

Full Business Case (FBC) REPLACEMENT SOCIAL CARE IT SYSTEM (CHILDREN'S AND ADULTS')			
1. General Information			
Directorate	Adults Social Care and Health Children and Young People	Portfolio/Committee	Adult Social Care and Health and Children and Young People
Project Title	CareFirst Replacement Programme	Project Code	
Project Description	<p><u>Context and Background</u></p> <p>The Children's Social Care service is currently under Improvement Notice and has been rated inadequate over the last 6 years. It is subject to regular OFSTED inspections that are being undertaken to ensure the Authority is improving its process to maintain the safety of its citizens. Coupled with this there is a growing demand on the services with an 11% increase in the number of referrals to Children's Services and an increase in the number of children going through the fostering and adoption process (Community care (2014) and Children in Care in England : Statistics 2015).</p> <p>With regard to Adults' social care, the number of people 85 and over (group most likely to need care) has increased by 30% between 2005 and 2014. (Age UK Care in Crisis 2014) and this trend is continuing.</p> <p>Lord Warner who was appointed by the Department for Education as the Independent Commissioner for Children's Services concluded that "Inadequate admin support has led to a waste of SW skills on clerical work and BCC must review, integrate and upgrade its various dysfunctional IT systems currently used for SW case management" (Lord Warner 2014).</p> <p>Professor Julian Le Grand, a government-appointed social care expert, pointed out in his review of Birmingham Children's social services that referral figures are far too low for such a large city. (Julian LeGrand 2014).</p> <p>The challenge faced by the Children's and Adults Directorates is further compounded by an ICT system CareFirst which is now over 15 years old. Ofsted (Ofsted inspection of services for children 2014) were critical of the current systems and operation at Birmingham which is used by approximately 4,000 staff and holds information on more than 25,000 people where the Children's and Adults Directorates are currently involved. It also contains historic information relating to 684,000 people who have been connected to the use of care services over the years. In addition it manages in excess of 20 million payment and 5 million income financial transactions per annum.</p> <p>There are also a number of additional ICT systems in the department which require management and support, resulting in a significant resource overhead, increased error rates and inefficiency. This impacts the department's capability to deliver the outcomes required by both Adults' and Children's services. The systems concerned are listed under scope below.</p> <p>Continued and sustained improvement in Children's Social Care provision is necessary in order to improve the Ofsted rating and improvement in Children's' Social Care provision is needed to provide a better service to the citizens of Birmingham. Our professional workforce needs an ICT system that is accessible, workable and secure. It is critical that the opportunity is taken to reduce the burden on practitioners by ensuring that the ICT systems are fit for purpose. A new solution will enable direct improvement in Social Care delivery, reduce the administrative</p>		

	<p>burden on Social Workers and allow more time to be spent doing social work with people and families. This will be achieved through;</p> <ul style="list-style-type: none"> • The introduction of workflow processes and simplified form management • Simplified business processes enabled by the new system • Input of data only once – removal of duplication • Removal of the need for workarounds • The integration or replacement of home grown localised systems and spreadsheets into the one new system where possible • Provide additional functionality and facilities such as recording the voice of the child. • The reduction of infrastructure, application and information assets • An integrated and more secure system <p>The new system is envisaged to provide the platform for the future of social care in Birmingham providing the following improvements in addition to those above:</p> <ul style="list-style-type: none"> • Integrated document management • Online access for citizens to complete their own assessments • Partnership working with other agencies such as health, police and third sector (current or future potential) • A single source of social care data • In-built reporting • More flexible and agile ways for Social Care Staff to access the system when mobile. • Improved management and business information capabilities • Cost reduction as a result of system supplier hosting and supporting the solution rather than BCC. <p>The plan is to Implement Children's and Children's Finance elements followed by Adults' and Adults Finance. Each phase will see the entirety of the relevant service area began using the new system on the same day and cease using the legacy system. However, CareFirst will continue to be used by the remainder of the users until their phase completes. This will mean that we will be running the two support and licensing contracts in parallel.</p> <p><u>Development Funding</u></p> <p>As part of the Project Definition Document Cabinet approved £0.481m of funding to commence the development of the Full Business Case. At the culmination of this phase it is confirmed that £0.265m has been spent on the development of the Full Business Case, as follows:</p> <table> <tr> <td>£69,048</td><td>Internal Resource</td></tr> <tr> <td>£95,657</td><td>Service Birmingham Requirements Documentation</td></tr> <tr> <td>£100,396</td><td>Service Birmingham Procurement Exercise</td></tr> </table>	£69,048	Internal Resource	£95,657	Service Birmingham Requirements Documentation	£100,396	Service Birmingham Procurement Exercise
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£384 Facilities

