

CITY AND COUNTY OF SWANSEA

NOTICE OF MEETING

You are invited to attend a Meeting of the

CORPORATE SERVICES CABINET ADVISORY COMMITTEE

At: Committee Room 5, Guildhall, Swansea

On: Wednesday, 29 June 2016

Time: 4.00 pm

Chair: Councillor Erika Kirchner

Membership:

Councillors: J E Burtonshaw, J A Hale, T J Hennegan, Y V Jardine, A J Jones, D J Lewis, M Thomas and L V Walton

AGENDA

Page No.

- | | | |
|----------|---|---------------|
| 1 | Apologies for Absence. | |
| 2 | Disclosures of Personal and Prejudicial Interests.
www.swansea.gov.uk/DisclosuresofInterests | |
| 3 | Minutes.
To approve & sign the Minutes of the previous meeting(s) as a correct record. | 1 - 2 |
| 4 | Invest to Save Case Studies. | 3 - 39 |
| 5 | Work Programme 2016-2017. | 40 |

Next Meeting: Wednesday, 27 July 2016 at 4.00 pm



Patrick Arran
Head of Legal and Democratic Services
Wednesday, 22 June 2016

Contact: Democratic Services: - 636923

CITY AND COUNTY OF SWANSEA

MINUTES OF THE CORPORATE SERVICES CABINET ADVISORY COMMITTEE

HELD AT COMMITTEE ROOM 5, GUILDHALL, SWANSEA ON
WEDNESDAY, 1 JUNE 2016 AT 4.00 PM

PRESENT: Councillor E T Kirchner (Chair) Presided

Councillor(s)
J A Hale

Councillor(s)
A J Jones

Councillor(s)
D J Lewis

Also Present: Councillor C E Lloyd - Cabinet Member for Transformation and Performance.

Apologies for Absence

Councillor(s): J E Burtonshaw, T J Hennegan, Y V Jardine, M Thomas and L V Walton

1 **DISCLOSURES OF PERSONAL AND PREJUDICIAL INTERESTS.**

In accordance with the Code of Conduct adopted by the City and County of Swansea, the following interests were declared: -

Councillor J A Hale – Agenda as a whole – My wife works for the City & County of Swansea, Catering Service – personal.

2 **MINUTES.**

RESOLVED that the minutes of the meetings held on 13 April and 19 May 2016 be agreed as correct records,

3 **DISCUSSION WITH CABINET MEMBER FOR TRANSFORMATION AND PERFORMANCE.**

Councillor C E Lloyd attended the meeting and updated Members of the Committee on the current challenges with the Sustainable Swansea and Transformation Agenda, particularly with the impact of Senior Management Changes that have occurred recently.

He outlined that he would like the CAC to review and examine the Customer Contact Aspect of the Authority, including

- current telephony and call centre services;
- how do the public rate the current service;
- examine possible areas of best practice, benchmarking & reputation tracker;
- face to face and digital contacts;
- increasing of online access and services;

- promoting of the "Swansea Standard".

He stated he would draft terms of reference for the CAC to consider at its next meeting.

RESOLVED that the CAC add the Customer Contact Aspect to its workplan.

4 **FEEDBACK - SITE VISIT TO HELPING HANDS.**

The Chair gave a verbal update on the recent visit to the Helping Hands Therapy Garden in Singleton Park.

She referred to the background to the development of the garden which is one of the many different schemes offered to staff by the service. The success of the scheme and the commitment by the volunteer staff continue to be excellent.

RESOLVED that the feedback be noted.

5 **WORK PROGRAMME DISCUSSIONS 2016-2017.**

The Chair presented and updated Work Plan 2015/16.

She highlighted topic areas for discussion by the CAC during the coming months.

RESOLVED that:

- 1) the workplan timetable be noted;
- 2) that subject to feedback from the Cabinet Member for Transformation and, Performance at the next meeting, the Customer Contact Aspect be added to the workplan.

The meeting ended at 4.43 pm


CHAIR



Investing-to-Save 4

Short-term investment for long-term benefit

Wrexham Fostering Service
Gwasanaeth Maethu Wrecsam
Foster Carers Needed
Mae angen gofalwyr maeth

 **wrexham**
COUNCIL
WRECSAM

0800 783 0618
fostering@wrexham.gov.uk
www.wrexham.gov.uk/fostering



An update report about public service efficiency and improvement projects that have received Welsh Government Invest-to-Save funding

October 2013

Minister's Foreword

Making the most effective use of available resources has never been so important for those delivering public services in Wales. To minimise the negative impact on front-line services resulting from reducing budget settlements, it is paramount to find more cost-effective approaches to delivery and to focus greater attention on prevention and innovation in the delivery of public services.

The Welsh Government has a key supporting role to play in helping those delivering front-line services by encouraging more innovative practices and collaboration between service providers. The Invest-to-Save fund has a proven track record of backing improvements that deliver real benefits through service transformation. Earlier this year the Finance Committee's inquiry into the Invest-to-Save Fund concluded that the Fund is an excellent scheme that "both improves services to the public and generates real savings to the public purse".

Since my previous Investing-to-Save report last October I have announced new investments of over £21million, of which just over £15m has already been invested and some £3.6m and £2.4m will be invested in the next two financial years respectively. This funding is supporting improvement projects from various parts of the public service and includes investments totalling £10.2m for five projects from the NHS, £1.2m for three projects from local government; £3.8m for Natural Resources Wales; and, £5.9m announced with the Minister for Local Government and Communities to establish the National Procurement Service for Wales.

Learning from the experience of adopting new approaches to public service delivery and capturing and cascading this knowledge is essential. This report, Investing-to-Save 4, includes case studies about improvement projects that have benefitted from the Welsh Government's Invest-to-Save Fund. I am also providing a refreshed directory of the projects that have been supported to date with contact details to enable follow-up. Work on an external evaluation of the Fund is also underway. It will be completed by the end of the year and published shortly afterwards. This will include a new series of case studies to assist further learning.

Looking forward, I am once again making the Fund available and will provide £8million of new funding in 2014-15 to complement the funding available from repayments made by existing projects. This means that in 2014-15 the total budget for the Fund will be over £22.6million. I am inviting the public service to bring forward project proposals now before the start of the new financial year.

To date the Fund has mostly helped the NHS and local government, introducing collaborative bids across these sectors and I anticipate that these will continue to have the main call upon funding. I am also encouraging project proposals from other parts of the public service that have not previously accessed the Fund, such as further and higher education and Welsh Government sponsored bodies. This complements the work of the Public Service Leadership Group chaired by the Minister for Local Government and Government Business, Lesley Griffiths AM.

I hope all those who are considering putting forward proposals will learn from previous projects so that the best possible efficiencies can be secured. I am therefore particularly keen to see new bids that have taken the learning from existing projects and build on their experiences and good practice.



Jane Hutt
Minister for Finance
October 2013



Contents

	page
Introduction	1
Project case studies	
Case study 1: NHS Wales Shared Services Partnership	3
Case study 2: Looked after Children’s Services – Wrexham Repatriation & Prevention (WRAP) Project	6
Case study 3: Non-emergency Patient Transport – Hywel Dda Health Board	9
Case study 4: E-Rostering Implementation – Hywel Dda Health Board	13
Case study 5: Powys School Modernisation Programme – Powys County Council	16
Directory of Projects	19

Further information and contacts

Further information about the Fund can be found on the Welsh Government’s web site at: www.wales.gov.uk/topics/improvingervices/betterfm/i2savefund/?lang=en

If you wish to discuss a potential project proposal then please contact Richard Clarke in the Invest-to-Save Unit by e-mail: I2Improvementfund@wales.gsi.gov.uk

Further information and examples of good practice in public service delivery can be found on the Good Practice Wales web site: www.goodpracticewales.com

Introduction

This publication is the fourth in a series that provides short case-studies and information about public service improvement projects that have been supported under the Welsh Government's Invest-to-Save Fund (the Fund).

The Fund is available on a discretionary basis to Welsh Government funded public service organisations to support their strategic improvement projects where they lead to significant cash-releasing efficiency savings whilst ensuring effective citizen-centred services. The Fund looks to:

- deliver improved public services in line with the Welsh Government's public service efficiency and wider improvement agenda;
- transform the operational efficiency of public services and generate significant cash-releasing efficiency savings;
- encourage stronger collaboration across organisations and administrative boundaries where this leads to measurable benefits in public service delivery; and,
- promote the dissemination of lessons learnt and best practice arising from projects.

The Fund targets those projects that utilise proven approaches, where success in delivering significant benefits previously is evidenced. For example, projects in the following areas that:

- improve the way public services procure and commission goods and services and manage the market;
- transform business processes;
- make better use of the public estate and shared approaches to construction;
- reduce the costs of corporate functions and routine business through shared services and other collaborative approaches to organisational effectiveness;
- maximise efficiency through the introduction or enhancement of ICT as a delivery mechanism;
- redesign services so that they are more effective by encouraging the development of innovative collaboration across organisations.

Invest-to-Save funding is provided on an interest-free basis and there is flexibility on the payback period. Investments made typically cover the revenue costs associated with the implementation of a project; however, the Fund might also assist with some associated capital costs.

The table that follows provides details of the funding available for Invest-to-Save over the next two financial years. This includes new funding provided by Welsh Government and recycled monies arising from the repayment of existing Invest-to-Save project investments. New Plans for 2014-15 amounts to £22.6 million of which £19 million is available for new investment with the remainder being available to support existing project commitments.

