

Report To:	CABINET	Date:	19 th January 2017
Heading:	SUPPORT TEAM PROGRESS AND FINANCIAL UPDATE REPORT		
Portfolio Holder:	CLLR NICOLLE NDIWENI – COMMUNITY SAFETY AND ENGAGEMENT		
Ward/s:	CENTRAL AND NEW CROSS / HUCKNALL SOUTH		
Key Decision:	Yes		
Subject To Call-In:	Yes		

Purpose Of Report

To give an update to Cabinet regarding the progress of the New Cross and Broomhill Support Teams throughout 2016/17, and to inform potential funding decisions from 2017/18 onwards.

Recommendation(s)

- 1. To acknowledge the progress made through Support Team working and recognise the principles underpinning it are now being mirrored as part of the Integrated Service Hub review.**
- 2. To acknowledge the leadership Ashfield District Council is showing as part of the public sector reform debate and in informing the county-wide integrated locality working project.**
- 3. To confirm Council funding arrangements to fund the New Cross and Broomhill Support Teams in 2017/18 and beyond; recognising the potential this create to deliver further efficiencies through the integrated service hub review and wider public sector reform.**
- 4. To continue to pursue funding arrangements with partner agencies.**
- 5. To delegate authority to the Service Director – Place and Communities, in consultation with the Portfolio Holder for Community Safety and Engagement to vary resource levels and structures in both teams once partner contributions for 2017/18 have been confirmed.**

Reasons For Recommendation(s)

In establishing the Support Team approach, Ashfield District Council has positioned itself at the forefront of public sector reform in Nottinghamshire. The service, and the learning from working in this inter-disciplinary way, is helping inform service reform and integration at a County-wide level. The initiative has been judged to be “Highly Commended” at the prestigious Municipal Journal Awards for Reinventing Public Services 2016.

The Broomhill and New Cross Support Teams have seen significant success over the past 12 months, with funding totalling £200k being received from partner agencies, magnifying the Council’s own contribution and with over 270 residents, often with complex needs, being supported through the teams. The impacts have been monitored and considerable benefits felt both with those assisted residents and within the wider community.

The Council recognises the considerable value in working with residents in a ‘whole life’ way, helping residents with issues beyond what they initially present with, and this has been measured. Working with partner agencies, it is important that the lessons learned from the Support Teams is shared to influence not only existing Council services, but partner agencies and organisations.

Alternative Options Considered (With Reasons Why Not Adopted)

To not fund the Support Team service.

This would represent a significant withdrawal of resource from two of the highest demand areas within the District, and reduce the Council’s ability to influence the future integration of services across Nottinghamshire.

Detailed Information

Across the public sector, demand is increasing and in the face of significant reductions in funding, sustaining effective services across the public sector is becoming more difficult. As a result, residents with complex needs in Ashfield and beyond often find it difficult to receive appropriate support, with agencies often only focussing on ‘their bit of the problem’, and raising thresholds to make access even more difficult. People find themselves bounced from one provider to another and the team have found multiple examples where a huge amount of effort and resources have been ploughed into providing help but because of the fragmented nature of delivery it does not have the desired effect.

In January 2016, Cabinet resolved to support the mainstreaming of the New Cross Support Team pilot, following a substantial and positive evaluation of the service by Nottingham Trent University. They highlighted the significant benefits residents in New Cross have experienced as a direct result of the team. Cabinet also agreed to expand the service, initiating an additional Support Team to be based in the Broomhill area of Hucknall. As a result, the following funding model was proposed for 2016/17:

2016/17	
General Fund contribution	£100k
Housing Revenue Account contribution	£40k

The General Fund contribution has been offset by realigning some budget from the

Community Protection team and therefore the net impact on the General Fund has been £79k and £29k to the HRA. The Council's funding supported the recruitment of a Support Team Service Manager and two Team Leader posts.

In addition to Ashfield District Council's contribution, funding was also received from a number of partner agencies, either through direct secondments into the Broomhill and New Cross teams, or through direct financial resource. This is summarised as follows:

Agency	Contribution
Office of the Police and Crime Commissioner	£80k funding
Nottinghamshire Police	2 x PCSO (2 x FTE's)
Ashfield and Mansfield CCG	£15k funding
Nottinghamshire Fire and Rescue Service	1 x Risk Reduction Officer (1 x FTE) £40k funding
Jobcentre Plus – Sutton in Ashfield	Benefits Officer (0.2 x FTE)
Jobcentre Plus – Bulwell	0.6 FTE Benefits Officer (0.6 x FTE)
Total Funding	£135,000
Additional officer seconded resource	3.8 FTE's

In July 2016 4 x Fixed Term Case Lead posts were recruited to work in New Cross and Broomhill, utilising the £135k funding from partner agencies (plus funding carried over the previous financial year - £25k Ashfield & Mansfield CCG and £40k Nottingham North and East CCG), plus the secondment of a Neighbourhood Warden from Mansfield District Council.