Options Appraisal

The Options Appraisal for this project considered the following possible routes for replacement;

- Do nothing and continue with the existing CareFirst System
- Implement OLM's replacement product – Eclipse
- Develop a new ground up bespoke solution
- Partner with another local authority and use their Social Care System
- Configure and develop a SAP based solution
- Go to market to select an off the shelf solution

Cabinet agreed in March 2016 that going to market via Service Birmingham to select a solution was the recommended approach, as this would yield the optimum functionality and value for money that can be provided by market leading vendor solutions.

Service Birmingham (SB) worked with Birmingham City Council to document the requirements for the basis of the procurement of the new system. During the requirements process there were:

64 Requirements workshops held;
34 Business Areas involved;
160+ people included;

We also sought feedback from the CareFirst User Group and the ICT User Groups, both of which collect feedback from frontline workers.

Each requirement was prioritised against the criteria in the following table:

Categorisation of Requirement	Description
M	Mandatory – the Solution must fulfil the Requirement in full and failure to do so is grounds for immediate exclusion.
C	Critical – the functionality required must be currently provided by the Solution however that functionality may not be provided exactly as stated.
I	Important – such Requirements should be met immediately by the Solution or in the next release/upgrade version of the Solution. Failure to meet the majority of Important Requirements would render the Solution unacceptable.
D	Desirable – it is preferred that the Solution meets such a Requirement however if a Requirement is not currently provided by the Solution, the Bidder shall indicate if future enhancements are planned to meet the Requirement.

Information about the procurement process is provided in the procurement section below.

Benefits and Outcome Monitoring

	<p>The three main reasons for replacing CareFirst, Social Care Case Management System, are as follows:</p> <ol style="list-style-type: none"> 1. Regulatory Body, OFSTED, have advised that we need to upgrade our IT systems as part of our commitment to improving our Social Care provision. Lord Warner who was appointed by the Department for Education as the Independent Commissioner for Children's Services concluded that "Inadequate admin support has led to a waste of SW skills on clerical work and BCC must review, integrate and upgrade its various dysfunctional IT systems currently used for SW case management" (Lord Warner 2014). 2. OLM, our incumbent supplier, have advised that the CareFirst System is 'End of Life' and they will only be making regulatory changes going forward as they are releasing a new product. This means that the system will not be able to support the transformation required to meet the Operational Targets within Children's and Adults Social Care. The Code Base will no longer be advanced functionally. 3. The current system is now 16 years old and is on an outdated technology platform. We are no longer able to configure the system to meet the needs of the Service Areas. Both Children's and Adults require a large amount of transformation in order to meet the needs of their Service Users and their Budget requirements. <p><u>The main benefits of implementing a new system are therefore as follows:</u></p> <ol style="list-style-type: none"> 1. Compliance with OFSTED guidance - Continued and sustained improvement in Children's Social Care provision is necessary in order to improve the Ofsted rating and improvement in Children's Social Care provision is needed to provide a better service to the citizens of Birmingham. The new system will be critical to the success of Children's Social Care. 2. Utilising a system that is fully supported and built on modern technology will ensure that the system supports social work practice. This will provide benefits to both Children's and Adults Social Care and will ensure that the Service Areas are able to meet their regulatory, transformation and budgetary objectives. 3. The system, built on a modern technology platform, and configured to Social Work Best Practice will ensure that the technology supports excellent outcomes for vulnerable people, both Children's and Adults. <p>In addition to the above benefits, the selected system will also enable direct improvement in Social Care delivery, reduce the administrative burden on Social Workers and allow more time to be spent doing social work with people and families. A précis of the improvement includes;</p> <ul style="list-style-type: none"> • Improved and simplified workflow processes and forms • Removal of duplication of effort. • Consolidation of multiple systems, processes and workarounds. • Provide additional facilities such as recording the voice of the child – a key requirement that the present system cannot do.
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The selected system will provide a platform for the future of social care in Birmingham providing or enabling the future provision of the following key capabilities :

- Online access for citizens to complete their own assessments.
- Partnership working with other agencies such as health, police and third sector
- More ways for Social Care Staff to access the system when mobile.
- Reduced management and support overheads

This system will also encompass a number of other existing systems due to the range of available functionality on offer. Future inclusion of associated systems will be the subject to separate projects and are outside the scope of this project.

