Audit Committee

Item No:

Report title:	Liquidlogic/Social Care System Replacement Implementation
Date of meeting:	19 April 2018
Responsible Chief Officer:	James Bullion, Executive Director of Adult Social Services

Strategic impact

CareFirst has been NCC's social care system since November 2007. It is a key core system for NCC and its availability and functionality are business-critical. The system was used until recently by Adult Social Services, Finance Exchequer Services for paying providers and charging for social care and Procurement for contract administration. It is still used by Children's Services, and by Finance Exchequer Services for paying providers and Procurement for contract administration of providers of services/support to Children's. The current contract with OLM for the CareFirst system should have expired in March 2016 and has been extended to March 2018. There are a number of reasons for replacing CareFirst which are summarised in the body of this report.

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 will form 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 Audit Committee of the progress of the Social Care System Replacement (SCSR) programme in light of the corporate risk: Risk RM109, "Failure to deliver a new fit for purpose social care system on time and to budget". Currently this has a risk score of 15 (amber) with "green" prospects of meeting the target risk score by the target date of 30 June 2018.

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

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

At the first Programme Board go / no go decision point on the 16 January 2018 for the Children's and Finance systems it was forecast that the implementation would not be ready by the w/c 19 March 2018. Therefore it was agreed to move the go live a few weeks and to use an alternative go live date w/c 30 April 2018. Part of the contingency budget is funding the extension.

The programme is forecast to be on budget.

Recommendation:

The Audit Committee is asked to note the progress on delivering the new Social Care Record System for Adult Social Services, Children's and Finance and to consider whether they would like a further report at a future meeting of this Committee.

1	**Introduction and Background**
1.1	CareFirst has been NCC's social care system since November 2007. It is a key core system for NCC and its availability and functionality are business-critical. The system was used until recently by Adult Social Services, Finance Exchequer Services for paying providers and charging for social care and Procurement for contract administration. It is still used by Children's Services, and by Finance Exchequer Services for paying providers and Procurement for contract administration of providers of services/support to Children's. The current contract with OLM for the CareFirst system should have expired in March 2016 and has been extended to March 2018.
1.2	There were a number of reasons for replacing CareFirst. The key benefits are: 1) A resilient and adaptable system to underpin our planning and delivery of social care through to 2025; 2) Efficiencies, integration and service improvement through an intuitive, flexible system; 3) Compliance with the legal and procurement imperatives.
1.3	The Policy and Resources Committee agreed on 8 February 2016 to: • Allow an exemption to Contract Standing Orders to extend the contract for the current CareFirst system to March 2018, to permit a phased transition; • the procurement of a replacement social care recording system that meets current and future business requirements, effectively; • associated capital funding of £7.926m; • recommend the revenue funding of £0.150m for 2015-16 and £2.271m over the three years 2016-17 to 2018-19. Reports had been presented to the Adult Social Care Committee on 25 January 2016 and to the Children's Services Committee on 26 January 2016 and their recommendations were presented to the Policy and Resources Committee.
1.4	In February 2016 the project to replace Care First had been provisionally planned as follows: • Phase 1 (Requirements) – to inform the development of an agreed Requirements Specification by March 2016; • Phase 2 (Procurement) – selection of a solution and supplier by October 2016; • Phase 3 (Implementation) – configuration of solution, business process review, training, migration of data and go-live by April 2018.
1.5	NCC awarded the contract to the new system provider, Liquidlogic, on 31 August 2016.
1.6	The cross departmental nature of this programme dictates that it sits under its own governance hierarchy and provides reporting for information to each departmental transformation change programme. There is a SCSR Programme Board that meets monthly and includes: the Executive Director of Adult Social Services; the Executive Director of Children's Services; the Executive Director of Finance and Commercial Services; the Strategy Director; the account manager for Liquidlogic; the External Quality Assurance Consultant; the Head of IMT; the Joint Leadership Advisory Group Leads; and the two Senior Project Managers. Updates are provided regularly to CLT (County Leadership Team) and CLT make key decisions.
1.7	The Joint Leadership Advisory Group (JLAG) meets weekly to monitor progress, resolve issues and make decisions. It consists of: the Assistant Director Early Help and Prevention (Adult Social Services); the Head of Quality Assurance and

