

Lancashire County Council

Cabinet Committee on Performance Improvement

Tuesday, 4th March, 2014 at 10.00 am in Cabinet Room 'B' - The Diamond Jubilee Room, County Hall, Preston

Agenda

Part 1 (Open to Press and Public)

No. Item

1. **Apologies for Absence**

2. **Disclosure of Pecuniary and Non Pecuniary Interests**

Members are asked to consider any Pecuniary and Non Pecuniary Interests they may have to disclose to the meeting in relation to matters under consideration on the Agenda.

3. **Minutes of the Meeting held on 30 January 2014** (Pages 1 - 4)

4. **Quarterly Corporate Performance Monitoring and Improvement - Quarter 3 Report - including Direct Payment and Adoptions & Permanence Performance / Action Plans** (Pages 5 - 18)

5. **Update on Attendance Management and Occupational Health Services** (Pages 19 - 28)

6. **ICT Progress Report - Update on Major Projects** (Pages 29 - 40)

7. **Urgent Business**

An item of Urgent Business may only be considered under this heading where, by reason of special circumstances to be recorded in the minutes, the Chairman of the meeting is of the opinion that the item should be considered at the meeting as a matter of urgency. Wherever possible, the Chief Executive should be given advance warning of any Members' intention to raise a matter under this heading.

8. Date of Next Meeting

The next meeting of the Committee will be held at 2pm on the 9 June 2014, in Cabinet Room 'B', County Hall, Preston.

I M Fisher
County Secretary and Solicitor

County Hall
Preston

Agenda Item 3

Lancashire County Council

Cabinet Committee on Performance Improvement

Minutes of the Meeting held on Thursday, 30th January, 2014 at 2.00 pm in Cabinet Room 'B' - The Diamond Jubilee Room, County Hall, Preston

Present:

County Councillor Jennifer Mein (Chair)

County Councillors

D Borrow

G Driver

1. Apologies for Absence

No apologies for absence were noted.

2. Disclosure of Pecuniary and Non-Pecuniary Interests

None disclosed.

3. Minutes of the Meeting held on 28 November 2013

Resolved: The minutes of the meeting held on 28 November 2013 were agreed as an accurate record and were duly signed by the Chair.

4. European Social Fund: Project for Young People who are, or are at Risk of being, Not in Employment, Education or Training (NEET) 2011/2013 - Performance Update

Mike Heaton, Directorate for Children and Young People, presented the report.

Mike explained that the report presented responded to two key actions arising from previous reports overseen by the Cabinet Committee. These actions were:

1. providing an update on performance of the European Social Fund Not in Employment, Education or Training Project 2011/13. This update covers the validated data period of 1 September 2011 to 20 December 2013.
2. providing an outline of delivery performance and example case studies.

Mike summarised how the programme started, what funding had been received from the Skills Funding Agency, the aims of the service, funding target number of young people to be helped and outcomes and performance to date.

The Committee noted that in terms of targets for total number of young people to be supported by December 2013 that on all indicators the programme had exceeded the target numbers.

In addition the Council has successfully won a new two-year contract to support young people who are not in education, employment or training (NEET). The bid for the European Social Fund (ESF) funding was led by Lancashire County Council and covers the adjoining local authority areas of Blackburn, Blackpool and Cumbria.

Nearly £2m will be spent to support 1000 young people across these areas between the ages of 14 and 19. The money will also be used to support people with disabilities or learning disabilities up to the age of 24, who are NEET or are at risk of becoming NEET.

Under the new contract which will start in the near future, the Council will continue to work with key partner organisations including further education colleges, work-based learning providers and voluntary and community groups.

Resolved: The Cabinet Committee on Performance Improvement:

- (a) noted the report, outline of delivery performance (Appendix 'A') and example case studies (Appendix 'B') and commended the good progress and performance of the project, and;
- (b) Requested reports be presented to appropriate future meetings on progress against the new two-year contract.

5. Highways Compensation Claims

Bev Cullen, Office of the Chief Executive, presented the report.

Bev explained that previously a report was presented to the Committee at the meeting held on 22 November 2012 in respect of claims relating to highway defects. The report now presented provided an update to the earlier report.

For the insurance year 1 June 2012 to 31 May 2013 1937 files were opened in respect of public liability highway claims.

Of those claims received on average:

- 52% are the result of personal injury
- 43% are the result of vehicle damage
- 5% are the result of property damage / loss of property

Approximately 33% of all public liability highway claims closed in the same period were paid out on either because they were settled on Counsel's advice or were lost after trial.

Bev explained that analysis shows that the number of claims received in 2012/13, where the incident related to the 2012/13 insurance year, increased by almost 35% compared to 2011/12. An increase in the receipt of claims was anticipated due to changes that were implemented in 2013 to the amount of costs recoverable by Claimant solicitors and the introduction of fixed fees. However on examining the type of claim received in 2012/13 there was a 273% increase in

the number of vehicle damage claims received (generally wheel and tyre claims), up from 317 in 2012 to 871 in 2013. These claims are routinely submitted directly to the County Council by unrepresented members of the public so these claims rarely have a related claim for solicitor costs.

Due to the period in which claims can be brought [3 years for personal injury claims and 6 years for other claims] apart from scrutinising the number of claims received, it is difficult to predict any future trends as the claims on-going in any one year relate to a number of insurance years and are subject to the Council being able to defend claims due its system of highways inspection. The weather can also have an impact on the number of claims snow and ice claims are prevalent in winter.

Resolved: The Cabinet Committee on Performance Improvement noted the report and request a future report be presented to the committee at an appropriate time with further analysis of all claims against the council.

6. Corporate Human Resources - Health Check Report

Deborah Barrow, Human Resource, Payroll and Pension Service, presented the report.

Deborah explained that this Corporate Human Resources 'Health Check' report provides information across the authority against key metrics regarding workforce information for 2012/13 and part year for 2013/14.

The Corporate Human Resources key metrics regularly monitored and reported against include; the numbers of starters and leavers; reasons for leaving; secondment and redeployment activity; vacancy numbers and recruitment costs.

The data highlights that:

- More employees are leaving the organisation than starting
- Year on year spend on advertising costs is continuing to reduce
- The Employment and Support Team is on track to deliver the target 1100 new starts onto employment programmes for 2013/14

Resolved: The Cabinet Committee on Performance Improvement noted the report, and welcomed receiving regular updates when appropriate.

7. Urgent Business

None

8. Date of Next Meeting

It was noted that the next meeting of the Committee will be held on Tuesday 4th March 2014 at 10am, in Cabinet Room 'B', County Hall, Preston.

I M Fisher
County Secretary and Solicitor

County Hall
Preston

Agenda Item 4

Cabinet Committee on Performance Improvement

Meeting to be held on 4 March 2014

Electoral Division affected: All

Quarterly Corporate Performance Monitoring and Improvement – Quarter 3 2013/14 Report

(Appendices 'A' and 'B' refer)

Contact for further information:

Michael Walder, 01772 533637, Corporate Policy and Performance Team,
Michael.Walder@lancashire.gov.uk

Executive Summary

Corporate Performance Monitoring for quarter 3 2013/14 (October 2013 – December 2013) details that 89% of the total number of Directorate Key Performance Indicators reported across each of their Quarter 3 Quality of Service Reports are performing relatively well and are improving/making progress.

