

Report to: Cllr Russell, Cabinet Member for Children and Young People

August 2021

Procurement of a Recording System for Children, Young People and Learning

Report by: Ms Butler, Executive Director of Children, Young People and Learning

Electoral divisions: All

Summary

Currently the Children, Young People and Learning (CYPL) Directorate uses 11 systems and 6 suppliers to record information about children and families. This creates difficulties around ensuring professionals have sight of all information about a child, as well as significant inefficiencies through duplication. The current systems have little integration between them and some of them have not had regular investment over several years resulting in the systems not supporting new ways of working. It is imperative that the service has access to a high quality, integrated IT recording system, which supports the wider Children First improvement journey.

It is proposed that a solution is procured which will consolidate and/or integrate systems used to record information about children and their families. This will achieve a coherent and consolidated view of involvement with a child and their family and improve the use of data and analysis to improve service provision. There are anticipated savings through this transformation, and these will be tested during the procurement process. The project aligns with the corporate IT strategy and is expected to take up to two years to deliver involving a wide range of departments across the council.

Recommendations

The Cabinet Member for Children and Young People is asked to approve:

- (1) The commencement of a procurement to provide a solution to consolidate and/or integrate systems used to record information about children and their families across Children, Young People and Learning (CYPL) as set out in paragraph 2.1 to the value of up to £1.1m.
 - (2) The delegation of authority to the Executive Director, Children, Young People and Learning to award the contract(s) and implement the solution following the procurement process.
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Proposal

1 Background and context

- 1.1 West Sussex Children's Services is on a significant improvement journey with wide ranging transformation activities underway, following an inadequate Ofsted inspection and appointment of a Children's Commissioner in 2019. To respond to the [Commissioner's report](#), there have been changes in the scope of the directorate which now brings all of Children's Services together; Social Care, Early Help and Learning and Skills.
- 1.2 To implement these improvement activities, it is imperative that the IT systems have the capacity and capability to manage workflows as efficiently and effectively as possible. This procurement is central to the IT improvements in CYPL as many systems are currently in use to record information about children and their families creating difficulties around enabling professionals to have sight of all information about a child as well as significant inefficiencies through duplication.
- 1.3 This project is aligned with the aims of [Our Council Plan](#), focussing on the need for CYPL recording system(s) to support provision of a high-quality service to vulnerable children and their families whilst making efficiency improvements and savings.

2 Proposal details

- 2.1 CYPL have 11 systems where information about children is recorded, from a total of 6 different suppliers. The decision has been made to retain Mosaic, the system currently used for social care recording, and for several areas of recording to move to Mosaic. A procurement will be launched to source a solution which will consolidate systems used to record information about children and their families, thereby considerably reducing the number of systems required.
- 2.2 It is not possible to move all recording systems within CYPL to Mosaic, but the intention is to ensure that any new system will have built in functionality that enables Mosaic and the new system to 'talk to each other' in an effective way with the intention of creating a single view of the child or family where possible.

Appendix 1 sets out the areas of work which will be covered by this procurement and clarifies those that will move to Mosaic.

- 2.3 Key outcomes for the procurement:
 - Reduce the number of systems and places to look for information about a child/family (and reduce associated risks). A simplified 'journey of the child' within system(s).
 - Simplify contract management burden by having fewer contracts and supplier relationships to manage.
 - Improve the opportunity for a 'single view of child' (and family) and secure sharing of data across services and partners, making data more easily available for reporting, analytics, and insight.
 - The systems should support the delivery of a good service and support good outcomes for children, young people, and families.

- Reduce duplicate data entry, data and system maintenance and reporting and training requirements.

2.4 The intention is for the contract to commence in December 2021, with a phased implementation running throughout 2022/23.

2.5 This report also seeks authority from the Cabinet Member to delegate authority to the Executive Director Children, Young People and Learning to award the contract or contracts at the end of the procurement process; the award will be the subject of a further key decision as appropriate.

Procurement Approach

2.6 The recommended procurement approach is to initially notify potential suppliers via the Crown Commercial Services (CCS) Digital Marketplace. The Digital Marketplace is the online platform available to public sector organisations, widely used to source and buy technology products and services (e.g. web hosting or site analytics). For the buyer, procuring services through the Digital Marketplace is more efficient than tendering for and managing multiple, individual contracts.