2017/18 partner agency funding outlook

In relation to 2017/18, discussions regarding funding are ongoing, with budgets of supporting agencies to be determined in January/February 2017. To date, the following commitments have been made:

Agency	2017/18 Contribution
Office of the Police and Crime Commissioner	TBC
Nottinghamshire Police	2 x PCSO (2 x FTE's) - Confirmed
Ashfield and Mansfield CCG	TBC
Nottingham North and East CCG	TBC
Nottinghamshire Fire and Rescue Service	£40k and 1 x RRO Confirmed
Jobcentre Plus – Sutton in Ashfield	Benefits Officer (0.2 x FTE) Confirmed
Jobcentre Plus - Bulwell	0.6 FTE Benefits Officer (0.6 x FTE) - Confirmed

Current expected 2017/18 funding will sustain current Case Lead levels across both Support Teams (5 x Fixed Term FTE's and 3.8 FTE secondments). Where TBC is referenced in the above table, funding is reliant on the agency determining that the annual evaluation justifies their investment.

Whilst the Council is optimistic additional funding will be confirmed, it should be noted that if no further funding was confirmed (currently £40k and (3.8 seconded FTE's) then a reduction in resources in both teams would be required. Accordingly one of the recommendations seeks delegated authority to vary the level of resources within the teams in line with the funding received.

Resourcing options in line with the Integrated Service Hub are also an option, with greater sharing of resource and expertise across Community Protection, Environmental Health, Housing, Nottinghamshire Police and the Support Teams, under consideration. This will be investigated further throughout the following year in order to further mainstream the Support Team structure into standard service delivery.

Capital Programme Spend

In order for the Support Team to be located in the Broomhill area, £30k was allocated to the Support Teams from the Council’s Capital Programme for 2016/17. A shop at 34 Broomhill Road was identified as a suitable location, allowing the team to work within the area as a proactive part of the community, close to the issues that resonate with residents.

The renovation of the property was completed in early November 2016, with the team working from the new office from the 14th November. The office has already become a place where residents are happy to visit to begin working with us, yet, as with the New Cross Support Team, the majority of interventions take place in resident’s houses.

Working with residents:

To date, the Support Team service has worked with over 270 residents in New Cross and Broomhill, with varying levels of issues with each intervention:

Area	Total cases	Multiple issues (%)	Single (transactional) issue
New Cross interventions	212	81%	19%
Broomhill interventions	65	83%	17%
Total	277		

The split of transactional and multiple issue cases is demonstrative of the Support Teams intensive, ‘whole-life’ work with residents, compared to more traditional service delivery which tends to concentrate on a single issue. As a result, interventions can last over a year, with 6% of cases in New Cross having not reached a conclusion after 12 months. Given research has highlighted that complex cases can consume resources from hundreds of officers over many years, a more focussed, more intensive effort over the medium term is preferable to an ultimately unproductive effort over a much longer time period. The effectiveness of this approach will continue to be considered as part of the Nottingham Trent University evaluation.

Cases

The Support Teams facilitate change with residents regarding any issue they may have. Most demand originates from residents alerting the teams to issues directly due to them being present in the area, with referrals from agencies the second most prevalent demand point. In the past year, referrals have been received from:

Through direct contact	48%
Other Ashfield District Council departments	22%
Nottinghamshire Police	2%
GP’s	1%
Local Primary Schools	2%
Elected members and MP’s	4%
Social Care	2%
Jobcentre Plus	1%
Surestart	1%

Family referrals	8%
Others	9%

Evaluation

A commonly accepted method for evaluation impact is by utilising an 'Outcome Star', which demonstrates the improvement or otherwise in the resident's life, across numerous issues, since they first contacted the Support Team Service.

Outcome stars measure the change in a resident's perception (0-10 score) of five categories; the community in which they live, finances, work situation, health and housing.

To date, with 57 cases fully evaluated using the Outcome Star method, 91% of residents with multiple issues have reported an improvement in their circumstances through the lifetime of the intervention.

