

* Name of proposal/policy	Prevention and Eligibility	* Budget number	16-001-05
* Service area responsible	Adult Social Care	* Cabinet meeting date	14 th February 2017
* Name of completing officer	Anna Earnshaw	* Approved by Director / Assistant Director	Anna Earnshaw
* Version	1.2	* Date	6 TH February 2017

PART A

* Section 1a: Description of proposal under consideration/development	* Section 1b: Is this new or existing? Does it link to current provision?
<p>Review and revise processes around how customers access adult social services, to include:-</p> <ul style="list-style-type: none"> • Moving to a progressive model of care focused on peoples abilities rather than what they can't do in order to work towards life outcomes and keeping them healthy, independent and living in the community; • review and revise how customers access adult social services both on-line and at the customer service centre; • strengthen financial controls at assessment and review stages by ensuring that financial assessments are carried out as early in the process as possible; 	<p>This initiative builds upon previous work under the Next Generation programme to provide comprehensive preventative services and to stream new customers to the most appropriate service destination for the best outcomes.</p> <p>It also builds upon previous work in developing NASS (Northamptonshire Adult Social Services) as a federated element of the Next Generation Council supported by Intelligence and an E-Marketplace solution.</p> <p>It links explicitly to the current work in restructuring and transforming the adult social care management services and the changes in relationships between care management, commissioning and provider services.</p>

*** Section 2: How does this align with the Council Plan/ corporate priorities/ partnership strategies and plans/ Next Generation Council?**

Delivers increased wellbeing and/or safeguarding by ensuring that...	✓
People of all ages are safe, protected from harm and able to live happy, healthy and independent lives in our communities	✓
People have the information and support they need to make healthy choices and achieve wellbeing	✓
People achieve economic prosperity, in a healthy, low carbon economy which gives access to jobs, training and skills development	
Communities thrive in a pleasant and resilient environment, with robust transport and communications infrastructure	
Resources are utilised effectively and efficiently, in coordination with partners and providers	✓

Does it align with any NCC/ partnership strategies and plans? (if so, please list below)
 Next Generation Council; Better Care Fund Plan; Health Partnership

Does it support the transformation into a Next Generation Council? (if so, please explain below)
 Service delivery models will be changed and aligned to the TOM (target operating model) for NASS (Northamptonshire Adult Social Services) as part of the overall organisational transformation to implement the federated operating model of the Next Generation Council.

*** Section 3: If this relates to a statutory duty, please give details of the relevant legislation below:**
 Assessment of eligibility and associated service provision is statutory. The principal duties are embedded in the Care Act 2014 and the Mental Capacity Act 2006.

Section 4: Have other alternatives been considered?
 The delivery of a safe and sustainable customer pathway requires the delivery of high quality, effective, preventative service provision which is accurately targeted at meeting the eligible needs of the most appropriate customers. To do this, it is essential that the benefits of preventative services are fully understood and accurately monitored and that limited resources reach those in the greatest need.

Without the delivery of this initiative, it would not be possible to evaluate the impact and value for money of preventative services. It is also likely that without the proposed work on assessment, review and delivery, the authority would not be able to achieve value for money in service provision due to provided services not being appropriately responsive to changes in need, so not “stepping down” service levels where appropriate under the outcome-based provision models.

*** Section 5: Financial / resource implications**

a) Costs (e.g. invest to save)

POTENTIAL INVESTMENT ITEMS

- In year assessment and review resource
- Transitional staffing resource
- Training
- Communications
- Promotional activities
- Project management
- LGSS/BIPI fees for data development

b) Staffing implications

This project has no specific staffing implications, as staffing issues are covered in the separate “Staffing and Effective Structure” workstream.

c) Savings

Proposed savings:- £626,000 in 2017-18

Section 6: Has a similar initiative/proposal been implemented elsewhere? What were the benefits or risks? Are there lessons that can be learned?

Promotion of preventative services and tightening of eligibility for ongoing support is being implemented widely to at least some degree in many authorities but robust impact assessment is limited.

