CAPITAL INVESTMENT BUSINESS CASE

CAREFIRST SYSTEM UPGRAGE TO ECLIPSE

PLYMOUTH
CITY COUNCIL

EXECUTIVE SUMMARY

The Executive Summary is a short summary of the Business Case and should be the last section you complete, this will enable you to extract or only the key facts from relevant sections i.e. 'project on a page'. The summary is a 'snapshot' of the business case which will need to tell the story and sell the proposal.

Carefirst 6 the current system that supports Children's and Adult Social Care operations, care provider payments and client charging, is old and will no longer be supported by OLM. Given the importance of Adult and Children's Social Care, both for discharging the Council's statutory functions and the monies involved in paying Care Providers and charging Clients, remaining on a system that will become obsolete would become a very significant risk.

This Business Case recommends that we pursue upgrading OLM Carefirst 6 which supports both Adults and Children's Social Care operations to their new Eclipse platform. The feasibility work undertaken has concluded that this represents the most cost effective upgrade option and one which not only secures the IT infrastructure of social care within Plymouth, but one that would facilitate Business Process Transformation both in the short, medium and long term.

This upgrade will take place over 3 years and be carried out on four distinct phases:
- Phase 1: Discover Phase – That looks in detail and the scope and planning for full implementation (Jan 21 to Mar 21)
- Phase 2: Children's Services (April 21 to Mar 22)
- Phase 3: Adults Services (Apr 22 to Mar 23)
- Phase 4: Financial Services provided through the system (Apr 23 onwards)

The Capital costs for this project will be funded through service revenue and will total £2.040M and will be repaid by both Children's and Adult Social Care on an equal spilt basis.

Both Adults and Children's Social Care will benefit from the enhanced functionality that the upgrade brings, which will support the discharge of the Council's statutory functions for the next decade and beyond.

Risk

As with any significant software upgrade this project will carry risk and a governance structure will be established to maintain:
- Oversight and management of the current Carefirst System to ensure it is prepared to best support the upgrade
- Oversight and responsibility for project delivery and risk monitoring and mitigation
- To ensure front line service delivery and financial control are maintained through this upgrade process
- The benefits of this upgrade are realised

The three main high level areas of risk at this stage are:
- Technical issues during upgrade including migration of data to Eclipse delaying or increasing cost of this project
- OLM Model Office requiring significant additional change and development work from software provider increasing time/cost
- A detriment to the real time access to management information through reports

SECTION 1:	PROJECT DETAIL		
Project Value (indicate capital or revenue)	£2.040m (Capital)	**Contingency (show as £ and % of project value)**	£266K (part of the total £2.040m), 15%
Programme	Transforming Council Services	**Directorate**	People
Anna Coles (Integrated Commissioning)	Cllr Kate Taylor, Health and Adult Social Care	**Service Director**	Craig McArdle / Alison Botham
Senior Responsible Officer (client)	Gary Walbridge/Jean Kelly	**Project Manager**	Gareth Sampson (Current)
Address and Post Code	N/A	**Ward**	Citywide

Current Situation: *(Provide a brief, concise paragraph outlining the current situation and explain the current business need, problem, opportunity or change of circumstances that needs to be resolved)*

CareFirst 6 is the present case management, payment and charging system used by the various Children's and Adult Social Care departments and organisations. In 2017 it was agreed to extend the CareFirst 6 contract for a period of 3 years to March 31 2020. A further extension was agreed with OLM until October 2020.

CareFirst 6 has been used by Plymouth City Council for 20 years. However, we have now been informed by OLM, our supplier that with the exception of statutory requirements, the system will no longer be developed as they have now launched their new platform using the latest technology.

The new system developed by OLM is called Eclipse, which is a next-generation replacement for CareFirst. As a long standing customer Plymouth City Council has been offered an early adopter discount on the upgrade. This offer was time limited and some extensions agreed due to the COVID pandemic.

