

**SURREY COUNTY COUNCIL**

**CABINET MEMBER FOR ADULT SOCIAL CARE**

**DATE: 4 SEPTEMBER 2013**

**LEAD OFFICER: DAVE SARGEANT, ASSISTANT DIRECTOR FOR PERSONAL CARE AND SUPPORT**

**SUBJECT: SOURCING AND ADMIN REVIEW: I.T. PLACEMENT PORTAL AND DELIVERING BEST VALUE TRAINING PROGRAMME INVEST TO SAVE BID**



**SUMMARY OF ISSUE:**

The Cabinet Member is asked to consider the report following Investment Panel approval of an Invest to Save investment bid to purchase and implement an I.T. placement portal solution and the development/delivery of a delivering best value training programme within Adult Social Care (ASC) Personal Care and Support (PCS) service. These developments will have a key role in facilitating change and improving relationships and value for money achieved from the care market in Surrey.

To approve this investment bid in order to progress to the procurement tender process for the I.T. placement portal solution and to proceed to the development and roll out of the delivering best value training programme for Personal Care and Support staff.

**RECOMMENDATIONS:**

It is recommended that the Cabinet Member:

1. Agrees the Invest to Save funding bid for an investment of £400,000 over a five year investment period, in order to progress to purchasing and implementation an I.T. placement portal solution to support frontline staff with new ways of working following the Sourcing and Admin Review changes, the need to maximise social capital and to achieve best value for money.
2. Agrees the Invest to Save funding bid for an investment of £10,000 for the delivering best value training programme. This training programme will have a key role in supporting frontline teams, to ensure all staff are aware of their roles and responsibilities within the County Council to ensure best value and quality services are delivered to Surrey residents.

**REASON FOR RECOMMENDATIONS:**

As part of a wider savings strategy, Adult Social Care has, for the 2013/14 financial year, a £15m savings target from developing and utilising social capital, with further savings anticipated in future years.

This Invest to Save investment for an I.T. placement portal solution and delivering best value training programme will act as a facilitator to the cost reduction strategy through changing behaviour and equipping staff with effective tools and systems to maximise the use of social capital. A core strategic objective of the Directorate is to

---

build sustainable communities and public services through social capital.

These proposals will have a key role in facilitating change and improving relationships and value for money achieved from the Adult Social Care (ASC) care market in Surrey. There will be increased visibility of the wider market place and provider availability, resulting in an increase in making timely and efficient placements, increase occupancy, better management of the in-house care market and strengthen frontline staff's position/ability to negotiate competitive rates for services.

This Invest to Save investment will assist in developing a workforce which performs to the highest standards and empowers people to live independently. This investment will simplify systems, processes and structures for a Directorate that delivers services which are local, universal, preventative, whilst at the same time are value for money and develops stronger partnership working with the provider care market.

## **DETAILS:**

### **Context**

1. The current PCS Sourcing Team undertake the detailed placement (sourcing) and administration for Home Based Care Services, Spot Purchase of Residential/Nursing Homes, Block Contract Placements, Respite, Transport and Direct Payments (DP).
2. In line with strategic objectives, emphasis is placed upon targeting service provision at a local level, developing social capital in local communities and delivering high quality cost effective person centred personalised outcomes for residents. In order to achieve these objectives it is essential we empower frontline social care staff, both in localities and hospital teams, to take ownership of the whole assessment and support planning functions.
3. The current Sourcing Team model does not enable us to achieve this vision and in response to this, in January 2013, the PCS Operations Board approved the Sourcing and Admin Review project. It was sponsored by Dave Sargeant, Assistant Director for Personal Care and Support (PCS) and lead by Shelley Head, Senior Manager, PCS.
4. Following workshops with staff, discussions with the PCS management team and Adult Leadership Team throughout spring and summer 2013, it was agreed that the identifying and organising of support function should be transferred to locality teams, whilst retaining a separate finance function.
5. All proposals have been developed from learnings achieved in the Model Office, and from further discussions with sourcing managers, detailed engagement with PCS staff, Procurement, Commissioning, Finance, HR and the PCS management team.

### **Business Case**

6. The review's core vision is that the identifying and organising support function is returned to frontline social care teams within the 11 locality teams and hospital teams. Social care staff in locality and hospital teams will become responsible for identifying and organising Surrey residents support by interacting with providers directly and appropriate I.T. tools, processes and

skills must be in place to do this simply, efficiently, helping identify social capital and value for money services.

