

# Birmingham Health and Wellbeing Board

## Early Intervention & Prevention (EI&P)

17<sup>th</sup> May 2022



**Making a positive difference** everyday to people's lives

# Introduction

**Purpose:** to share a progress update, and request HWB's continued support for, the Early Intervention & Prevention programme as we move into detailed design.

## **Agenda:**

- Programme overview
- Progress to date
- Risks & mitigating actions
- Accelerator projects
- Next steps
- Asks and recommendations

# Early Intervention & Prevention - overview

## Problem statement:

Many Birmingham citizens are not consistently empowered to or equipped with the necessary tools to live healthy, fulfilling lives independently. This is resulting in more citizens reaching crisis before they are supported, which is expensive for BCC, and leads to worse outcomes for individuals and families.

## Our vision:

Enable everyone in Birmingham to become, and to be, **independent**, socially and **economically active** and **resilient citizens**, starting from when they are children and continuing **throughout their lives**

## How we will do this:



Taking a **citizen-centric approach** that supports individuals to build **independence** and **resilience**



Empowering officers to help citizens the **first time** by focusing on a **strengths-based** approach underpinned by **data**



Adopting a **digital-first** approach where possible, with **options** to support a diverse range of needs



Develop a **multi-disciplinary, integrated offer** that leverages the strengths of the Council and its partners (e.g. ComVol sector, health, police)



Using **data** in a secure, ethical and compliant way to drive **improved decision-making**



Driving improved **efficiency & effectiveness** (quality) by transforming the way we deliver our services

## Value this will deliver:

### Our citizens:

- ✓ I have built supportive local networks
- ✓ I am independent & resilience
- ✓ I have a positive first experience when engaging with services I need

### Our staff:

- ✓ I am able to work collaboratively internally and with partners
- ✓ I feel engaged with my organisation
- ✓ I am satisfied with my job

### Our council:

- ✓ We have a reduction in re-referrals
- ✓ We have reduced statutory demand
- ✓ We have positive interactions with citizens and partners

# Early Intervention & Prevention – progress to date

Following Cabinet approval for the EI&P high-level target operating model, we are now building a team for detailed design and prioritising capabilities or services for phase one of the transformation.

## Progress to date

- Presented overview of the programme to **Housing** and **Digital & CS DMTs**
- **Cabinet report** and high level Target Operating Model **approved** on 22<sup>nd</sup> March – approval to move to detailed design phase and associated investment to resource the team
- Continued with **detailed design planning**, for example programme plan, project one-page overviews, resource requirements, stakeholder and engagement plan
- **‘Accelerator project’ options** continue to develop, projects prioritised and leads being identified

## Risks & issues

### Risk / Issue

- **Risk:** Availability of appropriate resources to deliver the detailed design phase
- **Risk:** Complex technology architecture across multiple services that will support delivery of EI&P

### Mitigations

- Utilise a blended team of internal & external expertise and capacity to deliver
- Collaborative working with Digital & Customer Services directorate to map and understand required platforms



Document Control			
Document title	Early Intervention & Prevention: High Level Target Operating Model (TOM)		
Author	Beverly Bello		
Approved	James Kibuka, Alexander Holt, Chris Davis, Jordan Day	Reviewed	Reviewed
Version number	1.0	Reviewed	Reviewed
First approved	22 <sup>nd</sup> March 2022	Reviewed	Reviewed
Next review date		Reviewed	Reviewed

Birmingham City Council			
Report to Cabinet			
22 <sup>nd</sup> March 2022			
Subject	EARLY INTERVENTION AND PREVENTION: A HIGH LEVEL TARGET OPERATING MODEL (TOM)		
Report of	Professor Gordon Dyer, CBE, Director for Adult Social Care		
Submitted Cabinet Member	Cllr Ian Ward, Leader of the Council		
Reference ID	C18		
Report author(s)	Nicola Kibuka, Transformation Director, Corporate Services, Birmingham City Council		
Report author(s)	Alexander Holt, Programme Director Prevention and Early Intervention, Birmingham City Council		
Are specific needs affected?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No	See 1.1
Is this a new document?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No	See 1.1
Is the document eligible for cabinet?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No	See 1.1
Does the report contain confidential or exempt information?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No	See 1.1
Executive Summary	The Early Intervention and Prevention (EIP) Programme will be a blended team of internal and external expertise and capacity to deliver a range of services to support the implementation of the recommendations within this report.		

Output – Cabinet Papers

## 2. Research aims and objectives

Overarching research aim: To gain a deep understanding of resident, BCC staff and partners' pain points, needs and opportunities for Early Intervention & Prevention at Birmingham City Council.