Work on this proposal began in 2019 but was suspended due to COVID. In June 2020, the project was revitalised and work has progressed between the four key partners; Plymouth City Council Strategic Commissioning Department, Plymouth City Council Children's & Younger People Directorate, Livewell South West and DELT Shared Services.

Carefirst 6 the current system is old and will no longer be supported by OLM. Given the importance of Adult and Children's Social Care, both for discharging the Council's statutory functions and the monies involved in paying Care Providers and charging Clients, remaining on a system that will become obsolete would become a very significant risk.

Proposal: *(Provide a brief, concise paragraph outlining your scheme and explain how the business proposal will address the current situation above or take advantage of the business opportunity)* **and** *(What would happen if we didn't proceed with this scheme?)*

This Business Case recommends that we pursue upgrading OLM Carefirst 6 which supports both Adults and Children's Social Care operations to their new Eclipse platform. The feasibility work undertaken has concluded that this represents the most cost effective upgrade option and one which not only secures the IT infrastructure of social care within Plymouth, but one that would facilitate Business Process Transformation both in the short, medium and long term.

Both Adults and Children's Social Care will benefit from the enhanced functionality that the upgrade brings, which will support the discharge of the Council's statutory functions for the next decade and beyond.

A decision must be made regarding future systems and there is financial advantage in taking this decision. If decisions are not made in the extended discount period the Council's will have to pay £70,892 just to keep CareFirst running this financial year, due to the expiration of the offer.

If we subsequently decided to move to Eclipse at a later date then we would pay an additional £200,000 in implementation costs and an additional £40,000 in annual charges.

Carefirst 6 provides the assessment and care planning functions across Adult and Children's services along with essential Finance modules. These Finance modules are currently not yet available from the provider and therefore out of scope. However, we have shown indicative costs and information around this in what would be a 3rd Phase which would need future and more detailed planning.

Children's Social Care

At present CareFirst 6 is solely used by the Children, Young People & Families Services Directorate within Plymouth City Council.

The Three key stages of Children's Social Care are administered in CareFirst 6:
- Referrals
- Assessments
- Service Provision/Spend
- Charging

Additional Functions include:
- Fostering & Special Guardianship, Safeguarding and Care Leavers. CareFirst 6 has some functionality in respect of these services but require model office development.
- Targeted Support, Plymouth Gateway and Adopt South West do not currently access CareFirst 6 and the development of functions within Eclipse is required.

SEND

Currently the SEND Teams use the Assessments for Spend, Documentation on CareFirst 6 and Service Agreements, but their usage will expand into Care Payments through the new system.

Adult Social Care

CareFirst 6 is used across a number of organisations and teams to provide a wide range of statutory social care functions Currently 7 different Health & Social Care organisations access CareFirst 6:

- Plymouth City Council
- Livewell SouthWest
- University Hospital Plymouth
- Devon CCG
- Improving Lives Plymouth,
- Colebrook - Supported Living Provider
- Havencare - Supported Living Provider

All four key stages of Adult Social Care are administered in CareFirst 6:
1. Referrals
2. Assessments
3. Service Provision/Spend

4. Charging

Additional Functions include:
Adult Safeguarding, Mental Health Act Assessments, Hospital Discharge, and CHC Services and Liberty Protection Safeguards.

Why is this your preferred option: *(Provide a brief explanation why this option is preferred)* **and** *(Explain why this is a good capital investment and how this would be an advantage for the Council)* **and** *(explain how the preferred option is the right balance between the risks and benefits identified below).*

The preferred option is to take advantage of the offer by OLM of their discounted upgrade to Eclipse. This option demonstrates good financial value and operational benefits along with new technology to support future development in line current ambitions e.g. ability to easily share and receive data from other systems.

- Given the significant cost, increased resources and increased risk and disruption to both services, the option of exploring a completely new system was ruled out.

