Norfolk County Council

Policy and Resources Committee

Date: **Monday 8 February 2016**

Time: **10am**

Venue: **Edwards Room, County Hall, Norwich**

SECOND SUPPLEMENTARY
A g e n d a

6v.   County Council Budget 2016-17 to 2019-20: Revenue Budget 2016-17   (Page B3)

Addendum

The enclosed chapter (5) was omitted in error from the draft IRMP 2016-20 published as part of the supplementary Policy and Resources Committee papers on 03/02/16. It outlines the public consultation process that has taken place and explains how consultation feedback and impact assessments have been taken into account in approving the proposals outlined in chapter 4. This additional chapter should be read following on from supplementary agenda page A128.

9.   Social Care Systems Re-procurement   (Page B7)

Report by Executive Director of Resources and Executive Director of Adult Social Services

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Date Supplementary Agenda Published: 4 February 2016

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5. Public Consultation

Consultation approach

Consultation on the draft IRMP 2016-20 was integrated with Norfolk County Council's consultation on budget savings and changes to many Council services under the banner of 'Re-Imagining Norfolk'. The consultation period was from 30 October 2015 to 14 January 2016. People were able to respond online, by email, on Twitter and Facebook, by telephone and in writing. The consultation web site can be found at https://norfolk.citizenspace.com/consultation/re-imaginingnorfolkbudget

We consulted on a draft IRMP that proposed a range of options that amounted to 11% savings or £2.35M over three years. We consulted the public on the following:
- A strategic vision for the service
- 1A: A proposal to save £1.2m over three years from reductions in operational support staff and training budgets
- 1B: Proposals to move wholetime firefighters from Great Yarmouth and King's Lynn to Thetford, Dereham and other market towns along with introducing a 12 hour shift pattern for all full-time firefighters.
- Proposals to save up to £1.15m from emergency response resources by:
  - o 2A:Redesign of Fire and Rescue on-call (retained) emergency response resources, including closing two fire stations
  - o 2B: Redesign of Fire and Rescue full-time (wholetime) emergency response resources
- Views on the role of NFRS in providing a water rescue and flooding service.

Who Responded and What Did They Say?

Over 600 people, groups and organisations commented on one or more of our proposals.

Five petitions were received, relating to the IRMP proposals:
- "Stop Norfolk Fire Station Closures" - 1,346 signatures
- "Stop the cuts within Norfolk Fire and Rescue Service. Petition Norfolk County Council to remove all cuts against the Fire Service" - 584 signatures
- 4,394 people signed a petition: urging the Council not to go ahead with the proposed changes

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- 3,130 people signed a petition urging the Council not to go ahead with the proposed changes (1B and 2A) and to continue with the fire cover currently provided in the borough of Great Yarmouth
- 3,870 people signed a petition requesting that no cuts are made to Norfolk Fire and Rescue Service
- 1,421 postcards have been received, as part of the Fire Brigades Union campaign 'Cuts costs lives'.

Every response was read in detail and analysed to identify the range of people's opinions, any repeated or consistently expressed views, and the anticipated impact of proposals on people's lives. A number of consistent messages emerged about the type, description and implementation of proposals:

- Concerns were voiced that the proposals could have a negative impact upon the safety of fire fighters and members of the public
- Emphasis was placed on the need to protect and promote prevention work
- Concerns were raised about the cumulative impact of some of the proposals, particularly the proposed removal of second fire engines and the closure of Fire Stations in rural areas and the west of the county
- The proposals were perceived to be difficult and disruptive to implement and would result in minimal savings
- The proposals and their potential impact were perceived to be too complicated comment upon in an informed way.

On the issue of whether NFRS should provide a water rescue and flooding service 65% of respondents agreed, 24% disagreed and 11% were not sure. Respondents were not asked to explain why they answered agree/ disagree/ don't know. However, many did comment on flooding as part of the other proposals. The main points raised were:

- flooding was already a risk, and one that was likely to increase in future
- the Fire and rescue service does not have a statutory duty to provide a flooding response
- Government should continue to fund the flooding response service.

We will take these views into account when we plan the future of our water rescue and flooding service.