Based on the Design Working Group outputs, we would like to understand the key factors that shape and drive:

- How residents become more independent and self-reliant
- How trust is built between and within communities, citizens and the council
- How residents can access and benefit from interventions and support earlier
- How residents would like to interact with the council
- How well a staff member, partner or resident accesses council information and support
- How the council is perceived in terms of delivery of services (compared to other types of services)



BCC will use this understanding to:

- Inform and aid the design of the Council's Early Intervention and Prevention (EIP) Programme which seeks to shift the Council's focus from crisis to prevention by:
  - Validating BCC's hypotheses on the citizens and staff views of what they want from the future EIP services
  - Enabling the 'future state' to be designed with robust research and evidence
  - Developing design principles and priorities, putting the citizen, partner and staff at the heart of the new EIP programme
- Develop a richer, deeper relationship and dialogue with citizens, residents, BCC staff and partners.

Output – Draft Research & Insight Brief

# Accelerator project summary\*

Our accelerator projects are those we want to take forward at pace as part of phase one to build the foundations for our EI&P service ('enablers') and create momentum with citizens for the new approach ('universal capabilities').

## Universal capabilities



### Homes & Money Advice

**Lead: tbc (joint with Comm Hubs)**

Dedicated Homes & Money Hub (physical and virtual) that supports citizens to become financially stable, able to maximise their income, reduce arrears, and avoid evictions. This will include universal services accessible to all citizens and a targeted service to support those who are at high risk of re-entry to the hub or require specialist support as their case is complex.



### Libraries Experience

**Lead: HoS (tbd – May 2022)**

Re-think how our libraries become physical and virtual hubs for learning, discovery and culture for our communities that offer a range of shared and creative resources, activities and collaborative spaces for people to come together, work together, and learn together in addition to being able to access wider public services in the universal space through co-location.

## Enablers

### Information, Advice & Guidance

**Lead: tbc**

Curate a single source of truth for citizens and staff that is timely, accurate and relevant to support 'better, active and independent lives for Birmingham's citizens with lower demand for reactive crisis support'.



### Contact Centre

**Lead: tbc**

Create streamlined points of contact (telephone and instant messaging) where citizens can receive advice from staff who are able to have strength based conversations and navigate them to the appropriate universal and targeted services as required.



### Community Hubs

**Lead: tbc (joint with Homes & Money Advice)**

Co-located, multi-disciplinary hubs with multiple services available there (internal and external) to encourage self-navigation and where staff are able to have strength based conversations offering navigation and direct support where required.