- Eclipse is a system using much more modern technology that will benefit Social Care, both Adults and Children's for many years to come. It has been designed to take full advantage of the latest developments in technology to reduce the time practitioners spend carrying out computer input, and to free them up to spend more time working with people and families.
- The Eclipse upgrade interfaces with the CareFirst Finance module ensuring there is no disruption to payments or charging, until the Eclipse Finance, module is ready for implementation.
- Eclipse contains a number of features that will provide additional benefit to the Social Care Teams:
  - Configurable "Model Office" Workflow which will allow for slicker processes and fewer data errors.
  - Integrated Document Storage (including picture and audio files).
  - Integrated Document Generation.
  - Mobile Phone Integration, including maps and translation of speech into text.
  - Integrated Technical and Statutory Documentation.
  - Work Prioritisation Function (RAG Rating)
  - Unlimited Text Field in Assessments
  - For CYP - Family recording capabilities rather than just individual. Inbuilt Genograms and Chronologies in an exportable fashion.
  - For ASC – Support Planning by Outcomes as an inbuilt function.
  - ASC and CYP Management have had a demonstration of the system and its additional functionality
  - Enhanced potential for data exchange supporting easier information exchange with other systems.
- Eclipse operates to the same system logic as CareFirst which means that our well-developed business processes can be replicated in the new system with less requirement for re-design.
- This will also ensure an automated data migration process, which will be provided by the same IT provider.
- The current CareFirst licencing arrangement limits Plymouth to 400 concurrent users, a limit which is breached on a daily basis, with our multi-agency working. Upgrading to Eclipse (and an Enterprise package) removes that restriction and allows unlimited concurrent users.
- The Council can keep an archived version of CareFirst, to view a client's history (for client's whose details were not migrated) at no additional cost.

- The new Eclipse database can be attached to the existing ASC Data Warehouse, along with CareFirst ensuring continuity of reporting and the virtual client record.
- Eclipse comes with additional real-time reporting functions which can be used for operational and statutory data.
- Other regional partners in both the statutory and voluntary sector are moving or upgrading to Eclipse.

This is a large system and whilst upgrading presents a significant opportunity and avoids the risk of staying on what will end up being an unsupported platform. However, transitioning to Eclipse does also have risk and whilst this risk is considered to be lower this is a large software system supporting from line delivery of critical Council services and the project will require senior oversight and robust project governance.