	Effectiveness (Children's Services); the Head of Finance Exchequer Services; and the two Senior Project Managers. Other people attend as required.
1.8	The project implemented the new system (LAS – Liquidlogic Adults System) for Adult Social Care and associated Finance functions (ContrOCC) on 22 November 2017, and aims to implement LCS (Liquidlogic Children's System) for Children's Services and associated finance functions (ContrOCC) by the end of April 2018.

2	**Benefits**
	The strategic principles for the Social Care System Replacement are: 1) **A joined-up social care system for Adults, Children's, Finance and Procurement -** in order to enable and support more integrated approaches with the whole family, transition from child to adult, contracts, commitments and forecasting. 2) **Integration with Health and other partners**, reflecting our integrated commissioning and delivery in Adults, including direct working together under partnership arrangements under section 75 of the NHS Act 2006, and the new locality-based multi-agency hub approach in Children's. 3) **Supporting vulnerable people** – the solution is an enabler for our corporate outcome framework - that all vulnerable people who live, work, learn and are cared for will be safe; and that vulnerable people are more resilient and independent. 4) **Simplicity, with straightforward recording, automated workflows and readily accessible information**, in order to improve efficiency and release practitioner time while supporting our compliance with relevant legislation. 5) **Information and our use of it drives the system**. Information sharing with partners underpins commissioning and delivery within a 'whole system' approach. We also need to make citizens' own records more accessible to them. 6) **Transformation** – from the National Information Board digital strategy through to local initiatives (Caring for Our County, Signs of Safety and Promoting Independence) - will require a system and supplier that are flexible and offer innovative solutions. 7) **The strategic IMT architecture** requires integration of the social care system - with Identity Management, the Information Hub, Records Management, Customer Relationship Management, portals, and the means to control staff and other users access to systems - in order to support the corporate programme and exploit wider benefits.
	The benefits include: • Time savings delivered through reduced administrative and data input time required by front line social care staff in Adult Social Services and Children's Services • Improved management information to reduce managers/supervisors' administration time and improve case management • Reduction in annual application support costs • Improved outcomes and efficiencies through mobile working

	• Improved service through integrated working and data sharing with NHS and other public sector partners • Improved care package commissioning process through improved information • More robust data quality for reports and mandatory returns • The ability to generate accurate client based milestone-driven information to enable NCC to plan and target services, manage demand and improve performance.
3	**Progress To Date**
3.1	**Adult Social Services and Finance** The Adults and Finance Go Live took place on schedule and after live testing, was released to staff on 22 November 2017. There have been almost no issues with migrated data or system function however initially users experienced poor system performance in some cases, most commonly users experienced 'the server is busy' error messages. A number of actions have been taken, in conjunction with the supplier, to resolve performance issues. Payments and billing for Adult Social Services are taking place within ContrOCC for Finance. The Provider Portal also went live as planned with providers now able to pay through the system: soon after Go Live 70 provider contacts were signed up and submitting their actual activity online via the portal. The payments team in Finance Exchequer Services have experienced staff on hand to assist providers in their new journey of transacting online with NCC. Some initial benefits were seen early on, eg identifying a small number of people who should be contributing to the cost of their social care but who hadn't been and couldn't be identified previously. The most significant issues have resulted from social care staff being unfamiliar with the new system and changed processes. Given existing work pressures, the period of system down time that needed to be recovered and the scale of the change, this was always going to be difficult. Having provided a range of support materials and interventions, including floorwalkers, the Champions working in each social care team and the Liquidlogic Helpdesk has borne the brunt of staff queries. Whilst there is no quantification of Champion activity, the helpdesk had taken around 100 to 200 contacts a day from 22 November through to mid-December. Outstanding unresolved contacts has been maintained at a little over a day's volume throughout. The majority of staff requests for support are for assistance in processing transactions. There is evidence that staff would have liked more training in the new processes and don't feel they have time to consult the process and system support materials provided ahead of go live on the iNet. In response to this throughout January, an intensive series of 'refresher' sessions were provided across the county to help staff that are struggling with certain functions of LAS. Thirty three sessions were made available in four locations with 500 places available in total. Although take up of the training was less than hoped for, those attending provided very positive feedback on the support provided. The other key issues recently are: • As we have required 'downtime' either overnight to maintain security updates (patches) on the system infrastructure and during the day to enable system enhancements, it has exposed the absence of a secondary read-only environment that staff can use to continue to access service user records during planned downtime. We have worked with Liquidlogic to provide a similar capability for LAS users with enhanced capacity. EDT (Emergency Duty Team) members were supported in the meantime with access to skeleton information provided from NCC's GRID and an offline 'memory stick' version is available in the event that