### Data: single view of citizen

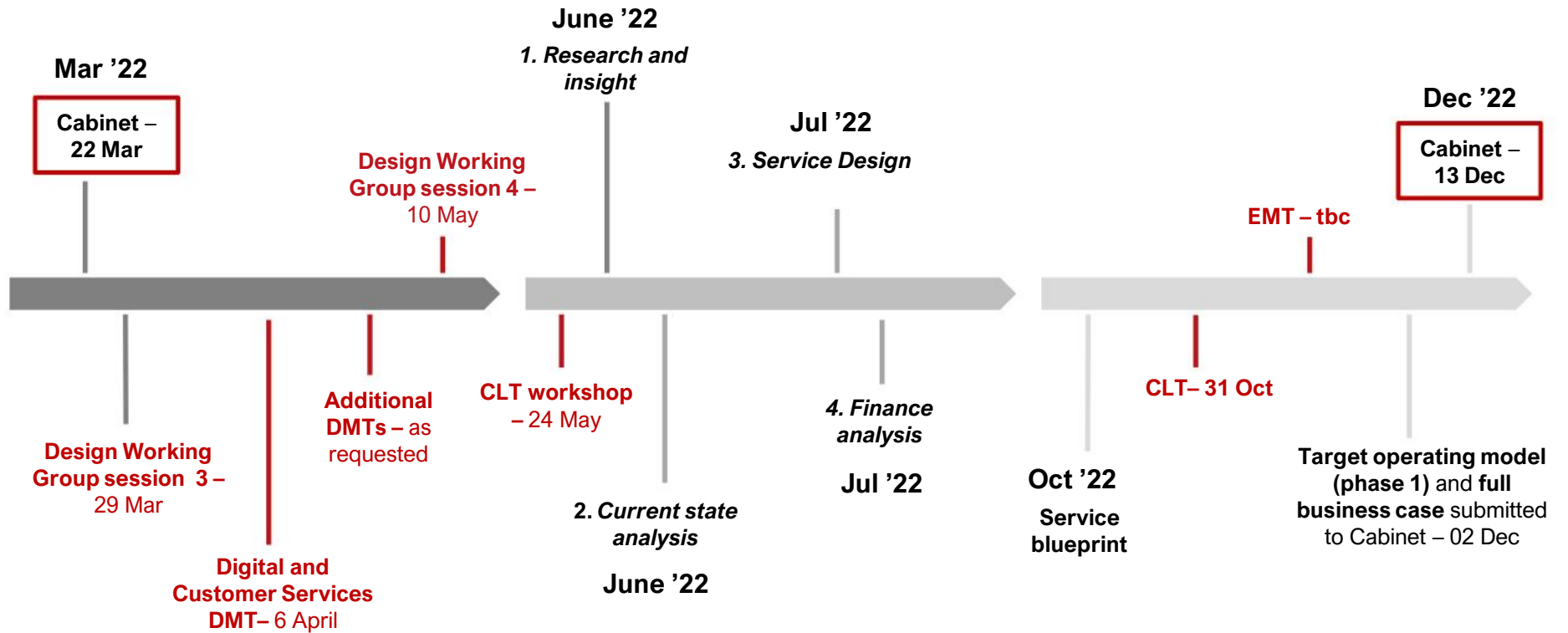
**Lead: tbc**

Design and implement a data and analytics tool that brings together key service data sets from across BCC and partner organisations to inform service development and in turn support service delivery as well as use data as a tool to identify those at risk of statutory support.

\*there are several interdependencies between these projects and with wider strategies / programmes across BCC

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# Early Intervention & Prevention – next steps



\* Not exhaustive

**Key**  
Activity  
Key engagement

# Asks of and recommendations for BHWB

1. To be mindful of the EI&P programme and to help identify alignment opportunities with BHWB strategies and current priorities. **Support for the accelerator projects** and consideration of interdependencies across related programmes and strategies
2. Identify any additional stakeholders, including staff, citizens and partners, to be involved in research and co-design for EI&P
3. Help identify appropriate SMEs (internal and external). We are building a blended full-time team to deliver but will also require support from **Subject Matter Experts** across the Council for all in-scope services for phase one (tbd)
4. Define cadence of board appearances or how best to work moving forward – to keep both parties aware and aligned of programme developments

*If you would like more details, please contact Kalvinder Kohli: [Kalvinder.Kohli@birmingham.gov.uk](mailto:Kalvinder.Kohli@birmingham.gov.uk)*

