

Advice Services Transition Fund

NORFOLK PARTNERSHIPS: OBJECTIVES AND OUTCOMES

King's Lynn Advice Services Hub

<u>Objectives</u>	<u>Outcome</u>	<u>Measure/further details</u>
Effective collaboration to help to improve service outcomes for clients so that people will be able to more easily access a wider range of appropriate advice services that are well equipped to deal with multiple, specific issues.	<p>1 - People will be able to more easily access a wider range of appropriate advice services that are well equipped to deal with multiple, specific issues</p> <p>2 - People will have better access to a range of support services due to agencies' increased awareness of other initiatives, supporting access and sign-posting.</p>	<p>1 - 5 new agencies in the borough to use the NCAN referral system by the end of year 1.</p> <p>2 - 50 staff reporting increased awareness of advice services available in the borough, and understanding of how to ensure clients can access these</p>
To mitigate demand for resource-intensive advice and advocacy by improving service outcomes and coherence of advice provision.	<p>1 - As the result of education and advice initiatives, more people will be able to manage their finances effectively.</p> <p>2 - People will have access to more advisors as more volunteers will receive higher levels of training and will be able to more accurately assess customer's needs</p> <p>3- People will receive timely, coordinated advice involving multiple agencies</p>	<p>1 - Members of 100 households (who have been identified as being at risk of debt or housing crises) will report increased confidence in managing finances</p> <p>2 - 20 volunteers will report that they are confident that they can assess client needs, and give information or refer to specialist services appropriately by the end of year 1.</p> <p>3 - 150 enquiries will involve multiple agencies (such as 2nd tier support from a specialist, or co-delivery of advice) by the end of the project</p>
People will benefit from a dynamic service, able to adapt to local need and national developments both now and in the future.	<p>1 - People will experience a more informed service. Comparative impact assessments will detail the real influence of interventions over time across a range of services.</p> <p>2 - People will be able to depend on a reliable partnership of services. Working towards common goals and shared priorities, agencies will enter into a five year advice strategy specific to the local area</p>	<p>1 - We will have comparative outcomes data for interventions across 5 agencies (from a baseline of no directly comparable outcomes data currently)</p> <p>2 – 7 signatory agencies by the end of the project</p>

Key aspects

- Move from delivering specialist services in isolation to working closely together.
- Improve agency resilience, delivery of provisions and service outcomes
- Reduce costs by sharing resources.
- Increasingly use expertise in the partnership to support people before they hit a crisis and maximising impact.
- Use a common referral system and explore shared methods to assess needs of people and measure impact of work
- Target members of community who find it hardest to access advice but exhibit high need (EG: due to deprivation, disability, language.)
- Assess efficiency to identify where resources are best deployed so that the demand for crisis-solving advice services will ultimately reduce
- Link in closely with wider front-facing support services that may notice potential triggers which could indicate a need for advice reducing need for resource intensive reactive crisis based support.
- Use of the NCAN referral system will track referrals made using it (including demographic and issue data) and data for this will be gathered quarterly. It will also show how many referrals had successful outcomes and how many not.

North Norfolk Advice Network

<u>Objectives</u>	<u>Outcome</u>	<u>Measure/further details</u>
Increase in number of outlets and channels for advice provision so that local advice services are resilient and well equipped to meet future needs	1 - 2 new outreach locations, 5 new channels for advice by end of project. 2 - Increase in number of clients advised in outreach locations or in their homes 3 - Increase in number of clients advised remotely i.e. through webcam	2 - 1400 additional clients by end of project. 3 – 720 by end of project
Improved partnership working mean that clients accessing appropriate advice in a more timely manner as advice organisations collaborate effectively with each other, and other agencies, to improve service outcomes for customers	1 – 5 new agencies using the online NCAN referral system in the by the end of year 1. 2 - 250 additional referrals made between agencies by end of year 1. 3 - Increased number of people successfully receiving advice as a result of referrals made between project partners	3 – 10% increase by end of project
More people are able to access advice provision in North Norfolk due to increased capacity	1 – 50 new trained volunteers by end of year 2. 2 – 10 new solicitors recruited to providing additional free legal advice clinics by end of year 1. 3 - Increase in access to specialist services remotely as 720 clients will be seen in 7 locations by end of project	

Key aspects

- Explore more cost effective and innovative ways to deliver specialist advice to residents of North Norfolk through volunteering, effective IT and closer working between agencies.
- Increase volunteer numbers at locations requiring greater access including a new location in a very deprived and remote area
- Explore setting up more solicitors' rotas in market towns to provide free legal advice.
- Help people overcome social exclusion and rural isolation where limited access to advice may mean people are unaware of rights/responsibilities which further increase isolation.
- Link in with other NCAN ASTF countywide initiatives to utilise existing referral systems and disseminate the learning from the project to other agencies across Norfolk as well as aligning our work with wider strategic developments within advice and advocacy in the county.
- More cost efficient delivery of services and better equip agencies to deal with increased number of clients.
- Help tender more competitively for available funding and effectively evidence value of work undertaken.
- Providing specialist advice via online meeting portals will enable the partner organisations to increase the geographic scope of their delivery into areas that were previously not cost effective bringing access to this advice to many customers who were previously disenfranchised by their rural isolation
- Unemployed people in rural areas will be able to access training, support and advice that was previously beyond that reach due to their physical location and the cost of transport in the area
- Improving collaborative working between advice agencies and other organisations such as the district council and the housing trust will improve informed referrals to a wider range of quality advice providers, increasing choice and access
- Provision of increased welfare rights tribunal representation assisting clients access benefits they are entitled to.

South Norfolk Advice Project

<u>Objectives</u>	<u>Outcome</u>	<u>Measure/further details</u>
Isolated at risk families in 3 rural deprived areas (Lodden, Burston & Costessey) have improved access to appropriate quality advice & information through channels that suit their preferences as partnership organisations collaborate effectively with each other to improve service outcomes for customer.	<p>1 - Volunteer advice support teams of newly recruited volunteers organise advice in 3 target villages in or near Lodden, Costessey & Burston with 9 rural champions facilitated change & set up 3 new rural outreaches within 9 months.</p> <p>2 - Increase in number of clients advised by new channels of delivery ie video link into Diss CAB Advice Hub or kiosks set up in rural locations, face to face in their own community</p> <p>3 - Families in target villages Lodden, Burston & Costessey report positive outcome of advice eg increased benefits, debt reduced, stayed in home after benefit reduced by reforms</p>	<p>2 – 300 clients by end of project</p> <p>3 – 300 clients by end of project</p>

<p>Clients are empowered to help themselves to prevent or secure an early resolution of their problems through accessing a new Education for Prevention Programme (EPP) of support and training.</p> <p>This involves advice organisations collaborate effectively to improve service outcomes for customers through early intervention, prevention and education services to enable earlier resolution of peoples problems.</p>	<p>1 - Education for Prevention Programme set up after priority needs and gaps in support have been identified following a mapping of preventive educational delivery across district</p> <p>2 - Users have improved motivation & confidence and increased skills to help themselves because of accessing support via EPP eg money management, employability skills</p> <p>3 - Users report how they have prevented or secured an early resolution to their problems for e.g. found a job, avoided debt/homelessness and so have a reduced need for advice</p>	<p>1 – 10 clients accessing training and support</p> <p>2 - 85% of 200 users report increase in confidence to help themselves</p> <p>3 – 25 case studies</p>
<p>Disadvantaged residents in South Norfolk have improved access to specialist advice and are referred quickly and accurately to appropriate caseworkers. New ways of working and use of technical innovation leading to improved service outcomes for customers</p>	<p>1 - Clients report an efficient and effective pathway of advice on referral between partnership organisations</p> <p>2 - Existing casework specialist caseworkers retained to operate in district whilst services redesigned</p> <p>3 - Two service improvements in advice provision in South Norfolk implemented based on review of use of common outcomes by partners</p>	<p>1 - 85% client satisfaction with initial assessment, referral & advice outcome</p> <p>3 - district impact reports April 2014 & 2015. Two service improvements implemented</p>
<p>More clients have access to a wider range of high quality advice services due to change management programme of redesigning services to reduce costs</p>	<p>1 - 50 new volunteers delivering advice in new roles across district e.g. specialist case workers, welfare reform volunteers roles, form fillers.</p> <p>2 - Partnership organisations are more confident in generating income / diversifying funding & work together to try out ideas from their feasibility study</p> <p>3 - Partnership organisations report a reduced average unit cost per client</p>	<p>1 - 300 new clients advised by volunteer specialists report positive outcome</p> <p>2 - 20% increase in income generated by partners from agreed baseline</p> <p>3 - 20% reduction of average unit cost from agreed baseline</p>

Key aspects

- New partnership of advice providers to transform the delivery of social welfare advice in the district to a more future proofed, value for money sustainable model of delivery that can deliver improved service outcomes.
- Redesign services to reduce costs and improve access and quality
- Sharing of resources and diversification of funding to be explored

