

For General Release

REPORT TO:	Cabinet 22 February 2016
AGENDA ITEM:	7
SUBJECT:	People's Gateway phase 2
LEAD OFFICER:	<i>Paul Greenhalgh, Executive Director, People</i>
CABINET MEMBER:	<p>Councillor Louisa Woodley, Cabinet Member for Families, Health and Social Care</p> <p>Councillor Mark Watson, Cabinet Member for Communities, Safety and Justice</p> <p>Councillor Alisa Flemming Cabinet Member for Children, Young People and Learning</p> <p>Councillor Alison Butler Deputy Leader (Statutory) and Cabinet Member for Homes, Regeneration & Planning</p>
WARDS:	All
CORPORATE PRIORITY/POLICY CONTEXT:	
<p>Continuing changes from welfare reform create increased pressures for residents with regard to their financial and housing position. When households experience such challenges there are increased risks with regard to stability which in turn place residents and Council services under stress. If we do not plan thoroughly and assist residents, key priorities such as helping our residents to be as independent as possible will become far more difficult to deliver. Priorities that will support residents in overcoming these difficulties include: providing high quality information, advice and guidance to support people living independent and healthier lives, supporting residents – young and old - into employment by implementing our new Pathways to Employment programme and building on the success of Gateway services by extending the range of households who receive an integrated whole household approach.</p> <p>The Gateway approach is fully aligned to the Croydon's Corporate Plan for 2015-18 and will support delivery of the Independence strategy which aims to help residents to be as independent as possible.</p>	
AMBITIOUS FOR CROYDON & WHY ARE WE DOING THIS:	
<ul style="list-style-type: none"> • Independence - helping residents to be as independent as possible • Growth - Financial resilience - providing a more joined up approach to helping households to become financially stable and personally resilient, to access training and employment • Growth - Reducing homelessness and the number of people living in temporary accommodation • Enabling – Fairness & Equality, Open & Accountable 	
FINANCIAL IMPACT	
<p>Phase 1 of the Gateway programme is saving the Council £2.5m per year in cost avoidance. Exploration of the initial set of opportunities to be progressed as part of</p>	

Phase 2 of the Gateway programme show financial benefits, in terms of additional cost avoidance of approx. £1.6m per year.

KEY DECISION REFERENCE NO.: Not a key decision

The Leader of the Council has delegated to the Cabinet the power to make the decisions set out in the recommendations below

1. RECOMMENDATIONS

The Cabinet is recommended to note the success and achievements from phase 1 of the Gateway transformation programme and the approach now being implemented for phase 2 of the programme

2. EXECUTIVE SUMMARY

- 2.1 In 2013, the Council was one of a small number of authorities that the Government asked to be the first to adopt the benefit cap and changes to council tax credit, which affected over 16,000 local people. As a result of this the Council developed a new holistic approach supported by the Gateway and Welfare division with the aim of helping each at risk family to help themselves, focussing on entire household solutions and working collaboratively across service areas within the Council rather than in an ad-hoc or piecemeal manner as is often the case in local authority interventions.
- 2.2 The Council's Gateway and Welfare division have been responsible for delivering Phase 1 of the Gateway programme as described within the body of the report, bringing together services designed to comprehensively address customer issues with housing, welfare, and debt management.
- 2.3 The results so far have been overwhelmingly positive. The Gateway and Welfare division has helped over 1,100 of Croydon's most severely affected families avoid homelessness, 5,400 people to become more financially independent and supported 587 residents into employment.
- 2.4 Phase 1 of the Gateway Programme was approved by the Chief Executive in January 2015. It has also been considered by Cabinet in February and March 2015 as part of a wider welfare paper.
- 2.5 In parallel with the closure of Gateway phase 1 and the development of phase 2, the Council has established a Think Family panel to consider the needs and cost of selected target groups to test out where a cross-departmental response has the greatest ability to improve outcomes for individuals/households and reduce costs for the council.

- 2.6 Since the successful completion of phase 1 of the Gateway transformation programme in September 2015, work has taken place to identify a number of opportunities to improve outcomes for customers by broadening the “gateway” whole family, holistic, early intervention and prevention focused approach across a range of customer journeys within adult social care, supported housing and early intervention and childrens social care services – implementing the processes piloted in phase 1 is phase 2 of the Gateway programme.
- 2.7 The implementation of phase 2 of the Gateway programme started in January 2016 and is seeking to achieve financial benefits of £1.6m.
- 2.8 This report sets out the approaches being taken for Phase 2 of the Gateway programme, which is making significant contributions to the People Department’s developing approaches to demand management.

