

Transformation : Havant Communities



Objectives

Improving access to services
Improving outcomes/results
Reducing demand for services

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Improved Joint Working

Aims:

To improve the resilience and wellbeing of individual residents

To reduce and delay demand for high cost services.

Equip staff with the skills to identify vulnerable residents of Havant Borough early and work together to provide the most appropriate solution at the right time.

The Challenges:

Moving from silo-ed co-location 'operation' or 'offering' to a fully integrated joint working model that optimises the fantastic Plaza asset.

Not just about the Plaza but also about inter agency joint working and co-operation

Improving help and support services locally – within Havant communities



Achieving the Aims.....Responding to the Challenges

Long term thinking. Medium risk. Resources needed. Radical change. High impact.

1. All prevention and early intervention services currently provided in Havant BC area are rolled together and expanded to provide a targeted holistic service and manage demand for high cost services.
2. Includes awareness raising and education of front line staff
3. Share customer insight – one IT platform – better analysis – improved solutions
4. Pool resources to fund
5. Develop consistent methodology to evaluate performance and assess return on investment
6. Develop voluntary sector collaboration for active partnership
7. One overall locality manager transcending the different agencies? – trusted to make decisions for other partners?
8. Potential for high cost savings through operating costs

Achieving the Aims.....Responding to the Challenges

- Needs strategic commitment and empowering by all agencies and departments
- Priority workstream in the different organisations.....getting there
- Team needed to implement cost benefit analysis, evaluate outcomes etc. and deliver - £
- HCC keen to take forward a (like) pilot and Havant is obvious location
- Opportunity for triple win.....
 - better/earlier access to right services,
 - improved outcomes for residents/agencies, and
 - containment/reduction of demand for high cost services



Activity/Progress Since November

- Who's Who in Havant Plaza
- Establishment of HCC Locality working workstream (resources)
- Journey of a Family – significant opportunity (perseverance!)
- Early help and other preventative services input and discussions
- Visit to Melton Mowbray (Leicestershire) with PSTN
- Croydon and Cheshire West visits planned (latter Local Authority of the Year)
- Secured DWP as 7th partner (CRC interested as well)
- Shadowed Havant and Portsmouth's Housing operations
- Government endorsement of 'Bolder, Braver, Better' - promoting co-location and integration of services, improved data sharing and improved (joint) targeting of high cost groups
- Digital (key enabler) programme commenced – Havant CX on the Board
- New Government, Combined Authority, July 8th Budget (Austerity)

HCC Locality Working Project

- One of five cross organisation pieces of work linked to latest expenditure reduction programme – Transformation to 2017 (£98m)
- Desire to improve the coherence of the public sector offer to vulnerable groups at the local level (minimum own house in order but want to work better with willing partners)
- Emphasis on more agile, more effective early help offer which all residents requiring help or support can access more easily
- Real need to slow down demand for high cost services
- Troubled Families programme has demonstrated the benefits of working to joint objectives
- Workstream backed by resources
- Strong desire to pilot something different and innovative with willing partners in a key locality

Locality Working model to explore

Aim: Maintaining a relentless focus on improving outcomes for vulnerable people through earlier intervention and prevention

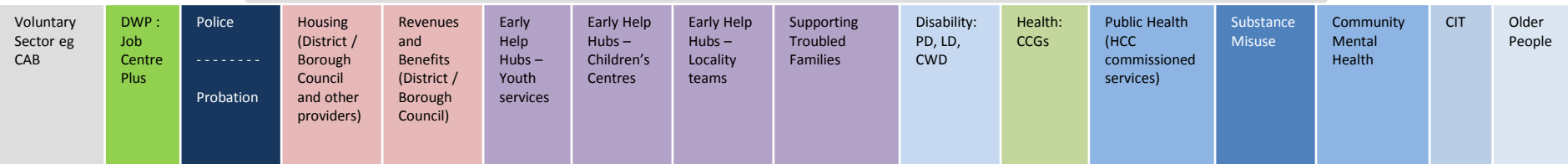
Overarching ethos of integrated working – strong empowered leadership

Discussion point: Identify service groupings and the services that sit within them

Family Services

Older People

Disability



Professional Co-ordinator

a single point of contact for the individual who takes responsibility for connecting them with the relevant services

Customer Service Assistants triage

benefits? debt ?
housing? literacy? DV?



