

# CHESHIRE EAST COUNCIL

## Cabinet

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<b>Date of Meeting:</b>	28 <sup>th</sup> May 2013
<b>Report of:</b>	Executive Director Of Strategic Commissioning
<b>Subject/Title:</b>	Key Decision 9 - Procurement of New Case Management System
<b>Portfolio Holders:</b>	Cllr Janet Clowes (Health and Adult Care Services) Cllr Rachel Bailey (Children and Family Services)

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### 1.0 Report Summary

- 1.1 Today the Council uses the CIVICA PARIS Case Management System (CMS) to plan and deliver Adults and Children's social care services. Paris is a legacy system and no longer fit for purpose and the Council needs to procure and implement a new CMS as soon as possible.
- 1.2 This is because PARIS is now several years old and does not have the technical architecture or functions to support Council strategy to move to smarter, more effective or efficient working to support the front line, improve service delivery and reduce costs. This includes rationalising a number of other legacy systems for which the new CMS could provide the required functions, e.g. CAF. This will reduce system maintenance costs and avoid future procurement and implementation costs too. The contract with CIVICA has also expired. Plus, a recent Ofsted inspection (April 2013) into the protection of children in Cheshire East highlighted how the effective management of electronic case files can better support service delivery.
- 1.3 Therefore this report recommends that Cabinet now authorise Officers to take all necessary actions to procure a new CMS and award a five year contract to the winning bidder.

### 2.0 Decision Requested

- 2.1 That Cabinet approves the Council to go to the market from June 2013 to procure a new CMS. Due to the value (5 year contract £1 to £5 million) this is a key decision. The procurement of a new CMS involves issuing an 'Invitation To Tender' (ITT), an 'Invitation To Quote' (ITQ) or using an existing framework, detailing its requirements for a CMS and requesting information on how bidders will partner with the Council to implement their proposed solution. The Council will then evaluate responses from bidders against its published evaluation methodology and criteria (including value for money) to identify a winning bidder.
- 2.2 That Cabinet approves the Council to award a five year contract to the winning bidder to supply, implement and to support its proposed CMS solution by December 2013, subject to:

- A clear schedule for reviewing the performance of the supplier
- The option to extend the contract in increments of one or more years for up to five additional years after the first five or in accordance with the terms of the framework
- A clear schedule of break-points to give notice on the contract should the Council decide not to extend it after five years or earlier if the performance of the supplier is ultimately deemed unacceptable.

### **3.0 Reasons for Recommendations**

- 3.1 The Council puts the interests of individual customers at the centre of the planning, organisation, delivery and management of its social care services and processes, in line with its statutory responsibilities.
- 3.2 A replacement CMS will rationalise a number of legacy systems in use, e.g. CAF and simplify customer, Officer and agency partner access to (and the management of) customer information. This will enable the Council to record, tell and share the customer journey, i.e. the detailed stories of the children and adults the Council and its partners work with from the moment of first contact. The Council will be able to record this journey through a continuum of need and identify and deliver services more effectively.
- 3.3 The preferred approach to procuring the new CMS is to use an existing procurement framework available via the Government Procurement Service (GPS), namely framework RM713/L2. This framework is OJEU compliant and expires 16 December 2013 and the Council prefers to finish the procurement before then to avoid the need to undertake our own full OJEU compliant tender, which could take 9 - 12 months excluding data migration and so delay implementation.

### **4.0 Wards Affected**

- 4.1 All wards and local ward members are affected indirectly, because the Council delivers social care services to adults, children, young people and families across the whole borough.

### **5.0 Local Ward Members**

- 5.1 As paragraph 4.1 above.

### **6.0 Policy Implications**

- 6.1 A replacement CMS is central to the Council's response to government changes in the planning and delivery of social care services as stated in the Munroe Review of Child Protection (May 2011) and Information Governance Review Report (April 2013), led by Dame Fiona Caldicott.

- 6.2 Furthermore, a replacement CMS that rationalises legacy systems and simplifies the recording, management and sharing of detailed caseload information while removing maintenance costs and barriers to working underpins the Council's 2013-16 Three Year Plan to give real value-for-money in service delivery, underpin productivity and to focus on early intervention and prevention.
- 6.3 A replacement CMS also supports the Council to develop the delivery of services for the protection of children in Cheshire East as a result of the findings in the recent Ofsted Inspection (April 2013).

## **7.0 Financial Implications**

- 7.1 The indicative lifecycle cost of the replacement CMS over the five year contract is £1 - £5m making this a key decision. This depends on the individual scope and cost of the product procured and other associated ongoing maintenance and support costs and fees, e.g. implementation consultancy or training.
- 7.2 This is an unavoidable but necessary and a priority, to replace several legacy systems that are no longer fit for purpose, adversely affect the Council's ability to deliver front line services and each carry separate, ongoing maintenance and support costs. This expenditure is accounted for in the Council's Adults and Children's social care budgets and ICT budget accordingly.
- 7.3 The budget for the proposed CMS would come from two sources. £2m will come from the ICT Strategy programme to cover the core system replacement, plus £3m from the Children, Families & Adults (CF&A) programme implementation budget. The full cost of the implementation will be covered from these budgets, which is in the forward plan.
- 7.4 Note that the published evaluation methodology and criteria used for the procurement will place a 30% weighting on price, calculated to give a higher score the lower the price, thereby ensuring cost effectiveness and value for money are considered for each solution proposed.