Monitoring also reveals the need for two areas of work/performance to be highlighted to the committee for further information, explanation and examination. These performance areas are:

- The proportion of people receiving self-directed support receiving Direct Payments
- Adoptions and Permanence

Further information regarding current performance and actions being taken to address the issues identified in these areas is provided at Appendices 'A' and 'B' respectively.

Recommendation

The Cabinet Committee on Performance Improvement are asked to comment on the reported performance for Quarter 3 and are asked to review, comment and advise on the information and actions detailed at Appendices 'A' and 'B'.

Background and Advice

Corporate performance has previously been reported against a suite of measure which best represents and monitor the County Council's delivery of the objectives and priorities in our Corporate Strategy – known as the corporate scorecard.

The previous corporate strategy had a timescale up to April 2013 and although a new 'Strategic Direction' document was recently endorsed and agreed at Cabinet (meeting of 5 September 2013) additional details in relation to specific performance measures have yet to be detailed and are currently being developed.

However in continuing to undertake regular corporate monitoring of performance across the authority as a whole, and produce quarterly reports and analysis of corporate performance, other arrangements have been implemented.

Each directorate now produces a quarterly Quality of Service report which gives an overview of performance against agreed headings and parameters. In addition to monitoring and providing progress updates against budgets, projects and other future developments, each directorate Quality of Service report gives details of performance against the directorate's Key Performance Indicators for that quarter.

This amalgamated suite of indicators for quarter 3 has been used to provide a corporate - overview of - performance report.

Monitoring across these quarter 3 indicators reveals 89% are performing relatively well and are on track/making progress to meet targets and/or improving. However two performance areas are highlighted to the committee for further examination.

These two areas are:

- The proportion of people receiving self-directed support receiving Direct Payments – further details regarding current performance, the associated issues and subsequent actions being taken is detailed at Appendix 'A'.
- Adoption and Permanence – this area is frequently and stringently monitored, reported and managed by a number of performance indicators and in addition an annual national (DfE) scorecard is produced measuring performance against threshold targets for 3 measures. Further information, issues and subsequent actions is provided at Appendix 'B'.

Consultations

Members of Management Team(s) have previously received the information in this report.

Implications:

This item has the following implications, as indicated:

Risk management

No significant risks have been identified in relation to the proposals contained within this report.

**Local Government (Access to Information) Act 1985
List of Background Papers**

Paper	Date	Contact/Directorate/Tel
Report to the Cabinet Committee on Performance Improvement – 'Quarterly Corporate Performance - Quarter 2 2013/14 Report	28 November 2013	Michael Walder, Corporate Policy & Performance Team, 01772 533637
Report to the Cabinet Committee on Performance Improvement – 'Quarterly Corporate Performance - Quarter 1 2013/14 Report	4 October 2013	Michael Walder, Corporate Policy & Performance Team, 01772 533637.

Reason for inclusion in Part II, if appropriate

N/A

Performance Indicator Recovery Plan

Performance Indicator Description: Direct Payments	
<u>Year end target</u> To achieve a target of 17% (North West Average) by the end of December 2014. Comparator Group performance = 14%	<u>Current performance</u> Lancashire's reported performance = 12.4% at the end of December 2013 (Q3)
Why is this indicator under-performing?	
<p>Direct Payments are payments made by Council's directly to individuals who have been assessed as having 'eligible needs' for certain social care services. Direct Payments are one way in which people can direct their own support by purchasing assistance or services that the council would otherwise provide.</p> <p>Performance is reported as the number of users and carers receiving direct-payments in the year to 31st March as a percentage of users receiving community-based services (aged 18 or over) and carers (caring for someone aged 18 or over) receiving carer specific services in the year to 31st March.</p> <p>The Personalisation agenda states that all customers eligible for domiciliary support should be given a personal budget to plan their support. Individuals can decide to manage their personal budget in different ways. The budget can be managed by the council, managed by a third party as an Individual Service Fund (ISF) or taken as a Direct Payment, or a combination of these options. Where the budget is managed or taken as an ISF all legal and contractual responsibilities remain with the Council. With Direct Payments the legal and contractual responsibilities transfer to the individual who decides how their eligible needs are met, either by employing people, often known as Personal Assistants, or by commissioning services for themselves. Individuals receiving Direct Payments can get support in fulfilling these responsibilities through the Direct Payments Support Services which has been commissioned by Lancashire County Council (LCC).</p> <p>While the number of people taking up Direct Payments continues to increase there has not been a significant shift in performance. From consultation with service users, the main barrier was found to be that the systems for delivering Direct Payments were too bureaucratic, slow and complicated. The consultation also found that some people had not been offered or given information on Direct Payments and those that had did not want to take on the legal responsibility of being an employer. It has been recognised that, in the past, some staff lacked knowledge and confidence in relation to Direct Payments and that the emphasis had been on the employment of Personal Assistants, rather than buying support from an agency, which made the process even more complex and therefore less attractive.</p>	

Improving the offer which gives increased choice and control to customers could result in an unprecedented growth in Direct Payments impacting upon the budget for service provision.

Action to be taken

A project was established in February 2012 to accelerate the increase in take up of Direct Payments and the project objectives were:

- **Develop Public information on direct payments.**
There are now 4 fact sheets available on Direct Payments which are available on LCC's website.
- **Revise Policy, Procedures & Guidance**
The Direct Payments policy, procedures and guidance has been revised to bring them up to date with the current legislation and statutory guidance issued by the Department of Health.
- **Financial Governance – prepaid cards**
Further work was required to improve and speed up the delivery of Direct Payments to improve the customer experience. To achieve this LCC has piloted and implemented a prepaid card as the standard offer for Direct Payments. The prepaid card will enable a lighter touch approach which is less intrusive for the customer but at the same time will provide adequate safeguards to ensure any misuse of public funds are addressed quickly. The Financial Governance Framework has now been signed off and the prepaid card is now the standard offer to all new customers.
- **Direct Payments Training**
An Advanced Practitioner has been appointed to improve social workers, knowledge, confidence and practice in relation to Direct Payments. Learning circles have been delivered across the County and staff can seek support with individual cases from the Advanced Practitioner.
- **Direct Payments Support Services**
LCC has contracted a third party organisation (Salvere) to provide the Direct Payments Support Service which includes an advice and information service for people to ensure they understand their legal and contractual responsibilities. Where a person decides to employ staff directly the person will be supported throughout the set up process by an Independent Living Advisor, this will include support with recruitment, contracts, obtaining DBS checks and references etc. The organisation also offers support to existing Direct Payments recipients should they encounter any difficulties or need any additional information and advice.

LCC also has a contract with a Centre for Independent Living to provide a payroll service. The payroll service acts as the payroll agent on the employers behalf, producing wage slips, completing Her Majesty Revenue & Customs (HMRC) paperwork, dealing with HMRC correspondence submitting information and making payments to HMRC in the required timescales etc.

Further actions within the project are:

Mandatory Direct Payments training is being delivered throughout February and March 2014. Direct Payments learning circles will continue to be delivered by the Direct Payments Advanced Practitioner until September 2014. The learning circles will focus on specific topics that will improve staff practice and performance.

