

## APPENDIX 2

### 1.0 Summary Of Benefits

- 1.1 The main driver for change is to deliver significant improvements to services and assist in ensuring children can be kept safe within Leeds. The benefits detailed in the business case and outlined below focus on providing a modern, fit for purpose systems to enable these improvements to be achieved.
- 1.2 A user-friendly and effectively designed system will reduce the amount of time social workers need to spend navigating the electronic system to record, interrogate and retrieve information. This released capacity will allow social workers to spend more time with children and their families undertaking direct work. This is a critical part of the improvement agenda in performance terms but, most importantly in terms of the quality of interaction with children leading to better outcomes for them.

#### Safeguarding and Promoting the Welfare of Children

- a. Full electronic management of end to end children and young peoples social care processes supporting:
  - i. Single version of service critical data
  - ii. Removal of inconsistent and duplicate recording practices
  - iii. Effective response to Inspections and Internal and External Audits
  - iv. Increase Data Quality & Integrity
- b. End to end social care processes managed effectively and to best practice:
  - i. Availability of electronic forms supporting end to end processes
  - ii. Limit /Remove unnecessary delays in performing critical safeguarding activity
  - iii. Support early and effective intervention procedures
  - iv. Support consistent processes being embedded within the service
- c. End to end social care processes managed via an Intuitive and User Friendly system
  - i. Practitioners assisted and guided in completing required activity to best practice standards
  - ii. Social Workers not having to spend any more time on the system than is necessary when inputting, retrieving and interrogating data.
- d. 10% increase in performing Safeguarding Related Activity
  - i. Increased direct work with children and their families
  - ii. Team Managers and Social Workers to perform best practice reflective supervision.
  - iii. Team Managers to perform increased supervision of staff to further ensure best practice safeguarding processes are being adhered to.
- e. Collaborative Approach towards Safeguarding Children
  - i. Readily access and utilise available information to make informed safeguarding decisions
  - ii. Early intervention through true multi-agency working
- f. Consistent Business Processes
  - i. Consistent business processes utilised that support improved service quality across the directorate.

#### Improved Management Process Benefits

- a. Integration between C&YPSC Case Management and finance systems
  - i. The ability to manage and control social care budgets efficiently
  - ii. Significantly improve existing financial management, budgeting and forecasting processes

- b. Data Integrity and Reliability
  - i. Implementing improved social care systems will support Children's Services in increasing the reliability of the data stored within the system. Due to a higher level of data integrity and data availability, business intelligence and performance management across all levels within Children's Services will be improved.

#### Strategic Benefits

- a. Reduce the risk to LCC and Children's Services in having to develop an internal system
- b. Implement and operate systems that are cost effective and sustainable to current and future Social Care legislation requirements
- c. Reduce the number of disparate small databases and spreadsheets across Children's Services

#### Internal Multi Agency Partnership working Benefits

- a. Support Children's Services Integrated / Partnership Working initiatives

#### Mobile working & flexible working Benefits

- a. Ability to perform mobile working
- b. Flexibility in performing necessary activity with Children and their families.
- c. Support Improvements in data collection and quality

## **2.0 Benefit Realisation**

### Benefits To Be Achieved Upon Full Operation

The first full year of operation involves the selected social care case management system, incorporating integration to the C&YPSC Finance system, going live within Children's Services. A phase of parallel running will be performed with old and new systems in operation. It is estimated parallel running will be performed for three months. During this period it is envisioned Children's Services will experience a drop in performance whilst staff transition between the old and new systems and processes. Children's Services service delivery is not expected to drop below the level of adequate. Upon the go live of the new social care system and over the proceeding 12 month period, it is planned to achieve 15% of the benefits detailed in section 5.3.

The internal Children's Services single view system will go live during the second and third full years of operation.

The second and third years of full operation will support the delivery of the following best practice standards. The ongoing auditing of C&YPSC cases will measure compliance against these standards.

- a. No C&YPSC cases are judged at level 1 unacceptable standards.
- b. Less than 5% of C&YPSC cases are judged at level 2 unacceptable standards.
- c. 65% and above of C&YPSC cases judged as level 4 and above standards.

