ROTHERHAM METROPOLITAN BOROUGH COUNCIL

1.	Meeting:	Cabinet
2.	Date:	November 26th 2014
3.	Title:	Improvements to ICT use within Social Care
4.	Directorate:	CYPS and Resources

5. Summary

The purpose of this report is to update Cabinet Members on the findings of the recent Ofsted inspections with relation to the use of technology within Children's social care and to outline work being taken to improve the way that social care ICT systems and tools are used within the Children and Young People's Service (CYPS).

It is proposed to organise improvement activity in to three 'workstreams':

- Workstream 1 – Immediate System and Process Improvements
- Workstream 2 – Social Care System Market Testing and Procurement
- Workstream 3 – Greater use of Mobile Technologies

This paper is being tabled as an 'urgent item' and has not been published 7 days prior to the meeting as is usual practice. This approach has been necessary in order to allow the Council time to properly review the Ofsted report published on November 19th 2014.

6. Recommendations

Cabinet Members are asked to:

- Note the progress in relation to achieving the short term priorities set out in Appendix B.
- Approve the implementation of additional functionality within the existing Children's Social Care Case Management system.
- Approve that work begins immediately on testing the market with a view to procuring an alternative Children's and/or Adults Social Care Case Management system.
- Note the likely resource implications (staffing and financial) associated with these improvement works.

7. Proposal and Details

7.1 Background

In recent months Ofsted has conducted two parallel inspections of RMBC's Children's Services in response to the findings of the Jay Report. The report entitled "*Inspection of services for children in need of help and protection, children looked after and care leavers and review of the effectiveness of the Local Safeguarding Children Board*" made several references to the way in which RMBC has previously recorded case information in the various social care systems. The relevant comments have been extracted at Appendix A for ease of reference.

The Ofsted reports have highlighted the need for officers to take some immediate steps to improve the functionality and improve the use of ICT systems within CYPS. In the longer term the Council is to revaluate the social care case management products available on the market with a view to procuring replacement software ahead of the end of our current contract end date in 2018.

It is proposed that 3 distinct workstreams are undertaken to address the issues raised as part of the Ofsted inspection. The workstreams will be run in parallel, overseen by a strategic steering group and in conjunction with the programme of organisational change led by the Director of Safeguarding, Children and Families.

- Workstream 1 – Immediate System and Process Improvements
- Workstream 2 – Social Care System - Market Testing and Procurement
- Workstream 3 – Greater use of Mobile Technologies

7.2 Workstream 1 – Immediate System and Process Improvements

The first of the workstreams will focus on the continued roll out of the increased functionality within the existing Northgate CCM system. Currently there is limited use of the functionality available within CCM, with the bulk of case recording instead being stored within the Electronic Social Care System (ESCR) product. Historically, social workers and team managers recorded the majority of their case information within the ESCR, supported by clerical staff. The clerical staff, rather than the social worker, undertook the largest part of direct in-putting into the case management system. This has resulted in a large amount of the case information being held with ESCR and a relatively small amount of the case management functionality being utilised. This in turn results in case information being stored in too many locations making it hard to retrieve when required.

In conjunction with Northgate work is already underway to improve the use of CCM. The Council has drafted plans to re-engineer the business processes in this area. The areas of business that have been covered include:

- Contact and referral
- Assessment, Care Planning & Reviews
- Child Protection
- Pathway Planning
- Looked After Children
- Transition in adult care

The main outcomes of this work will be to:

- Reduce the number and type of documents stored within ESCR and replace these within the Children's Case Management product (this will bring additional inputting responsibilities for social care staff).
- Review of the roles of admin staff, social workers and team managers in relation to direct in-putting into CCM.
- Increase the amount of functionality used within the CCM system and increase the amount of data/information captured in a structured way.
- Increase the recording in relation to decision making and providing management oversight within the system.

As a result of this work it is anticipated that during roll-out there will be an impact on staff performance and a potential reduction in productivity whilst social care staff adapt to new working practices and processes. In particular, Team Managers will experience increases in their level of system usage and recording their decisions within the case management system. Given the other concerns raised within the Ofsted inspection, in particular those relating to social work and management capacity, this presents significant risk and therefore will need to be planned and there is likely to be an associated need for additional interim capacity.

It is proposed that this work now forms part of the detailed project plan to support the Policy, Procedures & Systems Group – a sub project of the CYPS Overall High Level Project Plan.

Running alongside this is the infrastructure refresh of the ESCR platform which will bring improvements in performance and the speed at which documents can be retrieved from ESCR. This work is already underway and is planned to be completed by the end of January 2015.

