

Finance and Resources Committee

10:00 Tuesday, 19th September 2024

Social Care System Replacement - MOSAIC

Executive/routine
Wards

1. Recommendations

- 1.1 It is recommended that the Committee notes the progress on the replacement of the Social Care System and the governance around the delivery and finance for the project

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Report

Social Care System Replacement

2. Executive Summary

- 2.1 The purpose of this report is to update the Committee on the progress of the programme of work to replace the Social Care System (Swift).
It also provides an update on the governance surrounding this work, including an update on the budget.

3. Background

- 3.0 In January 2024, Committee approved the replacement of the social care system, SWIFT, with Mosaic which is supplied by The Access Group (TAG). This work is being undertaken in partnership with CGI.
- 3.1 The project has an estimated budget of £9,255,990.91 to March 2029 as agreed at Committee, with this funding covering TAG and CGI implementation costs, Council staffing costs to support the implementation and the support of the system from TAG and CGI until March 2029.
- 3.2 The contract with TAG and CGI is on a fixed price basis, with commercial clauses around exceptional delays which have been through both a Legal and Commercial review.
- 3.3 Following final commercial negotiation, the contract was awarded in early July 2024.
- 3.4 The project will kick off on the 13th of August 2024.

4. Main report

Governance

- 4.1 To ensure appropriate oversight of both the contract award and system implementation, a Board was established in March 2023 with the Service Director of Customer and Digital Services agreeing to be the Senior Responsible Officer (SRO), along with the Chief Digital Officer acting as Deputy SRO.
- 4.2 An experienced Senior Programme Delivery Manager has also been appointed and will work with internal and external stakeholders.
- 4.3 Board Members consist of Service Directors, Chief Social Work Officer and Heads of Service across the Social Care Teams - Children and Families; Adult; EHSCP; Criminal Justice; Customer and Business Support as well as colleagues from Digital, Communications, Finance, Risk and Internal Audit.
- 4.4 Internal Audit will undertake agile audits throughout the duration of the programme to provide additional scrutiny of progress and governance.
- 4.5 Work is underway to identify and, where necessary, to recruit Council workstream leads from each business area for the programme and this work should be completed by the end of September 2024.
- 4.6 CGI and TAG have already identified key staff who will lead on the work from their organisations.

Continuity of Service

- 4.7 To ensure that we have continuity of service throughout the duration of the programme, CGI have extended the contract for the existing Social Care system, SWIFT, with the provider OLM until 31st March 2025, with options for a further 2 times, 12- month extensions, to allow a controlled implementation programme to the new system.

Funding & Budget Management

- 4.8 The contract with TAG and CGI is on a fixed price basis, with commercial clauses around exceptional delays.
- 4.9 As part of the monthly Board Meetings our Finance Business Partner, will review, monitor and control all spend. This monitoring will also be reported as part of the monthly Board pack.
- 4.10 Executive Directors of EC&F, Corporate Services and the Chief Officer of the Edinburgh Health and Social Care Partnership are also receiving a bi-monthly update on progress.

Implementation Plan & Timeline

- 4.11 The programme formally commenced with TAG on 13th August 2024 with a meeting of all stakeholders.
- 4.12 The programme is estimated to take 2 years to complete and the current 'Plan on a Page' for the implementation can be found in Appendix 1.

Activity Already Underway

- 4.13 As part of the preparatory work for a new Social Care/Work System, all stakeholders have been undertaking cleansing of the existing SWIFT data in preparation for migration to a new system since the inception of the Board. A separate workstream was created for this and is chaired by the Chief Social Work Officer.
- 4.14 Significant progress has been made in cleansing data including closure of inactive records and review of duplicate records. Guidance for colleagues entering data to SWIFT has also been updated and circulated to improve data quality and accuracy going forward.
- 4.15 As well as the establishment of a main Board, workstream meetings have been established as individuals have been appointed and as work has commenced. Ongoing Finance and Contract Review meetings have also been established, led by the Programme Manager.
- 4.16 Work has completed on the Contract negotiations with TAG and CGI and the Council has signed a fixed price agreement with CGI up to 31st March 2029 covering the implementation of Mosaic, data migration, change management and the ongoing support of the system. The proposal also covers the archiving of social work data from the existing system.

Risk Management

- 4.17 The programme will have a risk register which is actively managed and updated by the Programme Manager and a standing item for discussion on the Board agenda.
- 4.18 Mitigation is already in place for budget management by having a fixed price proposal from both CGI and The Access Group.

5. Next Steps

- 5.1 Work will continue in line with the implementation plan and progress will be reported to the Board.

6. Financial impact

- 6.1 The original report set out estimated expenditure of £9,235,991 comprising capital expenditure of £7,835,737 and revenue expenditure of £1,420,254. The project continues to track against this target.
- 6.2 The current projected impact on the Council revenue budget over the period 2024/25 is showing at this point an underspend of £219,267 which is due to an amended phasing pattern and the impact on loans charges over this period
- 6.3 The Council approved budget is detailed below:

Activity	Cost
Access Group and CGI Implementation (Capital)	£3,708,976.91 * This cost covers the lift and shift of data from the current system to the new system, along with the following activity: **project initiation and planning, infrastructure build, technical architect/design, configuration specification, testing, end user training, data migration extract, data migration full extract, cutover plan, UAT testing, design and report building
Service charges from April 2024 – March 2029 (Revenue)	£1,007,014.00
Authority suggested implementation contingency (Capital)	£2,140,000.00
Council project resource cost (2-year implementation period) (Capital)	£2,000,000.00
Change Management (Revenue)	£400,000.00
TOTAL	£9,255,990.91
Note: <ul style="list-style-type: none">• Implementation Timescale Estimate – 19 months to 2 years• Council Project Resources Estimated – 19 months to 2 years• Service Charges – From implementation date to March 2029• Legacy Service Charges reduce following the decommission of SWIFT and credit will be applied.• Assumed Project Commencement Date April 2024• Indicative Revenue / Capital split• Project resource and change management cost to be confirmed in detail• Contingency costs include - license costs, data cleansing resource, any potential extension to the implementation timescale and therefore corresponding costs• Credits have been apportioned across the years for the decommission of the current system and servers.	

7. Equality and Poverty Impact

- 7.1 This report is an update on the progress and budget of the Social Care System Replacement programme. The overarching programme will have its own Integrated Impact Assessment.

8. Climate and Nature Emergency Implications

- 8.1 n/a.

9. Risk, policy, compliance, governance and community impact

- 9.1 The programme will have a risk register which is actively managed and updated by the Programme Manager and a standing item for discussion on the Board agenda.
- 9.2 This will be reported to the Council's Strategic Change Board which actively monitors and tracks progress on all Council wide programmes including the ICT programme.

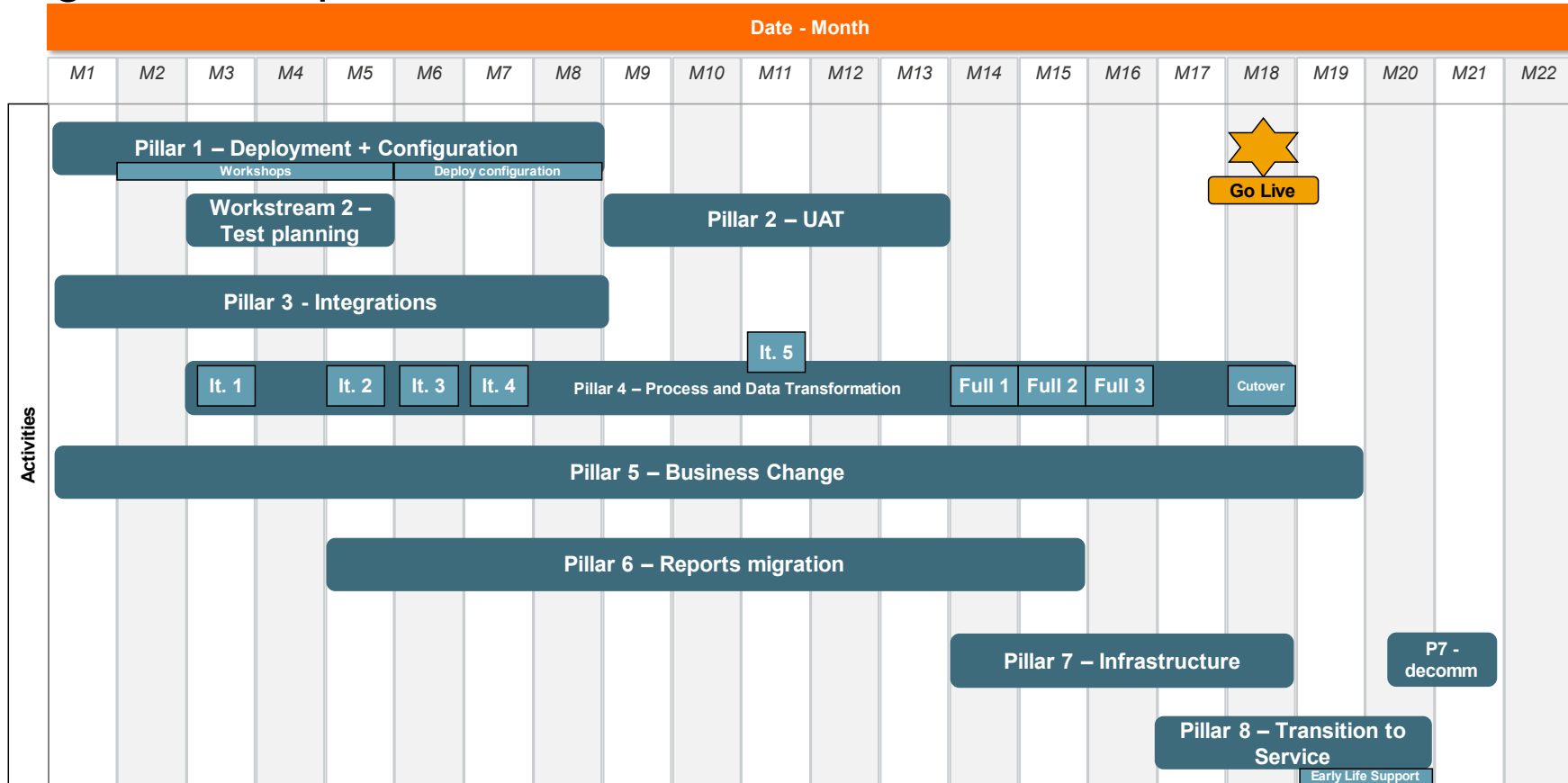
10. Background reading/external references

- 10.1 [Link](#) to previous Report

11. Appendices

- 11.1 Appendix 1 – High Level Plan on a Page

High Level Implementation Plan



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