

TELFORD & WREKIN COUNCIL

CABINET - 18 MAY 2017

CHILDREN'S AND ADULTS ICT SYSTEMS REVIEW, PROCUREMENT & IMPLEMENTATION

REPORT OF THE ASSISTANT DIRECTOR EARLY HELP AND SUPPORT AND DIRECTOR OF CHILDREN'S AND ADULTS SERVICES

LEAD CABINET MEMBERS: CLLRS ARNOLD ENGLAND, PAUL WATLING, LEE CARTER

PART A) – SUMMARY REPORT

1. SUMMARY OF MAIN PROPOSALS

Specific procurement projects are usually brought to Cabinet through the quarterly Procurement Update however, Cabinet are asked to consider this report as an exception due to the nature and significant positive impact this project and its implementation will have on a number of service areas in the Council. Progress will be reported through the regular procurement update.

Early Help & Support is now planning the review of business needs with a view to scoping a specification for the implementation of an ICT system (or systems) suitable to meet the wider needs of Children's and Adults Services. Current contracts for the case management systems (children's and adults) end 31st March 2018.

Shropshire Council has recently completed procurement and commenced implementation of a new, all age, case management system. Telford & Wrekin Council Officers worked alongside Shropshire with their scoping and procurement to ensure that, should we need to, we could also access the same contract through a valid procurement process.

2. RECOMMENDATIONS

- 2.1 Agree delegated authority for the AD: Early Help and Support, in consultation with cabinet member(s) responsible for children's and adults social care, to proceed with the next stage of procurement for a Children's and Adults ICT solution, including the Social Care Case Management System and to award the contract and adopt the appropriate process in accordance with the Constitution for the AD: Governance, Procurement and Commissioning to conclude all legal formalities for any subsequent contract on behalf of the budget holder.**
- 2.2 Confirm and approve funding for the project, implementation and ongoing support and maintenance of the system(s) and programme team.**
- 2.3 Agree to procure the preferred suppliers, resulting from the recent robust joint procurement process with Shropshire Council, following a review of the high level specification, within a 3 months' timeframe.**
- 2.4 Agree to the permissible short extension of the existing contracts to cover the implementation period, if the new system cannot go live until October 2018.**

3. SUMMARY IMPACT ASSESSMENT

COMMUNITY IMPACT	Do these proposals contribute to specific Co-Operative Council priority objective(s)?	
	Yes	Put our children and young people first Protect and support our vulnerable children and adults
	Will the proposals impact on specific groups of people?	
	No	
TARGET COMPLETION/DELIVERY DATE	Proposed implementation of new system October 2018	
FINANCIAL/VALUE FOR MONEY IMPACT	Yes	<p>The implementation of the proposed system solution is estimated to cost around £1.59m over an 18 month period to October 2018. It is assumed that there will be a need for double funding of both systems in 2018/19 and this will incur an additional one off cost of £116k above the current annual cost.</p> <p>The ongoing operational costs are currently forecast at £163,000 per year. This is within the cost of the current system and would result in an ongoing cost reduction of around £46k per annum, from 2019/20</p> <p>The system implementation cost of £1.59m includes a 10% contingency in addition to the cost of purchase, implementation and hosting and the cost of the project team needed to support the full implementation of such a significant system. The project team will consist of a combination of new posts and dedicated experts from within the organisation, the latter will require their substantive posts to be backfilled.</p> <p>There is funding available in both the 2017/18 and 2018/19 capital programmes, the revenue implications of which are already part of the Council's revenue budget strategy, which could be utilised in relation to Adult's and Children's ICT projects totalling £1.59m, £394k of which will be subject to the governance arrangements around the BCF Pooled Budget agreement. The timings of expenditure to match available funding will need to be considered over the 2 years.</p> <p>There is an invest to save bid already approved of £200k which would be available to fund non capitalised costs, if required although first call on this would be the £116k one off cost in 2017/18 identified above.</p> <p>It is important to note that there is an element of "worst case scenario" built into the costs of the project in respect of the requirement for additional modules, a full year's operational costs for 2018/19 for existing systems and</p>