## ESCR Developments to Date and the Impact on Social Work Practice

### Children's Services

Developments have taken place within ESCR on a number of different levels, from Assessment to High Level Reporting. However below is the list and narrative of the developments within ESCR and benefits to Front Line Social Work practice to date that have taken place.

Live Developments	In Development	Next Stage
<ol style="list-style-type: none"> <li>1. General Visual Layout.</li> <li>2. Contact Summary Screen.</li> <li>3. Copy and Pasting of Activities.</li> <li>4. Section 47 Process.</li> <li>5. Up Coming Activities Report</li> <li>6. Team Work Load Manager</li> <li>7. Request for Service.</li> <li>8. General Work Flow Diagrams.</li> <li>9. Navigation, Quick Link Icons</li> <li>10. Professional and Agency Involvement</li> <li>11. Fostering and Adoption Dashboard Report</li> <li>12. Child Protection Dashboard</li> <li>13. File Audit</li> <li>14. Data Validation</li> </ol>	<ol style="list-style-type: none"> <li>1. Initial and Core Assessment</li> <li>2. Section 47 Enhancements</li> </ol>	<ol style="list-style-type: none"> <li>1. Child Protection Plan</li> <li>2. Children in Need Plan</li> </ol>

#### Live Developments/Enhancements

##### **1. General Visual layout:**

Colour coded screens, helps to give Social Workers a visual cue as to where they are in a record. Information has been grouped more logically to aide data entry and retrieval.

##### **2. Contact Summary Screen:**

This allows the Social Worker and their Team Manager immediate access in one area of the screen to all relevant current information in relation to Referrals, current Assessments, contact details and allocation. This is particularly useful if you are unaware of the background on a record. Has immediately improved our information sharing with the Out of Hours Team.

##### **3. Copying of Activities between siblings:**

Greatly reduces the time taken to evidence recording which is common to a group of siblings. Easily allows relevant recording to be evidenced on each child's record. This has directly freed up both Social Work and Admin time and improved accuracy of recording and timeliness.

##### **4. Up Coming Activities Report:**

This prompts, by the use of intuitive colours and symbols, Social Workers to see the time scales of work that they have to undertake within statutory requirements. It warns them if those timescales are close and allows them to prioritise imminent work appropriately.

## **5. Section 47 Processes:**

This was a particular failing and weakness of CYPSC and highlighted throughout the last two inspections. The processes within ESCR have impacted on many different levels. Firstly the new process leads the Team Manager and the Social Worker through the specific procedure that is required when a S47 Enquiry is required. Secondly it highlights to the Team Manager where at any given point the Enquiry is up to and what activities are required to complete that activity. Thirdly it allows direct communication to take place between the Area Social Work Team and CYPSC Child Protection Team and aid the timeliness of Initial Child Protection Case Conferences.

## **6. Team Work Load Manager:**

This allows Managers and Admin support to assess Team Work Loads and important statistical Team information via intuitive diagrams. It allows them to identify problems or inconsistencies quickly and easily. It aides in maintaining data quality by providing direct links to records that require updating. It layers information by displaying high priority information immediately, but allows further investigation or analysis if required.

## **7. Request for Service;**

This area fulfils specific criteria of the OFSTED Action Plan and brings Leeds Social Care in line with DCSF good practice. Allows proper differentiation between the early stages of contact with the Department and a Referral that has been properly screened and identified as requiring further intervention by CYSC.

This has been essential of accurately evidencing and recording the work of the screening Team. Reporting from this development will allow further developments to take place with the wider CYPSC partners.

This development has ran alongside the development of the Screening Team based down at the Contact Centre and will continue to aid the development of this Service. We can already identify clearly and specifically the impact the Screening Team is having on Front Line Assessment Teams and the reduction of referrals to those Teams.

## **8. General Work Flow Diagrams:**

Where there is a defined series of activities (see also S47 Process), it aids the Social Worker and Team manager to see what stage has been reached in a process and what appropriate routes are available at any given point or require to be taken.

