



West
Northamptonshire
Council

WEST NORTHAMPTONSHIRE COUNCIL CABINET

13 June 2023

**Cabinet Member for Adult Social Care & Public Health:
Councillor Matt Golby,**

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| Report Title | Procurement and implementation of Adult Social Care Case Management System |
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List of Appendices

None.

1. Purpose of Report

- 1.1 To seek approval to proceed with the replacement of the Adult Social Care (ASC) Case Management System within West Northants Council (WNC)

2. Executive Summary

- 2.1 West Northants Council (WNC) requires modern technology solutions to support the implementation of the Council's, 'live you best life' strategy, which will help the residents of West Northamptonshire to improve or maintain their well-being and live as independently as possible.
- 2.2 The Council therefore requires a new and flexible case management system to replace its current system, Eclipse & Care First supplied by OLM, which can be configured to suit the Council's business needs and can evolve over time with minimal disruption and cost.
- 2.3 The new system will give the ASC & Public Health Directorate the opportunity to modernise and streamline its processes and allow officers to work more flexibly with access to case records from wherever they need them. This will help to improve delivery of preventative and social care services to the residents of West Northamptonshire.
- 2.4 The implementation of portals will allow residents and/or their carers to access their social care records electronically and to transact with the Council via a digital platform. This offers greater choice to residents and/or their carers' and will help to promote independence and give the resident more control over their own care.
- 2.5 The new system can offer the opportunity to share information with partner organisations which will improve services to residents as all partner agencies will have access to relevant information about an individual's situation.
- 2.6 The current contractual arrangement with OLM for the provision of the current case management system ends March 2025. There is a risk that from March 2025 WNC could not fulfil statutory requirements relating to the provision of social care services in West Northamptonshire because there would be no system in place to enable this.
- 2.7 This report outlines the approach and costs associated with procuring and implementing a new Case Management System contract for a 5-year period with an ability to extend for a further 2 years.

3. Recommendations

3.1 It is recommended that Cabinet:

- 3.1.1 Agrees to proceed with the replacement of the Adult Social Case Management, at an estimated contract cost, including supplier implementation (£300,000), hosting, and annual fee costs, of up to £2,500,000 as outlined in section 7.
- 3.1.2 Notes that in addition to the above costs a further £1.018m of costs will be incurred to implement the new system.
- 3.1.3 Subject to consideration at the transformation board, supports the use of Transformation Funds, at an estimated cost of £1,318,000 to fund the total implementation costs.
- 3.1.4 Notes that the ongoing costs of £367,000 per year are anticipated to be met from existing budgets and savings associated with the new system but if, following procurement, there is a shortfall the difference will be built into the 2025-26 budget.
- 3.1.5 Approves the use of the Crown Commercial Services RM (6259) Vertical Application Solutions (VAS) Framework Lot 2c to purchase the system to ensure compliance with the relevant procurement requirements.
- 3.1.6 Delegates authority to the Executive Director of People Services in liaison with the Lead Cabinet Member for Adult Social Care and Public Health, to take any further decisions and actions required to award the contract and implement the Case Management System.

4. Reason for Recommendations

- 4.1 To implement a new Case Management System that is fit for purpose and enables the council to meet its statutory obligations for delivering Adult Social Care across West Northamptonshire.
- 4.2 There are several key business drivers to move from the existing case management system to a new system include the following:
 - 4.2.1 Efficiency –to deliver efficiencies through improving processes, removing unnecessary bureaucracy, and enabling greater staff self-sufficiency through mobile digital self-serve for day-to-day transactional services, releasing time for staff to spend on direct client contact.
 - 4.2.2 Residents & Market Providers –to enable Residents and Market Providers to self-serve and self-access services.
 - 4.2.3 Accurate and timely data –To provide accurate data that is simple to extract, enabled by seamless integration between systems.

- 4.2.4 Integrated access to information –to data to be accessed through a single reporting and business intelligence solution which will be integrated across all platforms, keeping data consistent, accurate, and unique. This will enable WNC to know our customer, their needs, and our service performance, all in one place.

5. Report Background

- 5.1 During 2019 Northamptonshire County Council awarded a contract with OLM (Eclipse) for the provision of a Children’s and Adult Social Care Case Management System and associated finance modules. Implementation commenced with Adult Social Care, which went live ahead of the vesting day of the new Councils.
- 5.2 Between the contract being awarded in 2019 and the planned implementation of the new system, Northamptonshire County Council was replaced by the two new Unitary Councils.
- 5.3 Post-vesting day, the OLM (Eclipse & CareFirst) implementation programme of the case management and finance module was transferred to the relevant organisations, West Northants Council, North Northants Council and Northants Children’s Trust.

6. Issues and Choices

- 6.1 Other alternatives considered include:
- 6.2 To have no case management system, this would not be a viable option that could be considered.
- 6.3 To extend current contract, there is no provision for the current contract to be extended beyond March 2025
- 6.4 To explore alternative existing systems, there are no other case management software applications in use within the Council that could be utilised to meet the requirements of an ASC case management system.
- 6.5 The associated finance module remains outstanding resulting in Adult Social Care having to retain the legacy system (CareFirst).
- 6.6 The scope of the programme is to procure and implement a new integrated Case and Financial Management contract to provide services to Adults across West Northants

7. Implications (including financial implications)

7.1 Resources and Financial

- 7.1.1 The current system comes to the end of contract in March 2025 and therefore there is a need to procure a new system to be fully implemented, tested and running from this date.

