



# Sustainability Resource Pack



# contents

Section 1	<b>Preparing your case: Skills and time requirements</b>	2
Section 2	<b>getting started</b>	4
	2.1 Roadmap	4
Section 3	<b>beneficiaries</b>	5
	3.2 Beneficiary identification: Beneficiary tracker	5
	3.3 Sample service user pathway beneficiary identification	6
	3.4 Knowing your beneficiaries	8
Section 4	<b>benefits</b>	10
	4.1 Benefits template	10
	4.3 Valuing benefits: data sources	12
	4.3.3 Valuing benefits: proxy measures	13
Section 5	<b>benefits mapping</b>	14
	5.1 Benefits map one	14
	5.2 Benefits map two	16
Section 6	<b>costs</b>	18
	6.1 Identify inputs	18
	6.2 Cost template	19
Section 7	<b>comparison</b>	20
	7.3 Cost benefits analysis template	20
Section 8	<b>taking sustainability forward</b>	21
	8.1 Sustainability Action Plan	21
	8.2 Sustainability Roadmap	22
	8.3 Sustainability Roadmap activities	24

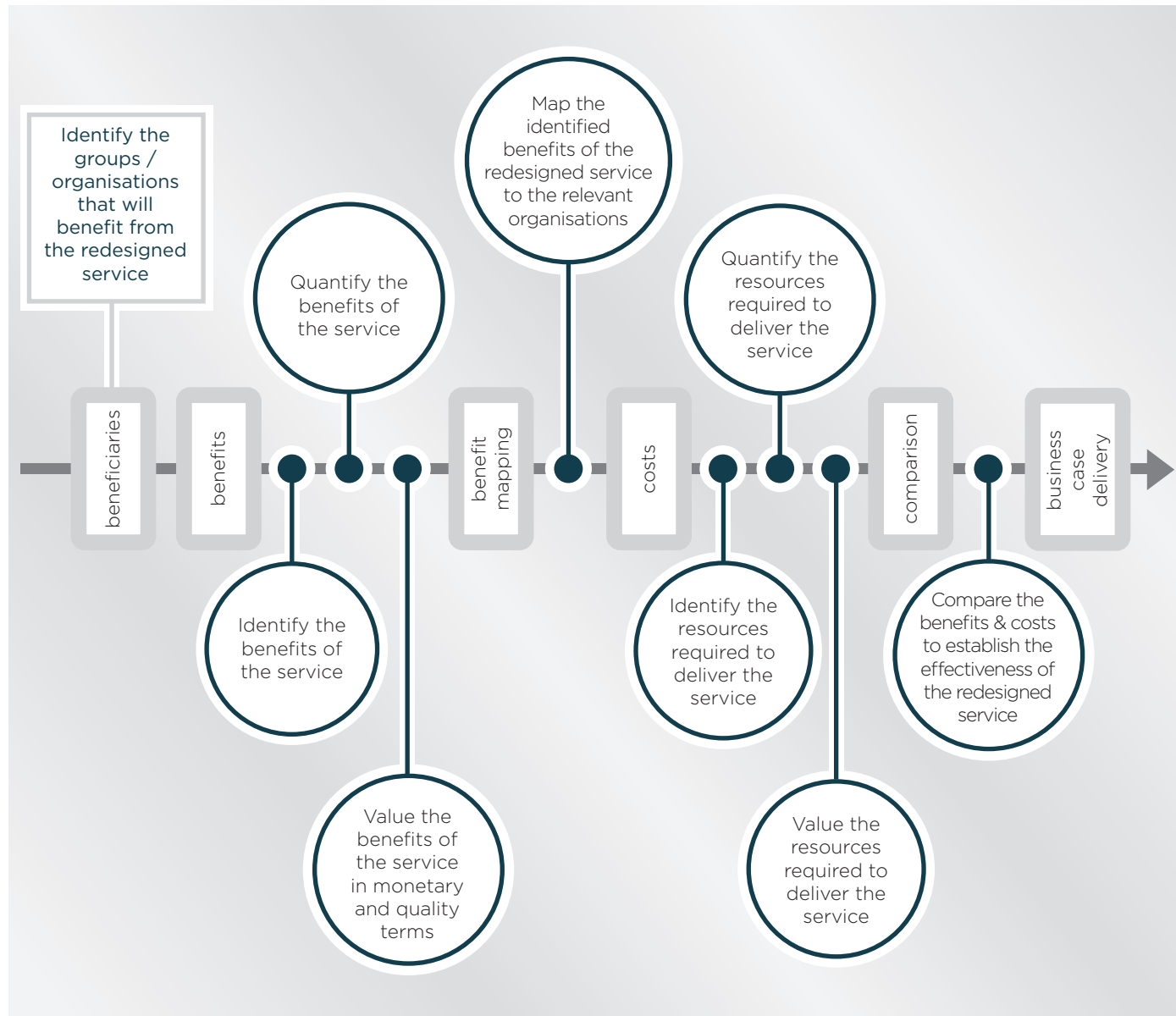
## section 1 introduction

### 1.1 Preparing your case: Skills and time requirements

Skill requirement	Why?	Internal		External	Owner and Delegate	Available capacity	RAG Status
		Public Sector	Third Sector				
 Project management	Building and developing your evidence base is a mini-project within your service that requires an individual who can plan, manage and deliver tasks within timescales. Equally these skills are important in developing the case for change i.e. identifying risks, contingency plans etc.						
 Financial and analytical	The evidence base requires a detailed breakdown of the inputs and outputs of the service both in terms of volume and costs. Strong numerical and financial skills are fundamental for evaluating the cost effectiveness of the service. Accounting skills are desirable						
 Written and verbal communication	A robust evidence base requires logical, clear and compelling written and communication skills to convey the benefits of the service to a variety of stakeholders						
 Legal and Procurement	Knowledge and, where possible, experience of the contractual and procurement steps required of a new service being competitively tendered						
 Stakeholder and change management	Developing a robust case for change requires building strong relationships with key stakeholders early on to identify, understand and successfully manage expectations						
Start date for business case:							
End date for delivery of business case:							

