

2018-2020 Financial Planning and Budget Setting Process Business Case for Change

1. Summary

Title	People Wellbeing Services
Business Case Number	Fit for Purpose – People Wellbeing Services
Member	Cllr G Bell, Cllr John Harrison, Cllr Eddie Darke and Cllr Ian Grayson
Project Sponsor	Jacqui Old
Project Lead	Haley Hudson
Council Plan Theme	Our People
Creating a Brighter Future Theme	Cared for Safeguarded and Healthy
Saving or Income	Saving
Total 18/19 Savings/Income	£2.5m
Total 18-21 Savings/Income	£2.5m

2. Business Case

Summary

A. Background

The organisation delivers high performing and effective services relating to wellbeing, care and support valued locally and benchmarking well nationally. Continuing national pressure on the costs of care mean that the team must be constantly creative to manage demand and balance the books.

This business case builds on extensive work done across the organisation to help people help themselves, simplify routes into the Authority and bring together teams to more effectively target need as we understand it in individual communities.

Specifically, it develops the thinking behind the SIGN Network, the My Care web presence, Care and Connect, the work done on integrated front doors to support children and adults and the conversation of our sport, leisure and cultural services to support community wellbeing. It also builds on the work done to bring together our

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work with young people from 0-19, seeking to apply those design principles and ways of working to services for adults.

The aim will be to better integrate existing work and teams across:

- Adult social care
- Children and young people's early help and social work services
- Housing and homelessness
- Public health
- Culture
- Leisure
- Education, skills and learning
- Revenue and benefits

The Care Act 2014 introduced statutory requirements of local authorities to promote the wellbeing of its residents in all of the functions it carries out. In addition, statutory duties were also introduced which dictate that local authorities must actively prevent and delay the onset of a person's care and support needs by maximising wellbeing principles. These principles build upon the wellbeing duty of the Local Government Act 2000 which allowed local authorities to do anything they consider likely to promote the economic, social and environmental well-being of their area, unless explicitly prohibited elsewhere in legislation.

Over recent years the Authority has invested significantly in its cultural and leisure infrastructure, including the expansion of town centre library provision, consolidating mixed use community hubs as part of the offer to North Tyneside communities. Investment in state of the art leisure facilities and an enhanced arts and museums offer has ensured that an excellent universal offer is available to citizens in the Borough. Our intention is to optimise this offer in a way that helps people help themselves but provides appropriate support in doing so. Where they need it, those universal services will connect people with the appropriate support. This builds on the work done in 17/18 in Adult Social Care where, listening to feedback from customers, the team remodelled the way in which services are delivered to customers to ensure that only those with a true long term need enter long term services and all those customers who do have a long term need have an allocated worker.

In addition the Council invested in new web capability, collectively owned in the community, called My Care North Tyneside. This is a "one stop online shop" of advice and information that will allow a citizen to identify what support is available to them in their local area, including if they are likely to be eligible for support from Adult Social Care and also whether they are likely to have to pay for services. The aim of this is to ensure that citizens know what universal services there are in their locality, but also what their options are in respect of accessing these. As we progress with the People and Wellbeing Business Case, the online offer already established, will be grown to become the first point of access for help and support with wellbeing issues.

The overall intention of the business case is to change our ways of working based on

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nationally funded work to improve services to children, reorganise teams containing around 1000 staff and services worth around £71m, consider where opportunities could be maximised from delivery services directly, and working with other authorities while trying to balance national funding pressures with doing the right thing for the people of North Tyneside.

B. Business Case Outline

This proposal builds on the principles and work set out above and applies them to all wellbeing services.

The business case sets out the vision for a 2 year programme, savings identified relate to year 1 (2018/2019) only.

The proposal would seek to develop a new model with 4 key components:

1) Online

An enhanced online offer, moving some current face to face services to online access only. These services would be supported by various community locations where those without IT access or the skills could be supported to access services online.

The intention is to develop the web offer available to the public to ensure that it becomes a useful and meaningful “first place to go” in order to interact with the Council. All payments, requests for service, and methods of comment or communication would be automated, with the web site providing helpful interactive tools.

This will fit with life events work that has been mapped already to identify the points in a person’s life when they are likely to need support from the Council. Any customer who rings the Council or who presents at a Council office will be directed to a computer terminal to undertake their query online – support for this will be provided if needed. This serves 2 benefits. There will be a cohort of people who will be able to resolve their query without interaction from a staff member. For those who do need help, we will be able to control the rate of response more easily, moving away from an expectation of immediacy unless that level of response is required due to presenting risk. This approach assists us to manage resources more effectively.