Individual targets have been introduced for staff members from February 2014 to set up one Direct Payment, per month per worker to ensure that that Direct Payments becomes the standard offer. This will be monitored on a monthly basis and action will be taken to offer staff further support provided by their Advanced Practitioner and / or through attending relevant Learning Circles.

Monitoring of the Direct Payments Support Services contract to ensure that the provider can accommodate the increase in direct payment support requirements.

ADOPTION AND PERMANENCE BRIEFING AND RECOVERY PLAN FOR CONSIDERATION BY THE CABINET COMMITTEE FOR PERFORMANCE IMPROVEMENT

The following report outlines Lancashire performance against the Department for Education (DfE) Adoption Scorecards together with an outline of the improvement plan. Adoption is one of the means by which permanence can be achieved for children who require substitute families. In addition to the **109** children it is anticipated will have been placed for adoption during 2013/4 a further **50** children have achieved permanence via Residence Orders, (RO) **43** through a Special Guardianship Order (SGO) with carers other than previous foster carers and **39** through an SGO with former foster carers.

Adoption Scorecard

The Adoption Scorecard was introduced in May 2012 by DfE Its intention was to create a simple series of indicators to compare all local authorities' adoption services in isolation from other Children's Social Care indicators.

The Scorecard focuses on 3 mains indicators:

Three main indicators are:

- A1: Average time between a child entering care and moving in with its adoptive family, for children who have been adopted (days)
- A2: Average time between a local authority receiving court authority to place a child and the local authority deciding on a match to an adoptive family (days)
- A3: Children who wait less than 21 months between entering care and moving in with their adoptive family (%)

The indicators work on a 3 year average, meaning that current good practice and improvements in performance, may not necessarily lead to an instant increase in performance on the scorecards. Likewise, poor performance will be hidden by previous year's performance, and will not show up on the scorecard.

The indicators chosen for the Adoption Scorecard do not present Lancashire in a particularly good light. Lancashire's performance is below target on all 3 measures however the reduction mirrors the national decline in performance against the 3 key indicators. The use of a 3 year average for the indicator presents a challenge for the authority to redress performance immediately.

How the North West is performing against England's regions.

During 2010-13 (the period reported upon in the most recent Scorecard) there were more adoption placements in the North West than any other region in England. The North West made 400 more adoption placements compared to the second highest region in England.

A1 indicator (Average time between a child entering care and moving in with its adoptive family, for children who have been adopted (days) 2010-2013), only 5 local authorities in the North West (22%) have reached the new threshold set by central government (608 days). On the previous published scorecard (2009-2012) 7 out of the 23 North West local authorities meet the threshold (639 days). The North West is

the second worst performing region in England on A1 indicator and is significantly behind England's average. Out of the 18 local authorities that failed to meet the threshold on A1 for 2010/13; 4 have improved, 10 have not improved and 4 not recorded a direction of travel 2012/13.

A2 indicator (the average time between a local authority receiving a court authority to place a child and the local authority deciding on a match to an adoptive family), only 4 local authorities in the North West (17%) have reached the target threshold set by central government (182 days). This is a significant decline compared to the last year's performance.

10 local authorities meet the threshold of 213 days. The North West is the second worst performing region in England. Out of 19 local authorities that have failed to meet the target; 4 have improved, 11 have not improved and 4 not recorded a direction of travel (2012/13).

Only two local authorities in the North West have met both threshold the A1 and the A2 scorecard indicators (Cheshire West And Cheshire C and Halton).

A3 indicator (percentage of children who wait less than 20 months between entering care and moving in with the family), 11 out of 23 local authorities in the North West are above England's average.

Adoption Scorecard Context Indicators

The North West has the highest number of children awaiting adoption placement. For the average length of care proceedings, only 3 out of 23 local authorities in the North West have a shorter average time than England's average.

During 2010/13 the North West placed 460 children who are 5 years of age or older. This is 160 more placements than the 2nd highest region in England for placing children who are aged 5 or older.

The North West has the highest number of approved adopters and adopters awaiting a decision on being approved as adopters.

There are more adoption placements in the North West than any other English region (645 placements in 2012/13 and 1755 during 2010-13).

Lancashire's performance against the Adoption Scorecard Targets

A1: Average time between a child entering care and moving in with their adoptive family, for children who have been adopted (days)

The scorecard shows that the average waiting time in Lancashire for 2010-13 lengthened by 88 days (12.6%) compared with the 2009-12 average. This was much greater than the national increase of 11 days (1.7%) and we have moved further away from the national average. Internal data for 2012/13 shows that in 75 adoptions completed in Lancashire, the average time from entering care to placement was 875 days.

The threshold for this indicator was set at 20 months or 608 days. Lancashire's performance in 2010-2013 is 178 days or 6 months away from the threshold. This does reflect a larger gap to the threshold than in both previous scorecards.

A2: Days between a local authority receiving court authority to place a child and the local authority deciding on a match to an adoptive family (Days)

The time taken from receiving court authority to matching a child to an adoptive family lengthened in Lancashire by 19 days (8%) in the period from 2010 to 2013. A similar deterioration was seen nationally with the time taken increasing by 15 days (7.7%).

The threshold for this indicator is 6 months or 182 days. Lancashire's performance in 2010-2013 is 72 days or 2.5 months away from the threshold. This does reflect a larger gap to the threshold than in both previous scorecards.

A3: Children waiting less than a specified time between entering care and moving in with their adoptive family

Previously it has looked at the proportion of children waiting less than 21 months between entering care and moving in with their adoptive family. This has been reduced to 20 months in 2010-2013. Based on the new measure, Lancashire's performance showed a decline in 2010-13 with the proportion of children moving in with adoptive families within the timescale declining by 1%, down to 43%. Performance nationally also decreased by 1%, meaning that Lancashire remains the same distance behind national performance, 12% less.

Performance Headlines – Adoption Service 2013/14

Despite poor performance against the Adoption Scorecard objectives the Adoption Service in Lancashire has achieved significant success during the year 2013/14 in relation to all three objectives despite the number of children looked after and the proportion of that cohort with a care plan of adoption having increased.

In December 2012 the CLA population in Lancashire was **1,451**. In December 2013 the CLA population was **1,563** an increase of **7.7%**. As of December 2013, **253** children were awaiting adoption compared to **233** in December 2012. At the end of Quarter 2 (September 2013) **245** children were awaiting adoption.

Assisted in part by the development of the Central Care Proceedings Team more children have been placed for adoption than in any previous year. At the end of December **85** children had been placed for adoption. An additional **26** children were in the process of introduction and linking. There are an additional **26** children with a potential link identified. The anticipated total for the year 2013/14 is **109** compared to **73** in 2010/11 and **68** in 2011/12.

The timescales for placement are improving. Based on data at 1 April 2013 to end of December 2013 66% of children (**56** out of **85** children) have been placed within the old timescale of 21 months. This compares to only 16% of children (11 out of 68) for the same period in 2012.

There are occasions where timescales have been sacrificed however in the interest of placing older children, sibling groups and children with complex needs. For instance of the **85** children placed in 2013 **11** were sibling groups of 2 and **1** of 3 children placed together. Of the children placed **6** were BME.

During 2013 the number of adoption orders granted in Lancashire is higher than in any previous year. During the period April to December 2013 62 children were adopted whereas in 2012 this was 48 and 51 children in 2011.

