Digital Innovation and Efficiency Committee

Item No:

Report title:	**Liquidlogic/Social Care System Replacement Implementation**
Date of meeting:	**11 July 2018**
Responsible Chief Officer:	**James Bullion, Executive Director of Adult Social Services**

Strategic impact

CareFirst was NCC's social care system from November 2007. It was a key core system for NCC and its availability and functionality were business-critical. The system was used until recently by Adult Social Services, Children's Services, and by Finance Exchequer Services for paying providers and charging for adult social care and Procurement for contract administration.

The objective of the Social Care System Replacement programme is to procure and implement a social care information system for Norfolk County Council that will meet current and future business requirements, including integration with partners, which will enable us to support vulnerable people most effectively. This is the platform on which savings, integration and service improvements can be developed and delivered.

Executive summary

The purpose of this report is to inform the Digital Innovation and Efficiency Committee of the progress of the Social Care System Replacement (SCSR) programme.

It should be read in conjunction with the previous report presented to this Committee on 22 January 2018, which included more detail on the reasons for replacing CareFirst, the benefits and the work to that date.

Following a rigorous procurement process NCC awarded the contract for the new system to Liquidlogic in August 2016.

Phase One has now been delivered: the Adults and Finance Go Live took place on schedule and after live testing, was released to staff on 22 November 2017; Children's and Finance Go Live went live on 3 May, with the completion of the first pay run for Direct Payments on 11 May.

The departments want to fully exploit the potential benefits of the new Liquidlogic and ContrOCC systems and Phase Two of the Programme is underway.

The programme is forecast to be on budget.

Based on other local authorities' experience it is very rare to deliver this volume of functionality in Phase One and is testament to the quality, dedication, hard work and determination of the project team.

Recommendation:

The Digital Innovation and Efficiency Committee are asked to note the progress on delivering the new Social Care System for Adult Social Services, Children's and Finance and to consider whether they would like any further reports at future meetings of this Committee.

1 Introduction and Background

1.1 CareFirst was NCC's social care system since November 2007. It was a key core system for NCC and its availability and functionality were business-critical. The system was used until recently by Adult Social Services, Children's Services, and by Finance Exchequer Services for paying providers and charging for adult social care and Procurement for contract administration.

1.2 There were a number of reasons for replacing CareFirst. The key benefits are:

   a) A resilient and adaptable system to underpin our planning and delivery of social care through to 2025;
   b) Efficiencies, integration and service improvement through an intuitive, flexible system;
   c) Compliance with the legal and procurement imperatives.

1.3 The Policy and Resources Committee agreed on 8 February 2016 to the procurement of a replacement social care recording system. NCC awarded the contract to the new system provider, Liquidlogic, on 31 August 2016.

2 Phase One

2.1 The project scope and timescales were ambitious and challenging. The project implemented the new system (LAS – Liquidlogic Adults System) for Adult Social Care and associated Finance functions (ContrOCC) on 22 November 2017.

LCS (Liquidlogic Children's System) and EHM (Early Help Module) for Children's Services and associated finance functions (ContrOCC) went live on 3 May 2018. Following this the programme successfully went live on 3 May 2018 with the new integrated system covering social care LCS (Liquidlogic Children's System), Early Help Module (EHM) and ContrOCC for financial payments. This also includes Adoption and, Fostering pathways and four unique workspaces for specialist areas e.g. Legal work.

2.2 The new Children's and Finance systems have been live for approximately a month at the time of writing this report and the project team are continuing to support the business as usual teams as planned. Overall the implementation of the new system has been received positively. There are a few issues being addressed by the helpdesk and project team. These are in line with our expectations based on the experience of the Adults implementation and those from other local authorities. The main issue remains improving the accuracy of some reports. This is being monitored at Programme Board level and is being addressed by LiquidLogic and NCC staff.

2.3 The transition from project to Business as usual has started in a limited way and will be completed when the new support team model is in place in September.

2.4 Based on other local authorities experience it is very rare to deliver this volume of functionality in Phase One and is testament to the quality, dedication, hard work and determination of the project team.

3 Phase Two

3.1 The departments want to fully exploit the potential benefits of the new Liquidlogic and ContrOCC systems. Early work was carried out to shape up a programme of work for Phase 2 Adult Social Services and Finance so that the momentum carried on after November 2017 and the following projects have been initiated to date:

3.1.1 Mobile App and Device

This project is delivering a 100-user pilot of two types of touchscreen devices to five teams to determine which works best in a front line working environment, and whether the Mobile app with offline working capability provides a better balance of cost / benefit, usability and service user experience than LAS accessed on the move via data SIM.

Preparations for the pilot are progressing well. Testing of the mobile application has completed and defects have been raised with the supplier for resolution action. The roll out plan is to take the app and devices out to five teams in the weeks following provision of the updated mobile app on 13 July.

The teams have responded very positively to the pilot so far and workshops are being booked with each team to agree specific changes to their ways of working that they believe the device, app and connectivity will enable and these will be tracked through the pilot.

The principal concern is with the availability of devices to support the pilot. There were issues with the delivery of 10 devices in the initial two batches. A third procurement of 80 devices has been initiated and hopefully this supplier will be better able to meet their commitments. Late delivery will impact the timescales of the pilot.

