

West Sussex county-wide Disabled Facilities Grant (DFG) Transformation

Project Initiation Document (PID)

VERSION 2.0 – approved by Project Steering Group on 2nd August 2017.



The public sector
transformation partner

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1 Context & Background

A Disabled Facilities Grant (DFG) is to pay for essential housing adaptations to help disabled people stay in their own homes. It is paid via the local authorities with responsibility for housing i.e. in West Sussex, by the district and borough councils.

In 2016/17 the West Sussex DFG budget (via the Better Care Fund) was £6,467,144, with an underspend of approx. £950k, and extended end-to-end delivery times.

iESE were engaged by Chichester District Council in 2016 to work with them, applying a systems thinking approach and a “test and learn” team, with the overall aims:

- To improve the whole customer experience; reducing hand offs between agencies and getting appropriate adaptations done for those who need them more efficiently
- Test a new way of working in a controlled environment: aligned against National and local Best Practice

This work culminated in March 2017 with recommendations around the development of a new operating model with design changes in relation to:

- Systems and processes
- Structure
- Performance
- Culture and Behaviour

The West Sussex Chief Executives’ Group agreed in May 2017 to implement a new operating model, based on the findings and new design principles that were developed during the test and learn pilot, in phases 1 and 2.

The objective of the project overall is to support people to live in their own homes, and to improve the whole customer experience; reducing hand offs between agencies and getting appropriate adaptations done for those who need them more efficiently.

This purpose of this Phase 3 project is to develop and implement the new operating model, moving from the opportunities identified in earlier phases, to a clear definition of a county-wide service. The model will be defined and implemented incrementally.

Initially the new operating model will be implemented mostly in Chichester District, but will become county-wide, following engagement with the other districts and boroughs to develop the model for its wider purpose. The model will be based on the principle of a single county-wide service, pooling budgets and using a case managed approach.

It will also include supporting self funders to self help, and working with health partners to ensure they are embedded appropriately within the new operating model.

This document sets out the overall plan for the development and implementation of the new operating model, which will be delivered at pace, but using a robust and structured approach. This overall plan is supported by detailed schedules and task allocations, maintained on a rolling basis for several months ahead.

2 Scope

The project will deliver a revised DFG operating model across West Sussex, taking in the DFG work currently delivered individually by these district and borough councils:

- Adur & Worthing Councils
- Arun District Council
- Chichester District Council
- Crawley Borough Council
- Horsham District Council
- Mid Sussex District Council

More specifically, project deliverables will include:

Ref	Workstream	Deliverables
0	Project Initiation	<ul style="list-style-type: none"> • Project Schedule • Project Initiation Document
1	Engagement & communication	<ul style="list-style-type: none"> • Stakeholder engagement and communications plan • Content for briefing note to lead officers • DFG roadshow event
2	To Be Operating Model	<ul style="list-style-type: none"> • To be operating model incorporating the changes previously presented (listed in Appendix A) and including new process model, test scenarios, self funders and measures • Customer journey map – focussing on the customer’s experience
3	Transition Planning	<ul style="list-style-type: none"> • Plan detailing the final configuration for implementing the new DFG arrangements county-wide • Partnership agreement including financial arrangements • HR process for appointments/transfers to revised roles
4	Policy	<ul style="list-style-type: none"> • Published Good Practice DFG guide • A common DFG policy for county-wide adoption • Documented impact and legal assessments of the options for a new approach to means testing, and other policy changes
5	HR	<ul style="list-style-type: none"> • A set of new service and role definitions
6	Children’s adaptations	<ul style="list-style-type: none"> • Documented set of changes required to the DGF model to incorporate Children’s adaptations • Documented revised high-level process for incorporating children’s adaptations

7	Health liaison, including hospital discharge and GP awareness	<ul style="list-style-type: none"> • Impact assessment on the effect of the new DFG model on health, including hospital discharges. • Guidance notes for GPs • GP awareness events
8	Procurement	<ul style="list-style-type: none"> • Report assessing the key elements of adopting a county-wide approach to DFG related procurement • Adoption of county-wide approaches where appropriate.
9	Registered housing providers	<ul style="list-style-type: none"> • Impact assessment of the effect of the new DGF model on registered housing providers
10	ICT	<ul style="list-style-type: none"> • High level impact assessment of the new DFG model on IT systems • Documented set of high level information requirements for the new DFG model

2.1 Exclusions

Role definitions will be delivered, but the process of forming the permanent function is outside of this project scope.