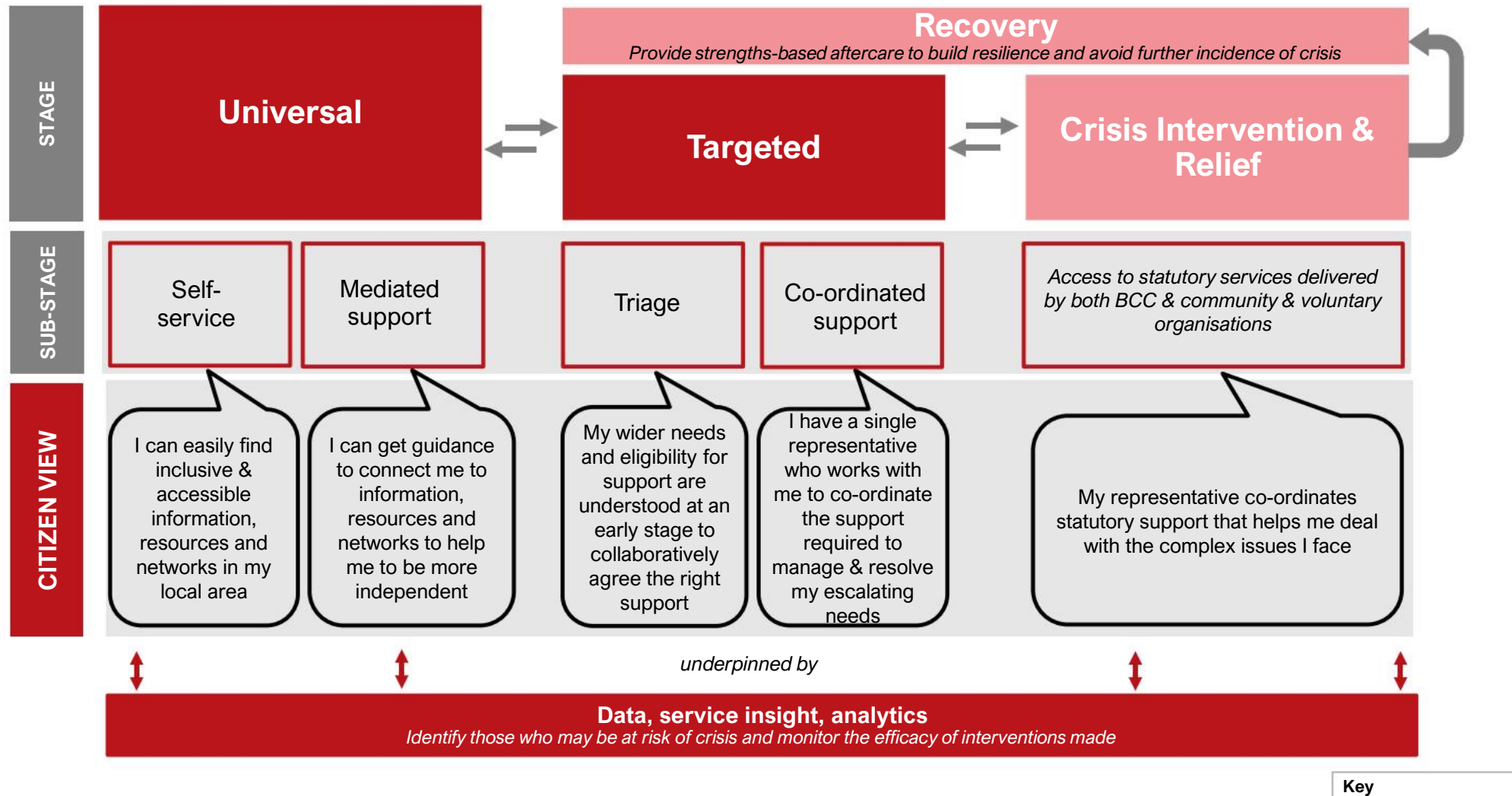


# APPENDIX



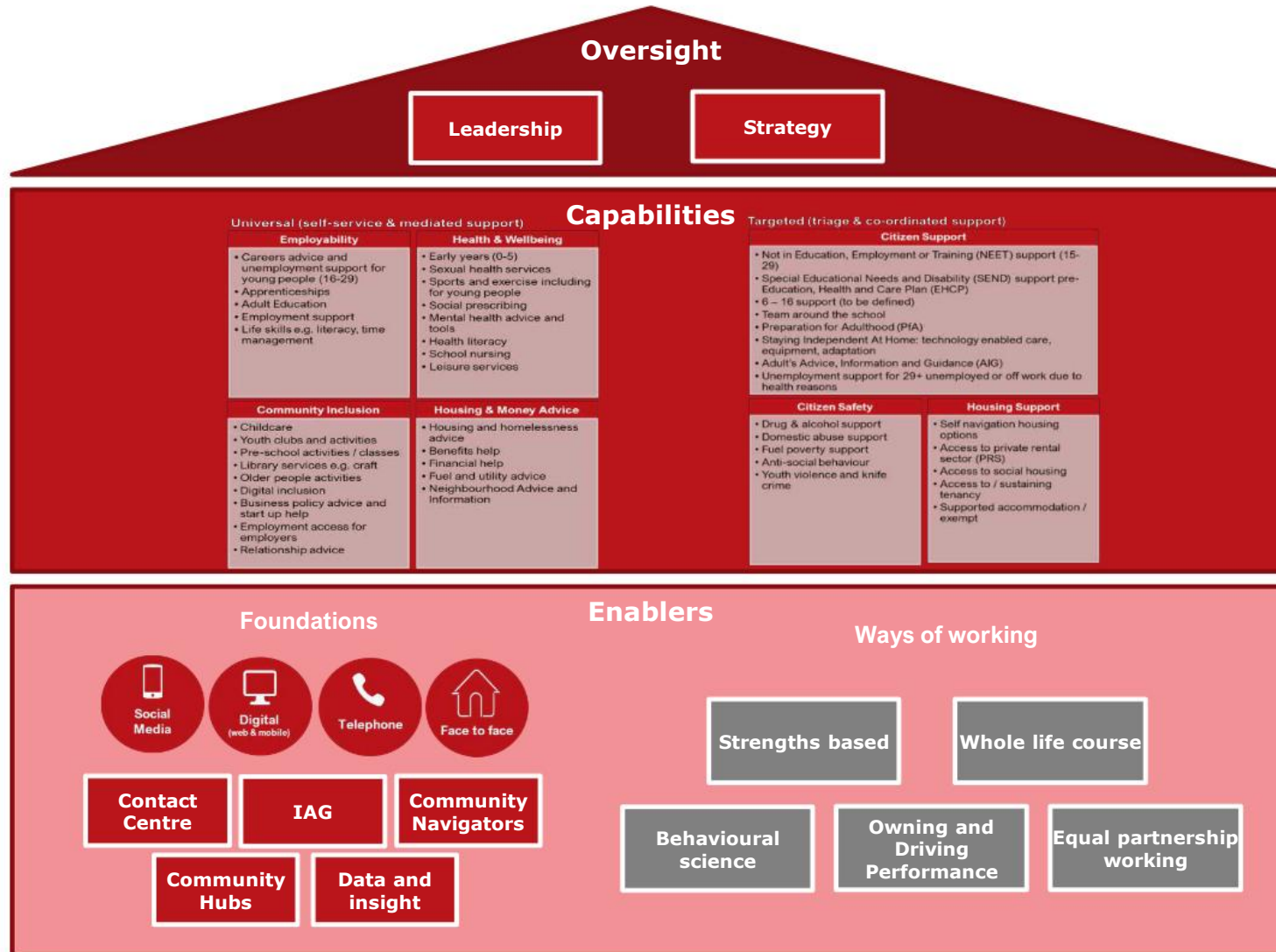


# Prevention pathway



N.B: this is not a linear model - people will come in and move between different stages. The visual is simply designed to articulate what we mean by each of the stages and the key transitions, and is based on learnings from existing prevention models.

# High level target operating model (TOM)



# El&P services & capabilities (future state?) \*

<b>Employability</b> <ul style="list-style-type: none"> <li>• Careers advice and unemployment support for young people (16-29)</li> <li>• Apprenticeships</li> <li>• Adult Education</li> <li>• Employment support</li> <li>• Life skills e.g. literacy, time management</li> </ul>	<b>Health &amp; Wellbeing</b> <ul style="list-style-type: none"> <li>• Early years (0-5)</li> <li>• Sexual health services</li> <li>• Sports and exercise including for young people</li> <li>• Social prescribing</li> <li>• Mental health advice and tools</li> <li>• Health literacy</li> <li>• School nursing</li> <li>• Leisure services</li> </ul>	<b>Citizen Support</b> <ul style="list-style-type: none"> <li>• Not in Education, Employment or Training (NEET) support (15-29)</li> <li>• Special Educational Needs and Disability (SEND) support pre-Education, Health and Care Plan (EHCP)</li> <li>• 6 – 16 support (to be defined)</li> <li>• Team around the school</li> <li>• Preparation for Adulthood (PfA)</li> <li>• Staying Independent At Home: technology enabled care, equipment, adaptation</li> <li>• Adult's Advice, Information and Guidance (AIG)</li> <li>• Unemployment support for 29+ unemployed or off work due to health reasons</li> </ul>	
<b>Community Inclusion</b> <ul style="list-style-type: none"> <li>• Childcare</li> <li>• Youth clubs and activities</li> <li>• Pre-school activities / classes</li> <li>• Library services e.g. craft</li> <li>• Older people activities</li> <li>• Digital inclusion</li> <li>• Business policy advice and start up help</li> <li>• Employment access for employers</li> <li>• Relationship advice</li> </ul>	<b>Housing &amp; Money Advice</b> <ul style="list-style-type: none"> <li>• Housing and homelessness advice</li> <li>• Benefits help</li> <li>• Financial help</li> <li>• Fuel and utility advice</li> <li>• Neighbourhood Advice and Information</li> </ul>	<b>Citizen Safety</b> <ul style="list-style-type: none"> <li>• Drug &amp; alcohol support</li> <li>• Domestic abuse support</li> <li>• Fuel poverty support</li> <li>• Anti-social behaviour</li> <li>• Youth violence and knife crime</li> </ul>	<b>Housing Support</b> <ul style="list-style-type: none"> <li>• Self navigation housing options</li> <li>• Access to private rental sector (PRS)</li> <li>• Access to social housing</li> <li>• Access to / sustaining tenancy</li> <li>• Supported accommodation / exempt</li> </ul>

**Data, service insight and analytics** - overarching data & insight capability to gain insight into individual / household risk factors & inform intervention / resource commissioning

\* the capabilities above will be tailored based on the needs of different cohorts to be identified during detailed design