The benefits and outcomes will be measured as part of the overall programme and the Programme Board will have responsibility for monitoring this going forward.

Cost Profile

The indicative costs in the PDD were as follows:

- £3.5-5m Capital
- £750K one-off revenue

Ongoing costs within those currently supporting CareFirst.

The currently estimated total implementation costs are as follows:

Budget Summary (detailed workings are shown in the private report)

	2016/17	2017/18	2018/19	2019/20	Total
	£'001	£'000	£'000	£'000	£'000
Expenditure					
Development to FBC - Revenue	117	148			265
Implementation Costs					
Capital		1,030	1,880	635	3,545
Revenue		303	436	319	1,058
Total costs	117	1,481	2,316	954	4,868
Funding					
Children's & Young People - Capital receipts		690	1,260	425	2,375
Adult Social Care & Health - Capital grants		340	620	210	1,170

	Total capital funding	0	1,030	1,880	635	3,545				
	Children's & Young People - Approved Revenue Budgets	78	302	292	214	886				
	Adult Social Care & Health - Approved Revenue Budgets	39	149	144	105	437				
	Total revenue funding	117	451	436	319	1,323				
	Total Funding	117	1,481	2,316	954	4,868				
	<ul style="list-style-type: none">Ongoing costs within those currently supporting CareFirst – There will be a slight reduction of £4k per annum to cover the removal of the hardware associated with managing CareFirst.									
	<u>Value for Money</u>									
	Actions taken to ensure that the solution provides best value for money:									
	<ul style="list-style-type: none">Other Local Authorities were contacted to understand their costs for similar implementations.Notification of the tender was to the whole market via the CCS Framework and Find it in Birmingham (FiiB).All Bidders evaluated against Quality and Cost measures as agreed by the Programme BoardService Birmingham included Best and Final Offer (BAFO) stage in the Procurement Process to ensure best pricePreferred Bidder demonstrates adequate functionality whilst offering the most competitive price.									
	<u>Risk Mitigation</u>									
	The following risk was identified during the Options Appraisal stage and was fully mitigated and is now closed:									
	<table><tr><td>Risk Identified</td><td>Mitigation</td></tr><tr><td>Procurement process managed ineffectively as managed by SB outside of direct BCC control. The process may be insufficiently transparent to ensure a successful outcome.</td><td><ul style="list-style-type: none">➤ BCC Procurement and Audit colleagues have been involved with the Procurement Process throughout.➤ Programme Board have approved all Procurement Documentation➤ BCC have been fully represented in scoring activities➤ All Bidder Submissions including costs have been shared by Service Birmingham with the Programme Board on request.</td></tr></table>						Risk Identified	Mitigation	Procurement process managed ineffectively as managed by SB outside of direct BCC control. The process may be insufficiently transparent to ensure a successful outcome.	<ul style="list-style-type: none">➤ BCC Procurement and Audit colleagues have been involved with the Procurement Process throughout.➤ Programme Board have approved all Procurement Documentation➤ BCC have been fully represented in scoring activities➤ All Bidder Submissions including costs have been shared by Service Birmingham with the Programme Board on request.
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	The detailed Risk Register relating to the Project Implementation can be found in Appendix A.
	<u>Key Milestones</u>
	Given the complexity of the implementation work, a staged implementation is being planned.
	The delivery of the whole implementation including any necessary archive solution is anticipated to take circa 2.5 years. The following are indicative timescales. Implementation timescales will become clearer once a detailed joint plan has been drawn up between the Supplier, Service Birmingham and BCC.
	Over this duration change to the ICT estate is possible, the project will be part of a wider ICT & Digital strategy that will be managed through common governance to ensure any dependencies or potential conflicts are taken into account.

Service Outcomes	<ul style="list-style-type: none"> • Children – Birmingham is a great city to grow up in • Health – Birmingham is a great city to grow old in <p>This will be by ensuring the continuity and continued improvement in Social Care delivery through the following;</p> <ul style="list-style-type: none"> • Efficient modern ICT systems enabling social workers to spend more time with people and families • User friendly system removing the administrative burden of the present system. • Process automation and simplification • Improved management information to enable more effective management of the Social Care Process • Removal of duplication • Retention of social workers • Improved data sharing • Reduced duplication • Improved data quality • Improve Social Care Budget Management <p>The replacement of the existing Social Care IT System is in line with the Future Council outcomes and the Information, Communication, Technology & Digital Strategy 2016 - 2021.</p>		
Project Definition Document Approved by	Cabinet	Date of Approval	March 2016
Benefits Quantification-Impact on Outcomes	Measure		Impact
	Positive OFSTED Feedback	Compliance with OFSTED guidance regarding system upgrade. Continued and sustained improvement in Children's Social Care provision is necessary in order to improve the Ofsted rating and improvement in Children's Social Care provision is needed to provide a better service to the citizens of Birmingham. The new system will be critical to the OFSTED compliance and therefore improvement in OFSTED Feedback.	
	Improved Workflow Processes as detailed in the Project Plan – To Enable Social Work Practice Transformation through the implementation of a system that can respond to the necessary changes now and in the future.		The system, built on a modern technology platform, and configured to Social Work Best Practice will ensure that the technology supports excellent outcomes for vulnerable people, both Children and Adults. This will provide benefits to both Children's and Adults Social Care and will ensure that the Service Areas are able to meet their regulatory, transformation and budgetary objectives.

Project Deliverables	<p><u>Strategic Outcomes</u></p> <p>To implement an integrated social care and finance system consolidating a number of case management and finance systems into a single solution that complies with the Care Act, Statutory requirements and Ofsted recommendations.</p> <p>The primary system will enable the administration of Adults’ and Children’s social care and finance processes within a single solution that is robust, flexible, and intuitive to the user. It will provide an opportunity for Birmingham City Council to integrate with 3rd party partners and systems in order to improve data sharing, reduce duplication and improve data quality. This will allow care workers to spend more time working with and supporting citizens in need of social care services. Additionally the solution will improve social care budget management and enable teams to generate real time data on current versus planned spend.</p> <p>CareFirst is integrated into a range of other systems including SAP Voyager Finance, Micro-procurement (Adam previously known as Matrix), e-records, Adults’ Needs and Finance assessment web portals. The new solution will either incorporate and take over these capabilities or integrate with the existing systems as indicated above.</p> <p>The main deliverables are as follows;</p> <p><u>Implementation Stage</u></p> <ol style="list-style-type: none"> Detailed level design (business, application, technology, data and security) to enable integration with necessary adjacent systems. To implement the preferred supplier’s solutions and integrations, two parts of the project are expected to run one after the other – Children’s first followed by Adults’. This will include both the main system and archive solution. The Children’s Finance Module implementation will run concurrently with the Adult’s Implementation. The Adults Finance Module will be implemented last. To migrate required existing data from CareFirst and e-records to the preferred supplier’s solutions. To design and implement changed business processes. To design and provide user training to support new the business processes and systems. Migration to the new system and the Service transition to bring the new system into use. To securely archive, delete and or destroy the data held within the existing CareFirst system once it has migrated to the preferred solution and decommission CareFirst.
Scope	<p>The new solution will replace CareFirst in its entirety.</p> <p>Additional services, that must be supported by the solution and operate across both Adults’ and Children’s services include:</p> <ul style="list-style-type: none"> Professional Support Services (PSS) function – providing administration support to practitioners Commissioning – procurement of placements and support for people in care* Finance – payments to suppliers of services provided by the department* <p>(* either directly or through integration with other systems)</p> <p>The new solution is intended to include the functionality of the existing systems listed below either now or in future. The rationale for inclusion in immediate scope is based on the functionality available from the Preferred Bidder. In the case of inclusion in future scope it is</p>