Budget Details of Invest-to-Save Fund 2014-15 to 2015-16

Revenue Funds Available	(£000's)	(£000's)
	2014-15 New Plans Draft Budget	2015-16 Indicative Plans Draft Budget
Invest-to-Save Fund (from Reserves)	8,000	0
Invest-to-Save Repayment of Investments		
Repayments relating to Local Health Board and NHS Trust Projects	8,950	13,948
Repayments relating to public sector broadband initiative (PSBA)	1,400	1,000
Repayments relating to Natural Resources Wales	1,512	4,013
Total Invest-to-Save Revenue Budget	19,862	18,961

Capital Funds Available	(£000's)	(£000's)
	2014-15 New Plans Draft Budget	2015-16 Indicative Plans Draft Budget
Total Invest-to-Save Capital Budget (i)	2,750	2,613

(i) Capital budget shown in the Welsh Government's Draft Budget 2014-15 expenditure allocations, reflects accounting treatment for loan payments. Repayments relate to Local Government projects mostly.

Case Study 1: NHS Wales Shared Services Partnership

Project aim

The NHS Wales Shared Services Partnership (NWSSP) was established in April 2011 to support Health Boards and NHS Trusts. By reducing bureaucracy and removing internal artificial boundaries greater efficiency is achieved and more money is available for frontline services to help improve patient care and deliver the Welsh Government's strategy "Together for Health".

Project overview

A national NHS shared services arrangement was initially proposed in the 2008 consultation paper "Proposals to Change the Structure of the NHS in Wales". In 2009, the Welsh Government commissioned Bath University to review best practice models for shared services; a concept and a proposed programme approach for the development and implementation of shared services followed.

A business case was completed in September 2010 and £250k of Invest-to-Save support was awarded to fund the initial implementation of the Shared Service Programme and to establish the NWSSP. The Minister for Health and Social Services announced that the programme would be implemented initially in shadow form from November 2010 before becoming operational on a virtual basis from April 2011. The NWSSP subsequently became a hosted organisation within Velindre NHS Trust from June 2012.

The NWSSP employs some 1,350 staff, has an annual budget (including the Welsh Risk Pool) of some £200m, operates over 53 sites and processes 95% NHS Wales expenditure. Details of the services provided by the Partnership are shown below. This includes the NHS Workforce Education and Development Services, which became part of NWSSP from April 2013.



NHS Wales Shared Services Partnership: services and activity levels

Legal & Risk	1,800 clinical negligence claims 170 inquests	590 personal injury claims 706 general advisory cases
Procurement	546,000 orders processed 808,000 items in catalogue 32.8m items issued for stores	£932m orders processed 1.3m invoices processed 4,500 customers in Wales
Primary Care	£1.4bn transactions processed 36m prescriptions pa 7,000 dental claims	74m prescription items pa 1.2m ophthalmic claims 400k medical record transfers
Audit & Assurance	6,000+ audit days	3 new audit appointments
Facilities	£900m of contracts let though 'Designed for Life' £1.5m savings on 50 leases negotiated per year	£5m saved in procurement costs 20,000 hits on Estates & Engineering website
Employment	78,000 staff paid each month and 6,500 staff paid per week 99.3% payroll accuracy 270,000 expenses claims processed	1.3m payslips per annum 98% underpayments resolved in 7 days 10,000 CRB checks processed 8,000 job adverts

Delivering project objectives

The Shared Services Programme business case estimated that direct savings of £14.5m and £67m of professional influence savings would be achieved during the first five years of operation. Savings and benefit delivery are the focus of the NWSSP Business Plan which is produced annually and approved by customer representatives at the Shared Services Partnership Committee.

Key achievements & benefits to date

The Introduction of NWSSP has enabled the following benefits to be achieved:

- standardisation of business processes;
- improved standards and quality of service to customers;
- improved information for clinical and management decisions;
- professional influence has increased;
- improved performance in both transactional and professional areas;
- collaborative cost savings through increased purchasing power;
- compliance with new procedures;
- greater accountability for support activities;
- increased automation and use of technology;
- process change to move towards best in class;

- reduced management costs;
- collaboration between functions, organisations and sectors;
- streamlining of administrative processes.

In the first year of operation gross cost savings of £2m were achieved. In addition, indicative financial benefits within health boards and NHS trusts include: £34m Procurement; £16m Facilities; £10m Legal & Risk; and, £0.8m Audit & Assurance.

In the second year of operation £3.75m of direct gross cost savings were achieved with £1.6m of this being distributed to NHS Wales in 2012/13 and £250k Invest-to-Save funding being fully repaid.

Learning

What worked well?

- having initial funding in place through Invest-to-Save;
- clear plans in the Business Case and the Business Plan;
- having the Senior Management Team in place quickly.

What could have worked better?

The key Challenges were:

- clarity of control structures in a virtual organisation;
- gaining buy in from key partners;
- managing change across a large number of sites throughout Wales.

Next steps

NWSSP is developing performance indicators to support service development and quality improvements. It is looking to expand the services it provides in the future to enable further savings and benefits to be achieved for Health Boards and NHS Trusts.

Contact for further information

For further information please contact: Peter Lewis, Head of Financial Sustainability and Improvement Tel: 01745 448425 E-mail: peter.lewis3@wales.nhs.uk

Further case studies

Case studies are also available of projects promoted by the NWSSP:

- NHS all-Wales collaborative procurement (Investing-to-Save, October 2011)
www.wales.gov.uk/docs/dpsp/publications/valuewales/111004investmenten.pdf;
- NHS all-Wales collaborative procurement programme – mental health services (Investing-to-Save 2, June 2012)
www.wales.gov.uk/docs/caecd/publications/150612invest2save.pdf;
- NHS e-expenses (Investing-to-Save 3, October 2012)
www.wales.gov.uk/docs/dpsp/publications/valuewales/121107i2s3final.pdf.

Case study 2: Looked after Children's Services – Wrexham Repatriation & Prevention (WRAP) Project

Project aim

The aim of the project is to provide local therapeutic foster care provision for young people through a multi-agency, multi-disciplinary partnership.

Project overview

The project was developed in response to concerns about the quality of provision and rising, unsustainable costs associated with out-of-county placements. Over a relatively short period of time we identified a small number of Looked After Children predominantly aged between 10-16 years who had complex emotional and/or behavioural needs.

Insufficient capacity in the local fostering service or therapeutic resources resulted in a significant number of children being placed with independent fostering agencies and out-of-area residential care. The needs of children with the most complex needs were not being met locally.

The objectives of WRAP were to maintain young people in their home locality, achieve better outcomes and reduce the high costs of procurement associated with out-of-area independent sector placements. Specifically, the project looked to reduce the numbers of children placed out-of-area by supporting them through alternative local 'therapeutic' fostering provision and in the process generating cash-releasing gross savings of £1.2 million over 3 years, starting 2011-12.

The Local Service Board sponsored WRAP project is a collaboration between the statutory and voluntary agencies of Wrexham County Borough Council, Betsi Cadwaladr University Health Board and Action for Children (Cymru). Funding for WRAP has been provided by the Welsh Government's Invest-to-Save Fund (£106k), Health Commission Wales continuing health care funding and the reconfiguration of an existing contract with Action for Children (Cymru).

Delivering project objectives

Specialist therapeutic foster carers are at the heart of a new wrap-around team, which includes Child and Adolescent Mental Health Services (CAMHS) therapists, teachers, teaching assistants and social workers. Young people are placed in highly intensive settings to achieve personal stability before moving to long-term stable placements. The preventative approach has helped avoid young people being placed away from their home area and avoids future expensive costs.

Key achievements & benefits to date

The new approach started in April 2012 and it has already made significant progress. It now also incorporates children placed at a registered children's home in the Borough.

In addition to the children receiving a service with therapeutic foster carers (currently 6, each with respite foster carers linked to the children) we have a cohort of younger children in a therapeutic environment which will facilitate a transition to foster carer. These children are some of the most troubled by their early life experiences and will be working towards stability to make the transition to foster care from residential care at their own pace.

The benefits of the new approach include:

- placement stability within the project;
- enhanced emotional well-being – the mental well-being of young people is promoted through therapy and a consistent approach from carers, school and family where possible;
- improved behaviour; with therapy and support through difficult periods available to the young person;
- improved relationships and attachment; staff and carers are receiving training to facilitate and promote attachment. The project has assisted in promoting a rehabilitation plan that is now one year on. The young person and their family continue to receive a service;
- improved self-esteem;
- improved child safety;
- avoidance of out-of-county expenditure for the current financial year will total £900k on residential fees and an additional £102k on independent fostering fees;
- Eight school placements have been maintained and attendance maximised when difficulties have arisen;
- one young person has moved to independence and another has been rehabilitated to their family;
- all the children included in the project remain close to their home communities with the exception of one young person who resides with their foster carer in an adjacent county.

Learning

What worked well?

- collaboration of professionals with young people being placed at the centre of the service;
- support for foster carers during difficult times through: training relevant to the young person they care for; links with supervising social worker and the therapist working with the young person; and, the provision of regular planned respite;
- regular meetings between all professionals working with the young person and the family aids effective communication and understanding of the issues;
- 'can do' attitude of supervising and child care social worker, therapist, key workers and education professionals to drive plans forward;
- monthly steering group meetings to maintain strategic oversight;
- debrief sessions available for staff and carers when children are displaying problematic behaviour in placement; and,
- recruitment of a senior therapist to provide a link across all children, carers and residential staff.

What could have worked better

- limited success with recruitment of therapeutic foster carers due to the presence of many independent fostering agencies in Wrexham competing for applications;
- professionals were in post sooner than foster carers were recruited. Although this proved helpful in offering the intensity of support needed for some placements;
- limited choice of suitable long-term placements to move young people to after 18-months, in line with National trends; and,
- clear timescales for placements to be determined at the outset with consideration for the long term care of the young person.

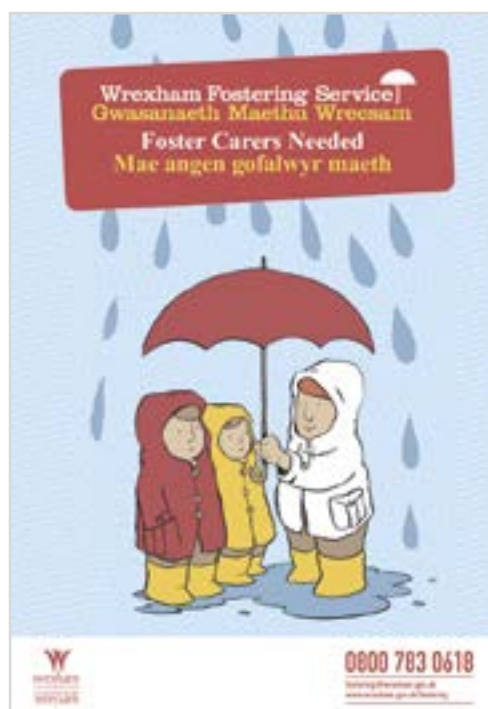
Next steps

It is essential to recruit foster carers for children who will shortly be ready to move from the project to long-term placements in addition to therapeutic foster carers.

A review of the partnership agreement will take place before the current contract expires in November 2013. The review of the agreement will assess the feasibility of widening the remit of the project to consider offering support to younger children with complex needs as preparation for adoptive placements.

Contact for further information

For any queries or further information about the project please contact Audrey Somerton-Edwards on
Tel: (01978) 295360 or
E-mail: audrey.somerton-edwards@wrexham.gov.uk



Case study 3: Non-emergency Patient Transport – Hywel Dda Health Board

Project aim

To secure efficiencies through the integration and coordination of transport in the voluntary, statutory and private sectors; reduce environmental impact; maximise existing transport resources; develop an integrated service plan; and, provide a robust, whole-system response for patients.

Project overview

Over the last two years there has been considerable change to non-emergency patient transport across the region and indeed Wales. The Griffiths review identified the need for change and this was initiated with the establishment of four pilot projects. One of these was the Hywel Dda pilot – ICARHS (Improving Customer Access to Rural Health Services). Before the project started, there was very little knowledge or understanding within the Health Board about planned patient transport and there were no performance monitoring procedures in place with the Welsh Ambulance Service NHS Trust (WAST).

In January 2012, Hywel Dda Health Board and WAST signed up to a joint paper “Time to deliver in Hywel Dda”, which highlighted the organisations’ commitment to improving patient transport within the area. A strategic decision day was held on the 30th January with key stakeholders in order to identify the changes required to the non-emergency patient transport system and to agree how these would be implemented.

An ICARHS Project Strategy for 2012-13 identified the actions necessary to achieve the project objectives to implement “Time to Deliver in Hywel Dda” and to ensure that the National Programme Board’s Priorities for Delivery were met.

Delivering project objectives

Welsh Government Invest-to-Save support of £100k was awarded to help fund work on the pilot project.

Initial work involved engagement with stakeholders, which enabled a vast amount of information to be gathered and analysed in order to provide a better understanding of the current arrangements and the changes required to ensure the future delivery of an efficient patient-focused service. Key information to emerge included:

- over 50,000 patient journeys were undertaken per annum;
- 90% of journeys related to outpatients;
- 70% of journeys related to walking patients;
- 14% of journeys were aborted.

Working regionally with each local authority and the independent and voluntary sectors has resulted in the following key areas being identified within a Non-Emergency Patient Transport Strategy for 2013/14:

- one patient booking pathway;
- increase in voluntary sector provision in non-emergency patient transport (NEPT);
- review operational service level agreement with WAST;
- evaluation of Project Support Manager (NEPT);
- procurement of NEPT services.

Key achievements & benefits to date

Compared to single provision, the mixed provision non-emergency transport model has shown some noticeable improvements in performance:

- improved patient experience;
- reduced wastage;
- improved efficiency; and,
- improved partnership working.

Specifically there have been:

- less aborted journeys;
- reduced waiting times;
- less people having to wait over 30 minutes (outward journeys/discharge and transfer); and,
- improved timeliness in arriving for appointments.

Introduction of mixed service provision

- 23% of journeys are now undertaken by non-WAST alternative providers and include three dedicated discharge vehicles serving the region;
- four District General Hospitals and four Community Hospitals in Carmarthenshire and Pembrokeshire are supported by Social Care transport utilised during their downtime periods in the day;
- a dedicated vehicle is provided by the Third Sector to support a Mental Health Unit two days a week in Pembrokeshire;
- Menter Cwm Gwendraeth and the WRVS provide transport within Carmarthenshire to support local Hospitals and Falls clinics held in various community settings.

Initiatives to reduce the high level of aborted journeys

- aborted journeys in Physiotherapy were reduced by 50% by curtailing open ended agreements for transport;
- a dedicated vehicle for mental health patients has resulted in a reduction in aborted journeys from 14% to 3%;
- a poster and leaflet campaign was introduced to raise awareness of wastage resulting from aborted/cancelled journeys and inappropriate taxi usage.

Single point of contact and brokerage of Extra Contractual Referrals (ECRs)

- £85,000 saved in 2012-13 based on an internal "invest-to-save" agreement to appoint a Project Support Manager on a fixed-term basis of two years;
- repatriation process established to reclaim all transport costs from Primary Care Trusts where appropriate;
- significant amount of clinical staff time saved in relation to senior nurses no longer involved in the booking and arranging ECR transport;

- specific provision of patient transport for nurse-led clinics in rural areas, mental health patients and palliative care provided through alternative providers.

Introduction of standard customer satisfaction surveys

- 87% of patients are either satisfied or very satisfied with the service provided;
- regular feature in Citizens' Panel on Non-Emergency Patient Transport.

Strategic Accessibility Study undertaken

- only 4% of patients attending hospital utilise NHS-funded transport;
- many patients are already travelling substantial distances for healthcare;
- work has been linked to the Clinical Service Strategy development.

One booking pathway for Ceredigion outpatients

- eligibility criteria applied to all outpatients bookings in partnership with Powys Teaching Health Board;
- reduced time spent by clinical staff dealing with transport. Calls have been reduced from 470 to less than 150 per month.

Dedicated vehicles for Discharges and Day Patients

- discharge waiting times reduced – almost reaching the set target of patients waiting between 1-30 minutes for transport. Over 300 patients per month were either discharged or transferred to other Hospitals by these vehicles, the majority of which required stretcher transport;
- number of journey refusals reduced as a result of having this resource available Monday to Friday for 8 hours a day whilst also supporting reduced length of stay in some hospitals;
- over 200 patient journeys are now undertaken by a dedicated vehicle in South Pembrokeshire Health & Social Care Resource Centre, thus maximising Day Unit provision across the county.

Transport Liaison Groups established in each County

- any issues/concerns are identified and resolved quickly at these monthly meetings supported by a detailed "issues log" provided by WAST;
- monthly Commissioning Group Meeting held with WAST to monitor SLA costs and activity levels.

Learning

What worked well?

- introduction of a single booking pathway for patients in Ceredigion;
- a single point of contact established for those patients needing to travel outside the region;
- commissioning of a mixed provision including the Third Sector, Social Care and Independent Sector;
- establishment of Dedicated Discharge Vehicles to support three Hospitals in the region;
- extending the Menter Min Nos Twilight Service Level Agreement for three years.

What could have worked better?

- provision of data on vehicle utilisation;
- effective integration of the WAST Cleric system and that of the Health Board's Myrddin patient record system.

Next steps

This work will now be mainstreamed as part of taking forward key recommendations from the review of the Welsh Ambulance service Trust and in particular the provision of Non-Emergency Patient Transport.

Contact for further information

For further information please contact: Peter Llewellyn, Assistant Director of Strategic Partnerships. Tel: 07976-279391 E-mail: Peter.Llewellyn@wales.nhs.uk

Case study 4: E-Rostering Implementation – Hywel Dda Health Board

Project aim

To extend and accelerate the roll-out of e-rostering across Hywel Dda Health Board (the Board) and in doing so, include electronic interfaces between the Electronic Staff Record (ESR) system and the electronic payment to staff.

Project overview

The Board provides acute, community, mental health and learning disabilities services to over 372,000 people throughout Carmarthenshire, Ceredigion and Pembrokeshire.

The Board has a workforce of approximately 9,000 including doctors, nurses, midwives, health visitors, therapists and other support staff that account for 70% of secondary care expenditure and 43% of the Board's total spend ie £308m per annum. Effectively managing the workforce is critical to delivering sustainable services and to enable this e-rostering has been adopted as a key priority by the Board. An initial contract for e-rostering (Roster Pro Central (RPC)) was awarded to SMART in March 2010.

Key objectives of e-rostering:

- improve the utilisation of the workforce;
- reduce bank and agency cover costs;
- reduce complexity and free-up administrative time spent in the preparation of rosters;
- automate and streamline the production and input of HR/payroll data;
- increase staff involvement and flexibility in the rostering process.

Delivering project objectives

Welsh Government funding of £255k from the Invest-to-Save Fund has supported the extended roll-out of the initiative to help towards the delivery of the following projected benefits:

- savings of £0.5m over two financial years on medical non-core pay;
- savings from reduction in payroll staff;
- improved efficiency through staff cover arrangements and linking to consultant job planning;
- improved planning of ward staffing requirements taking into account required varying skill-mix for different times and days;
- Increased transparency for users;
- more robust arrangement for recording, monitoring and reporting on personnel issues such as: professional registrations; monitoring and compliance with European Working Time Directive; monitoring of sickness and other absences; and, workforce costs.