The Web offer will be the main resource for use by the public, staff and Members in order to answer customer queries. Access to phone and face to face contact will be limited to those who are assessed as needing it. Face to face contact will be by appointment only.

2) Single Front Door

Once the web site is working as anticipated, we project that the volume of work at the Front Door would decrease. This will allow the team to concentrate on early help and keeping people out of long term service.

The ethos will be that call handlers will direct callers where possible through the web

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offer, or use the web offer with the customer direct. Where the issue arising cannot be met through the web offer, or there is a presenting risk, the request for support will go to a triage point.

This will be a multi-disciplinary point consisting of social care, housing advice, welfare advice and will also link to the MASH. The triage point will be staffed by experienced staff who are able to confidently and dynamically risk assess in a risk averse way.

The MASH will operate as it is currently to assess safeguarding matters.

Where possible, brief interventions will be carried out in order to resolve issues for people and prevent or delay the need for support. The approach builds on the success of Gateway where we have evidenced that a more rounded skill mix allows a more holistic approach to assessment and problem solving for a customer.

Detailed work will be undertaken to determine the demand for service which will impact on staff numbers and skill mix. Currently there are no staff implications identified for 18/19.

3) Community Connection

Creation of 4 comprehensive local offers across the borough that seek to maximise resident's wellbeing.

The proposal would look to develop 4 locality offers, based round the current 4 Customer First Centres in Whitely Bay, Wallsend, North Shields and Killingworth. Universal library services will continue to function from these locations as part of the first line of defence against social isolation and in order to promote learning, literacy and better life chances.

Selected front facing teams will be based in the locality and there will be a presence for customers to "drop in" to access or find out about the wider universal offer.

There will be IT resources available for those that do not have access to them, to find out more about local support, activities and services that could help them. For those that need help with IT usage, there will be some time-limited support to use the online offer.

All interactions at tier 2 and tier 3, where the services of a staff member for more than support and signposting is needed, will be by appointment only. The appointments will be made at the Triage point of the front door.

People will be encouraged to attend a customer first centre for their appointment so meetings in customer's own homes will only happen when it is assessed as necessary to understand the living arrangements.

4) Greater Collaboration and Income Opportunities

During 2018/2019 HECS services intend to maximise external funding opportunities

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through collaborating with other councils.

This work will bring opportunities to look at new approaches to commissioning and delivering services as well as, maximising programme support levers – further detail is given in Section C.3.

C. 2018/ 2019 Efficiencies

It is anticipated that transferring some services to an online offer, co-locating staff and combining employee roles, will enable services to rationalise and streamline existing roles.

Lead in time for developing the longer term model and its respective staffing structure, will take approximately 12 months.

However there remains pressing financial pressures for 2018/2019 and the services have therefore had to look to identify where savings can be made from existing employee structures. These are identified below.

C.1 HECS – through deletion of vacancies, reduction in hours and restructure.

- Deletion 1 Grade 5 Administration post in Adult Community Teams, this is the deletion of a vacant post following the remodeling of the Service in 2017.
- Deletion of 1 Grade 14 and 0.4 FTE reduction of Grade 10 in Employment and Skills
- Deletion of 5 Grade 7 Enablement Officer posts in Mental Health and Learning Disability
- Deletion of 1 Grade 11, 1 Grade 10 and 1 Grade 7 in the rehabilitation teams in Integrated Services.
- Ending some third party contracts where practical and providing these services in-house

C.2 Environment Housing and Leisure - £146K

- Deletion of 0.4 FTE Grade 8 Housing Officer – current vacancy.
- £131k of management and staffing efficiencies from Cultural Services (3 posts).

C.3 Greater Collaboration and maximising income - £1.89m

During 2018 / 2019 HECS services intend to maximise external funding opportunities by collaborating with other councils, and other income generating opportunities.

- CYPL services are currently involved in an Innovation Programme with the Department for Education (DfE) with the 2 other North of Tyne councils. In addition, the Service is developing a further bid to DfE to share its expertise and experience with other English councils. Both Programmes will enable the Service to gain income for services in areas such as programme and change management.