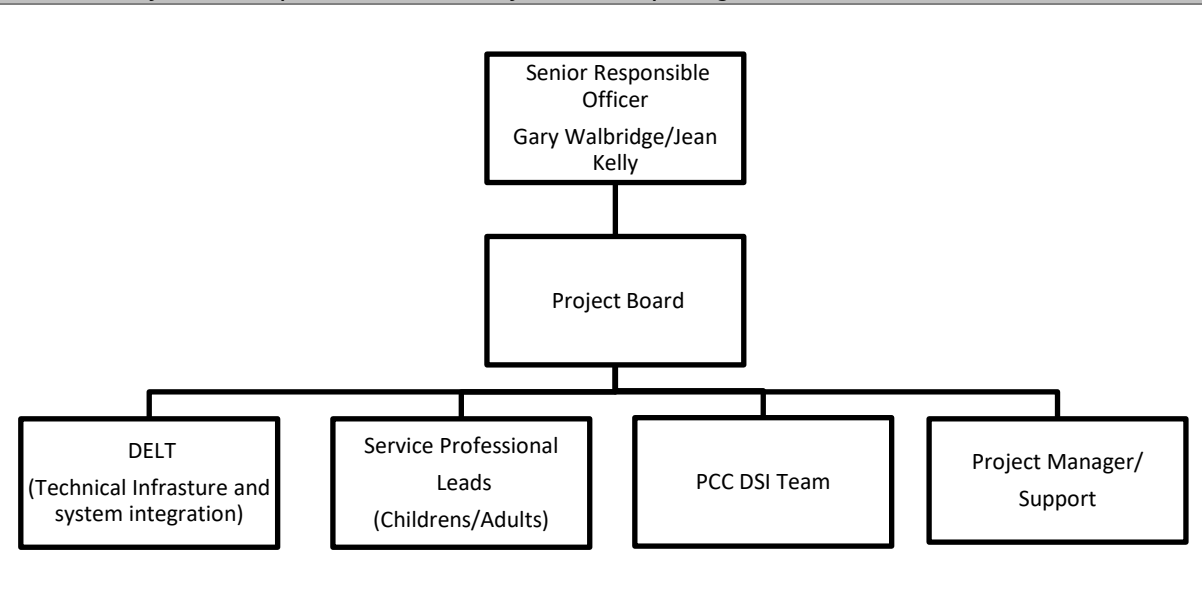| Option Analysis: *(Provide an analysis of 'other' options which were considered and discounted, the options considered must be a 'do Nothing' and 'do minimum' and 'viable alternative' options. A SWOT – Strength, Benefit, Opportunity, Threat analysis could be attached as an appendix).*	
Do Nothing Option	This is not a long term option as CareFirst 6 will be decommissioned and will now only ever receive essential and statutory updates.
List Benefits:	None
List Risk / Issues:	Eventually the platform will become unsupported and present a very high risk of failure and service disruption. Still required to renew our CareFirst contract with its associated costs.
Cost:	There would be no additional costs at first for the Do Nothing option however, as Carefirst would no longer be supported by OLM, PCC would need to pay out for more consultancy work to keep the system going in the first few years and we would eventually have to pay out for a new system with probable costs shown below in the viable alternative option. This would also be a longer and costlier project than upgrading to Eclipse as we would be starting from scratch with a new system to build the provider payment facilities that we currently use to good effect with Carefirst.
Why did you discount this option	Carefirst 6 the current system is old and will no longer be supported by OLM. The Council would be operating key statutory services on an unsupported platform likely to at some point fail leading to reputational damage and potential harm to others.
Viable Alternative Option	New Software Infrastructure System
List Benefits:	There may be additional system functionality not present in CareFirst 6 or Eclipse. At this though, stage no firm benefits have been identified.
List Risk / Issues:	Any new system would operate on a different logic to our current system requiring a significant redesign of our organisational systems including case management, payment and charging systems, this would significantly increase the internal resource required. Any completely new system would require more significant workforce development leading to potential risk of impacting of the services operational effectiveness at a critical time. Full scale procurement processes will be required introducing further time and cost
Cost:	Indicative costs have been estimated to be over £1,000,000 in Software costs alone, without the costs associated with Staff and DELT. This would also be a longer project than upgrading to Eclipse as we would

	be starting from scratch with a new system to build the provider payment facilities that we currently use to good effect with Carefirst.
Why did you discount this option	Indicative costs have been estimated to be over £1,000,000 in Software costs alone, without the costs associated with Staff and DELT. PCC would also be required to finance CareFirst 6 contract with OLM in parallel

Strategic Case:	
Which Corporate Plan priorities does this project deliver?	keep young people, children and adults protected
	focus on prevention and early intervention
	people feel safe in Plymouth
Explain how the project delivers or supports delivery of Joint Local Plan/Plymouth Plan Policies (include policy references)	This Capital investment is to replace the existing software system that supports front line workers in both Children's and Adult Social Care Services. The work these services undertake are statutory and whilst they do underpin many of the Councils aspirations as described in the Plymouth Plan.

