

APPENDIX 2

EXECUTIVE SUMMARIES:

PHASE 1 ROOT AND BRANCH REVIEWS

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1: EXECUTIVE SUMMARY: OLDER PEOPLE IN HEREFORDSHIRE

Future State

Adults, their families and carers are well informed and are able to make choices on how they can coordinate and take part in support and activities that enhance their health and wellbeing. A coordinated and community based approach amongst local people, with local organisations and public sector partners, that diverts demands away from adult social care and acute health services in Herefordshire, whilst using preventative approaches to delay or stop the use of high cost care and support.

Key Proposed Changes

- Fundamentally change the approach in Herefordshire, so that the focus on older people becomes a key priority across the Council and its partners. This will be done through the following:
- **Diverting demand** - with activities such as the development and delivery of a customer contact strategy which directs people to self-support and provides information, advice and guidance easily. Using the Local Development Framework to influence the housing market to support the older population's needs. Develop Housing Strategy responses which support mixed developments and the delivery of specialist housing. Developing community and locality based approaches to support.
- **Improvement and transformation** - including changing the service offer and enhancing our approach to, for example, reablement and telecare. This also includes making the most of joint commissioning arrangements with the Clinical Commissioning Group.
- **Achieving Best Value** - including using lean system thinking to improve the efficiency of current systems, reviewing current contracts and levels of spend against benchmarked figures, and being clear about our policies and service offer so that everyone is clear what can be expected from the Council.
- Establishing a **sustainable budget**.

Key Benefits

- Improving the experience of adults, their families and carers in organising their own futures and care.
- Being clear about what the core purpose of the council is, and what can be expected.
- Providing cost effective services that make the most of public money.
- Establishing a sustainable budget and enabling the whole council to contribute.

Key Risks

- Magnitude of transformation programme; capacity, commitment and prioritisation.
- Demographic pressures (reflected in national debate) are even more acute in Herefordshire.
- Transformation involves change in culture and expectations which takes time to deliver.
- Financial situation for whole of public services and the ability to provide a sustainable budget.

2: EXECUTIVE SUMMARY: CUSTOMER SERVICES

Future State

A new Customer Contact Strategy Vision:

To improve outcomes for our residents and Herefordshire by making every contact count.

Customer and resident contact will be managed as a dynamic and multi layered network across the county, rather than as a centralised and standardised call management system to deliver the following strategic outcomes:

- The ability to predict and prevent the need for services.
- Support for people to be independent and self-reliant.
- Service demand diverted to self-service channels.
- Customer led service improvements.
- Value for money for residents.

Key Proposed Changes

- A paradigm shift from simply providing accessible, efficient and economical responses to customer queries, towards dynamic management of a network of contact.
- Service redesign to anticipate and manage demand, to prevent service requirements where self-help and better sign posting is a better alternative.
- A whole organisation and partnership approach to customer contact that challenges existing culture, that is rooted in a locality and neighbourhood approach and seeks to manage demand.
- Dynamic customer contact within each of the localities – for example at markets, community halls, public meeting places, village halls etc. and a smaller central hub.
- Consolidation of existing customer strategy aims, in particular to implement digital channels to support cheaper and easier self-service and to utilise the customer segmentation data to drive service improvement.
- Customer contact outcomes embedded in all commissioning and contracting decisions.

Key Benefits

- Improved access to services designed against the preferences of customer groups.
- Increased self- service and independence.
- Cashable savings equating to £500k (achieved through system-wide efficiencies and service improvements).
- A 'single view' of the customer, which facilitates the prioritisation of service delivery and more effective service design.
- Local services which reflect locality-specific needs.
- Customer contact supporting the achievement of corporate and service objectives.

Key Risks

- Insufficient buy in from partner organisations, therefore reducing the whole-system change possibilities.
- Lack of cultural ownership of review solutions at all levels within the council.
- Insufficient capability and capacity for change within the council.
- Signposting to services may increase service demand in the short term.

3: EXECUTIVE SUMMARY: HOUSING, ECONOMY AND REGULATORY SERVICES (HERS)

Future State

A proactive portfolio of services that has shifted focus from enforcement and barriers, to enabling and adding value in order to support the Council's strategic objectives around vulnerable people and creating a thriving local economy.

Key Proposed Changes

- To fundamentally reduce the demand on the planning service by focussing and prioritising resources on those applications that meet the potential future purpose of increasing the economic growth and development of Herefordshire.
- To fundamentally change the council policy on housing in order to help the most vulnerable who are unable to help themselves (making it clear to the public that this is the way the council will operate); ensure that people are not given accommodation for life, but will be housed according to the size of their family and specific health needs.
- To join up 'enforcement' service activities across the organisation with increased focus on the Public Health agenda and to use health data locally to target work.
- Develop a single delegated grants service for the council in order to give complete visibility of the grants income opportunities for the county, improved decision making around allocation of funds, and to maximise benefits and outcomes allied to the strategic economic regeneration agenda for the county.
- Bring together a 'Strategic Development' service block that supports, in the best integrated manner, the aspirations of the County for encouraging and supporting Economic Development, supporting vulnerable people and other key priorities.

Key Benefits

- Strategic change in Housing and Planning to support the whole organisation approach to developing a preventative agenda that will divert, delay and stop areas of service demand (in particular within Adult Social Care) in order to improve outcomes for Herefordshire people.
- Improved management of customer expectation by clarifying the role of the council and its priorities in respect of service groups and the wider community.

- Removal of red tape.
- Reduction of service costs.
- Savings potential (including other aspects of the HERS Review implementation) £1.119 million.

Key Risks

- Higher level of complaints initially as the public come to terms with the changes.
- Changes in housing policy could create difficulties for front line staff and members – support framework needs to be in place to anticipate this.

4: EXECUTIVE SUMMARY: HEREFORDSHIRE STREETSCENE

Future State

A Streetscene service delivered through a procurement approach which will be informed by corporate plan objectives, stakeholder views expressed during the review and market consultations with potential providers. The delivery of savings, service improvements to better meet customer expectations, and a greater emphasis on locality working to tailor the delivery and implementation of services to meet local needs.

Key Proposed Changes

- Implementation of Cabinet decision to re-commission the services within the scope of the existing Service Delivery Partnership and take forward the commissioning of property services.
- Transformation of public convenience service provision through establishing a community toilet scheme and working with City, Town, Parish Councils and community groups to examine alternative approaches to local service delivery. This will be taken forward as a co-ordinated package by the Safer and Stronger review (Phase 2 – starts October 2012).

Key Benefits

- The procurement and commissioning of services within the scope of the Service Delivery Partnership and property services will seek to deliver corporate plan objectives, significant financial savings, service improvements to better meet customer expectations and a greater emphasis on locality working. Potential savings to be achieved from this process are estimated to be between £2.0m and £2.7m per annum.
- Changes to public convenience services should deliver higher quality, sustainable, accessible toilet provision to better meet the needs of local people and visitors to Herefordshire. This should also secure some modest financial savings.

Key Risks

- A detailed risk register has been developed for the Strategic Partner Review to manage the risks associated with this major procurement project. Key risks relate to the commercial procurement, service continuity and quality. Mitigation measures have been identified to manage risks associated with the project. Legal, financial and procurement resources and expertise have been identified to support the project team.