## section 2 getting started

### 2.1 Roadmap



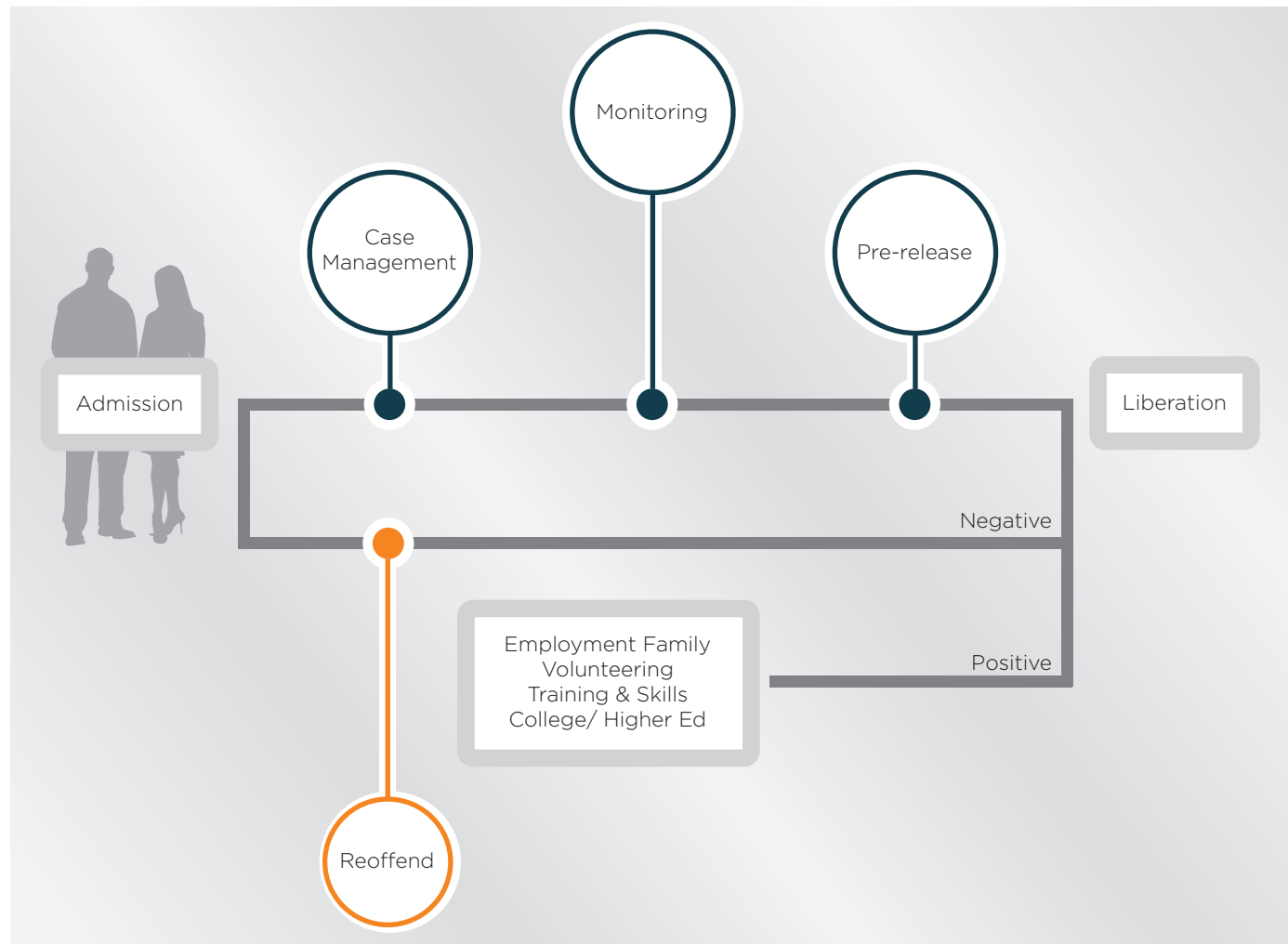
## section 3 beneficiaries

### 3.2 Beneficiary identification: Beneficiary tracker

Beneficiary Group/Organisation	Contact point (where applicable; consider indirect contact i.e. interfaces)
Skills Development Scotland	
Scottish Prison Service (SPS)	
Scottish Police Service	
National Health Service (NHS)	
Job Centre Plus (JCP)	
Department for Work and Pensions (DWP)	
Convention of Scottish Local Authorities (COSLA)	
Local Authority Services : eg Early Years, Social Work, Education, CLD	
Scottish Fire Service	
Community Planning Themed Partnerships (will encompass organisations from above list)	
Further Education Colleges	
Her Majesty's Revenue and Customs (HMRC)	
Criminal Justice Authority (CJA)	
Housing Trusts/Associations	
Commissioners	
Alcohol Drugs Partnerships (ADPs)	
Integrated Childrens' Services Planning	
Scottish Court Service	
Service user	
Universities	
Families/carers	
Scottish Government	
NDPBs	
Service staff	
Members	

beneficiaries cont...

3.3 Sample high level service user pathway beneficiary identification



beneficiaries cont...

## 3.4 Knowing your beneficiaries

Group/Organisation	Budget (if applies)	Beneficiary Type			Contact Point	Initial Contact	Comms plan established (RAG)
		Sole Beneficiary	Potential Funder	Influencer			
Service users	n/a	✓			Mr Person, lead for service user forum for x	3 / 12 / 2013	G
Skills Development Scotland							
Scottish Prison Service (SPS)							
Scottish Police Service							
National Health Service (NHS)							
Job Centre Plus (JCP)							
Department for Work and Pensions (DWP)							
