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**TITLE: REVIEW OF CARE AND REPAIR SERVICES**

Committee: Regulatory and Support Services Committee

Date: 14<sup>th</sup> September 2014

Author: Liz Knox Environmental Services Manager

[Q69]

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**1.0 ISSUE**

1.1 To determine the future of the Care and Repair service and note performance.

**2.0 RECOMMENDATION(S)**

2.1 Members are requested to:

- (i) Note the performance for 2014/15;
- (ii) Agree to the care and repair service remaining in house;
- (iii) Agree that the vacant post for Technical Officer be appointed to, and
- (iv) Approve a capital loan pot of £20k for residents who cannot access funding/commercial loan to pay for essential adaptations.

**3.0 BACKGROUND/OPTIONS**

3.1 In April 2013 the provision of Care and Repair services was transferred to an in house service. Care and Repair services are now an integral part of Environmental Services, assisting elderly and vulnerable residents to access grant funding for disabled adaptations and minor repairs to enable them to remain in their own homes.

**PERFORMANCE**

- 3.2 Since bringing Care and Repair in house the service has:
- a) Delivered 102 Disabled facilities grants;
  - b) Delivered 108 home repair assistance grants;
  - c) Entered into a Service Level agreement (SLA) with Sanctuary to deliver adaptations within their stock attracting £100,000 capital funding stream;
  - d) Increased fee income in 2014/15 by £12,500;
  - e) Received revenue funding from County Council and Health;
  - f) Achieved £60,000 revenue savings yearly;
  - g) Committed to the funding of a countywide handyperson service for 3 years from the savings;
  - h) Reduced the length of time taken from referral to practical completion of both Disabled facilities grants and Minor works grants. (See table 1 below)
- 3.3 The table overleaf provides information of East Cambridgeshire's Care and Repair service against the core performance indicators reported to the County Council on a quarterly basis by all agencies within Cambridgeshire.

Performance Measure	Target	Actual
Number of enquiries received for period April 13 – March 15	450 per year	Total 995 Average 497
Mandatory DFG Grants Period measured, date of referral to practical completion	45 weeks	13/14 35 weeks 14/15 34 weeks
Discretionary Grants MWG Date of referral to practical completion	16 weeks	13/14 16 weeks 14/15 8 weeks
Clients who maintain independent living as a result of care and repair support	No target	13/14 93% 14/15 100%

3.4 Performance targets set in the services Plan for 14/15 are shown in the table below

To ensure that the residents of ECDC are adequately housed in a dwelling that is safe and suited to their needs.	Target	Actual
Number of Disabled Facilities Grants delivered.	50	47
Number of Minor works completed within 28 days.	95%	100%

3.5 Additional Targets have been incorporated into the Service Plan for 2015/16, to reflect the increased capital income through the SLA with Sanctuary and additional fee income predicted for the year.

consider opportunities to increase income through the provision of added value services.	Baseline	Target
To continue to work with Sanctuary Housing and get commitment to provide £100,000 towards disabled adaptations in their stock	£100,000	Feb 2016
To increase fee income for Care and Repair by £10,000	£40000	March 2016

3.6 Customer satisfaction surveys are carried out and satisfaction with the service is 98%

## **FUTURE SERVICE DELIVERY OPTIONS**

- 3.7 As part of the root and branch review undertaken by the Chief Executive in 2013/14 a Deep Dive report was written with the following recommendations.

### ***Recommendations and Potential Savings***

- 1. The risks to the future funding of DFGs are considered and managed as a corporate priority and proactive work is undertaken to ensure DFGs are highlighted in the planning for the ITF as soon as possible.*
- 2. An evaluation is undertaken after 12 months of bringing the Care and Repair service back in-house (May/June 2014) and consideration given to whether it would be more cost effective to join an existing partnership (Cambs Home Improvement Agency, or Kings Lynn and West Norfolk HIA for example).*

- 3.8 (a) The County Council will continue to fund Disabled Facilities Grants through the Better Care fund and have allocated East Cambridgeshire District Council £260,000 for this financial year. Further discussions to increase future funding will be pursued, as it is evident that the ageing population places additional demands for Care and Repair services and grant funding is leading to longer waiting lists.

(b) Discussions have taken place with Cambridgeshire Home Improvement Agency (CHIA) and an “in principal” business case proposal provided. See Appendix 1.

### **Option 1 Join Shared Service CHIA**

- 3.9 CHIA is a partnership started in April 2012 between Huntingdonshire District Council, South Cambridgeshire District Council and Cambridge City Council. Staff are employed by Cambridge City, the main office is located at Cambourne and IT systems and support are provided by Huntingdonshire DC. The service is overseen by a management board, which consists of offices from the three councils.
- 3.10 The current shared service agreement between City Council, South Cambs DC and Hunts DC terminates at the end of March 2016. Partner Authorities are reviewing the existing contract and are considering whether to ask East Cambridgeshire District Council to join.
- 3.11 The business case highlights the success of the shared service and the financial implications for the service if East Cambridgeshire were to join.

**Financial implications** – see table below

<b>Description</b>	<b>Income total £</b>	<b>Expend Total £</b>	<b>(Surplus)/ Deficit £</b>
CHIA -3 partners	543,930	534,910	(9,020)
CHIA – 4 partners on joining	688,000	679,036	(8,964)
CHIA – 4 partners with restructure	688,000	661,676	(26,324)

**NOTE:** these budgets make the following key assumptions:

- Local authority DFG and Repairs Assistance funding will continue at or close to current levels
- County Council Social Services and Health funding will continue
- Private fee income and grants from other sources continue at 15/16 levels including ECDC
- Any surplus/deficit is divided between partners depending on capital programme (see page12 of business case) but not on an equal basis.

- 3.12 There would be initial ICT set up cost for the council of up to £18,786k and an annual charge of £5,084. Additionally, any potential redundancy costs would have to be met by this Authority.

SWOT analysis has been carried out to consider the pro's and con's of joining CHIA

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>▪ Larger organisation more resilience</li> <li>▪ Ability to expand business take advantage of new opportunities</li> <li>▪ More flexibility to deal with changing demands</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>▪ Move away from small contractors with a more personal feel</li> <li>▪ No longer using local contractors and supporting local economy</li> <li>▪ Loss of flexibility</li> <li>▪ Small area such as East Cambs being dominated by requirements of larger area</li> <li>▪ Economies of scale &amp; other cost saving measures may not be realised until year 2 onwards</li> <li>▪ Service will be based in South Cambridgeshire less access for some clients</li> <li>▪ Set up costs</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>▪ Reduced cost</li> <li>▪ Opportunities for staff development</li> <li>▪ Opportunities to develop the business</li> <li>▪ Building work reduced due to increased workload for local builders</li> <li>▪ Negotiate fixed cost for works</li> <li>▪ Tender for other services</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>▪ Future funding</li> <li>▪ Agency not meeting targets</li> <li>▪ Changing culture of staff</li> <li>▪ Partnership arrangements not working</li> <li>▪ Increased costs</li> <li>▪ SLA with Sanctuary not continued</li> <li>▪ Loss of capital funding</li> </ul>

### **Option 2 Remain in house**

- 3.13 The current in-house Care and Repair Service works closely with local builders, providing responsive services to residents of East Cambridgeshire. We have forged an improved working relationship with Sanctuary Housing ensuring access to home adaptations is more equitable across all tenures.

3.14 The table below provides the financial implications if the service were to remain in house.

<b>Description</b>	<b>Income total £</b>	<b>Expend Total £</b>	<b>(Surplus)/ Deficit £</b>
<b>In house Service 14/15</b>	<b>264,473</b>	<b>260,622</b>	<b>(3851)</b>
<b>In house service 15/16</b>	<b>234,567</b>	<b>232,123</b>	<b>(2444)</b>

SWOT Analysis has been carried out to consider the pro's and con's of continuing to deliver the service in house.

<b>Strengths</b> <ul style="list-style-type: none"> <li>▪ Locally focussed</li> <li>▪ Joined up working between departments</li> <li>▪ More streamlined process</li> <li>▪ Direct link to funding opportunities with County</li> <li>▪ Close partnership working with Sanctuary</li> <li>▪ Flexible service</li> </ul>	<b>Weaknesses</b> <ul style="list-style-type: none"> <li>▪ Less resilience in small organisation</li> <li>▪ Less opportunity to develop business</li> </ul>
<b>Opportunities</b> <ul style="list-style-type: none"> <li>▪ Develop business</li> <li>▪ Improve delivery of service by streamlining it</li> <li>▪ Align service with countywide strategies</li> <li>▪ Continue to work improve partnership with Sanctuary and other local Housing Associations</li> </ul>	<b>Threats</b> <ul style="list-style-type: none"> <li>▪ Loss of sufficient funding to cover cost</li> <li>▪ Changes to funding strategy from County/Health</li> <li>▪ Transfer of staff</li> <li>▪ Loss of local control</li> </ul>

## INCREASED DEMAND

3.15 The number of older people is forecast to rise steadily until at least 2021. Older people are in good health but the number of frail older people is increasing especially people aged 85 or over. The number of households living with a disability is expected to increase and includes children, adults with a physical disability, learning disability, visual impairment, hearing impairment or a disability on the autistic spectrum.

3.16 The demand for DFG's is reflected in the number of referrals the Council is receiving from the Occupational Health service:

	2015/16 £453,000 + £100,000	2014/15 £386,000 + £100,000	2013/14 £370,000	2012/2013
OT Referrals Received	44 At 24/07/2015	172	108	75
Total no's on Waiting List	70 Cases At 24/07/2015			
DFG Applications	7 At 24/07/2015	74	51	55
DFG Approvals	6 At 24/07/2015	73 Includes 35 DFG's For Sanctuary	57	40
DFG Completed	25 At 24/07/2015	47 **30 jobs on site	55	49

### 2015/2016

- Total estimated cost of works on our waiting list = £756,421.00 (at 24/07/2015);
- This includes 13 Urgent cases (estimated cost of these is £282,000);
- This means, the 15/16 budget of £453,000 + £100,000 Sanctuary contribution is already committed;

- All new referrals (unless marked Urgent by OT) join our waiting list, currently 27 cases (at 24/07/2015) for 16/17 budget (15 are Sanctuary Tenants).
- 3.17 There are a number of cases where DFG's do not progress. This could be where the applicant is entitled to a DFG but is put on the waiting list due to the limited capital budget (this could be anything between 12 -18 months). In some cases the client will either not be entitled to a DFG or have a contribution to make towards the work. In most cases the client can access external funding to ensure the work goes ahead. However, this is not always the case.
- 3.18 To enable clients to get the essential works required to enable them to remain in their own homes Members are requested to agree to a capital pot of £20,000 that can be available to clients on a loans basis.
- 3.19 The council also provides £75,000 towards discretionary Minor Works Grants (MW). These are specifically for small works of repair, for example, replace or repair rotted woodwork, minor electrical works rainwater goods or energy efficiency and are up to a maximum of £2,000. At present demand is not outstripping resources. Therefore, it is suggested that the grant pot be reduced to £55,000 and £20,000 be transferred to facilitate interest free loans.
- 3.20 The countywide handy person service is due to commence in November 2015 and will provide residents of East Cambridgeshire with an alternative service for smaller repair works, which may reduce demand on the MW funding.

#### 4.0 ARGUMENTS/CONCLUSIONS

- 4.1 There have been many benefits from transferring and managing Care and Repair services in-house. A more streamlined service is provided for the clients, with better joined up working between the Care and Repair service and the council's private sector housing team.
- 4.2 The partnership working with Sanctuary housing has improved the access to adaptations for their tenants and provided additional income through the earning of fees for Care and Repair services.
- 4.3 It is evident that the demand for Care and Repair services has increased and will increase further with the ageing population. The Local Health and Wellbeing Strategy is being developed and will demonstrate how the service impacts on resident's and improves the quality of their lives, by enabling them to remain in their own homes, with increased independence.
- 4.4 There is no financial incentive for the council to join the Cambridgeshire Home Improvement Agency at present. The same risk regarding the continuation of funding from external partners remains whether we join CHIA or not.



4.5 There are resilience risks associated with operating as a small team, however by continuing to provide the service in-house we remain flexible to any changing circumstances. The service will remain very customer focused to ensure that the needs of East Cambridgeshire customers and service delivery will be maintained at the highest level.

#### 5.0 FINANCIAL IMPLICATIONS/EQUALITY IMPACT ASSESSMENT

5.1 Transfer £20,000 from the discretionary capital funding budget to provide a simple repayment loan pot. Individual repayment plans will be adapted and tailored to each applicant's financial circumstances.

5.2 Equality Impact Assessment (INRA) not required.

#### 6.0 APPENDICES

6.1 Extending the shared Home Improvement Agency Service (CambsHIA) Business Case.

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**Background Documents**

Extending the shared Home  
Improvement Agency  
Business case

**Location**

Room 209

**Contact Officer**

Liz Knox  
Environmental Services Manager  
Liz.Knox@[eastcambs.gov.uk](mailto:Liz.Knox@eastcambs.gov.uk)

## **EXTENDING THE SHARED HOME IMPROVEMENT AGENCY SERVICE (CAMBS HIA)**



### **BUSINESS CASE**

**Author:** Pat Strachan

**Owner:** Cambs HIA Board

**Client:** HIA partnership (Cambridge City, S Cambridge shire & Huntingdonshire plus East Cambridge shire councils)

[www.cambshia.org](http://www.cambshia.org)

#### **Revision History:-**

Version	Date	Status	Summary of Changes	Author
1	14 April 2015	draft	New	Pat Strachan
2	22 May 2015	draft	Finance update, fill gaps, HDC issues	Pat Strachan
3	26 May 2015	draft	CHIA performance info, feedback & checks	Pat Strachan
4	16 June 2015	draft	Restructure of content	Stephen Hills
5	28 July 2015	draft	Completion of new content	Stephen Hills

#### **Distribution:-**

*Final draft of this document has been distributed to:*

Name	Role	S/R/I*
<i>Alan Carter</i>	<i>Head of Strategic Housing Cambridge City</i>	<i>R</i>
<i>Stephen Hills</i>	<i>Director of Housing South Cambs</i>	<i>R</i>
<i>Trish Reed</i>	<i>Housing Strategy Manager Huntingdonshire</i>	<i>R</i>
<i>Liz Knox</i>	<i>Head of Environmental Services East Cambs</i>	<i>R</i>

*\* S = SIGN-OFF, R = REVIEW, I = Information*

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## 1. Introduction

Cambridgeshire Home Improvement Agency (Cambs HIA) was set up as a shared service in 2012. The agency works with older people and others who need support to adapt and repair their homes. The main client group are people who own or privately rent their homes.

This Business Case sets out:

- The background to the establishment of the HIA and the needs and purposes of this proposal
- The case for extending the existing shared service for a further three year period
- Considerations of financial impact, service quality and a risk assessment associated with expanding the shared service to include East Cambridgeshire alongside Cambridge City, Huntingdonshire and South Cambridgeshire.

## 2. Background to Cambs HIA

### Legislative and Strategic Context

The HIA service enables the partner councils to meet statutory duties under the Housing Grants, Construction and Regeneration Act 1996 to award Disabled Facilities Grants (DFG) assisting vulnerable people carry out essential adaptations subject to qualifying conditions. The HIA service also assists people to maintain, repair and improve their homes to make them safe and suitable. Discretionary Repairs Assistance Grants or loans help owner occupiers and private tenants with repairing responsibility to carry out essential repairs to their homes.

The service contributes to the delivery of the Council's Housing Strategy and the local response to major national policy shifts to more closely integrate health, social care and housing services in the Care Act 2014 and Cambridgeshire's Better Care Fund priorities. This includes the Cambridgeshire HWB Strategy, Cambridgeshire Older Persons Strategy and Cambridgeshire Social Care outcomes.

In Cambridgeshire, the number of older people is forecast to rise steadily until at least 2021. Older people are in good health but the number of frail older people is increasing especially people aged 85 or over. The JSNA (Joint Strategic Needs Assessment) [which one?] reports that almost half of all hospital care resources (45%) are used for people 65+ and especially those who fall. The number of people of all ages living with a disability is expected to increase including children, adults with a physical disability, learning disability, visual impairment, hearing impairment or a disability on the autistic spectrum.

### Establishment of the shared service

The shared service is currently operating as a partnership between Cambridge City Council, South Cambridgeshire DC and Huntingdonshire DC and was established in 2012. It is known collectively as Cambs HIA. The reasons for setting up the shared service were:

- To achieve cost savings and delivery of value for money
- To improve the resilience of the service
- To provide a platform for improving the overall service
- To provide a platform for extending the service in the future.

The shared service was required by the County Council Supporting People team who wanted to reduce and rationalise the number of contracts they managed. Whilst Fenland DC and East Cambridgeshire DC had their own DFG arrangements in place at the time of the shared service being established it was agreed that both councils should consider joining Cambs HIA at a future point.

Bringing three different teams into one was a huge challenge but all of the early settling in problems and adjustments have now been made. The focus for 2015/16 is on establishing a new list of approved contractors and reviewing the workflows. Both of these changes will help improve the key performance indicator monitoring the length of time it takes from referral to completion for the under £10k jobs.

#### Current Service Operation

Cambs HIA has a draft 3 year Business Plan (2015 to 2019), with the mission to:

“To support disabled and vulnerable people of all ages to improve their living conditions and quality of life by enabling them to remain living independently and safely in their home.”

Cambs HIA works with people of all ages, who may be living with complex conditions or are terminally ill. It also works with people living in housing conditions in need of maintenance, repair or improvement and also offers a wide range of information and have an extensive network of contacts about useful services. Cambs HIA work on individual, bespoke projects; mainly with people who own or privately rent their homes.

Adaptations to housing association homes in Huntingdonshire are generally carried out via Cambs HIA, who also carry out a small number of projects for housing associations in the rest of our area. Cambs HIA is not involved in works to council owned homes in Cambridge City and South Cambridgeshire as these are carried out directly by the relevant local authority.

Full details of the current service objectives can be found in Appendix A (Cambs HIA Business Plan 2013 – 2019)

### **3. Proposal to admit East Cambridgeshire DC**

#### Strategic Drivers

Extending the partnership is supported by key funding partners who make a significant funding contribution. This also fits closely with the national drive towards a more integrated and jointly funded operation. In addition the Cambridgeshire local authorities are increasingly exploring shared service provision across a wide range of services.

#### Service Delivery Drivers

The key drivers are:

- Develop a service delivery model to meet increased need in a cost effective way
- Develop the inter-agency response to urgent cases (such as, hospital discharge and terminal illness), complex needs and people in poor housing.
- Improve HIA resilience and the case for wider funding support to enable CHIA to operate into the medium to longer term
- Deliver a more robust and effective organisational structure
- Develop the quality and scope of the HIA service including other partners for specialist advice (for example, we have joined a pilot project with Foundations - the National body for Home Improvement Agency & Handyperson services- with Step Change to refer people for financial advice). See the CHIA Business Plan, Appendix A, for further details.

#### **4. Objectives: the shared vision**

The purpose of the CHIA is to provide a timely and efficient service to enable people with disabilities to live a good quality of life in their homes.

The purpose of the shared service is to achieve this overarching objective in a cost efficient and sustainable way that meets the needs of the all the partner councils.

#### **5. Scope : the boundaries of the project**

Outside the scope of this business plan are:

- Grant validation service; this is a statutory function retained by each local authority partners and will be reviewed separately.
- Handyperson service; this is outside the scope of Cambs HIA activities and is part of county-wide tendering proposal.

#### **6. Service quality and delivery considerations.**

A summary of Cambs HIA current performance is attached at Appendix B.

The core performance indicator, the time taken from referral to completion for cases under £10k is 37 weeks. Compared with national performance this is xxxxx [ getting some comapartiev data on this]

Further service improvements are being sought including the establishment of a new list of reliable contractors which will help reduce the overall time taken to deliver the work required as well as improve the quality of the work undertaken.

A brief summary of the pros and cons of alternative delivery options is set out in a table in Appendix C.

## 7. Sharing cost and financial benefits: cost benefit analysis

### Financial impact of ECDC joining Cambs HIA

The table below demonstrates that if East Cambs become a partner this will facilitate a restructure that would result in an improved financial position.

#### **BUDGET SUMMARIES 2015/16. See appendices for full details.**

<b>Scenario</b>	<b>Income total £</b>	<b>Expend Total £</b>	<b>(Surplus)/ Deficit £</b>
CHIA -3 partners	543,930	534,910	(9,020)
CHIA – 4 partners on joining	688,000	679,036	(8,964)
CHIA – 4 partners with restructure	688,000	661,676	(26,324)

The figures in the table are based on the following assumptions:

- Local authority DFG and Repairs Assistance capital funding will continue at or close to current levels
- County Council Social Services and Health revenue funding will continue
- Private fee income and grants from other sources continue at 15/16 levels including ECDC
- ECDC capital programme would be around £628k per year

## 8. Project Organisation: How the project will be delivered

The existing Cambs HIA Board will continue to provide strategic oversight and performance management and will pay particular attention to the implementation issues relating to the addition of East Cambridgeshire. An East Cambridgeshire officer will join this Board.

The core work associated with the integration of the day to day management operation will be overseen by the current manager of the Cambs HIA.

ICT support will be provided by Huntingdonshire DC and legal and HR support will come from Cambridge City as the lead authority. The proposed expansion of Cambs HIA is running in parallel with the establishment of shared services for ICT and legal services. This therefore needs to be coordinated with the teams involved.

South Cambridgeshire DC will address the issues relating to accommodation.

## 9. Critical Success factors: Deliverables, milestones and outputs

- Inclusion of East Cambridgeshire to be completed by the beginning of April 2016 or as soon as possible after this date
- Inclusion East Cambridgeshire to be achieved with no drop in the performance of the existing Cambs HIA service during transition

- Inclusion of East Cambridgeshire to be achieved without any additional cost to the current Cambs HIA partners and at a controlled cost for East Cambridgeshire
- Overall financial profile to be improved after the first year of operation as a result of East Cambridgeshire joining the shared service
- Continuing improvement to service delivery including the time taken from referral to completion
- Improved service resilience

#### 10. Stakeholder analysis: Interested parties and the impact on the Council's priorities

Stakeholder	Key considerations
Cambridge City Council	Require an efficient cost effective service to address the needs of people with disabilities and maintain a good quality of life in their homes. District councils have statutory responsibility meeting the DFG targets.
Huntingdonshire District Council	Service needs to be efficient at processing significant value of grants but also needs to provide a quality personal service. District councils have statutory responsibility meeting the DFG targets.
South Cambridgeshire District Council	Service needs to provide a swift delivery of adaptations in the most optimum time to meet peoples immediate needs whilst acknowledging that the available grant spend needs to be spread every through the year. District councils have statutory responsibility meeting the DFG targets.
East Cambridgeshire District Council	Require an efficient cost effective service to address the needs of people with disabilities and maintain a good quality of life in their homes. District councils have statutory responsibility meeting the DFG targets.
Cambridgeshire County Council	Require an efficient cost effective service to address the needs of people with disabilities and maintain a good quality of life in their homes. This is particularly important in helping to minimise the cost of social care interventions required. The County are the holders of the DFG from the DCLG.



Cambridshire CCG	Require an efficient cost effective service to address the needs of people with disabilities and maintain a good quality of life in their homes. This is particularly important in helping to minimise the cost of health care interventions required and to maximise prevention strategies such as falls prevention.
DCLG	Provide DFG funding to meet the needs of people with disabilities.
Customers	Require a good quality and well administered service to help provide them with the advice and adaptations they need to maintain a good quality of life in their homes. Some customers have serious conditions and some have a terminal diagnosis, The swift delivery of adaptations is therefore critical to these customers.

## 11. Communications Strategy and plan

There are three key elements of the communications strategy:

Staff – specific communications are required with staff particularly those at East Cambridgeshire to ensure the smooth transition to an expanded shared service. Some of the communication timeframes such as those associated with TUPE have statutory limits to be advised by HR.

Elected Members – once a decision has been taken Members will need to be kept up to date on the progress of the shared service implementation and the outcomes of the extended shared service after the first year of operation.

Customers and referral agencies – once a decision has been taken the key referral agencies such as the Occupational Therapy Service need to be informed of the changes taking place. Promotional literature also needs to be revised particularly for those customers in East Cambridgeshire.

A detailed communications strategy will be drawn up as part the implementation process scheduled to start in September.

## 12. Risks and Issues

Appendix C sets out the key risks associated with the proposal to accept East Cambridgeshire into Cambs HIA

### **13. Assumptions and constraints**

The existing Cambs HIA shared service has been developed over the last three years. It is assumed that the extension of the service to include the East Cambridgeshire area will be based on the existing Cambs HIA service delivery model with adjustments as needed.

All the councils are operating in a context of increasing financial pressures and the development of the shared service is intended to offer financial efficiencies for all parties.

### **14. How the service will be managed**

The existing shared service already has a management structure that can be easily extended to cover the management of the extra staff from East Cambridgeshire.

The Cambs HIA Board will be extended to include an East Cambridgeshire representative. Future governance arrangement will be reviewed to ensure that there is consistency with the developing model for other shared services in Cambridgeshire.

### **15. Implementation**

#### Implementation Project costs.

Staff time will be required to contribute to delivery of the project plan. This has been reported to the City Business Transformation Unit including further capacity to support the co-ordination of this project if it is approved.

Key aspects of this work will be undertaken by Cambridge City as the lead authority for the project including:

- Legal services lead to draft and finalise the extended shared service legal agreement following instructions agreed the CHIA Board
- HR services: including due diligence and TUPE transfer arrangements
- ICT set up and data transfer liaising with Hunts DC ICT service

The set up costs of up to £18,786 will be met by East Cambs District Council (ECDC). See appendix 2. This includes ICT equipment at the ECDC satellite office and at SCDC, plus office facilities and equipment for the extended operation (some of these costs can be reduced depending on ECDC decisions). Liability for costs related to staff who do not transfer to Cambs HIA are not included in this figure and would also be the responsibility of ECDC.

#### Contract Arrangements

Subject to Member approval from all partners, a new legal shared service agreement will be entered into for a three year period from April 2016-March 2019, by all partner councils.

### Implementation issues

- Maintain and develop customer service in East Cambs based on and as part of the CHIA model
- Service delivery in East Cambs becomes the responsibility of Cambs HIA. Experience from the set-up of CHIA will be used to plan implementation carefully, manage the change and seek to minimise or avoid negative impacts of change on users of the service and staff
- The East Cambs staff team will transfer (under TUPE regulations) to the City Council (as lead partner). The proposal is to transfer the team (currently a maximum of 3 people) and restructure within 6 months.
- Recruitment to fill essential staff capacity gaps will be undertaken e.g. surveyor for technical services
- The current case records will be incorporated into the CHIA wholly electronic case recording and file management systems.
- ICT hardware and software from HDC will be supplied and used by the transferring staff and the East Cambs Grant Validation Officers
- A satellite CHIA office will operate at East Cambs District council (at nil cost to CHIA). CHIA has developed flexible working with staff operating in various locations including home working.
- East Cambs will become a partner member, join the CHIA Management Board and contribute to the planning, oversight and delivery of CHIA.
- East Cambs will have ongoing costs related to ICT technical support and software costs for Grant Validation Officers

### Implementation Timescale

A number of key strands will need to be timetabled once a decision has been made. These include:

- ICT arrangements
- HR matters including staff TUPE
- Drafting of legal agreement
- Accommodation

It is envisaged that the bulk of this activity can be completed before a go live date of 1st April 2016. However, whilst this is convenient for accounting purposes, if more time is needed then a later start date can be agreed.

## **16. Conclusion**

There has been an overall cost saving achieved by sharing this service. In addition the 2014/15 outturn figures show a modest surplus achieved during the year allowing necessary service improvements e.g. IT upgrades and procurement activity to be funded without recourse to the partner authorities budgets.

The service has greater resilience with the larger team able to deal with holiday and sickness absences more comfortably than the previous smaller teams could do.

The shared service has been effective in engaging contractually with other agencies particularly Occupational Therapy service and this has helped improved the flow of

referrals. A shared service remains the preference for County Council and the health care bodies.

The addition of East Cambridgeshire to the partnership will strengthen the financial position and further increase the overall resilience. East Cambridgeshire will benefit from the scale offered by the existing shared service. The addition of one smaller partner will not be as challenging as setting up the original shared service and the risk of a fall in the efficiency of the service during this transition is small.

Overall whilst improvements can still be made the reasons for retaining the shared service remain strong. Similarly the benefits of incorporating East Cambridgeshire into the partnership outweigh any of the potential risks.

## Appendix B

### Summary of Cambs HIA performance

#### Financial

Cambs HIA has a ring fenced budget. Operating costs must be met from fee income, plus grants from the County Council (social care) and Health (Uniting Care Partnership), and contributions from customers towards part of all of the works (if they fail the financial means test). Fee income earning potential currently relies on council's housing grants and loans capital programme.

The outturn figures for 2014/15 are as follows:

AREA	(Profit)/loss share £
City	(6,720)
S Cambs	(5,136)
Hunts	(14,604)
<b>Total</b>	<b>(26,461)</b>

The current capital programme for 2015/16 is as follows:

AREA	£k
City	745
S Cambs	760
Hunts	1,575
<b>Total</b>	<b>3,080</b>

### Activity

The table below gives a summary of what Cambs HIA has delivered over the past three years.

[add table]

Overall activity during 2014/15 was as follows:

Description	City	S Cambs	Hunts	All
Enquiries	216	309	437	962
DFG referrals	88	105	179	323
DFG complete	64	62	203	329
Caseload at year end	67	141	176	384
Discretionary grant applications	28	21	16	65
Discretionary grant approvals	28	21	15	64
Discretionary grant completions	33	23	14	70

Overall there are high levels of satisfaction with all aspects of the work provided by the HIA and the contractors. Overall satisfaction shows 97% for Cambridge City, 100% for South Cambridgeshire DC and 89% for Huntingdonshire DC.

The time taken to complete works following a referral is measured as one of the key performance indicators for the HIA. For 2014/15 the time taken in weeks is as follows.

Description	City	S Cambs	Hunts	All
Av time referral to completion (weeks)	35	49	34	37

This shows an improvement for South Cambridgeshire since the 2010/11 figures (previously 58 weeks) but a slow down for both Cambridge City and Huntingdonshire DC (previously 22 and 19 weeks respectively).

For more information about Cambs HIA See Annual Reports 2012/13, 2013/14 & website [www.cambshia.org](http://www.cambshia.org)

## Appendix C

### Consideration of options

Options	Advantages	Disadvantages
Continue existing shared service partnership without ECDC	<ul style="list-style-type: none"> <li>Time &amp; capacity to manage further change not required</li> <li>Focus on current service efficiencies and effectiveness</li> </ul>	<ul style="list-style-type: none"> <li>Future sustainability more at risk</li> <li>Less scope to develop organisational structure</li> <li>Economies of scale reduced</li> <li>Future funding-revenue from partners &amp; central government capital less certain after 2015/16</li> </ul>
Local authorities abandon Cambs HIA and deliver a grant administration service only	<ul style="list-style-type: none"> <li>Reduce scope of activity</li> <li>Simplify workload</li> <li>Reduce take up.</li> </ul>	<ul style="list-style-type: none"> <li>Major reduction in service and support for vulnerable people when need is growing &amp; more complex cases</li> <li>Increase staff time on enquiries and assistance to self manage the process</li> <li>Counter to joint working, current strategies and legislation e.g. Care Act</li> </ul>
ECDC by join Cambs HIA Partnership	<ul style="list-style-type: none"> <li>Customer service development and growth opportunities</li> <li>Improved service continuity &amp; lower risks from staff change</li> <li>Improve future sustainability &amp; influence due to scale</li> <li>CHIA experience and opportunity for detailed implementation planning</li> <li>Ongoing direct Influence on future plans &amp; operations</li> <li>Staff know each other/local organisation</li> <li>Removes ongoing revenue funding by ECDC</li> <li>Fits with national policy shift &amp; trends in other areas for HIAs to operate</li> </ul>	<ul style="list-style-type: none"> <li>Widening of 'local' focus &amp; concerns about customer service</li> <li>Further change and new set up costs (after transferring from an independent Agency service into the local authority)</li> <li>Time and capacity for implementation planning &amp; consultations</li> <li>Time limited agreement. Influence but not control on future direction.</li> <li>Economies of scale &amp; other cost saving measures may not be realised until year 2 onwards</li> </ul>

	<p>across a bigger area</p> <ul style="list-style-type: none"> <li>•</li> </ul>	
Abandon Cambs HIA and tender for HIA service	<ul style="list-style-type: none"> <li>• Wider market testing of providers</li> <li>• Customer service and growth opportunities</li> <li>• Economies of scale may be realised quickly</li> <li>• Fits with national policy shift &amp; trends in other areas for HIAs to operate across a bigger area</li> </ul>	<ul style="list-style-type: none"> <li>• TUPE transfer obligations impact heavily on attractiveness to the market</li> <li>• Loss of wholly local focus</li> <li>• Less able to influence overall organisational strategy &amp; direction</li> <li>• Risk of more fragmentation of the service</li> <li>• Future revenue funding from partners uncertain</li> <li>• Need to test for community benefit as well as VFM</li> </ul>