

Report of Head of Service IM & T Children's Services

Report to Director of Children's Services

Date: 4th October 2016

Subject: Design and Cost Report: Upgrade of Frameworki

Capital scheme number: 32602 / 000 / 000



Are specific electoral wards affected? If relevant, name(s) of ward(s):	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Is the decision eligible for call-In?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, access to information procedure rule number: Appendix number:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

Summary of main issues

1. A programme of work was started in 2009 in Children's Social Work Services to review the existing Case Management and Information systems, culminating in a Business Case signed off at Leeds City Council Exec Board on the 5th January 2011.
2. The Business Case identified seven work streams within its scope, of which four were successfully implemented in the first phase in November 2013; the key work stream being the implementation of Frameworki, a new Case Management System procured from Corelogic.
3. Corelogic have since developed a new and improved version of Frameworki, Mosaic, and it was originally in scope to upgrade as part of the previous project. Due to the fact that Mosaic was such a new product at the time it was felt more prudent to wait until it had been in use with other authorities and was in a more stable state.
4. Children's Social Work Services have developed an approach for delivering these remaining work streams, which will be part of a 3 year strategic plan. The plan will aim to implement these new components and refresh the old ones as well as join information up to deliver the single view of a child and provide ways for better locality (cluster) working.

Recommendations

5. The Director of Children's Services is recommended to:

- Approve the undertaking of the upgrade of the Children's Social Work Service Case Management System, Frameworki, to the latest version; Mosaic.
- Approve expenditure of £488,000 to be incurred from capital scheme number 32602/000/000.
- Note that the offer responsible for implementation is the Head of Service – IM&T by October 2017.

1 Purpose of this report

- 1.1 The purpose of this report is to seek the approval to invest in the upgrade of the Children's Social Work Services case management system from Frameworki to the latest version, Mosaic.

2 Background information

- 2.1 The ever changing national social care agenda continues to drive transformation and presents a range of challenges to deliver against. Effective social care case management and information systems are a vital element of this equation and are needed to support social care operational delivery, business management, and effective decision making leading ultimately to the delivery of successful safeguarding initiatives.
- 2.2 The business needs have remained valid from the previous business case submitted in 2011 to secure the funding to implement Frameworki. Of the 3 phases of work outlined in the Exec Board Report only phase 1 has so far been delivered, but the business need still exists to complete phases 2 & 3 as outlined in the new strategic 3 year plan.

2.3 IM&T Delivery Programme

Delivering Year 1 - Mosaic delivers a best practice approach for social care, ensuring that users can record their work efficiently using a set of forms that have been designed by practitioners themselves. All statutory processes are built into the Mosaic workflow and allow practitioners to choose the right response based on the needs of the family members they are working with. This, together with a set of practice tools including a Genogram, Chronology and Case Progress Map, enables social workers to deliver a high quality service.

- 2.4 ***Technology*** - The current version of Frameworki will become un-supported by Corelogic in the near future as they concentrate solely on Mosaic so it is important that Children's Social Work Services ensure they keep up with the latest technology.
- 2.5 ***Fostering & Adoption*** - The new functionality that Mosaic provides around Fostering & Adoption includes the recruitment and approval of carers, matching and placement decision making, and all post-approval support and supervision. Mosaic includes a carer register that supports searching and matching carer vacancies to children requiring placements. Events such as information evenings, prospective carer preparation groups and training can be recorded and attendance monitored.
- 2.6 ***Finance*** – Mosaic provides the opportunity to make more payments than are possible in the current version on Frameworki; this will drive efficiencies in the service as all financial payments will be managed in one system.

- 2.7 **Delivering Years 2 & 3** - The upgrade of Frameworki to Mosaic is essential in ensuring the planned deliverables for years 2 & 3 of the strategic plan can be implemented. The proposed developments outlined below in sections 2.8 – 2.10 will be subject to separate a business case(s) and any capital implications will be subject to the necessary financial approvals.
- 2.8 **Partnership Working** utilising Personal Portals. Stages 2 & 3 of the plan will be enabled by the upgrade to Mosaic and by providing the infrastructure to enable single views and information sharing with other internal and external partners in the future. New functionality in Mosaic will enable the creation of personal portals for both service users and partner agencies.
- 2.9 **Group Working** – The group working functionality in Mosaic is a key new feature as described by Corelogic:-
- “Group Working is at the core of the Frameworki Series 5 (Mosaic) design concept, enabling users to create family groups or any other type of group involving related or unrelated people. Groups can be taken through the highly configurable workflow process and managed as a ‘unit’ - thereby greatly reducing the amount of effort required to record such information as compared to legacy solutions. It also means that the complexity of a case involving a number of clients can be more easily understood - which is critical to arriving at the most informed decisions possible.”*
- 2.10 **Mobile Working** – Children’s Social Work Services are aiming to provide their workers with a mobile service and Corelogic’s mobile solution permits the application to be used anywhere, on almost any device. Case recording can be conducted quickly and easily in the community, avoiding the duplication of practitioners' work and allowing them to spend more time concentrating on care.

