

## HEREFORDSHIRE CONNECTS PROGRAMME

### Authorisation for the acquisition and implementation of a new social care system

**PORTFOLIO RESPONSIBILITY: CORPORATE & CUSTOMER SERVICES  
& HUMAN RESOURCES, CHILDREN'S SERVICES, RESOURCES AND  
SOCIAL CARE ADULTS AND HEALTH**

**CABINET**

**DATE 21 FEBRUARY 2008**

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#### **Wards Affected**

County-wide.

#### **Purpose**

The purpose of this report is to recommend to Cabinet the preferred technology to replace the current systems for the management and delivery of social care used within both adult social care and the Children and Young People's Directorate.

This paper does not deal with the wider Herefordshire Connects programme, nor is the implementation of a social care system dependent on continuation of the whole programme.

#### **Key Decision**

This is a Key Decision because it will result in the Council incurring expenditure over £500,000.

#### **Recommendations**

**THAT**

- (a) Cabinet authorises the Head of Legal and Democratic Services to sign the framework agreement with Deloitte; and**
- (b) Cabinet confirms Corelogic Frameworki as the preferred solution and authorises the Directors of Corporate & Customer Services and Resources, in consultation with the Directors of Children and Young People's Services and Adult & Community Services, to proceed with this acquisition on a fixed-price basis through the Deloitte framework agreement.**

## Reasons

1. Cabinet has approved major programmes to improve social care for both adults and children. These depend significantly on efficient and effective systems and processes to ensure that the Council's objectives are able to be met.
2. The current CLIX system is outdated and no longer meets the demands of the services it seeks to support. It has been operational for over 11 years. The lack of a modern case management system has been highlighted by the Audit Commission as a significant factor in the poor performance of social care services. The Council has made a commitment to both CSCl (Commission for Social Care Inspection) and the DCSF (Department for Children, Schools and Families) that it will have a new solution in place by summer 2008. As recently as 25<sup>th</sup> October 2007 Herefordshire Council received a letter from the DCSF querying progress being made and requesting the Council set out a detailed timeframe which will be adhered to.
3. The requirements of the new social care system were included in the functional specification within the invitation to tender for the Herefordshire Connects programme. However, the social care requirements are not dependent on the rest of the Herefordshire Connects programme.
4. The system will provide easier access to information for practitioners, safer and easier information-sharing with partners, and allow other teams with the same processes for referrals, assessments and outcomes to use it. It will provide standard reports to meet statutory requirements, and the basis for good performance management. At present gathering management information is seriously inefficient, duplicates effort and is unduly expensive in terms of money and staff resource.
5. The Government requires compliance with major national systems, such as eCaf (electronic Common Assessment Framework), ContactPoint (the 'information sharing index'), single assessment and self referral. The Council's present system is non-compliant; the new system will be compliant.

## Considerations

6. A glossary of some of the terms referred to in this report is listed in Appendix E.
7. Each of the three suppliers that reached the final selection stages for Herefordshire Connects, including Deloitte, proposed an SAP solution, which included a solution for social care.
8. SAP's social care system was identified for evaluation as an additional module to the Council's preferred Enterprise Resource Planning (ERP) system, on the basis that it would provide seamless integration with financial processes such as billing, payments, commitment accounting etc.
9. ERP systems integrate the data and processes of an organisation in a unified system. A typical ERP system will use multiple components of computer software and hardware to achieve integration. A key ingredient of ERP systems is the use of a unified database to store data for the various system modules.

10. The SAP solution for social care had been developed with Trafford MBC, and the only other existing customer at that time was Staffordshire, who were part way through implementation. However a combination of factors led the Council to consider alternatives to SAP. These were: -
  - Lack of local government customers using SAP social care
  - Poor reference site visits for SAP social care
  - Lack of relevant accreditation
  - Cost pressures on the programme
  - Advice from Deloitte as to whether SAP social care was best value for money
  - Questions as to whether SAP social care could be implemented by summer 2008

### **Selection Process**

11. Deloitte was selected under the Office of Government Commerce's CATALIST procurement framework. As the Council's strategic partner, one of Deloitte's key roles is to provide advice to the Council about solutions that best meet its requirements.
12. Deloitte worked with the Herefordshire Connects team to determine the most appropriate way forward. Discussions were held with the Strategic Procurement and Efficiency Manager, Legal and Democratic Services and officers from Audit. These confirmed that it was entirely proper to carry out the selection of the social care system within the framework of the agreement with Deloitte.
13. Deloitte recommended the evaluation of other market leading products alongside the SAP system, to ensure that the most fit-for-purpose and cost-effective solution was selected for the Council.
14. Deloitte had commissioned a report, which evaluated the main vendors providing solutions to local authorities within the social care systems market.
15. Over the last ten years the market for social care systems has been dominated by only two suppliers – OLM and Anite. However, in recent years, with the need for an Electronic Social Care Record (ESCR) and an Integrated Children's System (ICS) new market entrants have challenged this position. The new entrants have been designed with the new requirements in mind and the traditional suppliers have had to invest heavily in their technology to bring it up to date. Nonetheless few companies offer packaged social care systems.
16. Following the review of the independent market analysis and compliance against various standards, Deloitte identified Corelogic, Liquid Logic and Capita as the most likely to meet the Council's needs.
17. The Herefordshire Connects core team assisted by Deloitte, developed the children's and adult's services system solution verification document. This document was built around the requirements specified in the original invitation to tender which covered a solution for social care.
18. This was forwarded to the three vendors (Capita, Liquid Logic and Corelogic) for completion.
19. Two of the responses were ruled out on the basis that they only catered for children's social care requirements and the Council required a solution for both children's services and adult social care. The Connects team working with Deloitte carried out this assessment.

