National Implementation
Progress Report

Forewords

"

As we move through the first decade of the 21st century technology is changing the way we elect Presidents, gather information , communicate with each other, shop for a range of essentials like food and luxuries like electrical goods and holidays .In short technology is transforming the way we conduct our lives. An equally powerful driver in the early 21st century is public and individual expectation. As a society we expect much more from public services. We demand that services are tailored around our needs, and help to support the way we wish to live our lives. People who use services, use them to remain in control of their lives helping them to work, to learn, to shop, to relax, to live independently, to meet family and friends, in short to do what we all do - to live a life.

This development seeks to combine technology and an approach to personalised services in a innovative way with the purpose of ensuring people are helped to live their lives and are supported to do so.

"

David Behan

Director General for Social Care, Local Government and Care Partnerships

Jeff Jerome

National Director for Social Care Transformation

"

This is an exciting and very important initiative, seeking as it does to offer an accessible market-place to individuals and their families who, using either their own or public funds, will be able to choose a wide range of care and support options. As in other markets, this must be the way for the future, one that has the potential to assist people to understand and explore what they might want, with better knowledge of cost, availability and quality, when deciding about services and products that will often touch their lives closely.

"

"

The power of information - People cannot make good choices without good information. But you cannot get good information unless people have a reason to share their information. One of the most natural and powerful ways to encourage people to share information is to create a market place. This was the thinking that led In Control to set up shop4support with our partners Valueworks. When we created individual budgets and Self-Directed Support in 2003 we found out that people really benefited from knowing how much money they were entitled to - their Individual Budget. But knowing about your money is not enough. We also need to know our options: what is in our community, what do other people recommend, what do other people want to create, what is new and innovative.

Information for citizens - We have designed shop4support as a social enterprise because we also know that it is vital that the emerging market for support must not get distorted by the desire for profit. We know that most people want local, flexible and personalised support that joins them to members of their local community and we will work to ensure that people get to see all their options. We also want to cut out the waste, duplication and unnecessary administration that takes money away from people and loses it within layers of bureaucracy.

I am very pleased that there has been so much progress in developing shop4support over the last three years and very thankful for all the hard work of our pilot authorities, our colleagues in Valueworks and, in particular Caroline Tomlinson who has led this initiative from its very beginnings in 2005. I am confident that shop4support will become a vital platform for the further reform of the current welfare system.

"

Dr Simon Duffy

CEO In Control Partnerships

1.0 Executive Summary

Shop4Support® is a social enterprise based online marketplace that is majority owned by **InControl** and that has been developed by Valueworks based upon their innovative eMarketplace platform. The core purpose of Shop4Support is to enable the creation of a retail market place for health and social support that creates better value for citizens through offering a choice of focussed services and by helping them to control their support, their money and their lives.

Aims & Objectives

Prior to the national launch of Shop4Support in September 2008, a pilot programme was established with five forward thinking Local Authorities. The overall aim of the pilot programme was to establish proof of concept by testing whether Shop4Support can achieve the following overall goals: -

1. **Providing an online tool that enables Local Authorities to easily implement Individual Budgets and increase their accessibility across all their service users.**

2. **Accelerate the creation of a health & social support retail marketplace at a local, regional and national level providing individuals with choice, value and quality.**

3. **Deliver significant administrative efficiencies that enable a greater proportion of total social care expenditure to be utilised for the direct provision of support.**

Methodology

The Pilot Programme has deliberately covered the key stakeholder groups identified below and a broad representative spectrum of the adult social care marketplace as follows: -

- **5 Local Authorities:** Cambridgeshire, Oldham, Richmond, Sefton and Wigan, ranging from urban metropolitan authorities to a county council, each having differing structures and strategies, and all at different stages in their move towards personalisation.

- **121 Individuals:** including people with learning disabilities, physical disabilities, mental health issues and older people. This encompassed simulating a range of different Individual Budget transactional processes and methods.

- **22 Service Providers,** including large national providers, smaller regional providers and local micro-providers.

Findings & Observations

The following are key findings and observations from the pilot programme and these can be considered in relation to the three key stakeholder groups – Local Authorities, Individuals and Service Providers – that need to be satisfied in order for Individual Budgets to be successful and for a retail marketplace to develop :-

Local Authorities

- Shop4Support demonstrated that it can assist the creation of the business processes required for Individual Budgets to be implemented on a widespread basis.

- The pilot LAs have identified that Shop4Support can provide a valuable commissioning tool that enables market management at a local level but within a national framework. Vendor rating is also seen as key benefit of Shop4Support.