- Increased readiness for investment and procurement.
- Key innovations include use of technology such as touch screen kiosks and video link delivery
- Reduction of need for clients/advisers to travel long distance saving time and money
- Launch cost effective support to enable “at risk” families to help themselves more to secure early resolution to problems.
- Standardise referral process and some outcome measures to speed up referral process and improve impact measurement of partnership.
- Increase awareness of services amongst advice providers so duplication can be reduced

Connecting Advice in Great Yarmouth

<u>Objectives</u>	<u>Outcome</u>	<u>Measure/further details</u>
Local residents, their neighbourhoods and communities will have improved access to appropriate advice services that are timelier and more seamless.	<p>1 - Voluntary organisations report more capacity to respond to increasing demand.</p> <p>2 - Voluntary organisations report having more capacity to engage in a change agenda.</p> <p>3 - Local resident groups report lower levels of vulnerability amongst their communities as a result of earlier intervention by advice agencies.</p>	<p>1 - 70 local VCS groups report more seamless access to advice support agencies within 3 to 12 months</p> <p>2 - Collaboration amongst all local major advice agencies to implement 4 new pilots</p> <p>3 - 20% reduction reported in the number of, ‘at crisis point’ referrals being made</p>
Local residents, their neighbourhoods and communities will have more opportunities to design and deliver advice services.	<p>1 - Voluntary organisations report having more opportunities to create efficiencies by removing unnecessary duplication and resource waste.</p> <p>2 - Voluntary organisations report more collaborative approaches to recruiting volunteers and managing outreach work.</p> <p>3 - Public and private sector partners, along with local residents report having more simplified and joined-up referral processes to independent advice.</p>	<p>1 - 30% reduction made in the resources needed to manage initial referral process</p> <p>2 - A minimum of 30 new Community ‘Advice’ Connectors recruited</p>
Local residents, their neighbourhoods and communities will have more opportunities to exchange their skills with voluntary, public and private suppliers of advice services.	<p>1 - A new and equitable ‘Skills Exchange’ established made up of Community Connectors, voluntary groups, public bodies and private suppliers / employers.</p> <p>2 - More opportunities for voluntary groups to work together to prepare competitive and impact clear tenders for public contracts and private sub-contract opportunities.</p> <p>3 - Improved understanding by commissioners and prime contractors of</p>	<p>1 - Terms of reference, quarterly meetings and electronic forums formalise</p> <p>2 - Min of 3 collaborative and medium to large tenders prepared and submitted</p>

	the wider social & economic value provided by voluntary advice agencies and how that value can be measured	3 - Min of 3 new sub-contract arrangements established with potential private suppliers
Local residents, their neighbourhoods and communities will be better able to deal with social and economic challenges as a result of more forward looking and collaborative services.	<p>1 - Voluntary advice organisations devise more sustainable models for sharing facilities, including those facilitates relating to back office and front of house.</p> <p>2 - Voluntary organisations work with their communities to develop more opportunities to generate income. Include multisupport high street located advice shop.</p> <p>3 - Voluntary organisations and their trustees are more prepared to consider shared management and merger opportunities.</p>	<p>1 - A minimum of one new shared back office support function shared by all agencies</p> <p>2 - A full business plan agreed by management teams and partners.</p> <p>3 - All organisations impact and risk assess the implications of sharing management and</p>

Key aspects

- 25% front line delivery, to ensure that rising need for advice services is appropriately met, whilst enabling management teams and their trustees to fully engage in a change agenda.
- To robustly test & pilot 4 new collaborative ways of working, including systems reviews to remove unnecessary process and duplication, up-skilling local residents as Community 'Advice' Connectors, sharing outreach and lone worker protocols, and developing better ways to collectively measure and demonstrate impact.
- To facilitate structural & organisational change by exploring opportunities for sharing facilities, better ways of engaging with the private sector , generating income, establishing Special Purpose Vehicles & mergers.
- train & empower local residents, especially those living in the most deprived wards, to become first point of call, 'Community Connectors', ensuring that preventative advice is accessible from within communities, & that advice services have more recognition & relevance amongst local people.
- To change the way advice organisations work together, including strengthening their partnership work with service beneficiaries.
- the provision of better & more sustainable services for local residents in need of appropriate and timely advice.
- The project aims to support more residents to become part of a genuinely sustainable and community based outcomes, so that neighbourhoods have more skills to provide proactive and preventative advice at source.

