Audit, Risk and Governance Committee
Meeting to be held on 29th January 2018

| Electoral Division affected: |
| N/A |

Liquid Logic System Update

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Executive Summary

The Audit, Risk and Governance Committee received a report in June 2017 that set out the improvements made to the Liquid Logic system, the proposed next steps for the system and an update on how governance arrangements for system developments and implementations had been progressed.

At the request of the Committee, this report provides a further update outlining action taken in relation to the Liquid Logic System over the past 6 months.

Recommendation

The Audit, Risk and Governance Committee is recommended to consider the report and comment as appropriate.

Background and Advice

In June 2017, the Audit and Governance Committee received a report that set out the latest position on the Liquid Logic Social Care Systems for Children and Adult services and updated on progress made to date. The report set out the principle issues and the actions being put in place to resolve them. The report also outlined new governance arrangements which had been put in place to enable an improvement in the management and control of systems and the understanding of roles and responsibilities.

The principle issues reported were:

- Misalignment of staff hierarchies and Liquid Logic Adult Services (LAS) and Liquid Logic Children's Services (LCS) and delays in keeping systems updated and accurate;
- Uncoordinated system changes requested and unclear ownership and responsibility for the systems requiring clearer governance arrangements;
- Quality and accuracy of data within the systems and a backlog in the required data cleansing process;

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- Delay in updating 'Date of Death' information on LAS;
- Maintaining a consistent and sustainable BAU operating model to prevent the re-occurrence of issues;
- Management of providers still using paper invoices.

Whilst some actions were reported through the previous report presented in June 2017, this current report provides additional information.

Progress to Date

- Misalignment of staff hierarchies and Liquid Logic Adult Services (LAS) and Liquid Logic Children's Services (LCS) and delays in keeping systems updated and accurate:

Work to ensure that social work structures, authorisation levels etc. are accurately reported within LCS is now complete. The maintenance of this information forms part of the Business as Usual (BAU) operating model. A similar process for LAS is nearing completion.

- Uncoordinated system changes requested and unclear ownership and responsibility for the systems requiring clearer governance arrangements:

Strong governance arrangements continue to be in place across both LAS and LCS as detailed below:

System ownership for all systems has been transferred to the Core Systems/ Transformation team with dedicated, named resource attached to the system. This first line of contact will be crucial in ensuring a line of sight for the Director of Adult's Services and the Director of Children's Services on all system related activity.

Portfolio Review Boards are now in place for key service areas including LAS and LCS to enable the 'Business Users' to be actively engaged, make 'key decisions', understand and be more responsible/accountable in the systems they use. These have been developed with key managers across Adult and Children's Services.

System development roadmaps have been developed for both Adult and Children's Services. These provide the key monitoring document for senior managers within the service. The documents will require the agreement and approval of the Director of Adult Services and the Director of Children's Services.

Best practice guidance for all system implementations has been developed and will be followed in all cases. The Core Systems/Transformation team will be responsible for carrying out the overview and co-ordination role for all changes to systems in consultation with service managers, Directors and through the relevant Portfolio Review Board.

A series of working groups have been established and meet on a regular basis, chaired by senior staff. These report regularly to the Adult Services Senior Management Team and the Children's Services Senior Management team. Sign-off and approvals are required, in most instances, by the Director of Adult Services or

Children's Services to ensure that senior management oversight of issues remains part of the ongoing 'business as usual' processes.

- Quality and accuracy of data within the systems and a backlog in the required data cleansing process:

Liquid Logic Adults – Project Accuracy

Following on from the success of Project Accuracy for Children's Services Project Accuracy for Adults was initiated in June 2017. The primary focus was to improve the accuracy and quality of data contained in LAS and associated systems and to ensure that managers and teams within Adult Social Care have the information they need to manage their work, and are confident in its accuracy. This has included the:

- Alignment of the hierarchy structure with Oracle and the reiteration of processes for BAU change, thus allowing Business Intelligence to support checks in data accuracy, and to be able to identify and support improvements

- Clarification of business processes, addressing and correcting issues or gaps identified,

- Updating the Adults Roadmap with identified projects from Project Accuracy Core Groups.
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- Clearance of the data cleansing backlog

PROJECT NAME	CPLI's	Status
Domicillary Support Living (External) (Sleep In)	3120	Completed
Care Navigation Back Log	2200	Completed
Autism Pricing Agreements (Controcc)	10000	Completed
Business As Usual Backlog	830	Completed
Telecare	14	Completed
Incorrect Frequency	331	Completed
Postcodes for ContrOCC Performance Test	136	Completed
Postcode Data Cleanse	1500	Completed
Overlapping CPLI (Residential) Data Cleanse	257	Completed
Rolling Respite	30	Completed
Unactivated CPLI Data Cleanse	111	Completed
Extra Care	142	Completed
Direct Payment One Offs	1300	Completed
Extra Care - Corrections	142	Completed
Reablement	500	Completed

All significant data cleansing 'backlogs' have now been cleared, and data management has progressed to a BAU status undertaken by the Care Navigation team.

- Delay in updating 'Date of Death' information on LAS:

Issues were highlighted in the previous report regarding the delays experienced in recording 'date of death' information within the Liquid Logic System, causing significant impacts on system efficiency.

Care Navigation are now receiving notifications of death directly through registrar's records, and are actively updating the Liquid Logic system as a priority. This has delivered improved data accuracy within LAS.

- Maintaining a consistent and sustainable BAU operating model to prevent the re-occurrence of issues:

The last report outlined how changes in the operating model could contribute to the overall effectiveness of the commissioning system for Adult Social Care.

A large majority of the social care teams have now transferred the commissioning element of the service to the Care Navigation function; and a clear map of targeting the remaining services has been set out and will be completed over the next few weeks.

These changes have helped to establish a consistent approach in commissioning care and this positive impact has contributed to assisting in planning and forecasting as well as uplifting individual elements of care.

Closer working with the systems team (through the named resource) to identify any inconsistencies or problems is also in place and, where necessary, corrective action is taken.

Continuous monitoring of changes is also being undertaken to identify all areas of practice that could be improved/made consistent to reduce the number of changes/ queries to a minimum. This is reported and agreed through the Portfolio Review Board.

A principle area of work for the Core Systems team has been in relation to the recent award of the Homecare Framework contract. There are two phases to this work:

Phase 1 – Service users staying with Provider

This significant piece of work involves transferring service users with successful providers from old contract to new to facilitate new payment amounts along with all the reporting requirements identified as part of home care mobilisation. This process has provided a challenging opportunity to evaluate the robustness of the operating model put in place, and has been a success, delivering the necessary outcomes ahead of schedule. (Note -there is a small number of outstanding packages which are being addressed on an individual basis).

Discussions have now taken place with Care Navigation to put in place arrangements for the transfer of this function to them as BAU from 1st April 2018.

Phase 2 Service Users Changing Provider

This is being completed on a provider by provider basis. This work has been transferred to Care Navigation and it is anticipated it will be completed by the end of December 2018.

- Management of providers still using paper invoices.

On the last update it was recognised that there are a small number of providers that are still providing paper invoices rather than electronic invoices.

A project is currently underway on the further development of the Care Portal. This will focus on improving the effectiveness of the portal and to encourage providers to understand the benefits to them of utilising the full range of electronic opportunities it provides. This will include the electronic invoicing option. This will enable the matching of invoices electronically through more efficient, cost-effective and accurate mechanisms, which will not only reduce costs for the Council but will also improve provider's experience by helping to ensure that payments are made more quickly and accurately.

Consultations

N/A

Implications:

Financial

There are no financial implications as a result of this report.

Risk management

None

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

Paper	Date	Contact/Tel

N/A

Reason for inclusion in Part II, if appropriate

N/A