

**Manchester City Council
Report for Information**

Report to: Children and Young People Scrutiny Committee – 9 October 2019

Subject: Liquidlogic case management system - implementation

Report of: Strategic Director of Children’s and Education Services

Summary

The Liquidlogic Children’s System (LCS) has been operational since 23rd July 2019.

The implementation of this system which is increasingly considered to be the best Integrated Children’s System (ICS) and is an important ‘enabler’ within the Children and Education Services Directorate priorities to deliver the Council’s ambition and determination to deliver an excellent service to Manchester’s children and their families.

The Liquidlogic Children’s System will not only equip practitioners with the best technology; it will also enable in time Manchester’s children’s services be more mobile and dynamic in their engagement with children, their families and ‘integration’ with key partner organisations.

The purpose of this report is to provide an update on progress, following the implementation of the new system.

Recommendations

Members are requested to consider the implementation of the liquid logic system and seek assurance as to its success and progress to embed the system and its functionality in practice to support the continued improvement of children’s services and strategic planning.

Wards Affected: All

Environmental Impact Assessment - the impact of the issues addressed in this report on achieving the zero-carbon target for the city

Manchester Strategy outcomes	Summary of how this report aligns to the OMS
A thriving and sustainable city: supporting a diverse and	N/A

distinctive economy that creates jobs and opportunities	
A highly skilled city: world class and home grown talent sustaining the city's economic success	Through the acquisition of new technologies and services Manchester may attract investment as companies look to get a presence in the city
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	ICT will look to support communities through Social Value initiatives with new and existing suppliers.
A liveable and low carbon city: a destination of choice to live, visit, work	ICT will look to support carbon reduction through the use of technology as well as suppliers who demonstrate good practice in this space.
A connected city: world class infrastructure and connectivity to drive growth	ICT is upgrading all council buildings with fit for purpose network and WiFi.

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Background documents (available for public inspection): None

1.0 Introduction

1.1 This report provides an update on progress following the recent go-live of the Liquidlogic Children's System (LCS).

1.2 While the scope of the project also includes Adults and Finance services, the focus of this report is Children's Services.

1.3 The report will include:

- An overview of why the project was required.
- An update on the project implementation and current status.
- An overview of performance reporting.
- Opportunities for Children's Services following the implementation of LCS.

2.0 Background

2.1 The purpose of a children's social care system is to:

- Provide practitioners with case management and record keeping tools, to support the safeguarding of children; and
- Provide management and performance oversight on the care provided to children in scope of a Local Authorities Children's Services.

2.2 Since October 2008, the children's social care system used by Manchester City Council (MCC) is Frameworki (known internally as Micare), which is provided by Core Logic. Frameworki had been heavily customised for Manchester's needs which also limited its reporting functionality.

2.3 Following an extensive procurement exercise in 2017, Liquidlogic's suite of systems was identified as being most suitable for MCC's requirements; including the Liquidlogic Children's System (LCS).

3.0 Rationale for Change

3.1 Frameworki didn't align to Manchester's strategy in relation to the integration of services, such as with the technical challenges involved in sharing data. There were also performance issues with Core Logic (Frameworki provider), which presented a risk to social care delivery.

3.2 The procurement exercise provided an opportunity for MCC to identify a system and supplier, which was more suited to MCC's strategic and operational requirements. From a children's services perspective, a system better supporting the move to a locality delivery model and associated arrangements was key.

3.3 The implementation of the Liquidlogic Children's System (LCS) is not a solution to some of the challenges that exist today. It was always anticipated that it will take time to improve data accuracy and develop the required performance reports.