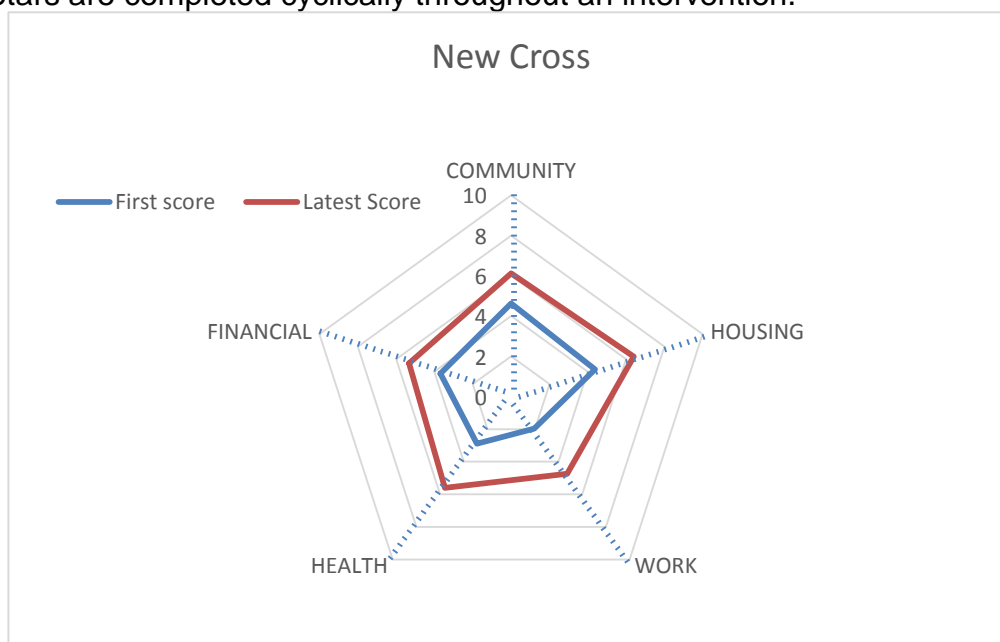
Of the 57 evaluated cases, 14 have had pre existing involvement with Social Care. In these cases, improvement in the resident's situation was measured in 13 cases (93%).

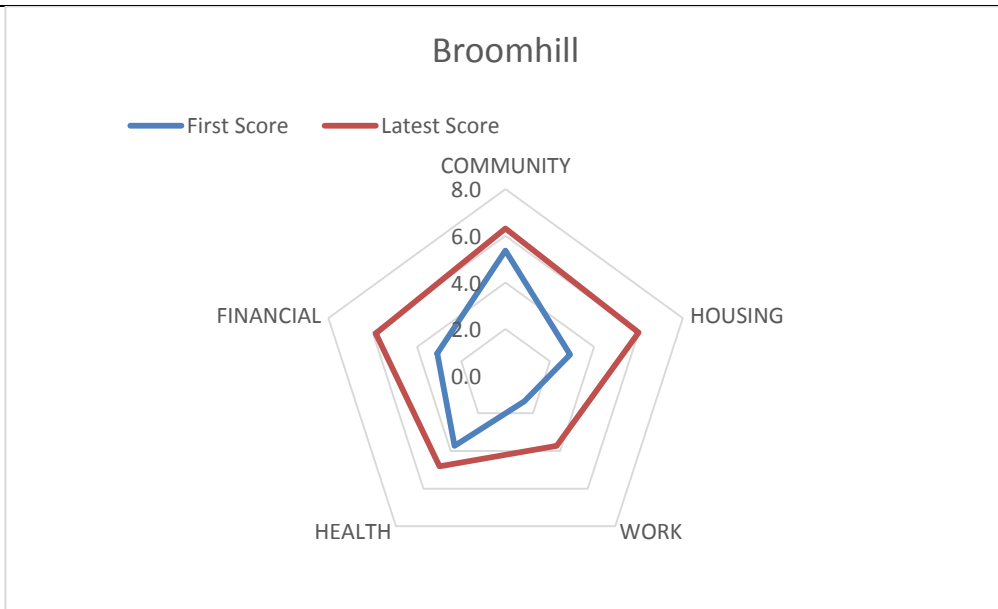
Feedback in relation to each of the 5 categories is as follows:

Blue line: How the resident scored their circumstances after 2 or 3 visits from the support team

