

Report for: Cabinet – 15 June 2021

Title: Contract award Social Care Case Management system

Report authorised by : Beverley Tarka, Director Adults Social Care

Lead Officer: John Everson, Assistant Director for Adults

Ward(s) affected: N/A

**Report for Key/
Non Key Decision:** Key decision

1. Describe the issue under consideration

- 1.1 Social care case management system is a critical business application used primarily by social workers, finance staff, and performance staff across the Adults and Children Directorates.
- 1.2 The current contract expires on 31 October 2021 and a procurement process has been undertaken to ensure that a new contract is in place to meet the council's requirements.
- 1.3 The outcome of the procurement was designed to ensure that Haringey has a system that offers the most up to date technology and the best value for money. This will provide the authority with a future proof system that effectively and efficiently supports social care practitioners in the delivery of services to Haringey residents.
- 1.4 This report seeks Cabinet approval under Contract Standing Order (CSO 9.07.1(d) to award a contract for the provision of social care case management software, support and maintenance.
- 1.5 This contract would be for a period of 7 years with an option to extend for a further 2 x 3 years and 1 x 2 years with a total maximum value of £3,270,081.

2. Cabinet Member Introduction

- 2.1 The Council has had a contract with our current supplier since 2003 and this could not be renewed in perpetuity.
- 2.2 A decision was made to go out to competitive tender to understand the available options and to ensure Haringey Council has the best system to support the

delivery of Adult Social Care and Children's Services to Haringey residents both now and in the future.

- 2.3 The procurement process involved designated staff from Children and Adults Services, plus finance and performance staff, to produce a specification, attend supplier demonstrations and score the different suppliers, throughout the evaluation process.
- 2.4 The recommendations in this report are based on the outcome of the procurement following our evaluation process.

3. Recommendations

- 3.1 That Cabinet approves, in accordance with Contract Standing Order 9.07.1(d), the award of a contract for the provision of the social care software, support and maintenance services for a period of 7 years with an option to extend by a further 2 x 3 years and 1 x 2 years with a total maximum value £3,270,081 to the recommended bidder, identified in the exempt part of the report, to commence in Autumn 2021.
- 3.2 That Cabinet delegate the decision to agree an implementation start date to the Director of Adults and Health.
- 3.3 That Cabinet notes that this contract includes the provision of software licences, replacement and new modules, support and maintenance together with migration to the new system.

4. Reasons for decision

- 4.1 The decision is required as the current contract expires on 31 October 2021 and the procurement process has been undertaken to ensure that a new contract is in place to meet the council's requirements.
- 4.2 The recommendation is based on a robust evaluation process following a restricted tender process. The restricted tender was published on 6th July 2020 and allowed the authority to pre-select five suppliers to be taken through to the full tender process based on their replies to a Standard Questionnaire and user site references. The five suppliers selected were all established social care system providers. The five suppliers were sent the full Invitation to Tender package on 9th September 2020. Three suppliers responded by the deadline of 9th October 2020.
- 4.3 The evaluation of the responses was based on a 50% quality and 50% price ratio. Responses included two days of supplier presentations based on scenarios devised by the services involved.
- 4.4 The overall result of the three involved suppliers is as follows:

Supplier A (recommended bidder):

Price Score: 46 Quality Score: 41 = total: 87

Supplier B (joint second):

Price Score: 38 Quality Score: 41 = total: 79

Supplier C (joint second):

Price Score: 44 Quality Score: 35 = total: 79

4.5 The recommended bidder is one of the market leaders and uses the most innovative and up to date technologies. The recommended bidder has:

- A proven track record in system development.
- A strong user group who can influence on priority for new/enhanced functionality.
- Financial checks undertaken have confirmed their suitability for a 15-year contract and should be a major player in the market for the foreseeable future.
- Their system is highly locally configurable.
- The spine of the system is built around statutory reporting with imbedded data validation that ensures accuracy of reporting and minimizes the need for data cleansing. Reports are run off a “data warehouse” which means that running large reports (e.g., statutory returns) does not impact on system performance.
- The implementation will incorporate state of the art portals and interfaces which improve quality and efficiency of interaction with service users and partner agencies.

4.6 The new system will incorporate functionality that will improve ways of working for Children’s and Adult Services. Key areas include:

- ‘Group Working’ this will enable sibling groups or carer/cared for to be recorded against simultaneously rather than as individual records. This will significantly decrease the recording burden for front line practitioners.
- ‘Portals’ this will allow for referrals to be made directly by the public and partner agencies. Service users and partner agencies – with appropriate security of access – will be able to contribute directly to assessments, plans and records. This will include contributions/comments from Looked After Children and their carers, recording service user/parental permission to share information with involved agencies and direct notification of hospital discharge.
- ‘Specialist Assessments’ – e.g. from health, residential units, day care, education – will be able to be directly recorded or uploaded onto the system. This will significantly increase the speed of response offered to vulnerable adults and children. It will also increase the quality of information that the involved practitioner/s will be able to take into account for the intervention needed.
- ‘Financial assessments/information’ will be able to be processed quicker including payments both to and from the authority.
- ‘New mobile technologies and apps’ will allow practitioners to record directly on the system from any location. The overall impact will be increased efficiency in recording and processing of work, freeing up practitioners for more face-to face time with service users.

