

Report of CSCS Project

Report to Scrutiny Board

Date: 14th February 2012

Subject: Progress Report on the Replacement of Children's Services (Children's Social Work Service) Electronic Social Care Records System (ESCR)

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 checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Is the decision eligible for Call-In?	<input type="checkbox"/> Yes	<input checked="" 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. The purpose of this report is to update Scrutiny Board on the progress of the implementation of a new information and case management system for Children's Social Work service, to replace the current in-house system named ESCR.
2. In December 2012, Leeds City Council signed a contract with a leading supplier of Social Care Systems, Corelogic. Over 120 members of staff, including administrative staff, social workers, managers, Independent Reviewing Officers and Child Protection Chairs, were involved in the rigorous procurement exercise to ensure the best possible system was selected for Leeds. The outcome of the procurement is considered a significant success for Leeds City Council, and specifically Children's Services and Social Work Services.
3. An implementation plan is now in place and the new system will go-live in all areas of Children's Social Work Service in October 2013.
4. Members of staff from across Children's Social Work Service have had the opportunity to see the new system, Frameworki, in operation at demonstrations held across all of the areas of the city. The feedback from staff attending the demonstrations has been highly positive, with staff reporting they are confident it will leave them in a strong position to support young people, children and families in Leeds. This conclusion has been supported by feedback from the other 35 Local Authorities currently using the

system who have reported positively on the new system, named Frameworki, as well as about quality of the supplier, Corelogic.

5. As part of the implementation plan the CSCS Project will continue to work intensively with Corelogic, Children's Services and Children's Social Work Services front line staff over the coming months to ensure Frameworki is set up in the best possible way for Leeds City Council and the children, young people and families with whom we work.

Recommendations

6. The CSCS Project, request that the work already completed and the approach the implementation is endorsed by Scrutiny Board.

1 Purpose of this report

- 1.1 To outline the work that has been undertaken.
- 1.2 To outline the implementation approach that will be adopted.
- 1.3 To outline some of the key benefits of Frameworki to Children's Social Work Service, but primarily children, young people, their families and carers.

2 Background information

- 2.1 In 2009, Leeds Children's Services and Children's Social Work Service were inspected by Ofsted and were rated as inadequate.
- 2.2 This rating resulted in a significant transformational plan to ensure the improvement of our services and to ensure Children's services was in the best possible position to support young people and their families effectively to achieve the best outcomes possible.
- 2.3 The Ofsted report stated explicitly that the current bespoke case management and information system called Electronic Social Care Records (ESCR) was "not fit for purpose". As part of the wider transformation plan, a number of very significant changes were made to this system. However, despite the immediate improvements that were made to ESCR, it was clear that all of the issues identified by Ofsted could not be resolved within the system.
- 2.4 A number of potential benefits were identified from commissioning a replacement to the ESCR;
 - One complete child record, a full story in one place of the child's journey with Children's Social Work Services
 - Social Work staff evidencing and inputting their interventions with children, young people, carers and their families in one system, not many
 - Pre-populating forms and assessments
 - An intuitive system, easy to follow and use, even with limited training
 - Safe and secure retention of children's information and records
 - The ability to create and use social work tools in the system, such as genograms (diagrammatic representation of the child's family and relationships)
 - Having a summary 'front page' of the child's record, enabling a practitioner or manager to obtain an immediate understanding of what has been completed with that child, siblings and their family

- A system that would be flexible and responsive to changes, for example changes in legislation and statutory guidance;
- Less Social Work time spent in putting into systems allowing them to spend more time with children and families
- The potential to develop a system that was designed by Leeds practitioners to support practice in Leeds A system built by Social Workers for Social Workers

2.5 Approval was given to progress with the procurement and implementation of a replacement Case Management and Information System for Children's Social Work Service by the Executive Board in January 2011.

3 Main issues

3.1 The formal procurement process was completed in September 2012 and Leeds City Council formally signed a contract with Corelogic in December 2012.

3.2 Since the signing of the contract, we have been working closely with Corelogic to produce a detailed plan for the implementation of the new system, Frameworki. Since the project began, we have been working with colleagues in all areas of Children's Services to develop how a case management system that will provide all of the benefits identified in paragraph 2.4; enabling practitioners to deliver best practice and achieve better outcomes for vulnerable children in Leeds. We are using the information from practitioners from across the service to enhance Frameworki. This will ensure that we have a system that takes account of the best from national and local practice and which is set up in the best possible way for practitioners in Leeds.