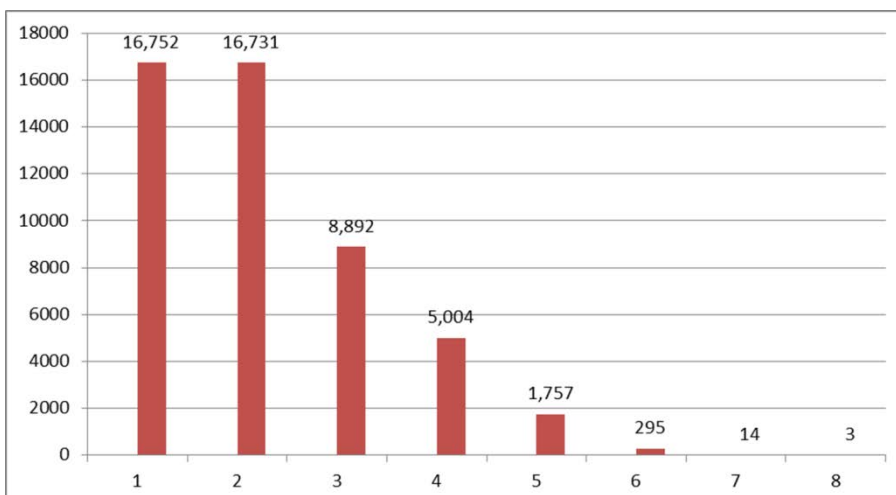
3. DETAIL

What is Gateway?

- 3.1 The “People’s Gateway” concept originated in response to the changes in welfare reform in 2013. Croydon was one of a small number of authorities that Government asked to be the first to adopt the benefit cap and changes to council tax credit. These welfare changes had the potential to affect over 16,000 local people so the Council decided to find a way to manage the impact on local families.
- 3.2 With a simple aim – to help each at risk family to ensure they can help themselves. The Council looked at how it supported families with financial difficulties. This showed that, like most other local authorities, issues were being treated separately - housing staff dealt with housing queries, welfare staff dealt with benefits, education advisers handled training needs. A new multidisciplinary approach was therefore piloted that sought to find a solution for an entire household, and not just addressing individual customer issues.
- 3.3 The Council brought together its existing support arrangements to promote household independence through an aligned financial, training/work and housing support offer, and built a new coordinated way of working. Critically, the support provided by the Council required the customer to own and take positive actions to support their future position.
- 3.4 The ambition, over time, was to expand on the gateway model moving towards a fully inclusive service for customers that would bring together additional internal services and external / community resources to provide a single sustainable solution to improve families and individuals stability – “think family” service delivery.

Gateway Programme Phase 1 Background

- 3.5 Aligned to the simple aim outlined above, phase 1 of the programme sought to expand the welfare approach and support to a wider range of services within the People Department and to define how Gateway and Welfare services could support families and implement a new service model.
- 3.6 The programme aimed to:
- empower and support families /individuals in achieving sustainable outcomes
 - consider households as a whole, reduce the overlap of services, stabilise the household’s financial position, help people find work where appropriate and ensure the housing solution was effective and sustainable.
 - encourage customers to take ownership and develop their own action plan to help them do this with the Council’s support, including:
 - Financial; budgeting support, a holistic view of debt, income maximisation
 - Employment; training, work experience, finding work
 - Housing; preventing homelessness, moving to suitable, affordable accommodation
- 3.7 The anticipated benefits from phase 1 were identified as:
- Working with and enabling customers to make work accessible for all
 - Working with partners in all sectors to achieve better outcomes
 - Financial savings that contribute to the Croydon Challenge
 - Single assessment of the customers’ needs which improves the service to customers and gets them the right support at the right time
 - Taking advantage of the digital solutions which will increase accessibility for customers and partners whilst reducing unit cost to the council
 - Reducing arrears and increased collection of debt
- 3.8 Data analysis was used to segment customers by their cost and debt to the council and to identify that many customers were known to multiple council services (as shown in fig.1 below) and therefore had encountered numerous, often similar, interactions in order to receive the services they needed.



