Eclipse: proposed contractual changes and budget summary report

1. Purpose of this report

The planned rollout and costs of the Eclipse system across childrens and Adults has been impacted by both COVID, delays in the creation of the Childrens Trust and a change in the Eclipse system roadmap. These have resulted in a re-phrasing of our plans and resources and challenges from an information governance (IG) perspective. Together they have led to the need for a comprehensive review of the plans, solutions and timings across the project.

This report provides a summary of the what has changed and the resulting proposed contractual changes as well as the revised budget requirements ahead of Vesting Day. Together changes now proposed will also ensure that we can future proof the system in terms of IG and operability for the two new authorities.

This report sets out the rationale for this change, details of the additional capital and revenue budget required, and recommended next steps for approval by JIE and ratification by the Shadow Executive in February 2021.

2. Background

The Social Care case management system, CareFirst, used by Children and Adults Social Care within Northamptonshire County Council is being replaced with a new product, Eclipse both being products from the same provider, OLM.

The NASS (Northamptonshire Adults Social Services) Eclipse implementation successfully went live on 7th Dec 2020 and is now in its stabilisation phase of the project, this was one month later than originally planned.

Now, the planning and focus for this programme has moved to the remaining key projects.

- Vesting Day readiness by 31st March 2021;
- Children's Social Care Eclipse implementation and;
- Finance implementation for both Adults and Social Care with a current go-live date of April 2022.

Childrens case management system

Originally it was envisaged that the Adults and Childrens implementation would overlap supporting the shared use of internal and external resources and reduced cost of implementation. The events of 2020 and COVID has meant that the Adults and Childrens programmes have had to separate and have been elongated in terms of activity and timescales to complete.

The delay has also resulted in a review of how the Childrens Trust can maximise the benefits and efficiency it can get from the wider system solution. The review and replanning work for the Children's project has focused on how Childrens can improve their systems, management information capability and make use of the Finance module.

Lessons learnt from the NASS implementation have also been used to review the resources and the time frame of the Children's and Finance module projects.

Data management issues

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In addition, there significant new issues were identified with regards to the splitting of data within the Adults system between North and West Northants and the security and accessibility of this data.

The initial scope of the project was to deliver one instance of the Eclipse software that would be used by all the three new organisations with identifiers added to each client record that ensured client data and financial care package costs could be split within Eclipse by West and North Councils and/or the Childrens Trust organisation.

During 2020, OLM the system supplier announced a delay to the Eclipse Financial model go live date to April 22. This added further complexity as it led to the need to retain the Care First Financial model to process care costs and as this system was never planned to be split by the new authorities/Trust. That in turn introduced an inability to split key personal and financial data creating a risk of data sharing and financial controls for the new Councils until the new financial module was implemented. These issues have required further due diligence work to be undertaken with the provider, OLM to ensure we are safe and legal on Day 1, taking into account their responsibility for this aspect created by their delays in implementing the financial module,

The initial review focused on the ability to temporarily split and control data through operational protocols and coding. But there were significant operational impacts in this work around and limited protection. Further reviews of the technical workarounds and negotiation with OLM led to the development of a proposal that would allow for the split of client data and care costs by implementing three separate instances of Eclipse for North Northants, West Northants and the Childrens Trust.

This solution provides not only a resolution of the data sharing and control issues, but also provides a future proofed solution with each organisation having a stand-alone system and security/administration. As part of the solution the Council has also negotiated to include the ongoing hosting and maintenance but also the archive solution required under data retention requirements. As the solution is all hosted in the Cloud it will also ensure resilience across the platform and services.

There is also an impact on the reporting infrastructure which has been setup for Northamptonshire Adults Social Care which will also require separate instances to provide robust MI on care demand, clients, cases statutory returns and analytics.

Conclusion

The programme resources and costs have now had to be reprofiled to reflect the change in the plan and timing for the actual costs of the Adults implementation and the revised childrens rollout plan, which will now be delivered much later than adults.

The outcome of the due diligence work on the data sharing resulted in a revision of the technical solution that not only makes the solution safe and legal for Day 1, it also makes provision for a stable platform that puts in place separate instances that governs data more effectively and brings forward future development that would have had to be implemented at a later date and additional cost.

The result of these decision is a revised proposal from OLM that requires a new contract and subsequent impact to the current revenue and capital budgets and ongoing revenue budgets.

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It also needs to be noted, that the projected associated benefits realisation from this programme of work is expected to deliver £1.390m savings over the period of the contract, including £140,000 savings in licence costs.

3. Capital Spend

The original Capital budget (which include the capitalisation of programme costs as well as set up IT assets) was approved by the NCC Cabinet on 9th April 2019. This provided a budget of £2m, £1.5m for the programme and set up and £0.5m contingency. The current status of the budget is outlined below:

Project Budget	19/20	20/21	21/22
Approved Investment	£1,200,000	£800,000	
Actual Spend to date	£604,776	£553,224	
Forecast Spend*	£662,107	£1,206,040	£1,492,729

'* Forecast spend profile is not fully aligned to actual spend due to outstanding internal re-charges.

3.1 Based on the revised programme plan across all remaining projects with the revised solution, the projected spend for the programme for 20/21 is £1.85m and an overall total forecast spend for the programme is now £3.36m.

3.2 The proposed revised £3.36m budget is an increase of £1.36m against the original approved budget. The additional implementation, resources and system set up costs can be capitalised in line with the previous approach and approvals. A breakdown of the increased budget areas and revised capital costs is provided in Appendix A.

3.3 The programme is currently forecast to exceed the budget in Qtr1 2021/22. A request for approved additional Capital will be progressed through the Capital Approvals Board, subject to the Joint Implementation Executive (JIE) and Shadow executives due to the ongoing cost to the new Unitary Councils.

4. Revenue Spend

4.1 The current ongoing revenue costs for system support and maintenance are £207,000 and the shortfall for the revised case management system over the next four years starting 21/22 is £545,000. These cannot be capitalised as they are ongoing. Details of the impact on the revenue has been included in Appendix B.

4.3 The potential requirement to also implement separate instances of the reporting tools for the North and West Adults services are also shown in appendix B but we are currently assuming that a shared instance will continue to be used (with appropriate data sharing protocols in place with the system admin teams) while a review of the cost and benefit of separate BI/reporting instances is reviewed. The current revenue shortfall for the additional reporting capability is £52k a year, however this will require further consideration and is not included in the proposal at this stage.

5. Contract

5.1 It is proposed that there is a new contract to support the technical changes, which will be up to four years, on a basis of a 2-year agreement with the option to extend for an additional 2 years with an annual review (2+1+1), as per the standard G-Cloud procurement framework.

6. Planning assumptions

Assumptions were made at the start of the programme and formed the basis of the application for Capital funding. These have been included as part of Appendix B, which includes an explanation of their impact on the budget.

In order to forecast future, spend on the project and the request for an uplift the following assumptions have been made:

- Project, reporting and IT resources utilised during the NASS implementation will continue to be available. Without these resources there could be an impact on the timeline due to extra time required for training on system training.
- The Eclipse finance module will be available to implement in April 2021 and can be undertaken in the timeframe included in the resource profile.
- The Eclipse finance module implementation requirements (process and pathways) will be the same for both North and West authorities; if this is not the case more resources will be required to undertake the project.
- Training costs for the Children's and Finance implementation have been included, where the assumption is that this will be delivered via e-learning and supported through the delivery of quick cards. Production of training materials will be developed by L&D as well as the project team. The delivery of training will be an additional revenue cost.
- Resource profile can be delivered through the new Transformation Directorates in North and West Northamptonshire and Northamptonshire Children's Trust.
- The resource profile for the Children's Trust implementation is based on the scope of work identified in conjunction with the Children's Trust and any changes to the scope will require further re-profiling of resource and may have an impact on the project budget.
- The forecast does not include any further changes to the scope of the work including the need for a managed service from the provider, OLM for Carefirst and Eclipse.

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7. Further considerations

6.1. Reporting Capability and Funding

Through the implementation of the project a new reporting infrastructure was put in place to allow Eclipse and Carefirst reporting to be accessible through a data warehouse and reporting capability called Searchlight v2. This replicates the NASS reporting capability provide through Searchlight v1.

The capital costs for NASS Searchlight v2 were funded through the Eclipse project. Ongoing revenue costs were funded through the current revenue funding stream. Costs for Searchlight v2 are revenue and will be paid for by the BIPI service until it is decommissioned and currently this will be June 2021.

In the Capital forecasting for the project some estimated costs have also been included for Searchlight setup costs for the Children's Trust, however the service does not have a Searchlight infrastructure in place currently and this would be a change in the scope of the project. This new capability will give childrens the opportunity for the first time to have detailed MI on the cost, volume and type of care demand it gets and the ability to analyse and predict the cost drivers. It will also provide the ability to track cases, team performance and data quality.

If this capability is required, then this should be undertaken as a separate project once requirements are understood. As the current reporting for Children's is available through Business Objects and some Carefirst Accurate reporting, the assumption has been that these will continue to be utilised. Any new Business Objects costs have not been included. There may be further work required and an impact on funding for delivering reporting.

Although the reporting resources have been reviewed with the current BIPI manager, due to changes to the BIPI team structure as part of Future Northants, resources may be limited to assist with the implementation. If external resource is required to support the reporting implementation this will need to be funded separately.

6.2. Governance post Vesting Day

Budgeting and project governance after April 2021 will need to continue and be overseen within the Transformation portfolio.

6.3 Managed Service Option

To help manage the contract, there is a managed service option available, which provides direct account management and helps de-risk the overall contract and is an additional £70,000 per annum. Further details can be provided upon request.

8. Next steps and recommendations

In order to progress in line with timescales to be safe and legal by Vesting Day, it is recommended that following next steps are approved.

a) To proceed with the new contract on a 2+1+1 G Cloud framework with OLM
b) To proceed with change control procedures with Northamptonshire Children's Trust to manage the impact of the changes

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c) To advise the Shadow Executive of the impacts to the Capital Programme and ongoing revenue impacts in a paper for February 2021.

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Appendix A

	Revised Budget	Original Budget	Comments
TOTALS Systems & Resources	3,360,873	2,000,000	
Legal advice	19,030	-	data protection advice
Reporting infrastructure	111,520	-	Upgrade & additional licensing
OLM totals	492,500	435,000	
Nass Total Forecast	1,077,137	446,100	Addition resource & longer programme
CFN Total Forecast	1,088,417	365,863	Delayed programme/no shared resource with adults
Finance Total Forecast	357,729	253,036	additional work to configure Abacus while OLM delayed
Vesting Day - resources	81,540	-	Additional Testing resources
Vesting Day - software	73,000	-	Additional OLM software
Contingency	60,000	500,000	

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Appendix B

Year	20/21	21/22	23/24	24/25
Eclipse: Support and Maintenance				
Children's Trust	£60,000	£60,000	£60,000	£60,000
Adults North	£50,000	£50,000	£50,000	£50,000
Adults West	£50,000	£50,000	£50,000	£50,000

Eclipse: Hosting and Carefirst				
Carefirst hosting Adults West/ North (capital cost removed)	£15,000	£15,000	£15,000	£15,000
Children's Trust: Eclipse	£0	£75,000	£75,000	£75,000
Adults North: Eclipse	£55,000	£55,000	£55,000	£55,000
Adults West: Eclipse	£55,000	£55,000	£55,000	£55,000

Combined Total	£285,000	£360,000	£360,000	£360,000
Current Total Maintenance	£205,000	£205,000	£205,000	£205,000
Revenue Shortfall	£80,000	£155,000	£155,000	£155,000

Total Per Authority Breakdown				
Children's Trust	£60,000	£135,000	£135,000	£135,000
Adults North	£105,000	£105,000	£105,000	£105,000
Adults West	£105,000	£105,000	£105,000	£105,000

Funding stream requires further clarification

Searchlight: Support and Maintenance				
Searchlight V2 North	£33,500	£33,500	£33,500	£33,500
Searchlight V2 West	£33,500	£33,500	£33,500	£33,500
Searchlight: Hosting				
Searchlight V2 North	£18,327	£18,327	£18,327	£18,327
Searchlight V2 West	£18,327	£18,327	£18,327	£18,327

Combined Total	£103,654	£103,654	£103,654	£103,654
Current Total Maintenance Searchlight V2	£51,827	£51,827	£51,827	£51,827
Revenue Shortfall	£51,827	£51,827	£51,827	£51,827
Business Objects licence cost current	£5,000	£5,000	£5,000	£5,000

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Appendix B - Assumptions

Assumption not met	Impact of Assumption
Changes to Model Office: SRO's had agreed that Model Office (standard templates) would be implemented by both NASS and CFN with limited bespoke elements requiring development by NCC. A significant amount of changes have been made to Model Office resulting more resources required for the project.	The SME resource and LGSS IT support has been more than originally estimated. Furthermore, the need for thorough testing is needed due to the number of areas amended for NCC. A testing manager is required for the test of the build, this role will be an externally recruited resource as the skills set was not available within the current project resource or within IT.
Timescale: NASS, CFN and Finance each would be implemented within 9 months. The system would be implemented by March 2021. The NASS go-live date was extended from April 2020 to Nov 2020, taking the implementation period from 9 months to 15 months. This allows for a longer period to design and build processes, testing and training.	As an example, the SME resource required for NASS has been extended from 9 months for the SME lead to 15 months. The two SME's resources have been extended from 6 months allocated to the project to 9 months.
Reporting IT Requirements: Technical support has been required as there was significant setup required for the reporting which was unforeseen. The reporting was an unknown and it was envisaged that any extra requirements could be funded through the contingency budget set aside for the project.	Costs for LGSS IT support and infrastructure have been more than initially estimated. Costs that are attributed to LGSS IT will need to be reviewed if/when there is a repatriation of roles into NCC.
Resource Estimation: The resource requirements for NCC were based on resource requirements requested from OLM during procurement. The resource requirements were greater than the supplier had suggested. Model office was amended and numerous changes were made to ensure the design of processes would meet the NASS needs. **Use of Internal resources** for delivery of the project so in the	Cost of resources has increased due to the resources required to work through each part of the implementation. The NCC resource time spent on the project has been significantly more than the supplier suggested. OLM stated that data cleansing would be resourced by the Authority, the data mapping requirements were not outlined and a significant amount of time has been spent in mapping data from Carefirst to Eclipse. External resources have been used for the project increasing

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main they were on NCC pay grade however a number for contractors have been assigned to project which was not included in the original budget.	the costs of some resources due to specialisms not available internally.
Reporting Capability: Existing reporting requirements would be delivered predominantly by the in-system reporting capability.	The dashboard within Eclipse is limited in its reporting capability, therefore a separate reporting infrastructure has been setup to create NCC specific reports. This has required Vertex to setup a separate version of Searchlight to replicate current reporting capability as well as an NCC on-site reporting infrastructure.

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