

# TRANSFORMING COMMUNITY SERVICES



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The process known as Transforming Community Services (TCS) will be accelerating over the coming year. By the end of March 2010, a plan must be approved in principle for every PCT's provider services. By the end of March 2011, this plan must have been delivered. Do you have the capacity and expertise to ensure all the benefits are realised? Tasks and benefits could include:

- Preparing the detail of cases for organisational mergers
- Ensuring governance processes are sound
- Effective HR and communications
- An efficient asset management strategy that is aligned with the service strategy.

Hope Street and Niche have formed a partnership to support and enable the delivery of TCS. Hope Street have a strong track record of service re-design in primary and community care, as well as strategic and operational experience of supporting CFT, mergers, ICOs and social enterprise. Niche offer in depth expertise in business planning, in organisational strategy, in project management, and in asset management. Together we comprehensively cover the entire TCS agenda. This brochure gives details about the support we can offer you.

## The challenge of creating new organisational structures

Outline plans will be agreed shortly for the future of provider arms. The likeliest scenarios will lead to integrated care models with acute, mental health, or other community providers, but other options are possible. For example, children's services might be provided in partnership with the local authority by a children's trust; or general medical services provided under an APMS contract by a multi-disciplinary team; this team could be constituted as either a community interest company or a private firm, dependent upon local circumstances. The concept of a 'community foundation trust' is also to be piloted in 10 sites, and the potential for Social Enterprise remains.

Whichever option is chosen, there will be a great deal to be done during 2010-2011. In many cases, there will need to be formal business plans and cases prepared. All areas will need to address change processes in considerable detail. Attention will need to be given to:

### HR and Communications

- Harmonisation of staff terms and conditions
- Management of payroll and pensions transfers
- Management of recruitment / retention / restructuring issues
- Staff communications
- Staff training
- Public communications

### Finance

- Financial accounting integration
- Management accounting integration
- Long-term financial modelling
- Novation of contracts
- Harmonisation of Standing Financial Instructions
- Determining Scheme of Delegation

### Estates

- Integrated estates review
- Operational estates management

### Operations

- Development of integrated / harmonised professional and line management structures
- Identification, prioritisation and implementation of clinical innovation opportunities
- Operational performance management processes
- Liaison with key stakeholder groups

### Risk and governance

- Harmonisation of board oversight and reporting arrangements
- Review of standing orders
- Review of audit arrangements
- Clinical governance arrangements
- Risk management arrangements

This whole process will require detailed programme and project management.

## How we can help

Hope St and Niche, working in partnership, can offer a wide range of support to this set of tasks. Our services include:

- Preparation of business cases, including market assessments and business plans
- Management of option appraisal processes, where final choices are still to be made
- Workforce planning
- Contract and service reviews
- Service and care pathway redesign
- Public communication and consultation processes
- Asset management strategies
- Programme and project management

## Why choose us?

### Value for money

- **Ask our clients.** We are year on year ranked 'good VFM' in customer surveys.
- Our **day rates** are below the market average reflecting our 'Part of the public sector family' ethos, and low fixed cost base compared to other high profile consultancies.
- **Savings focus** to projects. A recent programme management commission in Derby led to a 4:1 ratio of savings to costs.

### Practical solutions

- We make extensive use of the **evidence base** so we know our recommendations can be delivered.
- We are **grounded in health and social care** – we know what will work, and how to make it happen.
- **Tailored input.** We offer both one off advice and sustained project and programme support, whichever best suits you.
- We know **speed** is important - we deliver quickly and efficiently.

## Credibility

- Our **2 dozen strong team** have decades of clinical and managerial experience in health and social care.
- We are experienced in working with organisations to develop strategies and documents for all business case stages. We have assisted many successful Foundation Trust applications and more recently we have been engaged in writing Integrated Business Plans for providers re-structuring their organisations in response to TCS.
- We have a team of analysts who are highly experienced in providing market assessments and benchmarking and we combine this with a more qualitative approach led by our consultants all of whom are highly skilled in stakeholder consultation.
- Because we are clinically focused, our core strength is being able to assess TCS in line with the service strategy and future service demand.
- We have been established for over **18 years**.
- Niche is an ISO 9001:2008 **accredited**, and an Investor in People organisation.
- We work with **high profile clients** at the Department of Health and for over 2 dozen local services at any one time.

## About us



Niche Health & Social Care Consulting Ltd was established in 1992 and covers a full range of health and social care consultancy services including: strategic analysis, service model analysis, capacity planning, healthcare planning, estates strategies, cost and efficiency reviews, business case writing, post project evaluations, project management, interim management and support for the commissioning process. We have office bases in Manchester and London.

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Hope Street is a Community Interest Company established in 2004 and led by sector specialists, supplying consultancy, professional development training, and research expertise. Clients include the Department of Health, Foundation Trusts, PCT commissioners, PECs, PCT provider arms (including CFT pilots), SHAs, PBC consortia, voluntary groups, charities and local authorities.

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