Project Scope: *(To avoid scope creep and cost escalation it is important to have an agreed scope of what the project will and will not deliver. List below what is included and not included in the project 'budget'. Projects should be delivered within scope and budget, but should project change happen then the business case requires revisiting, updating and re-approval)*

In Scope	**Out of Scope**
Children's Social Care and SEND The Three key stages of Children's Social Care are administered in CareFirst 6: 1. Referrals 2. Assessments 3. Service Provision/Spend 4. Charging Additional Functions include: • Fostering & Special Guardianship, Safeguarding and Care Leavers. CareFirst 6 has some functionality in respect of these services but require model office development. • Targeted Support, Plymouth Gateway and Adopt South West do not currently access CareFirst 6 and the development of functions within Eclipse is required. Currently the SEND Teams use the Assessments for Spend, Documentation on CareFirst 6 and Service Agreements, but their usage will expand into Care Payments through the new system. **Adults Social Care** CareFirst 6 is used across a number of organisations and teams to provide a wide	

range of statutory social care functions Currently 7 different Health & Social Care organisations access CareFirst 6: • Plymouth City Council • Livewell SouthWest • University Hospital Plymouth • Devon CCG • Improving Lives Plymouth, • Colebrook - Supported Living Provider • Havencare - Supported Living Provider All four key stages of Adult Social Care are administered in CareFirst 6: 1. Referrals 2. Assessments 3. Service Provision/Spend 4. Charging Additional Functions include: Adult Safeguarding, Mental Health Act Assessments, Hospital Discharge, and CHC Services and Liberty Protection Safeguards	

Project Governance : *How the project delivery is structured (amend example chart as appropriate)*
High Risk Projects will require a Project Board Chaired by Portfolio Holder
Low Risk Projects will require a structured Project Team reporting to Portfolio Holder

Senior Responsible Officer
Gary Walbridge/Jean Kelly

Project Board

DELT
(Technical Infrasture and system integration)

Service Professional Leads
(Childrens/Adults)

PCC DSI Team

Project Manager/ Support

Milestones and Date:

Phase Plan	Start Date	Completion Date
Discovery Phase	4th January 2021	31st March 2021
Phase 1: Children's Social Care	1st April 2021	31st March 2022
Phase 2: Adult Social Care	1st April 2022	31st March 2023
Phase 3: Finance	1st April 2023	31st March 2024

Who are the key customers and Stakeholders	• PCC - Childrens Social Care, Adult Social Care and Finance • DELT • Livewell SouthWest • University Hospital Plymouth • Devon CCG • Improving Lives Plymouth, • Colebrook - Supported Living Provider • Haven Care • OLM (Provider of CareFirst & Eclipse)	Which Partners are you working with	• PCC - Childrens Social Care, Adult Social Care and Finance • PCC HR – IT Trainers • DELT • Livewell SouthWest • OLM (Provider of CareFirst & Eclipse)

SECTION 2: PROJECT RISK, OUTCOMES AND BENEFITS

Risk Register: *The Risk Register/Risk Log is a master document created during the early stages of a project. It includes information about each identified risk, level of risk, who owns it and what measures are in place to mitigate the risks (cut and paste more boxes if required).*

Potential Risks Identified		Likelihood	Impact	Overall Rating
Risk	Technical issues during upgrade including migration of data to Eclipse increasing time or cost	Medium	High	High
Mitigation	Initial technical reviews & early detail technical deign along with robust testing procedures will help to minimise risk. Some financial contingency included	Low	Medium	Medium
Calculated risk value in £ (Extent of financial risk)	£0.100m	Risk Owner	PCC DSI Team/DELT	
Risk	OLM Model Office requiring significant additional change and development work from software provider increasing time/cost	Medium	Medium	Medium
Mitigation	Involvement of key operational leads to manage and drive business process discussions with services. Start process work in discovery phase to identify any areas for focus. Eclipse comes with a Training Environment and the project plan allows for three months of training / familiarisation with the new ways of working, before go live.	Medium	Medium	Medium
Calculated risk value in £ (Extent of financial risk)	£0.100m	Risk Owner	Professional Service Leads	
Risk	Negative Impact on Reporting	Low	High	High
Mitigation	Discovery phase will work to identify approach to using Live and database reporting approach.	Low	Medium	Medium

	Rigorous trial of the technology and testing of reporting options through discovery. Work with peer organisations who have already adopted Eclipse. Data Migration will be an automated process run by OLM and overseen by the DSI Team.			
Calculated risk value in £ (Extent of financial risk)	£0.066m	*Risk Owner*	PCC DSI Team/DELT	

Outcomes and Benefits

List the outcomes and benefits expected from this project.