## **9. Navigation, Quick Link Icons:**

This allows the Social Worker to navigate more swiftly around a record using Icons that intuitively show the essential elements of any child's record that may need to be reached at any given time. Put simply it reduces the amount of 'clicks' any one Social Worker needs to complete to access relevant or required information.

## **10. Professional and Agency Involvement**

Relationships in the system can now be categorised into household members, significant others and agencies and professionals. This allows social workers to view the information easily, reducing the time spent searching in the system and pulls the relationships through into the Initial and Core Assessment eforms.

This information also sits in the Contact Summary Screen and therefore is easily accessed and read by anyone in CYPSC wanting up to date information on who is in the household of the child and which professional is currently working with that child and family.

## **11. Fostering and Adoption Dashboard Report**

Workload manager has been trained out to fostering and adoption staff throughout August. A separate report has been developed to show the foster carers and family placement carers for each worker. The report also shows how many placements are available. It will allow the team to manage their workload more effectively saving time.

## **12. Child Protection Dashboard**

The dashboard is now available for all Team Managers to access. Reports show the number of children subject to a plan, length of time, temporary registration and validation reports to support data clean up. It allows managers to key trends and will improve data quality.

## **13. Data Validation**

Referrals are no longer able to be closed without a referral reason, outcome or CIN code being entered. Activities which start and end on the same day, such as phone call, visit and provide leaflet automatically populate with end dates, once the start dates has been entered. This has reduced the data required to be entered by Social Workers and Admin and improved data quality within the system.

## **14. File Audit**

Work has been undertaken to develop ESCR to support the File Audit in CYPSC. Managers are able to record the findings of the audits and corrective actions can be monitored through the workload manager. Dashboard reports will be developed to support the results of the audit.

Finally 4, 5, 6 and 7 has allowed more accurate reporting and auditing to take place within all levels of CYPSC.

## **In Development**

### **1. Initial and Core Assessments**

The Initial and Core Assessment are two key developments that will significantly reduce the amount of double entry within the system, and will directly free up social work time and improve the accuracy of recording and timeliness.

The core assessment is in the testing stage. It is hoped the first teams will start using the new eform from end January 2011 as part of a phased implementation.

### **2. Section 47 Processes**

Work on the further development of the process to reflect the new trigger points has also been identified as a priority. CYPSC need to be able to evidence children subject to a child protection plan moving into Leeds from another authority and new S47 enquiries where an investigation is already ongoing.

The new plans are in development and testing has started. The changes will support staff in reflecting practice out in the areas and support the evidencing of best practice, addressing the data quality issues which came out of the 09/10 CiN Census. The new plans will be implemented November 2010.

## **Next Developments**

### **1. Child Protection and Children In Need Plan**

Development of more intuitive and integrated forms that are pre-populated with existing information collected in the core assessment that then feed into the Child Protection and Children In Need Plans. These developments will improve the speed and accuracy of information captured. It will also enable an improved and more easily accessible view of the child and family.

# Adult Social Care

Developments have taken place within ESCR on a number of different levels, from Assessment to High Level Reporting. However below is the list and narrative of the developments within ESCR and benefits to Front Line Social Work practice to date that have taken place.

Live Developments	In Development	Next Stage
1. General Visual Layout. 2. Contact Summary Screen. 3. Up Coming Activities Report 4. Team Work Load Manager 5. Request for Service. 6. Navigation, Quick Link Icons 7. Self Directed Support & RAS 8. CCC External Domiciliary Care & Homecare data 9. Professional and Agency Involvement 10. Reviews Activity Dashboard 11. Data Validation 12. Medication Support	1. Self Directed Assessment Questionnaire e-form 2. Self Directed Support Dashboard 3. Reablement recording & reporting solution	1. Support Plan e-form 2. Transitions reporting 3. Review form e-form 4. Attachments

## Live Developments/Enhancements

### **1. General Visual layout:**

Colour coded screens, helps to give Social Workers a visual cue as to where they are in a record. Information has been grouped more logically to aide data entry and retrieval.

### **2. Contact Summary Screen:**

This allows the Social Worker and their Team Manager immediate access in one area of the screen to all relevant current information in relation to Referrals, current Assessments, contact details and allocation. This is particularly useful if you are unaware of the background on a record. Has immediately improved our information sharing with the Out of Hours Team.

