Committees: Chief Officer – *for decision* Community and Children's Services Committee – *for information*	Dates: 12 May 2023 15 June 2023
Subject: Social Care Case Management System **Unique Project Identifier:** N/A	Gateway 6: Outcome Report Regular
Report of: Director of Community & Children's Services **Report Author:** Sarah Greenwood	For Information
PUBLIC	

Explanatory Note for Members: The Corporate Projects Board agreed that the project should proceed under delegation until such time as determined the project would reach the thresholds of the Gateway process. Proceeding under delegation means that all usual Gateway reports are submitted to the Director, who may then choose to share the reports with Committee for information. Because previous Gateway reports were shared with Members, this report is also being shared with Members for their information.

Summary

1. Status update	**Project description:** IT system designed to manage the caseload for children and adult social care users with interfaces with the NHS
	RAG Status: Green (Green at last report to Committee)
	Risk Status: Low (Low at last report to Committee)
	Costed Risk Provision Utilised: £0 (of which £0 amount was drawn down at the last report to Committee)
	Final Outturn Cost: £266,800
2. Next steps and requested decisions	**Requested Decisions:** Members are asked to note the contents of the report and that the project will now be closed.

3. Key conclusions	The project met all of the original SMART objectives and realised all the planned benefits. The solution has enabled the City to continue to meet its statutory duties effectively and support planning for the forthcoming changes within Adult Social Care, including the Care Cap. Although the IT system was implemented on time, the delay in signing the contract led to cost increases. The final contract cost was within the original budget set at Gateway 1 and still achieved savings by direct award of the contract to the incumbent supplier.

Main Report

Design & Delivery Review

4. Design into delivery	The design of the specification covered all of the City's requirements with regard to both statutory duties and wider responsibilities.
5. Options appraisal	The option to outsource enabled leveraging of market expertise for the software.
6. Procurement route	The direct award of the contract to the existing supplier using the G-Cloud Framework meant that no capital outlay or data migration was required. There was a seamless transfer from the end of the existing contract to the new contract.
7. Skills base	No external consultants were required because the City's officers (both in IT and Community and Children's Services) were suitably skilled and worked in partnerships to develop the specification, complete the options appraisal and mobilise the contract.
8. Stakeholders	System users were consulted early in the development of the specification to determine their priorities, and identify any issues with the existing service and improvements required. Users were represented on the Mosaic Advisory Board which oversees the development of the system under the current and new contract.

Variation Review

9. Assessment of project against key milestones	The key timeframe of implementation by October 2022 was achieved. Sufficient time was built into the project timetable to procure and migrate data from one system to another, but this was not required.
10. Assessment of project against Scope	The scope of the project was not changed following Gateway 1. The detailed design and requirements of the service were developed and refined following consultation with social care and education staff (users of the system).
11. Risks and issues	As reported at Gateway 5, only one foreseen risk was realised – financial stability of potential providers. A financial appraisal of the existing supplier identified significant financial risk, but this risk reduced to an acceptable level following the acquisition of the supplier by the Access Group. As an ongoing mitigation, the supplier has been included as a strategic provider in the business continuity plan for the Department of Community and Children's Services. Regular business continuity testing has been included in account meetings.
12. Transition to business as usual (BAU)	The Information and Systems Officer within Community and Children's Services is responsible for the day-to-day operation of the Social Care Case Management System. The strategic oversight is through the Mosaic Advisory Board, chaired by the Assistant Director (People). No mobilisation plan was required because the incumbent provider is the new provider, and BAU continued between contract periods. There was a delay in the signing of the contract due to negotiations between the City's and the provider's legal teams on liability limits. The clause was agreed in January 2023. However, this meant the original framework documents had been superseded and pricing had been revised, leading to a contract increase of £49,536. The revised contract was agreed and signed in April 2023, and the Technology Category Board authorised the increased expenditure. The Chamberlain was consulted through the Mosaic Advisory Board and the Category Board, and advised that the planned cost increase could be met through the social care grant. The provider continued to supply the service on the terms of the preceding contract until the new contract was agreed.

Value Review

13. Budget	

Estimated Outturn Cost (G2)	Estimated cost (including risk): £219,264 Estimated cost (excluding risk): £219,264

	At authority to start work (G5)	*Final oOutturn Cost*
Fees	*£ 0*	*£ 0*
Staff Costs	*£ 2,000*	*£ 2,000*
Works	*£ 0*	*£ 0*
Purchases	*£ 0*	*£ 0*
Other Capital Expenditure	*£ 0*	*£ 0*
Costed Risk Provision	*£ 0*	*£ 0*
Recharges	*£ 0*	*£ 0*
Other*	*£ 217,264*	*£ 266,800*
Total	*£ 219,264*	*£ 268,800*

*Other: revenue costs, including annual licences, hosting, maintenance and managed service costs for the whole contract financed from the local risk budget.

The final account for this project did not require verification as no capital expenditure was incurred.

14. Investment	The project is not an invest to-save or revenue-generating opportunity.
15. Assessment of project against SMART objectives	The project met all of its SMART objectives (including the timetable as detailed above): 1) The system meets statutory requirements and identified good practice. 2) Safe and professional experience for service users and carers with co-ordination of all records in relation to a service user or carer and their family. 3) Accurate reporting of performance and budget trends.
16. Key benefits realised	All key benefits outlined in the Gateway 2 report have been realised: 1. The City of London Corporation continues to be at the forefront of excellent social work practice and is recognised as such by regulatory bodies.

| | 2. Accurate data dashboards detailing past and future performance trends have led to improved practice. |
| | 3. Professional users and recipients of social care services enjoy an enhanced digital experience. |

Lessons Learned and Recommendations

17. Positive reflections	The early formation of a cross-departmental project team brought together experience and skills so that the specification and procurement process was smooth. The use of the framework enabled a shorter procurement timetable and use of framework documentation.
18. Improvement reflections	Negotiating the liability limit in the contract has delayed the signing of the contract, which in turn had cost implications. A potential improvement could be an internal agreement to a City approach to liabilities (with Legal and Insurance being the key teams involved).
19. Sharing best practice	All Community and Children's Services IT projects are used to further develop the good practice document for IT specifications within the department.
20. AOB	None

Appendices

Appendix 1	Project Coversheet

Contact

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