20. This meant that only one of the responses, the solution from Corelogic, provided a suitable match to the Council's requirements.
21. Whilst the Council had by that time engaged with four of the possible suppliers (including SAP), the Herefordshire Connects team working with Deloitte and the Council's Strategic Procurement and Efficiency Manager felt it would be beneficial to the Council to run a further selection or 'head-to-head' between OLM and Corelogic so as to leverage the best deal for the Council. It was therefore recommended that Corelogic be tested against the best developed of the 'traditional' suppliers, OLM.
22. OLM were sent the children's and adult's services system solution verification document.
23. In addition, the full functional requirements specification and an invitation to demonstrate were also sent to OLM and Corelogic together with the scenarios on which the demonstration would be based. The scenarios enabled suppliers to demonstrate the system at work to staff. They were the same scenarios as those used for the earlier demonstrations by SAP. The scenarios, one covering adult care and other children's services embodied salient aspects of service delivery which either takes too long to deliver at present or processes that cannot be completed with our current systems. They placed quality service delivery, partnership working and the availability of management information at the core of our requirements.
24. The scenario demonstrations were presented to an assessment panel of 32 staff, which included colleagues from the PCT together with staff from adult social care, children and young people, finance, policy and performance and ICT against an agreed agenda and format. Each member of the assessment panel scored each scenario. Several specialist 'break-out' sessions were also run in the areas of, for example, ICT, finance and performance management. Feedback was received from each 'break-out' session.
25. In addition both suppliers completed the functional requirements document.
26. A technical assessment was also made of both proposals by colleagues from ICT. The preferred option from a technical point of view was Corelogic's solution. OLM was seen as being based on obsolete technology.
27. The solution from Corelogic was the clear preference in all categories.
28. In light of this, and before a recommendation was made, site visits were undertaken and references obtained from other councils using the Corelogic solution. Both Worcestershire County Council and Nottinghamshire County Council were positive in terms of their experiences in working with Corelogic. Both were very satisfied with the implementation.
29. Worcestershire County Council had successfully migrated to Corelogic from CLIX, which, like Herefordshire, they had had from the time of the Hereford & Worcester County Council.
30. Based on these initial exchanges the Council is continuing to learn from Worcestershire's experience.

## **Other Considerations and Next Steps**

### **Data Security**

31. The arrangement to transfer the data from the existing social care applications (including CLIX) is the responsibility of Herefordshire Council. A data migration team is in place within the overall Herefordshire Connects programme and is tasked with handling all of the electronic data migration and information transfer issues for the overall programme, which includes the implementation of the new social care solution.
32. In accordance with the recently achieved ISO27001 accreditation (information security management system specification standard) a process is in place for gaining access to the existing data sources. This involves obtaining written permission from either the head of service responsible for the data or the director of the directorate involved. At no point will data be copied to mobile storage media (including laptop computers hard drives, CDs or DVDs) and all data will remain on the Council's secure network.
33. The team which will be responsible for transferring the data from the current systems to the new system has signed non-disclosure agreements as required by the Council's information security policy and will also be subject to Criminal Record Bureau (CRB) checks. Additionally internal audit has been consulted regarding access to the data and how the extracted data will be ratified as matching the data obtained from the source systems to ensure data quality is maintained.
34. Technical compatibility to the new system involves the data being extracted, reformatted as required and then copied into the new system. The preferred supplier for the new social care solution (Corelogic) have experience of working with the existing CLIX system from their work with Worcestershire County Council.

### **Network Capability**

35. Queries have been raised about the ability of the network feed within Bath Street being capable of supporting the extra load produced by the system, as Bath Street is not on the new network.
36. As part of investigations completed into the network capability at the Bath Street offices a series of network load tests were conducted. The tests proved to be successful: there is sufficient network capacity at Bath Street to accommodate the new social care solution. The specific issue of accommodation related to this implementation does not arise and social care staff at Bath Street will be able to use the system.
37. Further details of the tests completed can be found in appendix D.

### **Electronic Document Management (EDM)**

38. Queries were raised around the proposals for electronic document management within Social care.
39. The proposal is to use the internal system within Corelogic. This is a pragmatic choice, as it saves the cost of integration, and comes as standard with the Corelogic Frameworki software at no extra cost.
40. It does not prevent the later transfer to a corporate EDM system, as Frameworki has been successfully integrated with other EDM systems elsewhere.

41. This choice of EDM system does not impact upon the identified benefits in the Herefordshire Connects business case, as the data held is very specific to clients within social care, and is held in the system itself rather than being an additional add-on requiring extra maintenance.

### **Data Centre Capacity**

42. Although the data centre is approaching capacity it has been confirmed by ICT services that sufficient space, cooling and power is available in the data centre located at the Thorn Office Centre for the social care system (Corelogic) implementation.

### **Legal Agreement**

43. Under the terms of the CATALIST-based framework agreement negotiated between Deloitte and the Council, Deloitte will be able to provide the Council with the various work packages required to implement the full Connects programme. Social care represents approximately 10% of the overall Connects requirements and Deloitte would be responsible for delivering the goods and services needed to carry out the social care element as the first work package under the terms of the framework agreement.
44. In order to progress the social care solution it will be necessary to sign the framework agreement. This in no way binds Herefordshire Council to the totality of the Herefordshire Connects programme and is the only way to progress the social care element without embarking on an entirely new and lengthy procurement process.

### **Financial Considerations (from the Head of Financial Services)**

45. Resources to support the implementation of a social care solution is included in the Medium Term Financial Management Strategy (MTFMS) 2008/09 – 2010/11 but the overall payment of capital financing costs will extend to 2012/13. The overall total is £2.997m over six financial years.
46. Analysis of the proposed expenditure indicates it is a mixture of capital and revenue expenditure. In line with accepted accounting practice, the revenue expenditure will be incurred in the financial year in which it is made; capital expenditure has been spread over five years (also in line with current accepted practice for an asset of this nature).
47. The following table is a summary of capital and revenue costs between January 2008 and March 2013.

**Summary of costs**

	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	Total	Notes
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	
<b>CAPITAL ACCOUNT</b>								
Hardware	80.0						80.0	Infrastructure
Implementation	491.0	407.0					898.0	External partner/consultant (Deloitte and Corelogic)
Licence	373.0	66.0					439.0	To be supplied by Corelogic via Deloitte
PC Refresh		35.0					35.0	40-45 Desktops/Laptops
<b>Total Capital Budget</b>	<b>944.0</b>	<b>508.0</b>					<b>1,452.0</b>	
<b>Revenue Account</b>								
Change Management	99.0	268.0					367.0	Discussed in paragraphs 53 to 55.
Maintenance	39.0	154.0	154.0	154.0	154.0	154.0	809.0	To be supplied by Corelogic via Deloitte
Backfilling	196.0						196.0	Discussed in paragraph 48.
<b>Capital Financing Costs</b>								
Hardware	1.8	2.9	2.2	1.4	0.7		9.0	
Implementation	11.1	36.2	27.5	19.4	11.4	3.3	108.9	
Licences	8.4	16.0	12.3	8.3	4.4	0.4	49.8	
PC Refresh		1.6	1.3	1.0	0.6	0.3	4.8	
<b>Total Revenue Budget</b>	<b>355.3</b>	<b>478.7</b>	<b>197.3</b>	<b>184.1</b>	<b>171.1</b>	<b>158.0</b>	<b>1,544.5</b>	
<b>Overall Total</b>	<b>1,299.3</b>	<b>986.7</b>	<b>197.3</b>	<b>184.1</b>	<b>171.1</b>	<b>158.0</b>	<b>2,996.5</b>	

Further information on the subject of this report is available from Akif Kazi on (01432) 261550 or David Powell on (01432) 383173

48. Following initial discussions with representatives of both the Children and Young People's and Adult and Community directorates the costs related to the backfilling of social workers, or any other resources required to work on the implementation project, is estimated as being £196k (as shown in the amended table above). This would provide backfilling for a team manager, senior practitioner and social worker for each directorate. Processes are being put in place whereby each directorate will be required to provide details of the backfill requirements. This process will be moderated by the Herefordshire Connects programme board. This will enable the process and associated costs to be monitored effectively.
49. It is not intended that the relocation of Council staff or other systems to be required as a direct result of this project and therefore costs relating to any such relocation will not be incurred by this project.
50. From information provided via the Herefordshire Council accommodation strategy it has been confirmed that no building leases are due to expire during 2008 and therefore this will not have an impact on this project. The lease for Thorn Office Centre is due to expire in 2011 and the Plough Lane lease in December 2010. Any subsequent costs associated with relocating staff or systems would be covered as part of the accommodation strategy and not this project.
51. By adopting a fixed price approach for this project the risk of incurring additional add-on fees is greatly reduced. Additionally work has been completed to clearly understand, define and agree the scope of the work to be completed as part of the project. Therefore, the likelihood of scope creep which would also result in additional add-on fees is also reduced.
52. It is, however, important to understand that in order to take maximum advantage of the fixed price contract the Council will need to ensure that Council staff resources identified by our partner to deliver the project in the defined timescales are made available and committed to the project. Discussions have already taken place with senior officers from both the Children and Young People's and Adult and Community directorates regarding the resources required by the project.

### **Change Management**

53. As part of the proposal for the implementation of the new social care solution, Deloitte has identified a requirement for a change management consultant to be involved with the project on a full-time basis for the entire project duration along with some senior expertise on a part-time basis (in total this equates to a cost of £367k). Deloitte have agreed that the change management role will be charged on a time and materials basis and should the Herefordshire Connects programme restart, this resource will be delivered through the wider programme infrastructure, reducing the costs attributed to the social care implementation directly.
54. Following discussions with the Children and Young People's and Adult and Community directorates it has been suggested that much of change management work could be delivered by resources from within the directorates. Additionally resources from within the Herefordshire Connects programme, particularly from a communications perspective, could also be used.



55. Corporate Management Board (CMB) recognises the benefits to the organisation, beyond the purely financial, of providing some of the change management support from in-house resources. It is agreed that in the first instance efforts should be made to identify suitable internal resource, recognising that some initial development and support for particular individuals may be required. However, flexibility needs to be maintained in the event that in-house resources with the necessary capability/capacity are not available, in which case temporary change management resource could be employed or an additional call made on the Deloitte resource at the agreed time and materials rates.

## **Conclusion**

56. Herefordshire Council has to have a new social care system. After a rigorous process the solution from Corelogic has emerged as the solution that best meets the Council's requirements.

## Risk Management

Key Risk	Mitigation
Any further delay in implementing the project will adversely affect the ability of the Council to meet its obligation to provide a new solution for social care within the timescales already provided to the DCSF and CSCI.	The DCSF and CSCI to be kept updated with any revised timescales and to be involved in reviewing the detailed project plans produced, when available. Resources from Deloitte, Corelogic and the Council will be ready to start the implementation as soon as approval is given. Progress will be monitored and reports provided on a regular basis.
The project is not affordable.	The MTFMS 2008/09 -2010/11 earmarked sufficient funding for the new social care system. In order to monitor spend a project accountant has been appointed. Milestone based payments have been agreed with Deloitte.
The Council cannot meet new legislative changes in social care provision over the next two years and beyond.	The Deloitte/Corelogic proposal is based on inclusive functionality upgrades to meet new legislative requirements.
Staff buy in to new ways of working is not optimal.	The change management team and the project team will ensure that all staff are fully engaged throughout the project. This mitigating action commenced during the selection process when 32 staff representing a cross section of the Council as well as colleagues from the PCT formed an assessment panel. This type of engagement with staff will continue.
As with all projects, there is a possibility that the project over runs.	Regular monitoring and control coupled with the project being managed on a 'fixed price' milestone based approach with our partner Deloitte should mitigate this. The project scope is very clear and has been agreed.
Council staff are not available to fulfill project roles.	Each role in the proposal has been agreed and staff earmarked to undertake this role. Sufficient funding for backfilling of staff is available. Agreement with Deloitte means additional resource can be brought in if required.

## Alternative Options

### Option A: Do Nothing

57. The Council has made a commitment to both CSCI (Commission for Social care Inspection) and the DCSF (Department for Children, Schools and Families) that it will have a new solution in place by summer 2008. In order to achieve this, a solution must start to be implemented now.
58. Failure to deliver the new system during 2008 is likely to create a loss of confidence by CSCI in the Council's ability to drive much needed improvement in the provision of social care and will prejudice the Council's prospects for securing an improved assessment rating by CSCI for 2007/08 and affect the Council's reputation in being able to deliver services within the directorates concerned.
59. Both adult and children's social care ratings would be impacted by a failure to implement a replacement system. Any reduction in social care ratings would also adversely impact the corporate assessment score.

### Option B: Variable Cost Option (time and materials).

60. The implementation of the new social care solution was also offered as a time and materials (T&M) option by Deloitte, the cost of this option was £65k lower than the fixed price option, and represents 2.17% of the overall project cost. This percentage is considered low by industry standards. Whilst the T&M option offers the advantage of being a lower initial capital cost there is a significant risk that the overall project costs would increase to the extent that they could out-strip the fixed cost price.
61. Although work has been completed by the Council and Deloitte to clearly understand, define and agree the scope of the project, it is not possible to take into account issues which may occur that could result in additional costs being incurred on work within the original scope of the project
62. In selecting a fixed price option additional costs would only be incurred if the scope of the project changed, (which would be subject to approval by the Project Board), or if the Council did not provide the resources required for the project in line with an agreed project plan.
63. As work has been completed with Deloitte to clearly understand, define and agree the scope of the work to be completed on the project it is recommended that the time and materials option is not pursued and that the project is moved forward on a fixed price basis.

## Consultees

Deloitte  
Office of Government Commerce  
Audit Commission  
Department for Children, Schools and Families  
Worcestershire County Council  
Nottinghamshire County Council

## Appendices

### Appendix A – Preference from each area

The results from the scoring of the scenarios are as follows: -

<b>Section</b>	<b>Preference</b>
Adults	Corelogic Frameworki
Children's	Corelogic Frameworki
Finance	Corelogic Frameworki
Performance Management	Corelogic Frameworki
Integrated Teams (Learning Disabilities, Mental Health Trust and Primary Care Trust)	Corelogic Frameworki

## **APPENDIX B – General Comments / Themes**

### General Comments / Themes (Corelogic)

- Easy to use
- Impressive depth in finance management
- Very willing for us to talk to their customers
- Very intuitive

### General Comments / Themes (OLM)

- Easily identifiable as ICS format
- Can make areas mandatory
- Activity list clear and concise

## APPENDIX C – REAL-WORLD WORK PLACE SCENARIOS TO IMPROVE SERVICE DELIVERY

### SCENARIO 1: MAUD

Maud is in hospital following a fall and is referred to the hospital social care team for a social care assessment in order to assess her ability to cope on her own if she is to go home. Following this assessment a package of care is authorised – 1 hour in the morning and 1 hour in the evening each day, including weekends from STARRS, together with meals on wheels each lunch time and a British Red Cross mid-day visit, all for an initial period of 4 weeks when a further review will be undertaken. Maud goes home but two weeks into the care period she falls down the stairs resulting in a nighttime visit by the emergency duty team who are able to access her notes on the system and undertake a further assessment of her needs. She is once again taken back into hospital for a further period of medical care. After a week in hospital she is then transferred to the joint initiative Hillside Intermediate Care Unit and arrangements are made for her to go home the following week with daily visits from the outreach team, a mobility frame and associated aids from the Integrated Community Equipment Store together with the package previously re-instated.

At the end of the two week period Maud is re-assessed by the social worker (Tracy) and following consultation with the outreach team the decision is made with Maud that she is unable to look after herself and does require residential care. Her existing care package is extended until the process to locate a suitable care home and ensure finance is available is completed. It will also be necessary for Maud to have a financial assessment to identify how much she is able to contribute to this cost. The necessary work is undertaken and documented by the social worker and within a week Maud has a placement agreed in a residential care home. On 10<sup>th</sup> June Maud is transferred into the home and a month later the social worker visits to ensure she is happy and reviews her situation. Maud is content in her new surroundings and the case is placed on review for six months.

Two months later the care home manager contacts Social care – Maud is very distressed her “pocket monies” have disappeared from her drawer along with her bankbook. An adult protection referral is completed and the case reported to the Adult Protection Committee. The adult protection process commences which involves carrying out the initial evaluation, deciding if emergency action is needed, investigating and agreeing the way forward. The outcome of the process also has to be documented.

#### How this will improve Service delivery:

Step	Details	
1	<b>Referral Process</b>	On admission to hospital notice of possible referral. Workflow. (Information sharing with partners; e.g. when customers leave hospital a care package may be required)
2	<b>Assessment process</b>	Workflow – recording and authorisation process (Assessment is currently paper based at the moment. Parts may be completed by PCT and parts by social care leading to multiple visits and duplicated effort))
3	<b>Care Plan</b>	Care Plan showing all services recommended including those provided by family and unmet needs (Currently Care plans are stored on paper records and unmet needs are not recorded)
4	<b>Service provision/ Provider detail</b>	Provider detail/monitoring outcomes/quality Provider’s ability to update system to show availability of service e.g. hours of care/bed etc. Actual service provision, delivery of that service and payment.
5	<b>Re-referral</b>	Ability to show multi-referrals during a period
6	<b>Out of Hours</b>	Ability to access system 24/7 remotely and update

Step	Details	
7	<b>Integrated working</b>	Accessibility by PCT workers and update. Occupational therapist/district nurse referrals to ICES.
8	<b>Integrated Community Equipment Store (ICES)</b>	Automatic request for aids to be allocated and resourced – asset management identification and notification of stock levels.
9	<b>Consultation</b>	Ability to record reasoning behind decision being made
10	<b>Financial</b>	Once decision/service provided immediate financial assessment referral. Estimated costs available on screen. Commitment accounting. Income and payment monitoring.
11	<b>Review</b>	Systems ability to “flag-up” reviews required
12	<b>Adult Protection Referral</b>	Immediate notification to Adult Protection Committee and carer. Instigation of support process for carer.
13	<b>Adult Protection Procedure</b>	Full process including investigation and outcome recording

## SCENARIO 2: FAMILY MOVES

The Smith household is made up of 4 individuals:

Joan Smith: An OAP who is known to social care and currently has a mobility aid from the Integrated Community Equipment Store on loan and attends the local Alzheimer Society day care centre.

Sarah Smith: A single parent on housing & council tax benefit and is in receipt of Income Support.

John Smith: A primary school age child with SEN (special education needs) provision including 5 hours per week help. The child has behavioural and attendance issues at school. There have also been issues around his health, as he appears to have a poor diet and a skin condition. A CAF has been completed by the SENCO and that information has been shared with Children & Young People's Services by the lead professional.

Robert Smith: Sarah's pre-school nephew whom she has recently started fostering. The family decide, with the help of Home Point (Herefordshire's partnership with 5 major registered social landlords), to move from a market town into the city, with all the resultant changes in school, nursery etc., and call into the local Info Shop to register their new addresses.

Sarah is no longer able to care for Joan, who has dementia and is moving into a care home following a social care assessment, the cost of which needs to be identified. The house that the rest of the family move into is poorly insulated and needs updating. John is due an annual review of his SEN statement. The cost of these needs is required by the Director of Children and Young People's Services. Sarah will shortly be looking to apply for a school placement for Robert, his social care case records have been transferred to another team following the move to the city and the service manager of that team has requested projected placement costs to the year end for Robert.