- Shop4Support has been identified as self-financing through the delivery of administrative efficiencies and these will be maximised through the integration of Shop4Support with case management and corporate finance systems.

Individuals

- Shop4Support enables individuals (including self-funders) to find information in

  3 key areas:

    How Individual Budgets can work easily in practice and personalised support plans be created;

    What services are available at what cost including 'free' community services with transparent feedback on the performance of their chosen providers;

  What services are required but currently unavailable.

- Shop4Support was found to be an easy method for individuals and their support network to manage their budgets and make the necessary commercial arrangements with service providers and personal assistants.

- The pilots uncovered that IT is no longer seen as a barrier but an "enabler" and that Shop4Support is a useful tool in helping address digital exclusion issues.

Service Providers

- Service providers confirm that Shop4Support can address many of their marketing concerns and provide them with a "shopping mall" within which to create their own branded and customised eCommerce stores.

- Shop4Support was seen as a strategic tool that can enable service providers to proactively embrace Individual Budgets and work in partnership with LAs to manage the transition using tools such as Individual Service Funds.

- It was identified that Shop4Support will provide significant administrative efficiencies to service providers through the automated biling and debtor management functionality. Initial indications suggest an average of 10.6% efficiency savings for Service Providers versus other personalisation management approaches.

- There is clear evidence that payment days were reducing when service providers were able to bill individuals directly.

Conclusions

- Shop4Support has been identified by the pilot LAs as a tool that enables the rapid implementation of Individual Budgets. Shop4Support was seen as being largely complimentary to existing LA software systems and integration with these systems was highly desirable.

- Shop4Support can increase the accessibility of Individual Budgets across all service user groups by making it easy to manage and administer budgets, and achieve good value and service quality from their budgets.

- There is the potential for a high level of consumer confusion if LAs adopt a wide variety of "ePortal" approaches to retail market creation and Shop4Support was seen as a tool that can prevent this happening whilst still providing each LA with the flexibility to configure a solution to meet their own local requirements.

- Service provider enthusiasm for Shop4Support was very high and it was seen as being a valuable marketing channel that would facilitate the rapid creation of a consistent retail marketplace enabling service providers to build direct relationships with service users in an efficient way.

- Significant administrative and back-office efficiencies can be achieved through the implementation of Shop4Support within both LAs and service providers, and these will not only outweigh the costs associated with Shop4Support but could potentially lead to a higher proportion of social care expenditure being available for the direct provision of services.

- Whilst the implementation of Shop4Support on a pilot basis was managed without any major difficulties, significant planning and resource will be needed for a rollout across an entire LA and this change management process should not be underestimated by an LA. Similarly, whilst S4S can deliver significant benefits, it is not a panacea for personalisation. It will only be successful where the LA has a clear strategy and robust plans for personalization, of which Shop4Support is a component part.

2.0 Introduction

Shop4Support® is a social enterprise based online marketplace that is majority owned by In Control and that has been developed by Valueworks based upon their innovative eMarketplace platform. The core purpose of Shop4Support is to enable the creation of a retail market place for health and social support that creates better value for citizens through offering a choice of focussed services and by helping them to control their support, their money and their lives.

The Government's "Putting People First" concordat set out a framework for the transformation of adult social care and for this transformation to occur in a timely and effective manner, it is essential that new software solutions are designed and implemented that facilitates the management of radically different business processes from those currently in operation. Shop4Support is at the forefront of this transformation and this best-in-class technology has been specifically designed to enable the key social care stakeholder groups – individuals, service providers and Local Authorities - to achieve significant benefits when planning care; managing personal budgets and operating within a retail marketplace.

The attraction of Shop4Support to the key stakeholder groups is that it provides a software system that meets the requirements of each individual stakeholder group whilst at the same time providing a common platform that rapidly results in the effective transformation of adult social care at a local level. The benefits of Shop4Support are the ability for: -

- *Individuals* and their brokers to manage / administer their support plans, personal budgets and relationships with service providers.

- *Service Providers* to easily market their services and manage the new back-office processes required to operate in a retail environment.

- *Local Authorities* to improve commissioning and strengthen the local market, and to manage the new "personalisation" business processes, in order to ensure that a transformation occurs efficiently and effectively.

The operating model underpinning Shop4Support are encapsulated in the following diagram: -

3.0 Pilot Programme Aims & Objectives

3.1 Overview

Prior to the national launch of Shop4Support, a limited pilot programme was established with five forward thinking Local Authorities – Cambridgeshire; Oldham; Richmond; Sefton & Wigan - who are at the forefront of implementing the In Control agenda. These trailblazers form part of the Department of Health Personalisation Programme.