Convention of Scottish Local Authorities (COSLA)							
Local Authority Services : eg Early Years, Social Work, Education CLD							
Scottish Fire Service							
Community Planning Themed Partnerships (will encompass organisations from above list)							
Further Education Colleges							
Her Majesty's Revenue and Customs (HMRC)							
Criminal Justice Authority (CJA)							
Housing Trusts/Associations							
Commissioners							
Alcohol Drugs Partnerships (ADPs)							
Integrated Childrens' Services Planning							
Scottish Court Service							
Service user							
Universities							
Families/carers							
Scottish Government							
NDPBs							
Service staff							
Members							

**section 4**  
benefits

4.1 Benefits template

Benefit	Type	Indicator	Value per unit (£)	Source	Quantity (annual)	Total Year 1 (£)	Quantity (annual)	Total Year 2 (£)	Quantity (annual)	Total Year 3 (£)	Quantity (annual)	Total Year 4 (£)	Quantity (annual)	Total Year 5 (£)
"Example: Reduced A&E admissions	Measurable and cashable	Cost of A&E admission	104	NHS Scotland: Costs Book <sup>1</sup>	50	5200	47	4888	44	4576	41	4264	38	3952
Total														

<sup>1</sup> NHS Scotland: Costs Book, Information Services Division Scotland, 27th November 2012. <http://www.isdscotland.org/Health-Topics/Finance/Costs/>

# benefits cont...

## 4.3 Valuing benefits: data sources

### Mental and Physical health

**NHS Cost Book**

[www.isdscotland.org/Health-Topics/Finance/Costs](http://www.isdscotland.org/Health-Topics/Finance/Costs)

**Scottish Association for Mental Health (SAMH)**

[www.samh.org.uk](http://www.samh.org.uk)

**Alzheimer's Scotland**

[www.alzscot.org](http://www.alzscot.org)

