

**Bury Futures
Transformation
Assessment Toolkit**

Introduction

The Transformation Strategy sets out to undertake a fundamental review of the council, what it does, how it does it and what it could do differently in the future to meet community needs and deliver its strategic vision. It is about recognising and assessing the whole range of challenges and opportunities we face and ensuring we are in the best shape to address them and get the best results for Bury. Asking ourselves searching questions and developing new solutions is the only way we can make sure we can continue to make a positive contribution to people's lives; be proud of who we are; and reaffirm our future role in supporting and acting on behalf of our communities.

In seeking to transform what we do and how we get it done, the council has opportunities which it needs to assess, maximise and utilise. Transformation means looking critically at how we utilise these opportunities to shift from where we are now to where we want to be.

Central to this process is the Service Transformation Assessment and Review Framework, whereby a fundamental and objective review of each of our services will be undertaken, against clear criteria, to inform decision-making.

The Service Transformation Assessment Reviews (STAR) will help us to understand why we do what we currently do, what we need to do or ensure gets done in the future and achieve any agreed savings requirements.

Each STAR review will assess a service, cross-cutting theme or function against the criteria included on page 14. As STARs are completed, they will have had consideration of a range of management and delivery options for each service in order to achieve the model which best meets the Transformation Principles. The draft proposal will be published for consultation with residents, staff and trade unions prior to any decisions being taken.

This guidance is intended to provide a framework for each transformation assessment. It will aid assessors in carrying out comprehensive and transparent assessments and assist Heads of Service to understand and contribute effectively to the assessment process. After each assessment the pro forma contained in appendix 1 will be completed by the lead assessor.

The Council Vision and Key Outcomes

The council's vision is outlined in the Bury Plan 2010-13. It sets out the role of the council as *'to lead, shape and maintain a prosperous, sustainable Bury that is fit for the future.'*

In order for us to achieve this vision it has been broken down in to the following three objectives:

Objective 1: Leadership

To provide civic leadership on behalf of all Bury's diverse communities by promoting and supporting personal and community responsibility and putting community needs at the heart of the decision - making process.

Objective 2: Shaping

To shape services to meet community needs by commissioning services that draw on the expertise and skills of the public, private and third sector to meet community needs.

Objective 3: Maintaining a prosperous, sustainable Bury that is fit for the future

To maintain, through partnership working, an appropriate level of universal services in the borough to meet the needs of all Bury's communities.

To maintain an environment in which the needs of the most vulnerable individuals and communities can be met by the public, private and third sector working together in partnership.

In addition we have adopted a set of key outcomes which we want to achieve for our residents. This is not about a long list of performance indicators; rather it is about articulating how we know what a prosperous and sustainable Bury will look like in the 21st century.

Our key outcomes are as follows:

- Reduce inequalities - Narrowing the gap
- Improve life chances for the most in need – providing equality of access.

- Increase satisfaction with Bury as a place to live.

It is crucial that everything we do through the transformation process and indeed all our core business as a local authority are aligned to and contribute towards these key outcomes.

Transformation Principles

In addition to the key outcomes we have developed a set of transformation principles that will inform and set the direction of transformation.

It is important that these principles are fully understood and owned by all involved in the process and are mainstreamed through each assessment.

