

Report of the Head of Service, Assessment, Care Management and Health Partnerships

Report to Director of Adults and Health

Date: 11 August 2017

Subject: Termination of Business Change Team and implementation of Embedding Change team

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: Appendix number:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

1. Summary of main issues

- 1.1 A temporary Business Change team was established to develop and implement the CIS Adult Social Care case management system. This team was established and funded on a temporary basis in 2013 with the purpose of delivering the implementation of the new case management system (CIS). As CIS is now operational this team is no longer required in the current form.
- 1.2 The work of the Business Change team has been reviewed and while it has been successful in implementing the new system, it is no longer required in its current form. There are continued developments across the entirety of ASC fieldwork which will require the additional capacity offered by a small, dedicated change team, who can work across the interface of practice and the case management system. The team will also ensure that changes relating to the emerging practices being developed across the city through Strengths Based Social Care are embedded within CIS. Whilst it is accepted that the majority of business change will effect front line social worker functions there is agreement that the team is to support business change across the whole directorate and that priorities for the team will be set and agreed by the CIS Development Board.
- 1.3 It is proposed that an Embedding Change team is established to include a range of staffing including Service Delivery Manager, a Team Manager, 2 Social Workers and a Senior Business Support Officer are employed to embed changes related to service changes and developments, and ensure that these are reflected in CIS.

The review established that while a Business Change team was no longer required, there was a need for a small investment in ongoing system development. This team will deliver a greater advantage by being maintained as a permanent change team function meaning the function is always available. Staff will therefore no longer need to be employed on a temporary basis and as a consequence staff will no longer be required to be released from substantive positions requiring backfill.

- 1.4 This team will also work closely with Finance and Contracts to support the developments in these areas around the workflow elements of CIS and maximise its potential.
- 1.5 This team will have a key relationship with IM&T, to ensure changes in CIS take into account the workflows generated by Social Workers, Finance and Contracts. The team also has a key role working with information and digital technology to ensure adoption and derive business benefits and efficiency.
- 1.6 It had been proposed that the team will sit under the management of the Head of Service – Safeguarding, Access and Quality on the Adult Social Care structure. Following feedback from some members of the team and discussions with the Director of Adult Social Services and Assistant Director for Social Work and Care, it has been agreed that the proposal is that the team remain under the line management of the Head of Service – Assessment, Care Management and Health Partnerships
- 1.7 The realignment of the Business Change team to the Embedding Change team, as described in this paper results in efficiency savings of £188, 013.

2 Recommendations

- 2.1 It is recommended that the changes required to move from Business Change to Embedding Change are implemented as follows:
- 2.2 The temporary Head of Business Change post is deleted.
- 2.3 The current postholder will be deployed back into her substantive post as Service Delivery Manager. At the person's request they will return to an area SDM post. The SDM role in the Embedding Change team will be recruited to internally.
- 2.4 The Team Manager post is retained and the current postholder offered this role.
- 2.5 The senior Social Worker and Social Worker posts are retained with the current postholders offered these roles.
- 2.6 The two SO2 Project Administrators are no longer required and these vacant posts will be deleted.
- 2.7 Any unfilled positions will be recruited to via internal recruitment
- 2.8 The current B3 Senior Business Support Assistant will be deleted. Creation of a C3 Senior Business Support Officer to support to the whole team, including the SDM. This role will provide support to deliver the general communications from the team to the wider workforce.

To Note

2.9 The temporary Residential and Day Care Reviewing Team will move to the management of the SE SDM whilst it is required. This will balance the responsibilities of the area SDMs. The funding for this team is not included in the financial savings identified below.

2.10 It had been proposed that the team will sit under the management of the Head of Service – Safeguarding, Access and Quality on the Adult Social Care structure. Following feedback from some members of the team and discussions with the Director of Adult Social Services and Assistant Director for Social Work and Care, it has been agreed that the proposal is that the team remain under the line management of the Head of Service – Assessment, Care Management and Health Partnerships. This change needs to be reflected in SAP

3 Purpose of this report

3.1 To outline the proposed changes and make recommendations for addressing the Business Change team that was established to develop and implement the new case management system. This team in its current form is no longer required now that the system has been successfully implemented and is operational.

3.2 There are continued developments across the entirety of ASC fieldwork which will require the additional capacity offered by a small, dedicated change team, who can work across the interface of practice and the case management system. This team will deliver a greater advantage by being maintained in a permanent change team function meaning the function is always available and not requiring staff to be released from substantive positions

3.3 The Embedding Change team will also provide capacity to Finance and Commissioning, in terms of the expertise on developing and implementing change, enabling the subject matter experts from the different parts of the business (social work, finance and commissioning) to concentrate their involvement where it is most needed.

3.4 There are also continued information and digital technology changes which need capacity within social work practice to ensure that changes are embedded to maximise the benefit of investment and drive efficiency.

3.5 The report outlines the scope of resources needed to fulfil this role.

4 Background information

4.1 Adult Social Care is planning significant change related to achieving budget action plans, transforming how social care is delivered, and as part of the emerging health and social care Sustainability Transformation Plan.

- 4.2 Information and technology plays an increasingly significant role in underpinning and driving these changes and as a key enabler to the STP a Local Digital Roadmap is being defined for Leeds. Alongside this each health provider has completed a Digital Maturity Index assessment and social care has also agreed to complete the same. This defines the areas where change is required to 2020 to meet the aspiration of the 'paperless NHS – and care'. This assessment will provide the opportunity to ensure that our change plans are robust to meet this challenge.
- 4.3 The recent implementation of the CIS case management system, plans for the use of the integrated digital care record, the Leeds Care Record alongside an electronic brokerage and home care monitoring system all need support in embedding in business process and ensuring benefits realisation

5 Main issues

- 5.1 Prior to CIS there were separate systems for case management and financial payments and charges, ESCR and ESCR Financials. This led to a separation of duties between Access and Care, finance and contracts. With the implementation of CIS as one core system which brings this together there are changes in the way these services need to work together.
- 5.2 There are known issues in terms of the quality of the data recorded and clarity of role and purpose is required between business operations and IM&T. Part of the remit of this team will be to work in partnership with IM&T, ensuring that they are involved in any testing of CIS developments to reassure all parties that the developments do not have any adverse impacts elsewhere in the system. The SDM will be the lead in developing these relationships
- 5.3 It is recognised that to ensure continuity from the implementation of CIS and the breadth of transformational social work change planned will require some dedicated resources to maintain the skills developed in implementing CIS. The Business Change Team was established as a temporary programme resource to implement the Client Information System in Adult Social Care. As the system is now live, the team is no longer required in the current form, but there is clear evidence that there is still a need for a discrete team to provide expertise around change. In undertaking this review, consideration has been given to whether the role of embedding change as a consequence of developing and implementing CIS could now be undertaken as part of the role of the Service Delivery Managers in the community and hospital teams. However it has been agreed that the team's knowledge and expertise in CIS is an added advantage to the proposed team structure, as many, if not all, of the changes currently underway within ASC will have an impact on CIS, whether directly or indirectly. It is useful to have a team that can focus on embedding change without the distractions of operational activity.
- 5.4 The most significant change is that the new team is not delivering the development and implementation of a new electronic system and is therefore not a programme. There is no longer a requirement for a senior decision maker at Dir 52.5%, as decisions are no longer required to be made regarding the implementation of a new system, and any

system related decisions will require liaison with the Heads of Service for Social Work, Finance and Contracts prior to implementation .

5.5, There is a need for a Senior Manager at SDM Dir 45%, to influence across their peers and provide supporting information to and request decisions from the Heads of Service/Chief Officers which is the appropriate level for decision making now that the system is being embedded. The role of the Service Delivery Manager in this team is to oversee the delivery of the above. In addition, to be the senior manager linking and liaising with the various parts of Adult Social Care (fieldwork, finance and contracts), providing leadership and ensuring continuity of approach to the changes and developments required to CIS. This role will have the key links to IM&T, and in prioritising changes, recognising where something is business critical and bringing this to senior managers' attention, on behalf of and following consultation with SDM colleagues.

5.6 The role of the core embedding change team (Team Manager, 2 Social Workers and a Senior Business Support Officer) is to:

- Support new social work developments applying subject matter knowledge of existing business practice and developing new operating procedures
- Apply knowledge of how CIS needs to be embedded in terms of the relationships, roles and responsibilities of social work, contracts and finance.
- Ensure up to date professional practice guidance, linked to application guidance is maintained, and provide social work practice support in liaison with IM&T Application management and training
- Promote ownership of information and systems used – taking pride in their use and ongoing development to meet business operational needs.

