DECISION-MAKER:	COUNCIL			
SUBJECT:	PROCUREMENT OF A CLIENT CASE MANAGEMENT SYSTEM			
DATE OF DECISION:	21 MARCH 2018			
REPORT OF:	CABINET MEMBER FOR FINANCE			
CONTACT DETAILS				
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STATEMENT OF CONFIDENTIALITY
Not applicable

BRIEF SUMMARY
Southampton City Council has social care responsibilities that oblige it to keep a record of client information and interactions such as client visits, chronologies and payment for care packages. Since 2003 the council has managed this information for both adult and children's services through a 'client case management' (CCM) system called Paris, supplied by Civica.
Given the extremely long period for which the council has used Paris, best practice is to consider the re-procurement of a CCM system on the open market to ensure the council is benefitting from the most appropriate product. Research by officers shows that the market for CCM systems is viable and offers the kind of functionality the council needs to achieve its desired service outcomes and support delivery of key priorities in the Southampton City Council Strategy: - Children and young people get a good start in life, and   - People in Southampton live safe, healthy, independent lives.
This report seeks authority to proceed to a full business case subject to sign-off by Council Capital Board (CCB), which will be done following a procurement exercise and selection of a preferred CCM supplier. It is recommended that procurement takes place through a Crown Commercial Service (CCS) Framework Agreement.
Based on supplier presentations, the maximum capital budget requested is £2.5M, which requires approval by Council. On 27 February 2018 Capital Board (CCB) recommended that the CCM proposal is approved by Council.

RECOMMENDATIONS:		
	(i)	That approval is given to add the Client Case Management scheme to the Finance Portfolio Capital Programme in 2018/19 for the sum of £2.5M and to give the Service Director for Digital and Business Operations approval to spend, subject to consultation formal sign-off of a detailed business case by Council Capital Board.

	(ii)	That the Service Director for Digital and Business Operations is given delegated authority, following consultation with the Cabinet Member for Finance, to progress the procurement of a purpose-built client case management system that covers both Adults' and Children's services via the CCS Lasa Framework Agreement RM1059.
	(iii)	That the Service Director for Digital and Business Operations is given delegated authority, following consultation with the Cabinet Member for Finance, to negotiate a short-term extension to the Paris contract if required.

REASONS FOR REPORT RECOMMENDATIONS

1.	It is not good practice to continue with a contract of this type for 15 years. Without going to procurement, the council cannot be sure that it is achieving value for money or benefitting from innovations that have taken place in the market.
2.	The recommendations in this report have been prepared in the context of the council's Digital Strategy for 2018-22, which specifies that new systems should be procured with certain principles in mind, such as minimising local customisation and prioritising mobile access.
3.	The CCS Lasa Framework Agreement RM1059 includes all the leading CCM suppliers and is the quickest route to contract award and implementation.
4.	If a product other than Paris is selected, it may be necessary to extend Civica's contract in the short term to ensure a smooth transition between systems.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

5.	**Continue to extend the Paris contract annually.** This option is not recommended because the council has been using Paris for 15 years, which is not good practice.
6.	**Use a Customer Relationship Management (CRM) System to deliver CCM.** While this might be technically feasible, this approach is unproven and potentially risky given the range of social care statutory duties the council must discharge.
7.	**Build a CCM system in-house.** The council does not have the skills to do this. In addition, good products are available on the market.
8.	**Jointly procure with neighbouring councils.** The option to procure jointly with Hampshire County Council, which is also preparing to procure a similar system, has been considered. However, the County Council is at a different stage in its planning and is not yet ready to proceed, and no discussions have been had about a joint specification.
9.	**Adopt systems used by the NHS that cover Adult Services and procure separately for Children's.** This option would be more expensive than procuring a single system and would increase rather than reduce the complexity of the council's IT estate. Separate systems for Adults' and Children's Services would limit the ability to provide a single view of a family and would make it more difficult to support children during and after their transition to adulthood.