The overall aim of the pilot programme was to establish proof of concept for Shop4Support by testing the underlying eCommerce software within a social care environment and to gather user feedback to help steer future development of the online retail marketplace.

The programme has deliberately covered a broad spectrum of the adult social care marketplace as detailed at Section 4.

3.2 Objectives

The objectives of the pilot programme were:-

- Implement by the end of 2008 the Shop4Support personalisation management software within a pilot environment for a control group of service providers and individuals nominated and managed by the six 'trailblazer' Local Authorities.

- Demonstrate transaction based processes that support the implementation of the CSIP Personalisation Programme for all stakeholders

- Exemplify both the likely impact of personal budgets for individuals and the change in the type of services that can be accessed through an "open" market

- Obtain user information and feedback from Individuals, Local Authorities and Service Providers regarding Shop4Support personal budget manager in order to help inform future software development.

- Capture the results and cost/benefit case from the control group implementation and share these results as part of the CSIP Personalisation Programme - "Checking results: developing local evidence on outcomes".

- Develop an implementation plan with each pilot authority for the roll-out of Shop4Support on a phased basis across its entire Social Care operations

3.3 Mobilisation Methology

The following approach has been utilised with each pilot site:-

- In each pilot authority a Project Steering Group was established to both direct the operational team responsible for the S4S pilot implementation and facilitate the development of the roll out plan.

- A project charter was agreed in each authority – see attached sample.

- The project teams were tasked with setting up a control group of Individuals and Service Providers to exercise the S4S software functions that manage Support Plans, Individual Budgets, Provider Catalogues, Service Bookings, Invoicing and Payment Processing.

- Local authority personnel were assigned the task of establishing a performance management framework suitable for the personalisation environment.

4.0 Pilot Programme Sites

4.1 Overview

The Wigan pilot can be summarised as follows:

Budget Manager:	Embrace Wigan & Leigh
Number of Individuals:	10
Profile of Individuals:	Elderly people, adults and children with a learning disability, persons with mental health problems and individuals with a physical disability - in all instances they are in complex situations
Funding Streams:	Independent Living Fund, Direct Payment, Personal Contribution
Start Date:	July 2008
Go Live:	September 2008
Transaction period:	1st April 2008 - 31st March 2009
Service Providers:	5
Personal Assistants:	4

Wigan Council selected Embrace, a charity based in Wigan, to work with them in proving the S4S personal budget management functionality in the role of a personal budget manager.

Embrace have a dedicated team of Community Fieldworkers who work on an individual basis with families to offer advice and support in all aspects of their lives. In addition, Embrace also offers advice on Service Brokerage and Navigation for people with individualised budgets. The local authority and Embrace selected 10 individuals who had no natural support team and therefore needed an outside agency to manage their individual budgets.

The range of regular services accessed by this control group encompasses five service providers providing a variety of personal and domestic support funded through Independent Living Fund, Direct Payments and Personal Contributions.

Embrace personnel initially undertook all the administrative tasks on behalf of individuals and their service providers using the standard processes and associated user guidance developed by Shop4Support. Once the processes were established, the provider transactions were successfully passed to three Personal Assistants and one service provider based in the North West region. Feedback from the PAs has been positive and constructive, indicating that whilst usability can be improved, it does not present a major obstacle.

Efficiency enhancements were identified within the expenditure reconciliation process and scheduling of bulk services. These have been incorporated into the plans for the next release of the software.

A benchmark study by Embrace personnel of the impact of the new system indicated that there was a 15% increase in the initial set up time for an individual but this was more than offset by the 60% saving in the processing of regular transactions. The time saved included the following:

- Checking the invoices received for an individual
- Checking sufficient funds existed in their bank account
- Checking that VAT was included or not as appropriate
- Admin surrounding issuing a cheque
- Recording details of transactions on client's file

Shop4Support have been working with the Contracts Department within Wigan to help shape how their wider move to Framework Agreements as part of their transformation agenda can fit within Shop4Support.

Suzanne Grimshaw

Business Development Manager – Embrace Wigan & Leigh

We were worried about the extra admin required with personal budgets but Shop4Support has given us the answer.

4.2 Oldham Council

The Oldham pilot can be summarised as follows:

Budget Manager:	Oldham MBC
Number of Individuals:	14
Profile of Individuals:	All the individuals in this pilot have learning difficulties.
Funding Streams:	Individual Budget, Personal Contribution, Independent Living Fund, Transitional Grant, Supporting People
Start Date:	October 2008
Go Live:	November 2008
Transaction period:	1st October 2008 - 31st March 2009
Service Providers:	2
Personal Assistants:	0

This pilot covered individuals receiving regular care from providers of residential support and community based activities, including transport. All the people included in the pilot already had individual budgets. Oldham selected two service providers - IAS and Choice Support and Transport - to participate in the pilot.

- IAS provide residential support in Salford, Trafford, Wigan & Oldham plus sitting services to enable carers to have a break, community-based activities, skills development and personal support. Within the pilot the individuals supported by IAS included people living independently and others in supported living tenancies.

- Choice Support and Transport provide community based activities in line with individual choices with access facilitated through their own dedicated transport.

The funding streams accessed by individuals in this pilot are Individual Budget, Personal Contribution, Independent Living Fund, Transitional Grant, and Supporting People. All the individuals in the pilot have learning difficulties and none of them has a natural support team, so the authority took on the role of personal budget manager for each of the individuals.

Alongside the pilot itself, Shop4Support and Oldham have identified a number of areas where Shop4Support will fit with Oldham's strategic plans in areas such as self-funder communication,

voluntary organisations and responsive service. The spend reporting capabilities implicit within Shop4Support are seen by Oldham as being pivotal within their development of a 'market management' competency.

On the basis of the pilot and the associated planning work, Oldham LA has recently given the go-ahead for the roll-out of Shop4Support across the entire operation.

> *The pilot has resulted in two-way learning. Shop4Support has been keen to take our feedback and use it positively to refine the system. Equally, we have learnt a great deal about how we can use the system to solve some of the issues that personalisation throws up Shop4Support has great potential to increase the control people have over the care services they receive and will provide them with a much wider choice of services.*

Paul Davis

Head of Adult Services – Oldham Council

4.3 London Borough of Richmond upon Thames

The Richmond pilot can be summarised as follows:

Budget Manager:	United Response
Number of Individuals:	17
Profile of Individuals:	All the individuals in this pilot have learning difficulties and live in a 24/7 supported residence.
Funding Streams:	Community Care Fund
Start Date:	September 2008
Go Live:	October 2008
Transaction period:	1st October 2008 - 31st March 2009
Service Providers:	1
Personal Assistants:	0

Richmond selected one service provider – United Response - to participate in the pilot. United Response is a charity working across England and in Wales supporting people with learning disabilities, mental health needs or physical disabilities. The organisation has four Divisions: North East, North West, South East, and South West.

The services provided include 24-hour support for people with complex needs, job coaching an individual into work, outreach support for someone with mental health needs or work with people to be in control of the support they choose.

All the individuals in the pilot live in supported living tenancies and the strategy adopted was to manage the 'discretionary' element of their funding and focus on outcomes against support plans.

The only funding stream managed on behalf of individuals within this pilot is Social Services Community Care Fund.

Individuals in the pilot have learning difficulties and none of them has a natural support team. Current funding is in the form of a block allocation that is managed by United Response so it took on the role of personal budget manager for each of the individuals.

The key objectives within the pilot were to review how the system supported the mapping of an individual support plan to outcomes and how the changes to methods of funding would affect existing processes within United Response.

A specific efficiency enhancement identified was the provision of an activity log for a property to replace paper records and extend visibility; this is being considered for incorporation into a future release of the software.

Discussions in respect of the pilot have resulted in a good debate with respect to the "role" of the LA in both the wider personalisation landscape and specifically within the Shop4Support environment.

Ben Harrison

Development Manager, Personalisation – United Response

We recognise that we need to evolve and respond to the changing marketplace. We were worried that the increased admin would outweigh the benefits of Shop4Support. However, the system is easy and quick to use and I can see that there are benefits for all stakeholders

4.4 Sefton Council

The Sefton pilot can be summarised as follows:

Budget Manager:	Sefton
Number of Individuals:	17
Profile of Individuals:	Individuals in this pilot are adults with a range of disabilities.
Funding Streams:	Social Services Community Care Fund; PCT/ Health Authority; Personal Contribution Supporting People; ILF
Start Date:	September 2008
Go Live:	October 2008
Service Providers:	3
Personal Assistants:	0

Sefton selected three service providers – Allcare, Raglin Care and Warrencare - to participate in the pilot:

- Warrencare employs in excess of 300 people from the Sefton area; it provides a comprehensive range of home support services and extensive range of support for users including children with disabilities, adults with mental health needs, learning difficulties and older people. In addition to this service Warrencare also offer permanent or respite 24hr nursing care within Merseyside.

- Raglin Care cares for people with physical, mental and learning difficulties in St Helens, Southport, Formby and Liverpool. It has strong local authority relationships and a reputation for providing supported living services to service users in its local market.

- Allcare is a registered provider of home based domiciliary care for both elderly and disabled people.

The streams managed on behalf of individuals within this pilot are Social Services Community Care Fund; PCT/Health Authority; Personal Contribution Supporting People; ILF.

A block domiciliary agreement and spot specialised contracts are deployed by the LA with the service providers.

Individuals in the pilot include elderly people plus adults and children with a range of learning difficulties. Some of the participants are in supported living environments.

The key objective within the pilot was to review how the system supported the interaction between providers and individuals plus the management of personalised budgets.

A specific efficiency enhancement identified was the introduction of a core support entity for a supported residence, this would allow more efficient management of a residence; this is being considered for incorporation into a future release of the software.

Sefton has a very high proportion of self funders and one of their strategic aims (in response to the Transformation agenda) is to develop their policies and procedures in this respect. Following the pilot, Sefton see Shop4Support as a potential cornerstone of this strategy.

Sefton have also challenged the assertion that internet-based solutions are not suitable for older people. Instead, they believe that Shop4Support will be a critical element of the increased take-up of technology.

4.5 Cambridgeshire County Council
The Cambridgeshire pilot can be summarised as follows:

Budget Manager:	Cambridgeshire County Council
Number of Individuals:	40
Profile of Individuals:	Elderly people, adults and children with a learning disability, persons with mental health problems and individuals with a physical disability
Funding Streams:	Not yet available
Start Date:	November 2008
Go Live:	December 2008
Service Providers:	6
Personal Assistants:	0

Cambridgeshire has selected six service providers – The Regard Partnership, Rowan Humberstone, Cambridge Mencap, Red2Green, Brook Care and Thera East Anglia - to participate in their pilot:-

- The Regard Partnership provides care and support services to adults and children with complex needs at more than 120 locations across England and Wales.

- Rowan Humberstone is a local Cambridge charity that has been providing artistic training and work experience to adults with learning disabilities for over 20 years. It is committed to involve all community members and promote equality and inclusiveness within the community via the arts.

- Cambridge Mencap is a local community based charity, supporting children, young people and adults with learning disabilities.

- Red2Green is a registered charity which runs projects across Cambridgeshire providing leisure, educational and work opportunities for over 600 people with a wide range of disabilities, including mental health problems, learning disabilities, sensory impairments, physical disability and social communication disorders.

- Brook Care is a domiciliary care provider of generic activities for daily living predominantly for elderly people but also including individuals with physical disabilities.

- Thera is a group of companies that support adults with a learning disability; it is directly controlled by people with a learning disability. Thera East Anglia supports 352 people with a learning disability across Cambridgeshire; Essex; Suffolk; Peterborough and Norfolk.

Individuals in the feasibility study include elderly people receiving care in their own homes, adults with a range of learning difficulties, people with mental health problems and others with physical disabilities.

Through their involvement in the pilot, Thera have decided to transact all of their activities through Shop4Support, which will result in the creation of personal budgets for all 800 of their clients across over 20 local authorities.

> *We are pleased that the pilot is covering all areas of service provision. We have been working closely with Shop4Support to understand how it can be tailored around our existing systems and processes in a complimentary manner.*

Mike Hay

Head of Transformation – Cambridgeshire County Council

4.6 Castle Supported Living
The Castle pilot can be summarised as follows:

Budget Manager:	Castle Supported Living Limited
Number of Individuals:	23
Profile of Individuals:	All the individuals in this pilot have learning difficulties.
Funding Streams:	Pooled Fund, ILF, Direct Payments, Personal Contributions, Supporting People
Start Date:	August 2008
Go Live:	September 2008
Service Providers:	3
Personal Assistants:	0

Castle is a not for profit family-led charity established 1992 operating from offices in Clitheroe, Lancashire. The primary focus of Castle is supporting living for post teenage years, care is directed by family members and each person has his/her own funding.

Working with a variety of housing agencies Castle find suitable accommodation for people who are looking to move into their own home, they also assist people to secure funding for the amount of support they require from a range of sources.

Castle Supported Living has worked with the local authority to develop services that enable people with a learning disability to buy support through an individualised budget.

This has resulted in more flexible, creative and self-directed support for individuals. In addition, the service is now clearly defined and fairly funded - giving financial viability to the organisation.

