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

Date: **21 November 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**

RECOMMENDATION:

The Adult Social Care Scrutiny Committee are recommended 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 Council's 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 that we have efficient and effective back office support. A fifth support stream is to look at systems structure across the whole programme.

3. Update on each Project Stream:

(a) *Income*

3.1 Our preferred system has been identified, namely 'Abacus' from 'Trojan'. We are currently in contractual negotiations with 'Trojan' with these expected to be complete in early November 2006, with installation starting during November. Consultation has taken place with service users. A draft new organisation structure and the relevant new job descriptions have been completed with the staff and union consultation process underway. The new operating processes have been mapped out and shared with the current teams for feedback.

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

3.2 Tendering Process – There has been 35 'Invitations to Tender' sent out to those providers who expressed an interest in providing Home Care Services. A number of consultation events have taken place with the Residential Providers informing them about the Preferred Provider Scheme being introduced from April 2007 and new contract terms. The Direct Payments Tender has had 5 tender documents returned with the evaluation of these imminent.

3.3 Contract Management System (CMS) – Demonstration of the modules of the CMS took place in early October 2006. Like the income system, we are now at the stage of contract signing after some negotiation, which indicates an implementation start in November 2006. The detail around the provider payment system is currently being finalised with some scenario testing envisaged during the next two weeks.

3.4 Procurement process re-design – The redesigning of the processes around the procurement cycle continues. A new organisational structure has been designed along with job descriptions and the consultation process is underway with the staff and unions.

3.5   Web Portal development – This is the gateway to exchanging information with providers in its basic format by April 2007. Post 'go live' further enhancements are expected to be developed.

c)   *Predictive Planning & Performance Management*

3.6   The Business Warehouse system is currently being upgraded to the latest version, which has enriched functionality to allow faster and easier development of data cubes. The team are in the detailed design phase of how data will join together to achieve the requirements identified through the interview process and the creation of FACT tables. The Corporate ICT developers have returned from their SAP (r3) Academy training and are already putting their training investment to good use. Development can accelerate once the income, CMS, and provider payments systems have been acquired, as access to the data store will aid cube creation. The main objective by April 2007 is to have financial forecasts based on care package activity to ensure we maximise resources in placing clients.

(d)   *Operational Practice*

3.7   The second workshop was a very successful event with 60-70 people participating. The stream has been sub divided into focussed areas of deliverables. These sub-streams are (A) First point of contact, (B) Care Assessment and Management Processes including Single Assessment Process (*SAP*), (C) Technological Solutions and (D) Reviews. The project team are currently changing the processes to support the new Service Placement Team in Procurement, undertaking a review of Social Care Direct and simplifying the placement funding approval process. The majority of work in changing the operational aspect of the department will occur post April 2007 especially with the size and nature of the cultural impact.

(e)   System Framework (formerly *Sap Configuration)*

3.8   This project stream has become more than just the leverage of the authorities SAP r3 investment. It is essential through system linkages and interfaces that a smooth data flow through all the systems in the architecture design is in existence. This holistic approach to systems design ensures consistent data sets and reduces duplication, as well as eliminating double entry. This stream will ensure a joined up working which will be enhanced after April through event driven actions reducing more manual intervention.

(f)   *Change Management*

3.9   The team continues to support the projects through Human Resource (HR) advice and support in new job descriptions and the development of organisational structures. A training plan is being developed to support the changes and for the development of new skills required for the new systems and methods of working. With the success of the previous road shows, there will be another road show late November to early December 2006 to show people what has been achieved and what is still to come. The team continue to support managers in the 'Transition' period of change. It cannot be underestimated the importance of supporting staff through this process.

3.   Conclusion and Reasons for Recommendation

3.1   Significant progress has been made with the Business Transformation Programme to date with major systems installations and changes happening over the next few months and significant work continuing into 2007. The Scrutiny Committee are asked to note this progress to date accordingly.

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Director of Adult Social Care

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Local Member(s)*:   All*

BACKGROUND DOCUMENTS: None