

Appendix 1

Social Care Information

Management System

Business Case

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Background and introduction

Following a competitive tendering process, Denbighshire County Council entered into a contractual agreement for a social care information management solution in 2004/5. The solution was first implemented in 2009 and continues to be used today, albeit with the addition of new functionality and evolutionary change in its use driven by business and legislative need.

The system has generally served the Council well, but several drivers exist which necessitate change. Those drivers include:

- An inability to further extend the support contract for the incumbent system without undertaking a procurement process
- A general recognition that the incumbent system no longer offers functionality to support the operational and strategic needs of a modern social care business function, e.g. web portals, mobile working, etc.
- A current fragmentation of systems in social care which increases the risk of missing key information. That fragmentation includes a core instance of the social care system, a separate instance to support the Single Point of Access (SPOA) and two systems to support the finance operations of social care
- The system's poor intuitiveness poses a barrier to accurate and effective recording by operational staff
- The incumbent supplier's shift of focus away from the social care information systems market in the mainland UK
- The need for more flexible and intelligent reporting on business activity, case management and support for predictive analytics
- The need to engage with a national programme 'Connected Care' which seeks to align social care systems across Wales and to provide an overarching solution to support multidisciplinary working and data sharing with partner agencies
- A business need to support a 'portable' care record required by the Social Services and Well-being (Wales) Act 2014

The Connecting Care Programme

Connecting Care is a programme which has its foundation in the former Welsh Community Care Information System (WCCIS) programme and was brought about by a recognition that WCCIS was no longer fit for purpose nationally and a recognition that the contract with the software vendor was reaching its end. Whilst WCCIS's initial aim was to serve as a national information system to support the needs of social care and community health across Wales and would facilitate the sharing of citizen data between involved professionals, it became a programme focussed upon the software solution.

Denbighshire were a party to the procurement of the software solution procured as part of the WCCIS programme and always intended to join the programme at an appropriate point. However, as concerns grew in terms of the WCCIS's viability, the approach of the end of the contract and the strategic review of WCCIS undertaken by Audit Wales, the appropriateness of our joining the programme diminished to the point where the Council would not have seen any return on their investment. Denbighshire did not incur any costs in relation to the WCCIS programme.

The focus of the Connecting Care programme sees a return to the need to support Councils and community health organisations to implement and maintain information systems to support their local operational and strategic needs, whilst also underpinning what is anticipated to become a national care record for citizens.

The programme is being managed by Digital Health Care Wales (DHCW) and there is an increasing leadership role being undertaken by the Welsh Local Government Association (WLGA) in respect of the social care element at the time of writing this business case.

Welsh Government see the Connecting Care programme as a key enabler of the 'A Healthier Wales' strategy and supports the 'Digital First' ethos expressed in the statement of intent '*Building Capacity through Community Care - Further, Faster*'.

The programme has two main strands, the first promotes the approach of implementing 'best of breed' systems to meet those needs, rather than a one size fits all approach and encourages a regional approach to the procurement of appropriate solutions. The second strand of the programme seeks to establish an overarching system which will connect data from various sources, including social care, community mental health, district nursing and therapies to provide real-time access to a range of citizen data and a means for professionals to communicate about the needs of those who need care and support.

Strand one

Market research within this strand indicates that there are potentially at least three mainstream solutions available in respect of social care and that it is possible to procure those systems via nationally available procurement frameworks. Work led by DHCW and the local authorities has developed a common specification for a social care system across Wales and activity is advanced in preparing for a procurement process to be undertaken on a regional, sub-regional or local basis. There are potentially economies of scale for authorities to undertake collaborative procurements, both in terms of the procurement process and of potential cost advantages of pooling user numbers with suppliers.

It is anticipated that the outcome of the procurement process will result in several different systems being implemented across Wales, which encourages competition and lessens the impact of any supplier difficulties. The intention is to implement separate instances of procured systems for each Council, but with an element of central control over the configuration of key business processes emanating from Welsh Government/DHCW to reflect legislative or procedural requirements, e.g. Child in Need of Protection processes.