### **3. Up Coming Activities Report:**

This prompts, by the use of intuitive colours and symbols, Social Workers to see the time scales of work that they have to undertake within statutory requirements. It warns them if those timescales are close and allows them to priorities imminent work appropriately.

### **4. Team Work Load Manager:**

This allows Managers and Admin support to assess Team Work Loads and important statistical Team information via intuitive diagrams. It allows them to identify problems or inconsistencies quickly and easily. It aides in maintaining data quality by providing direct links to records that require updating. It layers information by displaying high priority information immediately, but allows further investigation or analysis if required.

### **5. Request for Service;**

This area fulfils specific criteria of the OFSTED Action Plan and brings Leeds Social Care in line with DCSF good practice.

This has been essential of accurately evidencing and recording the work of the screening Team. Reporting from this development will allow further developments to take place with the wider CYPSC partners.

This development has ran alongside the development of the Screening Team based down at the Contact Centre and will continue to aid the development of this Service. We can already identify clearly and specifically the impact the Screening Team is having on Front Line Assessment Teams and the reduction of referrals to those Teams.

***It should be noted that this is a CYPSC development but it could be used within ASC. The scope for utilising this functionality needs to be considered within the on-going BPR work to define the 'as is' and 'to be' processes for first point of contact.***

## **6. Navigation, Quick Link Icons:**

This allows the Social Worker to navigate more swiftly around a record using Icons that intuitively show the essential elements of any adult record that may need to be reached at any given time. Put simply it reduces the amount of 'clicks' any one Social Worker needs to complete to access relevant or required information.

## **7. Self Directed Support (including RAS)**

Development was made to the ESCR application to support recording for the new Self Directed Support process. This new functionality provides the recording means to support SDS within Leeds based on a person centred approach. The development also included the Resource Allocation System(RAS) assessment tool which enables social workers to record assessment values for key domains and the RAS then provides an indicative budget for support planning.

## **8. CCC External Domiciliary Care & Homecare data**

To support BPR findings from the CCC review a quick-win ESCR financials development was undertaken to consolidate data from external domiciliary care providers and LA homecare held in disparate spreadsheets. The data was migrated into the ESCR financials applications and a user friendly interface was developed for the CCC team to better manage data input and reports were developed as requested by ASC.

## **9. Professional and Agency Involvement**

Relationships in the system can now be categorised into household members, significant others and agencies and professionals. This allows social workers to view the information easily, reducing the time spent searching in the system. This information also sits in the Contact Summary Screen and therefore is easily accessed and read by anyone in ASC wanting up to date information on who is in the household of the adult and which professional is currently working with them.

## **10. Reviews Activity Dashboard**

A dashboard has been developed to provide information on ASC performance with relation to our reviewing activity and performance. The dashboard is a management tool and helps managers to target Reviews due or outstanding.

## **11. Data Validation**

Referrals are no longer able to be closed without a referral reason, outcome or CIN code being entered. Activities which start and end on the same day, such as phone call, visit and provide leaflet automatically populate with end dates, once the start dates has been entered. This has reduced the data required to be entered by Social Workers and Admin and improved data quality within the system.

## **12. Medication Support**

ESCR development has provided a facility for ASC to record accurate information relating to level of Medication Support required by the client.this includes the facility to record the number of assessed medication support visits needed and the number of these visits supported by Social Care. The recording of the number of assessed visits versus the number being solely supported by Social Care will enable the apportioning of costs to Medication Support and development of a Commissioning

Tool. The reporting tool will assist ASC to negotiate costs with health and facilitate joint funding to support people in their own homes.

