



Appendix A – Further information

1. Overview

The People Major IT Systems: currently Liquid Logic Adult System (LAS), Liquid Logic Children’s System (LCS), Early Help Module (EHM) and Early Years and Education System (EYES), including their associated modules and portals are business critical systems for case management, record keeping, data analytics and reporting. These systems enable Bristol City Council (BCC) to meet statutory duties across Adults, Children and Education services. A single shared database for the children and education case management systems is a key requirement to allow a shared record per subject to pass between these systems and enable professionals to view the entire support a child and their family receives. Additionally, the Council would like the future option to join up case records between children and adult services and therefore the potential to allow a single record to follow a child into adult social care services (subject to future procurement process/decision).

These case management systems are currently provided by Liquid Logic and have cost a combined total of **£2,642,407** in investment from Bristol City Council to purchase the core systems, service pack days, additional modules, and environments. Since the implementation of these systems, BCC has also invested via the internal Systems Support Team resource to create ‘bespoke’ pathways and forms within these systems, maximising applicability to social care practice in Bristol. In addition, BCC has invested in developing data and intelligence reports, most recently using Power BI, linking the data exports from these systems to inform strategic planning and commissioning activity.

There are three main contracts with Liquid Logic to support and maintain these systems, and four smaller contracts for more recent add-ons. The three main contracts are co-terminus on 30 September 2022.

A procurement exercise is required to re-procure the licensing support and maintenance services for the existing People case management systems (other than in relation to LCS for which BCC has a perpetual licence), beyond 30 September 2022 to ensure that Bristol City Council can continue to meet statutory obligations and is compliant with Public Contract Regulations 2015 and internal procurement rules.

Integrated Finance Modules

In addition to the Liquid Logic Adult Social Care Case Management System (LAS), Bristol City Council purchases a finance module (ContrOCC) which is fully integrated with LAS and BCC’s Corporate Finance System, Unit4 Business World (U4BW). ContrOCC is purchased from Oxford Computing Consultants via Liquid Logic as a part of a sub-contracting arrangement. This subcontracting arrangement safeguards the integrations between the two systems. ContrOCC automates payments, collects contributions, and supports adult social care finance teams to manage contracts and budgets.

BCC does not currently have a similar integrated financial system for children social care, nor education payments. Instead, payments are manually processed from LCS, EHM and EYES, and then uploaded in U4BW for payment. Children’s Social Care uses SoftBox to manage payments for some foster care placements, but it not integrated with the case management nor corporate finance systems. There are several issues and risks with SoftBox (see below for details).

By procuring an integrated children and education payment module alongside the case management systems, this consolidates all People Major Systems Finance Systems under a single supplier and automates processes currently delivered manually in-house.

Other key issues addressed by the project

Despite the large investment with Liquid Logic, and the critical nature of the case management systems to BCC, there is currently no contract management resource dedicated to ensuring BCC maximises value for money from these contracts.

There is currently a mixed hosting model for the systems. Liquid Logic host LCS, EHM and EYES within their private cloud, whereas BCC host LAS and ContrOCC on the BCC Azure tenant. This mixed model restricts some potential integrations with the systems. There are security concerns around the use of only one server, and any future development needs to ensure Council systems are protected.

2. Preferred Option

Overview of preferred option

- A. Consolidate contract to maximise integrations & reduce spend
- B. Re-contract with current supplier to avoid significant costs and disruption – direct award via CCS Framework
- C. Recruit Contract Manager and update governance arrangements to oversee supplier performance, bring clarity & maximise value.
- D. Set up a project to implement a children and education finance module integrated with the case management systems, improving financial view of a child
- E. Set up a project to migrate the existing LAS & ContrOCC system from BCC Azure to Liquid Logic Private Cloud, in line with ICT Strategy and shifting responsibility to the supplier.

A. Consolidation of current contracts and reduce spend

Complete a procurement process to secure the new single contract for the existing People Major Systems.