		<p>resource requirements within the Project team. As the project progresses these elements will be kept under close review and changes may be made that lead to a reduction in the current estimate of cost.</p> <p>It is anticipated that introduction of this new system will produce significant operational efficiencies which will help reduce costs in the future. It is impossible at this stage to quantify the financial impact of these.</p> <p>TAS April 2017</p>
LEGAL ISSUES	Yes	<p>All contracts must comply with relevant EU requirements as well as provisions contained within the Council's Contract Procedure Rules. Each procurement will need to follow due process in accordance with the Council's constitutional internal and legislative requirements, with advice from Strategic Procurement Team and Legal Services, if appropriate.</p> <p>MG Legal 80787</p>
OTHER IMPACTS, RISKS & OPPORTUNITIES	Yes	<p>Doing nothing is not an option, as contracts expire by April 2018. Risk that we will not have a suitable case management system in place following expiry of existing contracts. Also CareFirst is a legacy product so we do not know how long this will be supported by the current suppliers.</p>
IMPACT ON SPECIFIC WARDS	Yes	Borough-wide impact

PART B) – ADDITIONAL INFORMATION

4. INFORMATION

4.1 Current Contractual Position (Children's and Adults Social Care systems) with Support & Maintenance costs

Application	Contract/Agreement term	Expenditure 17/18
LCS Protocol – Liquidlogic Children's	Perpetual contract. Support & Maintenance invoicing has been aligned (includes additional elements e.g. workspaces) to the financial year, current period is 01/04/16 to 31/03/17	£48,741
CareFirst (inc MyLife, CareAssess – OLM Solutions Adults	Perpetual contract. 3 year agreement secured a 15% support & maintenance for the period 01/04/15 to 31/03/18. (removal of Children's functionality modules=cost increase based on individual module purchase)	£91,317
Abacus – Target eSolutions Finance	31/03/18	£24,419
LINKS CarePath – ILLY Systems	ILLY Systems contract term 01/10/15 to 31/03/18	£20,567

DARs		
BRIGHT		£17,000
Arbor		£7,000
Total per annum		£209,044

4.2 Principles for the Review and Procurement

As detailed in our 'Being the Change' documents, we need to function as one organisation with a shared set of priorities and values that are owned by all services:

Therefore, the principles of the systems review and procurement are to:

- Attack cost, reduce duplication and overlaps and prevent departmentalism (operational efficiencies to be determined)
- Secure economies of scale and concentrate/pool expertise and knowledge
- Reduce unnecessary bureaucracy – 'de-clutter' processes and procedures
- Ensure a streamlined, more flexible children's and adults service that can act faster, linked to the Digital Strategy
- Promote more collaborative working, maximising the synergies between services and reduce silo-working
- Improve customer journey, interaction and outcomes
- Provide management information reporting tools which will provide the ability to drive greater efficiency from the service

The Assistant Director for Early Help & Support has specific responsibility for establishing a business support service across children, young people and adult services, capable of supporting the proposed transformation. The Assistant Director will work closely with the Director: Children's and Adult Services to deliver the required system change and have a key role to play in developing integrated working practice across public and voluntary sector services.

The review and procurement of a new ICT solution, with a single provider, will assist with providing the foundations for the transformation of children's and adults services, as part of the overall business process improvement.

We are proposing to adopt an approach to make this whole system transition: an approach based upon integrated working practice across children, young people and adults (social care, health and other public sector) services. This will involve developing a closer working relationship and shared narrative across the council and wider with public sector partners, including health, and our communities, linked to our Commitment Statement for Early Help and Support and the Sustainability Transformation Plan (Neighbourhood working model), across Shropshire and Telford & Wrekin.

4.3 Cost Benefit Analysis and Opportunities

Initial analysis indicates that there is a broad range of current processes that involve daily time consuming manual workarounds, data re-entry and duplication. Further analysis is likely to reveal an opportunity to make additional significant time efficiency savings as a result of combined system and business process rationalisation.

Improved social care and finance links at IT system and business process levels will reduce the current delays in issuing client invoices, which will in turn lead to a reduction in outstanding debt.

