

Shared Services Joint Committee Wednesday 15th December 2021

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| Report Title | Hosted and Lead Change Requests – Adult Social Care Service, Personal Budget Support Service | |
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Appendix A

Transformation Task and Finish Timetable

1. Purpose of Report

- 1.1. To approve the recommendation to re-profile the hosted Adult Social Care service, Personal Budget Support Service (PBSS) disaggregation timeline from 30/09/2021 to 31/03/2023. This is to enable sufficient time to disaggregate the service in a safe and legal manner whilst ensuring that there is minimum disruption to the service and customers, as well as focusing resource on statutory, high risk and high priority Adult Social Care services such as Deprivation of Liberties Safeguards (DoLS) service.

2. Executive Summary

- 2.1 It is for the committee to note the grounds on which the recommendation has been made to re-profile the PBSS timeframe from 30 September 2021 to 31 March 2023.
- 2.2 Disaggregation activity is underway to understand and analyse the service, risks and implications surrounding IT, information governance and contracts, in order to successfully disaggregate.

3. Recommendations

It is recommended that the following is approved

3.1 It is recommended that (**Timeline** Change):

- **Personal Budget Support Service:** disaggregation timeline is re-profiled into 2022/23 (currently set for 2021)

3.2 Reasons for the Recommendation

- To ensure a safe and legal disaggregation of the services specifically in relation to the data held on the shared IT systems, ensuring data governance compliance
- system requirements and dependencies across other functions e.g. finance and ability to take payments
- To focus and prioritise the disaggregation of statutory and high-risk services areas within Adult Social Care e.g. Deprivation of Liberties Safeguards (DoLS.)
- To enable transformational exploration of undertaking detailed options appraisals that explore whether the service can be delivered more efficiently with the aim to mitigate increased spend by disaggregating and requiring duplication.

4. Background

The Future Northants Task and Finish Group agreed for the Personal Budget Support Service to be disaggregated by 30 September 2021 however, further consideration and scoping work around the requirements for disaggregation needs to be undertaken hence, the recommendation to re-profile the disaggregation timeline to March 2023.

5. Issues and Choices

5.1 Working collaboratively, the Transformation teams, North and West, have been completing a 'fact check', with the Heads of Service and Assistant Directors for the hosted service area, to compile a more in-depth review to evaluate the impact of disaggregation which will be presented to Members in the form of an Impact Assessment in due course. It aims to assess at a high level, the optimum outcomes for the unitary authorities and its customers.

5.2 The outcome of the fact checks to date have meant that the PBSS service has expressed preferences that they will not be able to safely nor legally disaggregate within this financial year due to the complexities held around shared IT and finance systems, data and contracts, which are used by the service. Based on this, a change request needs to be endorsed via the Joint Officer Board and approved by the Joint Committee, before the timeline can be changed:

Personal Budget Support Service (PBSS) (Adults) Proposal

Re-profile of disaggregation timeframe from 30 September 2021 to 31 March 2023.

Fact check discovery summary

This service is currently hosted in the North and provided to the West and is performing well without any concerns around service delivery. Careful consideration will need to be given to the complexities around the externally hosted and supported IT systems, as well as the financial transactions and processes, to ensure a safe and legal disaggregation of the data and the service.

Subsequently, the outcome of the Fact Check required further analysis of the IT and systems to be undertaken. Currently, the following tasks have been identified:

1. PBSS have approximately eight IT systems that require changing, upgrading, or procuring to ensure an efficient service is provided to customers.
 - a. Analysis of systems to be undertaken to inform whether systems require upgrading via same supplier or a new procurement exercise is to be undertaken.
2. The IT systems are linked with the finance systems as the service take payments from customers. The changes around IT will impact the interface of the finance systems.
3. Different teams e.g. Finance Operations (West) use the same systems as PBSS therefore, any changes will impact surrounding teams.
4. The databases have stored customer information from both North and West that dates back to over 10 years and requires cleansing and/or migrating to newer systems if procured, to meet information governance requirements.
 - a. This activity will be undertaken by the team and will require planning
- 5.3 To minimise costs, reduce risks as well as the disruption to staff and customers, the service feel it must delay disaggregation to allow for further time in planning and scoping out this work and produce a thorough options appraisal that considers function and form. The Directors of Adult Social Services within both authorities support the proposal to delay disaggregation.
- 5.4 It was endorsed at the Joint Officer Board on 2 September and agreed Joint Committee Shared Service on 7 October 2021 to bring forward and reprofile the Deprivation of Liberties Safeguards (DoLS) service from October 2022 to March 2022, due to the risk and priority of this statutory service. The impact of this means that there are not enough available resources to safely

and legally deliver the PBSS disaggregation within its current timeline and therefore, it is being requested to reprofile to next year.