	<p>based on a strategic need to ideally include it in future where inclusion now would significantly delay the delivery of the replacement of CareFirst.</p> <p>Included within immediate scope (where possible):</p> <ul style="list-style-type: none"> • CareFirst - primary social care system • MyCare Financial Assessment Portal - Citizen online access for self-assessment • MyCare Needs Assessment Portal - Citizen online access for self-assessment • MyCare Adoption and Fostering Portal - online system to support A&F process • Data warehouse and reporting capability (Sentinel / SAP Business objects / Crystal / Actuate / Excelsius) - management information and statutory returns • e-records (Documentum) – document management • CPIS Spine - NHS safeguarding • Fibonacci - document outputs from CareFirst • Locally Designed Webpages • Locally Developed Spreadsheets and Databases • MASH – multi agency safeguarding hub • CHARMS - old A&F system • CASPAR - court services • GenoPro – genograms • Blind Partially Sighted Register • Core Records - old records systems prior to CareFirst <p>Key Area for Future Scope Inclusion:</p> <ul style="list-style-type: none"> • NHS Health Systems <p>To integrate with:</p> <ul style="list-style-type: none"> • SAP CRM - Customer Relationship Management • SAP Voyager - Finance • Data warehouse and reporting capability (Sentinel / SAP Business objects / Crystal / Actuate / Excelsius) (if not replaced) – Management information and statutory returns • Adam (previously known as Matrix / Sproc.net) or replacement – Adults’ micro-procurement • LLPG or national derivative - Address gazetteer / validation • Rio, System one - Health systems
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	<ul style="list-style-type: none"> • CPIS Spine - NHS Safeguarding • Adults' data Warehouse (or successor) – Intelligence • ePEP - personal education plans – where LA Legal Guardian • Northgate Housing (future only) • Core BCC / SB services including; <ul style="list-style-type: none"> ➤ Active directory / security (x500 security services) ➤ Messaging ➤ Audit ➤ Reporting / business intelligence • Future integration into Government Digital Services <p>The scope of the Programme has been ratified during the Requirements Gathering and Bidder Selection Process. No significant scope changes have been identified. Whilst there may be savings resulting from consolidation they are not the primary driver of the work.</p>
<p>Scope exclusions</p>	<p>As part of the Bidder Selection Process we asked Bidders to confirm whether the following scope areas would be included in their roadmap:</p> <ul style="list-style-type: none"> • CareWorks RAISE - Youth Offending Service • Adam (previously known as Matrix Sproc.net) – Adults' micro procurement • Home Care Validation Monitoring Solution – home visit verification • Staffplan - Home Care monitoring and rostering • Impulse - Education • MCiB - My Care in Birmingham (QuickHeart) • Ask Sara - Signposting and provision portal (QuickHeart) • Insight - Careers Service • ePEP (Personal education plans – for children looked after by the Local Authority) • CCM – Children's Centre Manager - Children's centre admin • Escort Liaison - School transport • Perform - Education report sharing <p>The value of exploring the roadmap view from vendors was to enable possible future projects to deliver further consolidation of systems. Whilst appropriate to include in the solution selection exercise any planning or deployment of future replacement of systems through consolidation would be the subject of future projects approvals and is out of scope of this project.</p> <p>Existing hardware will be able to run / access the proposed system. Any future requirement to</p>

	<p>enable increased agile working with the new system (e.g. the use of new mobile devices such as tablets in place of laptops) would also be the subject of future project approvals and out of scope of this project.</p>
Procurement	<p>Procurement Approach</p> <p>The Procurement Approach was detailed in the Project Definition Document and approved by Cabinet in March 2016.</p> <p>There were three procurement phases planned to ensure the successful procurement and implementation of the replacement social care IT systems, which are detailed below:</p> <ul style="list-style-type: none"> • Specialist project support for the project management, scoping, solution requirements development and identifying training needs. • The procurement, implementation, ongoing support and maintenance of the new Social Care IT Systems • The associated works with rollout within BCC and training of the solution <p>A summary of each phase is included below:</p> <p>Phase 1 - Specialist project support for the project management, scoping, solution requirements development and identifying training needs.</p> <ul style="list-style-type: none"> • PM recruited on 12 Month Fixed Term Contract via External Recruitment Campaign. Contract now extended until 2019. • BA Resource purchased from Service Birmingham under JVA. • Detailed Training Needs Analysis moved to Implementation Phase, no resource required for the development of the FBC. <p>Phase 2 - Procurement, Implementation, Ongoing Support and Maintenance</p> <p>This phase of the procurement was managed by Service Birmingham making use of the Joint Venture Agreement and Service Birmingham Procurement Process. Service Birmingham is not subject to OJEU process.</p> <p>The procurement documents including the Request for Proposal were jointly developed between Service Birmingham and the Council and included a Best and Final Offer (BAFO) stage to ensure best value for money could be obtained.</p> <p>The evaluation team comprised of Strategic Technical Lead Officer, BCC technical Subject matter experts, Project Manager, Key Children's and Adults Operational Representatives and Officers from Service Birmingham with support from the Assistant Procurement Manager, Corporate Procurement Services and Audit.</p> <p>For procurement assurance purposes Birmingham City Council Procurement Team worked closely with Service Birmingham and BCC Operational Teams to develop and define the evaluation criteria and process. The evaluation criteria also considered the quality / price balance which was developed as part of the requirements specification and procurement stages. The Operational teams were closely involved in the evaluation process.</p> <p>Procurement Activity Completed in Phase 2</p> <p>Service Birmingham issued a Pre-Qualification Questionnaire (PQQ) to Major Suppliers on the Government Framework for Social Care Systems and the PQQ was advertised on</p>

finditinbirmingham (FiIB). Four suppliers responded to the FiIB advert and were sent the PQQ.