7. In light of this vision, at the beginning of the review one of the guiding principles was that frontline teams need to be supported to achieve the review objectives through high quality support in the form of new I.T. tools, processes, and relevant training, all of which need to empower staff in the identifying and organising of services.
8. A robust options analysis exercise was undertaken to support a full options report to Personal Care and Support Operations Board and the Adult Leadership Team. Benchmarking activities were undertaken both internally within Surrey County Council and externally with other authorities to gain greater knowledge into similar systems, potential ways of working and training programmes.
9. To support the assessment of the options available in the market place, soft market testing was undertaken. A Gartner Magic Quadrant report, which outlines the market players in a particular market segment was conducted. A Request for Information (RFI) was also undertaken which posed a series of questions to suppliers to gather information regarding scope, costs, timescales and risks.
10. Following this a detailed options analysis paper was presented to PCS Ops Board on 17 May 2013. Ops Board endorsed the recommended options that we undertake a restricted tender process to purchase a long term I.T. placement portal solution and that a set of generic and bespoke programme of delivering best value training courses be developed for the appropriate PCS staff. These endorsed Operations Board decisions were then presented and approved by the Adult Leadership Team on 5 June 2013.
11. A do nothing option was also reviewed and considered. However it has been identified that there are risks associated with the move from four area teams to 11 locality teams, such as inconsistency of practice and hence quality and financial risks.
12. Given the required behavioural change and support needed to empower staff to achieve the review objectives and cost reduction targets. A placement portal and tailored training programme will reduce the risk of inconsistencies in practice across the 11 areas and will empower frontline staff by equipping them with effective tools and systems.
13. As part of this options analysis work we have identified two key developments that will support staff and facilitate the behavioural change and new ways of working required to achieve the review objectives. These being an I.T. placement portal solution and delivering an in-house best value training programme.
14. The procurement and implementation of an I.T. placement portal by summer 2014 would allow:
  - Increased visibility of the wider market place and of demand and supply, including social capital within the local community.

- Empower front line social care staff by equipping them with tools to deliver local and personal services, with communities playing a greater role in providing and supporting appropriate support for social care needs and/or helping to meet them.
  - Enables our ASC officers to access real time information regarding supply (provider availability, capacity, etc) to support them in making timely and efficient placements.
  - Build sustainable communities and public services through social capital.
  - Improve the management and efficiency of the in-house care market.
  - Increase occupancy of in-house beds and block contracts directly contributing to reducing budget spend.
  - Improve visibility and conformance with Surrey rates.
  - Maximise social capital in the locality.
  - Help to reduce social debt. Through a portal system and the use of real time placements this information would be feed directly to the Financial Assessment and Benefits (FAB) teams to reduce backdated charging and have a positive impact on the social care debt. East Sussex is known to have implemented a similar system to good effect.
  - For a robust market assessment which presents the option most likely to result in a market leading, future proof and cost effective solution.
  - For the known market supply base to participate in the process, whilst allowing for full engagement with the wider market and detailed assessment of the software solutions available.
15. The preferred option of delivering some generic commercial training in November 2013, prior to the January 2014 go live date then supporting this with a set of role specific bespoke training during early 2014 would allow:
- Designing and delivering training in house represents better value for money for ASC.
  - A consistent level of commercial awareness and best value across all locality teams will support the wider training strategy to reduce the risk of inconsistencies in practice by providing appropriate training to support staff in new roles.

### **Full Recommendations**

16. The proposed solution through an Invest to Save investment is to proceed to a procurement process to purchase an I.T. placement portal solution and to develop and implement delivering best value training across PCS.
17. The IT portal which will be procured will be a web based solution to improve visibility of supply (approved providers, social capital) and demand (packages

of care), by providing an interactive and real time source of information for ASC teams and ASC providers. It will be a user-friendly, intuitive system that can be used by a diverse workforce in multiple locations, and will likely be an off the shelf product to ensure we secure a solution that will be future proofed and that will be adaptable to market conditions.

18. The portal will enable approved providers to upload up to date details regarding their service availability and capacity and ASC teams to quickly access this information (which will include details of existing block contracts, in-house beds and sources of social capital). This will enable teams to maximise usage of current resources (to minimise void costs), increase usage of sources of social capital, and make timely placements with appropriate providers. This approach will also enable a consistency of approach across 11 geographically disparate teams by providing a streamlined source of information and removing the need for manual collection of provider capacity information.
19. The maximum expected Invest to Save investment for the I.T. placement portal solution is £400,000. This £400,000 is based on total costs for five years, inclusive of all set up, implementation, maintenance, software licenses, training and hosting costs.
20. Invest to Save Profile of Investment Expenditure for I.T. Portal (financial year)\*

|   |          |   |
|---|----------|---|
| <b>Financial Year 2013/14</b>   | <b>1</b> | <b>£200,000 (product, first year support and implementation services)</b> |
| <b>Financial Year 2014/15</b>   | <b>2</b> | <b>£50,000 (ongoing product maintenance and support)</b>                  |
| <b>Financial Year 2015/16</b>   | <b>3</b> | <b>£50,000 (ongoing product maintenance and support)</b>                  |
| <b>Financial Year 2016/17</b>   | <b>4</b> | <b>£50,000 (ongoing product maintenance and support)</b>                  |
| <b>Financial Year 2017/18</b>   | <b>5</b> | <b>£50,000 (ongoing product maintenance and support)</b>                  |
| <b>Total</b>  |          | <b>£400,000 total cost of ownership</b>                                   |
| <b>Ongoing costs beyond the invest to save investment period would be included in ASC financial planning.</b> |          |   |