A recommended route to market will be included. Delivery of procurement is out of scope for iESE, but can be delivered by the West Sussex authorities based on the project recommendations.

A high-level specification information requirement for the new model will be established, but the procurement and implementation of any new ICT systems is out of scope.

The project may identify opportunities for improved interaction with registered housing providers, but the local authorities will continue to own the relationship with the providers and will be responsible for negotiating any amended arrangements.

3 Budget

iESE have been contracted to manage delivery of the transformation. iESE will manage the work within the overall budget allocated of £160,000, to include:

- iESE Project Management
- Specific, specialist iESE support (also including support from Foundations)
- Other support (e.g. OTA, OT, Digital, Legal support for wider roll-out etc).

It is assumed that West Sussex local authorities will provide at their cost:

- Venues for project meetings, and any project events e.g. DFG roadshows.
- Print and/or other media costs as necessary to support awareness campaigns
- Their own staff input, including the seconded DFG team staff, time of the Programme Board etc.
- ICT set up and other hosting costs for seconded employees.

4 Plan

4.1 Approach

4.1.1 Systems Thinking

A systems thinking approach has been core to the first two phases of this project, and this will continue to be the case through the DFG transformation.

Lesley Kragt's role in the project, as well as providing continuity from earlier phases, is to support the steering group and project team in continuing to effectively apply a systems thinking methodology.

This will include actively continuing to use these customer-centric design principles:

- Have the best resource at the appropriate point of contact.
- Understand the customer, and keep them at the centre of everything we do.
- Minimise handoffs 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.

And, throughout, but specifically when considering impact measures and monitoring, to apply the PLAN decision-making approach:

P – Proportionate: is the action proportionate in the given context?

L – Legal: is there a legal requirement? Can we challenge the interpretation?

A – Accountable: can we demonstrate that we are accountable for our decision? Do we have a logic/rationale for the decision?

N – Necessary: is it necessary on the given situation? What is the impact if we do/do not act?

4.1.2 Collaboration and joining up

The project will be managed to a clear scope and plan, but this will not be in isolation. We expect to:

- Ensure Joined up pathways between housing, health and social care for the delivery of DFG
- Work collaboratively with all partners to ensure a holistic approach
- Create a One service approach
- Seek clarity around Locality vs. Innovation Site working

- Align with other services: handy person; aids and adaptations; Telecare etc.

4.2 Schedule, stages & workstreams

The plan is made up of:

- A set of stages with milestones
- A series of workstreams

The workstreams will run throughout the project, and exact timing and detail will be developed further as the work progresses.

4.2.1 Schedule

Key dates have been defined as:

- Appoint iESE by 30 June 2017. (Complete)
- Appoint Project Manager by 30 June 2017. (Complete)
- Detailed Project Plan agreed by Steering Group 31 July 2017.(Complete 02/08)
- County-wide implementation complete by 31 July 2018.

A summary schedule is given below. This overall plan is supported by detailed schedules and task allocations, maintained by the project manager on a rolling basis for several months ahead.

SUMMARY SCHEDULE	2017						2018						
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul
Project Initiation - PID & Plan	█												
Steering group sign off plan 02/08/2017		◆											
Project Start Up		█											
Initial meetings and information gathering		█	◆										
Prepare First Draft Model			█	█									
Develop the process model & define measures			█										
Test with scenarios				█	◆								
Iterating the Model through Test and Learn					█	█	█	█	█	█	█	█	█
Iterate the design with second & third D & B's					█	█	█						
Iterate the design with fourth, fifth & sixth D & B's								█	█	█	█	◆	
Transition to Final Configuration									█	█	█	█	█
Planning the transition									█	█	█	█	
Implementation of final configuration												█	◆
Key Workstreams		█	█	█	█	█	█	█	█	█	█	█	█
Policy		█	█	█	█	█	█	█	█	█	█	█	█
HR				█	█	█	█	█	█	█	█	█	█
Children's adaptations				█	█	█	█	█	█	█	█	█	█
Liaison with Health, Hospitals and GPs				█	█	█	█	█	█	█	█	█	█
Procurement			█	█	█	█	█	█	█	█	█	█	█
ICT		█	█	█	█	█	█	█	█	█	█	█	█
Registered Housing Providers					█	█	█	█	█	█	█	█	█

4.2.2 Project stages

The project will be delivered in stages.

- Project initiation: This will be completed on 2nd Aug when the plan is signed off
- Initial engagement: This will involve identifying the key stakeholders and meeting leads from local authorities, gathering information - August.
- Development of model with WSAWG: Developing the To Be design with the project team and leads – September/October
- Iterating the model through test and learn: This will be done in controlled iterations, pulling in further districts and boroughs, reviewing and reworking – November (2017) to April (2018)
- Defining final configuration: Preparing final model and supporting plans – Jan - July 2018

Project start-up will be a short stage culminating in agreement of project plan. The stage will include the following activity:

- PM meets with key stakeholders
- Validate legal and other queries on DFG guide
- Produce plans – outline for year, detail for next few months

Initial Engagement allows for engagement with all local authorities and the West Sussex Adaptations Working Group, to communicate the plan and identify issues/opportunities from each perspective. Earlier phases of the project were heavily based on Chichester District Council, so this helps engage other parts of the County in the project. Key tasks will be:

- Individual meetings with each local authority, to explain the project purpose and plan, highlight the opportunities to contribute to detailed planning and implementation, and to air any queries or concern.
- Meeting with WSAWG to present plan and agree role for the group in the project
- Collation of information to update/supplement that collected in earlier phases.
- Chichester District Council to start operating agreed changes identified during Phase 2 test and learn.

Develop model and measures with WSAWG will build on findings of the earlier phases to develop and test a model for DFG delivery. County-wide collaboration through WSAWG should help to promote buy-in to the model, and reduce the risk of major rework at a later stage. The key tasks will include:

- Develop the model and measures via workshops with WSAWG and others – covering all change opportunities identified in earlier phases
- Test the model with scenarios, to include children's adaptations, self funders.
- All areas to start recording against the agreed measures.

- Chichester District to start operating the new model for an initial sub-set of cases.

Iterating the model through test and learn will be delivered in 3 to 4-month blocks. Each block will see the take on of 1 or more district/borough teams into the countywide team and will cover:

- Take on of team members
- Test & learn on increasing complexity of case
- Refinement of system

A key point not yet determined is the sequence of roll out across the county. This will be considered during development of the model, with WSAWG and with the Steering Group, and some options for grouping are by:

- CCG alignment
- DFG performance/current processes
- District/borough readiness

Or some pragmatic combination of the above.

In practice it is expected that there will be opportunities for all authorities to implement beneficial changes at an early point in the project.

Defining final configuration builds on the earlier work and prepares for transition to the final agreed model of a county-wide service. Key tasks will include:

- Preparation of a partnership agreement, including financial arrangements
- Planning for transition
- Identification of HR process for transition to new/amended roles
- Agreement of any interim financial arrangements for 2018/19 part year (i.e. from April 2018 – start of new service)

4.2.3 Workstreams

The project will be delivered via parallel and closely co-ordinated work streams as follows:

Workstream	Description
Project Initiation	<p>Objective</p> <ul style="list-style-type: none"> • To ensure that the project is initiated with the full backing and understanding of the steering group. <p>Key tasks</p> <ul style="list-style-type: none"> • Understanding and defining the workstreams • Estimating timescales • Identifying stakeholders • Identifying the key risks <p>Deliverables</p> <ul style="list-style-type: none"> • Project Schedule • Project Initiation Document

