



*Rural Capital of Food*

# Agenda

<b>Meeting name</b>	<b>Meeting of the Place Committee</b>
<b>Date</b>	<b>Wednesday, 9 January 2019</b>
<b>Start time</b>	<b>6.30 pm</b>
<b>Venue</b>	<b>Parkside, Station Approach, Burton Street, Melton Mowbray, LE13 1GH</b>
<b>Other information</b>	<b>This meeting is open to the public</b>

Members of the Place Committee are invited to attend the above meeting to consider the following items of business.

**Edd de Coverly**  
**Chief Executive**

## Membership

<b>Councillors</b>	M. Sheldon (Chair)	A. Freer-Jones (Vice-Chair)
	T. Beaken	M. Blase
	G. Botterill	R. de Burle
	L. Higgins	E. Hutchison
	M. Glancy	J. Simpson

**Quorum:** 4 Councillors

<b>Meeting enquiries</b>	Sarah Evans
<b>Direct Dial</b>	01664 502441
<b>Email</b>	SEvans@melton.gov.uk
<b>Agenda despatched</b>	Friday 21 December 2018

No.	Item	Page No.
1.	<b>APOLOGIES FOR ABSENCE</b>	
2.	<b>MINUTES</b> To confirm the minutes of the meeting held on 31 October 2018.  To confirm the exempt minutes of the meeting held on 31 October 2018.	1 - 14
3.	<b>DECLARATIONS OF INTEREST</b> Members to declare any interest as appropriate in respect of items to be considered at this meeting.	15 - 16
4.	<b>REVENUE BUDGET PROPOSALS 2019-20 - HOUSING REVENUE ACCOUNT (HRA)</b> The Director for Corporate Services and Deputy Chief Executive to submit a joint report to set the rents of Council dwellings, approve the HRA estimates for 2019-20 and set the working balance for 2019-20	17 - 24
5.	<b>CLOSURE OF THE WHEELS TO WORK PROGRAMME</b> Following previous committee consideration of the Wheels to Work programme, the Director for Growth and Regeneration to submit a report to provide an update on the steps taken since and to acknowledge that irrespective of the Council's efforts, the programme remains unviable and is now recommended for closure; enabling resources to be re-directed to other priority projects and services	25 - 30
6.	<b>LIGHTBULB PROJECT</b> The Assistant Director for Strategic Planning and Regulatory Services to submit a report to explain progress on the Lightbulb Project for transforming practical housing support in Leicestershire and to seek approval for the details of the Council's involvement going forward, including its financial contribution	31 - 70
7.	<b>URGENT BUSINESS</b> To consider any other items that the Chair considers urgent.	

# Minutes

<b>Meeting name</b>	<b>Place Committee</b>
<b>Date</b>	<b>Wednesday, 31 October 2018</b>
<b>Start time</b>	<b>6.30 pm</b>
<b>Venue</b>	<b>Parkside, Station Approach, Burton Street, Melton Mowbray, LE13 1GH</b>

## Present:

**Chair** Councillor M. Sheldon (Chair)

**Councillors**

A. Freer-Jones (Vice-Chair)	T. Beaken
M. Blase	G. Botterill
R. de Burle	L. Higgins
E. Hutchison	M. Glancy
J. Simpson	

## **Observers**

**Officers**

- Chief Executive
- Director for Growth and Regeneration
- Assistant Director for Strategic Planning and Regulatory Services
- Corporate Services Manager
- Principal Solicitor
- Senior Democracy Officer

Minute No.	Minute
29	<p><b>Apologies for Absence</b> There were no apologies for absence and all the committee members were present.</p>
30	<p><b>Minutes</b> On the minutes of the meeting held on 5 September 2018 being presented to the committee, Councillor Higgins expressed concern regarding the recording of interests and specifically whether the councillor in each case had left the meeting as this was not shown. He felt that in future this should be minuted. Councillor Simpson subsequently confirmed that although she did declare a pecuniary interest she did not vote on the minute in question but remained in the meeting.</p> <p>Councillor Higgins also raised that with regard to Minutes 22 and 23 the minutes did not capture the debate and the desire to delegate low level price changes to action. He felt it was important that where officers had been given specific direction that this was recorded in the minutes so as to ensure when officers acted there was a clear mandate to do so. The Corporate Services Manager advised that addressing the changes to the officer delegations was due to be included within the wider governance review process.</p> <p>Councillor Higgins felt that the standard of these minutes was not what members or the public expected and more debate detail should be included. He advised that he had an amendment to an exempt item and would raise this at the end of the meeting in closed session.</p> <p>The committee was in agreement to accept and note the comments.</p>
31	<p><b>Declarations of interest</b> <u>Minute 37 – Approval of application for land purchase</u></p> <p>Councillor Blase declared a disclosable pecuniary interest in this item due to being the prospective purchaser of the land in question. However he understood the item had been withdrawn.</p> <p>The Chair confirmed that the item had been withdrawn from the agenda for this meeting.</p>
32	<p><b>New Mandatory Licensing For Houses In Multiple Occupation</b> The Assistant Director for Strategic Planning and Regulatory Services submitted a report which provided the committee with information on the new legislation, the implications for the Council and a proposed revised fee structure which whilst set on a cost recovery basis noted that Melton's fee had been set at a middle level when compared to the fees charged by all the Leicestershire authorities.</p>

Members welcomed the regularisation of Houses in Multiple Occupation (HMOs) and raised some questions as to the how property landlords could be monitored to ensure they followed the legislation, the impact on existing officer resources and whether the cost of the increased officer workload would be eventually covered by the income the scheme generated.

The Assistant Director for Strategic Planning and Regulatory Services responded that the licensing regime involved rigorous checking of the credentials and suitability of landlords similar to taxi drivers to protect those who lived in the premises as well as undertaking random inspections where landlords would not be forewarned. Also the Council would react to reports of impropriety and Council services were already working together to recognise potential breaches such as multiple benefits claims coming from one address, planning applications etc. With regard to the fees eventually covering the Council's costs, he considered that this would be the case in the longer term but to deal with the workload in the short term a growth bid had been put forward in the budget process to increase the establishment to support this additional service. The Assistant Director also explained that the properties involved were not just 3 storey buildings but any house of any shape or size could become an HMO and they were set up in a similar way to previous bedsits ie. a bed/room only is provided with shared kitchen and bathroom facilities.

The Chief Executive advised that unlicensed HMOs were often associated with other hidden crimes like modern day slavery and the regulations would help raise the profile of these issues and increase vigilance. He stated that it was incumbent on all officers and members to be vigilant to these kinds of issues and if there was concern to escalate it so that it could be looked into.

Councillor Higgins explained that although he was a member of the Landlord Association he did not have a personal interest in this item as he was not involved in HMOs.

It was noted that issues around car parking was a planning matter and not part of this legislation.

Councillor Higgins moved the recommendations in the report and Councillor Glancy seconded.

On being put to the vote, the motion was unanimously carried.

**RESOLVED** that the committee

- (1) note the new mandatory provisions highlighted in paragraphs 3.5-3.8 of the report;
- (2) approve the revision to the fee structure of £635 for a 5 year licence under the revised HMO licensing provisions as set out at paragraph 3.10 of the report.

### **Future Of The 'Melton Local Plan Working Group'**

The Assistant Director for Strategic Planning and Regulatory Services submitted a report which requested the committee determine the role of, or replacement of, the Melton Local Plan Working Group in the context that the Local Plan was now adopted.

The Assistant Director referred to the positive impact the work of the Melton Local Plan Working Group had had on developing the Local Plan and a new format for the next stage of planning policy work was now needed.

A member spoke in favour of the previous working group and how well it had worked. The member felt it would be helpful to continue with a member/officer group for informal discussion on planning policy matters.

Councillor de Burle agreed with this view and moved the recommendations in the report and Councillor Botterill seconded.

It was noted that the third recommendation referred to the new Task Group being made up of 9 Members of the Place Committee. The Assistant Director advised that this was not his intention and the report should refer to the membership being the same as the existing Melton Local Plan Working Group for the remainder of the Civic Year and that the membership should then be drawn from the Place Committee following the elections in 2019.

Councillors de Burle and Botterill agreed to accept the change to the recommendation and to their motion.

On being put to the vote, the amended motion was carried.

**RESOLVED** that the committee

- (1) disestablishes the Melton Local Plan Working Group;
- (2) agrees to establish a Planning Policy Task Group based on the Terms of Reference as set out at Appendix A of the report;
- (3) nominates composition of the new Task Group from the existing membership of the Melton Local Plan Working Group (up to May 2019 after which it should revert to drawing membership from the Place Committee).

### **Capital Programme Monitoring To 30 September 2018 And Capital Programme 2018-2023**

The Corporate Services Manager

- (a) submitted a report on behalf of the Director for Corporate Services which updated the committee on the progress of schemes within the Capital Programme to 30 September 2018 and requested the committee approve its

Capital Programme for 2018-23 based on a review of spending in the current year's programme and schemes included in the programme for later years;

(b) tabled Appendix H at the meeting which was a business case for enhancement projects following the preparation of a comprehensive masterplan and action plan for management, enhancement and development of the country park.

There was a discussion around housing priorities and it was noted that as a result of the recent corporate prioritisation exercise, the Fairmead refurbishment had been deferred. It was noted that this scheme was still included in longer term plans whilst looking at a range of other options for maximising availability of housing stock both in the affordable and private sector.

With regard to play equipment at the country park, it was asked whether this was to be replaced like for like or whether there was scope for increasing the offer whilst doing the work.

The Director for Growth and Regeneration responded that a previous committee decision had agreed on like for like however the country park business case at appendix H provided more scope for now and in the future and if improvements could be made they would be added.

It was queried how the project scoring matrix worked on the business cases and it was responded that it was a mechanism of scoring a project against set criteria and the resulting score level helped officers to ensure appropriate monitoring for the complexity/priority of a project.

The Corporate Services Manager advised that there was a replacement and renewal fund which annually reviewed asset maintenance and there was enough in the fund to ensure existing play areas were well maintained.

A member queried whether the ecological study had been commissioned for the country park as this had been mentioned previously and it needed to be available for when planning applications started to come in. The Assistant Director responded that this was in progress and had been delayed due to the work on the Local Plan.

It was also queried that contributions be requested from developers for repairs and maintenance of play equipment etc. The Assistant Director advised that he intended to revisit the question of s106 on revenue budget maintenance arrangements for developers and needed to research how this could work and whether it was possible.

There was a question as to whether the play equipment at Kirby Fields would be the only play area for the southern SUE and if so would it be expanded and should budget be allocated for repairs etc. The Assistant Director advised that due to the expected size of the southern SUE, it would have its own facilities.

Councillor Higgins moved the recommendations in the report. He referred to a scheme which helped young people attain homes in their own communities and how this had worked at Somerby. He considered that there could be a future committee report to make this more widely known and available in other wards. He felt that this was a helpful route for social housing in villages.

The Chief Executive explained that the Council was developing a scheme to improve housing delivery by means of a collaborative development company. He added that this involved a complex business case and a report was scheduled for the next Corporate Committee to provide an update to members on the outline business case with consideration about whether to move to a full business case.

It was commented that planning applications do not usually make provision for play areas and green spaces and facilities such as these, including maintenance arrangements, should be included at the application stage.

Councillor Glancy seconded the motion.

On being put to the vote, the motion was unanimously carried.

**RESOLVED** that the committee

(1) notes the progress made on the capital schemes for 2018/19 as attached to the report as follows :

- Appendix A – HRA
- Appendix B – General Expenses
- Appendix C – Special Expenses

(2) approves the revised Capital Programme for 2018-23 as attached to the report as follows :

- Appendix D – HRA
- Appendix E – General Expenses
- Appendix F – Special Expenses

(3) approves the business case as outlined at Appendix G attached to the report in relation to installation of new play equipment at a Kirby Fields & Melton Country Park Climbing forest Play Areas and recommends to the Corporate Committee that this scheme is funded from Repairs & Renewals Fund;

(4) approves the business case as attached to the report at Appendix H relating to the preparation of a comprehensive masterplan and action plan for management, enhancement and development of the country park.

35

**Leisure Facilities Project Update**

The Director for Growth and Regeneration submitted a report which updated the committee on the recommended approach to the development of leisure facilities and next steps. She referred to the previous decision to align service contracts for both Council owned leisure facilities. With contracts aligned until 2022, the Council undertook a full options appraisal and commissioned FMG, specialist leisure

consultants to assist. Their report provided the committee with an update on the work carried out to review leisure facilities within Melton and sets out a recommended way forward and associated investment options. She further referred to the options appraisal in the exempt appendices and stated the clear conclusion that unilateral investment in leisure facilities, even if the two sites were consolidated into one, was unaffordable. The only viable option therefore was a wider piece of work to undertake a full commercial development appraisal to explore how the Council extracted the most value from the site and identified ways to cross-subsidise and fund the Council's plans for future leisure provision.

One member commented that they would be keen to incorporate a café into any future provision as a way to generate additional income. Also it was noted that the Melton Times had reported on the report and included comments from some of the sports clubs.

The Chief Executive advised that a statement had already been issued which would be in the local press. He explained that the groups and clubs had recently been briefed on the current position and advised that a new facility was unaffordable through unilateral only investment. He felt the groups and clubs were appreciative of the clarity and openness provided by the Council and were open minded in how any aspirations could be delivered using funding and commercial options from other partners.

There was a member view that a new and improved leisure facility was urgently needed to fit the bigger picture of how Melton would develop with the relief road which it was hoped would bring bigger businesses, improved shopping and investment to the town.

Another member endorsed a full review of the leisure facilities including the market analysis on the current and future potential of leisure for the Borough. The councillor had already received some positive and constructive comments of what people would like to see in Melton and suggested that officers check these comments on social media.

A member made reference to the history of the site and the loss of the school on the site. The member referred to the usage by the sports clubs (excluding the Rugby Club) and the support the Council had offered them so far including subsidised rent in some cases. There was mention of increasing public participation to help local sports clubs keep going and this was a community matter not just for the Council to address. The site was in a far better condition than when it was purchased due to the Council's commitment but it needed other investment to move forward.

Councillor de Burle moved the recommendations in the report and Councillor Freer-Jones seconded the motion.

On being put to the vote, the motion was carried.

	<p><b><u>RESOLVED</u></b> that the committee</p> <p>(1) note the FMG report as attached as exempt Appendix 1 to the report;</p> <p>(2) approve the approach to the development of leisure facilities and next steps as identified in paragraph 3.4 of the report;</p> <p>(3) approve the use of identified savings form the 2018/19 budget to undertake the next steps identified in paragraph 3.4 of the report.</p>
36	<p><b>Urgent Business</b></p> <p>There was no urgent business.</p>
	<p><b>EXCLUSION OF THE PUBLIC</b></p> <p><b><u>RESOLVED</u></b> that the public be excluded during the consideration of the following items of business in accordance with Part 1 of Schedule 12A of the Local Government Act 1972 (Access to Information : Exempt Information) under paragraphs 1 &amp; 3 (Minutes 37 and 39) and paragraph 3 (Minute 38).</p>
37	<p><b>Approval Of Application For Land Purchase</b></p> <p>This item was withdrawn and not considered.</p>
38	<p><b>Formalising Arrangements With Melton Mowbray Town Estate</b></p> <p>The Chief Executive submitted a report on behalf of the Director for Legal and Democratic Services which requested formalising arrangements with the Melton Mowbray Town Estate.</p> <p>Councillor Glancy moved the recommendations in the report and Councillor Higgins seconded the motion.</p> <p>On being put to the vote, the motion was unanimously carried.</p> <p><b><u>RESOLVED</u></b> that the 3 recommendations in the report be approved.</p>
39	<p><b>Minutes of 5 September 2018</b></p> <p><u>Minute 27 – Sale of Land : West Avenue, Melton Mowbray</u></p> <p>Councillor Blase declared a disclosable pecuniary interest in this item due to being the prospective purchaser of the land in question and left the room.</p> <p>On being put to the vote, the committee was in favour of the following amendment to the previous minutes.</p> <p><b><u>RESOLVED</u></b> that</p> <p>(1) minute 27 of the Place Committee minutes of 5 September 2018 be amended to include the following :-</p>

'The committee owed it not only to the members on the committee but also to the member involved to make the right decision to help avoid criticism and to ensure that any decision was beyond reproach.'

(2) subject to the foregoing the minutes be confirmed and authorised to be signed by the Chair.

The meeting closed at: 8.05 pm

Chair

This page is intentionally left blank

By virtue of paragraph(s) 1, 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

## Advice on Members' Interests

### **COUNCIL MEETINGS - COMMITTEE MINUTES : DECLARATION OF INTERESTS**

Interests need not be declared at Full Council in relation to Committee Minutes which do not become the subject of debate at Full Council (i.e. Minutes referred to solely on a page by page basis when working through the Minutes of each Committee.)

An interest must be declared at Full Council as soon as it becomes apparent that a relevant Committee Minute is to be debated – this applies even if an interest has been declared at Committee and is recorded in the Minutes of that Committee.

### **PERSONAL AND NON-PECUNIARY INTERESTS**

If the issue being discussed affects you, your family or a close associate more than other people in the area, you have a personal and non-pecuniary interest. You also have a personal interest if the issue relates to an interest you must register under paragraph 9 of the Members' Code of Conduct.

**You must state that you have a personal and non-pecuniary interest and the nature of your interest.** You may stay, take part and vote in the meeting.

### **PERSONAL AND PECUNIARY INTERESTS**

If a member of the public, who knows all the relevant facts, would view your personal interest in the issue being discussed to be so great that it is likely to prejudice your judgement of the public interest and it affects your or the other person or bodies' financial position or relates to any approval, consent, licence, permission or registration then **you must state that you have a pecuniary interest, the nature of the interest and you must leave the room\***. You must not seek improperly to influence a decision on that matter unless you have previously obtained a dispensation from the Authority's Governance Committee.

### **DISCLOSABLE PECUNIARY INTERESTS AND OTHER INTERESTS**

**If you are present at any meeting of the Council and you have a disclosable pecuniary interest in any matter to be considered or being considered at the meeting, if the interest is not already registered, you must disclose the interest to the meeting. You must not participate in the discussion or the vote and you must leave the room.**

You may not attend a meeting or stay in the room as either an Observer Councillor or \*Ward Councillor or as a member of the public if you have a pecuniary or disclosable pecuniary interest\*.

### **BIAS**

If you have been involved in an issue in such a manner or to such an extent that the public are likely to perceive you to be biased in your judgement of the public interest (bias) then you should not take part in the decision-making process; you should leave the room. **You should state that your position in this matter prohibits you from taking part.** You may request permission of the Chair to address the meeting prior to leaving the room. The Chair will need to assess whether you have a useful contribution to make or whether complying with this request would prejudice the proceedings. A personal, pecuniary or disclosable pecuniary interest will take precedence over bias.

In each case above, you should make your declaration at the beginning of the meeting or as soon as you are aware of the issue being discussed.\*

\*There are some exceptions – please refer to paragraphs 13(2) and 13(3) of the Code of Conduct

This page is intentionally left blank

## PLACE COMMITTEE

9 JANUARY 2019

### JOINT REPORT OF DIRECTOR FOR CORPORATE SERVICES & DEPUTY CHIEF EXECUTIVE

#### REVENUE BUDGET PROPOSALS 2019-20 - HOUSING REVENUE ACCOUNT (HRA)

##### 1.0 PURPOSE OF REPORT

- 1.1 To set the rents of Council dwellings, approve the HRA estimates for 2019-20 and set the working balance for 2019-20.

##### 2.0 RECOMMENDATIONS

It is recommended that:

- 2.1 The Committee approve a rent decrease of 1% for all Council dwellings for 2019-20 with effect from 1 April 2019 and that when a property is re-let the rent continues to be brought into line with the Governments formula rent;
- 2.2 The estimates for 2019-20 be approved subject to the receipt of the limit rent Determination, with delegated authority being given to the Director for Corporate Services in consultation with the Deputy Chief Executive to amend the estimated working balance based on any changes to this determination;
- 2.3 A working balance of £963,579 is budgeted for at 31 March 2020 based on a 1% rent decrease;

##### 3.0 KEY ISSUES

##### 3.1 Background

- (a) The operation of the HRA is governed by the Local Government and Housing Act 1989. Some of the key requirements are detailed below:

- The HRA is a ring-fenced landlord account recording certain defined transactions arising from the powers conferred on local housing authorities by Part II of the Housing Act 1985 and certain provisions of earlier legislation;
- The Council has a duty to keep an HRA in accordance with proper accounting practices;
- The Council has a duty to produce and publish an annual budget for the HRA which avoids a deficit;
- The Council has a duty to review and if necessary revise that budget from time to time. If it appears that the HRA is heading for a deficit, all reasonable and practicable steps must be taken to avoid a deficit at the end of the year.

- (b) Rent income is one of the main components of the HRA and the Government from 2015-16 stated that the increase was to be the September CPI figure + 1% so in 2019-20 rents could have been increased by up to 3.4%. In the budget in 2015 however, the Chancellor promised to reduce social rents by 1%, this means therefore that rents in 2019-20 will be up to 4.4% less (or up to £310k less) than they could have been. The average rent for 2019/20 will therefore become £74.20 per week.

2019-20 is the final year of the 4 years that this rent reduction was to apply. A recent consultation paper on rents has been issued which suggests that from 2020-21 rent

will be able to increase by CPI + 1% once again.

This 1% reduction was announced to continue for 4 years and has a cumulative effect on the 30 year business plan of approx. £31m. Although no specific cuts in expenditure are currently envisaged, the annual contribution to the Regeneration & Development reserve is affected and has not been increased to the same level that it could have been had rents been increased by 3.4%. This will apply more each year as the target working balance is maintained.

- (c) Each year the Minister for Housing, Communities and Local Government (MHCLG) continues to set a limit rent for each Council to apply to its housing stock. If the Council continues to set rents above this prescribed “limit rent” then rent rebate subsidy limitation applies. This reduces the Council’s entitlement to benefit subsidy, which ultimately has an initial impact on the General Fund (GF) as rent rebates are charged to the GF, but is then recharged to the HRA accordingly. During 2018-19 we have not reached the limit rent and so no charge to the HRA will apply. There will also be no impact of this recommended rent decrease to the HRA for 2019-20 in respect of this subsidy, which continues to apply under self-financing, however a recent consultation on rents does suggest that this will no longer apply from 2020-21.

### 3.2 HRA Estimates and Rent Decrease Options

- (a) A summary of the estimates for the HRA is attached at Appendix A.
- (b) The table below shows the projected surplus and the year-end position for the HRA working balance. The 2019-20 figures assume that rents will reduce by 1%, compared to 2018-19.

	2018-19		2019-20
	Original Estimate	Estimated Year End Position	Estimate
	£	£	£
Surplus/Deficit (-) for year	-488,390	-276,700	-426,250
Working Balance B/fwd	1,438,359	1,666,529	1,389,829
Working Balance C/fwd	949,969	1,389,829	963,579

- (c) The carried forward working balance is broadly within the target working balance of £750,000 and does allow for some level of flexibility.
- (d) The Estimated Year End position is broadly in line with the current in-year forecasting which is showing a significant underspend following an unexpected refund from Severn Trent following the closure of our agency agreement, increases in rental income due to lower than budgeted voids, increased interest on unspent balances and partially offset with an increase in professional fees for the new repairs contract and stock valuations.
- (e) Under the Local Government Act 2003 new borrowing freedoms for Councils to fund their capital programmes if affordable and sustainable were introduced. This is known as prudential borrowing or unsupported borrowing and does not attract any form of Government financial support for the debt repayment. Where unsupported borrowing is undertaken for the HRA it is considered prudent to make a provision for repayment. The debt cap that had been imposed on Councils since Self financing has been removed. The actual borrowing is expected to be around £31m at 1 April 2020, assuming no other borrowing is undertaken by the end of this or the next financial year.
- (f) For the self financing settlement the Government has stated that the repayment of borrowing is not required but the Council can opt to repay the debt rather than build

up cash reserves where it considers this to be in the best interests of the Council and the Housing Service. No repayment of debt is proposed in 2019-20.

### **3.3 Additional HRA Support Allocation of Costs**

- (a) With the movement to Universal Credit more of our most vulnerable tenants on housing benefit will see a change to the way their benefit is paid. The possible increase in arrears from the move to Universal Credit could be critical to the business plan as around 45% of our tenants are claiming housing benefit (as at 31 March 2018), as an illustration 45% of 6 weeks rental income is estimated to be around £361k.
- (b) In the period from April to September 2018 the number of tenants in receipt of Universal Credit in arrears increased from 83 to 148. The two main factors in this are; increased waiting periods – the majority of new rent accounts on Universal Credit do not receive a payment until week 6 at the earliest; and the increased amount of payments made direct to tenants rather than direct to the council which has led to tenants struggling to effectively manage their finances
- (c) Therefore included in these estimates is a continuing contribution of £80k in 2019-20, to the General Fund from the HRA to support this via the Me and My Learning scheme. This approach is consistent with a number of Housing Associations across the country who are working to try and improve the skills of tenants to manage their money better or to be able to attract higher paid work.

### **3.4 Future Considerations**

The budget proposals for 2019-20 are set based on conditions known at this time. It should however be noted that as other priorities are developed which will impact on the proactive addition and enhancement to the housing stock, this will have an impact on the Housing Revenue Account budgets, these will be considered in conjunction with the HRA Business plan and the Council's capital strategy and will be brought back to this committee in due course as appropriate.

## **4.0 POLICY AND CORPORATE IMPLICATIONS**

- 4.1 There are no further policy and corporate implications arising from this report.

## **5.0 FINANCIAL AND OTHER RESOURCE IMPLICATIONS**

- 5.1 Full financial and other resource implications are addressed in this report and at Appendix A.

## **6.0 LEGAL IMPLICATIONS/POWERS**

- 6.1 The Council under the Local Government and Housing Act 1989 have a legal obligation to set a budget for the Housing Revenue Account.

## **7.0 COMMUNITY SAFETY**

- 7.1 There are no direct links to community safety arising from this report.

## **8.0 EQUALITIES**

- 8.1 An Equalities Impact Assessment has been considered for the budget by the Housing & Communities Manager which confirms that there are no specifically adversely affected groups and therefore no action plan is necessary. Rent levels are assessed based on the property and not on the occupants from any particular

groups. The tenants are allocated properties in line with the Council's Allocation Policy and Choice Based lettings scheme, which have previously been assessed and the ability to pay is assessed through Housing Benefits and Universal Credit assessments.

## 9.0 RISKS

9.1 Self-financing puts new pressures on the Council to continue to provide decent housing for its tenants outside of the subsidy system. The requirement to profile spending to need may mean that large short-term balances within the HRA are built up and it is imperative that these balances are saved for future spending.

9.2 Further risks in regard to the self financed HRA have been identified as follows:

<b>L I K E L I H O O D</b>	<b>A</b>	<b>Very High</b>				
	<b>B</b>	<b>High</b>				
	<b>C</b>	<b>Significant</b>			<b>6</b>	
	<b>D</b>	<b>Low</b>			<b>3,4</b>	
	<b>E</b>	<b>Very Low</b>			<b>1,2,5</b>	
	<b>F</b>	<b>Almost Impossible</b>				
			<b>Negligible 1</b>	<b>Marginal 2</b>	<b>Critical 3</b>	<b>Catastrophic 4</b>

**IMPACT**

<b>Risk No</b>	<b>Risk Description</b>
1	Interest Rate fluctuation on short and long term borrowing undermines the business plan
2	Proportion of RTB receipts not retained within the HRA due to pressures on other funds
3	Long term ability to fund stock to ensure kept within the decent homes standard
4	Maintenance of stock within budget constraints
5	Robustness of stock condition survey
6	Increase in arrears following introduction of Universal Credit and the inability of tenants to manage their funds and prioritise rent payment

## 10.0 CLIMATE CHANGE

10.1 There are no climate change issues directly arising from this report.

## 11.0 CONSULTATIONS

11.1 The Budget Holders, Deputy Chief Executive and the Director for Growth & Regeneration carried out the review of estimates with the assistance of the Service Accountant as required with reference to current budget monitoring protocols.

