


<p style="text-align: center;"><b>London Borough of Hammersmith &amp; Fulham</b></p> <p style="text-align: center;"><b>CABINET</b></p> <p style="text-align: center;"><b>6 MARCH 2017</b></p>	
<p style="text-align: center;"><b>CHILDREN'S SOCIAL CARE CASE MANAGEMENT SYSTEM UPGRADE</b></p>	
<p style="text-align: center;"><b>Report of the Cabinet Member for Children and Education</b></p>	
<p><b>Open Report</b></p> <p>A separate report on the exempt part of the Cabinet agenda provides exempt financial information.</p>	
<p><b>Classification - For Decision</b></p> <p><b>Key Decision: YES</b></p>	
<p><b>Wards Affected: ALL</b></p>	
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## 1. EXECUTIVE SUMMARY

- 1.1. H&F Adults and Children's Services have gained approval through Cabinet Paper (4<sup>th</sup> July 2016) decision to extend the current Frameworki Social Care record system contract until 16<sup>th</sup> January 2020.
- 1.2. This report seeks approval for Hammersmith & Fulham (H&F) Children's Services to commence a programme of work to upgrade the Children's social care record system from Frameworki to Mosaic; the next generation product.

## 2. RECOMMENDATIONS

- 2.1.1. That approval be given to carry out an upgrade of Frameworki to Mosaic in partnership with Westminster City Council at a cost of £306,693.

### 3. REASONS FOR DECISION

3.1. It is necessary for case management systems to provide the required functional capabilities to enable, efficient management of caseloads and continuous improvement of social care practice case recording. The Mosaic upgrade will deliver capabilities as an enabler to key practice initiatives:

3.1.1. **Focus on Practice** - Releasing time for social workers to effect change by direct work with families. Mosaic is designed with efficiency as a primary focus. A comparable piece of work undertaken in Mosaic should take up to 33% less time than Frameworki allowing saved time to be redirected as required. This efficiency improvement is available to practitioners immediately after an upgrade through the inherent attributes and features of Mosaic workflow.

3.1.2. Mosaic mobile allows an end user to work on laptops 'on the go' with or without a network connection. This will enable practitioners to both access and record information remotely whilst working out in communities, visiting children and families. Offline aspects of mobile working benefits are achieved immediately after an upgrade to Mosaic.

3.1.3. **Integrated Family Work** - Enabling practitioners to capture the holistic needs and issues presented by a family, make decisions and interventions that address the systemic needs of the family. Mosaic introduces the concept of Group Working which is a function that allows multiple records to be linked together as a single entity. Social Care practitioners will be able to achieve family based case recording through use of this new functionality.

3.1.4. **Partners in Practice** - Working together with partner agencies and engaging directly with service users. The Mosaic product suite includes a portal. The Portal provides a mechanism which enables an individual to contribute to case management activities relating to their care. The Children's Services department will possess the capability to exploit new opportunities in engaging external users with the Mosaic system or seek to absorb the solution into existing strategies such as Integrated Family Support (IFS) which seeks to use portals to enable families to contribute to assessments safely.

3.1.5. Serves as an enabler and firm foundations for the department's strategic direction for electronic case management; FutureGov.

3.2. Significant time and investment would be required to achieve these capabilities through assessment, procurement and implementation of an alternative solution. To await such an investment would result in approximately 18 to 24 months of missed opportunity to progress with key practice improvement initiatives.

3.3. An H&F Children's upgrade to Mosaic at this stage would leverage of resources now available to Adults and WCC Children's Services' pursuing

upgrade to their own Frameworki system to Mosaic (ASC led project). Substantial implementation cost reductions will be achieved by upgrading in partnership in contrast to costs of upgrading alone.

#### **4. BACKGROUND**

- 4.1. Frameworki is the primary case management recording system used within Children's Services since an implementation and contract started with the supplier in 2005.
- 4.2. In October 2013 Hammersmith & Fulham Bridge Partnership (HFBP) on behalf of the council entered into an agreement for the supply of hosted Frameworki through call off the WCC Framework agreement. A Change Control Notice (CCN) was made in February 2014 to purchase hosted Frameworki under the agreement moving from the previous 'in-house' hosting arrangements provided by HFBP.
- 4.3. As part of the move to hosted arrangements, H&F Adults and Children's Services no longer shared a single Frameworki environment. This meant that Adults and Children's case records were to be maintained in separate Frameworki systems in future, however the same supplier contract conditions remained for both services through the HFBP October 2013 hosted Frameworki agreement.
- 4.4. A Cabinet Report dated 4<sup>th</sup> July 2016 was approved to extend the contract arrangements which expire on 16<sup>th</sup> January 2017. An extension of the existing service arrangements with Servelec Corelogic Limited was agreed for a term until 16<sup>th</sup> January 2020. Within the same Cabinet Report, H&F Adult's services also gained approval through delegated authority of the Cabinet Member to upgrade their shared version of Frameworki to Mosaic subject to a detailed review of the product and a clear business case outlining the benefits arising from an upgrade.
- 4.5. H&F Children's Services have taken opportunity to participate in the detailed review of the Mosaic product and became satisfied that an upgrade from Frameworki to Mosaic would achieve a number of Children's Services targeted operational benefits in the improvement of social care practice recording as well as implementation cost savings by upgrading in collaboration and close proximity to Adults services plans.