3.1.2 Client and Online Financial Assessment Portals

This project enables online interaction with citizens and service users, thus giving people another option of how to work with NCC. Primarily it enables online referrals, needs assessment and financial assessment. It also enables secure sharing of documentation and update of personal details. Other portals are under development in the Finance area to provide online access to invoices and statements, ability to make online payment and secure communication. These will be brought in to the project as they become available.

This work is also progressing well. The project team are working with Customer Services to design the customer journey and placement of the portal in relation to the corporate website and the new Norfolk Community Directory. Initial configuration of the Online Financial Assessment is complete and early testing is expected to be carried out from 4 June.

A presentation was made to the Making It Real board in line with the plan to engage user reference groups. Members of the group are concerned that it was not possible to attach sign language clips to each form screen or to use third party screen reader software (for data security reasons / hack risk). The project team is working with the Making it Real board to explain the reasons and with the supplier to progress accessibility tools.

3.1.3 MarketPlace e-Brokerage module

This will improve the efficiency of the Council's processes with the care and support market, provide information about capacity and increase the Council's ability to create new markets to meet care and support needs. By linking this with the new Norfolk Community Directory it will also help NCC to improve its offer to people who fund their own care, voluntary organisations supporting people, unpaid carers and others. This is in accordance with duties outlined in the Care Act around Information, advice and support, as people will be able to see what care there is, the quality etc and then potentially buy it on-line.

The project has successfully recruited a Business Lead and work is starting in earnest to shape up this piece of work. The business lead has met with some key stakeholders and has also visited two reference site contacts provided by the software supplier at their home location: West London Alliance at Ealing Council; and Surrey County Council. These have provided live system demonstrations and some high-quality information on implementation planning and provider engagement.

3.2   Integration

One of the benefits of Liquidlogic is that it can facilitate integrated working and data sharing with NHS and other public sector partners. Adult Social Services locality teams are integrated with NCH&C. NCH&C use SystmOne as their recording system, which is provided by TPP. The project team have pursued TPP to work with Liquidlogic to integrate SystmOne and LAS. TPP have said they would be willing to work with Liquidlogic if they will work to NHS Standards (CareConnect) however these are not yet published/formalised so Liquidlogic cannot do this. IMT are looking at how we can work around this problem.

IMT are also progressing taking a single care record forward using feed from the Eclipse system, used by many GPs in Norfolk, with Liquidlogic data.

3.3   Children's Phase Two

A couple of sessions have been held with Children's Services Leadership Team (CSLT) to understand the high-level requirements for Phase Two deliverables for Children's, Early Help and Finance. These include piloting mobile working using new NCC hardware and software from LiquidLogic, establishing the use of the Professional Portal and Children's Portal. In addition, finance related projects have been initiated to extend the use of ContrOCC to other contract areas and to implement the Children's Finance Provider Portal. This is currently being ratified by CSLT and programme governance. Discussions are ongoing with the supplier to secure appropriate delivery slots and initial work is underway to understand and plan the resource needed to deliver the Phase Two items.

4   Financial Implications

4.1   The programme overall remains forecast to be on budget.

5   Issues, risks and innovation.

5.1   At the time of Policy and Resources Committee on 8 February 2016 the major risks identified were:

a) Being unable to resource the project to meet the April 2018 deadline
b) Setting a scope that is either too ambitious or not challenging enough
c) The market may not provide an affordable solution
d) It may be difficult to establish costs and fund the project
e) National and local agendas may cause our requirements to change radically between procuring and implementing the system
f) Corporate governance may be challenging to establish standard requirements for a complex project involving users from four council departments and three committees.

These risks are being successfully managed.

5.2

The Programme has a Risk Register which is reviewed regularly by the JLAG Leads and by the Programme Board. Given the scope, size and nature of the programme the project team and Board are managing risks and issues all the time.

The key risks, issues and the mitigations currently are:

a) Ensuring sufficient resources are in place to deliver the Phase Two projects. Phase Two of the programme is in a very different form to Phase One with several small projects rather than the two large Phase One projects. There is no longer a need for specialist workstream lead roles for Testing, Data Migration etc. Instead the programme has small multifunctional teams to support the projects. People are being recruited to the roles in Phase Two or moved across into them from other programme roles as appropriate.

b) Staff not fully embracing changes in ways of working that are required, for example mobile app. The teams have responded very positively to the mobile app pilot so far and workshops are being booked with each of the five teams to agree specific changes to their ways of working that they believe the device, app and connectivity will enable. These will be tracked through the pilot and used to inform the full roll-out.

6 Conclusion

6.1 The SCSR programme has progressed well with an ambitious scope and timeline since the Policy and Resources Committee agreed on 8 February 2016 to the procurement of a replacement social care recording system.

The Adults and Finance Go Live took place on schedule and after live testing, was successfully released to staff on 22 November 2017.

Children's and Finance Go Live went live on 3 May, with the completion of the first pay run for Direct Payments on 11 May.

The departments want to fully exploit the potential benefits of the new Liquidlogic and ContrOCC systems and Phase Two of the Programme is underway.

The programme is forecast to be on budget.

7 Recommendation

7.1 **The Digital Innovation and Efficiency Committee are asked to note the progress on delivering the new Social Care System for Adult Social Services, Children's and Finance and to consider whether they would like any further reports at future meetings of this Committee.**

Officer Contact
If you have any questions about matters contained in this paper please get in touch with:

Officer Name:	Tel No:	Email address:
Janice Dane	01603 223438	Janice.Dane@norfolk.gov.uk