The duration of court proceedings has reduced from **54** weeks to **38** weeks.

The Adoption Service has recruited more adopters in 2013/14 than in any previous year. Between April and December 2013 the service received **436 adoption enquiries, compared to 351 in the previous year**. The target for the year has been exceeded. The expectation is that **75** new adopter households will be approved at the end of the year 2013/14. This compares to a total of **59** during the year 2012/13 and **46** in 2011/12.

Performance Indicator Recovery Plan

In response to performance against the Adoption Scorecard targets the following actions have been/are being taken:

- The resources in the Adoption Service are currently under review as part of the wider service redesign.
- A piece of work is being undertaken to forecast current and anticipated caseloads within the service to determine the appropriate level of capacity to deliver effectively.
- The Adoption Reform Grant has been used to facilitate additional capacity within Childrens Social Care and the Adoption Service and to support a number of new initiatives.
- A family finding strategy has been developed to maximise potential for timely and effective linking of children to available adopters.
- Adopter recruitment is targeted effectively to meet the needs of Children looked after in Lancashire with a proposed care plan of adoption.
- The service has prepared a tendering specification to secure the assessment of additional adopter households in the event that it is required in line with the enhanced level of marketing activity.
- The service is reviewing commissioning arrangements in order to maximise effective partnerships with Voluntary Adoption Agencies. This will extend to consideration of different ways of developing effective partnership and consortia arrangements.
- The Service is participating in regional recruitment and marketing activity with neighbouring authorities and voluntary adoption agencies to address the national shortfall of adopters.
- The service has ensured assessments of adopters are undertaken within the revised timescale of 6 months and introduced the 2 stage process on 1st July 2013.
- The service has developed a "Fostering for Adoption" protocol and developed a successful Concurrent placement project which is on target to recruit a total of 15 households by 2014/15.

- A Central Care Proceedings team has been introduced to achieve effective and timely care planning for adoption and inform recruitment activity, particularly for those children it can be anticipated may be hard to place.
- The Adoption Service has participated in the multi-agency Adoption Round Table Forum and works collaboratively with colleagues to ensure a multi agency approach to the care planning and adoption process; improvement is reliant upon a collective response.

Anticipated performance against future Adoption Scorecards

The most recent Adoption Scorecard published by the DfE in January 2014 reported on performance against the scorecard targets for the period 2010 – 13. As had been forecasted Lancashire's performance against the targets had deteriorated. Since April 2013 performance against the scorecard targets has improved significantly. Given the three year retrospective nature of the scorecard Lancashire's improvement will only be evidenced in the scorecards published in 2016. Based upon the assumption that the already achieved improvements will be sustained Lancashire's performance against the scorecard objectives should be transformed.

In conclusion improvement is reliant upon the Adoption Service, Childrens Social Care and the courts improving the processes and practice in their respective services if the collective response is to be effective. In order to progress this line management responsibility for the Adoption Service will be aligned more closely with the Fostering Service and Children's Social Care under the leadership of the Director for Targeted and Assessment Service.

A whole system review of commissioning arrangements is to be undertaken to maximise outcomes for children requiring adoptive families alongside a comprehensive improvement plan utilizing the Adoption Reform Grant.

Anne-Marie Ranson
Adoption Service Manager
February 2014

Cabinet Committee on Performance Improvement

Meeting to be held on 4 March 2014

Electoral Division affected: All

Update on Attendance Management and Occupational Health Services

Contact for further information:

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Executive Summary

The purpose of this report is to provide details of the County Council's performance in relation to attendance management and an update of the new contract for the provision of Occupational Health Services.

Recommendation

The Cabinet Committee on Performance Improvement are asked to note and comment on the contents of the report

Background and Advice

Attendance Management

During 2012 it became increasingly clear that the sickness absence statistics produced by the existing reporting arrangements had become unreliable in relation to the ability to compare statistics with previous years. This was mainly due to the many structural and organisational changes which had taken place and a series of changes to the Oracle system. Work was therefore done to improve the way in which the statistics are calculated to ensure that we have a robust system going forward. This work has been completed which means that a new "baseline" has been established and comparisons to previous years' data is no longer viable.

That said, using data produced via the old reporting system to ensure a like for like comparison, shows that the County Council has, over the last 5 years made significant improvements in attendance levels with a 23% reduction in sickness absence between 2008/9 and 2012/13.

All statistics referred to in the remainder of this report have been produced using the revised reporting method.

Performance

2012/13

During 2012/13 a total of 8.05 days were lost per FTE. This was broken down as follows

Directorate	2012 / 13
	FTE Days Lost
A&CS	11.02
CT	5.78
CYP	8.45
CYP Schools	7.36
Environment	7.04
OCE	7.66
LCCG	11.11

The results of a survey by the North West Employers organisation during 2012/13 show that Lancashire's performance was second best of the 18 authorities surveyed with the range of absences being 6.86 to 11.4 days lost per FTE. The average performance was 9.29 days lost per FTE.

2013/14

It was agreed by the Management Team to set an overall sickness absence target of 8.00 FTE days lost per employee for 2013/14.

Seasonally adjusted quarterly targets have been set based on 2012/13 trends. Progress has been monitored during 2013/14, the results of which can be seen in the tables below.

LCC Sickness Absence Targets for 2013/14

Qtr 1 target	Qtr 2 target	Qtr 3 target	Qtr 4 target	Yr end target
1.90	1.43	2.33	2.34	8.00

LCC

Sickness Absence Forecast for 2013/14

Qtr 1 (actual)	Qtr 2 (actual)	Qtr 3 (actual)	Qtr 4 (target)	Yr end forecast	Yr end target	Forecast performance
1.87	1.49	2.31	2.34	8.01	8.00	+0.13%

Directorate Sickness Absence Forecast for 2013/14

Directorate	Qtr 1 (actual)	Qtr 2 (actual)	Qtr 3 (actual)	Qtr 4 (target)	Yr end forecast	Yr end target	Forecast performance
ASH&W	2.37	2.57	3.02	2.66	10.62	10.48	+1.3%
CT	1.45	1.59	1.95	2.00	6.99	6.50	+7.5%

CYP	2.09	1.98	2.77	2.27	9.11	8.44	+7.9%
CYP Schools	1.65	1.05	2.03	2.30	7.03	7.36	-4.5%
Environment	1.78	1.57	2.10	2.07	7.52	7.14	+5.3%
OCE	1.53	1.88	1.99	2.23	7.63	7.62	+0.13%
LCCG	2.69	2.57	3.09	2.98	11.33	11.12	+1.9%

The latest absence figures available from North West Employers for the period April to September 2013 shows that the County Council's performance of 3.36 days lost per FTE again compares favourably with other authorities. Lancashire's performance is again second best of those authorities surveyed with the range of performance being 3.2 to 5.14 days lost per FTE. The average performance was 4.08 days lost per FTE.

Sickness Absence Trends

The top 3 reasons for sickness absence during the first 3 quarters of 2013/14 are

- Mental Health 24%
- Musculo Skeletal 13%
- Hospital / Medical 13%

The top 3 reasons for long and short term sickness absences during the first 3 quarters of 2013/14 are:

Long Term

- Mental Health 31%
- Musculo Skeletal 14%
- Hospital / Medical 14%

Short Term

- Digestive System 19%
- Respiratory System 14%
- Mental Health 13%

Ongoing Support for Managers and Employees

A number of early intervention strategies have been put in place to target the main reason for sickness absence and these include:

- An e-learning package 'Managing Stress in the Workplace' has been developed for managers and headteachers.
- An e-learning package 'Identifying and Managing your Personal Stress' has been developed for employees.

LCC have promoted an initiative to share best practice in strategies to reduce absence rates amongst local authorities. This will be launched shortly with the first conference to be chaired by our OH service provider. This will give the local authorities involved the chance to learn from each other's successes and develop their own strategies to reduce absence rates.

One of the keys to reducing sickness absence is early intervention by managers and headteachers and adherence to the attendance management policy. This needs to be strictly enforced. Following are examples of support provided to managers

- periodic lists of the "top 20 absences" are referred to managers / headteachers to ensure appropriate action is being taken
- details of any late referrals to OHU picked up with managers
- absence Management training sessions provided for Directorate managers and headteachers
- briefings provided on conducting return to work interviews
- specific support offered in relation to cases where individuals have been absent for a period of more than 3 months.

Over the last year there has been a marked improvement in the 'total days lost' due to sickness absence in schools for the 'Top 20 absences' (a 25% reduction in days lost) and in those absent for more than 3 months (a 49% reduction in the average days lost per case).

OCCUPATIONAL HEALTH UPDATE

A review of the County Council's occupational health service during 2012/13 and subsequent procurement exercise resulted in Atos Healthcare continuing to be our provider from 1 April 2013. The contract will run for a three year period with the option of extending for a further year.

Please Note: on 14 February 2014 Atos Healthcare changed its name to OH Assist™.

OH Assist™ has extensive expertise in the delivery of healthcare across large, complex and diverse organisations, and over the years it has been a key resource in assisting the County Council to reduce its sickness absence. It is difficult, however, to prove a direct correlation between occupational health and the levels of sickness absence within the Council.

The Occupational Health web site maintained by the Corporate Health Safety and Wellbeing Team has been re-launched to promote the benefits of seeking OH support and provides very extensive advice and support to managers on using the new contract.

Key Differences in New Occupational Health Contract

In addition to the web site the following key differences have been communicated to managers and schools in a number of ways i.e. via the Schools Portal, Team Talk, Staff Notices, the Health, Safety & Wellbeing's Latest News web page and in Lancashire County Commercial Group's (LCCG) Commercial News.

- The new contract is 'pay as you go' rather than an annual lump sum payment under the previous contract. This has resulted in substantial savings to the County Council. Projected savings are approximately £290k during the first year of the new contract.

- Referring managers / headteachers have direct access to the OH Assist™ online referral system, Cosmas Vista. This means that referrals now go directly to occupational health rather than via the Business Services Team thus saving time and resources within LCC.
- Referring managers can track the progress of their referral on-line.
- Telephone assessment is now the primary intervention as opposed to face-to-face assessments. OH Assist™ has undertaken detailed investigations into the pros and cons of telephone assessments as opposed to face-to-face consultations and has found that, in the vast majority of cases, there is no added benefit from having a face-to-face consultation from a clinical advice perspective. This strategy, whilst representing a major change in the way the service is delivered, provides benefits to LCC and the employee:
 - over 70% of employees are now being assessed within 3 working days of the referral being made as opposed to 10 working days for a face-to-face assessment. This facilitates a quicker intervention and a speedier return to work.
 - there is less time away from work for the employee (if they are in work), less travelling time and expenses
 - far more convenient for employees who have mobility problems.
 - the accommodation provided to OH Assist™ by the County Council is being reduced.
- Face-to-face assessments will still take place where the clinical criteria applied by OH Assist™ indicates that a face-to-face assessment will benefit the case or where the manager specifically requests this.
- Employees can be reminded about their occupational health appointment by a text message if their mobile number is provided as part of the referral. This assists in reducing the potential for abandoned consultations.
- Occupational health review consultations are no longer arranged automatically by the provider. If a review is recommended in the OH report the manager can then make the re-referral at the appropriate time. This reduces the number of reviews taking place where occupational health cannot add anything further to the case from a clinical perspective e.g. if an employee is waiting for test results.
- The new contract provides direct access to a Medical Helpdesk, which allows managers to get help and advice on issues including:
 - dealing with occupational health referrals
 - whether a referral to occupational health is appropriate
 - how to make a good referral
 - general occupational health issues

Additional Occupational Health Interventions

A number of additional (or bespoke) occupational health interventions continue to remain available to managers to speed up a return to work or prevent a recurrence. These include:

- Workplace assessments;
- Workplace counselling;
- Physiotherapy;
- Cognitive Behavioural Therapy (CBT);
- Mediation; and,

- Trauma Support.

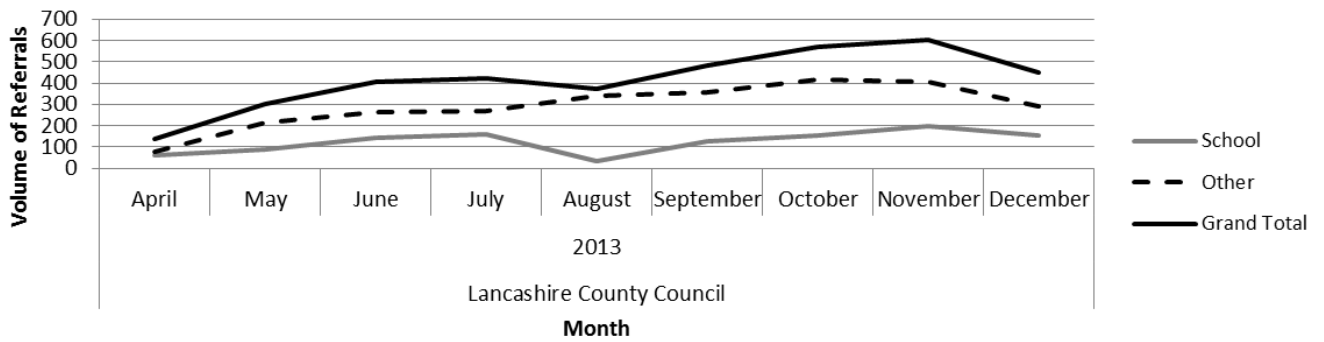
Developments to Occupational Health arrangements

The new contract has meant a fairly significant change to the way in which managers access OH services. The Corporate Health, Safety and Wellbeing Team have worked collaboratively with OH AssistTM and a number of developments to the contract have been put in place to assist with the transition to the new arrangements

- A new Lead Occupational Health Advisor (OHA) has been appointed to work with the Council more collaboratively on understanding its needs and any cultural issues. The new lead will:
 - mentor and develop the OHAs and Doctor supporting the Lancashire contract.
 - provide specific support where this is deemed appropriate.
 - facilitate monthly case conferences to provide a collaborative approach to target specific case issues.
 - facilitate decision making and support managers to understand and separate the medical versus non-medical issues and help managers understand their options.
 - raise health awareness through campaigns and/or presentations throughout the Council.
- A new 'OH Plus' service has been added which enables managers to speak to the OHA immediately prior to the assessment to provide some context to the case. This new service is beneficial where there is a particularly sensitive or complex case that may require additional input from the OHA.
- 'Voice of the Customer' sessions for managers and headteachers, attended by key representatives from OH AssistTM. The sessions help to identify ways in which the Council and OH AssistTM can work together to improve the process for both referring managers and employees.
- An Occupational Health & HR Workshop is being arranged which will provide a forum for discussion around a joined up approach between occupational health and HR policy makers. The workshop will consider current contract expectations and how they can be achieved in practice through a joined up approach.
- Contract leads from the County Council have the opportunity to attend OHA Team meetings to discuss any issues. The outputs from these sessions are being used to inform the Council's occupational health strategy and to plan future improvements to the service.
- Contract review meetings are held regularly as are telephone conferences to address particular issues.

