London Borough of Hammersmith & Fulham **CABINET** **5 MARCH 2018**	 h&f hammersmith & fulham

FAMILYSTORY: PHASE TWO

Report of the Cabinet Member for Children and Education: Councillor Sue Macmillan

Open report
A separate report on the exempt part of the Cabinet agenda provides financial information.

Classification: For decision
Key Decision: Yes

Consultation:
Legal, Finance, IT, Procurement

Wards Affected:
All

Accountable Director: Steve Miley, Director of Children's Services

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1. EXECUTIVE SUMMARY

1.1. The London Borough of Hammersmith and Fulham has an ambition to raise standards in social work for the benefit of local children, young people and families. The FamilyStory project will use technological innovations to work in a family-centric way.

1.2. The current case management systems are quite prescriptive in the way the technology requires practitioners to record their work with families. The intention for FamilyStory is to transform how Councils deliver children's services and therefore create lasting outcomes for families. This project will improve the way in which practitioners interact with families, putting them at the centre of their case. This technology could, for example, use existing applications to conduct

and record interactions with families. Example may include users having the ability to view appropriate parts of their records, practitioners being able to work effectively outside of the office, and data being collected in real time.

1.3. This report seeks approval to enter into Phase 2 of the FamilyStory project that will progress the work done during the Discovery Phase. It will move the design from concept to an initial set of products which will test the viability of this solution.

1.4. The project will take 10 months from the date of approval. The cost of the proposed contract will be no more £180,000 and will be funded from Corporate Reserves.

2. RECOMMENDATIONS

2.1. To agree to enter into Phase 2 of the FamilyStory project, which will progress the work done during the Discovery Phase, moving the design from concept to an initial set of products which will test the viability of this solution.

2.2. To note the options appraisal outlined in Section 5 and undertakes a Single Tender Action Procedure to directly commission FamilyStory, inviting FutureGov to submit a formal tender in response to our specification.

2.3. To approve a waiver to the Contracts Standing Orders as the nature of the market for the works to be carried out demonstrate that such a departure would be justified.

2.4. To approve that FamilyStory be funded through residual PiP of £28,000 and £152,000 from the Corporate Demands and Pressures reserve.

2.5. To approve delegation to the Director for Children's Services and the Director for Public Service Reform, in consultation with the Cabinet Member for Children and Education and the Chief Information Officer for LBHF, any subsequent strategy or contract award decision regarding Stage 2 of the project.

3. REASONS FOR DECISION

3.1. The reason for the waiver is that it is within the Council's best interests given that FutureGov undertook the Discovery Phase in an agile and collaborative way that was unique and specific to this project and is therefore the most capable supplier, and able to deliver efficiencies in cost and time, and support project continuity. The nature of the market for the works to be carried out demonstrate that such a departure would be justified.

3.2. Phase 1 of the FamilyStory was a shared service initiative, across the three Councils, and Phase 2 is intended to continue through partnership working. Partners have awarded a contract to FutureGov to progress development work, which will commence at pace. An opportunity to continue to work in partnership remains viable for a limited time period of 3 months. After this, it will be untenable to support separate development projects and coordinate service inputs effectively.

3.3. Given the benefits of continuing to work in partnership to develop a new service solution, and the benefits of project continuity a Single Tender Action Procedure is recommended.

4. INTRODUCTION

4.1. The FamilyStory project will place children and families at the centre of their case or "story" to build a network of people, carers, caseworks and service providers around them. It is exploring how technology for social care can be radically redesigned to better meet the needs of families, young people and practitioners.

4.2. Phase 2 of the FamilyStory project will build appropriate task driven tools to increase productivity, efficiency and better use of data for practitioners and transparency for families through smarter application of new integrated digital tools. A lightweight integrations layer to existing legacy systems will be explored during Phase 2, which will then inform Phase 3 when the tools can be developed for the live system.

4.3. The FamilyStory technology will reduce bureaucracy and change how we use forms and documents. The aim is to create a new approach that is focussed on families and the impact on outcomes. This will involve methods such as users having the ability to view appropriate parts of their records, practitioners being able to work effectively outside of the office, and data being collected in real time.

5. BACKGROUND

5.1. Central government has prioritised reforming the children's social care system over recent years, namely the review and reform of social work practice across the United Kingdom. These reforms focus on enhancing the skills and practice of the workforce through the use of systemic practice at all levels.

5.2. As a Partner in Practice with the Department for Education (DfE), funding has been agreed from 2017, to deliver further practice improvement within the London Borough of Hammersmith and Fulham (LBHF), Royal Borough of Kensington and Chelsea (RBKC) and Westminster City Council (WCC).