One of the agreements from the Cabinet report in March 2016 was that SAP and OLM should be given the opportunity to respond to the tender as they are our incumbent suppliers. By advertising to the Framework and advertising it on finditinbirmingham both OLM and SAP, our existing system providers, were given the option to apply.

The PQQ evaluated the bidders against the following criteria:

- An evaluation of the bidder suitability, experience and qualifications as well as the organisational structure and infrastructure proposed by the bidder to provide the service;
- A commercial evaluation on the extent to which the bidder is in a position not to increase or transfer commercial risk to Service Birmingham.

As part of the assessment criteria we asked the Bidders to confirm that they met 18 core system requirements. In response to the PQQ we received 4 submissions. All four bidders were assessed by BCC and SB and were all approved to proceed to Request for Proposal (RFP).

We issued the RFP in January 2017 to all four bidders. The evaluation of tenders consisted of:

- A technical evaluation of each Response based on the extent to which the Bidder is in a position to provide the most appropriate solution to meet the Requirements;
- A financial evaluation of each Response based on the extent to which the Bidder is in a position to offer the most advantageous prices for its Solution;
- A commercial evaluation on the extent to which the Bidder is in a position not to increase or transfer commercial risk to Service Birmingham;
- An evaluation of the Bidder's suitability, experience and qualifications as well as the organisational structure and infrastructure proposed by the Bidder to provide the Solution;
- An evaluation of the Bidder's Solution following any demonstration or presentation given by the Bidder.

The weighting applied to the RFP scoring was, as follows:

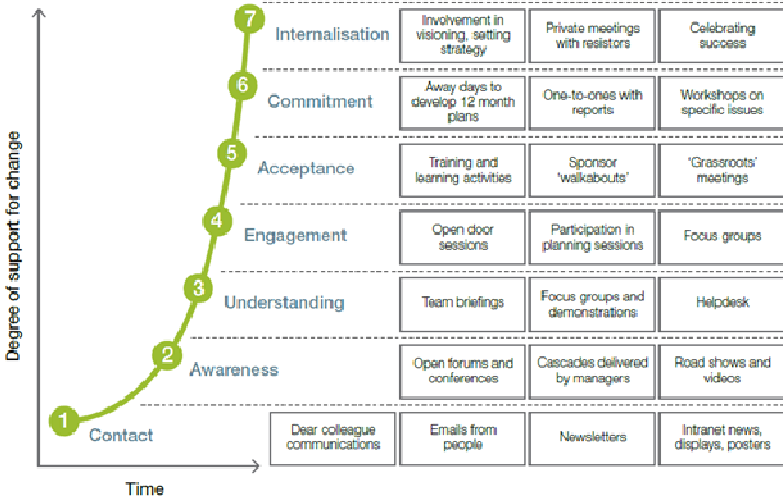
- 40% Commercial
 - 80% Price
 - 20% Terms and Conditions
- 60% Quality
 - 50% Functional Requirements
 - 15% Demonstration
 - 15% Technical Requirements
 - 10% Non-Functional Requirements
 - 10% Implementation and Service Management

All four Bidders submitted a response to the RFP.