The full analysis of responses is contained in the report 'Community Services - equality and rural impact assessments, and findings from the public consultation on budget proposals'.

How We Made Our Decision

A detailed discussion on the draft IRMP proposals took place at the Communities Committee meeting on 21 October 2015 where County Councillors selected the options that were put forward for public consultation. The findings of the public consultation were then considered at the Communities Committee Meeting on 27 January 2016 where Councillors made recommendations on the proposals that

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should be implemented.

In making their decision about a proposal Councillors took into account:

- The impact of any proposal on individuals, groups or communities and in particular on people identified as having 'protected characteristics' under the Equality Act 2010. The protected characteristics are: age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; and sexual orientation. As well as this equality impact assessment, Councillors considered the impact of proposals on rural areas
- The views of those consulted
- The evidence of need and what is proven to work effectively and well
- The financial and legal positions and any constraints at the time
- Any potential alternative options, models or ideas for making the savings.

As a result on 27 January 2016 members of Communities Committee:

- **Agreed a shorter revised vision for the service** (see page 18). Respondents to the consultation were generally in agreement with the proposed vision but some said it was too long. The revised vision addresses these concerns whilst retaining the elements supported by respondents.

- **Agreed to reduce the level of savings from operational support by £300,000 in 2016/17.** The service will now make £0.9m of savings over three years rather than £1.2m with a particular emphasis on preserving incident management staffing levels to maintain the capability to manage simultaneous or serious incidents.

- **Agreed to some changes in the way we use resources to achieve best operational effect.** We will not need proceed at this time with the proposals to downgrade fire cover in King's Lynn and Gorleston from 24/7 to 12/7. We will continue with the proposal to upgrade cover in Dereham by using the Urban Search & Rescue team already based there to also crew one of the Dereham fire engines. We will review the proposals to change wholetime firefighter shift patterns and to upgrade fire cover in Thetford. The proposal to replace 2nd appliances at two appliance RDS stations with lightweight 4x4 vehicles, which was already agreed in our previous IRMP, will continue.

- **Agreed not to proceed with changes to re-design the retained and wholetime firefighter service** (see Appendix 2). Councillors decided not to implement changes which would have resulted in fewer firefighters, fire engines and fire stations. Instead Council Tax will be increased to protect these frontline services from budget savings.

- **Noted public views on the water rescue and flooding service** which will be taken into account as we plan the future of this service.

The draft IRMP 2016-20 was revised to reflect the changes agreed by Communities Committee before being recommended to the Policy and Resources Committee on 8

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February 2016. The IRMP was then approved by Full Council on 22 February 2016 when the council's 2016/17 budget, including the budget for NFRS, was approved.

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Policy and Resources Committee

Report title:	**Social Care Systems Re-procurement**
Date of meeting:	**8 February 2016**
Responsible Chief Officer:	**Anne Gibson, Executive Director of Resources**

Strategic impact

The Care First system provided by OLM has been in place for the past nine years and is a business-critical social care recording system used by Adult Social Services, Children's Services, Procurement (for contract administration), and for social care charging by Financial Exchequer Services. The intention is to extend the OLM contract until March 2018 but procurement law makes it difficult to extend further as the Care First system continues to evolve from what was originally purchased.

There are a number of reasons for replacing CareFirst which are set out in the body of this report. This will form the basis on which benefits, integration and service improvements can be developed and delivered. CareFirst provides a platform for the council to deliver its statutory social care functions and in this regard there is no choice but to replace CareFirst as it reaches the end of its operating life. Through the procurement process we will seek additional benefits relating to two of the Council's priorities: 'protecting the vulnerable' and 'good infrastructure'.

Reports were presented to the Adult Social Care Committee on 25 January 2016 and to the Children's Services Committee on 26 January 2016 and their recommendations are presented to this Committee.

Executive summary

The project to replace Care First has been provisionally planned as follows:

> Phase 1 (Requirements) – market, user and stakeholder engagement to inform the development of an agreed Requirements Specification by March 2016

> Phase 2 (Procurement) – selection of a solution and supplier by October 2016

> Phase 3 (Implementation) – configuration of solution, business process review, training, migration of data and go-live by April 2018

The key benefits are

1) A resilient and adaptable system to underpin our planning and delivery of social care through to 2025
2) Savings, integration and service improvement through an intuitive, flexible system
3) Compliance with the legal and procurement imperatives

The major risks are:

1) Being unable to resource the project to meet the April 2018 deadline
2) Setting a scope that is either too ambitious or not challenging enough
3) The market may not provide an affordable solution
4) It may be difficult to establish costs and fund the project

5) National and local agendas may cause our requirements to change radically between procuring and implementing the system
6) Corporate governance may be challenging to establish standard requirements for a complex project involving users from 4 council departments and 3 committees.

Recommendations:

The Policy and Resources Committee is asked to:

1) **Allow an exemption to Contract Standing Orders to extend the contract for the current CareFirst system to March 2018, to permit a phased transition**
2) **Agree to the procurement of a replacement social care recording system that meets current and future business requirements, effectively**
3) **Agree the associated capital funding of £7.926m**
4) **Note the need for up to one-off £0.478m project revenue funding for 2016/17, £0.914m for 2017/18 and £0.879m for 2018/19, for the corporate Social Care System re-procurement as part of the overall NCC budget. These are initial estimates for approval following further scrutiny and annual review, and**
   a) **To consider and recommend the funding of the project revenue requirement of up to £0.150m for 2015/16 and £0.479m for 2016/17 from the Council's Innovations Reserve**
   b) **To consider and recommend that the project revenue requirement of up to £0.914m for 2017/18 and £0.879m for 2018/19 be taken into account in the budget planning assumptions in the 2017/18 Medium Term Financial Strategy.**
5) **Add the risks associated with the transition to the Corporate Risk Register**
6) **Receive the comments and recommendations from Adult Social Care and Children's Committees.**

1.   Proposal

1.1   The proposal is to replace the current CareFirst social care system through a re-procurement process to be in place by April 2018. The funding of the programme is proposed to be through the 2016/17, 2017/18 and 2018/19 capital programme.

1.2   While the procurement and implementation are carried out, CareFirst will continue to be our live Social Care system for a further two years, based on current estimates. A contract standing order exemption is required to enable the extension of the CareFirst contract with OLM through to March 2018, under Regulation 72(1)(b)(i) of the Public Contracts Regulations, as only OLM can provide maintenance services of this nature for this software for which we own a perpetual licence. The cost of this will be £260,000 per annum for two years but is already budgeted for and not an additional cost. Earlier re-procurement of the system was not practical because in July 2013, when the re-procurement would have otherwise commenced, there was a significant amount of pressure and change being experienced in Children's Services. The advice received from the then Director of Children's Services was that any disruption with the CareFirst system could cause further complications.

1.3   CareFirst is a major council system and five departments rely on its use as a business critical tool. CareFirst provides a platform for the council to deliver its statutory social

care functions and there is therefore no choice but to replace CareFirst as it reaches the end of its operating life.

1.4   The new system is being procured as a corporate project for Adults, Children's, Procurement and Finance departments and reports were taken to the Adult Social Care Committee on 25 January 2016 and Children's Services Committee on 26 January 2016.

Please find below the resolution from **Children's Services Committee**:

The Committee RESOLVED to recommend to Policy & Resources committee that it:
- Agrees, in principle, to the procurement of a replacement social care recording system that meets current and future business requirements and secures value for money effectively;
- Agrees the associated capital funding bid;
- Considers a recommendation to Policy & Resources for the £0.478m revenue funding for 2016/17 for the corporate social care system re-procurement, and £1.793m in future years, as part of the overall NCC budget.
- Adds the risks associated with the transition to the Corporate Risk Register.

The Committee added the words "in principle" and "secures value for money" into the first bullet point.