4.0 Project Delivery

- 4.1 The project to implement the Liquidlogic Children's System (and other Liquidlogic projects) commenced in October 2017. This is a complex and large scale change; the kind that organisations would undertake once every 10-20 years.
- 4.2 Liquidlogic has been designed to follow best practice in both social work, performance reporting and financial management; as opposed to practice conforming to the system. A core objective of the project was the streamlining of core statutory processes and enabling insights to the effect of social care interventions on the lives of our citizens via sophisticated performance and management information tools.
- 4.3 The change programme can be described as having three components:
- System implementation and the start of the business change required to go-live with the new systems.
 - Ongoing business change activity to embed the systems within our organisation.
 - Continuous improvement to ensure best practice use of Liquidlogic is in place across our organisations.
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- 4.4 With the systems now in place, the current focus is embedding the systems within the service and leveraging the opportunities that they bring. In tandem, the impact of the new system is challenging the recording culture in parts of the services and highlighting areas where business processes can be streamlined.

5.0 Data Quality

- 5.1 As was expected and common with the migration from 1 system to another the transfer of data requires remedial work. This will take time to work through the system as staff adapt to the new system and begin recording in the LiquidLogic system for the first time. Liquidlogic has more mandatory fields and data validations which will not allow staff to enter information incorrectly in many areas or to move onto the next step until the previous one has been completed. Therefore, over time data quality will increase as children's records are updated in Liquidlogic; as will performance reports as they get 'built' tested and implemented. Line manager oversight, support and supervision; setting clear recording standards will be important to embed and develop the system.
- 5.2 The Performance Reporting and Intelligence Service have already and will continue to produce data quality reports to support the service and staff complete the aforementioned remedial work to correct errors and identify training needs. This has worked well previously, with a high level of engagement from managers within the service. Whilst the quality of the data will see a gradual improvement, it is anticipated by April 2020, the data quality for our performance reports/indicators will be stable and reliable. Exceptions to this are where some indicators are measured over a full year or over multiple

years such as re-referrals and adoption timeliness respectively. Progress is being monitored closely by Managers the Directorate Leadership Team.

6.0 Benefits

6.1 Among the benefits the new systems will deliver are:

- Less time at the desk typing into systems
- Transparency regarding the costs of care
- Improved insight regarding case progression and compliance to practice and statutory standards
- A better quality of service delivery to citizens via oversight and improved case management tools.

7.0 Performance Report Building

7.1 In conjunction with Children's Services, performance report building has been prioritised into four categories which are listed below and reflective of operational and business planning importance;

- Critical - the majority have now been built and are being used or are out for testing. A small number have not yet been built due to issues outside of PRI control but which we are trying to resolve as soon as possible in conjunction with the ICT Project Team and Children's Services.
- High, where the report is required for the production of month-end reports from the new system - some of these are available now, others are out for testing and the remainder will be completed in phases by the end of August, September and October.
- Medium, where the report is needed for the first set of quarterly reports we produce. These will be completed in time for quarterly reporting in October.
- Low, where the report is needed for the first annual set of reports. These will be completed ready for statutory reporting preparation in early 2020. These are all for internal use within PRI for the data returns.

7.2 A further category was added for any new requests that have come in since the project started and work on those will be picked up once the higher priority reports have been completed.

7.3 Good progress is being made with over 40% of reports having been built, despite the main report building period having clashed with completing year-end statutory data returns for the DfE and Ofsted; which have been successfully completed. At the time of writing (25/09/2019) 65 reports have been signed off out of a total of 245 (27%). A further 26 reports (11%) are out for testing with managers in Children's Services. 12 more reports (5%) have been built but have not yet passed internal checks carried out by PRI, before they can be tested by the Service.

7.4 All reports built for the Service are User Acceptance Tested by the service before being released for use. Reports that are only used by PRI, for reporting purposes, are being tested and signed off in-house. These will be "Live"

reports as the system allows people to refresh the data whenever they want which is a major improvement, but does mean reports take a little longer to construct and build. PRI officers have now attended each of the management team meetings of parts of the service for which reports are available to show them how to access the reports that are already available on a self-service basis. A “mop-up” session has also taken place to pick up anyone unable to attend those meetings.

- 7.5 LiquidLogic have produced a bespoke Front Door Dashboard which will be an integrated part of the application. This is expected to be available in October and will enable managers in the Advice and Guidance Service to report on the processes between Contact and Referral, including re-referrals.