5.3. The FutureGov project builds on the work of the Focus on Practice Programme, which seeks to improve the experiences and outcomes for all children and families who receive services across the three boroughs. The core objective is to reduce the number of looked after children and re-referrals to services, as well as improving staff retention.

5.4. Hammersmith and Fulham are engaged in a significant transformation programme to develop a new technology approach to case management for vulnerable children who receive services - one that is flexible and able to support, not hinder practice.

5.5. In October 2016, Children's Services engaged the digital design company FutureGov to undertake a review of current case management systems.

6. PROPOSALS AND ISSUES

6.1. The proposed contract award will enable FutureGov to move the project from a design concept to a workable solution that can be tested with a range of users whilst strategically developing a commercial business model that will raise standards within the sector.

6.2. FamilyStory will change the front-end user experience by developing task driven tools and a lightweight integration layer into legacy social care systems with phased de-commissioning of the legacy systems over time.

6.3. The proposed work for this next phase of the project involves:

- Deliver alpha service/products (pre-release early version that is part of a dedicated testing process) across child protection.
- Fully designed roadmap including architecture (data and integrations) strategy
- Organisation and service change programme
- Full business case including investment as to others within the sector
- Development of a commercial model
- The following major themes would be developed in parallel to get to an alpha service for Child Protection
  - Design and build
  - Data modelling
  - Roadmap for moving the service forward
  - Organisation and Service Design
  - Technology architecture
  - Strategy

6.4. Phase 2 will explore the commercial viability of FamilyStory and support the development of a commercial strategy with the sector as well as developing the tools within the product suite. This will involve market testing and exploring the potential of the products with Partners in Practice first, as well as other types of local authorities. FutureGov's work with DfE and the creation of the What Works Centre for Children's Social Care puts FutureGov in a prime position to do so. FutureGov will also investigate the 'openess' of supplier systems through the use of Application Programming Interfaces (API's).

6.5. Phase 2 will also investigate the cost-savings that could be achieved through internal changes. It will look at the value for money that can be achieved through the product suite by tackling inefficiencies as a result of poor user experience and functionality. What is clear at this stage is that the short to medium-term business model will be predicated on delivering a simpler, more efficient user experience, allowing for significant time saving and use of resources e.g. reduced administrative overhead. As sketched out in the initial concept phase of the project, this has the potential to return this initial investment in cashable and non-cashable savings.

6.6. As well as developing the commercial business case for FamilyStory, FamilyStory Phase 2 will develop a Return on Investment (ROI) Model that allows the Council's to understand savings related to productivity and efficiency gains, as well as any savings that can be realised through the de-commissioning of legacy IT systems. FutureGov's Strategists and team of Business Designers will work with their design teams to understand the impact of FamilyStory on service teams. Tied into the business case FutureGov will work on business modelling for the commercial strategy.

6.7. At this stage, the FamilyStory project has undertaken discovery work on a user and technical level to develop the project vision and concepts underpinning it. This next phase of the project is focused on getting to an effective prototype, most likely focused purely on the child protection service. It is through this phase that some of the assumptions relating to user experience, the relationship to core technology platforms and the wider business model will be tested at a deeper level. This intelligence will be used to create a product for testing with practitioners and families as well as supporting engagement with early adopter councils outside of the three west London boroughs. This phase will identify future funding opportunities.

7. OPTIONS AND ANALYSIS OF OPTIONS

7.1. The Discovery Phase of the FamilyStory project was procured using the G-Cloud 8 Framework. A contract existed between LBHF, who purchased services on behalf of itself and WCC/RBKC, and FutureGov Ltd.

7.2. Intellectual Property Rights to any software, materials or deliverables developed by the supplier for the Customer are vested automatically in the Customer and the Customer shall have the right to assign or license the IPR to any third party. IPR, in relation to the Discovery Phase, is owned by LBHF on trust for itself, WCC and RBKC and that if asked to do so it must assign such rights to either or both WCC and RBKC.

7.3. Phase 2 of this project will progress the work done during the Discovery Phase, to move the design from concepts to alpha products. To achieve this, the chosen sourcing approach and methodology should be one:

- o that will yield the best Value for Money (VfM) while taking into account any regulatory requirements
- o which is considered to offer a flexible and speedy route to meet our immediate requirements

7.4. The following options were fully explored to ensure value for money and compliance with government policy and the public procurement regulations:

Option 1 – Competitive tendering
7.5. This would involve targeting the market, which will ensure that the procurement process is transparent and conducted in full compliance with the Public Contracts Regulations 2015 and the three Councils' Contracts Standing Orders.

It would involve placing a contract advertisement in the Official Journal of the EU.

7.6. Competitive tendering would also risk a significant loss of momentum and knowledge if a new provider were appointed to deliver phase two. The project has been built in partnership with WCC and RBKC, which delivered significant economies of scale. To continue with different providers, at this stage, would not be beneficial to either the provider or the Council.

Option 2 – G-Cloud Framework

7.7. The Discovery Phase (Phase 1) of the Family Story project was directly commissioned using the G-Cloud Framework (G-Cloud 8, the predecessor of G-Cloud 9). In making this direct award, the local authorities were not challenged on their decision, and while the project has moved from exploratory work to design and development, it would seem logical that the Council would utilise this framework as an appropriate mechanism to commission the next phase of the project.

7.8. Established frameworks for the development of IT software is relatively small and therefore using G-Cloud 9 would present a pragmatic approach to this scenario. Using this framework would enable the Council's to award directly to the supplier that best meets the requirements, using the selection criteria outlined below to deliver the service as set out and the readiness to mobilise quickly.

7.9. The threshold for application of the Public Contracts Regulations 2015 (as amended) is currently £181,302. The value of the proposed contract for no more than c£180,000 for LBHF.

7.10. However, Legal Services have advised that the identified Framework is not suitable for software development. Legal Services believe that the fact that the solution will utilise cloud based software does not bring the framework within scope of this project.

Option 3 – Single Tender Action Procedure

7.11. This options recommends undertaking a Single Action Procedure to directly commission FamilyStory, inviting FutureGov to submit a formal tender in response to our specification.

7.12. This Single Action Tender Procedure will ensure that the supplier is contractually bound to deliver the quality standards and all requirements of the specification to ensure that the resulting products can be used by practitioners to improve how the Council engages with young people and families.

7.13. It is proposed that the award of the contract would be subject to the supplier demonstrating that they can meet the requirements detailed in the specification.

7.14. This would be subject to a waiver to the Contracts Standing Orders. The nature of the market for the works to be carried out demonstrate that such a departure would be justified, as follows:

Efficiency in time and cost

7.15.   As part of the Discovery Phase, FutureGov undertook extensive work to understand the needs and requirements of children, young people families. Inviting FutureGov to submit a Single Action Tender means a continuation of achieving the outcomes without a loss of momentum or change in vision should the contract be awarded to a different provider.

7.16.   There is a risk that any new provider would want to re-evaluate the discovery phase and undermine the significant progress made to date given that it would be in their commercial interests to do so. This would not represent value for money for LBHF.

7.17.   Inviting FutureGov to submit a Single Action Tender would avoid additional costs incurred by the Council. An alternative provider lacks the experience and knowledge gained through the Discovery Phase which would result in delayed delivery of a set of prototypes, a ROI model and efficiencies.

Partnership working and economies of scale

7.18.   The Discovery Phase proved that efficiencies could be achieved in partnership through economies of scale within this project. Inviting FutureGov to submit a Single Action Tender will ensure that this continues through to the next Phase of the project.

7.19.   The financial benefit of sharing this initiative outweigh undertaking this work as a sovereign borough. The partnership approach enables the three Councils to achieve greater value for money.

7.20.   The Bi-Borough decision was taken to award the contract to FutureGov on 11 January 2018 and work will commence immediately and at pace. As part of this decision, the project will remain shared only if LBHF is able to join within a three-month period. After this, it will become challenging for FutureGov to continue to deliver products that are shared between all three boroughs if LBHF funding has not been secured, and H&F would fail to optimise the expected service improvements and financial gains.

7.21.   Any competitive tendering process will extend beyond the 3 month period. The only tenable option that enables partnership working and continued economies of scale between the three Councils is a contract award to FutureGov subject to them meeting the quality requirements set out in para 7.14.

Supplier Capability and Business Continuity

7.22.   Phase 2 is a continuation of the Discovery Phase and it is unlikely to attract providers willing to invest significant time, resources and reputation testing something another company has designed. Appointing an alternative provider will also result in the loss of FutureGov and the knowledge and skill gained during the Discovery Phase of this project. This will add to the complexity of the project and the time taken to achieve the desired outcomes.

7.23.   As the incumbent provider, FutureGov offers business continuity and is a proven capable provider. Through the discovery phase, FutureGov

demonstrated their ability to deliver against the requirements set out by the Council. FutureGov is an established organisation that offers bold programmes and projects to redesign technology in public services, putting families at the centre. This makes the organisation uniquely placed to deliver this innovative and ever-evolving ICT solution for Children's Services.