Implementation of mobile working solutions will enable:

- 1) Online access to Mosaic utilising the latest mobile technology.
- 2) Online access to Mosaic utilising a Leeds City Council Virtual Private Network (VPN) connection and authentication.
- 3) Offline access to forms to allow a user to enter data into a form. Upon the user gaining online access to Mosaic the data entered by the user offline will automatically populate into the system.
- 4) Children’s Services practitioners provided with the ability to access key case information via their mobile device.
- 5) Children’s Services practitioners provided with the ability to view appointments / schedule of their planned activity via their mobile device.

The intention will be to utilise the Mobile Working Module on offer from Corelogic, however, Leeds are currently working on a Corporate Solution, so a decision may need to be taken during this phase as to which is the most suitable and cost effective for the service.

3 Main issues

3.1 Design proposals and full scheme description.

- 3.2 The proposed scope of the project will impact all Children's Social Work teams across the city that are currently using Frameworki and the aim is to improve access to vital information for partner agencies.
- 3.3 The project will aim to deliver Year 1 of the strategic 3 year plan which will then enable the delivery of the outstanding phases identified in the 2011 Exec Board report. The Year 1 scope includes:

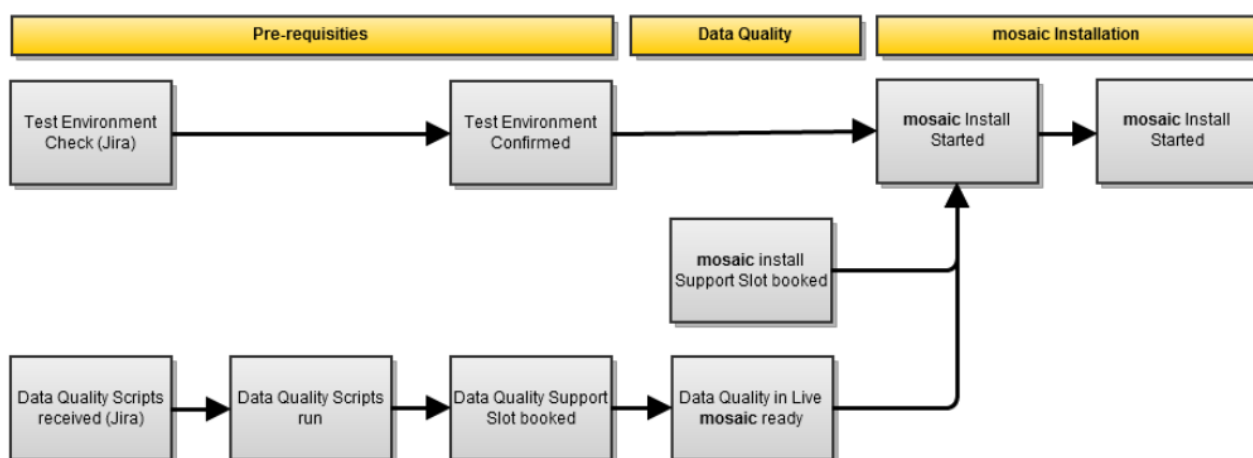
a) Frameworki Data Migration

During the implementation of Frameworki in 2013 decisions were made during the project that meant some historical data was not migrated, specifically CRISSP attachments, ESCR Chronologies' (not compatible with Frameworki configuration) and historic Legal Statuses.

Due to an increase in demand of Freedom of Information Requests to the service it has become apparent that it would be more efficient to have this information in Frameworki. By migrating this data it will also facilitate the decommissioning of ESCR as this is currently still required to read the information. It will also ensure that all the data is in Frameworki before the upgrade to Mosaic.

b) Upgrading Frameworki to v5 Mosaic.

This is the key deliverable and will include the following project stages:



Stage 1 - Preparation

- **Technical** – An ICT Solutions Architect will be required to carry out a health check and analysis of the Mosaic system design and recommended specifications. This will include a review of the current IT infrastructure (health check) against the specifications for Mosaic, particularly around the servers, project environments (development, test, training, live), storage and hardware / software for mobile solutions.
Based on the findings of the health check the necessary IT upgrades will need to be implemented.
- **Systems Analysis** – a review of the current Frameworki configuration against the new Mosaic configuration (Gap Analysis) will be needed to ensure a full understanding of the differences between the two versions is recorded. The findings of this review will allow the project team to make the relevant changes to the Frameworki workflow and forms to aid the successful conversion. Understanding the key differences will also ensure that training needs are understood and built in to the end user training.
- **Data Quality** – identifying data quality issues is a key task ahead of the upgrade to ensure the conversion is successful. Corelogic provide a solution which analyses key data in Frameworki and identifies any issues which may prevent a successful conversion.
- **Reports Analysis** - a review of the current reports configuration against the new Mosaic database structure will be required. This will ensure that the reports team understand the scope of the changes to the underlying database structure and the requirements for re-writing any key reports.

