

# Communities Committee

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| <b>Report title:</b>  | <b>Smarter Information and Advice</b>  |
| <b>Date of meeting:</b>   | <b>7 November 2018</b>   |
| <b>Responsible Chief Officer:</b>   | <b>Tom McCabe – Executive Director, Community and Environmental Services</b> |
| <b>Strategic impact</b> <p>The “Smarter Information and Advice” priority has delivered an enhanced offer for online information, the Norfolk Community Directory. This has been designed to provide information on community services such as money and legal advice, family support or health and wellbeing, enabling people to make decisions that improve their independence and well-being, and reducing their reliance on health and local authority services. This way, we can connect people with support and information which they can access where they most need it, in their local communities, and help them to make the best use of their existing networks</p> <p>Many of our customers now prefer to contact us on-line, and the Directory will help free up our customer service agents to concentrate on more complex and difficult enquiries. To support the Norfolk Futures principles of making the best use of our digital technology and joining up our work, we have future proofed the Directory so that it will be able to link to other systems in the future.</p> <p>Finally, we are striving to increase the use of our online services and resources in our interactions with citizens, and with the recent improvement in content, navigation and search engine optimisation, enabled by the Digital Norfolk priority, we are improving both the number of online contacts and also the levels of satisfaction from our users.</p> |  |

## Executive summary

The Smarter Information and Advice programme aims to make it easier for people to find trusted, reliable information and advice to make better decisions that improve their physical, emotional and financial independence and well-being. We want to direct and connect people to services and resources in their local community, enabling them to prevent and delay the need for formal support and services.

### There are 4 key focus areas:

1. The provision of **better online information and advice** to enable NCC to reach a wider audience at a lower cost, shifting demand from costly professional resource to a digital offer.
2. A **single, information and advice strategy** and offer, making it easier for people to seek help at an early stage and prevent or delay the need for high end services.
3. **Changing the behaviours and skills of professionals, staff and citizens** to access information, advice and community-based assets to reduce cost and increase independence for target groups.
4. **Providing a targeted information and advice offer** and interventions to high risk/high cost groups to prevent demand and improve wellbeing.

The purpose of this report is to provide Members with an overview of the aims, objectives and progress within the Smarter Information and Advice workstream.

## Recommendations:

Members are asked to

### 1. Note the approach and strategic direction of the Smarter Information and Advice workstream

## 1. Proposal

1.1 The NCC transformation principles have been used to define the approach for the Norfolk Futures, Smarter information and Advice work stream, and will form the basis of the strategy, due to come to Communities Committee in March 2019.



Offering our help early to **prevent and reduce** demand for specialist services



**Joining up** our work so that similar activities and services are easily accessible, **done once and done well**



Being **business-like** and making best use of **digital technology** to ensure value for money



Using evidence and data to **target our work** where it can make the most difference

Information and advice supports people to make good life choices and find local resources that maximise their physical, emotional and financial health to prevent, reduce and delay their need for formal services.

Information and advice is easy to access and simple to understand for residents and professionals. There is consolidation and join up across the public and VCSE sector to deliver reduced duplication, complexity and cost.

Information and advice provision makes the best use digital technology to support all access channels. The most efficient and effective delivery mechanisms/ engagement will be determined for each audience group.

Information and advice is targeted around need and risk. Local resources will be determined based on evidence and agreed strategic plans and outcomes are measured.

1.2 Smarter Information and Advice was defined, as part of Norfolk Futures, to be a key enabler for the Safer Children and Resilient Families and Promoting Independence workstreams, as well as fulfilling the wider objective of supporting people to live productive, independent lives.

We will achieve this by reviewing the way we provide information and advice, and providing better resources to our customers, the general public, staff and our partners.

1.3 In order to plan and deliver the Smarter Information and Advice Workstream, we have chosen to investigate potential issues that may prevent people from using information

and advice. Further investigation of these potential issues will help us to identify areas of improvement:

- a) Information and advice is not available or is poor quality
- b) Information and advice isn't accessible
- c) There is a lack of willingness/ ability to access the available information and advice
- d) Information and advice isn't targeting prevention of demand

These areas have been used to shape a delivery roadmap and plan, which can be seen in Appendix 1.

1.4 Although the Smarter Information and Advice workstream has the ability to deliver positive outcomes for all Norfolk residents, there are some key groups who will particularly benefit from the work and some activities that have more impact in terms of savings delivery.

The information and advice needs of people can vary based on their life stage and circumstances. The table below provides an illustrative overview of the types of information and advice triggers for key groups.

| Customer Group   | Example information or advice trigger                            |
|--|--|
| <b>Self-sufficient</b> - These individuals and families make up the largest section of society and are likely to have reasonable education levels and employment prospects. They are more resilient to situational change and can make positive life choices with the right information and advice provision                 | Planning ahead   |
| <b>Struggling</b> - These individuals and families are “just about managing” but may struggle to do so if their current situation changes, e.g, redundancy, bereavement, illness. This group are likely to have poorer life chances and expectancy. They may need support to understand and interpret information and advice | Change of circumstance<br>Financial issues                       |
| <b>At Risk</b> - Customers who are approximately 1 – 2 years away from needing formal care services and are already putting pressure on other parts of the system (education/ health etc)  | Acute need<br>Crisis   |
| <b>Receiving Service</b> - individuals and families already receiving formal services, support or care from NCC. This group makes up about 2% of the Norfolk population but accounts for the highest level of resource requirements and cost   | Change of circumstance<br>Acute need<br>Crisis<br>Planning ahead |

Given the different needs of the customer groups, the access channel and delivery mechanisms need to be carefully considered in terms of cost and impact.

1.5 The three main objectives for the Smarter Information and Advice workstream have been identified as follows

1. **Increase the number of online contacts** – overall we want to improve the online offer and increase the number of people using the health and social care pages of the NCC website. Our digital channel is cost effective to operate and can reach a wider range of people, including self-funders and families supporting relatives

remotely. Our current online offer is focused on the needs of people already receiving formal services and needs to have a wider offer around early help and prevention.

2. **Reduction in MASH contacts which are closed as no further action or giving information and advice only** – this will support the demand management efforts in Children’s by providing quality information and advice to support families in staying safe and being resilient. We will work with commissioning teams to re-commission information and advice services that are targeted where they are needed most.
3. **Reduction in the number of adults receiving information and advice only following an assessment** – this will support the demand management efforts in Adult Social Care by providing, amongst other things, a **refreshed** Norfolk Community Directory, a rich source of information about services at a local level to support both residents and practitioners. We will also deliver a more focused offer for people with Learning Disabilities, particularly with a view to helping them into employment.

Individual trajectories and activities have been plotted for each of these objectives and can be found in Appendix 2.

- 1.6 Smarter Information and Advice is also closely linked to the Local Service Strategy and Digital Norfolk Workstreams.

**Local Service Strategy: we will develop targeted offers in areas of high risk/need** by providing online information and advice to customers on services available in their community. We’ll work with partners to ensure the most efficient use of community assets and resources.

**Digital Norfolk: we will improve the overall online offer, including the improved Norfolk Community Directory** and support the implementation of technology that can be integrated to support self-service and service re-design e.g. e-brokerage for care arranging. We are working closely with a number of district council partners to use the Norfolk Community Directory as the information source and store for all services that are used by social prescribers. We have also agreed with North Norfolk, Kings Lynn and West, South Norfolk and Great Yarmouth to host a search “widget” on their web pages, allowing customers to search Directory records whilst they visit directory websites.

We recognise that digital services can be hard to access for many of Norfolk’s residents and have therefore developed a Digital Inclusion Strategy and action plan, which have reported to the Digital Innovation and Efficiency committee. We will ensure that our digital offer will also complement digital provision elsewhere e.g. alignment with the Health Child Programme ‘Just One Norfolk’.

## 2. Evidence

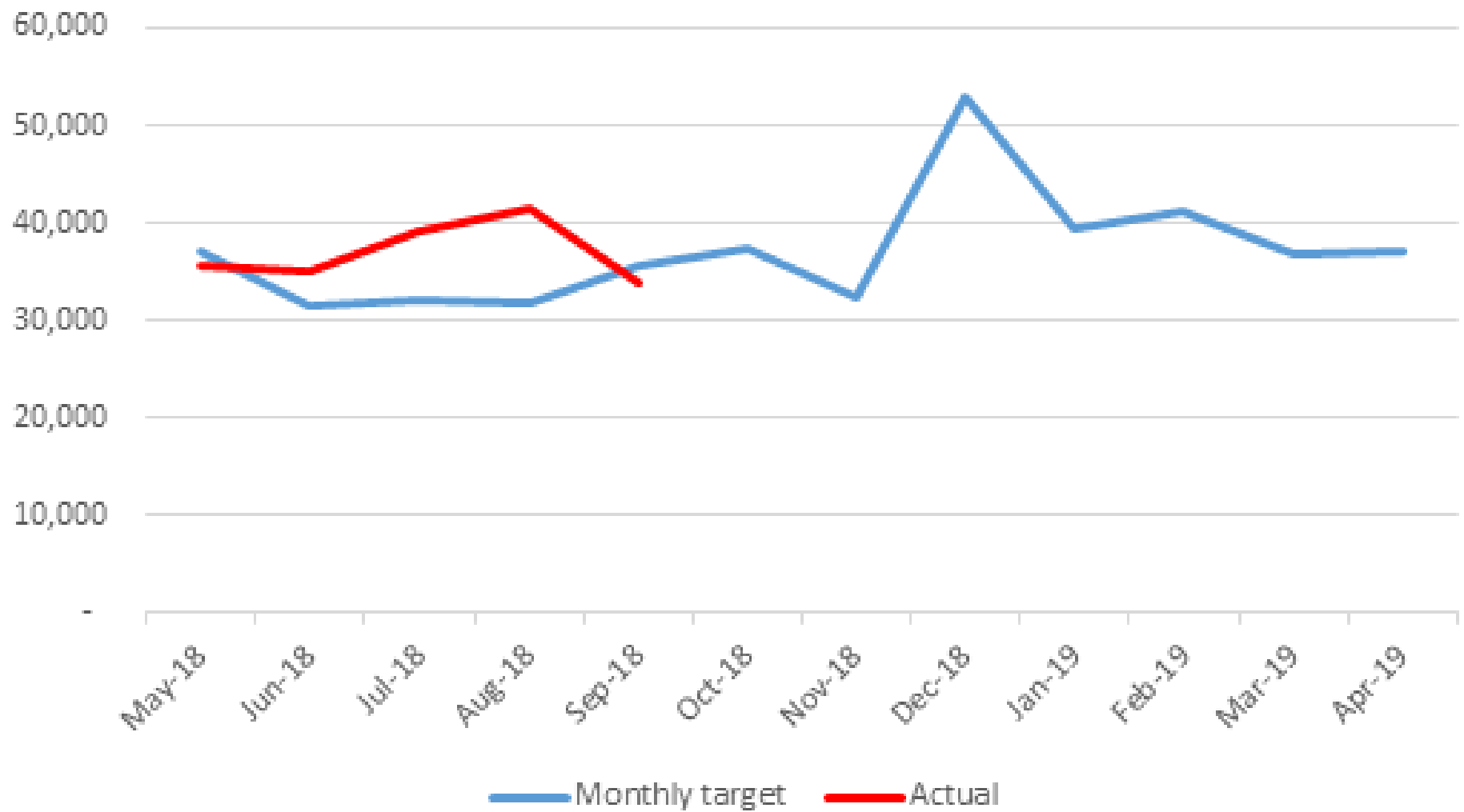
- 2.1 The agreed trajectories for the workstream (appendix 2) are explained in more detail below. Completed work is shown in green on the trajectory plans, whilst work yet to be delivered is shown in blue. As the activities are delivered we would expect performance to improve.

Performance data is currently only available for Trajectory 1 and demonstrates good progress to date. The slight dip for September is due to some systems issues rather than the quality of the site.

### 2.1.1 Increase in the number of online contacts

This trajectory tracks the number of customers visiting the website, with a target to increase the 2017/18 figures by 20%. An increase in online traffic represents an appetite in customers for self-service, and to access the information we provide because they trust it and feel it is relevant. Customers self-serving online should also correlate with a reduction in demand in face to face contact as customers can meet their own needs earlier and on demand.

