

Digital Innovation & Efficiency Committee

Item No:

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| Report title: | New Social Care System |
| Date of meeting: | 22 January 2018 |
| Responsible Chief Officer: | 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 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 to this Committee on 8 November 2017.

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

The Children's, Early Help and Finance project continues to move forward to plan and the fourth round of testing started on 27 December 2017.

Recommendation:

The Digital Innovation and Efficiency 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 agree to a further report to the May meeting of this Committee.

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| 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 |

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| | 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 | <p>The Policy and Resources Committee agreed on 8 February 2016 to:</p> <ul style="list-style-type: none"> • 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. <p>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.</p> |
| 1.4 | <p>In February 2016 the project to replace Care First had been provisionally planned as follows:</p> <ul style="list-style-type: none"> • 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 Assistant Director Performance and Challenge (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 |

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| | aims to implement LCS (Liquidlogic Children's System) for Children's Services and associated finance functions (ContrOCC) by the end of March 2018. |
| 2 | Progress To Date |
| 2.1 | <p>Adult Social Services and Finance project</p> <p>The Adults and Finance Go Live took place on schedule and after live testing, was released to staff on 22 November 2017.</p> <p>There have been almost no issues with migrated data or system function however users have experienced poor system performance in some cases, most commonly users are experiencing 'the server is busy' error messages. A number of actions have been taken, in conjunction with the supplier, to resolve performance issues.</p> <p>Payments and billing for Adult Social Services are now 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 have already been seen 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.</p> <p>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. This is to some extent expected with a change of this nature and scale but is resulting in increased backlogs and incorrectly processed transactions. 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 has 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.</p> <p>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. Having spoken to people face to face around the County, the project team is drawing up an action plan to help resolve the most common issues in key locations.</p> <p>Feedback from Liquidlogic and the floorwalkers who have worked in other authorities has been good. Liquidlogic have stated that it is not usual for an authority of Norfolk's size to implement an enhanced scope in as challenging a timescale and with manageable user response at go live, and they have praised the project team.</p> |
| 2.2 | <p>Children's, Early Help and Finance Project</p> <p>The project continues to move forward to plan and the fourth round of testing started on 27 December 2017. To enable this to happen the fourth round of data migration was completed successfully on 14 December 2017 and the refreshed LCS (social care module) and EHM (Early Help Module) configuration was installed in the week commencing 18 December 2017. Preparation for the end user training continues including the release of the e-learning training to Children's staff on 14 December 2017.</p> |

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| | <p>During the previous period Ofsted completed an inspection of Children's Services, which overlapped with the second half of the third round of user acceptance testing (UAT). The majority of person test days scheduled for this period (53%) were lost. However the project team made up the majority of the shortfall completing 98% of tests. The overall pass rate was not as high as expected at 51% but for this stage of the project the number of blocker issues raised with LiquidLogic was consistent with the level expected.</p> <p>The pass rate for the Finance workstream was lower than expected at 30%. There have been a number of issues in this workstream, primarily around being able to release staff focusing on the Adults implementation to complete Children's work. This is compounded by the knowledge of certain types of payments being dispersed between many individuals and slowing progress to set-up the new system (ContrOCC). To mitigate these issues additional resource has been recruited and existing staff re-allocated.</p> <p>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) across LAS, LCS and EHM. The Programme Board has escalated the issues to senior managers in LiquidLogic and NCC are currently awaiting fixes for UAT4. (Please see Appendix One for a screenshot of ATOM.)</p> <p>During this period the sponsorship of the Children's Project has changed. The programme sponsor is now the permanent Director for Children's Services, Sara Tough and following Don Evans leaving NCC, Debby McKechnie (Head of Quality Assurance and Effectiveness) is now the Children's Services working sponsor.</p> <p>As with Adults and Finance, the project is progressing through a series of Programme Board 'Go / No Go' gates.</p> |
| 2.3 | <p>Phase Two</p> <p>Work is in progress to shape approximately 30 Phase Two scope items to prepare them for when resources are released from Phase One support activity.</p> |
| 3 | Financial Implications |
| 3.1 | The project overall continues to be forecast to be on budget. |
| 4 | Issues, risks and innovation. |
| 4.1 | <p>At the time of Policy and Resources Committee on 8 February 2016 the major risks identified were:</p> <ol style="list-style-type: none"> 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. <p>These risks are being successfully managed.</p> |

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, providing tailored face to face assistance and are also drawing up an action plan to make best use of limited project team resources.
- 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). Both functions have effectively been rolled into Phase Two and are still being pursued to ensure delivery.
- 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 is working with the supplier on resolving the issues with the LAS app and then applying the same fixes to the LCS and EHM Briefcase app. 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 for with the target of completing this in UAT4.
- 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.
- e) Ofsted completed the inspection of Children's Services during user acceptance testing round 3. Two areas of testing in particular were impacted by the inspection: Case Management System testing (LCS and EHM) testing; and Testing statutory reports and Out of Box. The mitigations already in place enabled 98% of all tests to be completed. However practitioner involvement during UAT3 was very limited. This has in part already been offset due to practitioner involvement earlier in the project and a revised approach for UAT4 has been agreed with CSLT. Additional report testing has been completed outside of the standard testing windows. Plus additional resource from I&A has been secured to ensure sufficient testing is completed during UAT4.
- f) 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.
- g) 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 have now been 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 March go live and the remaining scope being delivered by July 2017 as part of phase 2.

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| 5 | Conclusion |
| 5.1 | <p>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.</p> <p>The Adults and Finance Go Live took place on schedule and after live testing, was successfully released to staff on 22 November 2017.</p> <p>The Children's, Early Help and Finance project continues to move forward to plan and the fourth round of testing started on 27 December 2017.</p> |
| 6 | Recommendation |
| 6.1 | <p>The Digital Innovation and Efficiency 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 agree to a further report to the May meeting of this Committee.</p> |

Officer Contact

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Appendix One: Screenshot of Atom – visual display of a person’s network

