any financial impacts?<br/>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/><br/>If Yes, have all relevant financial impacts been discussed and agreed with Finance?<br/>Yes <input type="checkbox"/> No <input type="checkbox"/><br/>If Yes, please provide a brief summary of the impact?</p>   |
| <p><b>5.3 HR policy impact</b><br/>Does the report contain any HR policy or procedure impacts?<br/>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/><br/>If Yes, have all relevant HR impacts been discussed and agreed with People Resources?<br/>Yes <input type="checkbox"/> No <input type="checkbox"/><br/>If Yes, please provide a brief summary of the impact?</p>  |
| <p><b>5.4 Legal impact</b><br/>Does the report contain any legal impacts (such as general legal matters, statutory considerations (including employment law considerations), or new legislation)?<br/>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/><br/>If Yes, have all relevant legal impacts been discussed and agreed with Legal and Democratic?<br/>Yes <input type="checkbox"/> No <input type="checkbox"/><br/>If Yes, please provide a brief summary of the impact?</p>  |
| <p><b>5.5 Data protection impact</b><br/>Does the report / project / practice contain or involve the processing of personal data?<br/>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/><br/>If Yes, is the processing of this personal data likely to result in a high risk to the data subject?<br/>Yes <input type="checkbox"/> No <input type="checkbox"/><br/>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><br/>Yes <input type="checkbox"/> No <input type="checkbox"/></p>  |
| <p><b>5.6 Technology / Digital impact</b><br/>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?<br/>Yes <input checked="" type="checkbox"/> No <input type="checkbox"/><br/>If Yes, please provide a brief summary of the impact?</p>   |

All system and digital changes within the service have been assessed via the EAGG.

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