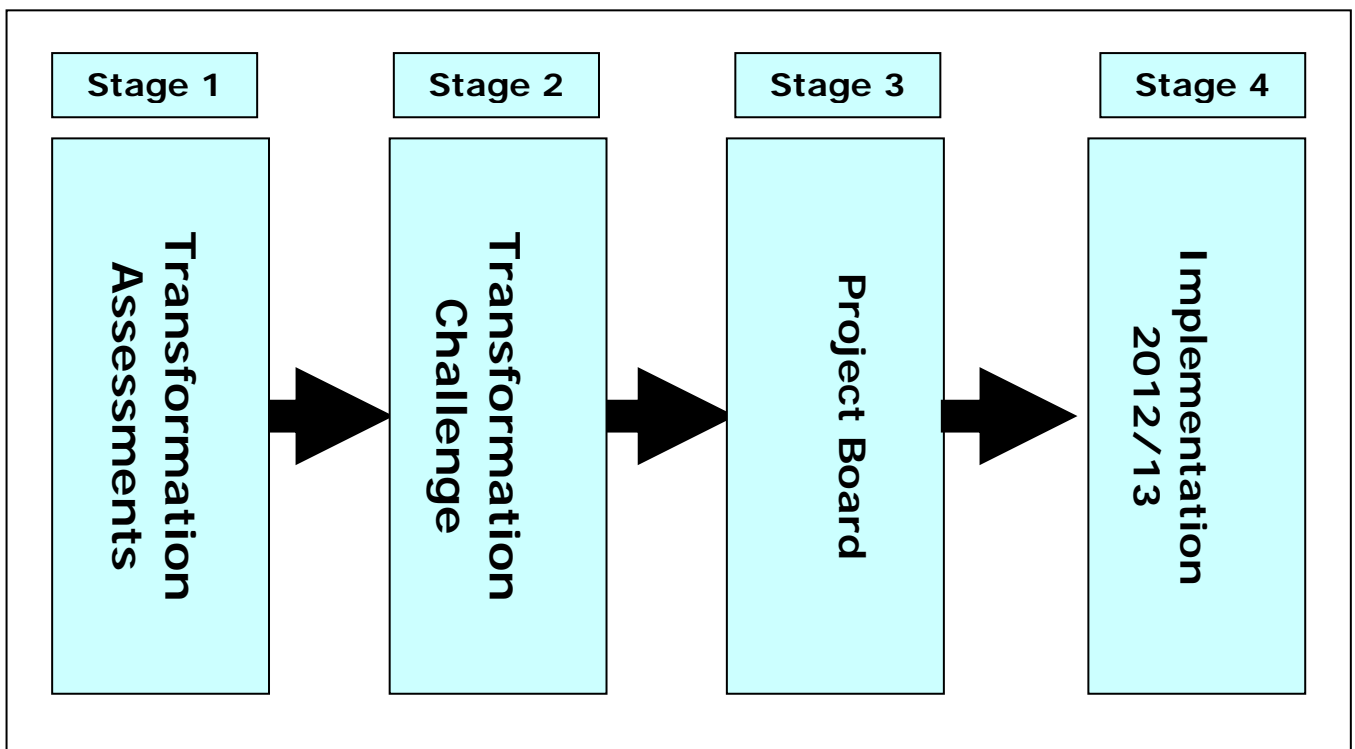
- **Principle 1: Putting Residents' Needs First** - Transforming Bury is about putting our residents first, whether you call them customers, clients, users, it is about how we understand what matters to them and how we meet their needs. This is about placing individuals first and not the organisation.
- **Principle 2: Personal and Community Responsibility** – Examining our relationship with residents and questioning some of the expectations which are made of the council.
- **Principle 3: Support for People in Severe Need/ the Vulnerable** - It is right and proper that as a local authority we focus on the most vulnerable people in our community, and ensure they are supported to live meaningful lives and kept safe from harm. In Transforming Bury we need to ensure that we continue to focus on our vulnerable residents and support them in their everyday lives.
- **Principle 4: Focus on Key Outcomes** – Focussing clearly on what we want to achieve, and understand and be ready to think differently about how we achieve it.
- **Principle 5: Prevention and Early Intervention** – identifying issues and preventing problems of the future before they become a greater cost financially but also to the individuals.

- **Principle 6: Universal Services** - Every household in Bury pays council tax and in return has an expectation of the range of services. We need to redefine what our universal services are.
- **Principle 7: A Commissioning Organisation** In recent years we have made great strides forward in the development of commissioning in certain areas. We can challenge current patterns of service delivery and capture the strengths of a wide range of organisations, including the community and voluntary sector, in delivering better services. Commissioning, and de-commissioning, will lead to services being delivered differently, by the council or other organisations, or, in some cases, based on sound evidence and assessment, not at all.