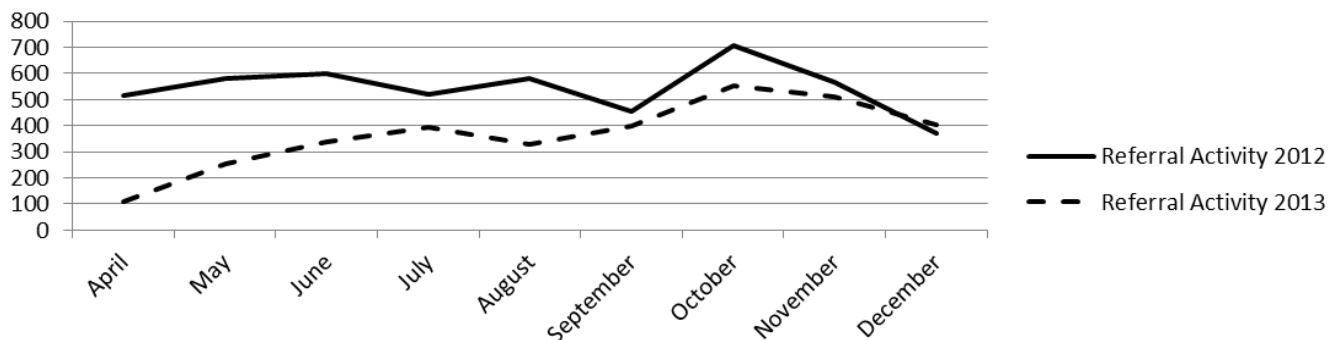
Referral Volumes

The current contract has seen a steady increase in volumes since its commencement in April 2013. There was a dip over the summer holiday period which is due to the impact of School holidays and then a peak in the lead up to Christmas.



Compared to the same period of the previous year fewer referrals have been made to the occupational health service overall. The chart below shows a dip in expected numbers at the beginning of the new contract due to the transitional period where managers and Schools were becoming accustomed to the changes in the new contract. The number of referrals to occupational health has increased and contract volumes now appear to be meeting the expected levels.

Prior to April 2013 Schools HR teams processed referrals on behalf of schools and there was a central budget that covered the cost of school employee referrals. This changed on 1 April 2013 when schools received an additional amount in their local budgets and became responsible for a number of devolved local services including processing and funding their own occupational health referrals.



Contract Management

OH Assist™ provide monthly management information that considers key elements of the contract e.g. the number of each type of activity that has been used and by whom, the number of complaints received, the number of cancelled consultations and comparisons against contract key performance indicators. Monthly face-to-face contract review meetings are held with OH Assist™ to consider the outcomes from these.

In addition to the above, OH Assist™ provide management information on the outputs from their own internal auditing and monitoring system in respect of the Lancashire County Council contract e.g. the number of occupational health reports from Lancashire that have been subject to internal auditing and the outcomes from this exercise.

Any issues raised with the Health, Safety & Wellbeing Team about the occupational health contract are logged and monitored for progress. Weekly teleconferences are

held with LCC contract leads and OH Assist to ensure complaints are resolved in a timely manner.

The outcomes from the 'Voice of the Customer' sessions are documented and considered as areas for future contract development and improvement.

During 2013 a customer feedback exercise was undertaken with managers who had made referrals which showed an overall satisfaction rate of just over 80% which is broken down as follows

	Results of Customer Feedback September 2013
Sample size	440
Response rate	164
Response percent rate	37.3%
Service Responsiveness	85.3%
Service Quality	76.3%
Overall service	80.3%
Overall satisfaction	80.8%

These results will act as a benchmark for comparison in future years. A similar exercise will be arranged for 2014 in order to evaluate whether recent strategies have helped to improve key elements of the contract that were highlighted in the original survey.

Employee Support and Wellbeing

The decision was taken not to renew the provision of the Employee Assistance Programme beyond March 2013 when the previous contract expired as management information from this service evidenced a poor cost/benefit analysis. Instead a specific County Council support web site was launched on 1 April 2013, which provides advice and guidance on common concerns together with a signposting service to HR and other professional external agencies such as the Samaritans, NHS Direct, Financial Assistance web sites, etc.

This site provides Lancashire County Council employees with a range of information on health and wellbeing topics with links to where further information can be found. It also hosts a 'Wellbeing Zone' (developed with our Occupational Health partner) where employees can create their own accounts, set personal health and wellbeing goals and monitor their progress in achieving them. The Wellbeing Zone may also be used by friends and family members. The County Council will receive an annual report detailing how the Wellbeing Zone is being used by Lancashire Council employees and will consider the topics and pages visited most frequently. Over the last 9 months there have been 2,625 users accessing this provision.

The Health, Safety and Wellbeing team is working closely with colleagues in Public Health with a view to developing a Healthy Workplace programme including wellbeing information and events. Work undertaken so far has included the publication of articles in Team Talk and staff notices relating to alcohol awareness,

mental health issues and debt management. There has been the offer of free pedometers and general activity based information to employees. The aim is to achieve recognition in the form of an accredited healthy workplace for Lancashire County Council.

A piece of work will begin shortly to offer health checks to LCC employees delivered via Lancashire Care Foundation Trust.

Future Absence Management Strategies

Having gone through a transitional development period with the new style of occupational health contract, the Corporate Health Safety and Wellbeing Team will continue to work closely with all their strategic partners in HR, Public Health and Occupational Health to ensure the provision continues to meet the needs of the County Council and that strategies are developed and implemented in order to reduce sickness absence further.

Consultations

N/A

Implications:

This item has the following implications, as indicated:

Risk management

N/A – report for information only

Financial

The report has received financial clearance

Local Government (Access to Information) Act 1985 List of Background Papers

Paper	Date	Contact/Directorate/Tel
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N/A

Reason for inclusion in Part II, if appropriate

N/A

Cabinet Committee on Performance Improvement

Meeting to be held on 4 March 2014

Electoral Division affected: All

Update on Major ICT Projects

Contact for further information:

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Executive Summary

This report provides a summary of the current position for a series of major ICT projects which support the delivery of core elements of the County Council's services:

- the replacement of the Social Care systems for Adults and Children's services;
- the creation of a Document and Record Management Service to manage documents and associated workflows;
- the implementation of an Asset Management System.

These are high value, complex pieces of work, and as with all major ICT projects, carry with them significant risks. They are critical to the County Council's vision for how it will transform the way in which it provides services. In order to ensure they deliver the expected benefits and mitigate the risks, the projects are all being run in accordance with project management best practice, with clear scope, budget and deliverables, and regular engagement with all of the key stakeholders. This rigour is paying dividends, with all three projects remaining substantially on track to deliver to planned timescales, budgets and quality standards with two now in the latter stages of delivery.

