

**Open Report on behalf of Glen Garrod, Executive Director of Adult Care and Community Wellbeing**

Report to:	<b>Adults and Community Wellbeing Scrutiny Committee</b>
Date:	<b>10 January 2018</b>
Subject:	<b>Mosaic Update</b>

**Summary:**

The Mosaic system is probably the largest and most critical of all Council systems, underpinning activity and information for services that the Council provides to vulnerable children and adults. This report provides an update on progress since the system went live in December 2016 and sets out the strategic direction for future developments.

**Actions Required:**

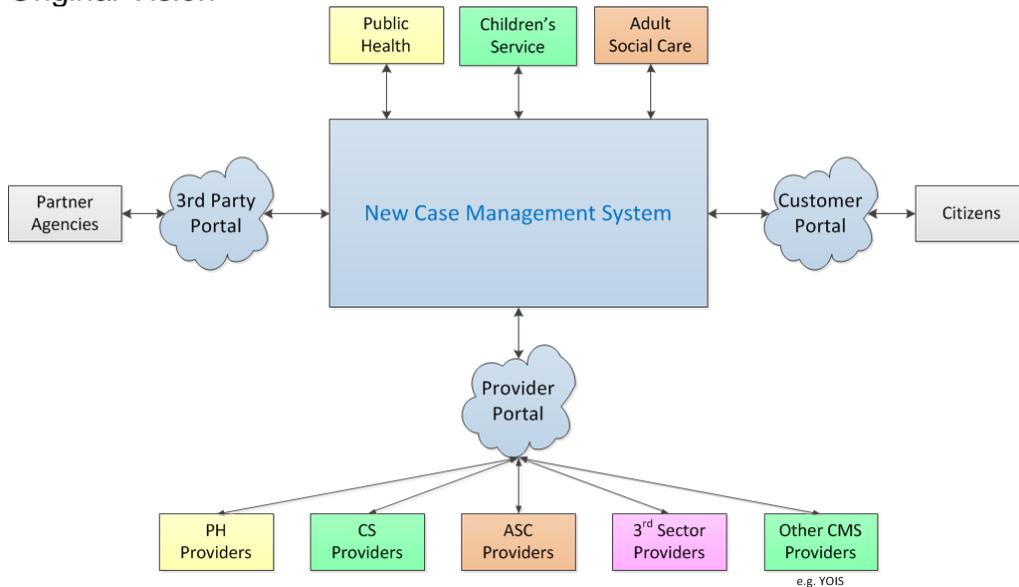
The Adults and Community Wellbeing Scrutiny Committee is requested to consider and comment on the report.

## **1. Background**

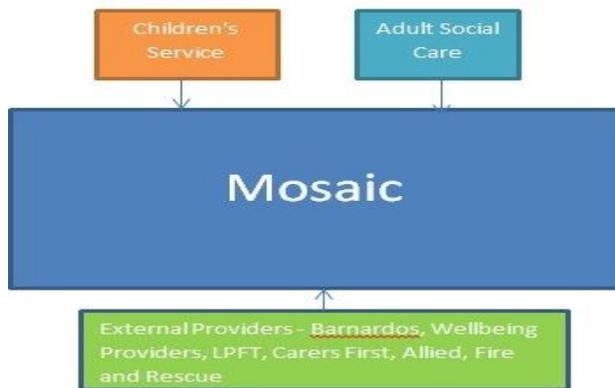
Adults and Children's Services implemented a new case management system, Mosaic, in December 2016. The previous system was outdated and no longer fit for purpose, with limited development and investment by the provider and the Council for a number of years. The provider of AIS/ICS (the previous social care system) has now withdrawn from the social care market. The Council had not upgraded or developed AIS/ICS for approximately five years prior to Mosaic go-live. Mosaic as a system is fundamentally different to the systems it has replaced in that they were in the main retrospective data collection systems, whereas Mosaic is workflow based and manages cases in a live setting.

