
Report to **Housing, Health and Care Committee**

Date of Meeting: 21 August 2014

Subject: **Single Case Management System**

Report by: **Assistant Head of Social Services - Child Care**

1.0 Purpose

- 1.1 The purpose of this report is to provide elected members with an update of the progress made to date in the development and implementation of the Single Childrens Case Management System (CCM) across Stirling and Clackmannanshire. The new system will replace the current SWIFT system in Stirling and the CFIS system in Clackmannanshire.

2.0 Recommendations

- 2.1 It is recommended that the Housing Health and Care Committee note the progress of this work. Elected members will be updated as the work moves to implementation.

3.0 Considerations

- 3.1 The implementation of the Single CCM System will help to facilitate the management of information, workflows and caseloads at various strategic and operational levels within the Children's Service. This will assist the Children's Service in being more responsive to the changing economic and legislative environment, whilst at the same time ensuring the desired outcomes for our most vulnerable children are being met.
- 3.2 Further updates will be provided for elected members and it is also planned that a communication strategy will be developed around this area of work. This will ensure that staff, partner agencies and service users are kept informed of the developments being made.

Background

- 3.3 Following the approval of the Shared Services Project Board to move towards a Single Case Management System for the delivery of Children's Services in Stirling and Clackmannanshire, a specific Project Board was convened in August 2013, which is chaired by Jane Menzies, Assistant Head of Services.

- 3.4 Subsequently, in September 2013, a Project Team was set up. The team is led by Michael Grassom (Service Manager) and consists of staff across the Shared Service area including operational managers, frontline social work practitioners, admin support staff, business support staff and training staff. A series of workshops were arranged and these have now taken place. The purpose of the workshops was to identify a single set of business processes for the delivery of Children Services, which in due course will inform a single set of procedures across the Shared Service area.
- 3.5 These workshops have been undertaken with colleagues from Northgate, who are responsible for the delivery of the new CCM application, which will then be constructed around a single set of procedures across the shared service area.
- 3.6 It should be noted, that at the present time Children's Service across Stirling and Clackmannanshire, whilst following national guidelines, have a varying set of policies and procedures in the delivery of their services. Therefore, in order to ensure that the new children's service Case Management System was fit for purpose, a significant piece of work has had to be undertaken to align ourselves to a single set of policies and procedures across the Children's Services.
- 3.7 Once this new set of operational policies and procedures have been approved, we will then be in a position to put in place the new Children's Services Single CCM application, which will ensure an equitable service across all areas of children's services and consistency in relation to standards and performance management.

Progress to date

Workshop Activity

- 3.8 The first of these workshops took place in November 2013. The staff involved have had the opportunity to review existing policies and procedures across the Shared Service area, whilst at the same time coming to an agreement on a set of proposals for a new single set of policies and procedures, which the new Single Case Management System will support.
- 3.9 To date the following workshops have been completed:
- Assessment, Care Planning and Review
 - Initial Assessment Function
 - Child Protection
 - Looked after Children
 - Permanence
 - Children affected by Disability
 - Throughcare/Aftercare
 - Fostering & Adoption
 - Early Years
 - Youth Justice
- 3.10 There is one further planned workshop to complete, which is in relation to our own Residential Services, and it is scheduled for this to be undertaken in September 2014.

- 3.11 As well as the core Project Team contributing to these workshops, additional professional and relevant support staff have fully participated in each workshop, so that the development of future service delivery is informed from both a live operational perspective, as well as a more over-arching strategic perspective.
- 3.12 Through the course of these workshops a range of 'other issues' were identified. Some of these issues can be resolved within the service, however other issues we have had to bring to the attention of more Senior Management, as they tended to be issues which were more related to the Shared Services Agenda, rather than just the new Single Case Management System. A list is proved below however issues such as data governance and cross council subject access requests and roles and responsibilities in terms of roles and job descriptions.
- 3.13 A meeting was convened in March 2014 with the Chief Executives (CE's) and senior officers of both Stirling and Clackmannanshire Councils, in which the progress of the work to date was shared. The 'other issues' that had arisen were also communicated to the CE's. These issues related to the wider Shared Service Agenda and the impact that these are having in the implementation of the new system.
- 3.14 It should be noted however that recent Committee reports of the 26th of June in relation to the Shared Services have agreed to a series of actions which will alleviate a significant number of issues raised with the CE's at this time, and as such, it is anticipated that this will negate the concerns identified.