	<ul style="list-style-type: none"> • Initial communications plan
Engagement & communication	<p>Objective</p> <ul style="list-style-type: none"> • To ensure all stakeholders are aware, engaged with, and are contributing to the project's success <p>Key tasks</p> <ul style="list-style-type: none"> • Identify the stakeholders and develop an engagement and communication plan. • Intro briefing note to lead officers • Meetings with all lead officers • Form a project working group to meet regularly and co-design the approach • Execution of communications plan including e.g. meetings with key stakeholders, organisation of case studies, roadshows, awareness programme. <p>Deliverables</p> <ul style="list-style-type: none"> • Stakeholder engagement and communications plan • Content for briefing note to lead officers • DFG roadshow event
To Be Operating Model	<p>Objective</p> <ul style="list-style-type: none"> • To develop the new process, roles and organisation that will support the new DFG ways of working <p>Key tasks</p> <ul style="list-style-type: none"> • Engage representatives from all borough and districts • Define the to be process model • Develop the model, including process inputs, outputs and test scenarios • Develop the new measures • Try it out, adjust and repeat <p>Deliverables</p> <ul style="list-style-type: none"> • To be operating model incorporating the changes previously presented (listed in Appendix A) including process model, test scenarios, and measures <p>Customer journey map – focussing on the customer's experience</p>
Transition Planning	<p>Objective</p> <ul style="list-style-type: none"> • To ensure that the arrangements required to successfully transition to one service have been defined. <p>Key tasks</p> <ul style="list-style-type: none"> • Engaging with key departments to understand and plan the arrangements for the final configuration of the 'one team, one service model' <p>Deliverables</p> <ul style="list-style-type: none"> • Plan detailing the final configuration for implementing the new DFG arrangements county-wide

	<ul style="list-style-type: none"> • Partnership agreement including financial arrangements • HR process for appointments/transfers to revised roles
Policy	<p>Objectives</p> <ul style="list-style-type: none"> • Develop a county wide policy for adoption of the new DFG ways of working • Develop SLA's and/or partnership agreements as required <p>Key tasks</p> <ul style="list-style-type: none"> • Understand the key components of a county wide policy and how it will be adopted including risk sharing, funding allocation arrangements and over/under spend management arrangements • Understand the issues, including means testing and seek advice (e.g. from Foundations and legal officers) • Draft policy and circulate • Review and validate proposed changes via appropriate authority e.g. Foundations • Update and publish final Good Practice DFG guide • Obtain approval at cabinet for all councils for any new policies and the eventual partnership agreement <p>Deliverables</p> <ul style="list-style-type: none"> • Published Good Practice DFG guide • A common DFG policy for county-wide adoption • Documented impact and legal assessments of the options for a new approach to means testing, and other policy changes
HR	<p>Objectives</p> <ul style="list-style-type: none"> • Understand the HR implications for forming a single, county-wide DFG function or service • To ensure that the necessary staff can be transitioned to their new roles <p>Key tasks</p> <ul style="list-style-type: none"> • Understanding the overall staff picture in terms of JD's, staff lists and FTE distribution. • Understand local policies and agreements on redeployment • Understanding any potential TUPE considerations • Developing the new service and role definitions • Testing the requirements for effective collaboration, including potential co-location • Making suitable arrangements to enable any initial secondments (where appropriate) to happen – working through the practicalities, location, line management etc.

