Cabinet Committee on Performance Improvement
Meeting to be held on 4 March 2014

Electoral Division affected: All

Update on Major ICT Projects

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Executive Summary

This report provides a summary of the current position for a series of major ICT projects which support the delivery of core elements of the County Council's services:

- the replacement of the Social Care systems for Adults and Children's services;
- the creation of a Document and Record Management Service to manage documents and associated workflows;
- the implementation of an Asset Management System.

These are high value, complex pieces of work, and as with all major ICT projects, carry with them significant risks. They are critical to the County Council's vision for how it will transform the way in which it provides services. In order to ensure they deliver the expected benefits and mitigate the risks, the projects are all being run in accordance with project management best practice, with clear scope, budget and deliverables, and regular engagement with all of the key stakeholders. This rigour is paying dividends, with all three projects remaining substantially on track to deliver to planned timescales, budgets and quality standards with two now in the latter stages of delivery.

This report provides an update on these three projects, summarising the aims and objectives of each, and documenting the status of the workstreams by which these key pieces of work will be delivered. This report does not report on financial or budgetary matters.

Recommendation

The Cabinet Committee on Performance Improvement is asked to note the progress to date and plans for future work on each project.

Lancashire
County
Council

Background and Advice

Social Care System Replacement

The County Council's social care provision is significant: we support around 30,000 children, young people and adults with both internally delivered and externally commissioned services. Since 2001, the ICT provision to manage the service has been via an internally developed system known as ISSIS which supported both Adult, Social, Health and Wellbeing services (ASH&W) and Children and Young People's services (CYP).

ISSIS needed to be replaced to ensure continued high-quality service delivery and cost effectiveness. A key principle of this initiative is to support the overall transformation within the County Council towards integrated social care, finance and education working processes.

The Social Care System Replacement Programme consists of two dedicated projects – one to replace ASH&W Services IT system and one to replace CYP IT system. The purpose is to deliver a modern social care IT system from a company called Liquidlogic that can be used by all professional social work staff in the county. This is a major piece of work that will play a critical part in how the County Council delivers social care in the future. The benefits of the new system can be grouped under four headings:

Facilitating Social Care Service Transformation

- Supports the delivery of a more customer focused service and provides efficiencies that assist in workload management, increasing the opportunity for direct interaction with the public
- Provides the opportunity for the Council to realise the benefits of more modern, efficient recording practices, in line with legislation.
- Delivers a platform which supports and encourages flexible and mobile working, with a primary focus around assessments and reviews in citizen's homes.
- Delivers an integrated social care solution that will define business processes and procedures more clearly and provides an intelligent, forms-based case management system.
- Use of a single system across the service with resulting improvements in the quality of electronic case recording, will make easier any future restructuring of the service, information-sharing or integration with partner agencies. This will increase the efficiency of dealing with contacts and referrals into social care and enable the further development of the CAF process and intervention from early support services where social care does not need to get involved.
- Operational delivery will be better supported through improved links between child care, fostering, adoption, finance and health information.
- New tools will be made available to managers to assist with supervision, including ability to view the status of tasks and cases allocated to a worker or team.
- Provides improved facilities to produce management reports more quickly and easily.

1. **Improving Compliance**

   - Supports compliance with various Central Government requirements, specifically:

     - The processes around Children Looked After
     - Child Protection and legal services
     - The Electronic Social Care Record (ESCR)
     - Multi-agency working.
     - The electronic Single Assessment Process (eSAP).
     - Self-directed support agenda.

   - Provides the capability to measure and deliver evidence of performance in line with statutory and local management information.
   - Enables Court standard documents to be produced directly from the system.
   - Increases policy / statutory compliance with a reduction in time between policy change and system update.
   - Workflow and 'case pathway' will ensure that in every case the correct sequence of tasks will be followed as defined in the business process model and procedures.
   - Increases accuracy and efficiency of statutory reporting with a reduction in time required to cleanse data for statutory reports and decreases the number of identified data errors in reporting.
   - Better data protection with no access to data by users without legitimate relationships.