Strand two

Less focus is currently being given to this strand currently, as the priority is rightly about identifying a replacement system for those authorities whose social care system arrangements are coming to an end.

This second strand is of strategic importance to Denbighshire and is an essential component to progress the multidisciplinary work required to better support our citizens in need of care and support. Given this strategic importance and the need for change in terms of the incumbent system's longevity, it is sensible for us to fully participate in the programme. Participation does not commit the authority to expenditure on perpetual engagement in the programme.

Eighteen local authorities have engaged with the programme, and it is currently working with them and health boards to seek funding from Welsh Government to support the procurement and implementation of both strands. The programme estimates that an investment in the region of £61m nationally over the next six years to deliver the programme's objectives. If Denbighshire do not engage with and contribute to this programme, there is a risk that our opportunity to influence both strands is significantly diminished, which could result in our need not being adequately reflected and could also result in us being unable to access any funding made available by the Welsh Government.

The need for change in Denbighshire

The incumbent social care system in Denbighshire has been in operation since 2009 and during its 15 years of operation, it has seen considerable change in business process requirements and has supported the Council well in its implementation of new assessment and care planning toolsets implemented as part of the Social Services and Well-being (Wales) Act 2014. As part of the implementation of the Act, a second instance of the system was commissioned to support the development of the Single Point of Access and the Children's Support Gateway. When the system was procured, it marked a move away from systems developed internally in partnership with neighbouring authorities to one where a commercially available system was procured. At that point in time, the solution was in its prime phase of development and was a leading-edge social care system that was expensive, but affordable for the Authority.

During the time we have been using the system, mainland UK social care users have gradually moved away from the product and, as a result, the supplier has invested more heavily in the functionality to support the community health sector rather than social care. This means that we are now running an increasingly obsolete and stagnant solution to support this critical, dynamic area of the Council's activity. Whilst the supplier has not formally moved out of the market area, they are no longer marketing the system as a social care information management solution. This increases the risk that it may not meet our emerging business requirements and that the supplier may be unwilling or unable to make cost-effective changes to the system to continue supporting the delivery of social care services in Denbighshire.

The original contract for the solution was signed during 2004/5 and we have exhausted our extension options within that contract. We have already accepted the risk of challenge and extended the contract on two occasions to secure additional time to fully consider our long-term options. The latest extension was thought to be sufficient to enable us to progress a business case and implement the WCCIS, however, for reasons outlined above, we chose not to implement the WCCIS. Advice from the Council's Legal and Procurement officers is that a further extension of the support agreement would be in breach of the Public Contract Regulations and the Council risks a legal challenge from other system suppliers that the extension would be unlawful. This risk could be mitigated by procuring a specific support and maintenance contract in relation to the incumbent system, but this in itself carries a risk of significant increases in cost for what is not a solution suitable for the long term. However, we may need to progress this action in parallel with any new procurement activity to ensure continuity of support arrangements for this key information system whilst we transition from one system to another.

As other mainland UK social services departments have reached the end of their contractual arrangements with the incumbent supplier, most have procured an alternative, more modern solution that has a better fit with current requirements and has more intuitive and modern functionality to support practitioners, specialists, and administrators in their work.

The most recent release of the software from the incumbent supplier does not easily support some of the requirements of Welsh regulations and legislation, e.g. the validation of data relating to placements of Children Looked After. We and a neighbouring authority have developed some workaround routines to sustain our ability to record data, but this is far from an ideal situation. The costs of commissioning the supplier to undertake specific development work to meet the exact requirements are likely to be costly and would, at best, need to be borne by the two remaining Welsh social care sites using the product, and at worst, need to be borne by Denbighshire alone.

Growing pressures on social care teams because of current public sector austerity requires us all to work more efficiently and effectively. A more modern information system will contribute to this agenda by reducing the amount of time spent navigating complex system and improving information flows for staff.

