

SERVICE TRANSFORMATION – ADULT SOCIAL CARE

To: Cabinet

Date: 6th September 2011

From: Acting Executive Director: Community and Adult Services

Electoral division(s): All

Forward Plan ref: N/A **Key decision:** No

Purpose: To approve expenditure for a project to implement changes in Adult Social Care, to be funded from the Transformation Grant for this purpose.

Recommendation: Cabinet is asked to:

(a) approve in principle expenditure for a project to implement changes in Adult Social Care and

(b) to delegate to the Acting Executive Director: Community and Adult Services, in consultation with the Cabinet portfolio holder for Adult Social Care, approval of the final business case and contract.

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1. BACKGROUND

- 1.1 The Adult Social Care database, SWIFT, has been in use in the Council for some years. As well as being the database containing service user records used in service delivery, it is the source for statutory reports and performance data.
- 1.2 The maintenance agreement was renegotiated in 2010 with the following factors taken into account:
- Value of sunk investment
 - Costs of procurement of an alternative (would require full European Union procurement process)
 - Risks associated with introducing a new system, data transfer, new ways of working and report creation
 - Lack of competition in this field
- 1.3 Over the passage of time, the product has been further developed but local business processes and practices have not necessarily been updated to take advantage of those further developments.

2. OPPORTUNITY FOR SERVICE TRANSFORMATION

- 2.1 Cabinet had previously agreed to release capital funds for an upgrade to the latest version of SWIFT (a normal business issue) and to implement AIS, an application developed for SWIFT that provides additional functionality including, but not limited to,
- workflow supported practitioner input; Management Information dashboard; automatic calculation and annual review of financial assessments.
 - Mobile access for practitioners.
 - Self-service web access for information, signposting and origination of financial and resource allocation assessments.

The business case produced to support this decision included indicative projected savings but did not include the costs of implementing business change and to ensure the maximum value is derived from the additional functionality and new ways of working that are enabled.

- 2.2 Officers engaged with the system suppliers (Northgate IS) to investigate how this could be achieved as the Council has no specialist in-house expertise in the product. They commissioned an initial investigation of business practices and processes in Older People's, Learning Disability, Physical Disability and Sensory Services. This investigation involved working with teams in the County Council and Cambridgeshire Community Services and the results presented to officers from both organisations.
- 2.3 It is clear that business practices will have to change to ensure that full advantage is taken of the opportunities presented – particularly mobile working and timely practitioner input - and that current practice also includes a considerable amount of duplication. This can result in unnecessary delay between the first contact from a customer to service provision, which also generates additional calls and contact chasing up what is happening.

- 2.4 There is scope to improve the way teams work, to reduce waste and duplication, to improve record-keeping and therefore real-time management information. This would constitute the business change required to ensure the Council reaps the benefits of its investment in AIS.
- 2.5 Northgate IS were then commissioned to produce a costed proposal to implement business change, requiring both processes and the working culture. Officers were clear that such a proposal should be based on a risk share arrangement and a robust process for knowledge and skills transfer to County Council staff during the programme.
- 2.6 The proposal from Northgate IS is based on a programme of activity, lasting up to 19 months, working across all relevant teams in the County Council and in Cambridgeshire Community Services; the last 3 – 4 months will be spent on ensuring that new processes are embedded and working effectively. Service Improvement, Financial Improvement and Organisational Improvement Plans will be produced to detail activity, track change/achievement and ensure sustainability. There will be a clear statement of savings to be achieved, and through a risk sharing agreement, the contract will allow for a reduction in fees payable if the savings are not achieved. The savings are achieved through staff reductions (as processes will be significantly more efficient and duplication reduced), travel costs and time and overall improved productivity.
- 2.7 Final details and costings are being prepared and at the time of writing, figures still need to be finalised in relation to the savings achievable in activities carried out by Cambridgeshire Community Services. The indicative position is that for costs of £636,700, plus VAT, savings of up to £3.66m are achievable. Some savings could be achieved later this financial year if work starts in September/October. The savings are achieved on an accumulative basis from January 2012 through to December 2012. The fees would be met from the grant set aside for Adult Social Care Transformation which is £1.19m
- 2.8 On that basis, this represents an investment that will generate a significant financial return as well as the benefit of the knowledge and skills transfer which will ensure sustainability.
- 2.9 It is therefore proposed that this project proceeds, subject to the final business case, and that authority be delegated to the Acting Executive Director, Community and Adult Services in consultation with the Cabinet portfolio holder for Adult Social care to conclude the contract.

3. ALIGNMENT WITH PRIORITIES AND WAYS OF WORKING

3.1 Supporting and protecting vulnerable people when they need it most

The planning, commissioning and delivery of Adult Social care should be carried out in as efficient and cost-effective way possible to ensure that vulnerable people receive the services for which they are eligible.

3.2 Helping people live healthy and independent lives in their communities

Timely assessment, decision-making and provision of appropriate services play a

significant part in helping service users to live as independently as possible.

3.3 Developing the local economy for the benefit of all

There are no significant implications for this priority.

3.4 Ways of Working

The report above sets out the implications for making sure the right services are provided in the right way in paragraphs 2.3 and 2.4. The work will be carried out in conjunction with Cambridgeshire Community Services as the service provider and will ensure there is a consistent and common approach embedded across the whole system. Ensuring services are commissioned and delivered in a timely way will contribute to enabling service users to live independently.

4. **SIGNIFICANT IMPLICATIONS**

4.1 Resource and Performance Implications

The cost of the programme can be met from the specific grant set aside for Adult Social Care Transformation and is more than offset by the savings achievable. New business processes will support timeliness of assessments and therefore contribute to appropriate performance measures. Consistent and common practices lead to improved management and performance information being more readily available. In year financial tracking of forward planning can be better supported as a result. Through a risk sharing agreement within the contract, Northgate have incentives to achieve the agreed savings.

4.2 Statutory, Risk and Legal Implications

The proposed programme will work within the statutory requirements for Adult Social care. A full risks and issues log will be maintained and actively managed throughout the programme.

4.3 Equality and Diversity Implications

There are no significant implications.

4.4 Engagement and Consultation

The work to date has been carried out across teams working for the County Council and Cambridgeshire Community Services; engagement will continue through the programmed work.

| Source Documents | Location |
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| Report and proposal from Northgate IS. | <i>Community & Adult Services, Castle Court, Cambridge.</i> |