

POLICY, FINANCE AND ADMINISTRATION COMMITTEE

30 NOVEMBER 2016

REPORT OF STRATEGIC DIRECTOR

TRANSFORMING AND INTEGRATING PRACTICAL HOUSING SUPPORT IN LEICESTERSHIRE

1.0 PURPOSE OF REPORT

- 1.1 This report presents the Lightbulb Business Case for transforming practical housing support in Leicestershire and seeks approval to progress work within the authority to implement an integrated model of housing support in line with this Business Case.

2.0 RECOMMENDATIONS

It is recommended that:

- 2.1 **The potential benefits of service transformation and integration set out in the Lightbulb Business Case as attached at Appendix A are noted.**
- 2.2 **Members approve the Lightbulb Service model set out in the Business Case as the future intended mechanism for delivering the housing support offer across Leicestershire.**
- 2.3 **The Head of Regulatory Services in consultation with the Head of Central Services be given authority to progress the practical actions set out in the Business Case to support implementation of the Lightbulb Service model within the authority and across the County no later than October 2017.**

3.0 KEY ISSUES

- 3.1 In April 2015, District and County Council partners were awarded £1m Transformation Challenge Award funding from the Department for Communities and Local Government to transform practical housing support services in Leicestershire through the Lightbulb Programme.
- 3.2 A Programme Team were appointed to take this work forward with partners and develop a new, integrated model for housing support that would:
- Deliver savings to the health and care economy by maximising the part housing support can play in keeping people independent in their homes; preventing or reducing care home placements or demand on other social care services, avoiding unnecessary hospital admissions/re-admissions or GP visits and facilitating hospital discharge
 - Improve the customer journey; making services easier to access and navigate and ensuring the right solution is available at the right time with the right outcome
 - Provide efficient, cost effective service delivery, particularly in relation to the delivery of Disabled Facilities Grants
- 3.3 The Lightbulb Business Case presents the outcome of this work to date; setting out the evidence base for change, outlining the potential savings, efficiencies and customer benefits based on activity within a number of pilot projects and detailing the new Lightbulb Service delivery model for practical housing support.

- 3.4 The new Lightbulb model will require a significant level of change and the Business Case also outlines work required across all partners to implement new ways of working during 2017/18.
- 3.5 In 2013, Leicestershire's Housing Services Partnership developed the Housing Offer to Health in conjunction with the Chartered Institute of Housing. This set out how local housing services can support and promote the health and wellbeing of Leicestershire citizens; offering to concentrate the collective efforts of the 7 District Councils on developing services to help health and social care partners achieve Better Care Fund objectives. This work was subsequently adopted by the Leicestershire Health and Wellbeing Board.
- 3.6 The concept of Lightbulb was one of a number of practical opportunities to emerge from this work; now part of the Unified Prevention Offer for Leicestershire. The County and District Councils made a partnership bid to the Department for Communities and Local Government and were successfully awarded £1m Transformation Challenge Award in 2015/16 to take this concept forward.
- 3.7 The current picture of housing support in Leicestershire is both fragmented and complex to navigate. Support is funded and managed across two tiers of eight local authorities meaning it is difficult for customers to know where to start. There are frequent handoffs and different housing support needs are often assessed and dealt with in isolation by different agencies, involving a range of different practitioners.
- 3.8 Waiting times within the various parts of the system can be lengthy and uncoordinated, delaying the social, health and economic benefits to be gained from supporting individuals to continue to live independently in their homes and missing opportunities for more holistic solutions.
- 3.9 Lightbulb creates an integrated, targeted and customer focused pathway across Leicestershire using a new Housing Support Co-ordinator role which will bring together functions currently carried out across District and County Councils. The locally developed Housing MOT Checklist provides a toolkit to identify a range of non complex housing support needs and deliver and co-ordinate person centred solutions.
- 3.10 The Lightbulb pathway will see improved housing expertise and self help at key contact and triage points (the Adult Social Care Customer Service Centre and First Contact Plus), together with locally based Lightbulb teams delivering the housing support offer:
- Assessment and ordering of minor adaptations and equipment
 - Assessment and delivery of DFGs
 - Assessment and resolution of wider practical housing support needs:
 - o Warm homes
 - o Energy efficiency
 - o Handyperson
 - o Home security
 - Support with housing related health and wellbeing needs
 - o Assistive technology
 - o Falls prevention
 - o Advice and signposting
 - o Accessing local support services
 - Support with planning for future housing needs
 - Information and signposting to specialist organisations or services

A centralised management, performance monitoring and development 'hub', hosted by one partner authority, will ensure consistency and resilience across the County.

3.11 Lightbulb pilot projects have been running over the past 12 months to test out elements of this new service model and provide an evidence base to support the case for transformation. Analysis and outcomes from these pilot projects have shown:

- Improved customer experience through reduced waiting times and putting the customer at the heart of the process
- Significant potential savings to the local health and care economy through helping to reduce falls, emergency admissions and length of hospital stay
- Process efficiency gains, with potential to reduce the delivery cost of Disabled Facilities Grants by working collaboratively across Leicestershire

3.12 It is proposed that the Lightbulb Service model set out in the Business Case is supported as the future mechanism for delivering the housing support offer across Leicestershire and that further work is undertaken to move towards implementation of this model across the County by October 2017.

