



Not for Publication: Under Access to Information Procedural Rule 10.4(3) - Appendix 2 Only

Report of: The Director of Adult Social Care, The Interim Director of Children's Services and The Director of Resources

Executive Board

Date: 22 June 2010

Subject: Social Care Systems Review

Electoral Wards Affected:

Ward Members consulted
(referred to in report)

Specific Implications For:

Equality and Diversity
Community Cohesion
Narrowing the Gap

Eligible for Call In



Not Eligible for Call In

(Details contained in the report)



EXECUTIVE SUMMARY

One of the key priorities for the Council is to provide excellent Adult and Children's Social Care Services to meet the needs of vulnerable adults and young people in Leeds. To ensure that we have the best processes and systems to support skilled workers operating best practice an independent review of those systems was undertaken.

This report outlines proposals for improvements to these information systems with associated business changes in Adults (ASC) and Children & Young Peoples Social Care (CYPSC) following the review which, at that time, concluded that the existing systems were not "fit for purpose"

Since the review, and in response to the recent Children's Safeguarding inspection, work has been carried out to improve the usability of the current ESCR system and address some of the functionality gaps. These improvements have made a difference to specific areas of functionality and have been well received by front line staff and managers. In order to support and enable the necessary business changes to move Adults and Children's from their current position towards an appropriate level there is a need to accelerate this pace of development to provide much improved, intuitive and efficient information systems.

This report outlines proposals for a programme of work aimed at developing systems and processes that support best practice within social care and facilitate Leeds City Council to move from where we are now, to providing excellent social care across Leeds.

The proposed programme of work is in three phases and sets out to firstly address immediate issues with the existing information systems and associated business processes. The developments made to the existing system and changes to working practices and processes will enable essential and urgent service improvements to be delivered immediately. It also provides the capability to start to deliver essential ongoing efficiency benefits. The second phase will then be to fully embed these first stage best practice and process improvements, build the capacity to improve services further and support the drive towards good and then excellent performance levels. The third phase will be to define and deliver options to implement more modern fit for purpose solutions that will support the Council in meeting the ongoing and future challenges it faces in providing excellent Social Care services in Leeds.

The phased approach outlined in this report recognises the challenges of delivering change to an organisation where key elements of its performance are low. The risk, both in terms of probability and negative impact to service provision by trying to implement such a significant change in one single stage is extremely high. Given that these systems & processes are key to the work to support and safeguard the most disadvantaged members of society, that risk is considered too high. The design of the programme is therefore to deliver a step change through the development of the existing system that then provides the supporting platform for the first stage business process changes to be made. This then provides the stability and capacity for further changes to be delivered in a more effective and timely way. It also significantly reduces the risks and ultimately delivers a more sustainable solution with people process and technology working together to best effect.

1.0 Purpose Of This Report

- 1.1 This report outlines proposals for the identification, evaluation, development and implementation of new social care business solutions. These solutions are aimed at radically improving the access, assessment, commissioning, provision, management and monitoring of Social Care within Leeds. To ensure the success of these proposals they also incorporate necessary people and process changes.
- 1.2 To initiate the first stage of these proposals, this report seeks approval to incur expenditure as detailed in Confidential Appendix 2 from the provisional funding currently set aside in the councils capital programme. This investment is to develop the existing ESCR system, and more importantly the changes in business processes and the way people work, to meet immediate improvement demands and deliver essential business changes in the medium term. It is also to provide resources to develop detailed business requirements, business case and options appraisal for the longer term solution.
- 1.3 A subsequent report and business case will be brought back to the Executive Board at a later date with an update on progress and recommended options for the next phase of improvements.

2.0 Background Information

2.1 History Of Social Care Systems In LCC

- 2.2 Social care departments deal with the most vulnerable people in society, carry considerable safe-guarding responsibilities and spend a sizeable portion of a council's budget. For these reasons it is important that social care functions use consistent, proven practices, which can be effectively monitored and audited. They also need to provide immediate access to accurate, up-to-date information.

Ongoing development of the national agendas for social care continues to drive transformation and presents a range of challenges for local government to deliver the national agenda. Effective social care information systems are a vital element of this equation and need to support social care operational delivery, business management, and effective decision making.

