



Hinckley & Bosworth
Borough Council

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FORWARD TIMETABLE OF CONSULTATION AND DECISION MAKING

EXECUTIVE 21 DECEMBER 2016

WARDS AFFECTED: ALL WARDS

Lightbulb - Transforming Housing Related Support

Report of Chief Officer (Housing, Community Safety and Partnerships)

1. PURPOSE OF REPORT

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

2. RECOMMENDATION

2.1 The Executive:

- a) Notes the potential benefits of service transformation and integration, set out in the Lightbulb Business Case (appendix 1).
- b) Agrees the Lightbulb Service model, set out in the Business Case, as the future mechanism for delivering the housing support offer across Leicestershire
- c) Delegates authority to the Chief Officer (Housing, Community Safety and Partnerships) and Executive Member for Housing and Community Safety to progress the practical actions set out in the Business Case to support implementation of the Lightbulb Service model within the authority and to agree the financial model.

3. BACKGROUND TO THE REPORT

- 3.1 In 2013, Leicestershire's Housing Services Partnership developed the Housing Offer to Health, in conjunction with the Chartered Institute of Housing. This set out how local housing services can support and promote the health and wellbeing of Leicestershire citizens; offering to concentrate the collective efforts of the 7 District Councils on developing services to help health and social care partners achieve Better Care Fund objectives. This work was subsequently adopted by the Leicestershire Health and Wellbeing Board.

- 3.2 The concept of Lightbulb was one of a number of practical opportunities to emerge from this work; now part of the Unified Prevention Offer for Leicestershire. The County and District Councils made a partnership bid to the Department for Communities and Local Government and were successfully awarded £1m Transformation Challenge Award in 2015/16 to take this concept forward.
- 3.3 A Programme Team were appointed to take this work forward with partners and develop a new, integrated model for housing support that would:
- Deliver savings to the health and care economy, by maximising the part housing support can play in keeping people independent in their homes; preventing or reducing care home placements or demands on other social care services; avoiding unnecessary hospital admissions/readmissions or GP visits; and facilitating hospital discharge
 - Improve the customer journey; making services easier to access and navigate; and ensuring the right solution is available at the right time with the right outcome
 - Provide efficient, cost effective service delivery, particularly in relation to the delivery of Disabled Facilities Grants
- 3.4 The Lightbulb Business Case presents the outcome of this work to date; setting out the evidence base for change, outlining the potential savings, efficiencies and customer benefits based on activity within a number of pilot projects and detailing the new Lightbulb Service delivery model for practical housing support.
- 3.5 The new Lightbulb model will require a significant level of change and the Business Case outlines work required across all partners to implement new ways of working during 2017/18.

4 Reasons for Change

- 4.1 The current picture of housing support in Leicestershire is both fragmented and complex to navigate. Support is funded and managed across two tiers of eight local authorities, meaning it is difficult for customers to know where to start. There are frequent handoffs and different housing support needs are often assessed and dealt with in isolation by different agencies, involving a range of different practitioners.
- 4.2 Waiting times within the various parts of the system can be lengthy and uncoordinated, delaying the social, health and economic benefits to be gained from supporting individuals to continue to live independently in their homes and missing opportunities for more holistic solutions.
- 4.3 Lightbulb creates an integrated, targeted and customer focused pathway across Leicestershire using a new Housing Support Co-ordinator role, which will bring together functions currently carried out across District and County Councils. The locally developed Housing MOT Checklist provides a toolkit to identify a range of non complex housing support needs and deliver and co-ordinate person centred solutions.
- 4.4 The Lightbulb pathway will see improved housing expertise and self help at key contact and triage points (the Adult Social Care Customer Service Centre and First Contact Plus), together with locally based Lightbulb teams delivering the housing support offer:

- Assessment and ordering of minor adaptations and equipment
- Assessment and delivery of DFGs
- Assessment and resolution of wider practical housing support needs:
 - Warm homes
 - Energy efficiency
 - Handyperson
 - Home security
- Support with housing related health and wellbeing needs
 - Assistive technology
 - Falls prevention
 - Advice and signposting
 - Accessing local support services
- Support with planning for future housing needs
- Information and signposting to specialist organisations or services

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

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

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

5 Proposal

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

5.2 Within the Council some elements of the Lightbulb offer are managed by the Private Sector Housing team and delivered by a Home Improvement agency, Papworth Trust, on behalf of the Council.

