

**Report of Director of Adult Social Services**

**Report to Corporate Governance and Audit Committee**

**Date: 21<sup>st</sup> January 2014**

**Subject: Update 4 - Shared Service Partnership with Calderdale Metropolitan Borough Council to meet Adult Social Care Technology Requirements**

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Is the decision eligible for Call-In?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

**Summary of main issues**

- 1 This is the fourth report presented to the Corporate Governance and Audit Committee, regarding Leeds City Council's partnership agreement with Calderdale Metropolitan Borough Council (MBC) for the sharing, use and joint development of its Case Management and Information System named CIS (Client Information System).
- 2 The main issues covered in this report are as follows:
  - The governance arrangements detailed in previous reports continue to provide effective management and control of the partnership arrangements and implementation of the new system.
  - The implementation of the new system continues to progress well across the key areas, which include:
    - CIS implementation
    - EDRMS
    - Enhanced reporting and business intelligence
    - Data preparation and migration
    - Establishing business readiness
  - Issues reported previously with the capacity and capability available from Calderdale MBC have been resolved to enable the development and build of the system by Calderdale to be completed by April 2014 as planned. This position is being closely monitored by the Delivery Board and any risk of a deviation from planned timescales will be escalated to the Partnership Board.

- The social work team that will be working on the implementation are now all in place. The team is made up of different roles; from service manager, team manager, social worker and administrative support, with a wide and extensive knowledge of the service. Their primary role is to ensure the system is fully fit for purpose and that operational teams are ready to use it. At the time of writing this report the team were in the final stages of gaining a detailed understanding of the new system and how it will be used in Leeds.
- The draft Care Act is currently going through the reading stages of the Parliamentary process, however, we have known for some months now that there will be significant implications for both the design and development of CIS as a result of the proposals in the Act. The potential requirements of the Care Act influence all work-streams as the system and data not only need to be fit for purpose for Day 1 but also to be in a position to meet the Care Act requirements in 2015 without major re-work. Whilst there remains a significant amount of unknowns in relation to the final requirements of the Act these are under constant review and considerations are being made to current and future development of CIS throughout the build process. In addition, the key remit of the Joint Strategic Development Group is to develop the future roadmap to meet these future challenges.
- The final Day 1 version of Leeds CIS will be built and ready for final testing for April 2014. Based on lessons learnt from the Children's migration, and the need to wait until that was complete before the full migration team was available, the data migration phase is currently planned for completion by June 2014. Migration is the critical phase of the project and a dedicated migration board is in place, led by an operational Head of Service, to manage the challenges and intricacies of the project.
- The project is on track to deliver the new system, to the level of quality expected in the re-planned dates outlined above. These outcomes are and will continue to be delivered within the approved budget.

## **Recommendations**

- 1 It is recommended that the Corporate Governance and Audit Committee review the position outlined in this report and note the progress that has been made, as well as the challenges that have been resolved. Corporate Governance and Audit Committee members are invited to make comments and raise any concerns to support the successful implementation of the programme.
- 2 It is recommended that the Corporate Governance and Audit Committee agree to receive a further report on the progress of the programme following the successful implementation. However, if any further issues are encountered that affect the quality, cost or timescales of the implementation, it is recommended that these are raised with the Chair of the Committee and brought back to the full committee if deemed appropriate.

## 1 Purpose of this report

This report has been written to provide an update on the progress of the ASC Systems Review Programme. It will provide assurance to the Corporate Governance and Audit Committee members that the challenges that have been faced have been resolved and the project is on track to provide the required technology solution within Adult Social Care.

## 2 Background information

2.1 Leeds City Council has entered a partnership agreement with Calderdale MBC to share, use and jointly develop its case management and information system CIS. As agreed by Leeds City Council's Executive Board in July 2012, this solution will replace the current bespoke case management system in Adult Social Care (ASC), named ESCR, and the accompanying ESCR financial system.

2.2 The ASC Social Care Systems Review Programme was established to manage the implementation. The programme consists of five main areas of activity:

- **CIS implementation:** the implementation of Calderdale's CIS case management system, including integrated financial and contract management modules, in partnership with Calderdale MBC to meet Leeds' requirements
- **EDRMS:** The implementation and integration of Leeds City Council's corporate Electronic Document and Records Management System (EDRMS) in parallel with the implementation of CIS. This will enable a single, fully electronic client record.
- **Enhanced reporting and business intelligence:** The development and build of a reporting and business intelligence (BI) solution to meet the reporting requirements of ASC through the use of existing corporate reporting and business intelligence technology
- **Data preparation and migration:** The work to prepare all of ACS's data and move it into the right places in CIS from existing data sources such as ESCR, ESCR Financials and bespoke spread-sheets.
- **Establishing business readiness:** The preparation of the business (service areas within ASC) for the new system, including establishing the systems and processes to ensure the benefits of the new system are realised and full training on CIS is rolled out across ASC

## 3 Main issues

### 3.1 Governance Arrangements

3.1.1 The governance arrangements continue to provide effective management and control of the partnership arrangements and implementation of the new system.