#### **5. PROPOSAL AND ISSUES**

- 5.1. Officers are recommending approval for a programme of work and associated funding to upgrade the H&F Children's Services case management system.
- 5.2. The proposed approach for implementation of the upgrade is through collaboration with Adults services to share resource costs.
- 5.3. H&F Children's services will need to mobilise swiftly to align and to then keep close proximity to the Adults upgrade timescales to Mosaic currently due by

May 2017. A high-level project timeline is presented in section 10. Taking this approach will facilitate a reduction to upgrade implementation costs, a saving of approximately £86k.

- 5.4. The ASC led project would be equally impacted financially by a delay or decision for LBHF's Children's Services not to upgrade to Mosaic however this will not impede the project's implementation plans and schedule.
- 5.5. Engagement with the system supplier (Sevelec – Corelogic) in relation to H&F Children's Services upgrade to Mosaic will be achieved by use of a Change Control Notice (CCN) under the hosted Frameworki contract of 22<sup>nd</sup> October 2013. The CCN will agree services for the upgrade and outline costs payable to the supplier.
- 5.6. As part of their Partners in Practice work the Children's Services department has commissioned FutureGov to help them design a new vision and approach to Children's Services including the technology landscape to support delivery. FutureGov is the digital design company for public services, working across local government in the UK and worldwide.
- 5.7. It is anticipated that FutureGov solution options will be presented in April/May 2017 once a discovery phase is concluded. Whilst FutureGov will be presenting options for further development at this timeframe, the work to develop these options will likely be realised in 2019/2020. The options presented may require interfaces with the Mosaic project if it is identified as enabling the solution, possibly as part of the data repository element of the future technology architecture.
- 5.8. As set out in the exempt report on the exempt Cabinet agenda.
- 5.9. As set out in the exempt report on the exempt Cabinet agenda.
- 5.10. As set out in the exempt report on the exempt Cabinet agenda.

## **6. OPTIONS AND ANALYSIS OF OPTIONS**

- 6.1. **Option 1: Do not upgrade H&F Children's Services system from Frameworki to Mosaic and pursue alternative solution**
- 6.2. Remaining on Frameworki will present significant limitations to LBHF Children's Services and presents barriers to improving practice and achieving efficiencies within social care teams.
- 6.3. These limitations and impact include:
  - 6.3.1. The system is unable to accommodate family centric social care resulting in continued frustration for social care practitioners as record management time efficiencies are not achieved to reinvest into more community effecting change with families.

- 6.3.2. The user interface is not suitable for mobile devices, making it difficult for the service to acquire information or update case notes on the move.
- 6.3.3. Poor application program interfaces (API's). These are used to develop interfaces to the system by the way of apps or websites. They are also used to integrate with other back office systems, such as finance or education systems.
- 6.3.4. Inability to generate key information and statutory reports directly from Frameworki resulting on the need to maintain current resource intensive and costly solutions to achieve reporting requirements. An upgrade to Frameworki would generate opportunity to improve reporting capabilities and methods of delivery.
- 6.4. **Option 2: Upgrade H&F Children's Services system from Frameworki to Mosaic**
- 6.5. We consider this as the most appropriate option.
- 6.6. Option 2 allows for Children's Services to take advantage of new capabilities not present within the current case management system Frameworki. The detailed analysis conducted in regards to the Mosaic upgrade suggests that case recording efficiencies are gained immediately after upgrade due to the simplified user interface functionality. Further benefits are realised through bespoke configuration activities delivering specified business requirements.
- 6.7. Key benefits to be achieved by a Mosaic upgrade project enabling LBHF Children's Services to improve practice are outlined within section 3. These are in relation to 'Focus on Practice', 'Integrated Family Work' and 'Partners in Practice' department strategies.
- 6.8. The Frameworki System makes extensive use of workflow to guide and manage a user's case through the correct business process. The Mosaic system continues with this workflow however the function has been significantly enhanced to deliver recording efficiencies.
- 6.9. For the 12 month period ending 31 August 2016 there were 177,690 episodes completed in Frameworki across Adults and Childrens services within the shared instance of Frameworki. This works out to be between 533,070 and 1,066,140 clicks of the mouse taking between 1,777 and 5,923 hours in processing time. This activity is not necessary in Mosaic and represents a potential efficiency saving. Similar ratios of efficiency would be applicable to a LBHF Children's Services analysis of current activity and future Mosaic enhancements.
- 6.10. This benefit is achieved on day one upon an upgrade to Mosaic

