Transformation Implementation Partner

Appendix 2 – Newton Delivery Approach





Proposed Structure of the Hybrid Delivery Team

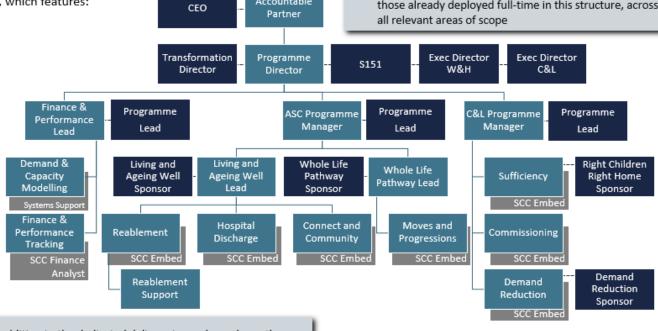
To maximise the pace and scale with which impact can be achieved, supporting the ongoing development of the organisation, as well as the sustainability of this impact beyond the lifetime of our external delivery support. We propose forming a **full-time hybrid team**, working directly on delivery of change alongside the services, which features:

- Specialist transformation capability from Newton, covering programme management, benefit realisation, operations, behavioural change and digital tooling.
- Portfolio and OBCs sponsors retaining sponsorship for the delivery of the initiatives alongside their BAU responsibilities, working collaboratively with hybrid delivery team leads.
- Direct contribution of SCC Embedded Staff to the design and implementation of new ways of working, embedded full-time with Newton colleagues in the structure. These analysts will be directly involved in all delivery activity, developing an in-depth understanding of what has made the changes work and what is most likely to cause them to topple over. Working side-by-side with Newton colleagues will also allow organic and formal opportunities for skills transfer, further mitigating the impact of Newton exit.
- The time-bound formation of design and adoption teams around each workstream (not shown here). These teams would consist of the relevant members of this hybrid delivery team plus subject matter experts (incl. HoS, FBP) and change advocates from within services. These teams are not full-time on the programme. This allows for codesign of solutions from teams with exceptional combined skills and knowledge.

Senior Advisors – advisors to Newton with decades of experience, adding to our transformation expertise with direct experience leading Adult's, Children's, Finance and Healthcare functions within Public Service

 Newton SMEs – senior delivery experts, in addition to those already deployed full-time in this structure, across

The Newton team will be supported by two advisory groups:



In addition to the dedicated delivery team shown here, there will also be roles for managers and front-line staff within the directorates. Whilst these will be dedicated roles it is expected that they will be staffed within their substantive roles. This is also expected of supporting functions such as finance.

Key:

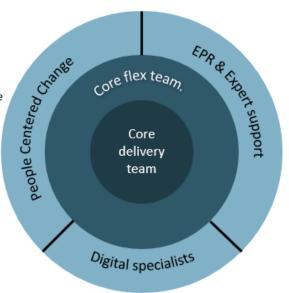
Newton SCC Full-Time Time

SCC Full-Time SCC Sponsor Role (Part-Time)

Partnership Team – Newton Resourcing Approach – Blending with the SCC Team

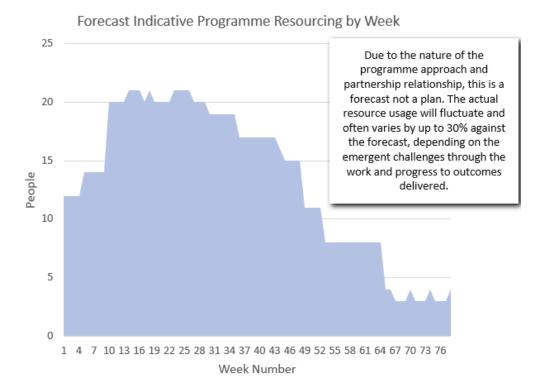
Resources are tailored to programme, to form a collective team to deliver the outcome. Newton provide a core team, with a unique combination of expertise and experience across several disciplines, that will flex in size over time, in response to the needs of the programme – to ensure programme outcomes are delivered. The core team is complemented by specialists and the wider Newton IP & expertise to provide targeted specialist input when required.

Change experts will join the team at pivotal points of the programme to support the workforce to adopt and adapt with the change



Extended Peer
Review team. Two
Consistent reviewers,
drawing in subject
matter experts as
required. Senior
Advisors, industry
experts supporting
the delivery.

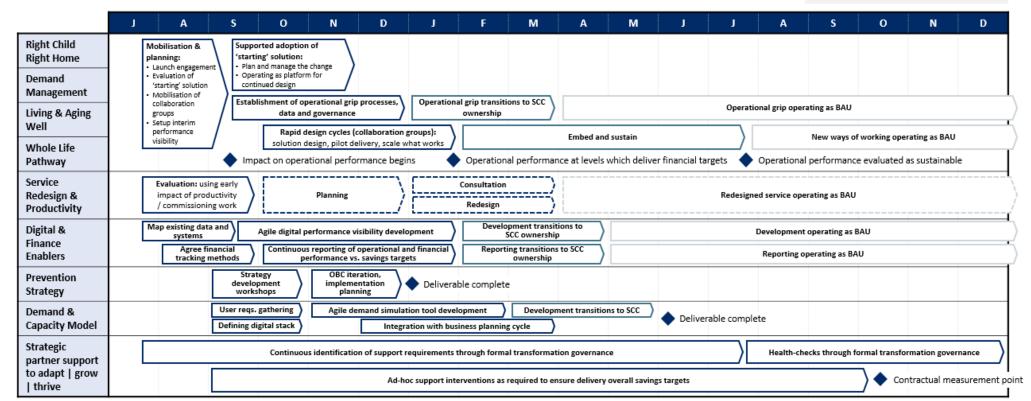
Digital subject matter specialists, drawn in at the appropriate time, following the programme lifecycle and maturity of the solution design.





Newton support to adapt | grow | thrive: Plan on a page

ney	$\langle \rangle$	Potential; subject to evaluation
		SCC only
		Newton support ramp-down
		Full Newton support





Scope of Transformation

Community Wellbeing Portfolio

For Adults and Community Wellbeing to play our part in addressing the Council's financial challenges whilst upholding the values of the directorate, this work must build on the existing transformation activity established in Ambitious Futures and unlock savings primarily through improving the outcomes we deliver for the service users. To do this, we must...

Living and Ageing Well

Projects with Savings

I N

Hospital Discharge Decision Making

Reduce the number of older adults requiring expensive long term care via hospital discharge decisions



Reablement Demand and Effectiveness

Reduce long term homecare demand through increased volume and effectiveness of reablement



Community and Connect Decision Making

Reduce the number of older adults requiring expensive long term care via community decisions



Service Productivity and Redesign

Physical Disabilities Support Model

Increase the number of service users with their ideal, most independent setting and support

Whole Life Pathway



Learning Disabilities Support Model

Increase the number of service users with their ideal, most independent setting and support



Mental Health Support Model

Increase the number of service users with their ideal, most independent setting and support



Service Productivity

Remove blockers to increase productivity and throughput across assessment and supporting teams



Service Redesign*

Define a sustainable operating model for the service



Commissioning

Reduce provider uplifts to bring us back in line with statistical neighbours



System Visibility

Build end to end visibility of operational & financial performance, embedded within a governance & review structure driving decisions



Culture and Practice

Creating a strengths based working environment, where practitioners feel supported and empowered to positively challenge and work differently *The service redesign work builds on the restructure activity undertaken in the previous phase of Ambitious



Existing Ambitious Futures Enablers**



CareTec

Develop the portfolio of tech based solutions to support service users



Direct Payments and Financial Assessments

Refine charging policy, processes and the team structure to deliver consistency in financial management



Social Care Case Management System

Implement a new, fit-for-purpose case management system



Inclusive Lives, Respite, Prevention, and other enablers

Community Wellbeing Delivery Plan

Note this plan represents the activity identified across targeted delivery areas, and is currently being

Practice/Culture

Key:

Data/Performance Process Redesign

consolidated alonaside existina Ambitious Futures activity M4 M5 M6 M7 M8 M11 M12 M13 M14+ M1 M2 **M3** M9 M10 Build interim HDT data visibility Build additional tooling/sustainable dashboards Decision Transition to BAU - phase ensuring changes are sustainably embedded Design team onboarding Set-up and establish HDT performance structure HDT KPIs at target Making within service, including data and dashboards, training and (Hospital Pathway 3 decision making process implementation aovernance Discharge) Pathway 1 - Reablement HDT sustainable operating model design Launch HDT operating model Design reablement demand shift approach demand shift Build additional tooling/sustainable dashboards Set-up and establish reablement performance structure **Build KPI Visibility** Transition to BAU - phase ensuring changes are sustainably embedded Reablement volume and Design team onboarding Referral and discharge process redesign and implementation effectiveness KPIs at target within service, including data and dashboards, training and Reablement Effectiveness design and rapid implementation governance Reablement sustainable Launch reablement operating model operating model design Productivity trials and tool designs Community and Targeted connect prevention design Design team onboarding Connect improvement activity Connect KPIs at Decision Transition to BAU – phase ensuring changes are Community decision making design and trials target Making (Front sustainably embedded within service, including data Door and Build community and connect data visibility Set-up and establish performance structures and dashboards, training and governance Community) Build additional tooling/sustainable dashboards Move/ Progression process design Moves, progressions and step downs Monthly activity at Whole Life Transition to BAU - phase ensuring changes are sustainably embedded Build interim data visibility/tooling Set-up and establish performance structure target KPI Pathways within service, including data and dashboards, training and Design and embed supporting enablement model Moves and Identifying delivery governance Progressions resource and approach Align with commissioning and housing strategy Embed learnings within Transitions approach Benefits profiles iterated and tracked as a part of ongoing governance Practice, Proactive engagement and change management activity with teams Culture, and Define what 'strengths based' means to us Create/deliver practice training Iterate based on DP and CareTec principles Governance Performance structure Develop top level performance and financial visibility Set-up and establish top level performance and finance structure Enablers transitioned to Establish programme level governance structure ∠RΔU



Scope of Transformation

Children's Services, School & SEND Portfolios

For Children & Learning to play our part in addressing the Council's financial challenges whilst upholding the values of the directorate, this work must build on the 'Good' quality of the service and unlock savings primarily through improving the outcomes we deliver for the Children of Southampton, thereby reducing the amount of support we must provide. To do this, we must...



Right Children Right Home

Reduce the proportion of Children in non-ideal placement types and reduce the average cost of provision.



School Travel Service Demand

Reduce demand for the school travel service and the cost per eligible pupil.



Demand Reduction

Reduce the total number of Children in Care, through prevention and permanence.



Family Hubs

Consolidate our prevention offer, including through the scale-back of Family Hubs.



SEND Demand Reduction

Reduce the growth in EHCP numbers and Special School placements, through early intervention.



New Schools Model

Progress the commercialisation of the school model.



Social Care Case Management System

Implement a new, fit-for-purpose case management system.



System Visibility

Build end to end visibility of operational & financial performance, embedded within a governance & review structure driving decisions.



Enabling Projects

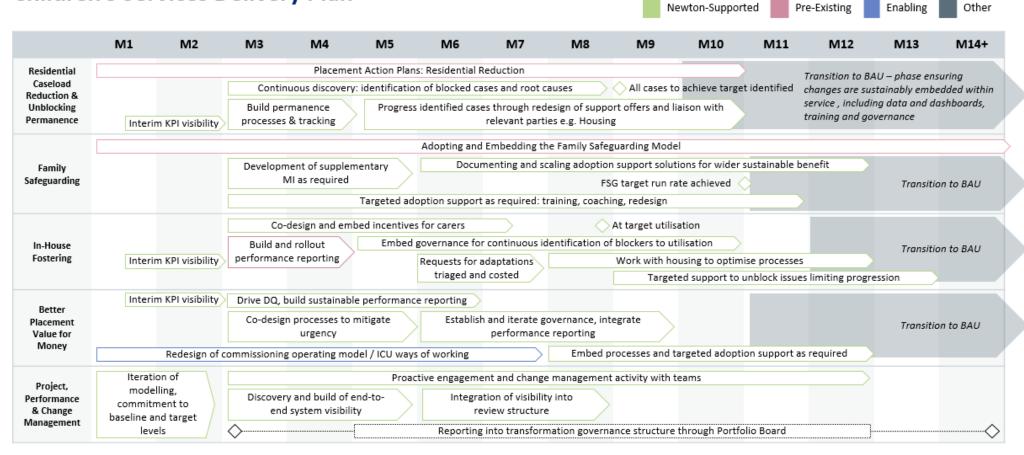
Culture and Practice

Support culture and practice change in such a way that our workforce can sustainably adopt new ways of working.





Children's Services Delivery Plan



Key:



