Full Business Case
Mobile Working for Adult and Children's Social Care

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Directorate(s): People
Service Area: Child & Family Services/Care & Support for Adults
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Savings Description and Profile as it appears in 17/18 Budget or 18/19 Budget Proposal:

Transformation programmes for children and adult social care are included within the Corporate Strategy and Budget Consultation 2018-2023. Both the children's 'Strengthening Families' and the adult's 'Better Lives' programmes have ambitious savings targets to deliver. Implementing mobile technology and agile working for this large workforce is a key enabler for savings delivery and improved outcomes for service users for both programmes. There are no cashable savings contained within this business case.

Budget Ref.	Savings Description	18/19 £'000s	19/20 £'000s	20/21 £'000s	21/22 £'000s	Total
tbc	Children's Social Care transformation: to respond to national and local challenges in children's social care, we are embarking on a 3-year programme to improve outcomes for children, young people and families and put us on a sustainable financial footing. We will achieve this by focusing on three areas: 1. Demand – reducing the level of need and the number of children, young people and families that need our support; 2. Supply – improving how we organise our resources in order to respond more effectively; 3. Workforce – improve how we organise and support our staff to deliver the most effective and timely response to families. We are currently developing this proposal and if it leads to a potential significant change in services, we will carry out public consultation.	-1,118	2,844	2,325	1,814	5,865
tbc	Introduce Better Lives Programme (improving outcomes for adults in	4,000	4,000			8,000

Budget Ref.	Savings Description	18/19 £'000s	19/20 £'000s	20/21 £'000s	21/22 £'000s	Total
	Bristol): we'll be looking to deliver a transformation programme to change our adult social care services in order to ensure a more joined-up and efficient service for the city. The programme will focus on ensuring people have the right level of care and ensuring residents can maximise their own independence, ensuring commissioning decisions can be better investigated to ensure good investment, and making sure our teams can work more efficiently and effectively with our partners.					

These programmes will absorb a range of legacy/part-delivered savings from 17/18.
DECISION REQUIRED:

For Delivery Working Group to approve the following separate elements:

1. Commitment to a "one council" approach to equip all Social Workers and Reablement workers across all teams with efficient mobile technology. The proposal is to purchase hardware - phones and tablets, plus the purchase of mobile applications for Liquid Logic core case management systems (Childrens and Adult modules) and the HomeCare Staff Rostering ICT system - iConnect.

2. Approval for the Full Business Case based on the preferred options and costs set out in this document which are shown in three separate streams of Adult Social Care, Intermediate Care and Children's Social Care.

3. Allocation of investment from the Integrated Better Care fund (IBCF) by Central Government for the Adult Social Care and Intermediate Care elements of the project. This will enable delivery of the single savings programme for Adult Social Care.

4. Provision of funding from BCC resources for Childrens Social work team investment.

For Care and Support – Adults, this proposal is an enabler for delivery of £21.9M to £29.2M over the next 5 years through the Better Lives programme. The potential delivery cost is between £423,368 and £472,333 from the Improved Better Care Fund plus ongoing costs in the range of £90,212 to £91,862 per year (with a spike of spending of £123,635 in Year 1)

For Children's Social Care, this proposal is an enable for the delivery of £5.8m over the next 4 years through the Strengthening Families programme. The potential delivery cost is between £342,190 and £384,885 with ongoing costs of between £73,894 and £75,373 per year (with a spike of costs of up to £108,799 in year 1-2)
Funding is requested from ICT Capital Refresh budget for capital expenditure and Bristol City Council reserves for non-capital one-off costs.. Capitalised items are in the range of £425,583 to £472,333 for the Adult Social Care project and between £279,938 and £322,728 for the Childrens project. This amount includes an upgrade to Windows 10 operating system at a cost of £11,750.

Growth will need to be factored into the ICT budget for ongoing support and maintenance costs

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> incurred by this project.

Separate Outline Business Cases were produced for Adults and Children's and were reviewed at DWG on 2 June 2017 and 23 August 2017 respectively. These documents are available at Appendix 1 and 2.

Given the commonalities across this professional workforce, achieving economies of scale on implementation effort, maximising the council's purchasing power, and having a strong negotiating position with the provider of the mobile app, the decision was taken to take forward the OBCs to FBC as a single piece of work. Service Director sponsors, Jacqui Jensen and Terry Dafter, for the work endorse this joint approach.

Section 1: Mandate/ Idea

1. The problem we want to solve/ the outcome we want to achieve:

At BCC we want the social work teams to work efficiently with technology that enables them to do their job. Social Care colleagues need to be equipped, connected, supported and with current, relevant data at their fingertips in order to deliver the service in the best way possible. This will ensure that the Councils statutory responsibilities are met and that the resources of the city are utilised.