DETAIL (Including consultation carried out)

10.	A Project Board, chaired by the Service Director for Digital and Business Operations, is already in place and meets weekly to take decisions and move the

	project forward. The Board includes the Service Directors for Quality and Integration, Children and Families, and Adults, Housing and Communities.
11.	In preparation for the procurement exercise, seven suppliers have informally presented their products to a team of officers including practitioners from all three operational service areas and staff from Finance, Procurement, Programme Office and IT. Officers have also met with or spoken to colleagues from a wide range of other local authorities who have recently procured a CCM system or are considering doing so, including Hampshire County Council, Isle of Wight Council, Portsmouth City Council and a number of other county and unitary councils. These activities have enabled officers to draft a product specification for a modern, easy-to-use and fit-for-purpose system, with all of the features needed to fully support best practice. This specification would be issued to suppliers as part of the procurement exercise, and responses would be evaluated against it.
12.	If the recommendations are agreed by Council and there are no technical impediments, the procurement process will begin at the end of March 2018 and the contract will be awarded by the end of June (possibly sooner). It is envisaged that there would then be a 12- to 15-month implementation process, which is considered challenging for a project of this complexity. Migrating large volumes of client data from Paris to the new system is likely to be a particularly complex exercise. The timescales are dependent on securing the right level of resourcing and commitment from across the council. The new contract is envisaged to last five years with the option of a two-year extension (the maximum allowable under the CCS framework).
13.	It is intended that the council will use the preferred product 'out of the box' i.e. that local customisation will be minimised. This is consistent with the Digital Strategy, which seeks to ensure that future upgrades are not complicated and made more expensive by local customisations that may no longer work when the system is upgraded. This will require certain council business processes to be changed, potentially to conform with the default set of best-practice processes that most suppliers recommend based on feedback from their existing customers. A key part of the implementation will be to comprehensively train staff on how to use the new system and the revised business and finance processes that may be needed.
14.	The requirement for staff to be able to use the new CCM system effectively in a mobile environment, both online and offline, will be listed in the procurement specification as mandatory. This is expected to increase staff productivity.
15.	Officers are in close touch with health sector colleagues to ensure that client data can be appropriately and securely exchanged via the new CCM system. This will improve the efficiency of inter-agency working, support work to reduce delayed transfers of care and enable a smoother experience for clients.
16.	The work to upgrade Paris to version 6.1 is nearing completion and the council will benefit in the short term from the new functionality this brings, including full mobile access, until the new CCM system is fully installed.
RESOURCE IMPLICATIONS	
Capital/Revenue	
17.	Based on information provided by suppliers, a capital budget of up to £2.5M will be required to procure and install a new CCM system. The expected capital

		budget and ongoing revenue commitments are set out in the table below.			

18.		**FINANCE REQUIREMENTS**	**2018/19**	**2019/20**	**2020/21**	
			£M	**£M**	**£M**	
		Capital				
		• Supplier Licence costs *(Cost of intellectual property)*	£0.75			
		• Supplier Implementation Costs *(Physical installation; data migration; integration with other systems; testing; training)*	£0.75			
		• SCC in house project costs *(Project management time and backfill for frontline service staff)*	£0.50			
		• Hardware Costs *(If required: potential need for new tablets/laptops)*	£0.50			
		Total Capital	**£2.50**	**0.00**	**0.00**	
		Revenue (post-implementation)	**2018/19 £M**	**2019/20 £M**	**2020/21 & Ongoing £M**	
		• Support and Maintenance *(Cost of intellectual property and technical support)*	0.00	0.12	0.12	
		• Cloud Hosting Costs: *(Offsite server costs including remote upgrades and disaster recovery SLA)*	0.00	0.08	0.08	
		Total Revenue	**0.00**	**0.20**	**0.20**	