5.3 The Council has a contract with Papworth Trust for the delivery of services. This runs until October 2017. The services currently undertaken by Papworth Trust are to be included in the lightbulb service model, along with additional services as part of a broader offer.

5.4 It is proposed that the Lightbulb model will be delivered in the locality, with Lightbulb officers working within the private sector housing team. The Lightbulb team will consist of 2.3 FTE Housing Support Co-ordinators, 0.6 FTE Technical Officer and 0.5 FTE Administrator. These officers will be employed by the host authority (the host authority is to be determined but it likely to be Blaby District Council).

6 Resources Implications

- 6.1 The financial model for Lightbulb is based on an assumption of no additional resources. A costed model for the Lightbulb service has been developed, based on robust mapping of existing demand for housing support across partner organisations; this has informed the level of demand for Lightbulb across the county.
- 6.2 The financial model assumes the new Lightbulb service offer will be implemented from within existing funding streams, which currently sit across different partner organisations and are already directed towards meeting this demand, but in a fragmented and ineffective way. Lightbulb will bring this funding together to support a new, integrated and cost effective service model.
- 6.3 Existing funding streams which have been identified as part of the financial model for Lightbulb include district council funding which currently supports the delivery/administration of Disabled Facilities Grants (DFG); for Hinckley and Bosworth this amounts to £45,694.89. Discussions are ongoing with the Lightbulb team with regards to the final contribution required.
- 6.4 Further work will be undertaken to establish funding committed to the Lightbulb Programme, recognising that the Lightbulb model represents an efficient and cost effective approach to delivery, demonstrated through the attached Business Case.

7. EXEMPTIONS IN ACCORDANCE WITH THE ACCESS TO INFORMATION PROCEDURE RULES

None

8. FINANCIAL IMPLICATIONS (AW)

- 8.1 As mentioned in section 6.3 existing funding streams for the lightbulb project is £45,694.89. This is based on an average cost paid for maintaining the DFG scheme for the past 3 years. There is some discussion between member councils on the final cost of delivery of the Light Bulb scheme. Initial discussions have indicated that a further contribution of up to £15,216 may be required to secure the level of service required, but this is subject to confirmation and agreement.

9. LEGAL IMPLICATIONS [AR]

- 9.1 None.

10. CORPORATE PLAN IMPLICATIONS

- 10.1 The Lightbulb service model contributes to:
- Supporting Individuals
 - Providing value for money and proactive services.

11 CONSULTATION

- 11.1 A customer and carer insight and engagement exercise was completed during 2015 to inform the development of Lightbulb. This involved a series of workshops and one to one interviews with carers, service users and the general public. Key finding from this and other engagement activity have helped to shape the redesigned service

model from a customer perspective. Ongoing customer feedback mechanisms are also embedded in the development of the Lightbulb programme.

11.2 Key themes from the above engagement mechanisms have included:

- Early advice is important to help people understand accommodation choices now and in the future;
- Confusion regarding routes to accessing appropriate support;
- Confusion regarding the roles and responsibilities of agencies involved in supporting people in the home;
- The necessity to repeat circumstances to a number of agencies;
- Health, housing and social care are not seen as separate issues so integration is key.

12 RISK IMPLICATIONS

12.1 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.

12.2 As part of the risk assessment process, each identified risk is given a red, amber or green status. A summary of the most significant (red) risk are outlined below, together with mitigating actions:

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

13. KNOWING YOUR COMMUNITY – EQUALITY AND RURAL IMPLICATIONS

13.1 An *Equality Impact and Needs Assessment* has been completed by Blaby District Council on behalf of all partners as part of the development of the Lightbulb Business Case.

14. CORPORATE IMPLICATIONS

14.1 By submitting this report, the report author has taken the following into account:

- Community Safety implications
 - Environmental implications
 - ICT implications
 - Asset Management implications
 - Procurement implications
 - Human Resources implications
 - Planning implications
 - Data Protection implications
 - Voluntary Sector
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Background papers: Lightbulb Business case

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