	<p>Scoring of the RFP responses followed the following process:</p> <ul style="list-style-type: none"> • Individuals scoring the requirements relating to their business areas. • Scoring moderation sessions to identify a moderated score for all representatives of a particular functional area and documenting the justification. • Demonstrations and the completion of Questionnaires. Over 70 people attended the demonstrations. Representatives of the CareFirst User Group and the ICT User Group were both invited. <p>During the Demonstrations Cycle, Supplier 3 requested an extension. When the other bidders were consulted on the proposal they declined the opportunity for an extension. As a result Supplier 3 formally withdrew from the process, leaving three possible solutions.</p> <p>Service Birmingham mandated BBC4SR through its supply chain as part of its obligation to the Social Responsibility Charter.</p> <p>Specific Social Value was included in the Tender Documentation through the requirement to submit acceptable Social Value Action Plans. These plans were evaluated by Corporate Procurement. The preferred supplier submitted a plan for the life of the contract, meeting this requirement which includes;</p> <ul style="list-style-type: none"> • Paying the Living Wage to employees servicing Birmingham City Council Contracts • Advertising employment opportunities with the Employment Access Team • Paying all invoices within 30 days • Ensuring compliance with Environmental Management System (e.g. ISO14001) • Sponsoring the Social Work Awards and continuing to do so throughout the life of the contract <p>The plan will be finalised as part of the contract negotiations to ensure it delivers the benefits required.</p> <p>During the process Service Birmingham also included a Best and Final Offer (BAFO) stage to ensure that the pricing was as competitive as possible.</p> <p>A detailed analysis of the results was completed and the Preferred Bidder was identified. During the BAFO Stage this Bidder had reduced their overall price by 17%. Following the decision a detailed risk assessment was completed and reviewed by the Programme Board and the decision made to formally announce the Preferred Bidder.</p> <p>Phase 3 - The associated works with rollout within BCC and training of the solution</p> <p>This is detailed in the Resource Plan submitted as part of the FBC Submission at Appendix C.</p>
<p>Dependencies on other projects or activities</p>	<p>Children's Trust Programme</p> <p>In May 2016 Birmingham City Council announced its intention to move towards a Children's Trust and at a later meeting secured council approval of Trust principles.</p> <p>In January Cabinet formally approved the move to the Children's Trust and recommended the model would be a Wholly Owned Company based on a Community Interest Company.</p> <p>Birmingham Children's Social Care will become a fully established Trust in April 2018, and prior</p>

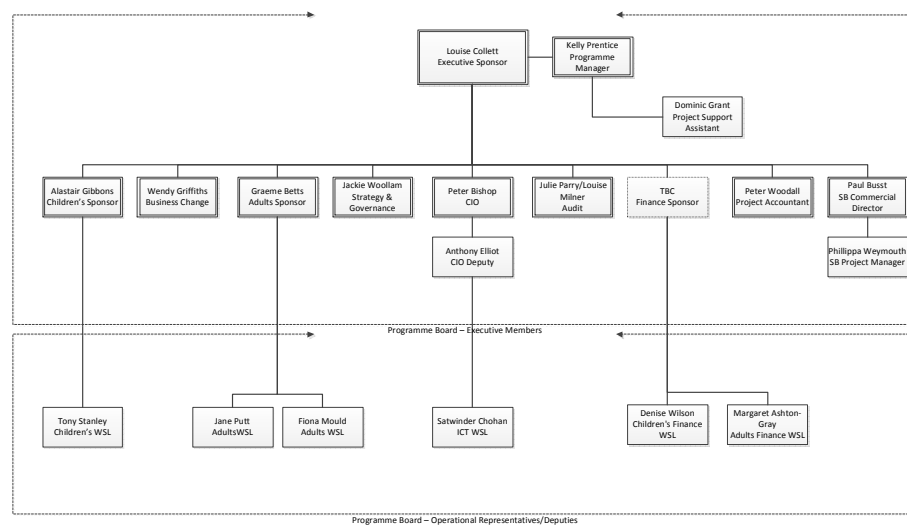
	<p>to this is a shadow Trust period running from April 2017- April 2018.</p> <p>As part of the implementation a number of changes will be required to the Operating Model and ICT provision. This could have an impact on the resource and timescales of the CareFirst Replacement Programme. We are linked into the Trust via the Programme Manager and the Governance Processes to ensure that any dependencies are managed. In addition the Children's Sponsor (Executive Director of Children's Services) sits on the Board for both Programmes.</p> <p>An agreement will be reached between Birmingham City Council and the Children's Trust on the budget and charging model which will include the requirement for this project.</p> <p>Future Council and Future Operating Model</p> <p>As part of the Council's Commitment to the Future Council Initiative the Council will be creating a Future Operating Model (FOM). The FOM aims to ensure the right supporting structures – and the required changes to support new ways of working – are put in place. It is not yet understood what impact the FOM will have the delivery of the CareFirst Replacement Programme as the detail of the FOM has not yet been released.</p> <p>The CareFirst Replacement Programme will continue to link into the Future Council Programme to ensure that the impacts, once known, can be managed/mitigated.</p> <p>Service Birmingham Contract Transition</p> <p>The council and Capita have jointly developed and agreed a new, more flexible four-year partnership proposal.</p> <p>The proposal will deliver £43 million of savings by 2020/21 - and better cater for the future needs of the council and its residents.</p> <p>Recommendations for a new, flexible partnership, which is focused on implementing the council's ICT & Digital strategy 2016-2021, were noted at council Cabinet on 27 June. The council and Capita are now working together to move away from the current Joint Venture arrangement to a new type of partnership for the remainder of the contract, which will end in 2021.</p> <p>As part of the CareFirst replacement Programme we are working with Service Birmingham to ensure that the contract for the new system is able to be novated at the end of the JVA with Service Birmingham. This will ensure that this is not a contractual issue in the future.</p> <p>ICT & Digital strategy 2016-2021</p> <p>We have ensured that the CareFirst Replacement Programme is managed in line with the ICT & Digital Strategy 2016-2021 Principles.</p>
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	<div data-bbox="475 250 555 331"></div> <p>Work with partners to take a whole system approach, with citizens and neighbourhoods at the heart of our decision making</p> <div data-bbox="917 250 997 331"></div> <p>Target our resources on our key priorities and outcomes using evidence to inform our decision making</p> <div data-bbox="475 474 555 555"></div> <p>Promote the independence of service users and also enable them to step up and be part of designing solutions</p> <div data-bbox="917 474 997 555"></div> <p>Operate as an agile organisation, through our workforce, commissioning, procurement and delivery models</p> <div data-bbox="475 676 555 757"></div> <p>Use our strategic assets to leverage economic growth and investment across the city</p> <div data-bbox="917 676 997 757"></div> <p>We will work in a way that aligns with our values</p> <p>Adults Health and Social Care Budget Savings Included in the Financial Plan 2017+</p> <ul style="list-style-type: none"> • HW4 - Integrated Community Social Work Organisations -The City Council is proposing to re-organise and re-design its approach to social care assessments for adults with eligible needs. The new approach is based on locality areas linking to GP surgeries and building resilience back into communities. It is an asset based approach that builds on peoples strengths. • MYR1 - Integrated Community Social Work & Review and audit of Care First payments system. In order to maximise independence, reduce service user financial contributions and to reduce costs for the Council, work will continue to identify and facilitate more effective means of meeting assessed eligible need for care and support and reducing Council expenditure accordingly. <p>The implementation of the chosen solution will be an enabler to the delivery of these savings through the transformation of Social Work Practice and Process.</p>
Achievability	<ul style="list-style-type: none"> • A full resource plan for the implementation has been developed as part of the FBC and a recruitment strategy has been drawn up. Early engagement with HR and Procurement Colleagues is underway. Plan available on request. • Early engagement with Operational Colleagues has begun to ensure that Teams are on board. Strong ownership and accountability from Operational Sponsors. Continued engagement with 'Grass Root' colleagues will be integral to the success of the Programme. One of the key messages being delivered is that culture and business change elements are as critical as the technical implementation. The Comms Strategy will ensure that we win the hearts and minds of people and bring them on the journey with us to achieve adoption. <p>Below is an extract from the Comms Strategy that demonstrates the approach to engagement using the 7 Stages of Commitment:</p>