2. **Improving Service User Experience**

   - Increases service user choice with increase in number of service types communicated to service users.
   - More responsive service with better quality of service provided through the use of a more integrated system, e.g. single system used in the Customer Service Centre rather than multiple systems.
   - At key decision points all relevant known information is on hand to inform the decision e.g. increases access to case file information when at service user's homes with increased social worker time with service users through the provision of offline functionality within the system.
   - Workflow and electronic alerts will contribute to further improvement in the time scale for completing assessments & reviews.
   - Increases monitoring of service level compliance from external providers
   - Better quality of documentation and communications to children and their families and other professionals involved.

3. **Staff Workload Optimisation**

- Improves productivity with a reduction in amount of time re-keying data, manually copying data into system, correcting errors, duplicating information between systems.
- Supports integration and interfaces with other case management systems and corporate systems such as the Document Management Service.
- Better synchronisation of finance data with a reduction in manual / multi-step data exchanges between core data and finance data.
- Increases management support with a reduction of managers' time on the system.
- Optimises capacity with a reduction in use of agency staff; increased utilisation of internal staff.
- Better information sharing with a reduction in 'offline' requests for information from other agencies, partners etc.
- Electronic forms will be pre-populated with demographic data and utilise 'copy forward' functionality that brings forward information gathered at an earlier stage; this will save time for practitioners by reducing the need to input data twice and will ensure that all information gathered is appropriately reviewed and followed up.

Project Update

In order to get a project of this scale and importance underway requires a significant amount of activity before the implementation proper can commence. To this end:

- during 2011, work was undertaken to identify the business requirements for the programme. These were documented and formally approved by CYP and ASH&W in January 2012;
- during 2012, invitations were issued for tenders for a solution to deliver the business requirements;
- these tenders were evaluated during 2012, with the outcome that the solution offered by Liquidlogic was selected by the County Council as its preferred solution;
- formal contracts were negotiated and agreed during late 2012, with the formal implementation programme commencing in January 2013;
- a joint project team was established of ASH&W, CYP and ICT representatives and that team has worked together during 2013 and 2014 to develop and implement the solution.

The overall programme approach is a phased implementation. Both ASH&W and CYP projects are being run in parallel, however the training stages of each project cannot be accommodated concurrently due to the volume of staff who need to be trained. As such, one of the projects will need to go live ahead of the other, hence the phased implementation approach.

Both projects are on schedule in terms of both budget and delivery timescales. The following tables show the status of current and recently completed activities.

Liquidlogic CYP Project Milestones

Milestone	Date	Status
Initial Liquidlogic solution installed for evaluation	February 2013	Complete
Initial Design complete	March 2013	Complete
First Lancashire configuration delivered	April 2013	Complete
Cycle 1 Testing complete	June 2013	Complete
Cycle 2 Testing complete	August 2013	Complete
Cycle 3 Testing complete	October 2013	Complete
Cycle 4 Testing complete	December 2013	Complete
User Training commences	January 2014	Complete
Cycle 5 Testing complete	February 2014	Complete
Project Go Live	March 2014	On Target

Liquidlogic ASH&W Project Milestones

Milestone	Date	
Initial Liquidlogic solution installed for evaluation	February 2013	Complete
Initial Design complete	March 2013	Complete
First Lancashire configuration delivered	May 2013	Complete
Cycle 1 Testing complete	July 2013	Complete
Cycle 2 Testing complete	September 2013	Complete
Cycle 3 Testing complete	November 2013	Complete
Cycle 4 Testing complete	January 2013	Complete
User Training commences	March 2014	On Target
Cycle 5 Testing complete	April 2014	On Target
Project Go Live	June 2014	On Target

In terms of future activity, in addition to delivering many benefits in its own right, the initial solution will also form a platform to allow the County Council to further improve the effectiveness of its social care solutions and to support the Health Integration agenda.

Lancashire County Council is a pilot authority, working with the Department of Health to implement a solution to provide the sharing of information in Child Protection cases. We are also working to implement a solution to enhance our processes around Early Intervention to provide a more robust service to vulnerable children. Both of these build upon the core Liquidlogic system and will be implemented during 2014.

Document Management Service Project

The Document Management Service project will deliver a coherent, county-wide approach to electronic document and records management, workflow and case management, integrated into core applications and business solutions. The principles that the project is adopting are as follows:

- the use of paper to convey or store information is the exception rather than the norm;
- information is by default electronic;

- the status of any given job and the performance of processes, teams and individuals can be queried, monitored and reported objectively, electronically and with minimal effort;
- all documents and records are managed, 'cradle-to-grave', professionally and in a fully-compliant manner without loss, and maintained with full legal admissibility, without consuming undue storage;
- accurate, complete and up-to-date information is instantly accessible by all staff, securely and wherever they may be working, on whatever device;
- automation is the norm;
- solutions are built around the needs of the user.

This will deliver the following benefits:
- improved staff productivity;
- increased data and content security;
- reduced storage costs;
- the implementation of agile working;
- reduced accommodation costs;
- lower levels of risk around loss of information and silo based data storage;
- more meaningful management information;
- a strong platform for delivering excellent quality services at reduced cost.

The project involves implementing a product called Documentum, from a company called EMC, which can manage all forms of content and business processes across the County Council. The capability it will provide gives the foundation for the delivery of the council's wider business change programme, allowing core business applications and processes to be streamlined.

The Document Management Service platform will comprise three main elements:
- an Enterprise Content Management platform, to manage all forms of unstructured content – records, documents, etc – both for stand-alone use and tightly integrated with line-of-business systems;
- a Business Process Management toolkit which will automate, manage, monitor and transform processes across the County Council, integrating with local workflows and replacing manual operations wherever viable;
- a Document Handling Centre which will capture and process white mail, fax and 'service-specific' email communications as they enter the organisation. It will also streamline output to reduce printing and postal costs and encourage channel migration.
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These core elements will be integrated with each other and with a range of services, processes and Line of Business systems and workflows. The result will be a solution that reduces the use of paper, streamlines processes, reduces transactions, saves money and delivers improved management information across the County Council.

Project Update

Delivery of the Document Management Service has been split into seven work packages. These are not sequential however but are being delivered in parallel where possible.

Work Package One: Involves creating the basic hardware environment, installing and configuring the Documentum software.

Work Package Two: Creation of an Electronic Social Care Record (ESCR) capability, supporting the integration of Documentum with current ISSIS social care system. The interface is also designed and built for seamless migration to the ISSIS replacement, Liquidlogic.

Work Package Three: The migration of all existing content from current document management system (CERMS) to the new platform. This needs to be carried out with robust validation, and with assurance of no loss of data integrity, full business readiness and go-live support. Once completed, CERMS will be decommissioned.

Work Package Four: The creation of a Child Protection Portal on Documentum, to support secure, multi-agency collaboration around documents and processes related to child protection case conferences.

Work Package Five: Implementation of full inbound and outbound Document Handling Centre. This may include tuning/enhancing the smart indexing, and the use of/integration with Print and Output Management software to optimise the use of equipment and postal charges.

Work Package Six: Development of a 'templated' methodology and toolset to allow staff to exploit the Documentum platform as necessary to deliver business value. The Methodology will allow technical staff to:

- Configure and administrate all aspects of the product.
- Support the creation, deployment and maintenance of complex workflows.
- Develop and integrate interfaces to other line of business applications.
- Provide staff with the tools and skills to manage the future migration of content from fileshares and other repositories.

