

LONDON BOROUGH OF CROYDON

To: All Members of Council
Croydon Council website

STATEMENT OF EXECUTIVE DECISIONS MADE BY CABINET MEMBER FOR FAMILIES, HEALTH & SOCIAL CARE ON 14 JULY 2020

This statement is produced in accordance with Regulation 13 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012. Please note, that as the decisions below are not Key Decisions, they are not subject to call-in.

The following apply to the decision below:

Reasons for these decisions: As set out in the report.

Other options considered and rejected: As set out in the report.

Details of conflicts of interest declared by any Cabinet Member: None

Note of dispensation granted by the Head of Paid Service in relation to a declared conflict of interest by that decision maker: None

The Leader of the Council has delegated to the Cabinet Member for Families, Health & Social Care the power to make the executive decisions noted out below:

Decision No.: 4220FHSC

Details of Decision: LIQUID LOGIC SYSTEMS IMPLEMENTATION PARTNER CONTRACT VARIATION

Details of decision:

Having carefully read and considered the Part A report and the requirements of the Council's public sector equality duty in relation to the issues detailed in the body of the reports, the Cabinet Member for Families, Health & Social Care in consultation with the Cabinet Member for Finance & Resources

RESOLVED:

To approve a variation to the contract with Albany Beck to deliver systems training services at a cost of £401,430 for a total contract value of £1,461,910 for the reasons set out in the report.

Signed: Council Solicitor and Monitoring Officer

Notice date: 14 July 2020

Summary Report & Recommendations

| 1. Details | |
|--|---|
| Project title: | LIQUID LOGIC SYSTEMS IMPLEMENTATION PARTNER CONTRACT VARIATION |
| Name and role of report author: | CAROLINE BAXTER Head of Business & Service Compliance ROB OSBORNE Systems Programme Lead |
| Directorate and Service Area: | PEOPLE Health, Wellbeing and Adults |
| Executive Director: Director/Head of Service: | Guy Van Dichele, Executive Director Annette McPartland, Director of Operations |
| Statutory Service (Yes or No): | Yes |
| Procurement Stage (RP2 or RP3): | RP3 |
| Key Decision (Yes or No - if Yes, include ref and if using General Exemption): | NO |

| 2. Summary |
|---|
| <p><i>Summary of project, issue, cost and status, reason for urgency (see Appendix 1A/B), and recommendation.</i></p> <p>Project: Liquid Logic Adult Social Care system</p> <p>Issues A new adult social care system is being implemented with planned go live in September 2020. The implementation work has been impacted in a number of ways due to the COVID-19 crisis and there is a need to vary the Albany Beck contract to provide additional consultancy support to make sure they system can go live as planned in September 2020.</p> <p>Resources in Adult Social Care and Croydon Digital Services have been diverted to focus on COVID 19 response which has impacted capacity of in house team to deliver training, support and report writing</p> <p>There are 3 areas requiring additional support – Training, Report Writing and Post Go-Live Support within the ASC programme.</p> <p>Training Training is required for all back office admin staff and practitioners. The following requirements need to be met: It must be delivered in an effective timeframe (within a three-week window of go live). It must be COVID-19 proof: the plan must take into account the impact the virus is having on the departments. It must be cost-effective: despite the current situation, overall cost is still crucial. It must consider the transition to Business As Usual: knowledge must not be lost when the project team departs.</p> <p>Albany Beck (using sub contractor BetterGov) were originally intended to deliver the training alongside the in house team however that allocation of Albany Beck/BetterGov resource was diverted to other deliverables (which would have been done in house) where in house staff have been diverted to COVID-19 response related activities.</p> <p>Croydon Digital Services, BetterGov (sub contracted by Albany Beck) and Liquidlogic (the supplier of the Adult social care IT system being implemented) were asked to submit training plans that</p> |

demonstrated extensive experience of delivering social care case work and finance remotely and meet go live with no added costs. The Documents were reviewed and rated and the decision was taken to recommend the Albany Beck BetterGov proposal.

Rationale for choosing Albany Beck using BetterGov

BetterGov demonstrated a fuller understanding of the challenges faced by the Council and the ASC workforce e.g. social distancing and lack of classroom based training. Their plan detailed a remote roll out of the new system. They have built the system and its pathways from ground up alongside the teams, have built robust relationships within the service and have experience of rolling out training in a complex and fast paced delivery programme. BetterGov also proposed a blended package which will engage and deliver a large-scale, flexible programme of bitesize, interactive video conference training for small groups of users delivered in a tight training window which staff can book onto and change easily given their constantly changing priorities to deliver the front line duties during COVID- 19 restrictions. This is a more personalised approach offering greater quality and yet remains cost effective.

Cost

The training proposal from Albany Beck using BetterGov is a maximum of £156,725, which is a time and materials quote.