THIS SECTION HAS REPLACED THE EQUALITY IMPACT ASSESSMENT FORM AND MUST BE COMPLETED TO DEMONSTRATE COMPLIANCE WITH THE EQUALITY DUTY

*** Section 7: Who will be affected by this proposal? (this may be service user data, or be based on a particular geographical area or more general population data depending on the proposal)**
 Include demographic information where this is available e.g. breakdown by gender, age, ethnicity, disability etc. BIPI can support with the provision of data.
 You may include staff, partner organisations and any other stakeholders who might be affected by the proposal.

Data Source (include link where published) and summary of what it tells us for example “X number of people use this service, X are male, Y are female etc”	Why is this relevant to the proposal?																			
Adult Social Care Clients 2016/17 by primary support reason (provided by BIPI)	<table border="1"> <thead> <tr> <th data-bbox="1151 754 1644 799">Primary Support Reason</th> <th data-bbox="1644 754 2143 799">Number</th> </tr> </thead> <tbody> <tr> <td data-bbox="1151 799 1644 839">Physical Disability Support</td> <td data-bbox="1644 799 2143 839">6,794</td> </tr> <tr> <td data-bbox="1151 839 1644 879">Mental Health Support</td> <td data-bbox="1644 839 2143 879">295</td> </tr> <tr> <td data-bbox="1151 879 1644 919">Learning Disability Support</td> <td data-bbox="1644 879 2143 919">3,534</td> </tr> <tr> <td data-bbox="1151 919 1644 999">Social Support: Substance Misuse Support</td> <td data-bbox="1644 919 2143 999">4</td> </tr> <tr> <td data-bbox="1151 999 1644 1038">Sensory Support</td> <td data-bbox="1644 999 2143 1038">76</td> </tr> <tr> <td data-bbox="1151 1038 1644 1078">Support with Memory & Cognition</td> <td data-bbox="1644 1038 2143 1078">3,567</td> </tr> <tr> <td data-bbox="1151 1078 1644 1158">Social Support: Support for Social Isolation/Other</td> <td data-bbox="1644 1078 2143 1158">360</td> </tr> <tr> <td data-bbox="1151 1158 1644 1198">Total</td> <td data-bbox="1644 1158 2143 1198">14,630</td> </tr> </tbody> </table>		Primary Support Reason	Number	Physical Disability Support	6,794	Mental Health Support	295	Learning Disability Support	3,534	Social Support: Substance Misuse Support	4	Sensory Support	76	Support with Memory & Cognition	3,567	Social Support: Support for Social Isolation/Other	360	Total	14,630
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<p>Please note that the total populations for Northamptonshire differ in some categories; this is because clients may move from one type of service to another during a year and would therefore be double-counted. Some differences are also due to rounding.</p>																	

* Section 8: Based on the above information, will this proposal have an impact on the following? ✓ the relevant box for each line and then expand on the reasons why in Section 9				
	Positive	Negative	Neutral	Unsure
<u>Age</u>				✓
<u>Disability</u>				✓
<u>Gender reassignment</u>			✓	
<u>Marriage and civil partnership</u>			✓	
<u>Pregnancy and Maternity</u>			✓	
<u>Race</u>			✓	
<u>Religion or Belief (or No Belief)</u>			✓	
<u>Sex</u>			✓	
<u>Sexual orientation</u>			✓	

* Section 9: Initial impact	
* Section 9a: From your analysis in section 8 above, please explain the positive implications	
N/A	
* Section 9b: From your analysis in section 8 above, please explain why you have categorised any of the implications as neutral	
There is nothing to suggest that the proposals will have a negative effect on the groups identified above as neutral because of their protected characteristics	
* Section 9c: From your analysis above, please explain the negative implications	* Section 9d: What actions have you identified to mitigate any negative implications?
N/A	N/A
* Section 9e: From your analysis above, please explain the areas where you are unsure of the impact	* Section 9f: What actions have you identified to fill gaps in information?
Adult social care services impact primarily upon the elderly and disabled. As such, changes in the general pathway and the application of eligibility criteria	Ongoing evaluation of the impact of the diversion of customers to preventative services.