34% of individuals appear once only (16,752)
34% appear twice (16,731)
18% appear three times (8,892)
10% appear four times (5,004)
4% appear five time (1,757)
>1% appear for 6 or more (312)

Fig 1. - Customers being supported by multiple services (as at January 2015)

- 3.9 In addition to the data analysis, the development of Gateway phase 1 was heavily informed by developing an understanding the journey through council services linked to temporary accommodation for over 30 different customers which highlighted opportunities to improve outcomes for customers and improve service efficiency and effectiveness. For example previously if there was no imminent risk of homelessness, action on the case was deferred. Following service redesign as part of the Gateway programme when a customer presents with a risk of homelessness, the household is reviewed to gain a holistic understanding rather than a focus on only the presenting issue – see Appendix 1.
- 3.10 To test out the ‘end to end’ redesigned processes, ensure the best solution was ultimately implemented for both customers and the service, and to understand any wider implementation issues that may arise, a number of pilots using actual customer cases took place over 6–8 weeks between April and July 2014, including:
- Housing needs assessment and the homeless journey
 - Housing tenants with large and / or multiple debts
 - Care Act (Adult Services) Financial Assessment
 - Supporting People
- 3.11 Following the conclusion of the pilots, and based on the outcomes achieved, a number of recommendations were made to permanently change processes, service design and delivery, and organisational structures:
- The Housing Needs & Assessment service moved into Gateway & Welfare division to strengthen the opportunities for preventative activity
 - The Housing B&B income team moved into Gateway and Welfare division
 - The wider Council Housing tenant income service adopted and embedded the Gateway and Welfare approach into their business as usual processes
 - The pilot approach around Adult social care financial assessment continued to further prove and refine the working practices
 - The approach adopted by financial assessment officers as part of the Gateway and Welfare pilots was embedded into wider service delivery and further opportunities are being explored as part of Phase 2
 - Further opportunities for joint working with Supporting people (SNAP) are being explored and are proposed to be implemented as part of Phase 2.
- 3.12 A key element of programme delivery was a focused engagement and communications approach and action plan to ensure there was appropriate awareness amongst within the Council, that all staff working in the in-scope service areas were fully engaged in programme activity and there was alignment with other Council transformation activity.

3.13 A key element of programme delivery was a focused engagement and communications approach and action plan to ensure there was appropriate awareness amongst senior stakeholders, that all staff working in the in-scope service areas were fully engaged in programme activity and there was alignment with other Council transformation activity.

Phase 1 Achievements

3.14 The results are very positive. The redesigned services have helped over 1,100 of Croydon's most severely affected families to avoid homelessness, 16 people moved out of B&B with 9 customers actively engaged in looking for alternative accommodation, 5,400 people to become more financially independent and supported 587 residents into employment. This latter outcome has in turn contributed an extra £3.3m to the nation's finances via income tax and National Insurance, and Gateway also resolves customers' issues much faster than via separate council services.

3.15 From a financial perspective:

- £800k has been collected from current B&B tenants
- from broken Council Tax arrangements totalling £922,789, over 10% has been collected and £480,393 rearranged to an affordable amount, and
- £338k has been identified and allocated in housing benefit for customers in bed & breakfast accommodation.

3.16 An integrated 'end-to-end' homeless journey through council services has been developed by moving Housing Needs and Assessment service into the Gateway & Welfare division. Through improved intervention and prevention work facilitated by this move, considerable financial savings have been achieved by reducing the numbers of families placed in Bed & Breakfast accommodation and their overall and their length of stay in Bed & Breakfast.

3.17 Closer working with the Housing Tenancy Income team was established. Officers now work within the Gateway service on a rotating basis to deploy the Gateway approach with Council tenants to maximise their financial stability and reduce debts to the council.

3.18 Closer working with the Financial Assessment Team in Adult Social Care was established. Officers now apply the Gateway principles of maximising the customers' income and reducing the debt to the council.

Think Family Panel

3.19 Working across services in the People department, this intensive review considered 46 of the most expensive families in terms of combined cost to the Council across a range of services - adult social care, childrens social care including children with disabilities and special educational needs, housing and

welfare and Council debt.

- 3.20 The aim of the review was to identify opportunities for both immediate action and longer-term systemic change and service redesign to reduce costs and improve outcomes for these families. The review:
- Considered all services involved, ensuring support is consolidated
 - Reviewed all direct costs incurred
 - Looked differently, including across sectors, to challenge thinking to address issues
 - Focussed on residents well-being at centre of options, whilst seeking to reduce cost and increase independence
- 3.21 Looking at the whole family picture from multi-disciplinary perspectives enabled new and different conversations that wouldn't have happened otherwise. The review identified significant opportunities to work in different ways to improve customer outcomes and reduce costs; key themes that emerged included:
- How care packages and support are funded between public sector organisations
 - How property and accommodation is sourced, utilised and levels of cost
 - How care packages are delivered and managed to increase independence and promote prevention
 - How services are organised around an individual or household
 - Operational process effectiveness and efficiency
- 3.22 A clear action plan has been produced that sets out the current position of each action, including estimated delivery timescales and highlights those actions that may require additional resources to enable delivery. The action plan will be updated on a monthly basis to track progress.
- 3.23 Future Think Family panels have been scheduled taking account of the findings from the initial panels. Each panel will consider 10 cases only as previous experience indicated number is sufficient to identify the key trends and opportunities.

Plans for Gateway Phase 2 programme

- 3.24 Aligned to the People Department's Target Operating Model, the ambition of the Gateway phase 2 programme is to expand on the gateway model moving towards a fully inclusive service for customers. The programme seeks to improve outcomes for customers by broadening the "gateway" to include greater integration across a range of customer journeys within adult social care, supported housing and early intervention and childrens social care services.

- 3.25 The programme seeks to improve outcomes for customers by broadening the “gateway” whole family, holistic, early intervention and prevention focused approach across a range of customer journeys within adult social care, supported housing and early intervention and childrens social care services.
- 3.26 Whilst it is not possible to describe exactly how current services may change as a result of Gateway phase 2, the two diagrams in Appendix 2 and 3 show conceptually how two, major “people focussed” services could evolve with the inclusion of the gateway enabling approach. Phase 2 of the Gateway programme is about making these conceptual models a reality.
- 3.27 In addition to the Transforming Adult Social Care (TRASC) and Outcomes Based Commissioning (OBC) programmes, the Gateway phase 2 programme has interdependency with the corporate Digital and Enabling and Data Analytics programmes and links to the third sector funding review and the outcomes of the Opportunities and Fairness Commission review.
- 3.28 Since the successful completion of phase 1 of the Gateway programme in August 2015, work has been taking place to explore opportunities for closer working between the Gateway service and other services across adult social care, children’s early help, care leavers and supporting people.
- 3.29 The specific opportunities identified to be explored within Gateway phase 2 so far include:
- Support Needs Assessment & Placement (SNAP)
 - Prevent overstay in supported accommodation by utilising the Gateway principles of increasing employment opportunities, sourcing sustainable accommodation and creating financial stability and independence.
 - Reduce the number of customers who overtime repeatedly present to services (often referred to as revolving door customers) through joint working between service areas using a Gateway approach to identify an individual’s support needs at key trigger points, including the first point of contact, and using a more systemic and joined up approach to service provision and monitoring of outcomes.
 - No Recourse to Public Funds (NRPF)
 - Reduce the number of clients (and associated cost) staying in council-funded accommodation (NRPF placements) who have been confirmed as eligible for state assistance who require support to move on to mainstream services e.g. claiming benefits, finding accommodation, and gaining employment.
 - Increase the amounts recovered where financial assistance is provided to clients that is expected to be repaid once the customer is in receipt of benefits, e.g. rental deposit.

- Early Intervention and Childrens Social Care
 - Make an increased Troubled Families payments by results claim for successful outcomes achieved by Gateway and Welfare division
 - Contribute to reducing the risk of a child becoming looked after for reasons linked to homelessness, through the identification of triggers to enable earlier intervention thereby reducing potential for escalation
 - Reduce the number of households where unsuitable housing is a key barrier to a looked after child being returned to the family unit
 - Strengthen the early help/intervention customer journey through joint working and using a Gateway approach to identify and support children and families at key trigger points to reduce the costs associated with children in care. The aims of this early intervention would be to increase family stability, reduce the risk of a child becoming looked after or reduce the time spent by a child being a looked after child and would include children with special needs or disabilities.
 - Reduce incidents of domestic violence through increased family stability and reduce the number of statutory social work assessments and allocated Children in Need cases by closer working between domestic violence services, the Family Justice Centre and the Gateway and Welfare services.
- Adult Care Services and All-Age Disability
 - Establish mechanisms to improve the financial stability within households where there an alleged case of financial abuse against a vulnerable adult
 - Reduce demand for statutory services by creating a holistic “front of house” service across Gateway and Adult Social Care, that is linked to the integrated single point of access in Over 65’s Accountable Provider Alliance
 - Strengthen prevention and early intervention approaches across the adult social care customer journey using joint working and the Gateway approach to identify and support households at key trigger points to increase financial stability, or increase independence in turn reducing the demand for and costs associated with adult social care. Examples include provision of information, advice and support, and carer breakdown through no longer being able to cope
- Single Homelessness Hub
 - Investigate the potential business case for a multi-agency support hub for residents presenting as homeless to deliver both cashable and cost avoidance savings by bringing together elements of a number of different service areas across the People’s department to better enable residents in need to access the appropriate level of support

3.30 Following a number of workshops with services to explore the opportunities listed above, high-level data analysis and discussions with finance, the following outline business case of cost avoidance proposals are incorporated in the Council's draft budget for 2016/17:-

Financial Benefits	Cost Avoidance 2016/17
Gateway ph2 - Adult Care Services and All-Age Disability	-£0.518m
Gateway ph2 – SNAP	-£0.373m
Gateway ph2 - EISS/Childrens Social Care	-£0.496m
Gateway ph2 - Troubled Families	-£0.240m
TOTAL	-£1.627m

3.31 In addition, it is expected that the findings from the review of the most expensive families in term of cost and debt to the Council will identify further opportunities for service redesign, and / or the development of a “Gateway” approach to improve outcomes for customers and ensure the Council's limited financial resources are targeted to those in greatest need.

The Implementation of Gateway Phase 2 programme

3.32 Further detailed investigation of the opportunities listed in paragraph 3.24 above is required to produce the detailed business case and develop options for service redesign to improve customer outcomes and deliver financial benefits including:

- Confirmation of the business case (numbers, costs, benefits, number of clients known to multiple services)
- Opportunities for service redesign of the customer journey including:
 - Information flows
 - Process change
 - Rationalisation of data collected
 - Resourcing approaches, e.g. skills, capacity and equipment
- Definition of new service models which will provide new ways of working with households to:
 - maximise their income and achieve sustainable financial stability
 - provide access to suitable housing that supports the need of the people
 - work with and enable customers to make work accessible
 - work with partners in all sectors to achieve better outcomes
 - support healthy living, and healthy lives

3.33 As with phase 1 of the programme, it is the intention to test out the end to end redesigned processes and to ensure the best solution is implemented, through running a number of pilots using actual customer cases. The conclusions and

outcomes from the pilots are anticipated to lead to recommendations for permanent service redesign and organisational change.

- 3.34 The indicative, high-level timetable for the implementation of phase 2 is set out in appendix 4.

4. CONSULTATION

- 4.1 The current outline business case for phase 2 of the Gateway programme will be developed into a number of full business cases for implementation during 2016-17. Where appropriate consultation will take place with affected staff and services in accordance with organisational policy and procedures.

5 FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

Revenue and Capital consequences of report recommendations

- 5.1 Revenue funding of £237,662, to support Gateway phase 2 until 31 March 2016, has been made available from Croydon Challenge transformation fund.
- 5.2 We are currently actively reviewing reserves to identify funding for the programme team to continue the implementation of Gateway phase 2 beyond 31 March 2016. This includes exploring the use of existing resources, public health funding and an “invest to save” business case. As given the significant potential for future savings and efficiencies as services are redesigned and brought closer together it is essential that we continue this programme.

There are no capital consequences arising from this report.

Revenue and Capital consequences of report recommendations

	Current year	Medium Term Financial Strategy – 3 year forecast		
	2015/16	2016/17	2017/18	2018/19
	£'000	£'000	£'000	£'000
Revenue Budget available				
Expenditure	237			
Income			-	-
Effect of decision from report				
Expenditure	237	490*	-	-
Income				
Remaining budget	<u>0</u>	<u>0</u>	<u>-</u>	<u>-</u>
Capital Budget available				
Expenditure				
Effect of decision from report				
Expenditure				
Remaining budget	<u></u>	<u></u>	<u></u>	<u></u>

* the £490k in 2016/17 is an estimate that is still to be agreed.

5.3 The effect of the decision

By approving the recommendations of this report, Cabinet are acknowledging the success and achievement of phase 1 of the Gateway programme and supporting the outlined scope, approach and long term ambitions of the Gateway phase 2 programme.

5.4 Risks

There are no direct risks arising from this report. However, without the funding identified in 5.1 above, it will not be possible for the programme to progress at the scale and pace outlined.

5.5 Future savings/efficiencies

In addition to the currently, identified cost avoidance opportunities of £1.6m arising from the delivery of the Gateway phase 2 programme, it is anticipated that additional financial savings or cost avoidance opportunities will be identified.

(Approved by: Lisa Taylor, Head of Finance and Deputy Section 151 Officer)

6. COMMENTS OF THE BOROUGH SOLICITOR AND MONITORING OFFICER

- 6.1 The Council Solicitor comments that there are no direct legal considerations arising from this report.

(Approved by: Gabriel Macgregor, Head of Corporate Law on behalf of the Council Solicitor and Monitoring Officer.)

7. HUMAN RESOURCES IMPACT

- 7.1 There are no direct Human Resources considerations arising from this report as such; however, the implementation of phase 2 of the Gateway programme will have an impact on the future shape of some service delivery within the People Dept, which is likely to have HR implications. Where that is the case, the Council's existing policies and procedures must be observed and HR advice sought.

(Approved by: Debbie Calliste, HR Business Partner, on behalf of the Director of Human Resources)

8 EQUALITIES IMPACT

- 8.1 An equality analysis will be undertaken as part of the delivery of each business case developed within phase 2 of the Gateway programme during February to July 2016. Any equality and inclusion issues that are identified (for both residents or staff) will be considered and mitigating actions, including consultation where appropriate, will be developed, delivered and monitored appropriately through either the Gateway programme or mainstream service monitoring framework.

- 8.2 When preparing the equality analysis, reference will be made to the borough profile and index of multiple deprivation available on the Croydon Observatory. Gateway phase 2 is looking to improve outcomes for some of the most vulnerable residents so the analysis will consider potential impacts including: removing or minimising disadvantage suffered by people because of their protected characteristic; taking steps to meet needs of people from protected characteristics where these are different from the needs of other people; encouraging people from protected groups to participate in public life or in other activities where their participation is disproportionately low.

- 8.3 Another helpful source of information is the Homelessness Review undertaken in January 2015, which included a profile of homeless households . It provided details of characteristics of the applicants, household type and priority need categories. It also contrasted the profile of statutory homeless households with single non-priority homeless and young homeless people. Some key headlines from this review were:

- The majority of homeless applicants apply from the North of the borough

- More than 6 out of 10 homeless households is headed by a single female applicant
- Homeless applicants tend to be younger than the general population.
- Black and Black British households are overrepresented among homeless households.
- Two thirds of all homeless applicants are families and two thirds of those families are single parents.
- More than 8 out of ten households accepted as homeless have dependent children.
- The numbers of people accepted as homeless with physical or learning disabilities is relatively small compared to other groups.
- The ethnic breakdown of young homeless people accessing services is very similar to statutory homeless households.

9. ENVIRONMENTAL IMPACT

9.1 Not applicable for this report.

10. CRIME AND DISORDER REDUCTION IMPACT

10.1 Not applicable for this report.

11. REASONS FOR RECOMMENDATIONS/PROPOSED DECISION

11.1 To advise members on the success and achievements of phase 1 of the Gateway programme and to seek members' opinion on the proposed approach to phase 2.