11.2 The Tenants Forum Executive Committee has been consulted on this report on 12 December 2018.

## 12.0 **WARDS AFFECTED**

12.1 All wards are affected.

Contact Officer:	Carol King
Date:	10 December 2018
Appendices:	Appendix A – HRA estimates
Background Papers:	Oracle Financial Reports HRA Budget Setting Working Papers
Reference:	X: Committees/Place/201819/9-1-19/HRA Revenue Budget Proposals 2019-20

This page is intentionally left blank

Place Committee Revenue Estimates 2019-20						
2017-18	Item	Service Code	2018-19	2018-19	2019-20	
Actual			Original Estimate	Estimated Year End Position	Estimate	
£	£		£	£	£	£
	<b>HOUSING REVENUE ACCOUNT 430</b>					
	<b>EXPENDITURE</b>					
	<b>GENERAL MANAGEMENT</b>					
107,602	1 Employees		143,330	126,510		166,460
110,829	2 Premises		99,020	100,350		108,830
2,675	3 Transport		5,850	6,040		4,410
123,214	4 Supplies & Services		72,040	63,280		97,430
29,834	5 Third Party Payments		29,920	29,920		26,780
528,040	6 Support Services		612,530	612,530		693,650
<b>902,194</b>	<b>7 Total Expenditure</b>		<b>962,690</b>	<b>938,630</b>		<b>1,097,560</b>
	<b>SPECIAL SERVICES</b>					
260,034	8 Employees		281,390	270,770		293,460
222,252	9 Premises		210,690	272,030		221,310
7,814	10 Transport		8,080	7,940		9,260
155,189	11 Supplies & Services		178,540	175,410		183,890
9,570	12 Third Party Payments		9,800	9,800		11,900
41,071	13 Support Services		41,350	41,350		-660
<b>695,930</b>	<b>14 Total Expenditure</b>		<b>729,850</b>	<b>777,300</b>		<b>719,160</b>
	<b>REPAIRS &amp; MAINTENANCE</b>					
170,278	15 Employees		250,190	240,190		295,800
1,237,423	16 Premises		1,584,200	1,519,500		1,644,770
8,090	17 Transport		13,790	4,480		12,040
272,133	18 Supplies & Services		224,440	321,260		250,520
35,175	19 Third Party Payments		35,040	35,040		0
254,182	20 Support Services		226,570	210,980		226,660
<b>1,977,281</b>	<b>21 Total Expenditure</b>		<b>2,334,230</b>	<b>2,331,450</b>		<b>2,429,790</b>
<b>1,371,301</b>	<b>22 DEPRECIATION &amp; IMPAIRMENT LOSSES</b>		<b>1,412,960</b>	<b>1,442,450</b>		<b>1,461,420</b>
<b>190,482</b>	<b>23 INCREASE IN IMPAIRMENT OF DEBTORS</b>		<b>100,000</b>	<b>100,000</b>		<b>100,000</b>
<b>22,486</b>	<b>24 CAPITAL FINANCING COSTS</b>		<b>40,730</b>	<b>40,730</b>		<b>46,070</b>
<b>5,159,674</b>	<b>25 TOTAL EXPENDITURE</b>		<b>5,580,460</b>	<b>5,630,560</b>		<b>5,854,000</b>
	<b>INCOME</b>					
7,114,175	26 Dwelling Rents		6,949,580	6,979,160		6,841,800
118,057	27 Non-Dwelling Rents		82,480	81,940		80,610
34,372	28 Heating Charges		35,120	35,390		34,100
14,628	29 Leaseholder Charges		14,000	16,730		14,000
692,333	30 Other Charges for Services and Facilities		566,640	736,900		589,050
<b>7,973,565</b>	<b>31 TOTAL INCOME</b>		<b>7,647,820</b>	<b>7,850,120</b>		<b>7,559,560</b>
<b>-2,813,891</b>	<b>32 NET COST OF SERVICES</b>		<b>-2,067,360</b>	<b>-2,219,560</b>		<b>-1,705,560</b>
1,169,198	33 Loan Charges Interest		1,169,960	1,169,960		1,169,960
-114,556	34 Interest on Cash Balances		-85,000	-115,000		-86,000
<b>-1,759,249</b>	<b>35 NET OPERATING EXPENDITURE</b>		<b>-982,400</b>	<b>-1,164,600</b>		<b>-621,600</b>
	<b>APPROPRIATIONS</b>					
388,419	36 Revenue Contribution to Capital		0	308,340		280,440
890,320	37 Contribution to Reserves		1,470,790	1,132,960		755,910
<b>-£480,510</b>	<b>38 SURPLUS(-) / DEFICIT</b>		<b>£488,390</b>	<b>£276,700</b>		<b>£414,750</b>
	<b>WORKING BALANCE</b>					
1,186,019	39 Brought Forward 1st April		1,438,359	1,666,529		1,389,829
480,510	40 Increase/Reduction(-) During year		-488,390	-276,700		-414,750
<b>£1,666,529</b>	<b>41 CARRIED FORWARD 31st MARCH</b>		<b>£949,969</b>	<b>£1,389,829</b>		<b>£975,079</b>

This page is intentionally left blank

## PLACE COMMITTEE

9 JANUARY 2019

### REPORT OF THE DIRECTOR FOR GROWTH AND REGENERATION

#### CLOSURE OF THE WHEELS TO WORK PROGRAMME

##### 1.0 PURPOSE OF REPORT

- 1.1 Following previous committee consideration of the Wheels to Work (W2W) programme, to provide an update on the steps taken since and to acknowledge that irrespective of the council's efforts, the programme remains unviable and is now recommended for closure; enabling resources to be re-directed to other priority projects and services.

##### 2.0 RECOMMENDATIONS

**It is recommended that The Place Committee:**

- 2.1 **Approve the closure of the Wheels to Work programme and authorise notice to be served on Leicestershire County Council and Rutland County Council**
- 2.2 **Delegate authority to the HR and Communications Manager to deal with any associated employment matters including if relevant redundancy or redeployment options in line with existing policies and procedures including making any associated payments**
- 2.3 **Delegate authority to the Director for Growth and Regeneration to negotiate the terms of the withdrawal and closure of the W2W scheme with partners.**

##### 3.0 Background

- 3.1 The W2W scheme was launched in 2006 with a small fleet of 8 mopeds covering Melton and Rutland area. It has grown over the years to cover the counties of Leicestershire and Rutland with a fleet of over 100 vehicles in 2015, providing motor scooters and electric scooters to more than 700 people. The W2W scheme has played an active role in widening access to employment, training and education and particularly for people in remote rural areas where there has been increasingly limited access to transport provision including bus services. Over recent years it has however required a large subsidy to operate and support from partner agencies has reduced.

##### **Actions taken to attempt to achieve a sustainable future for the scheme**

- 3.2 Grant funding has become increasingly more difficult to obtain. At present a number of schemes nationally have transferred from local authority run operations to become independent social enterprises, for example, Norfolk W2W and Lincolnshire W2W. A number of W2W schemes have been able to diversify operations by providing additional training programs such as forklift training in key growth sectors alongside greater alignment to apprenticeship schemes. Whilst some W2W schemes have become a great deal more self-sufficient, most require an element of public subsidy.

- 3.3 Since 2015, the W2W Rutland and Leicestershire scheme has seen an erosion of funding. Charges have been reviewed and increased by 200% during the same period to cover some of the shortfall in funding, by the end of 2017 there had been a significant reduction in the number of users alongside an increasing and unsustainable debt position, at around 60% of income.
- 3.4 Funding was secured through the Access Fund in April 2017 to focus on users in the Leicester City area with a small catchment in Blaby and Charnwood. However, the increased charges resulted in a substantial reduction in the number of users. This meant that the agreed outputs were not achieved and consequently, the final payment of £25k for the 2017/18 financial year was withdrawn by Leicestershire County Council and they confirmed that no further funding for a County wide W2W scheme would be provided to Melton Borough Council in 2018/19. This equated to a loss of £80k based on 2017/18 figures.
- 3.5 On 20th March 2018, the Community and Social Affairs (CSA) Committee was consulted and agreed to the following:

<b>REF</b>	<b>Action</b>	<b>Outcome</b>
1)	Access Funded Scheme covering Leicester City to be closed from 31st March 2018, with services withdrawn to existing W2W Clients by 30th June 2018. W2W Clients will be provided a 6 week notification period that vehicles will be recovered with an option to purchase their bikes at an affordable amount;	<b>Scheme closed in Leicester city</b>  <b>6 week notification period to users of the scheme has been undertaken</b>
2)	County Wide Scheme to be closed to new clients on 31st March 2018, with services withdrawn to existing W2W Clients by 30th June 2018, prior to W2W rider insurance renewal deadline. W2W Clients will be provided with a 6 week notification period that vehicles will be recovered with an option to purchase their bikes at an affordable amount;	<b>Scheme now closed to new clients</b>  <b>6 week period to be provided to users following decision of the Committee</b>
3)	Funding bid is submitted to Road Safety Trust by end of March 2018;	<b>Funding bid submitted but unsuccessful in obtaining funding</b>
4)	4 week staff consultation to commence as soon as possible. Following this, steps will be taken to put in place the revised structure and implement HR processes.	<b>Consultation held with staff when scheme was reduced.</b> <b>Entered into further round of consultation with existing staff following previous rationalisation</b>
5)	Surplus rolling stock and workshop	<b>Excess stock has been sold and</b>

	equipment disposed of by public auction in August 2018	<b>generated an income of £6,065.32</b>  <b>It is expected we may achieve around £200 - £300 for each of the remaining bikes at auction.</b>
6)	Snowhill workshop to be vacated by 30th June 2018 so this is available for re-let by Melton Borough Council;	<b>Snowhill unit still occupied and will only be available once scheme has been fully wound down</b>
7)	Tendering for a 6 month local dealership to service and maintain a small fleet of 16 vehicles covering the Rutland and Melton W2W Scheme;	<b>Identified more cost effective option was to service vehicles internally.</b>
8)	Tendering for a 6 month fleet recovery and breakdown contract.	<b>Identified more cost effective option was to service vehicles internally.</b>
9)	Rutland and Melton W2W Scheme to be reviewed at the end of September 2018.	<b>Review undertaken and information provided below</b>

3.6 This time last year the scheme had a total of 40-60 users operating at any one time. A decision was taken in October 2018 not to take on any further riders as we would be unable to offer them a full six month hire. Following this the scheme now consists of 6 riders across the Melton and Rutland area. There is now 0.5 FTE officer time dedicated to managing the scheme on a day to day basis.

3.6 With the above in mind consideration has been given to three options for the future of the W2W scheme:

**Option 1:** Operating the scheme at its existing level (maximum capacity 22 bikes). This would require the Council to provide funding for the scheme in excess of £40k in 2019/2020 and subsequent years (a subsidy per user in the order of £1.75-2k) assuming a majority of bikes where in use.

**Option 2:** Look to make the scheme self financing. In order for the scheme to be self-financing from 2019/2020 there would need to be at least 55-60 users at any one time, and the Council would need to provide an up-front investment of more than £110k for new bikes and equipment. There is considered to be insufficient demand within Melton and Rutland to achieve the necessary volume of users, and extending the scheme into Leicester and other parts of the County would require additional funding. Experience of past operation of the scheme in Leicester in particular suggests that there are higher levels of thefts (and therefore higher insurance premiums), and lower rates of income collection. It is not considered that expanding the scheme to the level required would be either viable or sustainable.

**Option 3: Recommendation.** Wind down and close the scheme. It is not believed that there is sufficient will amongst partners to help fund the W2W programme and not sufficient demand amongst the local population to make the scheme self

financing moving forward. With this in mind, and due to the financial liabilities attached to managing the scheme, it is recommended that the Scheme be wound down over the next three months. This will remove any future financial liability from Melton Borough Council and also free up space within Snow Hill to rent out and bring in an income.

Initial discussions have taken place with Leicestershire County Council to identify if there will be any contribution from them to any wind down costs associated with the scheme.

If this option is pursued, work will need to be carried out for disposal of assets, recovery of debt, confirmation of closure to partners and winding down the scheme which is expected to be done by the end of March 2019.

#### **4.0 POLICY AND CORPORATE IMPLICATIONS**

- 4.1 There are no corporate policies or projects that are reliant on the success of this scheme. Therefore it is not considered there will be any corporate implications in regards to objectives.

#### **5.0 FINANCIAL AND OTHER RESOURCE IMPLICATIONS**

- 5.1 In order to deliver the recommended option the budget is sufficient to cover the running costs and the winding down costs until 31 March 2019 including the redundancy costs.

However there is a risk that as a result of delivering a reduced scheme the partners may not contribute in line with the budgeted income.

There are outstanding and historic debts relating to the scheme which total £72,584.62. Options have been looked into to recover some of this debt.

Some of these costs and any shortfall in income could partly be mitigated by the sale of assets and equipment however at this stage the potential receipt is not known. As such any residual costs will have to be met from savings elsewhere, which may put the Council's overall budget position under pressure and could lead to overspend on the service budget.

- 5.2 Looking forward the W2W scheme currently occupies a unit at the Council owned Snow Hill Industrial Estate. Once the scheme has been wound down this unit can be released subject to maintenance work and will be able to be rented out at commercial rate. Saving will also be achieved as business rates would no longer be paid by the council.

#### **6.0 LEGAL IMPLICATIONS/POWERS**

- 6.1 All necessary requirements including formal notification to partners and riders will be adhered to.

- 6.2 A meeting was held with Rutland County Council where it was explained that we were considering the closure of W2W. A further meeting will need to be held to give Rutland County Council notice of the Council's decision regarding the scheme.

- 6.3 Legal requirements in regards to consultation with affected staff members will be

adhered to.

