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Meeting Supplement

Cabinet

Councillors Simon Werner (Chair), Lynne Jones (Vice-Chair), Richard Coe, Geoff Hill, Joshua Reynolds, Catherine Del Campo, Adam Bermange, Karen Davies and Amy Tisi

Wednesday 27 March 2024 7.00 pm

Grey Room - York House - Windsor & on [RBWM YouTube](#)

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The following papers have been added to the meeting's agenda as they were not available for publication when the notice of meeting was issued.

Supplement

Item	Description	Page
10	<p>Adult Social Care Case Management System</p> <p><i>Cabinet Member for Adults, Health and Housing Services</i></p> <p>Due to the urgent nature of the report, it was not available to be published with the agenda. The report will be circulated as a separate supplement shortly.</p>	3 - 12

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Please contact Oran Norris-Browne, Oran.Norris-Browne@rbwm.gov.uk, with any special requests that you may have when attending this meeting.



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Report Title:	Adult Social Care case management system implementation project status update
Contains Confidential or Exempt Information	No
Cabinet Member:	Councillor Del Campo Cabinet Member for Adults, Health and Housing Services
Meeting and Date:	Cabinet 27th March 2024
Responsible Officer(s):	Kevin McDaniel Executive Director Adult Services, Health and Communities
Wards affected:	All

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REPORT SUMMARY

The Adult Social Care case management system implementation project is working to replace the existing case management software used for Adult Social Care, known as PARIS. Mosaic is replacing an out of date system which is no longer fit for purpose and which poses significant IT security risks, while creating the platform for increased efficiency and self-service in the medium term. Once fully implemented, the new system will enable tighter financial control on adult social care expenditure and ensure staff have the tools to work more effectively and in line with national best practice.

Following April 2023 Cabinet approval of the award of contract for the Mosaic case management system, teams across the council have commenced the design of the implementation. The project has successfully tested the migration strategy for client data and identified how the financial information will be loaded into the new system. Several workshops have also confirmed the proposed workflow for new cases in the system. A full status report, including details of the next phase, which includes full-scale migration testing, management information design and user training and testing, will be reported to Council in April 2024. The project has identified an additional cost of implementing the system of £1,000,000. The increase is due to several factors but primarily, the original budget allocated was predicated on the assumption that the majority of the work on implementation could be done in house at minimal or no cost. This has not proved to be a workable approach both in terms of the amount of resource required to deliver a project of this scale and that some of the expertise required is not available in house. The update report to Council will seek approval for this additional capital cost. to ensure the successful implementation of the new system

In order to maintain progress until the Council status update in April, the project requires authorisation to commit £60,574 of expenditure for additional external resources and Cabinet are asked to provide that approval. This is additional resource that will be required between now and go live but the lack of it will cause a delay in the project so permission is sought for short term funding to bridge the gap ahead of the request to Council.

If Council does not approve the additional budget requested in the April paper and chooses to terminate the project, the external staff will be released. Any new contracts entered into, will be on that basis.

Please note that this report is being considered as an urgency item outside of the budget framework, following the agreement of the Chair of People Overview & Scrutiny. This report is required to enable ensure transparency of spending in April 2024, resulting in the Mosaic Implementation Project Status Update report being entered on to the Forward Plan, with less than the 28 day notice period. Additionally, the full status update for the next phase of the project is coming to Council in April and it is unrealistic to convene a full meeting of Council during the Easter period.

1. **DETAILS OF RECOMMENDATION(S)**

RECOMMENDATION: That Cabinet notes the report and:

- i) **Approves £60,574 of capital expenditure for April 2024 to support the completion of the current phase of the case management system implementation.**

2. **REASON(S) FOR RECOMMENDATION(S) AND OPTIONS CONSIDERED**

Options

Table 1: Options arising from this report

Option	Comments
Cabinet agree for capital expenditure in advance of the project update to Council in April 2024 This is the recommended option	This option supports the project to remain on track ahead of the start of the next phase of the project.
Use existing council staff resources for the remaining work in the current phase. This is not recommended	The project team is a combination of external expertise, staff on secondment and those taking part in addition to their main role. There is insufficient capacity or the required skillsets across the staff cohort to take on the work required in April.
Do nothing This is not recommended	Without these resources continuing to work in April the project will miss it's current go live date, resulting in the project overrunning, delays in the delivery of the project benefits and the cost increasing further.

- 2.1 The case management system replacement project was initially proposed several years ago, moving to committed stage in summer 2022 with a proposal to the then Capital Board. That board allocated a provisional sum of £1,150,000 for the procurement and scoping phases, noting the use of resources being redeployed from day-to-day business as needed. A further £200,000 capital item has been merged into the budget, making £1,350,000.

