

Corporate Services Overview and Scrutiny Committee

17 September 2015

Client Information Systems Project– Progress Update

Recommendation

That the Corporate Services O&S Committee is asked to note and comment on the progress made to date with the Client Information Systems Review.

1.0 Background

1.1 The Client Information System project was established to replace existing legacy systems across Social Care, Education, Strategic Commissioning and related support Services. The project's aim is to support the ongoing change agenda by enabling the Council to meet strategic change objectives (such as the Care Act, Better Care Fund and Children's and families Act), modernising our systems to be agile in the support of change and to join up customer information.

1.2 The scope of the project covers circa 160 information systems and data sources, 2000 users, 66 business areas and over 20 years of customer data (circa 300,000 records).

1.3 The Client Information Systems Review Project reported the successful procurement and installation of a new Social Care System to replace Carefirst to O&S in February 2015 i.e. Mosaic, a product of Corelogic, who supply systems widely across the UK.

1.4 The report outlined the further work and associate risks required to progress the configuration and implementation of the system (due for completion in December 2015) and for the procurement of an Education System.

1.5 This update therefore provides Corporate Services O&S with a further update on progress as previously agreed.

2.0 Progress to date

2.1 The Social Care Implementation has continued to make sound progress with:

- Forms and process development in Mosaic is now well underway across a number of business areas including Fostering, Children in Need, Common Assessment Framework, Reablement and Adults Safeguarding, Hospital Discharge, OT, Priority Families & Adopters.
- Early Help Business Processes are on track to be configured and signed off by the business in August 2015.
- A completed and agreed Privacy Impact Assessment has defined how customer information will be protected in the new environment.
- A role based security model has been agreed offering increased security benefits (not available in our current system). This is now being configured for the Early Help workflow.
- The project team have let a contract to Sirena (an external training provider) to deliver the training content required for go live. Sirena are now onsite and are developing the material for Early help go live in August
- Benefits profiles are being established for Early Help to identify the tangible and non-tangible improvements the system change will deliver.
- A data migration test successfully transferred 15,000 person records with basic demographic data from ShareCare into Mosaic.

Despite this progress, the project implementation has experienced delays. These are as a result of the impact of wider organisational changes, national strategy implementation and staff turnover across the organisation and not unusual in a project of this size and complexity. The consequence (despite the good business engagement and the tenacity and commitment of the people involved) has been to limit business capacity and availability to support change.

To mitigate these delays a re-planning exercise was delivered and a revised plan agreed which aims to deliver Early Help in November 2015 and Adults and Children's Social Care in March 2016 (the originally planned dates were for the three areas to be implemented by December 2015)

2.2 The procurement exercise for an Education System was successfully completed but was inconclusive with no preferred supplier identified.

A key challenge for the procurement of an Education System is integration with Social Care to create a single view of the customer. This functionality is required to deliver requirements such as an integrated Education, Health and Social Care Plan.

As a consequence of the procurement outcome a further exercise was commissioned to explore the reuse of functionality in existing systems in line with the ICT Strategy. This exercise is to focus on functionality to ensure information is held or integrated across systems to reduce the need for double keying. (This is a very significant drawback).

A position has therefore been agreed to progress a further detailed mapping exercise to provide assurance that any solution can deliver the authorities