**7.0 COMMUNITY SAFETY**

7.1 There are no community safety implications that need to be considered as a result of this report

**8.0 EQUALITIES**

8.1 It is likely that those benefitting from the scheme (6 riders) are likely to find it more difficult to gain access to work.

8.2 Due to the scaled down element of the Wheels to Work Programme it is not expected that there will be any significant impacts associated with this scheme upon the wider population of Melton borough.

8.3 An Equalities impact assessment has been completed as part of this report.

**9.0 RISKS**

**9.1 Probability**



<b>L I K E L I H O O D</b>	<b>A</b>	<b>Very High</b>				
	<b>B</b>	<b>High</b>				
	<b>C</b>	<b>Significant</b>	<b>1</b>			
	<b>D</b>	<b>Low</b>		<b>3</b>	<b>4</b>	
	<b>E</b>	<b>Very Low</b>			<b>2</b>	
	<b>F</b>	<b>Almost Impossible</b>				
			<b>Negligible 1</b>	<b>Marginal 2</b>	<b>Critical 3</b>	<b>Catastrophic 4</b>
			<b>IMPACT</b>			

**9.2**

<b>Risk No</b>	<b>Risk Description</b>
1	Negative public perception and reputation
2	Understanding and adhering to legal requirements
3	Costs involved in winding down scheme escalate
4	Outstanding invoices do not get paid

**10.0 CLIMATE CHANGE**

10.1 Not applicable

## 11.0 **CONSULTATION**

The following consultations have taken place:

- Discussions have been ongoing with key partners.
- Discussion have been undertaken with the relevant members of staff
- A report went to the community and social affairs committee in March 2018

## 12.0 **WARDS AFFECTED**

12.1 All

Contact Officer	Lee Byrne
Date:	December 2018
Appendices :	None
Background Papers:	None
Reference :	X : Committees\Place – 2018/19 - -090118

## PLACE COMMITTEE

9 JANUARY 2019

### REPORT OF ASSISTANT DIRECTOR OF STRATEGIC PLANNING AND REGULATORY SERVICES

#### LIGHTBULB PROJECT

#### 1.0 PURPOSE OF REPORT

- 1.1 The purpose of this report is to explain progress on the Lightbulb Project for transforming practical housing support in Leicestershire and to seek approval for the details of the Council's involvement going forward, including its financial contribution.

#### 2.0 RECOMMENDATIONS

**It is recommended that the Committee agrees to:**

- (i) Agree to participate in 'Lightbulb' on the basis of 'option 4' set out at paras 3.18 below**
- (ii) In the event of partners failing to agree to 'option 4' set out at paras 3.18 below, delegates authority to the Assistant Director of Planning of Regulatory Services in consultation with the Chair of Place Committee to agree to one on the alternative options set out at paras 3.18 below**
- (iii) Delegates authority to the Assistant Director of Planning of Regulatory Services, in consultation with the Director of Legal Services, to agree to and sign legal agreements committing the Council to the Lightbulb deliver model a period of 5 years from April 2019;**
- (iv) Approves the costs of £48,706 per annum.**

#### 3.0 KEY ISSUES

- 3.1 Members will recall that the Council joined the 'Lightbulb' project in October 2017. Lightbulb is part of Leicestershire's Unified Prevention Offer and Adult Social Care Strategy which brings together resources within Local Councils and NHS partners to ensure people can get the right level and type of support at the right time to help prevent, delay or reduce the need for on-going support and maximise their independence.
- 3.2 The Council receives funding for Disabled Facilities Grants through the Better Care Fund and has responsibility for their expenditure. This process is now managed within Lightbulb to encourage areas to think strategically about the use of home adaptations and technologies to support people in their own homes and to take a joined up approach to improve outcomes across health, social care and housing.
- 3.3 In October 2017, the Lightbulb service began, integrating practical housing support into a single service across Leicestershire. Lightbulb created an integrated, customer focused pathway across Leicestershire using a new Housing Support Co-

ordinator (HSC) role and the locally developed 'Housing MOT Checklist' to identify a range of non-complex housing support needs and to deliver and co-ordinate the solutions. As well as reducing the complexity and handoffs associated with the current system, Housing Support Co-ordinators work with customers and carers to identify their own needs and preferred solutions; supporting the shift towards a lower cost, lower intervention and preventative approach, and one which is ultimately more person-centred.

- 3.4 As part of the original evaluation of Lightbulb it showed potential savings of £250,000. In addition the transfer of caseload management from Occupational Therapists to Housing Support Co-ordinators has realised an additional saving of £110,000 within the first year of service. Further savings are projected to arise from reduced falls, emergency admissions and ambulance call outs and by integrating service delivery. Reducing length of stay in hospitals can also realise significant savings and synergies have been identified with the hospital's Housing Enablement Team.
- 3.5 Since the full roll out of Lightbulb in October 2017, the service has completed approximately 4300 housing support coordinator cases for the benefit of customer across Leicestershire. This represents an increase of around 50% to the projected workload. The previous demand was based on the throughput and productivity of cases through the previous contract held by Adult Social Care and the projected number of Occupational Therapy (OT) cases that could have been completed within the HSC role.
- 3.6 The additional productivity shown by the Housing Support Coordinators, over and above that was projected, will have also had an impact on Occupational Therapists allowing them to concentrate on delivering more complex caseloads, representing a better return on investment for Adult Social Care. The OT's that operate to support the Lightbulb model have completed an additional 37% of cases than projected to be delivered prior to full roll out of the service. This means that across these roles, the service has been significantly more productive and efficient than initially projected.
- 3.7 Timescales show the average overall delivery of a case is 36 days. This is measured from date of referral from source (e.g. CSC, First Contact) to the date that the case is closed. The average for Charnwood is significantly larger than for the other districts. This is due to the increased backlog that occurred at the start of go live when HSC recruitment was delayed. Delivery times are largely comparable to the contract that was in place prior to the start of the Lightbulb service. Average delivery timescales for these cases were around 42 days, meaning the new delivery of the service is around 1 week quicker.
- 3.8 During the pilot phase, DFG delivery times were monitored regularly as part of the performance framework. An overall target for Leicestershire of 20 weeks for DFG end to end times was set at Go Live. So far, two districts, have reached the DFG delivery target with one district slightly above target. All districts but one have achieved improved delivery times with the exception of Melton. Delivery times for Melton are weaker due to historical caseload backlog that came into the Lightbulb service at go live. When the data for completion times is broken down since go live, it can be seen clearly, that performance has significantly improved and is now in line with the target of 20 weeks. Quarter 3 2017/18, shows an average completion time of 36 weeks. Quarter 4 saw this reduce to 26 weeks and by Quarter 1 of 2018/19, this has reduced further to 20 weeks. This is in line with the target and the

service is confident this will be maintained.

- 3.9 Analysis of DFG performance shows that historical cases have had an impact on projected delivery timescales. As with Melton it is anticipated that this will improve as more existing cases follow the new pathways for delivery. Throughout the 2018/19 financial year it is forecast that DFG delivery times will improve with the advent of Housing Support Coordinators becoming Trusted Assessors for category A DFG's (stair lifts). Alongside this, the service is working towards creating a framework for contractors which will speed up the process around quotes for services, particularly relevant for level access showers.
- 3.10 The customer insight work conducted prior to the development of the original business case showed that 95% customers wished to have a single point of contact. This principle has been developed within the service for all cases that do not involve a DFG. Where a DFG is required there is a single hand off to a Technical Officer. As part of the roll out of the future trusted assessor model, Housing Support Coordinators will become the single point of contact for some DFG categories.
- 3.11 Some Lightbulb customers have been known to services, however a significant proportion have not been known, apart from visiting their GP. Lightbulb has been able to undertake targeted prevention work with these individuals with the aim of reducing or delaying their need to access more costly services and can signpost customers very effectively to Leicestershire's wider prevention offer via First Contact.
- 3.12 A targeted, proactive approach ensures Lightbulb is supporting the shift towards prevention. Lightbulb is delivering services in an efficient and productive way. Service solutions and interventions are customer focused and include support to self-help. The service is delivering excellently against customer expectations. The Housing MOT checklists provide a tool for identifying and responding to a range of housing needs in a holistic way. A 'hub and spoke' Lightbulb model ensures effective links with other locality services and functions and enable housing support to be fully integrated with health and social care teams in each area
- 3.13 Leicestershire's population growth patterns have implications for the provision of services for older people in particular. An increasing number of older people with complex care needs means more pressure on health and social care services. Supporting people to maintain their independence and manage their own health and care needs are key to managing demand on these resources.
- 3.14 The Government's commitment to increase funding for Disabled Facilities Grants through the Better Care Fund does, in itself, present challenges in terms of resources required to deliver additional activity and the continuation of the Lightbulb service sees Leicestershire well placed to respond.
- 3.15 The Lightbulb service has developed a 5 year future development plan in order to meet need and to help create a preventative approach to care across Leicestershire that aims to support people in their own homes. It is important to note that within the financial options costs are indicative at this stage.
- 3.16 Accurate salary and establishment costs are being drafted along with forecasted increases on additional expenditure for example, car allowances, small supplies and service provision. The 5% uplift is an estimate as to what this will equate to and

has been used to enable initial costings to be calculated.

3.17 The service aims to incorporate the following:

- Merge and manage the work of the adaptations team
- Lead Assistive Technology initiative
- Manage additional DFG Funding
- Co-ordinate further engagement with Public Health
- Lightbulb RRO – to procure modular ramping, hoists etc
- Dementia Friendly Homes
- Extension of Hospital Housing Enablement Team
- Extension of Programme across all Tenures
- Incorporating the work on major adaptations currently undertaken by the County Council
- Targeted work for identified cohorts i.e. Integrated Locality Teams patient cohorts including those who are frail and with 5 or more long-term conditions

3.18 The initial funding for Lightbulb draws to an end on 31st March 2019 and, as such, it is timely to review the resources allocated for 2019/20. In order to do this, financial options have been prepared for consideration.

- Option 1 - existing staffing structure with an indicative 5% increase in service running costs, covering salary increases etc. This also includes the reallocation of costs to reflect demand in each area including central hub and operational officers
- Option 2 - Option 1 plus an Office Manager position to manage the administration officers and deliver requirements around performance, support back office systems and processes and proposed service improvements listed at para. 3.20 below.
- Option 3 - Option 1 plus increases in Housing Support Co-ordinators and Technical Officers to address increased demand
- Option 4 – To financially support all options 1-3 above

It is requested that partners sign up to a new 5 year Legal Agreement to provide service and staffing stability based on option 1, 2, 3 or 4.

3.19 The attached Business Case (Appendix A) explains the progress made through 'Lightbulb' during its first year of operation. It also sets out the merits of the above options including their respective costs.

3.20 The future ambition for Lightbulb will be to continue to strive for further public sector cost savings and customer service improvements through the following;

- Future Integration of Adaptations and Assistive Technology
- Enabling GP's and community health teams to access Lightbulb through First Contact Plus
- Investigating how Lightbulb can be used to target 'high risk' patients using practice based data and case management information
- Collective and smarter procurement practices
- Development of more flexible DFG solutions
- Engagement with social housing providers to discuss potential delivery of home adaptations in their stock
- Continued customer insight and sharing of best practice
- Development of a self serve offer for practical housing support

3.21 The Committee is requested to authorise to enable Legal and Information Sharing Agreements to be finalised prior to year 2 start date of 1 April 2019, for a period of 5 years (as per recommendation 2(ii)).

#### 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 Capital contributions for DFG's are currently met in full from the grant provided. In 2018/19 these were sufficient to fully meet demand and alleviated the need for any capital contribution from the Council. However it should also be noted that both demand and the grant awarded is volatile and as such further requests may be submitted through the capital programme.

The overall financial contribution (2018/19) from Melton BC towards the project is as follows:

**Lightbulb Team:**

<b>'Front line' staff</b>	£ 38,601
<b>'Central Hub' (administrative support)</b>	£ 8,292
<b>TOTAL COST (2018/19)</b>	<b>£ 46,893</b>

The following table sets out the costs of the Options presented in the Business case:

	<b>Total Costs</b>	<b>MBC Contribution</b>
Option 1	£882,830	£42,207
Option 2	£916,524	£43,663
Option 3	£961,830	£47,247
<b>Option 4</b>	<b>£995,524</b>	<b>£48,703</b>

The limited increase for Melton's contribution arises from a re-evaluation of workload inputs carried out over the first year of the operation of Lightbulb. The result figure, even for the highest cost option, is little more than would be expected from normal inflationary pressures (2%)

5.3 The Council is able to meet a proportion of its costs by the capitalisation of funds expended on the delivery of DFG's, as reviewed with the External Auditors. This has been calculated, based on current understanding of staffing and other costs associated with 'Option 4', assuming the proportions of time spent by relevant staff on DFG's is consistent with previous years (exact proportions will only be available at year end) as approximately £25,803 (minimum). Melton's contribution from revenue budget would therefore be £22,890 (maximum). The 18/19 budget for this was £22,110

#### 6.0 LEGAL IMPLICATIONS

6.1 Since 1990 local housing authorities have been under a statutory duty to provide grant aid to disabled people for a range of adaptations to their homes. The main

legislative framework governing DFG's is provided by the Housing Grants, Construction and Regeneration Act 1996. Further statutory obligations to assess the needs of adults and provide resources, information, adaptations and equipment are set out in the Care Act 2014 and associated statutory instruments.

6.2 In addition, the Regulatory Reform (Housing Assistance) Order 2002 (RRO) introduced a wide range of discretionary powers to local authorities to enable them to develop a range of financial assistance to meet local needs in relation to private sector housing renewal and disabled adaptations.

6.3 To formalise the delegation of the mandatory and discretionary functions described above to Lightbulb's host authority, in December 2017, the Council entered into a legal agreement with Blaby District Council under which they exercised those functions and delivered the Lightbulb service on the Councils behalf.

6.4 The authority for the delegation of services between Local Authorities is provided by the Local Government Act 2000 and The Local Authorities (Arrangements for the Discharge of Functions) (England) Regulations 2012.

