

Wiltshire Council

Children's Select Committee

Date 19 December 2017

Children's Services Case Management System Update

Purpose of Report

1. To update the Committee on the progress with the procurement and implementation of the new Children's Services Case Management System.

Background

2. The Children Services CMS (Case Management Systems) Programme of work commenced implementation in July 2017 following a 15 month procurement exercise for an integrated solution that would replace up to five legacy databases.
3. Following Procurement the contract was awarded to Liquidlogic to deliver a hosted solution in line with Children Services integrated working and provide a holistic view of the child and family.
4. A phased approach across four phases was agreed. Phase 1 implementation has commenced with delivery planned for November 2018.

Main Considerations for the Council

5. An overall 'vision' for future data recording and information sharing across Children Services and external partners has been produced and provides the scope for system change (appendix 1). This feeds into the overall Children's Transformation programme aligning with business processes. Instead of needing to access five systems, staff will be able to have single sign on to one solution made up from several modules. Staff are being consulted with and included in the overall design discussions.

Phases

6. The project is split into four phases with funding agreed for the first three phases:

| Phase 1 | Summary of Scope | Timescale – Go Live |
|----------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|-------------------------------------|
| Start July 2017 | Children’s Social Care Early Help SEND Portals | November 2018 |
| Phase 1A | Extension to Phase 1 | |
| | Troubled Families Single View | Spring 2017 |
| Phase 2 | Summary of Scope | Timescale – Go Live |
| Spring 2018 | D. Early years E. Education Management & Targeted Support F. Portals | April 2019 |
| Phase 3 | Summary of Scope | Timescale – Go Live |
| Start Jan 2019 Start Aug 2019 Start Aug 2019 | H. Admissions (optional item) G. Children’s Centres I. Youth Services (optional item) | July 2019 July 2020 July 2020 |
| Phase 4 | Summary of Scope | Timescale – Go Live |
| Start Jan 2020 | K. Adults’ Social Care (optional item) L. Finance Adults (optional item) M. Finance Children (optional item) | Jan 2022 |

7. The timetable above sets out the programme phases and estimated timescales. Some of the requirements within scope are yet to be decided and are dependent upon Children’s transformational changes that impact upon overall service delivery requirements.

Progress to date

Phase 1

8. System configuration is progressing on time focusing on the Children’s Social Care element. Business Implementation Leads on the programme known as ‘BILs’ have been working with Liquidlogic to align social care workflow processes. Over a period of 10 days the configuration has been completed and testing will commence in January. There are four rounds of testing and adjusting the system with a planned completion in July 2018. This will replace the current CareFirst Social Care system. Work starts to define configuration for Early Help and the SEND Education Health and Care Plans in the New Year.
9. Data migration work has started beginning with the extraction of basic demographic data, followed by a more intensive round of data extraction bringing in data from the educational support side Impulse and SEND Bright systems. The complexity of matching multiple records from variable databases is extensive work. To date the project has been successful in extracting and sending matched demographic data up to LiquidLogic.
10. As well as database records needing to be extracted and migrated across to the new system, there are a variety of documents stored electronically in

various places. These documents are being gathered and organised to transfer across into Liquidlogic's document repository area. It is envisaged that documents relating to records migrated within phase 1 will migrate first followed by a further batch within phase 2.

Safeguarding Considerations

11. The new CMS will provide opportunities to safeguarding children and young people better with improved information sharing. This needs to be appropriately managed through good role based security and timely and accurate recording.

Public Health Implications

12. Children and families should benefit from improved services through more joined up working.

Environmental and Climate Change Considerations

13. The new CMS will enable better electronic communications thereby reducing front line professionals travel time and the need for so many paper communications.

Equalities Impact of the Proposal

14. A privacy impact assessment as commenced to consider any implications for the new ways of working that the new system brings.

Risk Assessment

15. The project maintains a risk register. Key risks include:

| Risk | Mitigating actions |
|------------------------------------------------|----------------------------------------------------------------|
| Project not delivering within budget | Accurate/realistic project plan |
| Project phases not going live at planned times | Regular programme meetings with progress and financial reports |
| Benefits not as great as envisaged | Milestones in place |
| | Supplier has implemented in other LAS so have experience |
| | Taken advice from LAs that have experienced this change |
| | Systems thinking advice |
| | Keeping scope in control |

Financial Implications

16. Capital funding has been allocated, approved on a full payback basis. The figures below provide a forecast of both capital and revenue costs that include

known product costs and project associated costs. Payback in full is planned over 8 years through reduced running costs and efficiencies.

| CAPITAL (years 1-4) | Estimate as at Nov 17 £ |
|-------------------------------------------|------------------------------------|
| Contractor Capital Costs | 854,785 |
| Additional Exercisable Options | 79,015 |
| Two month extension with supplier | 7,000 |
| Supplier Contingency | 3,600 |
| TOTAL SUPPLIER CAPITAL ESTIMATE | 944,400 |
| Non Supplier Capital Costs | 1,306,500 |
| Total | 2,250,900 |
| REVENUE (years 1-8) | |
| Legacy Systems > Replacement systems | -106,000 |
| MRP Interest Payable on Capital Borrowing | 394,000 |
| Training (years 1-5) | 200,000 |
| | 488.000 |

Legal Implications

17. Procurement was through the Council's standard processes and a five year contract is in place with options to extend.

Options Considered

18. Implementation is underway with optional items included for consideration at a later date.

Conclusions

19. The project has made a good start and will deliver real benefits to frontline workers and their managers; as well as facilitating more effective interactions with our service users and partners. Key to a successful delivery is the continued collaboration between Liquidlogic and the Council, and clarity of scope and investment to gain the efficiencies and better ways of working desired.

Terence Herbert
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 4 December 2017

Appendix

Case Management System Vision Summary

Children's Services Case Management System

Vision Summary

The focus is about integrating existing systems across Children's Services which will allow those working with children a single view of the child's journey, a more collaborative approach to multi-agency, multi-disciplinary working and will feed into the vision of:

Wiltshire Council Children's Services vision:

"One joined up approach to making a positive difference to outcomes for Wiltshire's children and young people, ensuring they are safe and have high aspirations."

Liquidlogic Children's Social Care system (LCS) consists of several modules including Early Help Module (EHM), Single View and Early Years and Education System (EYES). These modules can all operate in isolation but we have opted to have an integrated system using the above modules. The Single View module can display information from third party databases which gives professionals an understanding of the case and which other agencies/professionals are involved, which leads to a more coordinated approach.

The Council Children's Services vision is to create a Case Management System to replace the databases currently in use. It will integrate computer systems across the 12 business areas addressing statutory, management and process requirements for Children's Services. Children's Services has changed significantly and the current systems are not the best fit to support our work well. We need a system that enables effective management overview so consistency, performance and impact can be monitored at various levels ie service, team and individual worker/case level.

Children's Service Case Management System Vision:

"A fully integrated system that allows the needs and journey of our children to be seen and clearly understood, ensuring the right services are provided at the right time to achieve better outcomes".

The new ways of working will be in line with legislative requirements and the Council's goals to:

1. Reduce paper transaction and storage, thereby reducing the risk of data loss and duplicated transactions;
2. Enable secure inter-organisational access to, and sharing of, data;
3. Move towards mobile and more efficient ways of working;
4. Review, re-design and stream line out of date processes and practices so they align to the Council's new ways of working;
5. Meet the Government's agenda for Children's Services, educational support, early intervention and social care;
6. Improve the outcomes for children, young people and families.

The project objectives are:

- Improved outcomes for children and young people – better tracking of the child's journey, better evaluation of interventions, workers spending more direct time with families rather than recording, all of which could improve the standard and quality of work. There is also a need to improve the quality of information shared with clients both for current cases and Data Subject Access Requests.
- Improved worker experience – a more intuitive operation, able to see holistic view of the child and who is working with them, alerts, task reminders, family and individual's recording, see the journey of the child, enabling mobile/flexible working and more efficient working.
- Improved manager experience – dashboards to see service, team and individual's performance and workflow, ease of allocation/re-allocation of cases, self-service reporting.
- Improve performance management – instant availability of performance indicators with drill down ability to individual cases, automated central government returns, visibility of key metrics which would aid budget decisions.
- Keeping up with ways of working. National and local expectations change and so do council structures and service delivery requirements. ICT technology and functionality continues to develop and enable improved ways of working.
- Meet the minimum expectations of regulators – expectations are that local authorities have systems that support current ways of working for frontline professionals, give good visibility of the child's journey and facilitate good decision making and evaluation of outcomes.
- Improved supplier support and maintenance – this has been variable and needs to be more timely, appropriate and accurate. Issues with current delivery have impacted on ICT and the business within Children's Services due to problematic upgrades and installations.
- Value for money – whilst the initial cost of changing systems would be high, there could be savings through reducing the numbers of suppliers/systems used through annual support, maintenance charges and less IT infrastructure costs, including the option to utilise secure cloud options that bring about savings due to economies of scale.
- Better functionality - for workers and managers with better data quality and productivity that would be expected by Children's Services. Time and resources committed to improving the quality of data in the current system so it is properly cleansed before it feeds into the new system. In addition, changes to current work flow practices will be required to accommodate and maximise the benefits of new systems and more flexible working arrangements;
- Flexible/mobile working – this includes negating the need for practitioners to return to the office or a hub to update files. This could be done whilst workers are away from the office and can be uploaded via mobile devices. Portals will allow secure windows for partner agencies to view and share information.

August 2017
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