



ADULTS AND COMMUNITIES OVERVIEW AND SCRUTINY COMMITTEE
6 NOVEMBER 2023

LIGHTBULB SERVICE - BUSINESS CASE

REPORT OF THE DIRECTOR OF ADULTS AND COMMUNITIES

Purpose of the report

1. The purpose of this report is to advise the Committee of a review of the Lightbulb Service and to present options for development of the service over the two years from April 2024 to April 2026.

Policy Framework and Previous Decisions

2. On 10 October 2017, the Cabinet agreed the delegation of Adult Social Care functions to be undertaken under the Lightbulb Service pathway to Blaby District Council.
3. The Lightbulb Service went live and was rolled out to all Leicestershire districts in October 2017.
4. The County Council has a Service Level Agreement with Blaby District Council which expires on 31 March 2024.
5. The relevant business cases are:
 - Lightbulb Business Case for Transforming and Integrating Practical Housing Support in Leicestershire 2016 (attached as Appendix A);
 - Lightbulb Business Case Refresh November 2018 (attached as Appendix B).

Background

6. The Lightbulb Service provides an integrated housing offer focused on health and wellbeing outcomes, such as maximising independence in the home and preventing falls.
7. The Lightbulb Service brings together a range of practical housing support into a single service providing a proactive, targeted approach via health and social care professionals. The model allows for early assessment and triage of housing issues. Lightbulb operates a hub and spoke model with a central hub and integrated locality Lightbulb teams in each district (excepting Charnwood) council area offering:
 - Minor Adaptations;
 - Disabled Facilities Grants (DFGs);
 - Wider Housing support needs (warmth, energy, home security);

- Housing related health and wellbeing (Assistive Technology [AT], falls prevention);
 - Planning for the future (Housing options);
 - Housing related Information and Advice.
8. Charnwood Borough Council (BC) currently contribute to the Hub element of Lightbulb and manage their locality team internally. The original model was set up with the plan for full Charnwood integration to the model long term.
 9. This full integration is required to ensure parity across all districts. Currently Charnwood BC residents do not get the same 'Lightbulb' offer and there are often peaks in case work. However Charnwood are unable to share the case work via other locality teams which results in regular one-off interventions at an additional cost to Charnwood or Lightbulb, or both.
 10. The review of the Business Case, attached as Appendix C to this report, encompasses the following areas:
 - a) Opportunity to revise the service level agreements (SLAs), to look at where any developments in offer/efficiencies i.e., consider amalgamating of further services.
 - b) Current financial pressures and cost saving opportunities.
 - c) Opportunity for collective smarter procurement practices such as bulk buying and common supplier list.
 - d) Development of more flexible DFG solutions.
 - e) Sharing good practice and process improvement.
 - f) Opportunities to engage in a consistent single dialogue with social housing providers regarding the delivery of home adaptations in their stock to ensure this offer is better aligned with that for homeowners.
 - g) Continued customer insight work to identify service gaps and deliver countywide improvement.
 - h) Improving the self-service offer for practical housing support.
 - i) Embedding a new AT offer as part of the Housing MOT.
 - j) Work towards further prevention work with existing pilots and integration into business as usual.
 - k) Review of the Business Case with Children and Family Services included.
 11. For this current Business Case proposal, the demand totals for Housing Support Co-ordinators (HSC) cases, Occupational Therapy (OT) cases and DFGs have been evaluated and adjusted based on average service workload for the last four years of operation alongside the population of over 65's for 2020. Population numbers have been included in this refresh as it was included in the demand calculations for the original business case.
 12. Full demand, activity, performance and financial information is contained within the review document, attached at Appendix C. Demand distribution across the districts remains largely unchanged from the distribution calculated in the November 2018 Business Case refresh.
 13. Following the start of the Covid pandemic in March 2020, the demand on the HSC service dropped considerably, there was also a small drop in demand on Technical

Officers and an increased demand on Occupational Therapy services (OT). Following the pandemic OT and Technical Officers new demand appears to have returned to their pre-pandemic levels.

Proposals/Options

14. Based on the data available it is recommended that the SLAs in place are extended for two years with a review at the end of year two which will allow further insight into the following:
- The demand on the OT service now Children and Family Services cases are being processed.
 - To monitor the long-term effects of the pandemic on workflow.
 - Gain a greater understanding of the demand on the OT service following service redesign.
 - Further investigation into the pilot work and their efficiencies on the wider economy.
 - Be able to realise actual savings to adult social care.
15. The County Council have requested that the minor adaptations service be fully integrated into the Lightbulb Service This may be on the basis of a transfer of service or on the basis that the service continues as is, but is funded and co-ordinated through Lightbulb.
16. Set out in the table below are the Lightbulb Management Board's three proposed options for the future of the Lightbulb Service following review of the Business Case.

Option	Description
Option 1: Continue baseline model	Lightbulb Service continues in its current structure for a year (April 2024–March 2025) as is, and continues to gather data on the pilots and integrate them into the service from 2025 onwards. If the proposal for integration of minor adaptations is approved, plans will be made to integrate minor adaptations to the Lightbulb model from April 2026. Charnwood BC would withdraw from the model, as going forward Blaby District Council are unable to sustain the current part in, part out model.
Option 2: Lightbulb Service incorporates Minor adaptations service	Minor adaptations is transferred from the County Council into the core Lightbulb model. Charnwood BC withdraw from service model. This would have to be a phased approach over 2024-2026.
Option 3: All in	Minor adaptations is transferred from the County Council to the core Lightbulb model. Charnwood BC fully adopt service model. This would be a phased approach between April 2024-April 2026.

17. At this time the option to be recommended to Blaby District Council and the County Council is likely to be Option 3.

18. If Charnwood BC withdraw from the model, there are several potential options which each have their own cost implications. These are being looked at by finance colleagues but would have a significant impact on the current County Council OT arrangements which would require a separate service model delivery for Charnwood residents. This would increase costs for the County Council and would have to be found from the current contribution to Lightbulb.
19. Given the current financial position, any option which does not include cost savings to the County Council is likely to be unacceptable to Council.

Consultation

20. No formal public consultation is needed to continue the service. However the views of people who use the services and partner agencies have been gathered as part of the Business Case review and are set out in the report, attached at Appendix C.

Resource Implications

21. The table below shows the 2022/23 contributions made across district councils and County Council. Uplifts for 2023/24 are currently being costed by Blaby District Council.

	Hub Contribution (£)	Locality Contributions (£)
Blaby District Council	21,618	74,888
Charnwood Borough Council	37,058	0
Harborough District Council	21,617	51,983
Hinckley & Bosworth Borough Council	26,250	82,114
Melton Borough Council	12,353	40,417
North West Leicestershire District Council	21,617	61,138
Oadby & Wigston Borough Council	13,897	38,891
Sub-total District Council Contributions	154,410	349,431
Leicestershire County Council	131,534	362,059 (inc CBC)
Total Budgeted Contributions 2023/24	285,944	711,490

22. In addition, the Council pays a contribution to Blaby District Council for DFG admin staff cover. In 2023/24 this was £25,400.
22. The Director of Corporate Resources and Director of Law and Governance have been consulted on the content of this report.

Timetable for Decisions

23. The proposal needs to be finalised and put forward to each district and borough and the County Council's Cabinet for consideration and agreement.

24. The review of the business case will be considered by Blaby District Council's Chief Officers in January 2024.
25. A report will be presented to the County Council's Cabinet on 9 February 2024 to seek approval of the revised Business Case.
26. The agreed option for the Lightbulb Service partnership arrangements to continue will need to be in place for April 2024.

Conclusions

27. The Lightbulb partnership arrangement is one to be celebrated as a nationally recognised model that brings together housing partners and the Local Authority Adult Social Care Occupational Therapy support to the residents of Leicestershire.
28. The current arrangements include the delegation of powers to Blaby District Council as the hosts for the service on behalf of the County Council's Adults and Community Department.
29. The County Council are major financial contributors to the service, and in addition provide a team of Occupational Therapists to work alongside the Lightbulb staffing.
30. The Lightbulb Service has been running since October 2017 and the SLAs are due to be refreshed and signed in April 2024. This provides an opportunity to review service delivery following further health and social care integration, the introduction of additional grants and a new ways of working post the pandemic.
31. Charnwood BC are carrying out an independent review of the Lightbulb Service delivered for Charnwood. Once completed the outcome of this review will be used to formulate options or its future. If Charnwood BC chose not to fully commit or continue to be part of the Lightbulb Service, this will have a significant impact on the Service as a whole, as this will reduce the financial contributions made to the Service by the County Council. This is because the Adults and Communities Department would need to use a proportion of its contribution to fund an alternative arrangement for Charnwood BC.

Recommendation

32. The Committee is asked to note the contents of the report and is invited to make comments on the options presented.

Circulation under the Local Issues Alert Procedure

33. A copy of this report will be circulated to all members of the County Council.

Equality Implications

34. The current arrangements have Equality Impact Assessments in place and the final Business Case will include a refresh of all appropriate Impact Assessments.

Human Rights Implications

35. There are no human rights implications arising from the recommendations in this report.

Other Relevant Impact Assessments

36. Lightbulb brings together resources within local Councils and NHS partners to ensure people can get the right level and type of support at the right time to help prevent, delay or reduce the need for on-going support and maximise their independence.
37. DFGs are funded through the Better Care Fund and managed within Lightbulb to encourage areas to think strategically about the use of home adaptations and technologies to support people in their own homes and to take a joined up approach to improve outcomes across health, social care and housing.
38. Agreement of a revised Business Case and an agreed future funding model is essential if the partnership is to continue.

Appendices

Appendix A – Lightbulb Business Case for Transforming and Integrating Practical Housing Support in Leicestershire 2016

Appendix B – Lightbulb Business case Refresh November 2018

Appendix C – Business case for Lightbulb Partnership Arrangements 2024-2026 (Draft)

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