Staff cost avoidance is also likely to be achieved through a combination of IT system and business process improvements. Existing system restrictions and inflexibility will be removed to provide opportunities for staff resources to be re-directed to undertake other work which could generate greater cost reductions.

4.4 Scope

The project team will continue to scope current practise and lean processes across the T&W Children's and Adults Services in order to define the specification contract requirements. We therefore need to consider the following service areas requirements, current and future:

- Early Help & Support (via Localities) – Sarah Dillon:
 - Community Safeguarding and Case Management (Jo Taylor-Palmer)
 - Community Early Help (Julie Smith)
 - Service Improvement & Efficiency (Clare Hall-Salter)
- Children's Safeguarding & Specialist Services – Jo Britton:
 - Child Protection & Family Support (Nick Bennison)
 - Family Placements, Children in Care, Leaving Care, Fostering, Emergency Duty (Angela Yapp)
- Independent Children's Safeguarding, Quality & Advocacy (Tilly Heigh)
- Missing Children & LADO (Local Authority Designated Officer) (Tina Knight)
- Family Connect (Debbie Lloyd)
- Principal Social Workers – Adults and Children (Rachel Cosh and Marie Hatton)
- Education & Corporate Parenting – Jim Collins:
 - SEND & Inclusion (Andy Cooke)
 - School Organisation and Traded Services (Liz Smith)
- Strategic Procurement, Brokerage and Commissioning Vulnerable People – Jonathan Eatough (Sarah Bass and Laura Thorogood)
- Skills Service (Sue Marston)
- Payments – Ken Clarke (Julie Pugh)
- Organisational Delivery & Development – Jon Power (Helen Potter and Sharon Carrington)
- Finance – Ken Clarke (Tracey Smart)
- Financial Case Management – Angie Astley (Lee Higgins)

It is also necessary to ensure that any future integration and legislative requirements that may impact on our requirements are identified as part of the scoping process.

4.5 Project Governance and Project Team

To ensure a project of this size is able to successfully deliver its outcomes, a dedicated Project Team is required.

A number of posts are new and need to be recruited; some posts can be filled from expertise within the existing staff structure. A number of those posts need to be backfilled and will be funded by the associated revenue budget for the post. It is important to note that there is an element of "worst case scenario" built into the costs. As the project progresses this will be kept under close review and changes may be made that lead to a reduction in the current estimate of cost.

It is proposed that the Programme Lead will be line managed by the SDM: Service Improvement and Efficiency and will report into a Project Board, including the AD Early Help and Support

(responsible for the ICT systems review, procurement and implementation) and the Director of Children's and Adults Services (Sponsor). The Board will also include ADs/SDMs spanning the Children's and Adults service areas (as listed above).

4.6 Shropshire Council and Opportunity for Telford and Wrekin Council

It was agreed with Directors and the Procurement team at Shropshire that their Invitation to Tender would state that T&W Council may wish, in the future, to join their contract should we agree on the same provider and would be part of the evaluation process. This did not commit the Council but does provide a cost effective option for us to proceed.

Shropshire Council (with input from T&W Council) has evaluated final bids and has chosen a preferred supplier. The contracts were signed on 31st March 2017.

Shropshire is now at high level design stage. The contract secured will enable Shropshire (and T&W, if appropriate) to pull down modules as required. Following this their timescale for implementation is April 2018 (likely to be Adults Social Care first, followed by Children's). Shropshire Council is happy to share their resource, project plans, specification and lessons learnt should they help in supporting us going forward.

There are advantages to us procuring the same system as Shropshire, including economies of scale, sharing resources both in terms of project teams and expertise. This is also beneficial given the NHS Digital agenda for the local health economy across Shropshire and Telford and Wrekin, driven by the Local Digital Roadmap and integration opportunities if Shropshire and T&W were to have the same system supplier.

We are confident that their decision to go with this supplier was informed by a thorough and robust evaluation and assessment process which we were part of. Equally we believe this approach will meet our system and service needs.

4.7 System(s) Procurement, Support and Maintenance

Appendix A (not for publication by virtue of paragraph 3 Part 1 Schedule 12 A Local Government Act 1972) identifies the estimated total revenue and capital costs of the new system.

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