7.24.   FutureGov's approach to agile working has been firmly embedded as a core aspect of this project. This has permeated through to social care and has been a key success factor in this project. It therefore makes the provider unique in that it is needed to continue embedding this approach.

7.25.   Given the above, Option 3, a Single Tender Action is being recommended that is compliant with Procurement and Contract Regulations 2015.

8. CONSULTATION

8.1. Over the summer, FutureGov have spent time meeting with other partners in practice as well as social care authorities that they know are looking for a new case management system or an alternative to case management systems. They have also spent time with SCIE (the Social Care Institute of Excellence), DfE, Frontline (the charity that recruit new talent into social care roles), NSPCC and Barnardos as well as various academics from across the sector. FutureGov have also had conversions with Isabelle Trowler, the Chief Social Worker for England.

8.2. FutureGov have engaged heavily with frontline staff throughout the project; from initial 1:1 research to understand the day to day work of social care practitioners; to more recent testing of system prototypes.

8.3. The team have also ensured that families and children are engaged, with service user interviews providing useful insight into their experiences, and guidance on approaches that would be beneficial to them.

8.4. Focused User Testing are 1:1 sessions for users and families to guide them through the system, and allow them to test out prototypes. These focussed sessions are valuable as they allow direct feedback on usability and concept design. Through the Show and Tell sessions Children's Services has informed FutureGov about its work with children, young people and families and promoted the tools and information needed to support that work.

8.5. The representatives from the following teams have been involved in one or more of the testing or show and tell sessions:

Shared Services	Hammersmith and Fulham
Commissioning	Disabled Children's Team
ICT	Family Support and Child Protection
MASH	
Safeguarding	

9. PHASE 3: PRODUCT INTEGRATION AND COMMERCIAL STRATEGY

9.1. Following on from Phase 2, the intention is that the Project would move into the Product Integration phase. This would involve the integration to a relevant data product underneath the user experience layer (with a view to replacing de-commissioned legacy systems.)

9.2. FutureGov have advised that there is a level of excitement around the potential of this project, which creates a commercial opportunity for the council to work towards. A venture that is 'designed by the sector, for the sector' is as appealing to many, not only authorities that are good but those that are working towards improvement.

9.3. To fund the next phase of the project, a strong business case for change will be made to the DfE, through the Innovation Fund. The case for change would be supported by the number of interested local authorities keen to invest in creating a more user-centred system.

9.4. Alternatively, the three councils may consider the creation of a Joint Venture (JV), as a means to find the additional funding to develop this product. By creating a marketplace for social care technology, this JV would essentially own the design standards for social care technology meaning that authorities would pay to be part of the marketplace and in the future they can add in their own products (if adhering to the standards).

9.5. Trading by a local authority must be done through a company. A JV with private entities can be used where external skills or funding are required. The High Court is currently considering whether a JV can take the form of a limited liability partnership or must be done by a trading company.

9.6. It is anticipated that the delivery team costs for Phase 3 to get to a beta service and back end integration across Children Protection would be circa £2million. This would involve the products taken into live environment across Child Protection, back end data integrated with API layers in place, data aligned with corporate strategies, endorsement from Partners in Practice and the DfE, and the commercial strategy rolled out.

10. EQUALITY IMPLICATIONS

10.1. The FamilyStory will transform how the council will deliver children's services and create lasting outcomes for families. Giving practitioners more time to spend with families, understanding and navigating risk rather than reporting. It is not envisaged that this will have any negative impact on any characteristics protected by the Equality Act 2010. This will, however, be kept under review and if needed an Equalities Impact Assessment will be completed.

10.2. *Implications verified by Peter Smith, Head of Policy & Strategy, tel. 020 8753 2206.*

11. LEGAL IMPLICATIONS

11.1.   The Cabinet has power to waive the requirements in Contract Standing Orders for a competitive tendering process prior to letting a contract if they are satisfied that the waiver is justified because:
(i)   the nature of the market has been investigated and is demonstrated to be such that a departure from the CSOs is justifiable, or
(ii)   in cases of extreme urgency not reasonably foreseen, or
(iii)   where legislative exemptions apply, or
(iv)   it is in the Council's overall interest, or
(v)   in other genuinely exceptional circumstances.

11.2.   An Inter Authority Agreement with WCC and RBKC should be put in place to deal with IPR, funding and co-operation in respect of the three council's sovereign contracts.

11.3.   *Implications by: Andre Jaskowiak, Senior Solicitor, Shared Legal Services, tel. 020 7361 2756.*

12.   COMMERCIAL IMPLICATIONS

12.1.   The report seeks approval to waive the Contracts Standing Orders requirements for seeking competitive tenders through an open procedure and invite FutureGov to submit a bid for Phase 2 of the FamilyStory project. The estimated value of the contract is maximum £180,000, which is below the statutory threshold of £181,302.