*\* These figures are based on soft market testing and are conservative estimates of costs. These calculations have been determined on the average of market place costs, not the cheapest system identified.*

21. The total Invest to Save investment for the commercial training programme is £10,000. This is based on the total cost of development and delivery of an in-house bespoke training programme. In-house bespoke training represents value for money and is a real opportunity to equip staff with the understanding of the impact we each have on securing value for money for those who receive services as well as residents of Surrey.
22. Invest to Save Profile of Investment Expenditure for Commercial Training Programme (financial year)

|                               |          |  |
|-------------------------------|----------|--|
| <b>Financial Year 2012/13</b> | <b>1</b> | <b>£3,000 (design &amp; development of generic and bespoke training courses)</b> |
|-------------------------------|----------|--|

|                        |   |   |
|------------------------|---|---|
| Financial Year 2012/13 | 2 | £3,000 (delivery of a programme of 10 generic training courses across the county) |
| Financial Year 2013/14 | 3 | £4,000 (delivery of a programme of 15 bespoke training courses across the county) |
| <b>Total</b>           |   | <b>£10k total cost of programme</b>   |

### **CONSULTATION:**

23. There has been continuous engagement with staff from across PCS, gathering information, inputting service expertise, and keeping them up to date on the proposals for the project through monthly email bulletins. The project team have attended PCS Ops Board, PCS management team and Adult Leadership Team meetings and regular update meetings to sense check the proposals developed at each key stage of development.
24. All proposals have been developed from learnings achieved in the Model Office, and from further discussions with sourcing managers, detailed engagement with PCS staff, Procurement, Commissioning, Finance, HR, IMT, Staff Reference Group workshops, RIE Implementation Groups, Training and OD, Business Support and Financial Assessments and Benefits Team.
25. Further engagement and consultation is needed as part of the detailed implementation planning process. This will include:
  - Training and Organisational Development linkages and regular updates to PCS staff will be needed to inform of these developments and to support staff through transition and in new teams, roles and ways of working.
  - The cross Directorate procurement project team will continue to meet on a regular basis to inform the specification and implementation planning. The project team is formed of key representatives from PCS staff, Procurement, Commissioning, Finance and IMT.
  - The procurement project team will also linking in closely with the ASC Technology Board, Business Process Improvement Group and RIE Team to ensure key interdependencies are identified and service developments are joined up. The procurement approach will also proceed in line with any wider ASC Technology/Systems strategy as well as the Council's Technology Strategy.
  - A detailed communications strategy is required for ASC care providers so they are fully aware of the proposed I.T. solutions, new ways of working and so they can directly input into these developments.

### **RISK MANAGEMENT AND IMPLICATIONS:**

26. Buy in from the ASC provider market is key to the success of the new solution and ways of working. There is concern that some providers may not use or update the portal with the required information. To mitigate again this risk early engagement with the ASC provider market will be vital through our supplier relationship management approach, category management, lessons learned from other authorities who have implemented similar systems and

active engagement/communications throughout the tender and implementation process. Links will also be maintained with other project exploring wider developments that will impact upon the provider market such as the introduction of e-invoicing.

27. There are a substantial number of change programmes and new processes currently being implemented in the PCS service. There is a risk of competing pressures on officer resource and capacity with the implementation of a new I.T. solution. To mitigate against this risk Adult Leadership Team (ALT) have made a commitment to the resource required from ASC in the development and implementation of the solution and training programme. Early engagement with the project team members on the roles and responsibilities expected from them needs to be communicated at the early stages of the project. Linkages have also been established with the Business Process Improvement Group to ensure all implementation timescales are part of a wider and planned change management implementation programme and with a key commitment to align to the social capital agenda.
28. There are financial and quality risks if there is no investment in an I.T. portal and commercial training programme. There is also a reputational risk to the service, senior PCS management and staff morale as the I.T. portal and training offer are key to the delivery of the wider vision of the Sourcing and Admin Review. To mitigate against these risks the Invest to Save investment must be secured.