Please find below the agreed recommendations from **Adult Social Care Committee**:-

The Committee **RESOLVED** to recommend to Policy & Resources Committee that it;
- Agrees to the procurement of a replacement social care recording system that meets current and future business needs requirements, effectively
- Agrees to the associated capital funding bid
- Adds the risks associated with the transition to the Corporate Risk Register
- Considers the £0.478m revenue funding for 2016/17 for the corporate social care system re-procurement, and £1.793m in future years, as part of the overall NCC budget
- Allows an exemption to Contract Standing Orders to extend the contract for the current CareFirst system to March 2018, to permit a phased transition.
- Receives further information on the financial risks of the project including value for money and benchmarking data.

The last bullet point was an extra recommendation from those presented in the report.

2.   Evidence

2.1   **The Business Case for Change**

2.1.1   The CareFirst system provided by OLM has been in place since 2006/07 and is a business critical data recording system used by Adult Social Care, Procurement, Children's Services and Finance Exchequer Services (FES). The OLM contract needs to be extended until March 2018 during which time the re-procurement and transition will take place. There are a number of reasons for replacing CareFirst, and these include:

a) CareFirst is increasingly described as a legacy system which no longer meets business needs – both the statutory framework and working practices have changed substantially since it was bought

b) Age – CareFirst has been in operation at NCC since 2006/07 and its current configuration is fundamentally the original one, operating on a server infrastructure that reaches its original 5-year life expectancy in 2016. The risk of component failure is increasing along with the likely occurrence of unplanned downtime. This risk will be managed by the Head of ICT within the Server Migration Project

c) Value – CareFirst is operationally imbedded and is indispensable to essential business processes and business-critical with 3,000 users. These are a combination of council staff and partner organisations e.g. District Councils, the Police and increasingly NHS organisations

d) Change – while some changes are accommodated effectively (such as forms development), other enhancements have proven difficult. The CareFirst environment has not to date been able to adapt easily and energise business change. The pressure for change is increasing, for example, Health & Social Care, Re-imagining Norfolk, Ofsted, and the new system must be able to support new requirements more easily

e) Specialist skills – operation of the system and its platform revolves around some strong in-house specialist skills and knowledge that are uncommon in the market and not always available from the supplier OLM. These skills are often in short supply which creates an ICT capacity deficiency within the council as a whole.

f) Usability – the system is sometimes described by users as 'clunky' to use, management information is not readily accessible to users and interfaces are limited to E-Business Suite and Tribal. In addition we have struggled to implement enhancements to the CareFirst system, particularly in the areas of flexible working and customer access

g) Maintainability – OLM has a policy of lifetime support for the CareFirst product, but we should note that OLM's social care system offered on the Local Authority Software Applications (LASA) framework is the new Eclipse product, not CareFirst. The LASA framework is a catalogue-style arrangement where suppliers are required to provide details of how much they will charge for particular services. OLM have recently announced that CareFirst is in maintenance mode only and that development will be confined to their new product Eclipse.

2. **Project scope for the specification of requirements**

2.2.1   In phase 1 (Requirements) we will specify requirements for a solution that will meet our strategic business process requirements and provide the flexibility and the tools to allow us to refine and improve our ways of working. The final product of phase 1 will be a Requirements Statement in the prescribed format to send to suppliers for the procurement process.

2.2.2   The proposed Strategic Approach defines the strategic principles as follows:-

1) A joined-up social care system for Adults, Children's, Finance & Procurement in order to enable and support more integrated approaches with the whole family, transition from child to adult, contracts, commitments and forecasting

2) Integration with Health and other partners is key, reflecting our integrated commissioning and delivery in Adults, including direct working together under

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partnership arrangements under section 75 of the NHS Act 2006, and the new locality-based multi-agency hub approach in Children's

3) Supporting vulnerable people – the solution must be an enabler for our corporate outcome framework - that all vulnerable people who live, work, learn and are cared for will be safe; and that vulnerable people are more resilient and independent

4) Simplicity, with straightforward recording, automated workflows and readily accessible information, in order to improve efficiency and release practitioner time while supporting our compliance with relevant legislation

5) Information and our use of it drives the system. Information sharing with partners underpins commissioning and delivery within a 'whole system' approach. We also need to make citizens' own records more accessible to them

6) Transformation – from the National Information Board digital strategy through to local initiatives ("Re-imagining Norfolk", "Signs of Safety" and "Promoting Independence") - will require a system and supplier that are flexible and offer innovative solutions

7) The strategic ICT&IM architecture requires integration of the social care system - with Identity Management, the Information Hub, Records Management, Customer Relationship Management, portals, and the means to control staff and other users access to systems - in order to support the corporate programme and exploit wider benefits.

