

Lincolnshire Good Home Alliance:

Risk / Benefit - Options appraisal

Project overview

The Good Home Alliance brings together the network of agencies, organisations, services and resources across Lincolnshire, that share a common objective to improve housing conditions and related health and wellbeing outcomes for local residents.

The purpose of the GHA is to assist Lincolnshire residents to improve their homes by:

1. Providing good quality information they can use themselves; and
2. Providing extra advice & support for the most vulnerable

The implementation of the Good Home Alliance is split into 2 phases:

Phase 1: Information and Signposting (in progress)

Key deliverables:

1. Healthy Home Assessment form
2. Good Home Lincs. Connect to Support webpages

Phase 2: Advice and Support (proposed)

Key deliverables:

1. Advice and casework pilot (2 year)

Options appraisal

The following options appraisal has been informed by the attached SWOT analysis, Risk assessment and Result Based Accountability framework, and identifies the outstanding questions that need to be answered in order to progress with a recommended option.

Option 1

Implement the Good Home Alliance Phase 1 deliverables only.

Benefits:

- Delivers a publically accessible resource via the Good Home Lincs. Connect to Support web pages.
- Provides information and signposts to existing resources and services that support residents across the county.
- Offers self-assessment tools to identify housing issues and information and signposts to solutions.

- Provides a resource for professionals and individuals to support residents to navigate the associated health, housing, and care system.
- Brings together services in a 'one-stop-shop' web-based platform and provides useful information to residents.
- Has existing commitment across the county and district councils.
- Does not require further funding to implement. Phase one is funded through to launch of website and Healthy Home Assessment form (HHA)
- Enables early implementation of information and signposting deliverables from Centre for Ageing Better (CfAB) development phase.
- Offers opportunities to cross promote and publicise with other alliance partners.

Limitations:

- Does not deliver against locally identified priority actions from Centre for Ageing Better development phase.
- Limited impact for residents. Provides only 'self-help' information and sign-posting
- Relies on existing professionals to support rectification of identified issues where people are unable to progress themselves.
- Does not fully deliver on actions identified within the Lincolnshire Homes for Independence delivery plan.
- Limits evaluation and impact measures. Does not enable monitoring or evaluation of outcomes delivered for residents or associated integrated care system (ICS) efficiencies.
- Does not target vulnerable residents, and likely to provide limited impact to those who need additional support.
- Unlikely to attract alternative funding sources from alliance partners, as cost benefit impacts cannot be measured.
- Requires ongoing resource from business as usual capacity. E.g. website maintenance, keeping information relevant and up to date, refresher training in HHA.
- Primarily an online platform only – limits accessibility.
- Likely to reduce impact or use of Healthy Home Assessment form. Reliant on individuals using and implementing for themselves, or on existing visiting professionals to support.
- Reduced opportunities to establish new system pathways and referrals from ICS and alliance partners.
- Limits opportunities to maximise resources or share deliverables across ICS partners and strategies.
- Provides information & signpost service only for associated GHA deliverables. E.g.
 - Keeping warm / Energy efficiency
 - Trusted tradespeople
 - Financial solutions
 - Support to commission work
 - Advice on all options (website information based advice only)
 - Practical support (website information based support and signposting only)
- Limits evaluation opportunity available from CfAB

Dependencies:

- Good Home Lincs. Website launch, HHA training and GHA marketing / communications plan content are dependent on a decision to progress with option 1 or option 2 (below).
- Ongoing project management and implementation planning is dependent on decision to progress with option 1 or option 2.

Option 2

Implement Good Home Alliance Phase 1 and Phase 2 deliverables

Benefits

- Delivers a publically accessible resource via the Good Home Lincs. Connect to Support web pages.
- Provides information and signposts to existing resources and services that support residents across the county.
- Offers self-assessment tools to identify housing issues and information and signposts to solutions.
- Provides a resource for professionals and individuals to support residents to navigate the associated health, housing and care system.
- Brings together services in a 'one-stop-shop' web-based platform and provides useful information to residents.
- Enables early implementation of information and signposting deliverables from Centre for Ageing Better (CfAB) development phase.
- Offers opportunities to cross promote and publicise with other alliance partners.
- Provides additional support to the most vulnerable, ensuring identified hazards, issues or support are mitigated / addressed or resolved.
- Delivers against locally identified priority actions from Centre for Ageing Better development phase.
- Maximises impact for residents. Provides 'self-help' information and signposting + support for the most vulnerable, and face-to-face advice for those who need additional support to self-serve.
- Provides referral routes and dedicated capacity for existing professionals to support rectification of identified issues where people are unable to progress themselves.
- Supports delivery of actions identified within the Lincolnshire Homes for Independence delivery plan.
- Maximised evaluation and impact measures. Enables monitoring and evaluation of outcomes delivered for residents and associated integrated care system efficiencies.
- More likely to attract alternative funding sources from alliance partners, as cost benefit impacts can be measured and demonstrated.
- Introduces additional resources and positions throughout pilot period to respond to additional tasks. E.g. website maintenance, keeping information relevant and up to date, refresher training in HHA.
- Delivers both online platform and face-to-face provision only.
- Likely to maximise impact and use of Healthy Home Assessment form. Not reliant on individuals using and implementing for themselves, or on existing visiting professionals to support.
- Increases opportunities to establish new system pathways and referrals from ICS and alliance partners.
- Enables opportunities to maximise resources or share deliverables across ICS partners and strategies.
- Provides face to face advice and support for associated GHA deliverables. E.g.
 - Keeping warm / Energy efficiency
 - Trusted tradespeople
 - Financial solutions
 - Support to commission work
 - Advice on all options
 - Practical support

- Pilot only. Enables demand, unitisation, impact and outcomes to be established prior to committing to service in the long-term informed by CfAB evaluation.

In addition to the above benefits, a number of opportunities have recently arisen that could be leveraged to further the system wide benefit of the advice and casework pilot. These include:

CYP Asthma & Housing Joint Delivery Plan

- Working with the ICB to establish a referral pathway between NHS Asthma Practitioner/PCNs and Advice and Case work team, where housing conditions are negatively impacting a child or young person with Asthma and resulting in increased hospitalisation or medical interventions
- The team could offer supported HHA and interventions to reduce the housing impact on asthma / monitor of escalations with housing providers to ensure conditions are improved.
- A joint CYP Asthma and Housing plan has been drafted to identify the shared deliverables and common actions that can be achieved through the Lincs. Homes for Independence delivery plan and NHS National Bundle of Care for CYP Asthma.

Local Treasures – Handy Person Services

- Opportunity to engage with Innovate UK funding as forth expansion site. 'Local Treasures' are a social enterprise employing local people to provide small scale handy person services.
- They have recently received grant funding to expand to 4 sites, and have approached Lincolnshire (via CfAB) to explore opportunities due to the GHA work we are undertaking.
- Opportunities exist to link to increasing employment for older people, veterans as well as providing handy person services to sheltered housing tenants.
- The grant funding includes provision for a 'local ambassador' to forge community connections, promote the service and potentially links well with the advice and casework pilot. Initial conversation to scope the opportunity have commenced.

Limitations:

- Requires commitment, support and resourcing across all districts, or agreement to progress without all districts contributing.
- Increases inequity / reputational risks for residents living in DCs who may not be able to access the full service (if not provided on a countywide basis).
- Requires further funding to implement. Phase 1 is funded through to launch of website and HHA. Phase 2 funding is to be confirmed.

Dependencies:

- Agreement from DCs to support phase 2
- Agreement from funding DCs to support phase 2, if one or more cannot financially contribute
- Decision to implement countywide or localised pilot required, if not providing countywide service.
- Agreement to use/capitalise additional DFG funds to deliver pilot required (within DFG guidance).
- Ongoing implementation (phase 1 and/or 2) dependent on decision to progress with option 1 or option 2.

1. SWOT analysis

SWOT	Phase 1: Information & Signposting	Phase 2: Advice and Support
Strengths	<ul style="list-style-type: none"> Preventative / early intervention Targeted at all residents Supports independent navigation and identification of solutions Provides simple 'self-help' tools to enable residents to identify issues and hazards in and around their home Good Home Lincs webpages signpost to existing services & supports Enables those who are able to 'help-themselves' Long and short versions of HHA available for visiting professionals to assist individuals to complete Empowers residents to identify issues and hazards around their home and signposts to information and services. 	<ul style="list-style-type: none"> Supported preventative / early intervention Targeted at the most vulnerable Provides a dedicated team to support individuals to complete the HHA form where they are unable to complete themselves, or to access information via the GHA website Enables more vulnerable residents to be supported to identify issues in and around the home. Provides ongoing support where required to ensure identified issues have the correct solution in place before case is closed Enables further advice, signposting and support to be provided for brief interventions when required. Provides an equitable service to all Lincolnshire residents Enables full impact and evaluation to be undertaken of the service and intervention
Weaknesses	<ul style="list-style-type: none"> Difficult to quantify project benefits, impact, outcomes, system efficiencies and cost benefits. Visiting professionals may not have capacity or time to undertake HHA or assist with signposting. Largely web-based. HHA can be downloaded, but limits information that can be provided in return if not input into online version. Individuals completing HHA may not have ability implement solutions required to address issues. Individuals accessing website may be unable to implement solutions identified 	<ul style="list-style-type: none"> Level of demand is not currently known, and would be established through the pilot Requires establishment of new roles and funding Needs support from all districts to deliver county-wide service Recruitment risks if unable to resource service
Opportunities	<ul style="list-style-type: none"> Training of system partners in use of HHA form. Publication of the GHA website and HHA form on system partner sites. 	<ul style="list-style-type: none"> Referrals pathways and criteria can be developed with other system partners to refer to service Opportunity to identify joint initiatives, deliverables and pathways between partners and advice and casework service to maximise impact of strategic objectives across the ISC (e.g. joint CYP Asthma and Housing deliverables) County-wide / tenure blind support service
Threats	<ul style="list-style-type: none"> Limited impact use if not well promoted Unlikely to maximise preventative outcomes if residents are unable to address issues once identified Impact will be difficult to measure if only used as a self-help tool with no further monitoring of engagement or solutions 	<ul style="list-style-type: none"> Inequitable access to advice and support if not adopted across all districts. May cause reputational damage to individual districts if residents in their local area are unable to access the service.

2. Risk Assessment

ID	Risk / Issue	Description	Probability	Severity	Impact	Mitigation	Impact if mitigated
R1	Project delivery	Inconsistent commitment to Good Home Alliance purpose and deliverables across DCs and potential alliance members	Likely	Major	Severe	Develop 'alliance agreement' and establish commitment to alliance purpose and deliverables across DCs and Alliance members	Low
R2	Project Resourcing	Lack of ongoing website maintenance & resourcing and ongoing HHA training resourcing post 2024	Likely	Moderate	Moderate	Proposed Phase 2 pilot and additional resource (2 year). Connect to support web maintenance Operational content leads to monitor and update web content Deliver HHA training updates from with existing resources	Low
R3	System Capacity	Visiting professionals do not have capacity to support completion of HHA form when housing issues are identified resulting in hazards not being addressed and individuals being left at risk of harm	Likely	Moderate	Moderate	Development of referral routes to phase 2 Advice and Support team to deliver supported HHA form completion	Low
I1	Project Funding	Phase 2 Advice and Support deliverables dependent on capitalisation of additional DFG funds	Moderate	Major	Severe	Ensure proposed Phase 2 roles can be funded via capitalised DFG funding	Low
R4	Project Funding	Phase 2 Advice and Support deliverables dependent on individual DC funding availability / One or more DC is unable to support funding for delivery of Phase 2 resulting in phase 1 delivery only or reduced scale pilot being required.	Likely	Major	Severe	Agreement between DCs on countywide delivery and funding split. Develop DFG analysis to evidence individual DC capacity to contribute and impact of current DFG allocations on funding availability. Potential to localise pilot to fewer districts	Moderate
I2	Project funding	Required funding may not be available to deliver localised phase 2 pilot if all DCs do not support	Likely	Major	Severe	Redesign of phase 2 pilot and feasibility assessment to deliver at smaller scale	Severe
R5	Project Reputation	Risk of reputational damage to individual DCs if one or more unable to commit to GHA purpose and deliverables and service full service is not available to some residents	Very likely	Moderate	Severe	Commitment to phase 1 & 2 deliverables and development of implementation & communication plans	Low

R6	Project delivery	Project delay if phase 2 is required to be redesigned, delaying Phase 1 communications and marketing	Very likely	Major	Severe	As per R4	Moderate
R7	Project evaluation	The project is unable to demonstrate the full impact and benefit achieved if only phase 1 outputs are delivered and phase 2 outcomes cannot be delivered.	Very likely	Major	Severe	Phase 1 and Phase 2 evaluation measures established to evidence potential impact and benefit measures and gain support to deliver project in full	Moderate
R8	Recruitment	Unable to commence recruitment processes for phase 2 unless decision is reached between DCs, resulting in delayed commencement of pilot and requiring extension of project timeframe	Very Likely	Moderate	Severe	As per R4 + Development of PDs, Job adverts and preparation for recruitment in advance of funding agreement	Moderate

3. Results Based Accountability Framework

How much did we do? (Outputs)	How well did we do it? (Performance)
<p>Phase 1 Information & Signposting</p> <ul style="list-style-type: none"> • Number of website hits • Number of unique users (if possible) • Number of times HHA accessed • Number of HHAs completed by residents (online only) • Number of HHAs completed by other services • Number of HHAs completed by residents and shared with other services • Number of people accessing the Buy with Confidence website searching for tradespeople in Lincolnshire <p>Phase 2 Advice & Support</p> <ul style="list-style-type: none"> • Number of local events at which information and advice is provided • Number of referrals to advice and case work service • Number of incidents of advice given • Number of rented homes let as a result of intervention • Number of housing moves that free up at least one bedroom • Homes sold as a result of intervention • Number of homes with an improved energy efficiency rating (EPC) following an intervention 	<p>Phase 1 Information & Signposting</p> <ul style="list-style-type: none"> • % Satisfaction of website users in finding what they were looking for <p>Phase 2 Advice & Support</p> <ul style="list-style-type: none"> • Number / % of referrals that are accepted by advice and case work service • Number and % of accepted referrals that require advice only • Number and % of referrals that progress to ongoing case work support • Number / % of cases that result in referral to other services • Number / % of referrals supported to complete HHA • Number/ % of supported HHA form with issues identified • Number / % of supported HHA forms with issues resolved • Number / % of cases that result in take up of housing authority grant • Number / % of cases that result in Loans through an ethical loan provider (if established) • Associated value (efficiency) of cases with reduced falls (£8,252 per fall avoided) • Associated value (efficiency) of cases with reduced hospital stays (£360 per bed day saved) • Associated value (efficiency) of cases with reduced need for residential care (£567 per week avoided) • Associated value (efficiency) of cases with reduced need for day care packages (£20 per hours reduced) • Associated value (efficiency) of cases with reduction in cold and damp homes (£753 per annum)
Is anyone better off as a result? (Outcomes)	
<p>Phase 2 Advice and Support only</p> <ul style="list-style-type: none"> • Number / % of cases with reduced risk of falls • Number / % of cases with reduced hospital stays • Number / % of cases with delayed or avoided move to residential care • Number / % of cases with reduced need for day care package • Number / % of cases with clients who no longer live in homes with excess cold • Number / % of cases where person states they have as much control over their daily life as they want or they have adequate control over their daily life • Number / % of cases that benefit from aids and adaptations allowing them to maintain their independence • Number / % of clients who say they feel more secure in their home following an intervention • Number / % of clients who say their physical health has improved following an intervention • Number / % of clients who say their mental health has improved following an intervention • Number / % of clients who say they feel less lonely following an intervention • Number / % of clients who say they feel less anxious about money following an intervention • Number / % of clients who say they feel more confident to complete work to their home following an intervention 	

Results Based Accountability provides a framework for organising service output and outcome measures to demonstrate the impact of a service offering, categorising and identifying which measures are representative of:

- 1) Delivery outputs – “How much we did”
- 2) Performance outputs – “How well we did it”; and
- 3) Outcomes achieved – “How people better off as a result of the service?”