# Review: Detailed design – citizen view

## Our citizens want...\*

## Our EI&P service will...



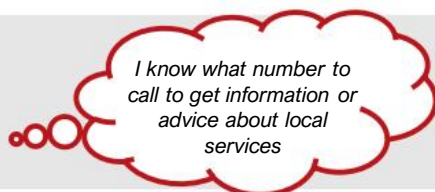
- Have one main website as the **single source of truth** for citizens and carers that contains **up-to-date information** and is **intuitive** to navigate
- Have a website that uses **simple, easy to understand** with no jargon
- Example: Use the **BRUM account** (customer portal) as the single online account to access personalised information, status updates, self-assessments
- Provide access to **self assessment tools** for example housing options, integrated benefits calculator, income/ expenditure tools
- Receive information **via text, email, and social media** on issues that are important



- Use trusted information from the main website to **share updates and information around local issues** and activities
- **Promote activities** happening in the local community to encourage attendance
- **Use data to identify what citizens are accessing services for** and how can we proactively push out information around these areas



- Have co-located, multi-disciplinary services (internal and external) **across each of the 10 constituencies set within, for example:**
  - **Community Hubs/Library Experience/Money and Advice** – multiple services under one roof for example health and wellbeing, employment and education support, activities in the local area alongside touch screens to encourage self-navigation
  - **Partner locations** - places citizens already access and feel comfortable in for example GP surgeries, leisure centres, places of worship, commissioned providers
  - **Outreach** - focused sessions for example on money advice in locations where citizens already meet for example faith settings, adult education sites, schools
- Staff are able to have **strength based conversations** offering navigation and direct support where required.