<p>may be perceived to have a negative impact on some service users who may feel that their needs are not being fully met. However, the legal duty placed upon the authority is to meet needs in the most appropriate, effective and efficient manner so, despite possible perceptions, the actual impact should not be negative. Similarly, diverting potential customers into preventative services should provide benefits in terms of reducing long-term need for service but neither the short or long term-benefits of preventative work have been subject to robust evaluation, so this will be necessary in order to assess both initial impact and long term benefits to customers and wider service provision.</p> <p>This project will impact on the full county population in terms of prevention and new eligibility activity. It will also impact directly upon current customers in that all support packages will be expected to contain outcomes linked to improving individual capacity, and so stepping down service input, in agreed key outcome areas.</p>	<p>The legal duty placed upon the authority will ensure that needs are met.</p>
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* Section 10: Internal considerations: are there any implications for the following?		
	✓ or X	If there are any implications, please explain them here and identify any actions you may need to take as a result
Staff	X	This proposal does not impact directly upon staffing numbers, as the necessary changes in staffing to reflect the long term delivery of this model will be reflected in the related “Staffing and Effective Structure” proposal.
Financial (NCC)	X	No additional impact is foreseen
Legal	X	No additional impact is foreseen
NCC Policy	✓	The long-term evaluation of the changes in customer pathway may, in due course, require a shift in policy to appropriately balance emphasis between preventative and direct care provision services

Performance	✓	As noted, changes made under this work will require robust evaluation in order to determine whether these approaches are effective. It is likely that additional performance monitoring, probably linked to a new suite of indicators, will be required for this.
Data quality / information security	✓	Robust evaluation will require high quality data at the individual level. This should not place additional burdens in these areas but operating practice in handling data will need to be monitored in order to ensure ongoing compliance with corporate and legal standards.
IT	X	No additional impact is foreseen
Strategic assets	X	No additional impact is foreseen
LGSS / federated bodies	✓	The long-term evaluation of the changes in customer pathway may, in due course, require a shift in policy to appropriately balance emphasis between preventative and direct care provision services. This may impact on the balance of provision between NASS and First for Wellbeing.
Procurement	X	No additional impact is foreseen
Project support	X	No additional impact is foreseen
Other (if appropriate)	X	No additional impact is foreseen

*** Section 11: External considerations: are there any implications for the following?**

	✓ or X	If there are any implications, please explain them here and identify any actions you may need to take as a result
Community impact	✓	The intention is to deliver positive community impact. However, as with ongoing service delivery, care will need to be taken in delivery in order to ensure that all sectors of the community are able to access appropriate services.
Impact on the consumer (e.g. communication needs, access, rurality, complaints)	✓	As noted, changes to service delivery need to be well understood and clearly communicated to customers in order to ensure that they are not perceived badly and result in appeals/complaints. As with current services, the context of provision in a predominantly rural county need to be taken into account in order that specific needs continue to be met appropriately.

Reputation	✓	Changes in service delivery patterns and the general customer pathway will require clear understanding and effective communication to avoid the perception that these changes are equated with service cuts in the minds of customers and the wider public.
Political	✓	See the comment on “Reputation”. The changes in pathway and delivery will need to be clearly understood and widely advocated.
Partners	✓	The changes proposed have the potential to impact upon Health, providers in the Community and Voluntary Sectors, and upon partners in the other NCC federated companies, i.e. Children’s (at point of customer transition) and First for Wellbeing (changes in emphasis and evaluation related to prevention) so early involvement, common understanding and positive communication will be needed as the projects develop.
Human Rights	X	No impact is foreseen
Health impact – individual	✓	Changes to service pathways are intended to produce tangible health benefits by promoting prevention and providing eligible customers with outcome-based support plans.
Health impact – wider community	✓	It is expected that the wider uptake of preventative and wellbeing –related services will increase, promoting healthier lifestyles.
Economic impact - individual	X	No impact is foreseen
Economic impact – wider community	X	No impact is foreseen
Community Safety impact	X	No impact is foreseen
Environmental impact	X	No impact is foreseen
Consultation	✓	See comments in other sections regarding the requirements for consultation and communication.
Other (if appropriate)	X	No other impact is foreseen

