

Scrutiny Committee

Meeting to be held on Friday, 10 February 2017

Electoral Division affected:
(All Divisions);

Update on Core Systems

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Executive Summary

Systems are an integral part of our business. Not only do systems support the way services carry out their day to day business, they also provide an opportunity to carry out tasks more efficiently and effectively and engage with our customers and clients in a different way and in a way that suits their needs better. All of this brings challenges for the organisation but if we get it right the opportunities are significant. This opportunity is being embraced by many other councils and as Lancashire downsizes and looks to reduce costs there is a real opportunity to consider what a Lancashire of the future will look like with ICT as an enabler.

Over recent years the County Council has invested significantly in its core systems and a future pipeline is being developed. This report sets out the current position in relation to core ICT systems and the opportunities for the future.

Recommendation

The Scrutiny Committee is asked to note the report.

Background and Advice

Over recent years the Council has invested in a number of core ICT systems that support key activity across the whole of the council. System implementations have been phased over a number of years. By investing in the council's core systems and targeting the highest volume activities, it was anticipated that there would be benefits including:

- Staff would be able to work more efficiently and would spend less time on administrative tasks;
- Systems would be integrated and would drive out cost;
- Data would be captured only once and used in multiple systems;
- Reporting would be accurate, reliable and in real time

Whilst the technical solutions themselves are critical, the need to challenge existing processes and properly define and implement end to end working practices is key. The programme of work to date has focussed in the following key areas of activity which are now supported by the following ICT systems:

Activity	Core Systems
Finance	Oracle R12
HR and Payroll	Oracle HR and Payroll (HR&P)
Procurement	E-Tendering I-Supplier
Social Care	Liquid Logic Children's (LCS) Liquid Logic Adults (LAS) Controcc Care Portal
Property	Property Asset Management System (PAMS)
Highways	Highways Asset Management System (HAMS)
Project Management	Project and Programme Management System (PPMS)
Core Business	MinkZ Documentum
Customer Access	Genesys

- ***Finance***

Oracle Financials R12 was introduced a number of years ago and is the main system for the council's financial transactions. The system works well and has a number of integrated modules including: financial ledger, accounts payable and accounts receivable. The Oracle product itself is still a high quality product used by many organisations. To ensure the product remains current, the supplier routinely issues software updates and the council has a managed process for ensuring these are applied to our system.

- ***HR and Payroll***

The Oracle system is also used for HR and Payroll. The HR element provides the opportunity for the organisation to manage and monitor staff activity including annual leave and sickness and also enables staff to carry out transactions on line. The payroll module of Oracle is also used to pay staff and is used for all organisations including schools and Lancashire Constabulary.

All of the Oracle Financials modules and HR and Payroll modules are fully integrated and provide the opportunity for staff with appropriate permissions to 'drill down' from high level summary information to detailed transactional detail.

- ***Procurement***

The key systems that support procurement related activity are E-Tendering and I-Supplier. These were introduced as part of the Oracle implementation and allow suppliers to access information on upcoming tenders and also to submit tenders electronically. The i-supplier system offers the opportunity for invoices to be submitted electronically and means that invoices can be submitted electronically and

so long as ordering and receipting processes have been carried out correctly and electronically, invoices can be paid automatically. The functionality for i-supplier has not been exploited to its maximum potential and this will be an area of development for the future.

- ***Social Care***

The numerous stand-alone systems that were previously used by the council to support its social care activity have been replaced with 3 main products (Liquid Logic and Controcc) and are further supported by an in-house development (Lancashire Care portal):

Liquid Logic is a system that is used as a case management system for social care clients. The systems are used widely within the council and also by other key partners and as partnership work developed, there will be even greater opportunity. Liquid Logic as an ICT system is a market leading product and is used by many Local Authorities. The council has two different systems: Liquid Logic (Children's) and Liquid Logic (Adults). Separate systems are needed due to the significantly different working practices and specific requirements for the different types of care and this approach is the norm across the sector.

Controcc is an embedded finance module within Liquid Logic and again the council uses two systems: one for children's social care and one for adults social care. Controcc is an integrated part of Liquid Logic and enables payments to be generated which are then then paid from the Oracle system. The system also captures information on contributions from clients and also third party organisations, such as health.

Care Portal The Care Portal is an in house designed systems that enables providers to see the payments that are to be made to them and to confirm that the detail in support of each payment is correct. The care portal provides an opportunity for providers to inform the council of any changes to packages of care that have been commissioned. These in turn are investigated, and when confirmed, changes are made to the liquid Logic system so that payments to providers can be released.

All of the systems within social care are integrated and ensure that only one record of each client is used for multiple purposes. The systems allow various services, with appropriate permissions, to access some or all aspects of the system at the same time. The system also enables information to flow through the system from maintaining information clients to commissioned packages of care, costs, payments and billing of clients or third parties.

- ***Property Asset Management***

Property Asset Management is a relatively new system and was introduced to the council in July 2016. The system replaced a number of legacy property systems each of which were stand alone and offered no opportunity to integrate data and provide a single view of all of the council's property assets. The PAMS system is delivered by Techforge and is a leading product on the market and is used by a number of other local authorities. The council now has full data on all of its

properties including costs and also all premises management activity that has been carried out. The system is has also been rolled out to schools and will assist in overall premises management and compliance

- ***Highways Asset Management***

The Highways Asset Management system is the latest system to be implemented and work is underway. The Highways solution will see 28 systems replaced by the new Symology solution – again a leading product in the market and used by several other local authorities. The HAMS system will bring together Highways Asset information that has previously been held within a number of stand-alone systems. The system will also reduce the number of steps for specific processes that will enable the council to deliver significant savings.

- ***Project and Programme Management System***

The Project and Programme Management System (PPMS) went live in June 2016 and is the council's corporate tool for managing projects. The solution is provided by CORA, a leading provider and used by other local authorities. The CORA system, as well as providing project management information and clear reporting, is fully integrated and draws budget and costing information from the other property, highways and finance systems. This means that at any point in time, project managers will have a complete overview on the status of their projects in terms of activity as well as cost. The solution has been rolled out to the main areas that use project management tools and a roadmap is in place to roll out to other services over the next few months.

- ***Core Business***

Integral to all of the council's systems is the need to be able to support efficient ways of working. The council has invested in two key products that not only support the systems outlined earlier in the report but also support other key aspirations such as 'one version of the truth' and agile working. The two main systems are Documentum and MinkZ:

Documentum is the council's central repository for all documents. To be effective all documents are scanned and indexed into the various systems. In doing so the council;

- Holds only one version of each record and removes the need to store records on local drives
- Removes the need for paper records to be maintained
- Allows incoming correspondence to be scanned and issued electronically to the relevant department/member of staff
- Allows a number of services to access the same document
- Allows documents to be shared electronically and remotely therefore supporting agile and partnership working
- Ensures all documents relating to a particular client or asset are held together therefore providing a complete picture
- Supports effective records management including retention, destruction and compliance with data protection requirements

All of the core systems fully integrate with the Documentum solution.

MinkZ offers the opportunity to deliver efficiencies through a central mail and print function. Documents can be printed centrally, and where letters are involved, postcodes are checked and once confirmed as valid are automatically placed into envelopes and mailed. Mailing through the central mail room can deliver a number of efficiencies:

- Reduced printing costs through the central printers
- Only issue letters to valid addresses thereby avoiding the cost of returned correspondence
- Reduced mail costs as letters correctly addressed and sorted for the mail contractor and generating volume discounts.
- Enables the council to deal with peaks in demand, whether planned or unplanned
- Barcodes attached to correspondence which means that returned information can be indexed and routed to the correct record/department

- **Customer Access**

A new Customer Access System was implemented in October 2016. The system implementation was scheduled in two phases: Phase 1 – telephony and Phase 2 – additional web features. The previous system was at serious risk of failure and the new solution, Genesys, has provided a much more stable platform. Genesys is a leading product and the additional functionality provided by Phase 2 offers the opportunity to deliver savings to the council. Phase 1 has largely been delivered and Phase 2 is set to start imminently. Some of the additional tools including web chat and enhanced IVR (interactive voice recognition) will support the opportunity to reduce costs through channel shift to more digital, online channels (where it is appropriate to do so).

Most of the core systems have been implemented with consideration for how services can be channelled through a 'single front door' in particular making maximum use of the Customer Access Service. The service itself uses a multitude of the systems outlined above which enables customer queries to be dealt with through a single point of contact. More opportunities exist and a roadmap for rolling out the new functionality to other services is being produced. As part of this process, integrated workflows that enable on line resolution will be introduced thereby reducing the need for costly, manual processes.

OPPORTUNITIES

The significant investment in the core systems provides the council with the opportunity to deliver the anticipated benefits as well as deliver savings. To ensure the council maximises its investment so far it is important that systems are up to date and that opportunities for either enhancement or deployment into other areas of the business are in place. The current systems provide a great platform for the future and plans are already in place to support:

Partnership working

This work is being taken forward in two ways – sharing of data and shared/agile working. The ability to share data with key agencies is in place. A significant amount of work with the care systems has already been developed to ensure the council is able to extract or capture a unique identifier (NHS number) which means that data can be shared with the NHS. Developments for the future that are planned include electronic hospital discharges that will provide real time information on patients that have been discharged from hospital but may need social care.

Discussions are also underway to ensure that staff, regardless of which partner agency they work for, are able to work from shared premises. Engagement with the NHS through the Digital Health Board is strong and this agenda is being taken forward. Discussions are focussed on ensuring and enabling access and sharing of data rather than using common systems.

Performance Management

Enhanced performance management and supporting effective management decision making will be achieved through shared data that means 'one version of the truth'. Data sharing and data management protocols will be agreed to ensure that the right data is captured and maintained and is stored in accordance with statutory requirements. The need to determine and agree data and system owners is a key element to achieving this.

Customer Experience

Single sign on for customers will be achievable through shared portals that provide the opportunity for one route into the council's systems. This will allow customers the opportunity to access the data that they need to. For example, a supplier will only need a single sign on to access tendering/contracts information, submit invoices find out what payments have been made /will be made etc. At the same time we need to ensure that we minimise the cost to our suppliers of doing business with the council. Ongoing engagement with suppliers will be critical to ensure is achieved.

Self Service/Channel Shift

Self-service and Channel shift will be achieved by targeting those services that are suitable for self-service and providing options that are easy to use, provide a good customer experience and allow for transactions to be completed with minimum manual processes. Integrated workflows and the new functionality through the new Customer Access system will be used to support this and ensure the most efficient ways of working. At the same time we need to keep pace with technology and changing needs for the customer and ensure that our channels remain relevant. On-line and digital will not be suitable for all of our clients and customers and we need to recognise this. At the same time we need to recognise that many customers want access to systems through mobile devices and we need to respond to this.

Managed Front Door

Integrated systems and joined up processes provide an opportunity for more service enquiries and requests to be channelled through a single front door. This reduces overhead costs of managing and dealing with requests through multiple locations and channels.

Agile Working

The implementation of the Council's Property Strategy will create a more agile workforce in some areas. Supporting this workforce with technology that supports this way of working will include investment in technology and infrastructure in our buildings, remote access to systems and the investment in the core business systems support this requirement.

Managing the ICT Estate

Many of the core systems replace existing systems. These systems incur costs including licences, back-up and storage of data as well as support costs to keep the systems going. A focussed programme of work to ensure legacy systems are fully decommissioned and costs removed from the organisation is currently underway.

Much of the above can be supported through technology but to be really effective the culture within services and the organisation as a whole will need to recognise the need to change and the benefits of doing so. At the same time it has to be recognised that technology alone cannot achieve this, and that the need for services to engage and at times challenge and change working practices and processes will be needed. This is a major challenge for all organisations and will be picked up as part of wider approach to developing our workforce.

Consultations

Implications:

This item has the following implications, as indicated:

Risk management

The risks of system implementations are managed as part of the project implementation plans.

Local Government (Access to Information) Act 1985 List of Background Papers

Paper	Date	Contact/Tel
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