2.7 Market analysis has shown that around 4 suppliers can deliver the solution to meet the requirements and these organisations will be able to bid via the Digital Market Place. This approach will achieve best value for money for the Council as it will reduce the time and resource needed for the procurement (as opposed to a full tender exercise). The Digital Marketplace has been used for other projects in the Council and it has proven to be an efficient means of delivering services. Much of the legal due diligence has been undertaken as part of the establishment of the Market.

3 Options considered (and reasons for not proposing)

Option	Benefit summary	Risks summary
1. No change (do nothing option)	The system(s) will remain 'as is' and therefore there will be no change or new training needs for the workforce and no additional resource required. There are no risks around data migration.	Multiple systems will be retained which do not integrate with one another, restricting 'single view of the child' and causing inefficiencies and duplication in the ways of working. Without investment in the systems, improvement will remain limited around data quality and processes.
2. Partial system consolidation and integration (for example reduce to 5-7 systems); there are several ways this could be approached however this will not	Some benefits through more data in one place for a child and reduced duplicate data entry. Some efficiency savings and reduced	Duplicate data entry will remain and the risks of multiple systems in information being missed will not be addressed. Inefficiencies will remain.

fully meet our objectives.	costs with system maintenance.	
<p>Recommended Option</p> <p>3. Comprehensive system consolidation and integration through increased use of Mosaic and procurement of an improved or new system(s).</p>	<p>Reduce risks of information being missed, reduce/eliminate duplication of information, increase opportunity of 'single view' of a child/family for better service provision and a range of improved ways of working and efficiencies. Reduce costs in maintaining and supporting systems and their use.</p>	<p>High demands on CYPL and corporate services to support this work alongside other transformation priorities. Significant data migration will be required which is not without risk.</p>

4 Consultation, engagement, and advice

- 4.1 Provider forums have been held to raise awareness about the potential procurement and answer questions about the system consolidation.
- 4.2 Internal services including Data and Performance Teams, Practice System Team, Children's Social Care and Education and Skills operational Teams have provided their expertise in developing the requirements.
- 4.3 Representatives from Procurement, Finance and Legal Services are part of the project team and have been closely involved in the development of this proposal.
- 4.4 The Cabinet Member for Learning and Skills has been consulted on this decision to ensure he is aware of the proposals as they affect the Education and Skills service.

5 Finance

- 5.1 The programme of work is estimated to cost up to £1.8m over the next two years. Actual cost and phasing of expenditure will be confirmed following the procurement exercise. Therefore, the table below should be seen as indicative at this point. This project will be funded by the service transformation fund. The anticipated cost for the new solution is c£1.1m and the remaining budget will be used to cover the associated costs of change including business input (data cleansing, design, test), IT resource, contingency for integrations and training costs.

5.2 There is potential for some cashable savings to be identified because it is expected that annual licensing costs will be lower once the consolidation/integration work is completed. This will become clearer once the procurement has completed, at which point the budget plan will be updated accordingly. In addition, it is envisaged that there will be non-cashable efficiencies achieved through less duplication of data entry and other process learning assisting with improving staff productivity.

5.3 Revenue consequences

	Current Year 2021/22 £m	Year 2 2022/23 £m	Year 3 2023/24 £m	Year 4 2024/25 £m
Transformation fund allocation	1.800	1.500	0.000	0.000
Estimated expenditure profile	0.300	1.500	0.000	0.000
Remaining funding	1.500	0.000	0.000	0.000

5.4 The effect of the proposal:

a) How the proposal represents good value:

Going to market, utilising the Digital Marketplace, will ensure that the best value solution is procured. The proposal represents a compliant procurement method and the evaluation criteria will be structured to ensure that the contract is awarded for a solution that meets the business requirements and delivers best value for money.

b) Future savings/efficiencies being delivered

It is anticipated that future savings are likely to arise from the following;

- Reduced duplication and therefore administration time
- Reduced administration through a more efficient system being easier and less time-consuming to use
- Time saved through having to review data on fewer systems
- Reduced costs of system licences, system support and data management.

These potential savings/efficiencies cannot be accurately identified until the procurement has completed and the future solution is known. The medium-term financial strategy will be updated at that point.

c) Human Resources, IT and Assets Impact

WSCC IT Services have been fully involved in this proposal from its initiation and support the outcomes and the technical direction described in this report. The project aligns with the corporate IT strategy and has agreed by the Business Design Authority, part of the County Council's internal governance process which tests against the key IT principles. Delivery of this proposal

represents a significant IT Project and will require a number of specialist dedicated staff resources for the duration (estimated at 24 months) which have been included in the total cost estimates.