Ofsted inspectors identified several other areas of processing practice requiring improvement. Appendix B sets out the detail of these along with the remedial action that is being taken.

7.3 Workstream 2 – Social Care System Market Testing and Procurement

CYPS and NAS are contractually committed to the Northgate Social Care Case Management system until 30 April 2018. It is proposed that the Council now looks to the market to determine if there is a more appropriate system which would better match the needs of CYPS and/or NAS. By beginning this work now we can ensure that any migration to a new system can happen before 2018. In the event that the migration work is complete before 2018 we may elect to cease using the incumbent system ahead of time (but would still be committed to paying for it until March 2018)

This work stream will create significant changes in working practice and will require a structured change management programme. In addition, in order to achieve the programme of work additional financial and staffing resources will be required to deliver a new Children's Social Care System.

7.4 Workstream 3 – Greater use of Mobile Technologies

The third workstream focusses on fostering greater use of mobile technologies by frontline workers within CYPS.

RMBC already routinely uses hardware and software to allow officers from across the Council work in the field and to access back office systems from tablets or PDAs, both online and offline. This improves employee efficiency and reduces the need to return to base between tasks. Traditionally these ways of working have been eschewed by social workers in NAS and CYPS as it was felt that the technology acted as a barrier between practitioner and client.

A working group is to be established to investigate ways in which CYPS staff can use new and existing functionality to rapidly access data when visiting clients.

7.5 Next Steps

The three workstreams described form a part of the overall improvement programme which is led by the Director of Safeguarding, Children and Families. It is proposed that a sub-group is formed to manage these ICT projects and that this sub-group will report back to Members with updates on a monthly basis.

8. Finance

Workstream 1 can be completed without the procurement of additional hardware and software over and above that which was already planned and budgeted for. It may transpire, however, that extra staff need to be recruited to support this immediate improvement works within CYPS.

Previous market testing indicates that the cost to procure a joint Children's and Adult Social Care System will be in the region of £1.6 million. Implementation costs for the new system (should we choose to buy one) will be in the region of £650,000. This will cover data migration, data cleansing, project staffing resources, consultancy and changes to the technical infrastructure. It is estimated that the total cost of change for Workstream 2 (assuming that the Council awards a joint CYPS/NAS Social Care Case Management System) will be between £2m and £2.5m.

In addition the Council is also contractually committed to pay Northgate £345,000 over the remainder of the contract period.

Workstream 3 (mobile working) will require some additional expenditure on hardware and software over and above that which is already planned for through the mobile working project. A report will brought forward in due course setting out the scale of the investment required.

It is proposed to bring a further report, including detailed costings for all workstreams in due course.

9. Risks and Uncertainties

The current Northgate system is in use for both Adult's and Children's social care so careful consideration will need to be given to whether any potential system changes are done across the whole of social care or are just limited to CYPS. NAS Directorate already uses the Northgate system effectively and has no strong desire to change to an alternative product. This is in part motivated by an acknowledgement of the significant resources (human and financial) that NAS will need to invest in any migration project.

To mitigate this risk it is likely that we will invite prospective suppliers to indicate if they wish to bid for just a CYPS system or for an integrated adult's/children's system. NAS will be fully engaged in Workstream 2 from the outset.

A further risk is that of the likelihood of nugatory investment in the development of the incumbent system between now and going live with any replacement. RMBC already has system several development projects underway with Northgate that have been necessitated by the Care Act 2014 and other recent legislation changes. This work (which effects both CYPS and NAS) and will need to go ahead if we are to fulfil our obligations in this regard and cannot be postponed until a new system is in place. We will mitigate this risk by keeping any development work to a minimum until the future of the system is clear, furthermore we will ensure that any replacement system has functionality which will fulfil the demands of current and emerging legislation.

All three workstreams require significant changes in working practices and form part of a much more substantial change management programme. There may be insufficient capacity within the business to adapt to the changes and ensure the benefits are released and translated into improved practice and outcomes for children.

Reduction of staffing numbers within the CYPS system team means that there are insufficient staff numbers to support the 3 workstreams running currently whilst also maintaining existing commitment to support other core systems and day to day operations.

10. Policy and Performance Agenda Implications

The Social Care System enables NAS and CYPS to achieve objectives set out in both the NAS Service Plan and the Children & Young People Plan. It specifically supports the Corporate Plan priority of ensuring care and protection is available for those people who need it most.

Both Ofsted and Care Quality inspection frameworks rely on the data produced through the Social Care System to form the basis of their judgments and lines of enquiry.