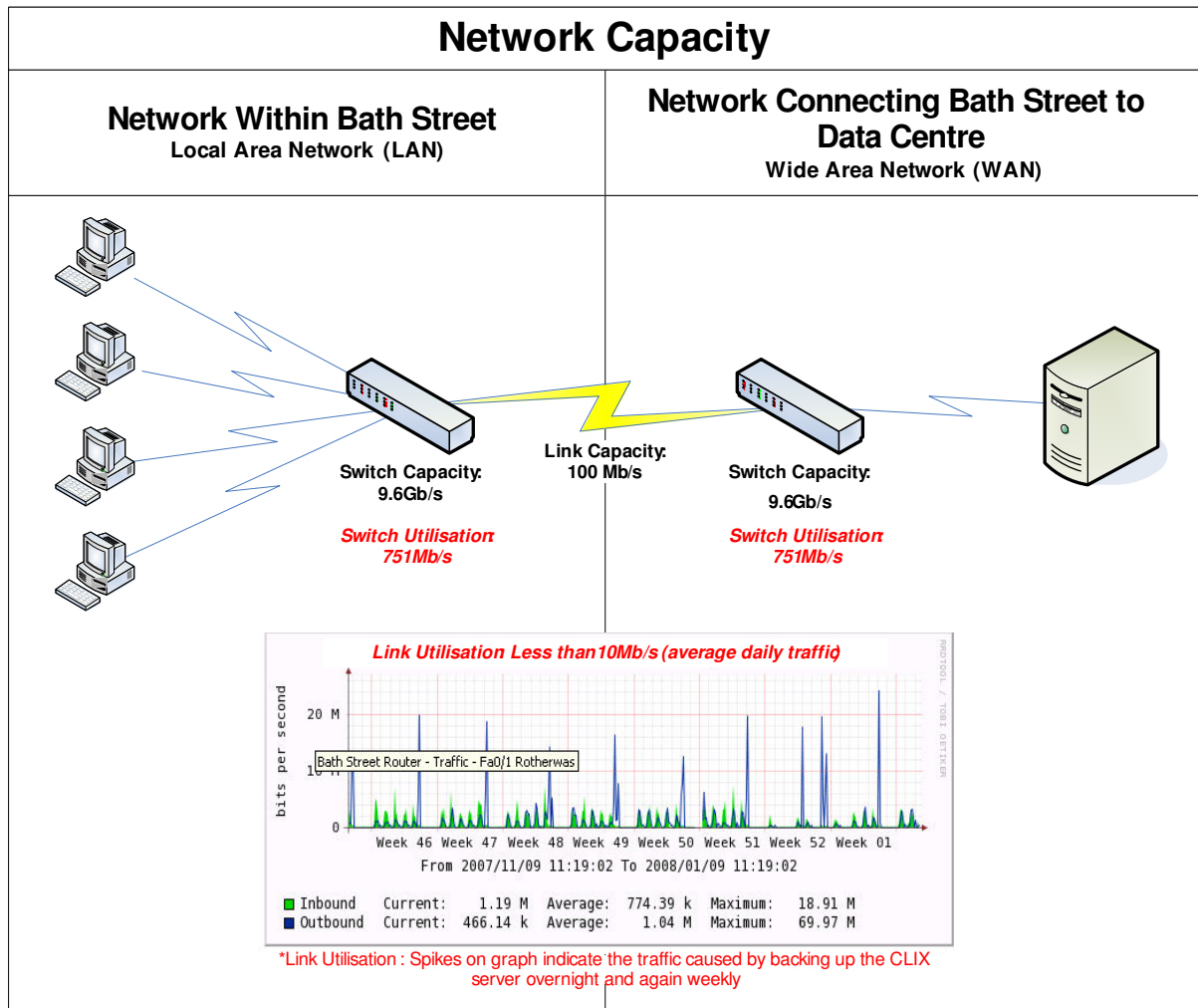
### How this will improve Service delivery: -

Step	Details	
1	<b>Change of address - Info</b>	Customer details entered just once and cascaded to all areas – social care, Homepoint, revs and benefits, schools, pre-placements, electoral registration. Additional "sales help"/signposting – library tickets/bus pass etc/welfare rights (At present we would have to individually update each system this leads to inconsistent data and time lapses)
2	<b>Adult Social Care record – Joan</b>	Initial record set up showing adult social care involvement including ICES (Integrated Community Equipment Store), day centre attendance, care process, assessment, etc.
3	<b>Adult Social Care record - Joan</b>	Referral/assessment/approval of funding & allocation or selection of care home /move/review Return of ICES equipment (currently this is not linked to any system) To show workflow and document management
4	<b>Adult Social Care /Children's Services record - Sarah</b>	Identified as Carer for Joan initially then closed. Foster parent and supporting procedures for Robert. Workflow & document management. Support to Sarah? Fostering payments to Sarah? (Ensure support is in place for both foster carer and client which takes much longer at the moment)



Step	Details	
5	<b>Children's Services - Robert</b>	Assessment/procedure for fostering/reviews
6	<b>Children's Services Record - John</b>	SEN record detailing help provided, school etc. Referral of behavioural issues etc to Children's Services, health concerns to PCT – One child one record/ workflow and document management – e-CAF referral to social care; e-CAF populates ICS template. IS Index <b>(System links to enable information sharing with partner organisations such as PCT and Education are not present at the moment)</b>
7	<b>Strategic Housing</b>	Grant for improvements – application and administration, outputs. Workflow and document management Links with Home Point/social care system Risk of homelessness
8	<b>Children's Services</b>	Ability to apply online for school placement for Robert
9	<b>Adult Social care Costing</b>	Has the costing element of adult social care been covered? (Cost information is not readily available to social workers leading to potential overspend)
10	<b>Children's Services Costing</b>	Has the costing element for Children's Services been covered? (Cost information is not readily available to social workers leading to potential overspend)

## APPENDIX D – Network Capacity at Bath St Offices



### Summary

There is sufficient network capacity (capability) to accommodate the new social care system.

### Rationale and Method

The new social care system will sit on a server in the Council's data centre facility at Plough Lane. This new system will be accessed by social care employees from their computers at Bath Street.

### **Network within Bath Street (Local Area Network)**

A computer is plugged into the network at Bath Street. A switch at Bath Street aggregates all these connections into a single link ready to go out of the building. The switch has a certain capacity to transmit data. By measuring the current load or volume of data being handled by the switch we can see whether or not capacity will be exceeded by adding the load of the new social care system.

The switch at Bath Street has a capacity of 9.6Gb/s (Gigabytes per second) or 9830Mb/s (Megabytes per second), the current load is 751Mb/s.

The new social care system is expected to add a further 86Kb/s (Kilobytes per second) or 0.08Mb/s. This is based on figures from Corelogic of an average of 2Kb/s per user whilst using the system for 43 users in Bath Street.