The Council set out to deliver a multi-agency fully integrated case management system across children, adult and public health services and replace not only AIS/ICS but a number of smaller systems

## Original Vision



## Current Status



Mosaic as a case management system went live on 12 December 2016 with the case management element for children's and adult services and some elements of public health (telecare and wellbeing). The provider, customer and third party portals remain undelivered by the supplier, albeit, alternative provision has been made for partner agencies to use Mosaic. It is anticipated that the portal technology will be available during 2018.

Importantly, the number of users of Mosaic has increased to 2300 compared to 1400 users of AIS and ICS and continues to increase as new services are brought on board. It is anticipated that by March 2018 there will be over 2800 users of Mosaic across Lincolnshire, double the number of users compared to the previous case management system. This includes a number of external partners, for whom data sharing agreements have been developed, to enable better partnership working for individuals.

The AIS and ICS systems were used almost entirely for social care activity by children's and adult services, with multiple databases and spreadsheets managing other activity. Mosaic now covers a much broader range of services than AIS/ICS including:

<b>Children's Services</b>	<b>Adult Care and Community Wellbeing</b>
Children's Residential Homes	Reablement Service (Allied Care)
Post Residential Support	Mental Health Social Care (Lincolnshire Partnership NHS Foundation Trust)
Short Term Breaks	Carers First
Early Help (limited)	Adults Safeguarding
Early Support Care Co-ordination	Telecare
SAFE / Child Sexual Exploitation	Fire and Rescue (Home Safety Checks and Hoarders)
Youth Homeless Support	Deprivation of Liberty Safeguards
Early Years Specialists and Early Years Teachers	Court of Protection
Team around the Child (TAC) and TAC Monitoring	Appointeeship
Leaving Care (Barnardo's)	Protection of property
Missing Child	Brokerage
Supported Lodgings	Direct Payments
Fire and Rescue – (Home Safety Checks, Fire Setter Intervention and Hoarders)	Maximising Independence
Adoption (limited recording on ICS)	Independent Visitor
Post adoption support	Need to Know process
Foster Carers and Adopters	Family Group Conferencing
Step Parent Adoption	
Private Fostering	
Connected Persons	
Corporate Appointeeship	
Savings and Investment Monitoring	
Special Educational Needs and Disability	
Education Legal Services	
Elective Home Education	
Child Missing Education	
EMTET (Ethnic Minority and Traveller Education Team)	
Pupil Reintegration	

<b>Children's Services</b>	<b>Adult Care and Community Wellbeing</b>
Specialist Teachers	
Virtual Schools	
Sensory Education Support	
Young People into learning and employment	
Education Psychology	
Early Years Services (including Inclusion Funding and supported childcare)	
Child Employment and performance licences (several workflows)	
Several Finance workflows and Transport Arrangements	

There are over 100 different workflows across children's and adult services compared to less than 20 in historic systems.

This has begun to deliver the vision of understanding and managing information about individuals in one place, however, this does require a greater development and support resource to train, support and keep pace with service and legislative changes. There remains further development activity to deliver the Council's vision of a multi-agency fully integrated case management and finance system, and in satisfying national policy.