Overview of process

The transformation assessments will be led by a member of the Bury Futures Group but each assessment will need to be treated as a priority for service staff along with corporate support in specialist areas. Directors will need to be briefed at the beginning of the process. Each transformation assessment will be presented to stage two transformation challenges (See appendix 2) by the Bury Futures Group.

Following this a task and finish project board will be established to work with service employees to carry forward areas identified as part of the STAR process. This will ultimately inform the implementation stage of the Transformation Strategy.



Step 1: Scoping the Service

The first step is to create a detailed picture of the service. It is important that we fully identify what we mean by the service being assessed and set parameters for the assessment. In some areas this will be more difficult than others, particularly those which are cross cutting.

Key points to cover will be the size, scope and scale of the service. In addition in many areas there will be a large amount of transformation and efficiency work which has already been undertaken. It is important that this information is used to inform the transformation process and we do not duplicate good work which has already been completed.

As a starting point it is recommended that you carry out a desktop review of key documents and any previous work carried out in each area.

The first task should be to request that the relevant Heads of Service provide the following information:

- 3 year Service Budget Profile
- Organisational structure
- Service Plan
- Service assessment (Evidence file)
- Performance Information Management System extract
- Any Best Value or Service Improvement Reviews reports
- External inspection reports
- Internal audit reports
- 3 year financial performance

Step 2: Questions

The next step is to ask services a range of questions. These are designed to develop an in-depth understanding of the service and innovative thinking about the future of the service design and delivery.

Key Question	Guidance	Evidence/Output
<p>What is the legislative requirement for this service? I.e. What statutory duty is there in existence to compel service provision?</p>	<p>This is ultimately the starting point. There is a range of statutory duties placed on councils. Understanding the nature and requirements of these duties in the area being assessed is essential for two reasons:</p> <ol style="list-style-type: none"> 1 The statutory duties form the majority of the 'must do' list for the council. Neglecting any of these places the council at risk of legal challenge and could render members of our community in severe need vulnerable. 2 The precise nature of the duty will inform the design of our response to it – for example is it about the council designing and delivering services, or ensuring the provision of services? <p>We need to ask ourselves if we are legally required to provide this service and if so are we legally responsible for delivery. In this section you will need to make a list of statutory duties connected to the service and also analyse their implications.</p>	<p>A list of statutory duties connected to the service.</p> <p>Direct quote from the act being considered.</p>
<p>Which key outcome(s) does this service contribute to?</p>	<p>Following on from your initial scope of the service you will need to articulate how it fits in with the council's key outcomes. Some services will contribute to more than one outcome.</p>	<p>How does the service contribute to</p> <ul style="list-style-type: none"> • Reducing inequalities • Improving life chances for the most in need • Increasing satisfaction with Bury as a place to live.

<p>If you were a resident what would you want/ expect from this service?</p>	<p>We need to put ourselves in the shoes of the resident. If there is a need for this service what would be the key characteristics of this which would be important to residents.</p> <p>An important part of this process is to also understand the views of key stakeholders about their service. A starting point for this will be to gather and collate the data already gathered in relation to residents' views on the particular service. This could include previous feedback from customer and employee surveys; evaluation sheets or focus group data. If this does not exist already the reviewer should consider the merit of gathering such information.</p>	
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Service Evidence – Why does the council need to fund this activity?

This is an important part to the assessment. You will need to provide a strong evidence base for the answers to each of these questions. The starting point in every assessment should be that we do not carry out this service and then use this section to prove the need for the service.

You will be able to draw upon a range of assessment and service planning documents which will provide a basis for this e.g. JSNA. In addition each area will hold a range of information related to their service. A starting point would be the information gathered annually for each service assessment along with any benchmarking data available.

As part of this section you will need to answer the following questions.

