Agenda Item No: 5

	Live Well Scrutiny Committee
Date of Meeting:	**Tuesday, 10 November 2026**
Relevant Scrutiny Committee:	Live Well Scrutiny Committee
Urgent Decision Procedure Used (If yes, why)	Not Applicable
Item Type	Part I
Report Title:	Social Care Records System
Portfolio Holder:	Cabinet Member for Social Care and Health
Strategic Leadership Team:	Director of Social Services
Lead Officer:	Iain McMillan Head of Resource Management & Safeguarding

1. What is this report about?

This report provides an update on the report that was provided to the Live Well Scrutiny Committee in May 2025 regarding the Social Care records system. Currently we are contracted to CareDirector (more commonly known as WCCIS (The Welsh Community Care Information System). The previous report set out the outcome of the procurement exercise and the implementation plan for the replacement of WCCIS.

2. What are the Recommendations?

	Recommendations – What and How?	**Reason for Recommendation – Why?**
2.1	For Committee Members to consider the work being undertaken to implement the new Social Care system.	To ensure that Committee Members are kept up to date with the progress being made to implement a replacement social care system as requested.
2.2	For Committee Members to have oversight of the financial position regarding the implementation.	To ensure that the Council is using its resources appropriately and maximising the opportunities to attract funding from Welsh Government.

3. What is the background to this report?

3.1 Previous reports highlighted that the CareDirector (WCCIS) platform was approaching the end of its supported lifecycle and that a replacement solution would be required across Wales. In response, the Council has been participating in the national Connecting Care Social Care Programme to implement Mosaic as its future social care case management system.

3.2 Whilst implementation has been subject to revised timescales due to the complexity of data migration, system development and assurance activities, a range of technical and operational mitigations have been implemented nationally and locally to support the continued operation of WCCIS. These arrangements provide stability whilst work continues towards implementation of Mosaic.

3.3 The SRO Risk Sub-Group regularly meets to oversee programme risks, which are maintained within a central risk register, particular focus has been given to understanding and controlling the risks for legacy technology components. In response, the programme has implemented a comprehensive range of technical and operational controls to mitigate these risks. Penetration testing, threat modelling and ongoing security reviews have informed targeted improvements, reducing the overall level of risk from high to medium/low. Residual risks associated with the continued operation of the legacy platform are being managed through vendor agreements, strengthened infrastructure controls, restricted access arrangements and enhanced monitoring, enabling the system to remain operational while migration activities continue towards the revised implementation date.

3.4 With the support of WLGA and ADSSC, an SRO Advisory group was established which includes representation from the Local Authorities intending to deliver the new systems. Some Local Authorities are not using WCCIS and do not need to procure new systems. The SROs are primarily the Directors of Social Services and the Heads of Digital from these Local Authorities. This SRO group is co-chaired by the Director of Social Services in the Vale of Glamorgan.

3.5 The overall Connecting Care programme struggled to keep pace with the required delivery timescales. As a result, the SRO group collectively agreed that the programme should be delivered and implemented by Local Government. Formerly Digital Health Care Wales (DHCW) had assumed this role.

3.6 Throughout 2023 and early 2024, we engaged with the National Connecting Care Programme (CCP), designed to procure a single solution on behalf of the 18 Local Authorities and 6 Regional Health Boards. In March 2024, a decision was made to procure on a regional / cluster basis given the impending end of life of the current solution and with the clarity that failure to do so would result in a challenge to delivering a replacement system in time.

3.7 In April 2024 Cabinet approved the Council entering into an agreement with the Cwm Taf Morgannwg (CTM) Cluster regarding the procurement of a replacement social care system.

The Local Authorities in the cluster are Merthyr Tydfil County Borough Council, Rhondda Cynon Taf County Borough Council and Bridgend County Borough Council. While separate for the implementation, the procurement also included the North Wales cluster I.E. Conwy County Borough Council Denbighshire, Flintshire County Council, Gwynedd Council, Isle of Anglesey County Council, and Wrexham County Borough Council. Cabinet gave delegated authority to the Director of Social Services and procurement lead in the Vale of Glamorgan to negotiate and agree the final terms of the agreement with the other Councils and enter and arrange execution of that agreement.

3.8 The procurement approach concluded in October 2024, and The Access Group (TAG) Mosaic's system was awarded the contract. In October 2024 Cabinet approved the contract being awarded to TAG. On 20th December 2024 the contract was signed with TAG.

3.9 Since this date the Vale of Glamorgan has worked closely with the SRO group, WLGA and Local Authorities in Cwm Taf Morgannwg to implement the new system.

4 What issues are there to be considered?

4.1 The migration from WCCIS to Mosaic is a significant undertaking due to the scale of data migration, the transition from a single national database to individual Local Authority systems, extensive information governance requirements, system redesign, workflow development and contract exit arrangements. These factors have required substantial planning, technical development and testing activity, alongside significant collaboration and coordination across Wales.

4.2 Whilst this has resulted in the anticipated implementation date moving considerably beyond initial expectations, significant progress has been made in establishing the technical infrastructure, migrating and validating data, redesigning business processes and assurance that appropriate governance and security arrangements are in place. The revised implementation timetable reflects a more realistic and assured approach that prioritises service continuity, data quality and operational readiness ahead of the proposed go-live in April 2027.

4.3 Due to the level of work required in the project we have utilised Welsh Government funding to second people to the project and recruit officers into the following roles:

- 1 x Connecting Care Project Manager
- 1 x Connecting Care Adult Practitioner Lead
- 1 x Connecting Care Children's Practitioner Lead
- 1 x Connecting Care Finance Business Analyst
- 2 x Connecting Care System Support Officers
- 2 x Connecting Care BI System Assistants

The addition of these roles has enabled us to undertake the significant tasks required to move forward towards going live on the system. The detail below illustrates the level of progress that has been made so far.

4.4 Programme Complexity and Revised Implementation Timescales

Early project plans developed by TAG anticipated an earlier implementation date for the Vale of Glamorgan – January 2026. However, as detailed design, migration planning and technical discovery work progressed, several significant challenges emerged that required further planning and resolution. As a result, the current projected go-live date has moved to April 2027.

4.5 The revised timescales reflect the complexity of migrating from a shared national system to a locally hosted Mosaic environment whilst maintaining business continuity, data integrity and compliance with information governance requirements.

4.6 Data Extraction and Information Governance Challenges

One of the most significant areas of complexity was the National Programme's requirement to establish a secure mechanism for extracting data from the WCCIS environment. This required agreement and coordination across 24 organisations, including the alignment of information governance requirements across both Health and Social Care.

4.7 To address these issues, the programme established a dedicated data extraction environment, implemented enhanced security measures, completed penetration testing, introduced secure file transfer processes and upgraded infrastructure to support higher migration volumes.

4.8 Scale and Complexity of Data Migration

The volume of data requiring migration for the Vale has been significant. To date:

- Over 55.8 million data fields have been imported.
- 99.6% of data has successfully loaded within migration environments.
- More than 444,000 forms and 360,000 attachments have been migrated.
- Around 200 form types require conversion and mapping into Mosaic workflows.

4.9 A particular challenge has been that over 60% of WCCIS information is held within forms, requiring the development of new migration processes and tools to convert data into Mosaic workflows whilst ensuring practitioners retain access to important case information. Extensive testing and issue resolution have been required across all participating authorities.

4.10 Data Preparation and Migration Readiness

A further area of complexity has been the significant data preparation and transformation activity required in advance of migration. Moving from WCCIS to Mosaic requires

information held within the existing system to be mapped and aligned to a different system structure, data model, workflows and ways of working. This is necessary to ensure that information can be transferred accurately and is appropriately structured to support practice within Mosaic.

4.11 The programme has undertaken an extensive and ongoing review across a range of record types, including forms, person records, involvements and case notes. To date, approximately 395,000 records have been reviewed and prepared as part of this activity. This work is closely linked to migration testing. Each migration cycle provides further assurance over how existing WCCIS information translates into Mosaic and identifies areas where additional mapping, configuration or preparation is required before subsequent migration phases can proceed.

4.12 Planned activity includes:

- Continuing data preparation and validation throughout the implementation period.
- Addressing data mapping and migration issues identified through Data Migration Cycle 4 (DM4) testing.
- Supporting go-live readiness, including the closure of open forms and outstanding workflow items where these are no longer required or appropriate to transfer.
- Reviewing and rationalising the existing WCCIS user base, which currently exceeds users, to ensure appropriate access arrangements are established within the new system.

This work is essential to reducing migration risk and ensuring that information transferred from WCCIS is appropriately structured, accessible and aligned to the new operating model within Mosaic.

4.13 The scale of this activity reflects both the volume of social care information being transferred and the complexity of moving from a long-established national system to a new Local Authority system with different structures, workflows and configuration. Alongside migration testing, this work will provide assurance that Mosaic contains the information practitioners require and supports safe and effective operational practice from go-live.

4.14 Data Quality and Cleansing Activity

A further area of complexity has been the significant data quality and cleansing activity required in advance of migration. As data held within WCCIS has accumulated over many years, substantial work is required to review and update records to ensure information transferred into Mosaic is accurate, current and supports effective practice.

4.15 The programme has undertaken an ongoing data cleansing exercise across a range of record types, including forms, person records, involvements and case notes. To date, approximately 395,000 records have been reviewed and cleansed.

4.16 Data cleansing is a continuing programme of work and remains closely linked to migration testing activities. As issues are identified through each migration cycle, additional cleansing requirements emerge which must be addressed before subsequent migration phases can proceed. Planned activity includes:

- Continuing the data cleansing programme throughout the implementation period.
- Addressing issues identified through Data Migration Cycle 4 (DM4) testing.
- Supporting go-live readiness activity, including the closure of unnecessary open forms and outstanding workflow items.
- Reviewing and rationalising the existing WCCIS user base, which currently exceeds 600 users, to ensure appropriate access arrangements are in place prior to implementation.

4.17 This work is essential to improving data quality, reducing migration risks and ensuring practitioners have access to accurate and reliable information when Mosaic goes live.

4.18 The scale of the cleansing activity reflects the complexity of transferring many years of social care information into a new system and has been a contributing factor in the extension of the implementation timetable. Alongside migration testing, this work will provide greater assurance that data within Mosaic is accurate, reliable and supports safe operational practice from day one.

4.19 System Design, Workflow Development, Testing and Quality Assurance

The transition to Mosaic is not a direct like-for-like migration. Significant development work has been required to redesign workflows, forms and processes within the new system:

- More than 330 forms are under review and development over 50% of which will need to be in place for phase 1 of implementation.
- Almost 800 configuration amendments had been identified and progressed.
- Extensive User Acceptance Testing (UAT) and peer review activity is required before solutions can be approved.

This work is essential to ensure that Mosaic supports Welsh social care practice requirements and statutory reporting obligations.

4.20 A key factor contributing to the revised implementation timeline has been the extensive testing and quality assurance activity required to validate data migration and ensure the safe operation of the new system prior to go-live. Given the critical nature of social care services, significant effort has been invested in verifying that data has migrated accurately, workflows operate as expected and system functionality supports statutory practice requirements.

4.21 As part of the fourth data migration cycle (DM4), officers have reviewed 1,513 individual data elements from a total of 2,973 identified for testing, representing over 50% of all migration elements. In addition, 11,276 individual data items have been validated to date. This level of testing illustrates the scale and complexity of assurance activity required to confirm that information has transferred accurately from WCCIS into Mosaic and that practitioners will have access to reliable information from day one of implementation.

4.22 Testing has also identified a range of system configuration and development tasks that require completion before the next phase of User Acceptance Testing (UAT4), including worker permissions, workflow rules, finance-related processes, go-live workflow steps, configuration updates and further validation of demographic and relationship data. These

activities are essential to ensure that the system is configured correctly and supports operational practice safely and effectively.

4.23 Whilst this level of testing and issue resolution has extended implementation timescales, it significantly reduces the risk of service disruption, data quality issues and operational challenges following go live. The programme continues to work closely with TAG, the WLGA and local authority subject matter experts to identify and resolve issues before implementation.

4.24 This assurance activity is critical to ensuring the integrity of social care records and the safety of operational processes. Whilst this has contributed to a later implementation date, it provides greater confidence that the system will be stable, compliant and fit for purpose when it goes live.

4.25 Reporting Development and Assurance

A further area of significant complexity relates to the redevelopment of reporting capability within Mosaic. Reporting is critical to the Council's statutory responsibilities, operational management, performance monitoring, financial management and regulatory compliance. As a result, substantial work is required to ensure that reporting functionality is available and tested before implementation.

4.26 A comprehensive review of reporting requirements identified 456 priority reports required to support service delivery, statutory returns and management oversight. Of these, 407 reports have been identified as requiring development within Mosaic to support day one operational needs. In addition, 319 priority reports relate specifically to Welsh Government statutory reporting requirements, including census returns, performance metrics and checkpoint reporting.

4.27 The reporting workstream is not limited to reproducing existing reports. Each report requires detailed analysis to understand the underlying data sources, map information from WCCIS to Mosaic data structures, develop new reporting solutions and undertake testing to ensure outputs are accurate and compliant with statutory requirements.

4.28 Significant development work remains underway, with over 300 reports requiring development or redevelopment across both Mosaic and existing WCCIS reporting sources. Alongside statutory reporting, further work is required to review and implement:

- System administration reports to support data quality monitoring and ongoing data cleansing.
- Finance reports, including 45 reports identified as service critical.
- Case management reports used to support operational practice and external reporting requirements.
- Automated reports currently used across services that will need to be reviewed and replicated where appropriate.

4.29 To support delivery, dedicated reporting sprints have been established to review, map and test statutory reporting requirements against the Vale of Glamorgan Mosaic environment,

alongside detailed reviews of forms and data collection fields to ensure reporting outputs remain accurate and complete following migration.

4.30 Whilst this work has added to programme timescales, it is essential to ensure the Council can continue to meet its statutory reporting obligations, maintain operational oversight and provide reliable management information immediately following implementation.

4.31 Collectively, these activities illustrate the scale and complexity of the programme and have been another significant factor in the revised implementation timetable. However, the work undertaken should provide greater assurance that the system will be safe, reliable and operationally ready at go-live.

4.32 Planning and Re-Baselining of Programme Delivery

As the programme matured, it became clear that original plans did not fully capture all local authority implementation activities and dependencies. The WLGA therefore worked with local authorities, subject matter experts and TAG to review plans and identify missing activities. This resulted in comprehensive re-planning and the creation of revised implementation schedules.

Whilst this work *is a* significant undertaking, it is essential to ensure the Council can continue to meet its statutory reporting obligations, maintain operational oversight and provide reliable management information immediately following implementation.

4.33 Contract Exit and Legacy System Management

Alongside implementation, significant work has been required to manage the transition away from the existing WCCIS/CareDirector contract. This has included:

- Negotiation of settlement arrangements.
- Establishment of ongoing support contracts to maintain WCCIS until September 2027.
- Data Protection Impact Assessments (DPIAs).
- Identification and mitigation of legal, financial, operational and information governance risks.

This work is critical to ensure continuity of service whilst new systems are implemented and adopted.

4.34 Resource and Funding Requirements

Given the scale of the programme, Welsh Government funding has been utilised to strengthen project capacity through dedicated implementation resources and specialist roles. This additional capacity has been necessary to manage the significant workload associated with data migration, business change, testing, training and implementation activities. Concerns remain regarding the availability of programme funding beyond 2026/27, particularly as implementation and stabilisation activities will continue into 2027/28.

5 Benefits of Transitioning from WCCIS to Mosaic

5.1 The move from WCCIS to Mosaic will provide the Council with a modern and sustainable social care system that supports contemporary practice and reduces the long-term risks associated with reliance on a legacy platform.

5.2 For practitioners and managers, Mosaic will provide improved workflow management, better access to information, enhanced reporting and management information, and greater flexibility to respond to changing service and legislative requirements. The introduction of integrated finance functionality, which was not utilised within WCCIS, will enable care management and financial processes to be managed within a single system, improving financial oversight, supporting budget management and reducing manual processes.

5.3 For citizens and carers, Mosaic is expected to support a more efficient and responsive service by improving information management, supporting timely decision-making and enabling practitioners to focus more of their time on direct support and engagement.

5.4 Overall, the implementation of Mosaic represents not only the replacement of an ageing system but also an opportunity to modernise business processes, strengthen governance and information management, and provide a more resilient platform for the future delivery of social care services.

6 How has evidence been used to inform the report, including the views of others?

6.1 Operational staff from Children and Young People's services, Adult Services and Resource Management & Safeguarding have been seconded to the project team to provide subject matter expertise.

6.2 This report has been informed from the various meetings that provide governance and oversight of this project and relevant documentation that is produced in relation to the project's implementation.

7 What are the next steps if the recommendations are approved?

7.1 We will continue to work towards the scheduled implementation date.

7.2 Through the Association of Directors of Social Services and the Welsh Local Government Association (WLGA) we will continue to make the case for funding.

8 How does this report support Vale 2030 and Reshaping?

WO4: Supporting and protecting those who need us

8.1 Our investment into replacing our Social Care records system will support us to offer an improved customer experience.

WO1: Creating great places to live, work and visit

8.2 The new system will provide an improved working environment for practitioners.

9 How does this demonstrate the Five Ways of Working?

9.1 A new Social Care records system will support the activity of the directorate in the future. The system is used by services that deliver early intervention and prevention support.

9.2 The project is being undertaken through collaboration with key partners such as ADSS, WLGA and Local Authorities in Cwm Taf Morgannwg.

10 Resources

10.1 **Finance**

The project continues to benefit from funding made available through the WLGA Connecting Care Social Care Programme for 2026/27. Welsh Government grant funding is available to support eligible transition costs associated with the implementation of new social care case management systems and the migration from the current national system. Funding allocations are subject to validation of expenditure, deliverability of planned activity, and compliance with grant conditions.

10.2 For participating local authorities, grant funding is expected to contribute towards:

- One-off supplier implementation costs, including system configuration, data migration and technical implementation activities.
- Temporary implementation staffing costs required to support programme delivery, including backfill arrangements to release staff for testing, training and migration activities.
- Regional implementation team costs providing project management, business analysis and technical support across participating authorities (the Cwm Taf Morgannwg and Vale Cluster).
- Eligible dual-running costs associated with maintaining the current WCCIS/CareDirector system during the transition period.

10.3 The grant does not fund ongoing business-as-usual costs associated with operating the new system. Recurring licensing, hosting and operational staffing costs will remain the

responsibility of the Council and will need to be met from existing budgets or future service funding arrangements.

10.4 At this stage, the Council is working with the WLGA and regional partners to finalise funding profiles and implementation forecasts. Opportunities to maximise external grant funding will continue to be pursued in order to minimise the financial impact on the Council while supporting successful delivery of the programme.

10.5 This approach provides a significant level of external financial support for implementation activities while ensuring that ongoing operational responsibilities are clearly understood and appropriately planned for as part of the Council's medium-term financial planning.

10.6 **Workforce**

There are no employment implications as a direct result of this report. However, during the implementation phase of the project additional project staff have been recruited and are in post for the lifecycle of the project.

11 Legal and Equalities

11.1 **Does an Equalities Impact Assessment need to be completed? If not, why?** An Equalities Impact Assessment has not been completed because it is not required. The impact is expected to be neutral in terms of equalities.

12 Key Contacts

Who are the primary officers to contact with any comments and/or queries on the report?

Lead Officer: Iain McMillan, Head of Resource Management & Safeguarding. Imcmillan@valeofglamorgan.gov.uk	Democratic Services Officer Matthew Swindell mtswindell@valeofglamorgan.gov.uk