This will be a five-year (with option to extend) contract commencing 01 October 2022 for the following, known as the 'People Major Systems'. This list includes the incumbent's existing systems, with new additions marked as 'NEW':

- Adult Social Care Case Management System and integrated finance system (ContrOCC) including but not limited to the following key modules and portals:
 - Online Financial Assessment module
 - Provider Portal
- Children's Social Care Case Management System and integrated education case management system, including but not limited to the following key modules/portals:
 - Early Help Module
 - Children and Education Integrated Finance Module (LIFT) - NEW
 - Children's Portal
 - Parent's Portal
 - Professional Portal
 - Establishment Portal
- Cloud hosting for LCS, EHM and EYES systems
- Cloud Hosting for the LAS & ContrOCC systems - NEW

The consolidated contract will:

- Harness collective BCC buyer power
- Facilitate future integrations between adult, children, and education case management systems
- Join up prioritisation of development activity
- Allow for supplier management efficiencies and collaborative contract management

By procuring the new systems (for an integrated finance module for children and education and external hosting arrangements for LAS & ContrOCC) alongside the re-procurement of the existing systems, we expect to:

- maximise opportunity for integrations
- line up terms and conditions, invoicing and licencing arrangements, simplifying contract management, and gaining efficiencies in internal processing

B. Recontract with the current supplier

- Liquid Logic provides a solution for adult social care, children's social care and education, with the latter two sharing a database and a single record across children and education systems.
- A cross-lot soft market test was conducted with the four suppliers who feature on both Lots - 3c: Community Health and Social Care and Lot 5b: Academic Scheduling and Management Solutions, as per Crown Commercial Service instructions. Confirmation received from all suppliers except incumbent that they cannot deliver all three of the core elements that BCC require – Adult's case management system, children's case management system, education management system.
- BCC has invested over £2.6M in the systems and has a perpetual licence for LCS (Liquid Logic's case management system for children social care), meaning that BCC has the right to use the system indefinitely after the contract expires.
- BCC has invested heavily via the internal Systems Support Team in creating 'bespoke' pathways and forms within these systems, maximising applicability to social care practice in Bristol. This would be time consuming and costly to replicate, should an alternative system be implemented.
- BCC has invested in developing data and intelligence reports, most recently using Power BI, linking the data exports from the LAS and ContrOCC systems to inform strategic planning and commissioning activity. This would be time consuming and costly to re-align with a new system.
- In partnership with the NHS, BCC has developed links between the Liquid Logic Systems and Connecting Care.
- Changing the system(s) would be highly complex and expensive, and additional costs to run a procurement process or to purchase a new system would be prohibitive. The cost is disproportionately very high and would cause a very high level of disruption for little guaranteed gain.
- Issues with the current contract are not substantial to alone warrant changing supplier.
- The number of complex integrations for this work are major – implementation of any change in supplier will be highly complex, resource intensive, and disruptive to a high-risk business area.

Change costs for implementing a new supplier include:

- Costs of running new and old systems simultaneously
- Downtime and manually inputting paper forms
- Data migration
- Testing new system
- Retraining staff and partners
- Configuration of the new systems
- Decommissioning servers
- Pressures of change on staff & challenges for social work retention
- Reconfigure link with the Think Family Database
- Change management costs
- Reconfiguring reporting across Adults, Children and Education

- Re-establishing integrations e.g., Connecting Care, affecting NHS Partners

This contract will be procured via a direct award to the incumbent supplier, Liquid Logic via the Crown Commercial Services Data and Application Solutions (CCS DAS) framework. The contract length will utilise the maximum allowed via the framework i.e., 5 years initially plus an additional two-year extension if required.

C. Recruit Contract Manager and update governance arrangements to oversee supplier performance, bring clarity & maximise value.

There is no Contract Manager for any of the current contracts with Liquid Logic and prior to this project, there was poor visibility on overall spend.

Given the size and strategic nature of Bristol City Council's spend on Case Management and integrated finance systems, and in fitting with the emerging BCC Supplier Management Framework, the proposed solution includes the recommendation to recruit a Strategic Contract Manager at a cost of £31k (incl. on costs) within the central Strategic Supplier Management Team to manage the People Major System contracts.

Initially, the Contract Manager will be recruited on a fixed term, 0.5FTE basis to allow the contract and key performance matrices to be set up and relevant internal governance structure to be built. User groups and internal reporting channels for performance reporting will be established.

Following the first year, the Contract Management resource may be reduced to 0.2FTE for ongoing performance management, relationship building, ensure compliance and clawing back where we have contractual right.

D. Set up a project to implement a children and education finance module integrated with the case management systems, improving financial view of a child

Issues with 'As is'

SoftBox is currently used for:

- Adopter payments
- After Care payments
- Foster Carer payments

Issues with SoftBox:

- Requires significant functional upgrade as the current product is not functional on Windows 10. Those using Soft Box are having to retain their old laptops to access it and this is a significant risk.
- Significant functional gaps – only manages limited elements of children's finance, such as foster care payments, but not residential care payments, see below.
- Information Security report significant security issues and associated risks, including lack of encryption of databases in rest, no security certification (found in most recent PEN test)
- New finance codes have not been mapped in SoftBox, high potential for incorrect payments
- Poor data reporting functionality
- Does not integrate with LCS, therefore all payments managed through Soft Box are manually inputted which in turn increases workload and raises chance of error

The following additional children's social care placements are made outside of the Soft Box system using spreadsheets and manual processes:

- Children Social Care Tracker – very large spreadsheets covering each placement type (in-house, Independent Fostering Agency, Out of Area, External Supported Accommodation, Parent and

Child, Secure placements

- Inclusion Payments
- 'Child pre-paid card' payments (direct payments)
- 'Educated other than school' payments (e.g., home tutors)
- Carers Wellbeing Grant payments

Education payments are made via a variety of spreadsheets and manual processes:

- Paying maintained schools DSG formula, top up funding, other grants
- Independent Non-maintained Schools Tracker
- Exclusion payments
- SEND payments for LA maintained schools
- SEND payments for non-maintained schools
- SEND payments for Other Local Authority Schools
- Home to School transport payments
- Alternative Education payments
- Education Personal Travel Budgets & Bus Pass payments
- Early Years payments

Issues with manual processes running outside Soft Box

- More than 15 core Excel files (some very large) each containing several spreadsheets are currently used for financial management processes
- Children's payments outside Soft Box – circa 7000 transactions per year with a total annual value of over £15.5M currently processed manually via several spreadsheets
- Early Years payments equate to approx. £31M per annum, managed via spreadsheets (£7M) and using EYES (£24M)
- Manual processes are inefficient, labour intensive, prone to risk of error and do not provide the required reporting and spend-analysis capability to inform forecasting, automated payment adjustments and strategic planning and commissioning
- Cost of processing payments manually: currently estimated at £203k pa.

Options Considered

Adult Social Care services currently subcontract ContrOCC for adults via Liquid Logic– a financial module integrated with LAS, the Liquid Logic adult case management system. The project considered the sister product, ContrOCC for children within the option appraisal, however ContrOCC for children solution does not integrate with EYES (Liquid Logic Education system). The project also considered the option to use MS Power Platform to develop our in-house solution.

Liquid Logic Integrated Finance Tool (LIFT) will provide a systematic integrated platform for key elements of Children's Social Care and Education payment management, and once fully developed and tested by Liquid Logic, will have the capability to fully integrate with LCS, EHM and EYES and Corporate Finance and allow the total cost for a child or young person to be viewed more efficiently.

The education payment management element is not yet released by Liquid Logic, although they plan for deployment in Summer 2022. Even if delayed further, this option would be the quickest delivery for education payment management, as the alternatives developed via Oxford Computing Consultants or BCC's internal ICT would have a much longer lead in time.

The LIFT system represents the cheapest cost for a children and education payment system integrated with LCS, EHM and EYES.

The preferred option to implement LIFT for children and education payments comprises:

- Including LIFT in the call-off contract with Liquid Logic, alongside LAS, LCS, EHM and EYES, ContrOCC for Adults.
- Cleansing children and education payment data in preparation for implementation of LIFT
- Migrate payments data for Children and Families from SoftBox and spreadsheets to LIFT, as and when each functionality is fully available and tested as part of the LIFT offering.
- Implement LIFT for children and education payments, as and when each functionality is fully available and tested. To include training.
- Ensure additional resource is allocated to the Systems Support team to manage the increased queries and issues generated by the implementation and use of LIFT

Set up new Project

The scale of change required to implement a new financial system warrants a distinct project to implement. Therefore, a separate project will be set up for the implementation phase.

Key tasks to implement the new financial system include:

- Setting up project team in collaboration with supplier
- Reviewing configuration documents
- Analysing the impact of a new financial system on business processes
- Developing communication plan
- Phase approach for each area:
 - Confirm 'as is'
 - Propose 'to be'
 - Manual set up/data migration
 - Form development
 - Set up providers
 - Set up reporting
 - Integration with ABW
 - Test
 - Go live and lessons learnt for subsequent phases

The Project Plan sets out a four phased approach. This will need to be confirmed in conversation with the supplier and is subject to change depending on what is discovered by the Business Analyst in the discovery phase.

The suggested phases have been prioritised based on the current knowledge of the following:

- An attempt to group volume of work into equal amounts
- Prioritising processes which will allow BCC to decommission SoftBox more quickly and stabilise our systems
- Utilising the functionality in LIFT which has been established and in use by other Local Authorities first, to maximise learning and minimise teething problems with the new system.

Phase One: Foster Carer Payments, Adopter Payments, Aftercare Payments (currently via SoftBox)

Phase Two: Foster care placement payments, Direct Payments (Pre-paid cards), Carer payments

Phase Three: Alternative Education and SEND payments

Phase Four: Early Years payments and all other payments via EYES

E. Set up a project to migrate the hosting solution for LAS & ContrOCC from BCC Azure to Liquid Logic Private Cloud, in line with ICT Strategy and shifting responsibility to the supplier.

Reviewing the hosting arrangements is essential to ensure that case management systems are deployed on infrastructure that will not become 'end of life' within the contract and any hosted solution must have

a clear and defined SLA to ensure the system performance, availability, recoverability, scalability, and interoperability. This must all be underpinned by robust security to support information governance and ensure BCC meets statutory obligations.

'As is' hosting arrangements

Bristol City Council currently hosts LAS & ContrOCC internally within our BCC Azure tenant, whereas we have an external contract with Liquid Logic to host LCS, EHM and EYES on their private cloud.

Issues with the current segregated model:

- May constrain future best practice and opportunities for integrations and developments between adults, children, and education systems
- Absence of mirrored redundancy for internally hosted systems, meaning the LAS and ContrOCC are currently more vulnerable to lengthy downtime. This is available as standard in the Liquid Logic Private Cloud
- BCC IT currently responsible to resource upgrade projects for adult's systems, incurring costs. Transferring responsibility to Liquid Logic will avoid most of the future costs of upgrades as this is included in the hosting contract price.
- Current 2008 operating system for the server needs upgrading before it is no longer supported. Costs estimated as £21,125 to process this work will be avoided
- Not in alignment with BCC IT Cloud First Strategy

Consolidation of Liquid Logic solutions in a single hosted platform will provide a single managed service with blended support and upgrades, utilising Liquid Logic best practice. All People system data will be stored in the same hosted platform. It is assumed that potential future Liquid Logic integrations between Adults, Children and Education would best be accommodated in a consolidated hosted platform. This will also improve resilience as the Liquid Logic Private Cloud includes mirrored redundancy for PROD DB's as standard.

A separate project will be set up to deliver the hosting migration. As the migration only relates to the adult social care systems, there is no identified dependency between the hosting migration project and the LIFT implementation project, which relates to the children and education systems.

3. Expected Benefits

Non-financial benefits:

a) Consolidated Contract for People Major Systems

Benefit Description	Metric	Owner	Assumption(s)
Reduced risk of procurement challenge for People Major Systems contracts	No new procurement process required until at least 2027 (with options to extend further)	Hugh Evans	Procurement compliant contract is established before 30 September 2022
Remain with current supplier, avoid costs and disruption with large scale change in the People Directorate	Cost avoidance	Hugh Evans	Procurement route is not successfully challenged

Increased strategic utilisation of systems and system development, increasing efficiency	Dedicated Contract Manager within the central Supplier Relationship Team, meeting role objectives.	Hugh Evans	Contract Manager in post to manage supplier performance across adults, children, and education case management systems
Secured ability to access raw data, to safeguard our data intelligence work in adults, children, and education	Requirements are reflected in Liquid Logic offering.	Hugh Evans	Liquid Logic continue to allow BCC to access raw data tables
Improved ability to hold the supplier to account, and claw back where contractual rights allow	Contract manager monthly report on supplier performance to People Executive Director Meeting.	Hugh Evans	Supplier under-performance recharges are agreed in the contract.
By consolidating adults, children and education contracts, builds upon potential to integrate further in future.	Contract terms secured and met	Hugh Evans	A single contract encourages future integrations between adults, children, and education systems

b) Implementation of a finance system for children and education (LIFT), fully integrated with the associated case management systems