Nationally, child and adult practice reviews have consistently identified that individuals can be prevented from suffering significant and enduring harm when social care practitioners have effective access to historical and current information, or the ability to share and contact other organisations.

There is a growing need to seamlessly share information with colleagues from other organisations and departments, particularly Health, but also Education and Housing services. Whilst the incumbent system has a 'Connect' module to facilitate data sharing between systems, its' take up within the user community has been low and costs have been relatively high given the technology employed within the core system. We are not currently licensed to use this module and we would need to fund the license cost along with the costs associated with developing any required interfaces with other systems. As the need for more complex information recording and the need to share data increases, this constraint is likely to frustrate system usage and is likely to lead to user rejection of the solution. This poses both an operational and General Data Protection Regulation (GDPR) risk that data within the system is not adequately maintained and becomes inaccurate and unreliable.

Along with other areas of the Council, reporting needs in social care are becoming increasingly complex and time critical. There are demands from operational teams for contemporaneous dashboards of activity data relating to the team's activity and throughput, data required for planning and commissioning purposes is becoming more complex and there is a need to model data effectively, linking multiple data sources. Freedom of information requests are becoming more complex and seek an insight into the Council's social care activities. Given the age and underlying technology for the incumbent solution, it is difficult to integrate the system with more modern reporting and data management tools which would help to facilitate this area of work. It is difficult to see how we can sustain the demands for this information, and we face a risk that the timeliness and accessibility of data to support operational and strategic decision making effectively.

Links to national and corporate strategies

ICT Strategy

The incumbent solution is a poor fit with the Authority's ICT and Digital Services strategy. Whilst the hardware and operating system platform it uses is extremely robust and is one of the industry standards employed around the globe, it is a niche architecture which requires specialist skills to manage and any change in hardware is expensive to purchase. Evidence from the market research carried out within Connecting Care indicates that the main contenders in the market are likely to offer a hosted solution, using a more mainstream technology which would sit either with the supplier or in a cloud data centre. This is in line with the ICT strategy and will enable us to avoid replacement hardware costs in the near future and will allow us to make a small saving on the specialist support contracts we currently have in place to cover the system's infrastructure.

More than words

'More than words' is the strategy which establishes citizen's rights to receive care and support services through the medium of Welsh. The incumbent solution offers little support for the Welsh language which means that much of social care's obligations are delivered outside the information system, e.g. assessment and letter templates are used in Word and subsequently attached to the case record. Whilst this delivers the desired outcome to the citizen, it is not in the spirit of the policy, nor the underlying Welsh language legislation.

Compliance with the policy and legislation are built into the specifications for a new system which means that we will be able to deliver our obligations more effectively. We also anticipate that any newly procured system would provide citizen and professional bi-lingual portal facilities, further empowering citizens to be part of managing their care and support.

A Healthier Wales: our Plan for Health and Social Care (2018)

This strategy documents Welsh Government's long-term vision of a '*whole system approach to health and social care*', which is focussed on health and wellbeing, and on preventing illness. New technologies and digital approaches will be an important part of our future whole system approach to health and social care.

Strategic approach to social care data in Wales (2022)

This approach document sets out the direction for a future social care data strategy for Wales where there is an aim to make better use of data to bring about the best possible outcomes for those who receive care and support across Wales.

Digital and data strategy for health and social care in Wales (2023)

This strategy sets out how the modernisation of the NHS will be driven by digital data, innovation and science in the coming decades and the delivery plans include:

- Data and collaboration – working to ensure high-quality data is available to inform every part of health and social care delivery and support digital services

- The use of data to deliver insights to support delivery of a learning health and care system

Options appraisal

Option one – do nothing and continue with the existing system

Doing nothing is not an option in relation to the incumbent Social Care Information Management system because we will shortly be at the end of our already extended contractual period with the supplier. We cannot operate such a key departmental information system without an appropriate support contract in place and would therefore need to undertake a procurement exercise to secure such a contract. At best, this would likely incur at least an inflationary increase in the contract cost price and would require the negotiation of new contract terms with the supplier.