### Drugs and Alcohol

**Health Improvement - drug and alcohol team**

[www.isdscotland.org/Health-Topics/Drugs-and-Alcohol-Misuse/](http://www.isdscotland.org/Health-Topics/Drugs-and-Alcohol-Misuse/)

**Public Health England**

[www.gov.uk/government/organisations/public-health-england](http://www.gov.uk/government/organisations/public-health-england)

**Alcohol Concern**

[www.alcoholconcern.org.uk](http://www.alcoholconcern.org.uk)

### Justice

**Justice Analytical Services**

[www.scotland.gov.uk/Topics/Statistics/Browse/Crime-Justice](http://www.scotland.gov.uk/Topics/Statistics/Browse/Crime-Justice)

**Integrated Offender Management**

[www.gov.uk/integrated-offender-management-iom](http://www.gov.uk/integrated-offender-management-iom)

**Nacro**

[www.nacro.org](http://www.nacro.org)

### Employment, Education and Training

**Scottish Government Employment Statistics**

[www.scotland.gov.uk/Topics/Statistics/Browse/Labour-Market](http://www.scotland.gov.uk/Topics/Statistics/Browse/Labour-Market)

**Job Seeker's Allowance**

[www.gov.uk/jobseekers-allowance/overview](http://www.gov.uk/jobseekers-allowance/overview)

### Children's services

**Scottish Government - Children and Young People**

[www.scotland.gov.uk/Topics/Statistics/Browse/Children](http://www.scotland.gov.uk/Topics/Statistics/Browse/Children)

**Action for Children**

[www.actionforchildren.org.uk](http://www.actionforchildren.org.uk)

**Barnardo's**

[www.barnardos.org.uk](http://www.barnardos.org.uk)

## 4.3.3 Valuing benefits: proxy measures

Benefit	Type <sup>1</sup>	Indicator	Quantity	Value per unit (£)	Source	Total Year one (£)
Improved self confidence	Measurable and cashable	Improve self confidence course	10	540	Reed Learning <sup>2</sup>	5400
Improved physical health	Measurable and cashable	Annual gym membership	12	30	City Gym rates	360
Improved communication skills	Measurable and cashable	Improve communications course	5	570	Reed Learning <sup>3</sup>	2850

<sup>1</sup> For those benefits identified as Measurable and Cashable, it may be that the PSP feels Measurable and Non-Cashable is a more reasonable classification. A benefit's classification should be discussed and agreed with the service's beneficiaries.  
<sup>2</sup> Cost of a "Discovering the Secrets of Self Confidence" course with Reed Training.  
<sup>3</sup> Cost of a "Effective Communication" course with Reed Training.



**section 5**  
benefits mapping

5.1 Benefits map one

benefits	indicator	quantity	value	beneficiary
Reduced A&E admissions	Cost of A&E admission	50	£104	NHS



beneficiary mapping cont...

5.2 Benefits map two<sup>1</sup>

Beneficiary	Benefit	Type	Indicator	Value per unit (£)	Source	Quality (annual)	Total year one (£)	Quality (annual)	Total year two (£)	Quality (annual)	Total year three (£)	Quality (annual)	Total year four (£)	Quality (annual)	Total year five (£)				
E.g. NHS	1. Reduced A&E admissions	Measurable and cashable	Cost of A&E admission	104	NHS Scotland Costs Book <sup>2</sup>	50	5200	47	4888	44	4576	41	4264	38	3952				
	2.																		
	3.																		
	4.																		
Total																			
Beneficiary	1.																		
	2.																		
	3.																		
	4.																		
Total																			
Beneficiary	1.																		
	2.																		
	3.																		
	4.																		
Total																			
Beneficiary x	1.																		
	2.																		
	3.																		
	4.																		
Total																			
Beneficiary x	1.																		
	2.																		
	3.																		
	4.																		
Total																			
Beneficiary x	1.																		
	2.																		
	3.																		
	4.																		
Total																			

<sup>1</sup> This table is an extension of the benefits table completed in Section 4  
<sup>2</sup> NHS Scotland: Costs Book, Information Services Division Scotland, 27th November 2012. <http://www.isdscotland.org/Health-Topics/Finance/Costs/>

section 6  
costs

6.1 Identify inputs

Set-up <sup>1</sup>	One-off <sup>2</sup>	Ongoing / Recurrent	
		Fixed	Variable
Market research involved in service development	Marketing/ promotional costs i.e. PSP post-pilot launch	Salary costs	Salary costs in the long-term
Staff time in creating and administering the partnership up to and including pilot phase	Recruitment costs for staff to deliver service	IT maintenance	
	New recruits training	Premise costs	
	IT Equipment		
	Service expansion costs to new areas		

<sup>1</sup> Any costs involved in establishing the partnership, designing the new service and piloting the new service  
<sup>2</sup> Any costs involved in the delivery of the service going forward. This excludes costs involved in the piloting of the service.

