

* Name of proposal/policy	First for Wellbeing Business Case Savings	* Budget number	15-008-13
* Service area responsible	First for Wellbeing	* Cabinet meeting date	14 th February 2017
* Name of completing officer	Lesley Hamilton	* Approved by Director / Assistant Director	Janet Doran
* Version	1.0	* Date	3 rd 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>First for Wellbeing propose to replace the existing fragmented and inequitable services to vulnerable adults currently provided through 20 existing historical contracts, with an effective integrated social wellbeing service that is equitable across the county.</p> <p>FfW are commissioning the new Social Wellbeing service through open tender, and expect to identify the preferred provider in early January and for the new service to commence on April 1st 2017.</p> <p>The proposal will reduce duplication of service provision and management costs, and enable efficiencies and quality improvements that, together, will reduce overall costs. First for Wellbeing will develop, with the new provider,</p>	<p>The Social Wellbeing Service is a new service, however it replaces current provision.</p> <p>Current service provision</p> <p>In April 2016, Northamptonshire County Council novated a number of preventative housing related support services to First for Wellbeing including contracts for delivery of:</p> <ul style="list-style-type: none"> • Day care opportunities for older people • Home Improvements and adaptations • Targeted support, advice and information

<p>a sustainable, evidence-based approach based on self-help and social action that will continue to identify and meet changing needs in the future.</p> <p>To support financial and planning stability, the new contracts will be let for 3 years with 2x12 month extension periods, making a total possible contract length of five years. To ensure there is service continuation in the period between decommissioning existing services and establishing the new services, existing contracts have been extended from 1st October 2016 for a period up to 31 March 2017. This will allow the new services to mobilise, and provides existing providers with 6 months' notice of the end of their contract, in order to mitigate against any negative impact on existing service users.</p> <p>Together with the consistent application of the Council's fees and charges policy across the new service, we expect these measures to reduce the overall investment required to deliver an effective social wellbeing service by £400,000 and deliver the saving required.</p>	<ul style="list-style-type: none"> • Specialist debt and benefits advice • Intensive housing related support/homelessness avoidance <p>There were, at the point of novation, 20 separate providers of these services.</p> <p>The existing contracts were originally funded through ring-fenced funding via the Supporting People Programme, and the ring-fence was removed from the grant by the Government in 2009, allowing local authorities to spend their Supporting People allocations as they deemed appropriate. Within Northamptonshire, the contracts have not been reviewed or in some cases, actively managed, for several years and have been extended a number of times, often with reductions in contract values. Management costs, access and actual services vary across the county and there is limited performance information available to assess activity levels or the quality of existing services. The services have been visited by commissioners who received an overall impression of largely fragmented services that work independently of each other and have not always been able to respond to changing need.</p>
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* 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	✓

<p>Does it align with any NCC/ partnership strategies and plans? (if so, please list below)</p> <p>Joint Strategic Needs Assessment 2011 Northamptonshire Health and Wellbeing Board's Strategy for 2016 to 2020 Standing Up For Ourselves - Reducing Falls & Promoting Bone Health 2015 Foresight Project on Mental Capital and Wellbeing, published in 2008 Making Every Contact Count (MECC) Public Health Outcomes Framework Adult Social Care Outcomes Framework</p>	
<p>Does it support the transformation into a Next Generation Council? (if so, please explain below)</p> <p>The provider will be required to develop links with the Federated organisations , developing referral pathways and joint working models The move to a single contracted provider will require third sector organisations to work together seamlessly with a single data base that provided FfW with a live data set providing evidence of both population outcomes and the specific outcomes for individuals which will inform planning and contract management and financial forecasting.</p>	

*** Section 3: If this relates to a statutory duty, please give details of the relevant legislation below:**

Section 4: Have other alternatives been considered?

The alternative considered would be to re-commission as 20 separate contracts. This alternative option would not realise the savings nor would it reduce existing and any further potential duplication.

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

a) Costs (e.g. invest to save)
N/A

b) Staffing implications

N/A
c) Savings This proposal will save £400k, a one off saving to be delivered at the beginning of the financial year.

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

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

<p>* 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.</p>	
<p>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.”</p>	<p>Why is this relevant to the proposal?</p>
<p>Although not definitive, there are two main groups of adults accessing services, many who require more than one of the separate services currently offered:</p> <ul style="list-style-type: none"> • Younger people, 16-55 who are accessing housing support services, debt and benefit advice, support for learning and or employment, mental health and substance misuse support. The number of young people under 25 accessing these services appears to be increasing. • Older people 65+ who are accessing day opportunities and home improvement services to enable them to maintain independent living. The number of people with dementia and complex health issues and 	<p>The majority of the population supported by the services are now older people, individuals with learning disabilities, physical disabilities and long-term conditions, people with mental health problems, dementia, alcohol and/or substance misuse problems and adults who are homeless or vulnerable to becoming homeless, including ex-offenders.</p> <p>Both groups described in the box to the left may also access specialist support for disability, learning disability and or debt and benefits advice and specialist legal advice.</p>

<p>needs associated with increasing age is increasing. Carer's needs are also impacting on services as the age of carers' increases.</p>	
<p>Data from one housing support provider indicates that the majority (90%) of the adults currently receiving direct housing and tenancy support are white British younger adults aged 16 – 55. One housing support provider reports 38% mental health issues and 50% substance misuse among its clients. 72% of their clients are male and adult social care is the main source of referrals for 16 – 18 year olds. Providers have reported a perception of increased family breakdown causing young people to become homeless. While such detailed data is not available for all existing providers, discussion with those providers indicates a similar demographic for all housing support services.</p>	<p>This data shows the wide range of issues for the service users of this particular service.</p>
<p>Day opportunities providers report increasing numbers of people with dementia and complex physical disabilities which is impacting on services. Many service users are 80+. Providing safe environments for both of these groups of service users, alongside other clients including frail adults and adults with visual impairment, is increasingly difficult. Transport is increasingly difficult and is impacted by additional mobility aids and the specific needs of clients with dementia. Transport arrangements are often dependent on other services ensuring the client is ready to access the transport at the arranged time.</p>	<p>This data shows the wide range of issues for the service users of this particular service.</p>
<p>Three of the existing services are commissioned to deliver support to black and minority groups. These groups have historically offered specialist support in terms of meeting cultural, religious and language needs. There has not been robust data collection in the past and the figures below are estimates.</p> <ul style="list-style-type: none"> • ACES (Northampton African Caribbean community) - 98 members registered with approximately 150 attendances at day care each month • Dostyio (South Asian Women's group) - provide support/ information to approx 325 individuals per year with approx 55 people accessing day opportunities each month 	<p>This data shows the current pattern of accessing services for this particular group.</p>

<ul style="list-style-type: none"> Wellingborough African Caribbean Association – Historically reporting 45 individuals per week attending three sessions a week, however this service has had no referrals during 2016 and average 10 – 15 attendees on each of 2 sessions per week <p>There are no specific services commissioned for other black and minority ethnic groups who are now part of our local community.</p>	
<p>One service (Delos) is currently commissioned to provide specialist support to adults with learning disabilities and supports/provides information to approx 220 individuals at any time.</p>	<p>This data shows the current pattern of accessing services for this particular group.</p>
<p>Four services provide a range of different specialist services to adults with a physical disability: the figures below relate to 2016:</p> <ul style="list-style-type: none"> Disability Resource Centre: 928 people Daventry Care and Repair: 364 interventions Care and Repair Northampton: 650 interventions Spire Homes Home Improvements: 104 interventions (mainly East Northants) 	<p>This data shows the current pattern of accessing services for this particular group.</p>
<p>Catch 22 provides specialist support to ex-offenders.</p>	<p>Details of the service provider for this particular group</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
Age	✓			
Disability	✓			
Gender reassignment			✓	
Marriage and civil partnership			✓	

Pregnancy and Maternity			✓	
Race	✓			
Religion or Belief (or No Belief)	✓			
Sex			✓	
Sexual orientation			✓	

*** Section 9: Initial impact**

*** Section 9a: From your analysis in section 8 above, please explain the positive implications**

Over the last few years there have been significant population changes in the county, including increasing numbers of older people with higher levels of need, including long-term physical health conditions, dementia and social isolation. The existing contracts have not been realigned with these demographic changes, nor have they been reviewed in light of personal budgets, ability to pay and potential community social action. In addition to this, changes in national and local policy and the challenging economic climate is impacting on all areas of both social care and NHS service provision. New approaches are needed to address inequities across the county, focus support on those who most need it, and ensure quality is maintained.

The new Social Wellbeing Service will be required to take account of the views of service users when designing service provision, including views from people from all cultural backgrounds, gender groups and age groups that are representative of the county's population. The rapidly increasing needs of adults with dementia and younger people becoming homeless will be important considerations, and providers will be required to provide environments where all service users feel, and are, safe.

The new services will also be required to consider the wider environment and society that they operate in, developing collaborative approaches with community and faith groups, local businesses, public and private sector providers, local residents, education centres and philanthropists with the aim of developing the local support infrastructures and a cohesive approach to enabling vulnerable adults to live in the community for as long as they are able and wish to do so.

As part of the tender process, the bidding organisations will be required to demonstrate that they meet equality and diversity legislation, including the Equality Act 2010 and the Human Rights Act 1998 and have policies and procedures in place to support this. The provider and any subcontractors will be required to have in place quality assurance processes and policies to provide evidence to commissioners that services are offered equitably across the county.

Both the existing and the new provider will be required to work closely with commissioners from First for Wellbeing throughout the mobilisation period to develop and deliver an implementation plan, which will include engaging with service users and stakeholders to design and implement the new service model and to ensure that service users can access those new services. The new provider will be required to produce an annual report on their service, including an analysis of service user demographics compared to the county population. Robust contract monitoring processes will measure activity levels and the quality of the services to ensure that they are of the required standard.

Consultation and engagement work will be ongoing with customers, their carers and families and other key stakeholders throughout the process of change, taking account of cultural needs, learning needs and the needs of carers.

*** Section 9b: From your analysis in section 8 above, please explain why you have categorised any of the implications as neutral**

We have no reason to believe that the proposal will have a differential impact upon the categorised assessed as neutral above.

*** Section 9c: From your analysis above, please explain the negative implications**

N/A

*** Section 9d: What actions have you identified to mitigate any negative implications?**

N/A

*** Section 9e: From your analysis above, please explain the areas where you are unsure of the impact**

N/A

*** Section 9f: What actions have you identified to fill gaps in information?**

N/A

*** 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		
Financial (NCC)	✓	The new contract is intended to deliver efficiencies and savings and build 10% added value per annum through social action
Legal		
NCC Policy		
Performance	✓	The monitoring that will be built into the new contract will allow for more effective performance monitoring

<u>Data quality / information security</u>		
<u>IT</u>		
<u>Strategic assets</u>		
<u>LGSS / federated bodies</u>	✓	The new contract will be a core part of business for First for Wellbeing, as the first of NCC's federated bodies to 'go live'
<u>Procurement</u>		
<u>Project support</u>		
<u>Other (if appropriate)</u>		

* 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
<u>Community impact</u>		
<u>Impact on the consumer (e.g. communication needs, access, rurality, complaints)</u>	✓	The new contract is intended to have a positive impact on individuals by being more tailored towards specific needs e.g. communication needs
<u>Reputation</u>		
<u>Political</u>		
<u>Partners</u>		
<u>Human Rights</u>	✓	Prospective bidders for the contract will be expected to demonstrate explicit compliance with the Human Rights Act
<u>Health impact – individual</u>	✓	The outcomes of the contract are intended to have direct positive implications on the health and wellbeing of those who access the services, many of whom, as demonstrated above, fall into at least one category of protected characteristics.

Health impact – wider community		
Economic impact - individual	✓	Debt advice is included in the range of services covered by the contract and so it would be expected to have a positive impact upon the economic circumstances of those individuals who access the service.
Economic impact – wider community	✓	The Contract will build annually 10% of the contract value per annum by harnessing the community social action to improve their communities well being
Community Safety impact		
Environmental impact		
Consultation		
Other (if appropriate)		

Based on the impacts and considerations above, please identify the RAG status using the RAG assumptions below:

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

* 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	✓	In line with the Council’s Next Generation Model, First for Wellbeing is expected to achieve efficiencies and savings in service delivery, innovation and a reduction in duplication. If these objectives were not delivered as part of the business case savings, it would mean that FfW was not operating as intended in the Next Generation Model.
Financial	✓	If the savings are not realised, there will be a need to find savings elsewhere to help the Council deliver its MTFP 2017/18

Change in performance/ data quality/ information security	✓	There is limited performance data available for how services are currently delivered via the numerous contracts. This will improve the collection of performance data and therefore allow us to monitor it more effectively.
Reputational/ Political	✓	Expectation that FfW will deliver savings and efficiencies
Increase in complaints and/ or legal challenge		
Other		

*** 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)	400

Impact of saving within the budget profile			
Q1	Q2	Q3	Q4
400			

	Milestone	Owner	By when
1	Delivery of new contract arrangements by 1 st April	Lorraine Meads	1 st April
2			

Cost code	
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*** Section 14: Do you need to undertake further work (e.g. consultation, further proposal development, and 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 EqIA will be updated accordingly.

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 received no comments specifically on this proposal.

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

We have assessed the final impact as positive for some groups with protected characteristics, as set out in section 9a, with it being neutral for other groups. We believe that the changes to the way the services are contracted and commissioned will deliver positive benefits for service users, as well as delivering the savings expected of First for Wellbeing. As always, the contracts will be monitored to ensure that they deliver the required outcomes for service users, and work is being undertaken at the planning stage to build in safeguards around ensuring that services are delivered fairly and equitably.