12.2.   According to Article 3.1. in the Council's CSOs, waivers can be sought if:

(i)   the nature of the market has been investigated and is demonstrated to be such that a departure from the CSOs is justifiable, or
(ii)   in cases of extreme urgency not reasonably foreseen, or
(iii)   where legislative exemptions apply, or
(iv)   it is in the Council's overall interest, or
(v)   in other genuinely exceptional circumstances.

12.3. Public Contracts Regulations makes reference to the calculation of the estimated value of the procurement:

6.—(1) The calculation of the estimated value of a procurement shall be based on the total amount payable, net of VAT, as estimated by the contracting authority, including any form of option and any renewals of the contracts as explicitly set out in the procurement documents.
6.—(5) The choice of the method used to calculate the estimated value of a procurement shall not be made with the intention of excluding it from the scope of this Part.

12.4 *Implications completed by Andra Ulianov, Procurement Consultant, LBHF Corporate Procurement, tel. 020 8753 2284.*

13. FINANCIAL IMPLICATIONS

13.1. The maximum total cost to LBHF for Phase 2 of the FamilyStory project is £180k. The source of funding has not yet been identified; this report seeks Cabinet approval for funding.

13.2. There are residual PiP funds of £28k that can be used towards the cost of this project; this leaves £152k of funding to be approved for phase 2. This report is seeking to approve that the remaining costs of Phase 2 of FamilyStory are funded using the Corporate Demands and Pressures reserve.

13.3. The project is envisaged to run for 10 months from the date it is awarded. Payments will straddle two financial years with design and technology costs expected to be incurred in 2017/18 (£120k) and strategy, delivery management and contingency (if applicable) expected to be incurred in 2018/19 (£60k).

13.4. Some of the costs are potentially eligible for capitalisation (IAS 38 – Intangible Assets). Further work is being done to calculate service potential (future economic benefit) from the asset. However, as a mitigating action in the event that phase 3 implementation does not go ahead, it has been recommended that most costs should not be capitalised at phase 2.

13.5. The IP (intellectual property) is owned by the three Boroughs.

13.6. It is anticipated that phase 3 of the project (product integration) can be funded through the Innovation Fund via a business case for change to DfE. The case for change is expected to be supported by interest from other local authorities, keen to invest in the new technology.

13.7. Other sources of funding for phase 3 will also be explored, however, should the project not progress after phase 2, there is a maximum financial risk of £180k for LBHF. It is expected that the product would still be beneficial at this stage and used by practitioners in engaging with families.

13.8. Additional financial implications have been included within Part B within this report. These comments have been included, given the commercial sensitivity nature of the information.

13.9. *Financial implications provided by Poonam Gagda, Finance Manager, Children's Services, tel. 020 7745 6687.*

14. IT IMPLICATIONS

14.1. Phase 2 of the FutureGov project will include a fully designed roadmap including both data and an integration architecture strategy. The project will change the front-end user experience by developing task driven tools and a lightweight integration layer to interface into legacy systems.

14.2. For the solution to be a viable commercial offering, both to the council and prospective customers, it must be capable of integrating with a wide variety of backend systems, and capable of supporting a strategy where the legacy

systems can be decommissioned in the future. The high level principles described in the attached specification (Appendix 2) will support these two drivers, and well as the data protection and General Data Protection Regulation requirements of the council.

14.3. The objectives of this project are ambitious and if managed robustly could deliver reduced operational running costs in the form of decommissioned legacy systems as well, as well as a commercial opportunity for external revenue.

14.4. The viability of the future solution will require a commercial support model which should be included in the definition of this phase 2 work.

14.5. The Project Team will ensure appropriate LBHF Technical representation at Steering Group and Project Board levels, to ensure strategic fit within the wider LBHF Corporate direction.

14.6. *Implications verified/completed by: Veronica Barella, Interim Chief Information Officer, tel. 0208 753 2927.*

15   BUSINESS IMPLICATIONS

15.1   There is no direct business implications.

15.2   Implications verified/completed by: Albena Karameros, Economic Development Team, tel. 020 7938 8583.

16   RISK RISK MANAGEMENT

16.1   The Risk Manager agrees that there would be a continuity risk as referenced in 7.16 of the report and the impact of moving to new provider would add some risks to the timescale and delivery of the project. The Council's IT Project Team will provide an additional form of Technical Assurance at the Steering Group and Project Board levels ensuring they meet the strategic IT needs and expectations of this Council are met contributing to the management of Corporate Risk, 12 Maintaining Service Standards and Delivery. Management of continuity risk is in line with Corporate Risk 6, Business Resilience and 7 Information Management and Digital Continuity.

