

## Appendix 2

<b>People's Directorate: Draft Outline Business Case Summary</b>	
<b>Workstream:</b> <u>Adult Services</u>	
	<b>Current position and the need for change</b>
1.	<p>The project team considered the current service delivery arrangements and made the following assessments</p> <ul style="list-style-type: none"><li>• There are a number of issues with the pathway for adults which need to be addressed</li><li>• There are strategic and operational reasons which have highlighted to need for change.</li><li>• Performance data is not viewed as robust within the service and where accurate data is available, performance could be improved relative to comparators</li><li>• The current staffing budget is £19.2m and most staff are focused on the provision of long term care rather than reablement.</li><li>• 64% of costs relate to commissioning care with the opportunity to reduce the number of people entering high intensity long term care</li><li>• The main areas for work are assessment, locality and reablement pathway and reshaping reablement.</li><li>• Additional areas for consideration include reshaping of residential home reshaping and support planning provision.</li></ul>
	<b>Future Design and Target Operating Model</b>
2.	<p>The strategic outcomes from transformation are to deliver better outcomes for residents, better quality of service and significantly reduce costs. The future design will have:</p> <ul style="list-style-type: none"><li>• All staff have a shared vision which links well to that of the existing programme on Integrated Person Centred Care (IPCC) across health and social care</li><li>• Application of the principles identified within the IPCC pathway across Adult Services</li><li>• Application of the principles identified from examples of good practice in reablement and pathway design from other local authorities and national bodies</li></ul>

## Appendix 2

	<ul style="list-style-type: none"><li>• Implementation of a pathway, informed by good practice and designed with expanded reablement provision to maximise people's independence and reduce longer term care costs</li></ul> <p>Improved outcomes as a result of changes in demand (for high intensity long term care) and practice (reablement for the majority of people).</p>
3.	<p>The future Adult Services model was developed using a Target Operating Model (TOM) framework. The TOM describes, through different layers, how the service will need to be organised and behave in order to carry out its functions and delivery. The elements of the TOM are:</p> <ul style="list-style-type: none"><li>• Identify functional areas and staff resources for the future solution</li><li>• Use more effective commissioning arrangements to deliver better outcomes</li><li>• Develop business processes and activities on an evidence based pathway, incorporating best practice with the customer journey centred around reablement.</li><li>• Design and deliver systems and information with a single view of the service user, mapped throughout the customer journey through the care system with effective information management</li><li>• Realign financial resources, people and organisational structures r to the new service delivery arrangements.</li><li>• Match skills and capabilities against each stage of the new customer pathway</li><li>• Develop culture and behaviours necessary to lead the changes.</li><li>• Ensure delivery models using both in-house and commissioned services.</li></ul>
	<b>Costs and Benefits</b>
4.	<p>The benefits and costs will be considered in four main areas:</p> <ul style="list-style-type: none"><li>• Reduction in the number of children being subject to high cost low volume services</li><li>• Reduction in the number of people requiring high intensity domiciliary care, residential care or nursing home care following reablement</li><li>• Savings in areas commissioned through the Joint Commissioning Unit (JCU)</li></ul>

## Appendix 2

	As a result of the above, it is expected that there will be cumulative reductions in staffing.
	<b>Implementation Plan</b>
5.	<p>An action plan is being developed to provide clear guidance on what steps need to be taken to ensure that change is sustainable</p> <ul style="list-style-type: none"><li>• Phase 1 detailed design April to July 2013</li><li>• Phase 2 construct and implement August 2013 to March 2016</li></ul>
	<b>Dependencies and Assumptions</b>
6.	<p>The business case has the following dependencies:</p> <ul style="list-style-type: none"><li>• More detailed work on the staffing model/ structure</li><li>• Quality and the market position will be enhanced to support choice and personalisation</li><li>• Accurate and robust performance management and cost information availability</li><li>• Cultural changes in relation to 'self serve' opportunities</li><li>• Council wide understanding of the widespread internal changes alongside clear communication with partners</li><li>• Understanding of the level of knowledge and expertise required supporting each element of the pathway</li><li>• Senior management leadership and support for the TOM.</li></ul>