19.	Council Capital Board considered the CCM proposal at its meeting on the 27th February 2018. The board recommended that Council give approval to add the scheme to the Finance Capital Programme and give approval to spend, subject to the consideration of a detailed business case by the CCB once the procurement process has been implemented, up to £2.5M. The scheme will be funded through a direct revenue financing contribution of £0.80M and £1.70M of council resources. Following recommendation to proceed by CCB it is requested that delegated authority is given to the Service Director for Digital and Business Operations, after consultation with the Cabinet Member for Finance, to implement the necessary actions to proceed with the procurement of the CCM including the possible extension of the current Paris contract during the implementation period.	
20.	The ongoing revenue commitments of £0.2M per annum can be met from within existing general fund revenue budgets which form part of the approved Medium-Term Financial Strategy. There is also potential to achieve long-term revenue savings through decommissioning old systems, eliminating unnecessary processes and reducing server costs. This will be evaluated as part of the detailed business case.	
21.	It is intended that, as far as possible, existing council laptops, tablets and smartphones will be used to run the new system. Should there be a requirement for any new hardware to be purchased, the ongoing revenue costs of supporting these will be fully offset by savings from decommissioning existing hardware as	

	there is an existing budget to meet the fixed monthly charge to support all devices. (SC)
Property/Other	
22.	It is likely that the preferred product will be hosted in the 'cloud'. This would reduce pressure on server space within SCC buildings, reduce disaster recovery risks and make the process of delivering product upgrades easier.
LEGAL IMPLICATIONS	
Statutory power to undertake proposals in the report:	
23.	Section 101 Local Government Act 1972 and Localism Act 2011.
Other Legal Implications:	
24.	Data stored in a CCM system is of vital importance to the council as evidence to support legal action and court proceedings. A fresh procurement provides an opportunity to strengthen the integrity and reliability of this data and to ensure full GDPR compliance.
25.	If the council does not procure a high-quality CCM system and use it effectively, it is more likely to fail in discharging its statutory social care duties.
RISK MANAGEMENT IMPLICATIONS	
26.	Procurement and effective use of a high-quality CCM system will reduce the risk of vulnerable people receiving insufficient care and attention from the council and its partner agencies.
27.	An effective CCM will help ensure compliance with statutory requirements relating to adults' and children's social care, enable the council to complete statutory returns in a timely way and support robust financial and budget management, helping to mitigate legal, reputational and financial risks to the council.
28.	Procurement of an up-to-date CCM system will reduce the risk of IT failure and data loss.
29.	As with all major projects there are risks concerning potential technical problems, insufficient resources, failure by the supplier, cost overruns etc. A full risk register will be maintained by the Project Manager and the Project Board will monitor the register at every meeting.
POLICY FRAMEWORK IMPLICATIONS	
30.	Procurement of a new CCM system will have no direct impact on the Council's Policy Framework. However, it will support council strategies to promote the safety and wellbeing of vulnerable individuals and also the council's Digital Strategy, adopted in January 2018. It will support delivery of key priorities in the Southampton City Council Strategy 2016-2010: - Children and young people get a good start in life, and - People in Southampton live safe, healthy, independent lives.

KEY DECISION?	YES

WARDS/COMMUNITIES AFFECTED:	ALL
SUPPORTING DOCUMENTATION	

Appendices:

1.	None.

Documents In Members' Rooms

1.	Equality and Safety Impact Assessment
2.	Privacy Impact Assessment

Equality Impact Assessment

Do the implications/subject of the report require an Equality and Safety Impact Assessment (ESIA) to be carried out.	Yes

Privacy Impact Assessment

Do the implications/subject of the report require a Privacy Impact Assessment (PIA) to be carried out.	Yes

Other Background Documents
Other Background documents available for inspection at:

Title of Background Paper(s)	Relevant Paragraph of the Access to Information Procedure Rules / Schedule 12A allowing document to be Exempt/Confidential (if applicable)
1.	
2.	