

# Nottingham City Council Delegated Decision



**Nottingham**  
**City Council**

<b>Reference Number:</b>	1982
<b>Author:</b>	Wendy Griffiths
<b>Department:</b>	Children and Families
<b>Contact:</b>	Wendy Griffiths (Job Title: Head of Commercialisation, Sales and Performance, Email: wendy.griffiths2@nottinghamcity.gov.uk, Phone: 01158763505)
<b>Subject:</b>	Adult Provision and Health Integration, Purchase of CM2000 Smartphone, Opticare and CMBI Reporting modules
<b>Total Value:</b>	£322,549 (Type: Capital and Revenue)
<b>Decision Being Taken:</b>	To fund the purchase of smartphone technology, a routing optimization package, a reporting module and a mileage wizard by upgrading the existing IT system (CM2000) to enable financial and operational efficiencies to be achieved across Homecare Services over a 3 year period. The total cost of the upgrade over 3 years is £322,549 which will be funded by converting and utilising the post implementation predicted saving over 3 years which is estimated to be £207,878, £100,000 of the better care fund allocation for 2014/2015, £14,671 of the Building Community Capacity Grant.

**Reasons for the Decision(s)**

**Adult Provision has been on a journey of transformation over the last 2 years and has seen considerable budget reductions, however has managed to maintain and deliver the same volume and improved quality of service to Citizens through a variety of transformational efficiency programmes.**

**The Homecare service which forms part of the wider adult provision transformation programme has recently completed a restructure to enable key savings to be delivered, which have been accepted as part of the Big Ticket savings initiative led by Nottingham City Council. This however, has only been part of the transformation that is required across all homecare services.**

**The homecare scheduling teams who are now centralised and work across all services as opposed to being team based operate out of 1 location instead of 5 across the city. The Coordinators that work in the scheduling teams use a commissioner led system to program and manually route all daily homecare schedules on behalf of 250 homecare workers delivering care throughout the city 24 hours a day 7 days a week. The routes, once programmed, are then posted out manually via royal mail to each homecare worker some 2 weeks in advance of the schedule being required.**

**This in itself is problematic because of the demand responsive and ever changing nature of the citizens who rely on those services which results in changes being made daily. This in turn creates inefficiency through having to make lots of phone calls to careworkers to update programmes, which can lead to confusion and in the worst case scenario, can lead to missed calls.**

**Homecare workers when arriving at a citizens property have to use the citizens home phone to dial in to report that they have arrived. This creates tension and leads to inefficiency for citizens who are suffering from dementia. If the citizen becomes distressed and does not allow the care worker to use the phone then this is recorded as a missed call in the system, which then has to be input at a later date and time. This could lead to missed income and the service being seen as inefficient. When reporting issues homecare workers are having to, in some cases, use their own personal mobile phones to call in to report problems, which are at a cost to the employee. In addition, the implementation of real time smart phone technology will further improve the existing lone working practices that are in operation.**

**This current method of programming and scheduling incurs costs in the form of stamps, letters, paper and ink and it is not effective. Team Leaders spend significant amounts of time on the phone to Home Carers passing on the latest changes to the rotas made. This is an ineffective use of time, and prevents Team Leaders spending as much time away from their offices as they should. In addition, inefficiencies are created from Administrators manually scheduling the Carer rotas for the coming week - CM2000 has the functionality to provide optimised scheduling, which will automatically assign visits based on the requirements of the service, and create staffing efficiency savings.**

**In addition, if we are required to pull information from the system for reporting purposes, at present, we have to rely on CM2000 to create a report which costs on average £4000 to £10,000 per report that is written. CM2000 offer a CMBI reporting tool for a cost of £400 per month, which allows the flexibility for end users to create and report on any field where there has been an input, which would be more timely and cost effective.**

**CM2000 have offered a range of solutions to resolve many of the issues listed above with regards to scheduling manually and printing off manifests, which are detailed in the attached business case. However, the preferred option is as summarised below, which is to purchase:**

**Preferred Option Model D: NCC purchase CM2000 products, with CM2000 fully responsible for installation, provision and maintenance of services, excluding Nokia 735 handsets and contracts (these will be purchased through NCC IT service support team. Required products 'Scheduling, Mobile Monitoring, Opticare, Mileage Wizard and licenses' are purchased, installed, maintained and monitored by CM2000. This includes the provision of handsets, phone contracts and training as part of this package. This option also includes the reporting module CMBI, which can produce the reports to monitor the system and colleagues performance.**

**There are operational savings available through the reduction in mileage of approximately 13% and telephone charges of approximately 20%. These operational savings would therefore fund £207,878 of the system implementation costs over the three years. An additional £114,671 of funding is sought through this business case, to fund the full set up and implementation of the system.**

**Outcomes:**

**Effective use of assets and resources including both technological and human**

**Reputation Benefits - strengthening of Council brand**

**Citizen Experience - a high quality service**

**Increased efficiency as system embeds in service**

**Supports Nottingham City Council's Carbon policies by creating a reduction in printing and postage, and in the longer term mileage.**

**The above outcomes support the City Councils framework to achieve Value for Money by:**

- 1. Ensuring that having optimised routing and scheduling resources are targeted towards meeting the care needs of the people of Nottingham.**
- 2. Provide services that meet the needs of local people through the most economic, efficient, and effective means. The Opticare module will provide an automated routing and programming solutions, to enable more efficient routing practices to be implemented.**
- 3. Promote a culture of continuous improvement by moving away from manual systems to electronic and support real time data reporting.**
- 4. Recognise and learn from good practice within the organisation, through better performance management reporting by implementing the CMBI reporting tool**
- 5. Economy: Minimising the cost of resources for an activity for example: doing things more efficiently resulting in more care being delivered for the same amount of budget.**
- 6. Efficiency: Performing tasks with reasonable effort, doing things the right way.**
- 7. Effectiveness: The extent to which objectives are met, doing the right things first time without error.**