Target Operating Model – alignment to key principles

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1. We understand and manage demand	X
2. We enable people to help themselves	X
3. We use intelligence to target resource to best effect	X
4. We Maximise income and reduce long term cost	X
5. We work in partnership to improve outcomes	X
6. We are innovative and utilise technology to improve outcomes	X

2018 Financial Implications

Net Savings / Income	Cost Centre & Subjective	Part year? (months)	18/19 (£000s)	19/20 (£000s)	20/21 (£000s)
Range across HECS, and EHL			(2,500)		
Total			(2,500)		

Financial Analysis 2018/19	
Income	(1,890,000)
Employees	(553,000)
Expenditure	(57,000)
Total	(2,500,000)

2018/19 Staffing Implications

Affected FTE [Reduction (-), Increase (+)]	2018/19	2019/20
Reduction in staffing		
0.4 FTE grade 8 Housing	(0.4)	
1 FTE Grade 5 Adult Community Teams	(1)	
5 Grade 7 Enablement Officers Learning Disability	(5)	
1 Grade 11, 1 Grade 10 and 1 Grade 7 Rehabilitation teams in Integrated Services	(3)	
1 Grade 14 and 0.4 FTE reduction of Grade 10 in Employment and Skills	(1.4)	
1 Grade 11, 1 Grade 9 and 1 Grade 7 in Cultural Services	(3.0)	
Total	(13.8)	

Delivery Plan, Risks and Outcomes

Key Milestones		
Milestone	Lead Officer	Completion Date

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Consultation with Trade Unions and Staff Effected from Employee Reductions in 2018 / 2019	Steve Bishop /Paul Worth/ Alison Tombs/ Angela James/ Eleanor Binks	February 2018
Re-commissioning of Third Party Contracts	Nik Flavell	March 2018
Development of New Wellbeing Services Model	Project Team	June 2018
Consultation of New Wellbeing Services Model	Project Team	November 2018
Implementation of New Wellbeing Services Model	Project Team	April 2019
Securing income from collaboration and associated opportunities	Jacqui Old	April 2019

Risk	Risk Score	Mitigating Actions
Residents, partners, Elected Members and employees fail to use new online services	A1	Savings from this work stream are planned for 2019/2020, this should provide sufficient time to develop the business model and IT solutions <u>alongside</u> key users / stakeholders to gain buy-in prior to go live. We are also aiming to develop a bid for external monies to recruit a Digital Inclusion Officer who can lead on engaging people in the design of new online services.
Developing and delivering a range of new IT solutions that meet business requirements	A2	Project team to articulate IT business requirements no later than June 2018
Income from collaboration not secured	A1	Monitoring of project milestones and income secured on a monthly basis.
Increased demand from the population for services continues to increase and cannot be met with reduced employee compliment	B2	Ongoing monitoring of activity and use of services across all people based teams to continue and to be shared across the project team for this business case. Development of the new model will include a phase for prototyping and evaluation, before all changes are made.

Performance Indicators

Indicator	Baseline	Target
On-line access measured	To be developed	To be developed in 2018 /

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	in 2018 / 2019	2019 based on resources and IT offer available
Profile and number of people using community hubs	To be developed in 2018 / 2019	To be developed in 2018 / 2019 based on resources and IT offer available

Other Requirements / Dependencies

Technology Requirements

The long term model rests significantly on transferring some current face to face services to an online offer. New online services will need to be developed, that meet the needs of all residents.

Client / Customer Implications

In year employee reductions are based on maintaining the current model of service. 2019/20 savings will come from the impact of self-serve on People Wellbeing services. Details are being worked through and will be included in budget proposals for future years along with information on implications for customers.

Partner / Stakeholder Implications

In year employee reductions are based on maintaining the current model of service. 2019/20 savings will come from the impact of self-serve on People Wellbeing services. Details are being worked through and will be included in budget proposals for future years along with information on implications for partners/stakeholders.

Equality and Diversity Implications

All affected customers will have or be connected to someone with a protected characteristic predominantly around disability. This however does not affect care provided, it affects the funding stream.

Is this project also included/supported by Capital Investment?

Yes

Sign Off

Mayor / Cabinet Member(s)	Cllr G Bell, Cllr John Harrison, Cllr Eddie Darke and Cllr Ian Grayson
Head of Service(s)	Jacqui Old & Phil Scott
Finance Manager	Alison Campbell