- 2.2 The procurement activity resulted in a five-year contract for the supply of the system (£1,073,905) with Access Group. The council has recruited a small team of specialist consultants, experienced in the migration and configuration of Case Management Systems to run the day-to-day project. The Adult Social Care Transformation Board has been overseeing the project formally since early 2023. The project governance has flagged increasing resource pressures, resulting in the use of more external resource than planned.
- 2.3 Although the Mosaic project has had its own governance board since delivery began, a refreshed and strengthened Corporate Governance structure for major projects - which includes reporting through to the Executive Leadership Team (ELT) - was agreed in late 2023 and will commence in April. This will ensure that existing transformation projects of this scale across the organisation provide reporting not only on implementation progress but also on budget and resource performance, in line with the new, strengthened corporate governance requirements. This will provide the overarching Governance on the RBWM Future Shape programme.
- 2.4 The departure of key staff, along with delays in the project caused by supplier resource issues has meant that quantifying the additional cost position of the project took most of the first quarter of 2024. It was, therefore, not possible to include the revised cost position with confidence in the annual budget report to Council in February. The current capital allocation is fully committed at the end of March 2024 and the next phase update and budget decision is scheduled for Council in April 2024.
- 2.5 The project stage requires specific skills to design the management information and financial interface elements ahead of the next phase of implementation. This decision allows that identification and recruitment to take place without delay.

3. KEY IMPLICATIONS

- 3.1 The project has used most of its time contingency during the procurement and technical commissioning phase which means any further delay is a risk to the planned go live date in October 2024.
- 3.2 Should there be a pause in funding, it is likely that the external project resources would need to find alternative work meaning the project would face an extended delay and significantly more costs.

Table 2: Key Implications

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
Cabinet allocate the requested capital allocation	Project delivery will miss go live date in 2024	Implementation of current phase of Mosaic project is back on track.	N/A	N/A	29 March 2024

4. FINANCIAL DETAILS / VALUE FOR MONEY

- 4.1 The current phase of the project has committed £1,073,905 to the cost of the software and related computer systems. A further £381,365 has been spent on the people to develop the migration strategy, establish the workflow design and start planning the financial interfaces.
- 4.2 There will be further costs of £60,574 in April for the following roles to continue to progress the design phase:
- Project Manager (External Consultant)
 - Migration Lead (Internal Secondment)
 - Senior Migration Analyst (External Consultant)
 - Finance and CMS BA (External Consultant)
 - Migration Analyst (Agency FT)
 - Data Cleansing Officer (Agency FT)
 - Data Cleansing Officer (Agency FT)
 - Finance and Forms Developer
 - Performance Management Analyst

Table 3: Financial impact of report's recommendations

REVENUE COSTS	2023/24	2024/25	2025/26
Additional total	£0	£0	£0
Reduction	£0	£0	£0
Net Impact	£0	£0	£0

CAPITAL COSTS	2023/24	2024/25	2025/26
Additional total	£0	£60,574	£0
Reduction	£0	£0	£0
Net Impact	£0	£60,574	£0

5. LEGAL IMPLICATIONS

- 5.1 This paper is seeking Cabinet approval to make a capital allocation outside of the allocated capital programme. This requires clear governance as there is no delegated authorities that apply.
- 5.2 Additional capital decisions are the responsibility of Council, however Part 3, item 4 of the Constitution allows Cabinet to make an urgent decision. It states:
- “The Cabinet, committees of the Cabinet, individual Members of the Cabinet and any Officers, or joint arrangements discharging executive functions may take a decision which is contrary to the Council’s policy framework or contrary to or not wholly in accordance with the budget approved by full Council if the decision is a matter of urgency. However, the decision may only be taken:
- i) if it is not practical to convene a quorate meeting of the Council; and
 - ii) if the Chairman of the relevant Overview and Scrutiny Panel agrees that the decision is a matter of urgency.”

- 5.3 This urgent item has arisen on 15 March 2024, with a related Council item scheduled for the next meeting on 16 April with papers a week sooner. Two of the three intervening weeks include the Easter public holiday and it is unrealistic to convene Council in that period.
- 5.4 The Chairman of the People Overview and Scrutiny Panel (Cllr Taylor) has been consulted and agreed that the decision is a matter of urgency.

6. RISK MANAGEMENT

- 6.1 This decision is for a short-term funding allocation. The April Council report will report on the overall project risks. Table 4 sets out the risks associated with this decision only.

