

# Supporting People in Their Own Homes – Partnership Project

## Phase 2: Chichester District (DFG)

### Report for West Sussex Chief Executives Forum and the Coastal Clinical Commissioning Group (CCCG)

**27 April 2017**

## 1. Background

The County Council, District and Borough Councils and the Coastal Clinical Commissioning Group (CCCG) agreed to investigate the development of a new operating model for the joint delivery of services and support to improve the home environment. This includes a range of services and support that are currently commissioned or delivered by the District and Boroughs, the County Council and the CCGs.

At their meeting on 9 September 2016 the West Sussex Chief Executives agreed that Phase 2 should proceed by running a pilot in the Chichester area. The project team were hosted by CDC. Diane Shepherd agreed to lead the pilot which has now concluded its work. This report, and the presentation to be made at the meeting, outline the findings and recommend the way forward.

Phase 2 has been supported by an independent consultancy, iESE who bring expertise and critical challenge as well as resources from Crawley Borough Council (CBC), OT/OTA support from WSCC and DFG support from CDC. The team were also supported by an independent expert from Foundations to support validation and verification of proposed changes. The Foundations is a national body for Home Improvement Agencies and Handyperson services and has been appointed by the DCLG to engage with providers and commissioners to monitor the sector and enhance the quality of services. They also have a role in supporting innovative practice in relation the development and delivery of the DFG process. The Foundations have done a lot of work around how the BCF can be spent to enable a more flexible approach to delivery. They have provided support to the Test and Learn Project to ensure that the recommendations are aligned to the National good practice that has been developed and that the recommendations are legal and appropriate.

The on-going support from staff at CBC has been especially valuable and thanks are expressed here to their former Chief Executive, Lee Harris.

The cost of the pilot project is funded by equal partnership contributions from all D&Bs, WSCC and the CCG.

The Project's approved objectives/scope and methodologies for Phase 2 were as follows:

- Focus on the geographical area of Chichester District
- Cover the DFG process and the installation of adaptations
- Research best practice, from within West Sussex and nationally, and incorporate this in the service redesign
- The methodology adopted was:
  - To “test and learn” against the following co-designed service principles<sup>1</sup>:
    - *Have the best resource at the appropriate point of contact*
    - *Understand the customer, and keep them at the centre of everything we do*

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<sup>1</sup> Previously approved by CX at meeting in September 2016

- *Minimise hand-offs and recognise when we need to “pull” resources*
- *Work collaboratively and proactively with customers and partners*
- *Identify types of waste, and minimise them*
- *Challenge everything we do! (Don’t break the law, but challenge the interpretation)*
- *We will adopt a technology first approach based on need*
- Use “Systems Thinking” techniques to redesign the services from a customers' perspective.
- To take one case at a time and manage it from the initial contact until the installation of an adaptation.
- The outputs will be:
  - A Good Practice DFG Guide (attached)
  - A business case that will demonstrate the capability to scale up and roll out to other geographical areas in West Sussex.

When trying new ways of working and in challenging current processes the Test and Learn Team used the PLAN decision making framework (**P**roportionate; **L**egal; **A**uditable and **N**ecessary). This ensured that:

- a risk managed approach was adopted to all parts of the DFG process
- the team took ownership of their decisions and
- there is a sound rationale for their decision making, making it easier for internal and external challenge.

## 2. Findings and Recommendations

The Test and Learn Project team have now completed their redesign work on 11 live cases<sup>2</sup>. The learning from these cases has informed the redesign and supported the development of the Good Practice DFG Guide. Whilst the learnings and findings will be explained in more detail during the presentation they are also set out in full in the good Practice DFG Guide (attached). Some of the key changes to the recommended process are summarised here:

- Pool resources (staff and budgets) on a countywide basis – this will ensure effort is directed to where the need is and avoid future under/overspends. This includes a recommendation to second and collocate staff
- Interpretation of DFG Legislation and Regulations – this will allow more flexible use of the funds
- Waive the Means Test for adaptations. The West Sussex Adaption Working Group should be tasked with considering the amount to be waived and whether any criteria should be applied ie anyone with savings above a certain amount for approval by Chief Executives and Leaders
- Collaborative DFG guidance / processes to improve customer services – this includes a single point of contact for the customer and the encouragement of self-serve – ensuring that these are developed in conjunction with the emerging new operating model for adult services and Life pathways will help resolve the delays identified in Care Point 1 (CP1) and Care Point 2 (CP2)
- Introduce the option of a Self-Assessment – to enhance and in some cases ‘speed up’ the process of determining what works are necessary and appropriate.
- Consider alternative mechanisms for pricing, tendering and commissioning work from contractors including the use of a schedule of rates and pre-priced tenders for simple

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<sup>2</sup> Unfortunately it was not possible to identify a child related case during phase 2

adaptations – this will avoid the delays associated with obtaining quotes and could improve opportunities for local suppliers

- Incorporate mechanisms for collaborative working between local authorities and partner agencies – e.g. social workers, prevention teams (PAT) hospitals, Registered Providers etc.
- Registered providers – obtain pre-permission for certain standard works to avoid the current delay caused by needing to obtain consents
- Prevention – undertake works that are reasonably foreseeable at the same time as dealing with current needs
- A robust governance to be developed to provide appropriate safeguards for the funding.

Three implementation models were identified as follows:

- Option 1 – No changes in delivery; processes; design; systems; budget spend and application of DFG: local internal incremental improvements
- Option 2 – Second DFG function/Officer to Locality/innovation Sites: to scale up identify 2 sites and scale up – look for 2 willing Councils to participate in next phase of scaling up (recommendation: Chichester and another)
- Option 3 – TUPE transfer entire function, resource and budget to County from Districts and Boroughs

The Test and Learn Project team considers that option 2 should be progressed initially in order to test process fully with a fuller workload before considering Option 3 at a later date.

If the new operating model is implemented it is estimated that a number of positive impacts and benefits will be achieved including:

- Reduction in costs as we will be getting it right first time for the customer; avoiding rework
- Greatly improved customer experience (choice and flexibility of Grant application)
- Significant reduction in waiting times and end to end times for customers – this figure based on the experience of the pilot test case cases will be reported orally to the meeting.
- Improved discharge pathways from hospital to home – easier and more flexible use of the DFG
- 20% saving in staff costs (or increased capacity from existing staff)
- Improved partnership working across the county – optimising data and information transfer across different agencies (making it easier for the customer)

All of the above will be measured in the wider roll out of the new model.

It is recommended that the new process, based on the proposals set out in the above findings, be implemented in two locations across West Sussex: Chichester and another (TBC) for a one year period. These new teams will be colocated and will assume responsibility for all of the DFG work in those two localities. A Project Manager will be seconded in to support the implementation and development of the Project. Appropriate staff consultation will be undertaken but at present it is only proposed that staff be seconded not transferred. After the trials a report on the outcomes against objectives will be made to the Chief Executives to consider whether the new design should be implemented on a permanent basis across the County.

### **3. Communication and Engagement**

During Phase 2 of this project WSCC have been closely engaged since they have commenced a review of the Adult and Children's care services and a review of their contact centre services

known as CP1 and 2. These reviews are not complete but there is consistency with the findings of this project and the principles being developed by WSCC. There is also some WSCC transformation which is focusing on developing Innovation Sites/Hubs. Again the Project Team have assurance from WSCC that the principles of this transformation work is aligned to the work of Phase 2 and close communication has been maintained to ensure that neither piece of work compromises the other.

In addition presentations have been made to the West Sussex Strategic Housing Group. The findings are also to be presented to West Sussex Adaptations Working Group on 20 April. Any comments from this group will be reported orally to the CX meeting.

## **4. Appendices**

The Draft Good Practice DFG Guide (to be distributed on the day)

Presentation to the CX/CCG meeting (available electronically after the meeting)

D. Shepherd Chief Executive, Chichester District Council