

**MEETING: Cabinet DATE: 06/03/2018**

<b>Title: Mobile Working for Social Care Teams</b>		
<b>Ward(s):</b>	Citywide – all wards	
<b>Author:</b>	Kate Broadbridge	<b>Job title:</b> Project Manager
<b>Cabinet lead:</b>	Helen Holland/ Helen Godwin	<b>Director lead:</b> Terry Dafter / Jacqui Jenson
<b>Proposal origin:</b> <i>BCC Staff</i>		
<b>Decision maker:</b> Mayor <b>Decision forum:</b> <i>Cabinet</i>		
<b>Purpose of Report:</b> The report asks Council to :- <ul style="list-style-type: none"><li>• Approve piloting, purchase and rollout of the “best fit” mobile technology for Social Care teams to enable them to do their jobs more effectively. This will include tablets, mobile phones and mobile applications for the Social Care ICT systems. The cost for the project will be within the amount identified on the attached spreadsheet.</li></ul>		
<b>Evidence Base:</b> Transformation programmes for children and adult social care are included within the Corporate Strategy and Budget Consultation 2018-2023. Both the children’s ‘Strengthening Families’ and the adult’s ‘Better Lives’ programmes have ambitious savings targets to deliver. Implementing mobile technology and agile working for this large workforce is a key enabler for savings delivery and improved outcomes for service users for both programmes. There are no cashable savings contained within this proposal.  The problems we are trying to solve fall in the following broad areas across the Social Care teams impacting approx. 500 Social Workers and 200 Intermediate Team colleagues. <ul style="list-style-type: none"><li>• Mobile Social Care colleagues have low spec mobile phones with no access to calendar, emails or usable texting to contact colleagues.</li><li>• Mobile workers who are out of the office base for up to 60% of the time have no remote connection to data held in ICT systems. This means they have no access to data while they are with clients and no means of updating information until they are back at the office. There is a heavy reliance on paper recording, printing and many repeat visits to achieve tasks where information is needed. Hand written notes all need to be “typed up” creating an enormous “admin” burden on stretched and busy Social Care colleagues.</li><li>• Intermediate Care teams print and hand deliver schedules of visits because they have no real time, mobile access to the Roster ICT system.</li><li>• The negative impact of all of the above is<ul style="list-style-type: none"><li>○ reduced efficiency</li><li>○ reduced client facing work</li><li>○ reductions in timely record keeping</li></ul></li></ul> The future state we are working towards is described here. <ul style="list-style-type: none"><li>• The Council has committed itself to reducing spend on social care and adopting an enabling model to connect citizens with the “whole world of resources”. Technology will enable this. On a practical level it will enable Social Care teams to use the internet to show citizens resources across the region or in their own neighbourhood. They are not able to do this at the moment.</li><li>• Technology has moved on. We want our social care teams to be able to work “on the go” where possible, making the best use of their time and making sure they are not tethered to the office base. This means having access to information – calendar, emails, instant messaging to colleagues, an ability to see and record information directly onto BCC ICT systems without the need for paper, printing, multiple visits and double recording. Mobile applications are available for Liquid Logic and Staff Plan Roster – the right devices are needed to make use of them. This means investment in technology and changes in working practices.</li><li>• We want to harness the opportunity offered by technology to carry out direct work with service users-including children, enabling electronic signatures, and to take and store photos securely.</li></ul>		

**Cabinet Member / Officer Recommendations:**

- That delegated authority is given to the Head of Service (South/ Hospitals – Adult Care Support and Chair of the Governance Board) to pilot, purchase and rollout the “best fit” mobile technology for Social Care teams to enable them to do their jobs more effectively.
- That approval is given to spend within the parameters of the summary spreadsheet attached (Total value - Capital £912,409 and a recurring revenue cost of £186,763) to achieve this service improvement work.
- To note that the Governance Board will have responsibility for ensuring that the right devices are bought, that mobile applications work and that the culture and working practices develop to harness the potential of the technology.

<b>Net Revenue Cost: £186,763 per annum</b> <b>This amount is split across Adult Social Care and Childrens Social Care as follows:</b> <b>£103,189 (Adults – per annum new costs)</b> <b>£83,574 (Childrens – per annum new costs)</b>	<b>Source of Revenue Funding:</b> Revenue budgets need to be established for both – Adults and Childrens
<b>Total Capital Cost: £912,409</b> <b>This amount is split across Adult Social Care and Children’s Social Care as follows:</b> <b>£499,881 (Adults over 4 years)</b> <b>£412,528 (Childrens over 4 years)</b>  <b>Opportunity cost: £11,750 (Strategic Windows 10 upgrade)</b>	<b>Source of Capital Funding:</b> Adults Capital Programme + BCC Innovation Fund
<b>One off cost <input checked="" type="checkbox"/> Ongoing cost <input checked="" type="checkbox"/></b>	<b>Saving Proposal <input type="checkbox"/> Income generation proposal <input type="checkbox"/></b>

**Finance Advice:** The proposals aim to modernise the working practices of Bristol Social Workers with the introduction of better technology.

The costs have been driven by the compatibility of the software and the needs of the service. Liquid Logic’s product is only available on a tablet, so that ruled out alternatives. Likewise, the choice of phones was limited by those which could be supported corporately – either a basic phone or an i-phone. Costs have been challenged (eg whether £875 for a tablet was good vfm) and defended, so the costs are accepted as presented. The difference in cost between the two options relates to whether the phone is a basic one or a smart-phone. The investment required and differential is significant: for Children’s Social Care £412k v £369k and for Adults Social Care £500k v £419k. The net ongoing annual revenue costs under both options are the same, for Adults this is £103k and for Children’s this is £84k. So, in terms of investment there is a £90k difference between the options. On cost alone you would choose Option B (Basic phone and tablet), but the issue is whether the Option B would deliver produce the stepped increase in performance compared to Option A.