Based on the impacts and considerations above, please identify the RAG status

RAG Status	Overall RAG	Time	Proposal Delivery	Cash Saving	Risk	Issue	Dependency
	Amber	Green	Amber	Amber	Green	Green	Green

* Section 12a: What are the risks associated with NOT implementing the proposal? (tick if applicable)	✓	* Section 12b: What actions have you identified to mitigate the risks? Will anything in the current arrangements need to be changed to acknowledge this risk? Is implementing the proposal the only way to mitigate the risks?
Non-compliance with legislation or NCC policy	✓	Not making this change will place some aspects of the NCC federated model at risk, as this proposal recognises the beneficial impact of prevention upon the long term future of social care services.
Financial	✓	<p>Costs are likely to increase significantly without the further development of preventative services and the appropriate controls over eligibility and access to care services.</p> <p>A number of related proposals are being developed in parallel to this work which, through their development, develop different areas which would otherwise be viewed as alternatives.</p> <p>Without the development of this and related projects, the only valid option for cost reduction would be the widespread withdrawal of services, which would present significant potential for legal challenge as such steps would be likely to be in breach of the Care Act.</p>
Change in performance/ data quality/ information security	✓	There is a high probability that, without this intervention, value for money and care provision unit costs would escalate as control is reduced over numbers entering and remaining in social care services.
Reputational/ Political		No. The proposed changes are proactive.
Increase in complaints and/ or legal challenge		No. The proposed changes are proactive.
Other		No other issues are foreseen.

*** Section 13: Budget Delivery Programme Highlight Report information – total amount allocated to savings proposal 2017-18 through to 2020-2021; profiled budget; 2017-18 action plan extended savings narrative; cost code information**

Total amount allocated to savings proposal 2017-18	
2017-18 (£000)	626

Impact of saving within the budget profile			
Q1	Q2	Q3	Q4
100	175	175	176

	Milestone	Owner	By when
1	Individual work items agreed	ALL	
2	Financial targets set and agreed	MILESTONES	
3	Preventative services reviewed	OWNED	
4	Customer pathway defined	BY	
5	Consultation and communications agreed	ADULT SOCIAL CARE	
6	Staff training developed and undertaken	SMT	
7	(linked project) Staffing structure implemented	MEMBERS	
8	Service gateways agreed and implemented		

Cost code	TBC
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*** Section 14: Do you need to undertake further work (e.g. consultation, further proposal development, further equality analysis) based on the impact and actions identified above? If yes, set this out below and then carry out the work and complete Part B:**

This proposal will form part of the overall budget consultation process. Any feedback received (as well as any further intelligence gathered in the course of developing the project) will inform a final analysis of the impact of the proposal which will be considered by Cabinet and Council in February when taking a final decision on the budget. The EqlA will be updated accordingly.

Longer term impact and evaluation work is required in order to understand and evaluate the ongoing impact of the work in this area.

PART B

Section 15: Consultation, follow up data and information gathered from actions identified above

	What does this information tell us?
This proposal formed part of the overall budget consultation process.	We didn't receive any comments specifically on this proposal. However, there were general comments made regarding the proposals for Adult Social Care and concerns raised about how budget savings might impact upon the service that older people and people with disabilities receive and their outcomes.

Section 16: Final impact analysis (taking the findings from Part B into account) – including review date if required

The final equality impact analysis is neutral for most groups but with an acknowledgement that close monitoring will be required to ensure the older people and people with disabilities are not negatively impacted as a result of the proposals. The legal duty placed upon the authority will ensure that needs are met.