16.2   Implications verified by: Michael Sloniowski, Risk Manager, telephone 020 8753 2587.

LOCAL GOVERNMENT ACT 2000
LIST OF BACKGROUND PAPERS USED IN PREPARING THIS REPORT

No.	Description of Background Papers	Name and contact details of responsible officer	Department/ Location
1.	None		

LIST OF APPENDICES:

Appendix 1 - FamilyStory Phase 2 Deliverables

Appendix 2 - Familystory Phase 2 Service Specification

FamilyStory Phase 2 Deliverables

Number	Deliverable	Anticipated date	Payment Milestone
1.0	Set up - Project Set Up: ● Kick-off meeting ● Project Planning ● Project plan ● Governance, comms and roles agreed ● Stakeholder alignment ● Project show and tells on outputs from phase 1 (including refresh of website from phase 1)	31/12/2017	
2.0	Set Up - Sprint zero and Research: ● Finalise prototype/service re-design areas ● Agree the priorities and fidelity of build for each prototype ● Define measures for testing ● Market analysis and supplier interviews ● Meet key stakeholders ● Meeting with digital and IT teams across the 3 boroughs	31/01/2018	
3.0	Delivery 1: ● Further Testing of the prototype from phase one with users ● Tech research on the architecture requirements: define what data etc. is needed for build ● Research with providers on their systems and understanding capabilities to support FamilyStory ● Sketching and wireframes for build	31/03/2018	
4.0	Delivery 2: ● Define the priorities of the technical build for the design sprints –	30/04/2018	Second Payment Milestone

	agree the backlog with the team ● Client product owner and team are aware of deliverables and jointly help to determine *epics* for the sprints ● Agree scope of commercial strategy, business case and ROI model		
5.0	Delivery 3: ● Design, development and build of prototypes using agile methodologies ● Show and tells each fortnight on progress and to get feedback from service teams ● Continued two week sprints with up to one month break in between for testing with users ● Daily stand ups with the team	30/06/2018	
6.0	Test and Evaluate - Testing/Evaluating Products: ● Testing digital prototypes with users and staff ● Testing elements of the offline service with users and staff ● Testing the people, policies and processes needed to support this new digital service ● Prototypes matured to 'MVP' (Minimum Viable Product) ● Development of business case and investment ask	30/07/2018	
7.0	Test and Evaluate - Costed Business Case: ● Finalise business case ● Commercial strategy (inc ROI model) ● Plans for full testing in live environment and extension to other areas within the service ● Roadmap for beta ● Impact evaluation ● Gateway decision point	31/08/2018	Final Payment Milestone

FAMILYSTORY PHASE 2 SERVICE SPECIFICATION

1.	Overview
	The Royal Borough of Kensington and Chelsea, Westminster City Council and the London Borough of Hammersmith and Fulham have the ambition to raise standards in social work for the benefit of local residents, and understand that to do this technology must be at the centre of any innovation. From October 2016 to May 2017, the Royal Borough of Kensington and Chelsea, Westminster City Council and the London Borough of Hammersmith and Fulham undertook a wide spanning FamilyStory Discovery project to reconceive case management in Children's Services from first principles. Working in a family-centric and user-centric way was and is a central premise for the project. Currently the three authorities are held back by enterprise technology stacks that do not enable practitioners to work in a user-centred way. Instead the current case management systems are quite prescriptive in the way the technology requires practitioners to record their work with families. The intention for FamilyStory is to transform how Councils deliver children's services and therefore create lasting outcomes for families.
2.	The Outcomes Required
2.1	Introduction
	The aim of the FamilyStory project is to place children and families at the centre of their case or "story" to build a network of people, carers, caseworks and service providers around them. It is exploring how technology for social care can be radically redesigned to better meet the needs of families, young people and practitioners. This next Phase, Phase 2 of the FamilyStory project, will be progressing the work from the Discovery Phase to move the design from concepts to alpha products. It will build appropriate task driven tools to increase productivity, efficiency and better use of data for practitioners and transparency for families through smarter application of new integrated digital tools. A lightweight integrations layer to existing legacy systems will be explored during Phase 2, however a further Project Integration Phase (Phase 3) will be required before these tools could proceed to live. The FamilyStory solution will challenge the previous use of 'forms' as new technology and connected platforms no longer require them. The aim of the solution is to achieve the impact of the requirements set out below, but they would be achieved through a new, targeted approach which concentrates on the impact to users, council and practitioners. This will involve methods such as users having the ability to view appropriate parts of their records, practitioners being able to work effectively outside of the office, and data being collected in real time. Specific outcomes required of the FamilyStory solution are shown below under the outcome domains of: • Usability • Support Social Work Practice • Family Level Recording • A Child's Life Journey • Professional Judgement • Management Oversight

	- Management Reporting - Security and Information Governance Requirements
2.2	**Usability**

	The FamilyStory solution is required to support the day to day operations of case management, and to empower and motivate workers to record accurately and punctually.
	
	Functional examples of how this could be achieved include:
	
	- Consistency of positioning and use of buttons and terminology
	- Multiple screens and documents across all cases can be open at the same time
	- Learnability
	  - Minimal training, if any is required
	- Intuitiveness
	  - A new user to the solution can navigate, find information and accomplish basic tasks first time
	  - A new user to the solution can easily understand and use the options available
	- The menu items available relate to the needs of the user and are grouped effectively
	- Information on the case is accessible from one screen
	- Attachments can be linked to, and accessed from, the area to which they relate
	- Drag and drop attaching is available
	- Ergonomically friendly including/supporting voice activated software and keyboard shortcuts
	- Supports mobile working by having automatic resizing for different mobile devices

2.3	**Support Social Work Practice**
	The FamilyStory solution is required to support rather than drive social work practice to ensure a clear focus on the family and children's best interests throughout. Functional examples of how this could be achieved include: - The solution provides an easy-to-find summary of a case which shows the case members, the allocated workers and professionals involved, and important indicators e.g. CP, LAC - The solution allows for all interactions on the case to be viewed in one place in chronological order so that the titles can be viewed at a glance and the documents accessed with a click. - The ability to drill down from case level interactions to those of an individual in the family - The solution can draw attention to critical incidents and work undertaken at family and individual level. - Workers can initiate work, independently of previous actions and other people's work, in order to allow fast progression of workflow. - There is ability to approve/complete work without having to assign future work at that point. - There is ability to pull forward relevant information to avoid duplication of effort. - Recommendations by workers are clearly recorded and easy to find and

	distinguish from those of managers.
	• There is ability to measure time required to complete work and provide reminders when work is due to be completed and when overdue.
	• The solution can provide a link to context sensitive practice guidance.
	• The solution has the ability to produce appropriate versions of assessments, plans and reviews for sharing with e.g. children.
	• The solution supports secure mobile working.
2.4	**Family Level Recording**
	The FamilyStory solution will allow for seamless family based case recording where the family's history and story is at the heart and family members are in a single case record. Functional examples of how this could be achieved include: • There is the ability to record a case that contains multiple family members and keeps the information about all case members in the one area. • Only one referral, assessment and review per case is required whilst at the same time allowing for extraction of information at family or individual child level. • When users search for and find an individual in the solution, they are navigated directly to the family case record and not to the individual's record. The individual's record can be accessed from the family case record. • The solution supports building of a Chronology at case level. • The solution allows the users to view, add and edit information for all case members or selected case members in a single action.
2.5	**A Child's Life Journey**
	The child's history and story (including the journey from needing to receiving support and their engagement with intervention) can be followed in the solution Functional examples of how this could be achieved include: • The solution highlights the main points of decision and planning e.g. Referrals, Assessment. • The solution supports building of a Chronology at child level as well as at case level. • Ability to record the child's views and how they participated/engaged with professionals and in progressing their outcomes. • Ability to enable the child to contribute their views and feedback directly to the service.
2.6	**Professional Judgement**
	The FamilyStory solution allows maximum professional judgement and minimum prescription so that workers can exercise their professional judgement more effectively to improve outcomes for vulnerable children. Functional examples of how this could be achieved include: • The solution is designed to allow minimal prescription.

	• The solution must enable workers to record professional judgement flexibly and not restrict to tick boxes and drop downs recorded • The solution must enable workers' recommendations and reasoning to be clearly recorded. • There is flexibility for the worker to set timescales on a case-by-case basis for assessments and reviews.
2.7	**Management Oversight**
	The FamilyStory solution supports the management to oversee and review effectiveness of work undertaken, reducing risk of error in professional judgement and assisting with strategic planning. Functional examples of how this could be achieved include: • Managers can see the cases in their service area or team area including progress of the case, current allocated workers, important indicators (e.g. CP, LAC) and when work is due. • The solution encourages managers to read through a document before signing off by taking them to the start of the document. • The recommendations and sign off are completed and held in the document. • Management decisions are clear and easy to find • The solution supports the recording of supervision and audits to outline professional reasoning and planning.
2.8	**Management Reporting**
	Children's journeys through the service can be mapped by data produced from the solution to inform discussions about local practice and meet statutory reporting needs. Functional examples of how this could be achieved include: • The solution enables the production of statistics for data returns • The solution enables production of regular management reports • The solution enables the extraction of data to produce predictive models. • Management information specialists can produce ad hoc reports • Reports are available as required and dynamically updated. • Managers are able to select criteria (e.g. team, time frame) and run reports themselves for their specific needs. • There is flexibility to adapt quickly to new reporting requirements
3.0	**Security and Information Governance Requirements**
	The security and information governance requirements for the solution are a statement of functional need that administrators of the solution will need in order to meet security by design principles. The security and information governance requirements are defined below. • Users must authenticate access with a user name and password • The solution can support single sign on through Active Directory • The solution can support additional 2 factor authentication to be applied on a