<b>People’s Directorate: Draft Outline Business Case Summary</b>	
<b>Workstream: <u>Children’s Services</u></b>	
	<b>Current position and the need for change</b>
1.	<p>The project team considered the current service delivery arrangements and made the following assessments</p> <ul style="list-style-type: none"> <li>• Areas of the service are meeting or exceeding expectations</li> <li>• Some areas are underperforming against statistical neighbours and national averages and we need to work together to improve.</li> <li>• Children’s Social Care continues to overspend despite a growing budget year on year</li> <li>• For financial challenges to be met performance issues need to be addressed</li> <li>• Managers identified the key areas which are believed to be causing surplus escalation and complexity around the de-escalation process.</li> <li>• Resources will need to align to the level of need at each stage of the child’s journey to manage the escalation process better.</li> </ul>
	<b>Future Design and Target Operating Model</b>
2.	<p>The following design principles were developed to support service managers to:</p> <ul style="list-style-type: none"> <li>• Seek, listen and respond to the ‘children’s voice’. Children and their carers inform service development and delivery</li> <li>• Achieve the correct balance of resources at each level to meet the children’s need at every stage</li> <li>• Create a risk sensible environment for children, families, workers and organisations</li> <li>• Build a more confident, competent and consistent workforce across all areas.</li> <li>• Agree a clear set of common outcomes underpinned by the objectives and</li> </ul>

## Appendix 2

	<p>purpose of each service.</p> <ul style="list-style-type: none"><li>• Implement integrated and collaborative working, efficient and proactive working at the front line</li><li>• Ensure effective and resourceful supervision for all staff</li><li>• Enable greater prevention of escalation</li><li>• Deliver a holistic, whole range of support from children through to adult services.</li></ul>
3.	<p>The future Children's Services model was developed using a Target Operating Model (TOM) framework. The TOM describes, through different layers, how the organisation will need to be organised and behave in order to carry out its functions and deliver services. The elements of the TOM are:</p> <ul style="list-style-type: none"><li>• A functional model setting out how the service teams will fit together</li><li>• Development of an early intervention hub</li><li>• Development of children and family centres and hubs</li><li>• A targeted assessment and intervention team</li><li>• Multi Agency First Response Team</li><li>• Development of the intervention and prevention service</li><li>• Public law outline process to performance</li><li>• Pathways</li><li>• Joint disability service</li><li>• Fostering and adoption recruitment service</li><li>• Development of a high level process map of future children's services and interactions</li></ul>
	<b>Costs and Benefits</b>
4.	<p>The benefits and costs will be considered in four main areas:</p> <ul style="list-style-type: none"><li>• Organisational restructuring</li></ul>

## Appendix 2

	<ul style="list-style-type: none"><li>• Prevention model</li><li>• Process efficiencies</li><li>• Opportunities for joint commissioning</li></ul>
	<b>Implementation Plan</b>
5.	<p>An action plan is being developed to provide clear guidance on what steps need to be taken to ensure that change is sustainable</p> <ul style="list-style-type: none"><li>• Phase 1 - Priority areas to April 2013 to January 2014</li><li>• Phase 2 – Full service June 2013 to March 2014</li></ul>
	<b>Dependencies and Assumptions</b>
6.	<p>The business case has the following dependencies:</p> <ul style="list-style-type: none"><li>• IT providing good quality client information systems for storing child cases</li><li>• Channel shift enabling a focus on 'value adding tasks'</li><li>• Enablement of a self service function</li><li>• Implementation of the justice review recommendations from September 2013</li><li>• Collaborative leadership between partner management teams and a new information sharing culture.</li></ul>
7.	<p>Assumptions include:</p> <ul style="list-style-type: none"><li>• Appropriate resourcing for the information hub and panels</li><li>• 50% reduction in contact with the MAFRT in three years</li><li>• A simple multi agency assessment continuum can be delivered</li><li>• Family Matters delivers on its identified outcomes</li><li>• The recruitment and retention strategy is supported to ensure the continuing development of a stable, confident and competent workforce.</li></ul>

## Appendix 2

## Appendix 2

<b>People Directorate: Draft Outline Business Case Summary</b>	
<b>Workstream</b>	<b><u>Housing</u></b>
	<b>Current position and the need for change</b>
1.	<p>The Workstream project team considered the current service delivery arrangements and made the following assessments</p> <ul style="list-style-type: none"><li>• Many excellent examples of prevention and early intervention counteracted by some areas very resistant and slow to change</li><li>• Strong stable teams of dedicated staff but often constrained by systems, lack on information sharing, traditional ways of working</li><li>• Housing with 17,500 homes has a role to play at all levels of need and can target more effectively to meet our gaps as a city</li><li>• Need to develop clearer roles for spotting, recording and referring issues, tele-care</li><li>• Increase investment in estate based family based support workers and home plus workers.</li></ul>
	<b>Future Design and Target Operating Model</b>
2.	<p>The outcomes of the transformation are to deliver better outcomes for residents, better quality of service and significantly reduce costs. The future design will:</p> <ul style="list-style-type: none"><li>• Maximise the role of prevention to reduce caseload and expenditure in other service areas.</li><li>• Transform operations</li><li>• Optimise the use of the Housing Revenue Account to support wider objectives</li></ul>
3.	<p>The future Housing Services model was developed using a Target Operating Model (TOM) framework. The TOM describes, through different layers, how the organisation will need to be organised and behave in order to carry out its functions and deliver services. The elements of the TOM are:</p> <ul style="list-style-type: none"><li>• Processes and activities</li><li>• Systems and information</li></ul>