*(An **outcome** is the result of the change derived from using the project's deliverables. This section should describe the anticipated outcome)*

*(A **benefit** is the measurable improvement resulting from an outcome that is perceived as an advantage. Benefits are the expected value to be delivered by the project, measurable whenever possible)*

Financial outcomes and benefits:	Non-financial outcomes and benefits:
The current CareFirst licencing arrangement limits Plymouth to 400 concurrent users, a limit which is breached on a daily basis, with our multi-agency working. Upgrading to Eclipse (and an Enterprise package) removes that restriction and allows unlimited concurrent users. The Council can keep an archived version of CareFirst, to view a client's history (for client's whose details were not migrated) at no additional cost.	Eclipse is a system using much more modern technology that will benefit Social Care, both Adults and Children's for many years to come. It has been designed to take full advantage of the latest developments in technology to reduce the time practitioners spend carrying out computer input, and to free them up to spend more time working with people and families. Eclipse contains a number of features that will provide additional benefit to the Social Care Teams: - Configurable "Model Office" Workflow which will allow for slicker processes and fewer data errors. - Integrated Document Storage (including picture and audio files). - Integrated Document Generation. - Mobile Phone Integration, including maps and translation of speech into text. - Integrated Technical and Statutory Documentation. - Work Prioritisation Function (RAG Rating) - Unlimited Text Field in Assessments - For CYP - Family recording capabilities rather than just individual. Inbuilt Genograms and Chronologies in an exportable fashion. - For ASC – Support Planning by Outcomes as an inbuilt function. - ASC and CYP Management have had a demonstration of the system and its additional functionality

SECTION 3: CONSULTATION

Does this business case need to go to CMT	No	**Date business case approved by CMT** *(if required)*	N/A

Have you engaged with Procurement Service?		Yes/No
Procurement route options considered for goods, services or works	Carefirst is provided via the DELT agreement and it is DELT who have supported the discussion regarding the upgrade to Eclipse.	
Procurements Recommended route.	N/A	
Who is your Procurement Lead.	DELT manage this supplier	

Which Members have you engaged with and how have they been consulted *(including the Leader, Portfolio Holders and Ward Members)*	Portfolio Holders Children's – Cllr Jemima Laing Adults – Cllr Kate Taylor

Equalities Impact Assessment completed *(This is a working document which should inform the project throughout its development. The final version will need to be submitted with your Executive Decision)*	No

SECTION 4: FINANCIAL ASSESSMENT

FINANCIAL ASSESSMENT : *In this section the robustness of the proposals should be set out in financial terms. The Project Manager will need to work closely with the capital and revenue finance teams to ensure that these sections demonstrate the affordability of the proposals to the Council as a whole.*

CAPITAL COSTS AND FINANCING

Breakdown of project costs including fees surveys and contingency	Prev. Yr. £m	20/21 £m	21/22 £m	22/23 £m	23/24 £m	24/25 £m	Future Yrs. £m	Total £m
Platform costs		0.050	0.000	0.000	0.000	0.000	0.000	**0.050**
Implementation & Data Migration		0.128	0.128	0.064	0.090	0.000	0.000	**0.410**
Delt Technical & Project Mgmt		0.015	0.156	0.100	0.115	0.000	0.000	**0.386**
Project Staffing Costs		0.000	0.358	0.348	0.221	0.000	0.000	**0.927**
Contingency (15%)		0.029	0.097	0.077	0.064	0.000	0.000	**0.267**
Total capital spend		**0.222**	**0.739**	**0.589**	**0.490**	**0.000**	**0.000**	**2.040**