3.3 Another key element of our work is ensuring information presently held in several places across the Children's Social Work Service is transferred to the new system. The preparation of our data to move is essential for the success of the implementation as any system is only as good as the information it holds. Over the past 12 months the project has been preparing for 'data migration' to ensure that data transferred into the new system is clear and accurate.

3.4 This preparation work has been undertaken alongside the procurement exercise to ensure that implementation of the new system can commence immediately when the Leeds version Frameworki is delivered to the authority in **April 2013**.

3.5 A programme of work to support implementation across all of the Children's Social Work Service by **October 2013**. Implementation activity has been organised into three main streams of work. These are:

3.5.1 *System Design and build*, setting up Frameworki to support the way we work in Leeds and to mirror every area of our social work processes

3.5.2 *Data preparation and migration*, preparing our data to ensure it is the appropriate level of quality and then moving existing child, carers and family records from existing data sources to Frameworki.

3.5.3 *Staff readiness*, ensuring all members of staff feel confident in using Frameworki before it is implemented and are able to make best use of the improved functionality. This will involve formal training and working with managers to ensure all members of staff are ready for the change.

3.6 Each of these work streams is critical for a successful implementation. Every stream of work is currently running to schedule and it is fully anticipated that we will have the Leeds City Councils version of Frameworki system in April 2013 and all practitioners will be using the system by October 2013.

4 Corporate Considerations

4.1 Consultation and Engagement

4.1.4 From the work that has been already completed with Corelogic and other Local Authorities it has become clear that the successful implementations are due in large part to the effective engagement of front line staff.

4.1.5 Throughout the life cycle of the CSCS Project one of the principles that has been adhered to is the continuing involvement of Social Workers, Support Staff and where practically possible children and young people.

4.1.6 The CSCS Project can say with some confidence that a significant number of social work staff have worked alongside the project to (1) choose the system (2) build the system and finally (3) support the on-going work streams with the project. It is anticipated that over a 100 staff from all areas in Children's and Social Work Services will have been involved in a significant way from the procurement to implementation and 'go live' date.

4.1.7 The CSCS Project is also completing briefing sessions with all areas in Childrens' Social Work Services, and over 300 Social Work members of staff have booked themselves onto these hour briefing sessions to be completed in January and February.

4.1.8 The CSCS Project has also begun engaging with groups of children and young people, this involvement and important work will continue throughout 2013.

4.2 Equality and Diversity / Cohesion and Integration

4.2.1 There are Equality and Diversity issues to be considered, within the City Council and its workforce as well as the wider community of children, young people, their families and carers.

4.2.2 An Equality Impact Assessment has been completed in relation to the above and this will be monitored throughout the life cycle of the Project and beyond through the formal processes.

4.3 Council policies and City Priorities

4.3.1 The replacement of the 'in house' ESCR system is a significant Council priority.

- 4.3.2 It is a key priority of the Council to provide excellent Children's Services and Children's Social Work Services. The replacement of the Councils 'in house' ESCR system with Corelogics Frameworki is regarded as one of the key enablers to support the transformation of Children's Services and result in better services and outcomes to children and young people.

4.4 Resources and value for money

- 4.4.1 The Resources and value for money has been highlighted in other key reports to the Council. It is expected that the Project will come in on budget and on time.

4.5 Legal Implications, Access to Information and Call In

- 4.5.1 There are no identified legal implications arising from this Report.

4.6 Risk Management

- 4.6.1 There are no identified risks in the Report.

5 Conclusions

- 5.7 In December 2012, Leeds City Council signed a contract with the leading supplier Corelogic for use of their system Frameworki.
- 5.8 Members of staff from across Children's Social Work Service were involved in the procurement of Frameworki. The consensus being that Frameworki will significantly support the work of the service in the future and improve outcomes for children and young people.
- 5.9 An implementation plan has been established with Corelogic to ensure the Leeds version of Frameworki is built by April 2013 and 'goes-live' in all Children's Social Work Service areas in October 2013.
- 5.10 To achieve these deadlines the work has been organised into the three work streams of system design and build, data preparation and migration and staff readiness.

Recommendations

- 5.1 There is no specific recommendation to be made in this report; other than to support the on-going work being undertaken by the CSCS project and the continued engagement with staff across Children's Services and specifically Children's Social Work Services.
- 5.2 This report will also be supported via a 'live' demonstration of Frameworki by members of the CSCS Project to the Scrutiny Board.

6 Background documents¹

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

6.1 There are no background documents