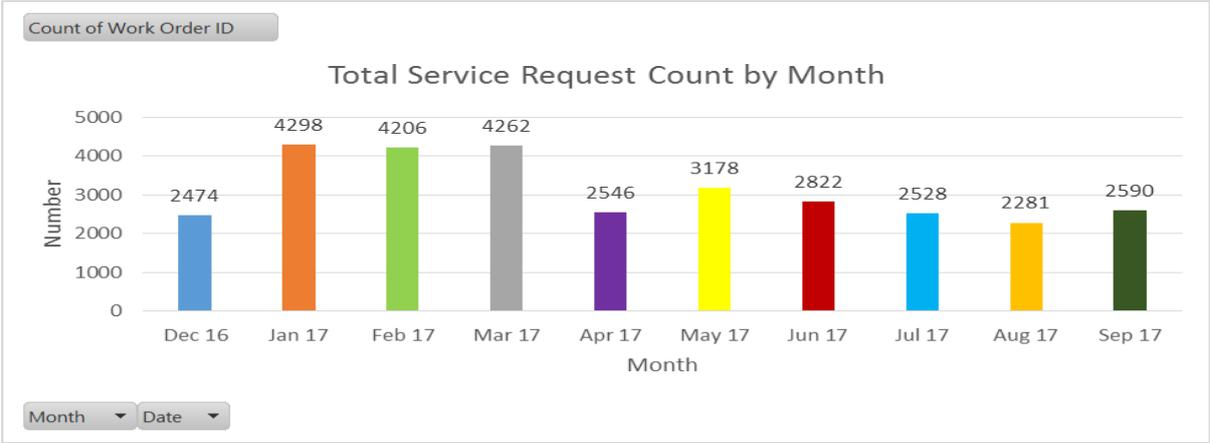
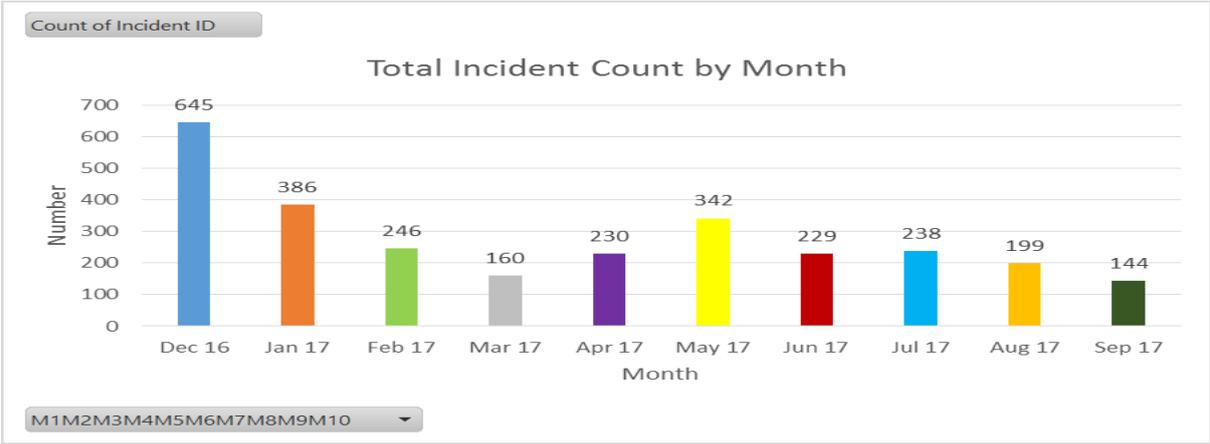
### **Current Position**

There remained significant remedial activity required following go-live. Serco had not accepted the service into live running and were only supporting Mosaic on a 'best endeavours' basis. There was a real possibility of the Council and Serco entering a formal dispute process over roles and responsibilities for Mosaic.

The Council commissioned an independent review by Cap Gemini of the Mosaic implementation programme. The review identified some significant remediation work and made 83 recommendations, the majority of which were accepted by the Council and Serco. These included significant concerns regarding the lack of key documentation to enable Serco to manage the service eg Instance Management, Testing Strategy, Low Level Design. There were also outstanding concerns regarding data migration approach, hosting and infrastructure and data security.

Following the independent review the Council and Serco developed a joint action plan to address the recommendations resulting in 25 high level items for completion. A Mosaic Remediation Board has been formed with senior representation from the Council and Serco and to date 21 out of 25 actions have been completed, two are likely to be completed in the next month. The remaining two are with Servelec as the provider of Mosaic and significant pressure is being applied to ensure these are progressing. As such significant progress has been made in resolving outstanding and overdue activity following go-live.

