

Client Case Management Programme

The Client Case Management (CCM) programme is one of the Council's largest and most strategically important programmes. CCM started in 2018 with the procurement of CareDirector as a replacement for the current system for social care case management (Paris). SCC has used Paris for over 15 years and is one of the few remaining Paris customers. The ability of Adult and Children's social care staff to fully care for and protect their clients, to maintain accurate records that support good performance management and integration with health colleagues, and to undertake modernisation to ensure services remain effective and efficient all depend on having systems that are up to date and fit for purpose. It is considered essential to replace Paris as it is no longer formally supported by the supplier and is not capable of supporting service transformation plans.

The original pre-procurement CCM budget of £2.5M was approved by Council in 2018. Significant delays were experienced early in the programme due to the new version of CareDirector not being in an advanced state of development. As a result, Council was asked to approve a further £0.8M in autumn 2019 in order to fund the continuation of the programme team and keep Paris running until the revised launch date of April 2021. A settlement was reached with the supplier to secure compensatory licences and development time.

In late 2019 the supplier of CareDirector was acquired by Advanced, a global healthcare systems company, who conducted a post-acquisition audit and made significant changes to the development process. In February 2020 the Council became aware that key functionality was not yet developed in the product and would not be available until mid-2020. Further disruption was caused when the Covid-19 lockdown started in March 2020: the CCM programme was not stood down, in order to try and stay on track for April 2021 launch, but numerous staff had to be redeployed on urgent Covid response priorities, and more recently the team has been affected by the direct impact of absence due to Covid. As a result, although no audit has been conducted, some of the funding previously approved for CCM was effectively spent on the Council's Covid response.

Despite these hurdles, excellent progress has still been made during 2020, and in particular the commitment of Adult and Children's social care teams has grown. This has resulted in an expansion of work required as practitioners get to grips with the product and finalise the forms required (300 forms overall, of which half have now been built).

The cumulative effect of all these factors is that launch in April 2021 is no longer possible. All options for moving forward have been evaluated, including terminating the programme and either re-procuring an alternative, which would entail writing off most of the £3.3M spent so far and embarking on a new multi-year programme with no guarantee of quicker or cheaper outcomes; or staying with Paris, which is not considered acceptable as a way forward. As it remains the view of social care colleagues that CareDirector represents an important step forward for the Council, it is better for services and clients, as well as more economical for the Council, to extend rather than terminate the CCM programme.

A request for additional funding is therefore being made to ensure that the sizeable cross-council programme team, which needs to expand further as it approaches the testing phase, can maintain the necessary capacity through to the new launch date of autumn 2021. The request includes £0.64M of capital funding as well as £0.25Mk of revenue funding to cover training, continued Paris costs and delayed savings from decommissioning Paris. Contingency capital funding of £0.43M has also been requested in case the programme slips any further or 'surge' capacity is required as we approach launch.

As part of the revised programme plan, changes are being made to strengthen the social care expertise of CCM programme leadership. The Director of Children and Learning will now chair the programme and manage the supplier relationship. Relationships with other CareDirector customers, particularly Hampshire County Council, will also be maximised to ensure that jointly we hold the supplier to account and ensure launch during 2021.