<p>What assessed need does the service address?</p>	<p>It is important to provide detailed evidence for this. We must work on the basis of "don't tell me but show me".</p>	<p>Detailed evidence of a need for the service. E.g. demographics, demand for service, needs assessment, regulatory function. This must be hard data.</p>
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<p>What would happen if we did not ensure that this service is delivered?</p>	<p>For this you will need to do a market assessment exercise. We need to ask the question "if we no longer carry out this service are there others who already provide this?" I.e. does the council need to ensure delivery of this service?</p>	<p>List of other public, private or voluntary and community sector organisations/ groups already providing this service or is there potential to do?</p>
<p>Is this a universal, a group service or targeted at vulnerable people? i.e. those in severe need</p>	<p>There are three typologies of service that have been identified. The first is a universal service which is available to all members of the community. For example Libraries and the refuse service. The next typology is group services. These are services which may be universal to a particular group which shares common characteristics or interest. For example: Age of Opportunities or the Youth Service.</p> <p>The final typology is services which are targeted at a specific need.</p> <p>It is important that we build a rich picture of our service users. This includes information such as ages etc. Is the balance correct? E.g. should this actually be a targeted service?</p>	<p>A list of target service users along with evidence of why and how they are being targeted.</p> <p>Typology of the service picked out of the following</p> <ol style="list-style-type: none"> 1. universal service 2. group services 3. targeted service
<p>Is the service currently aimed at prevention and early intervention?</p>	<p>How well do we use evidence to choose among targeted, preventative and universal provision? Does this service look at tackling preventing problems of the future?</p>	

How can we ensure this activity promotes personal and community responsibility?	How can this service promote greater responsibility and ownership by the community?	
How can we focus this activity on people most in need?	Do we plan effectively for our target users? You need to ask questions such as - How well do we use unit costs, activity costs, benchmarks and other financial performance measures to support decisions.	Profile of future service delivery based on evidence gathered.
How can we make this activity more effective?	Does the business model we have in place reflect the changing environment? What innovation can be introduced? How can we provide this activity at a lower cost?	
How can we promote a 'one council' approach?	Are the current organisation boundaries and framework for this service fit for purpose? Is there duplication?	

What is the best method of ensuring delivery of the service?

In the final part of the assessment you will need to use the information gathered and the overall transformation principles to decide what the best service design is. We need to be innovative in our approach and think about all options to equip the service for the

21st century. The matrix in appendix 3 will provide a checklist for options.

APPENDIX 1: TRANSFORMATION ASSESSMENT PRO-FORMA

Name of Service:

BFG Lead:

BFG Support:

Officers Involved:

1	A Brief Description of the Service
2	Current Service Design
3	Current Service Structure
4	Current Service Budget 2010-11 <i>(identify both expenditure and sources of funding, eg Area-Based Grant, SureStart Grant. Where funding has a known end-date, please include this.)</i>
5	Current Key Targets/Performance Indicators
6	What is the Statutory Duty that the service meets? <i>(Please ensure that you include the direct quote from the relevant legislation and seek advice if any wording is unclear or ambiguous. Consider the implications of this duty and what the 'bare minimum' service could be that would fulfil this duty.)</i>
7	What key outcomes does service contribute to? (Principle 4) <i>(Assessors should form a judgement across two axis – High, Medium, Low impact on outcomes, and Large, Medium, Small in terms of scale (ie numbers affected))</i>
8	If you were a resident what would you want/ expect from this service?
9	What assessed need does the service address? (Principle 1) <i>(Detailed evidence of need – must be sourced, hard data eg demographics, needs assessment)</i>
10	What would happen if we did not ensure that this service is delivered?