Whilst this would cost less in the short term, and could be delivered relatively quickly, it would result in a lower quality solution which would not be sustainable in the long term.

This option has not been selected because:

- It carries a risk of being in breach of the Public Contracts Regulations should we not be able to procure an appropriate support contract for the incumbent solution and, as a result, we could face legal challenge
- The incumbent system has been 'bent' to support the Social Services and Well-being (Wales) Act, and as such does not offer a full range of functionality to support the social care function in its operations and is cumbersome for practitioners to operate
- The incumbent supplier's commitment to investing in the product for the social care market is uncertain, leaving the authority at risk of the system becoming even less fit for purpose
- We would be unlikely to be able to participate in any national or regional developments to enable the sharing of data between systems and partners
- We would be unlikely to be able to integrate the solution with internal systems, including the social care finance solution which is currently being implemented
- It is unlikely that we could access any national funding arrangements for social care system, however small or large those arrangements may be
- We face increasing complexity in providing appropriate, comprehensive and timely data to support our operational and strategic needs.

Option two – go to market to source a new system alone, or in collaboration with Flintshire County Council outside of the Connecting Care programme

Prior to the inception of the Connecting Care programme, we worked with Flintshire County Council to develop a specification for a replacement social care information management system with a view to undertaking a collaborative procurement. The primary driver for this was the known end of contract for the incumbent supplier. Preparation to advertise the tendering opportunity on Sell2Wales was advanced, but was paused to allow

both authorities to consider their options in terms of the emerging Connecting Care programme.

We could, with or without Flintshire's collaboration as a partner, continue down this path and independently go to the market, either as an open competitive tender process or as a competitive process within a Framework Agreement.

This level of independence would allow us to move more quickly along the procurement process and would require less compromise. However, we would potentially miss out on any volume licensing agreement that may come with a larger pool of users going to the market. The award criteria for any Welsh Government funding have yet to be defined, but past experience and informal discussion with key officers involved with Connecting Care indicate that we may not receive funding if we operate independently of the programme.

This could cost more in the long term but would likely be delivered in a shorter timeframe than procuring as part of the Connecting Care programme. However, it would likely result in a higher quality solution as the specification is more specific to Flintshire and Denbighshire's particular needs.

This option has not been selected because:

- It may make integration into the planned overarching national single care record solution more difficult when it becomes available if we have procured independently and implement without reference to any core configuration agreed within the Connecting Care programme
- We may miss out on volume discounts from suppliers given our fairly small user-base that may become available if we procure as part of a larger group
- We may be excluded from any funding support made available by Welsh Government if we operate outside the Connecting Care programme
- The approach is inconsistent with the ethos of the established regional partnership arrangements driven by legislation and policy

Option three – go to market to source a new system as part of a regional collaboration within the Connecting Care programme

As part of this option, we would adopt the nationally developed specification and work as part of the six local authorities in north Wales to procure our replacement social care information management system. Although the specification has been developed nationally by the Connecting Care programme, it is likely to meet our needs sufficiently to enable us to procure and implement a suitable solution. However, there is a risk by participating in a regional or national procurement that our specific need to interface with the Denbighshire's incumbent social care finance solution may become diluted or missed in some of the detail. This would result in needing to continue to manually maintain the data within that system separately thus reducing one of the potential benefits of the new system. This risk is mitigated by an acknowledgement regionally that this integration is critical to Denbighshire and Flintshire.

There is a requirement that the potential new supplier has capacity to service implementations in several authorities simultaneously, which could result in fewer suppliers submitting bids for the contract.

Timescales to advertising the opportunity on Sell2Wales are still being clarified at the time of writing this business case. This introduces a risk that the programme is unable to meet the timescales required for four of the six authorities to migrate from their incumbent system ahead of their hardware and software obsolescence deadline. This could result in the regional element of the partnership fracturing with the other authorities potentially breaking away from the Connecting Care programme to pursue a procurement process outside the programme. This would leave Denbighshire to consider whether it was better for it to remain as part of the programme, or remain part of the independent, regional procurement project. Please see options two and four for further details.