6.5 The agreements put into place between partners have been drafted under Regulation 9EA of the Local Government Act 2000 and Regulation 5 of The Local Authorities (Arrangements for the Discharge of Functions) (England) Regulations 2012

6.6 Legal agreements are required to extend the service provided by the Lightbulb Project and to formalise arrangements for the service.

## 7.0 **COMMUNITY SAFETY**

7.1 There are no community safety issues identified.

## 8.0 **EQUALITIES**

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

## 9.0 **RISKS**

9.1 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.

9.2 Risks associated with this proposal are considered as follows:

<b>L I K E L I H O O D</b>	<b>A</b>	<b>Very High</b>				
	<b>B</b>	<b>High</b>	4			
	<b>C</b>	<b>Significant</b>		3		
	<b>D</b>	<b>Low</b>			1,2	
	<b>E</b>	<b>Very Low</b>				
	<b>F</b>	<b>Almost Impossible</b>				
			<b>Negligible 1</b>	<b>Marginal 2</b>	<b>Critical 3</b>	<b>Catastrophic 4</b>

**IMPACT**

<b>Risk No</b>	<b>Risk Description</b>
1	Partners do not agree to the same options for the future operation of lightbulb
2	Performance levels to not meet expectations for delivery.
3	Not employing an Office Manager (addressed by option 2)
4	Changes in salary over the five year span

**10.0 CLIMATE CHANGE**

10.1 There are no specific climate change implications.

**11.0 WARDS AFFECTED**

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

Contact Officer : J Worley  
 Date: 16.12.2018  
 Appendices : Appendix A: Lightbulb Business Case for Transforming and Integrating Practical Housing Support in Leicestershire, November 2018  
 Background papers :  
 Reference : X : Cttees – Place – 2018/19 - 090118

This page is intentionally left blank



# Lightbulb Business Case

for Transforming and Integrating Practical  
Housing Support in Leicestershire

November 2018 (0.7)



Amendment History:

<b>Version</b>	<b>Date</b>	<b>Author</b>	<b>Changes</b>
0.1	11.10.18	Lisa Carter / Richard Smeeton	Deleted unnecessary text from original doc
0.2	29.11.18	Lisa Carter / Richard Smeeton	Incorporated comments from J Toman, Q Quinney, Tara Bhaur, C Davenport and N Brown
0.3	2.12.18	John Richardson	Executive Summary and Recommendations
0.4	3.12.18	Lisa Carter	Revisions to tables, incorporated text from Quin Quinney
0.5	4.12.18	John Richardson	Final amends following conference call with Lisa Carter
0.6	13.12.18	Lisa Carter / Richard Smeeton	Further amendments to financial tables

<b>Index</b>	<b>Page</b>
1. Foreword	4
2. Executive Summary	6 - 7
3. Introduction	8 - 9
- Background	
4. Strategic Context	10 - 12
- Lightbulb as part of the Unified Prevention Offer	
- Lightbulb supporting the Adult Social Care Strategy	
- Disabled Facilities Grants and the Better Care Fund	
5. The Lightbulb Service	13 -20
- Benefits to the health and Care economy	
- Medium and longer term benefits	
- Delivering process improvements and efficiencies	
- Role of the Housing Support Co-ordinators	
- Customer impact	
6. The financial model	21 - 26
- Option 1 - existing staffing structure with an indicative 11% increase in service running costs	
- Option 2 - Option 1 plus an Office Manager position	
- Option 3 - Option 1 plus increases in Housing Support Co-ordinators and Technical Officers to address demand	
- Option 4 – To financially support all options 1-3 above	
7. Future direction and service development	27 - 28
- Service Development	
8. Programme Governance	29
9. Recommendations	30
10. Next Steps	31

## 1. Foreword

This document represents a scheduled refresh of the original business case for the Lightbulb service that transformed housing support in Leicestershire and which began in October 2017. In the context of our County wide Integration Programme, housing, health and social care partners recognised a major opportunity to radically redesign housing support, moving away from a historically fragmented set of services and constructing a new integrated housing offer focused on health and wellbeing outcomes, such as maximising independence in the home and preventing falls.

The Lightbulb service originally benefited from a £1m transformation grant from the Department for Communities and Local Government, with a view to local learning being shared for the benefit of other parts of the country as an exemplar.

The original business case was constructed from the following core components of work.

- Demand analysis across a wide range of services and client groups
- Customer insight analysis and lean methodology applied to end to end processes to challenge existing practices
- Comparing housing support processes across different localities (for example examining the variation in the delivery of adaptations funded by Disabled Facilities Grants and how this could be streamlined)
- Testing components of the integrated offer and measuring their impact in different settings - e.g. integrated housing support for hospital discharge pathways, referrals from GP practice risk stratification lists, social prescribing for vulnerable people
- Developing performance metrics and dashboards to assess the impact of delivery - both operationally in terms of housing services performance, and strategically in terms of tracking the impact of housing support across the health and care system as a whole
- Developing the workforce and skill mix assumptions associated with the new model of service - crucially setting out how a more holistic “housing MOT” could be delivered, and how integrated housing support could be coordinated via case management in the future
- Developing a hub and spoke model of service with locality based teams, supported by a central hub
- Developing a costed model of the service, based on commissioning the new service offer from within existing funding sources
- Seeking agreement by stakeholders/commissioners to the new model of care and locality based costing model, with a view to implementation from 2019 onwards

The first year of the service has presented an opportunity to evaluate demand against the original costed projections, adjust the development of process delivery, measure performance and benefits to customers and lastly to investigate future opportunities for the service.

*Cheryl Davenport*  
*Director of Health and Care Integration*  
*Lightbulb Programme Sponsor*

*Jane Toman*  
*Chief Executive, Blaby DC*  
*Lightbulb Programme Sponsor*

#### **Key facts – Overview**

- The transformation of housing support services is supported by a number of national and local strategic drivers
- Evidence and analysis show Lightbulb offers significant savings to the local health and care economy by helping to reduce falls, emergency admissions and length of hospital stay. Pilot projects have already demonstrated the potential to save around £1.9m annually
- Remodelling and integrating services through Lightbulb delivers process efficiencies for partners with potential to reduce the delivery cost of Disabled Facilities Grants
- Lightbulb improves the customer journey, reducing handoffs and waiting times and putting the customer at the heart of the process. Customers have access to a wider and consistent offer of housing support across Leicestershire
- A targeted, proactive approach ensures Lightbulb is supporting the shift towards prevention
- The locality based delivery model enables Lightbulb to align with and support the development of locality integrated health and social care teams

## 2. Executive Summary

Lightbulb is part of Leicestershire's Unified Prevention Offer and Adult Social Care Strategy which brings together resources within Local Councils and NHS partners to ensure people can get the right level and type of support at the right time to help prevent, delay or reduce the need for on-going support and maximise their independence.

Disabled Facilities Grants are funded through the Better Care Fund and managed within Lightbulb to encourage areas to think strategically about the use of home adaptations and technologies to support people in their own homes and to take a joined up approach to improve outcomes across health, social care and housing.

As part of the original evaluation of Lightbulb it showed potential savings of £250,000. In addition the transfer of caseload management from Occupational Therapists to Housing Support Co-ordinators has realised an additional saving of £110,000 within the first year of service.

Further savings are projected to arise from reduced falls, emergency admissions and ambulance call outs and by integrating service delivery. Reducing length of stay in hospitals can also realise significant savings and synergies have been identified with the hospitals Housing Enablement Team.

Lightbulb has been operating as a single team since April 2018 and has faced significant challenges including:

- Bringing together a new team from a variety of agencies through TUPE which has resulted in a considerable turnover of staff
- Establishing a central administrative hub, contrary to the agreed business case
- Inheriting a sizeable backlog of cases
- The replacement of the service manager (following promotion)
- Difficulties with access to IT systems and the replacement of the performance management system

Despite the above challenges, Lightbulb has successfully managed to deliver the expected improvements during the first year of delivery, including:

- Reduced handoffs from 8 to 3 for assessment and installation of stairlifts and reduced costs by 11%
- Reduced stages from 27 to 13 for level access showers and reduced costs by 4%
- Managing a significant increase in demand across the board
- Transferred lower threshold work from high cost Occupational Therapists (OT's) to Housing Support Co-ordinators allowing OT's to focus on complex cases resulting in increased capacity for that team, enabling them to deal with an additional 37% case work increase
- Improved DFG delivery times in all but one District, achieving the stretch target of 20 weeks in two Districts
- Trained Housing Support Co-ordinators to become Trusted Assessors - this will further speed up delivery times as we move forwards

- Outcome star showing significant improvement in all areas from pre to post Housing MOT
- 96% customers answering yes to 'has the service achieved everything you wanted'
- Inclusion of Home Support Grant through increased flexibility by adopting Regulatory Reform Order

The initial funding for Lightbulb draws to an end on 31<sup>st</sup> March 2019 and, as such, it is timely to review the resources allocated for 2019/20. In order to do this, financial options have been prepared for consideration:

- Option 1 - existing staffing structure with an indicative 11% increase in service running costs, covering salary increases etc. This also includes the reallocation of costs to reflect demand in each area including central hub and operational officers
- Option 2 - Option 1 plus an Office Manager position to manage the administration officers and deliver requirements around performance, support back office systems and processes and proposed service improvements listed below
- Option 3 - Option 1 plus increases in Housing Support Co-ordinators and Technical Officers to address demand
- Option 4 – To financially support all options 1-3 above

It is recommended that partners sign up to a new 5 year Legal Agreement to provide service and staffing stability based on option 1, 2, 3 or 4.

In signing up to the continuation of Lightbulb for Leicestershire the Management Board will continue to strive for further public sector cost savings and customer service improvements through the following;

- Future Integration of Adaptations and Assistive Technology
- Enabling GP's and community health teams to access Lightbulb through First Contact Plus
- Investigating how Lightbulb can be used to target 'high risk' patients using practice based data and case management information
- Collective and smarter procurement practices
- Development of more flexible DFG solutions
- Engagement with social housing providers to discuss potential delivery of home adaptations in their stock
- Continued customer insight and sharing of best practice
- Development of a self serve offer for practical housing support

#### Next Steps

- Management Board to agree which option to progress through a collective governance process
- Partners to take a standardised report through individual governance processes to enable Legal and Information Sharing Agreements to be finalised prior to year 2 start date of 1 April 2019

### 3. Introduction

#### ***Background***

Leicestershire has a strong track record of collaborative work around housing issues. In 2013 Leicestershire's Housing Services Partnership developed the Housing Offer to Health in conjunction with the Chartered Institute of Housing, which was adopted by the Leicestershire Health & Wellbeing Board.

The Housing Offer to Health set out how housing services can support and promote the health and wellbeing of residents across the County. The concept of Lightbulb was one of a number of practical opportunities to emerge from the Housing Offer to Health; now part of the BCF Unified Prevention Offer.

In September 2014, the County and District Councils made a partnership bid to the Department for Communities and Local Government and were successfully awarded a £1m Transformation Challenge Award grant to develop the Lightbulb concept. A Programme team was appointed in 2015 to work with partners and take this concept forward.

The previous model of service delivery in Leicestershire was fragmented and complex to navigate. Support was funded and managed across two tiers of eight local authorities meaning it was difficult for customers to know where to start. There were frequent handoffs and different housing support needs were often assessed and dealt with in isolation by different agencies, involving a range of different practitioners.

Waiting times within the various parts of the system were 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 missed opportunities for more holistic solutions.

In October 2017, the Lightbulb service began, integrating practical housing support into a single service across Leicestershire. Lightbulb created an integrated, customer focused pathway across Leicestershire using a new Housing Support Co-ordinator role and the locally developed Housing MOT Checklist to identify a range of non-complex housing support needs and to deliver and co-ordinate the solutions. As well as reducing the complexity and handoffs associated with the current system, Housing Support Co-ordinators work with customers and carers to identify their own needs and preferred solutions; supporting the shift towards a lower cost, lower intervention and preventative approach, and one which is ultimately more person-centred.

The service delivers:

- A single access point into a range of practical housing support solutions
- A common, holistic housing needs assessment process

- A broader, targeted offer of practical housing advice, information and support, including self-help and self-service options
- An improvement in the Disabled Facilities Grant (DFG) process and delivery times

The shared ambition and key objectives detailed in the original business case have been rolled out to teams supporting each Leicestershire district locality. The key drivers of this integrated approach are to:

- Support health and social care integration and deliver savings by maximising the part that housing support can play in keeping people independent in their homes
- Helping to prevent, delay or reduce care home placements or demand for other social care services
- Avoid unnecessary hospital admissions/readmissions or GP visits and facilitating timely 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) through service redesign; capitalising on opportunities to realise economies of scale, more effective working practices, and improved processes to create greater capacity

This refresh of the Lightbulb business case is aimed primarily at local authority partners - County and District councils in Leicestershire – who will need to review the changes proposed since the original business case to realise and sustain the aims and ambitions of the Lightbulb Programme for the next 5 years of service delivery. It also presents important evidence to health colleagues and commissioners of the benefits of an integrated, targeted approach to housing support to the wider health and social care economy and evidences transformation of service delivery.

#### **Key facts – Overview**

- The concept of Lightbulb was one of a number of practical opportunities to emerge from the Housing Offer to Health; now part of the BCF Unified Prevention Offer.
- In October 2017, the Lightbulb service began, integrating practical housing support into a single service across Leicestershire
- This refresh business case presents important evidence to health colleagues and commissioners of the benefits of an integrated, targeted approach to housing support to the wider health and social care economy and evidences transformation of service delivery.

## 4. Strategic Context

### Lightbulb as part of the Unified Prevention Offer

Lightbulb sits alongside a range of other initiatives as part of Leicestershire's Unified Prevention Offer, ensuring a co-ordinated approach to preventative services both across the county and different stakeholder organisations.

This represents a comprehensive preventative offer, bringing together resources available to Local Councils and NHS partners. Through this offer, every opportunity is taken to improve health and wellbeing, support vulnerable people, maintain people's independence, manage demand, and address the wider determinants of health and wellbeing.

The strategic direction provided by the multi-agency Unified Prevention Board ensures that the integrated housing pathway is developed through the Lightbulb Programme and is fully aligned with other initiatives as part of this comprehensive preventative offer.