	<ul style="list-style-type: none"> Brief staff to ensure they are informed and can engage with the project appropriately (line manager responsibility). <p>Deliverable</p> <ul style="list-style-type: none"> A set of new service and role definitions
Children's adaptations	<p>Objective</p> <ul style="list-style-type: none"> To understand the impact on the changes to the DFG model on the delivery of Children's adaptations <p>Key tasks</p> <ul style="list-style-type: none"> Test to be model key scenarios for children's adaptations Introduce revised process to the teams in a controlled manner <p>Deliverables</p> <ul style="list-style-type: none"> Documented set of changes required to the DGF model to incorporate Children's adaptations Documented revised high-level process for incorporating children's adaptations
Health liaison, including hospital discharge and GP awareness	<p>Objective</p> <ul style="list-style-type: none"> To engage key health stakeholders and to test whether the project would benefit hospital discharge processes or reduce hospital admissions <p>Key tasks</p> <ul style="list-style-type: none"> Work with the Clinical Commissioning Groups (CCGs) and health partners to identify opportunities for DFG to support hospital discharge process Decide if there is a significant benefit Implement changes as required Run an awareness session for GPs including demonstrating referral route benefits. <p>Deliverables</p> <ul style="list-style-type: none"> Impact assessment on the effect of the new DFG model on health, including hospital admissions and discharges. Guidance notes for GPs
Procurement	<p>Objectives</p> <ul style="list-style-type: none"> Understand the procurement landscape, the local arrangements for who buys what and the principles used for obtaining quotes Develop a county wide approach with local variations, if required <p>Key tasks</p> <ul style="list-style-type: none"> Fact finding of information about standing orders, local procurement arrangements, contract renewal dates etc.

	<ul style="list-style-type: none"> • Consider the whole county picture – who will be the buyer, what procurements will be needed? Will it require a countywide framework? • Consider the scope of common adaptations such as stair-lifts and showers • Define any services purchased for different areas • Run a market engagement exercise with a selection of suppliers • Recommend a procurement approach • Proceed to implement new arrangements where appropriate <p>Deliverables</p> <ul style="list-style-type: none"> • Report assessing the key elements of adopting a county-wide approach to DFG related procurement • New procurement arrangements where appropriate.
Registered housing providers	<p>Objective</p> <ul style="list-style-type: none"> • To assess the impact of registered housing providers on the process, and any adjustments required <p>Key tasks</p> <ul style="list-style-type: none"> • Gather information about the extent of registered housing providers and housing stock • Assess the impact on end to end process times • Identify potential improvements to interaction with registered housing providers <p>Deliverable</p> <ul style="list-style-type: none"> • Impact assessment of the effect of the new DFG model on registered housing providers
ICT	<p>Objectives</p> <ul style="list-style-type: none"> • To assess the impact on IT systems of introducing the new DFG process model • To capture the high-level information requirements for the new model <p>Key tasks</p> <ul style="list-style-type: none"> • Investigate the current systems used • Identify the basic information that needs to be captured for the different case types • Work these information sets up into a basic IT requirement specification • Agree the future requirements and any system procurement requirements for a wider system to be implemented if appropriate <p>Deliverables</p> <ul style="list-style-type: none"> • High level impact assessment of the new DFG model on IT systems • Documented set of high level information

	requirements for the new DFG model
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4.3 Risks

The key risks that have been identified at this stage of the project are:

No:	There is a risk that...	with the consequence that...	Mitigation
1	Stakeholders fail to engage with the project	The project does not deliver to time or to quality	Identify the stakeholders and develop appropriate communications and engagement with them. Shape the plan around engagement with staff across the county
2	A solution developed for initial districts/boroughs will not be a good fit for implementation in others later in the project	Major rework will be needed with consequent delay.	Ensure all districts/boroughs engaged from the outset.
3	The Adult Social Care landscape will change during the life of the project	The DFG solution will require major rework with consequent delay	Liaise with WSCC colleagues on likely changes, and build in flexibility to model where possible, to allow for changes in ASC TOM.
4	Timely decision making will not occur across all organisations	The project is delayed or stalls while key decisions are made	Engage the key decision makers in all organisations and ensure clear forward plan is given in terms of required decisions and timescales
5	Changes may not be legal, or may appear not to be so.	Legal challenges arise, and/or the DFG solution will require major rework with consequent delay.	Use specialist advisers, e.g. Foundations, legal advisers, procurement specialists, to ensure that any changes to approach are compliant with relevant legislation.

5 Governance and team

5.1 Steering group

The project will be overseen by a Project Steering Group. The Steering Group's role is strategic, not operational. It is not the role of Steering Group to work up the detail; this is the role of the Project Working Group.

Draft terms of reference for the Project Steering Group are given at Appendix A.

5.2 Project team

Project team membership, roles and responsibilities are outlined in the following table.