As expected there was a significant spike in calls to the Serco helpdesk once Mosaic went live. The volume of incidents (where something is not working or broken in the system) continue to reduce month on month and service requests (e.g request for access, record deletion, change etc) have stabilised. The volumes do remain significantly higher than with AIS/ICS (average of 1400 per month), however this is largely due to the increased number of users utilising Mosaic – the average per person remains static at around one call per user per month.



All stabilisation work is now complete, with all initial build changes completed and all training material reviewed and refreshed.

However, the finance modules of Mosaic have not yet been implemented, the initial programme plan was to go-live with finance eight weeks post go-live. It became apparent that this was entirely undeliverable. The finance build within Mosaic at go-live was not fit for purpose with significant discrepancies between the payments on the existing finance systems and Mosaic (variance ranged between 20-70%). The finance build within Mosaic was entirely led by an external consultant, who has now been replaced by internal resources, good progress is being made but there is further work to do. A programme is now in place to review and validate all payments on Mosaic. A finance governance Board has been formed for the finance implementation which will recommend to the Corporate Management Board (CMB)

when the system is ready for implementation. The go-live of finance is also now dependent on the upgrade to Agresso 6 and therefore it is likely that this will not take place until summer 2018 at the earliest.

At the point of go-live Mosaic 5.12 was the latest version of Mosaic available, however, due to the delays in implementation Lincolnshire County Council went live with version 5.9. An upgrade programme was implemented in April 2017, with version 5.12 going live in August 2017 and 5.14 in November 2017. It is vital that we continue to upgrade and maintain Mosaic in a timely manner to ensure the system remains relevant and compliant with current legislation.

### **Future development plans**

With most of the critical and necessary remediation work completed resources are increasingly being redirected to a development programme.

The next steps in the Mosaic Development Programme include:

- Development of a customer portal (allows customers and carers to access records online and self-refer)
- Development of practitioner portal (allows practitioners to access live customers records via the internet)
- Development of provider portal (allows commissioned services to send and receive information via Mosaic)
- Child Protection Information System (linking up to NHS and other authority records)
- Care Portal for Adult Care (linking up to NHS information systems)
- Implementation of Mosaic financial modules and decommissioning existing finance systems (dependent on Agresso 6 upgrade)
- Further 'On boarding' of external services e.g. Sensory Impairment Service, Youth Offending Service, continued work with Fire and Rescue
- Future development of public health service, further integration of adult care and public health service, re-procurement of Wellbeing Service, potential use of Mosaic for District Councils to record Disabled Facilities Grants, potential replacement of existing Housing Related Support system (The Avenue)
- Ongoing review of all existing workflows within Mosaic to ensure that they are optimised and delivering efficient pathways for customers and practitioners
- Identifying and delivering new functionality within Mosaic eg Group recording for Children's Services
- Upgrade to system twice per annum, with one major and one minor upgrade

## **2. Conclusion**

Significant progress has been made since go-live in stabilising the Mosaic platform and resolving a number of critical remediation activities. The relationship between Serco and Lincolnshire County Council in supporting Mosaic is much improved and

the teams remain co-located, working closely together to prioritise activity. The activity and number of users has begun to deliver a step change in our understanding of vulnerable people who use services across Lincolnshire; however there is more work to do to realise the full potential of Mosaic across Adult Care and Community Wellbeing, Children's Services and relevant partner organisations. The next 12 months activity will focus on the development programme to deliver the Council's vision of a multi-agency fully integrated case management system across, adult and public health services. The Servelec roadmap for the coming years also brings further potential benefits with portal and additional mobile technology in development.

### **3. Consultation**

#### **a) Have Risks and Impact Analysis been carried out??**

No

#### **b) Risks and Impact Analysis**

Not applicable.

### **4. Background Papers**

No background papers within Section 100D of the Local Government 1972 were used in the preparation of this report.

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