There is a risk that Denbighshire is pushed to the back of the implementation queue because one of its key immediate drivers for change is compliance with PCRs, rather than a platform which will imminently be de-supported by the supplier. This could weaken Denbighshire's voice and input into any key decisions made in relation to the core configuration of the system. However, this would enable Denbighshire to delay some of its expenditure, whilst at the same time being assured of its future position in relation to the procured system and the overall programme.

This option is the preferred option because:

- It gives potential economies of scale to us being a part of a larger procurement than going to market alone, or as a smaller group
- It is the option most likely to attract funding from the Welsh Government to cover some of the costs we will incur
- It gives confidence that the procured solution will be compatible with the design of the forthcoming single care record element of the Connecting Care programme
- It continues to support working on a regional basis which brings with it an opportunity to integrate with solutions with other regional partners, e.g. Betsi Cadwaladr UHB, etc.
- It potentially reduces the ongoing training burden if staff move between the north Wales authorities, as common systems would be in place
- We are likely to attract volume discounts from the suppliers
- It gives us clear justification to temporarily extend the support agreement on the incumbent system, because we have a demonstrable plan in place to migrate away from that solution

Option four – go to market to source a new system in collaboration with the other five authorities in the region outside the Connecting Care programme

Given the risk that the preferred option three could result in a procurement timetable which does not meet the needs of four of the authorities in the region, it is conceivable that the entire region may be tempted or forced away from the Connecting Care programme. This option would see the region work together independently of the national programme to procure a suitable solution. The region could either continue to develop the procurement resources developed nationally or could adopt the earlier Denbighshire and Flintshire specification as a starting point to get to the market.

This approach could be deemed a hybrid of options two and three and would have similar benefits and disbenefits. The greatest challenge from this approach would be potential

difficulties in accessing any funding available to the programme directly from the Welsh Government. However, in this eventuality, it would be likely that other regions would face similar pressures and could take a similar approach. This would increase pressure on Welsh Government to release any funding to organisations not fully part of the Connecting Care programme.

This option is our recommended reserve position because:

- It gives potential economies of scale to us being a part of a larger procurement than going to market alone, or as a smaller group and keeps Denbighshire aligned with the rest of the region
- Should the procured solution not be immediately compatible with the design of the forthcoming single care record element of the Connecting Care programme, it is more likely that work would be undertaken to support an entire region than for an individual organisation
- It continues to support working on a regional basis which brings with it an opportunity to integrate with solutions with other regional partners, e.g. Betsi Cadwaladr UHB, etc.
- It potentially reduces the ongoing training burden if staff move between the north Wales authorities, as common systems would be in place
- We may still attract volume discounts from the suppliers
- It gives us clear justification to temporarily extend the support agreement on the incumbent system, because we have a demonstrable plan in place to migrate away from that solution

Project scope

Within scope

The following elements are within the scope of this project:

- Continued full participation in the Connecting Care programme on both a national and regional basis*
- Full participation in the procurement of a social care information management system
- Authority to negotiate an implementation window within the region, in conjunction with the supplier
- Amalgamation of the SPOA instance of the incumbent system into the procured solution as a single instance
- Integration with the social services finance solution *without* a change to the solution in use
- Data migration from the incumbent system into the procured solution and establishment of long-term managed data storage mechanisms for any data not migrated
- Data cleansing sub-project to ensure the quality of data included within the data migration
- Establishment of new, improved and more appropriate reporting mechanisms to better reflect the legislative and policy framework for social care in Wales

- Alignment of coding and configuration with national and regional requirements to help facilitate the implementation of an integrated care record system later
- User training and support in relation to the new solution
- Establishment of any temporary arrangements to extend the support contract for the incumbent system to ensure continuity of systems during the transitional period.