	 <ul style="list-style-type: none"> • Full Business Change, Training and Communications work streams will be initiated to ensure a smooth transition from an operational standpoint. • Engage with Colleagues in other authorities undergoing the same process to understand lessons learned and implement learning points. • Appointment of Programme Manager with previous experience of this kind of project. • Contingency included in the Full Business Case for the implementation stage, to manage any key challenges that arise as part of the implementation. This will be managed tightly within the Programme as we begin to understand the implementation plan in more detail. • Supplier change control tolerance agreed and included in the contract.
Project Manager	Kelly-Marie Prentice
Budget Holder	Children's Social Care – Colin Diamond Adults Social Care - Graeme Betts
Sponsor	Children's Social Care - Alastair Gibbons Adults Social Care - Graeme Betts Finance – TBA following recent appointment of Interim Assistant Director of Finance
Project Accountant	Peter Woodall

Project Board Members

CareFirst Replacement Programme Board



Head of City Finance (HoCF)

Peter Woodall

Date of HoCF Approval:

3. Checklist of Documents Supporting the FBC		
Item	Mandatory attachment	Number attached
Financial Case and Plan		
<ul style="list-style-type: none"> Statement of required resource (people, equipment, accommodation) 	Mandatory	Included in the Private Report
<ul style="list-style-type: none"> Milestone Dates/ Project Critical Path <p>See above: Project Description – Key Milestones.</p>	Mandatory	N/A
Project Development products		
<ul style="list-style-type: none"> Populated Issues and Risks register 	Mandatory	Appendix A
<ul style="list-style-type: none"> Stakeholder Analysis 	Mandatory	Appendix B