

Agenda Item	7
Report No	HCW-22-24

The Highland Council

Committee: Health, Social Care and Wellbeing

Date: 13 November 2024

Report Title: Delivery Plan Budget Monitoring and Progress Update – Person Centred Solutions Portfolio

Report By: Assistant Chief Executive - People

1. Purpose/Executive Summary

- 1.1 The Delivery Plan 2024-27 consists of 64 projects/programmes, managed through six Portfolio Boards. Each project is reported to a relevant committee for consideration and scrutiny in terms of the Portfolio Reporting Cycle agreed at Council on 9 May 2024. Exceptions to this general rule may apply when for example circumstances merit a standalone project/programme report to either committee or Council. If exceptions apply this report will signpost to where the relevant reporting can be found.
- 1.2 This report provides financial, performance, risk and general information on the following Delivery Plan projects/Programme within the Person Centred Solutions Portfolio:
 - Information Management Systems - Case Management Replacement Project
 - Family First – Developing the Workforce Project.
- 1.3 The content and structure of the report is intended to:
 - assist Member scrutiny and performance management
 - inform decision making and aid continuous improvement
 - provide transparency and accessibility.

2. Recommendation

- 2.1 i. Members are asked to note the progress being made in the Delivery Plan projects in this report.

3. Implications

- 3.1 Resource
Any resource implications will be included in specific updates on:
 - Item 5 for the Information Management Systems update
 - Item 6 for Developing the Workforce Project.

- 3.2 Legal
This report contributes to the Council's statutory duties to report performance and secure best value in terms of; Section 1(1)(a) of the Local Government Act 1992, and Section 1 of the Local Government in Scotland Act 2003, respectively.
- 3.3 Risk
There are no risk implications arising as a direct result of this report.
Project/Programme risks are identified via the Council's Risk management process and monitored through the Portfolio Boards.
- 3.4 Health and Safety (risks arising from changes to plant, equipment, process, or people)
There are no health and safety implications directly arising from this report.
- 3.5 Gaelic
No particular implications to highlight.

4. Impacts

- 4.1 In Highland, all policies, strategies or service changes are subject to an integrated screening for impact for Equalities, Poverty and Human Rights, Children's Rights and Wellbeing, Climate Change, Islands and Mainland Rural Communities, and Data Protection. Where identified as required, a full impact assessment will be undertaken.
- 4.2 Considering impacts is a core part of the decision-making process and needs to inform the decision-making process. When taking any decision, Members must give due regard to the findings of any assessment.
- 4.3 This is a monitoring and update report and therefore an impact assessment is not required.

5. Information Management Systems - Case Management Replacement Programme

5.1 Overall RAG

Carefirst is the case management system used within social work and social care services and has been in place since September 2007. It is key to note in terms of the successful implementation and resourcing of any new system that it will be used by both The Highland Council and NHS Highland to deliver children's and adults' social care services. The replacement programme is governed by the Carefirst Replacement Board with membership across both organisations. The programme board has agreed to procure a new case management system by means of competitive call off using a mini tender process. The programme is working closely with the Shared Procurement Team to create the required documents and has produced a plan covering the whole procurement process.

The programme is working to estimate the required staffing resource and is discussing this with appropriate stakeholders, including NHS Highland. Engagement has begun with the legal service on advice required and with colleagues to finalise the financial aspects. Those financial aspects are significant and are referenced in paragraph 5.4 below.

Reason for Project RAG Rating and Corrective Action:

M7 24/25

24/10/2024 - The programme board has agreed procure a new system by means of competitive call off using a mini tender process. The programme is now working closely with the shared procurement team to create the required documents and has produced a plan covering the whole procurement process. This work has led to a more realistic programme timetable hence the request to move milestone dates (originally agreed before the current PM was in the role and the subsequent rigorous planning had taken place). The programme is working to estimate the required staffing resource and is discussing this with appropriate stakeholders, including NHS Highland. Engagement has begun with the legal service on advice required and also with colleagues to finalise the financial aspects in light of NHS Highland not agreeing to contribute financially to replacing the system. Due to this progress the programme has overall a green status. However, the budgetary position needs to be confirmed while resourcing is a risk (particularly for the implementation phase) due to existing service staffing challenges.

MILESTONES		CURRENT STATUS
Starts Jun24 / Completes Jun25	Replacement CMS: System procured	M7 24/25 On Target
Starts Jul25 / Completes Dec26	Replacement CMS: System implemented	

1. A series of demonstrations of different supplier case management systems has taken place and attendees were asked to provide their feedback. Several authorities and customers were also engaged with to understand their experiences of implementing and using their respective systems. The primary aim of this collective engagement was to inform the CareFirst replacement procurement approach. Consequently, the programme board has agreed procure a new system by means of competitive call off using a mini tender process.
2. This decision has allowed a plan to be produced covering the procurement process. This work has led to a more realistic programme timetable hence the request to move milestone dates as follows:

Delivery Plan		
Linked to ↕	Change Request Name ↕	Change Request Description ↕
★ Replacement CMS: System procured	☑ Change to completion date for system procured milestone	End date for system procured revised from Dec 24 to Jun 25
★ Replacement CMS: System implemented	☑ Change to completion date for system implemented milestone	End date for system implemented revised from June 26 to Dec 26

3. Work is also underway to finalise the required budget for the programme and resourcing needed to support system implementation, change and process management activities.
4. The documentation required to go out to market (such as the specification of requirements and call off schedules) is being drafted

5.3 Financial Summary

The financial and budgetary position is currently being reviewed in the light of the progress made with the pre-procurement work including product specification.