Bristol City Council has been awarded a share of £2B from the Better Care Fund across 3 years from 2017/18 (Year 1- £8.7m, Year 2 - £5.8m, Year 3 -£2.9m). It can be spent in any area of Adult Social Care, but is critical that it is invested in a way that will release the greatest value. Outcomes are detailed in the Full Case for the Implementing a New Model of Social Care and Support for Adults, aiming to deliver £2.685 savings in 2017/18 and £11.2 million by 2019/20. There is an opportunity to invest in mobile technology to bring benefits in streamlined working, reduced manual processes and travel and better access to information, advice and guidance

The AS-IS for Social Care Teams
1. Currently many social workers have a laptop and a Nokia phone. They have no access to Outlook diaries or email and so are not connected when out of the office. This means that they are ill equipped as mobile workers and are reliant on paper records.
2. Social workers are currently tethered to their office base, making many round trips to refer to the core Social Care ICT system, Liquid Logic. This system holds key data on all cases, information is printed daily to inform visits and enable work to progress.
3. Data security is compromised by paper records that hold personal data being taken out of the office.
4. Adult Intermediate Care teams are entirely reliant on paper rosters, with many phone calls filling the communication gap when circumstances change, addresses can't be found, or the citizen would like to be connected with another service or activity. Print costs are currently £10k per year.
5. There is no facility to refer to service user records while out of the office.
6. A strong professional commitment to good and timely record keeping is seriously compromised by the reliance on paper and pen. Most record keeping is done twice – once while out, and again back at the office base. Time pressures on the teams make this very challenging to achieve, and can mean Liquid Logic records lag behind real time work.
7. Currently Social Workers have no access to the internet or apps while they are visiting service users. A key element of the 3-tier model is a need to connect service users with options, possibilities and resources they may find useful, so the lack of connectivity is limiting the extent to which staff can fully deploy the 3-tier model.
8. In children's social care, the Independent Reviewing Officer's Annual Report 2016 recommends the need for improved "Life Story" work. Currently teams have no technology for direct work with children or cameras to record their lives.

9. Social Care teams have no access to cameras to record casework and contribute to the evidence base.
10. Statutory requirements for Children's Social Care teams requires considerable evidence of direct work which is not currently enabled by technology
11. Current mobile phones are dated and texting is time consuming and frustrating. This makes it very challenging to "gain the voice" of the child or young person and be available in a way that suits them.
12. Time is wasted as Social Workers cannot work "on the go" – in court, on trains visiting Bristol children placed in other authorities, in meetings with professionals from other agencies.
13. A mounting workload of "admin" accumulates through the day that needs to be done back at the office.
14. Many other Local Authorities have a standard ICT package for Social Workers and Bristol is lagging behind, making it less competitive in retaining Social Workers.
15. Some colleagues have Blackberrys which are no longer supported by Corporate ICT.
16. Lone working could be strengthened by upgraded technology.

Do Nothing:
- Not providing suitable mobile technology continues to keep time-poor Social Workers operating inefficiently and tethered to their office location.
- Connections to the internet will not be available compromising Social Workers ability to deliver the 3-tier model.
- The opportunity to use the Liquid Logic mobile application would be lost without upgrade to tablets (this is the only hardware the product is supported on).
- Reablement and Rehab staff will continue to rely on paper rosters being printed and posted to them.

Strategic Fit:
- Strategic decisions have already been made to purchase Liquid Logic products and continue to use HomeCare Roster.
- This business case enables delivery of one of the core priorities for the adult social care Better Lives programme – "supporting the workforce to be fit for the future".
- A commitment has been made to NHS partners and central government to invest approximately £750k of the IBCF money on mobile technology, to ensure that workers are equipped to be productive and efficient.
- The Strengthening Families Programme is in progress and is part of the Corporate Strategy and Budget Consultation 2018-2023.
- Data Protection requirements on the Local Authority are increasing with new regulations being introduced. Dispensing with the need to print paper case files will support this.
- Efficient working for mobile colleagues requires appropriate technology as described in the Agile Working template - Bristol Workplace.

2. We will know we have succeeded when:

- Social Workers can carry out high quality social work and core job tasks regardless of their location and are not dependant on being in an office. Efficiencies will result in less bureaucracy and improved service delivery. Benefits include:

    – Social Care colleagues are connected and able to access calendar, diary, emails and a reliable phone while out of the office.
    – Social Care colleagues at grade at BG10 and above are able to use the mobile app to view downloaded records from Liquid Logic in any setting without an internet connection e.g. peoples homes, meetings with professionals, court, hospitals etc.
    – Estimated savings for travel and efficient working of around 5 to10 hours for each FTE per week are realised.

- Liquid Logic records are up to date and record keeping is done once and carried out in real time as much as possible; including referrals to other agencies and direct work with children and citizens.
- Downtime is reduced as mobile workers are enabled to carry out tasks "on the go".
- The internet is available to access resources and connect citizens with "a whole world of resources".
- The technology package for Social Care workers is current and comparable with other organisations.

- The technology enables delivery of the 3-tier model in Care and Support - Adults including delivery of lower cost packages and/or more independent service users:

    - So that people receive the right level and type of support, at the right time to help prevent, reduce or delay the need for ongoing support, and to maximise people's independence.
    - Social workers have access to the internet - supporting service users with "real time" information, advice and guidance about local community services and quicker, more direct decisions.

