Part 1: Open to the public

REPORT OF

The Strategic Director for People

TO

Procurement Board

ON

25th November 2020

TITLE: Approval for an Extension of Contract for Project Imagine Implementation Services and End User Training

RECOMMENDATION:

That the Procurement Board:

Detail required	Answers		
Contract Reference	S1230		
Title/Description of Contracted Service/Supply/Project	Data Migration and Implementation Services and End User Training		
Name of Contractor	ICT Revolutions		
Type of organisation *(to be supplied by Corporate Procurement)*	Private Limited Company		
Status of Organisation *(to be supplied by Corporate Procurement)*	SME		
Value of Contract Extension	£800,000		Full Project
Existing Contract Term	01/11/2019	to	01/09/2020
Extension Period	Click here to enter a date.	to	Click here to enter a date.
Contact Officer (Name & number)	Becky Bibby		
Lead Service Group	People Services		

Approve the extension of the Contract for Project Imagine Implementation Services and End User Training as detailed in the table below:

Funding Source	Capital Programme	
Ethical Contractor	Mayor's Employment Charter Committed to sign up to the Charter	☐ ☐
	Accredited Living Wage Employer	☐

EXECUTIVE SUMMARY:

The purpose of this report is to seek approval for the extension of the above-mentioned contract for the following reasons:

- Following the delays due to Covid-19, we have identified that there are significant risks in losing the expert knowledge and support from ICT Revolutions, and to maintain the current project timeline we require their knowledge and capacity

- Failure to keep ICT Revolutions as our implementation partners would be high risk, both in terms of cost (increased development and testing time), quality (loss of their expert knowledge) and time (failure to meet the ambitious deadline of August 2021)

- All the planned project contingency was used in extending the current Carefirst licence with OLM due to the Covid-19 delay

BACKGROUND DOCUMENTS:

Procurement   Board   Report   4th   December   2019

KEY DECISION:

Yes – total value of contract is greater than £350,000

DETAILS:

1. Background

As approved at the Procurement Board on 7th August 2019, a replacement product (Liquidlogic) for our outdated CareFirst and EMS system was identified after a thorough procurement process. The full approved contract value (5 years) for the above system was £1,840,099, and Project Imagine is the name of the programme of work which is responsible for the safe and effective implementation of Liquidlogic.

Project Imagine consists of five separate Liquidlogic modules, with all the modules being implemented consecutively, alongside a Mobile Application and a number of Portals which will enhance processes and ensure timely, direct communication between residents and providers:

- Liquidlogic Adult's System (LAS)
- Liquidlogic Children's System (LCS)
- Early Help Module (EHM)
- Children's ContrOCC (Finance system)
- Adult's ContrOCC (Finance system)

Other authorities had highlighted common pitfalls and the need for specialist expertise to manage the implementation.

This highlighted the need for a robust and rigorous approach to implementation which is critically important given that this system will underpin the whole social care service for children's and adults in the city.

Consequently, we obtained agreement to engage with an expert third party called ICT Revolutions to assist with several crucial and notoriously problematic stages of the implementation.

- Data migration (DM) (for the entirety of the project)
- Data Cleansing
- Configuration, development and system administration
- User acceptance testing (UAT) (round 1 only)

ICT Revolutions offer specialist professional services in this area and have an excellent track record of assisting with the implementation of social care systems. They specialise in Liquidlogic migration from Carefirst and to date have successfully managed over 20 migrations.

The types of data that need to be migrated are some of the most sensitive we hold as a city council. These include and are not exhaustive to:

- Looked after children, children in need, safeguarding data
- Adult safeguarding data, care package information, domiciliary care
- The administration of a range of social care payments approaching £60 million per annum

The cost of the original implementation services proposed by ICT Revolutions was £559,800 which was within the budget allocated for this project as part of the capital programme.

Impact of Covid-19 pandemic on Project Imagine
The project was paused on April 2nd, due to the ongoing Covid-19 pandemic. It was accepted that attempting to continue with the ambitious timescale, whilst coping with a move to fully remote working and many new and emerging Covid-19 related priorities was unsustainable.

The revised plan has a new go live date of August 2021 - a delay of five months from our original timescale of March 2021, and we have worked extremely hard with our partners to plan this carefully in order to minimise the delay and bring the go live date as near as we can safely manage.

We also added some additional modules into the programme - Group Work, the Delegation Portal and the Children's Portal. The Group Work module was identified as being essential to the Early Help offer, and it was proposed that the project plan

should be reconfigured to bring it onto the same schedule as LCS (Liquidlogic Children's System) rather than later in the plan.

It has become clear during this period that the support, knowledge and expertise that ICT Revolutions bring is a critical element of the success of Project Imagine so far, and that to have them leave the project once UAT one is complete leaves us in a position of significant risk.

We are aware that many other local authorities who have implemented Liquidlogic without the support of an experienced partner have run over their agreed rounds of UAT, and they are generally having to pay for between five and seven additional rounds – each of these costs approximately £105,000 per round, and adds further delays to the system go live, as well as additional costs related to business resource as well as the project team – currently costing approximately £17,000 per month.

We have requested a cost proposal from ICT Revolutions for staying as part of the project delivery team to cover the following:
- Configuration and development support on core LAS, LCS, EHM, Children's & Adults ContrOCC systems for the remaining two weeks before UAT 2 begins (16th Nov to 27th Nov) which will be absorbed by ICT R
- Configuration and development support on core LAS, LCS, EHM, Children's & Adults ContrOCC systems throughout each subsequent UAT round
- Configuration and Development support on local configuration for workspaces, custom workflows (for the Occupational Therapy and Welfare Rights services, amongst others), standalone forms etc
- Configuration and development of the Adults Costed Support plan which will be absorbed by ICT R
- Configuration and development support with Early Help Group Work module which will be absorbed by ICT R
- Support with planning and preparation for UAT 2, UAT 3, UAT 4 and Dry-Run including preparing testing schedules, testing scripts, logins, profiles, supporting with delivery of UAT, reviewing UAT issues and ensuring core systems administration knowledge transfer is completed
- Support the two weeks before go-live, including weekends
- Support the first week of go-live

The cost of this additional support is **£262,350**, which at 477 days of support equates to just £550 per day.

<u>End user training</u>
As the final stage of the project implementation, there is a requirement for comprehensive end user training for all staff who will be using Liquidlogic. Staff need to be sufficiently well trained to enable us to obtain maximum benefit from the new system and processes, and this needs to be factored into the current implementation plan, run concurrently, and consist of training pre and post go live.
We also need to ensure that staff from SCC, SRFT and GMMH are included in the training, as both SRFT/GMMH will use the system for adult social care across Salford as commissioned services/partners with SCC. This adds to the complexity of the training required.

The cost for this part of the project cannot yet be formally agreed, as it is still unknown how many staff would be trained and what proportion of this may be run virtually. In light of this, ICT Revolutions have agreed to absorb the risk of any additional costs, with an agreement that this cost will not increase. With this caveat in mind, the maximum cost for a full end user training package is **£532,925**, although it is highly likely that this figure will be reduced.

2. **Recommendation**

That Procurement Board approve the extension of the contract for implementation services and end user training to ICT Revolutions.

When implementing a project of this size and complexity, there are many risks and issues that arise which have an adverse effect on the time, quality or scope of the project. By retaining ICT Revolutions as our specialist implementation partner, we mitigate the risks that we will;
- not go live on time, incurring significant additional costs
- not be able to have sufficient knowledge transfer to SCC staff;
- not be able to guarantee an adequately configured, developed and tested system

KEY COUNCIL POLICIES:

N/A

EQUALITY IMPACT ASSESSMENT AND IMPLICATIONS:

An EIA has not been formally completed for this proposed change
of delivery, but was addressed in the original procurement board report on August 2019.

ASSESSMENT OF RISK:

As established elsewhere, a significant risk lies with the council if we choose not to replace Carefirst. Having identified and approved Liquidlogic as the best available solution for our needs, our focus is now towards the best and most effective way of implementing it.
Conversations with colleagues at other authorities have highlighted common pitfalls regarding the implementation of a new social care system and the need for specialist expertise to manage the implementation.

The types of data that need to be migrated are some of the most sensitive we hold as a city council. These include and are not exhaustive to:

- Looked after children, children in need, safeguarding data
- Adult safeguarding data, care package information, domiciliary care

It is imperative that this data is migrated in a safe and strategic manner. ICT Revolutions have the experience of doing this across the UK with a tried and proven methodology.

Extending the services of ICT Revolutions will allow SCC implementation resources to focus on system configuration and process change, and achieve a "go-live" with all aspects of Liquidlogic at once. This will help to establish ownership for system users and will avoid the prospect of any group of system users being left behind. Since many of the social work processes are intrinsically linked to finance, bringing the finance module and the provider portal live at the same time will avoid the need for dual working, and will be operationally easier to organise.

SOURCE OF FUNDING: Capital budget (see Finance comments)

LEGAL IMPLICATIONS: Submitted by: Tony Hatton, Principal Solicitor, tel. 219 6323

Legal comments are in the Part 2 report.

FINANCIAL IMPLICATIONS: Submitted by: Alex Archer, Finance Manager

The additional spend identified in this report is not available within the 2020/21 People capital programme. In order to finance the spend, an additional bid would need to be made for unsupported borrowing from the 2021/22 programme. The bids for 2021/22 would need to be considered by Members, with formal approval at Full Council in February 2021.

Alternatively, for the money to be available before April 2021, unused borrowing for schemes in other services may be vired. This would be for schemes which have re-profiled spend from 2020/21 to 2021/22. This would still require a bid by People to be accepted as part of the 21/22 programme to then vire budget back in 21/22 to the re-profiled scheme.

PROCUREMENT IMPLICATIONS: Submitted by: The Corporate Procurement Team

The original award to ICT revolutions was made through a direct award from the Crown Commercial Services Data and Application Solutions Framework Ref RM3821 Lot 3c (25/01/19 to 24/01/21). This was approved by Procurement Board on 4th December 2019.

The Council can satisfy the criteria laid down in the framework for direct award on the basis that it is intrinsically linked to a system that the Council is currently implementing, and that there are also technical and value for money reasons to justify the selection

of ICT Revolutions through Lot 3c Community Health and Social Care, due to their previous experience in other implementation projects migrating Carefirst to Liquidlogic, and their knowledge and expertise in these particular systems.

There is a clause that allows for variation to the contract through mutual agreement, and extension to the term and value of the contract can be made by invoking that clause.

Upon approval, the CCS Call-Off Order Form will need to be amended and resigned to incorporate the extension.

INTERNAL AUDIT: Supplied by: David Smith, Internal Audit Manager

Our recent review of the Governance arrangements for Project Imagine provided a 'Satisfactory' level of assurance. The project has robust governance mechanisms in place, including risk management and change control processes. These help to provide the project board with a good understanding of risks to the project, the options / remedial action required to mitigate those risks and the implications of not taking action.

HR IMPLICATIONS: Supplied by: Anita Grieve, HR Business Partner

There are no staffing implications with regards to the extension of the contract, but the addition of end user training as part of the contract extension will address the issue of staff being adequately trained in order to get the maximum benefit from the system as well as being confident and comfortable end users.

CLIMATE CHANGE IMPLICATIONS: From discussions with Michael Hemingway

The project is being run completely remotely due to current Covid-19 restrictions, and as such has seen little carbon expenditure due to the lack of travel needed for consultants and partners to be on-site. Reduced requirement for printing due to the enhanced capabilities of the new system will further reduce the carbon expenditure.

OTHER DIRECTORATES CONSULTED:

People   Services; Integrated Care   Organisation   (Adult   Social   Care)

CONTACT OFFICER: Becky Bibby   TELEPHONE   NUMBER:

WARD(S) TO WHICH REPORT RELATE(S): All