5.7 As CIS continues to be implemented across the finance and contracts workflows, the known data cleansing issues related to the implementation of CIS and data migration need to be resolved. It is proposed that a team is established to undertake this work and to scope the need for any ongoing resource in this area. This team will sit temporarily under the Embedding Change Team, receiving direction and support, but be line managed via Business Support. The funding for these workers is not included in this paper, nor do they form a part of the permanent Embedding Change Team

5.8 Due to issues highlighted when the care home payments went live from CIS, a Care Homes Query/Payment team is being developed. In the short term it is envisaged that its work flows will be directed by the Embedding Change Team, although again line management will come from Business Support. The funding for this team is not included in this paper, nor does it form a part of the permanent Business Change Team.

5.9 Further work has been undertaken in relation to both the data cleansing and payment queries functions. It is proposed that the 2 functions form part of a single team. While it will sit temporarily under this Embedding Change Team, there is further discussion required to establish the appropriate long term place on the structure for this team, but during the start-up phase it is accepted this is the best location.

6 Consultation and Engagement

6.1 The proposal for these posts has been shared with the Business Change Team and Trade Unions, including 1:1 sessions with each member, where members have been supported by a Trade Union representative where they have wished to do so. Revisions to this paper and the Equality Impact Assessment have been made in light of the feedback from the team members. Neither GMB nor Unison had any issues with the proposals..

6.2 The current temporary Head of Business Change has indicated her wish to return to her substantive grade of SDM. However, they have declined the role as SDM in the Embedding Change Team and will be redeployed into the South East Area SDM position

Concern has been raised as part of the consultation and the development of the EIA that the professionally qualified social work posts within the structure may be placed at a disadvantage in relation to the ongoing development and maintenance of Continuing Professional Development (CPD), and the maintenance of current skills within a developing social work landscape, consequent on the development of Strengths Based Social Care. The new team is defined as Embedding Change which means that the team has to have a really clear understanding of the interface between client information system and practice. The workers in the team have been able to stay current, and are being supported through a number of actions. It has been agreed that the Social Workers will maintain a small caseload, overseen by the Team Manager to enable them to participate in the developments of Strengths Based Social Care first hand. This will add to their work around the more strategic developments of the approach and provide greater insight into any requirements for the case recording system.

In addition, the Senior Social Worker (PO3) will need to undertake student placement supervision to maintain her status. This can be achieved by a mixture of long-arm supervision support to students in other teams, but can also include shorter placements with the team itself. A further action is required to engage with Organisational Development to refine the offer the Senior Social Worker can provide.

6.3 Within Leeds ASC there is an established process for workers who wish to transfer to work in a different area. It has been agreed that this process should also apply to the Social Workers within the Embedding Change Team, therefore should they wish to move back to an area post they can register this and will be considered when there is a vacancy (as is the current process). Any vacancy created by this will be recruited to via internal recruitment.

7 Equality and Diversity / Cohesion and Integration

7.1 An Equality Impact Assessment Form can be found at Appendix 1.

8 Council policies and City Priorities

8.1 The Health and Social Care Act 2012, the Care Act 2014 and the Data Protection Act 1998.

8.2 It will also contribute to the implementation of the Better Lives Strategy, Best City to Grow Old in and the integration of the health and social care agendas.

9 Resources and Value for Money

9.1 Core funding has been identified in anticipation of the need to maintain a revised team of staff to ensure benefits are embedded as the implementation of CIS moves into core business operations with the value created being maintained, which will fund these proposals. The staffing structure as at the implementation of CIS was:

Job Role	Grade	Cost p.a	Revenue Budget required
Head of Business Change	Dir 52.5	79, 110	79, 110
Team Manager x2 (1 vacant)	PO6	109, 280	109, 280
Senior Social Worker	PO3	45, 180	45, 180
Social Worker x2 (1 vacant)	PO1	79, 800	79, 800
Project Administrator x2 (1 vacant)	SO2	74, 500	74, 500
Senior Business Support Assistant	B3	37, 250	37, 250
TOTAL			425, 120

9.2 While the team was at its height in terms of development and implementation of CIS, it was much larger and included a team of data migration workers, analysts, project officers, additional SWs and PO6s plus an SDM, the majority of these posts are vacant with no budget attached, as the budget has been reabsorbed or deleted.