* **NB.** The nature of our involvement within the programme may change should we need to change and follow the paths outlined in options two and four. If, as a region we are pushed in that direction, it is likely that other Authorities would be in a similar position and we would benefit from some collective negotiation.

Outside scope

The following elements are outside the scope of this project:

- The decommissioning of the incumbent social care system
- The commissioning and implementation of the proposed shared care record/overarching system
- Integration with other Council systems, e.g. Housing Management, Education Management
- Integration with external systems, e.g. Health.

These elements will be subject of separate projects at appropriate points within the wider Denbighshire programme of work.

Stakeholders

Stakeholder	Staff withing Adult Social Care and Homelessness and Education and Children’s Services
Interest and influence	High interest, medium influence
How their interests will be managed	Mange closely
Communication	Varied communication mechanisms as necessary. Will include: <ul style="list-style-type: none"> • Email correspondence • Verbal updates • Other written updates • Team meeting discussions/’roadshows’ • Participation in the project team as appropriate • Involvement in workshops/testing/training.
Owner	Heads of Service ICT Business Partners Project Team

Stakeholder	Corporate Executive Team
Interest and influence	High Interest, high influence
How their interests will be managed	Manage closely
Communication	<p>Varied communication mechanisms as necessary. Will include:</p> <ul style="list-style-type: none"> • Email correspondence • Verbal updates • Other written updates, including periodic CET reports.
Owner	<p>Corporate Director Heads of Service Chief Digital Officer ICT Business Partners</p>

Stakeholder	Senior Leadership Team
Interest and influence	Medium interest, low influence
How their interests will be managed	Keep informed
Communication	<p>Varied communication mechanisms as necessary. Will include:</p> <ul style="list-style-type: none"> • Email correspondence • Verbal updates • Other updates, including periodic SLT reports.
Owner	<p>Heads of Service Chief Digital Officer ICT Business Partners</p>

Stakeholder	Elected Members
Interest and influence	Medium interest, medium influence

How their interests will be managed	Keep informed
Communication	Varied communication mechanisms as necessary. Will include: <ul style="list-style-type: none"> • Email correspondence • Cabinet/Scrutiny reports
Owner	Heads of Service Chief Digital Officer

Stakeholder	Connecting Care programme
Interest and influence	High interest, medium influence
How their interests will be managed	Manage closely
Communication	Varied communication mechanisms as necessary. Will include: <ul style="list-style-type: none"> • Email correspondence • Attendance and participation in appropriate groups and meetings.
Owner	Corporate Director Heads of Service ICT Business Partners

Stakeholder	External officers with access to the incumbent system, e.g. Emergency Duty Team, Health staff, third sector contracted staff.
Interest and influence	Medium interest, low influence
How their interests will be managed	Keep informed
Communication	Varied communication mechanisms as necessary. Will include: <ul style="list-style-type: none"> • Email correspondence • Verbal updates • Other written updates • Team meeting discussions/'roadshows'

	<ul style="list-style-type: none"> • Involvement in workshops/testing/training
Owner	Project Team ICT Business Partners

Interdependencies and dependent projects

The forthcoming national project to establish a common care record will be a dependent project.

The forthcoming social care decommissioning project will be a dependent project.

Benefits and disbenefits

Cashable benefits

There are no immediate cashable benefits arising from the business case. However, following implementation and a transitional period, savings on existing software licensing will be realised as outlined in the costs and finance section.