12. OPTIONS CONSIDERED AND REJECTED

12.1 There are no options to consider in this report as it focused on raising awareness and building on success so far.

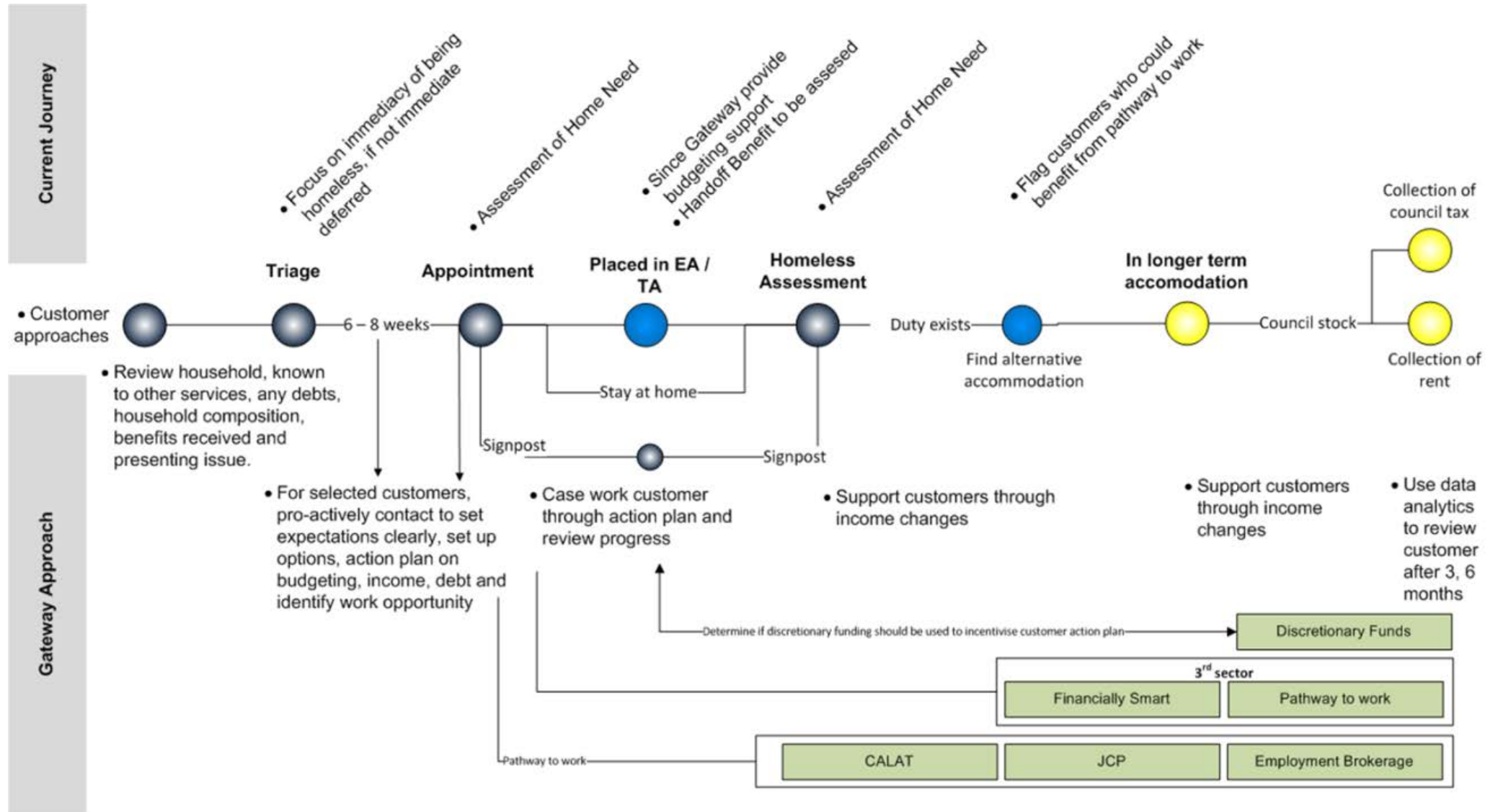
CONTACT OFFICER: Mark Fowler, Director, Gateway and Welfare Support

BACKGROUND PAPERS: none

Appendices:

- 1 – Redesigned homelessness customer journey
- 2 – Target operating model for Adult Social Care
- 3 – Indicative conceptual model highlighting areas for closer working between Early Intervention and Childrens Social Care services and Gateway
- 4 – Indicative, high-level timetable for the implementation of Gateway phase 2

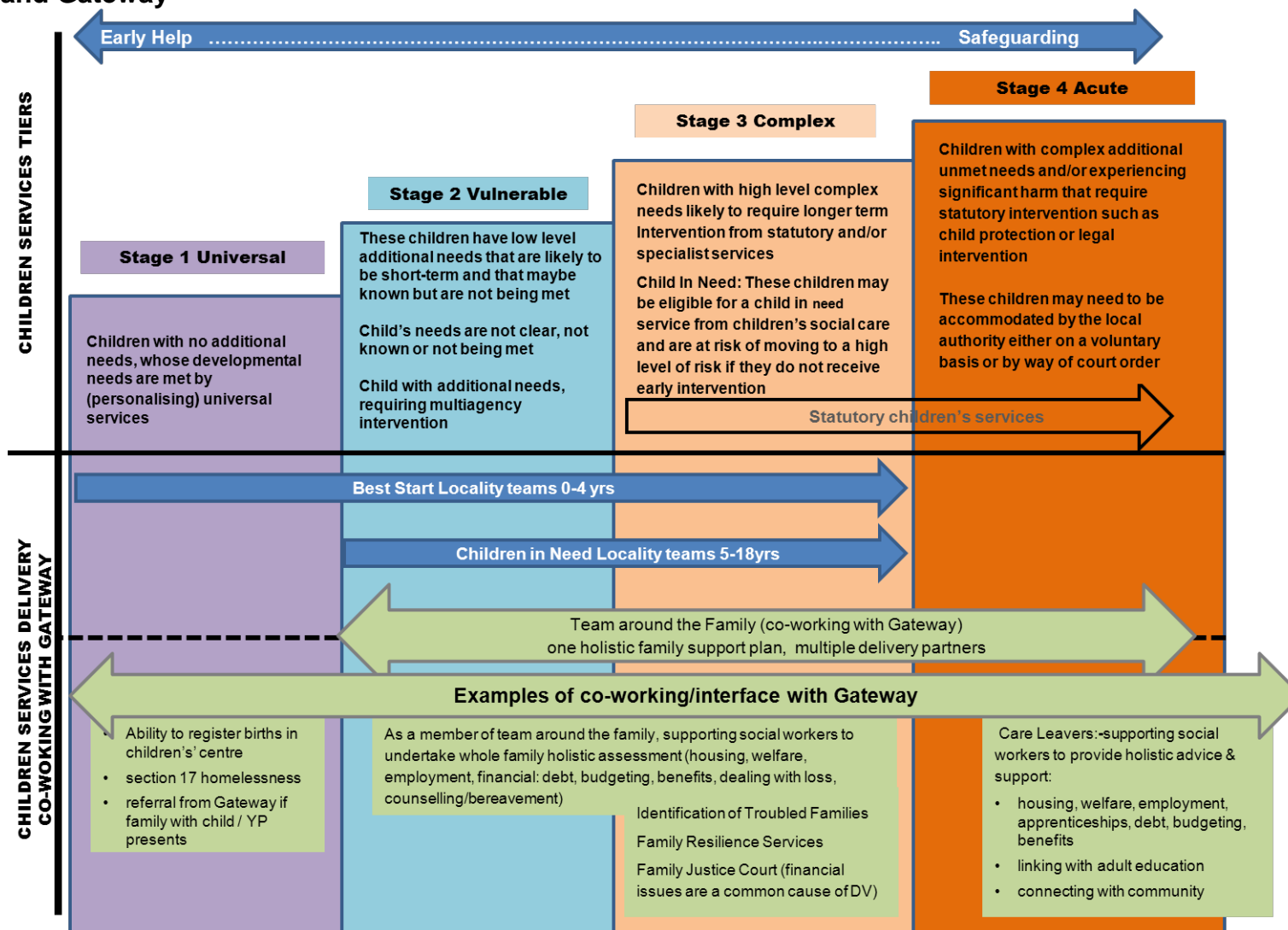
Appendix 1 – Redesigned homelessness customer journey



Appendix 2 - Target operating model for Adult Social Care, to be delivered through the Transformation of Adult Social Care (TRASC) programme, which shows the interdependency with Gateway and the link to the over 65s Outcome Based Commissioning (OBC) model

New operating model				
Front of House	Enablement	Assessment	Support planning	Review & Independence maximised
GATEWAY	interface	interface	interface	GATEWAY
housing, welfare, employment, community building, financial assessments	Re-ablement, telecare, equipment, independence maximised	Asset based approach. New RAS system? Generic adult safeguarding within duty function and the enabling long term teams	Service brokerage Care Place	Minimum of an annual review to maximise opportunities for independence
Linked to Integrated single point of access in APA		Direct payment by default	Independent HR, payroll and PA pool service	Return to gateway/service brokerage where appropriate

Appendix 3 – Indicative conceptual model highlighting areas for closer working between Early Intervention and Childrens Social Care services and Gateway



Appendix 4 - indicative, high-level timetable for the implementation of Gateway phase 2

	January	February	March	April	May	June	July
SNAP, NRPF and Troubled Families							
Review and validate savings	█						
Design process flow operational changes		█					
Pilot operational changes		█					
Review outcomes from pilot			█				
Agree amendments, consider implications			█				
Transistion from pilot to BAU				█			
Early Intervention and Childrens Social Care							
Scope the opportunity and identify improvements/savings		█					
Design process flow operational changes			█				
Pilot operational changes			█				
Review outcomes from pilot				█			
Agree amendments, consider implications				█			
Transistion from pilot to BAU						█	
Adult Care Services and All-Age Disability							
Scope the opportunity and identify improvements/savings			█				
Design process flow operational changes				█			
Pilot operational changes				█			
Review outcomes from pilot					█		
Agree amendments, consider implications						█	
Transistion from pilot to BAU							█