Financial Benefits:

Description	Metric	Owner	Assumption(s)
Reduction in costs incurred in manual processing children social care and education financial information. Current estimation based on understanding today (low confidence) of cost of manual inputting is c£209k.	To be further defined by analyst work in project two. As-is map will be developed in Project 2 which will be used as baseline for processing children and education payments, which will provide a platform for measuring more efficient process and reduced manual inputting. C.£209k	Denise Hunt	That a new finance system removes the need the manually input costs. Instead, these costs are linked to the activity completed within the case management system. Benefits realised through finance restructure/repurposing roles.

Non -financial benefits

Description	Metric	Owner	Assumption(s)
Reduction in payment errors and re-work	To be further defined by analyst work in project two	Denise Hunt	That data is cleansed and migrated, and the new system is set up correctly to make more accurate autonomised payments.
Faster and more accurate forecasting and payment adjustments	To be further defined by analyst work in project two	Denise Hunt	That data is cleansed and migrated, and the new system is set up correctly to make more accurate autonomised payments.
Faster and more responsive strategic planning and commissioning arising from faster and more accurate access to a single view of the costs to support a child across children and education	To be further defined by analyst work in project two	Gail Rogers	That data is cleansed and migrated, and the new system is set up correctly to make more accurate autonomised payments.
Faster and more accurate responses to financial Freedom of Information requests	Reduction in opportunity costs. To be further defined by analyst work in project two	Denise Hunt	That data is cleansed and migrated, and the new system is set up correctly to make more accurate autonomised payments.
Increased satisfaction for providers from improved payment reliability, transparency, and consistency	Reduction in complaints from providers. To be further defined by analyst work in project two	Denise Hunt	That data is cleansed and migrated, and the new system is set up correctly to make more accurate autonomised payments.
Increased ability to satisfy audit requirements from improved financial transparency	To be further defined by analyst work in project two	Denise Hunt	That data is cleansed and migrated, and the new system is set up correctly to make more accurate autonomised payments.
Improved financial accountability arising from closer connection between commissioning a service and payment	To be further defined by analyst work in project two	Hugh Evans	Case managers in Children's and Education adapt to the new culture, processes and procedures resulting from the new integrated financial system.
Reduction in single points of failure arising from current SoftBox system	To be further defined by analyst work in project two	Denise Hunt	System configured to ensure shared delegation of responsibility as appropriate.

c) Migration of hosting arrangements for LAS and ContrOCC from BCC Azure to Liquid Logic

Financial benefits

Description	Metric	Owner	Assumption(s)
Reduction in costs incurred over time in managing the hosting arrangement for LAS and ContrOCC internally.	Reduction in Azure charge. Measure utilisation of staff pre and post migration.	Gavin Arbuckle	A dependency within the DTP2 Cloud Optimisation Project, which will review the Council's Cloud approach. The Business Analyst to review in project three.

Non-financial benefits

Description	Metric	Owner	Assumption(s)
A single managed service for support and upgrades, allowing for potential future integrations between all People Major Systems.	SLAs and KPIS meet service need and Contract terms and conditions are acceptable to BCC and supplier	Gavin Arbuckle	Potential future integrations between adults, children and education data will be best accommodated in a consolidated hosted platform
Shift responsibility to maintain our Line of Business systems away from Bristol City Council and onto the supplier, providing leverage to claw back where necessary.	Contract terms and conditions are acceptable to BCC and supplier	Hugh Evans	The supplier will be wholly responsible to maintain systems and will not need to be concerned about external factors, as all the servers will be hosted in their environment. Any service penalties will be much clearer.
The supplier will have instant access to the servers to apply upgrades, fixes, and investigate issues immediately, reducing downtime for users.	System Support Team to measure downtime and provide report to Contract Manager.	Gavin Arbuckle	The time currently spent by the suppliers gaining remote access to the BCC servers has an impact on the downtime for service users.
The new hosted arrangement will have mirrored redundancy and improved resilience against loss of system and less downtime in the event of a server failure. This is not currently in place in the BCC Azure tenant.	System Support Team to measure downtime and provide report to Contract Manager.	Gavin Arbuckle	This is mitigating a future risk: there may be future instances where having mirrored redundancy will vastly decrease the amount of downtime experiences by BCC users.
Cost avoidance associated with future upgrades requirements, Microsoft updates, and server	Removal of estimated future costs. o be further defined in project	Gavin Arbuckle	Current hosted solution will require near immediate upgrades in operating system, as this is currently from 2008. In addition, the cost of future

maintenance.	three.		upgrades will not be incurred by BCC if the supplier is hosting.
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4. Delivery Approach

Implementation Approach

The overall implementation approach is a staged approach via three projects. Timelines are draft and subject to conversations with the supplier.

Project	1: People Major Systems (Implementation phase)	2: Implement integrated children and education finance system (LIFT)	3: Migrate hosting arrangements for Adult Case Management and Finance to Liquid Logic Private Cloud
Aim	Procure a new consolidated contract for People Case Management & integrated finance systems, including hosting.	Implement a new system for financial management which integrates with LCS and EYES and our corporate finance system, automates payments and manages budgets, removing need for manual inputting.	'Lift and shift' hosting arrangements for LAS and ContrOCC from BCC Azure tenant to Liquid Logic's private cloud.
Main activity	<ul style="list-style-type: none"> Decision Pathway Clarifications with the current supplier Direct Award procedure via the framework Contract Signing 	<ul style="list-style-type: none"> Re-design business processes Cleanse then migrate data Implement system & train staff Design reporting 	<ul style="list-style-type: none"> Lift and shift migration Decommission Azure server Update information analytics reports
Timescales	Commences after this FBC is approved and the project is signed off by Cabinet. 3 months	Can begin once contract and timescales are agreed with the supplier, under project 1. Estimated to take 12-14 months	Can begin once contract and timescales are agreed with the supplier, under project 1. Estimated to take 3-4 months
Dependencies	None	Common Activities	DTP2

Project 1: Re-procure People Major Systems Contracts

The implementation phase is the procurement activity to secure new contracts for the People Major Systems:

- Adult Social Care Case Management
- Integrated Adult Social Care Finance system
- Children's Social Care Case Management
- Education Case Management
- Integrated Children's Social Care and Education Finance system
- Hosting arrangement for the above

This also includes the key decision pathway for the new contracts, which will need agreement at Cabinet due to the contract value.

Project 2: Implementation of the Liquid Logic Integrated Finance System for Children and Education

The implementation of the new system will take an incremental approach, going live with children and education finance functions which are the lowest risk initially and applying the learning to the other areas as they are rolled out.

This approach will also mitigate against the risk that there are some areas of the LIFT solution which are newly developed (e.g., SEND payments) and will allow time for other Local Authorities who have implemented sooner to work with the supplier and iron out remaining issues. Bristol City Council can implement these functions when they are more robust.

This approach will also allow for the business to adapt gradually to the change, and for business change processes to embed at a steady rate.

Project 3: Migration of hosting arrangements for LAS and ContrOCC from BCC Azure to Liquid Logic Private Cloud

The implementation of the hosting migration will utilise PRINCE 2 methodology to manage the 'Lift and Shift' and decommissioning of the current servers.

Communications and Engagement Approach

Once the contract has been agreed by cabinet and procured, there should be minimal change to communicate for users of the current systems (LAS, LCS, EHM and EYES) as there should be minimal impact on continuity of service. The outcome of the procurement exercise will be shared with all stakeholders, including cabinet members.

The migration of the adults case management and finance systems from BCC Azure to a supplier should only impact on users for a maximum of one day of downtime, most probably less.

However, the implementation of a new children and education finance system will require significant communication and engagement with staff across children social care, education and finance, and also with external service providers and partners. The Project will develop a comprehensive communication plan and identify who requires engagement as part of the analysis stage.

5. Key Risks and Issues

- Risk that inflationary pressures continue to rise and impact on the cost of the contract
- There is a lack of ICT resource due to the large volume of projects currently taking place, resulting in delays to the project
- There are a high number of connected and concurrent pieces of work that could be impacted by this project
- Risk that the procurement route may be successfully challenged, resulting in delay and extra cost. This risk is deemed low by procurement and legal where the council adheres to a compliant direct award process.

Key Risks in Implementing a new integrated children social care and education finance system

- Risk that reductions in ongoing cost of manual processing because of the new finance system are not achieved
- A lack of 'buy in' from the business to use the new systems will result in benefits not realised
- Risk to staff retention where any change in system is implemented
- The start date for implementation is still to be agreed, following clarification with the supplier
- Internal restructuring may delay implementation if key members of staff in finance, ICT or other teams with knowledge and experience of implementing prior systems, are moved
- Risk that the supplier over promise and under-deliver the new modules in development
- Risk of disruption to provider payments during implementation period

Key Risks in migrating the hosting arrangements for adult social care case management and integrated finance to the supplier

- The start date for migration is still to be agreed, following clarification with the supplier
- Internal personnel resources for the migration project have not yet been identified, there is a risk that delays to recruitment etc., may delay start dates
- Risk that reductions in ongoing cost as a result of decommissioning old servers are not achieved - there is a dependency with the Digital Transformation Programme Cloud Optimisation Project
- Risk that service delivery may be disrupted by downtime as the hosting is migrated
- Existing processes carried out by the System Support Team and Data Analytics Teams may be affected, requiring refining or redesign. Risk that this resource is unavailable when it is required
- Supplier availability to migrate the systems may not align with BCC project timescales.
- There is a lack of ICT resource due to the large volume of projects currently taking place, resulting in delays to the project
- Losing hosting autonomy by migrating away from an internally hosted solution may result in system resets and associated support functions not occurring within required timeframes

6. List of current 'People Major Systems'

Please note that this list is not exhaustive but provides an overview of the current 'People Major Systems' functions to be reprocured.

Directorate	Current System, Module or Portal Name	Function
Adult Social Care	LAS	Enable the management of contacts, referrals, assessment, reablement, plans, care commissioning, personal budgets, self-funders, safeguarding, Deprivation of Liberty Standards, provider management, financial management, and financial assessment; all within a workflow, which has been tailored to reflect BCC's working practices.
Adult Social Care	ContrOCC	Supports adult social care finance teams with the process of managing contracts and budgets, making payments, and collecting contributions. Integrates with LAS and U4BW, BCC's Corporate Finance System.
Adult Social Care	ContrOCC Online Financial Assessment	A website aimed at potential users of social care services where users can fill in their own financial details to determine if they would be charged for residential or non-residential services and what their contribution would be
Adult Social Care	Connecting Care integration	Integration between the case management system and Connecting Care, the digital care record system for sharing information in Bristol, North Somerset, and South Gloucestershire. It allows relevant professionals secure access to individual health and social care record to provide safer and more efficient care.
Children's Social Care	LCS	Supports case management and record-keeping for children in need, looked after children, adoption, and child protection cases.
Children's Social Care	Early Help Module	A case management tool for children and families who do not breach social care thresholds, but require support and attention; including forms, assessments, plans, alerts, and workflow.
Children's Social	Connecting Care	Integration between the case management system and

Care	integration	Connecting Care, the digital care record system for sharing information in Bristol, North Somerset, and South Gloucestershire. It allows relevant professionals secure access to individual health and social care record to provide safer and more efficient care.
Children's Social Care	Child Protection Information Sharing	Enables the sharing of child protection information from local authorities to the NHS with a return message indicating when a child has been seen in an unscheduled care setting
Children's Social Care	Children and Families Portal	Enable service users to interact with their record and social worker, lead professional, or SEN Co-ordinator online. This is a tailored interface to the Liquidlogic system and interactions are stored against the person/family record, evidencing the voice of the child and family in case management.
Children's Social Care	Delegation portal	Enables multi-agency contributions to be made directly into the Liquidlogic Children's System (LCS) in a manageable and secure way
Education	EYES	Integrated with LCS, EYES provides a full view of a child. The EYES case management system includes digital workflows to assist education and social care professionals to manage: Admissions and Appeals, Attendance, Early Years, Education Health Care Plans, SEN support, Home to School Transport, Virtual School and more.