POLICY, RESOURCES & GROWTH COMMITTEE	Agenda Item 45
	Brighton & Hove City Council

Subject:		**Social Care IT System Procurement**
Date of Meeting:		**12 October 2017**
Report of:		**Executive Director Finance & Resources**
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Ward(s) affected:		**All**

FOR GENERAL RELEASE

1.   PURPOSE OF REPORT AND POLICY CONTEXT

1.1   Brighton & Hove City Council (the council) uses CareFirst Case Management system supplied by OLM as its main IT system to support and deliver services to social care for children and adults. This system is a 'life support system' for these services, and the council must therefore take this programme forward.

1.2   An original contract was signed in 1999 and there have been subsequent contracts for further modules and support services. The council is now planning to competitively test the market in order to award a contract for a new system.

1.3   This report seeks formal approval for the council to conduct a procurement process and award a new social work case management IT system contract with a term of 5 years with an option to extend the term by 2 years and to request access to funding to procure a new system.

2.   RECOMMENDATIONS:

2.1   That the Executive Director for Finance & Resources be granted delegated authority to:

(i)   Carry out the procurement and award of a new social work case management IT system contract for children's and adult services for an initial term of 5 years;

(ii)   Agree an extension to the contract referred to in 2.1(i) above of up to 2 years; and

(iii)   Approve the allocation of £2.5m for the contract referred to in 2.1(i) above from unallocated capital resources and include within the capital investment programme.

(iv)   Note that the figure set out in 2.1 (iii) above is an estimate based on current information. A more detailed breakdown of costs is being worked on and will be submitted in a full business case on the project. An update report will be presented to Policy, Resources & Growth Committee based on this full business case.

3. CONTEXT/ BACKGROUND INFORMATION

3.1 The CareFirst case management system, provided by the software company OLM, has been in place since 1999, supporting services provided to social work clients for children and adults. This is a critical system supporting some of our most vulnerable clients in the city; as such there is no option but to replace CareFirst. The current contract arrangements are due to expire in March 2018. With advancing technology and changing business needs, social care services are typically reviewing their IT system needs every 5-10 years. The council's Procurement Team have advised that a procurement process is necessary in order to test the market, meet legislative requirements and to ensure value for money.

3.2 CareFirst supports day to day case management of social work processes and financial transactions. Further peripheral applications include:

System	Function
Guardian	Supports Multi-Agency Safeguarding Hub – part of the Front Door for Families Team (FCL)
MyLife	External Citizen Portal (HASC). Supports Care Act requirements in enabling carers and citizens to self-assess, online
CM2000	Service provider & rostering system for Health & Adult Social Care (HASC)
ADAM	Provider services and transactional system (HASC)
CP-IS	National Child Protection Information System (FCL). A notification system to alert FCL if a child who is looked after or subject to Child Protection present at A & E.
Civica Financials	The council's debtors system for General Ledger, Creditor and Debtor transactions
IDOX	The council's document management system e.g. electronic storage of case files

The system has over 1,100 council staff users, with the **newly** launched MyLife customer portal having approximately 120 clients accessing online services.

3.3 An outline business case was agreed by the Corporate Modernisation Delivery Board in January 2017. This approval was to explore opportunities to implement a new social work case management system as the current system, CareFirst, is due to have its software replaced by a new version called Eclipse (estimated date of readiness December 17).

3.4   A project board, led by the Executive Director for Finance & Resources has been set up to manage the procurement process, test the market, identify funding and resources and implement the chosen option.

Procurement approach

3.5   Procurement advice has been sought with respect to the new contract in order to ensure that the council is compliant with both The Public Contracts Regulations 2015 and CSOs, as well as establishing a value for money solution to meet the council's requirements for a social work case management system.

3.6   A fully compliant EU procurement procedure is required as the estimated value of the new contract is over the OJEU threshold for services (currently at £164,176). This will include exploring the use of existing frameworks where available as this can offer a quicker and more streamlined approach (for example, the Local Authority Software Agreement Framework (LASA – Framework 1059)).