	<p>(Principle 2) <i>(Are there others who provide similar services, eg community and voluntary sector organisations?)</i></p>
11	<p>Is this a universal service or targeted at those in most need? (Principles 3 and 6) <i>(Consider whether the current designation is correct? Would it be more appropriate to offer a targeted service?)</i></p>
12	<p>Is the service currently aimed at prevention and early intervention? (Principle 5) <i>(Consider the current service offer and when intervention takes place? Is this the most effective and appropriate time?)</i></p>
13	<p>How can we focus this activity on people most in need? (Principle 3)</p>
14	<p>How can we ensure this activity promotes personal and community responsibility? (Principle 2)</p>
15	<p>How can we make this activity more effective? <i>(Consider whether earlier intervention would be better, alternative approaches and/or involvement of other agencies and groups?)</i></p>
16	<p>How can we promote a 'one council' approach?</p>
17	<p>What is the best service design taking into account all of the above? <i>(Outline the proposal for future service design.)</i></p>
18	<p>What is the approximate cost of the new service design?</p>
	<p>This needs to include any change costs as well as actual cost.</p>
19	<p>Net difference between current budget and approximate cost <i>(In absolute and percentage terms)</i></p>
20	<p>Would this service design have a differential impact dependant upon a person's race, religion/belief, disability, gender, gender identity, age, sexual orientation, caring responsibilities or socio-economic disadvantage? <i>(The impact could be positive (and benefit certain groups) or negative (and disadvantage certain groups). Alternatively there may be a neutral impact (where there are no consequences.)</i></p>

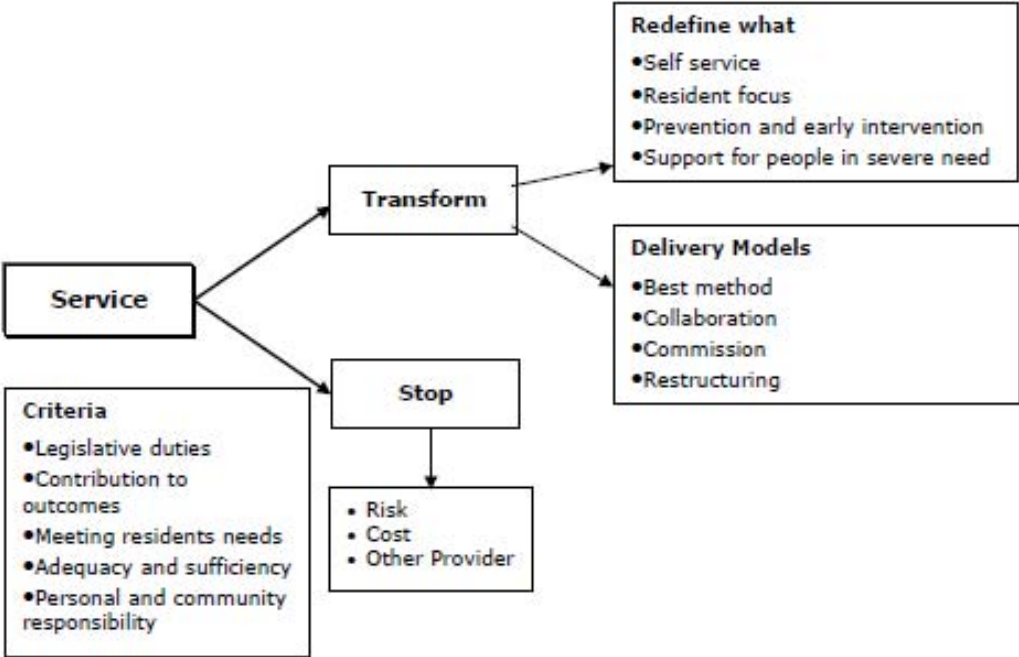
21	Will this service design impact upon community cohesion? <i>(The impact could be positive (promote strong and positive relationships between communities), negative (could be perceived as being unfair) or increase risk (bring groups/ communities into increased contact with each other and raise issues regarding their understanding and respect for each other.)</i>	
22	What is the best method of ensuring delivery of the service?	
	Option	Suitable Y/N
1	The cessation of the service, in whole or in part	
2	The creation of a public-private partnership, through a strategic contract or joint venture company	
3	The transfer of the service to another provider	
4	The externalisation of the service (with no in-house bid)	
5	The market testing of all or part of the service	
6	The restructuring or repositioning of the in-house service	
7	The re-negotiation of existing arrangements with the current providers	
8	The joint commissioning or delivery of the service	
9	Hybrid Options	

APPENDIX 2: TRANSFORMATION ASSESSMENT DELIVERY MODEL MATRIX

INTRODUCTION

In discussing the future form and function of the Council there are a number different models which can be investigated as part of an appraisal in order to indentify the most appropriate course of action for each service area.