The range of agencies in the Ribble Valley that Castle works with to raise awareness of the rights of learning disabled people includes:

- Lancashire County Council Social Services Department
- Ribble Valley Borough Council

- West Pennine Housing Association
- Council for Voluntary Services

Clare Sherliker

Supported Living
Manager –
Castle Supported
Living

"
Our existing systems cannot support the business processes inherent in the new agenda and as a small organisation we cannot afford significant investment in infrastructure development. Shop 4 Support provides us with a cost beneficial solution to manage the budgets of our clients accurately and have ready access to ongoing support plans.
In addition major benefits are derived by our users through the systems accessibility and transparency.
"

5.0 Key Findings, Comments and Observations

5.1 Development Feedback

One of the key aims of the pilot schemes was to identify whether the existing product was suitable for the marketplace and whether software alterations and enhancements were needed.

Overall the software was deemed to be fit for purpose i.e. it enabled individuals to manage their budgets, find and work with service providers identified through the catalogue and pay for those services.

However, it was also clear from the pilots that all parties could benefit from additional functionality in a number of key areas to ensure that Shop4Support continued to exist as the market-leading product.

Areas of existing functionality that were viewed positively during the pilots:

Simple budget set up and ongoing management process including automated scheduling of funding from multiple sources;

- Clear tracking of orders placed and associated invoices (with reduced checking of prices required as the whole process is automated);

- Easy to use budget statement showing monies committed against funding received;

- Multiple, flexible user roles within the system e.g. an individual can manage and update their own budget but a family/friend could also have "review" access or be able to feed into the service provider feedback process;

- Information can be accessed from any location with pc and internet connection using secure username and password;

- Shop4Support is easy to navigate without any hands on training due to structure of site and clear web-based instructions;

- Useful and accurate, real-time reporting that can be tailored to each user's requirements;

- Ability for a service provider to personalise their own site, have public and private catalogues and vary their product offering from postcode to postcode;

- "Go compare" type functionality for individuals who can compare different types of service provider offering based on case studies, user past feedback and cost.

Some of the additional areas that have now been included into the development plan for Shop4Support as a direct result of the pilots are as follows:

- Enhanced scheduling of regular and ongoing support services;

- Improved control of funding streams and reconciliation with bank accounts;

- Improved back office functionality for service providers including timesheet management and staff scheduling;

- Full range of payment methods including: direct debit, credit cards, eInvoices and internet payment channels;

- Integration with standard LA and service provider finance and case management systems e.g. Sage;

- Improved look and feel to remove any barriers to usage particularly in the area of budget management;

- Structure and language used in the catalogue plus additional info stored against product items;

- A range of marketing options for service providers depending on the scale of their business from simple catalogue management to a branded "store" with sophisticated catalogues;

- Detailed market management reports for LAs to assist the local market in its development e.g. where services required do not exist etc;

- Support planning – improved links to existing support planning software and the ability to be able to create, save and approved support plans online as appropriate.

5.2 Strategic Observations

Alongside the actual pilots, Shop4Support has been working with the Steering Groups formed within each LA to understand how Shop4Support can fit within their existing (and planned) processes and systems. Some of the key observations are as follows:-

5.2.1 Existing Systems and Processes

Integration and compatibility with incumbent care management systems and finance systems is critical. At present, there is a perception that some of the functionality of Shop4Support may overlap with existing systems. However, having researched the market, we believe that Shop4Support can be complimentary to existing systems, such that the system providers should see Shop4Support as an opportunity rather than a threat.

With this in mind Shop4Support has created its Software Partner Programme, in order to drive innovation across the sector, through 'opening' the Shop4Support marketplace platform to other software and

technology organisations. By seamlessly integrating their software into the Shop4Support marketplace, software providers will achieve the following benefits: -

- Provide access for their clients to the UKs leading online social care marketplace.

- Brand the marketplace as their own and hence, drive business growth.

- Create innovative software and services that can build on the Shop4Support marketplace and drive value for clients and consumers.

As part of the Partner Programme, Shop4Support has already established collaborative relationships with Slivers of Time and Planmycare. Further relationships are now being established and initial discussions are scheduled to take place with Anite/Northgate (SWIFT), OLM (Carefirst), In4tek (Paris), Corelogic (Framework-i), Liquidlogic (Protocol), Careworks (Raise), TCO / CACI (Officebase), SAP AG and Lagan.

In Control is also working across the sector to develop ethical partnerships that help establish norms around personalisation and respect for the Open Source technology developed by In Control.