This report provides an update on these three projects, summarising the aims and objectives of each, and documenting the status of the workstreams by which these key pieces of work will be delivered. This report does not report on financial or budgetary matters.

Recommendation

The Cabinet Committee on Performance Improvement is asked to note the progress to date and plans for future work on each project.

Background and Advice

Social Care System Replacement

The County Council's social care provision is significant: we support around 30,000 children, young people and adults with both internally delivered and externally commissioned services. Since 2001, the ICT provision to manage the service has been via an internally developed system known as ISSIS which supported both Adult, Social, Health and Wellbeing services (ASH&W) and Children and Young People's services (CYP).

ISSIS needed to be replaced to ensure continued high-quality service delivery and cost effectiveness. A key principle of this initiative is to support the overall transformation within the County Council towards integrated social care, finance and education working processes.

The Social Care System Replacement Programme consists of two dedicated projects – one to replace ASH&W Services IT system and one to replace CYP IT system. The purpose is to deliver a modern social care IT system from a company called Liquidlogic that can be used by all professional social work staff in the county. This is a major piece of work that will play a critical part in how the County Council delivers social care in the future. The benefits of the new system can be grouped under four headings:

Facilitating Social Care Service Transformation

- Supports the delivery of a more customer focused service and provides efficiencies that assist in workload management, increasing the opportunity for direct interaction with the public
- Provides the opportunity for the Council to realise the benefits of more modern, efficient recording practices, in line with legislation.
- Delivers a platform which supports and encourages flexible and mobile working, with a primary focus around assessments and reviews in citizen's homes.
- Delivers an integrated social care solution that will define business processes and procedures more clearly and provides an intelligent, forms-based case management system.
- Use of a single system across the service with resulting improvements in the quality of electronic case recording, will make easier any future restructuring of the service, information-sharing or integration with partner agencies. This will increase the efficiency of dealing with contacts and referrals into social care and enable the further development of the CAF process and intervention from early support services where social care does not need to get involved.
- Operational delivery will be better supported through improved links between child care, fostering, adoption, finance and health information.
- New tools will be made available to managers to assist with supervision, including ability to view the status of tasks and cases allocated to a worker or team.
- Provides improved facilities to produce management reports more quickly and easily.

1. Improving Compliance

- Supports compliance with various Central Government requirements, specifically:
 - The processes around Children Looked After
 - Child Protection and legal services
 - The Electronic Social Care Record (ESCR)
 - Multi-agency working.
 - The electronic Single Assessment Process (eSAP).
 - Self-directed support agenda.
- Provides the capability to measure and deliver evidence of performance in line with statutory and local management information.
- Enables Court standard documents to be produced directly from the system.
- Increases policy / statutory compliance with a reduction in time between policy change and system update.
- Workflow and 'case pathway' will ensure that in every case the correct sequence of tasks will be followed as defined in the business process model and procedures.
- Increases accuracy and efficiency of statutory reporting with a reduction in time required to cleanse data for statutory reports and decreases the number of identified data errors in reporting.
- Better data protection with no access to data by users without legitimate relationships.

2. Improving Service User Experience

- Increases service user choice with increase in number of service types communicated to service users.
- More responsive service with better quality of service provided through the use of a more integrated system, e.g. single system used in the Customer Service Centre rather than multiple systems.
- At key decision points all relevant known information is on hand to inform the decision e.g. increases access to case file information when at service user's homes with increased social worker time with service users through the provision of offline functionality within the system.
- Workflow and electronic alerts will contribute to further improvement in the time scale for completing assessments & reviews.
- Increases monitoring of service level compliance from external providers
- Better quality of documentation and communications to children and their families and other professionals involved.

3. Staff Workload Optimisation

- Improves productivity with a reduction in amount of time re-keying data, manually copying data into system, correcting errors, duplicating information between systems.
- Supports integration and interfaces with other case management systems and corporate systems such as the Document Management Service.
- Better synchronisation of finance data with a reduction in manual / multi-step data exchanges between core data and finance data.
- Increases management support with a reduction of managers' time on the system.
- Optimises capacity with a reduction in use of agency staff; increased utilisation of internal staff.
- Better information sharing with a reduction in 'offline' requests for information from other agencies, partners etc.
- Electronic forms will be pre-populated with demographic data and utilise 'copy forward' functionality that brings forward information gathered at an earlier stage; this will save time for practitioners by reducing the need to input data twice and will ensure that all information gathered is appropriately reviewed and followed up.

Project Update

In order to get a project of this scale and importance underway requires a significant amount of activity before the implementation proper can commence. To this end:

- during 2011, work was undertaken to identify the business requirements for the programme. These were documented and formally approved by CYP and ASH&W in January 2012;
- during 2012, invitations were issued for tenders for a solution to deliver the business requirements;
- these tenders were evaluated during 2012, with the outcome that the solution offered by Liquidlogic was selected by the County Council as its preferred solution;
- formal contracts were negotiated and agreed during late 2012, with the formal implementation programme commencing in January 2013;
- a joint project team was established of ASH&W, CYP and ICT representatives and that team has worked together during 2013 and 2014 to develop and implement the solution.

The overall programme approach is a phased implementation. Both ASH&W and CYP projects are being run in parallel, however the training stages of each project cannot be accommodated concurrently due to the volume of staff who need to be trained. As such, one of the projects will need to go live ahead of the other, hence the phased implementation approach.

Both projects are on schedule in terms of both budget and delivery timescales. The following tables show the status of current and recently completed activities.

Liquidlogic CYP Project Milestones

Milestone	Date	Status
Initial Liquidlogic solution installed for evaluation	February 2013	Complete
Initial Design complete	March 2013	Complete
First Lancashire configuration delivered	April 2013	Complete
Cycle 1 Testing complete	June 2013	Complete
Cycle 2 Testing complete	August 2013	Complete
Cycle 3 Testing complete	October 2013	Complete
Cycle 4 Testing complete	December 2013	Complete
User Training commences	January 2014	Complete
Cycle 5 Testing complete	February 2014	Complete
Project Go Live	March 2014	On Target

Liquidlogic ASH&W Project Milestones

Milestone	Date	
Initial Liquidlogic solution installed for evaluation	February 2013	Complete
Initial Design complete	March 2013	Complete
First Lancashire configuration delivered	May 2013	Complete
Cycle 1 Testing complete	July 2013	Complete
Cycle 2 Testing complete	September 2013	Complete
Cycle 3 Testing complete	November 2013	Complete
Cycle 4 Testing complete	January 2013	Complete
User Training commences	March 2014	On Target
Cycle 5 Testing complete	April 2014	On Target
Project Go Live	June 2014	On Target

In terms of future activity, in addition to delivering many benefits in its own right, the initial solution will also form a platform to allow the County Council to further improve the effectiveness of its social care solutions and to support the Health Integration agenda.

Lancashire County Council is a pilot authority, working with the Department of Health to implement a solution to provide the sharing of information in Child Protection cases. We are also working to implement a solution to enhance our processes around Early Intervention to provide a more robust service to vulnerable children. Both of these build upon the core Liquidlogic system and will be implemented during 2014.

