

Please Note: Once Sections 1 and 2 are complete please forward to ProgManOffice@moray.gov.uk			
Section 1: To be completed by officer (please complete all fields)			
PROJECT NAME	New Case Management System for Social Work and Social Care (Replacement for Care First)		
PROJECT SPONSOR / SRO	Head of Service/ Chief Social Work officer		
COMPLETED BY	Jeanette Netherwood	DATE	07/05/2024
DEPARTMENT	Health & Social Care Moray		
SERVICE	Adult Service, Children and Families and Justice Services		
SECTION	All		
Problem / Opportunity for change	<p>Describe the background to the potential change, idea and/or problem:</p> <p>CareFirst is a large and complex caseload management system currently used by internal Social Work and Social Care Services across Adult, Children and Families and Justice services. The system supports the social workers in dealing with some of the most vulnerable service users across Moray and therefore hosts extremely sensitive and critical data. CareFirst does not support uploading of any documents, resulting in information having to be stored in more than one location.</p> <p>This system is now a legacy system, provided by OLM, which is out of contract and is no longer supported by the provider. The system originally implemented in 1997, with the latest upgrade in 2017, still meets the needs it was originally designed for but does not allow for growth or development.</p> <p>It is more of a platform than just one single installation of software, with a core project plus various specific modules such as system admin, criminal justice, caresafe, careplace, carepay, carecost, care assess and carecharge. The technology platform is over 20 years old and software is limited to how it was written years ago with limited use on some windows-based technologies.</p> <p>Internal audit highlighted the limitations of the existing system and requirement for a single case management system in their report in 2022.</p> <p>As technology has moved on many suppliers are changing how they deliver their products and are moving toward Software as a Service (SaaS) and cloud-based solutions. This would facilitate potential for more collaborative working with partners subject to appropriate data sharing agreements.</p> <p>Staff comments</p> <p>Consultation workshops with social workers held in September 2022 and recent engagement sessions with representatives from across all teams and professions using CareFirst, have highlighted the need for a more modern system that has the capability of developing to meet future requirements. Currently system navigation is complex, it is not user friendly or intuitive and</p>		

time lost locating required information across a myriad of different screens, on servers or in physical locations.

Provision of a proper **chronology** and a persons' network along with the ability to collate documentation, photographs and other records will assist in decision making about how people can be supported most effectively. Having sufficient characters on a form to record necessary information is a simple but essential requirement.

Other Requirements

Whilst the main focus is on replacement of the case management system it would be essential to consider the potential for integration of the following systems in an overall replacement solution. **Staffplan** is a separate system currently used for scheduling of rotas and time recording by internal care at home, Community Support Service and Barlink staff. This system was originally intended to interface with payroll and this functionality would be desirable in a new solution. The contract will expire 25 February 2025. There is an additional system called "**Birdie**" that interfaces with Staffplan, required following the cyber-attack on Advanced (providers of Staff Plan) in 2022.

To enable HSCM services to continue to evolve and meet future service requirements utilising digital technology it is essential that the core case management system is a modern solution, supporting integration with other systems and efficient and effective working practices.

What are the project drivers?

(e.g. Legislation / Council Priority / Service Development / Efficiency / Maintenance)

These are some of the drivers for implementation of a new case management system.

Legislation

- The system is not being updated for any changes in legislation.
 - A recent example is the system cannot process payments involving VAT, a requirement coming to the fore with the changes initiated by Care homes. This now requires manual intervention is time-consuming.
- Due to the nature of the work involved there are many different legislative requirements for social work and social care and workarounds have to be put in place to accommodate changes in legislation.

Information Governance and Data Protection

- Documents and information for individuals and families are stored in a variety of locations (system, server and paper files) which is not good practice. It can take staff considerable time to find related documents and information for business as usual as well as FOI and SARS. Holding records in this way contributes to inadvertent data breaches, the risk of which would be removed holding the records in one system that was easily searchable.

Cyber Security

- Current system is a legacy system that is not fit for purpose. It is not being developed by the provider and whilst security updates are performed the old software could potentially place at greater risk of successful cyber attack

Efficient and cost-effective service delivery by reducing time taken to perform simple tasks, increasing integration and removing duplication

- System requires duplication of keying in, inadequate search function so searches take considerable time, document stored in multiple places which takes time to search through and it allows inconsistent input to records. Removing these issues will reduce time taken to undertake simple tasks.
- There is a separate server holding the majority of children and families information and there are various workarounds (access databases) in place, supporting basic business functions. If information were held in one store there would be no requirement for the additional server and maintenance.
- Interfaces – there are several opportunities for interfaces e.g. with FMS, ELMs, Payroll that would reduce double keying and duplication of effort and reduce errors.