Stage 2 - Conversion

- Convert the data held in Frameworki in to the new Mosaic database.
- Run conversion scripts to copy Frameworki to Mosaic (repeat as many times as required).

Stage 3 - Testing

- Test the conversion process
- Validate the changes
- End to End testing – roles, workflow, forms etc.

Stage 4 – Delivery

- End user training via e-learning and backed up by classroom training / floorwalkers
- Reports Build

Other Areas in Scope

Training - this project will also cover the necessary training for end users on completion of the upgrade and the subsequent support mechanisms that will be required. The plan will be to utilise the e-learning offering from Corelogic supported by Super Users / Floorwalkers on completion of the training.

Finance – Phase 2 of the planned finance implementation wasn't completed post go live as intended. The service is planning to make more payments through Mosaic including payments by invoice (IFAs, Placements, other services including transport, specialist equipment).

Business Intelligence – Children's Social Work Services invested in a BI Solution developed in-house to provide enhanced reporting. The data warehouse that the BI Solution integrates with is populated overnight from Frameworki and the data is then organised in to a format that can be used to develop reports. The upgrade to Mosaic means a whole new database structure to integrate to, which will mean the ETL process to extract and transform the data will need to be amended. This has the potential to be a significant, time consuming and costly task.

3.4 Programme - The following table sets out the estimated key dates for this project, the timelines are going to be determined by the first test conversion as the scope of the changes required to ensure a successful upgrade will not be known until this point, therefore this plan will be subject to change.

High Level Project Tasks		
Task No.	Description	Date
1	Agree and Sign off Project Brief / Business Case, secure funding.	May / June
2	Identify Project Team members and get resources in place.	April
3	Set up the new Mosaic servers and upgrade storage.	September
4	Copy Frameworki Live (CSCL) over Frameworki Master (CSCM) to create the Mosaic test environment.	March
5	Develop the Data Migration approach for remaining ESCR data.	May
6	Develop the Data Migration files / scripts and test load to CSCM, refine and repeat until ready to deploy to CSCL.	May - Sept
7	Implement the ESCR Data Migration in CSCL.	Aug - Sept
8	System Admin Tool Training	Sept
9	Analysis of existing episodes / forms (circa 450) for compatibility with Mosaic.	April – Dec
10	Amendment of existing episodes / forms to test in CSCM	Sept - Oct
11	Amendment of existing episodes / forms in CSCL	Oct – Nov
12	Run Corelogic Data Quality Scripts on CSCM	April - Oct
13	Apply fixes to CSCM	April - Oct
14	Re-run scripts	April - Oct
15	Re-test	April - Oct

16	Sign off fixes	Oct
17	Apply fixes to CSCL	Oct
18	Run Conversion on CSCM	Oct- Dec
19	Analyse conversion	Oct- Dec
20	Repeat steps 12 to 19 as many times as required to ensure conversion successfully completed.	Oct- Dec
21	Apply conversion to CSCL	TBC
22	Develop and release e-Learning package	TBC
23	Develop supportive training courses and amend training and support documentation	Oct- Dec
24	Develop support model for post conversion i.e. floor walkers, help desk etc.	Oct- Dec

4 Corporate considerations

4.1 Consultation and engagement

- 4.1.1 The Chief Officer for Children's Social Work has been consulted and has agreed to chair the Project Board.
- 4.1.2 The executive member for Children and Families has been briefed on the project.
- 4.1.3 Key stakeholders within Children's Services, including Children's Senior Leadership Team, Children's ICT Steering Group, ICT Commissioning Board and PPPU have also been briefed.
- 4.1.4 A group of lead users from within Children's Social Work have been engaged with to ensure that subject matter experts are involved in the project and can communicate key messages from the project to their respective teams.

4.2 Equality and diversity / cohesion and integration

- 4.2.1 Detailed design of all works will need to consider the needs of minority groups as required under equality legislation. The requirements of disability groups in particular should be recognised and given due regard as part of the design.
- 4.2.2 An Equality Impact Assessment will be needed in this case as the project is to upgrade an existing system which has already taken in to account the necessary considerations around equality and diversity.
- 4.2.3 Equality Impact Assessments will be carried out for stages 2 & 3 of the programme as new functionality and ways of working will be introduced.

