



Service Design Proposal

Community Solutions

1 What is the recommendation?

There is a considerable body of evidence that shows poverty exacerbates the challenges families face and results in poorer health outcomes. This leads to considerable levels of demand for our housing and social care services. Recognising that multiple problems are hard to resolve the service will need to be strongly orientated towards early intervention and implementing strategies that help individuals, families and community get 'upstream' of the emerging difficulties. For most adults of working age the route out of poverty is employment. The service will therefore have a strong orientation to helping individuals to obtain work and/or to develop skills to obtain better paid jobs.

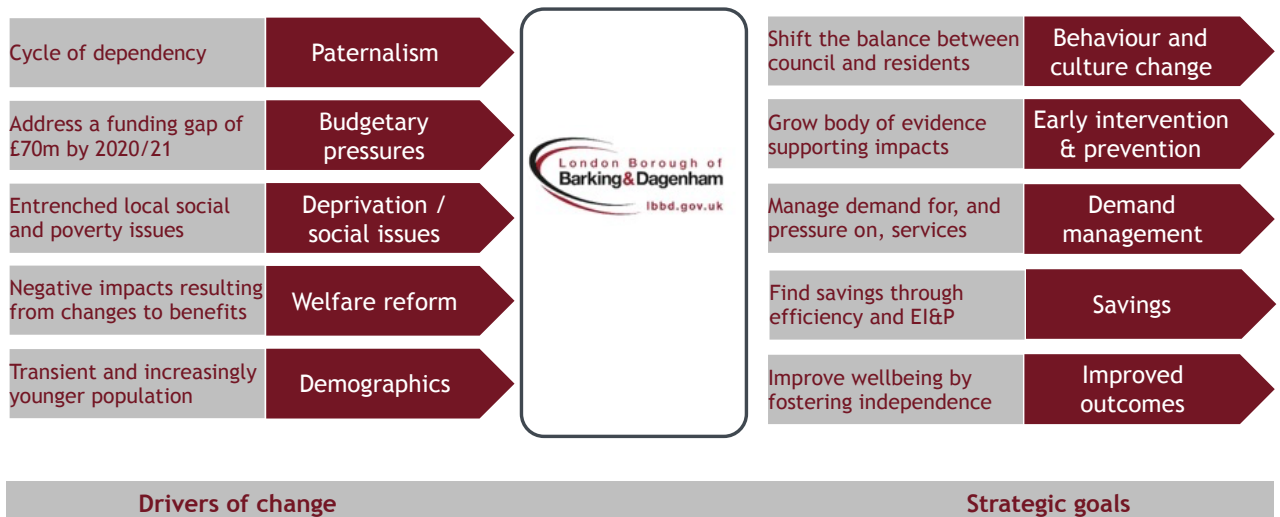
The service that will:

- Focus on supporting residents to become more self-sufficient and resilient
- Tackle the multiple needs of households holistically and at an earlier stage, building upon the success of the existing Troubled Families initiative
- Comprise multi-disciplinary and multi-agency teams that will collaborate closely with the voluntary and community sector and other strategic partners to deliver early intervention and preventative support
- Act as the front door for people based services, with a single digital presence and operating out of community hubs

Community Solutions will bring together a number of different council services which are currently managed in a number of departments. This will include a substantial proportion of the housing service, community safety services such as the Anti-Social Behaviour team, employment services as well as some adults and children's social care services. It will work closely with DWP, Statutory Partners such as the NHS and Police and Voluntary and community sector.

2 Why is this proposal recommended?

The Council is facing a combination of social and financial challenges that are driving the need to re-think its approach in supporting resident wellbeing. Current services are not designed to address these challenges.

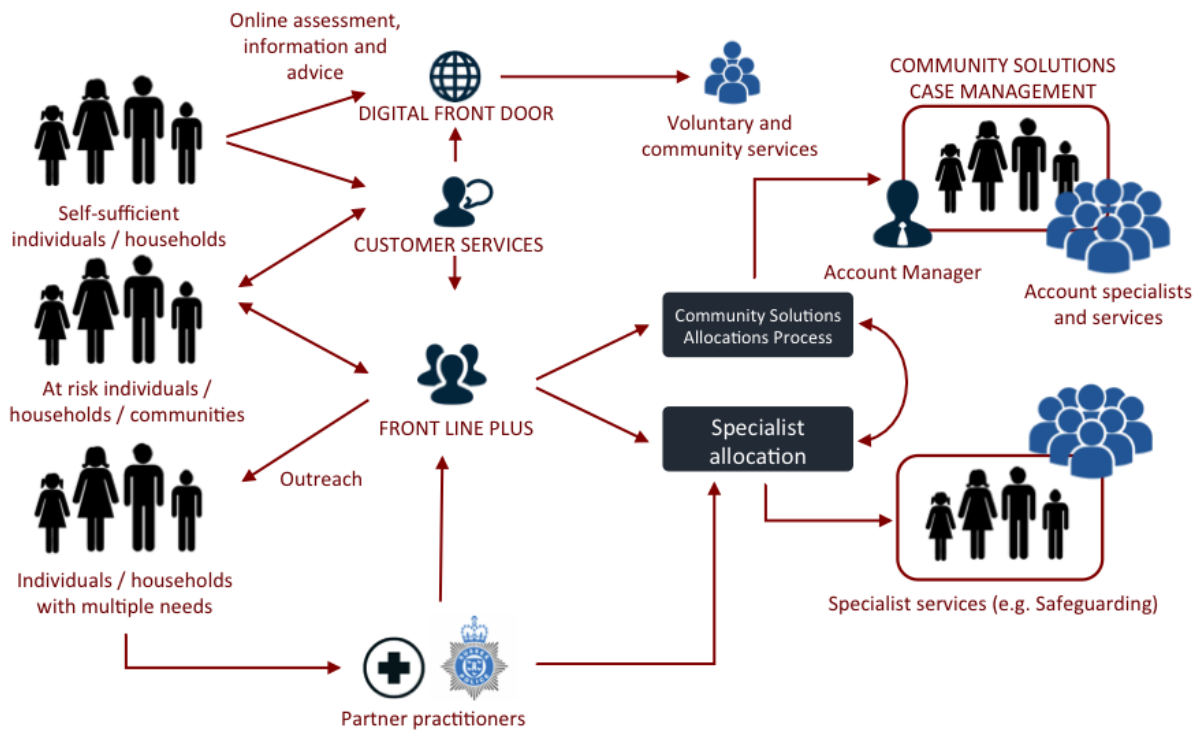


Community Solutions will focus on behaviour and culture change; early intervention and prevention; and demand management whilst improving outcomes and making the necessary savings.

3 What does the future service look like?

The key features of the new service are as follows:

- Acts as the front door for all people based services
- Everything currently considered ‘targeted’ across the Council’s teams will be brought together. These include the following types of need – worklessness, adult skills, deprivation, debt and money problems, (low level) mental health issues, anti-social behaviour, domestic violence, homelessness and family support
- Will be structured to encourage self-help and where necessary provide residents with the most appropriate support based upon their circumstance



Community Solutions will provide direct support for three groups of households: Self-sufficient, at risk and multiple needs. Those households with specialist needs will be assessed and referred to specialist services.

Group	Characteristics	New Deal component
Self-sufficient	Individuals / households with very low levels of need will be supported to help themselves or find community resources that are best placed to offer support.	Information & advice Signposting
At risk	Individuals / households with one or more problems or at risk of developing one or more needs that find it difficult to cope themselves.	Information & advice Signposting Early action services (outreach)
Multiple needs	Individuals / households that have two or more significant needs and require support to build up resilience and tackle the root causes of their problems.	Early action services (outreach) Account specialists and services
Specialist needs	Individuals with multiple needs will be assessed to determine whether they are at risk of harm to themselves or others	Identification and referral to relevant specialist services

4 What will the service deliver?

It is anticipated that the service will tackle root causes of resident and household issues. This should manifest itself in terms of reduction in the following specialist services:

- High level/repeat anti-social behaviour cases
- High risk domestic abuse cases
- Homeless applications; repossessions; households in temporary accommodation
- Children on child protection plan; children in care; looked after children
- Children with concerns about welfare – s17 children in need
- Adult needing high levels of care support packages
- Unemployment

5 What are the constituent parts?

Digital front door

The service will offer a single digital front door that will offer visitors diagnostic tools / self-help guides and an up to date service directory.

Front line plus

“Front-Line Plus” function will support the delivery of universal early action services by advising, signposting and referring resident to the most appropriate preventions and early action. It will operate out of the local Community Solutions bases and other facilities.

Voluntary and community services

Community Solutions will work closely with the Voluntary and Community Sector in Barking and Dagenham. A large part of the early action services will be delivered in collaboration with or entirely by the community or third sector.

Community Solutions case management

“Community Solutions case management” is a multi-disciplinary service that works with residents and households with multiple needs or that are at risk. An account manager will coordinate services around an individual or household that is eligible for support, managing a range of interventions. Account managers will both work directly with residents as well as coordinating contributions from a range of specialists who will provide expert support and advice, pulling them in to support a case as and when required.

Community Solutions Work Allocations

Processes will need to be developed to assess contacts to decide whether they would be best placed to receive either targeted support provided through Community Solutions or interventions from specialised services (e.g. children’s social care).

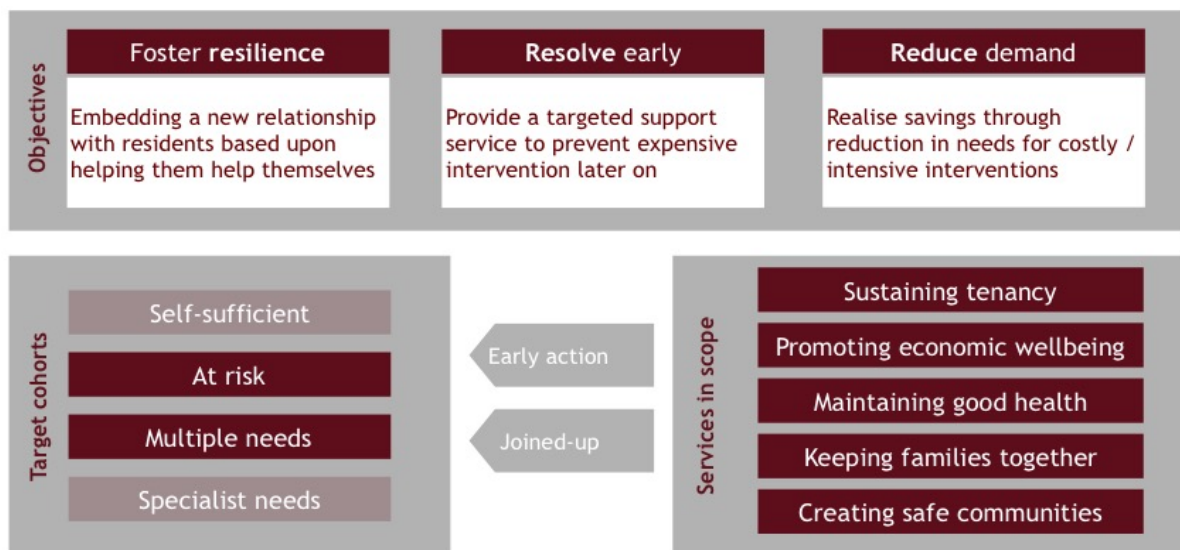
Existing Council services that it is anticipated will form part of the Community Solutions include:

- ☐ Some Commissioned services (for adults and children)
- ☐ Integrated Youth Services
- ☐ Children’s Early Intervention; Early Years and Childcare
- ☐ Employment and Skills; Financial support (revenue and benefits only)
- ☐ Community Safety and Offender Management (parts of)
- ☐ Housing Advice; Housing Management (Managing tenancies and ASB team only)
- ☐ Libraries
- ☐ The Adult College

Community Solutions will seek to work with DWP services as well as relevant voluntary and community sector support.

6 What will be different for the customer?

Community Solutions means that the customer will be an equal partner with the Council in improving their outcomes. They will experience more holistic services both online and in person, and will receive outreach support where needed.



7 What will need to change in the service(s)?

The new service will require a complete reconfiguration of existing services across several Council departments. These will impact on people, processes, tools and cultures. Staff members and teams will need to become more multi-disciplinary, processes and assessments will have to be made more usable and generic, digital tools and case management systems more intuitive and integrated and cultures need to support household independence and longer term resilience. It will however be important to retain within the new multidisciplinary teams the key professional skills required and avoid deskilling (and thus losing) staff.

8 What will be the impact on the workforce?

Rollout will be staged, but the impact of workforce will be significant. The main anticipated impacts are as follows:

- A widespread restructure, and reduction in staff numbers , as a result of streamlining service and team structures when moving to the new Community Solutions model
- Fundamental changes in culture and practices that will require training and skills development
- New roles that will require changes to existing staff terms and conditions

9 When will the changes take effect?

The impact will be staged over the next three years to allow service to learn, adapt and improve before full rollout. Current estimated timescales are:

Year	2016/17				2017/18				2018/19			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Full business case	●											
Limited trial		■										
Expanded trial					■							
Full roll out									■			

10 When will customer outcomes be seen?

A small cohort of households will be chosen for the first trials (approximately 70-100). They will see an initial impact through 2016/17. The impact will then be felt more widely in 2017/18. By 2020/21 the service will be transformed.

11 What savings will be made from the changes?

The estimated savings will be taken from the reductions in the demand for intensive social care support for adults and children services. The estimated total savings for 2020/2021 are £6.6m annual savings by 2020/21.

12 When will the savings be realised?

New Deal Benefits After Ongoing Costs