Overall, this does not impact the number of services being disaggregated. The reprofiling of services to be disaggregated within this year and next are based on risk and priority for the council and customers.

Reprofiling Personal Budget Support Service to March 2023 will provide the following benefits and disbenefits:

Benefits

1. Time to successfully scope the project as required to enable disaggregation without negative impact to vulnerable people
2. Will allow for sufficient time to fully review the IT systems, potential for procurement activity and embedding in new technologies.
3. Significantly mitigate the chance of leaving vulnerable people unpaid and unable to purchase care services
4. The Business systems team will have the opportunity to build in efficiencies ready for disaggregation and all financial transactions involving PBSS will be encountered through in ERP Gold

Disbenefits

1. Inability for West Northamptonshire Council to undertake service improvement activities due to the re-profiling of disaggregation
2. Inter Authority Agreement extended causing an increase in monitoring of performance and relationships

6. Implications (including financial implications)

6.1 Resources and Financial

6.1.1 Additional resources may be required from the enabler services to support the disaggregation process. These are unknown at present and raise a risk until we have a full understanding of the system requirements, data governance and wider dependency implications.

6.1.2 The current cost of delivering the services for 2021/22 is £370, 000 although currently running with vacancies.

6.1.3 NNC base budget is £171, 577.

6.1.4 WNC recharge is £180, 961, 48.91% of 2021/22 delivery cost.

6.2 Legal

6.2.1 The service is currently operating in accordance with the Inter Authority Agreement that exists between North Northamptonshire Council and West Northamptonshire Council. If the recommendation proposed within the report is agreed, then the Councils will approve a further agreement under the Inter Authority Agreement to ensure that adequate contract management and

governance is in place between the authorities. As outlined within the report, additional work is required in relation to system data and contractual matters and work will be undertaken to ensure that the disaggregation of the services will not compromise legal compliance. If members were minded not re-profile disaggregation, then there is a significant risk that legal requirements would not be met.

6.3 Risk and Issues

6.3.1 If the disaggregation of the service is not reprofiled to March 2023, the following risks and issues will arise:

| Risk Assessment | Mitigating Action | RAG status |
|---|--|------------|
| IT systems currently hold data for both North and West customers and disaggregating by March 2021 may result in data breaches, not allowing for the data to be cleansed and migrated to the appropriate systems. | Analysis to be undertaken of the systems and the data held to allow for an action plan to be put in place to ensure safe and legal cleansing and migrating of data. Consideration of a DPIA to allow a short window until data can be safely disaggregated | |
| Inefficient IT systems within the service require changing, upgrading or procuring and disaggregating by March 2022 will not allow for analysis to be undertaken to inform the next steps. In addition, the IT used by PBSS is not supported by internal IT services. | Analysis around the IT systems is currently being undertaken by a Business Analysis which will outline the duplications, functionality and gaps across each system. This analysis will be used at a workshop to inform next steps regarding changing, upgrading or procuring a new system. | |
| Financial transactions are linked to the IT systems and disaggregating by March 2022 could potentially rush and disrupt the workflow process resulting in the service not being able to take payment | Analysis to be undertaken on the workflow interface process | |
| A lack of a detailed costing analysis to provide the service to the two unitary authorities to maintain viability and integrity of the service. This may hinder budget setting processes and potentially leave both authorities with financial risk. | Extended timeline to ascertain options for the future delivery model with detailed costs. | |

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| <p>Bank accounts – the current bank account used by PBSS was originally a legacy Northamptonshire County Council account. Work is required to split the bank account as well as to split the circa £7m held in that account between the West and North.</p> | <p>Further understanding needs to be gained regarding the level of work required to split the bank accounts. A further understanding of migrating direct debit arrangements into WNC / NNC needs to be understood.</p> | |
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If the service is re-profiled and disaggregated in 2022/23, the risks described above will be mitigated significantly.

6.4 **Consultation**

Service areas from North and West have been consulted in this report with both Executive Directors agreeing the approach.

6.5 **Consideration by Scrutiny**

Not applicable.

6.6 **Climate Impact**

None directly from this report

6.7 **Community Impact**

None directly from this report. The impact on the customers and community will be developed further through the impact assessment.

7. **Background Papers**

7.1 None

Appendix A – Transformation Task and Finish Timetable