5.2.2 Budget Management

An emerging theme is that most LAs will not allow individuals to 'opt out' of personal budgets, instead managing the budget themselves on behalf of the individual.

Where it is envisaged that individuals will manage the budget themselves (or through an independent broker) i.e. the 'pure model', all LAs envisage that Shop4Support will be presented as an option to the individual but that it will not be a requirement. Where an individual decides to utilise Shop4Support there are limited integration issues as Shop4Support will "sit" at the end of those processes. Information and signposting for Shop4Support at all stages of the contact process will be key to ensuring a high level of take up amongst individuals. Where an individual decides not to utilise Shop4Support, then there is a risk that a LA will need to put an alternative process in place.

Where the LA will be managing a budget (i.e. the 'virtual budget' model), the majority of LAs in the pilot envisage that their staff will use Shop4Support as a 'front line commissioning' tool when putting arrangements in place. However, the refinement of processes and integration with incumbent systems will be critical in this respect. Whilst this is being partially addressed by the Software Partner Programme referred to above, each LA will need to take a lead role in refining its policies, procedures and processes and training personnel.

5.2.3 Monitoring, Audit and Reporting

Whilst Shop4Support provides significant potential functionality in respect of monitoring and auditing personal budgets, the majority of LAs are expressing a clear desire for either no monitoring (i.e just monitoring outcomes rather than spend) or for very 'light touch' monitoring (e.g. notification by exception only of over/under-spend).

It is not envisaged that Shop4Support will have a formal stance upon this issue – it will be for each LA to determine the arrangements and terms of use with their clients. Accordingly, should an LA wish to effectively 'bar' access to an individual's account within Shop4Support, this can be easily accommodated.

Reporting on spend patterns across a borough (and other metrics) in order to inform commissioning and market management strategies is a different issue, and all LAs are keen to be able to receive and act on this information.

5.2.4 Commissioning Strategy and Market Management

Whilst all the LAs in the pilot are now taking steps to align their commissioning strategy with personalisation, it is evident that there is still some way to go. Shop4Support relies on budget managers (whether individuals, LA personnel or third party brokers) being able to see the unit price of each element of support.

The ability for LAs to be able to accredit service providers (with a kitemark) is seen as being a major benefit of Shop4Support from a safeguarding perspective. Different LAs are already developing their own thoughts as to how they would wish this to work and it is envisaged that Shop4Support will be able to accommodate these. A number of LAs are presently establishing framework agreements (which are effectively 'approved lists' of suppliers). However, we are aware that a number of these are being established without clear unit pricing, which will result in an additional pricing exercise being required for them to transition in to Shop4Support. We would encourage LAs to consider their approach to framework agreements carefully.

Another potential issue relates to where the LA is acting as budget manager. One LA has indicated that whilst they intend to use Shop4Support to 'front line commission' services, they will only utilise those service providers that are accredited by them. This would appear to be contrary to the ethos of the personalisation agenda.

The inclusion of voluntary and free-of-charge organisations within Shop4Support (effectively making it a 'one stop shop') with all information in one place and one format is seen as being critical so as to prevent confusing messages to budget managers.

The ability of Shop4Support to provide summary reports and trend information across wards, boroughs and wider regions was specifically identified by Oldham as being a key aspect of their plans for 'market management'.

5.2.5 Self Funders

Two of the pilot LAs have specifically identified Shop4Support as potentially being a cornerstone of their strategy to deliver their increased obligations to self-funders under the transformation agenda.

5.2.6 Procurement

A number of LAs have indicated that they believe that they need to go through a procurement process in order to deploy Shop4Support across their operations. Although the potential conflict of interest has been noted and is being managed, Shop4Support is working with a number of LAs to help inform their procurement strategy.

5.2.7 Implementation

Working through the pilots has enabled Shop4Support to develop an efficient implementation plan for each type of organisation which can be used as a starting point with each new organisation and adapted to their specific needs. The implementation plan will also highlight the resource required to a) set up Shop4Support and b) utilise Shop4Support on an ongoing basis.