- Reablement teams are able to access their roster and emails while out of the office

- That children's social workers are equipped with tools to carry out:
    - "life story" work
    - That direct work with service users is possible in the form of plans, templates, reviews and drawings – uploaded directly into their Liquid Logic record without re-keying.
    - Life story work meets the standard set out by the Independent Reviewing Officers and is stored securely.

3. Scope

In Scope
Staff:

Staff:
- Adult Social work teams – (establishment of 275 including 35 based in hospitals and using University Hospitals Bristol (UHB) systems)
- Childrens Social work teams (establishment of 247)
- Intermediate Care – (Grade 10 and above needing mobile working– establishment of 31)
- Intermediate Care Reablement and Rehabilitation workers – (Grade 5 – establishment of 160)

<div align="right">

Staff in scope (Grade 10 and above) = 553
Staff in scope (Grade 5) =160
Total Staff in scope = 713
</div>

ICT – Mobile applications:
- Liquid Logic mobile application for Adults (LAS)
- Liquid Logic mobile application for Children (LCS)
- Staff Roster – iConnect mobile application for staff rosters

Out of scope	Any risks/consequences associated with "Out of scope" items
• The recent Rehabilitation and Reablement hothouse concluded that teams who are employed at Grade 5 will not need to carry out electronic record keeping on LAS and will continue with paper recording at this time, although they do need access to	• Some Rehab and Reablement staff may be "left behind" in using new processes and technology. • If additional technology is introduced - the job may become less attractive to some current employees.

emails and internet. • The additional mobile modules offered by Liquid Logic –, the Client Portal, and Professional Portal, the Early Help module.	• A roadmap for Liquid Logic development is needed to programme roll out of these elements.

4. Dependencies and Constraints

4.1 What other work is happening that this connects with or is reliant upon?

• This project is an enabling element of the Better Lives programme.
• This project is an enabling element of the Strengthening Families programme.
• There is potential for the Better Lives and Strengthening Families to achieve economies of scale by jointly designing and delivering culture and behaviour change to underpin agile working.
• Information Advice and Guidance ICT procurement project is underway, benefits relating to the 3-tier model rely on the project being delivered.
• Data Protection requirements are increasing and require personal data to be held securely at all times.
• The SEAL mobile phone project within BCC is paused meaning some mobile phone issues remain unresolved.
• The BCC "Laptop Refresh/ Core Tools" Project is on the pipeline but not in progress as yet.
• There are ICT issues to overcome in relation to UHB in order to utilise the Home Care Roster mobile application. BCC is contracted to use the UHB systems and servers. This impacts 35 staff who work in these hospitals.
• BCC Housing teams have recently piloted mobile working; lessons can be learnt from their experience.
• New policies will be required to cover extended mobile working e.g. photo management.
• BCC may have an opportunity to pilot NHS Careflow (similar to whatsapp for care workers)

5. What limitations do you have to work within?

• There is no identified funding stream for the Childrens Social Care investment.
• The Better Care programme must deliver financial savings by 31 March 2018.
• Investment in project delivery of both the IAG system and the mobile working project must not exceed the Improved Better Care Fund budget.
• Purchasing the Liquid Logic products for both Childrens and Adults will require a Variation of Contract which has not yet been negotiated. The CRSM team are aware of this.
• A recent waiver has extended the Home Care Roster contract until July 2020. A Variation to Contract will be required in order to buy the mobile application of the product.
• The Liquid Logic Mobile application is only supported on tablets; it is not supported on laptops or mobile phones.
• The BCC Housing Team pilot identified some challenges with mobile working for some job roles.
• The resource available in BCC Systems Support and Training team.
• Resources and capacity within the Social Care teams.
• The Childrens Mobile Application (LCS) will only work when BCC have migrated to version 14 which is planned for Jan 2018.

6. EQIA Relevance Check Outcome:

• The EqIA Relevance Check was undertaken and demonstrated that a Full EqIA would not be required

Section 2: The information in the Outline Business Cases for Adults and Childrens can be found at Appendix 1 and 2. That information is superseded by Full Business Case below

Section 3: Full Business Case

Preferred Options Detailed Case

Since the Outline Business Cases for Adult Social Care and Children's Mobile Working were reviewed at DWG on 2 June 2017 and 23 August 2017 respectively, we have learnt more about the business' requirements, phone and tablets options, Liquid Logic mobile app, and the Staff Roster mobile app. This is summarised below:-

Phones:	
Pros:	**Cons:**
• Many elements of the identified Business Requirements can be met with "on the go" access to a reliable phone, email, calendar and text. Fit-for-purpose phones could improve mobile working a great deal. • The existing BCC phone contract is being reviewed to extend the range of options BCC has to enable mobile working • Reablement and Rehabilitation workers could benefit from mobile access to the Homecare Roster system, emails, maps and the internet to achieve better efficiency. The solution assessment work has determined that smartphones are the best fit for this cohort of 152 Grade 5 staff	• The SEAL project aims to assess BCC phone requirements and develop a "package" by job role, this project is currently paused • The mobile Home Care Roster system (iConnect) is only supported on android smartphones not Apple iPhones. This is being addressed by the review of the BCC phone contract. • While smartphones offer very user friendly devices for email and internet, they may duplicate the tablet functionality which is also planned. The tablet and phone need to be considered as a job role "package"

Tablets:	
Pros:	**Cons:**
• Ipad or Windows tablets have different features, but they are in the same unit price range (£760 each unit). User piloting of devices will be needed before a final decision on tablet type is made. • The mobile applications for Adult Liquid Logic (LAS) and Childrens Liquid Logic (LCS) are only supported on tablets, not laptops or phones • Tablets offer both online and offline access to LAS / LCS. This means that the databases can be accessed and updated in real time with wi-fi connections or offline work can be uploaded when connections become available.	• Since Outline Business Cases it has been established that LAS and LCS mobile products only work on tablets, not laptops or phones. Implementation of these products necessitates purchase of tablets. • Tablets will replace laptops – this may create some functional challenges. Budgets allow for additional plug in keyboards per user. • Hothouse conclusions have established that Reablement and Rehabilitation workers at pay Grade 5 will not be accessing LAS and will not be moving to electronic record keeping in the near future so do not need tablet devices.

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Housing teams in BCC have carried out some pilots of tablets. This provided some feedback which the project can make use of.	Smartphones would be required to enable tethering (enabling connectivity), or additional SIM cards within the tablet.

- Housing teams in BCC have carried out some pilots of tablets. This provided some feedback which the project can make use of.
- Connectivity to the internet is extended if the tablets are tethered to a phone, or if a SIM card is used on the tablet. This is a crucial element of the 3 tier social care model – connecting service users with community resources.
- Both online and offline work have the potential to increase direct work with service users, enable "on the go" work, speed decisions and reduce inefficient working.

Liquid Logic Mobile App:	
Pros:	**Cons:**
- The Liquid Logic mobile product has been live in Trafford for about a month. 80 social workers have been using the Adult mobile app on 13" screen Lenova tablets "without any major issues". User testing eliminated smaller screen devices. Trafford aim to roll out the Childrens mobile app following a successful 3 month test and planning phase stage. They have provided a 3 hour familiarisation session for staff. - We have visited North Somerset Council who are the development site for the Childrens Module. They are completing their pilot with 20 Social Workers and plan to go live with the Childrens mobile app by the end of 2017. - The new mobile applications from Liquid Logic offer the opportunity to work "offline". This means that a caseload, or individual records, can be downloaded onto the app and used in settings where there is no wi-fi, e.g. service user homes, court, professional meetings. Information is stored securely and uploaded when a Wi-Fi connection is available. - Increased functionality is offered by the mobile products including secure photo management and electronic signatures, this functionality would be beneficial.	Technical requirements mean that the full purchase and set up of LAS and/ or LCS mobile applications is required before piloting can start with staff groups.

Home Care Roster Mobile app – iConnect:	
Pros:	**Cons:**
• A waiver has been obtained to extend use of Home Care Roster until July 2020 so BCC is currently committed to this product • BCC are reviewing the phone contracts to include android phones	• This product only works on android phones

10.1 Summary Costs and Benefits:

The preferred option for Care and Support - Adults is shown below: Preferred Option A:

Purchase of smartphones and tablets for all staff in scope (306 staff); plus mobile apps for LAS and implementation costs. Includes cost for Staff Roster -iConnect software and smartphones only for Rehab and Reablement teams (191 staff).   (306 staff)

Financial Overview:

(£'000s)	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	5 yr Total	Key Assumptions that underpin the figures
One-off costs (new costs):	**466,458**						*Costs are for 4 year lifetime of hardware* *Purchase and implementation of tablets and smartphones for Adult Social Care staff Grade 9+ (306 people)* *Purchase of smartphones for Reablement ant Rehab (191staff) to access the roster,* *Purchase and implementation of LAS (Adult mobile)* *Purchase and implementation of Staff Roster- iConnect*
One-off costs (internal costs):	**5,875**						*Windows 10 upgrade (50% cost split with Childrens project)*
Ongoing annual costs:	**145,865**	**112,442**	**112,442**	**112,442**			*Annual phone contract cost, desktop support costs, additional server costs to run Home Care Roster*
Gross savings:	**(22,230)**	**(22,230)**	**(22,230)**	**(22,230)**			*Removal of existing phone contract costs and vasco token costs*
Annual Costs:	**595,968**	**90,212**	**90,212**	**90,212**			

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The preferred option for Children's Social Care is shown below Preferred Option A:

Purchase of Smartphones and tablets for all staff in scope (247 staff); plus mobile apps for Liquid Logic Childrens System and project implementation costs

Financial Overview:

(£'000s)	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	5 yr Total	Key Assumptions that underpin the figures
One-off costs (new costs):	**316,853**	**62,157**					*Purchase and implementation of tablets and smartphones for Childrens Social Care staff (247 people),* *Purchase and implementation of LCS (Children's mobile app)*
One-off costs (internal costs):	5,875						*Windows 10 upgrade (50% cost split with Childrens project)*

Ongoing annual costs:	88,714	122,137	88,714	88,714		*Annual support cost – (Liquid Logic) Annual phone contract costs*
Gross savings:	(14,820)	(14,820)	(14,820)	(14,820)		*Removal of existing phone contract costs and vasco token costs*
Annual Costs:	396,622	169,474	73,894	73,894		

10.2 Benefits:

- Social care teams who are connected, supported and enabled by technology.
- This project will reduce travel time.
- It is expected that quick and timely record keeping will reduce duplicating work.
- It is expected that "downtime" is reduced by enabled mobile working e.g. while in court or between visits.
- Improved access to the internet will enable finding local community tier 1 services and enable realisation of savings attached to the 3-tier model.
- Better "Life story" and direct work is made possible by the provision of improved technology to the Children's teams.
- Reduced admin, phone calls and printing will be achieved across the Intermediate Care Service team.
- Staff recruitment and retention will be improved when a better "package" of technology is offered to the social work teams.

10.3 Costs & Funding

	Adult Social Care	**Children's Social Care**
In Scope	- Adult Social Work teams (275 staff) - Intermediate Care Service teams supervisors (31 staff) - Intermediate Care Service staff at Grade 5 (191 staff)	Childrens Social Work teams (247 staff)
Project Costs includes:-	- Provision of smartphones (handset to be determined) for all Care and Support - Adults mobile workers (201 in scope) - Tablets for Care and Support - Adults teams and Intermediate Care Service supervisors (301 in scope) - Purchase and implementation of mobile app (LAS) Liquid Logic Adults - Provision of smartphones for Reablement teams to run the Home Care Roster App (191 in scope) - Purchase and implementation of mobile app (iConnect) Home Care Roster - Configuration, implementation, roll out, training and support costs - The annual cost for phone	- Provision of smartphones (handset to be determined) for all Childrens Social Care mobile workers - Tablets for Childrens Social Work teams - Purchase and implementation of mobile app (LCS) Liquid Logic Children - Purchase and implementation of mobile app (Signs of Safety) - Configuration, implementation, roll out, training and support costs - The annual cost for phone contracts and Liquid Logic support for the mobile product - Estimated cost of Increased storage capacity to 1 Terabyte

	contracts and Liquid Logic support for the mobile product • Estimated cost of Increased storage capacity to 1 Terabyte	
Year 1 cost:	£595,968	£396,622
Ongoing cost pa:	£90,212	£169,474 reducing to £73,894 in subsequent years
Funding Source:	Improved Better Care Fund	ICT Capital Refresh BCC Reserve

This Business Case requests funding for a parallel project for Childrens Social work teams. This is to support a "one council" approach, standard technology across teams and an expectation that efficiencies identified will be replicated across both Childrens and Adults Social Care teams

Notes:
• Tablets cost in the region of £760 per unit, piloting of tablets with the staff groups is to be highly recommended before purchasing. Cost includes rugged case and tablet to desktop cable.
• Tablets are not in scope for Intermediate Care Service teams at Grade 5 as it has been established that a complete review of process and progress towards paperless working is out of scope at this time
• Figures quoted are for the 4 year lifetime of the product

Option to maintain existing phone costs:
• There is a less desirable option to not upgrade to smartphones and maintain the current cost for phones. This would continue the cost of £30 per year for current phones compared with £162 contract cost per unit per year for smartphones (handset to be determined).
• The SEAL project could negotiate improved handsets and functionality at the current cost when the project re-starts.

Ongoing BCC Costs/Overheads/Opportunity Costs:
• There are ongoing costs to support increased mobile working eg replacement hardware, helpdesk support
• Additional storage capacity is likely to be needed at an estimated cost of £2000 per terabyte particularly if more photos will be taken and stored
• Workforce Development projects within the Better Lives and Strengthening Families programmes will be used to develop efficient mobile working with improved outcomes and engagement with citizens

> • The cost code for the Improved Better Care Fund for the Care and Support - Adults is xxxx
>
> • This Business Case requests funding for the Children's Social Work hardware, mobile application and project costs in order to support a "One Council" approach to enabling Social Workers across BCC to do their jobs and to prevent a "two tier" approach to technology across one job role.

10.4 Key Risks and Issues

• The BCC phone contract is being reviewed to extend the range of options, functionality and prices.

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- The SEAL project is currently paused leading to uncertainty about phone options and costs by job role
- There is a problem using the current Home Care Roster system on hardware provided at UBH sites – this needs to be overcome before new versions of the product or the mobile app can progress
- The Home Care Roster iConnect roadmap is not clear and is dependent on network issues at Unitied Hospitals Brisol (UHB).
- The Home Care Roster mobile product is only available on android.
- Contract issues need to be resolved across Liquid Logic, Vodaphone, UHB, and the HomeCare Roster iConnect product
- Windows 10 needs to be standard before some tablet options are viable – this contains considerable cost and effort
- Users need to pilot tablets in order to select the best model
- The new technology does not lead to the required cultural change within the social work groups. This is mitigated by Workforce Development project within the Better Lives programme which seeks to support Social Work Teams with the changes to behaviours which will maximise the benefit of the new technology.
- There is a risk of continued reliance on paper records, particularly with the new Data Protection regime. There is a threat of heavy fines and organisational disrepute if personal data is not held securely.
- A visit to North Somerset Council has given confidence and given valuable information about including user engagement and policy implications.
- Trafford are live with Liquid Logic mobile applications giving confidence the products work and are viable
- Advanced have reported 1000 users across 3 Local Authorities using iConnect mobile roster product
- There is no identified solution to extend storage capacity. This is likely to be needed if tablets are in use and photos are taken
- A recent pilot in BCCs Housing team of 5 Lenova tablets has offered some feedback on ruggedness. The product has proved inappropriate for Gas Engineers. User testing will therefore be required to test tablets.
- There is a risk that increased technology demands on some staff may prompt them to leave, however others will welcome the new ways of working.
- Some managers may feel that they will lose oversight of their teams. Support and coaching for managers will need to be a core part of any culture training.
- There is a risk that without appropriate mobile technology BCC will not be able to retain Social Work staff

10.5 Sensitivity Analysis and Consequent Contingency Plans

Best case scenario is that:
- The Better Lives and Strengthening Families programmes are enhanced by technology opportunities and that new ways of working can be enabled and supported.
- With working connections the teams can really harness the value of the whole city's resources and partner working.
- Social Care teams will feel valued, able to work flexibly and without the stress of inefficient working practices e.g. double entry/wasted travel time/unavailable resources.
- Mobile working using tablets can be achieved successfully
- Purchase and deployment tablets will allow a benefit immediately allowing connectivity and online working in Liquid Logic via wifi.
- By the time BCC implement the Liquid Logic mobile products (LAS /LCS) there is more learning from other local authority sites that we can benefit from.

Worst case scenario is that:
- Savings identified by the Adult Social care project are not realised
- The Better Lives budget is exceeded / not invested in highest benefit ways
- The mobile LAS / LCS products offer less functionality than we would like.
- Hardware (tablets) prove less practical for the teams than we anticipate.
- There is a risk that the Better Lives programme pace, goals and savings are negatively impacted by extending the scope to the Childrens Social Care teams
- Investment is not consistent across Social Care teams resulting in demotivation and loss of staff
- There is also a risk that implementation timescales are much longer than hoped for due to the step change and wide range of staff and ICT capability.
- Culture and behaviour changes are not adopted by the staff teams

10.6 Delivery Approach (HOW will we deliver and assure the project)?

10.6.1 Implementation Approach

- Projects will follow a standard waterfall ICT project plan.
- LAS mobile set up/test and implementation is required in a controlled environment before a first phase with a staff group. Advice from North Somerset is a "slow and gentle" approach is best. Trafford appear to have implemented at a brisker pace.
- Adult Social Care teams are likely to be first to use ICT Systems and Training resources due to the funding timeline
- Project start date for Childrens Mobile app LCS is dependent on V14 which is only available in test from Jan, and planned to be live by June 2018
- Sequential or parallel implementation of the Adult and Childrens projects are possible but dependant on Systems Team resource and recruitment to the Systems Officer posts.
- Project benefits will be enhanced through the Workforce Development project within the Better Lives programme. This project will address any cultural change issues that arise in the move to a more mobile workforce by highlighting good practice across the Service for all teams to adopt.

10.6.2 Benefits Realisation approach

- Both projects will be monitored and benefit realisations will be governed by the appropriate Programme Boards

10.6.3 Timeline and Key Milestones (WHEN will it be delivered)?

Preferred Option A: Key Milestones	Target Date
Full Business Case sign off	30/11/2017
Product Delivery & Transition Complete	30/09/2018
Benefits realisation complete	31/12/2018
Project closed	31/12/2018

10.6.4 Project Team

Project team will consist of:

- Funding has already been agreed for 1 year for 1 FTE System Process and Development Officer to enable configure the mobile application for the Adult Liquid Logic module, testing, development of training materials and support to staff in initial roll out.

- This Business Case requests a similar resource for the Children's Social Work team - recruitment of 1 FTE Systems Process Officer.
- Liquid Logic provides 5 days support at set up at a cost of £850 per day for each of the two modules (Adults and Childrens). BCC can buy additional days support from LL at this rate.
- 1 FTE is requested to provide phone and tablet configuration and roll out followed by desktop support to the addional hardware
- The Innovation team on the Better Lives project are already set up to pilot new processes and may be a useful "test ground"
- The 'Efficient Workforce' workstream in the Better Lives programme will provide training and support for embedding the required behavioural and cultural change
- The Strengthening Families project will form the focus of the children's ICT piloting and roll out.
- ICT project management support will be needed and is costed, as is Transition and Penetration Testing resource.

10.6.5 Procurement Approach

Advice from the Procurement team has indicated that a Variation in Contract will be required to two Liquid Logic contracts. This issue will go to CPG and relevant DLT's for approval. No external suppliers are involved as strategic decisions have already been made committing the Council to Liquid Logic and it is not possible to "bolt on" an alternative mobile product to the core databases without considerable ongoing time and expense

The mobile Staff Roster system – iConnect will require a Variation in Contract.
The contractual issues relating to UHB systems need to be resolved allowing the current version of the Staff Roster ICT system to work.

10.6.6 Consultation Approach

No public consultation is planned in relation to this project. Staff consultation and involvement has been and will continue to be a part of the phased approach to the project.

10.6.7 Communications and Engagement Approach

- The project has already engaged with nominated representatives from both adults and children's social work teams including at 10 separate sessions with team members/team meetings, the Children's Social Work staff event (attended by 400 staff) and the Better Lives programme and iMpower.
- Members will be informed of the phased approach and commitment to ensure mobile colleagues can work effectively.
- Colleague engagement is vital to the success of the project and will be carried out in a planned way.
- No public engagement is planned.

10.6.8 Project Governance & Assurance

- The roll out of the technology within Care and Support – Adults will report to the Better Lives Programme Board via the existing monthly highlight reporting process.
- The Care and Support - Adults Better Lives programme is likely to run a "first phase" through the Innovation site and Citywide Reviewing Team. Feedback from this will be evaluated before full roll out of the technology.
- The Childrens Social Care "Strengthening Families" programme will run a "first phase" of improved mobile working.

10.7 EQIA Summary of impact and key mitigation.

Key equalities impacts are detailed in the attached Full Assessment

10.8 Eco-IA Summary of impact and key mitigation.

- Reduced travel time.
- Reduced use of paper and printing by implementing the electronic roster system.

10.9 Info-IA Summary of impact and key mitigation.

Please summarise the key information security impacts (if any) of the proposal and associated mitigating actions. [See link to full template in Appendix B]

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APPENDIX

A. Required commentary and recommended consultation

(You are expected to engage and consult all key individuals/groups throughout the business case lifecycle. You are also expected to involve subject matter experts throughout your business case development and seek their advice and professional commentary).

FULL BUSINESS CASE		
Recommended bodies/individuals for consultation ahead of submission to DWG:	**Commentary (if any)**	**Date**
Portfolio Holder		dd/mm/yyyydd/mm/yyyy
DLT		dd/mm/yyyydd/mm/yyyy
Professional Views *(all business cases require commentary from professional views even if "not applicable")*	**Commentary**	**Date**
MANDATORY FOR ALL BUSINESS CASES Finance Business Partner - David Tully and Neil Sinclair	The proposals aim to modernise the working practices of Bristol Social Workers with the introduction of better technology. The costs have been driven by the compatibility of the software and the needs of the service. Liquid Logic's product is only available on a tablet, so that ruled out alternatives. Likewise, the choice of phones was limited by those which could be supported corporately – either a basic phone or an i-phone. Costs have been challenged (eg whether £875 for a tablet was good vfm) and defended, so the costs are accepted as presented. The difference in cost between the two options relates to whether the phone is a basic one or an i-phone. The cost differential is significant: for Children's Social Care £521k v £343k and for Adults Social Care £731k v £561k. So, over four years, there is a £343k difference between the options, averaging at £87k per year. On cost alone you would choose Option B (Basic phone and tablet), but the issue is whether the Option B would produce the stepped increase in performance expected from the changes in technology. There are no identified savings from either option, meaning that no sensible payback period can be calculated. Notably, the business case asserts that there are no savings from	13/11/2017

	switching 500+ staff members from standard issue laptops to tablets. It is difficult to see that the organisation does not benefit somehow from this arrangement, either through being able to have a bigger pool of laptops, thus delaying renewal times, or through needing to renew fewer laptops over time. For both sets of social care workers these initiatives are enablers to produce more efficient and effective ways of working. They may help productivity and the streamlining of processes which may indirectly facilitate cashable savings, but the introduction of new technology is essentially in the non-cashable savings category. The main difference between the two services is that Adults Social Care has access to the i-Better Care Fund which can be used to fund the costs (one-off and on-going), but Children's Social Care has no such access to that fund. The Children's Social Care investment, therefore, is seeking funding from reserves for the initial one-off costs and additional budget funding for the on-going costs.	
HR Business Partner – Lorna Lang	The agreement of this proposal is essential for the future Social Worker Workforce. Currently we are finding it difficult to recruit into our SW vacancies and it is even more difficult to keep them. Our statistics of social workers leaving within one year of start date is very poor running at 50%or leavers leaving within two years. We have evidence from exit interviews that leavers are stating that lack of equipment/IT/Technology to help them do their jobs is making a difficult job even more difficult. We will continue to find it difficult to recruit and retain good employees if we do not invest and our reputation as an employer of choice will continue to be severely challenged. We will need to ensure there is a support programme for existing and new employees to the authority. I think that we should have dedicated support for all existing social workers with a walk the floor approach. This proposal is a very positive step forward for our Social Worker workforce and demonstrates a commitment to their wellbeing as this investment will help to manage and reduce caseloads and support SW's to reduce the every day stress they experience through lack of technology.	09/11/2017
Change Services View – Lee Ford		28/11/2017
ICT View - Nick Norris	Having discussed the document with key members involved in its production I am satisfied that they have taken my views into account including hardware support, suitability of devices (piloting will be key to decision making) and considering future departmental needs. My involvement in the ITE mobile working project has allowed me to voice pertinent concerns/ alterations to this document.	13/11/2017
Enterprise Architecture View - Alastair Capon		dd/mm/yyyydd/mm /yyyy
Property View - <name>	no property implications	dd/mm/yyyydd/mm /yyyy

Legal View - Nick Minnack	Procurement advice has already been sought in relation to business case that has been made. Initial indications are that the variations to the pertinent Liquid Logic contracts would fall be permissible in accordance with Regulation 72(5) of the Public Contracts Regulations (less than 10% of total value). There is already a waiver in place until July 2020 in relation to the iConnect contract. There is insufficient information to advise further in relation to the UHB systems, but further advice will be provided as required. Besides procurement, the fact that the current system relies upon social workers accessing personal data outside the office environment by reference to hard copies presents a significant risk of data breach. In the event that copies of this information were left on public transport or stolen from a car/house, BCC should expect sanction from the ICO and, quite possibly, a fine. I am of the view that, were the Council minded not to proceed with this project, then the SIRO should be notified for her input, given the risks presented by the current ways of working. Data protection is not my area of expertise and I have recommended that further work be undertaken with the Data Protection Officer in order to ensure that all of the risks in this area and identified and eradicated/mitigated.	13/11/2017
Commissioning & Procurement View - Sarah Boston	- The procurement routes available for the Liquid Logic mobile apps are the following: - Amending the current contracts with Liquid Logic for Children's and Adults. Depending on the overall value of the variation, this is likely to be a low risk, low cost option although care would need to be taken that any additional needs for the mobile application are sufficiently covered in any contract variation. - Direct award to Liquid Logic via G-Cloud for their mobile application. Pricing here would be fairly fixed for the unit cost specified on the Digital Marketplace. The terms and conditions are more specifically geared towards such cloud based applications, however consideration would still need to be made to ensure that the base call-off terms are sufficiently tailored to BCC's needs. - Direct award to Liquid Logic on the supplier or BCC's t's and c's. This option would require the greatest amount of time and resources from both parties. This would require a waiver if the total cost is in excess of £15k. - Any procurement (irrespective of route) would need to be approved by CPG. - Re iConnect - The impact on the contractual position relating to iConnect from Advanced is unknown at this stage. In your email below, you've noted that Mike Barnes is looking into this. I've had a catch up with Mike and he advised that he's not been asked to look	13/11/2017

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	at this at all. I am happy to pick this up but would need a bit more detail on this before approaching the supplier. The current contract with Advanced Health and Care Limited is non-compliant with the BCC Procurement Regulations and Public Contract Regulations 2015. Any further amendment and increase in scope to this contract would require acceptance of any further risk and an additional waiver. This would need to be approved by CPG. • The information available states that iConnect will only work on Android and not Apple iPhones. Reliance appears to be being placed on having this solution as part of the project, but that Android phones were not looked at as part of the solution assessment. I also understand BCC does not currently support Android internally, so I'm not sure how this would be supported. Would this be reliant on the chosen tablet to be an Android device? Do the phone only users need mobile access to iConnect? Or is it only the tablet users? • Has consideration been made to alternative time reporting solutions that would be compatible with a greater range of devices? • I have previously been unaware of any compatibility issues re the UBH hardware and HomeCare Roster so is not something I can provide further guidance on.	
Information Security View - Bernadette Keen	There are a number of policy issues to be addressed to support this new way of working. Photo management and storage of data – to be addressed within the project. This will be subject to GDPR legislation. Consideration must be given to privacy notices, and the requirements of General Data Protection Regulation (GDPR) as a whole. There are advantages to be gained through the use of managed devices which are encrypted. Penetration and vulnerability testing initially and on an ongoing basis needs to be costed and included in the business case.	13/11/2017
Other consulted parties (as required)	**Commentary**	**Date**
		dd/mm/yyyydd/mm/yyyy
		dd/mm/yyyydd/mm/yyyy
		dd/mm/yyyydd/mm/yyyy

B. Mandatory Project Documents

(It is expected that documents required to support both OBC and FBC, will be less detailed with lower confidence levels at OBC stage and more detailed with high confidence levels at FBC stage. Please provide a link to the relevant document, insert as an object, or add as an additional Appendix item)

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Document Name (& links to templates)	Stage required	Document Exists? (Yes/ No)	Validated By (Name and Role)
Appendix 1 Outline Business Case - Adults			
Appendix 2 Outline Business Case - Childrens			
EQIA Relevance Check	Idea/Mandate	Yes	
Full Options Appraisal *link to be added*	OBC	Yes	
Project Financial Spreadsheet (costs and benefits/ sources of funding/ benefits contracts)	OBC/ FBC	Yes	
RAID Log	OBC/ FBC	Yes	
Project Plan	OBC/ FBC	Yes	
EQIA	OBC/ FBC	n/a	
EcoIA	OBC/ FBC	Yes	
InfoIA	OBC/ FBC	Yes	
Solution Design (No template – this should be unique in content/ structure/ detail for each project)	FBC	Yes	

C. Conditional Approvals

#	Condition	Date for Completion	Owner
1			
2			
3			

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Document version control and change history

Date	Version	Author	Amendment
27/11/17	V10		N/A

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