3.1.2 The governance has proved effective in escalating and resolving the issues previously reported. In addition the management of risks within the

governance structure has been reinforced to mitigate any further impact on the delivery of the project.

## 3.2 Progress To Date

- 3.2.1 **CIS implementation:** The second of the four planned releases of Leeds specific CIS developments has been successfully tested. Testing of the third release is scheduled to start mid-January and it is confirmed that the final release will be available before the end of March.
- 3.2.2 **EDRMS:** The first release of the corporate electronic document records management solution (eLeeds) and its integration with CIS is scheduled to coincide with Release 3.0 of CIS. Full testing will be carried out on both applications and their integration through February and early March
- 3.2.3 **Enhanced reporting and business intelligence:** The design and build of the solution is still on track in-line with the CIS development and release schedule. Work is also continuing to ensure the solution is being developed in a way to meet the changing information needs driven by integrated health and social care services and the future care reforms (Care Act). Contingencies are also being developed to meet new Zero Based Review legislative reporting requirements for 2014/15.
- 3.2.4 **Data preparation and migration:** Work is continuing to improve the quality of the data for the 15,000 open ASC client cases and prepare these and the 85,000 other cases to be migrated. Work has also been completed to identify and prepare the 165,000+ attachments currently on ESCR ready to migrate. At the time of writing this report the full migration team was transferring to the ASC project on completion of the Children's migration. By mid-January the detailed migration design work will be well underway and the build of ASC migration files started as planned. There are several million rows of data which will be extracted from the existing ESCR system and migrated to the new system.
- 3.2.5 **Establishing business readiness:** The engagement and involvement of operational teams and social care practitioners is essential to the success of the project. Detailed business implementation and engagement plans have been put in place taking into consideration the day-to-day pressures of frontline staff. The engagement that has taken place in ASC has been vital to ensure the design of the system is fit for purpose.
- 3.2.6 For all work-streams the programme continues to be delivered within the budget allocated.

## 4 Risk Management

- 4.1 The innovative approach to forming a partnership with Calderdale and the implementation of their CIS case management system carried with it a significant number of high risks, due to its very nature, as recognised by both this Committee and the Executive Board.
- 4.2 From that significant number of risks (42 of which 31 were rated high or very high), the only 2 major issues that have arisen have been effectively managed through the governance arrangements. The boards in the governance model

will continue to monitor progress and manage dependencies, risks and the budget to ensure the effective delivery of the project.

4.3 Due to the programme being implemented in a time of unprecedented change across ASC, the environment in which the project is being delivered is highly complex, including:

- The integration of health and social care
- Significant service changes in response to the Better Lives Programme
- Service wide preparation for the social care reforms (Care Act), including changes to technology
- Significant financial pressures
- Increasing demand and operational pressures on front-line staff

A key responsibility of the Boards within the governance structure will be to continually review the position throughout the implementation and act accordingly.

## **5 Conclusions**

5.1 Progress continues to be made on all areas of the programme including the preparation of our data for migration; establishing business readiness; integration with EDRMS; reporting and business intelligence and the initial LCC CIS build in addition to the release of the first LCC specific CIS developments into LCC

5.2 The Corporate Governance and Audit Committee can be reassured that the established governance arrangements not only continue to effectively manage the risk and challenges posed by such an innovative programme but also ensure we are positioned to meet the emerging challenges presented by the future social care reforms

5.3 The issues that have been encountered have been resolved. Action taken to re-schedule some of the work and the impact of this on timescales has been carefully considered. The re-planned timescales enable ASC to minimise any impact on frontline services whilst not compromising on the level of quality expected from the solution.

## **6 Recommendations**

6.1 It is recommended that the Corporate Governance and Audit Committee review the position outlined in this report and note the progress that has been made, as well as the challenges that have been resolved. Corporate Governance and Audit Committee members are invited to make comments and raise any concerns to support the successful implementation of the programme.

3 It is recommended that the Corporate Governance and Audit Committee agree to receive a further report on the progress of the programme following the successful implementation. However, if any further issues are encountered that affect the quality, cost or timescales of the implementation, it is recommended that these are raised with the Chair of the Committee and brought back to the full committee if deemed appropriate.