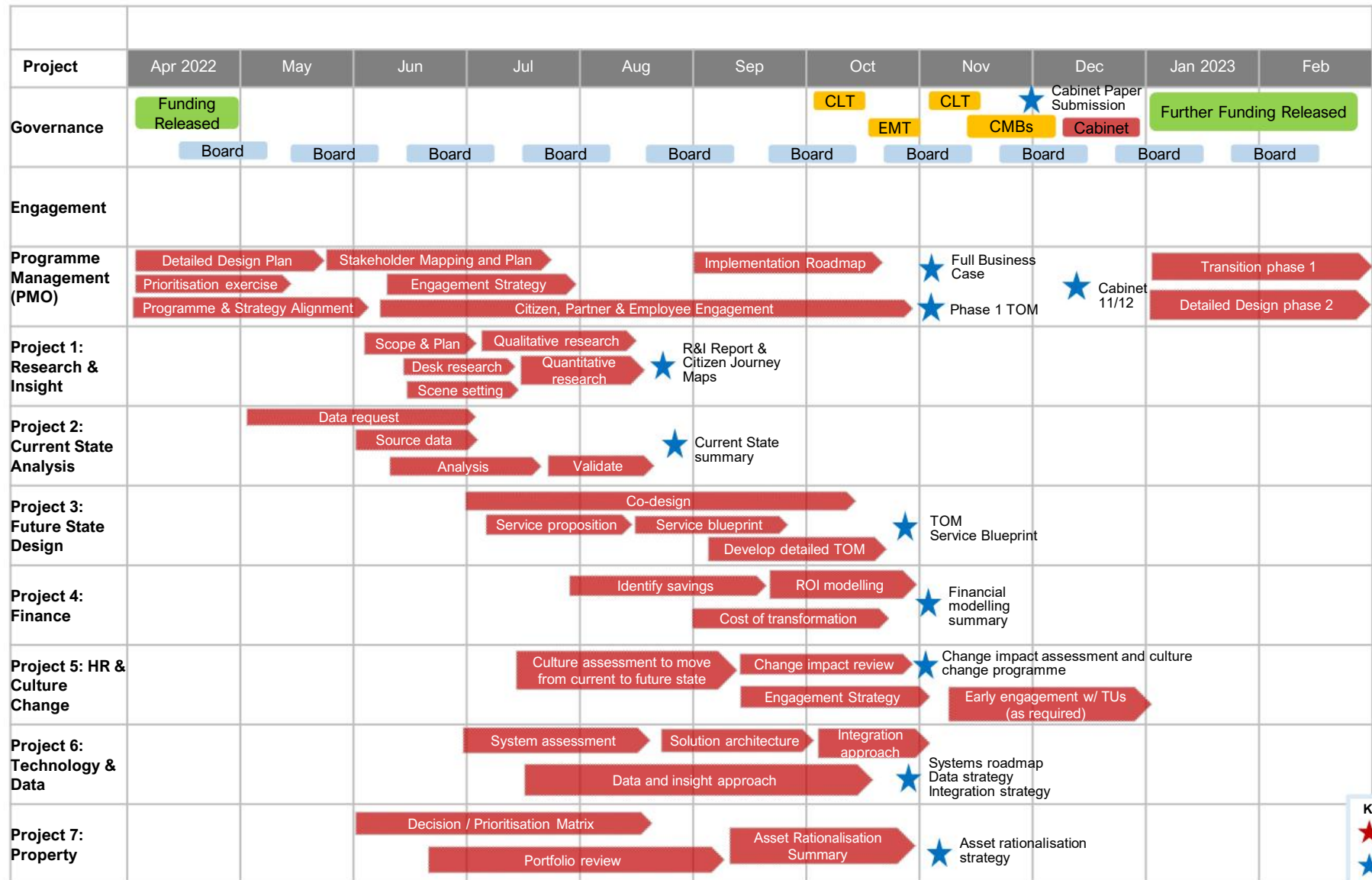


- Have **one phone number** for citizens to access the contact centre
- Staff are able to have **strength based conversations** offering navigation and direct support where required.

# El&P Detailed Design POAP – Phase 1 (Apr 22 – Feb 23)

Funding for detailed design resources – phase 1 (c.£3m)

Contingency funding  
(c.£0.6m)

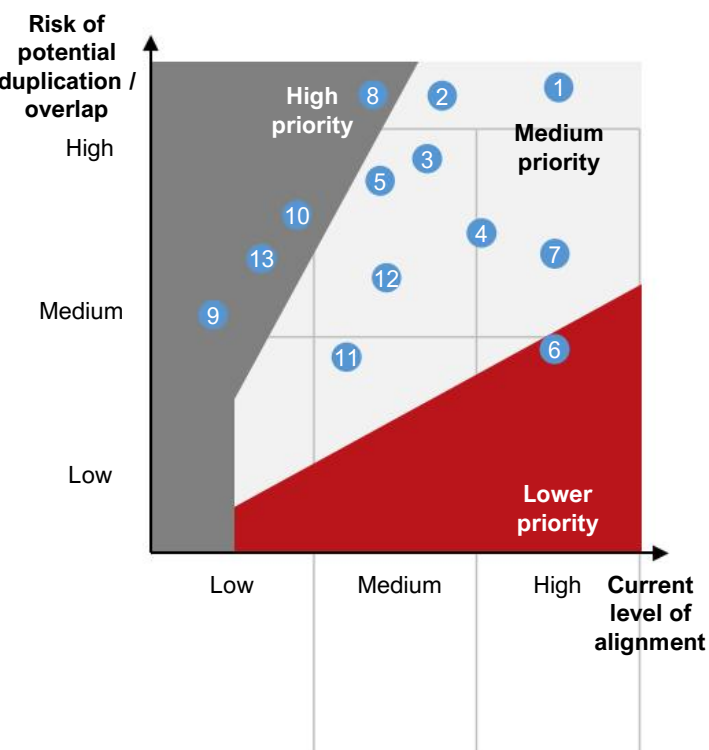


**Key**

- ★ Meeting
- ★ Milestone / deliverable
- ★ Complete



# El&P – alignment with programmes and strategies \*



	Programme	Lead contact	Scope alignment	Resource	Current Phase	Approach	Next steps
1	Levelling Up programme	Unknown	High	Unknown	Deliver	Monitoring	
2	Customer Service	Sheraz Yaqub / Nikki Spencer	High	Delivery resource to Jan 2023	Design & Deliver	Monthly alignment held in Feb and Mar, milestones/timelines shared, ad-hoc sessions also being held	Monthly session, opportunities to collaborate to be formalized, additional alignment sessions
3	IAG	Mike Davis	High	Unknown	Discover	Number of 1:1 conversations, part of Design Working Group (DWG)	Developing accelerator project approach, opportunities to collaborate being identified
4	Digital Inclusion	Sameena Asmat	Medium	Fully for 2 years	Design	Number of 1:1 conversations, accelerator project potential	Ad-hoc sessions
5	Children and Families Transformation	Deborah Brooks	Medium	Unknown	Discover	Monthly alignment, first 1:1 held in Feb	Reconnect end of April following service review
6	Comm. Recovery Framework	Jamila Mensah	High	One lead	Design	1:1 engagement with Jamila as required	
7	Locality working/Community Hubs	Robin Burton	Medium	One lead	Discover	Call held, follow-up required	Lead to be identified, accelerator project potential
8	Data & analytics solution	Peter Bishop	Medium	Fully resourced	Design	Monthly call established, held Jan, Feb, Mar, Apr, key enabler	Monthly data and digital session
9	Homelessness prevention re-design	Julie Griffin	Medium	Fully resourced	Design	Number of 1:1 conversations, part of DWG	TOM review tender, engage with team when onboard
10	Family Hubs	Brianne Thomas	Medium	Unknown	Discover	Initial call in Jan, part of DWG	Hubs to be accelerator project, identify if suited
11	Children's Trust	Jenny Turncross	Low	Unknown	Deliver	Initial call in Jan	Increase involvement at DWG
12	Libraries	Ilgun Yusuf	Medium	None currently	Design	Number of 1:1 conversations, part of DWG, accelerator project	Establish relationship with new Head of Service
13	Community Resilience	Waqar Ahmed	Medium	Paper being written	Discover	Regular 1:1 to be established	Call planned April 25th