Document Management Service Project

The Document Management Service project will deliver a coherent, county-wide approach to electronic document and records management, workflow and case management, integrated into core applications and business solutions. The principles that the project is adopting are as follows:

- the use of paper to convey or store information is the exception rather than the norm;
- information is by default electronic;

- the status of any given job and the performance of processes, teams and individuals can be queried, monitored and reported objectively, electronically and with minimal effort;
- all documents and records are managed, 'cradle-to-grave', professionally and in a fully-compliant manner without loss, and maintained with full legal admissibility, without consuming undue storage;
- accurate, complete and up-to-date information is instantly accessible by all staff, securely and wherever they may be working, on whatever device;
- automation is the norm;
- solutions are built around the needs of the user.

This will deliver the following benefits:

- improved staff productivity;
- increased data and content security;
- reduced storage costs;
- the implementation of agile working;
- reduced accommodation costs;
- lower levels of risk around loss of information and silo based data storage;
- more meaningful management information;
- a strong platform for delivering excellent quality services at reduced cost.

The project involves implementing a product called Documentum, from a company called EMC, which can manage all forms of content and business processes across the County Council. The capability it will provide gives the foundation for the delivery of the council's wider business change programme, allowing core business applications and processes to be streamlined.

The Document Management Service platform will comprise three main elements:

- an Enterprise Content Management platform, to manage all forms of unstructured content – records, documents, etc – both for stand-alone use and tightly integrated with line-of-business systems;
- a Business Process Management toolkit which will automate, manage, monitor and transform processes across the County Council, integrating with local workflows and replacing manual operations wherever viable;
- a Document Handling Centre which will capture and process white mail, fax and 'service-specific' email communications as they enter the organisation. It will also streamline output to reduce printing and postal costs and encourage channel migration.
-

These core elements will be integrated with each other and with a range of services, processes and Line of Business systems and workflows. The result will be a solution that reduces the use of paper, streamlines processes, reduces transactions, saves money and delivers improved management information across the County Council.

Project Update

Delivery of the Document Management Service has been split into seven work packages. These are not sequential however but are being delivered in parallel where possible.

Work Package One: Involves creating the basic hardware environment, installing and configuring the Documentum software.

Work Package Two: Creation of an Electronic Social Care Record (ESCR) capability, supporting the integration of Documentum with current ISSIS social care system. The interface is also designed and built for seamless migration to the ISSIS replacement, Liquidlogic.

Work Package Three: The migration of all existing content from current document management system (CERMS) to the new platform. This needs to be carried out with robust validation, and with assurance of no loss of data integrity, full business readiness and go-live support. Once completed, CERMS will be decommissioned.

Work Package Four: The creation of a Child Protection Portal on Documentum, to support secure, multi-agency collaboration around documents and processes related to child protection case conferences.

Work Package Five: Implementation of full inbound and outbound Document Handling Centre. This may include tuning/enhancing the smart indexing, and the use of/integration with Print and Output Management software to optimise the use of equipment and postal charges.

Work Package Six: Development of a 'templated' methodology and toolset to allow staff to exploit the Documentum platform as necessary to deliver business value. The Methodology will allow technical staff to:

- Configure and administrate all aspects of the product.
- Support the creation, deployment and maintenance of complex workflows.
- Develop and integrate interfaces to other line of business applications.
- Provide staff with the tools and skills to manage the future migration of content from fileshares and other repositories.

Work Package Seven: Use the 'templated' methodology and toolset to deliver value to three initial selected business areas. This is intended to demonstrate the value and power of Documentum and the Methodology, whilst delivering 'quick wins' for the County Council. The three business areas under development are:

- Social Care finance systems/Oracle Financials
- Social Care Printing
- Emergency Planning

The current status of each Work Package is shown in the following table.

Work Package	Date	Status
1 – Product Installation and Scanning Set Up	May 2013	Complete
2 - Social Care Record (ESCR) Interface	Mar 2014	On Target to coincide with CYP Liquid Logic Go Live March 2014
3 – CERMS Migration and Training	Feb 2014	Complete
4 – Child Protection Portal	May 2014	On Target
5 – Expanded Document Handling Centre	Feb 2014	Launched, now live with Social Care
6 – Templated Methodology	March 2014	On Target
7 – Initial Business Implementations	Jun 2014	On Target

The majority of the initial Programme is now delivered, with the key remaining activity being the Child Protection Portal, a new system for Emergency Planning and some services for the implementation of Liquidlogic for ASH&W.

Beyond this initial Programme, a road map of work is being developed by the County Council that will exploit the Document Management Service in the coming years. The Document Management Service transformation team is now in place and trained to utilise the capabilities of the software to deliver the road map and support a range of projects that will benefit from using the Document Management Service technology and Document Handling Centre.

Asset Management System

An Asset Management Review has been carried out to determine whether the current ICT systems supporting the Highways and Property Asset Management business areas are fit for purpose. This review was carried out co-operatively by ICT and County Council staff and it paid close attention to the business transformations being carried out in these business areas.

In both the Environment Directorate and the Property Function, much work has subsequently been carried out to establish new, more efficient processes and deliver savings, albeit based on the continued use of the existing IT systems. This overall transformation process and the establishment of the new operating model is expected to continue in 2014.

The review concluded that the current ICT systems are not fit for purpose, being unable to adequately meet the needs of the reorganised business services due to a poor level of functionality, a lack of integration between the many different components and the difficulty and cost of enhancing them to meet current and future

needs. It went on to recommend that they should be replaced by best of breed, market leading solutions.

A high-level market assessment and subsequent benefits and risks analysis was conducted of the leading, third party integrated Highways and Property Asset Management Systems and Project & Programme Management Systems (PPMS). The review proposed the stages in the road map to deliver the recommended ICT transformation:

- specify and plan the works to be carried out, and finalise supplier contracts, project plans, costs and benefits;
- review the existing data sets and determine the strategy for what data is to be collected/migrated and maintained in future;
- formulate the future business processes and strategy that would determine how the new Asset Management System must operate;
- deliver the ICT transformation as part of the overall business transformation that the County is undertaking.

The estimated timescales for carrying out the recommendations set out in this report are shown in the following table.

ICT System	Pre-work (Months)	ICT Implementation (Months)	Total Duration (Months)
Highways	6	18	22
Property	5	11	16
PPMS	4	18	22

Progress to date on the project is shown in the following table.

Programme Stage	Date	Status
Establish Business Requirements	October 2012	Complete
Conduct Market Assessment	June 2013	Complete
Document Business Case for new system	July 2013	Complete
Implement new Street Works system	April 2014	On Target
Obtain County Council Sign off	May 2014	On Target
Plan implementation	July 2014	On Target
Implement Property solution	October 2015	On Target
Implement Highways solution	July 2016	On Target
Implement PPMS	July 2016	On Target

Consultations

All decisions concerning the implementation of these three projects are being made in conjunction with and ratified by senior county council officers in the affected business areas

Implications:

This item has the following implications, as indicated:

Risk management

This report does not seek a decision, however were the ICT projects discussed in this report to be halted or deferred it would have a serious impact on the County Council's ability to implement its transformational change programme, and therefore to realise the associated saving and service improvements.

List of Background Papers

Paper	Date	Contact/Directorate/Tel
N/A		

Reason for inclusion in Part II, if appropriate

N/A