Diagram 2 –Unified prevention offer for Leicestershire



### Lightbulb supporting the Adult Social Care Strategy

Leicestershire's Adult Social Care Strategy builds on the vision to 'make the best use of available resources to keep people in Leicestershire independent'. Lightbulb's integrated approach to housing support directly aligns with this vision and supports the model for future service delivery; helping to ensure people can get the right level and type of support at the right time to help prevent, delay or reduce the need for ongoing support and maximise their independence. The below shows how the Lightbulb model meets the various strategic needs of the Adult Social Care Strategy.

#### 5. *Preventing need:*

- Housing expertise supports the advice and information offer; enabling individuals to make informed choices about their accommodation options and plan effectively for their future
- Lightbulb is a vehicle for the development of a countywide approach to preventative housing solutions such as equity release, independent financial advice and planning
- The development of self-help options is informed by a real understanding of the home environment and its impact on health and wellbeing, helping to maximise the preventative benefits of this approach and minimise hazards within the home environment.

#### 6. *Reducing need:*

- Proactive targeting of 'at risk' individuals who would benefit from housing support interventions to improve their health and wellbeing, better manage existing conditions or prevent deterioration (for example through work with GP practices, environmental health teams, risk stratification etc)
- Effective triage that utilises housing expertise at point of enquiry
- A holistic approach to housing support that is able to identify the right option at the right time and make best use of available solutions, including a focus on innovative, customer led solutions and integration with other offers such as Assistive Technology.
- Integrated, countywide processes that reduce waiting times for DFGs and are more customer focussed

#### 7. *Delaying need:*

- Supporting timely hospital discharge and preventing re-admissions through the Housing Enablement service within the overall Lightbulb model
- Aiding recovery through the development and mobilisation of innovative, customer focussed housing support

#### 8. *Meeting need:*

- Help ensure the best use of resources (including equipment); delivering efficiencies through, for example, integrated procurement, use of the trusted assessor role, making the most effective use of specialist skills and roles

## ***Disabled Facilities Grant and the Better Care Fund***

Statutory funding for major adaptations in the home is allocated in the form of the Disabled Facilities Grant (DFG). Since 2015/16 these allocations have been made to District Councils through the Better Care Fund (BCF) plans and their pooled budgets operating between NHS and LA partners in each upper tier authority area. The rationale for the DFG allocations to be included within the BCF plans/pooled budgets is to encourage areas to think strategically about the use of home adaptations and technologies to support people in their own homes and to take a joined up approach to improve outcomes across health, social care and housing.

The Government's Spending Review (November 2015), outlined a commitment to increase the amount given to local authorities for DFG from £200m in 2015/16 to £500m nationally in 2019/20. The BCF, coupled with the Regulatory Reform Order, provides the opportunity to look more flexibly at how DFG funding is spent, including strengthening links to health and social care priorities.

In addition to increased DFG allocations, the revised BCF Policy Framework and planning guidance for 2016/17 introduced a new national condition requiring local areas to develop a clear, focused action plan for managing delayed transfers of care from hospital (DTC). Local BCF plans are required to consider how the voluntary and community sector can contribute to reductions in DTC and to consider whether other local stakeholders, such as housing providers have a role to play in efforts to reduce delays.

Coupled with the continued emphasis on avoided hospital admissions and readmissions, these developments both support the Lightbulb vision and act as a further driver for change.

### **Key facts; strategic context and the case for change**

- Service transformation is supported by a number of national and local strategic drivers, including the BCF and national targets to improve hospital discharge.
- A growing body of evidence is demonstrating that savings can be achieved from a targeted, preventative and holistic housing support offer
- Leicestershire's ageing population will increase the pressure on health and social care services, driving the need to find more integrated, targeted and efficient service solutions such as Lightbulb
- An integrated approach to housing support improves the customer journey and support the challenges faced by the local health and social care economy
- The opportunity of additional funding is leading to increased innovation and transformation.

## 5. The Lightbulb Service

### ***Benefits to the health and care economy***

The original business case showed that the Lightbulb service would provide savings to the local health and care economy through the new service offer. Pilot projects undertaken prior to Go Live demonstrated the potential to save around £2m annually for health and social care.

As part of the original evaluation of the potential savings, measured within the Lightbulb pilots, 18 Housing Support Co-ordinator cases were analysed looking at pre and post Lightbulb intervention. This showed the potential costs savings to Adult Social care of £250,000 per year. In addition, the redistribution of caseload management from Occupational Therapy to Housing Support Coordinators has realised an actual saving to Adult Social Care of £110k, in the first year of service.

Further savings are projected to arise from reduced falls, emergency admissions and ambulance call-outs, integrated service delivery and reduced length of hospital stay.

The Lightbulb service will therefore be one of a number of contributory factors to achieving improved performance on these metrics.

Medium and longer term benefits, potential financial return and opportunities for savings through Lightbulb are outlined below:

	<b>Benefits to</b>	<b>Savings</b>
Reduction in Falls	Health and Social Care	£614,000
Falls call-out and conveyances	EMAS	£55,000
Housing Support Co-ordinator role	Adult Social Care	£250,000
UHL Hospital Housing Enabler*	Health	£550,000
Bradgate Unit Housing Enabler*	Health	£475,000
DFG process reduction	District Council's	£92,000
DFG delivery cost reduction	District Council's	£65,000
	<b>Total</b>	<b>£2,101,000</b>

\* These services operate across both Leicester and Leicestershire and benefits are therefore across the wider, local health economy

Sitting alongside the hub and spoke Lightbulb model, is the Hospital Housing Enabler service (HET) which is seeking mainstream funding as part of its own business case. This service operates across Leicester and Leicestershire. Savings projected as part of this service to the health economy are included in the table above.

## ***Delivering process improvement and efficiencies – year one***

Lightbulb service redesign is based on existing functions that were directly aligned to the functions to be carried out through the Lightbulb hub and spoke service model. Key revenue funding streams were identified and comprise the existing funding 'pot':

- Funding that currently supports the delivery/administration of Disabled Facilities Grants (i.e. excluding capital grant expenditure; district council funding stream)
- For those District Councils that utilise DFG grant monies to fund the administration of DFGs, advice has been sought that suggests this practice may continue, however, Councils will be required to ensure their own external auditors are in agreement with this practice during the transformation.
- Funding that currently supports the delivery and processing of assessments for minor adaptations and equipment  
(Leicestershire County Council funding stream)
- Funding that currently supports the housing based advice, information and signposting offer (Leicestershire County Council funding stream)
- A proportion of existing Occupational Therapy funding, freed up as a result of a move towards a trusted assessor model through the HSC role (Leicestershire County Council funding stream)

The model was based on demand totals for workload that was to be included in the service and staffing resources employed according to the needs evidenced in this demand. However, at go live, there were several hundred cases as an inherited backlog hadn't been accounted for that the Lightbulb service had to complete. This caused initial underperformance in terms of predicted timescales for delivery so it is worth noting that the good performance detailed below has been with a backdrop of excessive additional upfront workload.

It was agreed that demand would be evaluated and adjusted based on current service demands for the first full year in operation and this business case would include any increase in staffing costs and overheads and any additional changes to the percentage contribution each district makes which could arise from any changes to the original demand model.

Original demand was mapped as per the below table. This table includes the revised demand based on the first year of service and any increases:

<b>District Based Localities</b>	<b>Previous % Demand</b>	<b>Revised % demand</b>	<b>Variance</b>
Blaby	13	14	+1
Charnwood	26	24	-2
Harborough	10	14	+4
Hinckley & Bosworth	18	17	-1
Melton	9	8	-1
NW Leicestershire	15	14	-1
Oadby & Wigston	9	9	0

The Lightbulb service has greatly reduced processes, saving time for customers and provides efficiencies for all organisations involved in respect of staff time and costs.

New, integrated processes have delivered reduced steps in the processes for delivery of certain types of DFG's (shown in the table below. Consequently this has reduced the number of handoffs for customers representing a better service.

	Number of steps prior	Number of steps post	Number of handoffs prior	Number of handoffs post
Stair lifts	24	10	8	3
Level access showers	27	13	9	5

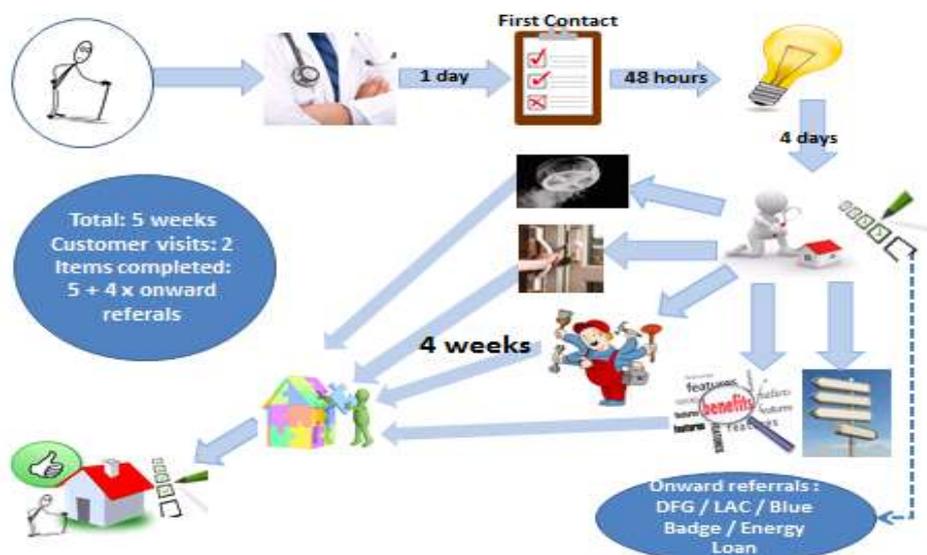
It is important to note the following:

- Where there are handoffs in these processes, they are co-ordinated by the Housing Support Co-ordinator role to ensure a more customer focused service with one point of contact.
- The business case for the Lightbulb service calculated that improvements to the process for assessment and installation of a stair lift would **reduce the current unit cost of this activity by 11%** (from £2429 to £2164 (approx.) and for level access showers **by 4%** from £5408 to £5210 (approx.). It was predicted that this would save £92000 in year one. The actual saving is £96000 based on 158 stair lifts and 275 level access showers being fitted in Leicestershire between October 2017 and September 2018.

### Role of the Housing Support Co-ordinators

The offer delivered by the Housing Support Co-ordinators is detailed below and shows the differing referral route that is more prevention targeted and the wider range of services that can be organised and delivered in a quicker and more efficient way. It is important to note that a DFG may also be required but this becomes only one option from a range of interventions.

The Lightbulb Customer Journey



Since the full roll out of Lightbulb in October 2017, the service has completed approximately 4300 housing support coordinator cases for the benefit of customers across Leicestershire. This represents an increase of around 50% to the projected workload. The previous demand was based on the throughput and productivity of cases through the previous CAT contract held by Adult Social Care and the projected number of OT cases that could have been completed within the HSC role.

The additional productivity shown by the Housing Support Coordinators, over and above that was projected, will have also had an impact on Occupational Therapists allowing them to concentrate on delivering more complex caseloads, representing a better return on investment for Adult Social Care. The OTs that operate to support the Lightbulb model have completed an additional 37% of cases than projected to be delivered prior to full roll out of the service.

This means that across these roles, the service has been significantly more productive and efficient than initially projected. Analysis of HSC cases during the first year of delivery is shown in the table below:

<b>District</b>	<b>HSC case delivery times (days)</b>
Blaby	29
Charnwood	93
Harborough	23
Hinckley & Bosworth	26
Melton	23
NW Leicestershire	27
Oadby & Wigston	33
<b>Average</b>	<b>36</b>

Timescales show the average overall delivery of a case is 36 days. This is measured from date of referral from source (e.g. CSC, First Contact) to the date that the case is closed. The average for Charnwood is significantly larger than for the other districts. This is due to the increased backlog that occurred at the start of go live when HSC recruitment was delayed.

Delivery of this workload is largely comparable to the CAT contract that was in place prior to the start of the Lightbulb service. Average delivery timescales for these cases were around 42 days, meaning the new delivery of the service is around 1 week quicker.

*“If it hadn’t been for (the Housing Support Co-ordinator) I probably would have not been able to stay in my home in the long term, they have helped me so much. I now feel quite confident compared to what I use to.”*

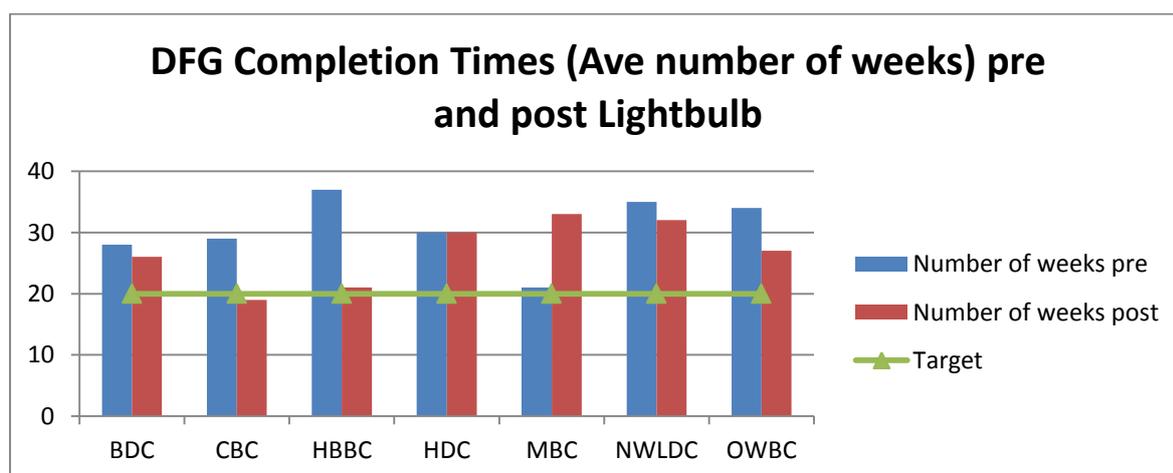
## Disabled Facilities Grants delivery

Prior to go live, existing service pathways for the assessment and completion of Disabled Facilities Grant were complex and lengthy, for example: Initial analysis for the original business case showed that

- The previous process for assessing and installing a stair lift incorporated 24 different stages with approximately 8 handoffs
- The previous process for assessing and installing a level access shower incorporated 27 different steps and 9 handoffs

Throughout the year the number of cases being referred for a DFG has reduced by 43%. This is partially due to the predicted shift from major adaptations to minor adaptations delivered by HSC's and is in line with the objectives of the original business case and the prevention ambitions of local and central government.