Breckland Advice Project

<u>Objectives</u>	<u>Outcome</u>	<u>Measure/further details</u>
Clients have improved access to multi agency services based in 3 Advice Hubs - in market towns of Thetford, Watton &	Advice agencies organise services to create Advice Hubs at Breckland House Thetford, Watton CAB and Dereham CAB	Advice services will trial joint delivery in advice hub by end of

<p>Dereham. Partnership organisations collaborate effectively with each other to improve service outcomes for customers and become more resilient with more enterprising business models</p>	<p>Specialists caseworkers deliver advice across agencies</p> <p>Efficiency measures undertaken such as potential for sharing back room services & IT, new ways of working, aligning systems & referral processes, reducing duplication reducing unit cost of advising client</p>	<p>year 1.</p> <p>200 new clients by end of year 1</p> <p>reduced by 20% from agreed baseline</p>
<p>Migrant workers in Breckland have improved equality of access to enhanced services that better suit their needs as advice organisations collaborate effectively to improve service outcomes for customers</p>	<p>Review advice services in Breckland that cater for migrant workers and agree common strategy for advice provision to migrant workers and strategy for advice provision to migrants produced</p> <p>Advice agencies target priority areas for funding for migrant worker advice provision as one network</p> <p>Redesigned new services available for migrant workers in Breckland better suited to their needs, two additional services set up and running</p>	<p>Within 6 months of project start.</p> <p>Three funding bids submitted by end of year 1.</p>
<p>Clients have improved access to increased advice services through a greater variety of channels that better suit their preferences meaning partnership members are more resilient and well equipped to meet future needs with new ways of working and use of technical innovation leading to improved service outcomes for customers</p>	<p>Recruit and train new volunteers to deliver a wider range of services such as tenant training, client home visits, welfare reform assistance, form fillings</p> <p>Volunteer advisers work in new more agile ways - working at home and advising clients using new technology such as soft phone technology, skype, email</p> <p>Partnership promote availability of advice via email and volunteers receive training on best practice in advising via email</p>	<p>50 new volunteers</p> <p>advice 200 new clients over the 2 years.</p> <p>60 new clients advised using these technologies each year.</p> <p>Volunteers advise 100 new clients by email by end of project.</p>
<p>Clients have improved access to a greater diversity of services including preventative help and training to assist the prevention of crises from occurring as partnership organisations collaborate effectively with each other to improve service outcomes for customers and become more resilient with more enterprising business models</p>	<p>Review of advice services including preventative work in the district undertaken and a strategic plan for Breckland drawn up for future preventative activities, Report published & workshop held to discuss findings</p> <p>Preventative themed pilot project undertaken in an area of high deprivation</p> <p>Feasibility study completed on potential income generation schemes undertaken and one new service idea piloted for e.g. pilot workplace advice</p>	<p>Within 9 months of start of project.</p> <p>20% decrease clients from pilot area presenting with crises from agreed baseline by end of year 2.</p> <p>20% increase of income generated from agreed baseline by end of project.</p>

Key aspects

- explore innovative ways to transform the delivery of social welfare advice in Breckland to build more sustainable and cost effective models of delivery that can deliver improved service outcomes
- bring together the main advice agencies in Breckland to work in a more agile and cost effective way.
- Piloting the setting up of three Advice Hubs in the towns of Thetford (Breckland house), Watton and Dereham where clients will have improved access to multi agency advice.
- sharing resources, joint training and aligning systems such as outcome measures and referral processes
- Increase client access through additional delivery channels: via skype, email and delivery by volunteers from home
- Increasing numbers of Eastern Europeans moving to and settling in the Breckland area, many of whom require additional support to access UK systems and services.
- Development of a coherent strategy by mapping advice and preventative measures being delivered in Breckland.
- Partners agree common framework for measuring impact of work as contracts move to a more commissioning basis.
- Increased use of technology to provide advice and training online or through telephone to make sure that people who do not live near a bureau will still be able to get quality advice easily.
- costs per client advised will be collected from partners at start to set a baseline, and at end of project.
- Pilot Prevention project: participants will be surveyed to record positive impact on their lives collected via user questionnaires & focus groups before & after project
- Income generation activity & monetary value baseline data will be collected from all partnership members using survey monkey questionnaire at start of project and again towards end of project.
- In 2nd year partnership future plan will drawn up to identify key areas of activity to focus on for future years and build on the achievements of the project.
- More coordination when initially assessing and referring clients for better client management across the district preventing lost clients and reducing duplication of assessment between agencies.
- Measuring the joint impact for a picture of what is delivered and achieved on the ground to influence policy, highlight gaps and lead to service delivery improvements.
- joint bids should help the overall aim of enabling advice agencies to be sustainable in the long term