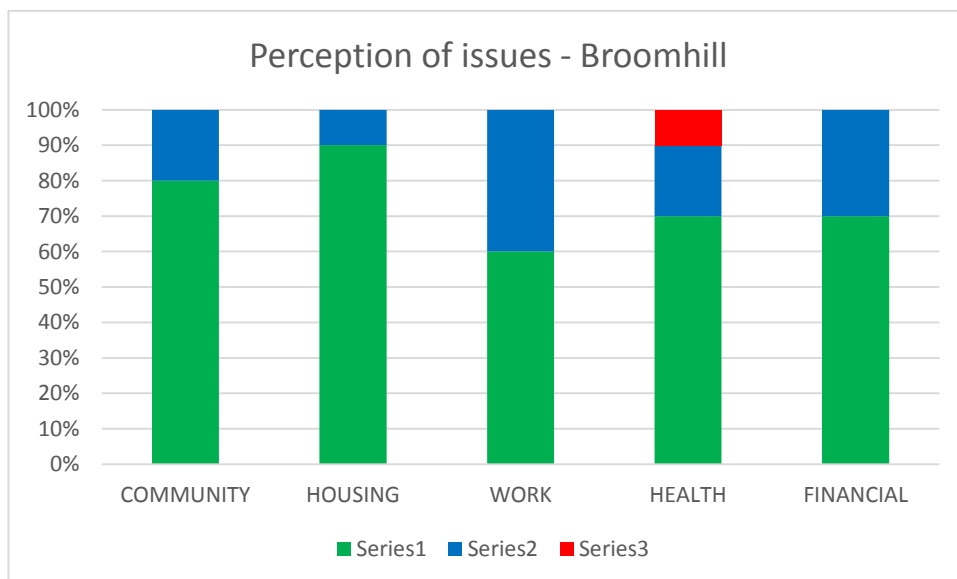
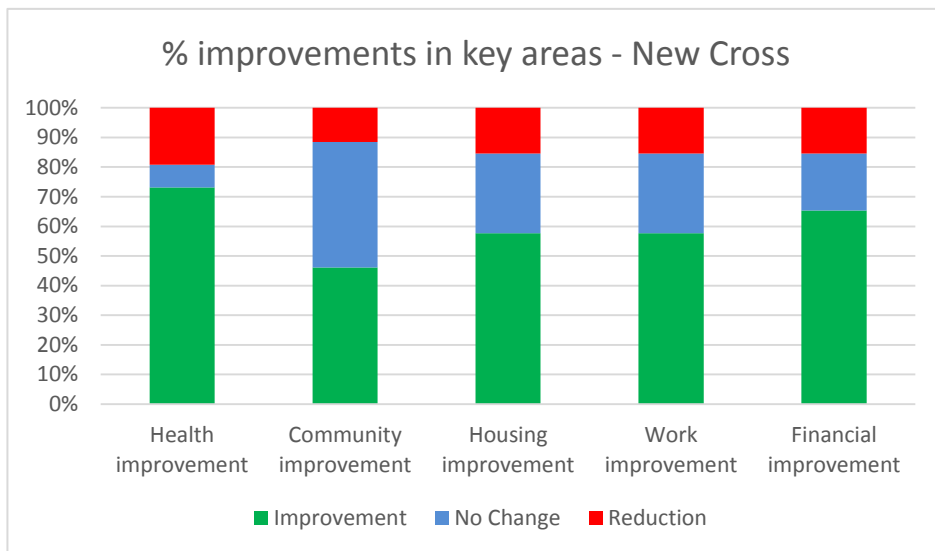
Red line: How the resident scored their circumstance after working with the support teams for an extended period.

Outcome Stars are completed cyclically throughout an intervention.





Strikingly, improvements in residents' perceived health situations were observed in 73% of all cases, incorporating both physical and mental health.



Case Studies:

Much of the Support Team's work involves working with residents with multiple issues, and who were not engaging with services for support they needed. These are a few examples of cases where we have assisted individuals and families to live a balanced and sustainable life.

Long term legacy:

The Support teams never fully close a case, and we continue to periodically contact residents even when our support is no longer needed. The most high profile of our 2015/16 evaluated cases presented to the New Cross team with multiple issues and very little ongoing support from services over issues such as impending eviction, mental health and drug use, child safeguarding, financial difficulties and historical abuse. The resident is now very stable, volunteering at local drug support group and living independently with no required involvement from services.

"Help me":

The resident presented to the team regarding an ongoing legal dispute. It became clear he suffers with severe mental health conditions including OCD and depression and there were also concerns over his home being in disrepair. The resident distrusted services and is very isolated in the community. Over time, the team built trust with the resident, who hadn't accessed support for over ten years, and he is now being supported with housing disrepair, hoarding mental health, finances and isolation issues. The resident often spoke of suicide but this risk has subsided greatly since working with the Support Teams. The resident was completely hidden from services, and was only found due to the team's in depth knowledge of the community in which we are based.

Whole family support:

This resident's address was the centre of recurrent ASB complaints, with child safeguarding and domestic violence issues present. By exploring the issues with the resident, the team was able to work on the parenting skills of the resident, allowing her to intervene in situations that were affecting her children, we accessed domestic violence support and undertook a confidence building programme with the resident. The resident is now in control of her life, and the lives of her children, who are engaging with education and volunteering. Ultimately, the involvement of the Support Team service has resulted in the children being safeguarded and able to stay in the family home.

Building an evidence base for funding agencies:

The Support Teams are beginning to undertake targeted work, on behalf of funding agencies, in addition to locality based demand. Examples of such targeted work include:

- Taking direct referrals from NCC Adult Social Care, involving residents who consistently miss Social Care thresholds for support, yet have issues which could escalate if not addressed.
- Working with GP surgeries to identify repeat callers whose issues may not be entirely medically based, i.e. addressing loneliness and isolation, organisation etc.
- Supporting carers in Hucknall who fail to engage with services for support – predominantly supporting the carer (usually elderly) to engage with services.
- Supporting residents via referrals from the Vulnerable Persons Panel in Ashfield.

Taking demand in this way, whilst still applying the same person-centred approach, will make it easier to demonstrate impacts in relation to the needs of the funding agencies which should

help solidify external financial support; particularly at a time when resources are increasingly stretched.

The continuing evaluation, undertaken by Nottingham Trent University, will be published in March 2017, including resident interviews, long term impacts and cost analysis. The evaluation will be used by funding agencies to inform future funding options.

Influencing and Leading Public Sector Reform across Nottinghamshire

As well as directly helping residents in the target areas, another key outcome from the work being undertaken in New Cross and Broomhill is to inform service transformation across the Council and the wider public sector.

Learning gained from the Support Team service is directly informing the recently commenced service review of Council and Police interactions in the new Integrated Services Hub, which will, in early 2017, encompass partner agencies such as Nottinghamshire County Council (Family Service), Victim Support, Nottinghamshire Probation Service, and link in with internal departments such as housing, Private Sector Enforcement, Customer Services and Revenues & Benefits, amongst others.

Alongside the Integrated Service Hub review, the Safer Nottinghamshire Board has commissioned a country-wide review of the service integration across Nottinghamshire. Through the leadership shown, the learning from Support Team working and the Integrated Services Hub are playing a pivotal role in shaping the way this project is progressing. It should also be noted at the Police and Crime Commissioner's Stakeholder event in December 2016, there were significant calls for increased focus on this agenda and it is hoped with the PCC's support further funding opportunities and leverage with partners can be identified.

There is an ongoing need to further engage with other partners and invite them to become part of the reform journey and it is hoped that the positive acknowledgement of Support Team working within the developing Sustainability Transformation Plan signifies the wider impact this work could have on supporting health and social care.

Community impact

Both the New Cross and Broomhill Support Teams are working closely with local community organisations and groups to not only assist individual residents but to have a lasting impact on the wider community. In New Cross, the team both introduces residents to the New Cross Community Links group and accepts referrals or issues of concern from the group. The team has also supported a number of dedicated 'clean up' days and through undertaking things like regular litter picks, the team has been able to increase interactions with residents in the area, and has led to significant issues being identified and addressed.

In Broomhill, the Support Team is heavily linked in to the local Welbeck and Butlers Hill Community Groups, and is undertaking daily informal walks around the areas. This is now the main demand reception method of the team. As the team is also based in a historic 'ASB hotspot', at the Broomhill shops parade, there is expected to be a direct impact of the service's presence in the area, which will continue to be measured throughout 2017/18.

Implications

Corporate Plan:

Improving the quality of life for residents in Ashfield and delivery services around individual needs are a key components within the Corporate Plan.

Legal:

There are no significant legal implications as a direct result of the recommendations contained in the report.

Finance:

Mainstreaming the existing commitment for the Support Teams in New Cross and Broomhill requires the following sums to be added to the base budget (budget growth). This takes into account the reduction of a Community Protection officer post from another part of the overall budget and contributions from the previous year. It should be noted that the budgeted figures only apply based upon the contributions outlined in the report – some of which are to be formally confirmed. If lower contributions are received reductions in cost will be required to sustain the service within the budget shown.

General Fund – Revenue Budget	£79,000
General Fund – Capital Programme	none
Housing Revenue Account – Revenue Budget	£29,000
Housing Revenue Account – Capital Programme	None

Human Resources / Equality and Diversity:

There are no significant HR implications as a direct result of the recommendations contained in the report. If the funding is not extended employees will revert to their substantive roles in their own organisations.

Background Papers

Nottingham Trent University Evaluation 2016

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SERVICE DIRECTOR – PLACE AND COMMUNITIES

