

**SUBJECT: Evaluation of Community Coordination and Small Local Enterprise Learning Programme**

**MEETING: Cabinet**

**DATE: 13<sup>th</sup> April 2016**

**DIVISIONS/WARDS AFFECTED: All**

## **1 PURPOSE**

- 1.1 To provide Cabinet with an evaluation of the Community Coordination and Small Local Enterprise pilot that began in April 2014 and is now nearing its conclusion.

## **2 BACKGROUND**

- 2.1 Public services are encountering huge pressures brought about by demographic changes coupled with more complex needs and increased expectations set against a backdrop of declining local authority budgets. In 2013 it was estimated that social services would require an additional £9 million a year by 2025 to deliver like-for-like services.
- 2.2 Two methodologies were piloted to explore potential solutions to these challenges, Community Coordination and the development of Small Local Enterprises. In October 2013 Cabinet agreed to fund a two year pilot to test the potential of these approaches to improve outcomes for individuals and mitigate the costs pressures associated with an ageing population.

### **3 RECOMMENDATIONS**

- 3.1 Cabinet are invited to consider the report and the accompanying appendix to evaluate the extent to which the business case has achieved what it set out to do and the extent to which the learning can be used to inform the future development of services.
- 3.2 That officers are tasked with using this learning to develop the next stage of the transformation journey for adult social care.

### **4 KEY ISSUES**

- 4.1 The Social Services and Well-being (Wales) Act 2014 highlights the role of public services in building on individual and family strengths, helping people to have a stronger voice, choice and more control supporting a meaningful contribution to local community life, the co-production of person centred services and the achievement of personal outcomes. The Act also creates a duty on local authorities to ensure appropriate services to help prevent, delay and reduce the need for care and support.
- 4.2 Community-Coordination is based on establishing local coordinators within communities to work with people who may otherwise require traditional social services. By engaging early on, building on strengths and helping people to build local connections they help people find their own lasting solutions. The development of small local enterprises facilitates the promotion of community enterprises whose aim, in general, is to improve the wellbeing of those involved as well the wider impact of improved community integration.
- 4.3 The work was initially presented as a learning pilot. Cabinet decided that the programme would be monitored throughout and the learning used to adapt the work as it progressed.
- 4.4 The learning pilot produced a number of stories that identified improved outcomes for individuals. While there is not yet enough evidence to aggregate the impact of these studies, in some cases practitioners within the integrated teams were clear that without the intervention, individuals on their way towards a care package, had been diverted towards a more informal community arrangement. The initial business case suggested that a typical low level package of care costs around £3500 per year and therefore each person diverted from statutory services has a positive impact financially as well as in terms of personal outcomes.

- 4.5 Modelling completed on the cost-avoidance from transformation across adult social care shows that costs are £211,789 lower than they would have been if transformation work had not been undertaken. This is in-line with the target which was set as a range between £123,000 and £246,000. This was the position in April 2015, further updates cannot be produced until a full validation exercise is completed following the transition to the new database. The learning suggests that scaling up the pilot would not lead to deeper cost-avoidance in the short-term as it has not proved possible to 'pull' people out of traditional services. Benefits will instead accrue from preventing people entering care in the first instance.
- 4.6 The pilot highlights the importance of place and in particular the existence of buildings and facilities where community groups can come together to create a sense of community, friendship, reciprocity and belonging that builds lasting connections.
- 4.7 People have a need to be involved in shaping their own future. Many of those who benefitted from the work wanted to be active participants who co-produced their own solutions not passive recipients. It is through contribution and involvement that people achieve a greater sense purpose and identity.
- 4.8 This cannot be viewed in isolation from the system-wide transformation taking place in adult social services and it is difficult to separate out the relative impacts of the different transformation strands. The decision to go ahead with the programme back in 2013 has yielded valuable learning that will help the authority implement the Social Services and Well-being Act as well and aligning very clearly with the principles of the Well-being of Future Generations Act, in particular the focus on long-term and preventative responses.
- 4.9 The programme has facilitated positive outcomes for individuals and enabled the service to be on-budget. There has been no need to make a case for budget increases which could be expected when aligned to the projected rise in demand caused by an ageing population and increased complexity of need.
- 4.10 There is enough evidence on the positive impact that contribution and participation make to consider how these key aspects of well-being can form part of the future model of service provision. These can be incorporated into the transformation of adult services. It is anticipated that this can be delivered within existing budgets by maximising the potential of external funding streams such as the Intermediate Care Fund. Any future proposals that offer the nature of service delivery will be brought forward as in a future report as needed.

## **5. RESOURCE IMPLICATIONS:**

- 5.1 The programme was able to proceed because of the investment of £391,908 from reserves. This, together with further sources of external funding (notably a successful bid to the Intermediate Care Fund), has given rise to a predicted 2015/16 year end underspend of £57,000. A request has been made to carry this underspend into 2016/17 to mitigate the costs associated with delays in coordinator recruitment and to retain momentum for the approaches whilst awaiting news of further Intermediate Care Funding.
- 5.2 The original business case agreed by Cabinet in October 2013 forecast that the work could result in cost-avoidance of between £441K and £882K per annum by 2017-18. This was to be achieved by diverting people who were thought to be heading towards traditional services to more informal solutions and by reducing the risk of dependence upon statutory services through community interventions as outlined above. There has been some success, however for the reasons noted in the report it has not been possible to reduce the care packages of those already in receipt of services.
- 5.3 The combined impact of transformation across adult services has delivered cost avoidance in line with the targets stated in the business case up to April 2015. The medium term cost benefits were dependent upon scaling-up the learning pilot from April 2016 onwards. As noted in the report, the pilot will not be scaled up in its current form meaning that future projections of cost-avoidance will need to be re-calculated as the learning from the pilot is used to produce a revised model.

## **6. FUTURE GENERATIONS, SAFEGUARDING AND CORPORATE PARENTING IMPLICATIONS**

- 6.1 The programme has clear alignment to the sustainable development principles of being long-term; integrated; collaborative; involving people in its development and focusing on prevention. There are no safeguarding or corporate parenting implications arising from this report.

## **7. CONSULTATION**

- 7.1 Senior Leadership Team  
Cabinet  
Adult Select Committee

Comments received during the scrutiny of the report by Adults Select Committee have been used to amend and strengthen the report, for example by the inclusion of appendices, additional data and further detail in the methodology section.

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