Both Adult and Children & Young People's Social Care services within Leeds City Council (LCC) are currently supported by a bespoke Siebel based system (ESCR), implemented from 2003 onwards. ESCR is supported by a number of additional systems that collectively aim to meet the information needs of social care including: analytics reporting, ESCR financials and a range of bespoke databases and small scale applications.

Since the decision was taken by the Council to develop its own ESCR system, there have been significant changes in the direction of social care, mostly as a result of central government directives. This has included a re-organisation that splits social care provision within LCC into two separate and distinct directorates. These changes have had inevitable implications for IT systems supporting those now-separated social care services within the Council.

In addition central government has initiated changes it wanted to see in the provision of social care by local authorities. One recent change was the introduction of the integrated children's system which all authorities were expected to comply with. These changes required substantial development of social care systems and many 3rd party system suppliers struggled to meet the requirements. This situation was exasperated in Leeds as not only was there a need to understand the implications of the changes required and then develop the appropriate solutions, but this had to be done in relative isolation from other suppliers and authorities. A considerable amount of time and effort was spent by all suppliers before requirements were ultimately changed. In this case, with the requirements developed in house, the full burden of this largely wasted effort fell onto Leeds rather than being shared across many authorities.

Currently there are over 1500 users across ASC and CYPSC recording details of:

- 15,000 active service users
- 6,000 referrals per month
- 2,000 assessments per month
- 80,000 activities per month

In September 2009 a report¹ was presented to the Joint Social Care Services Board, chaired by the respective Directors of ASC and CYPSC, containing findings from a review carried out by independent consultants PA. The review highlighted some key shortcomings in the functionality of the existing system, its lack of consistent use across all business areas and issues as to how it was supported and developed. The report concluded that at that time the system was not fit for purpose.

The board agreed a mandate to investigate and develop business case options to consider replacement solutions including the associated business changes. e.g. A move to consistent processes based on best practice.

2.3 Conclusions From Review and Need to Change

2.3.1 There are two key issues identified in the review in relation to the system itself:

1. **Usability:** Front line workers and managers find it difficult to navigate around the system and in many cases staff are unsure where certain information should be entered. The system is not intuitive enough and there is a need for a relatively high level of experience and knowledge of the system to be able to use it effectively. The system does not naturally lead the user through the process or validate correct data entry.







Risk/Issues: The recording and management of information is inefficient resulting in front line staff spending too much time entering data onto the system. Time is also lost retrieving relevant information across the system. There is also a risk that key information could be missed, either its not there or not easily accessible, that leaves a gap in the single view of the service user. Valuable data is not always captured in a consistent manner leading to the risk that decisions are delayed whilst a full picture can be gathered from other sources. More importantly there are major issues with the overall quality of data in core information systems.

2. Functionality: There are key areas where the full capability of the system has not kept up with current best practice and ways of working. In many areas, where there are functionality gaps, manual work processes are in place which can often be inconsistent and inefficient. In addition, where information needs to be recorded, and the functionality is not present, this has led to a plethora of disparate spreadsheets and databases being developed to fill the gap.

Risk/Issue: There is a risk that inconsistent usage of core information systems across all areas can result in an incomplete picture of client cases in a single view/source. This can lead to gaps in essential data required to support key decisions. A risk highlighted in the recent inspection. In addition there are considerable inefficiencies in maintaining manual processes and recording of duplicate data in many disparate systems. Collecting client data in these disparate systems presents risks and overheads in maintaining the security of potentially sensitive data. There is also a significant cost implication to support and maintaining so many disparate systems.

The following table represents an assessment of ESCR functionality (Sept 2009) compared with other leading commercial products in the social care market.

	Referral, assessment and care planning	ESCR, ICS, SAP and e-forms	Case note recording and chronologies	Workflow and case-work monitoring	Integrated working	Children's services – LAC, adoption, CP and foster carers	Transition	Alerts, risks, incidents and safeguarding	Contract management	Service recording	Reporting and letters	Complaints	Budget management	Non-residential financial assessment and charging	Non-residential payments including LCC foster carers	Residential financial assessment and charging	Residential payments	Interface with corporate finance system
LCC ESCR system/s Overall fit = 48%	61 %	31 %	68 %	18 %	56 %	40 %	30 %	35 %	66 %	56 %	51 %	60 %	47 %	16 %	29 %	44 %	50 %	40 %
Top commercial products Overall fit >90%						86 %	75 %	78 %		86 %	88 %	86 %			88 %			89 %

 >90% fulfilled	 75-90% fulfilled	 60-75% fulfilled	 45-60% fulfilled	 30-45% fulfilled	 <30% fulfilled
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2.3.2 In addition there were a number of issues identified in the way the existing system was supported and developed.

1. Pace of Change and Strategic Fit: Social Care requirements have and will continue to be under a state of constant change. This presents significant challenges to local authorities, especially in recent years, to meet the demands to support the national agenda to transform social care. To meet these demands requires continuous development of best practice, processes and systems. Although significant improvements have been made to the existing system since the review and subsequent inspections, there are still significant challenges in our ability to respond quickly to the changes required. Recent inspections have identified limitations in our ability to provide a single, up to date and accurate view of a child's, adult's and family's social care needs within a complete electronic social care record.

Risk/Issue: The effective development of an in-house system needs to be business led, supported by clear and tangible requirements. Historically this has not happened in Social Care and as such the speed and agility of the Council to keep up with the pace of change required to deliver modern social care services is an issue. The move towards an even more holistic view across health, integrated children's

services, families and neighbourhoods will add to this challenge. There is a significant risk that without the appropriate investment and effort in new solutions with an associated level of ongoing support and development, Leeds will be constantly behind the pace of change.

2. **Developing In House Systems:** Although the system has supported the delivery of social care for the last seven years the effort and cost to try and keep up with the pace of change with the current organisational arrangements has been relatively high. Whilst an in house system does provide some flexibility to meet our own local priorities it does mean this effort and risk is born solely by Leeds City Council.

Risk/Issue: As well as the effort of developing systems in house there are risks to the council in Leeds doing this in isolation to other authorities, suppliers and partners. For example the Integrated Children's System initiative from Department For Children, Schools and Families (DCSF) the Council invested up to a years worth of resources in developing a solution. This was lost when the government reversed their approach to compliance. External suppliers are better positioned and commercially oriented to shoulder the uncertainties of continuing system development, whilst their customers (e.g. LCC and other authorities) benefit from the economies of scale that a large user base affords to the development funding. In order to develop new capabilities an investment of time is required by Social Care practitioners to develop the detailed business requirements. This resource is often difficult to free up. Most third party systems mitigate from this risk as they are based on good practice processes that Social Care professionals must then follow. However, some are also configurable and therefore, this risk may still apply.

2.4 Additional Drivers For Change

- 2.4.1 Recent inspections have highlighted the need for improved information systems to support, record and monitor best practice processes. It is essential that care workers and their managers have the most complete and accurate view of the service user when making critical life changing decisions.
- 2.4.2 This highly accurate view is especially critical to ensure the safeguarding of vulnerable adults and children. The recent improvement notice, issued by the DCSF , in relation to the safeguarding of children in Leeds², focuses on the need for LCC to be able address issues, and deliver improvements in a more timely manner. In particular information systems need to be able to support changes to best practices and procedures and not constrain them.
- 2.4.3 Government led initiatives are driving through changes to transform social care provision across both Adult Social Care (Putting People First³ and Valuing People Now⁴) and Children's and Young Persons Social Care (Every Child Matters⁵). The management, delivery and monitoring of more personalised services presents challenging and more complex requirements. It is essential that effective and efficient information systems are provided to support these new ways of working and in doing so ensure that social worker's time spent updating systems is kept to the required minimum
- 2.4.4 Ongoing demographic research has shown that nationally there is a continuing increase in demand for social care services. Alongside this increase in demand there is also likely to be a decrease in funding as a result of public spending restraints. Therefore, in attempting to mitigate any negative impact on services, all authorities will have to make savings and efficiencies in the way they and their partners provide services. More effective ways of working and efficient processes supported by modern fit for purpose systems will be a key element to meet the challenges of reducing costs whilst meeting increased demand.
- 2.4.5 There is an ever increasing need to better understand customer needs and how these change and affect potential future demand on the Council Services. This insight can only be informed through the accurate capture, effective management and analysis of information held in our systems.