	NCC's IMT systems are completely unavailable. Where Liquidlogic's systems fail, the supplier provides a substitute environment for staff to use. The project team are also pursuing the possibility of Liquidlogic providing a better technical solution where LAS can be kept available even when patching is taking place. If possible, this would be a longer-term solution. • There was an issue with the way ContrOCC published documents to Providers through the provider portal. This resulted in an accumulation of documents that caused significant performance issues affecting weekend working both day and night time. The issue affecting performance has been fixed.
3.2	**Children's, Early Help and Finance** As with Adults and Finance, the project is progressing through a series of Programme Board 'Go / No Go' gates. At the first go / no go decision point on the 16 January it was forecast that the implementation of the Children's and Finance LCS, Early Help Module (EHM) and ContrOCC systems would not be ready by the w/c 19 March 2018. The delay was based on two finance migration deliverables not being forecast to be ready by go live. Therefore, it was agreed to use an alternative go live date w/c 30 April 2018 and to use part of the contingency budget to fund the extension. This was subsequently agreed by CLT. Since this point the project has now successfully passed the next go / no go decision point to proceed with the dry run process and face to face training. All four rounds of formal User Acceptance Testing for LCS and EHM have been successfully completed following their commencement from the middle of July 2017. Testing will continue for ContrOCC continuously until early April. The LCS data migration has been completed successfully in line with agreed timescales. The training programme, with help from LiquidLogic, has been shifted back in line with the new go live dates to ensure end users retain the best possible preparation prior to go live. E-Learning has been underway since mid-December and face to face training is ongoing. Significant follow up work via, email, phone and face to face is underway to ensure all users book on to face to face training. In total there are 2,200 face to face training places available. In relation to the delayed finance migration deliverables significant work is underway between the finance workstream and the various business areas to ensure all the data mapping and preparation work is completed ready to complete the finance manual migration. The resource in the plan previously agreed at Programme Board has been available to the project team to complete the work. There have been ongoing issues related to business as usual operations for LAS and ContrOCC that have required project team resource allocated to the Children's implementation to divert attention and this is currently being managed to avoid impacts to timescales. Timescales presented to Programme Board on 16 January remain on track. Other issues being addressed focus on two peripheral but significant areas of scope that are not working: Briefcase (laptop based offline working); and ATOM (graphical view of child and significant relationships – see Appendix One) across LAS, LCS and EHM. Briefcase has had some initial testing and appears to be working but further testing is required. Future work is also required to ensure the set-up of Linked Application Access (LAA) which joins the LCS, EHM and LAS systems together is understood and working as expected, this will link with how ATOM operates.

3.3	**Phase Two**
	
	Early work has been carried out to shape up a programme of work for Phase 2 Adult Social Services and Finance. The following projects are being initiated:
	
	   1 Mobile App and Device
	
	The 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. The intention is to seek evidence to support decisions regarding the best device type to roll out to a wider population 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.
	
	   2 Client and Online Financial Assessment Portals
	
	This project enables online interaction with citizens and service users. 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.
	