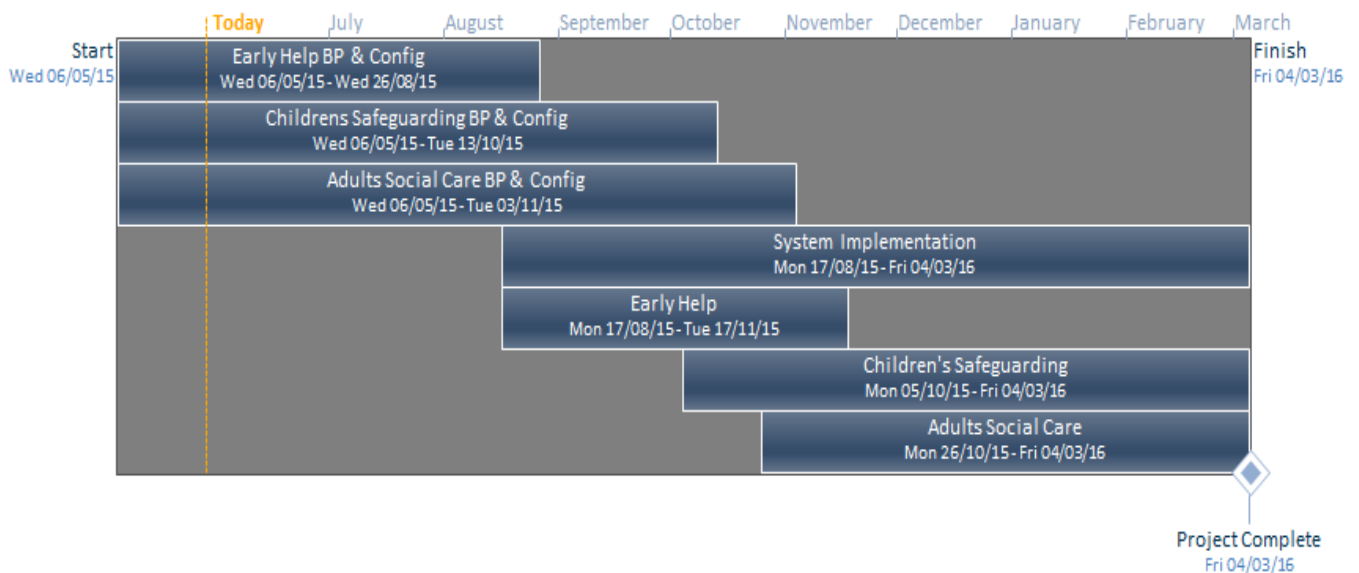
requirements before any contractual decision is made. As a result the project will be delivered in 2016/17.

- 2.3 The replanning exercise has impacted on the project forecasts indicating an overspend on the original budget. The current overspend is offset by agreed contingency in reserves.

Current Budget = £2.9M
 Predicted Spend = £3.2M

3.0 Timescales associated next steps

- 3.1 A copy of the revised project plan for Social Care Implementation is below:



- 3.2 Activity remains firmly focused on the revised project plan and delivery of Early Help for go live in November 2015. Key milestones include business sign off in August, testing through September and training delivery through October 2015.
- 3.3 Given the complexity of the project the Project Board have asked for a project review based on lessons learned in November 2015 to assess the viability of going live for Adults and Children’s in March 2016 following the implementation of Early Help.

4.0 Key Risks, Issues and Mitigations

- 4.1 Change Context and Business Capacity to support change: As reported previously the wider availability of the appropriate resources due to the

strategic change agenda is now impacting the project timelines. Despite mitigation such as development of allocated project teams, forward planning and appropriate budget being made available to release or recruit staff to support the project has already experienced delays.

Further mitigation is underway to refine and clarify the scope of the project (and what therefore what can be delivered after go live) and to look at contractual contingency arrangements with our existing supplier. The project board have also commissioned a project review post Early Help go live to reassess the viability of the current project plan and associated contingency.

- 4.2 Integration: A key project outcome is the requirement to capture and hold information in a single place, to reuse information and integrate processes across systems. The benefit is to the customer (through a single customer view) and to the authority (by delivering efficient internal processes). Mosaic integration functionality is key to this approach. As more detailed work progresses, there is a risk that the required integration functionality isn't available from the supplier to meet the authorities requirements. The potential impact is inefficient processes or manual rework.

Mitigation: Further work is underway with Mosaic to clarify functionality currently available, future release dates for new functions and to explore opportunities to work collaboratively to fulfill the authorities requirements. The outcome of this work will feed into the review decision referenced in 3.4.

- 4.3 Data Migration: The task of understanding our data and the process to migrate is progressing well. However as the team work through the detail the complexity and diversity of 20 years of information is revealing new challenges and potential for scope change. This may impact the project timelines.

Mitigation: The team have expanded capacity to cope with this, put in place a clear delivery plan and six stage test plan as well as regular reporting to the Project Board.

Background Papers

None.

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