Workstream Activity

- 3.15 As noted above, the workshops have also identified a number of different areas of work, ('other issues') that even though they do not necessarily impact directly on the business processes, they do present issues that need to be resolved if we are to successfully embrace a single model of service delivery.
- 3.16 These issues include:
- Transport arrangements
 - Section payments
 - Eligibility criteria
 - Roles/Responsibilities - Job descriptions
 - Assessments
 - Structure/Capacity
 - Role and remit of para-professionals
 - Contact arrangements
 - Financial management and controls e.g. (pooled budgets, processing of transactions)
 - Data governance
 - Statutory and local reporting
 - Data migration

- 3.17 Staff within the project team have been identified to take forward these issues, and we are aware that this will complement work already being undertaken elsewhere in the service in relation to both the PBB/MCB processes.
- 3.18 In line with the increased activity surrounding this project we now have two staff members, Lindsay McRae and Matt McLay identified to work as the Implementation Managers for Children's and Adult's Case Management.

Way Ahead

- 3.19 Current activity is now moving away from an emphasis on the workshops, to a schedule of work which will ensure that the proposals being generated through the Project Team are now being brought to the Project Board for signing off.
- 3.20 Once each area of practice captured within the workshops have been signed off by the Project Board we will then be in a position to formally draw up a new single set of policies and procedures for each area of service delivery within the Children's Service.
- 3.21 It is anticipated that the signing off process through the Project Board will be completed by the end of 2014, and that we will be in a position to roll out a training programme for all staff in relation to these new policies and procedures.
- 3.22 With regard to the more technical, IT related issues, work has started by members of the Project Team in scheduling the activities needed to ensure that the migration, translation and quality of data is fit for purpose. This work will recommend the level of migration to be taken from the older case management systems.
- 3.23 It is envisaged that we would wish to rollout the training of the new policies and procedures, as well as the use of the new system from early 2015, and are currently working to a 'go live' date of July 2015.

4.0 Sustainability Implications

- 4.1 Activity to improve service delivery assists in achieving a sustainable service for the future.

5.0 Resource Implications

5.1. *Financial Details*

- 5.2 There are no financial implications associated with this report.
Yes No

- 5.3 Finance are part of the steering group and previous financial commitments from both local authorities are governed through the steering group.

Yes No

5.4 *Staffing*

There are no staffing implications at this stage.

6.0 Exempt Reports

6.1. Is this report exempt? Yes (please detail the reasons for exemption below) No

7.0 Declarations

The recommendations contained within this report support or implement our Corporate Priorities and Council Policies.

(1) **Our Priorities** (Please double click on the check box)

The area has a positive image and attracts people and businesses	<input type="checkbox"/>
Our communities are more cohesive and inclusive	<input type="checkbox"/>
People are better skilled, trained and ready for learning and employment	<input type="checkbox"/>
Our communities are safer	<input type="checkbox"/>
Vulnerable people and families are supported	<input checked="" type="checkbox"/>
Substance misuse and its effects are reduced	<input type="checkbox"/>
Health is improving and health inequalities are reducing	<input type="checkbox"/>
The environment is protected and enhanced for all	<input type="checkbox"/>
The Council is effective, efficient and recognised for excellence	<input checked="" type="checkbox"/>

(2) **Council Policies** (Please detail)

None.

8.0 Equalities Impact

8.1 Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations? N/A on this occasion. Yes No

9.0 Legality

9.1 It has been confirmed that in adopting the recommendations contained in this report, the Council is acting within its legal powers. Yes

10.0 Appendices

10.1 Please list any appendices attached to this report. If there are no appendices, please state "none".

None

11.0 Background Papers

11.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes (please list the documents below) No

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Approved by

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