- 2.4.6 Currently there are inefficiencies in the existing systems to provide accurate and up to date financial management information. Information is held on a number of disparate sources including ESCR, databases and spreadsheets. To provide a complete financial picture takes significant resources and time to extract and analyse this data. More effective single source systems will provide more accurate, up to date information and present this in formats that can be quickly interpreted and acted upon.

3.0 What Needs To Change

- 3.1 More intuitive, easy to use information systems are required, that provide the capability and functionality to manage the delivery and ongoing development of services and improve the efficiency of social care professionals.
- 3.2 Addressing the functionality gaps will provide the platform to meet the wider information systems requirements and remove the need for disparate spreadsheets and databases. The use of so many additional applications presents risks to the council both in relation to the integrity and security of information, inefficiencies and more importantly a dislocation of the critical client information. There is no single and complete view of the service user or how service is provisioned i.e. a single electronic care record. This is a significant weakness identified in terms of safeguarding inspections.
- 3.3 Since the review was carried out a number of improvements have been made to the existing system and the gap in functionality is closing. Appendix 4 shows the impact this has had on social care practice in CYPSC. It has been accepted however that, alongside functionality enhancements, there needs to be significant improvements in the way operational staff exploit their information systems, follow best practices and consistent and efficient business process. The costs outlined in the business case include activities to deliver these necessary changes.
- 3.4 A shift in the culture of people also needs to take place in relation to how we value, capture and use, information to ensure this is intrinsic to social work activity. Recent inspections have highlighted the need to provide effective tools and management systems, to front line staff, to ensure decisions are based on accurate and up to date information. Along side this the processes developed to support best practice require system functionality to simplify the recording of data and strengthen compliance through consistent and validated processes.
- 3.5 Information also needs to be valued to provide essential business intelligence in relation to how effective service provision has been in improving outcomes for service users. This intelligence is also required to manage performance, ensure the effective use of resources and inform policy decisions and strategies for the future shape of social care in Leeds. Recent developments have provided very effective analytical tools and dashboard views for managers. However significant improvements need to be made to the quality of data within the systems to ensure this intelligence is founded on accurate and complete information.
- 3.6 Both ASC and CYPSC referrals have been increasing in recent years and are projected to continue to increase in the future. Although funding for social care services has been increased for 2010/11 it is unlikely that the council can sustain these increases indefinitely. The realisation of the benefits and efficiency savings in providing far more effective and efficient solutions and thereby releasing more social worker time will be a critical element in meeting these increased demands.
- 3.7 In assessing options a key issue is that the pace of change in social care is considerable and the speed at which the council needs to react to these changes both legislation and service demands is a significant challenge. Moving to a 3rd party supported solution provides opportunities to share some of this effort, risk and expense with other local authorities using the same solution.

4.0 Conclusion

- 4.1 The existing system has been in place since 2003 and has been supporting the provision of social care for a number of years. However with more recent increases in the pace of change required the council has struggled to keep up in providing adequate systems to support it. Most 3rd party solutions mitigate against this with regular upgrades to their products.
- 4.2 Recent developments have shown that the identified functionality gaps can be successfully met with the existing system. However, this needs to be supported by a significant amount of business change. Therefore, there is a funding requirement to accelerate these business changes and to develop the supporting technical solutions.
- 4.3 There is an immediate requirement to change the organizational arrangements that support future development of new business solutions in Social Care. This is regardless of which option is chosen.
- 4.4 Failure to address the required organisational arrangements prior to the implementation of revised systems represents a significant, short term and long term, risk to social care performance and therefore the Council.

5.0 Programme Approach

- 5.1 A programme of work has been designed to support and enable Leeds City Council to transform its Social Care services and ultimately move from the current levels of performance to outstanding/excellent levels. This is a major, 2-3 year, programme of work a significant part of which is to provide modern fit for purpose information systems and solutions across ASC and CYPSC.
- 5.2 The proposed approach is designed in a number of phases to ensure Leeds City Council meets its immediate requirements to improve, whilst also looking at best solutions to enable future demands to be met. The phasing of the programme also ensures an appropriate level of rigour and timing around key decisions to be made both in terms of financial investment and strategic direction.