flexible basis

- The solution to have a locally configurable lock out facility after a given period of logged on inactivity
- The solution can facilitate the lock down of records to specific end users
- The solution can have role based security for both records and reports
- The solution can have the facility for encryption for electronic transfer
- The solution to enable full audit trail supporting at a service user the full history of access, revisions and deletions by date and end user. The date and time the end user has logging in and out is recorded, the IP address from which access has been made, failed logons
- The solution to ensure the following information regarding user administration is captured: end users created or deleted, changes to the access levels of end users, changes to the system parameters
- The solution is capable of being configured so that relevant support areas can be delegated to the Service Desk such as account record locks
- The solution to capture system messages within the audit trail
- The solution to allow authorised users access to the audit trail but no one should be allowed to change or delete an entry
- The solution to maintain a history of previous values for all basic demographic information (example: addresses, person names)
- The solution to prevent simultaneous editing of a record
- The prospective supplier should set out what policies and procedures are in place to ensure that any staff access to personal data held on the supplier system is controlled and audited
- The prospective supplier to set out what policies and procedures are in place to ensure that any staff accessing personal data have enhanced DBS clearance
- Password standards including length, character combination, and password aging to be configurable
- The solution to enable the electronic resolution of forgotten user IDs and password by Service Users, End Users and Service Providers
- The solution to allow authorised users to be given a list of users who have accessed particular files
- The solution to allow both the irretrievable deletion of, and the deactivation and archiving of, data that is no longer necessary
- The solution must adhere to the RBKC, WCC and LBHF Information Security Policies
- The solution is designed to allow integration with corporate business intelligence tools through such technologies as open Application Programming Interfaces (APIs)
- The solution is agnostic of existing backend social care systems which it interfaces into
- The solution is agnostic of underlying operating systems

- The solution can support virtualisation platforms and application delivery, such as VMWare Horizon or Citrix
- The solution is agnostic of the underlying devices being used to access the system and is capable of automatic resizing for different screen sizes
- If the system is to be externally hosted, the supplier should have formal ISO 27001 certification for all elements of the service delivered to the council(s).
- For access from untrusted networks (e.g. the internet) two factor authentication should be mandatory.
- For access from untrusted networks, any web traffic should be protected using TLS 1.1 or later.
- Access from web-browsers which do not support TLS 1.1 or later should be blocked.
- If council data is stored on mobile devices, either the device or the data must be encrypted.
- It should be possible to prevent access from non-corporate or unmanaged mobile / remote devices.
- Managed mobile / remote devices should implement the control set published by the UK National Cyber Security Centre at:

https://www.ncsc.gov.uk/guidance/end-user-device-security

- Ability to link records i.e. if a person moves from one household/family to another
- Track/identify duplicate records/entries

4.0	**Commercial Strategy**
	Following on from Phase 2, the intention is that the project would move into the Product Integration Phase. This would involve the integration to a relevant data product underneath the user experience layer.

Phase 2 will be as much about defining, testing and developing the commercial strategy with the sector as well as developing the tools within the product suite.

Phase 2 will also investigate the cost-savings that could be achieved through internal changes. It will look at the value for money that can be achieved through the product suite by tackling inefficiencies as a result of poor user experience and functionality.

Final Outputs of Phase 2 will include:

- Finalise business case
- Commercial strategy (inc ROI model)
- Analysis of funding options and recommendations
- Plans for full testing in live environment and extension to other areas within the service
- Roadmap for beta
- 1 Minimum Viable Product (MVP)

	- A technical architecture design - Implementation plan of MVP - Impact evaluation - Gateway decision point
5.0	**Contract Management**
	Project Deliverables will be set out in the following contract documents: - FamilyStory Phase 2 Service Specification - FamilyStory Phase 2 Deliverables Payment milestones will be attached to Delivery milestones, as per the Call-off contract's charges and payment details.