2.2.3   Based on these strategic principles, the scope of the project is as follows:

Phase 1 (Requirements)
a) An agreed Requirements Specification ready to go to market for a joined-up Adults, Children's (including Early Help), Finance and Procurement system, associated business process review and implementation, with a signed off business case

b) Based on a blueprint for social care's strategic business processes, including integration with partners and statutory returns

c) Having undertaken user and stakeholder engagement

d) And clarified requirements of strategic ICT&IM architecture and deliverables of other projects and initiatives

Phase 2 (Procurement)
a) A procurement process resulting in a contract with a selected supplier.

Phase 3 (Implementation)
a) Configuration of solution, business process review, training, migration of data and go-live by April 2018

Excluded from Project Scope
The scope of the project specifically excludes the following:-
a) Tribal and other Children's Services education systems and processes.

2.3   **Procurement**

2.3.1   Procurement of the new system has been planned on the basis of the following assumptions:-

a) Under procurement law, we have to undertake a tender process

b) There is a system in the market that meets our requirements

c) We have already undertaken market engagement to inform the requirement and the process

d) It is mandatory that the solution provides Adult social care, Children's social care (including Early Help), and associated finance and contracts functions

e) The process must test that the selected supplier is in a position to deliver to our timeframe

f) All business functions need to be operational on the new system by March 2018

g) CareFirst and supporting infrastructure will continue to be fit for purpose until March 2018.

2.3.2   The Council's Head of Procurement will advise on procurement options as the specification of requirements takes shape.

2.4   Project Resources

2.4.1   The staffing resource estimates for the project, summarised in section 3.2, have been constructed by the ICT procurement consultant providing quality assurance to the project. These are based on his experience in implementing similar social care systems in other local authorities. Funding for 2015/16 of £0.150m has been made available from the Council's Innovations Reserve to enable the project to be 'kick started'. Recommendations for funding of the programme from April 2016 are made at section 3.3.

2.4.2   Senior posts within the core project team are comprised of a senior project manager from the Corporate Programme Office, the ICT Business Partner for Social care and the SCS Business Lead.

2.4.3   In addition to staff from Adults and Children's Services, the project team will be supported by staff from the Information Management team, the ICT Infrastructure Manager, the Client Systems Team and the Customer Access and Development Manager. Similarly staff from Finance Exchequer Services (FES) and the Business Intelligence and Performance Service (BIPS) will form part of the delivery effort for the project.

2.5   Benefits Realisation

2.5.1   A Benefits Workshop is planned for phase 1 and this will feed into the detailed business case. A Benefits Pack will be completed as the outcome of the benefits workshop to include a benefits map, a benefits log and a benefits profile for each project benefit. This will be reviewed and more detail added as the project develops.

2.6   Project Governance

2.6.1   The Social Care Systems re-procurement is comprised of Adults, Children's, Procurement and Finance departments as major system users so that a joined up approach is required to manage the project. The Executive Director for Adult Social Services will be lead director for the project.

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2.6.2   The oversight of the project is by the County Leadership Team who will set strategic direction, determine competing priorities, resolve disputes between system user requirements, business strategies and sign off key project milestones.

2.6.3   The Social Care System Management Board, formerly the CareFirst Management Board will act as reference board for the project, taking business decisions and assigning resources as appropriate and escalating issues if necessary to the lead Director and to the County Leadership Team.

2.6.4   The Social Care System Project Team will develop the statement of requirement, deliver the project, report progress, consult with relevant groups and is represented by key staff from all user departments. It also has terms of reference.

2.6.5   The Member ICT Working Group will receive regular progress reports. Reports will also be provided to Adults, Children's and Policy & Resources Committees.

2.6.6   Summary Diagram of Project Governance

Accountabilities	**GROUP**	Stakeholders
• Sets strategic direction • Inputs business strategies	**CLT** Harold Bodmer (lead) Simon George, Anne Gibson, Michael Rosen	Report progress & engagement →	Adults, Children's and P&R Committees Member ICT Working Group
• Decision making forum • Directs the project • Assigns resources • Monitors & acts to keep on track • Signs off SoR	**Social Care Systems Management Board** John Baldwin, Don Evans, John Perrott (chairs) Reps from Adults, Children's, Finance, BIPS, ICT, IM & Procurement	Report progress & engagement →	Senior Management Teams Transformation Boards
• Delivers the project • Reports progress • Feeds back on engagement • Develops SoR	**Project Team** Amy Lees, Andrew Moll, Andrew Pettitt (leads) Reps from Adults, Children's, Finance, BIPS, ICT, IM & Procurement & Public Health	Report progress & engagement →	Users Stakeholders

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2.7   **Progress with the Project**

2.7.1   The current position is that the core Project Team was appointed just before Christmas 2015 and arrangements are in hand to 'backfill' their posts while seconded to the project. Space for the team has been provided on floor 7 at County Hall to support co-ordination, planning and effective communication and this has been occupied from 4 January 2016.

2.7.2   During November and December 2015 five bidders' days were arranged for potential suppliers to present their systems to project staff and other professional staff. The five potential suppliers included: CoreLogic, Azeus, LiquidLogic, OLM and Tribal. The bidders' days play no part in selection of the supplier but have been helpful to establish what current systems are capable of and how they are being used on other local authorities. This information will be used to inform NCC requirements for the new system.

2.7.3   The outlook for January to March is that work on the business requirements will be completed together with work to prepare for data migration. Planned work also includes:

      a) completion and sign-off of benefits cards
      b) completion and sign-off of the detailed business case
      c) documentation and sign-off of business requirements
      d) documentation and sign-off of other requirements, including links with corporate programmes such as Customer Services Strategy
      e) preparation of data for migration
      f) preparation of business readiness plans

3.   Financial Implications - funding the re-procurement and the Capital Programme 2016/17, 2017/18 and 2018/19

3.1   The comparable cost of introducing the CareFirst social care database in 2006/07 was £9.923m capital and £4.225m revenue totalling £14.148m.

3.2 Initial estimates for the replacement CareFirst programme total £10.348m. Overall these are approximately £1.5m less compared to 2006/07. The differences are set out in the table below:

Programme	Capital £m	Revenue £m	Total £m
2006/07	9.923	4.225	14.148
2016/17	7.926	2.422	10.348
Difference	**-1.997**	**-1.803**	**-3.800**

The reasons for the difference are, for capital at £1.997m less than last time:

- A supplier-hosted solution will reduce/remove upfront hardware and database licence costs – market intelligence suggests that the current annual maintenance fee for CareFirst (which excludes hardware and Oracle maintenance) would cover both hosting and maintenance of a new system
- Standard configuration and migration approaches which will require less consultancy effort than the migration to CareFirst from legacy in-house systems

And for revenue costs at £1.803m less than last time:

- The reduction/removal of hardware and Oracle licence/maintenance costs as a result of supplier hosting;
- Staff training is being undertaken within the NCC this time and over a shorter period.

Table A - Capital

PROJECT CAPITAL ESTIMATES	2016-17 £	2017-18 £	2018-19 Apr-June £	Total £
Staff Costs	1,051,000	2,788,000	551,000	4,390,000
Non Staff Costs	99,000	264,000	52,000	415,000
Supplier Implementation Consultancy	431,000	1,143,000	226,000	1,800,000
Contingency 20%	316,000	839,000	166,000	1,321,000
Total Project Capital	**1,897,000**	**5,034,000**	**995,000**	**7,926,000**

Table B - Revenue

PROJECT REVENUE ESTIMATES	2016-17 £	2017-18 £	2018-19 £	Total £
Staff costs related to procurement	399,000	0	0	399,000
Training	0	762,000	732,000	1,494,000
Contingency 20%	79,700	152,400	146,500	378,600
Total Project Revenue	**478,700**	**914,400**	**878,500**	**2,271,600**
2015/16 set up costs				150,000
Overall revenue costs				**2,421,600**