11. Background Papers and Consultation

- Leaders meeting – Improvements to ICT use within Social Care – 4th November 2012
- Ofsted Report - *Inspection of services for children in need of help and protection, children looked after and care leavers and review of the effectiveness of the Local Safeguarding Children Board* – November 19th 2014
- SLT/Deputy Leader Report – *Social Care System Procuremen*t – February 2013
- Consultation will take place with CYPS, NAS, Procurement, Legal, Financial Services and Corporate ICT Services as part of the formulation of the long term social care system review.
- The continued enhancement of the Social Care System is one of the projects included in RMBC's Corporate ICT Strategy 2011 to 2015.

12. Contact Names:

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Appendix A – Ofsted Feedback Relating to Systems

The Osted report of 19/11/2014 made several references to the way in which RMBC has previously recorded case information in the various social care systems. These segments are extracted here for ease of reference.

Para 4: Ensure that social workers have an electronic social care record that encourages good practice and supports managerial oversight and accurate performance information.

Para 44: The vast majority of child protection files strategy discussions have no management oversight recorded on files……….in addition the local authority's data are unreliable: the information does not reflect the true number of strategy discussions…….

Para 49: Case recording is not up to date and in many cases, including those enquires and interventions undertaken by the out of hours team.

Para 51: ……….Delays in recording the start of the assessment on the child's social care case management system mean that managers are unable to monitor the true volume, pace and progress of assessments.

Para 83: Case recording is variable. On many cases there are gaps on children's files, including records of key-decision making. This makes it difficult to understand the child's journey. The electronic recording system does not support good practice: it is common for staff to be unable to locate previous documents.

Para 125: Insufficient information is available to senior managers to understand the quality of service that care leavers are receiving and to help them plan for the development and improvement of the service. The current performance management system does not provide aggregated data to support the oversight of care leaver provision, nor predict future demand and types of needs. Data systems are rudimentary and require manual updating.

Para 145: The local authority's ability to measure the performance of children's social care is limited by the capacity of the electronic recording systems which primarily report on compliance measures such as timescales. Considerable data cleansing is required to eliminate human input errors.

Appendix B – Immediate Improvement Actions

The table below details the work which is now underway to put immediate improvements in place.

Short Term Priorities			
	Current Position	Action Required	Update/Anticipated completion
Access to timely information			
CART	CART Manager has access to Rotherham Dashboard which shows: • CART Dashboard, CART task list • Contacts with no outcome • CYPS Contacts • Content refreshed every 10 minutes	• Awareness raising of Dashboard functionality • Review of Dashboard content and develop as required, • review of team usage • presentation at team meeting	Completed: The Rotherham Dashboard has been enhanced to include further reports for CART – showing status of all open Contacts and workflow jobs in that team. Includes details about how long been open and how long got left until overdue. Awareness raising of the Rotherham Dashboard to CART and Duty took place on Monday 10th November 2014. Rotherham Dashboard awareness will be built into training for all new starter training
Duty	Duty have access to Rotherham Dashboard which in particular shows: • Your Caseloads • Your Assessments • CCCM Process Validation • CMMA Process Management Oversight • Content refreshed every 10 minutes		
MASH	Dashboard use limited to existing Social Care Staff	Review requirements for extension of the above information to all Social Care Staff in MASH and partner agencies	Delivery by 31 December 2014

Section 47 Recording			
Duty	Current process in place but issues identified with consistency in application	• Review existing process in line with Service Manager and Duty Manager consultation • Gain formal agreement on recording process to be adopted • Re-train where required • Validate recording and pass finding to service manager to ensure compliance	Undertaken a data validation exercise which showed areas of weakness in: • Sending the Discussion to a Team Manager by workflow for decision and sign off • S47 Enquiry Analysis/Decision text recording • Sending the S47 Enquiry to a Team Manager by workflow for decision and sign off • Recording Person Responsible for S47 • Completing and signing off the S47 Following further consultation 3 proposals are currently been evaluated. Potential delivery by end November 2014/early December 2014
Missing form Care or home			
LAC	New protocol being introduced	• Review new protocol and align recording procedure • Workflow created from LAC to CART • Establish process for CART and outcomes when child found • Create new reports	Completed: New recording in place, monitoring of the changes and its effectiveness to be undertaken.
Safe@ last		• Give appropriate staff access and training on CCM	Delivery date 31 December 2014

		• Create new reports and workflow	
		•	
Improved Case Recording			
Out of Hours	• Staff trained on CCM recording	• Potential retraining	Delivery Date 31 January 2015
Leaving Care	• Leaving Care Staff have been trained in CCM and guidance available to staff	• Potential retaining of staff on current CCM process. • Review and Implement revised BPR process	Undertaken a validation exercise to establish current level of system usage. Issues to be identified and targeted through re-training.