Service Development

- Implementation of a new system will provide a focus for the drive to review processes, streamlining them and making more efficient, whilst incorporating quality assurance framework which would improve reporting on effectiveness.
- Providing the ability to expand opportunities for digital solutions plus creating new opportunities e.g. DHI Personal record.

Maintenance

- As the system is a legacy system there is minimal support from the provider.
- Council ICT provide support for two databases to assist with processing payments which should not be required for the new system.

Provide basic details of the current situation and metrics: volumes, numbers, times, FTE etc:

443 current users of CareFirst across the services involved in provision of service to a variety of citizens of Moray (elderly, learning disabilities, mental health).

The system is supported day-to-day by CareFirst Support Team comprising: -

1 x Grade 8

1 x Grade 6

1 x Grade 6 (18hrs)

1 x Grade 3 (25hrs)

ICT are also involved in supporting interfaces between CareFirst and Payments systems including maintenance of two access databases.

<p>Proposal for change</p>	<p>Describe what needs to be done, or the potential options, at a high level:</p> <p>Do nothing and continue as is not considered by HSCM Senior Management as a viable option, due to the information governance issues, the lack of support, the system causes inefficient working practices and it will not facilitate development of service delivery.</p> <p>Service Improvement</p> <p>To implement a new system HSCM will require to review core processes to streamline them and agree standard approaches across teams and services. This requirement is being driven through the review of finances and budgets to ensure savings and equity for individuals who receive care and support. It will build on the work of the 3 Conversations collaborative work.</p> <p>Work is to commence to review processes and procedures for core functions such as assessments, reviews and recording outcomes. Eligibility criteria will be also reviewed and a quality assurance framework will be implemented.</p> <p>These elements will need to be progressed in the short term so the outcomes can inform the new way of working on a new system and identify where efficiencies can be made.</p> <p>Procurement of New system</p> <p>There are different options for procurement of a new system. Going out to the UK market may provide best value options however would be time consuming to check and unless a firm has a produce in Scotland may incur issued with differing legislative requirements.</p> <p>Use of Scotland Excel framework would speed up the process as the providers are already on an approved framework and four of the companies are already in use various Councils or HSCP in Scotland.</p> <p>Type of system</p> <p>Whether to host the system, have it hosted by the supplier or have the software as a service (cloud based) is a major factor for consideration and will form a crucial element of the procurement process.</p> <p>The choices impact on requirement for ICT staff resource for implementation, initial hardware costs and time to implement.</p> <p>Funding</p> <p>If a cloud-based solution is selected then the costs will all be considered as revenue because there is nothing owned at the end of the contract. If hosted locally or third party, then implementation costs may be capitalised.</p> <p>Interfaces</p> <p>To ensure optimum efficiency and streamlined working for a new system it is considered necessary to also have interfaces with the following:-</p> <ul style="list-style-type: none"> • Financial Management system – for authorisation of invoices for payment. (This includes replacement of the internally developed residential care payments interface). • ELMs – Equipment Loan Management system. • Reporting solution – ideally the reporting solution will be integral to the new system but if not, the system would need to link with reporting software.
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- DHI – **Personal Record** – under development and will require to interface with the system chosen. (DHI have said they would be willing to work with ICT on any requirement specification to enable interfacing between the Council’s case management system and the Personal Data Store).

Describe and evaluate the different options considered for the proposal and give reasons why the preferred option was chosen including:

- **The “Do nothing” option is your baseline to cost against**
- **The criteria used to decide the best value option should be clearly stated**

1) Do nothing – continue with the existing legacy system that cannot be upgraded, is not being developed by the supplier, does not allow documents to be uploaded and does not interface with other systems in use.

The supplier, OLM, provided indicative figures for continued provision of existing functionality in the table below.

Year 1	Year 2	Year 3	Year 4	Year 5
£104,532.33	£104,532.33 + Oct set RPI	Year 2 cost + Oct set RPI	Year 3 cost + Oct set RPI	Year 4 cost + Oct set RPI

Risks – as this supplier has created a new cloud-based product experience dictates that they will in the next 3-5 years discontinue support for the existing and push customers towards the new product. It is expected that on award of a tender, the new system takes 18 months to 2 years to migrate the product as its large, complex and involves extremely sensitive and critical data types.

The technology of the platform is over 20 years old and the software was written years ago, there are no upgrades so no potential for development. We are running out of time and this system no longer supports efficient and effective working.

2) New contract for existing provision – this would entail creating a specification for what is already in use. It might take less time overall but would require tender process and all the ICT stages but will not enable exploration of the opportunities for developing and wider integration of systems for improved efficiency and effectiveness so limiting future developments.

3) Upgrade to Eclipse with existing provider OLM – the new software package supplier by OLM is a completely different product to CareFirst and migration will involve all of the steps of moving to a new provider. Whilst there may be time saved as the provider would be familiar with the structure of the data and there are already working relationships in place, these are not sufficiently significant. Therefore, it is not considered best value to proceed with this option as it does not allow assurance of best value.

	<p>4) Competitive Tender for new system – engage with stakeholders and colleagues in procurement and ICT to scope what is required from the wider systems currently in use, to increase efficiency and effectiveness whilst seeking, where possible, to reduce annual costs.</p> <p>Initial investigations have highlighted providers on the Scotland Excel Framework with clients in local authorities and health and social care partnerships. Liquid Logic, OLM-Northgate, Access Group (Servelec) and Advanced Health Care Ltd.</p> <p>An estimated cost of the existing provider options (locally hosted, supplier hosted or cloud based) are shown below but there are variations between licensing pricing schedules across the different suppliers and significant differences between hosting and cloud-based options that will need careful discussion and review.</p> <p>This option requires significant budget and resource to proceed but it likely to provide the greatest benefits and support financial savings in future through facilitation of budget and performance monitoring and gathering of data to inform strategic commissioning requirements.</p> <p>Due to the complexity of procurement options and the impact on funding options this element will require support from Procurement and ICT.</p>
	<p>Summarise the expected outcomes if the project proceeds e.g. savings, efficiencies.</p> <ul style="list-style-type: none"> • Efficient modern digital systems enabling Social Workers to spend more time with people and families. • User friendly system, removing the administrative burden of the present system • Improved support and maintenance. • Process automation and simplification. • Enable development and be fit for the future • Improved management information to enable more effective management of the Social Care process and removal of duplication. <p>With the process reviews and implementation of a modern system it is anticipated there will be efficiencies in staff time which could release posts. Until work progresses it is difficult to ascertain where the time will be saved and this area will develop during the process reviews and will inform the business case.</p>
	<p>What are the risks of not doing it?</p> <p>There are several risks of not proceeding to implement a new system for case management for social care and social work :-</p> <ul style="list-style-type: none"> • Failure to meet information governance standards and compliance with GDPR • Continued use of a legacy system means legislative changes are not updated (resulting in inefficient workarounds), there is minimal support and no development. • Inability for managers and teams to easily have oversight of workloads and progress in achieving outcomes for individuals resulting in difficulties with prioritisation.

	<ul style="list-style-type: none"> • Inability for team managers to have oversight of their teams’ performance to identify trends or to support an improvement mindset. • Inability to extract data to inform use of existing contracts to identify future trends and requirements for strategic commissioning purposes resulting in missed opportunities to negotiate competitive prices and a need to spot purchase at higher prices to meeting individual outcomes. • Inability to report on SDS options and comparisons of indicative budgets and actual spend. • Failure to provide staff with the necessary tools to do their jobs effectively. • Failure to meet specified audit recommendations • Inability to take forward opportunities presented through the Growth Deal with the work being undertaken by DHI around personal data stores. • Inability to develop and use new technologies such as mobile solutions for working in the field and real time updates. • Continued (potentially worsening) issues relating to recruitment and retention of social work staff related to the frustrations with the current system. • Increasing time required to search for information for inspections with the risk of missing essential information because of the lack of suitable search tools and the information being stored in a variety of places.
	<p>Describe and detail any key dates that should be considered:</p> <p>Existing term for access to the system will complete by end of March 2025</p> <p>Staffplan system contract expires February 2025</p> <p>Procurement process, if proceeding with existing providers on Scotland Excel framework, would commence July 2024 and complete February 2025.</p> <p>The existing agreement on Scotland Excel for case management system providers expires 31/3/25.</p>

Section 2: To be completed by HoS / Management Team (please complete all fields)	
<u>PROJECT CATEGORY</u>	Intermediate
Strategic Fit	<p>How does this prepare the Council for future demands or requirements?</p> <p>Providing a modern case management system as a single source of truth will improve information governance, data protection and records management of data relating to those who are vulnerable in our community. Through process review and implementing workflows greater efficiency will be achieved and performance management will be facilitated.</p> <p>A new system will increase potential for collaborative working across teams and partners and will future proof to enable developments in digital care to be adopted.</p>

	<p>How does the proposal align with the Moray 10 Year Plan - Local Outcomes Improvements Plan?</p> <p>The LOIP identifies improving the wellbeing of our population as a key theme “People are healthier and experience fewer harms as a result of making well information decisions about their health and wellbeing.”</p> <p>Our social work and social care services provide support to many children, families and older people many of whom are extremely vulnerable. They need the right tools to do their jobs well and the current case management system is not serving that purpose any longer.</p> <p>How does the proposal align with the Corporate Plan?</p> <p>Council Priority “Our People” – “Provide opportunities for people to be the best they can be throughout their lives with a strong and sustained focus on those individuals and groups in our society who experience the most disadvantage and discrimination.”</p> <p>Council Priority “Improvement and Modernisation: transformation to achieve” – this will be a transformational project for the recording and monitoring of people’s outcomes and needs that will bring efficiencies and capacity to deliver services to more people, to meet increasing demands.</p> <p>This project is a key enabler for the delivery of social work and social care services as the case management system holds the information required for decisions relating to delivery and commissioning of services for the Home First and Partner in Care strategic themes.</p>
<p>Corporate Capacity & Do-ability?</p>	<p>What is the internal/external authority and stakeholder support for the project?</p> <p>The Health and Social Care senior management and operational management team are supportive of this project.</p> <p>ICT services are supportive of a move to a more modern system as there are old access databases in place supporting payment processing which are at end of life.</p> <p>Describe the high-level governance, commitment and support for the proposal?</p> <p>ICT Gateway approval regarding appropriateness of the proposal and initial ICT advice and Asset Management Group approval for allocation of Council staff resource and recommendation for funding</p> <p>Moray Integration Joint Board approval will be required for approval in principle for proceeding with project and funding allocation. This will be a budget pressure and if the MIJB are not able to fund this they will require to seek approval from partners (NHSG and Council) to seek additional budget.</p> <p>Is the proposal realistic? Y/N</p> <ul style="list-style-type: none"> • Please explain:

	<p>This is a complex proposal and is a programme comprising specific projects.</p> <p>Given the financial constraints it will be challenging to deliver and to gain approval to proceed, however the service needs, the changes in current product sustainability and the increasing risks mean that time has really run out for any alternative.</p>
	<p>Is the proposal dependent upon other organisations or council projects? Y/N</p> <p>There is no dependency on other projects, but HSCM is dependent on the specialist knowledge of ICT, Procurement and Information Governance to deliver this project.</p>
	<p>Does the Service have the skills and resources available to take this forward? Y/N</p> <ul style="list-style-type: none"> • No, HSCM does not possess all the skills and resources required to take this forward, deliver and implement. <p>The gaps in skills relate principally to ICT and procurement and information governance.</p> <p>Estimate of Resources required would be:-</p> <p>HSCM</p> <ul style="list-style-type: none"> • Project officer (Grade 9 internal secondment) – System specification, procurement, migration and implementation <p>incorporated in substantive roles</p> <ul style="list-style-type: none"> • Programme lead • Theme lead – process improvement, quality assurance framework implementation • Theme lead – communication and engagement • Theme lead – procedure review and training • System support (including data cleansing) and training • Project admin support • Service champions during development, procurement, testing and implementation phases <p>There will be additional requirements for support from across all services areas to support testing, identify process improvements, efficiencies and to assist with implementation.</p> <p>Council</p> <ul style="list-style-type: none"> • Senior ICT officer - advice for specification, involved in procurement process and tender award, advice for data mapping and migration, system support. Potential requirement for hardware configuration and support if option for a hosted system is selected. • Process Improvement – Senior ICT Officer – estimate 14 days • Procurement – support of procurement officer for tender process from July 2024 to February 2025 • Information Governance – support and guidance for data sharing agreements, records management and data cleansing throughout the project. •

	<p>Does the proposal require specialist input (External support / HR / ICT / Property / Training)? Yes</p> <ul style="list-style-type: none"> • If Yes please list: <p>Council:-</p> <ul style="list-style-type: none"> • ICT applications and network • Information Governance and Records management • Procurement • Process mapping and re-design • Project management advice <p>Other:-</p> <ul style="list-style-type: none"> • External support as necessary from system supplier and where necessary other suppliers for interfaces.
<p>Impact of the Project</p>	<p>List the services which would be affected:</p> <p>The impact for HSCM would be high as the current case management system is used across most services.</p> <p>The introduction of a new solution will ensure compliance with information governance and have the potential to expand the solution to areas that do not currently use the existing system as well as the potential to use mobile technology in communities. Improving records management will facilitate sharing of information appropriately and effectively and ultimately eradicating the need for additional server storage.</p> <p>Adult Services:-</p> <ul style="list-style-type: none"> • Access, East and West Social Work teams • Adult Support and Protection • Public Protection • Mental Health • Learning disabilities • Occupational Therapy • Care Finance team • Care at home, START, Community Support Service (CSS) • Self-Directed Support • Shared Lives • Community Engagement & Volunteering • System support • Performance • Equipment Store • Commissioning <p>Children and Families Services:-</p> <ul style="list-style-type: none"> • Access, East and West Social Work teams • Placement services • Throughcare and aftercare • Child Protection <p>Justice Services:-</p> <p>Adult, Children and Out of Hours</p> <p>Moray Council</p>

- ICT - applications, Support , Network
- Payments

Outline the scale of impact on resources (Minor or major disruption)?

There will be significant resources within HSCM to undertake the review work to streamline processes and standardise approach across adult services.

During the discovery phase the impact on resources would mostly be in HSCM, Procurement and ICT team.

The work would be split into three main areas:

1. Discovery phase to research the marketplace and identify service improvements.
2. Procurement
3. Implementation of new case management system.

The implementation phase would need to be split into two stages:

1. Transition existing services on to the new platform (in a phase manner to enable appropriate training and support is available from existing resource) seeking improvements where possible to:
 - a. Expand integration to backend systems
 - b. Remove double keying,
 - c. Expand automation.
2. Identify opportunities for further service efficiencies as teams migrate with the potential for mobile solutions for people in the field.

Does it significantly change the way the organisation operates? Y/N - Y

- **If Yes please list:**

Underpinning reclaiming the social work model, which the goal to reduce bureaucracy, have systems and technology in place that free up social workers to do social work. A system that facilitates this, is simple to use and reduces the time social workers are tied up in administration is crucial to the success of the model.

Ensuring the social care system in place has the persons needs at its centre is crucial and a new system that supports timely and appropriate sharing of data for an individual, their family and circumstances will enable staff to do their job well.

One source of information for individuals and families will improve oversight of the whole system and will facilitate improved care, improved quality, and reduced wastage and duplication.

Improved access to performance data and reporting will enable monitoring of outcomes for individuals and throughput of teams, both of which will inform future requirements for service delivery and strategic commissioning.

The challenges experienced by staff on a daily basis to undertake the simplest tasks is wasteful of time and demoralising.

A new case management system will transform operational delivery of social work and social care systems and improve efficiency across all services.

	<p>What is the preferred timetable?</p> <p>Due to the complexity of any potential solution, the identified requirement by the service for the need to standardise processes, the integrations that exists to back-end systems and the amount of data cleansing required it is expected that the timetable for full implementation would be around 18 months to 2 years.</p> <p>To be able to fully understand the potential solutions then considerable preparatory work will be required to research the marketplace and to identify potential solutions.</p> <p>If the necessary approvals can be achieved, then project initiation would commence October 2024</p> <p>Describe the Benefits (cash and non-cash):</p> <ul style="list-style-type: none"> • Non - cashable <ul style="list-style-type: none"> ○ Increased integration to back-end systems reducing the need for double keying. ○ Improved staff experience ○ Increased automation ○ Future proof for new legislation or service developments e.g. DHI individual record ○ Improved management of service user records to streamline retention policies and compliance with GDPR. • Cashable <ul style="list-style-type: none"> ○ Increased efficiencies ○ Catalyst for change ○ Reduced duplication and time wastage ○ Improved budget monitoring and performance monitoring 																																																	
<p>Funding</p>	<p>Document the expected investment required (if known):</p> <p>There are currently 443 registered users of CareFirst so indicative prices are shown for 500 users. (This aspect will require review during discussions with potential providers as some licences are for concurrent users and others are named users which makes a difference in number of licences required.)</p> <p>HSCM is being charged £104k for year to 31 March 2025 for CareFirst. This has increased from £94k the previous year. There is no contract in place.</p> <p>Table 1 below shows indicative figures from the Scotland Excel if hosted on site. Costs change significantly depending on type of provision (Locally hosted, hosted by third party or Software as a Supplier (cloud)) and there are impacts on options for funding.</p> <table border="1" data-bbox="411 1599 1465 2054"> <thead> <tr> <th>Hosted locally</th> <th>Current Year 1 £000k</th> <th>Year 2 2025/26 £000k</th> <th>Year 3 2026/27 £000k</th> <th>Year 4 2027/28 £000k</th> <th>Year 5 2028/29 £000k</th> <th>5 year Total £000k</th> </tr> </thead> <tbody> <tr> <td>Capital</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Licences</td> <td></td> <td>£144</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Service Installation</td> <td></td> <td>£178</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Hardware</td> <td>£70</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Consultancy / Training</td> <td></td> <td>£50</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Capital total</td> <td>£70</td> <td>£372</td> <td>£0</td> <td>£0</td> <td>£0</td> <td>£442</td> </tr> </tbody> </table>	Hosted locally	Current Year 1 £000k	Year 2 2025/26 £000k	Year 3 2026/27 £000k	Year 4 2027/28 £000k	Year 5 2028/29 £000k	5 year Total £000k	Capital							Licences		£144					Service Installation		£178					Hardware	£70						Consultancy / Training		£50					Capital total	£70	£372	£0	£0	£0	£442
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Revenue						
Support and Helpdesk		£216	£216	£216	£216	£864
Project Staff costs (Grade 9)	£60	£75				£135
Existing system	£106	£114				£220
Efficiencies in staffing				(£100)	(£100)	(£200)
Revenue Total	£166	£405	£216	£116	£116	£1,019

The figures for hardware and consultancy are indicative values and requires discussion with the potential suppliers and Council ICT officers to determine exact requirements.

The efficiencies in staffing relate to funds for existing difficult to fill vacancies which could be released as processes become more streamlined. These figures will be updated following the process mapping exercises.

These overall figures are indicative as there requires to be further discussion with ICT, procurement and potential providers to determine the most appropriate method provision of service i.e. hosted on site, hosted by third party via the supplier or hosted on a cloud. (Note If cloud based option is taken forward then none of the costs can be capitalised as there is no asset at the end of the contract.)

Is funding required/available to carry out the project? No

- Budget of £109k is available for ongoing system support
- There is no capital budget provided for procuring a new system, implementation and migration costs nor any additional revenue budget currently assigned.

Additional Information

Equality – has an assessment been undertaken as per council policy? Y/N

No - There will be no change in the way that we currently deal with people we provide a service to. New opportunities may become available but existing methods of communication and engagement will remain. Any new solution will capture the necessary information required to help deliver a service.

Climate change – has an assessment been undertaken as per council policy? Y/N

No

- By improving processes, increase integration and reducing duplication then there is potential for a positive impact in climate change.
- To identify if the impact is positive then we will need to understand the climate impact on the current CareFirst system.
- The climate impact will be included and evaluated as part of the tender process.

Efforts will be undertaken to understand the impact any process improvement including reduction in paper based processes, increased integration and automation has on energy efficiency.

	Provide any other relevant information:	
HoS / Management Team Approval	Approved	
Approved By/Date	HSCM Senior Management Team	Date of meeting/decision: 15/5/24
Comments	Any relevant comments from the approving authority should be documented here.	

Section 3: To be completed by Gateway Review Board (please complete all fields)		
Gateway Approval	Approved - Proceed to Business Case	
Approved By/Date	Group or Officer Name ICT Gateway	Date of meeting/decision: 28/05/24
Comments	<i>Any relevant comments from the approving authority should be documented here.</i> Discussed timescales and resourcing issues.	
Next Steps including timescale	Business case to come back when finalised.	