

CYNGOR SIR POWYS COUNTY COUNCIL.

**Cabinet
1 March 2022**

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Portfolio Holder for Corporate Governance, Planning and
Regulatory Services

REPORT TITLE: WCCIS replacement proposal

REPORT FOR: Decision

1. Purpose

1.1 To propose the replacement of Social Care key information and recording system, WCCIS as mitigation for the ongoing high risk to the organisation. To consider the proposed benefits, dis-benefits, costs and timeline for a replacement system.

2. Background

2.1 In April 2016, to meet the necessary functional requirements of a solution to support the required integrated working, Local Authorities and NHS Wales organisations have procured Welsh Community Care Information Solution (WCCIS) ensuring that the business and technical design is citizen-centred and allows professionals to access and share information at a cost of £604.947, including £91k annual contract cost.

2.2 The current WCCIS administration and support team is split between Powys County Council and Powys Teaching Health Board.

2.3 WCCIS has been a nationally funded initiative designed to support the integration of Health and Social Care in Wales. The technology that underpins this initiative is an IT platform called CareDirector supplied by Advanced Health and Care Systems.

2.4 CareDirector is the primary Social Care case management system used in 15 of the 22 Welsh authorities, including Powys County Council. Powys County Council (PCC) has made significant progress in implementing and using WCCIS since its deployment in April 2017. Local forms and processes have been developed, users upskilled and supported, and a bespoke internal reporting function enabled. However, notwithstanding the recent systems and server upgrades, there are significant and ongoing challenges.

2.5 Throughout 2020 and 2021 Social Care leadership team along with digital Services have increased their involvement in national and local contractual meetings in order to work collaboratively on the delivery and improvement of a reliable and efficient WCCIS solution. This has not resulted in any clear improvements to reliability or commitments to improve system availability as an urgent concern.

2.6 In July 2021 digital Services commissioned BetterGov to undertake a review of WCCIS with the following objectives:

To investigate the future use of WCCIS for Powys, including:

High-level review of the WCCIS System for PCC including Identification of issues/risks and impacts within the National context.

To complete a business case including Options appraisal to investigate appropriate and effective Social Care case management systems

2.7 BetterGov have concluded that: Powys County Council (PCC) has made significant progress in implementing and using WCCIS since its deployment in April 2017. Local forms and processes have been developed, users upskilled and supported, and a bespoke internal reporting function enabled. However, notwithstanding the recent systems and server upgrades, there are significant and ongoing challenges that include:

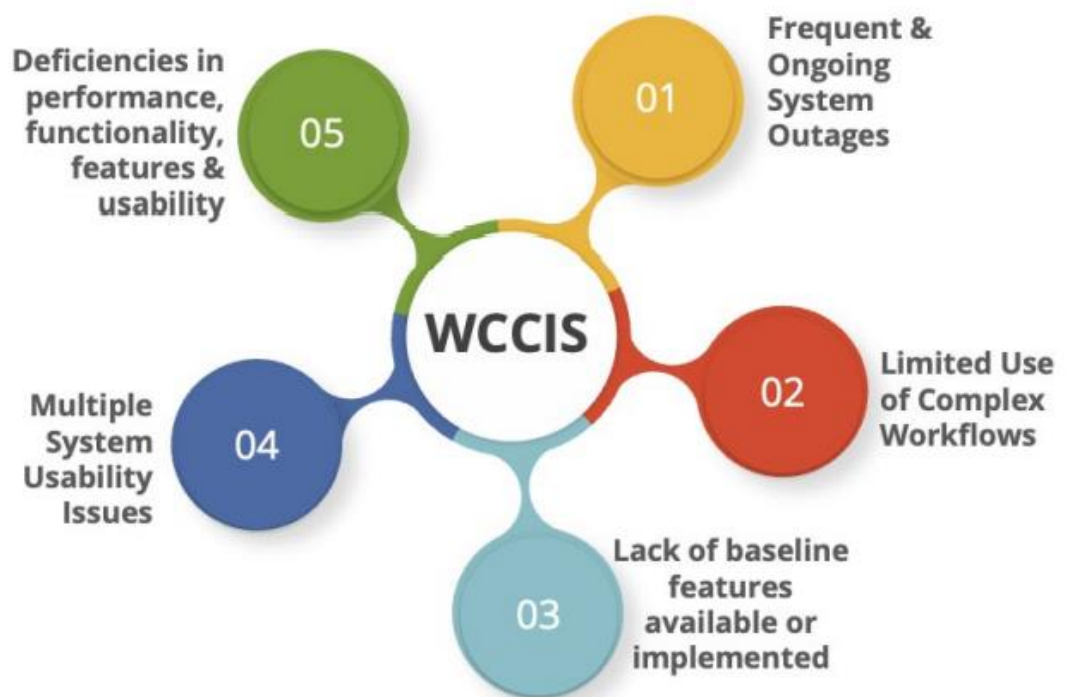


Figure 1: WCCIS System Challenges

2.8 BetterGov report has concluded that a move to a replacement system is advisable and have provided the below recommendations:

Recommendation	Weeks / Months	Cost
<p>1. PCC immediately commission an in-depth technical review in conjunction with the WCCIS National Team and Advanced. The most pressing issue and one that poses the greatest risk to Adult’s and Children’s is the stability and access to the system.</p>	2-3 weeks	£11,250 - £15,000
<p>2. A soft market-testing (SMT) exercise is undertaken to assess the latest version of the CareDirector product (v6) against its competitors, again as a matter of priority, <u>prior to any commitments being made to upgrade from the current WCCIS product to it. This market testing can form part of a wider Invitation to Tender (ITT),</u> to assess and award to the next version or move to a new supplier. See Appendix 5 for an example procurement plan.</p>	<p>SMT 4-6 Weeks ----- ITT 10-12 Weeks</p>	<p>Internal: £25-35k ----- External: £50-60k</p>
<p>3. PCC produce a local 12-month strategic roadmap that clarifies and prioritises supplier contractual deliverables and identifies national and local initiatives to make the most of the current v5-R2016 product. The reason for this initiative is whilst the case for change dictates the necessity to move to a different version or system, the process will take no less than 12 months. See Appendix 6 for an example stakeholder analysis to advise a strategic roadmap.</p>	8-10 weeks	<p>Internal: £17k External: £27k</p>
<p>4. PCC Implement Advanced v6 or another alternative supplier system. See Appendix 7 for an example implementation plan.</p>	<p>Upgrade 4-6 Months ----- New System 12-18 months</p>	<p>Upgrade: TBC ----- New System Internal: £1.2m External: £1.17m</p>

Table 1: Recommendations

3. Options

3.1 The first consideration is to confirm if Powys County Council wish to continue with the current supplier and contract to March 2024 with ongoing risks and safeguarding concerns.

3.2 The second option is to fund the options appraisal for a replacement system and seek further approval for a new system based on the findings.

3.3 The third option is if there is an appetite to fund the development of a new system following the recommendation as set out in 2.8. A system would require the purchase cost of a new system developed estimated at £1.17million, and associated implementation revenue costs of £1.2million

4. Resource Implications

- 4.1 Any decision to move systems will incur capital purchase costs, revenue implementation costs and ongoing contract and administration costs. Which can be further determined after completion of the Invitation to Tender (ITT), but indicative costs are provided in 2.8.4 which would be split across 2022/23 and 2023/24.
- 4.2 It is possible to align existing digital transformation resource and some existing WCCIS resource to deliver social care digital transformation and the onboarding of a new system as a combined project. This would require an intense agile transformation programme for social care and digital transformation teams with all other planned work and WCCIs improvement activity put on hold. This would also reduce most of the additional revenue cost burden outlined in 2.8.4.
- 4.3 The alignment of resource from Digital Transformation would result in the current programme being put on hold. All identified transformation is currently being reviewed to outline risk but currently no known savings will be affected as identified by service IBP's.
- 4.4 The service redesign and digital transformation would be led by Ali Bulman as Senior Responsible Officer to ensure the programme maximises opportunities for change and focuses all required resources across social care to drive change using our agile transformation methodology. This transformation will reduce the need for current duplication of work identified by many front line staff who struggle to use the WCCIS system efficiently and assist in making future digital transformation savings identified in the FRM.
- 4.5 Any new system implementation would also require the integral work of Business Intelligence reporting to ensure statutory reporting duties are provided before implementation of any new system. BI resource would also have to focus on social care during this time.
- 4.6 Alignment of resource to social care would have an impact on current plans to develop systems or business information for other service areas. Most of this work would need to be on hold whilst resources are aligned to social care transformation.
- 4.7 The only additional revenue costs to support the project are estimated at an additional £100k for staffing and ongoing contract value costs and will be funded via Social Care grant application which is as yet unsecured.
- 4.8 Capital costs of £1.2m are estimated at this point in time and provision should be noted for requirement in 2023/24 financial year. An allocation is currently included in the capital programme as a pipeline scheme for

Digital Powys (£2.4m). It is proposed to fund from this allocation and once a business case is approved the budget will be released to the service. It is estimated that the borrowing costs to fund this scheme are £215,000 per year for six years, these costs are already included in the Councils Financial Resource Model (FRM).

- 4.9 The Head of Finance and Section 151 Officer notes the content of the report. Provision is made within the FRM to finance the potential capital costs as set out in section 4.8, the revenue budget is however approved on an annual basis so not yet agreed, approval of the recommendation will confirm this commitment. The redirection of digital transformation resource to work on this project will delay the implementation of other projects which could have an impact on the delivery of future revenue savings in other services. The full impact of this is not clearly identified at this stage but would need to be considered as budget plans for future years are developed.

5. Legal implications

- 5.1 Legal: We must be careful to take ensure that the WCCIS contractual arrangements are terminated properly . In essence they can be terminated for convenience but upon payment of a Termination Payment or for cause . In either case we must ensure that the correct processes are followed to avoid duplication of costs ie to WCCIS and for a new system

5.2 The Head of Legal and Democratic Services (Monitoring Officer) has commented as follows: “ I note the legal comment and have nothing to add to the report”.

6. Data Protection

- 6.1 Whilst the legal basis for the processing of personal data has already been identified any change in computer systems will necessitate a number of actions to ensure data protection compliance, including implementing privacy by design, Data Protection Impact Assessments, and the development of processes and agreements to share personal information as required.

7. Recommendation

- 7.1 To note the requirement for a replacement social care system.

- 7.2 To approve the re-focus of digital transformation for Social Care to align resource to ensure the most effective procurement of a replacement system for WCCIS.
- 7.3 To approve the provision of capital expenditure of £1.2m in 2023/24 from the digital transformation provision, subject to further investigation.

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