8.0 Contingency arrangements for a focused visit and or inspection

- 8.1 The Annex A child level data report is required by Ofsted for a focused visit or inspection. It has to be produced within 36 hours of a visit being announced. Prior to Liquidlogic implementation, PRI ran the Annex A report daily, accompanied every two weeks by a data quality report which enabled the service to see where there were recording errors and rectify them.

- 8.2 Liquidlogic provides an in-built automated Annex A report that can be run at any time. However, some of the decisions about data migration taken prior to the go-live date means that this report does not now return all of the required information. Annex A is made up of 11 lists, some of which request data over the previous three months, six months or the past year. Much of this data was recorded in Micare and was not migrated in a form from which reports can pull data. As a contingency, the Annex A data from Micare is being merged with data from the inbuilt LL report. Whilst this is more time consuming than an automated report, it is being resourced by PRI as a critical business process. A data quality report will be reinstated at the end of September 2019.

9.0 System(s) strategy

- 9.1 The implementation of the Liquidlogic Children’s System provides a strong foundation to build upon. This provides an opportunity to integrate with other systems, such as health, and support Manchester’s locality working agenda.
- 9.2 It is essential that the development of the Liquidlogic systems does not stagnate. A “Phase 2” project is required to further develop systems, in order to align to further changes in social care practice, such as with Children’s locality model; failure to progress a phase 2 project would be a missed opportunity and arguably inhibit the benefits and impact of services being delivered in a locality.
- 9.3 A “Provider Portal” will be deployed as an early part of Phase 2, and thus some of the transformational benefits of the programme will start to be realised. By enabling external providers of care (Foster carers, Residential Schools, Care Homes and Homecare Providers), to submit the “actual” services they have delivered electronically, they will enjoy increased timeliness

and accuracy of payments, whilst being presented with a facility to report and track their invoices.

- 9.4 The “Delegation” or “Professional” Portal will streamline processes where partner agencies make contributions to care and other plans. A social worker can simply send out, via a secure and encrypted email, sections or whole documents from within the case management systems to be completed, and on return, the information is simply automatically added to the case record. This will save 100s of hours per year for each social worker, who presently has to cut and paste, or retype lengthy documents into the case record on behalf of their public sector colleagues.
- 9.5 An example of the benefits of a phase 2 project is the Early Years and Education System (EYES) which has recently commenced. This will see Liquidlogic’s EYES product replacing the current Education system: ONE provided by Capita. Once implemented, MCC will have an integrated Social Care, Early Years and Education systems. This provides a single, integrated view of a child; meaning that practitioners have one system to access the required data, as opposed to two. For example, social workers will see whether or not children on their caseloads have attended school in a real time view; Education colleagues will be able to view, at a high level, the activities and circumstances of vulnerable children and young people.
- 9.6 CareCentric (known within Manchester as the “Manchester Care Record) provided an integrated health and social care record. This has predominantly been used by Adult Social Care, however the capability is there to extend this to Children’s Social Care. The Liquidlogic Phase 2 project will explore this further.

10.0 Summary

- 10.1 The implementation of a Children’s Social Care system is a complex project for any organisation. It involves deploying a system and adopting new ways of working, to over 1000 users. However, the benefits and opportunities are far reaching and outweigh short term challenges.
- 10.2 The delivery of the new system lays a key foundation for Children’s Services. While Frameworki was cumbersome, the Liquidlogic Children’s System is widely recognised as intuitive, adaptive and the best in the social care systems field.
- 10.3 The change programme associated with the new system isn’t finished, with the next 3-6 months representing the “bedding in” of the system, which will underpin the further transformation that lies ahead. It was always anticipated that this would be required following the system implementation.
- 10.4 A number of exciting developments lie ahead, which would not be possible had the new system not been implemented: integration with health systems and an integrated social care, education and early system are just two of the developments planned.

11.0 Recommendations

- 11.1 Committee Members are invited to consider the content of this report, the progress made to date and seek assurance as to the mitigation of risks to practice and performance reporting; whilst acknowledging the future plans involving the Liquidlogic Children's systems.