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# Case Study

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**Building a business case for investment in TEC**  
Southampton City Council



## Southampton City Council's telecare service worked with TSA's consultants to build a business case for investment. It has proven to be an enlightening exercise with multiple benefits

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**Local government budgets are under increasing pressure, often leading to difficult decisions on where to devote limited resources amid many competing priorities.**

As a result, it's never been more important for individual council service areas to build a robust and convincing case for investment. But it isn't an easy task – particularly when you are focused on day to day demands.

That was the situation Southampton City Council's telecare service found itself in.

It's a high performing area for the local authority, as demonstrated by the fact that it has been Quality Standards Framework (QSF) certified since 2014.

The service supports 8,844 people and receives on average 14,000 calls and carries out approximately 70-75 new installations every month.

But those running the service knew their telecare offer could play a bigger role in meeting the council's priorities around promoting wellbeing and supporting independence through technology.

They were already collaborating with colleagues across the city in areas ranging from housing to hospital discharge to adult social care.

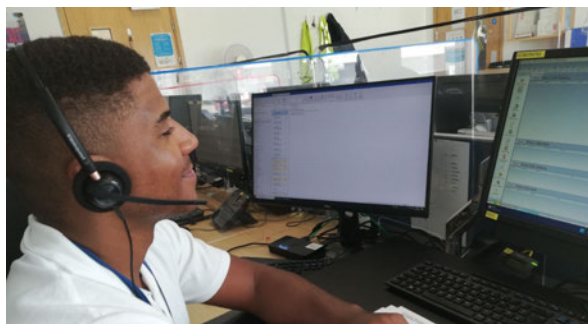
However, greater investment would help the telecare service harness the latest technology and be at the forefront of the prevention and early intervention agenda in driving even better outcomes.

**The team therefore sought external support to help build a business case for expanding the service, with TSA winning the contract.**

"The council has a long-running relationship with TSA having been a member for many years and so it was the ideal match", explains Lisa Haynes, head of supported housing and community support.

"We know the city and its residents really well and we have excellent relationships with adult health and social care services locally. We wanted to bring in external expertise, knowledge and ideas – someone with wider knowledge of the business case for telecare in an environment where finances are really tight and are being squeezed.

"To obtain additional investment you have to have a robust business case. We didn't want generic advice and information, we wanted something specific and that's what TSA bring".



The work with TSA provided an opportunity to take a deep dive into the telecare service's operation to create the 'building blocks' for growth.

Consultants looked at strengths, areas for improvement and competitors' offers to create a clear picture of how it was performing against other similar services.

This helped to improve areas such as procurement planning, performance monitoring and planning for digital transformation.

TSA also enabled Lisa's team to better articulate the impact of their work through case studies and a clear communications strategy.

"Case studies show the impact on a person's life and that's far more powerful than a spreadsheet with some figures on it. It's about getting the right balance between the two.

"We are now able to provide those case studies and stories and TSA are able to help us to frame them in the right way and in the right context."



**Lisa Haynes**  
Head of Supported Housing and Community Support  
**Southampton City Council**

As a result of the work, the telecare service now has a business plan, backed up by a detailed report from TSA spelling out the benefits realisation that telecare can deliver, with a proposal for investment which includes an all-important digital roadmap.

It has a far better understanding of its performance, how to improve it –for example, through staff development – and rigorous ways to capture, quantify and demonstrate impact.

The business plan has been submitted and it is currently going through the council's governance processes.



'What's really important is we are able to demonstrate how telecare supports people's independence, prevents escalation of need and how investment in services supports the wider health and social care system by delivering cost-effective care and support solutions at scale', Lisa explains.

"To bring in an external organisation that is recognised as being experts in the field and use that expertise and reputation to emphasise the point is really helpful."

"The report TSA has produced gives that stamp of approval that demonstrates we have the capability to deliver comprehensive digital transformation as well as an ambitious expansion programme."

**Lisa Haynes - Head of Supported Housing & Community Support**

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