Non cashable benefits

Benefit	B1. A reduction in the number of applications in use within the Council
Owner	ICT Business Partners
How it will be measured	The decommissioning of the incumbent social care information system and the incumbent single point of access information system. The establishment of links to other corporate and external community health and social care systems.
Confidence	High
Expected delivery date	2025/26

Benefit	B2. Reduction in manual processes
Owner	Heads of Service: Adult Social Care and Homelessness, Children's Services
How it will be measured	Observation of <ul style="list-style-type: none"> • a reduction in double-keying data into social care financial systems

	<ul style="list-style-type: none"> • less reliance on email correspondence relaying data in respect of citizens internally within the Council • uptake of use of portals for both citizens and other professionals to access case information
Confidence	Medium
Expected delivery date	Within first 6-12 months of implementation

Benefit	B3. Improved reporting and intelligence
Owner	Heads of Service: Adult Social Care and Homelessness, Children's Services
How it will be measured	Increased availability of data and intelligence for: <ul style="list-style-type: none"> • Operational and strategic management • Simpler production of data in response to Freedom of Information and Data Protection Subject Access requests • Improved and better-informed commissioning and service planning.
Confidence	Medium
Expected delivery date	Within 12 – 24 months of implementation

Benefit	B4. Improved and more timely access to information for citizens, service providers and other professionals
Owner	Heads of Service: Adult Social Care and Homelessness, Children's Services
How it will be measured	Availability of appropriate portals and monitoring of their use
Confidence	High
Expected delivery date	Within 12 months of implementation

Benefit	B5. More streamlined compliance with Welsh language requirements
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Owner	Heads of Service: Adult Social Care and Homelessness, Children's Services
How it will be measured	Availability of appropriate portals and monitoring of their use
Confidence	High
Expected delivery date	Within 12 months of implementation

Expected disbenefits

No long term disbenefits are anticipated as a result of this project.

Milestones

Milestones up to the point of deciding whether to award a contract are available in appendix one. Further milestones will be developed and agreed depending on the decision to proceed or not will be discussed and agreed at that point.

Costs and finance

The full Connecting Care Business Case has not yet been submitted to Welsh Government for approval and there remains an urgent need to clarify what costs are covered by the programme and what costs councils may have to bear themselves. However, Ministers have acknowledged the need to provide financial assistance to the Programme.

The costings provided in this Business Case are, therefore, based on a worst-case scenario. The financial data gives assurance that we will look to spread the costs over an appropriate time frame with DCC being a later implementer, therefore incurring implementation costs at a later date.

Draft costings for this project are presented in Appendix 3. Please note that for Cabinet, this information will be considered part 2 information.

Cost benefit analysis

The cost benefit analysis is still currently being developed. Given the evolving national and regional situation, and uncertainty of the outcome of the procurement process, this is a complex process and will develop over several iterations of this Business Case.

Risks

Risks associated with the business case and project are available in appendix two.

Well-being Impact Assessment

The replacement of the Social Care Information Management System does not require a Well-being Impact Assessment because it is replacing one system with another. However, following implementation of the new system it is envisaged that Local Authorities will work together to explore future opportunities to develop the system to enable direct interaction with citizens. Should this be the case then DCC would work with the national Connecting Care Programme to develop a Wales-wide Well-being Impact Assessment.

Privacy Impact Assessment summary

A privacy impact assessment will be undertaken at the conclusion of the procurement phase of the project when more detail is available in terms of the actual data to be recorded within the system.

The system will process both personal and special category data within the definitions of data protection laws and regulations. The basis of most data processing will be based upon the data subject's consent, but some areas, e.g. protection of vulnerable adults or children will be undertaken in response to the Council's legal obligations or in the vital interests of the individual.

Appendix One

Milestones

Milestone	2024/25										2025/26				2026/27				2027/28				
	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
CET approval of Business Case	■																						
Cabinet approval of Business Case		■																					
Establish project board and team			■																				
Tender process			■	■																			
Contract award decision					■																		
Implementation window																							
Set up infrastructure																							
Project team training																							
Configure & test system																							
Test data migration																							
Establish & test finance integration																							
Prepare end user training materials																							
Train end users																							
Go live																							
Post implementation support																							
Incumbent system contract end												■											

Key	
Milestones within Denbighshire's control	■
Milestones determined by the national programme	■
End of contract	■