## **In Development**

### **1. Self Directed Assessment Questionnaire(SDAQ)**

Improvements have been made to the SDAQ to better support the single assessment process. Development work is ongoing to transform the SDAQ into an e-form which will greatly improve the integrity and consistency of recording. The e-form will provide an efficient way to enable us to record this vital information within the core ASC system, mapped to the 'client journey'. – **estimated release date: March 2011**

### **2. Self Directed Support Dashboard**

Work has been on-going to provide a SDS dashboard which will provide social workers and managers with key SDS related information. This has enabled support for financial monitoring and understanding the impact of SDS on the ASC budget. The development is almost complete (90%) – hit performance issues with Analytics – **estimated release date: January 2011**

### **3. Reablement recording & reporting solution (ESCR Financials)**

Work is on-going to support the rollout of interim reablement pathways in the WNW, ENE and South of the city, with a view to ASC having a reablement service in place by April 2011. An ESCR financials development is underway to enable the recording and reporting of key reablement activity linked to financial reporting. – this element is complete and was scheduled to go live – weather effected training therefore rescheduled for new year. **estimated release date: January 2011.**

### **4. Other Small Changes**

- Additional Activity Plans to support The ASSIST Team - 2 live 1 in test
- Care Option View (Team Manager overview of workloads) – release Jan 2011
- Referral Agent (mandatory field) – release Jan 2011

## **Next Developments**

### **1. Support Plan e-form**

Work is on-going (85% complete) to agree and complete the specification to transform the Support Plan to an e-form. Once again improvements have been made to the form to maximise the automated information flow from the SDAQ and better reflect current recording and reporting requirements. **Estimated release date: TBC**

### **2. Care Plan Refinement**

*The care plan refinement development will deliver the necessary changes within the Siebel ESCR application to accommodate the information captured in the care option – care plan area of ESCR. This development will improve validation and improve functionality around the calculation of costs associated with care packages. This development is required to underpin the Support Plan e-form development. Estimated release date: TBC*

### **3. Review Form e-form**

Work ongoing developing a specification for the review form which will maximise and automate the re-use of information collected in the Support Plan e-form.

This development will not take place until 2011. This development will support the introduction of an outcome focused framework which means that the information will follow the service user through to service provision. **Estimated release date: TBC**

### **4. Safeguarding**

Additional improvements to existing safeguarding functionality including flagging and alerts linked to contracts information (see Contract Management development) **Estimated release date: TBC**

## **5. Transitions**

Work has started to deliver legislative recording & reporting requirements to support the newly formulated Transitions team. Currently reviewing ability to feed children aged 16+ through RAS without creation of a case record to project potential financial impact on ASC budget. **Estimated release date: TBC**

## **6. Attachments**

This development is vital to support the need for information to be accessible to the gate keeping panels in ASC. Work has been carried out to produce a draft definition of an electronic record i.e. what documents should be attached to an ESCR record. Work needs to be completed to agree records management framework and governance guidance for users. Development of a paper clip icon which alerts users of the systems to the fact that there are attached documents on the record has been completed. **Estimated release date: TBC**

## **7. Contract Management**

Work to roll out use of existing ESCR functionality to contract management and migrate data from a number of spreadsheets that are currently being used to ensure all key data is in core system. Development of reporting requirements to support management of contracts. **Estimated release date: TBC**

### **Impact on Workforce Development**

ASC have taken a holistic approach to developing the ESCR Plan going forward which has included the learning and support needs of the end user. This has ensured that we have maintained the links between people, process and technology so staff feel more supported and confident to undertake their role.

There is a work stream within the ASC programme for staff development and this is being undertaken in partnership with our organisational development colleagues. The main driver for these changes has been the feedback from the ESCR team in relation to calls logged on the help desk which have been more related to organisational processes as opposed to technical support. In future ESCR guidance will be embedded into operational procedures so workers are clear about legislative and procedural requirements – this will hopefully improve engagement and remove the barriers associated with the system.

An ASC super users group (made up of local business support staff) has been set up to support user acceptance testing (UAT) of new developments and support local learning and development. All super users are trained on the new developments then they provide local support as required for new staff and staff who require ongoing support. This has reduced the need to undertake major training schedules to support roll out of new developments. The super users role is further supported by the recent review of the business support job descriptions in ASC and these have now been updated to reflect the identified support requirements.

The new eform functionality and use of attachments will be key in enabling us to deliver our vision around single assessment processes within ASC and sharing vital information with provider services. The improved ability of sharing information will support our requirements of vulnerable adults in Leeds.