During the pilot phase, DFG delivery times were monitored regularly as part of the performance framework. The chart below compares average DFG completion times in weeks since go live, to completion times for 2016-17, the last full financial year of data available. An overall target for Leicestershire of 20 weeks for DFG end to end times was set at Go Live:



The chart shows that, so far, two districts, have reached the DFG delivery target with one district slightly above target. All districts but one have achieved improved delivery times with Melton being the outlier. Delivery times for Melton are an outlier due to historical caseload backlog that came into the Lightbulb service at go live. When the data for completion times is broken down since go live, it can be seen clearly, that performance has significantly improved and is now in line with the target of 20 weeks. Quarter 3 2017/18, shows an average completion time of 36 weeks. Quarter 4 saw this reduce to 26 weeks and by Quarter 1 of 2018/19, this has reduced further to 20 weeks. This is in line with the target and the service is confident this will be maintained.

Analysis of DFG performance shows that historical cases have had an impact on projected delivery timescales. As with Melton it is anticipated that this will improve as more existing cases follow the new pathways for delivery.

Throughout the 2018/19 financial year it is forecast that DFG delivery times will improve with the advent of Housing Support Coordinators becoming Trusted Assessors for category A DFG's (stair lifts). Alongside this, the service is working towards creating a framework for contractors which will speed up the process around quotes for services, particularly relevant for level access showers.

The below table charts DFG spend against allocation for the 2018/19 financial year as at October 2018. It details the allocation for DFG spend from the Better Care Fund 18/19, the actual spend to date, what the predicted spend will be once all DFG's that are currently in the system have been completed and the agreed contributions to the Regulatory Reform Order. The last column shows what allocation is likely to remain for each district taking into account projected spend and the cost of the RRO:

District	Allocated funding 18/19	Actual spend on DFG's to date	Predicted spend on jobs in workflow	RRO allocation	*Estimated costs of jobs not started by area	Predicted DFG Allocation at end of 18/19
BDC	£542,165.00	£161,225.75	£273,108.00	£30,000.00	£221,138.00	-£143,306.75
NWLDC	£621,202.00	£200,389.34	£133,669.00	£30,000.00	£23,225.00	£228,918.66
MBC	£281,543.00	£92,519.88	£73,150.00	£30,000.00	£77,683.00	£18,190.12
HDC	£418,476.00	£86,506.05	£227,058.00	£30,000.00	£226,111.00	-£151,199.05
HBBC	£472,848.00	£191,227.00	£316,084.00	£30,000.00		-£64,463.00
CBC	£920,160.00	£115,941.03	£128,350.00	£30,000.00		£645,868.97
OWDC	£375,897.00	£70,406.42	£144,317.22	£30,000.00	£202,946.00	-£61,772.64

DFG capital funding has increased within the Better Care Fund, however, revenue remains the same, meaning that unless the number of requests for DFG's increases, capital expenditure cannot be fully utilised. However, under the Regulatory Reform Order (Housing Assistance) (England and Wales) Order 2002, local authorities can use DFG funding in a preventative way to promote independence for service users in their own homes.

It is proposed that this additional assistance to customers includes:

- Relocation Grant – where a property cannot be adapted and relocation is the most cost effective option
- Supporting individuals with diagnosed Mental Health or learning disability to remain in their own home
- Home support Grant – for essential repairs to help people remain safe in their homes
- Ceiling track hoists / Equipment for long term diagnosed conditions
- Extended warranty cover on equipment
- Module Ramping / suitcase / folding ramps to support hospital discharge
- Cover funding gaps
- Drop kerbs

This work will help the service shift to a preventative model offering further scope to deliver additional needs to customers in their home. This is aligned to the expansion options in the below section of the document.

### **Customer impact**

The customer insight work conducted prior to the development of the original business case showed that 95% customers wished to have a single point of contact. This principle has been developed within the service for all cases that do not involve a DFG. Where a DFG is required there is a single hand off to a Technical Officer. As part of the roll out of the future trusted assessor model, Housing Support Coordinators will become the single point of contact for some DFG categories, helping to fulfil the ideology developed in the customer insight work.

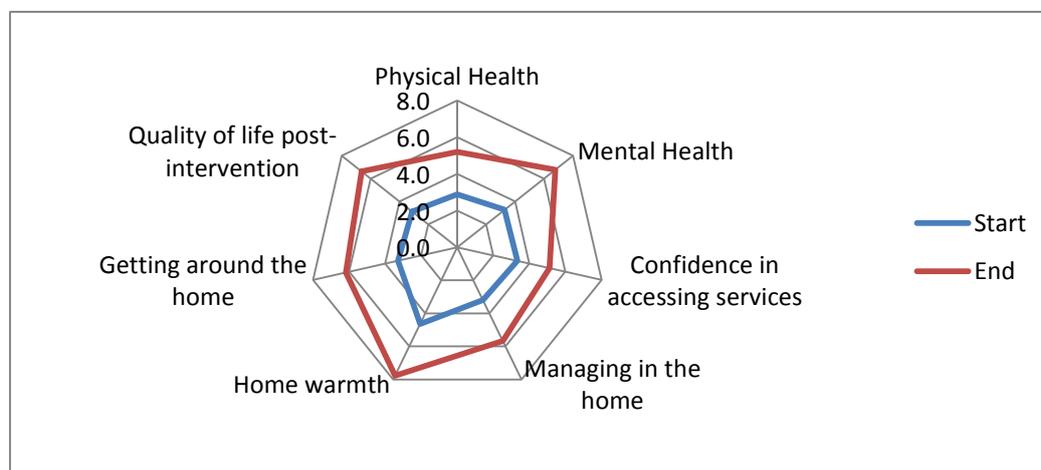
Some Lightbulb customers have been known to services, however a significant proportion have not been known, apart from visiting their GP, Lightbulb has been able to undertake targeted prevention work with these individuals with the aim of reducing or delaying their need to access more costly services and can signpost customers very effectively to Leicestershire’s wider prevention offer via First Contact.

Further customer insight work is programmed into the future developments phase over the next five years.

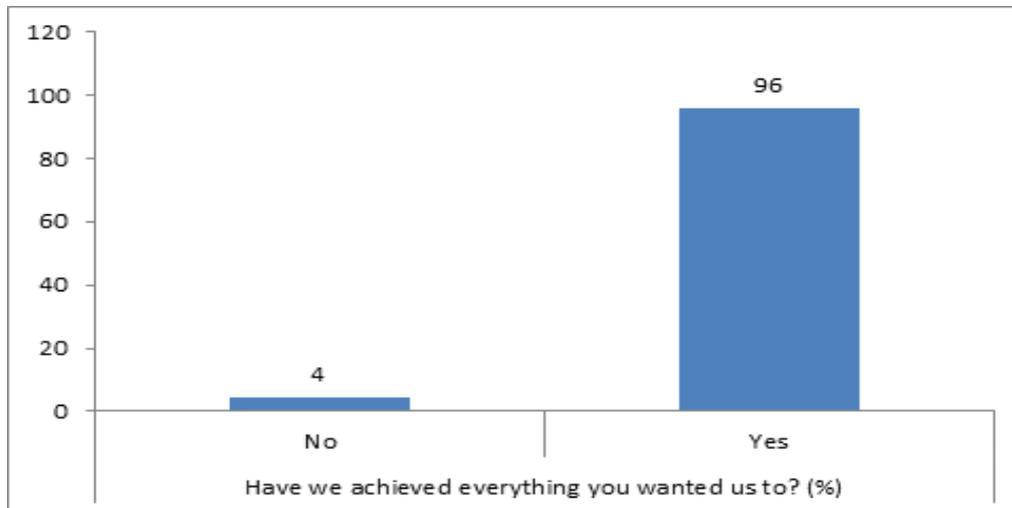
### **Service Model – A customer perspective**

The Lightbulb service involves the measuring how outcomes have improved for customers post intervention. Housing Support Coordinators work with residents to evaluate the impact of interventions; scoring themselves against a set of outcomes to track improvements. The outcomes star below shows how customers score themselves on a scale of 1-10 for each element. The scores are averaged from 100 Lightbulb customers, before and after intervention. The start line shows the average scores against each outcome at the beginning of the Housing MOT with the end line showing how customers ranked themselves at the end of the process.

The biggest impact was against the quality of life post-intervention and mental health outcomes, followed by home warmth and managing in the home.



Housing Support Coordinators ask customers if the service has achieved everything they wanted us to do. Overwhelming, 96% customers answered 'yes' to this question.



*“The level of independence is immeasurable and makes us feel much better. We are grateful for all the help we received and impressed how quickly things got done. Our lives are much improved.”*

#### **Key facts: The Lightbulb Service**

- A targeted, proactive approach ensures Lightbulb is supporting the shift towards prevention. Lightbulb is delivering services in an efficient and productive way.
- Service solutions and interventions are customer focused and include support to self-help.
- The service is delivering excellently against customer expectations.
- The Housing MOT checklists provide a tool for identifying and responding to a range of housing needs in a holistic way
- A hub and spoke Lightbulb model ensures effective links with other locality services and functions and enable housing support to be fully integrated with health and social care teams in each area

## 6. The financial model

It is important to note that within the financial options costs are indicative at this stage. Accurate salary and establishment costs are being drafted along with forecasted increases on additional expenditure for example, car allowances, small supplies and service provision. The approximate 11% uplift is an estimate as to what this will equate to and has been used to enable initial costings to be calculated. This business case will be updated with finalised costings for 19/20 as soon as they become available.

The Lightbulb service and associated financial contribution model was predicated on partners paying a percentage of the costs according to the demand in workload and over 65 population statistics for each locality prior to October 2017. Each locality's proportion of the overall share of the demand across Leicestershire was then used to calculate both their overall contribution and the proportion from that, would be used to fund services within the central hub.

For this refresh, the demand totals have been evaluated and adjusted based on current service workload for the first full year in operation along with predicted population for over 65's by 2020.

Population numbers have been included in this refresh as it was included in the demand calculations for the original business case. Therefore, to make a true comparison it should also be used in any refresh. Secondly, it gives a good indication as to which localities may show future increases in workload for adaptations, particularly minor ones delivered by HSC's. As these types of adaptations are not means tested, demand is more likely to increase based on the population and not necessarily those eligible for Adult Social Care services in general.

It is important to note that the percentage figures are only approximate and will be adjusted annually based on the same formula and that these are used for financial contributions and not to determine levels of required staffing.

Table 1:

	<b>BDC</b>	<b>CWD</b>	<b>HDC</b>	<b>HBBC</b>	<b>MBC</b>	<b>NWLDC</b>	<b>OWBC</b>	<b><u>Totals</u></b>
<b>HSC cases</b>	636	1204	410	705	397	610	374	4336
<b>OT cases</b>	178	264	146	266	132	194	98	1278
<b>Non-complex DFG's</b>	121	168	75	78	41	86	42	611
<b>Complex DFG's</b>	26	30	18	5	6	7	14	106
<b>First Contact</b>	38	157	27	123	23	103	23	494
<b>Population over 65</b>	20900	34800	21000	25500	12200	21100	12600	148100
<b><u>Total</u></b>	21752	36425	21583	26594	12752	22007	13095	154208
<b>% demand</b>	<b>14</b>	<b>24</b>	<b>14</b>	<b>17</b>	<b>8</b>	<b>14</b>	<b>8</b>	<b>100</b>

The revised percentages can be seen in the table below:

Table 2: Lightbulb Service Demand for 18/19 and 19/20

District Based Localities	Previous % Demand (18/19)	Revised % demand (19/20)	Variance
Blaby	13	14	+1
Charnwood	26	24	-2
Harborough	10	14	+4
Hinckley & Bosworth	18	17	-1
Melton	9	8	-1
NW Leicestershire	15	14	-1
Oadby & Wigston	9	9	0

### **Option 1 – Current level of service**

Option 1 of the business case shows the indicative additional contributions required from partners to meet the proposed increase of 11% for 2019/20. This percentage covers rises to reflect basic salary increases and overheads of around 11% on average, which takes into account any increments and the already agreed pay award alongside additional costs to service delivery.

This option does not include any increases in establishment staffing to meet any increase in workload demand (this is detailed in options below).

Current costs for the Lightbulb service are £791,063 for 2018/2019. In July 2018, the Management Board for Lightbulb agreed to an indicative uplift to costings to the threshold of 11% which equates to an additional £91,767 for Option 1, making a total of £882,830.

The below table shows the revised total contributions for each partner. This contribution includes contributions to the central hub, based on the suggested 11% increase in service running costs and has been reapportioned to the revised demand percentages for each area as detailed in the table 1 above:

Table 3: Contribution for Frontline Staffing for 18/19 and 19/20

District	Current contribution	Future Contribution inc service costs adjusted by demand (11%)	Variance
Blaby	£74,251	£77,640	£3,389
Charnwood *	£103,833	£107,635	£3,802
Harborough	£48,216	£56,503	£8,287
Hinckley & Bosworth	£67,679	£86,246	£18,567
Melton	£38,601	£42,207	£3,606
NW Leicestershire	£54,182	£65,057	£10,875
Oadby & Wigston	£38,601	£41,442	£2,841
LCC	£365,700	£406,100	£40,400
<b>Total</b>	<b>£791,063</b>	<b>£882, 830</b>	<b>£91,767</b>

\*Charnwood's contribution equals £25,122 to the central hub only.