Other options considered for training:

1. Vary the contract with Liquidlogic: at a cost of @£96k. A proposal was received from Liquidlogic the systems provider however this did not meet requirements as set out above.
2. In house provision: an in house proposal from CDS was evaluated but was considered not to meet requirements. CDS would have needed to bring in contractors to supplement the current team in order to deliver the training. The cost of the in house option was @£227k
3. Run a tender: There is not enough time to run a tender before the system go live date in September

Report Writing

There is a need to develop a number of reports to enable staff and managers to monitor work being undertaken by staff and ensure that it is being completed in a timely and appropriate manner.

Rationale

Albany Beck using BetterGov are best placed to be able to provide some short-term support to produce this work as they are familiar with the system, how it is configured and how the data to be reported is held within the system, as they have been responsible for configuring the system to meet the needs of LBC.

Other options considered for report writing:

This work was to be completed by the performance team with some support from the CDS project team, but the performance team is now totally committed to providing support to COVID-19 activities and does not have the capacity to provide these services.

Cost

The report writing proposal from BetterGov provides a cost estimate of between £58,352 and £77,800.

Post Go-live Support

There will be a need for BetterGov consultants to provide post go-live support for staff using the new system immediately after go-live and for the Business Systems Team in CDS to become familiar with the on-going support requirements of the system.

Rationale

The decision to use BetterGov to provide training means they will also need to provide more of the post go-live support, as if the original plan of CDS developing and delivering the training, the training team would have also been heavily involved in the delivery of post go-live support.

Other options considered for post go live support:

Originally, it was intended that some of the contingency in the current contract could be used for this, but this has needed to be used so that BetterGov can provide additional testing resources to compensate for the fact that ASC staff have not been able to attend testing sessions.

The additional costs for post go-live support are estimated at £100,000.

Cost Summary.

The original Albany Beck contract value was £607,156, the contract was varied in December 2019 to a new value of £1,060,480 (CCB1522/19-20, Key Decision ref 3719FR) the proposed value of this variation is £401,430 bringing total contract value to £1,461,910

Note that the proposed variation exceeds 50% of the original contract value which does not comply with PCR regulation 72. The programme team have considered that the risk of not varying the contract will have a major impact on Adult Social Care services and this outweighs the risk of non-compliance with PCR regulation 72.

| Element of Work | In House £ | Liquid Logic Variation £ | Albany Beck Variation £ |
|-----------------------|----------------|-------------------------------------|-------------------------|
| Training | 227,750 | 96,760 | 156,725 |
| Report Writing | n/a | n/a | 77,800 |
| Post Go Live support | n/a | n/a | 100,000 |
| Contingency at 20% | n/a | n/a | 66,905 |
| Total | 227,750 | 96,760 | 401,430 |
| Units Days | 590 | 122 | 477 |
| Unit costs (notional) | @386pd | 93 days at 830pd 30days at 680pd | @898pd |

This is not a request for additional funding as the costs can be met within the current budget for the People’s Systems Implementation Programme.

Reason for Urgency

The system is due to go live in September. Resources in Adult social care and within the CDS delivery team have been diverted to focus on COVID 19 response. The capacity of the in house team to deliver the training and develop reports has been impacted as has the other implementation activity. It is possible to deliver the requirements using external resources without placing further demands on the implementation team who need to ensure the solution is live by September.

2.2 Recommended Procurement Strategy during COVID-19

Recommendation:

Pursuant to Part 5 A Article 1.7 (Urgency Decisions) of the Cabinet Member for Families, Health and Social Care is recommended as the relevant body to:

1. Approve a variation to the contract with Albany Beck to deliver systems training services at a cost of £401,430 for a total contract value of £1,461,910 for the reasons set out in this report:

REASONS FOR URGENCY

- System due to go live September 2020
- Resources in ASC and CDS have been diverted to focus on COVID 19 response which has impacted capacity of in house team to deliver training, support and report writing

- The modification has been brought about by circumstances which a diligent contracting authority could not have foreseen, given the Covid 19 challenges the operational services have faces and does not alter the overall nature of the contract which included training and knowledge transfer.

OTHER OPTIONS CONSIDERED AND REJECTED

- As set out in section 2 of this report

3. Financial Implications

| Details | Internal Capital | Revenue | Period of funding | External | | Period of funding |
|---|------------------|---------|-------------------|----------|---------|-------------------|
| | | | | Capital | Revenue | |
| CFA227 Capital cost centre All revenue spend from revenue code C14084 is recharged to the capital code | 401,430 | | to September 2020 | n/a | n/a | n/a |

5. Actions

| Action | Action owner | Date |
|--------|--------------|------|
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| | | |

6. Outcome and approval

| Outcome | Date agreed | |
|--------------------------------|--------------------|--------------|
| Cllr Hall briefed (30/07/2020) | CCB (01/07/2020) | CCB1585/2021 |
| | Leader/Lead Member | |