Norwich Advice Partnership

<u>Objectives</u>	<u>Outcome</u>	<u>Measure/further details</u>
Clients benefiting from Improved Telephone Access for clients, Clients receive advice when they need it from a lower cost model. Reduction in pressure on face to face services, leaving capacity for most needing cases.	Increased recruitment and training of telephone gateway assessors and advisers (increase of 50% of current activity) to cover 3 new telephone lines. Further promotion of Adviceline in the local press and media and in local communities. Clients surveyed during telephone call to find out how they knew of the service. Out of hours service investigated and	Increase in calls handled and issues resolved by telephone in year 1 Increase in volume of calls in year 1 Telephone advice

	new volunteer model established	available throughout demand period, in levels that meet demand by end of project
Improved financial confidence and awareness of rights and entitlements, Advice organisations collaborate effectively to improve service outcomes for customers through early intervention, prevention and education services to enable earlier resolution of problems.	<p>Due to Clients receiving assistance on issues such as Debt, Welfare, Housing and Employment which affect their overall wellbeing, they experience an increase in confidence.</p> <p>As client receives assistance with preparing a sustainable household budget and maximisation of income they experience greater ability to manage their affairs</p> <p>Improved employability and access to work, Increased life skills to ensure knowledge that reduces dependence upon advice services in the future</p>	<p>75% of all clients surveyed report an increase in confidence by end of project</p> <p>30% reduction of complex advice incidents reported from target audience (year 1)</p> <p>Reduction of advice incidents reported from key neighbourhoods by end of project.</p>
Advice sector streamlining, Effort of each advice agency within the city area focussed upon actions that are most effective, and using resources fully and most efficiently	<p>Co-ordinated network of local advice agencies with appointments made direct by partners on clients' behalf</p> <p>Producing evidence of impact that shapes effective future provision identifying 5 key interventions that have most significant impact</p> <p>Reduction in service provision costs per client</p>	<p>In year 1</p> <p>Throughout project.</p> <p>10% reduction by end of project.</p>

Key aspects

- Specifically serve the most disadvantaged wards of Mancroft, and Mile Cross and Catton Grove
- Increase our capability to meet the rising demand for information and guidance over the telephone reducing clients requiring costly face-to-face provisions and avoid blocking or delaying the most needy clients accessing the more urgent help they require
- Current telephone assistance demands are not being met, 1200 clients either not getting advice each month or seeing more clients face to face than necessary.
- build on the pilot common referral system already developed in Norfolk but also undertake group training so that initial "triage assessment" becomes a common process across Norwich service providers and reduces duplication and "bouncing back"
- Increased training to enhance understanding of partners' services and increased "sharing" of specialist workers in partners' premises.
- train community volunteers through one-to-one coaching and group sessions to leave a legacy of community based accredited expertise
- Develop closer links with the University of East Anglia Law School to train more volunteers in welfare benefits advice.

- Engage in research to better understand and report where the impact our work has the greatest effect for clients.
- The project is designed for workless people of all ages, the low paid, those who face long term illness, the unemployed, those in receipt of welfare benefits or facing unmanageable debt.
- Intending to reach young people who are not in employment, training or education, older people tackling drug and alcohol abuse, migrant workers (casual labour), homeless people and people in supported accommodation including refuge accommodation.
- Paid staff and volunteer champions will be closely supervised to ensure that project outcomes and targets are met via review sessions and accountability via key performance indicators
- Current actual and projected levels of activity by postcode/ward or housing area against progressive activity in these high activity areas can be tracked. Client successes and results tracked via the Outcomes Toolkit.
- Work more closely with the communities of the city to build community resilience through training volunteers and undertaking capability work.
- Undertake a business planning process in order to identify key objectives and activities to build on the work undertaken within the partnership, decrease costs, increase the sharing of resources and look at potential for formal merger between members of the partnership
- Clearly establish the resource required across the partnership to continue delivering existing advice services.
- Many partners provide services outside the boundary, joined up strategically placed services across the county enhance ability to reduce costs and deliver smart services for the communities
- Reduce need for re-interview by capturing key information in first contact via triage system.
- integrated model, sharing resources, providing multi-skilled volunteers and providing greater resilience will reduce pressure and cost and give swifter responses across the sector
- Recruitment of voluntary legal support will enable additional free legal advice clinics to be provided.
- Remote assistance by specialist advisors to more efficiently use of their time.