## Appendix 2

	<ul style="list-style-type: none"><li>• People and organisational structures</li><li>• Skills and capabilities</li><li>• Cultures and behaviours</li></ul> <p>The services will provide assistance in capturing and communicating the adult's and children's pathways.</p>
	<b>Costs and Benefits</b>
4.	<p>The benefits and costs will be considered in three main areas:</p> <ul style="list-style-type: none"><li>• Benchmarking with comparator authorities the HRA contribution (17%) to the General Revenue Fund and exploring opportunities for increasing the proportion</li><li>• Exploring opportunities for the HRA to fund prevention and early intervention initiatives.</li><li>• Evaluating opportunities for the HRA billing and or data analysis services becoming centres of excellence for planning for the future and supporting commissioning</li></ul>
	<b>Implementation Plan</b>
5.	<p>An action plan is being developed to provide clear guidance on what steps need to be taken to ensure that change is sustainable:</p> <ul style="list-style-type: none"><li>• Phase 1 – Implementation April 2013 to March 2014</li><li>• Phase 2 – Full roll out April 2014 to March 2015</li></ul>
	<b>Dependencies and Assumptions</b>
6.	<p>The business case has the following dependencies:</p> <ul style="list-style-type: none"><li>• IT for singular customer record and systems working in real time.</li><li>• Children's and Adult's Workstreams realising the full role Housing can play</li><li>• Work on the potential channel shift in customers' interactions with Housing</li></ul>

## Appendix 2

	<p>Services</p> <ul style="list-style-type: none"><li>• The potential impact of Equal Pay on employee relations and the ability to deliver transformation.</li></ul>
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<b>People Directorate: Draft Outline Business Case Summary</b>	
<b>Workstream:</b>	<b><u>Information Advice and Channel Shift (now called Customer Services)</u></b>
	<b>Current position and the need for change</b>
1.	<p>The project team considered the current service delivery arrangements and made the following assessments</p> <ul style="list-style-type: none"><li>• Our current customer contact channels do not encourage or enable self service. There are complex processes in place with multiple hand offs and systems with no standard way of working.</li><li>• Simple activities carried out by qualified professionals</li><li>• Currently higher cost services are being used by customers in significant numbers</li><li>• There is a high repeat contact adding to costs</li><li>• Multiple systems mean there is no single view of the customer</li><li>• There is a lack of assurance that the council understands the evolving customer needs.</li><li>• Channel shift provides an opportunity to provide services conveniently, faster and automated where appropriate</li><li>• Channel shift provides the opportunity for customers to access services 24 hours a day seven days a week and with the innovative use of technology this</li></ul>

## Appendix 2

	will lead to a lower cost and better quality service.
	<b>Future Design and Target Operating Model</b>
2.	<p>The strategic outcomes of the transformation are to deliver better outcomes for residents, better quality of service and significantly reduce costs. The future design will embrace channel shift, demand management and trading services taking into consideration :</p> <ul style="list-style-type: none"><li>• Being designed around customer need</li><li>• Providing benefits for both the customer and the council</li><li>• Utilising online as the primary contact channel</li><li>• Maximising benefits will require re-designing service processes and new ways of working</li><li>• Enabling customers, residents, professionals and council staff to become self sufficient and self serving</li><li>• Ensuring the future channel mix is tailored to the individual service areas.</li></ul>
3.	<p>The future Information, Advice and Channel Shift Workstream model was developed along the following lines:</p> <ul style="list-style-type: none"><li>• Customers can contact the council easily through the channel of choice and have confidence and assurance in the information advice and service they receive. They get the right service first time to meet their needs.</li><li>• The People's Directorate, works as one team, views every customer as important, provides effective customer service, optimises relationships with partners to deliver high quality services and has the customer at the centre of all activities.</li><li>• Staff are customer focussed, empowered to make a difference to the customer's well being, respect customers as individuals, are collaborative and engaged in shaping the service.</li><li>• The technology delivers a continuous service, exploits new and emerging opportunities, is secure in protecting the council's assets and reputation and is an enduring solution.</li></ul>

## Appendix 2

	<b>Costs and Benefits</b>
4.	The benefits and costs will be realised through benefits in the other Workstreams.
	<b>Implementation Plan</b>
5.	<p>An action plan is being developed to provide clear guidance on what steps need to be taken to ensure that change is sustainable. The key elements are:</p> <ul style="list-style-type: none"> <li>• Phase 1 – Detailed Design to January 2014</li> <li>• Phase 2 – Implement new full service June 2013 to March 2014</li> </ul>
	<b>Dependencies and Assumptions</b>
6.	<p>The business case has the following dependencies:</p> <ul style="list-style-type: none"> <li>• IT system fit for purpose, secure and provide customers with the assurance they would otherwise seek from the alternative higher cost channels</li> <li>• Customers must get the experience they expect otherwise they will continue to use the alternative higher cost channels</li> <li>• The council must implement the appropriate interventions at the appropriate time to encourage channel shift.</li> </ul>

<b>People Directorate : Draft Outline Business Case Summary</b>	
<b>Workstream:</b>	<b><u>Joint and Integrated Commissioning</u></b>
	<b>Current position and the need for change</b>
1.	<p>The project team considered the current service delivery arrangements and made the following assessments:</p> <ul style="list-style-type: none"> <li>• There are differing approaches to commissioning and limited whole system solutions</li> <li>• Duplications and inefficiencies exist and there is limited use of outcome based commissioning to hold providers (including internal) services to account against</li> </ul>

## Appendix 2

	<p>performance standards</p> <ul style="list-style-type: none"><li>• Pooling capabilities and purchasing power across the council and the CCG would enable greater control over quality, cost and provision</li><li>• The market needs to be improved.</li></ul>
	<b>Future Design and Target Operating Model</b>
2.	<p>The future design will cover:</p> <ul style="list-style-type: none"><li>• Outcomes based upon the Health and Wellbeing Strategy</li><li>• A shared vision for commissioning</li><li>• Eight commissioning principles focusing on improving quality, value for money and outcomes through working in partnership</li><li>• National evidence of benefits of joint commissioning</li><li>• A roadmap designed for the Joint Commissioning Unit, informed by good practice</li></ul>
3.	<p>The future Joint and Integrated Commissioning Workstream model was developed using a Target Operating Model (TOM) framework. The TOM describes, through different layers, how the organisation will need to be organised and behave in order to carry out its functions and deliver services. The elements of the TOM are:</p> <ul style="list-style-type: none"><li>• The JCU will cover eleven functional areas of work from needs assessment and strategy development through to service performance monitoring</li><li>• The annual commissioning cycle will guide the work of the JCU through which key organisational priorities will be identified and developed.</li><li>• A strategic framework for the JCU has been developed and this will inform an annual work plan focused around opportunities to improve.</li><li>• The JCU will not need its own IT system however it will be reliant on other systems for performance information across health and social care.</li><li>• A clear system-wide governance model for joint and integrated commissioning is already in place</li><li>• Assessment and development of commissioning competencies in line with World Class Commissioning framework is required</li><li>• Partnership working, open mindedness and innovation coupled with strong</li></ul>

## Appendix 2

	leadership are pre-requisites for successful joint commissioning.
	<b>Costs and Benefits</b>
4.	<p>The benefits and costs will be considered in four main areas:</p> <ul style="list-style-type: none"><li>• Directly managed staff</li><li>• Existing commissioning spend</li><li>• Directly influenceable spend – SCC and CCG</li><li>• Indirectly influenceable spend –controlled by partners</li></ul>
	<b>Implementation Plan</b>
5.	<p>An action plan being developed to provide clear guidance on what steps need to be taken to ensure that change is sustainable:</p> <ul style="list-style-type: none"><li>• Phase 1 - Detailed design April 2013 to July 2013.</li><li>• Phase 2 - Construct and implement August 2013 to March 2016</li></ul>
	<b>Dependencies and Assumptions</b>
6.	<p>The draft outline business case has the following dependencies:</p> <ul style="list-style-type: none"><li>• More detailed work on the staffing model/structure</li><li>• Accurate and robust performance management, staffing and cost information to be available to support continuous review and improvement</li><li>• Culture change in relation to partnership working</li><li>• Council wide understanding that widespread internal changes are required to make the new TOM successful, along side clear communication to partners</li><li>• Understanding of the level of knowledge and expertise required within the JCU to support wider changes</li><li>• Senior management leadership and support for the TOM</li></ul>
7.	<p>Implementation of the business is based upon the following assumptions:</p> <ul style="list-style-type: none"><li>• No cashable savings are expected during the implementation phase</li><li>• System failures will be addressed</li><li>• Support will be forthcoming from the other Workstreams to facilitate implementation of the JCU</li></ul>

**Appendix 2**

	<ul style="list-style-type: none"><li>• Support will be provided by Senior Management</li></ul>
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