**Conclusion: Sufficient capacity**

### **Network Connecting Bath Street to Data Centre (Wide Area Network)**

The switch then sends this data from one building to another via a wide area network link. In this case a switch at Bath Street sends this data to another similar switch at Plough Lane. This switch then sends the data to the server in the data centre.

The link between Bath Street and Plough Lane has a capacity of 100Mb/s.

The current load on this link fluctuates minute by minute but is monitored and the load logged. Over the last two months (the period over which the link was measured) the load did not rise above 10Mb/s in normal day to day usage – 10% of capacity. Nightly and again weekly, the load can increase to up to 30 Mb/s – 30% of capacity. This occurs as the data on the current social care server which sits at Bath Street backs up its data to Plough Lane to ensure we are storing more than one copy of the data.

The new social care system is expected to add a further 86Kb/s (Kilobytes per second) or 0.08Mb/s. This is based on figures from Corelogic of an average of 2Kb/s per user whilst using the system for 43 users in Bath Street.

It should be noted that as the current social care system will be removed from Bath Street, the effect on capacity will actually be to reduce overall load.

**Conclusion: Sufficient Capacity**

## APPENDIX E - GLOSSARY

### Glossary of Terms associated with the Herefordshire Connects Programme

Term	Abbreviation	Definition
Back Office		Sir Peter Gershon's review of efficiency identified 'back office functions' as one of six main areas where the public sector could achieve efficiency savings. The Gershon report defined back office services as: "finance, human resources, information technology support, procurement services, legal services, facilities management, travel services, marketing and communications".
Benefits  Benefits Realisation		<p>Benefits are the positive gains of completing a project and can be cashable and non-cashable. Non-cashable benefits won't provide a direct budget reduction, but, for example, free up staff time for higher value activity. An example of a cashable benefit would be the reduced need for administrative staff to manually enter data / invoices etc, where a computerised system is put in place. Benefits of this kind are only cashable if there is a will to <i>realise</i> them, i.e. in this case reduce staff numbers.</p> <p>There are also non-financial, intangible benefits which are difficult to quantify. For example increased customer satisfaction, better reputation, lower council tax etc.</p> <p>The benefit is generally attributed to the Council overall rather than a specific work area (e.g. the reduction of a post in one directorate might not be seen as a "benefit" to that directorate but it will be a reduction in cost or a better use of resources to the Council overall)</p>
Benefits Line by Line		<p>In drawing up the Herefordshire Connects business case, savings (benefits) were identified and costed. Each benefit was classified and given a value. E.g. – with an integrated computerised solution you can calculate;</p> <ul style="list-style-type: none"> <li>a) the time savings of not having to manually enter data</li> <li>b) the cost savings of not maintaining multiple systems</li> <li>c) the efficiency gains from having up to date, readily available information</li> </ul> <p>Each line of benefit is added to provide the overall financial benefit of making the investment.</p> <p>There are over 50 lines of benefits in the Connects business case which have been ratified by Capita.</p>
Boutique Solution		Specialist computer systems designed around a specific work area (e.g. a highways and transportation finance system; a property asset management system). Each one needs specialist

Term	Abbreviation	Definition
		training and support. These systems are not integrated so information sharing tends to be more difficult and cumbersome. Herefordshire Council has up to now used this approach for ICT development.
Build in (technology)		To build a computer system using in-house resources and expertise. Generally more flexible but more costly to support and develop and needs special training. Relies heavily on key individuals to maintain and train.
Buy in (technology)		To buy a computer system, usually with maintenance, support and the ability to upgrade.
Business Case  Herefordshire Connects business cases		A document which describes the justification for setting up and continuing a programme or project. The business case shows why a programme is needed; what happens if nothing is done and the cost and benefits of various options. These consist of the directorate specific Service Improvement Plans (SIPS). For Herefordshire Connects these were consolidated into three Council business cases (Integrated Customer Services, Integrated Support Services & Corporate Performance Management)
Business Continuity		Keeping the day to day work activities on-going during periods of major change (e.g. introducing a new computer system)
Business Process Mapping	BPM	Recording all the activities undertaken to perform a specific piece of work (e.g. purchasing a product) in the order they are undertaken and by whom. Analysing this flow of work and reorganising it to ensure the activity is undertaken in the most effective and efficient manner and recording the new recommended work flow. Such in-depth analysis of an organisation's activities often shows up weaknesses in current ways of working and quality of delivery of service. Once the "best" workflow is written down, ensuring that the computerised system supports this often leads to further efficiency savings.
Capita plc		Capita plc is one of the UK's leading business process outsourcing (BPO) and professional services companies.
Capital		Financial term to identify expenditure on any asset valued over £10,000 and with a life span of more than one year.
Capitalised / Capitalisation		Accounting principle describing a process which allows capital expenditure to be spread over the lifetime of a project or asset or over five years, whichever is shorter. The Local Authorities (Capital Finance and Accounting) (England) Regulations 2003 state that expenditure incurred on the acquisition or preparation of a computer program can be

Term	Abbreviation	Definition
		capitalised. This has been reviewed and confirmed by Capita. 80% of Connects costs can be capitalised.
Champion		A role identified to promote a new direction, methodology or working method across an organisation.
Change Management		For any change in ways of working and organisational behaviour to be made and sustained the changes required have to be carefully planned and implemented to yield positive results. This requires timely and appropriate interventions to ensure active management and staff engagement with the programme; to ensure that employee transition from the old to the new organisation is professionally and sensitively handled; that managers are supported and enabled to realise and sustain programme benefits and the required training is managed and co-ordinated
Commercial Assessment		Analysing in detail the received tenders for a programme of work, together with all the other implications; legal, value for money etc, from a company or firm of consultants in order to chose a partner to work with.
2007 Comprehensive Spending Review	CSR07	Central government directive to local government, building on and further embedding a culture of innovation and focus on value for money initiated under the Gershon efficiency agenda
Configure		Major computer systems (e.g. integrated human resources / payroll) are written to reflect the most efficient/optimal processes to perform a particular task. Organisations generally want to work in a slightly different way to this optimum. The essence of these major systems can be adapted to meet this requirement without changing the basic programme – this is configuring a system. Using the best experts to configure your systems is critical to the long term efficiency and flexibility of the organisation's work. The cost of this work is a balance between choosing a boutique solution or a corporate solution.
Corporate ICT Strategy 2007 - 2011		Herefordshire Councils ICT strategy document, detailing ICT present and future service provision, initiatives, developments and benefits.
Corporate Management Board	CMB	Herefordshire Council executive management team, authorising strategic decisions for the Council. Membership: Chief Executive and Directors, plus the Head of Human Resources.
Corporate Solution  NB – Corporate in this context refers to organisation wide, rather than private sector business.		Specialist computer systems designed for corporate wide functionality (e.g. finance; pay roll; asset management). They can be used across the organisation and information shared and training and support is standardised. They may lack specific functionality for a particular work area (e.g. a facility to cost the maintenance of a street light) but this reduction of specific functionality is