Appendix two

Risk register

Risk no	Risk	Description	Likelihood and impact
RCC1	Non engagement results in diminished influence and a blocker to accessing any Welsh Government funding made available	If Denbighshire do not engage with and contribute to the programme, there is a risk that our opportunity to influence both strands is significantly diminished, which could result in our need not being adequately reflected and could also result in us being unable to access any funding made available by the Welsh Government.	C2
RCC2	Risk that social care finance system integration is superseded by other regional priorities	By participating in a regional or national procurement our specific need to interface with the Denbighshire's incumbent social care finance solution may become diluted or missed in some of the detail.	C3
RCC3	Risk that the Connecting Care programme's timetable does not meet requirements, which could fracture the programme	If the programme is unable to meet the timescales required for four of the six authorities to migrate from their incumbent system ahead of their hardware and software obsolescence deadline, engagement with the national programme may fail. This could result in alternative arrangements being sought regionally or locally.	C2
RCC4	Risk of being pushed to the back of the implementation queue	There is a risk that Denbighshire is pushed to the back of the implementation queue because one of its key immediate drivers for change is compliance with PCRs, rather than a platform which will imminently be de-supported by the supplier. This could result in our interests being less well reflected in core configuration and could prolong our involvement in the overall project resulting in project fatigue	B4
RCC5	Risk of non-Welsh language compliance	Web Portals do not meet Welsh Language requirements and cannot go live.	D3
RGR1	Funding pressures	Given the financial climate and lack of clarity in terms of any forthcoming Welsh Government funding, the project budget will need close management and any additional requirements which may emerge will need to be considered carefully. Any funding made available from WG may become available late in the project and may need to be spent quickly to avoid the need for it to be repaid	C2
RGR2	Sufficient project team resources	Funding and/or departmental capacity may not allow sufficient and/or appropriate staff to be released to work on the project	C2
RGR3	Competing corporate priorities	Current, changing or emerging corporate priorities may detract resources away from the project	C2

Risk no	Risk	Description	Likelihood and impact
RGR4	Competing service priorities	Current, changing or emerging service priorities may detract resources away from the project	C3
RGR5	Progress challenges or conflicting requirements from DHCW and/or Welsh Government		C3
RGR6	Progress challenges or conflicting requirements from regional partners		C3
RLI1	Missed opportunity to transform services and deliver benefits	If stakeholders are not fully engaged in this project it could result in missed opportunities to transform services, failure to achieve the predicted benefits, delays to the delivery of the project and elements of the solution not meeting expectations.	C2
RLI2	Risk of a new pandemic	That a pandemic impacts on the ability of DCC and the new supplier to resource & successfully deliver this project leading to delays.	D4
RLI3	Risk of supplier failure/capacity	The appointed supplier ceases trading or becomes insolvent during the project or is unable to provide the services & products required.	D2
RLI4	Unable to integrate with ContrOCC	This would result in continued double keying of data and potential for erroneous or conflicting data being posted to bueither system	C3
RLI5	Project team engagement	Project team members may not be given sufficient protected time to work on the project, resulting in either slow delivery or less quality outputs	C2
RMES1	Risk of the incumbent supplier withdrawing from the social care market	The incumbent system may not meet our emerging business requirements and that the supplier may be unwilling or unable to make cost-effective changes to the system to continue supporting the delivery of social care services in Denbighshire	A2
RMES2	Risk of challenge for breaching PCRs for incumbent system	Advice from the Council's Legal and Procurement officers is that a further extension of the support agreement would be in breach of the Public Contract Regulations and the Council risks a legal challenge from other system suppliers that the extension would be unlawful.	C2
RMES3	Risk of GDPR breach on the incumbent system because of user disengagement	This poses both an operational and General Data Protection Regulation (GDPR) risk that data within the system is not adequately maintained and becomes inaccurate and unreliable.	E3
RMES4	Demands for management and executive information from incumbent system become unsustainable	Given the age and data structures of the incumbent system, we risk that the timeliness and accessibility of data to support operational and strategic decision making effectively diminishes and/or becomes unsustainable.	B3