Table 4: Impact of risk and mitigation

Risk	Impact with no mitigations in place or if all mitigations fail	Likelihood of risk occurring with no mitigations in place.	Mitigations currently in place	Mitigations proposed	Impact of risk once all mitigations in place and working	Likelihood of risk occurring with all mitigations in place.
Without funding, the project will be delayed.	Major, 3	Very likely. There is a very strong chance this risk will occur.	As many staff as practical have been deployed on this project.	There are no other viable options	Major, 3	Unlikely. more probable to not happen than to happen
The external resources choose not to continue	Major, 3	Very likely. There is a very strong chance this risk will occur.	Clear commitment to the project in Council plans provides reassurance	The allocation of resources will show commitment to the project.	Major, 3	Unlikely. more probable to not happen than to happen

7. POTENTIAL IMPACTS

- 7.1 Equalities. No equality impacts identified as part of this decision. EQA previously completed in respect of the project as a whole. No unmitigated risks identified.
- 7.2 Climate change/sustainability. No impact from this decision.
- 7.3 Data Protection/GDPR. No impacts. A Privacy Impact Assessment was completed as part of the original contract approval.

8. CONSULTATION

8.1 Consultation not required beyond statutory consultees.

9. TIMETABLE FOR IMPLEMENTATION

Implementation date if not called in:

Table 5: Implementation timetable

Date	Details
Immediately	If approved, staff will be recruited and existing staff contracts extended through April. Project will continue as set out in the detailed project plan, Status report will come to April Council with planned go live date currently October 2024.

10. APPENDICES

10.1 Appendix 1 projected costs across the life of the project in total.

11. BACKGROUND DOCUMENTS

There are no background documents.

12. CONSULTATION

Name of consultee	Post held	Date sent	Date returned
<i>Mandatory: Statutory Officer (or deputy)</i>			
Elizabeth Griffiths	Executive Director of Resources & S151 Officer	19/3/24	25/03/24
Elaine Browne	Deputy Director of Law & Governance & Monitoring Officer	19/3/24	20/3/24
<i>Deputies:</i>			
Andrew Vallance	Deputy Director of Finance & Deputy S151 Officer		
Jane Cryer	Principal Lawyer & Deputy Monitoring Officer		
Helena Stevenson	Principal Lawyer & Deputy Monitoring Officer		
<i>Mandatory: Procurement Manager (or deputy) - if report requests approval to go to tender or award a contract</i>			
Lyn Hitchinson	Procurement Manager		
<i>Mandatory: Data Protection Officer (or deputy) - if decision will result in processing of personal data; to advise on DPIA</i>			
Samantha Wootton	Data Protection Officer		
<i>Mandatory: Equalities Officer – to advise on EQiA, or agree an EQiA is not required</i>			

Ellen McManus-Fry	Equalities & Engagement Officer		
Mandatory:	<i>Assistant Director HR – to advise if report has potential staffing or workforce implications</i>		
Nikki Craig	Assistant Director of HR, Corporate Projects and IT		
Other consultees:			
Directors (where relevant)			
Stephen Evans	Chief Executive	19/3/24	
Andrew Durrant	Executive Director of Place		
Kevin McDaniel	Executive Director of Adult Social Care & Health	19/3/24	
Lin Ferguson	Executive Director of Children's Services & Education		

Confirmation relevant Cabinet Member(s) consulted	Cllr Del Campo, Cabinet Member for Adult Services, Health and Housing	Yes
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REPORT HISTORY

Decision type:	Urgency item?	To follow item?
Cabinet decision	Yes Information was not available in time for the statutory 28 days notice and insufficient time to convene Council before the 16 April meeting.	No

Report Author: Katharine Willmette, Interim Director Adult Social Care Operations

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APPENDIX 1

Total project costs assuming on time delivery of Go Live and contingency if delayed

Costs (£s)	23/24	24/25	25/26	26/27	27/28	Totals
Mosaic Licence over 5 years	214,781	214,781	214,781	214,781	214,781	1,073,905
People costs (on time)	381,365	588,595				969,960
NHS Spine	4,000 2,500	5,000	5,000	5,000	5,000	26,500
Civica Extraction Tool (one off cost)	20,000					20,000
Version One Extraction Tool	1,500	6,000				7,500
Access Group (Mosaic Debt Management)		10,000				10,000
Project Contingency (10% of total cost)		85,587				85,587.60
Project Total if Go-Live in October	624,146	909,963	219,781	219,781	219,781	2,193,452

People costs (if delayed)		216,684				216,684
Additional Project Contingency (if delayed)		21,973				21,973
Project Total if Go-Live delayed	624,146	1,148,620	219,781	219,781	219,781	2,432,109

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