

Report Title:	Progress of the procurement of a replacement Case Management System for Adult Social Care
Contains Confidential or Exempt Information	No – Part I
Cabinet Member:	Councillors Carroll and Coppinger
Meeting and Date:	Cabinet Transformation Sub-Committee 7 November 2022
Responsible Officer(s):	Kevin McDaniel Executive Director People Services
Wards affected:	All

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REPORT SUMMARY

This report sets out the progress towards a new case management system for adult social care, including the timetable for procurement decisions and linkage to budget-setting for 2023-2024.

A new case management system will support a number of key improvements, namely:

- further development of strengths-based practice ensuring older residents and residents with disabilities will be supported to remain independent for as long as possible
- provide increased levels of online financial management to simplify engagement with the council for residents
- Set the foundation for the future implementation of the national Care Funding Reforms scheduled by the Department of Health and Social Care for implementation in October 2023, including individual access to support plans and “care account”.

The specification has been developed and a tender, via Government Framework, is currently active. This is expected to result in confirmed bids for consideration at the start of 2023-2024 financial year. An appropriate capital sum will be proposed for consideration during the budget setting process, informed by work to date.

1. DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That the Cabinet Transformation Sub-Committee notes the content of the report.

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

- 2.1. The council invested in the current case management system over ten years ago which has now reached “end of life” support from the supplier. The current system is not able to support the needs of the evolving social care system, resulting in an increasing number of manual processes which reduces the efficiency of work, increases the risk of mistakes with bills and makes it harder for residents to be kept up to date with their support plan and commitments.
- 2.2. The Government has outlined potential changes to the funding regime for social care from October 2023. The Government proposals include an £86,000 cap on the amount anyone in England will need to spend on their personal care over their

lifetime. In addition, the reforms increase the point at which a person is eligible for local authority means-tested with the upper capital limit rising to £100,000 from the current level of £23,250, and the lower capital limit will increase to £20,000 from £14,250.

- 2.3. We estimate these changes will triple the number of residents who will engage with the service, in the main to seek financial contributions to support they are paying for themselves today. This will be managed through a new “care account” which will be available online and updated every six months.
- 2.4. The adult social care team have been implementing a strengths-based approach with residents to help maximise their independence. This work has identified that the current system does not support the development and monitoring of individual plans which are developed in this way. In particular they are not easily accessible to residents or their families and carers, adding complexity and confusion
- 2.5. As a result, we have developed a system specification and, following soft market testing, have published a tender via a national framework for a replacement system.
- 2.6. Additionally work has started to prepare the current system for migration and teams in the council have worked together to outline the practice changes required to adopt the new requirements.

3. KEY IMPLICATIONS

Table 2: Key Implications

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
RBWM able to implement Care Funding Reforms	After 1st October 2023	By 1st October 2023	By 1st September 2023		

4. FINANCIAL DETAILS / VALUE FOR MONEY

- 4.1 There is no financial change as a result of this report, however it is important to understand where financial decisions will be made.
- 4.2 The current capital programme has an approved budget of £200k and the soft market testing has indicated that a further £1.150m is a likely cost for the implementation of the replacement system.
- 4.3 A proposed bid for £1.150m has been included in the 2023/24 budget setting process. The costs are composed of c£0.80m for the staffing costs of the implementation and £0.35m for the system-related costs. These estimates will be refined during the procurement process, however any final decision will need to fit within any cost envelope agreed through the budget setting process.
- 4.4 The national specification for the system requirement of the Care Funding reforms are still in development, and it is not clear if the Government will provide any new burden funding beyond the estimate considered for eligible residents. We have not assumed any financial benefit to the council in the current estimate.
- 4.5 Should the Care Funding Reforms be delayed, it is likely that the implementation of the “care account” modules will be delayed. The change to the core system however will underpin significant changes to practice and the effectiveness of the processes for current residents and as such is a key component of delivering revenue efficiencies in 2023-2024.

5. LEGAL IMPLICATIONS

5.1 There are no legal implications arising from this report.

6. RISK MANAGEMENT

6.1 There are a number of risks relating to the overall project which are summarised here for completeness.

Table 4: Impact of risk and mitigation

Risk	Level of uncontrolled risk	Controls	Level of controlled risk
Delays in procurement process impact delivery date	High	Proactive engagement with suppliers Re-profiling project delivery to extend implementation timescale	Medium
Non-compliance with Charging Reform Requirement, Statutory Returns and inadequate practice model resulting from slippage in project delivery	Medium	Ensuring adequate and efficient resourcing to keep project on track. Development of contingency plan to deliver essential elements of the reforms.	Low
Unable to secure sufficient capital budget	High	Alternative resourcing plan with internal resources, such as transformation and existing system teams. Phasing role out of training and other system changes.	Medium
Suppliers unable to provide product in time or national requirement deadline moves further out	High	Proactive engagement with suppliers to align with national position while committing local resources to deliver essential change	Low
Increased debt accrual and inefficient billing and financial assessment processes risking Council income.	High	Immediate focused work to improve current systems and processes ahead of new system implementation	Medium

7. POTENTIAL IMPACTS

7.1 Equalities. An Equality Impact Screening Assessment is available as Appendix A, however as there are no decisions in this report all impact assessments will be reviewed with any procurement decision in due course.

8. CONSULTATION

8.1 Procurement, commissioning and operational staff were engaged in developing the specification for the case management system during May 2022-June 2022.

9. TIMETABLE FOR IMPLEMENTATION

Table 5: Implementation timetable

Date	Details
October 2022	Migration planning has started.
February 2023	2023-24 Budget agreed
April 2024	Procurement concludes and implementation work begins
October 2023	Go live (full or partial)

10. APPENDICES

10.1 This report is supported by 1 appendix:

- Appendix A – Equality Impact Assessment

11. BACKGROUND DOCUMENTS

11.1 This report is supported by two background documents:

- Build Back Better-Our Plan for Health and Social Care Reform-[Build Back Better: Our Plan for Health and Social Care - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/consultations/build-back-better-our-plan-for-health-and-social-care-reform)
- Adult Social Care Charging Reform: further details [Adult social care charging reform: further details - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/consultations/adult-social-care-charging-reform)

12. CONSULTATION

Name of consultee	Post held	Date sent	Date returned
<i>Mandatory:</i> Statutory Officers (or deputies)			
Adele Taylor	Executive Director of Resources/S151 Officer	18 th October 2022	26 th October 2022
Emma Duncan	Director of Law, Strategy & Public Health/ Monitoring Officer	18 th October 2022	
<i>Deputies:</i>			
Andrew Vallance	Head of Finance (Deputy S151 Officer)		
Elaine Browne	Head of Law (Deputy Monitoring Officer)		
Karen Shepherd	Head of Governance (Deputy Monitoring Officer)		
<i>Mandatory:</i> Procurement Manager (or deputy) - if report requests approval to go to tender or award a contract			
Lyn Hitchinson	Procurement Manager	18 th October 2022	26 th October 2022

Mandatory:	<i>Data Protection Officer (or deputy) - if decision will result in processing of personal data; to advise on DPIA</i>		
Emma Young	Data Protection Officer		
Mandatory:	<i>Equalities Officer – to advise on EQiA, or agree an EQiA is not required</i>		
Ellen McManus	Equalities & Engagement Officer		
Other consultees:			
Directors (where relevant)			
Tony Reeves	Interim Chief Executive		
Andrew Durrant	Executive Director of Place		
Kevin McDaniel	Executive Director of People Services		

Confirmation relevant Cabinet Member(s) consulted	Cabinet Members for People - Councillors Carroll and Coppinger	Yes
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REPORT HISTORY

Decision type:	Urgency item?	To follow item?
Cabinet Transformation sub-committee For information	No	No
Report Author: Katharine Willmette Interim Adult Social Care Consultant		

APPENDIX A - EQUALITY IMPACT ASSESSMENT

Essential information

Items to be assessed: (please mark 'x')

Strategy		Policy		Plan		Project	X	Service/Procedure	
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Responsible officer	Kevin McDaniel	Service area	Adult Social Care	Directorate	People
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Stage 1: EqIA Screening (mandatory)	Date created: 30/09/2022	Stage 2 : Full assessment (if applicable)	Date created : xx/xx/xxxx
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Approved by Head of Service / Overseeing group/body / Project Sponsor:
I am satisfied that an equality impact screening has been undertaken adequately.

Signed by (print): Kevin McDaniel

Dated:28/10/2022

Guidance notes

What is an EqIA and why do we need to do it?

The Equality Act 2010 places a 'General Duty' on all public bodies to have 'due regard' to:

- Eliminating discrimination, harassment and victimisation and any other conduct prohibited under the Act.
- Advancing equality of opportunity between those with 'protected characteristics' and those without them.
- Fostering good relations between those with 'protected characteristics' and those without them.

EqIAs are a systematic way of taking equal opportunities into consideration when making a decision, and should be conducted when there is a new or reviewed strategy, policy, plan, project, service or procedure in order to determine whether there will likely be a detrimental and/or disproportionate impact on particular groups, including those within the workforce and customer/public groups. All completed EqIA Screenings are required to be publicly available on the council's website once they have been signed off by the relevant Head of Service or Strategic/Policy/Operational Group or Project Sponsor.

What are the “protected characteristics” under the law?

The following are protected characteristics under the Equality Act 2010: age; disability (including physical, learning and mental health conditions); gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex; sexual orientation.

What's the process for conducting an EqIA?

The process for conducting an EqIA is set out at the end of this document. In brief, a Screening Assessment should be conducted for every new or reviewed strategy, policy, plan, project, service or procedure and the outcome of the Screening Assessment will indicate whether a Full Assessment should be undertaken.

Openness and transparency

RBWM has a 'Specific Duty' to publish information about people affected by our policies and practices. Your completed assessment should be sent to the Strategy & Performance Team for publication to the RBWM website once it has been signed off by the relevant manager, and/or Strategic, Policy, or Operational Group. If your proposals are being made to Cabinet or any other Committee, please append a copy of your completed Screening or Full Assessment to your report.

Enforcement

Judicial review of an authority can be taken by any person, including the Equality and Human Rights Commission (EHRC) or a group of people, with an interest, in respect of alleged failure to comply with the general equality duty. Only the EHRC can enforce the specific duties. A failure to comply with the specific duties may however be used as evidence of a failure to comply with the general duty.

Stage 1: Screening (Mandatory)

1.1 What is the overall aim of your proposed strategy/policy/project etc and what are its key objectives?

Updating and replacing the adult social care case management system will support RBWM and Optalis to deliver cost effective and preventative social care support , improve financial assessment and billing processes and enable the council and Optalis to remain compliant with Government requirements on reporting and social care funding.

The new system will deliver:

- An efficient internal workflow to improve efficiency, access to data and smoother more accurate reporting.
- An automated process for adult social care finance which will improve efficiency, timeliness of invoicing and accurate charging and debt monitoring
- A portal to give residents access to information, advice and guidance, self assessment and monitoring of care account

1.2 What evidence is available to suggest that your proposal could have an impact on people (including staff and customers) with protected characteristics? Consider each of the protected characteristics in turn and identify whether your proposal is Relevant or Not Relevant to that characteristic. If Relevant, please assess the level of impact as either High / Medium / Low and whether the impact is Positive (i.e. contributes to promoting equality or improving relations within an equality group) or Negative (i.e. could disadvantage them). Please document your evidence for each assessment you make, including a justification of why you may have identified the proposal as “Not Relevant”.

Protected characteristics	Relevance	Level	Positive/negative	Evidence
Age	Relevant	High	Positive	An estimated 18.9% of the local population are aged 65+yrs. [Source: ONS mid-year estimates 2020, taken from Berkshire Observatory . The majority of people needing support from adult social care are over the age of 65. The new system will improve accessibility and information directly available to residents. It will ensure a timely, more efficient service particularly in relation to charging for social care reducing the risk of delayed billing and people being presented with large bills. There is a risk that some residents will not have internet access or lack the confidence to utilise the systems available. This will be mitigated by ensuring support can be provided via universal services such as libraries as well as specialist support organisations. Additionally, residents will still be able to contact adult social care by phone, email and letter although the need for this is expected to be reduced.
Disability	Relevant	High	Positive	Residents aged between 18 and 65 who require access to information, advice and guidance and/or support from adult social care will be able to access this online. Anecdotally, this age group are more familiar with using online services and have a higher expectation of information being easily available online. The new system will ensure a timely, more efficient service particularly in relation to charging for social care reducing the risk of delayed billing and people being presented with large bills. There is a risk that some residents will not have internet access or lack the confidence to utilise the systems available. This will be mitigated by ensuring support can be provided via universal services such as libraries as well as specialist support organisations. Additionally, residents will still be able to contact adult social care by phone, email and letter.
Gender re-assignment	Relevant	Medium	Positive	The new system will support reporting on these protected characteristics which will contribute to better planning and monitoring of specific needs of this group.
Marriage/civil partnership	Relevant	Medium	Positive	The new system will support reporting on these protected characteristics which will contribute to better planning and

				monitoring of specific needs of this group.
Pregnancy and maternity	NR			
Race	Relevant	Medium	Positive	The 2011 Census indicates that 86.1% of the local population is White and 13.9% of the local population is BAME. The new system will support reporting on these protected characteristics which will contribute to better planning and monitoring of specific needs of this group.
Religion and belief	Relevant	Medium	Positive	The 2011 Census indicates that 62.3% of the local population is Christian, 21.7% no religion, 3.9% Muslim, 2% Sikh, 1.8% Hindu, 0.5% Buddhist, 0.4% other religion, and 0.3% Jewish. [Source: 2011 Census, taken from Berkshire Observatory . The new system will support reporting on these protected characteristics which will contribute to better planning and monitoring of specific needs of faith (and no faith) communities.

Sex	Relevant	Medium	Positive	In 2020 an estimated 49.6% of the local population is male and 50.4% female. [Source: ONS mid-year estimates 2020, taken from Berkshire Observatory] The new system will support reporting on these protected characteristics which will contribute to better planning and monitoring of specific needs of this group.
Sexual orientation	Relevant	Medium	Positive	The new system will support reporting on these protected characteristics which will contribute to better planning and monitoring of specific needs of this group.

Outcome, action and public reporting

Screening Assessment Outcome	Yes / No / Not at this stage	Further Action Required / Action to be taken	Responsible Officer and / or Lead Strategic Group	Timescale for Resolution of negative impact / Delivery of positive impact
Was a significant level of negative impact identified?	No	None		
Does the strategy, policy, plan etc require amendment to have a positive impact?	No	None		

If you answered **yes** to either / both of the questions above a Full Assessment is advisable and so please proceed to Stage 2. If you answered “No” or “Not at this Stage” to either / both of the questions above please consider any next steps that may be taken (e.g. monitor future impacts as part of implementation, re-screen the project at its next delivery milestone etc).