Table 4: Partner Contribution to the Central Hub 18/19 against 19/20

District	Current contribution to central hub based on prev demand %	Future Contribution to central hub based on revised demand %	Variance
Blaby	£13,529	£14,341	£812
Charnwood *	£23,166	£23,838	£672
Harborough	£9,707	£10,600	£893
Hinckley & Bosworth	£15,576	£16,191	£615
Melton	£8,292	£8,620	£328
NW Leicestershire	£12,723	£13,226	£503
Oadby & Wigston	£8,292	£8,707	£415
LCC	£79,413	£83,384	£3,971
<b>Total</b>	<b>£170,698</b>	<b>£178,907</b>	<b>£8,209</b>

***Option 2 –inclusion of the role of Office Manager***

In addition to Option 1, this option includes introducing the role of Office Manager. This addition to the Central Hub establishment is required to line manage additional admin staff (allocated to each locality) that partners requested be included in the establishment. The alternative to this would be to manage admin at a local level by individual organisations. The benefit of having all admin staff together enables efficiencies of scale and resilience especially relevant when locality admin posts are not full time.

The post would also support delivery of the Major Adaptions service which is currently provided by LCC and will be transferred to Lightbulb in February 2019 along with additional administrative resource provided by LCC to meet current service demand; and will oversee the administration derived from the newly implemented Home Support Grant.

Management Board are aware of the difficulties that the Central Hub have had in providing performance data and it will be this Officer's duty to undertake all performance data requirements and supervision of all Administrators.

Expansion and future developments to the service and will release capacity from the Service Manager to deliver more strategic elements as part of the 5 year forward view. Additional information on the developments for the next 5 years is detailed in a section below.

The cost of this post to each locality and to the County Council is shown in table 5 below:

Table 5:

<b>District</b>	<b>Option 1 contribution</b>	<b>Option 2 Contribution inc Office Manager</b>	<b>Variance to option 1</b>
Blaby	£77,640	£80,187	£2,547
Charnwood *	£107,635	£112,002	£4,367
Harborough	£56,503	£59,050	£2,547
Hinckley & Bosworth	£86,246	£89,339	£3,093
Melton	£42,207	£43,663	£1,456
NW Leicestershire	£65,057	£67,604	£2,547
Oadby & Wigston	£41,442	£43,079	£1,637
LCC	£406,100	£421,600	£15,500
<b>Total</b>	<b>£882, 830</b>	<b>£916,524</b>	<b>£33,694</b>

\*Charnwood's contribution equals £29,489 to the central hub only.

The Officer Manager post is essential to create the resilience for the service and support the Administrators who book all appointments for the HSC's (of which this is approximately 50% of their work) as well as collect and disseminate data on HSC performance from IAS and an internal database. This post is also instrumental in making sure referrals are processed and appointments made and customers update by ensuring the coordination of resource across the County.

### ***Option 3 –increase of Technical Officers and Housing Support Co-ordinators***

As mentioned previously, Lightbulb staffing resources are mapped to meet the current demand in workload. As part of the refresh for the business case, the resources required from April 2019 onwards have been calculated in the same way as the original business case, by using existing information about the demand for services to quantify the staffing resources required to deliver the Lightbulb service overall.

This has been refreshed based on the first year caseload of referrals both completed and awaiting completion. This level of analysis is used to determine what staffing resources will be needed to meet the demand.

Demand mapping has included all key elements of the holistic Lightbulb offer currently being undertaken:

- Housing Support Coordinator workload
- Occupational Therapist caseload
- Non-complex disabled facilities grant
- Complex disabled facilities grants
- First Contact referrals

This will include the 11% additional staffing costs. This level of funding will ensure the increased and existing demand is met without detriment to service standards and

it is anticipated that service standards will improve further with the proposed increase in resources.

By mapping this demand against the HSC, Occupational Therapist and Technical Officer roles, the following staffing resources are anticipated across each local Lightbulb team and within the central hub. This work presents an overall picture of Lightbulb demand across the county, broken down by District Council area as follows:

Table 6:

<b>District Based Localities</b>	<b>Current HSC FTE</b>	<b>Future HSC FTE</b>	<b>Current Technical Officers FTE</b>	<b>Future Technical Officer FTE</b>	<b>Current Admin FTE</b>	<b>Future Admin FTE</b>
Blaby	1.7	1.9	0.7	1.1	0.5	0.5
Charnwood	3.0	3.7	1.0	1.2	0.5	0.5
Harborough	1.2	1.2	0.7	0.7	0.4	0.5
Hinckley & Bosworth	2.3	2.1	0.6	0.5	0.5	0.5
Melton	1.0	1.4	0.3	0.2	0.4	0.3
NW Leicestershire	1.8	1.7	0.4	0.6	0.4	0.5
Oadby & Wigston	1.0	1.2	0.3	0.4	0.4	0.3
<b>Leicestershire (locality based)</b>	<b>12</b>	<b>13.2</b>	<b>4*</b>	<b>4.7</b>	<b>3.1</b>	<b>3.1</b>
OT resource are also part of the Lightbulb team in each locality						

\*an additional 0.4 fte is employed to work across the localities to support delivery

There is additional HSC requirement, firstly due to increased demand but also when the increased demand for stair lifts (to be undertaken by HSC's in a trusted assessor role) is included in the HSC workload, staffing at this level increases by 1.2 FTE. The Technical Officer resource across Leicestershire currently equates to 4.4 FTE. Due to the shift in stair lift workload this will increase to 4.7, as per the above table.

This increase in resource is in large part required due to the backlog of cases that were inherited and carried over from the CAT contract, from Papworth and from some Districts as part of the DFG integration into Lightbulb. Also, HSC's have only just achieved trusted assessor qualification and the spreadsheet is calculated on the basis of work completed and pieces of work in the system. The increase in resource would also help achieve the 20 week aspiration for all Districts quicker and allow increased capacity for RRO opportunities as they evolve. The spreadsheet and formulas are the same as used in the initial Lightbulb business case and can be further explained at Delivery Group/Management Board.

The costs for the service with apportioned additional staffing to deliver the increase in demand for 2019/20 is shown in table 6 below. As workload demand could be calculated annually and staffing levels adjusted to meet this, the proposed additional

staffing could be for a fixed term only and readjusted once any backlog is cleared or delivery targets are being consistently met.

Table 7:

District	Option 1 contribution	Option 3 Contribution inc TO and HSC	Variance to option 1
Blaby	£77,640	£86,466	£8,826
Charnwood *	£107,635	£122,755	£15,120
Harborough	£56,503	£65,323	£8,820
Hinckley & Bosworth	£86,246	£96,956	£10,710
Melton	£42,207	£47,247	£5,040
NW Leicestershire	£65,057	£73,877	£8,820
Oadby & Wigston	£41,442	£47,112	£5,670
LCC	£406,100	£422,100	£16,000
<b>Total</b>	<b>£882, 830</b>	<b>£961,830</b>	<b>£79,000</b>

\*Charnwood's contribution equals £26,227 to the central hub only.

**Option 4 – 11% salary uplift, addition of an Office Manager and increase in Technical Officers and Housing Support Co-ordinators**

This is the combination of options 1, 2, and 3 detailed above. This option gives the service greater opportunity to reduce the backlogs that currently exist and to provide greatest resilience, ability to focus management and leadership on the strategic elements and expansion of the service creating a truly preventative approach to all housing related services across Leicestershire.

The financial contributions for this option are shown below in table 8.

Table 8:

District	Option 1 contribution	Option 4 Contribution inc TO and HSC and OM	Variance to option 1
Blaby	£77,640	£89,007	£11,367
Charnwood *	£107,635	£127,122	£19,487
Harborough	£56,503	£67,870	£11,367
Hinckley & Bosworth	£86,246	£100,049	£13,803
Melton	£42,207	£48,703	£6,496
NW Leicestershire	£65,057	£76,424	£11,367
Oadby & Wigston	£41,442	£48,749	£7,307
LCC	£406,100	£437,600	£31,500
<b>Total</b>	<b>£882, 830</b>	<b>£995,524</b>	<b>£112,694</b>

\*Charnwood's contribution equals £30,642 to the central hub only.

## 7. Future direction and service development

### *Service development*

The development of Lightbulb as an integrated service delivery vehicle presents a number of opportunities for authorities to work collaboratively to achieve efficiencies and further improve the customer experience. A number of opportunities were highlighted during the development phase of Lightbulb and the model includes scope within the central hub to explore and address these further in a co-ordinated and integrated way, including:

- Collective, smarter procurement practices such as bulk purchasing and common supplier lists
- Development of more flexible DFG solutions
- Sharing good practice and process improvement
- Opportunities to engage in a consistent, single dialogue with social housing providers regarding the delivery of home adaptations in their stock to ensure this offer is better aligned with that for home owners
- Continued customer insight work to identify services gaps and deliver countywide improvement
- Developing and improving the self-serve offer for practical housing support
- Embedding a new assistive technology offer as part of the Housing MOT.

Leicestershire's population growth patterns have implications for the provision of services for older people in particular. An increasing number of older people with complex care needs means more pressure on health and social care services. Supporting people to maintain their independence and manage their own health and care needs are key to managing demand on these resources.

The Government's commitment to increase funding for Disabled Facilities Grants through the Better Care Fund does, in itself, present challenges in terms of resources required to deliver additional activity and the continuation of the Lightbulb service sees Leicestershire well placed to respond.

The Lightbulb service is developing a 5 year future development plan in order to help create a preventative approach to care across Leicestershire that aims to support people in their own homes and further meet their needs.

The service is investigating incorporating the following into future service delivery:

- Merge and manage the work of the adaptations team
- Lead Assistive Technology initiatives
- Manage additional DFG Funding
- Co-ordinate further engagement with Public Health
- Lightbulb RRO – to procure modular ramping, hoists etc
- Dementia Friendly Homes
- Extension of Hospital Housing Enablement Team
- Extension of Programme across all Tenures
- Incorporating the work on major adaptations currently undertaken by the County Council

- Targeted work for identified cohorts i.e. Integrated Locality Teams patient cohorts including those who are frail and with 5 or more long-term conditions

The Lightbulb model is also working to embed the learning and good practice from the Hinckley and Bosworth integrated locality teams pilot and provides a vehicle to roll out this proactive, targeted approach across Leicestershire by:

- Enabling GPs and community healthcare teams to access the Lightbulb housing offer through the existing First Contact Plus service for presenting patients as part of a social prescribing approach
- Providing an opportunity to target the Lightbulb housing offer to 'high risk' patients including using practice based data and case management information to identify target cohorts of people for this service (those that are frail or multi-morbid, for example)

Lightbulb provides a sound infrastructure and performance framework to further build the body of evidence around the contribution of this integrated and proactive approach towards housing support to the health and social care economy; placing partners in a strong position to engage with health colleagues around support for growth through the Better Care Fund.

#### **Key facts: Future Direction and Service Development**

- The Lightbulb service is required to support ongoing pressures and demand for housing services.
- Opportunities exist for even greater efficiencies around procurement, more flexible DFG solutions, process improvement, fit for purpose home adaptations, customer self-service and new technology in the home

## 8. Programme governance

Since go live, the programme has been supported by a dedicated Management Board comprising senior level representation from the seven District Councils, the County Council's Adult Social Care and Public Health services and the Director of Health and Social Care Integration. A Delivery Group supports the Management Board operationally and has responsibility for the development and delivery of the operational service design, programme plan and programme risks.

The programme governance structure also ensures a formal link into the countywide Unified Prevention Board which, in turn reports through the Integration Executive to the Leicestershire Health and Wellbeing Board.

The lightbulb programme has clear governance links to the decision making and governance in each district council, the County Councils Adult Social Care department and Cabinet and the Members Advisory Group for Health and Housing.

### ***Equality Impact and Needs Assessment***

Alongside our continued engagement with customers and user groups, an initial equality impact and needs assessment (EINA) has been completed, to support the development and implementation of the Lightbulb service. This enables us to identify any negative or adverse impact on particular groups and put actions in place to minimise or remove such impact as part of the programme plan.

The Lightbulb Programme Board will consider how best to take this forward as a joint impact assessment across partners organisations as part of the sign off of this business case. The programme continues to be informed by ongoing customer engagement to ensure the EINA remains fit for purpose.

## 9. Recommendations

The initial funding for Lightbulb draws to an end on 31<sup>st</sup> March 2019 and, as such, it is timely to review the resources allocated for 2019/20. In order to do this, financial options have been prepared for consideration:

- Option 1 - existing staffing structure with an indicative 11% increase in service running costs, covering salary increases etc. This also includes the reallocation of costs to reflect demand in each area including central hub and operational officers
- Option 2 - Option 1 plus an Office Manager position to manage the administration officers and deliver requirements around performance, support back office systems and processes and proposed service improvements listed below
- Option 3 - Option 1 plus increases in Housing Support Co-ordinators and Technical Officers to meet increased demand
- Option 4 – To financially support all options 1-3 above

It is recommended that partners sign up to a new 5 year Legal Agreement to provide service and staffing stability based on Option 2.

It is recommended that Option 3 be dealt with outside of the main contributions as this is a temporary measure. The total of another Technical Officer is £44,306 for which the costs can be capitalised. The total cost for the additional HSC resource would be £34,694 which if split 7 ways would equate to £4,956 each. (Over a 12 month period).

In signing up to the continuation of Lightbulb for Leicestershire the Management Board will continue to strive for further public sector cost savings and customer service improvements through the following;

- Future Integration of Adaptations and Assistive Technology
- Enabling GP's and community health teams to access Lightbulb through First Contact Plus
- Investigating how Lightbulb can be used to target 'high risk' patients using practice based data and case management information
- Collective and smarter procurement practices
- Development of more flexible DFG solutions
- Engagement with social housing providers to discuss potential delivery of home adaptations in their stock
- Continued customer insight and sharing of best practice
- Development of a self-serve offer for practical housing support

## 10. Next Steps

- 1, Management Board to agree which option to progress through a collective governance process.
2. Partners to take a standardised report through individual governance processes to enable Legal and Information Sharing Agreements to be finalised prior to year 2 start date of 1 April 2019.

This page is intentionally left blank