

Report of Director of Adult Social Services

Report to Corporate Governance and Audit Committee

Date: 28th January 2015

Subject: Update - Shared Service Partnership with Calderdale Metropolitan Borough Council to meet Adult Social Care Technology Requirements

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Is the decision eligible for Call-In?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

Summary of main issues

- 1 The work on the implementation is progressing well to deliver the system and required changes in line to support the introduction of the first phase of the Care Act in April 2015. Alongside this the system will also need to support a number of other changes Adult Social Care (ASC) are introducing to improve the efficiency of contacts and referrals into the service and also continuing to improve integrated working with health.
- 2 The system will have been developed to meet the new requirements by April 2015 and Leeds will be compliant with the first phase of the Care Act requirements. Plans are being prepared to carefully manage the roll out of the system alongside the other significant changes from April onwards.
- 3 There have been some challenges along the way. The most significant have been resource pressures in Calderdale, primarily because of an impending Ofsted review of their Children's Services directorate and also because of the unexpected retirement due to 'ill health' of the senior Calderdale IT sponsor. Despite the resourcing issues encountered by Calderdale the implementation of the Leeds system remains on track. Through the governance and risk management channels that have been put in place, Leeds has been able to respond and put contingencies in place to keep the project on track and within the agreed budget. Steps are also being taken, by the new management team within Calderdale, to address concerns regarding resources and provision of appropriate support in future.

Recommendations

It is recommended that the Corporate Governance and Audit Committee review the position outlined in this report and note the progress that has been made, as well as the challenges that have been encountered. Corporate Governance and Audit Committee members are invited to make comments and raise any concerns to support the successful implementation of the programme.

It is recommended that the Corporate Governance and Audit Committee agree to receive a further report on the progress of the programme following the successful implementation. However, if any further issues are encountered that affect the quality, cost or timescales of the implementation, it is recommended that these are raised with the Chair of the Committee and brought back to the full committee if deemed appropriate.

1 Purpose of this report

This report has been written to provide an update on the progress of the Shared Service Partnership with Calderdale Metropolitan Borough Council and implementation of the new social care system. It will provide assurance to the Corporate Governance and Audit Committee members that the challenges that are being faced are being resolved appropriately to enable the project to stay on track to provide the required technology solution within Adult Social Care.

2 Background information

- 2.1 In August 2014 Adult Social Care made a decision to defer the implementation of the replacement social care system to April 2015 to coincide with the introduction of new Care Act regulations. Confirmation of this decision and reason behind it was presented in a letter to members from the Chair of CGA, Cllr Hussain, in September 2014.
- 2.2 Work has progressed to develop the full solution for Leeds and at the time of writing this report the CIS system and integrated document management system is undergoing rigorous testing, prior to any changes being made in support of the Care Act.

3 Main Issues and Progress To Date

- 3.1 Development of the system to ensure it meets the specific needs of Leeds has progressed well. At the time of writing this report the full solution (CIS with document management system) is undergoing full end to end testing. This testing has involved frontline practitioners using life like case scenarios to ensure it is fully fit for purpose to support good social work practice in Leeds.

The aim will be to fully test the system prior to making any further changes to meet the Care Act requirements.

- 3.2** Work is also progressing to gather and agree the detailed business requirements for the revised Gateway to Services, Care Act and integrated working across Health and Social Care. Development and testing of the changes will start in the New Year.
- 3.3** Not unexpectedly, there have been some challenges along the way on both sides. The most significant have been resource pressures in Calderdale, primarily because of an impending Ofsted review of their Children's Services directorate and also because of the unexpected retirement due to 'ill health' of the senior Calderdale IT sponsor.
- 4** The Ofsted inspection in particular has placed significant pressures on Calderdale development resources. To mitigate any risks resulting from this, Leeds is now committed, by mutual agreement, to going live with minimal support from Calderdale. However the Leeds project team is confident that it can achieve this first critical milestone. Recent discussions with the new IT leadership team at Calderdale, in terms of how development resources can be freed up going forward and provide appropriate levels of support have been positive but there is still more work to do.
- 3.4** Despite the challenges, created by the resource conflicts within Calderdale, Leeds has been able to revise its approach and keep the development and data migration work on track alongside the implementation work on the system.
- 3.5** Significant work has also been carried out to develop training strategies to provide on-line and classroom based training and training materials for all users of the new solution. Work is continuing with this to integrate the system training with practice and the new ways of working being introduced as part of the Care Act, Health integration and Gateway changes.
- 3.6** For all work-streams the programme continues to be delivered within the budget allocated.
- 3.7** Another challenging area is the commissioning of joint business requirements which will form the ongoing foundation for a common shared CIS system. The first significant stage of this joint working was the introduction of the Care Act. However Leeds is re-designing a more efficient "Gateway to Services" which will also incorporate many of the Care Act changes as well as other changes to improve the service and experience of customers at the front door. Leeds is also moving on a pace with its integration agenda with health. To this end a more pragmatic approach has needed to be taken to ensure a version of the system is provided to Leeds that best meets its requirements in the timescales required. It will then be the aim to consolidate any differences back into one version at a later date.
- 3.8** The challenges in introducing the level of change required in ASC are significant and a lot of consideration is being given to ensure that staff are fully prepared and the roll out of the changes is done in a way that doesn't detract from the level of service provided to citizens.

4 Conclusions

- 4.1 Progress continues to be made on all areas of the programme including the development and testing of Leeds CIS, preparation of our data for migration; integration and development of document management; development and testing of the reporting and business intelligence solution and establishing business readiness and preparation for business change.
- 4.2 Although the position in Calderdale has caused issues and significant concern, Leeds has been able to revise its approach and keep the implementation that have been encountered have been resolved. Action taken to re-schedule some of the work and the impact of this on timescales has been carefully considered. The re-planned timescales enable ASC to minimise any impact on frontline services whilst not compromising on the level of quality expected from the solution.
- 4.3 There are still significant challenges ahead in introducing such a major change in the way people work and the systems to support this. The approach and phasing of the implementation will be critical and based on considerations to ensure services are not adversely affected.
- 4.4 The Corporate Governance and Audit Committee can be reassured that the established governance arrangements continue to effectively manage the risk and challenges posed by the unique nature of the partnership.

5 Recommendations

- 5.1 It is recommended that the Corporate Governance and Audit Committee review the position outlined in this report and note the progress that has been made, as well as the challenges that have been resolved. Corporate Governance and Audit Committee members are invited to make comments and raise any concerns to support the successful implementation of the programme.
- 5.2 It is recommended that the Corporate Governance and Audit Committee agree to receive a further report on the progress of the programme following the successful implementation. However, if any further issues are encountered that affect the quality, cost or timescales of the implementation, it is recommended that these are raised with the Chair of the Committee and brought back to the full committee if deemed appropriate.