## Monthly performance against target



### **2.1.2 Reduction in MASH contacts which are closed as no further action or giving information and advice only**

Previously a significant proportion of contacts (in excess of 80%) received by the MASH were closed as information and advice only. This represents a failure of targeted early information advice to address the issue which leads to the customer contacting us when the situation may have escalated. By improving the information and advice we provide to customers either online, in the customer services centre or through commissioned services, we should see a corresponding reduction in the number of contacts reaching the MASH stage unnecessarily.

### **2.1.3 Reduction in the number of adults receiving information and advice only following an assessment**

Similarly to the MASH situation, contacts received by adult social care that reach the assessment stage only to be closed as information and advice represent a failure at an earlier stage to provide effective information or advice. By implementing the changes shown in the trajectory diagram in appendix 2 we will improve the effectiveness of information and advice at the early stage and reduce the demand on specialised social care services.

## **3. Financial Implications**

3.1 The majority of savings resulting from smarter information advice and guidance will be included in the overall demand prevention savings realised by Adult Social Care and Children's Services.

The delivery of the Norfolk Directory will provide a system wide efficiency over time and will be a key resource for both professionals and the general public.

The provision of smarter information advice and guidance will mean that many residents are able to find what they need online, either themselves or with support already available in the community. Allowing services to concentrate on the most vulnerable customers and reducing information and advice workload.

3.2 The smarter information and advice workstream will increase confidence in savings in:

- Reduction in Looked After Children target spend (inc Foster Carer Recruitment)
- 25% decrease in referrals
- Promoting Independence savings
- Maximising potential through digital solutions

3.3 In order to deliver this work, Adults and Children's Services are both funding additional roles within the Digital Content team to improve the quality of their online offer. The two departments are also contributing to 0.2FTE project management of this work

## **4. Issues, risks and innovation**

4.1 The implementation of the Norfolk Service Directory has been done in conjunction with a number of the district councils and provides the opportunity for new ways of working more collaboratively to meet the needs of resident.

### **Recommendations:**

Members are asked to

#### **1. Note the approach and strategic direction of the Smarter Information and Advice workstream**

## Officer Contact

If you have any questions about matters contained in this paper or want to see copies of any assessments, e.g. equality impact assessment, please get in touch with:

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If you need this report in large print, audio, braille, alternative format or in a different language please contact 0344 800 8020 or 0344 800 8011 (textphone) and we will do our best to help.

## Appendix 1 - Roadmap for Smarter Information and Advice

| AREAS TO INVESTIGATE   | Current state analysis and identification   | Internal improvement and development   | Systems improvement and development   | Community/ customer improvement and development  | END STATE  |
|--|---|--|---|--|--|
| 1. Information and advice is not available or is poor quality                      | 1.a Identify key audiences, their needs, our objectives, and identify gaps in provision               | 1.b Gaps in NCC provision are identified and improved content is developed or relevant hand off implemented                  | 1.c Existing commissioning arrangements & outcomes are reviewed and redefined   | 1.d IAG contracts are recommissioned to deliver better outcomes for citizens                               | Good quality information and advice exists across a wide range of topics to address both acute issues and prevention agendas |
| 2. Information and advice isn't accessible   | 2.a Identify access channels and options for key audience groups assess quality and complexity        | 2.b Define the access model for information and advice, including across third parties                                       | 2.c Define roles and responsibilities across NCC, Districts Health and VCSE sector for IAG provision                  | 2.d Quality and accessibility of IAG is improved and standards have been agreed                            | Good quality information and advice is easily accessible and understandable. Duplication and effort are minimised.           |
| 3. There is a lack of willingness/ ability to access the info and advice           | 3.a People's expectations willingness to engage with different organisations is understood            | 3.b Root cause / drivers for accessing support and driving behaviour change are understood (acute & preventative)            | 3.c Initiatives that will have the biggest impact on outcomes for Norfolk residents are jointly developed (measures?) | 3.d Trust is built with individual and communities around the IAG offer                                    | People are willing to ask for help and can find, understand and act upon the information, advice and guidance available      |
| 4. Information and advice isn't targeted at preventing demand in the public sector | 4.a Target demand groups are identified for Children's and Adult's social care (acute and prevention) | 4.b The business case and defined outcomes are made explicit and shared with internal NCC departments and external partners. | 4.c Prioritised interventions are agreed with partners, Districts, Health, VCSE to improve system outcomes.           | 4.d Clear, consistent measures are in place to prove the impact of improved and targeted IAG interventions | Demand, and ultimately cost, reduces in the short, medium and long term, for target groups                                   |



