

Management Information system within residential children's home and secure children's home

Date: 11th September 2023

Report of: Deputy Service Manager, Children and Families

Report to: Chief Officer, Service Transformation and Partnership

Will the decision be open for call in? Yes No

Does the report contain confidential or exempt information? Yes No

What is this report about?

Including how it contributes to the city's and council's ambitions

- The purpose of this report is to request approval for the procurement and implementation of an off the shelf client information management system for use in all children homes situated within the Leeds boundary.
- Implementing such a system will enable the homes to deliver digital efficiencies which will improve storage of and access to information, including that which is related to auditing and monitoring activities. The system will also enable more standardised working and reporting across all homes in the city.
- Examples of the digital efficiencies to be achieved include:
 - Digital case management
 - Improved archiving and retention of data access
 - Better quality assurance and monitoring of information
 - Produce actionable data in an easy-to-understand format
 - Efficient, effective management and collection of data for Annex A
 - Improved planning and delivery of buildings, facilities and rota Management

Recommendations

The Chief Officer Service Transformation and Partnership is recommended to approve the proposal to procure an off the shelf client information management system that will be used across children's' residential settings in Leeds, including Adel Beck secure unit.

Why is the proposal being put forward?

1. At present there are nine children's homes and one secure unit (Adel Beck) in Leeds, and plans are in place to expand this provision and build a further nine homes over the next three years. This expansion in provision has been devised to reduce the council's reliance on privately run residential homes which are very expensive.
2. Homes currently use general productivity applications such as excel to store management information but there is no uniform approach in place across the homes and some

information is still stored in paper format. Therefore, in order to meet legislative requirements a specific management system is required.

3. To that end an investigation was undertaken to determine if the current system used within Children's Social Care (Mosaic) could be used in a residential home setting, but it was recognised that it did not meet the requirements and that a bespoke system which will support current work processes, while also enabling efficiencies, must be procured and implemented.
4. This is particularly important as the children who are admitted to residential care settings are becoming more complex and challenging in their behaviours which means the effort required to complete associated records is becoming more time consuming.

What impact will this proposal have?

Wards affected:

Have ward members been consulted? Yes No

5. Introducing an information management system will drive efficiencies across all residential homes and provide leaders and managers access to management information, enabling more efficient monitoring and reporting to external stakeholders.
6. The accessibility of information regarding the facilities in each home will be significantly improved, leading to associated improvements in the safety arrangements for young people, staff, officers, regulatory visitors, and management.
7. Progress and attainment by young people will be easier to view, share, monitor and analyse and there will be a significant reduction in paper records.

What consultation and engagement has taken place?

8. Consultation has taken place with the relevant IDS colleagues.
9. Requirements were identified and an analysis of the ability of Mosaic to meet these requirements was carried out. A report was produced which details the outcome of the analysis. See Annex A

What are the resource implications?

10. Cost for the system are estimated as follows. The contract will be for a fixed period of three years, with two optional one-year extensions (3+1+1).

| Provision of an information management system for Adel Beck Secure and 18 x care homes | |
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| Year 1 | £51,000 (£15,000 for Adel Beck plus £2000 per care home) |
| Year 2 | £51,000 |
| Year 3 | £51,000 |

N.B. however this may be reduced if we are able to negotiate a corporate licence.

11. Sufficient capacity has been identified within the budget of Children's Residential Services to meet associated costs.
12. A Staff training and workforce development plan will be developed to ensure staff are skilled and knowledgeable in the use of the system.

13. There will be no requirement to upgrade current ICT equipment.
14. Spend on paper, wastage, and electricity will be reduced.
15. Resource allocation of staff will improve the quality of care due to having more efficient digital systems.

What are the legal implications?

16. Compliance with Children's Home's Regulations 2015
17. Youth Justice Secure Care Standards

What are the key risks and how are they being managed?

18. We currently operate several disparate paper-based systems within the home that do not enable efficient recording or access to information.
19. Information security and access controls for electronic records are allocated as per approved access levels on the SharePoint system. However, paper-based files are stored in offices and all staff have access to them. They are then archived as described below.
20. Archiving facilities within the council have reduced therefore there is a significant backlog of information being stored in the home which should be held centrally within designated archiving facilities. Archiving boxes are currently stored in fire resistant metal cabinets within the roof space of some homes.
21. The monitoring and evaluation of information is resource heavy and inefficient. The business team have developed multiple spreadsheets to gather key information to enable the completion of key documents such as Annex A, regulatory reports, contract management data, planned maintenance, facilities management information, etc. These systems have been developed using the skills of a few members of staff which poses a risk regarding future development and maintenance should key staff leave the service.
22. The young people admitted to the homes have become more complex and challenging in their presenting behaviours, resulting in an increase in reportable incidents, i.e. physical intervention. The residential practitioners are spending a lot of time completing detailed records, which means more time has to be allocated to completing these tasks. Managers are often working from home to complete monitoring tasks outside of their normal working hours to ensure that they meet the regulatory timescales for the completion of reportable incident records.

Does this proposal support the council's three Key Pillars?

- Inclusive Growth Health and Wellbeing Climate Emergency

Options, timescales and measuring success

What other options were considered?

23. Utilising existing Council systems to deliver soft market testing and consultation with other similar sized secure facilities requirements.
24. At present Microsoft Dynamics is not at a suitably mature level to meet the needs of Adel Beck SCH or the wider children's residential service. However, as use of Dynamics within LCC expands and the product develops it will be able to meet the needs of the service in the future and become the in-house alternative to the procured bespoke system.

How will success be measured?

25. Improved staff wellbeing
26. Improved inspection outcomes for all residential services
27. Improved quality of information
28. Improved oversight and monitoring of case management, operational management, education attendance, attainment and progress, and facilities management within the home
29. Alignment with council's digital plan
30. Reduction in paper waste, reduced environmental impact
31. Improved quality of care
32. Improved information security and levels of access to information for internally and externally

What is the timetable for implementation?

33. It is estimated that the timescale for the procurement and implementation of a bespoke system will be between three and six months, depending on what format the procurement process takes.
34. The procurement process will be conducted as open tender that is above the threshold, in line with procurement regulations.

Appendices

16 N/A

Background papers

17 N/A