The Journey of a Family


- Excellent progress with this initiative following a slow start.
- Up to 16 partners have just participated in a controlled, week long review of a family's numerous interactions with a range of partners over a sustained period.
- This type of exercise was the catalyst for the (now) successful integrated joint working arrangements that we witnessed at Melton Mowbray.
- It is anticipated that this exercise will:

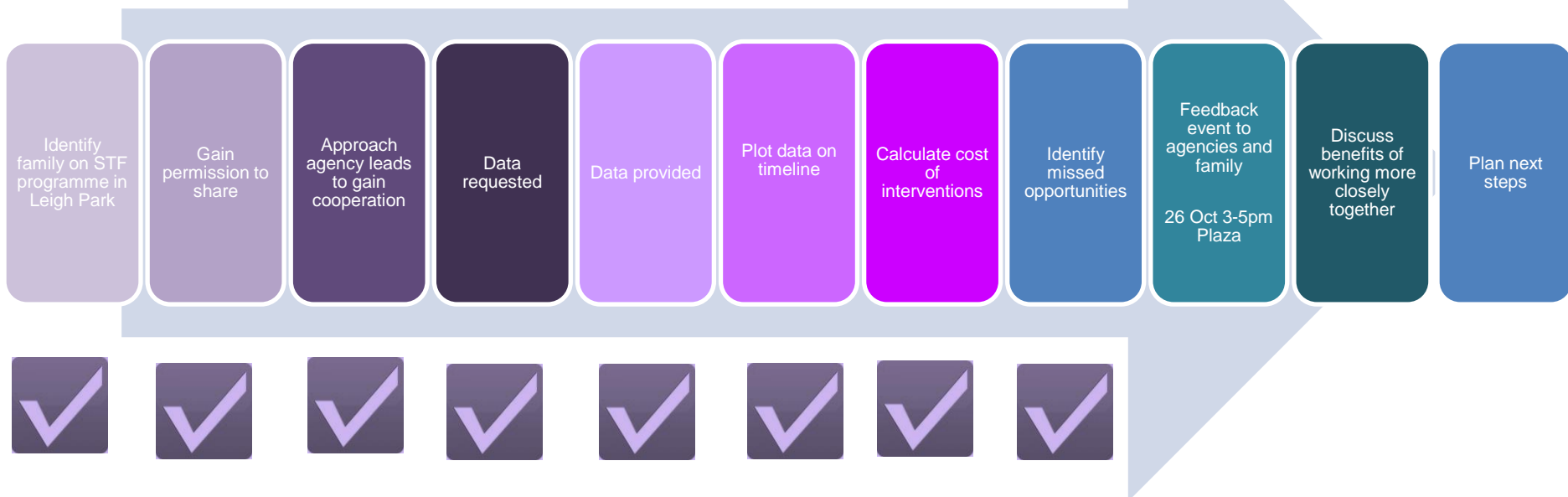
identify missed opportunities in systems, processes and leadership, when earlier, more effective and co-ordinated help would have prevented escalation into emotional hardship, costly financial crisis, poor family and individual outcomes and excessive cost burdens being placed on a range of different partners and society.
- Review outcomes will be collated and reported/presented to key stakeholders within each of the partner organisations.

The Journey of a Family

Aim

- Produce a factual illustration of the systems that key agencies use in relation to a family.
- Show the emotional and financial benefits of agencies working closer together at an early stage to prevent crises.
- Improve systems, where required to enable responsive and timely intervention in the future

 = completed



Melton Mowbray Visit/Findings

- Why Melton?
- Visit co-ordinated with DCLG Public Sector Transformation Network
- A live example of multi-agency, integrated working in a District location
- Very similar (modern) building and office space to that of the Plaza
- Success and way of working strongly linked to a relentless leadership culture
- Up to 16 different partners working flexibly and in a truly integrated fashion
- Emphasis on early and effective help. Key aim to provide strong and outcome orientated prevention and early intervention services
- Have developed a pro-active and targeted 'Me and My learning' operation from a second location that works to get the most vulnerable working age residents better fit for employment and thus less dependant on public services – good early results and excellent support from key local employers.

Melton Mowbray Visit/Findings

- No reason why we cannot introduce to the Plaza (and beyond) the Melton ethos
- The Combined Authority journey is likely to take us in this direction
- Melton (Corporate Director) and the PSTN willing to work closely with Havant Partners to outline their journey, the opportunities and the challenges to working differently.
- Melton planning to visit later in the year. A good opportunity to hear from them and to understand more about what will be required of us if we are to make strong progress.
- We have the option of securing on-going (paid) input to support Pauline and to help drive us forward should we wish to do so – decision on this to be taken later in the year.
- The ‘Me and My Learning’ initiative is something that we could also look to develop with our range of key voluntary sector partners. The Melton initiative is largely run and operated by a range of voluntary sector organisations.

Next Steps

- Develop a Havant work programme plan for the second half of 2015/16.
- Distil, refine and communicate a workable 'early help' model for piloting
- Explore further partner co-location opportunities
- Continue to learn from others – Melton Corporate Director visit to Havant, external visits
- Further relationship building
- Spotting opportunities, more shadowing