Role	Name	Responsibilities
Project Manager	Vanda Leary	Overall management of the project: Preparation of plans Day to day management of the project activity Direction and motivation of the project team Management of risks and issues Reporting to the Steering Group, including escalation of issues where appropriate Preparation of communications and stakeholder engagement plans, and specific activity as defined by the plan.
Solutions Consultant	Graham Simmons	Day to day lead for developing the to be operating model: Leading staff engagement Developing the information request Designing and running workshops Engaging other key stakeholders in testing and learning Supporting districts and boroughs with HR, ICT, Procurement, Policy, Children's Services and Health impact assessments
Solutions Consultant	Carrie Burton	Working closely with iESE, 1 day per week. Initially working to to co-design and run staff workshops. Later work to be confirmed as the project progresses.
Grants Officers	Various from	Flexible delivery of grant officer functions and

	each District/borough	wider DFG delivery functions as role evolves. Active contribution to development of operating model through workshops, test and learn case delivery – through project working group
OTs/OTAs	tbc	Flexible delivery of OT/OTA functions and wider DFG delivery functions as role evolves. Active contribution to development of operating model through workshops, test and learn case delivery – through project working group
Systems Thinking Consultant	Lesley Kragt	Challenge and advice to project team to ensure systems thinking approach used to best effect.
Specialist Advisers re DFG	Tony Molloy, Foundations And others including in-house advisers	Adviser re. practicality and legality of proposed changes to approach. In house advisers will where possible carry out work once on behalf of all districts and boroughs e.g. legal advice re. changes.
Project Leads	Representatives from all West Sussex local authorities	Act as contact point for engagement with own organisation Arrange resources from own organisation to support project Disseminate information requests and coordinate responses from their own organisation Co-develop the new model for service delivery, as part of the project working group Adopt new ways of working as per project plan, and share findings with project working group
Project Working Group	Representatives from all West Sussex local authorities	The Project Working Group has an operational role as co-developers of the new model for service delivery. The Working Group will comprise the Project leads from each authority, the West Sussex Adaptations Working Group (WSAWG) members (with much overlap between WSAWG and Project Leads), and those

	operational staff directly working in new ways as the project develops.
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Many others will contribute to the project on an occasional or regular basis. These are expected to include:

- Other specialist advisers –legal, HR etc. as necessary
- HR contacts in each district/borough
- CCG/GP lead contacts in each CCG

5.3 Project controls

The main project controls to be used are:

- Steering group oversight & decision making
- Key decisions/approval by steering group
- Project status reports
- Risk log & risk management process

6 Stakeholders and communication plan

6.1 Engagement with staff

It is worth noting that in developing the plan, great importance has been given to engagement with staff from all the local authorities across the county. Much of the early part of the plan focuses completely on staff engagement.

Initial Engagement allows for engagement with all local authorities and the West Sussex Adaptations Working Group, to communicate the plan and identify issues/opportunities from each perspective. Earlier phases of the project were heavily based on Chichester District Council, so this helps engage other parts of the County in the project. Key tasks will be:

- Individual meetings with each local authority, to explain the project purpose and plan, highlight the opportunities to contribute to detailed planning and implementation, and to air any queries or concern.
- Meeting with WSAWG to present plan and agree role for the group in the project
- Collation of information to update/supplement that collected in earlier phases.

Develop model and measures with WSAWG will build on findings of the earlier phases to develop and test a model for DFG delivery. County-wide collaboration through WSAWG should help to promote buy-in to the model, and reduce the risk of major rework at a later stage. The key tasks will include:

- Develop the model and measures via workshops with WSAWG and others – covering all change opportunities identified in earlier phases
- Test the model with scenarios, to include children’s adaptations, self funders.
- All areas to start recording against the agreed measures.
- Chichester District to start operating the new model for an initial sub-set of cases.

In later stages of the project, we expect to continue with close engagement with all DFG staff across the county, through ongoing review and iteration with the WSAWG, and 1-2-1 support/engagement to individual organisations as needed.