There are three key phases:

1. Developments to existing system and immediate business changes
2. Delivery of service performance improvements and review
3. Implementation of new solutions and associated long term business changes

5.3 Phase One: Development of Existing System

- 5.3.1 The existing ESCR system will be developed to meet essential requirements to enable both ASC and CYPSC to meet the immediate transformation agenda and also future legislative changes in the next 18-24 months. Many of the required changes will not wait until a new system is in place. Appendix 3 details the key areas of development proposed in each service.
- 5.3.2 In addition to system enhancements a substantial part of the business and cultural aspirations of the programme will be initiated and delivered in this stage. This will ensure a smoother transition through the complexities of vastly different processes and system functionality. This approach will also enable a number of benefits to be realised ahead of implementing the new solution

- 5.3.3 It is essential that the performance of the service is at a level that can provide the capacity to implement these effectively and can cope with the impact of changes without any significant or unplanned drop in performance. The developments and associated business changes will enable the service to improve its performance ahead of any migration to the new solution.
- 5.3.4 A major part of the implementation of a new solution will be the migration of the data and information contained in the existing system. The proposed developments to the existing system will ensure information is captured more accurately and completely. Activities will then be initiated to cleanse existing data to ensure the quality of data is to an acceptable standard prior to its migration to a new solution. Given the number of records and activities on the current system, failure to clean up this data will not only add significantly to the effort and cost required to migrate but could also limit the effectiveness of any replacement solution.
- 5.3.5 Assessments will be made as to the level of ICT skills held by front line staff and strategies developed and implemented to enhance appropriate skills where necessary to required levels to ensure the functional capabilities of any new solutions can be fully optimised.
- 5.3.6 The estimated costs associated with this phase include the provision for:
- hardware, software and technical capacity to develop the capability outlined in Appendix 3
 - data cleansing and matching activity to address immediate data issues and prepare data for migration to new solution
 - staffing resources to deliver the essential business changes

5.4 Phase Two: Delivery Of Service Performance Improvements and Review

- 5.4.1 The first phase implementation of business changes to best practice and consistent processes supported by key developments to the existing system will enable the services to deliver immediate service improvement priorities. The developments will also enable the efficiency benefits outlined in Appendix 1 to start to be delivered.
- 5.4.2 The second phase is to fully embed these best practices and focus on improving performance of all social care services to good levels.
- 5.4.3 During this stage the impact of the changes will be assessed both to inform next stage options and solutions as well as to assess the capability and capacity to implement new solutions. Detailed business requirements will be identified in this phase to fully inform options to source the best solution. These will also form the basis of any tender specification.
- 5.4.4 A report and associated business case will be brought back outlining recommendations for the next phase in the Autumn 2010. The staffing costs associated with this phase are approximately £150k to produce the detailed business requirements, business case and options appraisal.

5.5 Phase Three: Implementation Of Replacement Solution

- 5.5.1 Implementation of new solutions that fully meet immediate and future business requirements. Appendix 2 gives high level indicative costs of a full replacement of existing systems with a 3rd party solution. These costs are worse case scenario and for information only and could reduce significantly depending on the impact of phases 1 and 2.
- 5.5.2 Implement a second phase of business change, supported by the enhanced functionality provided by the new solution, to enable the council to deliver excellent social care services.

6.0 Timescales

Formal gateways and decision points have been built into the phases of the programme to ensure a rigorous process is in place to make the right decisions at the appropriate level at each key stage.

- Approval to develop existing systems and implement associated business changes – **June 2010**
- Existing ESCR development and implementation - **July 2010 to March 2011**
- Replacement solution Options Report and Business Case to Exec Board for approval – **October/November 2010**
- If required, procurement process for replacement solution – **December 2010 to May/June 2011**
- If appropriate, approval for contract with preferred 3rd party supplier – **June 2011**
- Implementation of replacement solution – **July 2011 to June 2012**

7.0 Implications For Council Policy And Governance

- 7.1 The outcomes this programme aims to deliver are a key element in meeting the Council's key strategic outcomes to improve the health and well being of people in Leeds. In particular it's intentions to support the safeguarding and delivery of effective care and support to the elderly, young and most vulnerable citizens.
- 7.2 Providing accurate and up to date business intelligence and financial management information is a critical element of the council's financial strategy in meeting the immediate financial planning and management challenges facing social care services.
- 7.3 Each phase of the programme will move nearer the end goal of a true and complete electronic care record. This capability alongside the use of electronic forms will significantly reduce the volume of paper forms and records that need to be retained. In providing a full view of the case electronically also enables truly effective mobile working. This will, in line with the council's changing the workplace strategies, significantly reduce the need for office space and travelling requirements of social workers.