## **8.0 Legal Implications**

- 8.1 The Council's ICT Solicitor/Legal Advisor has been fully consulted and is represented on the Project Board and Steering Group as required.
- 8.2 The Council obtained legal advice on all the proposed changes and the project approach (procurement method/route) and there are no specific or additional legal implications or risks should the recommendation at 3.3 be followed.
- 8.3 The existing CMS is out of contract and so the existing supplier is also unaffected. The rights, role and the responsibilities of the Council with respect

to the recording, management and sharing of detailed caseload information remain unchanged.

## **9.0 Risk Management**

- 9.1 The Council is managing a number of risks to this project, including:
- 1 Procurement fails to identify a new supplier. Mitigated by using a GPS framework that contains approximately nine CMS suppliers.
  - 2 Procurement is not completed in time before the preferred route is no longer available (framework expires). Mitigated by working with the ICT Solicitor and Procurement to agree a work plan that enables the Council to award a contract before this could occur.
  - 3 Insufficient resources to deliver the project. Mitigated by re-using CFA Programme staff, putting in place key business contacts or subject matter experts, e.g. Finance, and establishing short-term project task forces to front-load work and avoid delays.
  - 4 Business Case is not approved via internal Council processes. Mitigated by continuing to develop, verify and validate the high level and detailed business case for the project.

## **10.0 Background and Options**

- 10.1 Case management is about people. Every case is a person. The CMS records their journey as they receive the highest quality of care, advice and support for their needs from the Council and its partners.
- 10.2 The replacement CMS project will deliver an information architecture that enables the Council to better and more smartly support its frontline Children, Families and Adults workforce in Cheshire East to record, tell and share the rich stories of these journeys.
- 10.3 By replacing multiple old systems with an integrated, workflow based solution, it will be easier for the Council to identify when and where it can intervene early and provide early support for children and adults in need to prevent further needs in future. The Council will be able to record this journey through a continuum of need and identify, deliver services more effectively.
- 10.4 The replacement CMS will replace the existing virtual estate of multiple systems joined by manual interfaces between business areas with an integrated solution that shares information across services. This will be supported by giving social care professionals the right tools for the job so that they can access this information where and when they need it.
- 10.5 This is a large-scale undertaking and will impact on hundreds of staff across the Children, Families and Adults workforce. For every service a silo solution has evolved leading to a complicated array of information systems to record all interactions, observations, needs and case plans. Dismantling this architecture, constructed with the best of intentions, will be challenging. But the Council needs to take a helicopter view to ensure that the quality of

service it provides both now and in the future to the most vulnerable people is helped, not hindered, by the tools and technologies used.

- 10.6 The Council is developing a new information strategy to meet these needs that will become the road map for children, families and adults information management for the next five years (2013 - 18).
- 10.7 Central to this is replacing the existing legacy CMS and other systems. A number of options were considered:
- 1 Do nothing – retain multiple systems. Do not change CMS.
  - 2 Do minimum – retain multiple systems. Upgrade existing CMS to latest version.
  - 3 Replace CMS as is but do not incorporate any separate functions or systems, e.g. CAF.
  - 4 Replace CMS and rationalise separate functions or systems into one or as few systems as possible.
  - 5 Replace CMS and integrate with multiple other functions, systems as required, e.g. Fostering.
  - 6 Replace children and adults CMS separately and integrate with other systems as required.
- 10.8 Option 4 is the preferred approach, to be met by a single, lead supplier procured (preferably) through a framework. The solution could consist of a single database instance/implementation or separate instances for Children's and for Adults (reasonably common given the differences in data stored and processes followed).
- 10.9 The solution could also consist of a partnership of two or more suppliers (e.g. to cover CMS and children's social care financials), providing the procured CMS supplier leads on the implementation and support of the solution (i.e. a single Council – CMS supplier contract set up).

## **11.0 Access to Information**

For more details or background information, please contact:

Name: Lorraine Butcher  
Designation: Executive Director Of Strategic Commissioning  
Tel No: 07894 478915  
Email: [lorraine.butcher@cheshireeast.gov.uk](mailto:lorraine.butcher@cheshireeast.gov.uk)

Or

Name: Dominic Battiston  
Designation: Interim Project Manager, CMS Project  
Tel No: 07885 999984  
Email: [dominic.battiston@cheshireeast.gov.uk](mailto:dominic.battiston@cheshireeast.gov.uk)