6.2 Stakeholder groups and engagement

The key groups that the project will engage with are:

- Chief Executives and Members
- Project Steering Group
- Staff working on DFG, including WSAWG and others
- Health partners including CCGs and GPs
- Registered housing providers
- Service users

The methods of engagement are summarised in the following table:

Ref:	Group	Method
1	Chief Executives and Members	Monthly briefing note. Members and Chief Exec awareness session later in project – as part of preparing for transition to final configuration. Ongoing briefings from Lead Officers as required
2	Project steering group	Regular project updates - monthly briefing note Steering group meetings to consider matters for decision and advice
4	Project working group and staff working on DFG	Monthly briefing note Series of 1-2-1 meetings with each organisation Regular updates on project progress Engagement in workshops to co-develop and test the model – through WSAWG and wider participation
6	Health partners including CCGs and GPs	Monthly briefing note to CCG leads. Specific engagement re. health-related matters. GP awareness session to communicate referral process and benefits to GPs and patients.
8	Service users	Signposting information on how to access the service, and any changes to policy e.g. means testing
9	Registered housing providers	Awareness sessions and meetings to work through issues/opportunities

A detailed engagement plan will be maintained – see Appendix C for example.

7 Appendix A – Key changes to be incorporated into operating model

In phases 1 and 2 of the project, some key changes were identified for testing/incorporation in the new operating model. These are listed here:

- More **flexible** use of DFG – for example: discretionary payment (using the RRO – outside the mandatory system: boilers, deep clean; micro wave; ironing board)
- **Waiving** Means Testing for adaptations < £10,000 (no legal requirement): evidence in Good Practice Guide)
- **Discretionary** monies to replace top ups
- **Single point of contact** for customers
- **Consistent approach** - Single booklet about DFG for all agencies and customers (joint consent form)
- Customer portal (for all customers, partners and organisations: consistent information) – encourage **self-serve**
- **Self-assessment**
- **Hire Purchase** approach – recycling equipment
- Approach to suppliers – **relationships**, schedule of rates (SOR); focus on small local suppliers and supporting local economy
- **Pooling of budgets** – design against demand (prevent underspend)
- **Collaborative working** – social work teams; hospital discharge teams; prevention & assessment teams; housing; hospitals etc.
- Co-location
- **Preventative and Early Intervention** approach: link to Care Act (include carers needs): recognise critical relationship between housing, health and social care; link with hospital discharge teams – flexible use of DFG (boilers; deep clean etc.)
- Supporting **self-funders** – link to Independent Living approach (pop up shops; day centres; mobile bus)
- **Quotes**: 1 quote for simple, specialist and emergency items; otherwise 2 quotes (encourage and support small local business opportunities and development)
- **Cab rank approach** (apply matrix of suppliers and P.L.A.N: aligned to providers' framework for Telecare)
- **Time limits**: 14 days (removed in TLT but for scaling up need to support small businesses that don't have the infrastructure)
- **Choice** - Not being restricted to HPS as sole contractor for Hyde tenants (N.B.: if HPS is used we need to treat the same: as other contractors e.g. provide a quote) *
- **Equity and parity** – consistency re how HRA used
- **Permissions** – aim for default blanket permission
- **Funding contribution** – HA's refunding contribution
- **Integrated approach** – shared information: e.g.: asbestos; tenant information etc.

*N.B.: legal position still requires checking

8 Appendix B – Terms of Reference – Project Steering Group

WEST SUSSEX DISABLED FACILITIES GRANT IMPLEMENTATION PROJECT

STEERING GROUP TERMS OF REFERENCE

ROLES & RESPONSIBILITIES

1. Be accountable to their own corporate management teams for the success of the project.
2. Provide overall guidance and direction to the project, ensuring it remains viable and within any specified constraints.
3. Ensure effective project management arrangements are in place.
4. Monitor and control the progress of the project at a strategic level, reviewing the business case and achievement of benefits regularly.
5. Ensure that risks are being tracked and managed as effectively as possible.
6. Ensure that the required resources are made available to deliver the project successfully.
7. Provide advice to the Project Manager, and make decisions on escalated issues.
8. Approve key documents, plans and changes.
9. Communicate with stakeholders as defined in the communications plan, and act as champions for the project.
10. Ensure appropriate alignment with other corporate initiatives.

MEETING ARRANGEMENTS

The steering group shall meet at key points during the project, at the discretion of the Chair.

STEERING GROUP MEMBERSHIP

Core membership of the steering group shall be:

Name	Role & Organisation
Diane Shepherd (chair)	Chief Executive, Chichester District Council, West Sussex Chief Executive Forum Sponsor
Lesley Kragt	Senior Business Consultant, iESE

Jane Walker/ Martin Parker	West Sussex County Council
Geoff Lowry	CWS CCG Special Projects Lead
Louise Rudziak	Head of Housing and Environmental Services
Carrie Burton	Transformation Manager, Crawley Borough Council

- As and when Phase 3 is rolled out across the District and Borough councils a representative from those councils will be appointed to the Steering Group.

The relevant councils are:

- Adur & Worthing Councils
- Arun District Council
- Crawley Borough Council
- Horsham District Council
- Mid Sussex District Council

9 Appendix C – Detailed engagement plan – starting snapshot

A detailed engagement plan will be maintained on a rolling basis. Here's a snapshot of the August 2017 plan.

Communication Plan - Aug 2017								
	Time (when)	Audience (to whom)	Purpose of this communication (why)	Key message (What)	Mechanism (how)	Lead responsibility for developing materials	Review / Sign off materials	Lead responsibility for delivery
1	02/08/2017	Steering Group	Approval of plan & comm plan	Key points of plan and comms plan. Decision approval	Meeting	Vanda Leary	Lesley Kragt	Vanda Leary
2	03/08/2017	Chief Execs, Steering Group, Project lead officers	Regular update - briefing note	Plan approved and now moving to project delivery. Key points of plan. Next steps	Email	Vanda Leary	Diane Shepherd	Vanda Leary. Cascade by steering group/lead officer as appropriate.
3	03/08/2017	Project lead officers	Start engagement of operational staff	Plan approved and now moving to project delivery. Key points of plan. Opportunities for engagement. Information required.	Email plus plan, briefing note, information request	Vanda Leary	Lesley Kragt	Vanda Leary. Cascade by lead officers.
4	8 or 9 Aug	WSAWG	Start engagement of operational staff	Present plan to WSAWG, highlight opportunity to contribute, agree role of group in project	Meeting	Vanda Leary	Lesley Kragt	Vanda Leary/ Graham Simmons
4	by 18 Aug	Project lead and operational staff in Adur/Worthing	Engagement of operational staff	explain the project purpose and plan, highlight the opportunities to contribute to detailed planning and implementation, air any queries concerns. This would be a first step in engagement of operational staff ahead of some county-wide events.	Meeting	Vanda Leary	Vanda Leary	Vanda Leary/ Graham Simmons
5	15/07/2017	Project lead and operational staff in Arun DC	Engagement of operational staff	as above	Meeting	Vanda Leary	Vanda Leary	Vanda Leary/ Graham Simmons
6	by 18 Aug	Project lead and operational staff in Chichester DC	Engagement of operational staff	as above	Meeting	Vanda Leary	Vanda Leary	Vanda Leary/ Graham Simmons
7	by 18 Aug	Project lead and operational staff in Crawley BC	Engagement of operational staff	as above	Meeting	Vanda Leary	Vanda Leary	Vanda Leary/ Graham Simmons
8	14/07/2017	Project lead and operational staff in Horsham DC	Engagement of operational staff	as above	Meeting	Vanda Leary	Vanda Leary	Vanda Leary/ Graham Simmons
9	by 18 Aug	Project lead and operational staff in Mid Sussex DC	Engagement of operational staff	as above	Meeting	Vanda Leary	Vanda Leary	Vanda Leary/ Graham Simmons
10	by 18 Aug	Project lead and operational staff in West Sussex CC	Engagement of operational staff	as above	Meeting	Vanda Leary	Vanda Leary	Vanda Leary/ Graham Simmons