7.1.2 It is proposed that the new contract is let on a 5-year basis with the ability to extend for two years at the end of the original contract period. Therefore, the new contract could be for a maximum of 7 years.

7.1.3 The estimated contract value for the 7-year period is up to £2.5m as set out in the table below:

| Estimated Costs | Year 1 | Year 2 to Year 7 | Overall Estimated Cost |
|------------------------|---------|------------------|------------------------|
| Implementation | 300,000 | | 300,000 |
| Annual Fee | | 1,200,000 | 1,200,000 |
| Hosting Fee | | 1,000,000 | 1,000,000 |
| Overall Estimated Cost | 300,000 | 2,200,000 | 2,500,000 |

7.1.4 In addition to the supplier implementation costs that are contained in the table above and are part of the total contract sum there will be a requirement for further investment of £1.018m to ensure the smooth implementation of the system.

7.1.5 Therefore, the total estimated costs of the new system can be broken down into two elements:

- Implementation costs totalling £1.318m
- Annual running costs estimated to be £367,000 per year.

7.1.6 It is proposed that the implementation costs are considered by the Transformation Board and subject to their agreement funded through the Transformation resources.

7.1.7 It is estimated that the annual running costs from year 2 will be £367,000 pr annum (subject to annual inflationary increases). It is proposed that this cost will be met as follows:

| | |
|---|-----------------|
| | £000s |
| Estimated Annual Running Costs | 367 |
| Existing budgets: | |
| Current case management system | (105) |
| Rationalisation of other applications in the service | (103) |
| Streamlining other services as a result of new system | (159) |
| | <u>(367)</u> |
| Net financial impact of ongoing costs | <u><u>0</u></u> |

7.1.8 Within the table above it is anticipated that efficiency savings can be made as a result of the new system which will generate £159,000 of ongoing savings within the service. If this cannot be met a budget growth item will need to be considered as part of the 2025-26 budget process to cover any shortfall in this assumption.

7.1.9 The implementation project is expected to start immediately on contract signature with the main adult social care case management system replacement to go live no later than the end of January 2025, ahead of the end of the OLM contract in March 2025.

7.1.10 The implementation programme will be delivered in two phases:

- Phase One by the end of March 2025, to include main case management system including mobile working, finance, and interfaces to corporate financial system for provider payments and client billing
- Phase Two by end of September 2025, to include self-serve to allow clients, their carers, other professionals, and service providers to access social care records and integration with other systems e.g., health and care providers

7.2 Legal and Governance

7.2.1 The current system contract was awarded under the G-Cloud Framework and commenced in 2019. The initial contract term was for 2 years, but Northamptonshire County Council exercised the right to extend this by a further 2 years at contract commencement. This is the maximum extension allowable under the current system contract, and there is no further contractual entitlement to extend the term.

7.2.2 The Council has the power to procure the facilities and services pursuant to section 1 of the Localism Act 2011 (GPOC) and section 111 of the Local Government Act 1972 (power to do things conducive or incidental to functions).

7.2.3 The estimated value of the contract means that any procurement will be subject to the Public Contract Regulations 2015 and the Council's Contract Procedure rules.

7.2.4 The Council intends the procurement will be conducted as a 'mini competition' via Crown Commercial Services RM (6259) Vertical Application Solutions (VAS) Framework Lot 2c. This will provide a legally compliant route to tendering the requirement and provides an opportunity to reduce the time to conclude the tender process.

7.2.5 The data on the Case Management System is of vital importance to ASC as evidence to support legal action and court proceedings. A fresh procurement is an opportunity to strengthen the integrity and reliability of data and ensure GDPR compliance. A high-quality case management system will support an effective discharge of statutory social care functions.

7.3 Risk

7.3.1 If the procurement of a new system does not take place, the Council will either have to attempt to extend the current arrangement via a new contract for the system or operate without a system. The former opens the Council up to legal challenge from other providers of case management systems as the Council has already extended the contract to its maximum length. The latter would pose a great risk to the delivery of good quality adult social care as a case management system is vital to the operation of services.

7.3.2 The costs included in this report are based on estimations and there is the possibility that there are increased costs for the implementation and/or the ongoing licence costs however until the procurement activities commence this cannot be established. The mitigation for this will be

that the management of the budget to deliver this programme of work will be undertaken by the governance approach as outlined within section 7.2.

7.4 Consultation & Communication

7.4.1 In developing the proposals, the Council has consulted with ASC colleagues as the primary user of the proposed system. There has also been extensive engagement with the Digital, Technology and Innovation Service and Business Intelligence Service. A communications plan is being developed to ensure all stakeholders will be kept informed and engaged at key stages of project implementation.

7.5 Consideration by Overview and Scrutiny

7.5.1 This decision has not been considered by the Scrutiny Committee.

7.6 Climate and Environment Impact

7.5.2 Once a solution has been selected specific impacts can be assessed. However, one of the potential benefits of a new case management solution is a reduction in staff travel, post and associated printing that currently occurs within the services, which should have a positive impact in this area.

7.7 Community Impact

7.5.3 The implementation of the new case management system will have a beneficial impact on the community as it will enable residents and/or their carers to access their social care records electronically, offering them greater choice and helping to promote independence and give the resident more control over their own care.

8. Background Papers

None.