4.0 POLICY AND CORPORATE IMPLICATIONS

4.1 There is strong alignment with our priorities of improving the customer journey and enabling the vulnerable to live independently as long as they are able.

5.0 FINANCIAL AND OTHER RESOURCE IMPLICATIONS

5.1 The financial model for Lightbulb is based on an assumption of no additional resources. A costed model for the Lightbulb service has been developed based on robust mapping of existing demand for housing support across partner organisations; this has informed the level of demand for Lightbulb across the county.

5.2 The financial model assumes the new Lightbulb service offer will be implemented from within existing funding streams which currently sit across different partner organisations and are already directed towards meeting this demand but in a fragmented and ineffective way. Lightbulb will bring this funding together to support a new, integrated and cost effective service model.

5.3 Existing funding streams that have been identified as part of the financial model for Lightbulb include district council funding that currently supports the delivery/administration of Disabled Facilities Grants (DFG), which for Melton Borough Council has amounted to £50k per annum. From 2017-18 Melton Borough Council will receive an allocation from the Better Care Fund which is likely to cover the cost of mandatory adaptations in the Borough. The future affordability of capital contributions for DFG's should be also be noted in the context of the future Councils capital funding availability which is increasingly constrained.

5.4 Further work will be undertaken to establish funding committed to the Lightbulb Programme, recognising that the Lightbulb model represents an efficient and cost effective approach to delivery demonstrated through the attached Business Case.

6.0 LEGAL IMPLICATIONS

6.1 Any agreements put into place between partners are expected to be in the form of Service Level Agreements. No other specific legal implications are anticipated.

7.0 EQUALITIES

7.1 The implementation of the service across Leicestershire and in line with an agreed SLA should seek to ensure equality of access to this service.

8.0 RISKS

- 8.1 A comprehensive risk register is in place for the Lightbulb Programme, with risk and issues reported regularly through Programme governance structures. A formal review of the risk register is undertaken on a quarterly basis.
- 8.2 As part of the risk assessment process, each identified risk is given a red, amber or green status. A summary of the most significant (red) risk are outlined below, together with mitigating actions:

Current Risk	Actions to reduce the risks
Organisational culture is change resistant and not able to implement Lightbulb effectively or to timescales	Develop and implement a continual programme of engagement. Lightbulb partners to undertake a 'readiness audit' and develop a transition plan following sign off of the Business Case
Lack of buy in from Elected Members (across all partner authorities) means the Business Case does not get signed off, preventing implementation of the Lightbulb service	Regular engagement with Members to raise awareness and promote the benefits of Lightbulb both for partner authorities and customers
An effective integrated IT and data sharing system/process cannot be developed to support the Lightbulb model across partner organisations	Complete a full review of current systems highlighting new requirements and existing capabilities. Engage IT specialist resource to identify and resolve issues
Budget holders cannot agree a demand based funding allocation to support the hub and spoke Lightbulb service model	Develop Business Case setting out the benefits to all partners of the Lightbulb model and use this to engage with officers and Members. Engage with finance offices from partner organisations to develop the financial model

9.0 CLIMATE CHANGE

- 9.1 There are no specific climate change implications.

10.0 OTHER OPTIONS CONSIDERED

- 10.1 A customer and carer insight and engagement exercise was completed during 2015 to inform the development of Lightbulb. This involved a series of workshops and one to one interviews with carers, service users and the general public. Key finding from this and other engagement activity have helped to shape the redesigned service model from a customer perspective. Ongoing customer feedback mechanisms are also embedded in the development of the Lightbulb programme.
- 10.2 Key themes from the above engagement mechanisms have included:
- Early advice is important to help people understand accommodation choices now and in the future;
 - Confusion regarding routes to accessing appropriate support;
 - Confusion regarding the roles and responsibilities of agencies involved in supporting people in the home;

- The necessity to repeat circumstances to a number of agencies;
- Health, housing and social care are not seen as separate issues so integration is key.

10.3 Partner engagement

District and County Council partners have previously recognised the level of change required to transform existing service provision and meet the objectives outlined above and, through the Transformation Challenge Award bid, have committed to work together to make this happen. Moving forward through this Lightbulb Business Case will see this commitment continue through the implementation phase, ensuring that citizens of Leicestershire will benefit from a greatly improved housing support service offer in the future.

In order to maximise efficiency and deliver transformation of practical housing support services in Leicestershire through the Lightbulb Programme it is vital that all partner organisations are continually committed to supporting the programme.

11.0 **WARDS AFFECTED**

11.1 Works could take place in any ward in the Borough.

Contact Officer Christine Marshall – Strategic Director
Date: 21 November 2016

Appendices : Appendix A - Lightbulb Business Case for Transforming and Integrating Practical Housing Support In Leicestershire

Background Papers:

Reference : PFA