8.0 Legal And Resource Implications

- 8.1 A key factor in ensuring the success of this programme is the establishment of a team made up of appropriately skilled and knowledgeable staff. The staff resource costs detailed in Appendix 2 include costs for the backfilling of staff posts to ensure the impact on front line service provision is minimised when utilising operational staff in this way.
- 8.2 It is proposed that the requested funding for the work detailed in this report to be provided from provision within the Council's existing capital programme.
- 8.3 The costs detailed in Appendix 2 are deemed as confidential and exempt under Access to Information Procedure Rule 10.4 (3) as it contains information relating to the business and financial affairs of the Council. It is felt that if this is disclosed this would, or would be likely to, prejudice the commercial interest of the Council in securing best value for money solutions in the future.
- 8.4 There are no specific legal implications to consider within Phase 1 or 2 of the programme. If recommendations are made and approval given in later phases to procure a third party solution this activity would be carried out within the Council's Procurement and Contracts Procedure Rules

9.0 Conclusions

- 9.1 The improvements to information systems and associated business processes is a key supporting element in the Councils strategy to transform social care and deliver improved services more efficiently.
- 9.2 The developments are also an essential component in delivering the Children's Improvement plan and meet key milestones under the Improvement Notice issued by the Department For Children, Schools and Families.

10.0 Recommendations

- 10.1 Approval be given to incur expenditure as detailed in Appendix 2 to develop the existing information systems (ESCR) and implement the associated business changes required to support the service improvement and transformational plans in Social Care as outlined in this report.
- 10.2 Approve the staffing resource costs to produce further reports and associated business cases for Exec Board approval for the development and implementation of replacement business solutions to meet ongoing and future demands.

Background Papers

¹ Independent Review of Social Care Information Systems - PA Report Sept 2009 (please note parts of this report are classed as exempt from publication Under Access to Information Procedural Rule 10.4(3))

² Inspection of Safeguarding and Looked After Children Services – Ofsted Jan 2010

³ Putting People First – Department of Health 2007

⁴ Valuing People Now – Department of Health 2009

⁵ Every Child Matters - Department For Children, Schools and Families 2003

Appendix 1 – High Level Benefits

No	Cashable / Non-Cashable	Category of Benefit	Benefit Description	Benefit Impact
SC1		Efficiency and Effectiveness	Data Entry & Usage: As data will only need to be input once with automatic replication across all forms thus ensuring that data input errors are minimised and that the information becomes accessible in a timely manner. Additionally, because information is stored in an on-line, central and collaborative environment, more people will have access and review rights to the data thus reducing the chances of errors and omissions.	
SC2		Efficiency and Effectiveness	Improved decision making: as a complete set of information is available. All information, including case notes, is available straight-away when picking up an absent colleague's case. Relationships are easily visible. Monitoring of the achievement of outcomes is enabled and provision of a complete view of a service user and the Council's interactions with them.	
SC3		Efficiency and Effectiveness	Processes: business process will be standardised which will ensure that the processes for each client are consistent for service quality across the operation and can easily be picked up by another social worker, should the allocated social worker be unavailable, thus reducing risk to the client and delivering a better service. Standardised business processes allow easy tracking of progress of a case, facilitate the training of social workers, enable simpler and more accurate calculation of key performance indicators, appropriate authorisations and supporting business intelligence. The processes will be workflow driven allowing for the implementation of alerts when tasks should be activated, ensuring that no tasks are forgotten amidst a very busy case load. <i>[Devon County Council estimated £1million in efficiency savings (OLM Case Study), as well as time savings when completing overview assessments (44 minutes saved), completing a care plan (12 minutes saved) and undertaking case recording (8 minutes saved).]</i>	
SC4		Efficiency and Effectiveness	Reduced Administration Costs: time is saved by administration staff locating, printing, delivering, collecting, consolidating and filing client information. Administration staff will be able to spend more time supporting social workers. Additionally, agency staff, if used by the council, will not be required to any data any more. A reduction in storage of paper e.g. case files and paper costs is anticipated as information becomes increasingly available electronically. This also leads to the ability to operate a paperless office. CoreLogic estimate that the social work administrative budget could be reduced by 50% over time. <i>[Stockport City Council estimate a saving of £250 000 as a result of the decrease in the amount of paper used and stored due to the implementation of an Adult and Children's Social Care system (OLM quote).]</i>	
SC5		Management information and reporting	Management Information: due to a higher level of data integrity and data availability, business intelligence and management across all levels in the organisation is improved. This includes: team managers having sufficient information to manage their team's caseloads; senior managers able to analyse performance across the teams, activity areas and business as a whole; statutory returns at the press of a button from within a single system; full reporting of spend and forecast across client groups, teams and providers.	