6 Risk implications and mitigations

Risk	Mitigating Action (in place or planned)
High demands on CYPL and corporate services to support this work alongside other transformation priorities.	Project plans in place with good advance notice. Allocated project management resource in place to support transition.
Significant data migration will be required which risks interruptions to the service for users	Data migration planned in advance. Alternative processes put in place and clearly communicated to users. Any down time scheduled for weekends where possible.
Failure to procure an integrated recording solution would significantly impact on delivery of the wider Children First Improvement Programme	Project Management resource allocated to drive forward procurement and the project is embedded within wider Children First governance.
Tenders submitted for development of the solution or implementation costs are higher than estimated and exceed the cost envelope.	Cost estimates are based on market testing and detailed discussions with relevant specialist teams. Contingency has also been included for integrations work. There are decisions to be made on functionality of the solution procured to ensure that it remains within cost envelope.

7 Policy alignment and compliance

7.1 Legal Implications

All Crown Commercial Services Framework Agreements are compliant with the procurement regulations (PCR15) and the Council Standing Orders on Procurement and Contracts.

General Data Protection Regulation (GDPR) processes, GDPR Article 5 Principles and compliance will be adhered to throughout with such data risks being managed. A Data Sharing Agreement may also be necessary with regards to the migration of personal information. A suitable Data Controller will be nominated.

7.2 Equality duty and Human Rights assessment

The County Council has an overriding duty to safeguard the Human Rights of children in need, and this has been recognised in the Children First agenda. The Council is mindful of Article 8 of the European Convention on Human Rights – The Right to Respect for Family and Private Life - and has taken relevant factors into consideration in preparing this proposal. The processing of personal and

special category data is subject to the Council's Data Protection Act policies and procedures in relation to discharging the Council's and its partners' legal responsibilities.

7.3 **Climate change**

As part of the response to the opportunity, providers will be asked to describe their policy or approach to sustainability, which can then be monitored as part of the Contract Management process.

7.4 **Crime and Disorder**

There are positive implications for Sections 17, 37 and 39 of the Crime and Disorder Act 1998 in the prevention and reduction of crime and anti-social behaviour, and in reducing offending and re-offending by young people, all of which are supported by the Service being able to use a high quality, integrated IT recording solution.

7.5 **Public Health**

Not applicable.

7.6 **Social Value**

The Children First agenda and improved recording solution will directly support delivery of the Our Council Plan priority to 'keep people safe from vulnerable situations'. Enhancing the protection of young lives and support for family life will continue to build resilience and social capital and contribute towards stronger and more effective communities. The implementation of the service improvements will also respect sustainability principles in accordance with the County Council's strategic policies.

As part of the response to the opportunity, providers will be asked to describe their policy or approach to social value which can then be monitored as part of the Contract Management process.

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Appendices – Appendix 1 - Scope for Procurement Process

Background Papers - None

Appendix 1: Scope for Procurement Process

Within Children's Social Care the following services and/or functions will be covered by this procurement:

- Youth Justice Team (CACI Child View Youth Justice)

Within Early Years the following services and/or functions are within scope:

- Children Centre statutory core offer (CACI Children Centre Manager)
- Early Years and Childcare statutory requirements including Early Years Education (Free Entitlement - FE) funding administration (Servelec Synergy Early Years)
- Family Information Service statutory requirements (Servelec Synergy Early Years)

Within Education and Skills, the following services and/or functions are within scope:

- School admission and transfers (CACI Online Admissions)
- Mid-year applications (CACI Online Admissions)
- Admission appeals (CACI Online Admissions)
- Special Education Needs (Mosaic)
- Pupil Support (CACI Impulse CED)
- Free school meal eligibility (Servelec Synergy Free School Meals)
- School rankings (CACI Impulse CED)
- Post 16 Tracking (Cognisoft Outreach MIS)
- Mental Health in Schools (Cognisoft Outreach MIS)
- Sensory Support (Access Database)

There is also a need to investigate potential solutions for functional requirements not currently served by any existing system, such as a Schools Portal.

The following areas of work will remain on / or move to the Mosaic recording system:

- Social care recording
- Accommodation Team
- Family Time Team
- Early Help Plans and Enabling Families
- Domestic Abuse recording
- Young Carers, Youth Homeless Prevention and Youth Interventions