4.3 Council policies and the best council plan

- 4.3.1 The project will support one of the six strategic objectives in The Best Council Plan; "building a child-friendly city".

4.3.2 The project will support the Children and Young People's Plan 2015-19 and its 14 priorities;

1. Help children to live in safe and supportive families
2. Ensure that the most vulnerable are protected
3. Improve achievement and close achievement gaps
4. Increase numbers participating and engaging
5. Improve outcomes for CYP with special educational needs and/or disability
6. Support children to have the best start in life and be ready for learning
7. Support schools and settings to improve attendance and develop positive behaviour
8. Encourage physical activity and healthy eating
9. Promote sexual health
10. Minimise the misuse of drugs, alcohol & tobacco
11. Provide play, leisure, culture and sporting opportunities.
12. Improve social, emotional and mental health and well being
13. Reduce crime and anti-social behaviour
14. Increase participation, voice and influence

4.4 **Resources and value for money**

4.5 The full scheme estimate for the project is set out in the table below. The proposal to upgrade to Mosaic was included in the original Business Case in 2011. Following the completion of the first phase of the Case Management and Information System, funding was earmarked in the capital programme to fund the cost of the proposed second phase of the project.

4.5.1 Capital Funding and Cash Flow

Previous total Authority to Spend on this scheme	TOTAL £000's	TO MARCH 2016 £000's	FORECAST				
			2016/17 £000's	2017/18 £000's	2018/19 £000's	2019/20 £000's	2020 on £000's
LAND (1)	0.0						
CONSTRUCTION (3)	0.0						
FURN & EQPT (5)	0.0						
DESIGN FEES (6)	0.0						
OTHER COSTS (7)	0.0						
TOTALS	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Authority to Spend required for this Approval	TOTAL £000's	TO MARCH 2016 £000's	FORECAST				
			2016/17 £000's	2017/18 £000's	2018/19 £000's	2019/20 £000's	2020 on £000's
LAND (1)	0.0						
CONSTRUCTION (3)	0.0						
FURN & EQPT (5)	112.6		112.6				
DESIGN FEES (6)	375.4		375.4				
OTHER COSTS (7)	0.0						
TOTALS	488.0	0.0	488.0	0.0	0.0	0.0	0.0
Total overall Funding (As per latest Capital Programme)	TOTAL £000's	TO MARCH 2016 £000's	FORECAST				
			2016/17 £000's	2017/18 £000's	2018/19 £000's	2019/20 £000's	2020 on £000's
LCC Supported Borrowing	488.0		488.0				
Total Funding	488.0	0.0	488.0	0.0	0.0	0.0	0.0
Balance / Shortfall =	0.0	0.0	0.0	0.0	0.0	0.0	0.0

Parent scheme number: 32602/000/000

Title: CS Case Management System Phase 2

4.7 Revenue effects

4.7.1 In the period 2016/17 there are no additional revenue costs associated with the project. Ongoing there will be an increase in the existing annual licencing costs of £1,314 for the additional Weblogic software component. Apart from this minor increase all other ongoing revenue costs are neutral and will continue to be met through existing revenue provision.

4.8 Legal implications, access to information and call-in

4.8.1 The decision to approve the recommendations included in this report is classified as a Key Decision under the council's constitution, and will be subject to call in.

4.9 Risk management

4.9.1 The project is being delivered using the council's approved PM Lite methodology and includes appropriate governance procedures.

4.9.2 There is a comprehensive risk register that is regularly reviewed by the Project Team and Project Board.

5 Conclusions

- 5.1 The project will support continued improvement within the Children's Social Work service and in the council's information technology systems.
- 5.2 The current version of Frameworki will become un-supported by Corelogic in the near future as they concentrate solely on Mosaic so it is important that Children's Social Work Services ensure they keep up with the latest technology.
- 5.3 The Mosaic upgrade is one of the first elements that will enable data to be joined across the service and also enable mobile working and introduce portals for improved partner working which will in turn improve the quality of the service.
- 5.4 The new functionality of Mosaic will also provide the service with improved business outcomes around Family Group Working, Finance, Fostering & Adoption, Partner Working and Pathway Planning.

6 Recommendations

- 6.1 The Director of Children's Services is recommended to:
 - Approve the undertaking of the upgrade of the Children's Social Work Service Case Management System, Frameworki, to the latest version; Mosaic.
 - Approve expenditure of £488,000 to be incurred from capital scheme number 32602/000/000.
 - Note that the offer responsible for implementation is the Head of Service – IM&T by October 2017.

7 Background documents¹

- 7.1 None

¹ The background documents listed in this section are available for download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.