5. Alternative options considered

5.1 Do Nothing

This was not a viable option as the current contract for the existing social care management system expires on 31 October 2021.

5.2 Renew existing contract

The existing contract could not be further renewed without undertaking a compliant procurement as the contract had no provision for extension or variation after the 2-year award.

5.3 Procure via a Public Sector Framework

A review of the available and appropriate Frameworks was undertaken. The use of a Framework was rejected as all available providers were not available on the same Framework.

6. Background information

6.1 The Social care case management system is a critical business application used primarily by social workers, finance staff, and performance staff across the Adults and Children Directorates. Key areas covered are:

6.1.1 Adults - Front door, prevention and signposting, hospital discharge, reablement, assessment and planning, support for carers, adult safeguarding, deprivation of liberty/liberty protection safeguarding, mental health, learning disability, sensory services, contract management.

6.1.2 Children - Multi agency safeguarding hub, early help, children in need, child protection, looked after children, fostering and adoption, special education needs and disability.

6.1.3 Financials - Financial assessments, deferred payments, direct payments, personal budgets, scheduling rates, contacts, purchasing, billing, payments.

6.2 All of the above is underpinned by performance management regarding statutory and local reporting.

6.3 Haringey decided to go to market for a Social Care Case Management System supporting the key service areas of children and adults social care and associated financials. The legacy system has been live in Haringey since 2005 and the current contract expires in October 2021.

6.4 The purpose of the procurement was to ensure that Haringey has a system that offers the most up to date technology and the best value for money. This will provide the authority with a future proof system that effectively and efficiently supports social care practitioners in the delivery of services to Haringey residents.

6.5 The specification of requirements for the procurement was based on extensive consultation with front line practitioners and managers from children, adult and financial services and was quality assured by senior stakeholders. The

recommendation is based on a robust evaluation exercise carried out by staff nominated by Assistant Directors in the relevant service areas.

- 6.6 The new Social Care system was procured under a restricted tender in accordance with Public Procurement Regulations 2015. The recommended outcome is based on 50% quality/50% price evaluation ratio.
- 6.7 The new system will be modern and future proof with open Application Programming Interfaces and an intuitive user interface which prompts them to take the actions needed to deliver an excellent customer focused service. The new system will focus on usability. Navigation throughout the systems will be simple, seamless and intuitive. The system will incorporate interfaces with other systems including SAP (financials), Health Information Exchange and the Child Protection Information System. It will make use of the most up to date technologies to improve efficiency, usability and effective working with partner agencies. This will include portals, mobile working, interoperability and interfaces.
- 6.8 The solution procured will be hosted by the successful supplier. The implementation cost will incorporate supplier support to project-manage, assist in configuration, testing, data migration, integration and ongoing support. The supplier will deliver train the trainer and training for all staff has been factored into the project costs.
- 6.9 There had not been a procurement process regarding the social care system since 2003 and that the Council could not continue renewing the current system contract in perpetuity.
- 6.10 Procurement Process
The decision to go to market was made by senior stakeholders based on Strategic Procurement advice. The advice comprised:
- The Public contract Regulations require the council to follow an OJEU compliant process.
 - The direct award options to the incumbent were not available and did not allow for long term planning.
 - This offered the service the opportunity to go to market and consider what would be the best solution to meet practice and service needs for the foreseeable future.
- 6.11 Following a compliant procurement the recommendation to award the contract to the recommended bidder is based on the outcome of that process and consistent with the procurement regulations. Central to this decision, is the need to procure a solution that is future-proof and readily adaptable to meet changing and evolving strategy and methodology of service delivery.
- 6.12 A specialist project manager was employed in June 2019 and a governance structure was agreed as follows:

- The People's Board were responsible for the overall strategic direction and sign-off of recommendations made by the Project Board.
 - The Project Board oversaw detailed delivery of the procurement project.
 - The procurement process was led by Strategic Procurement.
- 6.13 The specification for the system was based on over 80 interviews and workshops with frontline staff and managers. The completed specification was subject to several rounds of Quality Assurance prior to formal sign off by the Boards in June 2020.
- 6.14 A decision was made by the Board in June 2020 to proceed under a restricted tender. The restricted process commenced in July 2020 and suppliers expressing an interest went through a Pre-Qualification Standard Questionnaire process which included checks for financial viability.
- 6.15 Five suppliers successfully completed the Pre-Qualification process and were invited to take part in the full tender process commencing on 9th September 2020. Three of these suppliers returned the tender documentation by the deadline of 9th October 2020.
- 6.16 Quality evaluation was undertaken by 16 officers designated across Adults, Children's, finance, and Performance services, by the Board and consisted of individual evaluation of the suppliers written responses and attendance at supplier presentations. Group moderation followed the individual evaluation to reach an agreed score.