9.3 Below is the current staffing structure, as at January 2017.

Existing Structure

Job Role	Grade	Cost p.a	Revenue Budget required
Head of Business Change	Dir 52.5	79, 110	79, 110
Team Manager x2 (1 vacant)	PO6	109, 280	109, 280
Senior Social Worker	PO3	45, 180	45, 180
Social Worker x2 (1 vacant)	PO1	79, 800	79, 800

Project Administrator x2 (vacant)	SO2 (posts vacant)	74, 500	74, 500
Senior Business Support Assistant	B3 (Vacant)	37, 250	37, 250
TOTAL			425, 120

Proposed Structure

Job Role	Grade	Cost p.a.	Revenue budget required
Service Delivery Manager	Dir 45%	67,630	£68,820
Team Manager	1 x PO6	£54,611	£55,580
Senior Social Worker	1 x PO3	£45,147	£45,950
Social Worker	1 x PO1	£39, 090	£39,770
Senior Business Support Officer	1 x C3	£30,629	£31,180
TOTAL			£241,300

10 Legal Implications, Access to Information and Call In

10.1 This decision will not be subject to call in.

11 Risk Management

11.1 In establishing the ongoing embedding change team, Adult Social Care will mitigate against the risks of future changes to CIS, in terms of case recording, finance and contracts. It will also provide capacity to enable the implementation and mainstreaming of systems to support for the delivery of strengths-based social care.

11.2 The team will also mitigate against the risk of a regular impact on frontline Social Work, finance and commissioning staff in terms of developments and change management.

11.3 Individual risks to members of the teams in relation to maintaining currency in terms of social work practice have been considered and mitigated in the Equality Impact Assessment

12 Conclusions

12.1 The proposal contained within this report provides for a fit for purpose team to deliver the ambitions of the Directorate in terms of the development of Strengths Based Social Care. The team will provide capacity and support around change management and culture shifts, and will also ensure the workflow element of CIS is centralised across all aspects of ASC. It has a further role in, along with IM&T, in ensuring Adult Social Care is legally compliant in terms of data quality and integrity.

12.2 Embedding Strengths Based Social Care alongside information and digital change will provide better outcomes for citizens, increase efficiency and ensure return on technology investment.

13 Recommendations

13.1 It is recommended that a revised team structure is implemented:

13.2 The temporary Head of Business Change post is deleted.

13.3 The current postholder will be deployed back into her substantive post as Service Delivery Manager. At the person's request they will return to an area SDM post. The SDM role in the Embedding Change team will be recruited to internally.

13.4 The Team Manager post is retained and the current postholder offered this role.

13.5 The senior Social Worker and Social Worker posts are retained with the current postholders offered these roles.

13.6 The two SO2 Project Administrators are no longer required and these vacant posts will be deleted.

13.7 Any unfilled positions will be recruited to via internal recruitment. The current B3 Senior Business Support Assistant will be re-designated as a C3 Senior Business Support Officer and will provide the support to the whole team, including the SDM. This role will further support the general communications which come from the team to other workers.

To note

13.8 The temporary Residential and Day Care Reviewing Team will move to the management of the SE SDM whilst it is required. This will balance the responsibilities of the area SDMs. The funding for this team is not included in the financial savings identified above.

13.9 It had been proposed that the team will sit under the management of the Head of Service – Safeguarding, Access and Quality on the Adult Social Care structure. Following feedback from some members of the team and discussions with the Director of Adult Social Services and Assistant Director for Social Work and Care, it has been agreed that the proposal is that the team remain under the line management of the Head of Service – Assessment, Care Management and Health Partnerships. This change needs to be reflected in SAP

14 Background documents¹

14.1 Equality Impact Assessment Form

¹ The background documents listed in this section are available for inspection on request for a period of four years following the date of the relevant meeting. Accordingly this list does not include documents containing exempt or confidential information, or any published works. Requests to inspect any background documents should be submitted to the report author.