Provide details of proposed funding: *Funding to match with Project Value*								
Breakdown of proposed funding	Prev. Yr. £m	20/21 £m	21/22 £m	22/23 £m	23/24 £m	24/25 £m	Future Yrs. £m	Total £m
Service Borrowing		0.222	0.739	0.589	0.490	0.000	0.000	**2.040**
Total funding		**0.222**	**0.739**	**0.589**	**0.490**	**0.000**	**0.000**	**2.040**

S106 or CIL *(Provide Planning App or site numbers)*	
Which alternative external funding sources been explored *(Provide evidence)*	
Are there any bidding constraints and/or any restrictions or conditions attached to your funding	
Tax and VAT implications	
Tax and VAT reviewed by	
Will this project deliver capital receipts? *(If so please provide details)*	No

Schemes in excess of £0.5m should be supported by a Cost Benefit Analysis. Calculations undertaken should be attached as an appendix to support financial implications shown below. Please contact your revenue accountant for assistance with this section.

Is the capital ask greater than £0.5m	Y	**If the answer is yes, have you attached the Cost Benefit Analysis**	Y/N

REVENUE COSTS AND IMPLICATIONS

Cost of Developing the Capital Project *(To be incurred at risk to Service area)*

Total Cost of developing the project	N/A
Revenue cost code for the development costs	
Revenue costs incurred for developing the project are to be included in the capital total, some of the expenditure could be capitalised if it meets the criteria	Y/N
Budget Managers Name	

Ongoing Revenue Implications for Service Area

	Prev. Yr.	20/21 £	21/22 £	22/23 £	23/24 £	24/25 £	Future Yrs.
Service area revenue cost							
Loan repayment *(terms agreed with Treasury Management)*			0.046	0.201	0.324	0.426	1.132
Other *(annual maintenance – included in Delt contract payments)*							

Total Revenue Cost (A)			0.046	0.201	0.324	0.426	1.132
Service area revenue benefits/savings							
Annual revenue income *(eg: rents, etc)*							
Total Revenue Income (B)			0.000	0.000	0.000	0.000	0.000
Service area net (benefit) cost (B-A)			0.046	0.201	0.324	0.426	1.132

Has the revenue cost been budgeted for or would this make a revenue pressure	This is a pressure in the budgets that has now been added to the future years budgets			
Which cost centre would the revenue pressure be shown	See below	**Has this been reviewed by the budget manager**		Y
Name of budget manager	Gary Walbridge / Jean Kelly			

Loan value	£2.040m	Interest Rate	1.5 %	Term Years	5	Annual Repayment	Please see table above
Revenue code for annual repayments	5128 / 7802 / 1M 50% 0996 / 7802 / JA 50%						
Service area or corporate borrowing	Service Area						
Revenue implications reviewed by	Helen Foote						

Version Control: *(The version control table must be updated and signed off each time a change is made to the document to provide an audit trail for the revision and update of draft and final versions)*

Author of Business Case	Date	Document Version	Reviewed By	Date
Gary Walbridge	19/11/2020	v 1.0	Michelle Endacott	30/11/2020
	00/00/2020	v 2.0	Kath Stevens	00/00/2020
	00/00/2020	v 3.0		00/00/2020
	00/00/2020	v 4.0		00/00/2020
	00/00/2020	v 5.0		00/00/2020

SECTION 6: RECOMMENDATION AND ENDORSEMENT

Recommended Decision

It is recommended that the Leader of the Council:
- Approves the Business Case
- Allocates £2,040,000 for the project into the Capital Programme funded by Service Borrowing
- Authorises the procurement process for this upgrade of the Carefirst System through the DELT Shared Services processes.
- Delegates the award of the contract to the Strategic Directors for Children's Services and People.

Cabinet Member for Health and Adult Social Care Councillor Kate Taylor		*Service Director Craig McArdle*	
Either email dated:	*Date 28th January 2021*	**Either email dated:**	*Date 13th January 2021*
Or signed:		**Signed:**	
Date:		**Date:**	
		Service Director	
		[Name, department]	
		Either email dated:	*Date*
		Signed:	
		Date:	