7. Contribution to strategic outcomes

- 7.1 The proposal supports the following outcomes and objectives as outlined in Haringey's 2019- 2023 Borough plan priority for People with a vision for Haringey where strong families, strong networks and strong communities nurture all residents to live well and achieve their potential:
- Best start in life: the first few years of every child's life will give them the long-term foundations to strive.
 - Happy childhood: all children across the borough will be happy and healthy as they grow up, feeling safe and secure in their family, networks and communities.
 - Every young person, whatever their background, has pathway to success for the future.
 - All adults are able to live healthy and fulfilling lives, with dignity, staying active and connected in their communities.
 - Strong communities where people look out and care for one another.
 - The system selected will help in meeting these economic, environmental and social aspirations by facilitating interaction between service users and service providers.

8. Statutory Officers comments (Director of Finance (procurement), Head of Legal and Governance, Equalities)

8.1 Director of Finance

- 8.1.1 The cost of this 15-year contract award comprises a combination of one-off implementation and system costs in Year 1 and annual managed service costs for years 2 to 15. In addition, there are annual revenue costs associated with the borrowing required to fund the capital expenditure.
- 8.1.2 The total cost to the Council is £6,070,081, broken down as £2,314,200 revenue costs over the life of the contract, and £3,755,881 in capital which is for the systems implementation. The one-off capital costs are included within the 2021-2026 MTFS Capital Programme funded from borrowing.
- 8.1.3 The annual system pricing costs (licensing and support) of £165,300, which is a fixed cost for the duration of the contract, will be funded from the Digital Services revenue budget. This represents a saving of £35,280 compared to the managed service costs of the current system.
- 8.1.4 Of the £6,070,081, £2,800,000 comprise the Council's own internal costs, £3,270,081 are costs to be paid to the external supplier.
- 8.1.5 The cost of initial training is included within the external implementation cost. There is provision within the Digital Services revenue budget to fund ongoing online training on the new system.

8.2 Strategic Procurement Comments

- 8.2.1 The restricted tender process has been undertaken in a compliant manner and in accordance with CSO 9.01.1 and 9.01.2b) with award of contract by Cabinet permitted under CSO 9.07.1d) (All contracts valued at £500,000 (five hundred thousand pounds) or more, may only be awarded by Cabinet). Strategic Procurement have no objection to this award.

8.3 Legal – Head of Legal and Governance

- 8.3.1 The Head of Legal and Governance (Monitoring Officer) has been consulted in the preparation of the report.
- 8.3.2 Pursuant to Contract Standing Order 9.07.1(d), Cabinet may approve the award of a contract if the value of the contract is £500,000 or more, and as such Cabinet has the power to approve the award of the contract in this report.
- 8.3.3 The Head of Legal and Governance (Monitoring Officer) sees no legal reasons preventing Cabinet from approving the recommendations in the report.

8.4 Equality Comments

- 8.4.1 The Council has a Public Sector Equality Duty under the Equality Act (2010) to have due regard to the need to:
- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act.

- Advance equality of opportunity between people who share those protected characteristics and people who do not.
- Foster good relations between people who share those characteristics and people who do not.

8.4.2 The three parts of the duty applies to the following protected characteristics: age, disability, gender reassignment, pregnancy/maternity, race, religion/faith, sex and sexual orientation. Marriage and civil partnership status applies to the first part of the duty.

8.4.3 The proposed decision is that Cabinet approves under Contract Standing Order 9.07.1(d), the award of a contract for the provision of the social care software, support, and maintenance services for 7 years with an option to extend by a further 2 x3 years and 1 x 2 to supplier A. This will affect social workers, finance staff, and performance staff across the Adults and Children's Directorates who primarily use the social care case management system to deliver services to residents, many of whom identify with protected characteristics.

8.4.4 The objective of the proposed decision is to ensure continuity of social care services, thus ensuring a future proof system that effectively and efficiently supports social care practitioners in the delivery of services to Haringey residents. This proposal will enable the council to continue to deliver essential services for vulnerable residents and enables the council to facilitate interaction between service users and service providers. Without this continuity, service users with protected characteristics or on low incomes, would likely be particularly negatively impacted by the subsequent disruption to social care services. As such, this proposal stands to positively impact those with protected characteristics.

8.4.5 As an organisation carrying out a public function on behalf of a public body, the recommended supplier will be obliged to have due regard for the need to achieve the three aims of the Public Sector Equality Duty as stated above. Appropriate contract management arrangements will be established to ensure that the delivery of social care software, support, and maintenance services does not result in any preventable or disproportionate inequality.

9. **Appendices** Exempt Part B

10. **Local Government (Access to Information) Act 1985**

None