\* As of April 2022

# RAID log escalations

Type	Ref #	Category	Description	Impact (1-5)	Probability (1-5)	Total score (I * P)	Mitigation	Updates	Mitigation Owner	Review date
Issue	I02	Resource	<ul style="list-style-type: none"> <li>Internal recruitment process and external procurement of strategic partner/ interims to ensure team is in place by 1 June 2022</li> <li><b>Impact:</b> Unlikely to achieve December 2022 return to Cabinet with Full Business Case and detailed TOM</li> </ul>	5	3	15	<ul style="list-style-type: none"> <li>Prioritise recruitment and procurement processes and ensure appropriate team in place (service, procurement, HR etc) to achieve 1 June deadline</li> </ul>	<ul style="list-style-type: none"> <li>Internal; engaging with HR to assist with internal recruitment, job specifications for roles required internally are being developed</li> <li>External; specification for strategic partner was released 12th April</li> </ul>	Kalvinder Kohli	23/05/22 (weekly)
Risk	R01	Scope	<ul style="list-style-type: none"> <li>Housing transformation - overlaps with potential scope of this programme</li> <li><b>Impact:</b> Duplication of effort, mixed messages for teams</li> </ul>	4	4	16	<ul style="list-style-type: none"> <li>Strategic discussions around timings/ potential overlap</li> <li>Director alignment session planned 18th May</li> </ul>	<ul style="list-style-type: none"> <li>Presented at Housing DMT 17th February</li> <li>Senior stakeholder update 25th April</li> </ul>	Kalvinder Kohli	28/05/22 (monthly)
Risk	R12	Technology	<ul style="list-style-type: none"> <li>Complex technology architecture across multiple services that will support delivery of EI&amp;P</li> <li><b>Impact:</b> Siloed service approach and disparate working continues, not taking an intelligence led or targeted approach</li> </ul>	4	3	12	<ul style="list-style-type: none"> <li>Collaborative working with Digital &amp; Customer Services directorate to map and streamline required platforms</li> <li>Consider additional resource or suppliers who may be able to assist</li> </ul>		Kalvinder Kohli	24/05/22
Risk	R15	Resource	<ul style="list-style-type: none"> <li>Strategic partner award replaces current external support</li> <li><b>Impact:</b> Lost knowledge, understanding and working relationships</li> </ul>	4	3	12	<ul style="list-style-type: none"> <li>Knowledge transfer and off / on-boarding built into current contractual arrangement</li> <li>Materials and assets created are high quality, usable</li> </ul>	<ul style="list-style-type: none"> <li>Contract awarded this week, 16/05/22</li> </ul>	Kalvinder Kohli	16/05/22
Risk	R16	Communication	<ul style="list-style-type: none"> <li>Culture change required of BCC staff, partners and citizens does not land well or have desired effect</li> <li><b>Impact:</b> Groups or individuals feel ostracised, pushed further away by the organisation</li> </ul>	4	3	12	<ul style="list-style-type: none"> <li>Considered and thoughtful approach to culture change</li> <li>External, local communications and change resource considered in addition to the strategic partner</li> </ul>	<ul style="list-style-type: none"> <li>Reviewed monthly, approach to be determined – support from strategic partner possibility</li> </ul>	Kalvinder Kohli	30/05/22
Risk	R18	Resource	<ul style="list-style-type: none"> <li>Availability of appropriate resource to lead the 'Accelerator projects'</li> <li><b>Impact:</b> Inability to deliver projects and target outcomes at pace, loss of momentum with projects that are key enablers to the wider programme</li> </ul>	5	3	15	<ul style="list-style-type: none"> <li>Engaged with relevant stakeholders to identify if suitable resource are available</li> <li>Internal resourcing of these key roles is prioritised</li> </ul>	<ul style="list-style-type: none"> <li>Weekly review along with other resource requests</li> </ul>	Kalvinder Kohli	23/05/22 (weekly)