The project targeted registered nursing staff, healthcare support workers and immediate support staff forming part of the nursing team such as ward clerks and in theatres, Operating Department Practitioners (ODP and ODA staff).

Project tasks have included ongoing support for the nursebank shift booking system and the creation of an electronic timesheet to collect and interface data to payroll.



What staff say: "I like the fairness of the system as it treats all staff requests equally.."

What Managers say: "I no longer have to sign loads of paper copies and it takes away the potential risk of inaccurate calculations"

"Easy to see where staff are available so that they can be re-deployed between wards"

Key achievements & benefits to date

Invest-to-Save support has enabled continued e-rostering implementation and the development of system functionality. Key achievements include:

- roll out to an additional 26 wards since April 2012. All acute nursing areas have been consulted. Implementation and rollout is progressing within Community/District Nursing and Mental Health/Learning Disabilities. Rostering is being done electronically for 2,620 staff;
- 46 Wards are currently live on payroll with no timesheets being produced, which equates to 1,604 staff being paid electronically;
- reduction in paperwork for Ward Sisters and improved accuracy of payments, which are now being processed electronically;
- outbound interface introduced to enable data to be sent daily from ESR to RPC to update employee's personal details, which avoids double entry;
- final stages of testing a staff absence interface to enable data to be sent between RPC and ESR, which avoids double entry;
- Nurse Bank Interface. A pilot has started to enable the booking and authorisation of bank shifts to be done electronically, reducing the need for paperwork and making it a faster, smoother operation.

Benefits:

- greater visibility of data;
- reduction in Ward Manager paperwork;
- improved information on skill levels and on annual leave management;
- reduction in payroll data input;
- decrease in error rates in wage calculations;
- staff aware of "actual" working hours being submitted to payroll prior to payday;
- efficiency savings of some £131k direct payroll savings and further work is underway to identify other cashable benefits from the system;
- a reduction of manual professional registration checks.

Learning

What worked well?

- executive support and commitment has enabled the project team to progress with implementation, with decisions being made quickly;
- the role and support provided by the team has ensured that Ward Sisters and staff can use the system effectively and efficiently;
- good project management has kept the initiative on time and ensured delivery of expected benefits;
- ward empowerment and engagement;
- the governance process developed has enabled the processing of payments to be made from the system.

What could have worked better?

- the initiative has been culturally challenging with the transition from manual to electronic systems being a big change. Early engagement with relevant stakeholders was required for the transition to run smoothly;
- an initial review of specific ward requirements before implementation of the electronic system may have aided the rollout;
- engaging with all staff at an early stage. This will be particularly important in future rollout, especially to medical and dental staff.

Next steps

- completion of implementation to current areas;
- conclusion of nurse bank pilot & establish way forward;
- implementation to other staff groups namely medical, dental and health care professionals – specifically, commencement of medical rostering;
- finalisation of the automatic payment process;
- detailed reporting to review working arrangements and roster efficiencies;
- training, awareness and the utilisation of the Welsh language icon within RPC highlighting welsh speakers across the Health Board, which became available from July.

The Health Board will continue to capture intelligence, which will contribute towards monitoring the success of this project. This includes detailed analysis on effective staff utilisation and shift patterns and workforce modelling.

Contact for further information

For any queries or further information about the project please contact Catherine Rees on Tel: 01267 239734 or E-mail: – catherine.rees4@wales.nhs.uk

Case study 5: Schools Modernisation Programme – Powys County Council

Project aim

To develop a sustainable, 21st Century integrated learning and community infrastructure, rich in ICT that delivers a broad range of high quality, contemporary and bilingual education opportunities for children, young people and adults in the language of their choice and which will enable them to fulfil their potential.

Project overview

The Powys Schools Modernisation Programme will:

- implement an ambitious programme of school modernisation and post-16 transformation whilst ensuring local access provision for learners across Powys;
- reduce the number and annual cost of surplus places in the authority to below 7.5% by 2020 and from the current £4-£5m per annum to below £1m;
- deliver long-term financially sustainable education and community services;
- develop all schools to a fit for purpose standard; and,
- provide all learners with access to a wide range of learning and community opportunities through both Welsh and English language.

The Programme is being delivered through the provision of Community Focused Schools/services. The co-location of multi-agency staff will deliver services to children and their families from a single focal point to meet the aspirations of the Children and Young People's Plan. The programme is also aligned with the Post-16 Transformation proposal with the aim of creating a sustainable and integrated learning network that will be better able to meet the Learning and Skills (Wales) Measure and provide flexible learning pathways for 14 to 19-year-olds.

Delivering project objectives

Welsh Government Invest-to-Save support of £155k was awarded in 2009-10 to help towards resourcing a school transformation/modernisation team to increase the pace of achieving modernisation/transformation outcomes of the Schools Modernisation Programme in Powys. The approach ensures effective stakeholder consultation and collaboration and helps deliver the early release of benefits, including revenue savings. Capital support for the programme has been provided by the Welsh Government's Transitional Schools Capital Programme.

Key achievements & benefits to date

Over a three year period the primary school modernisation team has:

- transformed school provision in Ystradgynlais, having built four new state of the art primary schools and a remodelled Maesydderwen High School and closed ten existing primary schools;

- planned investment in three new schools at Hay, Clyro and Talgarth and closed three existing schools with a further closure decision under consideration;
- reviewed primary school provision in the John Beddoes catchment area;
- designed and appointed contractors to construct a new 300 place Welsh-medium school in Newtown for completion in 2015;
- undertaken a Small Schools Review which has resulted in the closure of five primary schools;
- made £1.18m revenue savings and released a further £550k of capital from the sale of surplus assets;
- removed 568 surplus school places;
- of the above closures, nine were Category C condition schools;
- supported three primary schools in taking forward consultation for a Welsh-medium Area School Federation, with the aim of the Federation being in place by February 2014.

In addition, work on secondary and post-16 modernisation has resulted in the following:

- a detailed review of secondary and post-16 education has been undertaken, options identified, informal consultation undertaken and political approval gained for the authority's Transformation Strategy;
- new joint-planning and commissioning arrangements for 16 to 19-year-old provision agreed and implemented, in a partnership agreement between the Authority, NPTC Group and secondary schools;
- undertaken formal consultation on the establishment of a new 4 – 18 school in Machynlleth with the aim that the new school opens in September 2014;
- political approval for a 4 – 18 school federation in Llanidloes;
- published statutory notices for the closure of John Beddoes School in Presteigne and the extension of Newtown High School to incorporate the Presteigne site;
- established a structure of Learning Partnerships (formal clusters of secondary schools) which are tasked with agreeing and implementing annual Collaborative Improvement Plans. The Plans focus on three key areas: School Effectiveness; School Efficiencies and the delivery of outcomes for children and young people under the Powys CYPP;
- a strategic outline case has been developed for the Brecon Learning Campus for submission to the Welsh Government's 21st Century Schools Programme. This will be a £70m development of an integrated new-build campus to include secondary education, post-16 education, leisure facilities and multi-agency partners.



Maesydderwen High School opened in September 2012.

Learning

What worked well?

- evidence based research and data analysis has enabled strategic decision making to be made at Cabinet level;
- deployment of project planning mechanisms, which conform to the Council's requirements (PRINCE 2 methodology) has assisted accountability and enabled the successful tracking of project delivery;

- co-ordination and liaison services between various partners and stakeholders has ensured that awareness levels are maximised and communication channels are fit for purpose;
- sensitive management of local and national political relationships and other stakeholders;
- well-managed consultation processes to gain wide stakeholder input into the development of proposals.

What could have worked better?

- Area reviews could have been carried out more efficiently, coming to a conclusion in a shorter period of time, thus minimising uncertainty for local communities.
- Secondary and Post-16 Modernisation: difficult to implement a meaningful consultation on a county-wide scale. Opposition of local communities meant that it was more difficult to gain political approval for radical Transformational change.
- Better planning and resourcing of the overall Programme may have resulted in swifter progress and achievement of outcomes.

Next steps

School Modernisation/Transformation Programme:

- scope out and implement new structures and process for the determination of school organisation proposals at a local authority level;
- seek Cabinet approval for revised Powys School Organisation/Transformation Policy 2014 – 2020;
- roll-out new joint-planning and commissioning arrangements for 16 – 19 education;
- develop formal governance models for Learning Partnerships;
- gain political approval for new 4 – 18 school in Machynlleth and implement roll-out;
- implement new 4 – 18 school federation in Llanidloes;
- support school federations in two other areas.

21st Century Schools:

The local authority is developing investment proposals in readiness for the new Welsh Government 21st Century Schools and Education Capital Programme. Proposals include:

- the Brecon Learning Campus – developing an Outline Business Case;
- developing Business Cases for new primary schools; and,
- the roll-out of construction projects relating to the above.

Contact for further information

For further information please contact:

Gareth Jones, Senior Manager – Central Support Services. Tel: 01597 826429.

E-mail: Gareth.Jones@powys.gov.uk

Directory of Projects

Assets

Outline	Benefits	Progress	Contact
Workplace Transformation: Blaenau Gwent County Borough Council			
<p>The Council will implement an agile working programme to consolidate its office accommodation within 6 key buildings. This will release 8 buildings for disposal or community asset transfer and facilitate improved co-location of services.</p> <p>Investment Value: £380,000</p>	<p>Forecast annual recurrent efficiency savings of £260k arising from reduced building and operational costs. Capital receipts arising from the sale of surplus assets. Wider associated business benefits arising from co-location of services.</p>	<p>A programme board has been established and a programme brief that incorporates an outline business case has been produced. First phase move on target to be completed by March 2014.</p>	<p>Vanessa Waddon Tel: 01495 355523 E-mail: Vanessa.waddon@blaenau-gwent.gov.uk</p>
Maximising land & property assets "Our Space" Project: Cardiff Council			
<p>Review of Cardiff Council's corporate assets to identify co-locating including sharing properties with other organisations.</p> <p>Investment Value: £252,000</p>	<p>Maximising benefits of land and property assets. Releasing efficiency savings; improving access to services and reducing carbon footprint. Forecast efficiency savings of 5-15% of property related spend amounting to £5-15 million.</p>	<p>'Our space project' underway to reduce number of main council office buildings. Work to Wilcox House and Global Link is now complete with work on County Hall imminent.</p>	<p>Charles Coats Tel: 02920 785476 E-mail: ccoats@cardiff.gov.uk</p>
Improving Your Space: Bridgend County Borough Council			
<p>To rationalise accommodation and deliver benefits in public service delivery by implementation of the Council's office accommodation strategy.</p> <p>Investment Value: £1,408,000</p>	<p>Project has been implemented. Further information can be found at: Investing-to-Save: Case Study 3: www.wales.gov.uk/docs/dpsp/publications/valuewales/111004investmenten.pdf</p>	<p>David Sutherland Tel: 01656 642110 E-mail: david.sutherland@bridgend.gov.uk</p>	
School Modernisation Programme: Powys County Council			
<p>To bring schools to a 'fit for purpose' standard. To reduce the number of surplus places to below 7.5%.</p> <p>Investment Value: £155,000</p>	<p>Project has been implemented. See case study 5 of this report.</p>	<p>Gareth Jones Tel: 07823 536014 E-mail: gareth.jones@powys.gov.uk</p>	

Assets (Cont'd)

Outline	Benefits	Progress	Contact
Establishment of Natural Resources Wales			
<p>The bringing together of the Environment Agency Wales (EAW), the Countryside Council for Wales (CCW) and Forestry Commission Wales (FCW) into one organisation. Efficiencies will be achieved through the sharing of resources and assets, primarily within back-office functions such as HR, finance and I.T.</p> <p>Investment Value: £3,025,000</p>	<p>Sustainable and effective management of Wales' natural resources to deliver a more streamline way of working that avoids unnecessary duplication. Estimated savings projected at £158 million over a ten year period – of which £128 million is cash releasing.</p>	<p>New body now fully operational as of 1st April 2013. Further information can be found at: www.naturalresourceswales.gov.uk</p>	<p>Kevin Ingram Tel: 07748436172 E-mail: Kevin.ingram@naturalresourceswales.gov.uk</p>
Carbon Emission and Energy Use Reduction: Wrexham County Borough Council			
<p>This project forms a key part of a wider work programme to reduce energy use and carbon emissions, optimise energy efficiency and use renewable energy where possible across Wrexham County Borough Council.</p> <p>Investment Value: £930,000</p>	<p>Project has been implemented. Further information can be found at: Investing-to-Save 3: Case Study 2: www.wales.gov.uk/docs/dpsp/publications/valuwales/121107i2s3final.pdf</p>		<p>Renia Kotynia Tel: 01978 297208 E-mail: renia.kotynia@wrexham.gov.uk</p>
Solar Photo Voltaic Power: National Botanic Garden of Wales			
<p>To reduce the National Botanic Garden of Wales' carbon footprint and operating costs, and to act as an exemplar to our visiting public supporting and prompting steps towards conservation actions and sustainable behaviours.</p> <p>Investment Value: £90,000</p>	<p>Project has been implemented. Further information can be found at: Investing-to-Save 3: Case Study 3: www.wales.gov.uk/docs/dpsp/publications/valuwales/121107i2s3final.pdf</p>		<p>Clive Edwards Tel: 01656 642110 E-mail: clive.edwards@gardenofwales.org.uk</p>
Local Asset Backed Vehicle: Powys County Council			
<p>The project will establish a local asset backed vehicle (LABV) to help use the public sector estate as a means of driving development and investment. The process will initially be used to lever major regeneration of sites in Brecon town centre and outlying areas, starting by supporting the Museum/Library project.</p> <p>Investment Value: £400,000</p>	<p>The approach will maximise property efficiently by using building space better, reduce property running costs and backlog maintenance liabilities; and, maximise surplus values.</p>	<p>Project approved under Round VII in May 2013. Implementation underway.</p>	<p>David Bradley Tel: 01597 826540 E-Mail: david.bradley@powys.gov.uk</p>

Assets (Cont'd)

Outline	Benefits	Progress	Contact
Estate Strategy and Space Utilisation Study: Cardiff and Vale University Health Board			
<p>The development and production of a comprehensive estate strategy that delivers the estate infrastructure to support the UHB's 5-year operational plan.</p> <p>Investment Value: £41,250</p>	<p>Opportunities for collaboration through potential co-location of admin staff off-site. More effective use of UHB estate in order to deliver key services. More effective use of prime clinical space leading to financial savings. Delivery of more effective services.</p>	<p>Draft reports have been prepared and are currently with the Board for consideration.</p>	<p>Geoff Walsh Tel: 02920 743761 E-mail: geoff.walsh@wales.nhs.uk</p>
Collaborative Property Assets Management Initiative: Cardiff Council			
<p>This project explores the potential for public service providers to collaborate in the use, management and development of the property estate in the Cardiff area. Specifically, it aims to develop innovative solutions for the co-location of services. Its ultimate objective is to release surplus assets. This will reduce operating costs and provide capital investment to refurbish and modernise the estate.</p> <p>Investment Value: £34,000</p>	<p>Benefits of this project include: Reduced operating costs; Fewer but better appointed public sector buildings; Scope for beneficial co-operation in service delivery; and Realisation of significant capital.</p>	<p>DTZ report completed. Outcome of the Asset review – Potential Capital Receipts from Surplus Property – £174m; Annual running cost savings -£7.25m pa. Outcomes now under further consideration as part of wider review of Neighbourhood Management Planning. Stakeholder Workshop held on 13 September 2013. Outcome report due October 2013.</p>	<p>Charles Coates Tel: 029207 85476 E-Mail: ccoats@cardiff.gov.uk</p>
Asset Management: Blaenau Gwent CBC			
<p>A collaborative asset management strategy for Blaenau Gwent to take forward the property implication arising from collaborative working.</p> <p>Investment Value: £82,200</p>	<p>Service delivery benefits ; Reduction in assets; Efficiency savings through flexible accommodation; Regeneration benefits; Environmental benefits.</p>	<p>Programme Manager appointed. Stakeholder Workshop held January 2013. Asset Group established under LSB to explore potential collaborative opportunities. Savills appointed to explore development opportunities with developers.</p>	<p>Vanessa Waddon Tel: 01495 355523 E-Mail: vanessa.waddon@blaenau-gwent.gov.uk</p>

Assets (Cont'd)

Outline	Benefits	Progress	Contact
Collaboration and Modernisation of the County Farms Estate in Wales: local government			
<p>The project led by Powys CC will allow the development of a more coordinated approach to the management of the Welsh County Farms Estate. This will open up opportunities for new entrants to the agriculture industry as well as investigating opportunities for greater inter Authority collaboration.</p> <p>Investment Value: £90,000</p>	<p>Benefits include; improved opportunities for young entrants to agriculture who would not otherwise have the chance to be farmers in their own right. Introduction of consistent management good practice with common procurement of essential goods and services.</p>	<p>Project approved under Round VII in April 2013. Implementation underway.</p>	<p>David Bradley Tel: 01597 826540 E-mail: david.bradley@powys.gov.uk</p>

Business Transformation

Outline	Benefits	Progress	Contact
Fostering Spend to Save Strategy: Neath Port Talbot County Borough Council			
<p>To increase Neath Port Talbot's pool of internal foster carers.</p> <p>Investment Value: £388,000</p>	<p>Reduction in expenditure on more costly external placements. Forecast efficiency savings per placement of £27k per annum.</p>	<p>An increase in the number of internal foster placements has increased from 162 placements in 2009 to 234 placements in 2012. Savings realised have reduced the pressure arising from the increase in demand for the service rather than producing cashable savings.</p>	<p>Delyth Berni Tel: 01639 763319 E-mail: d.berni@npt.gov.uk</p>
Paperless Powys: Powys County Council			
<p>Electronic data management across Powys CC.</p> <p>Investment Value: £375,000</p>	<p>Deliver savings in core processes and administration while realising improvements in performance, quality and compliance. Forecast efficiency savings of approx £150k per annum.</p>	<p>Technology is in place with phase 1 and 2 completed and rolled out to revenues and benefits team, social care, debtors, education, transport and creditors. From this, £300k cashable savings has been achieved. Additional cashable savings expected in phase 3.</p>	<p>Allen Hart Tel: 01597 826090 E-mail: allen.hart@powys.gov.uk</p>
Digital Dictation/Speech Recognition: Betsi Cadwaladr University Health Board			
<p>Implement Speech Recognition Tools and Techniques in the most cost effective manner.</p> <p>Investment Value: £519,000</p>	<p>Improved turnaround time to produce clinical correspondence. Cash efficiency savings in excess of £300k per annum from 2013-14.</p>	<p>Project management arrangements established. Communication underway. Proof of concept sites are preparing baseline data. Framework contract awarded.</p>	<p>Emyr Williams Tel: 01248 385330 E-mail: Emyr.Williams2@wales.nhs.uk</p>