SC6		Management information and reporting	Integration with Financial Systems: best practice guidance indicates integrating social care activity with financial record management to enable the departments to stay on budget and track financial commitments associated with social care work. This integration will streamline the budgeting process and increase financial control and supply a full financial audit trail. Portsmouth City Council used to have seven people raising invoices – this process is now fully automated (Northgate marketing case study). <i>[London Borough of Wandsworth estimates that it has saved up to £100k in equipment as a result of having an integrated financial system (CoreLogic).]</i>	
SC7		Compliance	Improved Compliance: improved compliance with national requirements and accommodation of changing national agendas, including Adult Transformation and the Single Assessment Process (SAP).	
SC8		Compliance	Fraud and error: increased fraud and error prevention by improving visibility into duplicative and suspicious requests. Improved analysis of potential fraud.	
SC9		Compliance	Audit Trail: a full audit trail of all activities per client ensures that activities can be tracked and evidenced. This helps and reduces statutory intervention.	
SC10		Compliance	Data Protection: a secure model to support information sharing protocols facilitates and enables partnership working with external agencies and other public sector organisation.	
SC11		Social workers	Data: social workers will have access to a single integrated view of a client's data and case history	
SC12		Social workers	Case log lifecycle: cases can be closed faster and cases can be routed to social workers based on their skills	
SC13		Partnership working	Information Sharing: ability to share records, depending on data security settings, to facilitate collaboration and multi	
SC14		Partnership working	Information depth: many clients need and are eligible to receive support from multiple agencies across multiple programs. Social workers need to easily access data that spans multiple agencies and systems to get a complete picture of appropriate action. This also allows the social worker to get a 360 view	
SC15		Mobile and Flexible Working	Faster and More Responsive Service: assessments will be carried out in the home (or wherever it needs to be done), on laptops or tablet PCs, with the information becoming available to back office staff in the office, once completed, immediately. This is especially pertinent when undertaking the Single Assessment Process (SAP), as the SAP assessment document is very large and cumbersome when relying on paper and frequently the clients handwriting is illegible, leading to possible errors	
SC16		Mobile and Flexible Working	Improved Service: Barking and Dagenham Council improved the waiting times for assessments from 60.5% for 2004/05 to 87.2% for 2005/06 by encouraging mobile working for its social care staff. Data is available on the social care system approximately one and a half hours after completing an assessment and the Barking and Dagenham Council has not data entry backlogs for assessments.	
SC17		Mobile and Flexible Working	Flexible Working: Social work staff are able to work from home and hot desk when coming in to work, reducing the need for office space. Social workers can be more flexible around when they see clients as it is much easier to fit in with what the client wants – rather than the client having to fit in around the social workers office hours. Social workers have access to all the data they require on their laptops or tablets, thus do not have to go to the office first thing in the morning to print off information(itself a data security risk) for the clients they will be seeing. <i>[Flexible working is estimated to save between 25% and 40% of time worked for social workers over their being office based.]</i>	

SC18	Non-cashable	Clients & Citizens	Better User Experience: putting the client at the centre of the social care planning process requires the client to have access to accurate information and self-service tools in order for them to make the correct choices and truly benefit from directing their own care, in line with the Department of health People First agenda. This personalisation of service allows decision making for the client on all issues that affect them, based on a holistic view of the client.	
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