Term	Abbreviation	Definition
		outweighed by the benefits to the organisation as a whole. See ERP
Corporate Strategy Review		The 'old' name given to what is now called Herefordshire Connects.
Cost reduction programme		A programme of work which analyses activities undertaken with a view to decreasing costs of delivery.
Customer		A customer is defined as an individual or group of individuals or a business or partner who interacts with the Council. Often also referred to as citizens and / or service users. Customers can also be internal. Every employee is a customer of payroll and HR, all services are customers of ICT etc.
Customer Focussed Services		Council services that are integrated, responsive and cost effective, concentrating on meeting the needs of customers, increasing customer satisfaction, solving customers problems, involving customers in service delivery and improvement, and encouraging and welcoming customer feedback.
Customer Relationship Management System  One-customer, one record	CRM	CRM is the <i>single</i> system / database in which <i>all</i> customer contacts will be logged, processed and managed. Further functions of this technology are scripts which allow generalist staff to directly answer a high number of generic customer enquiries. This is called first-line resolution
Database		A computer database is a structured collection of records or data that is stored in a computer system so that a computer program or person using a query language can consult it to answer queries.  The term <i>database</i> refers to the collection of related records, and the software should be referred to as the database management system or DBMS.
Document Management /  Electronic Document and Records Management System	DM  EDRMS	Document Management is concerned with the storage and retrieval of documents. In a large organisation there will usually be many different types of document. Some may exist on paper only and others may be stored in an electronically readable format.  The system will allow for the scanning, processing, storage and easy retrieval of documents on-line.
Electronic Social Care Record	ESCR	Social care departments are required to undertake a revolution in information management practices. The Department of Health's mandate for better information management sets clear strategic goals. ESCR brings together all the relevant information for a service user in one place. The challenge is that the information is currently held in multiple formats and in many different stores. The information must be stored securely, but be accessible when required. The chosen social care ICT solution will

Term	Abbreviation	Definition
Enterprise Resource Planning	ERP	<p>enable the implementation of ESCR.</p> <p>The fundamental principle that underpins ERP is the idea of a single data repository, which represents all of the business information the organisation collects to carry out its business, whether financial, production related, human resources, or whatever. This eliminates the need to transfer information from one system to another, and ensures that any piece of information known to the organisation is simultaneously available to any worker who has the need and authority to access that data.</p> <p>Through analysis of the business and available technology, Herefordshire Connects has proposed to use SAP ERP which will combine the current numerous systems we currently use for Finance, Human Resources and Payroll into one.</p>
ERP Solutions		<p>Within Local Government, three of the main suppliers of ERP products are listed here.</p> <p><b>Oracle Corporation</b> is one of the major companies developing database management systems (DBMS), tools for database development, middle-tier software, enterprise resource planning software (ERP), customer relationship management software (CRM) and supply chain management (SCM) software.</p> <p><b>SAP</b> is the world's largest business software company. SAP focuses on six industry sectors: process industries, discrete industries, consumer industries, service industries, financial services, and public services. It offers more than 25 industry solution portfolios for large enterprises and more than 550 micro-vertical solutions for midsize companies and small businesses.. SAP's products focus on Enterprise Resource Planning (ERP), which it helped to pioneer. The company's main product is SAP ERP.</p> <p><b>Unit 4 Agresso</b> is a Dutch provider of Enterprise Resource Planning (ERP) applications. Unit 4 Agresso develops, implements and sells several ERP packages, including the full-suite ERP solution.</p>
Every Child Matters agenda		<p><i>Every Child Matters: Change for Children</i> sets out the national framework for local change programmes to build services around the needs of children and young people so that we maximise opportunity and minimise risk; By working together and by sharing information across all the key organisations involved with providing services to children, all children and young people from birth to age 19 will receive the support they need to be healthy, stay safe, enjoy and achieve; make a positive contribution; achieve economic well being.</p>



Term	Abbreviation	Definition
Flexible Working		Flexible working incorporates a wide variety of working practices. A flexible working arrangement can be any working pattern other than the normal working pattern in an organisation. Most people are familiar with working part-time for reduced pay or working different shift patterns, but other ways of working that employees may consider include; annualised hours, compressed hours, flexitime, home working, job-sharing, shift working, staggered hours and term-time working.
Front Office		Effectively any and all services directly provided to the customer; such as the Info shops; highways operatives; social workers, refuse collection, benefits etc. Herefordshire Connects aims to shift resources from back office functions to improving front line service delivery.
Functional Requirements (FRS)		The line by line detail of what a business requires from a computerised solution to handle its business requirements. Herefordshire Connects has over 600 requirements in its FRS.
Herefordshire Connects		<p><i>Herefordshire Connects</i> is the name (chosen by staff) for the most ambitious programme of work that the Council has proposed. A corporate wide transformation programme aiming to bring benefits and service improvements in the areas of integrated support services (back office); integrated customer services (front office) and performance management.</p> <p>It is a “transformation” programme as the intention is to make changes which “transform” how the Council provides its services. Enabled by a significant investment in computerised information, technology systems, it will facilitate different, more efficient and effective provision of services to the Council’s customers. It is a “transformation” programme because the changes it proposes are to be made in a short time frame not incremental improvements but, managed and fast changes, driven by the needs of the customers. The programme is predicted to facilitate savings of approximately £8 million <i>cashable per annum</i>. The Council’s current financial situation re-enforces the need for the programme and also Connects will act as an enabler for closer working within the proposed PST. The programme covers the following functional work areas:- flexible/remote/ mobile/ smarter working; finance and budgeting; procurement; property &amp; asset management; performance management; electronic document &amp; records management solution (including workflow) (EDRMS);electronic social care record (ESCR); one customer, one record; HR/payroll/self service; training/e-learning</p>
Information,	ICT	Council service supporting computer users

Term	Abbreviation	Definition
Communication Technology		providing a variety of services to help the business maximise its use of information technology. Provides technical advice and procurement services.
Information Policy Group	IPG	Herefordshire Council board for approving decisions for information technology related matters.
Interface		<p>An interface defines the communication boundary between two entities, such as a two software applications or between software and a hardware device, or between the application and a user. Because interfaces are a form of indirection i.e. there is a “joining” rather than a “connection” there is some additional overhead incurred in performance.</p> <p>Interfaces between different software applications can have major ramifications - sometimes disastrous ones - for functionality and stability. A key principle of software design is to prohibit access to all resources by default, allowing access only through well-defined entry points, i.e. interfaces.</p>
Integration		System integration is the bringing together of the component subsystems into one system and ensuring that the subsystems function together as one system. This is the reasoning behind ERP, where the finance, payroll and HR functions are one integrated system, rather than 3 or more interfaced systems.
Invitation to Quote	ITQ	Both the invitation to quote and the invitation to tender include a detailed specification of the goods or services to be supplied. The supplier is required to indicate its level of compliance against each individual item. The supplier is also required to complete a cost template confirming the costs.
Invitation to Tender	ITT	
Milestone		A time based control that record a due date for actions, decisions, deliverables, stage management control point or other key date. Normally used to measure progress.
Multi-agency social care environment		Multi agency assessments and reviews consider <i>all</i> the needs of a person rather than focussing on a specific need or service. An integrated social care and healthcare information system will enable a shared healthcare and social plan to follow a person as they move through the system.

Term	Abbreviation	Definition
Office of Government Commerce  Framework Agreements  CATALIST	OGC	The Office of Government Commerce (OGC) is an office of HM Treasury, responsible for improving value for money by driving up standards and capability in procurement, from commodities buying to the delivery of major capital projects. Through schemes and initiatives such as Framework Agreements and CATALIST rigorous tendering and evaluation processes ensure that products and services are checked for quality, price competitiveness, fitness for purpose and compliance with statutory requirements. OGC has asked to use the Herefordshire Connects procurement as an exemplar case study.
Partner/Strategic Implementation Partner		The company that the Council has agreed to work with to undertake Herefordshire Connects.
(Corporate) Performance Management	CPM	Herefordshire Council has no technology to support its performance management framework, resulting in late / incomplete performance reports, duplication and confusion over figures. The Connects CPM project objective is to procure and implement a software package to enable the use of real-time, accurate data, to host service plans and monitor progress against actions, to allow the sharing of data between partners for LAA performance management.
Phased Approach		A term used to describe breaking down a project into phases. Such an approach allows better control of activities and monitoring of quality of the project. It can also be applied to benefits and investment from and into the project.
Programme		A large scale area of work, often involving a corporate wide approach and made up of a number of integrated <i>projects</i>
Project		A temporary organisation which is created for the purpose of delivering one or more business products according to a specified business case.
Project Board	PB	The Project Board provides the where senior management representatives of the customer and supplier come together to make decisions and commitments to the project.
Project Initiation Document	PID	A document the purpose of which is to bring together the key information needed to start the project on a sound basis; and to convey that information to all concerned with the project.
Project Management		Using a multi-disciplinary team built up of staff from all parts of the organisation with external members where necessary, and undertaking work using a project methodology such as PRINCE 2. Managing work undertaken in a structured and methodical way and monitoring activities to ensure completion to a stated objective and within given timescale
Realising Benefits		Having identified the benefits (the saving of resources) these need to be moved from their current budget line to ensure that savings are

Term	Abbreviation	Definition
		actually made. So if by introducing a new computer system only two officers rather than the current four are needed to do the same work then the staff complement for the relevant work area needs to be reduced, the budget cut and the staff members supported to move to another position. Only then are the anticipated/projected benefits “realised”.
Remote working		This is the accessibility and availability of information from remote locations such as mobile vans, home, and other professional establishments such as the PCT. Mobile working has been demonstrated in the Connects procurement process, and the preferred technologies support mobile working in such areas as social care, homelessness, highways etc.
Revenue		Ordinary (non-capital) spend by the authority i.e. spend comes from current operational budgets
Scope		A term used to explain what will and won't be covered by the project, determining what is “in” or “out” of scope
Self management / self management		Refers to employees being able to carry out functions such as booking leave and sickness, requesting training etc through their computers rather than completing paper forms and handing them to people to process.
Service Improvement Plans	SIPs	In the first phase of Herefordshire Connects each directorate carried out service improvement workshops, from which each directorate produced a SIP, including a summary of key projects the directorate would undertake in the next 5 years as well as the associated costs and benefits. All SIPs contained common themes, those of front office service delivery, back office support, and performance management. These themes were then pulled together into three <i>corporate</i> business plans ( <i>see business plans</i> ).
Shared Services Shared Service Centre Transactional		Shared Services is the integration and streamlining of an organisation's functions to ensure that they deliver the services required of them as effectively and efficiently as possible. This often involves centralising back office functions such as HR, payroll and finance but can also be applied to the middle or front offices. A key advantage of this convergence is that it enables the appreciation of economies of scale within the function and can enable multi function working (e.g. linking HR and Finance together, where there is the potential to create synergies). A large scale cultural and process transformation is a key component of a move to Shared Services often including reductions in posts and changes of work practices. Shared Services are more than just centralisation or consolidation of similar activities in one location. Shared Services can mean running these service activities like a business and delivering services to

Term	Abbreviation	Definition
		<p>internal customers at a cost, quality and timeliness that is competitive with alternatives.</p> <p>Many local authorities have taken this approach to realise very significant cash savings. Surrey, an award winning shared service centre, has contributed to £39m in efficiency savings for the local authority.</p>
Single Integrated Environment		<p>A term used to describe a position where the organisation's information is held in one computerised system. This would allow complete flexibility for sharing, updating and combining different sets of information and would offer definitive "one version of the truth" in terms of the organisation's data sets. Given the very wide range of activities that the Council undertakes such an environment is not easily achievable so a principle of reducing to as few and as well integrated systems as possible is the ideal objective in the current climate.</p>
Stage		A division of a project for management purposes.
Strategic approach		A corporate, organisational approach
Systems		<p>Refers mainly to computer applications used to hold key data for the organisation. In the council key data is held in various databases or spreadsheets across the organisation. This leads to several sets of the same data being held and thus no surety of the accuracy of each data set; duplication of entry into different data sets. An organisation ideally should have as few separated data sets as possible, which means as few computerised applications available to users.</p>
Target Operating Model		<p>Target Operating Models set out how organisations, or parts of organisations, should operate differently in the future. The design of a TOM is an important stage in a transformation journey. It needs to show <u>how</u> a high level vision and strategy should be put into operation</p>
Work Packages		Detailed description of the work needed to be carried out to accomplish the work of a project or programme