New revenue budgets will be required for both Adults and Children’s to fund ongoing costs. These additional costs will be met from the planned savings contained within Adults and Children’s transformation programmes.

The level of savings delivered by implementing either option A or B are relatively small, amounting to £37k per annum under option A or £21k per annum under option B. Notably, the business case asserts that there are no savings from switching 500+ staff members from standard issue laptops to tablets other than no longer requiring Vasco tokens. It is difficult to see that the organisation does not benefit somehow from this arrangement, either through being able to have a bigger pool of laptops, thus delaying renewal times, or through needing to renew fewer laptops over time. For both sets of social care workers these initiatives are enablers to produce more efficient and effective ways of working. They may help productivity and the streamlining of processes which may indirectly facilitate cashable savings, but the introduction of new technology is essentially in the non-cashable savings category.

Provision for loss/ damage has been included in current costings at a rate of 15% over the 4 year lifespan of the devices (3.75% per annum). It is intended that this budget is held by the Service Director and is reviewed annually.

**Finance Business Partner:** David Tully & Neil Sinclair

**Corporate Strategy alignment:**

This project aligns with these themes in the Corporate Strategy:

**Empowering and Caring:**

Work with the city to empower communities and individuals, increase independence and support those who need it.

Be great corporate parents and safeguard children and vulnerable adults, protecting them from exploitation or harm

**Well Connected –**

Reduce social isolation and help connect individuals and communities socially Improve physical and geographical connectivity

**Belonging:**

Develop political connectivity locally, nationally and globally to benefit Bristol, involving people and influencing decisions which affect us.

Providing Social Care teams with effective technology aims to:

- Increase the amount of time our colleagues have for citizen facing work by offering efficient mobile working
- Reduce the time our colleagues have in travel and office work by increasing work they can do “on the go” as much as is possible
- Provide internet access to allow colleagues to show citizens information about services and links available in their community – offering them options, choices, independence and support
- Give colleagues the tools to connect citizens with others – either geographically nearby or with others experiencing similar challenges – thereby reducing isolation
- Allow direct work with children using an electronic format that many of them are comfortable with and empower them with a tools they can use to reflect on their own lives
- Support corporate parenting through secure and caring “Lifestory” work including photos
- Support Intermediate Care Teams to provide a timely, efficient service to people who are leaving hospital or who need short term reablement work in their homes.

**Legal Advice:** Whenever the Council procures goods or services whose value is over £180k, it must comply with the Public Contracts Regulations 2015 (“the Regulations”). Under the Regulations, a compliant tender process must be carried out unless an exemption is available.

If the value is between £15 and £180k, then the Council’s procurement rules must be complied with. Under these Rules, 3 quotes must be sought unless grounds for granting a waiver exist.

Legal advice will be needed to advise for each purchase of hardware and software detailed in this report, regarding whether a tender is needed or whether an exemption is available. ICT procurement have been provided with more detail on the contracts that will be needed and we refer you to Sarah Boston’s comments in the full business case on these.

Under the current working arrangements, social workers access personal data outside the office environment by reference to hard copies. This presents a risk of data protection breach. If the project is implemented, this will mitigate that risk but further work with the Council’s Data Protection Officer will be needed to ensure that all of the risks are identified and mitigated in the new system.

**Legal Team Leader:** Sinead Wills, Commercial and Governance Team Leader, I confirm I have provided comments on the report provided to me on 5 February 2018

**Implications on ICT:** IT are fully supportive of initiatives to provide the appropriate tools for the job for services and have been engaged with this project. The project will need to ensure that the deployment approach and timings, as well as the support implications are considered and implemented as part of the project deployment.

**ICT Team Leader:** Ian Gale – Service Manager – ICT Service Delivery and Integration

**City Benefits:**

- Increased provision of information and options enables people to make choices about their lives
- Increased information about resources that are available in the local neighbourhood supports healthy, sustainable communities and connections between people which we know improves wellbeing
- Children who are the subject of corporate parenting can be supported through strong lifestory work – valuing their experience and creating a secure memory bank that will be safe for their entire lives
- Vulnerable people who are supported by the Social Care teams will have a record of decisions made in their best interest and, where possible, this will include their own voice.
- Citizens will be supported to get the help they need in their own home through use of modern efficient ICT systems and joined up working

**Consultation Details:** There has been significant engagement with internal staff and managers - this will continue as the project moves into a pilot stage

<b>DLT Sign-off</b>	Jacqui Jenson	20/12/17
<b>SLT Sign-off</b>	Jacqui Jenson	19/12/17
<b>Cabinet Member sign-off</b>	Helen Holland, Helen Godwin	12/02/18
<b>For Key Decisions - Mayor's Office sign-off</b>	The Mayor	08/01/2018

Appendix A – Further essential background / detail on the proposal – Full Business Case	<b>YES</b>
Appendix B – Details of consultation carried out - internal and external	<b>NO</b>
Appendix C – Summary of any engagement with scrutiny	<b>NO</b>
Appendix D – Risk assessment – Section 10.4 of the Full Business Case	<b>YES</b>
Appendix E – Equalities screening / impact assessment of proposal -	<b>YES</b>
Appendix F – Eco-impact screening/ impact assessment of proposal -	<b>YES</b>
Appendix G – Financial	<b>YES</b>
Appendix H – Legal Advice	<b>YES</b>
Appendix I – Combined Background papers	PWC Report relating to the End User Compute project -due late February 2018
Appendix J – Exempt Information	<b>NO</b>