This matrix gives background information to each model. An appraisal of each option will need to take place as part of the transformation assessment. The evidence gathered in the first part of the assessment will help inform this. The diagram below outlines the process.



OPTIONS

<p>1</p>	<p>The cessation of the service, in whole or in part The authority decides that it should or is no longer able provide a service or take part in an activity in this area.</p> <p>The implementation of cessation is essentially about managing a succession strategy –</p> <ul style="list-style-type: none"> • Managing staff re-deployment and/or redundancy • Ensuring that remaining service users are identified and informed of alternatives • Agreeing on the date and time for cessation • Developing a Communication Plan
<p>More Suitable</p>	<ul style="list-style-type: none"> • Evidence of no need or demand for the service through the transformation assessment; • Other providers can continue without intervention or support from the local authority and service users would not be disadvantaged; • Costs of the service or activity considerably outweigh benefits; • Service or activity makes no contribution to key outcomes; • No statutory requirement to make provision • No strategic requirement to make provision • The activity is a purely internal function that is no longer necessary
<p>Less Suitable</p>	<ul style="list-style-type: none"> • Doubts about the evidence • Uncertainty about whether the alternative providers do meet existing needs or demands • Potential for future service development

<p>2</p>	<p>The creation of a public-private partnership, through a strategic contract or joint venture company</p> <p>Anything from a formal partnership in which the partners share both the risks and benefits of the arrangement (perhaps through a joint venture company) to a traditional contract with more emphasis on the relationship between the parties (often referred to as 'partnering contracts')</p> <p>It is important when developing this option that a comprehensive communication plan is developed.</p>
<p>More Suitable</p>	<ul style="list-style-type: none"> • The service is difficult to specify and monitor; • The authority wants to work with an organisation it can 'do business with' rather than one that just 'does the business'; • It is possible to agree on a programme of future innovation; • There is a high level of mutual trust between authority and suppliers; • External suppliers can offer savings, innovation, or other benefits that cannot be found in-house; • The external organisation and the Authority have shared goals.
<p>Less Suitable</p>	<ul style="list-style-type: none"> • Opportunists dominate the market; • The service is easy to specify and monitor; • In-house supply is more likely to deliver best value; • The authority's main objective is to achieve savings.

<p>3</p>	<p>The transfer of the service to another provider</p> <p>The authority ceases to be the 'client'. That role is taken over by another organisation. This may be a resident's association, community group, charity, co-operative or trust. The authority may still have a residual role: a seat on the board, nominating people for services; grant aid; or by subsidising service delivery to the public. The crucial differences between transfer and externalisation are:</p> <p>Externalisation – the authority is the client. There is a contract for the services between the authority and the service provider.</p> <p>Transfer – the service user is the client. The authority has a strategic role setting the overall framework for service delivery.</p> <p>It is important when developing this option that a comprehensive communication plan is developed.</p>
	<ul style="list-style-type: none"> • The market already provides the services or activities under consideration in competition with the local authority (leisure services, some care services, rented housing) and the authority can use regulation, residual rights or other non-contract

