



CABINET - 17 JUNE 2016

EARLY HELP AND PREVENTION REVIEW

**JOINT REPORT OF THE CHIEF EXECUTIVE AND DIRECTOR OF
CORPORATE RESOURCES**

PART A

Purpose of the Report

1. The purpose of this report is to present the findings of an independent review of the early help and prevention services across the County Council and outline a recommended strategy for these services in the medium-term. The report also sets out the proposed transformation programme approach and associated governance arrangements which it is suggested be adopted for investigating and, if appropriate, taking forward the recommendations highlighted in the independent review report.

Recommendations

2. The Cabinet is asked to:-
 - a) Note the findings of the independent review;
 - b) Agree the proposed strategy for Early Help and Prevention Services as outlined in paragraphs 9 - 12 and Appendix A to this report which will in turn inform the programme work referred to in c) below;
 - c) Agree the governance proposals and a transformation programme approach for considering and, if appropriate, taking forward the recommendations of the independent review as set out in paragraphs 17 - 19 of this report, noting that this will include:
 - (i) the Cabinet Lead Member for Health and Wellbeing and the Director of Public Health being the Programme Sponsor and Senior Responsible Officer respectively;
 - (ii) establishment of an Early Help and Prevention Programme Board, to include senior stakeholders from all affected departments;
 - (iii) oversight by the (Member) Transformation Board;

- d) Agree that where significant changes to the current arrangements are proposed, reports will be submitted to the Cabinet and Scrutiny prior to any decision being implemented.

Reasons for Recommendations

3. The Medium Term Financial Strategy requires a saving of £5m to be made arising from a review of early help and preventative services. Early decisions are necessary to ensure that appropriate programme management and governance arrangements are in place to develop options and proposals for delivering the required savings.

Timetable for Decisions (including Scrutiny)

4. This report will also be considered by the Scrutiny Commission at its meeting on 15 June 2016. As stated, the outcome of further work will be reported to the Cabinet and Scrutiny where appropriate.

Policy Framework and Previous Decisions

5. The Medium Term Financial Strategy for 2016/17 to 2019/20 (MTFS) was agreed by the County Council in February 2016 and sets out the required savings. In seeking to deliver these savings the Early Help and Prevention Programme Board will need to have regard to the Commissioning Intentions recently agreed by the Cabinet (19 April 2016) and on the work the Cabinet has requested concerning a review of the Strategic Plan and the development of a Single Outcomes Framework.

Resources Implications

6. Whilst the MTFS requirement is for a saving of £5m to be achieved over the period 2017 -2020 it is evident from the report that savings of £3.04m are likely to be achieved. The gap of £1.96m will need to be found from savings elsewhere in the budget and this will be addressed in the roll-forward of the MTFS in the autumn and which will be reported to members.

Circulation under the Local Issues Alert Procedure

7. None at this stage, but as proposals are developed these will be brought to the attention of the Cabinet, the relevant Scrutiny Committee, and to local members whose divisions are likely to be affected.

Officers to Contact

John Sinnott - Chief Executive

Email: john.sinnott@leics.gov.uk

Tel: 0116 305 6000

Brian Roberts - Director of Corporate Resources

Email: brian.roberts@leics.gov.uk

Tel: 0116 305 7830

PART B

Background

8. The Medium Term Financial Strategy agreed by the County Council in February 2016 includes a saving of £5m to be found from a review of existing early help and prevention services across all departments of the Council. To deliver this, Peopletoo, an independent consultant group, was engaged to:-
- a) Review existing early help and prevention services across the Authority, incorporating all departments, and identify areas for improvements and efficiencies;
 - b) Develop a broad medium-term strategy for early help and prevention services that takes on board the views of partner organisations;
 - c) Develop a new Target Operating Model (TOM) for the Council's early help and prevention services which:-
 - i. ensures an integrated approach to commissioning and delivery of services;
 - ii. is efficient and focuses scarce resources on services that make the biggest impact;
 - iii. operates within available resources.

The Independent Review Findings

Early Help and Prevention Strategy

9. The independent review has, as requested, proposed a draft Early Help and Prevention Strategy (EHAP Strategy) for the Council. This has been revised following discussion at the officer steering group which has responsibility for taking forward the Council's prevention agenda, and by the Chief Officers of all departments affected.
10. The proposed EHAP Strategy encompasses a vision for early help that; *'by 2018 we will have a comprehensive offer for community based prevention for the citizens of Leicestershire, funded by bringing together all the resources available to Local Councils and partners.'*
11. The proposed EHAP Strategy:-
- i. recognises that in Leicestershire a focus on early help and prevention is fundamental to tackling the root causes of problems as soon as they arise, and critical to improving people's quality of life throughout each stage.

- ii. sets out a clear direction of travel that outlines a more integrated approach across the Council for the provision of early help and prevention activity. It seeks to build upon the good practice and existing strategies (e.g. the Commissioning and Procurement, and Communities Strategies) of the Council; identifying areas where these can be further developed.
- iii. describes the way by which the Council's related assets and services could be refocused on better supporting outcomes through new and modern ways of providing early help and prevention e.g. through greater use of Local Area Co-ordinators.

12. The proposed EHAP Strategy can be found in Appendix A to this report. Subject to member approval this will inform the further work in progressing the review findings, details of which are set out in paragraphs 13 - 16 below.