The need to upgrade Carefirst has been recognised for some time and associated discussions in relation to funding have been challenging. The Change Fund Programme identified a sum of £500,000 for a replacement provision. This information was then moved into the remit of the Capital Programme. More detailed costs and requirements will be presented at the next Care First Board. Procuring a system, preparing for its implementation, and then actual implementation is now more informed and will enable a more accurate figure to be identified. Confirmation regarding governance of this element of the work stream is required (although due to cost, it is expected that this activity will need to be reviewed by the Capital Programme Board).

5.4 Key Risks

The key risks for the programme include:

1. There will no longer be any significant updates or developments of the current Case Management System. Consequently, there is a risk that any delays to the replacement of the current system could lead to failures in the delivery of services. This could lead to management information issues for the Council and its partners and in the long-term a reduction in service efficiencies if the system is not replaced in a timely manner.
2. There is a risk in terms of para 5.3 above that there could be insufficient financial resource available to purchase the new case management system, associated services and additional resource to support delivery. This is because only £0.5m has been allocated by the Council thus far. Until the budgetary position is confirmed, the programme cannot progress beyond the procurement stage meaning the service will remain using the outdated system. The system will need to be replaced when it is out of support for security reasons and because eventually the supplier will decommission it. If only limited additional funding is made available, the scope of the programme will have to be reduced and/or timelines extended. However, discussions are ongoing internally to put in place the appropriate funding.
3. There is a risk that staff are not available to support different aspects of the programme such as design, testing and process mapping. This is due to a lack of resourcing in the service including high vacancy rates across the Health and Social Care Service. This may result in extended timelines and delays although resource planning is underway to mitigate this risk.

5.5 Forward Plan

The key activities for this coming period include:

1. Continue to work on the procurement documentation and to facilitate going to tender.

2. Confirm the budgetary position of the programme.

6. Family First – Developing the Workforce Project

6.1 Overall RAG

It was recognised from the outset that in order to offer effective support to Highland families, Health and Social Care needed to have a qualified, skilled, confident trauma informed workforce able to place the needs of whole families and the rights and voice of children and young people at the heart of professional practice and service support. This need encompassed a number of key areas including:

- the full development of the workforce including workforce planning, recruitment, retention, learning, development, career and succession planning
- a change in culture to reflect the need to develop all services with families, in their local communities
- a need to better connect with partnerships in order to dovetail the approach across professions and create a flow pan organisations which would better meet the needs of families.

Good progress is being achieved overall against the project aims and activities.

A Project Team has been established, and initial discussions identified that key pieces of workforce planning and professional development programmes are already in place within Health and Social Care across a number of disciplines, including an undergraduate and post graduate Social Work programme; post graduate advanced Mental Health Officer; Health Visitor; and School Nursing Programmes.

6.2 Key Milestones and Requests for Change

MILESTONES		CURRENT STATUS
<i>Starts Apr24 / Completes Dec24</i>	Developing the Workforce: Provide effective leadership to the Grow Your Own Scheme for undergraduates	M7 24/25 On Target
<i>Starts Apr24 / Completed Dec24</i>	Developing the Workforce: Embed the Postgraduate Nurse Training Programme	M5 24/25 On Target
<i>Starts Jun24 / Completes Jun25</i>	Developing the Workforce: Community Resource Building WFWP	M6 24/25 On Target
<i>Starts Aug24 / Completes Apr25</i>	Developing the Workforce: Support worker review & implementation	
<i>Starts Jan25 / Completes Apr25</i>	Developing the Workforce: Implement support pathway	
<i>Starts Apr25 / Completes Jun25</i>	Developing the Workforce: Increased success in recruitment	
<i>To be discussed further</i>	Developing the Workforce: Increased % workforce in hybrid working	
<i>Starts Apr25 / Completes Jun25</i>	Developing the Workforce: Workforce Development Plan Annual Review and Update 2025	M5 24/25
<i>Starts Apr26 / Completes Jun26</i>	Developing the Workforce: Workforce Development Plan Annual Review and Update 2026	

There are no Requests for Change to report at this time.

6.3 **Financial Summary**

The total recurring cost saving from delivering the Family First Strategy will amount to £2m by year 3, with £600k delivered in the current financial year. There are a number of complimentary projects contained within this workstream with only the Developing the Workforce element due to report to this committee cycle. Reports on the remainder of the projects are scheduled for future committees.

From initial scoping it was determined that whilst the Workforce project was a key part of the Family First Strategy, it was not in itself expected to contribute financially to the savings target. Rather, the intention was to design a fully co-ordinated plan for the development of the Health and Social Care Service in order to achieve the Family First Vision that “Every family that needs support gets the right family support, at the right time, to fulfil children’s rights to be raised safely in their own families, for as long as it is needed” The remainder of the projects sitting in the Family First workstream are expected to deliver the savings target and reports on this activity will come to subsequent meetings of this committee as per the agreed reporting cycle for the operational Delivery Plan.

6.4 **Key Risks**

There are no Key Risks to report at this time.

6.5 **Forward Plan**

Next steps include drawing together all the activity into a single coherent Workforce Plan to ensure the workforce profile is based on the needs of Highland communities and there is more efficient and effective use of professional and family support. The project also recognises that planning needs to be able to take place over the short, medium and longer term.

There are connections between this project and the Workforce for the Future Portfolio and particularly the Council’s Future Workforce project. Teams will continue to work across the themes and with partners to make sure key linkages are made.

Designation: Assistant Chief Executive - People

Date: 1 November 2024

Author: Gordon Stirling, Programme Manager, Adult Social Care

Background Papers: The Highland Council Delivery Plan 2024-2027

Appendices: None