Business Transformation (Cont'd)

Outline	Benefits	Progress	Contact
NHS Wales Shared Services Partnership: NHS Wales			
<p>Improving the economy and efficiency of support services.</p> <p>Investment Value: £250,000</p>	<p>Project has been implemented. See case study 1 of this report.</p>		<p>Peter Lewis Tel: 01352 803394 E-mail: peter.lewis3@wales.nhs.uk</p>
Welsh Analytical Prescribing Support Unit (WAPSU) (in partnership with Welsh Medicine Partnership & Cardiff & Vale University Health Board)			
<p>To develop an NHS Welsh Analytical Prescribing Support Unit to undertake the analyses of prescribing data and to use the information to promote safe, clinically effective and cost-effective prescribing across Wales.</p> <p>Investment Value: £352,000</p>	<p>Project has been implemented. Further information can be found at: Investing-to-Save 3: Case Study 4: www.wales.gov.uk/docs/dpsp/publications/valuewales/121107i2s3final.pdf</p>		<p>Vi Turner Tel: 029 2082 3858 E-mail: Vi.Turner@Wales.gsi.gov.uk</p>
Business Transformation through the Implementation of Digital Dictation: Hywel Dda Health Board			
<p>The implementation of digital dictation will replace the existing analogue solution with the objective being to modernise administrative processes around the production of clinical correspondence in the first instance.</p> <p>Investment Value: £246,000</p>	<p>The clinical team will be able to dictate from wherever they are and the dictation will be delivered immediately for typing. This will ensure a quicker turnaround of urgent clinical correspondence and ward round notes. The project will also allow for work to be better shared for a more balanced workload. Forecast recurrent annual net cash efficiency savings of £120,000.</p>	<p>Project approved under Round VII in May 2013. Implementation underway.</p>	<p>Anthony Tracey Tel: 01437 773177 E-mail: anthony.tracey@wales.nhs.uk</p>

ICT

Outline	Benefits	Progress	Contact
Agile Working: Flintshire County Council			
<p>Introduction of flexible working practices and IT storage/retrieval across Flintshire CC (following implementation of lean processes). IT enabled mobility is being rolled-out in three specific areas of service – housing, public protection and planning.</p> <p>Investment Value: £263,000</p>	<p>Project has been implemented. Further information can be found at: Investing-to-Save 3: Case Study 7: www.wales.gov.uk/docs/dpsp/publications/valuwales/121107i2s3final.pdf</p>		<p>Chris Guest Tel: 01352 702800 E-mail: Chris_Guest@flintshire.gov.uk</p>
Mobile Working: Cardiff & Vale University Health Board			
<p>To improve safety, effectiveness and efficiency of community services by facilitating mobile working for community based staff across Cardiff & Vale University Health Board.</p> <p>Investment Value: £343,000</p>	<p>Project has been implemented. Further information can be found at: Investing-to-Save: Case Study 8: www.wales.gov.uk/docs/dpsp/publications/valuwales/111004investmenten.pdf</p>		<p>Service – Sue Morgan Tel: 02920 556004 E-mail: sue.morgan22@wales.nhs.uk</p> <p>Technical – Mark Cahalane Tel: 02920 556004 E-mail: mark.cahalane@wales.nhs.uk</p>
All-Wales Public Sector Broadband Aggregation (PSBA): Welsh Government on behalf of Public Services in Wales			
<p>To implement fast and reliable public sector telecommunications broadband network across Wales that provides value-for-money and future proofing.</p> <p>Investment Value: £13,910,000</p>	<p>Project has been implemented. Further information can be found at: Website www.psba.org.uk Investing-to-Save: Case Study 6: www.wales.gov.uk/docs/dpsp/publications/valuwales/111004investmenten.pdf</p>		<p>Tel: 02920 823190 E-mail: psba@wales.gsi.gov.uk</p>
“Galw Gofal/Care Connect” North Wales Telecare Call Monitoring Service: Conwy CBC (in partnership with: Flintshire CC, Isle of Anglesey CC, Denbighshire CC & Gwynedd CC)			
<p>To establish a regional 24-hour assistive technology (telecare and telehealth) call monitoring service in North Wales.</p> <p>Investment Value: £300,000</p>	<p>Project has been implemented. Further information can be found at: Investing-to-Save: Case Study 2: www.wales.gov.uk/docs/dpsp/publications/valuwales/111004investmenten.pdf</p>		<p>Rhianwen Jones Tel: 01492 577781 E-mail: rhianwen.jones@conwy.gov.uk</p>
Transactional Web Development: Newport City Council			
<p>Website to improve customer access and increase efficiency of office processes across Newport CC (in conjunction with Face-to-Face Project).</p> <p>Investment Value: £450,000</p>	<p>Improvements to website made to increase take up in the form of: content improvements; exploiting further channel shift opportunities; promotions to change customer behavior. Efficiency savings resulting from moving delivery of some services via web. Transactional cost can reduce from £7+ to 17p.</p>	<p>Project has now been implemented.</p>	<p>Mark Neilson Tel: 01633 851563 E-mail: mark.neilson@newport.gov.uk</p>

ICT (Cont'd)

Outline	Benefits	Progress	Contact
NHS E-expenses system: NHS Shared Services Partnership			
The project has been developed to enable NHS organisations across Wales to move to a standard automated expense management system that allows more effective management of employee expense claims via a user-friendly, web-based service with a direct interface into the Electronic Staff Record system (ESR). Investment Value: £125,000	Project has been implemented. Further information can be found at: Investing-to-Save 3: Case Study 6: www.wales.gov.uk/docs/dpsp/publications/valuewales/121107i2s3final.pdf		Julie Evans Tel: 01352 803299 E-mail: Julie.Evans8@wales.nhs.uk
Laundry Service Tagging Project: Aneurin Bevan Health Board			
The implementation of RFID tagging of every laundry item, enabling traceability and accountability. Investment Value: £353,000	Reduction in linen losses Annual efficiency savings of £218k. Accurate dispatch and collection quantities for improved billing.	Project approved under Round VII in April 2013. Implementation underway.	Alan Dudley Tel: 01633 623966 E-mail: alan.dudley@wales.nhs.uk

New Models of Service Delivery

Outline	Benefits	Progress	Contact
Care Closer to Home: Hywel Dda Health Board (in partnership with Ceredigion, Pembrokeshire and Carmarthen County Councils and the Voluntary Sector)			
To implement a model of care that facilitates a shift from bed based model to community based delivery. Investment Value: £2,710,000	Improved patient outcomes, focusing on early intervention and anticipatory care by targeting resource towards individuals at risk of hospital admission/readmission/health crisis. Forecast cash-releasing efficiency savings of £24,500k.	Implementation is on track. Community resource teams established providing more seamless care with integrated health, social care and Third sector working. GPs are now able to refer patients who have had a recent/sudden decline in health to a rapid access, multidisciplinary assessment service.	Kathryn Davies Tel: 01267 239573 E-mail: Kathryn.davies10@wales.nhs.uk
Acute Response Team: Hywel Dda Health Board			
To provide time-limited acute nursing interventions to patients within the community who would otherwise have required in-patient treatment in a hospital bed. Investment Value: £1,112,000	Project has been implemented. Further information can be found at: Investing-to-Save 3: Case Study 5: www.wales.gov.uk/docs/dpsp/publications/valuewales/121107i2s3final.pdf		Linda Williams Tel: 01554 783525 E-mail: linda.williams@wales.nhs.uk

New Models of Service Delivery (Cont'd)

Outline	Benefits	Progress	Contact
Convalescence Beds: Carmarthenshire County Council (in partnership with: Hywel Dda Health Board & Pembrokeshire County Council)			
<p>To encourage and enable older people to maintain their independence, to gain confidence and progress with their recovery in readiness for a return home or other care arrangements.</p> <p>Investment Value: £200,000</p>	<p>Project has been implemented. Further information can be found at: Investing-to-Save: Case Study 4: www.wales.gov.uk/docs/dpsp/publications/valuewales/111004investmenten.pdf</p>		<p>Rita Thomas Tel: 01267 228901 E-mail: rthmas@carmarthenshire.go.uk</p>
The Wyn Campaign – Regaining & Retaining Independence: Cardiff & Vale University Health Board (in partnership with: Cardiff Council , Vale of Glamorgan County Council & Vale of Glamorgan Voluntary Organisations)			
<p>Integrating health and social care programme for frail and older people. Aims to implement the 'Team Around Wyn' model to deliver timely and proportionate services that maximise the independence and well-being of citizens and their families in the context of their communities.</p> <p>Investment Value: £3,195,000</p>	<p>Cost avoidance of otherwise required additional capacity in the acute sector. To avoid unnecessary hospital admissions where possible and reduce lengths of stay when admission is required. Full repayment of funds in 2015-2016 with forecast savings of £1.3 million in Phase 1.</p>	<p>Implementation progressing well. The project has won the UK-wide Healthcare People Management Association Award for workforce development. Recruitment undertaken of circa 50 posts to boost the community resource teams. Developing performance metrics to support benefits realisation – direct involvement in Knowledge Transfer Partnership between Welsh Government and Swansea University. Preliminary activity reports suggest a decrease in the number of discharges to care homes and a small increase in the number of hospital discharges to the patient's usual place of residence.</p>	<p>Fiona Jenkins Tel: 02920 745885 E-mail: fiona.jenkins3@wales.nhs.uk</p>
Integrated Whole System Intermediate Care Model: Cwm Taf Health Board (in partnership with: Rhondda Cynon Taf County Council & Merthyr Tydfil County Council)			
<p>Introduce an Integrated Whole System Intermediate Care Model. The multi-disciplinary/ agency model is aimed at supporting individuals in the community who are at risk of admission to hospital or who are starting to fail at home.</p> <p>Investment Value: £1,580,000</p>	<p>High quality care delivered in the most appropriate environment to meet the needs of the patient leading to a reduction in hospital admissions/ length of stay/readmissions/ bed days. Annual efficiency saving of £1.8 million from 2016 with total cash efficiency savings of £2.4 million by 2016.</p>	<p>Referrals increasing month on month with referrals to Reablement services exceeding targets and an increasing number of referrals to Community IV Antibiotic Service.</p>	<p>Rebecca Luffman Tel: 01443 744857 E-mail: Rebecca.Luffman@wales.nhs.uk</p>