**Further information regarding the options considered can be found in the attached business case.**

**In addition a separate DDM is in the process of being completed, which will see the extension of the CM2000 contract to January 2019.**

**Other Options Considered:**

1. Do Nothing. Manual rotas will continue to be posted out, frequently going missing and being out of date on arrival. Care Team Leaders will remain predominantly desk bound updating Care Workers on their next appointments, and not being able to fulfil their job roles effectively. Inefficiency will remain a significant problem and the potential to deliver better, more reliable and cost effective services to citizens will not be realised.

2. Model A: NCC purchase CM2000 products, with CM2000 fully responsible for installation, provision and maintenance of services - including Nokia 735 handsets and contracts. This is not a cost effective option and therefore not selected.

Model B: Purchase the Mobile Working Solution only - without Opticare and Mileage Wizard - with CM2000 fully responsible for installation, provision and maintenance of services - including Nokia 735 handsets and contracts. The efficiencies are driven from having automated routing and programming and therefore without it, this is not an option.

Model C: Purchase MWS 'Lite' along with non-NFC enabled Nokia 520 smartphones and contracts from CM2000. This option was to expensive and did not resolve all issues.

Model D: NCC purchase CM2000 products, with CM2000 fully responsible for installation, provision and maintenance of services - not including Nokia 735 handsets and contracts which will be purchased through NCC's IT department.

**Background Papers:**

Please see attached.

**Unpublished background papers:**

Revised quote 19.03.15 with NCC IT phone price.xlsx, CM2000 Business Case v15 20150331.doc, Costs 20150327.xls

**Published Works:**

**Affected Wards:**

Citywide

**Colleague / Councillor Interests:**

**Dispensation from Financial Regulations:**

Yes

**Consultations:**

Date: 07/01/2015

Ward Councillors: Alex Norris

Agreed in principle as long as the financial information is supporting.

Date: 17/09/2014

Unions: Unison, GMB, Unite

Supported due to staff members having to use own personal mobile phones at present and will enhance lone working practises.

Date: 13/02/2015

Chief Finance Officer:Dee Fretwell

Awaiting confirmation of savings to be used to fund the scheme

Those not consulted are not directly affected by the decision.

Crime and Disorder  
Implications:

N/A

Equality:

EIA not required. Reasons: The system functionality to be upgraded is for existing users of the system, therefore no EIA required.

Social Value  
Considerations:

There is already a contract in place with CM2000 who are the Commissioning teams preferred provider of this information.

Decision Type:

Portfolio Holder

Subject to Call In:

Yes

Call In Expiry date:

18/05/2015

Advice Sought:

Legal, Finance, Procurement, Equality and Diversity, IT

Legal Advice:

This report does not raise significant legal issues but it is dependent upon an extension being authorised to the existing IT contract referred to in the recommendation. This report does not seek a dispensation to extend that contract but it authorises a call-off from it once the contract has been extended. Advice provided by Andrew James (Team Leader Contracts and Commercial) on 27/03/2015.

Finance Advice:

Finance Comments attached Advice provided by Dee Fretwell (Finance Analyst) on 09/04/2015.

Advice documents: CM2000 - Financial Comments.doc

**Procurement Advice:**

This proposal is for a dispensation from contract procedure rule 5.1.2, to dispense with the requirement to tender and directly purchase smartphone technology, a routing optimization package, a reporting module and a mileage wizard by upgrading the existing IT system (CM2000).

The contract with CM2000 is currently being extended until January 2019 via a separate DDM (Author Anthony Childs) and therefore, this contract variation to increase the scope of services provided by CM2000 will also be conducted at the same time to enable financial and operational efficiencies to be achieved across Homecare Services over a 3 year period. As the current contract is being extended in length, it is necessary to purchase the additional modules for reporting and routing etc from the same supplier in order to ensure the correct integration with the rest of the system.

Value for money has been considered as part of the business case for this proposal and this variation of contract is considered to provide the Council with the best option with regards to value for money and operational efficiencies. In light of this, there are no significant procurement concerns with this proposal. Advice provided by Rosalie Parkin (Category Manager) on 03/03/2015.

**Equality and Diversity Advice:**

Any process will need to ensure that the needs of all users are met particularly around accessibility. The argument re: improved services are well made and any updated technology that supports this process is welcomed, particularly as regards its impacts on vulnerable groups e.g. citizens with dementia.

Advice provided by Adisa Djan (Equalities and Diversity Consultant) on 23/02/2015.

**IT Advice:**

The IT Service supports this proposal.  
The proposal builds on current systems to provide a better quality of service to citizens and will enable colleagues to work more flexibly.

Advice provided by Paul J. Burrows (Strategy Manager) on 13/04/2015.

**Signatures**

Alex Norris (PH Adults, Commissioning and Health)
SIGNED and Dated: 11/05/2015
Alison Michalska (Corporate Director for Children and Adults)
SIGNED and Dated: 06/05/2015
Theresa Channell (Head of Corporate and Strategic Finance) - Dispensation from Financial Regulations
SIGNED and Dated: 27/04/2015
Chief Financial Officer's Comments: