

## Draft Business Cases for Adults and Health

This appendix includes the outline business cases for proposed savings and investments for this committee that total over £500k for the five years of the business plan.

Business Case Title	Category	Amount £000
Real living wage	Investment	500
Investment in Adult Social Care to deliver savings	Invest to save	3,234
Mental Health residential and community	Invest to save	-976
Decommissioning of block contracts for car rounds providing home care	Savings	-2,573
Prevent, reduce, delay needs presenting – Reablement	Savings	-945
Adults, Health and Commissioning vacancy factor	Savings	-560
Increased income from reducing financial assessments backlog	Income	-1,021

## Investment to support continuing payment of the Real Living Wage.

<b>Proposal Title (Business Plan Description):</b>	Investment to support continuing payment of the Real Living Wage		
<b><u>Relevant Ambition(s)</u></b>	Ambitions 4 and 5		
<b>Directorate:</b>	Adults Health and Commissioning		
<b>Service:</b>	Commissioning		
<b>Type:</b>	Investment		
<b>Recurrent or One Off:</b>	Recurrent		
<b>BP Reference No:</b>	B/R.5.008		
<b>Date:</b>	21.12.2023	<b>Version</b>	1

### Proposal Summary

<p><b>Summary / details of Proposal:</b></p> <p>The Real Living Wage (RLW) is a minimum income standard which is based on what people need to earn to maintain an acceptable standard of living within the UK. It is calculated on an annual basis by an independent body called the Living Wage Foundation which is made up of leading living wage employers, trade unions and academic partners amongst others. Following the announcement on 24 October 2023, the RLW is due to increase in 2024/25 from £10.90 per hour to £12 per hour outside London (a 10.1% increase).</p> <p>The RLW is a key priority for the joint administration within Cambridgeshire, who are seeking to drive up the quality and dignity of care work and services, as well as improve training, career development, pay and conditions for frontline care workers.</p> <p>Included in the Council's 2022/23 and 2023/24 Business Plan was specific funding into the adult social care budget to allow the RLW to be paid. This investment was over and above inflation monies already built in to cover National Living Wage and CPI inflationary increases. The distribution of the RLW investment in 2022/23 was targeted to providers who were known to not be paying the RLW through individual negotiated approach. The 2023/24 RLW investment was incorporated into our provider uplift strategy, alongside the expectation of providers to pay staff the RLW being embedded in uplift negotiations, and it is our intention to continue this approach into 2024/25.</p> <p>To enable providers to continue to pay their staff the RLW in line with the 2024/25 increases, £500k of additional investment is being made in 2024/25. This will be incorporated into the overall inflationary investment proposed for 2024/25, to support fee uplifts to the care market.</p>
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Has an EqIA been completed?	Not Applicable
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<b>Proposed Start Date:</b>	1/4/2024
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## Summary Business Plan Revenue Financial Information (Business Plan Format £000):

Type	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
Investment		500				
<b>Total</b>		<b>500</b>				

### Capital link

<b>Is there a linked capital proposal?</b>	No
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## Proposal benefits and impacts

Benefit < List the benefits that will be realised as a result of this Business Case. Include financial, non-financial and dis-benefits.>	Which ambition does it contribute towards? Select which ambition this contributes towards or if it is enabling, put 'enabler' e.g Ambition 4	Measurement & Evaluation <How will you measure the benefits? Will there be internal or external evaluation – by who and when>
Improved recruitment and retention – enabling the Council to work with providers to create a 'career in care' which is more attractive and creates longevity.	Ambition 4 Ambition 5	Vacancy rates across social care  Turnover rates across social care  Capacity within the market to respond to demand for services
Quality Improvement – due to improved motivation and morale amongst employees	Ambition 4	Reduction in quality concerns Improvement in local Care Quality Commission (CQC ratings)

Type of impact	<b>Details</b> <i>Summarise any positive or negative impacts anticipated</i>
Environmental Impact	None
Social Impact	Positive - As a major employer and commissioner of services, the Council can positively impact on in work poverty and social mobility challenged often arising amongst the lowest paid segments of the adult social care workforce. This will not only increase quality of life but will increase spending levels in turn boosting local communities and economies.
Health Impact	Positive - Improved health and wellbeing: low income has been found to have a direct impact on the conditions into which we are born, grow, live, work and age – which result in unfair and unjust inequalities in length and quality of life. Addressing income levels so they reflect the cost-of-living crisis rather than surviving has a positive impact on this.

## Investment in Adult Social Care invest to save schemes

<b>Proposal Title (Business Plan Description):</b>	Investment in adults invest to save schemes		
<b><u>Relevant Ambition(s)</u></b>	Ambition 4		
<b>Directorate:</b>	Adults Health and Commissioning		
<b>Service:</b>	All		
<b>Type:</b>	Investment		
<b>Recurrent or One Off:</b>	One off		
<b>BP Reference No:</b>	B/R.5.005a through to B/R.5.005i		
<b>Date:</b>	21/12/2023	<b>Version</b>	1

### Proposal Summary

<p><b>Summary / details of Proposal:</b></p> <p>The level of savings delivery contained within the 2024/25 business plan for Adults, Health and Commissioning represents a significant programme of transformational work, which will require one-off resource and capacity investment to ensure we are able to mobilise delivery in a timely manner, ensuring full year delivery of savings next financial year.</p> <p>The focus of the Directorate is managing demand and increasing independence through the following priorities:</p> <ul style="list-style-type: none"> <li>• Prevention agenda – supporting people to remain independent in their own homes for as long as possible, including the expansion of Care Together to deliver an all-age locality-based prevention and early intervention model.</li> <li>• Learning Disabilities and Mental Health – maximising opportunities for independence, including increasing our local accommodation offer, improved transition pathways and a stronger community and enablement offer.</li> <li>• Discharge pathways – undertaking a diagnosis to understand our current arrangements to ensure effective home first principles are embedded and we are maximising opportunities to support people's independence.</li> <li>• In house services – efficiencies and effectiveness of operations, including value for money and opportunities for growth / diversification and in-sourcing.</li> </ul> <p>It is expected most, if not all, of the above will consider the opportunities for digital developments, including the use of Artificial Intelligence.</p> <p>To deliver on this commitment, £3.234m of investment is required to support delivery of the following savings over the next three years, as outlined in the below table.</p>
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Business Planning reference	Saving	Investment £000	Saving £000				
			2024/25	2025/26	2026/27	2027/28	2028/29
B/R.6.009	Mental Health – residential and community	450	-357	-357	-262	-	-
B/R.6.030 B/R.6.031 B/R.6.032	Review in-house	100	-1,000	-	-	-	-
B/R.6.027 B/R.6.028 B/R.6.029	Review discharge pathways	500	-1,200	-	-	-	-
B/R.6.015 B/R.6.024	Prevention agenda – all age locality strategy & digital innovation	421	-477	-	-	-	-
B/R.6.016a – B/R.6.021b & B/R.6.037a/b	Learning Disabilities	648	-1,962	-	-	-	-
B/R.6.038	Learning Disabilities Pool – ending of pooled budget arrangements	1,115	-1,469	-3,717	-2,040	-412	
	<b>TOTAL</b>	<b>3,324</b>	<b>-6,465</b>	<b>-4,074</b>	<b>-2,302</b>	<b>-412</b>	

This is to be funded from a combination of £2.320m of Just Transition Funding and £914k of Adults reserves.

This supports the Just Transition Funding priority of Sustainable Economy and Public Spending, by producing tangible savings, further income generation or reducing demand for services to ensure sustainability for the Council's finances.

Has an EqIA been completed?

Not Applicable

**Proposed Start Date:**

01/04/2024

## Summary Business Plan Revenue Financial Information (Business Plan Format £000):

Type	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
Investment	2,830	-2,576	-104	-150		
Breakdown of funding for investment:						
Adults reserves	-510	256	104	150		
Just Transition fund	-2,320	2,320				
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

### Capital link

Is there a linked capital proposal?	No
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### Proposal benefits and impacts

Benefit < List the benefits that will be realised as a result of this Business Case. Include financial, non-financial and dis-benefits.>	Which ambition does it contribute towards? Select which ambition this contributes towards or if it is enabling, put 'enabler' e.g Ambition 4	Measurement & Evaluation <How will you measure the benefits? Will there be internal or external evaluation – by who and when>
Delivery of the savings contained within the business plan over the next three years	Enabler	Financial tracking
Change programme implemented to ensure we are maximising opportunities to support people to remain independent in their own homes for as long as possible.	Ambition 4	Individual outcomes Number of long-term and short-term care packages and associated financial spend

Type of impact	<b>Details</b> <i>Summarise any positive or negative impacts anticipated</i>
Environmental Impact	Neutral / None
Social Impact	Positive - Our approach to managing demand, is a continued focus on prevention and early intervention, supporting people to remain independent in their own homes for as long as possible, aiming to improve their health, wellbeing and quality of life.
Health Impact	Positive - Our approach to managing demand, is a continued focus on prevention and early intervention, supporting people to remain independent in their own homes for as long as possible, aiming to improve their health, wellbeing and quality of life.



## Mental Health residential and community

<b>Proposal Title (Business Plan Description):</b>	Mental Health Improved Commissioned Services - Residential and Community		
<b><u>Relevant Ambition(s)</u></b>	Ambition 4		
<b>Directorate:</b>	Adults, Health and Commissioning		
<b>Service:</b>	Commissioning		
<b>Type:</b>	Multiple		
<b>Recurrent or One Off:</b>	Three-year investment to deliver recurrent savings		
<b>BP Reference No:</b>	B/R.6.009		
<b>Date:</b>	19/09/2023	<b>Version</b>	0.1

### Proposal Summary

Summary / details of Proposal:
<p>Key Adult Social Care Priority that this business case supports:</p> <ul style="list-style-type: none"> <li>• We will maximise people's opportunities and independence.</li> <li>• We will promote choice and personalised services.</li> </ul> <p>The Council commissions the provision of statutory mental health social care services from Cambridgeshire and Peterborough NHS Foundation Trust (CPFT), and these delegated functions are managed through a section 75 agreement. This includes activities covered under the Care Act 2014, such as assessment of need, care and support planning, reviews and section 42 safeguarding adult enquiries. The service enables access to appropriate community-based resources, care and support delivery within the home and registered care provision where required.</p> <p>This proposal has identified three key areas for improvements in current commissioned provision:</p> <ul style="list-style-type: none"> <li>• <b>Residential/Nursing</b> Cost avoidances are generated based on economies of scale. Instead of considering high value packages in isolation in a service, the proposal is to share resources with existing packages in a service with a focus on additional one-to-one (121) care on top of the placement. This is an area that has been clearly identified as a growing pressure on costs.</li> <li>• <b>Home Care</b> Greater focus and management of the Home Care Framework to identify the number of providers who deliver mental health support. This will enable us to have greater oversight of the providers who are able to provide mental health support and maximise</li> </ul>

this capacity when making placements. This will reduce the number of package breakdowns where a provider is unable to support or continue to support and reduce the need to go off framework to spot provision. This will also enable improved management of quality, supporting better outcomes for individuals.

- **Social Care Prevention**

Following learning from other local authorities, the roll-out of the Step-Care model started in 2022/23. The early intervention and strengths-based preventative approaches in this service promote independence and avoid deterioration and escalation in need. This is supported by the social work approach by the mental health social work team, working collaboratively with health partners and the new Step-Care teams. This will support people to better manage their mental health and wellbeing, preventing the need for crisis interventions.

Has an <a href="#">EqIA</a> been completed?	Yes
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<b>Proposed Start Date:</b>	01/04/2024
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## Summary Business Plan Revenue Financial Information (Business Plan Format £000):

Type	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
Saving		-357	-357	-262		
<b>Total</b>		<b>-357</b>	<b>-357</b>	<b>-262</b>		

### Capital link

Is there a linked capital proposal?	No
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### Proposal benefits and impacts

Benefit < List the benefits that will be realised as a result of this Business Case. Include financial, non-financial and dis-benefits.>	Which ambition does it contribute towards? Select which ambition this contributes towards or if it is enabling, put 'enabler' e.g Ambition 4	Measurement & Evaluation <How will you measure the benefits? Will there be internal or external evaluation – by who and when>
<b>Residential/Nursing</b> Saving on 121 costs reducing care budget for cohort	Ambition 4	Internal evaluation – monthly placement analysis by Brokerage and Commissioning and care cost analysis by Finance.
<b>Residential/Nursing</b> Appropriate placement to ensure high quality care and support is delivered and reduce risk of breakdown of care	Ambition 4	Internal evaluation – monthly placement analysis by Brokerage and Commissioning.
<b>Domiciliary</b> Higher quality homecare placements with the right providers that reduces care costs and exemptions	Ambition 4	Internal evaluation – monthly placement analysis by Brokerage and Commissioning and care cost analysis by Finance.
<b>Social Care</b> Integrated approach that gives wider access to all appropriate services available and manages costs	Ambition 4	Primarily through mental health social work monthly reporting linked to monthly financial reporting.

Type of impact	<b>Details</b> <i>Summarise any positive or negative impacts anticipated</i>
Environmental Impact	Neutral – minimal impact.
Social Impact	Positive – individual's care packages are more robust, reducing the risk of a care breakdown and that packages can be sustained for longer. This will also support family and carer support.
Health Impact	Positive – stronger support is in place that can maintain and improve individual's health and reduce or delay the risk of a decline in health and reliance on other interventions or hospital admittance.

## Decommissioning of block contracts

<b>Proposal Title (Business Plan Description):</b>	Decommissioning of block contracts for car rounds providing homecare		
<b><u>Relevant Ambition(s)</u></b>	Ambition 4		
<b>Directorate:</b>	Adults Health and Commissioning		
<b>Service:</b>	Commissioning		
<b>Type:</b>	Saving		
<b>Recurrent or One Off:</b>	Recurrent		
<b>BP Reference No:</b>	B/R.6.003		
<b>Date:</b>	22.09.23	<b>Version</b>	0.1

### Proposal Summary

<b>Summary / details of Proposal:</b>
<p>Key Adult Social Care Priority that this business case supports:</p> <ul style="list-style-type: none"> <li>• We will maximise people's opportunities and independence.</li> <li>• We will work with our local communities to build trusting relationships.</li> </ul> <p>The "block car" provision delivers homecare to people in the county and allows the Council to meet the needs of service users quickly and effectively. The purchase of block hours allows Brokerage to source care in the following circumstances:</p> <ul style="list-style-type: none"> <li>• To enable people to return home from hospital as soon as possible once a person is medically fit;</li> <li>• To provide care for people who are in hard-to-reach areas or to fulfil hard-to-place packages of care.</li> </ul> <p>Improvement in the homecare market is a key priority within the Council's Care Together Programme, which is focused on transforming the way we commission and deliver community-based care and support to enable more older people to remain living happily at home for longer. As part of this, we are working to develop and shape the homecare market to ensure this service is delivered closer to communities, more focused on individual outcomes and able to offer a diverse range of delivery options. We also recognise that stability and sustainability of the market is key to their ability to support this transformation and have therefore made additional investment through inflationary uplifts and funding to support embedding of the real living wage.</p> <p>Through this programme, a review of 'block car' provision has been undertaken and has found that this provision is not always the most efficient use of money, although it can be an effective way of supporting the hospital discharge process and aiding pressures in the system when demand changes quickly and the market cannot meet the increase in demand. This programme also supports the aims of the Care Together programme highlighted above.</p>

Currently we commission 26 block homecare cars. Year on year we have been reducing capacity of these cars as demand for homecare services on discharge from hospital has been met by mainstream homecare providers as this market capacity has improved.

Due to the current low utilisation levels of this capacity, alongside the following mitigation actions, the decommissioning of these cars should have little to no impact on people who require domiciliary care. Mitigations to offset any potential impact of this include the following:

1. The market is currently responding well to demand, with a good response rate to current package requests, which means most people are receiving usual homecare services in a timely manner.
2. We have hospital discharge incentive payments for homecare packages, funded from our local allocation of government discharge funding grant, which has improved the response rate from the market.
3. We plan to reopen the mainstream homecare framework and anticipate that this will result in a significant increase in providers joining the framework, increasing capacity further.

Due to notice periods on contracts, decommissioning of contracts will be phased from January 2024 onwards. The table below provides details of the contract end dates for all cars.

Number of cars	Type	End Date	Location
3	Single	30 January 2024	East Cambridgeshire
3	Single	30 January 2024	City and South
2	Double	30 January 2024	East Cambridgeshire
1	Double	30 January 2024	Huntingdonshire
2	Single	30 January 2024	Huntingdonshire
2	Double	20 February 2024	City and South
3	Single	20 February 2024	East Cambridgeshire
1	Double	3 June 2024	East Cambridgeshire
2	Morning	Already ended	East Cambridgeshire
1	Morning	Already ended	Huntingdonshire
2	Single	2 June 2024	City and South
1	Morning	2 June 2024	City and South
3	Single	2 June 2024	Huntingdonshire
<b>Total Cars: 26</b>			

Has an <a href="#">EqIA</a> been completed?	Yes
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<b>Proposed Start Date:</b>	In stages from January 2024
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## Summary Business Plan Revenue Financial Information (Business Plan Format £000):

Type	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
Saving	0	-2,473	-100	0	0	0
<b>Total</b>	<b>0</b>	<b>-2,473</b>	<b>-100</b>	<b>0</b>	<b>0</b>	<b>0</b>

### Capital link

<b>Is there a linked capital proposal?</b>	No
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## Proposal benefits and impacts

Benefit <i>&lt; List the benefits that will be realised as a result of this Business Case. Include financial, non-financial and dis-benefits.&gt;</i>	Which ambition does it contribute towards? <i>Select which ambition this contributes towards or if it is enabling, put 'enabler' e.g Ambition 4</i>	Measurement & Evaluation <i>&lt;How will you measure the benefits? Will there be internal or external evaluation – by who and when&gt;</i>
Financial Saving	Ambition 4	Direct saving would not require further evaluation
Non-financial benefit – the Council continues to offer people a range of quality homecare to meet their needs	Ambition 4	Service requirements continue to be picked up by homecare dynamic purchasing system (DPS) framework providers without delay. There are no concerns regarding the level of capacity across mainstream homecare providers to respond to demand as outlined previously in this business case and associated mitigations are in place. But market capacity will continue to be monitored on an ongoing basis through our Brokerage, Placement and Commissioning teams.

Type of impact	<b>Details</b> <i>Summarise any positive or negative impacts anticipated</i>
Environmental Impact	Neutral – Although it will reduce travel on our contract and support CCC's net zero targets, the travel may be displaced into mainstream providers resulting in no overall net-emissions change regarding the Net zero 2045 target.
Social Impact	None
Health Impact	None



## Prevent, reduce and delay needs presenting - reablement

<b>Proposal Title (Business Plan Description):</b>	Prevent, reduce, and delay needs presenting - reablement		
<b><u>Relevant Ambition(s)</u></b>	Ambitions 1, 2, 3, 4		
<b>Directorate:</b>	Adults, Health and Commissioning		
<b>Service:</b>	Reablement		
<b>Type:</b>	Saving		
<b>Recurrent or One Off:</b>	Recurrent		
<b>BP Reference No:</b>	B/R.6.013		
<b>Date:</b>	21.11.2023	<b>Version</b>	0.1

### Proposal Summary

<b>Summary / details of Proposal:</b>
<p>This business case supports the following key adult social care priorities:</p> <ul style="list-style-type: none"> <li>• We will maximise people's opportunities and independence</li> </ul> <p>The reablement service provides a short-term support service for up to six weeks to help people regain their independence. By providing goal focused support following a period of illness or a stay in hospital, reablement aims to support people to return to independence, preventing the need for longer term care support.</p> <p>The reablement service has historically delivered significant cost avoidance savings, by avoiding or delaying the need for domiciliary care for people accessing the service. Currently, due to ongoing workforce recruitment and retention challenges, the team has been operating at a vacancy rate of approximately 20%. Through a dedicated approach to recruitment and retention the team aims to recruit to these vacancies, with a focus on improving attractiveness of support worker roles. This will mean that there will be an increase in the number of reablement hours that can be delivered, enabling the opportunity to deliver more cost avoidance savings.</p> <p>We will also review the use of IT systems in reablement to ensure efficiencies are maximised, introducing new ways of working between Mosaic and Total Mobile to ensure that the system aids reablement decision making and information flow.</p> <p>The review of Total Mobile will also release reablement hours as we can manage the service more effectively. Introducing EMAR (electronic recording) for medication administration will reduce travel and contribute towards the carbon footprint corporate outcome (Ambition 1). This will also improve errors in medication administration.</p>

Has an <a href="#">EqIA</a> been completed?	N/A
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<b>Proposed Start Date:</b>	1/4/2024
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## Summary Business Plan Revenue Financial Information (Business Plan Format £000):

Type	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
Saving	0	-480	-465	0	0	0
<b>Total</b>	<b>0</b>	<b>-480</b>	<b>-465</b>	<b>0</b>	<b>0</b>	<b>0</b>

### Capital link

<b>Is there a linked capital proposal?</b>	No
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## Section C: Proposal benefits and impacts

Benefit < List the benefits that will be realised as a result of this Business Case. Include financial, non-financial and dis-benefits.>	Which ambition does it contribute towards? Select which ambition this contributes towards or if it is enabling, put 'enabler' e.g Ambition 4	Measurement & Evaluation <How will you measure the benefits? Will there be internal or external evaluation – by who and when>
Increase in reablement capacity to enable us to prevent longer term needs.	Ambition 3 Ambition 4	Monitoring of statutory return data (Proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement)  Numbers of people who are independent at the end of a period of reablement and require no ongoing support  Numbers of care packages reduced
Better use of IT systems to ensure that the team is as effective as possible.	Ambition 1 Ambition 2 Ambition 3 Ambition 4	Evaluation through staff surveys  Increase in reablement capacity

Type of impact	<b>Details</b> <i>Summarise any positive or negative impacts anticipated</i>
Environmental Impact	Positive - with potential to reduce travel, having more staff working in a place-based way. Use of system to improve reduction in mileage.
Social Impact	Positive - more people enjoying healthy, safe and independent lives through timely support that is most suited to their needs.
Health Impact	Positive - more people enjoying healthy, safe and independent lives through timely support that is most suited to their needs.

# AHC Vacancy Factor

<b>Proposal Title (Business Plan Description):</b>	Adults, Health and Commissioning vacancy factor		
<b><u>Relevant Ambition(s)</u></b>	Ambition 4		
<b>Directorate:</b>	Adults, Health and Commissioning		
<b>Service:</b>	Commissioning		
<b>Type:</b>	Saving		
<b>Recurrent or One Off:</b>	Recurrent		
<b>BP Reference No:</b>	B/R.6.036		
<b>Date:</b>	8/12/2023	<b>Version</b>	0.1

## Proposal Summary

<b>Summary / details of Proposal:</b>			
<p>Like other areas of the Council, there is a level of underspending in staffing budgets across the Adults, Health and Commissioning (AHC) directorate due to a variety of factors, such as a time lag between resignations and appointments, as well as recruitment difficulties and delays.</p> <p>We have an existing vacancy savings target on the AHC budgets of £1.3m for 2023/24, against an overall staffing budget of £31m (excluding Learning Disability and reablement services which have their own targets). For the past three years we have significantly over-delivered on our vacancy savings target, as shown in the below table, and we are forecast to deliver at a similar rate for 2023/24 also.</p>			
Financial year	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>
Vacancy savings target	-1,104,287	-1,104,287	-1,104,287
Vacancy savings achieved	-1,430,442	-2,266,503	-2,838,485
<b>Variance</b>	<b>-326,155</b>	<b>-1,162,216</b>	<b>-1,734,198</b>
<p>An additional vacancy factor of £560k has been put forward for 2023/24. In reality the actual level of underspend from vacant posts is likely to be higher but will be partially offset by the use of higher cost interims for some essential posts.</p>			

Has an <a href="#">EqIA</a> been completed?	N/A
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<b>Proposed Start Date:</b>	01/04/2023
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## Summary Business Plan Revenue Financial Information (Business Plan Format £000):

Type	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
Saving		-560	0	0	0	0
<b>Total</b>		<b>-560</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

### Capital link

Is there a linked capital proposal?	No
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## Section C: Proposal benefits and impacts

Benefit < List the benefits that will be realised as a result of this Business Case. Include financial, non-financial and dis-benefits.>	Which ambition does it contribute towards? Select which ambition this contributes towards or if it is enabling, put 'enabler' e.g Ambition 4	Measurement & Evaluation <How will you measure the benefits? Will there be internal or external evaluation – by who and when>
Financial benefit based on level of underspend in staffing budgets across the Adults, Health and Commissioning (AHC) directorate due to a variety of factors, such as a time lag between resignations and appointments, as well as recruitment difficulties and delays.	Ambition 4	Staffing budget spend through monthly finance monitoring reporting.

Type of impact	Details Summarise any positive or negative impacts anticipated
Environmental Impact	None
Social Impact	None
Health Impact	None

## Increased income from reducing Financial Assessments backlog

<b>Proposal Title (Business Plan Description):</b>	Increased income from reducing Financial Assessments backlog		
<b><u>Relevant Ambition(s)</u></b>	Ambition 4		
<b>Directorate:</b>	Adults, Health & Commissioning		
<b>Service:</b>	Adults Finance Operations		
<b>Type:</b>	Saving		
<b>Recurrent or One Off:</b>	Recurrent		
<b>BP Reference No:</b>	B/R.7.006		
<b>Date:</b>	18 September 2023	<b>Version</b>	1.0

### Proposal Summary

<b>Summary / details of Proposal:</b>
<p>This business case supports the following adult social care priorities:</p> <ul style="list-style-type: none"> <li>• We will promote choice and personalised services</li> </ul> <p>The Financial Assessments service has a backlog of approximately 1,000 cases that have accrued due to staff vacancies and increasing complexity of case management. Delays in Financial Assessments can cause stress, anxiety and frustration for our clients, resulting in complaints, escalations and, in some cases, clients refusing the care they need. The proposal is to invest in outsourcing a proportion of the backlog case work to a third-party provider, who has capacity to perform assessments on the council's behalf. The primary benefit will be to reduce uncertainty and anxiety for clients, and positively address income to the council.</p> <p>The secondary benefit will be to create 'breathing space' for the service, while it undertakes process redesign to improve efficiency and effectiveness to meet demand. The commissioned third-party will undertake and conduct assessments using the same business process tools as used by the council function: Mosaic, and via contact by post, telephone and email. Therefore, there would be no difference from a client perspective in completion of their financial assessment.</p> <p>The proposal is to invest £100k in outsourcing, to secure £931k of client contributions held within backlog casework in year 1 and a further £90k in year 2.</p> <p>The investment element of this business case will be funded through the Market Sustainability and Improvement Workforce Fund, so no investment is being requested through business planning.</p>

Has an <a href="#">EqIA</a> been completed?	Yes
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<b>Proposed Start Date:</b>	Oct/Nov 2023
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## Summary Business Plan Revenue Financial Information (Business Plan Format £000):

Type	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
Saving		-931	-90	0	0	0
<b>Total</b>	<b>0</b>	<b>-931</b>	<b>-90</b>	<b>0</b>	<b>0</b>	<b>0</b>

### Capital link

<b>Is there a linked capital proposal?</b>	No
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## Section C: Proposal benefits and impacts

Benefit < List the benefits that will be realised as a result of this Business Case. Include financial, non-financial and dis-benefits.>	Which ambition does it contribute towards? Select which ambition this contributes towards or if it is enabling, put 'enabler' e.g Ambition 4	Measurement & Evaluation <How will you measure the benefits? Will there be internal or external evaluation – by who and when>
Financial: The Council will correctly invoice for income due under the Adult Charging Policy	Enabler	Measurement will be through Finance, Activity and Performance Board, measuring Client Contributions.
Non-Financial: Clients will experience reduced stress, anxiety and frustration, through earlier understanding of their Client Contribution due.	Ambition 4	Measurement will be through number of Complaints received, where the prime issue is delay in financial assessment.
Non-Financial: Fewer complaints from Clients in respect of delays in their Financial Assessment	Enabler	Measurement will be through number of Complaints received, where the prime issue is delay in financial assessment.

Type of impact	Details <i>Summarise any positive or negative impacts anticipated</i>
Environmental Impact	N/A
Social Impact	Positive <ul style="list-style-type: none"> <li>• Reduce uncertainty and anxiety for clients in reducing the time taken to complete their Financial Assessment.</li> <li>• Clients less likely to refuse care, where prompter completion of Financial Assessment provides clarity of client contribution.</li> </ul>
Health Impact	Positive <ul style="list-style-type: none"> <li>• Reduce uncertainty and anxiety for clients in reducing the time taken to complete their Financial Assessment.</li> <li>• Clients less likely to refuse care, where prompter completion of Financial Assessment provides clarity of client contribution.</li> </ul>