## Appendix 2 - Smarter Information and Advice agreed trajectories for the workstream

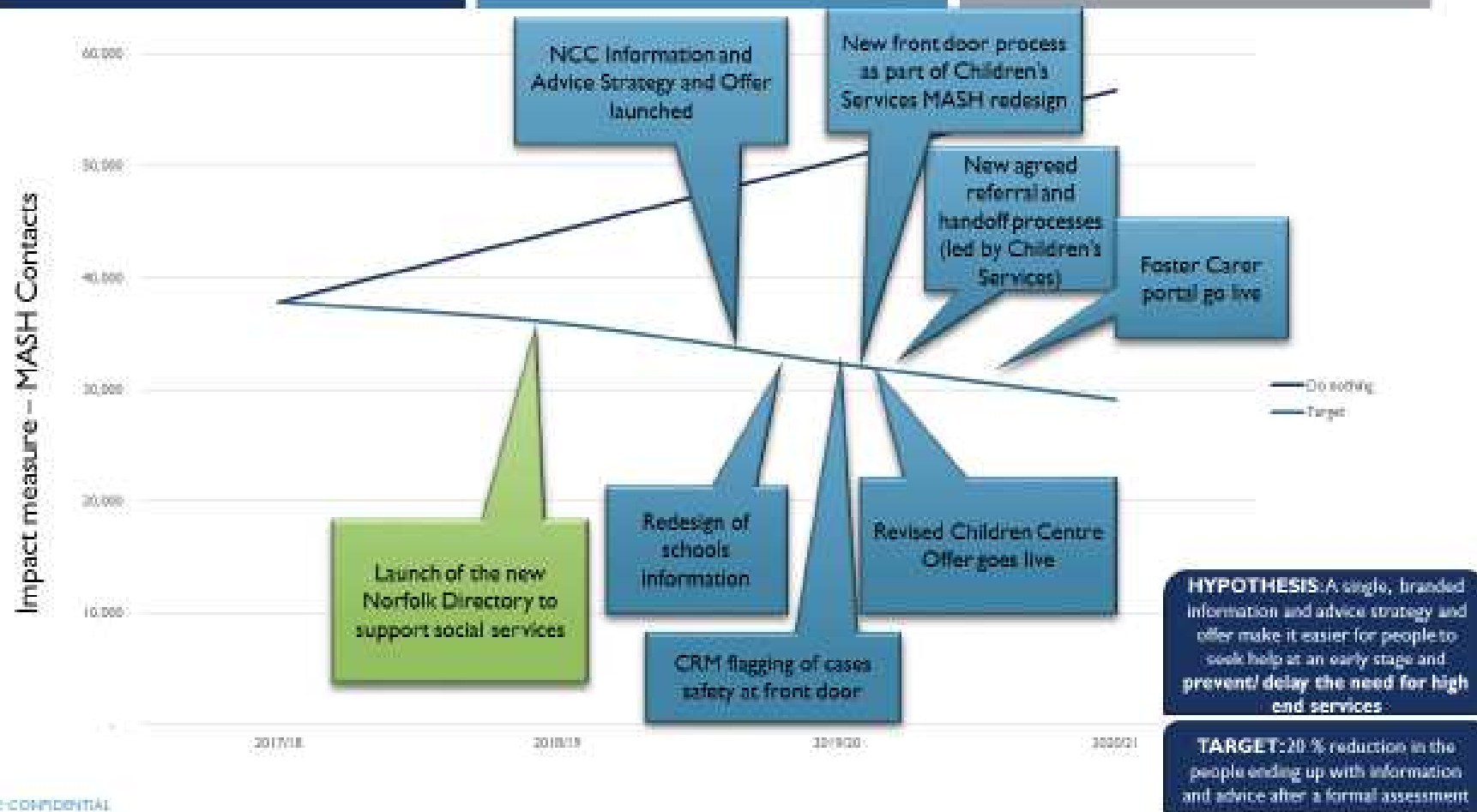
### Trajectory 1

# Increase online contacts for information and advice



## Trajectory 2

### Reduction in MASH contacts closed with information and advice/NFA



### Trajectory 3

## Reduction in Adults receiving only information and advice after assessment

