

Bath & North East Somerset Council

MEETING/ DECISION MAKER:	Health and Wellbeing Board
MEETING DATE:	22 June 2021
TITLE:	Navigators – Curo
WARD:	All
List of attachments to this report: Navigators – a case study (ppt)	

1 THE ISSUE

- 1.1 Residents / customers sometimes need more support than is available through publicly-funded channels, and struggle to navigate their way through our processes and services. This results in a small number of people taking up a hugely disproportionate amount of time, with little success.

2 RECOMMENDATION

The Board is asked to;

- 2.1 Share thoughts and feedback on the Curo Navigator model**
- 2.2 Consider opportunities to align with or support the model more widely across BANES.**

3 THE REPORT

- 3.1 For some time we have struggled to find the right level of support for some of our more complex customers, with social workers, mental health nurses and the local Crisis team often unable to help when situations worsen and customers struggle to engage with us constructively.
- 3.2 This has included regular crises involving young people at our homeless schemes, but also customers of all ages who have mental health or physical difficulties.
- 3.3 The 'floating support' model can work well for some customers but in addition to the resourcing challenges, many residents need help when they need it, not only at specific times when this support is usually planned.

- 3.4 Many of our customer-facing teams were finding themselves spending a huge amount of time managing problems with a small number of residents, and unable to provide the level of service we normally expect to other customers. In turn this has been having an effect on our colleagues' wellbeing and mental health.
- 3.5 Colleagues also found themselves in a position where a lack of support meant a difficult choice – to overstep the limits of our statutory and contractual obligations to a customer, or watch their health and situation deteriorate.
- 3.6 Equally, these customers were not getting their situations resolved easily, and were becoming more and more frustrated.
- 3.7 Our solution was to pilot a new service, called the Navigators. We recruited and trained two Curo colleagues into these new roles, and then asked our teams for candidates to be managed through this new service, starting with about 25.
- 3.8 The Navigators engaged with each candidate customer, explained what we would like to do and how it would benefit them – all agreed to take part in the pilot, which began in December 2020.
- 3.9 We also asked the customers to score themselves against a variety of criteria to use as a baseline to measure any improvement.
- 3.10 The Navigators are not statutory-level mental health practitioners or social workers, but they are able to take the time these customers need to really understand their problems and come up with solutions, while taking the pressure off our other teams. They have also been able to develop closer relationships with agencies and other third parties to whom some of the customers are referred or receive advice and support.
- 3.11 The results of the six-month pilot were better than we could have hoped. The improvement in customer wellbeing and all other metrics was massive, as was the amount of time saved for our operational teams (who have also reported a commensurate improvement in wellbeing). The relevant data is set out below:
- The average for 'Overall Satisfaction with Service from Curo' has risen from 4.25 pre pilot to 9.25 post pilot (mark out of ten).
 - £64,351 of social value delivered across four completed cases so far.
 - 110 hours of colleague time released into the business with 30 hours of colleague time saved per week when factoring in the Navigators contact time.
 - Colleague wellbeing has increased from a 4 to a 9 (mark out of ten).
 - £48-£108k of costs avoided linked to predicted disrepair cases.
 - £26,819 of notional colleague costs saved, equating to £58,136 of savings per annum.
- 3.12 These customers also tend to take up a lot of energy and time from other organisations – such as the Council – but we have not attempted to measure this additional impact at this time.

As a result of this success, Curo has committed to funding these two roles permanently. It is possible the service will expand over time.

- 3.13 We felt this story was relevant to the Health & Wellbeing Board, and that some members of the group may be interested in using this kind of model, or

potentially helping us expand it by aligning more closely with existing funding streams and resources across BANES.

4 STATUTORY CONSIDERATIONS

None

5 RESOURCE IMPLICATIONS (FINANCE, PROPERTY, PEOPLE)

5.1 We have funded these two new roles (and backfill the colleagues).

6 RISK MANAGEMENT

6.1 A risk assessment related to the issue and recommendations has been undertaken, in compliance with the Council's decision making risk management guidance.

6.2 Curo undertook a risk assessment while setting up the pilot, and we put measures in place to ensure we could maintain the wellbeing of our colleagues carrying out such intensive support.

7 EQUALITIES

7.1 Curo has carried out an Equalities Impact Assessment, with no specific concerns or issues arising.

8 CLIMATE CHANGE

N/A

9 OTHER OPTIONS CONSIDERED

9.1 The only alternative was to continue with the situation as it was, or ask our teams not to step in when customers needed specialist support that wasn't forthcoming.

10 CONSULTATION

N/A

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Background papers	None
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