

CIVICA

Case study

Supporting Bradford Council's adult social care charging reform

Case study

City of Bradford Metropolitan District Council (CBMDC) initiated a significant review of its Adult Social Care (ASC) charging arrangements following an extensive period of consultation.

As part of its reform programme, the Council required an experienced partner to complete approximately 3,600 financial assessments and welfare benefit checks for individuals receiving non-residential care.

A key component of this change involved the phased removal of a discretionary buffer previously applied within financial assessments. The Council committed to introducing the change responsibly, with transitional protections applied 50% at reassessment and the final 50% from July 2026.

Updates to financial contributions

To ensure all charging reforms were delivered safely, fairly and transparently, CBMDC required that every affected service user receive a comprehensive reassessment. This included making sure that financial contributions fairly reflected each person's individual circumstances and ability to pay, as well as confirming households were receiving their correct welfare benefit entitlements and income maximisation opportunities. All Disability Related Expenditure (DRE) had to be captured robustly and consistently, while the team had to also identify and appropriately escalate any potential deprivation of assets, financial abuse or misappropriation concerns.

This approach supported the wider ASC objectives of equity, compliance, safeguarding and financial sustainability.

A fully compliant service, ready to go

The provider was required to deliver a high quality, fully compliant service between August 2025 and January 2026, incorporating:

- Full financial assessments, including DRE reviews and welfare benefit checks for non-residential ASC users
- Efficient scheduling, case progression and accurate maintenance of case notes and audit trails
- Identification and escalation of complex cases, including potential financial exploitation, through appropriate safeguarding channels
- Deployment of a trained, knowledgeable workforce with up to date understanding of Care Act charging guidance, benefits legislation and local policy frameworks

CBMDC required a delivery partner with strong legislative knowledge and experience within Adult Social Care charging, as well as the capacity and operational resilience to handle high volumes within fixed timelines.

Clear governance arrangements and robust quality assurance processes were essential, while the project also relied on effective joint working with social work teams, ensuring early identification and escalation of safeguarding issues.

"We developed a close working relationship with Civica, which allowed us to work flexibly to improve quality, to collectively respond to feedback and sustain a collaborative approach to supporting the people impacted by changes to client contribution."

Ruth Crawford, Executive Business Support Manager, CBMDC

Key outcomes



3,600 financial assessments delivered



750 telephone calls and enquiries handled



6-month project delivered by experienced financial assessment officers

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Delivered within project timescales

Civica's delivery approach ensured strong governance, service user engagement and full alignment with public sector standards of transparency, accountability and care.

In addition to completing the **3,600 financial assessments**, Civica's OnDemand team dealt with approximately **750 telephone calls and enquiries**.

Very few complaints were raised by service users. Most related to misunderstandings about the changes to the charging policy rather than the assessments themselves, and the majority were resolved by the team through clarification and support to help service users understand the changes.

Experienced workforce with specialist knowledge

Civica's team, averaging over eight years' sector experience, brought extensive knowledge of ContrOCC and a wide range of council systems. Although CBMDC use a specialist Document Management System employed by only three UK councils, the team quickly achieved proficiency, ensuring accurate and timely processing from the outset.

A dedicated inbound and outbound telephony service ensured service users had clear, consistent support. This helped individuals understand what was required, reducing delays and improving overall engagement.

A team of experienced Financial Assessment Officers were supported by a comprehensive management structure including an account manager, training manager and team leaders. This ensured:

- clear accountability
- consistent quality assurance
- timely escalation pathways
- structured workload management

Collaborative governance with CBMDC

Weekly governance meetings with CBMDC provided transparency and oversight. These meetings covered progress against timelines and milestones, system updates and emerging risks, and any operational challenges and case-specific issues.

Weekly operational sessions, attended by the social work manager, ensured early identification of safeguarding concerns and strengthened decision making.

3,600 cases were tracked from initial allocation to final decision. As case volumes increased, reporting moved from weekly to daily, improving visibility of progress.

Daily reports included:

- numbers of completed assessments
- total hours worked
- forecasted completion dates
- any emerging risks or delays

This transparency supported CBMDC's internal planning and helped bring forward the overall project completion date.





Progress data was also shared with Civica's assessment teams, helping staff understand the impact of their work. This fostered a sense of shared purpose and supported high levels of productivity and quality.

A strong, effective and accountable partnership

Civica OnDemand and CBMDC established a collaborative working relationship built on transparency and regular communication. Quality checks, timely responses and consistent case management ensured smooth delivery and prevented potential customer complaints.

The integrated approach between Civica, financial assessments and social work teams has been so effective that CBMDC intends to maintain closer collaboration. Social workers will now receive additional financial information training, enabling them to provide better guidance to service users and reduce delays in collecting information.

Civica's experience in ASC assessments led to very clear, concise and supportive correspondence that improved response rates significantly. Most service users provided the required information without the need for reminder letters, reducing both delays and administrative burden.

Ruth Crawford finished:

"Civica delivered a successful outcome to this project with full financial assessments completed for a large proportion of the cohort."

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