	   3 MarketPlace e-Brokerage module
	
	The benefits include that the Adult Social Services Care Arranging Service (CAS) will not need to telephone providers regularly about what capacity they have as they will be providing this information electronically. This will improve the efficiency of the Council's processes with the care and support market as well as increasing the Council's ability to create new markets to meet care and support needs. It will also help NCC to improve its offer to self-funders, voluntary organisations supporting people, unpaid carers and others 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.
	
	An initial session has been scheduled with Children's Services Leadership Team (CSLT) to understand the high level requirements for Phase 2 deliverables for Children's, Early Help and Finance, including Mobile working, Troubled Families module, Professional Portal and Children's Portal. Discussion have been ongoing with the supplier to secure appropriate delivery slots and initial estimated work is underway to understand the resource needed to deliver Phase 2 items.

4	**Financial Implications**
4.1	The programme overall is 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: 1) Being unable to resource the project to meet the April 2018 deadline 2) Setting a scope that is either too ambitious or not challenging enough 3) The market may not provide an affordable solution 4) It may be difficult to establish costs and fund the project

	5) National and local agendas may cause our requirements to change radically between procuring and implementing the system 6) 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) Several managers and staff in Adults Social Services are unclear how to process transactions on LAS. The support network of Champions and Helpdesk are managing staff contacts and addressing individual queries. The project team are tracking this daily, have provided tailored face to face assistance and also ran extra refresher sessions in January. b) Two peripheral but significant areas of scope were not available for Adults Go Live: Briefcase (laptop based offline working); and Patient Demographic Service (access to the NHS Spine). PDS has effectively been rolled into Phase 2 and is still being pursued to ensure delivery. Briefcase has been dropped for Adults and all efforts are being focused on the Mobile app as part of Phase 2 c) For Children's two peripheral but significant areas of scope are not working: Briefcase (laptop based offline working); and ATOM (graphical view of child and significant relationships). For Briefcase the project app is back with NCC and has completed initial testing successfully. More detailed testing within the project team is required to enable the rollout to be planned in more detail. The project is also exploring with IMT the option to bring forward the roll out of new touchscreen based devices to enable the LCS and EHM Mobile app to be deployed to staff. The issues with ATOM have been logged with LiquidLogic and a solution is currently being awaited. Future work is also required to ensure the set-up of Linked Application Access (LAA) which joins the LCS, EHM and LAS systems together is understood and working as expected, this will link with how ATOM operates. d) The Support model is coping with higher than expected load from Adults staff but may not cope when Childrens activity is added in. The Support model transition work is continuously being developed. New Support Service started on 12 March 2018. Preparation including recruitment is underway to ensure sufficient staffing levels for Children's go live date. e) There is a risk that Datacentre remediation work causes further disruption and potentially delays project and impacts Go-Live due to fixed test window dates. A third party audit has been carried out, including security and are awaiting agreement for recommendations. The Crime prevention team is working with infrastructure teams. Power resilience is in place with Facilities Management. f) Configuration of Children's ContrOCC system is not complete. Earlier in the project when this risk was initially identified additional business analyst resource was secured for the Children's Finance part of the project. To further mitigate this risk additional specialist ContrOCC support has also been secured and is in place. Staff not previously available due to Adults implementation were moved to the Children's part of the programme. The Programme Board agreed in December to split the delivery of the Children's Finance scope, with 85% of the spend (from the current three systems CareFirst, LMS and Recurring Payments) being paid through the new system at the April go live and the remaining scope being delivered by July 2018 as

		part of phase 2. Children's and Finance go live data has been delayed by 6 weeks.
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. At the first Programme Board go / no go decision point on the 16 January 2018 for the Children's and Finance systems it was forecast that the implementation would not be ready by the w/c 19 March 2018. Therefore it was agreed to move the go live a few weeks and to use an alternative go live date w/c 30 April 2018. Part of the contingency budget is funding the extension. The programme is forecast to be on budget.	
7	**Recommendation**	
7.1	**The Audit Committee are asked to note the progress on delivering the new Social Care Record System for Adult Social Services, Children's and Finance and to consider whether they would like a further report at a future meeting of this Committee.**	

Officer Contact

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