3.3   The Policy and Resources Committee is asked:

   a) To consider the associated capital funding bid of £7.926m, and b) note the need for one-off £0.479m project revenue funding for 2016/17 for the corporate social care system re-procurement, £0.914m for 2017/18 and £0.879m for 2018/19, as part of the overall NCC budget. These are initial estimates and subject to further scrutiny and annual review.
   b) To consider and recommend the funding of the project revenue requirement of £0.150m for 2015/16 and £0.479m for 2016/17 from the Council's Innovations Reserve
   c) To consider and recommend that the project revenue requirement of £0.914m for 2017/18 and £0.879m for 2018/19 be taken into account in the budget planning assumptions in the 2017/18 Medium Term Financial Strategy.

4.   Key Risks

4.1   The project has identified the following key risks. These are currently at high level and will be developed into a full risk register for the overall project. It is proposed that the risk should be developed further and added to the Corporate Risk Register.

	Risk	Mitigation
1	**TIMESCALE** We may fail to meet the April 2018 deadline. The in-house resource time to deliver the project may be hard to secure – both core team and in the wider services. It may be difficult to obtain time from partners and other services. Corporate governance may be challenging to establish standard requirements for a complex project involving users from 5 council departments and 3 committees.	Strategic direction, priority and commitment Planning Senior stakeholder engagement Cross departmental stakeholder engagement and communications
2	**SCOPE** We may try to deliver too much and lengthen the project. We may narrow the scope too much and fail to deliver benefits. Migration may prove a significant task.	Review process Market discussions
3	**MARKET** The market may not provide a solution that meets all of our requirements. Solutions may be unaffordable.	Market discussions Procurement and decision-making process

4	**COST** It may be difficult to establish costs and fund them.	Narrow down cost estimates via procurement process
5	**FUTURE CHANGES** Emerging ICT, corporate, county and national initiatives may move the target Future business requirements after March 2016 will not be accommodated through the procurement process	Links with corporate programme, management teams and wider dependencies

5. Background

5.1 As the new system is being procured for Adults, Children's, Procurement and Finance departments this report is presented as a corporate report to the Policy and Resources Committee which is requested to approve the overall programme.

The links to SCS Re-procurement reports to 1) Adult Social Care Committee and 2) Children's Services Committee appear below:

1. http://norfolkcc.cmis.uk.com/norfolkcc/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/477/Committee/10/Default.aspx

2. http://norfolkcc.cmis.uk.com/norfolkcc/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/459/Committee/8/Default.aspx

6. Recommendations

6.1 **The Policy and Resources Committee is asked to:**

1) **Allow an exemption to Contract Standing Orders to extend the contract for the current CareFirst system to March 2018, to permit a phased transition**
2) **Agree to the procurement of a replacement social care recording system that meets current and future business requirements, effectively**
3) **Agree the associated capital funding of £7.926m**
4) **Note the need for up to one-off £0.478m project revenue funding for 2016/17, £0.914m for 2017/18 and £0.879m for 2018/19, for the corporate Social Care System re-procurement as part of the overall NCC budget. These are initial estimates for approval following further scrutiny and annual review, and**
   a) **To consider and recommend the funding of the project revenue requirement of up to £0.150m for 2015/16 and £0.479m for 2016/17 from the Council's Innovations Reserve**
   b) **To consider and recommend that the project revenue requirement of up to £0.914m for 2017/18 and £0.879m for 2018/19 be taken into account in the budget planning assumptions in the 2017/18 Medium Term Financial Strategy.**
5) **Add the risks associated with the transition to the Corporate Risk Register**
6) **Receive the comments and recommendations from Adult Social Care and Children's Committees.**

Officer Contact

If you have any questions about matters contained in this paper or want to see copies of any assessments, e.g. equality impact assessment, please get in touch with:-

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If you need this report in large print, audio, Braille, alternative format or in a different language please contact 0344 800 8020 or 0344 800 8011 (textphone) and we will do our best to help.