New Models of Service Delivery (Cont'd)

Outline	Benefits	Progress	Contact
Gwent Frailty Programme: Caerphilly County Borough Council (in partnership with Aneurin Bevan Health Board, Torfaen County Borough Council, Newport City Council, Blaenau Gwent County Borough Council, Monmouthshire County Council and the voluntary sector)			
<p>The Gwent Frailty Programme has put in place arrangements to deliver seamless health and social care citizen-focused services by creating mixed teams of professionals.</p> <p>Investment Value: £7,314,000</p>	<p>Project has been implemented. Further information can be found at: Website: www.gwentfrailty.torfaen.gov.uk Investing-to-Save: Case Study 1: www.wales.gov.uk/docs/dpsp/publications/valuewales/111004investmenten.pdf</p>		<p>Stephen Harris Lead Commissioner (Caerphilly Council) Tel: 01443 863022 E-mail: harrisr@caerphilly.gov.uk</p> <p>Julie Thomas Director community Services (Aneurin Bevan Health Board) Tel: 01633 261430 E-mail: Julie.Thomas6@wales.nhs.uk</p> <p>Sarah Parks-Jones Frailty Coordinator, (Aneurin Bevan Health Board) Tel: 01633 261430 E-mail: Sarah.ParksJones@wales.nhs.uk</p>
Wrexham Repatriation & Prevention (WRAP) Project: Wrexham County Borough Council (in partnership with Betsi Cadwaladr University Health Board & Action for Children Cymru)			
<p>Development and reconfiguration of existing services across Wrexham County Borough Council to repatriate and meet the complex needs of young people who are looked after and currently in out-of-county, independent sector placements.</p> <p>Investment Value: £106,000</p>	<p>Project has been implemented. See case study 2 of this report.</p>		<p>Audrey Somerton-Edwards Tel: 01978 295360 E-mail: audrey.somerton-edwards@wrexham.gov.uk</p>
All-Wales Enhanced Recovery 1000 lives Collaborative Programme: NHS Wales			
<p>Improve outcome and efficiency of gastro-intestinal surgery across NHS Wales using the enhanced recovery programme.</p> <p>Investment Value: £569,000</p>	<p>ERP implementation will improve efficiency measures in terms of reducing length of stay, post operative complications, cancelled operations and readmission rates. Savings of overall programme forecast at £1.15 million annually.</p>	<p>LHBs are making steady progress. Testing being undertaken by two teams at Aneurin Bevan Health Board. Project within Hywel Dda is progressing within both colorectal and orthopedic specialities across the HB. Across all the sites in Hywel Dda enhanced recovery principles have been introduced in other areas of surgery such as hernia day cases.</p>	<p>E-mail: I2SImprovementfund@wales.gsi.gov.uk</p>

New Models of Service Delivery (Cont'd)

Outline	Benefits	Progress	Contact
Mental Health Rehabilitation & Recovery Reconfiguration: Hywel Dda Health Board (in partnership with Ceredigion County Council, Carmarthen County Council and Pembrokeshire County Council)			
<p>To modernise mental health services for people with complex and severe and enduring mental health problems in the counties of Pembrokeshire, Carmarthenshire and Ceredigion.</p> <p>Investment Value: £564,000</p>	<p>Project has been implemented. Further information can be found at: Investing-to-Save 2: Case Study 4: www.wales.gov.uk/docs/caecd/publications/150612invest2save.pdf</p>		<p>Gill Davies Tel: 01267 239691 E-mail: gill.davies@wales.nhs.uk</p>
Medicines Management: Aneurin Bevan Health Board			
<p>Development of acute ward based prescribing advisers who will help drive more cost effective prescribing practice in hospitals.</p> <p>Expansion of primary care based dieticians providing expert advice to prescribers.</p> <p>Investment Value: £440,000</p>	<p>Sustainable changes in ward based prescribing and in nutritional care in the community. Improved nutritional benefits to patients. Lowering of prescribing costs. Annual financial savings of £0.7 million from 2015 and total efficiency savings of £0.6 million by 2014.</p>	<p>Project currently exceeding targets. Cash releasing efficiency savings stand at £371k for 2013-14 against an annual target of £363k. A band 7 Dietitian has been recruited and intense training on malnutrition and the treatment of this has commenced.</p>	<p>Rob Holcombe Tel: 07815 187 972 E-mail: robert.holcombe@wales.nhs.uk</p>
Multi-Agency Face-to-Face Centre – “One Newport Information Station”: Newport City Council (in partnership with: Communities First, Jobcentre Plus, Heddllu Gwent Police, South East Wales Racial Equality Council etc)			
<p>To establish a multi agency Face-to-Face centre and satellites within the city of Newport to facilitate direct public access to a range of citizen-focused services.</p> <p>Investment Value: £700,000</p>	<p>Project has been implemented. Further information can be found at: Investing-to-Save 2: Case Study 1: www.wales.gov.uk/docs/caecd/publications/150612invest2save.pdf</p>		<p>Nia Lewis Tel: 01633 851559 E-mail: nia.lewis@newport.gov.uk</p>
I-zone, one-stop-shop for students: Cardiff Metropolitan University (UWIC)			
<p>To significantly improve student services, by developing a one-stop-shop at its main Llandaff campus.</p> <p>Investment Value: £718,500</p>	<p>Project has been implemented. Further information can be found at: www3.uwic.ac.uk/english/i-zone/pages/home.aspx Investing-to-Save: Case Study 7: www.wales.gov.uk/docs/dpsp/publications/valuewales/111004investmenten.pdf</p>		<p>Anne Curtis Tel: 02920 416170 E-mail: acurtis@cardiffmet.ac.uk</p>

New Models of Service Delivery (Cont'd)

Outline	Benefits	Progress	Contact
Enhanced Care at home in North Wales: Betsi Cadwaladr University Health Board (in partnership with Conwy County Council , Denbigshire County Council & Flintshire County Council, Voluntary Sector Councils and Bangor University)			
<p>Enhanced Care is a primary care based multi-agency model of care, where GPs are supported to care for more of their patients at home as an alternative to hospital admission or to reduce length of stay. Those cared for are the frail elderly of have complex, chronic care needs.</p> <p>Investment Value: £1,903,000</p>	<p>Benefits from the project will include; admission avoidance along with a more appropriate use of hospital beds. The project will also see an improved experience for the patient. Forecast recurrent annual net cash efficiency savings of £909k.</p>	<p>Project approved under Round VII in May 2013. Implementation underway.</p>	<p>Clare Jones Tel: 01286 674240 E-mail: clare.jones12@wales.nhs.uk</p>
Flintshire Connects: Flintshire County Council (in partnership with: North Wales Police, Jobcentre Plus and Deeside College)			
<p>The central aim of the project is to improve customer services by providing more "joined up" and improved access to County Council and other public sector and voluntary services in local towns. Partnership, better services and lower costs are the consistent threads that run throughout the project.</p> <p>Investment Value: £698,000</p>	<p>The project will help to improve customer satisfaction as well as supporting the fulfilment of the County Council's Asset Programme, generating a potential capital receipt of £3 million, along with annual revenue savings of up to £1 million.</p>	<p>Project approved under Round VII in April 2013. Implementation underway.</p>	<p>Melville Evans Tel:01352 701436 E-mail: melville.evans@flintshire.gov.uk</p>
Non-Emergency Patient Transport: Cwm Taf Health Board			
<p>To develop a single transport booking and scheduling system. Establish a single point of contact and to develop a single provision framework.</p> <p>Investment Value: £100,000</p>	<p>An integrated call-handling and IT system; Maximise operational efficiency and to scope the inclusion of other transport providers.</p>	<p>100% reduction in duplication of work. Cost savings resulting from the reduction in staff hours utilised from an average of 500 hours a month to 20 hours a month. More effective planning process as a result of using the Welsh Ambulance Services NHS Trust (WAST) cleric online booking system. First appointment transport booking service expanded to accommodate bookings from Aneurin Bevan Health Board and Cardiff and Vale Health Board.</p>	<p>Wayne Lewis Tel: 01443 744880 E-mail: Wayne.Lewis4@wales.nhs.uk</p>

New Models of Service Delivery (Cont'd)