Work Package Seven: Use the 'templated' methodology and toolset to deliver value to three initial selected business areas. This is intended to demonstrate the value and power of Documentum and the Methodology, whilst delivering 'quick wins' for the County Council. The three business areas under development are:

- Social Care finance systems/Oracle Financials
- Social Care Printing
- Emergency Planning

The current status of each Work Package is shown in the following table.

Work Package	Date	Status
1 – Product Installation and Scanning Set Up	May 2013	Complete
2 - Social Care Record (ESCR) Interface	Mar 2014	On Target to coincide with CYP Liquid Logic Go Live March 2014
3 – CERMS Migration and Training	Feb 2014	Complete
4 – Child Protection Portal	May 2014	On Target
5 – Expanded Document Handling Centre	Feb 2014	Launched, now live with Social Care
6 – Templated Methodology	March 2014	On Target
7 – Initial Business Implementations	Jun 2014	On Target

The majority of the initial Programme is now delivered, with the key remaining activity being the Child Protection Portal, a new system for Emergency Planning and some services for the implementation of Liquidlogic for ASH&W.

Beyond this initial Programme, a road map of work is being developed by the County Council that will exploit the Document Management Service in the coming years. The Document Management Service transformation team is now in place and trained to utilise the capabilities of the software to deliver the road map and support a range of projects that will benefit from using the Document Management Service technology and Document Handling Centre.

Asset Management System

An Asset Management Review has been carried out to determine whether the current ICT systems supporting the Highways and Property Asset Management business areas are fit for purpose. This review was carried out co-operatively by ICT and County Council staff and it paid close attention to the business transformations being carried out in these business areas.

In both the Environment Directorate and the Property Function, much work has subsequently been carried out to establish new, more efficient processes and deliver savings, albeit based on the continued use the existing IT systems. This overall transformation process and the establishment of the new operating model is expected to continue in 2014.

The review concluded that the current ICT systems are not fit for purpose, being unable to adequately meet the needs of the reorganised business services due to a poor level of functionality, a lack of integration between the many different components and the difficulty and cost of enhancing them to meet current and future

needs. It went on to recommend that they should be replaced by best of breed, market leading solutions.

A high-level market assessment and subsequent benefits and risks analysis was conducted of the leading, third party integrated Highways and Property Asset Management Systems and Project & Programme Management Systems (PPMS). The review proposed the stages in the road map to deliver the recommended ICT transformation:

- specify and plan the works to be carried out, and finalise supplier contracts, project plans, costs and benefits;
- review the existing data sets and determine the strategy for what data is to be collected/migrated and maintained in future;
- formulate the future business processes and strategy that would determine how the new Asset Management System must operate;
- deliver the ICT transformation as part of the overall business transformation that the County is undertaking.

The estimated timescales for carrying out the recommendations set out in this report are shown in the following table.

ICT System	Pre-work (Months)	ICT Implementation (Months)	Total Duration (Months)
Highways	6	18	**22**
Property	5	11	**16**
PPMS	4	18	**22**

Progress to date on the project is shown in the following table.

Programme Stage	Date	Status
Establish Business Requirements	October 2012	Complete
Conduct Market Assessment	June 2013	Complete
Document Business Case for new system	July 2013	Complete
Implement new Street Works system	April 2014	On Target
Obtain County Council Sign off	May 2014	On Target
Plan implementation	July 2014	On Target
Implement Property solution	October 2015	On Target
Implement Highways solution	July 2016	On Target
Implement PPMS	July 2016	On Target

Consultations

All decisions concerning the implementation of these three projects are being made in conjunction with and ratified by senior county council officers in the affected business areas

Implications:

This item has the following implications, as indicated:

Risk management

This report does not seek a decision, however were the ICT projects discussed in this report to be halted or deferred it would have a serious impact on the County Council's ability to implement its transformational change programme, and therefore to realise the associated saving and service improvements.

List of Background Papers

Paper   Date   Contact/Directorate/Tel

N/A

Reason for inclusion in Part II, if appropriate

N/A