3.7   The LASA framework includes most of the leading software providers and, if suitable, would allow BHCC to hold a mini-competition with registered and relevant suppliers.

3.8   Alternatively the council could run its own procurement process using an open, restricted or dialogue procedure. A decision on the preferred procurement approach for the contract will be made once a full specification is developed.

3.9   Officers are also assessing whether it would be possible for the council to use/call off from the contract which East Sussex County Council has in place with their case management system provider, Liquid Logic. Having the same provider may be financially beneficial and help to align the Orbis partner systems for greater collaboration down the line.

3.10   As the existing contract arrangements expire in March 2018, the plan is to extend these arrangements by way of a new short term contract in order to allow for the time necessary to undertake a proper procurement process for the new long term contract.

Investment requirements

3.11   The indicative cost of procuring a new social work case management IT system is likely to be approximately £2.5m. This includes the new system and the costs of a project team, estimated at £0.5m, which will be required for around 18 months to facilitate implementation.   These costs are estimated at this stage and detailed costs are being calculated as part of a full business case. An updated report will be presented to Policy, Resources & Growth Committee based on this full business case. Support and maintenance costs of the current CareFirst system are already built into the General Fund budget. Should any additional costs be identified as a result of the new system, these will be incorporated as part of the budget setting process for 2018/19 and subsequent years.

3.12   As well as the cost of the system, it is important to invest in the cost of the implementation. We will learn lessons from other ICT projects both within the

council and from speaking to other Local Authorities. Officers have met with ESCC and are planning to meet with WSCC to ensure that we learn lessons from their experiences of implementing new system. Officers will ensure we have the right resources in terms of project and technical expertise. The Project Board will ensure that the scope of the project is clear and be responsible for managing key risks and issues as they arise, keeping stakeholders informed of key developments. Generic project risks such as scope creep, cost escalation, optimism bias, etc. will all be carefully monitored and reported through the Project Board.

Next steps

3.13   If the recommendations are approved, the following provisional timescales will apply:

Autumn 2017	Soft Marking Testing/Exploration of Procurement options
January 2018	Scoping of specification and decision/work on procurement route and documents
Summer 2018	Procurement process starts
February 2019	Contract awarded and contract mobilisation
Feb 2019 – Mar 2020	Implementation phase
April 2020	Go live

4.   ANALYSIS & CONSIDERATION OF ANY OPTIONS

4.1   **Option 1 – Do nothing**

- This option is not suitable. Advice from the council's Procurement Team is that as we have not tested the market for value for money options for around 20 years we need to engage in a compliant procurement process.

- The current CareFirst system is being replaced by Eclipse so we would need to undertake a change of system (albeit with the same provider), but cannot do this within procurement rules. It will not be possible to continue with the existing CareFirst system as it will be unsupported by OLM.

4.2   **Option 2 – Procurement of a new social work case management IT system**

- This is the preferred option.

- The option focuses upon the replacement of CareFirst with a modern social work case management IT system. With this model some of the peripheral applications (paragraph 3.2) may still be required but it is more likely that the depth and breadth of functionality of a new system will reduce the number.

- This would provide the option for the council to procure a system which is more customer-centric and designed to support the customer self-service options and mobile working aspirations of a modern organisation.

- Officers will explore the procurement options for a new system as outlined in sections 3.6 to 3.9 above. Officers will also explore whether it would be possible for East Sussex County Council to add a separate area to their existing database and administer it on the council's behalf.

5. COMMUNITY ENGAGEMENT & CONSULTATION

5.1 To ensure the project is a success we need to consult with all our stakeholders from as early on as possible. To this end the Project Board has prepared a stakeholder analysis and engagement plan which will be used as the basis for our communications plan on the project. (See Appendix A)

5.2 Once a system is procured, service users will be invited to work with the council on the MyLife portal to ensure that it provides the functionality and transactions that will be of most value to service users accessing council information and services online.

5.3 We will consider involving relevant Directors as appropriate.

6. CONCLUSION

6.1 The council has a requirement to ensure that its systems and software are fit for purpose and that we are able to ensure that services are provided as effectively and efficiently as possible.

6.2 Procurement of a new system will lead to long term operational efficiencies, improve the customer experience, and make a significant contribution to service delivery that is fit for the future.

7. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

7.1 Procurement of this new social work case management system will enable the service to provide a system which is designed to support more effective staff working. This should reduce management costs, thereby improving the value for money of the social work services but no assumptions of direct savings are assumed at this time. The estimated cost of purchasing and implementing the new Social Work Case Management IT System is £2.5m. The Revenue & Capital Budget Planning and Resources Update report to this committee in July 2017 included the identification of £7.5m unallocated capital resources. It is proposed to allocate £2.5m of these resources to support this project by adding to the councils Modernisation Fund. The profile of the planned investment will be identified through the detailed business case and the capital investment programme will be updated accordingly.

7.2 £0.108m is already built into the General Fund budget for annual support and maintenance of the current system with a further £0.44m to OLM to provide database administration. Any additional budget requirements will be included as part of the 2018/19 and subsequent annual budget setting process.

Finance Officer James Hengeveld   *Date: 14/09/17*

<u>Legal Implications:</u>

7.3   The council's CSOs require that authority to enter into a contract valued at £500,000 or more be obtained from the relevant committee prior to inviting expressions of interest from potential bidders.

7.4   The authority of Policy, Resources & Growth Committee is required for matters with corporate budgetary implications such as the contract for a new social work case management IT system contract for children's and adult services. Accordingly the committee is entitled to agree the recommendations at section 2 above.

7.5   The procurement of contracts must comply with all relevant European and UK public procurement legislation as well as the council's CSOs.

7.6   The procurement of a new case management system will enable Children's Services and Adult Social Care to meet their statutory duties more efficiently.

Lawyer Consulted: Isabella Sidoli and Hilary Priestley   Date: 14/09/17

<u>Equalities Implications:</u>

7.7   None arising from this report. An Equality Impact Assessment will be carried out to inform the specification for the new system. Primarily, this will ensure the customer facing portal is accessible, that personal and sensitive data are stored in line with legislation, and that the new system is able to deliver best practice guidance for example including gender non–binary options in honorifics and gender choices as relevant. The system should also meet equalities requirements for staff users.

<u>Sustainability Implications:</u>

7.9   Procurement of a new system with mobile working capabilities aligns with the council's Sustainability Strategy. A reduction in printing through mobile working will help reduce paperwork. Reduced travel requirements through more effective working will lead to reduced carbon emissions.

<u>Public Health Implications:</u>

7.10   None arising directly from this report.

<u>Crime & Disorder Implications:</u>

7.11   None arising directly from this report.

<u>Risk and Opportunity Management Implications:</u>

7.12   This is a significant change project for the service with substantial costs to procure and implement a new system. This is business critical and any delays in getting a new system implemented will impact service delivery. It provides the service with an opportunity to procure a system that meets our current and future needs, placing the customer at the heart of our IT. It presents an opportunity to

reduce the number of systems we use, thus reducing costs and complexity within the service. We need to ensure that any new system is compliant with the new GDPR legislation particularly in view of the sensitive data held in this area.

Corporate / Citywide Implications:

7.13   This project and transformation programme supports the Corporate Plan principles of public accountability and ensures we are citizen focused. It is also integral to the modernisation agenda and requires strong links to the council's 'Digital First' programme incorporating, for example, My Account, Customer Relationship Management and mobile working technologies.

SUPPORTING DOCUMENTATION

Appendices
Appendix A (Communications & Engagement Plan)

Documents in Members' Rooms
None

Background Documents
None

Stakeholder category	Stakeholder	Influence and Interest *(using the matrix over the page)*	What do we need to tell them? Why?	How?	How often?
Governance	Project Sponsors (Rob Persey/Pinaki Ghoshal)	High/high	Keep up to date on project development, key risks/issues, resource requirements, business impact Need to involve in governance and decision making around funding, resources, timescales, impact on business area	Via representatives on Project Board/Project updates from Programme Manager. Pinaki would like board minutes cc'd.	Project Board members to keep updated at 121s/ PM to share project board minutes when available.
	SRO – Dave Kuenssberg	High/high	Lead on governing and driving forward project Key decision maker on project around governance, funding, additional resources	Project Board and 121s with Project Manager	Boards monthly and 121s monthly (more often as progresses)

	ELT	High/high	Keep up to date on project development, key risks/issues, resource requirements, business impact as 2 key departments affected by change and most vulnerable client groups	Via highlight reports	Quarterly
	Project Board	High/high	Involved in delivery of project and considering implications for staff/business/customers. Some are in advisory capacity e.g. procurement/legal	Via project board meetings and separate ad-hoc meetings as and when required	Monthly
	Lead Members (Dan Yates/Karen Barford and Dan Chapman and for ICT Caroline Penn)	High/high	Need to keep up to date on developments on system replacement, budget and service implications for initial phase. Subsequent phases may need less information.	Via Dave Kuenssberg (SRO)	To be agreed by Board

		Low/high	Keep involved in helping to specify user requirements, be part of analysing best systems, user testing, training, changes to processes/procedures	Project Team meetings Initial visits to ESCC for overview/comment of Liquid Logic	To be set up.
Users	Project Teams (including staff from FCL, HASC, Finance, ICT, Business Reporting representatives)				
	Staff in FCL/HASC/Finance/ Business Reporting (users of CareFirst)	Low/high	Need to know when systems are changing, impact on processes and procedures. Will need training in new system and support to continue BAU.	Newsletter – link in with FCL newsletter (headlines with link to FCL/ASC staff newsletter on wave). Carolyn Bristow drafts and goes to DMT each week. Team briefings/meetings Training sessions	To be agreed by Board – Monthly updates
	Staff in other departments using CareFirst	Low/low	Need to know when systems are changing. Also consider if access should continue. Training in new system as appropriate	Identify, review and then agree e.g. via email updates?	TBC

Suppliers					
	CareFirst ICT team	Low/high	Key to delivering successful project. Will need to be involved in project planning, specifying requirements, assessing best systems, data migration, system readiness, testing of new systems, helping with training	Project Team meetings Part of visits to ESCC	To be set up
	OLM – Account Manager/Data Migration support	Low/High	Will be heavily involved in change to system, regardless of new supplier	Some conversations around pricing for waiver and may need quote for Eclipse via ICT manager	As and when required.
	New software provider	Low/High	Will be crucial in change to system, including data migration, system set up, testing, support arrangements, maintenance, contract discussions etc.	Part of procurement process. Once identified, regular project meetings – sit on Project Board. Project Manager from supplier	To be confirmed
	ICT infrastructure team/ICT Technical Lead	Low/High	Will be involved in system set up e.g. server requirements, data migration? and support going forward and ensuring meets internal requirements	Should there be a rep on Project Board? Otherwise via ICT manager	Will liaise with Phil Williamson ICT Change Manager re CAB process and engagement

		Low/low	Changes to system could affect service delivery and how services are delivered e.g. any invoicing/payments. Need to review personal data held against GDPR requirements. Any personal/user gateway system considerations?	Need to agree list of different service users, who needs to be informed as some may be affected but might not need a direct communication and best way of communicating and how often	TBC
Service Users/Beneficiaries	Clients on CareFirst database				
Partner organisations	Orbis Partners (ESCC, Surrey) specifically IT & Digital, Finance, Procurement	Low/Low	Need to link in re procurement and system replacement due to potential for joint working/budget saving.	Working with them around procurement of new system, project management approach and system demos (ESCC). Les reports via Orbis Business Operations Management Team weekly	As and when required. Weekly meetings