5.2.8 Healthcare

In Control have been working with the Department of Health and 38 NHS Primary Care Trusts in order to develop models of personalisation in the NHS, including systems that will improve the integration of health and social care funding. Given the existing legislative restrictions on the use of NHS funding many believe that an external IT solution like Shop4Support could be a critical tool for enabling the deployment of NHS funds because:

- The use of NHS funding could be tracked and appropriately restricted without undue bureaucracy, helping to manage concern on top-ups and inappropriate use of health funding

- Individuals could be given effective control over funds without having to receive funds as a direct payment

5.2 Efficiency Findings

The pilots have identified that the following benefits and efficiencies will be delivered through Shop4Support:-

	Benefits	**Efficiencies**
Local Authorities:	Provides an automated series of business processes; Ease of access to client records and common method of monitoring client budgets; Care Managers have access to catalogue of services that they canshare with individuals with up to date prices and feedback; Efficient method to share list of approved" service providers with individuals including self-funders; Generation of data and reports to aid market management; Potential for integration with case management and corporate finance systems which are not suited to personalization at present Opportunity to provide 'broker' services.	Wigan were able to implement a 'broker' model across their clients and service providers without the need to develop their own business processes; Reduced audit administration; Richmond identified enhanced access to individual support plans for field workers; Improved efficiency and effectiveness of commissioning; Risk of manual processes and duplication will be minimised once partner programme is fully operational.

	Benefits	Efficiencies
Individuals:	Easy setup and planning of budgets; Reduced administration costs; Access to best value catalogues; Shared knowledge of how to gain maximum benefits from PBs; Easy reporting to funding bodies.	Remove need for developing own accounting and recording systems; Remove the need for paper trails; Reduced time for LA audits; Reduction in time spent researching service provider options in area; Minimise time spent processing payments.
Service Providers	Low cost sales & marketing channel; Easy management of online store; Automated billing process; Proactive response in a confusing and developing marketplace; Common back office process across entire business where an organisation covers multiple regions e.g. United Response; Debtor management – 30 day target.	Thera (Cambridgeshire pilot) believe that deploying Shop4Support across all their operations will result in significant back-office efficiency that more than cover the costs of Shop4Support. Thera have also already received a number of enquiries from service users through their Shop4Support store. Service providers overall have noted a reduction in time spent creating, checking and chasing payment of invoices.
Budget Managers	Manage details of multiple clients; Reduced administration costs; Substantial reduction in checking of invoices/prices and updating budgets as all automated; Automated financial processes; Removes requirement for paper as individual can also view online if required; Report on funding, spend & outcomes	Embrace (Wigan pilot) benchmarked their current processes and identified time saving per year per individual of 65% based on current functionality; once the 'in work' enhancements identified within the pilots are in place this will be in excess of 80%; Castle identified similar savings plus the add on benefit of capabilities provided by S4S that they don't currently have; Time-saved in sharing information between all parties as it can all be viewed online from different locations simultaneously.

Project Charter

Project Charter Details	
Client Name:	Example LA
Project Title:	shop4support pilot
Valueworks Project Leader:	JD
Client Project Director:	AA
Client Project Manager:	BB
Service Provider(s):	AA Care
Service Provider Project Manager:	CC

1.0 Project Statement

To assist Example LA with the deployment of the Shop 4 Support software within a pilot environment incorporating Support Plans, Individual Budgets, Provider Catalogues, Service Bookings, Invoicing and Payment Processing for a nominated Service Provider and Individuals.

In addition facilitate/undertake analysis and planning activity in respect of the remainder of the LA's activities in order to create a fully costed business case and phased implementation plan for the rollout of Shop 4 Support across the remainder of the LA.

Access to key staff and information will be provided across the directorate to facilitate development of an implementation plan for the rollout of Shop 4 Support throughout the authority.

2.0 Project Objectives

By the end of the Project, Valueworks will have worked with the Example LA team to:-

1. Complete the implementation of the Shop4Support personalisation management pilot within a control group of individuals nominated by the x number of service providers in accordance with the jointly agreed plan;

2. Capture user information and feedback from Individuals, Example LA and Service Providers regarding Shop4Support, in order to help inform future software development;

3. Service the steering group through reports, weekly progress review conference calls and attendance at regular meetings;

4.   Highlight opportunities for the stream-lining of 'back office' activities such as administration and invoicing and removal of duplication;

5.   Demonstrate a more efficient budget management system for Example LA which frees up internal resources and enables quicker implementation for the individual

6.   Advise on links to existing in-house IT systems;

7.   Demonstrate processes that support the implementation of the Care Services Improvement Partnership personalisation programme;

8.   Assist with the development of a plan for a performance management framework;

9.   Show the potential impact of personal budgets for individuals and the change in the type of services that can be accessed through an "open" market;

10.   Advise on strategy for roll out of Shop 4 Support across the authority;

11.   Establish an implementation plan that will enable Example LA to roll-out Budget Minder and Shop4Support on a phased basis across its entire Social Care operations