#### **Financial and Value for Money Implications**

29. The maximum expected Invest to Save investment would be £410,000 over the five year period the funding is requested for. See paragraphs 25 to 28.
30. The 2013/14 ASC budget includes £15m of savings to be delivered through the new approach to utilising social capital, a major component of which envisages practitioners identifying resources in the community which can substitute for what ASC would otherwise have purchased in order to meet care needs. It is too early to assess how this will work out in practice, but the portal solution will play a key role in delivering this required outcome.
31. Any further savings required following the Comprehensive Spending Review (CSR) announcement will be met from this source in subsequent years, increasing the total savings required from this strategy. Investment in the portal will be repaid from these savings in 2016/17 (£0.2m) and 2017/18 (£0.2m), leaving a planned net £50m benefit from the new strategy. Investment Panel have approved that there will be no direct savings attributed to this investment, as it is contributing to the overall savings targets for the ASC Directorate.

#### **Section 151 Officer Commentary**

32. The Section 151 Officer confirms that this report takes account of all relevant matters and demonstrates good Value for Money by enhancing Adult Social Care's capability to deliver the substantial savings required by the Medium Term Financial Plan (MTFP).

### **Legal Implications – Monitoring Officer**

33. SCC is a local authority as defined by section 270 of the Local Government Act 1972 and has a duty under section 3 of the Local Government Act 1999 to make arrangements to secure continuous improvement in the way its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.
34. Legal Services have just been instructed to advise on the terms and conditions of the contract for implementation of the I.T. placement portal solution (delivering best value training across the personal care and support service) or on the procurement of the solution. On receipt of the instructions Legal Services will be advising accordingly.

### **Equalities and Diversity**

35. A full Equality Impact Assessment (EIA) has been completed, has been seen by the Directorate Equality Group and will be published on the external Surrey County Council website.
36. A key action identified from the EIA action plan was the importance of regular engagement with staff affected through the change programme so they are aware of the proposals and how it may affect them. Support will be provided to these staff through regular updates.
37. The review proposals will have a positive impact on Surrey residents. The focus of these changes to target service provision at a local level, developing social capital in local communities and delivering high quality cost effective person centred personalised outcomes, so that Surrey residents experience a seamless service and we can build further on individuals' own support networks (utilising Social Capital).

### **WHAT HAPPENS NEXT:**

38. Once approval of the Invest to Save bid has been secured, the procurement process for the I.T. placement portal solution will commence in September 2013. A cross Directorate project team has been established and will play a direct role in shaping the requirements specification, route to market approach, and the development of the implementation plan.
39. The delivering best value training will be developed by Procurement with input from key partners from PCS, Commissioning and Finance. This training will also be sense checked with a core group of PCS staff to ensure it is targeting staff in the right way to support them as they embark upon their new roles and it will form part of the wider PCS training strategy. The first of the generic training courses will be delivered throughout November to December 2013, the more bespoke training courses targeted towards specific job roles will be delivered between February to March 2014, to directly support staff in these new roles as the new structure will be in place.

---

#### **Contact Officer:**

Laura Todd, Project Manager, Procurement and Commissioning  
020 8541 7035



**Consulted:**

Dave Sargeant, Assistant Director, Personal Care and Support, ASC  
Shelley Head, Senior Manager, Personal Care and Support, ASC  
Surrey County Council Investment Panel  
Adult Leadership Team  
ASC Technology Board  
Surrey County Council Procurement Review Group  
ASC Personal Care and Support Ops Board  
Paul Carey-Kent, Strategic Finance Manager, Corporate Finance  
Laura Langstaff, Acting Head of Procurement and Commissioning  
Christian George, Category Manager, Adults Procurement and Commissioning  
Daryl Mogridge, Senior Principal Accountant, Corporate Finance  
Neill Moore, Senior Principal Accountant, Corporate Finance  
Lorraine Juniper, Principal Consultant (Business Analyst), IMT  
Cary Osborn, Senior Consultant (Projects), IMT  
Elaine McLester, Procurement Improvement Manager, Procurement and Commissioning  
Sophie Martyn, Health & Social Care Advisor, HR and Organisational Development

**Sources/background papers:**

- PCS Ops Board - Sourcing and Admin Review Project Scope Proposal Paper, 16 January 2013
  - PCS Project Sponsors – I.T. Portal and Commercial Training Options Analysis and Key Recommendations Paper, 2 May 2013
  - PCS Ops Board – IT Portal and Commercial Training Preferred Recommendations and Decisions Paper, 17 May 2013
  - Invest Panel – I.T. Placement Portal and Commercial Training Package Funding Bid Paper, 24 June 2013
  - PCS Ops Board - Sourcing and Admin Review HR Structure Proposal Paper, 31 July 2013
-

This page is intentionally left blank