Review of current early help and prevention work and opportunities for improvement

13. The findings of the review are attached as Appendix B to this report. The review revealed a number of areas of good practice, including for example the Local Area Co-ordination pilot, the First Contact Plus approach in public health which supports early help in adult services, and the targeted approach in Children and Family Services by repositioning early help services delivered to focus on children, young people and families at the higher end of prevention. The Council's commitment to developing community capacity and resilience was also noted as a positive step.

14. Whilst there is much to commend in the Council's existing early help and prevention offer the independent review has identified a number of areas where opportunities for further financial efficiencies and greater integration of services across the various departments exists, including:-

- i. Commissioning services which are linked to the Council's strategic commissioning objectives. This could be achieved by better co-ordination of all external and internal early help services, thereby reducing duplication and realising efficiencies through joint commissioning and better contract negotiation and management;
- ii. Linked with (i) above, an opportunity to focus and reposition the early help and prevention offer rooted in localities. This would enable the Council to strengthen its offer by linking activities such as local area co-ordination with children centres, supported perhaps by a more locality focussed partnership approach to commissioning and building community capabilities and resilience, so that local communities have the capacity and ability to support themselves;
- iii. Realising savings from reviewing and eliminating duplication in the arrangements for the provision of information and advice – 'point of first contact';

- iv. Reviewing the current arrangements regarding children centre provision and linking any such review to the work aimed at improving the Council's locality offer referred to in (ii) above;
 - v. Reviewing current management arrangements and collaborative groups to reduce duplication and achieve management efficiencies.
15. Contained within the independent review report is an outline implementation plan to deliver the above work and which would align it with the EHAP strategy. The implementation plan is based around 8 workstreams as follows:-
- a. *Commissioning*: Explore the opportunities for joint approach to commissioning Early Help across Public Health, Adults and Communities and Children and Families Services. Coupled with this is a review of contractual arrangement to remove duplication.
 - b. *Review of Children's Services*: Review the locality offer for early help services in line with the linkages between Supporting Leicestershire Families and wider services.
 - c. *Communities Strategy*: In line with Council plans, review, update and develop the Communities Strategy to support the development of Tier 0 of the TOM across all departments.
 - d. *Workforce Development*: Consider further development of the commissioning academy and the concept of behavioural insight training.
 - e. *First Contact Plus/ Information and Advice*: Agree an approach to Information and Advice which is clear and complementary, reducing duplication where this may exist.
 - f. *Partnership*: Encourage partners to be involved at an appropriate stage and an integrated approach is taken to early help and prevention.
 - g. *Assisted Living Technology*: Explore potential efficiencies through a more integrated approach between partners.
 - h. *Local Area Coordination*: An approach to Local Coordination is taken which supports the Council's Prevent, Reduce, Delay model by meeting need at a community based level at the earliest opportunity.
16. The review report also contains a financial improvement plan that reflects the actions set out within the work streams above, which collectively identify savings of approximately £3.69m gross or £3.04m net with proposals for reinvestment. Originally the MTFS target for this review was £5m. It is proposed that the remaining £1.96m is removed from the scope of this programme and alternative savings are considered within the roll-forward of the MTFS later this year.

Governance Proposal and Outline Programme Approach

17. In order to deliver the implementation plan outlined within the review report, it is proposed that the eight workstreams are configured as a transformation project within the Council's Corporate Transformation Programme, and that the appropriate governance is established.
18. Following consultation with the Chief Officers of all the departments affected by this review it is proposed that the Senior Responsible Officer (SRO) for this programme should be the Director of Public Health and that a Programme Board is established with membership including senior stakeholders from all affected departments. Delivery of the programme will be supported by the Council's Transformation Unit, with Peopletoo, the independent consultants, being engaged to provide support and challenge.
19. At member level it is suggested that the Cabinet Lead Member for Health acts as Programme Sponsor (Lead). As this will be a project on the Transformation Programme the Member Transformation Board will also exercise oversight. Where changes are proposed to the current arrangements and these are significant, reports will be made to the Cabinet (and Scrutiny) seeking approval.

Next Steps

20. Deliverability assessments will be undertaken for each of the eight workstreams to determine which elements would benefit from being delivered within a project environment, coordinated by the Transformation Unit.
21. On completion of the deliverability assessments, development of a more detailed programme plan will be presented for consideration to the Transformation Delivery Board (which comprises the Chief Executive and all Chief Officers) and the member Transformation Board.

Impact Assessments

Equality and Human Rights Implications

22. None specifically at this stage. As business plans and options are explored equality impact assessments will be undertaken.

Partnership Working

23. The Review report makes reference for the need to engage with partners (district councils, health, blue light services and the voluntary sector) and again this will be part of the consideration in developing business cases.

Background Papers

Report to the County Council on 17th February 2016 - Medium Term Financial Strategy 2016/2017 to 2019/2020

<http://ow.ly/U3sH300mDRw>

Report to the Cabinet on 19th April 2016 - Review of the County Council's Strategic Plan - Embedding a New Approach to Transformation and Commissioning

<http://ow.ly/yUsn300mDVu>

Appendices

Appendix A - Leicestershire County Council Summary Early Help and Prevention Strategy

Appendix B - Leicestershire County Council - Review of Early Help and Prevention - Report from independent consultants, Peopletoo (May 2016)

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