

As a public authority we need to ensure that all our strategies, policies, service and functions, both current and proposed have given proper consideration to equality, diversity, cohesion and integration. In all appropriate instances we will need to carry out an equality, diversity, cohesion and integration impact assessment.

This form:

- can be used to prompt discussion when carrying out your impact assessment
- should be completed either during the assessment process or following completion of the assessment
- should include a brief explanation where a section is not applicable

<b>Directorate: Children's Services</b>	<b>Service area: Children's Social Work Services</b>
<b>Lead person: David Cooke</b>	<b>Contact number: 0113 37 85560</b>
<b>Date of the equality, diversity, cohesion and integration impact assessment: 29<sup>th</sup> July 2016</b>	

<b>1. Title: Upgrade of Children's Case Management System</b>		
Is this a:		
<input type="checkbox"/> <b>Strategy /Policy</b>	<input checked="" type="checkbox"/> <b>Service / Function</b>	<input type="checkbox"/> <b>Other</b>
<b>If other, please specify</b>		

## 2. Members of the assessment team:

<b>Name</b>	<b>Organisation</b>	<b>Role on assessment team e.g. service user, manager of service, specialist</b>

<p><b>3. Summary of strategy, policy, service or function that was assessed:</b></p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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 is to start with the upgrade to Mosaic which will provide the building blocks 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</p>
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<p><b>4. Scope of the equality, diversity, cohesion and integration impact assessment</b> (complete - 4a. if you are assessing a strategy, policy or plan and 4b. if you are assessing a service, function or event)</p>
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<p><b>4a. Strategy, policy or plan</b> (please tick the appropriate box below)</p>	
The vision and themes, objectives or outcomes	<input checked="checked" type="checkbox"/>
The vision and themes, objectives or outcomes and the supporting guidance	<input type="checkbox"/>
A specific section within the strategy, policy or plan	<input type="checkbox"/>
<p><b>Please provide detail:</b></p>	

<b>4b. Service, function, event</b> please tick the appropriate box below	
The whole service (including service provision and employment)	<input type="checkbox"/>
A specific part of the service (including service provision or employment or a specific section of the service)	<input type="checkbox"/>
Procuring of a service (by contract or grant)	<input checked="" type="checkbox"/>
<p><b>Please provide detail:</b></p> <p>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.</p> <p>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:</p> <p>a) Frameworki Data Migration</p> <p>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 Statutes.</p> <p>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.</p> <p>b) Upgrading Frameworki to v5 Mosaic.</p> <p>This is the key deliverable and will include the following project stages:</p> <p><b>Stage 1 - Preparation</b></p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• 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</li> </ul>	

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.

## **5. Fact finding – what do we already know**

Make a note here of all information you will be using to carry out this assessment. This could include: previous consultation, involvement, research, results from perception surveys, equality monitoring and customer/ staff feedback.

(priority should be given to equality, diversity, cohesion and integration related information)
<p>An ECDI was previously completed for the implementation of Frameworki and the proposed project is an upgrade of this system so it is not felt necessary to conduct a full assessment in this case.</p> <p>A copy of the previous ECDI can be provided if required.</p>
<p><b>Are there any gaps in equality and diversity information</b>  <b>Please provide detail:</b></p> <p>None specified</p>
<p><b>Action required:</b></p>

<p><b>6. Wider involvement – have you involved groups of people who are most likely to be affected or interested</b></p>
<p> <input checked="checked" type="checkbox"/> Yes         <input type="checkbox"/> No       </p> <p><b>Please provide detail:</b></p> <p>The Chief Officer for Children’s Social Work has been consulted and has agreed to chair the Project Board.</p> <p>The executive member for Children and Families has been briefed on the project. 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.</p> <p>A group of lead users from within Children’s Social Work have been consulted and 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.</p>
<p><b>Action required:</b></p> <p>Ongoing engagement and consultation via existing arrangements</p>

**7. Who may be affected by this activity?**

please tick all relevant and significant equality characteristics, stakeholders and barriers that apply to your strategy, policy, service or function

**Equality characteristics**☒**Age**☒**Carers**☒**Disability**☐**Gender reassignment**☐**Race**☐**Religion  
or Belief**☒**Sex (male or female)**☐**Sexual orientation**☐**Other**

(**Other** can include – marriage and civil partnership, pregnancy and maternity, and those areas that impact on or relate to equality: tackling poverty and improving health and well-being)

**Please specify:**

**Stakeholders**☒**Services users**☒**Employees**☒**Trade Unions**☒**Partners**☒**Members**☒**Suppliers**☐**Other please specify****Potential barriers.**☐**Built environment**☐**Location of premises and services**☒**Information  
and communication**☒**Customer care**☒**Timing**☐**Stereotypes and assumptions**☒**Cost**☐**Consultation and involvement**

☐

**Financial exclusion**

☒

**Employment and training**

☐

**specific barriers to the strategy, policy, services or function**

**Please specify**

## **8. Positive and negative impact**

Think about what you are assessing (scope), the fact finding information, the potential positive and negative impact on equality characteristics, stakeholders and the effect of the barriers

### **8a. Positive impact:**

The benefits to Children's Social Work Services of upgrading to Mosaic will include:

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.

Supporting the delivery of key social work practice principles:-

- Telling the child and family's story
- Supporting decision making
- Saving time
- Enabling strong partnerships

Getting social workers away from their computers and working face to face with families;

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.

Support the fostering and adoption service, both in the local authority and independent agencies.

The flexibility of the system ensures that any practitioner working with a child can record their concerns and develop a plan to support that child and their family.

Workers can use Mosaic to collaborate with others in providing an integrated package of support and monitor the progress being made. Where concerns for a child increase, the lead professional can escalate this to specialist services without the need to duplicate information and risk the family falling through the net.

Mosaic can be used to record Education data, offering the opportunity for integration across the wider Children's Services.

The Mosaic Chronology Tool enables significant events to be highlighted, thereby enabling the case worker to grasp the complexity of a case more readily; this leads to better and more timely decision making, as well as enhancing supervision and case planning in general.

Mosaic contains a robust, role-based access model, ensuring the security and privacy of data recorded in the system. For advanced security requirements, Mosaic can be configured to include two-factor authentication, the typical username and password login requirements, along with one-tap authentication through a mobile device such as a smartphone.

Financial Benefits. There are potential savings associated with:-

- Streamlining of current business process
- Increased transparency
- Data quality improvement
- Provides a more accurate budget position
- Improving financial accountability – aligning info in Mosaic and FMS
- Experience from paying foster carers showed inaccuracies – there are possibly savings in CLA.

The delivery of phase 2 and 3 of the original strategic plan is predicated on this upgrade to MOSAIC.

This more modern infrastructure and software will facilitate home and remote working. This will be explored in line with the corporate moves towards a more flexible and enabling mode of working.

**Action required:**

Appropriate training / briefings will be provided to affected systems users.

**8b. Negative impact:**

A potential negative impact with the upgrade could be around the accessibility of the new version of the system as there is new graphical user interface.

**Action required:**

To mitigate against any potential issues for users with disabilities the software will be fully tested against the compatibility of 3<sup>rd</sup> party accessibility software packages that are currently being used by employees.  
Appropriate support and training will be provided as required.



<b>9. Will this activity promote strong and positive relationships between the groups/communities identified?</b>	
<input checked="checked" type="checkbox"/> <b>Yes</b>	<input type="checkbox"/> <b>No</b>
<b>Please provide detail:</b>  MOSAIC will enable effective collaboration and appropriate and timely sharing of information with key stakeholders in safeguarding children and families.	
<b>Action required:</b>	

<b>10. Does this activity bring groups/communities into increased contact with each other? (e.g. in schools, neighbourhood, workplace)</b>	
<input checked="checked" type="checkbox"/> <b>Yes</b>	<input type="checkbox"/> <b>No</b>
<b>Please provide detail:</b>  Yes, through effective collaboration and information sharing subject to Information governance considerations. Enables restorative practice / discussions in a wider number of settings.	
<b>Action required:</b>	

<b>11. Could this activity be perceived as benefiting one group at the expense of another? (e.g. where your activity/decision is aimed at adults could it have an impact on children and young people)</b>	
<input type="checkbox"/> <b>Yes</b>	<input checked="checked" type="checkbox"/> <b>No</b>
<b>Please provide detail:</b>  	
<b>Action required:</b>	

**12. Equality, diversity, cohesion and integration action plan**

(insert all your actions from your assessment here, set timescales, measures and identify a lead person for each action)

Action	Timescale	Measure	Lead person
To mitigate against any potential issues for users with disabilities the software will be fully tested against the compatibility of 3 <sup>rd</sup> party accessibility software packages that are currently being used by employees	November 2016	Mosaic is compatible with all current accessibility software packages being used and does not impact on any employees ability to use the system	TBC
Ongoing engagement and consultation via existing arrangements	Ongoing through the implementation	Convening the agreed Boards, Steering Groups and User Groups Minutes from these groups	Project Manager
Appropriate training / briefings will be provided to affected systems users	As per training plan. Pre and post implementation	Training Plans in place. Training and briefing documents. Delivery of training	Becky Orriss

**13. Governance, ownership and approval**

State here who has approved the actions and outcomes from the equality, diversity, cohesion and integration impact assessment

Name	Job Title	Date
Clare Walker	Head of Service Children's IM&T	6 <sup>th</sup> October 2016
<b>Date impact assessment completed</b>		<b>4<sup>th</sup> October 2016</b>

**14. Monitoring progress for equality, diversity, cohesion and integration actions** (please tick)

- ☐ As part of Service Planning performance monitoring
- ☒ As part of Project monitoring
- ☐ Update report will be agreed and provided to the appropriate board  
Please specify which board
- ☐ Other (please specify)

**15. Publishing**

Though **all** key decisions are required to give due regard to equality the council **only** publishes those related to **Executive Board, Full Council, Key Delegated Decisions** or a **Significant Operational Decision**.

A copy of this equality impact assessment should be attached as an appendix to the decision making report:

- Governance Services will publish those relating to Executive Board and Full Council.
- The appropriate directorate will publish those relating to Delegated Decisions and Significant Operational Decisions.
- A copy of all other equality impact assessments that are not to be published should be sent to [equalityteam@leeds.gov.uk](mailto:equalityteam@leeds.gov.uk) for record.

Complete the appropriate section below with the date the report and attached assessment was sent:

For Executive Board or Full Council – sent to <b>Governance Services</b>	Date sent:
For Delegated Decisions or Significant Operational Decisions – sent to appropriate <b>Directorate</b>	Date sent:
All other decisions – sent to <a href="mailto:equalityteam@leeds.gov.uk">equalityteam@leeds.gov.uk</a>	Date sent: