

## **CABINET – 14TH FEBRUARY 2019**

### **Report of the Head of Strategic and Private Sector Housing Lead Member: Councillor Mercer**

#### **Part A**

#### **ITEM 7      LIGHTBULB SERVICE MODEL UPDATE**

##### **Purpose of Report**

To present an update of the Lightbulb Service model and to seek approval for the continuation of the Lightbulb Service in Charnwood, and to agree the additional expenditure outlined in the report.

##### **Recommendations**

1. Cabinet note the implementation, review and performance of the Lightbulb Service model in Charnwood.
2. Cabinet agree to participate in the Lightbulb Service Model, for a period of 3 years with a possible 2 year extension (ie financial years 2019-2020 to 2023-2024).
3. Cabinet agree to approve Option 1 at a cost of £123,158 for 2019-2020, this is capital expenditure financed through the Disabled Facilities Grant.
4. If there are any significant changes to costs or Government funding during the agreement period, Charnwood's participation in the Scheme will be reviewed and a report brought back to Cabinet.

##### **Reasons**

1. To enable Cabinet to understand the performance and the benefits of the model to residents of the Borough.
- 2.&3. To enable Cabinet to agree the continuation of the Lightbulb Service Model, following presentation of the Lightbulb Business Case, internal review and the method of funding.
4. To allow reconsideration if Government funding is withdrawn or reduced or the costs of the Scheme to Charnwood alter significantly.

## Policy Justification and Previous Decisions

In April 2015, District and County Council partners were awarded £1m Transformation Challenge Award funding from the Department for Communities and Local Government to transform practical housing support services in Leicestershire through the Lightbulb Programme.

A Programme Team was 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 demand 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.

In May 2017, minute number 113 Cabinet approved the following:

- Charnwood's participation in the Lightbulb Service Model be approved;
- Participation be on the basis of the Locality Team Option set out in Section 3.1 of Part B of the report of the Head of Strategic and Private Sector Housing;
- Charnwood's participation in the project be reassessed should funding provision for the Service change in the future;
- The report of the Overview Scrutiny Group be noted.

## Implementation Timetable including Future Decisions and Scrutiny

The Cabinet is asked to approve the continuation of the Lightbulb Service Model set out in the Business Case (Appendix 1) and continue to deliver services.

## Report Implications

The following implications have been identified for this report.

### *Financial Implications*

If Cabinet agree to the continuation of the Lightbulb Service Model in Charnwood, it be noted that there will be no additional costs to Charnwood, as the Service will be fully funded through the Disabled Facility Grant.

### *Risk Management*

The risks associated with the decision Cabinet is asked to make and proposed actions to mitigate those risks are set out in the tables below:

## **Lightbulb Service Model**

Risk Identified Current Risk	Likelihood	Impact	Risk Management Actions Planned to reduce the risks
Organisational culture is change resistant and not able to implement Lightbulb effectively or to timescales.	Possible	Major	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.	Unlikely	Moderate	Regular engagement with Members to raise awareness and promote the benefits of Lightbulb both for partner authorities and customers.
Budget holders cannot agree a demand based funding allocation to support the Hub and Spoke Lightbulb service Model.	Unlikely	Moderate	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.

### Charnwood Borough Council

In addition to the risks outlined above for the Lightbulb Programme the Cabinet need to consider the following:

Risk Identified	Likelihood	Impact	Risk Management Actions Planned to reduce the risks
Partner budget contributions reduced or withdrawn from the Scheme.	Possible	Major	Engage with finance officers from partner organisations to identify alternative sources of funding to continue with the service model.
Charnwood deliver the Locality Team model we would have 3 Housing Support Coordinators that we would need to either fund or make redundant if the County removed their contribution for the Lightbulb Service	Possible	Major	Recruit 3 Housing Support Coordinators on Fixed Term contracts.

Model.			
Ministry of Housing and Communities and Local Government Disabled Facilities funding reduced or withdrawn.	Unlikely	Major	There are no actions to reduce this risk. Should this occur the service would need to be reviewed and a recommendation has been made to that effect.

### *Equality and Diversity*

An equality and impact assessment has been completed by Blaby District Council as the Project Managers (see Appendix 3).

Key Decision: Yes

Background Papers: Cabinet Report, 11<sup>th</sup> May 2017  
[https://www.charnwood.gov.uk/committees/cabinet?paper\\_g=&paper\\_classification=&paper\\_startDate=2017-05-11&go=Search](https://www.charnwood.gov.uk/committees/cabinet?paper_g=&paper_classification=&paper_startDate=2017-05-11&go=Search)

Overview and Scrutiny Report, 8<sup>th</sup> May 2017  
[https://www.charnwood.gov.uk/files/papers/osg\\_08\\_may\\_2017\\_minutes1/OSG%2008%20May%202017%20Minutes.pdf](https://www.charnwood.gov.uk/files/papers/osg_08_may_2017_minutes1/OSG%2008%20May%202017%20Minutes.pdf)

Performance Scrutiny Report, 20<sup>th</sup> November 2018  
<https://charnwood.moderngov.co.uk/ieListDocuments.aspx?CId=135&MId=139&Ver=4>

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## **Part B**

### **Background**

1. In May 2017, minute number 113 Cabinet approved the following:
  - that Charnwood's participation in the Lightbulb Service Model be approved;
  - that participation be on the basis of the Locality Team Option set out in Section 3.1 of Part B of the report of the Head of Strategic and Private Sector Housing;
  - that Charnwood's participation in the project be reassessed should funding provision for the Service change in the future;
  - that the report of the Overview Scrutiny Group be noted.
2. The Lightbulb offer includes setting 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 Borough and District Councils on developing services to help health and social care partner ships achieve the Better Care Fund objectives.
3. Lightbulb aims to provide a less complex and fragmented service, with reduced handoffs and waiting times for customers.
4. The current 15<sup>th</sup> month agreement is coming to an end on the 31<sup>st</sup> March 2019. There is currently no budget included in 2019-2020 for the continuation of the Scheme. All costs are fully funded by Disabled Facility Grant. It is proposed that participation in the Scheme be continued.

### **Lightbulb Business Case (Appendix 1) – Highlights**

5. Lightbulb went live in October 2017; there was a delay in Charnwood signing the agreement as we are providing a Locality based Team. Charnwood went live in January 2018.
6. Since the full roll out of the service, Housing Support Coordinators (HSCs) have completed approximately 4,300 cases for the benefit of customers across Leicestershire. This is an increase of around 50% to the projected workload.
7. The additional productivity has had an impact on Occupational Therapists (OTs) allowing them to concentrate on delivering more complex caseloads. The OTs that operate to support the Lightbulb model have completed an additional 37% of cases than projected to be delivered prior to full roll out of the service.
8. This means that across these roles, the service has been significantly more productive and efficient than initially projected with an improvement on delivery by approximately a week compared to the previous contracts in place.
9. Delivery of the Disabled Facility Grants (DFG) have seen a reduction in hand offs and the number of cases being referred for a DFG has reduced by 43%.

10. This is partially due to the predicted shift from major adaptations to minor adaptations delivered by HSC's and is in line with the objectives of the original Business Case and the prevention ambitions of Local and Central Government.
11. Two Districts so far have reached the target delivery time of 20 weeks with all showing improved delivery times (Except for Melton Borough Council who had a large volume of cases handed over).
12. Analysis of DFG performance shows that historical cases have had an impact on projected delivery timescales. As with Melton it is anticipated that this will improve as more existing cases follow the new pathways for delivery.

#### Customer Impact

13. The Customer Insight work conducted prior to the development of the original Business Case showed that 95% customers wished to have a single point of contact.
14. This principle has been developed within the service for all cases that do not involve a DFG. Where a DFG is required there is a single hand off to a Technical Officer. As part of the roll out of the future Trusted Assessor model, HSCs will become the single point of contact for some DFG categories, helping to fulfil the ideology developed in the Customer Insight work.
15. In addition, Lightbulb has been able to undertake targeted prevention work with vulnerable individuals with the aim of reducing or delaying their need to access more costly services and have signposted them to wider prevention through Leicestershire's First Contact Plus.
16. Further Customer Insight work is programmed into the future developments phase over the next 5 years.

#### Charnwood's Review (Appendix 2) - Highlights

17. Following completion of the revised Lightbulb Business Case for Transforming and Integrating Practical Housing Support in Leicestershire, in December 2018, an internal review of the progress and impact of Lightbulb within Charnwood has been undertaken.
18. The full Review Report is attached as Appendix 2.
19. With the Locality Team model, Charnwood directly employ a locality based Lightbulb team and deliver the service directly across the Borough (linking with the central Hub to ensure consistency of operating procedures and resilience in the overall system).
20. The Lightbulb Team within Charnwood consists of 3 Housing Support Coordinators (HSCs), 1 Technical Officer, 0.5 FTE Administrative Officers, in addition to 1 FTE co located Occupational Therapist (OT). Information about the demand for services and learning from the Lightbulb Pilots was used to quantify

the staffing resources required across different Council areas in the original Lightbulb Business Case. The breakdown of total Lightbulb demand by Council area for Charnwood was estimated at 26%, this has now been reduced to 24% following implementation.

### **Housing Support Coordinators**

21. Charnwood's Housing Support Coordinators (HSCs) are trained and skilled to deliver:
  - Assessment and ordering of minor adaptations and equipment
  - Assessment of non-complex DFGs
  - Assessment and resolution of wider practical housing support needs
  - Housing related health and wellbeing support (warm homes, falls prevention etc.)
  - Planning for the future (housing choices and options)
  - Advice, sign posting, self help
22. At go live within Charnwood in January 2018, 172 cases were awaiting assessment. This large number was due in part to the delay in the signing of the Legal Agreements between Leicestershire County Council, Blaby District Council and Charnwood Borough Council.
23. The inherited backlog of cases awaiting assessment, which accrued as a result of the delay, is still impacting on the overall waiting times of those residents waiting for an assessment within the Borough.
24. The waiting list is not static with an average of around 17 new referrals a week coming into Charnwood from the Customer Contact Centre at Leicestershire County Council.
25. At the time of writing this report, almost a year since go live, the number of people on the waiting list is 125. The aim is to reduce this number to 100 by the end of March 2019.

### **Disabled Facilities Grants**

26. Where a HSC or OT identifies that a major adaptation is required, a referral is made to the Central Hub (this was previously made to the Adaptations Team at County Council, but this function is gradually moving to the Central Hub). In the case of a HSC, within Charnwood, they will complete a Provisional Test of Resources with the client to indicate the likelihood of eligibility, based on the means test, of a DFG prior to making the referral.
27. The Technical Officer will then assess the referral and progress the application as necessary. In some cases this will involve working with an Architect Technician, or an OT, in other cases a scheme of work will be developed directly by the Technical Officer.

28. In respect of DFG referrals received in 2017, the average delivery time for a DFG within Charnwood was 26 weeks. Post Lightbulb go live in 2018, has fallen to 18 weeks.

### **Benefits of the Lightbulb Service Model for Residents**

29. The Lightbulb assessment ensures that 'Every Contact Counts', working effectively so people are referred earlier, rather than at crisis point.
30. Robust research is beginning to show that adaptations improve physical and mental wellbeing and reduce the fear of falling, enabling people to live independently in their own homes for longer.
31. Lightbulb Customer Feedback has been extremely positive, with frequent calls to express appreciation from those assessed and their family members.
32. Case Studies for Charnwood Residents are included in the Review Report attached as Appendix 2.

### **Business Case (Appendix 1) Proposals**

33. It is proposed that the Lightbulb Service model which is set out in the Lightbulb refreshed Business Case (Appendix 1), is continued to be supported as the mechanism for delivering the Housing Support offer across Leicestershire.
34. The original Lightbulb structure is built on a 'Hub and Spoke' model, with Blaby District Council acting as the 'Hub', which provides the centralised functions of management, performance reporting, resilience planning and quality assurances on behalf of all partners.
35. Blaby District Council will continue to deliver the locality 'Spoke' service on behalf of the other Boroughs and Districts (with the exception of Charnwood who employ their own Lightbulb staff).
36. Since the original Lightbulb Business Case in December 2016, the central administration has been co-located (except for Charnwood) which although was not built into the original model, has proved to be beneficial in terms of offering resource resilience for the participating Boroughs and Districts.
37. The Business Case (Appendix 1) outlines 4 options for Charnwood to consider:
- Option 1 - Existing staffing structure, application of an 11% increase in service running costs.

This uplift is comprised of national salary increases and national changes to Local Authority grading structures and the reallocation of costs to reflect forecasted demand by Borough and District for 2019-2020, including for the Central Hub and Operational Officers.



- Option 2 - Option 1 plus an Office Manager position to manage the administration officers and deliver requirements around performance, support back office systems and processes and proposed service improvements listed below.

It has been agreed that Option 3 and 4 be looked at outside the scope of the Business Case as they are temporary measures.

### Review and Recommendations of the Options

38. The table below provides comments against each of the Options:

Options		Comments
1	Existing staffing structure with an indicative 11% increase in service running costs, covering salary increases etc. This includes the reallocation of costs to reflect demand in each area including central hub and operational officers	<p>Cabinet are asked to approve this Option.</p> <p>The demand for Charnwood 2019-2020 is forecasted at 24%.</p> <p>The total budget required for 2019-2020 would be £123,158, which includes staffing costs of £107,635 and Central Hub costs of £25,112.</p> <p>This is an increase of £1,565 on the 2018-2019 budget.</p> <p>All costs are fully funded by Disabled Facility Grant.</p>
2	Option 1 plus an Office Manager position to manage the administration officers and deliver requirements around performance, support back office systems and processes and proposed service improvements	Charnwood does not support this Option as the Administration function is managed by internal resources at Charnwood.
3	Option 1 plus increases in Housing Support Co-ordinators and Technical Officers to address demand	This Option was discussed at the Board and it was agreed that Option 3 be looked at outside the scope of the Business Case as they are temporary measures.
4	To financially support all options 1-3 above	This Option was discussed at the Board and it was agreed that Option 4 be looked at outside the scope of the Business Case as they are temporary measures.

### Lightbulb Agreement Arrangements

39. The Board have recommended that all the Partners sign up to a 5 year agreement.
40. It is proposed that the Charnwood agree to a period of 3 years with a possible 2 year extension.

41. Any approval for annual variations will be picked up in the annual budget setting process.
42. If there are any significant changes to costs and or Government funding during the agreement period, Charnwood's participation in the Scheme will be reviewed and a report brought back to Cabinet.

#### Funding required for the Lightbulb Service Model 2019-2020

43. The total budget required to continue with the Lightbulb Service model for the next financial year is detailed in the table below:

Costs	Amount
CBC - Management and Admin	£29,400
CBC - Technical Officer	£43,000
CBC - Overheads	£9,300
Lightbulb – Staffing Mileage	£107,635 £4,200
Additional CBC overhead	£1,965
Lightbulb – Central Hub	£25,122
Sub-Total	£220,622
Minus LCC contribution	£97,464 *
<b>Total Costs</b>	<b>£123,158</b>

\* Charnwood's participation is subject to Leicestershire County Council's confirming their funding contribution towards the Scheme.

#### Appendices

Appendix 1	Lightbulb Business Case
Appendix 2	Lightbulb Review (Charnwood)
Appendix 3	Equalities and Impact Assessment (Blaby)



# Lightbulb Business Case

for Transforming and Integrating Practical  
Housing Support in Leicestershire

November 2018 (0.7)



## Amendment History:

Version	Date	Author	Changes
0.1	11.10.18	Lisa Carter / Richard Smeeton	Deleted unnecessary text from original doc
0.2	29.11.18	Lisa Carter / Richard Smeeton	Incorporated comments from J Toman, Q Quinney, Tara Bhaur, C Davenport and N Brown
0.3	2.12.18	John Richardson	Executive Summary and Recommendations
0.4	3.12.18	Lisa Carter	Revisions to tables, incorporated text from Quin Quinney
0.5	4.12.18	John Richardson	Final amends following conference call with Lisa Carter
0.6	13.12.18	Lisa Carter / Richard Smeeton	Further amendments to financial tables
0.7	03.01.18	Lisa Carter / Richard Smeeton	Further amendments
0.8	24.01.18	Lisa Carter	Amends from CBC and LCC

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## 1. Foreword

This document represents a scheduled refresh of the original business case for the Lightbulb service that transformed housing support in Leicestershire and which began in October 2017. In the context of our County wide Integration Programme, housing, health and social care partners recognised a major opportunity to radically redesign housing support, moving away from a historically fragmented set of services and constructing a new integrated housing offer focused on health and wellbeing outcomes, such as maximising independence in the home and preventing falls.

The Lightbulb service originally benefited from a £1m transformation grant from the Department for Communities and Local Government, with a view to local learning being shared for the benefit of other parts of the country as an exemplar.

The original business case was constructed from the following core components of work.

- Demand analysis across a wide range of services and client groups
- Customer insight analysis and lean methodology applied to end to end processes to challenge existing practices
- Comparing housing support processes across different localities (for example examining the variation in the delivery of adaptations funded by Disabled Facilities Grants and how this could be streamlined)
- Testing components of the integrated offer and measuring their impact in different settings - e.g. integrated housing support for hospital discharge pathways, referrals from GP practice risk stratification lists, social prescribing for vulnerable people
- Developing performance metrics and dashboards to assess the impact of delivery - both operationally in terms of housing services performance, and strategically in terms of tracking the impact of housing support across the health and care system as a whole
- Developing the workforce and skill mix assumptions associated with the new model of service - crucially setting out how a more holistic “housing MOT” could be delivered, and how integrated housing support could be coordinated via case management in the future
- Developing a hub and spoke model of service with locality based teams, supported by a central hub
- Developing a costed model of the service, based on commissioning the new service offer from within existing funding sources
- Seeking agreement by stakeholders/commissioners to the new model of care and locality based costing model, with a view to implementation from 2019 onwards

The first year of the service has presented an opportunity to evaluate demand against the original costed projections, adjust the development of process delivery, measure performance and benefits to customers and lastly to investigate future opportunities for the service.

*Cheryl Davenport*  
*Director of Health and Care Integration*  
*Lightbulb Programme Sponsor*

*Jane Toman*  
*Chief Executive, Blaby DC*  
*Lightbulb Programme Sponsor*

#### **Key facts – Overview**

- The transformation of housing support services is supported by a number of national and local strategic drivers
- Evidence and analysis show Lightbulb offers significant savings to the local health and care economy by helping to reduce falls, emergency admissions and length of hospital stay. Pilot projects have already demonstrated the potential to save around £1.9m annually
- Remodelling and integrating services through Lightbulb delivers process efficiencies for partners with potential to reduce the delivery cost of Disabled Facilities Grants
- Lightbulb improves the customer journey, reducing handoffs and waiting times and putting the customer at the heart of the process. Customers have access to a wider and consistent offer of housing support across Leicestershire
- A targeted, proactive approach ensures Lightbulb is supporting the shift towards prevention
- The locality based delivery model enables Lightbulb to align with and support the development of locality integrated health and social care teams

## 2. Executive Summary

Lightbulb is part of Leicestershire's Unified Prevention Offer and Adult Social Care Strategy which brings together resources within Local Councils and NHS partners to ensure people can get the right level and type of support at the right time to help prevent, delay or reduce the need for on-going support and maximise their independence.

Disabled Facilities Grants are funded through the Better Care Fund and managed within Lightbulb to encourage areas to think strategically about the use of home adaptations and technologies to support people in their own homes and to take a joined up approach to improve outcomes across health, social care and housing.

As part of the original evaluation of Lightbulb it showed potential savings of £250,000. In addition the transfer of caseload management from Occupational Therapists to Housing Support Co-ordinators has realised an additional saving of £110,000 within the first year of service.

Further savings are projected to arise from reduced falls, emergency admissions and ambulance call outs and by integrating service delivery. Reducing length of stay in hospitals can also realise significant savings and synergies have been identified with the hospitals Housing Enablement Team.

Lightbulb has been operating as a single team since April 2018 and has faced significant challenges including:

- Bringing together a new team from a variety of agencies through TUPE which has resulted in a considerable turnover of staff
- Establishing a central administrative hub, contrary to the agreed business case
- Inheriting a sizeable backlog of cases
- The replacement of the service manager (following promotion)
- Difficulties with access to IT systems and the replacement of the performance management system

Despite the above challenges, Lightbulb has successfully managed to deliver the expected improvements during the first year of delivery, including:

- Reduced handoffs from 8 to 3 for assessment and installation of stairlifts and reduced costs by 11%
- Reduced stages from 27 to 13 for level access showers and reduced costs by 4%
- Managing a significant increase in demand across the board
- Transferred lower threshold work from high cost Occupational Therapists (OT's) to Housing Support Co-ordinators allowing OT's to focus on complex cases resulting in increased capacity for that team, enabling them to deal with an additional 37% case work increase
- Improved DFG delivery times in all but one District, achieving the stretch target of 20 weeks in two Districts
- Trained Housing Support Co-ordinators to become Trusted Assessors - this will further speed up delivery times as we move forwards



- Outcome star showing significant improvement in all areas from pre to post Housing MOT
- 96% customers answering yes to 'has the service achieved everything you wanted'
- Inclusion of Home Support Grant through increased flexibility by adopting Regulatory Reform Order

The initial funding for Lightbulb draws to an end on 31<sup>st</sup> March 2019 and, as such, it is timely to review the resources allocated for 2019/20. In order to do this, financial options have been prepared for consideration:

- Option 1 - existing staffing structure with an indicative 11% increase in service running costs, covering salary increases etc. This also includes the reallocation of costs to reflect demand in each area including central hub and operational officers
- Option 2 - Option 1 plus an Office Manager position to manage the administration officers and deliver requirements around performance, support back office systems and processes and proposed service improvements listed below
- Option 3 - Option 1 plus increases in Housing Support Co-ordinators and Technical Officers to address demand
- Option 4 – To financially support all options 1-3 above

It is recommended that partners sign up to a new 5 year Legal Agreement to provide service and staffing stability based on option 1, 2, 3 or 4.

In signing up to the continuation of Lightbulb for Leicestershire the Management Board will continue to strive for further public sector cost savings and customer service improvements through the following;

- Future Integration of Adaptations and Assistive Technology
- Enabling GP's and community health teams to access Lightbulb through First Contact Plus
- Investigating how Lightbulb can be used to target 'high risk' patients using practice based data and case management information
- Collective and smarter procurement practices
- Development of more flexible DFG solutions
- Engagement with social housing providers to discuss potential delivery of home adaptations in their stock
- Continued customer insight and sharing of best practice
- Development of a self serve offer for practical housing support

#### Next Steps

- Management Board to agree which option to progress through a collective governance process
- Partners to take a standardised report through individual governance processes to enable Legal and Information Sharing Agreements to be finalised prior to year 2 start date of 1 April 2019

### 3. Introduction

#### ***Background***

Leicestershire has a strong track record of collaborative work around housing issues. In 2013 Leicestershire's Housing Services Partnership developed the Housing Offer to Health in conjunction with the Chartered Institute of Housing, which was adopted by the Leicestershire Health & Wellbeing Board.

The Housing Offer to Health set out how housing services can support and promote the health and wellbeing of residents across the County. The concept of Lightbulb was one of a number of practical opportunities to emerge from the Housing Offer to Health; now part of the BCF Unified Prevention Offer.

In September 2014, the County and District Councils made a partnership bid to the Department for Communities and Local Government and were successfully awarded a £1m Transformation Challenge Award grant to develop the Lightbulb concept. A Programme team was appointed in 2015 to work with partners and take this concept forward.

The previous model of service delivery in Leicestershire was fragmented and complex to navigate. Support was funded and managed across two tiers of eight local authorities meaning it was difficult for customers to know where to start. There were frequent handoffs and different housing support needs were often assessed and dealt with in isolation by different agencies, involving a range of different practitioners.

Waiting times within the various parts of the system were 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 missed opportunities for more holistic solutions.

In October 2017, the Lightbulb service began, integrating practical housing support into a single service across Leicestershire. Lightbulb created an integrated, customer focused pathway across Leicestershire using a new Housing Support Co-ordinator role and the locally developed Housing MOT Checklist to identify a range of non-complex housing support needs and to deliver and co-ordinate the solutions. As well as reducing the complexity and handoffs associated with the current system, Housing Support Co-ordinators work with customers and carers to identify their own needs and preferred solutions; supporting the shift towards a lower cost, lower intervention and preventative approach, and one which is ultimately more person-centred.

The service delivers:

- A single access point into a range of practical housing support solutions
- A common, holistic housing needs assessment process
- A broader, targeted offer of practical housing advice, information and support, including self-help and self-service options

- An improvement in the Disabled Facilities Grant (DFG) process and delivery times

The shared ambition and key objectives detailed in the original business case have been rolled out to teams supporting each Leicestershire district locality. The key drivers of this integrated approach are to:

- Support health and social care integration and deliver savings by maximising the part that housing support can play in keeping people independent in their homes
- Helping to prevent, delay or reduce care home placements or demand for other social care services
- Avoid unnecessary hospital admissions/readmissions or GP visits and facilitating timely 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) through service redesign; capitalising on opportunities to realise economies of scale, more effective working practices, and improved processes to create greater capacity

This refresh of the Lightbulb business case is aimed primarily at local authority partners - County and District councils in Leicestershire – who will need to review the changes proposed since the original business case to realise and sustain the aims and ambitions of the Lightbulb Programme for the next 5 years of service delivery. It also presents important evidence to health colleagues and commissioners of the benefits of an integrated, targeted approach to housing support to the wider health and social care economy and evidences transformation of service delivery.

#### **Key facts – Overview**

- The concept of Lightbulb was one of a number of practical opportunities to emerge from the Housing Offer to Health; now part of the BCF Unified Prevention Offer.
- In October 2017, the Lightbulb service began, integrating practical housing support into a single service across Leicestershire
- This refresh business case presents important evidence to health colleagues and commissioners of the benefits of an integrated, targeted approach to housing support to the wider health and social care economy and evidences transformation of service delivery.

## 4. Strategic Context

### Lightbulb as part of the Unified Prevention Offer

Lightbulb sits alongside a range of other initiatives as part of Leicestershire's Unified Prevention Offer, ensuring a co-ordinated approach to preventative services both across the county and different stakeholder organisations.

This represents a comprehensive preventative offer, bringing together resources available to Local Councils and NHS partners. Through this offer, every opportunity is taken to improve health and wellbeing, support vulnerable people, maintain people's independence, manage demand, and address the wider determinants of health and wellbeing.

The strategic direction provided by the multi-agency Unified Prevention Board ensures that the integrated housing pathway is developed through the Lightbulb Programme and is fully aligned with other initiatives as part of this comprehensive preventative offer.

Diagram 2 –Unified prevention offer for Leicestershire



### Lightbulb supporting the Adult Social Care Strategy

Leicestershire's Adult Social Care Strategy builds on the vision to '*make the best use of available resources to keep people in Leicestershire independent*'. Lightbulb's integrated approach to housing support directly aligns with this vision and supports the model for future service delivery; helping to ensure people can get the right level and type of support at the right time to help prevent, delay or reduce the need for ongoing support and maximise their independence. The below shows how the Lightbulb model meets the various strategic needs of the Adult Social Care Strategy.

#### *5. Preventing need:*

- Housing expertise supports the advice and information offer; enabling individuals to make informed choices about their accommodation options and plan effectively for their future
- Lightbulb is a vehicle for the development of a countywide approach to preventative housing solutions such as equity release, independent financial advice and planning
- The development of self-help options is informed by a real understanding of the home environment and its impact on health and wellbeing, helping to maximise the preventative benefits of this approach and minimise hazards within the home environment.

#### *6. Reducing need:*

- Proactive targeting of 'at risk' individuals who would benefit from housing support interventions to improve their health and wellbeing, better manage existing conditions or prevent deterioration (for example through work with GP practices, environmental health teams, risk stratification etc)
- Effective triage that utilises housing expertise at point of enquiry
- A holistic approach to housing support that is able to identify the right option at the right time and make best use of available solutions, including a focus on innovative, customer led solutions and integration with other offers such as Assistive Technology.
- Integrated, countywide processes that reduce waiting times for DFGs and are more customer focussed

#### *7. Delaying need:*

- Supporting timely hospital discharge and preventing re-admissions through the Housing Enablement service within the overall Lightbulb model
- Aiding recovery through the development and mobilisation of innovative, customer focussed housing support

#### *8. Meeting need:*

- Help ensure the best use of resources (including equipment); delivering efficiencies through, for example, integrated procurement, use of the trusted assessor role, making the most effective use of specialist skills and roles

## ***Disabled Facilities Grant and the Better Care Fund***

Statutory funding for major adaptations in the home is allocated in the form of the Disabled Facilities Grant (DFG). Since 2015/16 these allocations have been made to District Councils through the Better Care Fund (BCF) plans and their pooled budgets operating between NHS and LA partners in each upper tier authority area. The rationale for the DFG allocations to be included within the BCF plans/pooled budgets is to encourage areas to think strategically about the use of home adaptations and technologies to support people in their own homes and to take a joined up approach to improve outcomes across health, social care and housing.

The Government's Spending Review (November 2015), outlined a commitment to increase the amount given to local authorities for DFG from £200m in 2015/16 to £500m nationally in 2019/20. The BCF, coupled with the Regulatory Reform Order, provides the opportunity to look more flexibly at how DFG funding is spent, including strengthening links to health and social care priorities.

In addition to increased DFG allocations, the revised BCF Policy Framework and planning guidance for 2016/17 introduced a new national condition requiring local areas to develop a clear, focused action plan for managing delayed transfers of care from hospital (DTOC). Local BCF plans are required to consider how the voluntary and community sector can contribute to reductions in DTOC and to consider whether other local stakeholders, such as housing providers have a role to play in efforts to reduce delays.

Coupled with the continued emphasis on avoided hospital admissions and readmissions, these developments both support the Lightbulb vision and act as a further driver for change.

### **Key facts; strategic context and the case for change**

- Service transformation is supported by a number of national and local strategic drivers, including the BCF and national targets to improve hospital discharge.
- A growing body of evidence is demonstrating that savings can be achieved from a targeted, preventative and holistic housing support offer
- Leicestershire's ageing population will increase the pressure on health and social care services, driving the need to find more integrated, targeted and efficient service solutions such as Lightbulb
- An integrated approach to housing support improves the customer journey and support the challenges faced by the local health and social care economy
- The opportunity of additional funding is leading to increased innovation and transformation.

## 5. The Lightbulb Service

### ***Benefits to the health and care economy***

The original business case showed that the Lightbulb service would provide savings to the local health and care economy through the new service offer. Pilot projects undertaken prior to Go Live demonstrated the potential to save around £2m annually for health and social care.

As part of the original evaluation of the potential savings, measured within the Lightbulb pilots, 18 Housing Support Co-ordinator cases were analysed looking at pre and post Lightbulb intervention. This showed the potential costs savings to Adult Social care of £250,000 per year. In addition, the redistribution of caseload management from Occupational Therapy to Housing Support Coordinators has realised an actual saving to Adult Social Care of £110k, in the first year of service.

Further savings are projected to arise from reduced falls, emergency admissions and ambulance call-outs, integrated service delivery and reduced length of hospital stay.

The Lightbulb service will therefore be one of a number of contributory factors to achieving improved performance on these metrics.

Medium and longer term benefits, potential financial return and opportunities for savings through Lightbulb are outlined below:

	<b>Benefits to</b>	<b>Savings</b>
Reduction in Falls	Health and Social Care	£614,000
Falls call-out and conveyances	EMAS	£55,000
Housing Support Co-ordinator role	Adult Social Care	£250,000
UHL Hospital Housing Enabler*	Health	£550,000
Bradgate Unit Housing Enabler*	Health	£475,000
DFG process reduction	District Council's	£92,000
DFG delivery cost reduction	District Council's	£65,000
	<b>Total</b>	<b>£2,101,000</b>

\* These services operate across both Leicester and Leicestershire and benefits are therefore across the wider, local health economy

Sitting alongside the hub and spoke Lightbulb model, is the Hospital Housing Enabler service (HET) which is seeking mainstream funding as part of its own business case. This service operates across Leicester and Leicestershire. Savings projected as part of this service to the health economy are included in the table above.

### ***Delivering process improvement and efficiencies – year one***

Lightbulb service redesign is based on existing functions that were directly aligned to the functions to be carried out through the Lightbulb hub and spoke service model. Key revenue funding streams were identified and comprise the existing funding 'pot':

- Funding that currently supports the delivery/administration of Disabled Facilities Grants (i.e. excluding capital grant expenditure; district council funding stream)
- For those District Councils that utilise DFG grant monies to fund the administration of DFGs, advice has been sought that suggests this practice may continue, however, Councils will be required to ensure their own external auditors are in agreement with this practice during the transformation.
- Funding that currently supports the delivery and processing of assessments for minor adaptations and equipment
- (Leicestershire County Council funding stream)
- Funding that currently supports the housing based advice, information and signposting offer (Leicestershire County Council funding stream)
- A proportion of existing Occupational Therapy funding, freed up as a result of a move towards a trusted assessor model through the HSC role (Leicestershire County Council funding stream)

It is also important to acknowledge that in addition to the above, the Occupational Therapy (OT's) services of Leicestershire County Council (LCC) have also been realigned to support the Lightbulb model. This includes 7 OT's that deliver the statutory function regarding complex adaptations at a cost to the County Council of around £288k. This does not form part of the overall Lightbulb budget as staff are retained by LCC. This includes a manager position that supports the OT's across the County Council. These posts also provide training and mentoring to the HSC's to support them in the delivery of adaptations. This is included in the role of the OT's.

The model was based on demand totals for workload that was to be included in the service and staffing resources employed according to the needs evidenced in this demand. However, at go live, there were several hundred cases as an inherited backlog hadn't been accounted for that the Lightbulb service had to complete. This caused initial underperformance in terms of predicted timescales for delivery so it is worth noting that the good performance detailed below has been with a backdrop of excessive additional upfront workload.

It was agreed that demand would be evaluated and adjusted based on current service demands for the first full year in operation and this business case would include any increase in staffing costs and overheads and any additional changes to the percentage contribution each district makes which could arise from any changes to the original demand model.

Original demand was mapped as per the below table. This table includes the revised demand based on the first year of service and any increases:

<b>District Based Localities</b>	<b>Previous % Demand</b>	<b>Revised % demand</b>	<b>Variance</b>
Blaby	13	14	+1
Charnwood	26	24	-2
Harborough	10	14	+4
Hinckley & Bosworth	18	17	-1
Melton	9	8	-1



NW Leicestershire	15	14	-1
Oadby & Wigston	9	9	0

The Lightbulb service has greatly reduced processes, saving time for customers and provides efficiencies for all organisations involved in respect of staff time and costs.

New, integrated processes have delivered reduced steps in the processes for delivery of certain types of DFG's (shown in the table below. Consequently this has reduced the number of handoffs for customers representing a better service.

	Number of steps prior	Number of steps post	Number of handoffs prior	Number of handoffs post
Stair lifts	24	10	8	3
Level access showers	27	13	9	5

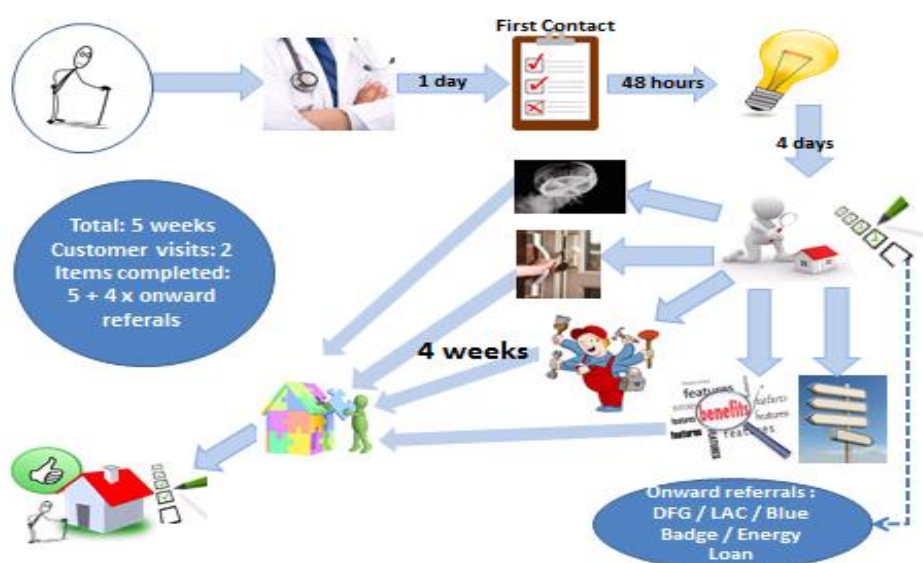
It is important to note the following:

- Where there are handoffs in these processes, they are co-ordinated by the Housing Support Co-ordinator role to ensure a more customer focused service with one point of contact.
- The business case for the Lightbulb service calculated that improvements to the process for assessment and installation of a stair lift would **reduce the current unit cost of this activity by 11%** (from £2429 to £2164 (approx.) and for level access showers **by 4%** from £5408 to £5210 (approx.). It was predicted that this would save £92000 in year one. The actual saving is £96000 based on 158 stair lifts and 275 level access showers being fitted in Leicestershire between October 2017 and September 2018.

### ***Role of the Housing Support Co-ordinators***

The offer delivered by the Housing Support Co-ordinators is detailed below and shows the differing referral route that is more prevention targeted and the wider range of services that can be organised and delivered in a quicker and more efficient way. It is important to note that a DFG may also be required but this becomes only one option from a range of interventions.

### The Lightbulb Customer Journey



Since the full roll out of Lightbulb in October 2017, the service has completed approximately 4300 housing support coordinator cases for the benefit of customers across Leicestershire. This represents an increase of around 50% to the projected workload. The previous demand was based on the throughput and productivity of cases through the previous CAT contract held by Adult Social Care and the projected number of OT cases that could have been completed within the HSC role.

The additional productivity shown by the Housing Support Coordinators, over and above that was projected, will have also had an impact on Occupational Therapists allowing them to concentrate on delivering more complex caseloads, representing a better return on investment for Adult Social Care. The OTs that operate to support the Lightbulb model have completed an additional 37% of cases than projected to be delivered prior to full roll out of the service.

This means that across these roles, the service has been significantly more productive and efficient than initially projected. Analysis of HSC cases during the first year of delivery is shown in the table below:

District	HSC case delivery times (days)
Blaby	29
Charnwood	93
Harborough	23
Hinckley & Bosworth	26
Melton	23
NW Leicestershire	27
Oadby & Wigston	33
<b>Average</b>	<b>36</b>

Timescales show the average overall delivery of a case is 36 days. This is measured from date of referral from source (e.g. CSC, First Contact) to the date that the case is closed. The average for Charnwood is significantly larger than for the other districts.

This is due to the increased backlog that occurred at the start of go live. This delay in Charnwood Borough Council starting the Lightbulb Programme was due to legal agreements not being in place.

Delivery of this workload is largely comparable to the CAT contract that was in place prior to the start of the Lightbulb service. Average delivery timescales for these cases were around 42 days, meaning the new delivery of the service is around 1 week quicker.

*"If it hadn't been for (the Housing Support Co-ordinator) I probably would have not been able to stay in my home in the long term, they have helped me so much. I now feel quite confident compared to what I use to."*

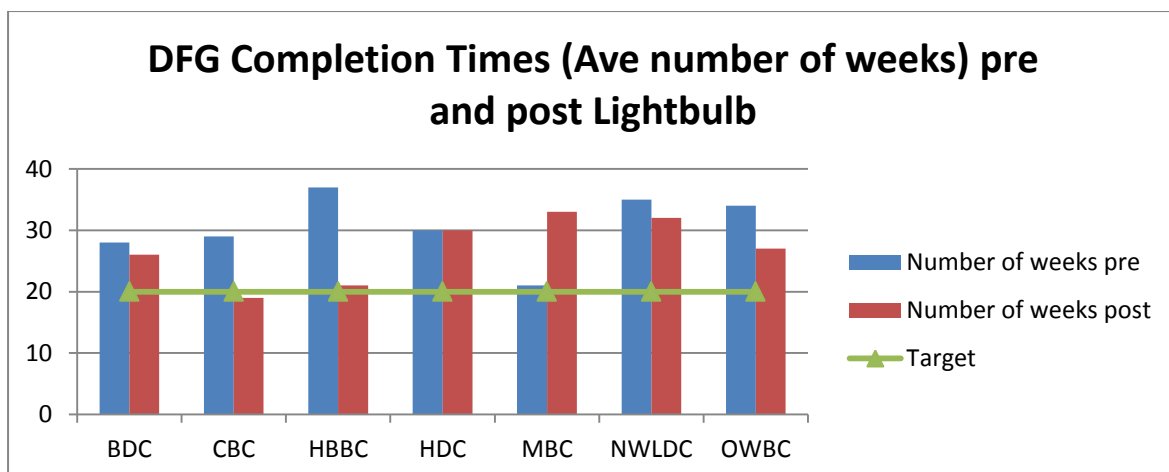
### ***Disabled Facilities Grants delivery***

Prior to go live, existing service pathways for the assessment and completion of Disabled Facilities Grant were complex and lengthy, for example: Initial analysis for the original business case showed that

- The previous process for assessing and installing a stair lift incorporated 24 different stages with approximately 8 handoffs
- The previous process for assessing and installing a level access shower incorporated 27 different steps and 9 handoffs

Throughout the year the number of cases being referred for a DFG has reduced by 43%. This is partially due to the predicted shift from major adaptations to minor adaptations delivered by HSC's and is in line with the objectives of the original business case and the prevention ambitions of local and central government.

During the pilot phase, DFG delivery times were monitored regularly as part of the performance framework. The chart below compares average DFG completion times in weeks since go live, to completion times for 2016-17, the last full financial year of data available. An overall target for Leicestershire of 20 weeks for DFG end to end times was set at Go Live:



The chart shows that, so far, two districts, have reached the DFG delivery target with one district slightly above target. All districts but one have achieved improved delivery times with Melton being the outlier. Delivery times for Melton are an outlier due to historical caseload backlog that came into the Lightbulb service at go live. When the data for completion times is broken down since go live, it can be seen clearly, that performance has significantly improved and is now in line with the target of 20 weeks. Quarter 3 2017/18, shows an average completion time of 36 weeks. Quarter 4 saw this reduce to 26 weeks and by Quarter 1 of 2018/19, this has reduced further to 20 weeks. This is in line with the target and the service is confident this will be maintained.

Analysis of DFG performance shows that historical cases have had an impact on projected delivery timescales. As with Melton it is anticipated that this will improve as more existing cases follow the new pathways for delivery.

Throughout the 2018/19 financial year it is forecast that DFG delivery times will improve with the advent of Housing Support Coordinators becoming Trusted Assessors for category A DFG's (stair lifts). Alongside this, the service is working towards creating a framework for contractors which will speed up the process around quotes for services, particularly relevant for level access showers.

The below table charts DFG spend against allocation for the 2018/19 financial year as at October 2018. It details the allocation for DFG spend from the Better Care Fund 18/19, the actual spend to date, what the predicted spend will be once all DFG's that are currently in the system have been completed and the agreed contributions to the Regulatory Reform Order. The last column shows what allocation is likely to remain for each district taking into account projected spend and the cost of the RRO:

District	Allocated funding 18/19	Actual spend on DFG's to date	Predicted spend on jobs in workflow	RRO allocation	*Estimated costs of jobs not started by area	Predicted DFG Allocation at end of 18/19
BDC	£542,165.00	£161,225.75	£273,108.00	£30,000.00	£221,138.00	-£143,306.75
NWLDC	£621,202.00	£200,389.34	£133,669.00	£30,000.00	£23,225.00	£228,918.66
MBC	£281,543.00	£92,519.88	£73,150.00	£30,000.00	£77,683.00	£18,190.12

HDC	£418,476.00	£86,506.05	£227,058.00	£30,000.00	£226,111.00	-£151,199.05
HBBC	£472,848.00	£191,227.00	£316,084.00	£30,000.00		-£64,463.00
CBC	£920,160.00	£115,941.03	£128,350.00	£30,000.00		£645,868.97
OWDC	£375,897.00	£70,406.42	£144,317.22	£30,000.00	£202,946.00	-£61,772.64

DFG capital funding has increased within the Better Care Fund, however, revenue remains the same, meaning that unless the number of requests for DFG's increases, capital expenditure cannot be fully utilised. However, under the Regulatory Reform Order (Housing Assistance) (England and Wales) Order 2002, local authorities can use DFG funding in a preventative way to promote independence for service users in their own homes.

It is proposed that this additional assistance to customers includes:

- Relocation Grant – where a property cannot be adapted and relocation is the most cost effective option
- Supporting individuals with diagnosed Mental Health or learning disability to remain in their own home
- Home support Grant – for essential repairs to help people remain safe in their homes
- Ceiling track hoists / Equipment for long term diagnosed conditions
- Extended warranty cover on equipment
- Module Ramping / suitcase / folding ramps to support hospital discharge
- Cover funding gaps
- Drop kerbs

This work will help the service shift to a preventative model offering further scope to deliver additional needs to customers in their home. This is aligned to the expansion options in the below section of the document.

### ***Customer impact***

The customer insight work conducted prior to the development of the original business case showed that 95% customers wished to have a single point of contact. This principle has been developed within the service for all cases that do not involve a DFG. Where a DFG is required there is a single hand off to a Technical Officer. As part of the roll out of the future trusted assessor model, Housing Support Coordinators will become the single point of contact for some DFG categories, helping to fulfil the ideology developed in the customer insight work.

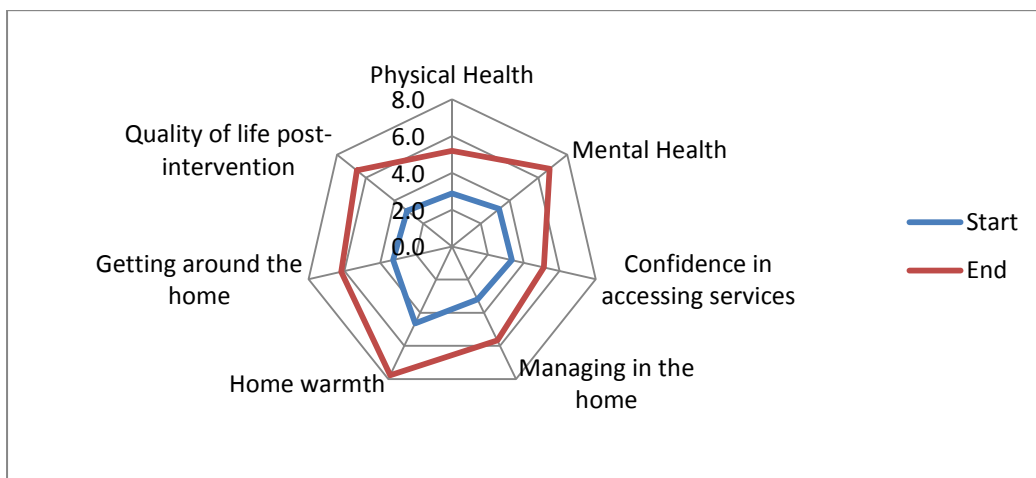
Some Lightbulb customers have been known to services, however a significant proportion have not been known, apart from visiting their GP, Lightbulb has been able to undertake targeted prevention work with these individuals with the aim of reducing or delaying their need to access more costly services and can signpost customers very effectively to Leicestershire's wider prevention offer via First Contact.

Further customer insight work is programmed into the future developments phase over the next five years.

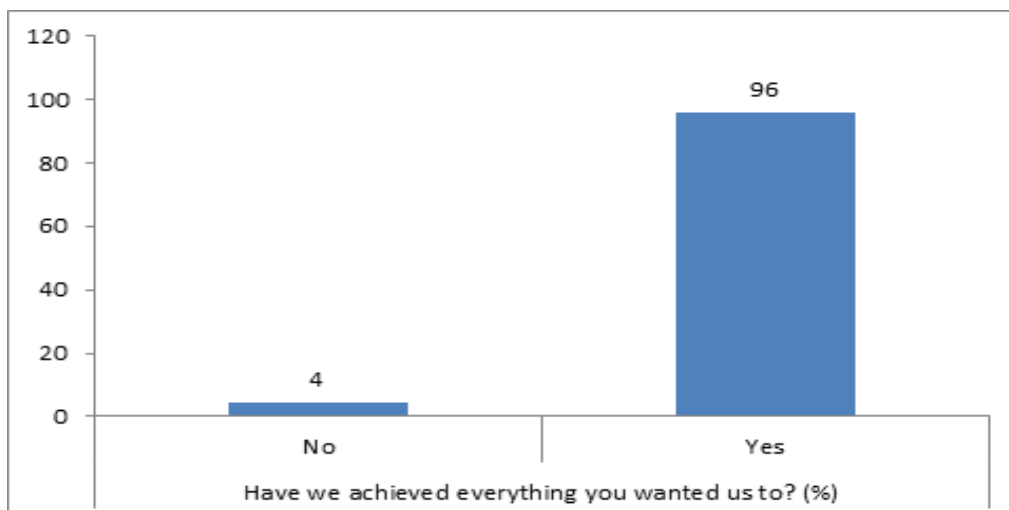
### Service Model – A customer perspective

The Lightbulb service involves the measuring how outcomes have improved for customers post intervention. Housing Support Coordinators work with residents to evaluate the impact of interventions; scoring themselves against a set of outcomes to track improvements. The outcomes star below shows how customers score themselves on a scale of 1-10 for each element. The scores are averaged from 100 Lightbulb customers, before and after intervention. The start line shows the average scores against each outcome at the beginning of the Housing MOT with the end line showing how customers ranked themselves at the end of the process.

The biggest impact was against the quality of life post-intervention and mental health outcomes, followed by home warmth and managing in the home.



Housing Support Coordinators ask customers if the service has achieved everything they wanted us to do. Overwhelming, 96% customers answered 'yes' to this question.



*"The level of independence is immeasurable and makes us feel much better. We are grateful for all the help we received and impressed how quickly things got done. Our lives are much improved."*

### **Key facts: The Lightbulb Service**

- A targeted, proactive approach ensures Lightbulb is supporting the shift towards prevention. Lightbulb is delivering services in an efficient and productive way.
- Service solutions and interventions are customer focused and include support to self-help.
- The service is delivering excellently against customer expectations.
- The Housing MOT checklists provide a tool for identifying and responding to a range of housing needs in a holistic way
- A hub and spoke Lightbulb model ensures effective links with other locality services and functions and enable housing support to be fully integrated with health and social care teams in each area

## 6. The financial model

It is important to note that within the financial options costs are indicative at this stage. Accurate salary and establishment costs are being drafted along with forecasted increases on additional expenditure for example, car allowances, small supplies and service provision. The approximate 11% uplift is an estimate as to what this will equate to and has been used to enable initial costings to be calculated. This business case will be updated with finalised costings for 19/20 as soon as they become available.

The Lightbulb service and associated financial contribution model was predicated on partners paying a percentage of the costs according to the demand in workload and over 65 population statistics for each locality prior to October 2017. Each locality's proportion of the overall share of the demand across Leicestershire was then used to calculate both their overall contribution and the proportion from that, would be used to fund services within the central hub.

For this refresh, the demand totals have been evaluated and adjusted based on current service workload for the first full year in operation along with predicted population for over 65's by 2020.

Population numbers have been included in this refresh as it was included in the demand calculations for the original business case. Therefore, to make a true comparison it should also be used in any refresh. Secondly, it gives a good indication as to which localities may show future increases in workload for adaptations, particularly minor ones delivered by HSC's. As these types of adaptations are not means tested, demand is more likely to increase based on the population and not necessarily those eligible for Adult Social Care services in general.

It is important to note that the percentage figures are only approximate and will be adjusted annually based on the same formula and that these are used for financial contributions and not to determine levels of required staffing.

Table 1:

	<b>BDC</b>	<b>CWD</b>	<b>HDC</b>	<b>HBBC</b>	<b>MBC</b>	<b>NWLDC</b>	<b>OWBC</b>	<b><u>Totals</u></b>
<b>HSC cases</b>	636	1204	410	705	397	610	374	4336
<b>OT cases</b>	178	264	146	266	132	194	98	1278
<b>Non-complex DFG's</b>	121	168	75	78	41	86	42	611
<b>Complex DFG's</b>	26	30	18	5	6	7	14	106
<b>First Contact</b>	38	157	27	123	23	103	23	494
<b>Population over 65</b>	20900	34800	21000	25500	12200	21100	12600	148100
<b><u>Total</u></b>	21752	36425	21583	26594	12752	22007	13095	154208
<b>% demand</b>	<b>14</b>	<b>24</b>	<b>14</b>	<b>17</b>	<b>8</b>	<b>14</b>	<b>8</b>	<b>100</b>

The revised percentages can be seen in the table below:



Table 2: Lightbulb Service Demand for 18/19 and 19/20

District Based Localities	Previous % Demand (18/19)	Revised % demand (19/20)	Variance
Blaby	13	14	+1
Charnwood	26	24	-2
Harborough	10	14	+4
Hinckley & Bosworth	18	17	-1
Melton	9	8	-1
NW Leicestershire	15	14	-1
Oadby & Wigston	9	9	0

### **Option 1 – Current level of service**

Option 1 of the business case shows the indicative additional contributions required from partners to meet the proposed increase of 11% for 2019/20. This percentage covers rises to reflect basic salary increases and overheads of around 11% on average, which takes into account any increments and the already agreed pay award alongside additional costs to service delivery.

This option does not include any increases in establishment staffing to meet any increase in workload demand (this is detailed in options below).

Current costs for the Lightbulb service are £791,063 for 2018/2019. In July 2018, the Management Board for Lightbulb agreed to an indicative uplift to costings to the threshold of 11% which equates to an additional £91,767 for Option 1, making a total of £882,830.

The below table shows the revised total contributions for each partner. This contribution includes contributions to the central hub, based on the suggested 11% increase in service running costs and has been reapportioned to the revised demand percentages for each area as detailed in the table 1 above:

Table 3: Contribution for Frontline Staffing for 18/19 and 19/20

District	Current contribution	Future Contribution inc service costs adjusted by demand (11%)	Variance
Blaby	£74,251	£77,640	£3,389
Charnwood *	£103,833	£107,635	£3,802
Harborough	£48,216	£56,503	£8,287
Hinckley & Bosworth	£67,679	£86,246	£18,567
Melton	£38,601	£42,207	£3,606
NW Leicestershire	£54,182	£65,057	£10,875
Oadby & Wigston	£38,601	£41,442	£2,841
LCC	£365,700	£406,100	£40,400
<b>Total</b>	<b>£791,063</b>	<b>£882,830</b>	<b>£91,767</b>

\*Charnwood's contribution equals £25,122 to the central hub only.

Table 4: Partner Contribution to the Central Hub 18/19 against 19/20

<b>District</b>	<b>Current contribution to central hub based on prev demand %</b>	<b>Future Contribution to central hub based on revised demand %</b>	<b>Variance</b>
Blaby	£13,529	£14,341	£812
Charnwood *	£23,166	£23,838	£672
Harborough	£9,707	£10,600	£893
Hinckley & Bosworth	£15,576	£16,191	£615
Melton	£8,292	£8,620	£328
NW Leicestershire	£12,723	£13,226	£503
Oadby & Wigston	£8,292	£8,707	£415
LCC	£79,413	£83,384	£3,971
<b>Total</b>	<b>£170,698</b>	<b>£178,907</b>	<b>£8,209</b>

### ***Option 2 –inclusion of the role of Office Manager***

In addition to Option 1, this option includes introducing the role of Office Manager. This addition to the Central Hub establishment is required to line manage additional admin staff (allocated to each locality) that partners requested be included in the establishment. The alternative to this would be to manage admin at a local level by individual organisations. The benefit of having all admin staff together enables efficiencies of scale and resilience especially relevant when locality admin posts are not full time.

The post would also support delivery of the Major Adaptions service which is currently provided by LCC and will be transferred to Lightbulb in February 2019 along with additional administrative resource provided by LCC to meet current service demand; and will oversee the administration derived from the newly implemented Home Support Grant.

Management Board are aware of the difficulties that the Central Hub have had in providing performance data and it will be this Officer's duty to undertake all performance data requirements and supervision of all Administrators.

Expansion and future developments to the service and will release capacity from the Service Manager to deliver more strategic elements as part of the 5 year forward view. Additional information on the developments for the next 5 years is detailed in a section below.

The cost of this post to each locality and to the County Council is shown in table 5 below:

Table 5:

<b>District</b>	<b>Option 1 contribution</b>	<b>Option 2 Contribution inc Office Manager</b>	<b>Variance to option 1</b>
Blaby	£77,640	£80,187	£2,547
Charnwood *	£107,635	£112,002	£4,367
Harborough	£56,503	£59,050	£2,547
Hinckley & Bosworth	£86,246	£89,339	£3,093
Melton	£42,207	£43,663	£1,456
NW Leicestershire	£65,057	£67,604	£2,547
Oadby & Wigston	£41,442	£43,079	£1,637
LCC	£406,100	£421,600	£15,500
<b>Total</b>	<b>£882, 830</b>	<b>£916,524</b>	<b>£33,694</b>

\*Charnwood's contribution equals £29,489 to the central hub only.

The Officer Manager post is essential to create the resilience for the service and support the Administrators who book all appointments for the HSC's (of which this is approximately 50% of their work) as well as collect and disseminate data on HSC performance from IAS and an internal database. This post is also instrumental in making sure referrals are processed and appointments made and customers update by ensuring the coordination of resource across the County.

### ***Option 3 –increase of Technical Officers and Housing Support Co-ordinators***

As mentioned previously, Lightbulb staffing resources are mapped to meet the current demand in workload. As part of the refresh for the business case, the resources required from April 2019 onwards have been calculated in the same way as the original business case, by using existing information about the demand for services to quantify the staffing resources required to deliver the Lightbulb service overall.

This has been refreshed based on the first year caseload of referrals both completed and awaiting completion. This level of analysis is used to determine what staffing resources will be needed to meet the demand.

Demand mapping has included all key elements of the holistic Lightbulb offer currently being undertaken:

- Housing Support Coordinator workload
- Occupational Therapist caseload
- Non-complex disabled facilities grant
- Complex disabled facilities grants
- First Contact referrals

This will include the 11% additional staffing costs. This level of funding will ensure the increased and existing demand is met without detriment to service standards and it is anticipated that service standards will improve further with the proposed increase in resources.

By mapping this demand against the HSC, Occupational Therapist and Technical Officer roles, the following staffing resources are anticipated across each local

Lightbulb team and within the central hub. This work presents an overall picture of Lightbulb demand across the county, broken down by District Council area as follows:

Table 6:

<b>District Based Localities</b>	<b>Current HSC FTE</b>	<b>Future HSC FTE</b>	<b>Current Technical Officers FTE</b>	<b>Future Technical Officer FTE</b>	<b>Current Admin FTE</b>	<b>Future Admin FTE</b>
Blaby	1.7	1.9	0.7	1.1	0.5	0.5
Charnwood	3.0	3.7	1.0	1.2	0.5	0.5
Harborough	1.2	1.2	0.7	0.7	0.4	0.5
Hinckley & Bosworth	2.3	2.1	0.6	0.5	0.5	0.5
Melton	1.0	1.4	0.3	0.2	0.4	0.3
NW Leicestershire	1.8	1.7	0.4	0.6	0.4	0.5
Oadby & Wigston	1.0	1.2	0.3	0.4	0.4	0.3
<b>Leicestershire (locality based)</b>	<b>12</b>	<b>13.2</b>	<b>4*</b>	<b>4.7</b>	<b>3.1</b>	<b>3.1</b>
OT resource are also part of the Lightbulb team in each locality						

\*an additional 0.4 fte is employed to work across the localities to support delivery

There is additional HSC requirement, firstly due to increased demand but also when the increased demand for stair lifts (to be undertaken by HSC's in a trusted assessor role) is included in the HSC workload, staffing at this level increases by 1.2 FTE. The Technical Officer resource across Leicestershire currently equates to 4 FTE. As per the table above, this will increase to 4.7 to meet the current demand of DFG cases in the system.

This increase in resource is in large part required due to the backlog of cases that were inherited and carried over from the CAT contract, from Papworth and from some Districts as part of the DFG integration into Lightbulb. Also, HSC's have only just achieved trusted assessor qualification and the spreadsheet is calculated on the basis of work completed and pieces of work in the system. The increase in resource would also help achieve the 20 week aspiration for all Districts quicker and allow increased capacity for RRO opportunities as they evolve. The spreadsheet and formulas are the same as used in the initial Lightbulb business case and can be further explained at Delivery Group/Management Board.

The costs for the service with apportioned additional staffing to deliver the increase in demand for 2019/20 is shown in table 6 below. As workload demand could be calculated annually and staffing levels adjusted to meet this, the proposed additional staffing could be for a fixed term only and readjusted once any backlog is cleared or delivery targets are being consistently met.

Table 7:

<b>District</b>	<b>Option 1 contribution</b>	<b>Option 3 Contribution inc TO and HSC</b>	<b>Variance to option 1</b>
Blaby	£77,640	£86,466	£8,826
Charnwood *	£107,635	£122,755	£15,120
Harborough	£56,503	£65,323	£8,820
Hinckley & Bosworth	£86,246	£96,956	£10,710
Melton	£42,207	£47,247	£5,040
NW Leicestershire	£65,057	£73,877	£8,820
Oadby & Wigston	£41,442	£47,112	£5,670
LCC	£406,100	£422,100	£16,000
<b>Total</b>	<b>£882, 830</b>	<b>£961,830</b>	<b>£79,000</b>

\*Charnwood's contribution equals £26,227 to the central hub only.

***Option 4 – 11% salary uplift, addition of an Office Manager and increase in Technical Officers and Housing Support Co-ordinators***

This is the combination of options 1, 2, and 3 detailed above. This option gives the service greater opportunity to reduce the backlogs that currently exist and to provide greatest resilience, ability to focus management and leadership on the strategic elements and expansion of the service creating a truly preventative approach to all housing related services across Leicestershire.

The financial contributions for this option are shown below in table 8.

Table 8:

<b>District</b>	<b>Option 1 contribution</b>	<b>Option 4 Contribution inc TO and HSC and OM</b>	<b>Variance to option 1</b>
Blaby	£77,640	£89,007	£11,367
Charnwood *	£107,635	£127,122	£19,487
Harborough	£56,503	£67,870	£11,367
Hinckley & Bosworth	£86,246	£100,049	£13,803
Melton	£42,207	£48,703	£6,496
NW Leicestershire	£65,057	£76,424	£11,367
Oadby & Wigston	£41,442	£48,749	£7,307
LCC	£406,100	£437,600	£31,500
<b>Total</b>	<b>£882, 830</b>	<b>£995,524</b>	<b>£112,694</b>

\*Charnwood's contribution equals £30,642 to the central hub only.

## 7. Future direction and service development

### *Service development*

The development of Lightbulb as an integrated service delivery vehicle presents a number of opportunities for authorities to work collaboratively to achieve efficiencies and further improve the customer experience. A number of opportunities were highlighted during the development phase of Lightbulb and the model includes scope within the central hub to explore and address these further in a co-ordinated and integrated way, including:

- Collective, smarter procurement practices such as bulk purchasing and common supplier lists
- Development of more flexible DFG solutions
- Sharing good practice and process improvement
- Opportunities to engage in a consistent, single dialogue with social housing providers regarding the delivery of home adaptations in their stock to ensure this offer is better aligned with that for home owners
- Continued customer insight work to identify services gaps and deliver countywide improvement
- Developing and improving the self-serve offer for practical housing support
- Embedding a new assistive technology offer as part of the Housing MOT.
- Creating efficiencies across District partners and Social Care

Leicestershire's population growth patterns have implications for the provision of services for older people in particular. An increasing number of older people with complex care needs means more pressure on health and social care services. Supporting people to maintain their independence and manage their own health and care needs are key to managing demand on these resources.

The Government's commitment to increase funding for Disabled Facilities Grants through the Better Care Fund does, in itself, present challenges in terms of resources required to deliver additional activity and the continuation of the Lightbulb service sees Leicestershire well placed to respond.

The Lightbulb service is developing a 5 year future development plan in order to help create a preventative approach to care across Leicestershire that aims to support people in their own homes and further meet their needs.

The service is investigating incorporating the following into future service delivery:

- Merge and manage the work of the adaptations team and creating further efficiencies across all partners
- Lead Assistive Technology initiatives
- Manage additional DFG Funding
- Co-ordinate further engagement with Public Health
- Lightbulb RRO – to procure modular ramping, hoists etc
- Dementia Friendly Homes
- Extension of Hospital Housing Enablement Team
- Extension of Programme across all Tenures

- Incorporating the work on major adaptations currently undertaken by the County Council and creating further efficiencies in association with this
- Targeted work for identified cohorts i.e. Integrated Locality Teams patient cohorts including those who are frail and with 5 or more long-term conditions

The Lightbulb model is also working to embed the learning and good practice from the Hinckley and Bosworth integrated locality teams pilot and provides a vehicle to roll out this proactive, targeted approach across Leicestershire by:

- Enabling GPs and community healthcare teams to access the Lightbulb housing offer through the existing First Contact Plus service for presenting patients as part of a social prescribing approach
- Providing an opportunity to target the Lightbulb housing offer to 'high risk' patients including using practice based data and case management information to identify target cohorts of people for this service (those that are frail or multi-morbid, for example)

Lightbulb provides a sound infrastructure and performance framework to further build the body of evidence around the contribution of this integrated and proactive approach towards housing support to the health and social care economy; placing partners in a strong position to engage with health colleagues around support for growth through the Better Care Fund.

#### **Key facts: Future Direction and Service Development**

- The Lightbulb service is required to support ongoing pressures and demand for housing services.
- Opportunities exist for even greater efficiencies around procurement, more flexible DFG solutions, process improvement, fit for purpose home adaptations, customer self-service and new technology in the home

## 8. Programme governance

Since go live, the programme has been supported by a dedicated Management Board comprising senior level representation from the seven District Councils, the County Council's Adult Social Care and Public Health services and the Director of Health and Social Care Integration. A Delivery Group supports the Management Board operationally and has responsibility for the development and delivery of the operational service design, programme plan and programme risks.

The programme governance structure also ensures a formal link into the countywide Unified Prevention Board which, in turn reports through the Integration Executive to the Leicestershire Health and Wellbeing Board.

The lightbulb programme has clear governance links to the decision making and governance in each district council, the County Councils Adult Social Care department and Cabinet and the Members Advisory Group for Health and Housing.

### ***Equality Impact and Needs Assessment***

Alongside our continued engagement with customers and user groups, an initial equality impact and needs assessment (EINA) has been completed, to support the development and implementation of the Lightbulb service. This enables us to identify any negative or adverse impact on particular groups and put actions in place to minimise or remove such impact as part of the programme plan.

The Lightbulb Programme Board will consider how best to take this forward as a joint impact assessment across partners organisations as part of the sign off of this business case. The programme continues to be informed by ongoing customer engagement to ensure the EINA remains fit for purpose.



## 9. Recommendations

The initial funding for Lightbulb draws to an end on 31<sup>st</sup> March 2019 and, as such, it is timely to review the resources allocated for 2019/20. In order to do this, financial options have been prepared for consideration:

- Option 1 - existing staffing structure with an indicative 11% increase in service running costs, covering salary increases etc. This also includes the reallocation of costs to reflect demand in each area including central hub and operational officers
- Option 2 - Option 1 plus an Office Manager position to manage the administration officers and deliver requirements around performance, support back office systems and processes and proposed service improvements listed below
- Option 3 - Option 1 plus increases in Housing Support Co-ordinators and Technical Officers to meet increased demand
- Option 4 – To financially support all options 1-3 above

It is recommended that partners sign up to a new 5 year Legal Agreement to provide service and staffing stability based on Option 2.

It is recommended that Option 3 be dealt with outside of the main contributions as this is a temporary measure. The total of another Technical Officer is £44,306 for which the costs can be capitalised. The total cost for the additional HSC resource would be £34,694 which if split 7 ways would equate to £4,956 each. (Over a 12 month period).

In signing up to the continuation of Lightbulb for Leicestershire the Management Board will continue to strive for further public sector cost savings and customer service improvements through the following;

- Future Integration of Adaptations and Assistive Technology
- Enabling GP's and community health teams to access Lightbulb through First Contact Plus
- Investigating how Lightbulb can be used to target 'high risk' patients using practice based data and case management information
- Collective and smarter procurement practices
- Development of more flexible DFG solutions
- Engagement with social housing providers to discuss potential delivery of home adaptations in their stock
- Continued customer insight and sharing of best practice
- Development of a self-serve offer for practical housing support

## **10.Next Steps**

- 1, Management Board to agree which option to progress through a collective governance process.
2. Partners to take a standardised report through individual governance processes to enable Legal and Information Sharing Agreements to be finalised prior to year 2 start date of 1 April 2019.

# lightbulb review

Following completion of the revised Lightbulb Business Case for Transforming and Integrating Practical Housing Support in Leicestershire, in December 2018, an internal review of the progress and impact of Lightbulb within Charnwood was undertaken.

## Project Overview

The concept of Lightbulb was one of a number of practical opportunities to emerge from Leicestershire's Housing Services Partnership through the development of the Housing Offer to Health in 2013. This set out how local housing services could support and promote the health and wellbeing of Leicestershire citizens; offering to concentrate collective efforts on developing services to help health and social care partners achieve Better Care Fund objectives.

Lightbulb aimed to bring together a range of practical housing support into a single, integrated pathway. A holistic housing needs assessment (to become known as the Housing MOT) would ensure that housing support needs are proactively identified and that the right solutions are found. The overall ambition was to maximise the contribution that housing support can play in keeping vulnerable people independent in their homes; helping to avoid unnecessary hospital admissions or GP visits and facilitating timely hospital discharge.

The County Council, Districts and Boroughs of Leicestershire made a successful partnership bid for a £1m Transformation Grant from the Department for Communities and Local Government to take the concept of Lightbulb forward.

The service delivery model for Lightbulb is a Hub and Spoke model. The 'Spokes' comprise a Lightbulb team in each Council area (7 local teams) to deliver the integrated service (the functions that were previously carried out at District Council level and the functions previously carried out by County Council), supported by a Central Hub operated by Blaby District Council.

At May 2017 Cabinet, the decision was made to adopt the Lightbulb 'Locality Team' delivery model within Charnwood, the remaining Districts and Boroughs chose the Lightbulb 'Full Service Model' facilitated by Blaby District Council.

With the Full Service model, the central Hub carries out the full service for the Council by delegating the locality element (including secondment or TUPE of existing staff where appropriate).

With the Locality Team model, Charnwood directly employ a locality based Lightbulb Team and deliver the service directly across the Borough (linking with the Central Hub to ensure consistency of operating procedures and resilience in the overall system).

The Lightbulb Team within Charnwood consists of 3 Housing Support Coordinators (HSCs), 1 Technical Officer and 0.5 FTE Administrative Officers, in addition to 1 FTE co-located Occupational Therapist (OT). Demand information for services and learning from the Lightbulb Pilots was used to quantify the staffing resources required across different Council areas in the original Lightbulb Business Case. The breakdown of total Lightbulb demand by Council area for Charnwood was estimated at 26%.

The Project went live across the County in October 2017 in all areas other than Charnwood. This delay to go live was due to the delegation of functions from Leicestershire County Council to Blaby District Council and then to Charnwood Borough Council, required to establish the Locality Team. The Lightbulb go live date for Charnwood was January 2018.

## Housing Support Coordinators (HSCs)

Our Housing Support Coordinators (HSCs) are trained and skilled to deliver:

- Assessment and ordering of minor adaptations and equipment
- Assessment of non complex DFGs
- Assessment and resolution of wider practical housing support needs
- Housing related health and wellbeing support (eg warm homes, falls prevention)
- Planning for the future (housing choices and options)
- Advice, sign posting, self help

Each HSC has either completed or is undergoing assessment under the Trusted Assessor competency framework to ensure that they have the skills, knowledge and experience needed to carry out full assessments.

From the moment Lightbulb went live within Charnwood, our HSCs have undertaken the full range of duties and assessments intended as part of the initial Housing MOT, including, where required, stairlift assessments and the completion of provisional tests of resources for potential Disabled Facilities Grants. Each Housing MOT assessment is a tailor made review of the resident's housing situation which can include;

- Mobility around the home - getting out and about, negotiating steps and stairs
- Use of the toilet
- Bathing facilities
- Getting in and out of bed

This assessment may result in the ordering of equipment for the resident (for example a bath board or a perching stool), a minor adaptation (for example grab rails to assist people with their mobility around the home) and in some cases, a major adaptation such as a stairlift or level access shower may be necessary.

The HSC will go on to complete;

- A personal safety check with the client - reviewing matters including any history of falls, any obvious trip hazards, the presence of adequate lighting and smoke/carbon monoxide detectors
- A home environment check - considering any potential disrepair, hoarding and general suitability of the property including the manageability of the garden
- A home security check - discussing with the client any potential ASB or crime experienced, whether they feel secure in the home and have keychains, window locks etc.

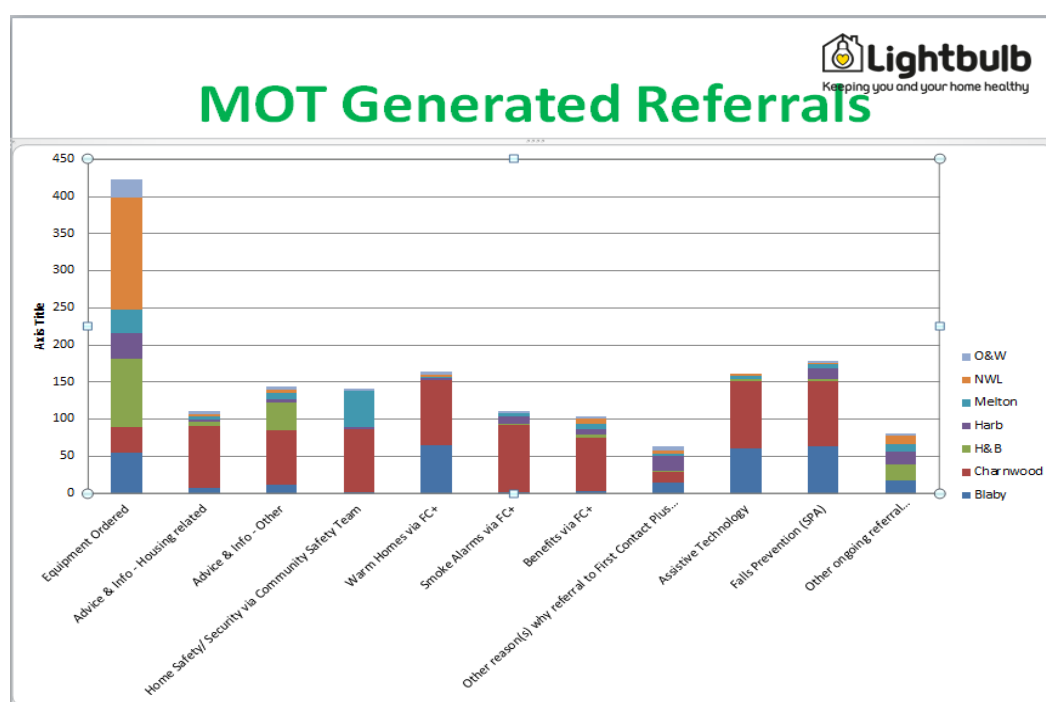
This may result in referrals for Home Repair Grants or Home Security Grants where appropriate, or for support where hoarding tendencies are evident and the client would like support with this. Further referrals to the Fire Service are made for the installation of smoke detectors and to the Community Safety Team, through First Contact Plus.

The ability of the client to keep their home warm, the adequacy of the heating system, their fuel tariff and their income (including whether they may require benefit advice) are considered by the HSC and referrals to Warm Homes can be initiated, where the client will be assessed for grant funding for heating measures and improvements.

Lastly, but by no means least, socialising, involvement in the community, interests and hobbies and getting out and about are all discussed with the client to ensure that they are achieving the things that they would like to. Sign posting to transport opportunities and community groups and clubs of interest can all be arranged by the HSC in conjunction with the Local Area Coordinators.

Capturing these wide ranging housing support needs in one Housing MOT assessment ensures that no issues are missed. Maximising the impact of the contact and working in a more preventative way that is based on the long term health and wellbeing of the client. *See Appendix 1 for a selection of case studies about residents who have used the Lightbulb Service and what the Service has meant to them.*

The graph below shows the number of referrals for a wide range of services generated by HSC Housing MOT Assessments across the County. Charnwood residents have benefited from a significant number of referrals for services that may otherwise have been missed.



At go live within Charnwood in January 2018, 172 cases were awaiting assessment. This large number was due in part to the delay in the signing of the Legal Agreements between LCC, Blaby DC and Charnwood BC.

The waiting list is continually changing as assessments are completed and every week, on average, a further 17 new referrals for assessment are added.

The Quarterly Performance Tables for 2018-2019 so far can be seen at Appendix 2. The tables detail the number of:

- Cases on the waiting list as a snapshot each month
- New visits, follow up visits and duty cases completed by the HSCs
- Complex cases identified and referred to an Occupational Therapist
- Cases closed

At the time of writing this report, almost a year since go live, the number of people on the waiting list is 125. Our target is to reduce this number to 100 by the end of March 2019.

Requests have been made to the Central Hub, via the Project Management Board and Delivery Group, for consideration to be given to focusing all HSC resources holistically, which would tackle the historic peak in assessment waiting times within Charnwood, thereby offering a consistent service across the County for all Leicestershire residents. This would involve the refocusing, temporarily, of some HSCs working in other Districts and Boroughs to reduce the average waiting times within Charnwood until they reflect those in other areas, creating an equal service, irrespective of where residents live within Leicestershire.

It is appreciated that drawing HSC resource away from other Districts and Boroughs to support the reduction of waiting times in Charnwood will impact negatively on waiting lists and times within those areas for a short period of time. However, in order to offer a consistent service across the County in line with the original objectives of the Lightbulb project, it is felt that this would be worthwhile.

All HSCs across the County meet quarterly to update their knowledge, discuss their work and share ideas. Each HSC meets with a Senior HSC to ensure performance and workload are monitored and fortnightly internal meetings are held with the Occupational Therapists (OTs) and Technical Officer to identify issues and implement improvements.

## Disabled Facilities Grants (DFGs)

Disabled Facilities Grants (DFGs) are funded through the Better Care Fund (BCF), a pooled budget seeking to integrate health, social care and (through DFGs) housing services. Currently, the DFG element of the BCF must be transferred to the Districts and Boroughs from LCC each year.

In 2018, 94 Disabled Facilities Grants were completed within Charnwood. 82% of these were for owner occupiers (compared to a national average of 60%\*), 14% for tenants of Registered Providers (formally known as Housing Associations) (compared to 32% nationally\*) and 4% for private tenants (8% of DFGs nationally are carried out for private tenants\*).

The average cost of a DFG in Charnwood in 2018 was £7,488.70 (nationally the average cost is £9,000\*).

The total BCF allocation for 2018-2019 was £905,000. The overall DFG budget for 2018-2019, including additional Ministry for Housing Communities and Local Government funding awarded in January 2019 is £1,138,600.

Where a HSC or OT identifies that a major adaptation is required, from 4<sup>th</sup> February 2019, a referral will be made to the Central Hub (this was previously made to the Adaptations Team at LCC, but this function is gradually moving to the Central Hub to further streamline the process). In the case of a HSC, within Charnwood, they will complete a Provisional Test of Resources with the client to indicate the likelihood of eligibility (based on the means test) for a DFG, prior to making the referral.

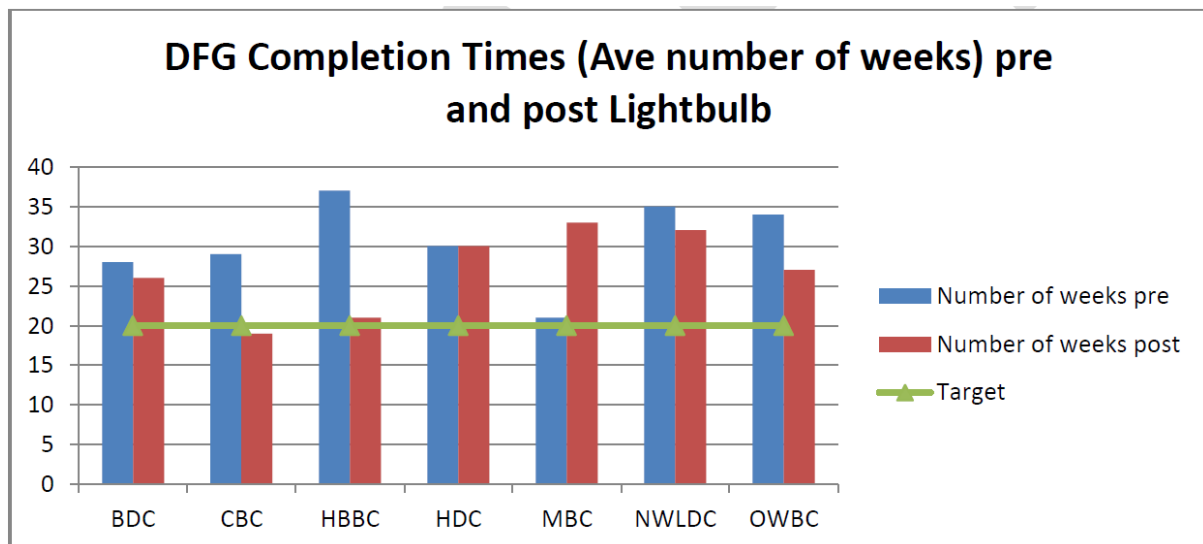
The Lightbulb Technical Officer will then assess the referral and progress the application as necessary. In some cases this will involve working with an Architect or an OT, in other cases a scheme of work will be developed directly by the Technical Officer.

In respect of DFG referrals received in 2017, the average delivery time for a DFG within Charnwood was 26 weeks. Post Lightbulb go live in 2018, this fell to 18 weeks.

\*Independent external review of the Disabled Facilities Grant in England, conducted by the University of the West of England for MHCLG (Dec 2018)



The Comparison graph below, contained within the review of the Lightbulb Business Case (page 17), concludes that Charnwood Borough Council were the first (and only Council to date) within Leicestershire to meet the overall Lightbulb delivery target time of 20 weeks since go live in October 2017 (January 2018 for Charnwood).



The Council's Private Sector Housing Grants Policy, written in accordance with the Regulatory Reform (Housing Assistance)(England and Wales) Order 2002, aims to increase the number of vulnerable people who are able to live independently at home. In line with the Order, the Policy has been developed to provide a more flexible use of the DFG within Charnwood, for example, offering:

- Relocation Grant – to assist people with the cost of moving into suitable accommodation, where there is no possibility of appropriate modification to the existing home
- Discretionary Minor Works – to fund non eligible works that are deemed necessary for the benefit of a disabled person eg an extended warranty on stairlifts, step lifts, specialist toilets or to fund work outside the boundary of the property to provide safe access and egress to the home eg a dropped kerb
- In exceptional circumstances, where the cost of the works for a Mandatory DFG is in excess of £30,000 and the applicant and or disabled occupant is in financial hardship an additional discretionary DFG up to a maximum of £10,000 will be considered on a case by case basis

## The Benefits of Lightbulb for Charnwood Residents

A recent independent review of DFGs in England, conducted by the University of the West of England highlighted several current challenges with DFGs and a number of suggestions as to how things could be improved nationally.

One of the challenges identified was the need to 'join up the process', shifting thinking from 'welfare' to 'investment', so that decisions are taken, not at crisis point, but in a more preventative way that is based on the long-term health and wellbeing of disabled people and their families. The Lightbulb model embraces this approach with joint commitment at a senior and strategic level between Housing and Social Care, Districts, Boroughs and County continuing to streamline the process. This, along with the Private Sector Housing Grant Policy, which is allowing flexible use of discretionary grant funding, allows an enhanced focus on prevention and a reduction on restrictive upper limits for those in financial hardship.

The Lightbulb assessment ensures that 'Every Contact Counts', working effectively so people are referred earlier, rather than at crisis point.

Robust research is beginning to show that adaptations improve physical and mental wellbeing and reduce the fear of falling, enabling people to live independently in their own homes for longer.

Lightbulb Customer Feedback has been extremely positive, with frequent calls to express appreciation from those assessed and their family members. An example of feedback for the Lightbulb Team is given below:

### Housing Support Co-ordinator

You recently sent one of your excellent staff to assess me. I found Helena Lynch very polite, calm, helpful and sympathetic.

Her attitude and work organisational skills are great. Helena has improved my difficult, miserable life by about 50%, by providing and organising the aids I required. Furthermore she contacted different departments for further support and advise on my behalf, which I didn't have knowledge about.

I would like to thank her very much for her kind support. I think she should train all future new recruits because she is a great example and asset to Lightbulb Team. Please don't ever lose her. Thank you very much.



## Future Direction

A number of opportunities were highlighted during the development phase of Lightbulb and the model includes scope within the Central Hub to explore and address these further in a coordinated and integrated way. The opportunities include;

- Collective, smarter procurement practices such as bulk purchasing and common supplier lists
- Development of more flexible DFG solutions
- Sharing good practice and process improvement
- Opportunities to engage in a consistent, single dialogue with social housing providers regarding the delivery of home adaptations in their stock to ensure this offer is better aligned with that of home owners
- Continued customer insight work to identify service gaps and deliver countywide improvement
- Developing and improving the self serve offer for practical housing support
- Embedding a new assistive technology offer as part of the Housing MOT

The Lightbulb service has developed a 5 year future development plan in order to meet the need and to help create a preventative approach to care across Leicestershire that aims to support people in their own homes. Further information can be found in the Business Case, which includes the merging and managing of the work of the Adaptations Team (currently based at LCC) which is being migrated to the Lightbulb Central Hub to further streamline the process on 4<sup>th</sup> February 2019.

## Recommendation

One year on from Lightbulb go live within Charnwood, the benefits and improved service to residents are clear.

With, on average, 59 Charnwood residents receiving the support of a Housing Support Coordinator each month, 49 receiving a customer focussed assessment and associated solutions through the Housing MOT, including integrated work with other stakeholders such as Community Fire and Rescue. Lightbulb is supporting Charnwood residents to live more independent lives.

The award winning Lightbulb Partnership won 3 major accolades in the first year;

- Local Government Chronicle award for best Public/Public Partnership
- Association for Public Service Excellence award for Best Collaborative Working Initiative
- Highly commended at the Home Improvement Agency Awards

Future developments to improve the Service will include improving links with GPs and Community Healthcare Teams, encouraging the presenting of patients to Lightbulb as part of a social prescribing approach. In addition, plans also include the targeting of the Lightbulb housing offer to 'high risk' patients including using practice based data and case management information to identify target cohorts of people for this service (eg those that are frail).

Proposed developments will further enhance the service, capturing more vulnerable Charnwood residents to ensure that they receive an early assessment and triage of any housing issues.

The recommendation of this report is that the Council continue to participate in Lightbulb.

## Case Study One

The Service User was referred to Adult Social Care by her Son, for a general assessment within her home. He was worried about how she was managing in her home, and the referral was sent through to the Lightbulb Service.

The Service User is an 83 year old lady that lives with her husband, who is 80, in their own occupied 3 bedroomed house in Loughborough.

The Service User presented as a very jolly and independent lady, the Husband was present on my visit as well as her Son. The Husband is the Service User's main support and carer at home, the Service User advised 'we look after each other'. The Husband continues to drive and they go out most days, for lunch, shopping or just a drive out. The Son offers support to both his Mum and Dad; he reports that his Dad does a grand job.

The Housing MOT is a holistic assessment of how a person is managing to remain independently living in their own home.

The Service User has a diagnosis of Arthritis in both hands, diverticulitis, right foot fused (she cannot bend her foot from the ankle) and she has daily pain in her foot. The Service User has early onset dementia though she reports her memory is fine.

The assessment highlighted some concerns about how the Service User was managing transfers:

- Both the front and back doors, while getting in and out, the Service User was holding onto the door frame. Her hands did not have a secure grip on this.

***Grab Rails were provided at both doors.***

- Getting on and off the toilet the Service User was holding onto the window cill to pull herself up and could easily slip off this with her hands.

***Grab rail by the side of toilet was provided, fitted to a solid brick wall.***

- The Service User could not safely access her garden and was crawling up the pathway with her hands and grabbing freestanding garden pots.

***Half steps and kee klamp railings were provided to enable a safe and independent way of accessing the garden.***

- The Service User could not independently get off her sofa in the lounge, this was too low, and her Husband was pulling her up, putting strain on both of them.

***Sofa Raise ordered through the Community Equipment Provider raised the sofa 3" giving the Service User a better height to transfer from a seated to a standing position without the need for assistance.***

- The Service User has an over bath shower, she does not use the shower, both her and her Husband like to have a soak in the bath. The Husband was taking the weight of the Service User, assisting her with transferring in and out of the bath. The Service User wanted to bathe independently and the Husband could no longer manage to take her weight, carer strain.

***Recommended a bath lift – this is a piece of equipment whereby the Service User does not have to step into the bath, she transfers onto it by shuffling her bottom onto it, once her bottom is in place on the bath lift seat, she then brings her legs over the bath. The bath lift is operated by battery and takes you down to the bottom of the bath and brings you up to safely transfer off and out. I demonstrated how to use the bath lift to the Service User and her Husband, the Service User was observed to getting on the bath lift with ease, she could not wait to try it!***

- The major concern with the Service User was transferring up and down the stairs. She went up the stairs, taking a break half way up and then continuing, however on the way down she walked backwards. This is really unsafe; the Service User reports she had been transferring like this for a while and said it was because of the pain in her foot.

***Recommended a stair lift, as the Service User is a home owner, a Means Test was carried out to see if they were eligible for a Disabled Facilities Grant administered by Private Sector Housing at the Council, on this occasion they did not qualify for a grant.***

***The Service User provided permission to obtain a stair lift quote from the procured contractor from Leicestershire County Council for them to decide if they wanted to go ahead and purchase directly.***

During the visit benefits were discussed and it was established that the Service User was not in receipt of any benefits and that potentially she would be eligible for Attendance Allowance.

***A referral was made to First Contact Plus for a Benefit Check and asked that a professional goes to the Service User's home to discuss Attendance Allowance and help fill out any necessary forms.***



After the closure of this task, the Housing Support Coordinator was given a Thank you card, it read:

‘You made my Mum and Dad feel so valued, it’s much appreciated – Thank you, Son’.

## Case Study Two

The Service User was referred to the Lightbulb service by Adult Social Care who had received a request from the Service User’s Son for an assessment of his Mum’s needs.

The Service User is a 90 year old lady, who lives alone in a 2 bedroomed bungalow which is owned by her other Son.

The Service User has various medical conditions, Heart Failure, Arthritis in neck, spine and hands, balance conditions and is hard of hearing. The Service User has had knee replacements in both knees and her general mobility is poor. The Service User’s Son reports that her memory is failing.

The Service User presented as frail, she was wrapped up well, heating on and it was a warm day on my visit and she said that she does feel the cold.

The Service User’s Son was her main carer, he was assisting his Mum with all the chores, some personal care, visits to the doctors, and the Son was very tired and worn out. The Service User walks with a stick in the home; she does not leave her home without the help of someone else, mainly her Son.

The assessment highlighted interventions that were needed, along with some Adaptation works to the bungalow and some equipment:

- The Service User goes out of the patio door to access her garden, large step down to the slabbed area, she holds onto the side of the patio door or her Son.

***Half step to reduce the height of the drop down onto the patio area and Kee Klamp rails to each side of the half step so that the Service User has something to hold onto.***

- The Service User’s main entrance door is to the side of the house, smaller step, no rails and she was observed to hold into the door frame to steady herself.

***Grab rails to be placed each side of the side door.***

- At night the Service User is alone and if she requires the toilet in the night, she has to walk across the bungalow to get to the bathroom; she doesn't always get to the toilet in time.

***Prescribed a commode in her bedroom for use at night.***

- The Service User does not shower alone, her Niece helps her once a week when the shower cubicle is used, it has a step in that is high and grab rails are in place.

***Prescribed a shower step to reduce the height of the step in, for the niece to place down and remove each time she assists the Service User with having a shower.***

The assessment identified the need to make referrals to First Contact Plus to arrange further interventions:

- Smoke alarm referral.
- Tariff check – the Service User's utility provider had not been changed in a while; generally we advise this should be looked at annually.
- Assistive Technology – the Service User is hard of hearing, a vibrating pad under the pillow on her bed was advised, and this would alert her to smoke alarms going off when she is sleeping.
- Benefit check – the Service User's Son has been trying to get help to see if his Mum is entitled to any support, referral made to assist the Son.
- Carer's assessment information to be sent to the Son about help and support for his Mum.

Further referrals were made to Charnwood's Lifeline Service and to the Single Point of Access (Health Professionals) as it was evident that the Service User had a sore to the bottom of her back that needed urgent attention.

Following the closure of this task, a Package of Care has been offered to the Service User and this has started to help with her personal care. Assistive Technology have visited and provided equipment, smoke alarms have been fitted and all the other referrals and Adaptations are imminent.





## Case Study Three

The Service User was referred to Adult Social Care by her Daughter in June 2018.

Daughter was concerned that Mum was struggling since being discharged from hospital following breaking her elbow and shoulder.

Service User is a bright 97 year old lady of sound mind who lives alone in an annex attached to her Daughter's owner occupied house.

Service User was up and dressed and was sitting in her chair awaiting my visit.

The Service User's Daughter was present for the assessment. The Service User has a carer call every morning 7 days a week to assist with getting up, washed and dressed, making tea and toast, making the bed and checking meds and lifeline.

The Service User used to come through to the main house for her evening meal but since coming out of hospital she hasn't felt up to it. Since being discharged from Hospital the Service User has had to resort to strip washing which she wasn't happy about as she was able to use the shower before.

The Housing MOT document is our assessment tool; it is a holistic assessment of how a person is managing to remain independently living in their own home.

The Service User has Hypertension, Osteoarthritis, Gastro Oesophageal reflux disease, Macular Degeneration and Diverticulitis. She reports that since she broke her right elbow and shoulder she has experienced a general weakness in that arm. The Service User wears hearing aids in both ears.

The assessment highlighted the following;

- The Service User walks about the property using 2 walking sticks unless she is transporting items such as a cup of tea from the kitchen. Then she would use a kitchen trolley to get the tea from the kitchen to the sitting room. There was a threshold joining the carpet of the sitting room to the lino flooring of the kitchen that the Service User was having difficulty getting the trolley wheels to go over.

***Recommended a replacement (wider and flatter) threshold strip.***

Potential trip hazard eliminated and Service User can now go from room to room with ease.

- The Service User reported that she no longer felt safe using her shower as she struggles to step up the high 20cm step into the cubicle to get in. There



is one grab rail in situ inside the cubicle but she could no longer make use of it due to it being on her weak side and because of her low blood pressure she would ideally feel safer if she could sit down in the shower.

The Service User was clear that she wanted to be able to use the shower again to wash herself with assistance.

***Ordered the Service User a corner shower seat from NRS so she was able to sit down in the shower and a bath step to decrease the height of the step up to the cubicle.***

***Recommended 2 offset grab rails on the bathroom walls to assist her when using the bath step to step into the cubicle and another non slip grab rail in the shower cubicle to aid the Service User with getting on and off the shower stool, being mindful that she is now experiencing left side weakness.***

The Service User is now able to use the shower again safely with assistance which she is very happy about. The Service User's Daughter is happy that her Mum's wishes have been met.

- When asked about her hearing, the Service User commented that she has to have the television turned right up and sometimes doesn't hear the door or phone.

***A referral was made to First Contact Plus for Assistive Technology who can offer a wide range of equipment, technology and gadgets such as alarms, sensors, adapted telephones, television loops to assist the Service User.***

Assistive Technology provided adapted smoke alarm, personal listener and flashing doorbell and a radio link loop system.

After the closure of this task, the Service User thanked the Housing Support Coordinator for their help in enabling her to use the shower again and was grateful for the radio link which she says is the best she has been able to hear the TV in years!



# lightbulb performance

## Quarter 1, 2018/2019

Month	Waiting List Snapshot	New visits	Follow up visits	Number Appointments Made	Completed Duty Cases	OT Cases Referred by HSC	Cases Closed	Cases returned to SHSC
April	213	38	6	42	Not recorded	2	29	0
May	121	53	9	76	10	3	57	1
June	132	55	10	Not recorded	6	2	53	0
<b>Q1 Totals</b>	--	<b>146</b>	<b>25</b>	<b>118</b>	<b>16</b>	<b>7</b>	<b>139</b>	<b>1</b>



# lightbulb performance

## Quarter 2, 2018/2019

Month	Waiting List Snapshot	New visits	Follow up visits	Number Appointments Made	Completed Duty Cases	OT Cases Referred by HSC	Cases Closed	Cases returned to SHSC
July	169	50	12	Not recorded	16	6	43	2
Aug	204	34	7	Not recorded	9	2	23	3
Sept	191	48	13	Not recorded	17	2	34	0
Q2 Totals	--	132	32		42	10	100	5



# lightbulb performance

## Quarter 3, 2018/2019

Month	Waiting List Snapshot	New visits	Follow up visits	Number Appointments Made	Completed Duty Cases	OT Cases Referred by HSC	Cases Closed	Cases returned to SHSC
Oct	178	61	10	Not recorded	10	2	56	2
Nov	175	59	9	Not recorded	14	1	52	1
Dec	170	42	13	Not recorded	8	1	56	0
<b>Q3 Totals</b>	--	<b>162</b>	<b>32</b>		<b>32</b>	<b>4</b>	<b>164</b>	<b>3</b>



## Equality Impact & Needs Assessment (INA) Form.

Name of the policy, function or project: Lightbulb

Service: Community Services



Complete this form for any existing/proposed policy/function/project regardless of whether it is aimed at external customers or internal staff. Please also be aware that equality policy applies to staffing/human resources issues as much as to external service delivery issues. Please note that existing policies/functions will be assessed as per an agreed annual programme. However if you are reviewing or devising a policy etc that is not currently in the 3 year plan it still needs an INA

### **Answer every question – even if it is negative.**

If you conclude that there is a negative impact you will need to review the policy/function/project to improve the equalities performance and minimise or remove the impact. This should be done using the 'Improvement Actions Planned' table. Where appropriate such actions should be included in your Service Plan for the following year.

If the Corporate Equalities & Access Group (CEAG) feels this impact assessment needs further consideration, **you will be asked to review your conclusions.**

As a result of this exercise, you will have checked that your policy/function/project does not have negative/adverse impacts in terms of Gender, Gender re-assignment/ transgender, Ethnicity/Race, Disability, Age, Sexual Orientation, Religion or Belief, Marriage/Civil Partnerships, Pregnancy/Maternity (equality target groups). If it does you will have identified relevant actions needed to minimise or remove such impact and their likely resource implications.

**This is not simply a paper exercise – it is designed to make sure that your policy/function/project and service (development) is delivered fairly and effectively to all sections of our local community, and our employees!**

Please note that the Council is required to publish the results of these assessments, and update; therefore **your completed form may be a public document.**

Once completed and/or when your corresponding report is submitted to Management Board –Cabinet, please pass this form, together with documentation describing both the policy/function/project it concerns and any evidence relating to assessed impacts, to Alison Moran, Performance Manager. ***If this is a new policy/service/procedure/function/project this form will also need to be attached to your draft report for approval by your Director prior to its first submission to Management Board. Reports cannot be considered by Management Board unless both they & this INA have had prior approval by the relevant Director.***

***For further details please see separate Guidance Note on process for completion of INA's***

**To complete the form using 'check marks' in the boxes, position the cursor over the box you require, left double click, then select 'checked' in the 'check box form field options' box that appears on screen.**

## a. Preparation

The work on this section should be done in advance and be used as part of your INA. Please attach examples of available evidence, including monitoring information, research and consultation reports.

1a. Do you have relevant data available on the number of people within the scope of your policy/function/project? E.g. whole population of the district/ward or employee data.

In relation to:

- Women and men
- Gender reassignment
- Black and minority ethnic communities
- People with disabilities
- Age groups
- Sexual orientation
- Religion or belief
- Marital status/civil partnership
- Pregnancy/Maternity

Yes	No
<input checked="" type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input checked="" type="checkbox"/>
<input checked="" type="checkbox"/>	<input type="checkbox"/>
<input checked="" type="checkbox"/>	<input type="checkbox"/>
<input checked="" type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input checked="" type="checkbox"/>
<input checked="" type="checkbox"/>	<input type="checkbox"/>
<input checked="" type="checkbox"/>	<input type="checkbox"/>
<input checked="" type="checkbox"/>	<input type="checkbox"/>

1b. Do you have relevant data available on the number of people subject to or impacted by your policy/function/project? E.g. numbers of disabled people using the service.

In relation to:

- Women and men

Yes	No
<input checked="" type="checkbox"/>	<input type="checkbox"/>

- Black and minority ethnic communities
- Gender reassignment
- People with disabilities
- Age groups
- Sexual orientation
- Religion or belief
- Marital status/civil partnership
- Pregnancy/Maternity

<input checked="" type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input checked="" type="checkbox"/>
<input checked="" type="checkbox"/>	<input type="checkbox"/>
<input checked="" type="checkbox"/>	<input type="checkbox"/>
<input checked="" type="checkbox"/>	<input type="checkbox"/>
<input checked="" type="checkbox"/>	<input type="checkbox"/>
<input checked="" type="checkbox"/>	<input type="checkbox"/>
<input checked="" type="checkbox"/>	<input type="checkbox"/>

2. If you have answered 'yes' to the above questions your monitoring data should be compared to the current available census data to see whether a proportionate number of people are taking up your service. Please make any comments regarding service take up if relevant:

Disabled Facility Grant applications are specifically for people with a disability or long term health condition so this will be recorded on their application along with their age. We are not aware if this is a fair representation of this equality group across the county as there will be people who will go through the self help route and/or self fund adaptations and not apply for a grant.  
We are able to collect equalities data for hospital patients being supported by the Housing Enabler Team through the "Patient Centre".  
The Lightbulb model requires all staff to be mobile in terms of visiting customers across the local area and on different wards at the hospital. Staff will also be expected to be peripatetic to cover other local areas and this will be reflected in revised job descriptions.

If you have answered 'no' please explain reasons for lack of relevant data:

Equalities monitoring forms are not completed by Occupational Therapists or Technical Officers for people applying for Disabled Facilities Grants. Limited equalities information as part of the pilots has been collected by the Housing Support Coordinators (HSC's).  
There is data on equalities within the shared Adult Social Care system which can be reported on via Tableau system which is being implemented.

3. Are you aware of any relevant equality or diversity related consultation, research, or good practice guidance in relation to this area? If so then please list and attach here:

Yes	No
<input checked="" type="checkbox"/>	<input type="checkbox"/>

A demographic profiling exercise was completed as part of the customer insight work to inform the development of Lightbulb. This considered factors such as:  
Population, age, caring responsibilities, ethnicity, Income deprivation and poverty, including fuel poverty, Household characteristics including analysis of tenure and property characteristics, urban/rural classification, health conditions and disability, including excess winter deaths, hoarding, usage of social care services.  
Also Alzheimer's society – making your home dementia friendly / Housing charter, Foundations – preparing a policy under the regulatory reform order. Age UK, Disability Rights UK, Scope, Leonard Cheshire Publications



4. Do you need to carry out further research/ consultation to identify impacts, needs etc? Please specify what and who with?

Yes

☐

No

☒

However we will continuously consult with service users to ensure their needs are being met.

## **b. Your policy, service, function or project**

1. What is the title and main aim or purpose of the policy/function/service/project?

Lightbulb's vision is to integrate practical housing support into a single service that is available to all, easier to access, easier to use and will provide support shaped around an individual's needs not an organisation's processes.

2. List the areas of activity of the policy/function/project, e.g. the recruitment strategy might have advertising, interviewing, short listing etc. as activity areas.

Lightbulb will see health, social care and housing partners working together to deliver:-

- ☐ A single access point into a range of practical housing solutions
- ☐ A common, holistic housing needs assessment process
- ☐ A broader, targeted offer of practical housing support

This will be via application and assessment of grant funding to provide service and equipment to meet an individuals needs

3. Who are the main intended beneficiaries of the policy/function/service/project?

Leicestershire Residents – particularly those who have a disability or are vulnerable and meet the key eligibility criteria. People at risk of being admitted to hospital or visiting a GP because of their health condition and people who are in hospital ensuring they are able to return home as soon as they are medically able to do so. The needs of these individuals will be identified using a Housing MOT Checklist.

4. Which people / groups may be affected by the policy/function/project – whole population or particular groups?

The service will be available to residents across Leicestershire however it will be based on a person centred needs assessment. It is likely to be vulnerable people who use the service, particularly those people with a health condition, long term illness or disability and carers.

5. Are you expecting to make any changes during the next year?

- Policy
- Function
- Project
- Procedure

Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>

6. Who else will be involved in undertaking the INA ( names and roles)?

Partner organisations will be required to take the Lightbulb Business Plan through their governance procedure and will need to take the EINA as part of this. As we make changes to policies, functions, project and procedures we will review the equalities needs assessment and will consider Human Rights

## c. Impact Assessment

1. Complete the following tables for each equality target group, by inserting a check mark or tick in one of the 3 options columns - Positive impact, Negative impact, Neutral.

- ★ Consider the information gathered in Section (a) of this form, compare monitoring information with census data, and considering any other evidence, research or consultations, identify any instances where you believe people in different equality groups could be impacted differentially.
- ★ This is particularly important where you think that the policy/function/project could have a **negative impact** on any of the equality target groups, i.e. it could disadvantage them, but also
- Where you think that the policy/function/project could have a **positive impact** on any of the equality target groups or contribute to promoting equality, equal opportunities or improving relations within equality target groups
- Otherwise, if you think that neither negative nor positive apply, then choose **neutral impact**

- Note that only **one** type of impact can be applicable for any particular equality group category e.g. male or female.
- **In all cases, please state briefly the reason/rationale for your assessment.**

a) How will the policy/function/project/procedure impact on men, women and those who are transgendered or have gone through gender re-assignment? e.g. flexible working arrangements might have a positive impact on women with caring responsibilities

Gender	Positive impact	Negative impact	Neutral	Reason/Rationale for Assessment
Male	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The service applied across all genders as it is based
Female	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	On need
Transgender/GR	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	

b) How will the policy/function/project/procedure impact on people from different or minority ethnic communities? This may involve using Council services differently, e.g. will Muslim women use the Council's swimming pool more often if separate sex swimming arrangements are in place?

Ethnicity	Positive impact	Negative impact	Neutral	Reason/Rationale for Assessment
White British	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The service is applied across all ethnicities, based
White European	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	On an applicants need and support required
Mixed Ethnicity	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	To help them remain independent at home
Asian	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
African or Caribbean	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Gypsy/Roma	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Other ethnic group	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	

c) How will the policy/function/project/procedure impact on people with disabilities, e.g. if information about Council Tax benefits are not made available in large print or alternative formats, access to such benefits might be denied to people with a visual impairment or learning disability.

Disability/Health	Positive impact	Negative impact	Neutral	Reason/Rationale for Assessment
Visually impaired	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	One of the key objectives for Lightbulb will be maximising the part that housing support can play in keeping people independent in their homes. The Housing Support Coordinators will have access to a wealth of options that could help someone who is visually impaired get around and stay safe in their own home.
Hearing impairment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	One of the key objectives for Lightbulb will be maximising the part that housing support can play in keeping people independent in their homes. The Housing Support Coordinators will have access to a wealth of options that

				could help someone who is visually impaired get around and stay safe in their own home
Physically disabled	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	One of the key objectives for Lightbulb will be maximising the part that housing support can play in keeping people independent in their homes. Disabled Facilities Grants will be part of the Lightbulb offer
Learning difficulty	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	There will be elements of the Lightbulb Model that can provide specific support to people with learning difficulties. When discussing housing options with this group we will take into account their specific need.
Mental health problem	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Housing Enabler Team within the hospitals will support people with low mental health to be discharged from the hospital to a property which is suitable to their needs.
Other longstanding health problem which limits day to day activities	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Key objective for Lightbulb is to help prevent, delay or reduce care home placements or demand for other social services, avoiding unnecessary hospital admissions/readmissions or GP visits and facilitating timely hospital discharge. Lightbulb will also minimise the number of different professionals a customer needs to tell their story to.

d) Does the policy/function/project/procedure impact on people differently based on their age, e.g. a job advertisement that requires at least ten years post qualification experience would clearly prevent people in their twenties from applying

Age Group	Positive impact	Negative impact	Neutral	Reason/Rationale for Assessment
Children (under 16)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Disabled Facilities Grants are available to families who have a disabled child in order that the property can be adapted to meet the child's needs.
(16 to 29)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Lightbulb will be available to all residents who are vulnerable due to a health condition, long term illness or disability. This could be a patient at risk of falls, frailty or mobility issues, wider health and wellbeing needs.
(30 – 44)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	As Above
(45 – 59)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	As Above

(60 – 74)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	One of the key objectives for Lightbulb will be maximising the part that housing support can play in keeping people independent in their homes. We know from the JSNA that the population aged 65-84 is predicted to grow by 56%, from 106,000 to 164,900. Therefore we have assessed that in the future this group will be a priority for Lightbulb.
Older (over 75)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	We know from the JSNA that population growth in aged 85 years and over is predicted to grow by 190% from 15,900 to 45,600. Therefore we have assessed that in the future this group will be a priority for Lightbulb

**e) Does the policy/function/project/procedure impact on people differently based on their sexual orientation, e.g. if housing policy is only to offer temporary accommodation to couples of different sex a gay or lesbian couple would be unable to be housed**

Sexual Orientation	Positive impact	Negative impact	Neutral	Reason/Rationale for Assessment
Heterosexual	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The service will be available to all residents regardless of their sexual orientation.
Gay or Lesbian	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	As Above
Bisexual	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	As Above

**f) Does the policy/function/project/procedure impact on people differently based on their religion or belief e.g. would a person of the Hindu religion be able to give a binding affirmation if a procedure requires the swearing of an oath on the Bible?**

Religion or Belief	Positive impact	Negative impact	Neutral	Reason/Rationale for Assessment
Christian	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Lightbulb service will be promoted across the whole community. The staff will be able to arrange appointments with customers to meet their specific needs thus avoiding any religious days/events/activities
Hindu	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	As Above
Muslim	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	As Above
Sikh	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	As Above
Jewish	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	As Above
Other	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	As Above
Non believer	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	As Above

**g) Does the policy/function/project/procedure impact on people differently based on any of the other protected characteristics where these are affected by aspects of the Equality Act ( e.g. marital status and civil partnership; pregnancy or maternity)**

The policy does not impact on people differently based on any other protected characteristics.  
The financial assessment for a Disabled Facilities Grant takes into account the income where two people are in a relationship regardless of whether they are married or in a civil partnership

If you conclude that there is a **negative impact** in one or more of the target groups you will need to **amend the policy/function/project and/or take further action, to minimise or remove the impact** This should be done using the 'Improvement Actions Plan' table overleaf. If you think that other actions could be taken **to increase any positive impacts**, please include these too. Where appropriate, such actions should be included in your current/proposed Service Plan.

## Impact & Needs Assessment: Improvement Actions Plan

Please list below any recommendations for action to improve the equalities performance of the policy/function/project that you plan to take as a result of this impact assessment. This could be to change the policy itself or involve other initiatives. Where appropriate, these actions should also be included in your current/proposed Service Plan.

Issue/Link to INA question number	Action Required	Lead Officer	Time-scale	Resource implications	Comments
	For partner organisations to take the Business Plan and the EINA through their governance procedures.	Lightbulb Service Manager	From January 2019	Within current resources	
	As part of the communication strategy linked to the roll out of Lightbulb we will make available easy read versions of any publicity developed, we will ensure we are able to have things produced in different languages if needed. Use a range of different communication routes including social media	Lightbulb Service Manager	June 2019	Within current resources	
	To produce quarterly equalities monitoring data to identify groups that are not using the service and proactively marketing this group.	Lightbulb Service Manager	April 2019		Will need to see if possible from the current system


**Please ensure that the section below is completed and signed by one or both NAMED officers as applicable:**

**NAME:** Quin Quinney

Signed: \_\_\_\_\_  
(Corporate/Group/Service Manager)

Date: 28.1.19

**NAME:** Tara Bhaur

Signed: \_\_\_\_\_  
(Completing Officer)

Date: 28.1.19

Please keep a copy on record to which the public could have full access. Also send or e-mail a copy of this completed form along with documentation describing the policy/function/project it concerns to:

Alison Moran, Performance & Systems Manager