6.2 Cost template

Input	Type	Indicator	Value per unit (£)	Quantity	Year one (£)	Quantity	Year two (£)	Quantity	Year three (£)	Quantity	Year four (£)	Quantity	Year five (£)
PSP Full Time Manager	Ongoing - Fixed	People	£40,000	1	40,000	1	40,000	1	40,000	0.5 <sup>1</sup>	20,000	0.5	20,000
Total													

<sup>1</sup> In this example the role of the manager is forecast to be reduced to part-time as a result of reduced demand for service.

## section 7 comparison

### 7.3 Cost Benefit Analysis template

	Year	0 <sup>1</sup>	1	2	3	4	5
<b>Section 4</b>	Total Benefit						
<b>Section 5</b>	Total Cost						
	Net benefit (Benefits - Costs)						
<b>Section 7</b>	Discount Rate	1	0.9662	0.9335	0.9010	0.8714	0.8420
	Discounted Cash Flow (Cash Flow x Discount Rate)						
	NPV						

<sup>1</sup> Typically year 0 would include initial set-up costs for the service, however, as these costs have been incurred prior to service delivery they will not be included. Figures for benefits and costs in year 0 will thus each be 0.

## section 8 taking sustainability forward

### 8.1 Sustainability Action Plan

#### Sample sustainability action plan

Start date				
Timescale	Beneficiary Engagement Action	Business case Actions	Owner	Completion date
Within 1 month	To identify and prioritise all beneficiaries of the PSP service			
Within 2 months	To engage with all beneficiaries (minimum top 6 identified) on a one-to-one level about the new service	To identify all benefits of the new service		
Within 4 months	To invite all prioritised beneficiaries to the PSP steering group to feed into business case development discussions	To map anticipated benefits with the beneficiaries identified		
Within 6 months	To proactively discuss funding opportunities with beneficiaries on a one-to-one level	To identify all costs associated with new service		
Between 6-12 months	To continue funding discussions at both the steering group and a one-to-one level to ensure business case development aligns with beneficiary expectations i.e. <ul style="list-style-type: none"> <li>• Agree benefits</li> <li>• Agree benefits valuation process</li> </ul>	To quantify and value benefits evidenced and costs incurred thus far		
Within 12 months	To present business case and agree basis for future funding	To finalise cost benefits analysis case for new service		
Finish Date				



## taking sustainability forward cont...

### 8.3 Sustainability Roadmap Activities

Suggested Evaluation Activities
Appoint evaluator
Link evaluation to future funder outcomes
Agree milestones for information updates
Agree process for feeding evaluation outputs into other workstreams
Evaluator to carry out comparison
Present emerging evidence from evaluation to commissioners and decision makers
Interim report delivered
Final report delivered and agreed
Ongoing contract management

Suggested Commissioner Engagement Activities
Identify who the commissioners
Identify commissioner key outcomes
"Identify decision makers/gatekeepers to sign-off commissioner decisions (e.g. FD or CO's)"
Identify target budgets and recent allocations
Identify budget planning cycles and milestones
Identify commissioner engagement strategy (tone and approach)
Develop PSP pitch/meeting plan to showcase PSP
Deliver pitch to priority 1 _____
Deliver pitch to priority 2 _____
Deliver pitch to priority 3 _____

Suggested Marketing and Communications Activities
Match commissioner outcomes to project activities and benefits
Target national level meetings and events with attendance/membership/presentation
Design an events programme
Target conferences (e.g. SOLACE, ADSW, CIPFA, Sherriff's, Addictions)
Develop a bank of PR e.g. news bulletins, newsletters and case studies
Develop social media strategy/approach
Develop case studies
Release newsletter
PSP review event

Suggested Commissioning and Procurement Activities
Discuss budget / commissioning route with commissioning authority
Consider additional funding sources
Strategic fund raising campaign
Pilot evaluation - proof of concept
Public Partner Prep of OJEU and PQQ
Support commissioning authority in harvesting service specification
Complete Pre-qual questionnaire (if applicable)
Attend briefing day for interested economic operators
Return and evaluation of Pre-qual questionnaire (if applicable)
ITT issued to prospective suppliers
Submission of tender
Presentations/clarifications
Contract awarded
Mobilisation