More Suitable	<p>mechanisms to ensure minimum standards are maintained;</p> <ul style="list-style-type: none"> • The activities of, or services provided by, the organisation fit with the council's overall objectives; • The local authority and the other organisation agree on the level of accountability required; • Community groups already exist or are being formed; • Services are provided to the community or the community and individuals make a contribution to the service; • Community groups have, or can be trained in, necessary management skills; • The authority has a commitment to community development and to involvement of communities in service management; • Organisational independence is necessary to ensure users' trust or 'ownership' of the service or activity.
Less Suitable	<ul style="list-style-type: none"> • The council has clear service objectives that it wants to achieve; • The service is significant (in financial or operational terms) and needs close management, specification, and monitoring; • Personal or highly regulated services; • It would be more appropriate (in line with Best Value and the authority's policies) to make contracts, or partnering arrangements, with local or community businesses; • There is little, or no, community interest in service management and delivery; • There is an active supply market and no policy gain can be made by transfer.

Types of transfer arrangement include:

- A not for profit trust or co-operative – option chosen by some authorities for social care services and leisure services
- Trade sale to an organisation already active in the market
- Stock market flotation (least likely)

Not for profit organisations can be set up as:

- Trusts with a board of trustees
- Companies limited by guarantee
- Industrial and provident societies

Organisations with charitable objectives can register with the Charity Commission and/or the Inland Revenue as charities.

<p>4</p>	<p>The externalisation of the service (with no in-house bid)</p> <p>Service is provided by external organisations that compete to do the work. Management is through the specification, which sets out the work to be done, and the contract conditions that form the basis of the relationship between client and service provider.</p> <p>It is important when developing this option that a comprehensive communication plan is developed.</p> <p>The benefits of externalisation may include:</p> <ul style="list-style-type: none"> • Economies of scope – organisations concentrate on their areas of expertise • Economies of scale – organisations use their size and resources to cover variations in the level of work • Innovation and investment – free from local authority financial constraints and more willing to take risks • Increased productivity – from the application of organisational and management skills • Effective management of risk – with risks transferred to an organisation better able to manage them • Access to investment – may not be available to local authority <p>Opportunity to stimulate market development – in support of particular policies</p>
<p>More Suitable</p>	<ul style="list-style-type: none"> • Poor existing internal services, or new services where internal supply is thought inappropriate; • There will be clear client - contractor relationship; • There is an active, competitive market with established suppliers; • Benefits of using the market outweigh the costs; • Service is easy to specify and monitor. • Alternative providers can offer economies of scale or scope, investment or more effective management of risk • Process and transaction costs of externalisation do not exceed the benefits to be gained by externalisation
<p>Less Suitable</p>	<ul style="list-style-type: none"> • Internal service management is demonstrably best value; • Opportunists or monopolists dominate the market; • The local authority's service objectives go beyond a simple value for money calculation;

	<ul style="list-style-type: none"> • Service is difficult to specify and monitor; • Other methods of provision offer better value.
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5	<p>The market testing of all or part of the service (where the in-house provider bids in open competition against the private or voluntary sector). In this context this option is the same as 'voluntary competitive tendering'</p> <p>It is important when developing this option that a comprehensive communication plan is developed.</p>
More Suitable	<ul style="list-style-type: none"> • The pressure of competition is necessary to ensure improvements in in-house performance; • There is an active and competitive supply market; • The service is easy to specify and monitor; • A new service area is being developed and the authority has no preference between in-house and external provision; • In-house performance can be benchmarked against competition. • There is inconclusive evidence of the competitiveness of the existing in-house service provider
Less Suitable	<ul style="list-style-type: none"> • Potential suppliers likely to suspect the authority is 'going through the motions' and not bid; • Staff are unwilling to make the improvements necessary; • The costs of preparing for competition (both client and contractor) outweigh benefits; • The in-house team has no real chance of winning; • Market testing is suggested as a last ditch effort to avoid externalisation.

