APPENDIX F

UoR ACCOMMODATION BUSINESS CASE
Use of Resources Programme

Accommodation

Business Case
Accommodation is defined as....

- facilitating the provision of a range of housing options for customers
- shifting the current mode from residential care to more community based solutions
- achieving sustainable savings
### What is the overall opportunity?

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<tbody>
<tr>
<td>Quick Win Realisation</td>
<td>Benefits Realisation</td>
<td>Benefits Realisation</td>
<td>• Targeted Customer Case Reviews</td>
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<tr>
<td>Helping people to live at home</td>
<td>Building + Refurb programme</td>
<td></td>
<td>• Reablement Ethos</td>
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<tr>
<td>Accommodation strategy</td>
<td></td>
<td></td>
<td>• Reduction in placements</td>
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#### Commentary
- **Short Term (2010-12):**
  - Quick Win Realisation
  - Helping people to live at home
  - Accommodation strategy

- **Mid Term (2013-15):**
  - Benefits Realisation

- **Long Term (2015 – 2020+):**

- **Commentary:**
  - Targeted Customer Case Reviews
  - Reablement Ethos
  - Reduction in placements
  - Rationalised services and provision
  - Targeted prevention initiatives
  - Implement Extra Care
  - Accommodation profile matching ‘own home’ needs and demographic changes
**Use of Resources Programme**

### What is the size of the overall opportunity?

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<tbody>
<tr>
<td>Accommodation  strategy</td>
<td>Quick Win Realisation</td>
<td>Benefits Realisation</td>
<td>Benefits Realisation</td>
<td><strong>£7 million</strong></td>
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<td>• Scaling up ‘best practice’</td>
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<td>• Universal low maturity</td>
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<td>Helping people to live at home</td>
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<td><strong>£14 million</strong></td>
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<td>• Scaling up ‘best practice’</td>
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<td>• Taking into account variable LA maturity</td>
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<td>Accommodation</td>
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<td><strong>£10x million</strong></td>
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<td>strategy</td>
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<td></td>
<td>• Very difficult to compare</td>
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<td>• Double counting danger depending upon programme</td>
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</table>
What is the target audience?

**Priorities**

- Vulnerable
- Disadvantaged
- Older People
- Learning Disabilities
- Physical Disabilities
- Mental Health
- Eligible
- New customers
- Already in placements

**Use of Resources Programme**

- high volume
  - relatively low cost of placement
  - can be quite short term care needed
  - asset rich, income low

- low volume, high cost due to complexity
  - greater prize for tackling people in placement

**Accommodation**
Use of Resources Programme

How might this look?

Adult Social Care

**Residential Care:**
- Placement minimisation

**Nursing Home:**
- Buy better

**Grow Extra Care accommodation:**
- Reconfigure existing property
  - Existing customer homes
  - Sheltered housing
- Buy new builds better by sharing:
  - visions and ways of working
  - recent experiences (cases studies)
  - ‘best practice’
  - commissioning together

Accommodation
The perceived challenges to faster progress

Scarcity of resources and funding

The three biggest challenges across the region are:

• Lack of resources
• Lack of flexibility over funding
• Lack of collaborative working

The opportunity perhaps lies in the heart of the problem:

• You all say you have the strategy and the goals and the desire for change from the top
• There is also some frustration at the pace of change
• If you are not collaborating, which probably is counter cultural, you might not be:
  • making real change
  • eradicating waste
  • Delivering the benefits

• Realigning your organisation to dedicate it to the needs of the customer can make the difference

Φ Ref: our structured interview survey June 2010
What the Accommodation programme would look like

Month 1
- Quick Win Realisation
- Helping people to live at home
- Accommodation strategy
- Assess implement-ability
- Mobilise as a ‘Customer Centricity’ project

Month 2
- Implement
- ‘As Is’ Analysis
- Mobilise as a ‘Customer Centricity’ project
- ‘As Is’ Analysis With a levelling exercise

Month 3
- Initial benefit realisation
- Define ‘To Be’
- ‘As Is’ Analysis
- Contrast and compare

Month 4
- Grow benefit realisation
- Initiate ‘Design’
- Formulate local strategies

Use of Resources Programme
Accommodation
In excess of £100M sustainable annual savings, delivered over the next four years. £80M of which can be delivered from year 2.