Outline	Benefits	Progress	Contact
Non-Emergency Patient Transport: Cardiff & Vale University Health Board			
<p>An enhanced St John Cymru model building a service improvement, citizen focused model that reflected social enterprise/voluntary sector values.</p> <p>Investment Value: £100,000</p>	<p>Project has been implemented. Further information can be found at: Investing-to-Save 3: Case Study 1: www.wales.gov.uk/docs/dpsp/publications/valuewales/121107i2s3final.pdf</p>		<p>Colin McMillan Tel: 02920 746388 E-mail: colin.mcmillan@wales.nhs.uk</p>
Non-Emergency Patient Transport: Welsh Ambulance Services NHS Trust in partnership with Betsi Cadwaladr University Health Board			
<p>A control room improvement model focussing on an improved discharge pathway, performance management framework, reduction in abortive journeys and the implementation of an online booking capability.</p> <p>Investment Value: £130,000</p>	<p>Online booking to support the application of eligibility criteria in secondary care. Reduction in abortive journeys. Project governance.</p>	<p>Volume of patients waiting in excess of 2 hours to go home following discharge has reduced from 24% to 1%. Improved performance in renal NSF targets increasing from 19% to 92%. Patients waiting in excess of 1 hour to go home following their outpatient appointment has been reduced by 44%. 50% reduction in aborted activity.</p>	<p>Nick Smith Tel: 01633 626227 E-mail: nick.smith@wales.nhs.uk</p>
Non-Emergency Patient Transport: Carmarthenshire County Council in partnership with Hywel Dda Health Board, Pembrokeshire and Ceredigion County Councils			
<p>To develop a single transport booking and scheduling system. Establish a single point of contact and to develop a single provision framework.</p> <p>Investment Value: £100,000</p>	<p>Project has been implemented. See case study 2 of this report.</p>		<p>Peter Llewellyn Tel: 01437 771277 E-mail: peter.llewellyn@wales.nhs.uk</p>
<p>Evaluation of the non-emergency transport pilots has been undertaken and copy of the report can be found here: www.wales.gov.uk/about/aboutresearch/social/latestresearch/evaluation-non-emergency-patient-transport-pilots/?lang=en</p>			

Workforce

Outline	Benefits	Progress	Contact
Voluntary Early Release Scheme (VERS): NHS Wales			
<p>Programme covering Health Boards and the NHS Trusts. The proposal specifically helps to fund the release of staff and therefore create the scope for a wider transformation programme and flexibility in shaping services through different skill mixes etc.</p> <p>Investment Value: £24,359,000</p>	<p>Programme will assist the NHS in delivering its 5-year vision, including seeking an efficiency gain of some 5% per year.</p>	<p>Phase 1 undertaken will deliver savings of £5.4 million recurrently. Total Investment Value: £300,000</p> <p>Phase 2 and 3 will deliver further savings of £13 million recurrently.</p>	<p>For phase 2 & 3 contact:</p> <p>Heather Evans Tel: 0300 062 5556 E-mail: Heather.Evans1@wales.gsi.gov.uk</p>
E-rostering: Hywel Dda Health Board			
<p>Roll-out programme for e-rostering, time and attendance systems across the Health Board.</p> <p>Investment Value: £255,000</p>	<p>Project has been implemented. See case study 4 of this report.</p>		<p>Lisa Gostling Tel: 01267 239700 E-mail: lisa.gostling@wales.nhs.uk</p>
E-rostering: Aneurin Bevan Health Board			
<p>The project will expedite e-rostering for all staff groups. Productivity and efficiency will be increased from the consultant contract and by reducing:</p> <ul style="list-style-type: none"> • Variable pay spend • Inequalities in rostering practises • Payroll function • Sickness absence <p>Investment Value: £240,000</p>	<p>Improved clinical governance by having staff with the correct skills at the correct time delivering care in the most cost-effective way. A reduction in back office payroll functions and errors in over payments associated with time sheets. Forecast efficiency savings of £1.4 million from 2016 and total project efficiency savings of £2.9 million by 2016.</p>	<p>Three E-systems officers now recruited, training complete and shadowing training underway. Negotiations have been agreed with an external provider to host 'Employees on-line' to enable staff access from home and outside the health board.</p>	<p>Julie Rowles Tel: 01633 623473 E-mail: Julie.Rowles@wales.nhs.uk</p>
Implementing Health Roster Medics: Betsi Cadwaladr University Health Board			
<p>The project will see a better use of resources, greater transparency and accountability. Effective management of risks that swaps and leave create on service will also be introduced.</p> <p>Investment Value: £256,000</p>	<p>Benefits include; improved clinical governance by rostering the staff with the right skills when required. More accurate staff records with correct payments to staff being made. Forecast recurrent annual net cash efficiency savings of £907,344k from 2014 with total net cash efficiency savings of £2,812k by 2018.</p>	<p>Project approved under Round VII in May 2013. Implementation underway.</p>	<p>Cathy Mansell Tel: 01978 7215337 E-mail: cathy.mansell@wales.nhs.uk</p>

Workforce (Cont'd)

Outline	Benefits	Progress	Contact
Voluntary Early Release Scheme: Natural Resources Wales			
<p>The project will increase efficiency and effectiveness within Natural Resources Wales by providing a means of reducing headcount and releasing money from the salaries budget for reinvestment in an organisational transformation programme.</p> <p>Investment Value: £3,750,000</p>	<p>The project will enable support for the future transformation of the organisation, enabling swifter transition from three merged organisations to one unified entity. In particular, this funding will be deployed to support the development and roll out of new systems and processes for improved customer service. Forecast recurrent annual net cash efficiency savings of £4m.</p>	<p>Project approved under Round VII in April 2013. Implementation underway. Principles of scheme agreed by NRW Board. Design of the scheme under development.</p>	<p>Steve Burton Tel: 07917 592902 E-mail: steve.burton@naturalresourceswales.gov.uk</p>

Procurement

Outline	Benefits	Progress	Contact
xchangewales e-procurement system: Merthyr Tydfil County Borough Council			
<p>To increase productivity and gain efficiencies through the introduction of e-procurement software and functionality.</p> <p>Investment Value: £217,000</p>	<p>Project has been implemented. Further information can be found at: Investing-to-Save 2: Case Study 3: www.wales.gov.uk/docs/dpsp/publications/valuwales/111004investmenten.pdf</p>		<p>Sharon Phillips Tel: 01685 725016 / 07720 947680 / 35193 E-mail: Sharon.Phillips@Merthyr.gov.uk</p>
All-Wales Procurement: NHS Wales Shared Services Programme (procurement)			
<p>To determine the potential cost saving opportunities that could be achieved through an All-Wales NHS approach to procuring more cost-effective products.</p> <p>Investment Value: £300,000</p>	<p>Project has been implemented. Further information can be found at: www.procurement.wales.nhs.uk Investing-to-Save: Case Study 5: www.wales.gov.uk/docs/dpsp/publications/valuwales/111004investmenten.pdf</p>		<p>Mark Roscrow Tel: 02920 315490 E-mail: mark.roscrow@wales.nhs.uk</p>
All-Wales Contract for provision of Mental Health/Learning Disabilities: NHS Wales Shared Services Programme (Procurement)			
<p>Provision of rehabilitation services for mental health and learning disability patients within independent hospitals. To provide assurance over the quality of care provided by the setting of national specifications and service standards.</p> <p>Investment Value: £300,000</p>	<p>Achieving a higher quality in service provision and improved patient outcomes. A forecasted cash efficiency saving of £5 million from 2013 and a total cash efficiency savings of £25 million by 2018.</p>	<p>Mobilisation of the project is now underway in terms of planning, service support and resources and will gather momentum from this point forward. Directors of Primary Care and Mental Health meeting has endorsed approach and scope and Governance arrangements are now in place to support project.</p>	<p>Shane Mills Tel: 01874 712644 E-mail: Shane.Mills@wales.nhs.uk</p>

Procurement (Cont'd)

Outline	Benefits	Progress	Contact
NHS all-Wales collaborative procurement programme to acquire adult mental health services: NHS Wales Shared Services Programme			
<p>To acquire high quality and cost effective low and medium secure adult mental health and adult learning disability services for NHS Wales from non NHS Wales service providers.</p> <p>Investment Value: £169,000</p>	<p>Project has been implemented. Further information can be found at: Investing-to-Save 2: Case Study 2: www.wales.gov.uk/docs/caecd/publications/150612invest2save.pdf</p>		<p>Julian Baker Tel: 01443 443846 E-mail: julian.baker@wales.nhs.uk</p>
National Procurement Service (Wales): Welsh Government (in partnership with: Local Government, Health Boards, Police Service, Fire Service and Welsh Government sponsored bodies)			
<p>To establish a National Procurement Service responsible for procuring common and repetitive spends "once for Wales."</p> <p>Investment Value: £5,920,000</p>	<p>Positive impact on the Welsh economy. Forecast recurrent annual net cash efficiency savings of £24m.</p>	<p>Project approved under Round VII in April 2013. Implementation underway. Launch November 2013.</p>	<p>Alison Standfast Tel: 02920 823337 E-mail: alison.standfast@wales.gsi.gov.uk</p>

In addition to the projects detailed above, Invest-to-Save has been providing support to other initiatives including the implementation and application of service line reporting systems within the NHS; and the development of a 5-year service and financial plan for NHS Wales.

Agenda Item 5

Report of the Chair

Corporate Services Cabinet Advisory Committee – 29 June 2016

CORPORATE SERVICES CABINET ADVISORY COMMITTEE – WORK PROGRAMME 2016/17

Date	Subject Area	Lead
1 June 2016	<ul style="list-style-type: none">• Discussions with the Cabinet Member for Transformation & Performance• Feedback from Visit to Helping Hands	Councillor Clive Lloyd Chair
29 June 2016	<ul style="list-style-type: none">• Invest to Save Case Studies	Jeff Dong
27 July 2016	<ul style="list-style-type: none">• Customer Contact Aspect – Terms of Reference• Gender Pay Gap Project• Update - Smoke Free Spaces• Agency Workers	Councillor Clive Lloyd Steve Rees / Linda Phillips David Picken Steve Rees