6	<p>The restructuring or repositioning of the in-house service</p> <p>Service is provided in-house. Management may be through traditional hierarchy, internal trading arrangements, or service level agreements. The authority should involve, or consult, users in decisions about overall objectives and in monitoring service quality.</p> <p>It is important when developing this option that a comprehensive communication plan is developed.</p>
	<ul style="list-style-type: none"> • The existing internal service is, or is close to, meeting local targets and national standards;

More Suitable	<ul style="list-style-type: none"> • There is no supply market; • Costs of externalisation are likely to be high; • High impact if service fails;
7	<p>The re-negotiation of existing arrangements with the current providers where this is permissible</p> <p>It is important when developing this option that a comprehensive communication plan is developed.</p>
More Suitable	<ul style="list-style-type: none"> • There are existing arrangements in place and current providers are willing and able to adapt the service they provide to match future requirements • Current providers are giving satisfactory service and the relationship between providers and the authority is good

8	<p>The joint commissioning or delivery of the service</p> <p>Two or more public service organisations agree to commission or provide services together. There is no 'client' or 'contractor' and the organisations are jointly involved in management.</p> <p>It is important when developing this option that a comprehensive communication plan is developed.</p>
More Suitable	<ul style="list-style-type: none"> • Services are provided from a single point (eg a one-stop-shop, or a call centre) • Participating organisations are willing to bury their separate identities in the interests of the joint service; • Financial and other risks can be shared on a basis that is acceptable to all parties; • Participating organisations do not have the wide range of expertise or sufficient resources to deal with all requests for service - but the volume of requests does not justify further investment by each authority; • Sharing resources, staff, etc will produce significant economies and improved quality; • All participating organisations require the same, or very similar, service; • Clear lines of responsibility and accountability are necessary.
Less	<ul style="list-style-type: none"> • Organisational identities and imperatives are more important than a seamless service;

Suitable	<ul style="list-style-type: none"> • There are no obvious and willing partners; • Legal constraints cannot be overcome.
9	<p>Hybrid Options The authority decides that no single option is appropriate. The service includes a variety of different types of activity, or the 'Best Value' tests applied to different parts of the service come up with different answers.</p> <p>It is important when developing this option that a comprehensive communication plan is developed.</p>
More Suitable	<ul style="list-style-type: none"> • A 'service' is made of discrete aspects that have different Best Value tests applied to them (front desk staff and data processing, for example); • Areas of excellence exist side-by-side with services that need considerable improvement; • Different elements make clearly different contributions to overall service delivery and best value; • There is a wide range of user needs which are best met in different ways; • External resources can most effectively be used to support in-house services rather than competing with them; • Evidence from the review is equivocal.
Less Suitable	<ul style="list-style-type: none"> • The service is easy to specify and monitor; • The service is a clearly definable single service; • The service is made up of so many separate elements that a hybrid approach could lead to an unmanageable complexity of contracts, agreements, and inter-dependencies; • Economy and effectiveness are served best by a single service delivery organisation.

Summary

Option	Key evidence to support
Cessation	Service is wasting public money
Partnership	Willing partners, common objectives and sustainability with the private sector
Transfer	The service or activity can stand on its own feet
Externalisation	The marketplace offers better value than the in-house service could
Market testing	In-house service needs the pressure of competition to force improvement. Or review evidence is not clear whether the in-house team is competitive
Improved in-house provision	No alternative can provide better value balance between cost and quality
Joint working	Willing partners, common objectives and sustainability across the public sector
Hybrid	Mixed evidence from the review. Mixed requirements from the local authority and local communities.

Appendix 3: Transformation Challenges

1. Is the contribution to key outcomes clear and plausible?
2. Is the statutory duty clearly understood? Based on this, is the service a must, should or could service?
3. Are the assessed needs evidence-based? Is the evidence timely and relevant?
4. Does the service design start from the individual, not the organisation?
5. Does the service design promote the right level of individual and community responsibility?
6. Is intervention at the right stage (prevention and early intervention)?
7. Does the service design impact positively (or not) appropriately on vulnerable people and vulnerable localities?
8. Does the service design take into account known or forecast policy and organisational change?
9. Have all delivery options been considered and/or tested appropriately?
10. Assessment of the business case, ie user, finance forecasts etc.
11. A risk matrix/assessment will be completed.