Sensitivity Analysis of Potential Efficiencies												
Potential Time Saving in Hours						Efficiency gains in FTE per annum						
	Number of Episode Screens						Number of Episode Screens					
	2	3	4	5	6		2	3	4	5	6	
Second	2	197	296	395	494	592	2	0.1	0.2	0.2	0.3	0.3
	4	395	592	790	987	1,185	4	0.2	0.3	0.4	0.5	0.7
	9	888	1,333	1,777	2,221	2,665	8	0.5	0.7	1.0	1.2	1.5
	13	1,283	1,925	2,567	3,208	3,850	12	0.7	1.1	1.4	1.8	2.1
	20	1,974	2,962	3,949	4,936	5,923	20	1.1	1.6	2.2	2.7	3.3

- 6.11. The upgrade project will possess a number of methods to measure productivity improvement including quantitative and qualitative assessments. Baseline measurements of time spent on key workflows within the Frameworki system will be established to allow comparison against Mosaic usage. Feedback will be captured from social care practitioners after a period of Mosaic usage and evidence gathered to demonstrate that greater time is being spent with families or other direct social work outside of the system as a result of the upgrade to Mosaic.
- 6.12. Mandatory data quality activities required to deliver the Mosaic upgrade and the resulting case recording improvements will serve as firm foundations for the FutureGov solution to build upon and incorporate changes that have proven effective.
- 6.13. H&F Children’s social care practitioners will be in position to maintain parity in recording capabilities with WCC peers promoting a collaborative approach towards developments of mutual interest.
- 6.14. Overall this option culminates in quicker steps to improved service delivery and better outcomes for children, young people and families. It provides a ‘stepping stone’ to next level of service improvement exploration, FutureGov.

## 7. HIGH-LEVEL PROJECT TIMELINE

#	High Level Activities	Timeline Due
1	Foundations – Start-Up / Planning	December 2016
2	Foundations - Prior Information Notice(PIN)	January 2017
3	Foundations – Team /Governance/ Commercials	March 2017
4	Data Quality Routines	April 2017
5	Test & Existing Functionality Replicated	May 2017
6	Training	June / July 2017
7	Reporting	June / July 2017
8	Mosaic Go Live	July 2017
9	Single Instance	August 2017
10	Group Working (Statutory Workflows)	Sept 2017
11	Other Functionality	tbc

## **8. EQUALITY IMPLICATIONS**

- 8.1. The proposed approach has no equality implications.

## **9. LEGAL IMPLICATIONS**

- 9.1. The recommended decisions this report asks Cabinet to make are lawful and appropriate for the Cabinet. Maintaining an efficient electronic case management system is incidental to the Council's statutory social care duties.
- 9.2. Implications verified by Andre Jaskowiak, Solicitor, Shared Legal Services.

## **10. FINANCIAL IMPLICATIONS**

- 10.1. The cost of upgrading to Mosaic is estimated at £393k, however by joining the ASC led project the cost is expected to reduce by approximately £86k through pooled resources. The revised estimate of £307k will be funded by Council balances.
- 10.2. As set out in the exempt report on the exempt Cabinet agenda
- 10.3. If the project is delayed to a point where it can no longer join the shared upgrade, then it will need to proceed as a standalone upgrade which will attract an additional £86k of costs.
- 10.4. Implications verified by Dave McNamara, Director of Finance & Resources.

## **11. COMMERCIAL IMPLICATIONS**

- 11.1. The Interim Head of Procurement supports this report's recommendations, for reasons given in the earlier 4<sup>th</sup> July 2016 Cabinet report. Frameworki system continuity is critical to maintaining and supporting essential front-line services to vulnerable adults and children, including, amongst other things, their safeguarding and the recording of statutory assessments.
- 11.2. 4<sup>th</sup> July 2016 Cabinet also noted that the (then) current contract with Servelec Corelogic was due to expire in January 2017; agreed to extend the current arrangement with Corelogic until January 2020, with a break clause in January 2019; and agreed to delegate the decision on whether to upgrade to Mosaic to the Cabinet Member for Health & Adult Social Care. The matter has come back to Cabinet as the financial sum previously approved for the upgrade to Mosaic is greater than that previously reported.
- 11.3. Whilst the Interim Head supports Children's (and Adults) Services upgrading to Mosaic, he has previously advised that the direct award of an interim 3-year contract to Servelec Corelogic without competition is not without risk of legal challenge, and recommended that this risk should be mitigated by the placing of a Prior Information Notice.

- 12.4 The placing of a PIN will not remove the risk of a challenge. It should, though, help to significantly reduce it materialising. If not yet drafted, it would be prudent for ASC and CHS commissioners to produce one.
- 11.4. Implications completed by John Francis, Interim Head of Procurement (job-share) 020-8753-2582.

## **12. IT STRATEGY IMPLICATIONS**

- 12.1. The CIO is content that this complies with the current ICT strategy and approves this decision, provided the services continue to follow the procurement strategy set out in the ICT Contracts Procurement Plan presented by your services and agreed by the ICT Transition programme board in 2016. The replacement service or application system must comply with the council's new ICT strategy which requires that it be a browser-based application and needs to work with the council's virtual desktop infrastructure and with MS Office 365
- 12.2. Implication completed by Jackie Hudson Transitional Director

## **13. BACKGROUND PAPERS USED IN PREPARING THIS REPORT**

None