

Report to: **Adult Social Care Scrutiny Committee**

Date: **12 September 2006**

By: **Director of Adult Social Care**

Title of report: **Business Transformation Programme Update**

Purpose of report: **To update the Scrutiny Committee on the progress of the Programme**

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**RECOMMENDATION: To note the progress of the Business Transformation Programme to date.**

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## **1. Financial Appraisal**

1.1 This report refers to the £4m capital funding approved through the Councils capital bidding process as part of Reconciling Policy and Resources to fund the major part of the Programme.

## **2. Background and Supporting Information**

2.1 Following the approval by the County Council and the detailed 'peer' review by the Assistant Director of ICT services, the Business Transformation Programme was launched by Councillor Keith Glazier, Lead Cabinet Member for Adult and Children's Services, on the 27 February 2006.

2.2 There are four streams within the Programme containing multiple projects focussed on delivering key objectives to enhance our service to clients and ensuring we have efficient and effective back office support.

## **3. Update on each Project Stream:**

### **(a) Income**

3.1 We short listed the available specialist systems through the pre-qualification questionnaire down to three. The three suppliers provided a demonstration of their solution and were evaluated via a panel against our requirement criteria. It became apparent through this process that one system stood out above the others that matched our functional criteria and the ease of use by staff. As such, in order to deal with one supplier through the procurement process, a justification paper was drawn up in terms of waiving any relevant contract standing orders. Working Groups have been set up to discuss and provide solutions as to how the new process and staff organisational structure potentially could operate.

### **(b) Procure-To-Pay (P2P)**

3.2 *Tendering Process* – A number of consultation events with service providers have taken place to inform them of the forthcoming tendering process and the impact that may occur. A proposal for the Home Care tendering process was agreed and as a result an advert was published in the European Journal. To date 49 expressions of interest have been received. An advert for direct payments has been published resulting in 23 expressions of interest. The first stage of the Care Home consultation was completed on the 31 July with the preferred provider scheme draft proposals being subject to further consultation during September.

3.3 *Contract Management System* – The detailed specification of system requirement has been completed. Discussions are taking place with an existing supplier who was identified as meeting the specified requirements. The formal documentation is being drawn up to procure this solution. An interim solution is being created to manage our tendering process until the new system is implemented.

3.4 *Procurement process re-design* – A working group has been set up to make decisions on future operations and to decide on the organisational structure that will be required to support the change in processes. The group will also look at quality monitoring of provider services to ensure that client services meet our quality standard.

3.5 *Web Portal development* – This element of work is currently in the design phase. The portal is critical to receiving the information to manage provider quality standards and service delivery monitoring.

(c) *Predictive Planning & Performance Management*

3.6 Following completion of the data requirements document, FACT tables (data collection tables) have been built up. These tables will initiate the development of the data cubes within SAP Business Warehouse (BW). The Business Transformation team now has two dedicated BW developers from ICT on a part time basis and close links with the Carefirst team in E-Business. The team are in the process of sending the ICT staff to the 'SAP Academy' where they will be able to improve their skill-set in order to ensure greater understanding and contribution through the development process. This will also warrant sustainability once the programme is complete. A working group consisting of a cross section of the department has recently been set up.

(d) *Operational Practice*

3.7 The stream has had its first workshop with over 60 attendees from the frontline services of the department and was an enormous success of engagement. The team have drafted the scope in conjunction with the Assistant Director of Operations to ensure key areas of performance are met. Links are being formed with Partnership organisations to ensure we achieve a joined up way of working.

(e) *Sap Configuration*

3.8 This project originally sat under the Procure-to-Pay stream. Due to the extensive impact on all streams this is now a focussed deliverable in its own right. During July solutions architect from Serco was engaged to produce a feasibility study on how to maximise the deliverables from our systems including our corporate investment in SAP. This will be completed by the end of August, leading into a detail design phase.

(f) *Change Management*

3.9 There has been a great success with the roll out of the countywide road shows which included the information leaflet and bookmark as 'give aways' to remind people of our aims. A change management strategy has been written and is awaiting approval. The team have also had displays at the ICT road shows and has had invitations to attend and display at some health partner sites. An IT skills audit is being undertaken to assist in informing the training strategy. In order to assist Managers through the 'Change' transition period, where some staff are likely to experience a major change in their environment which can be unsettling, Managers will be provided with the necessary tools and skills, through a series of events held across the County to be able to support their staff through this transitional period.

### **3. Conclusion and Reasons for Recommendation**

3.1 Significant Progress has been made with the Business Transformation Programme and the Scrutiny Committee are asked to note this progress accordingly.

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BACKGROUND DOCUMENTS  
None