



ADULTS AND COMMUNITIES OVERVIEW AND SCRUTINY COMMITTEE:
3 SEPTEMBER 2013

DEVELOPMENT OF A REVISED PREVENTION AND EARLY INTERVENTION OFFER

REPORT OF THE DIRECTOR OF ADULTS AND COMMUNITIES

Purpose of Report

1. The purpose of this report is to advise members of the Adults and Communities Overview and Scrutiny Committee on the development of a revised prevention and early intervention offer within the Adults and Communities Department and invite members of the Committee to comment on the revised approach.

Background

2. On the 12 June 2013, the Cabinet approved the request that the Director of Adults and Communities be authorised to extend the contracts for voluntary sector and housing related support services beyond the current end dates for a further period of up to 18 months, if necessary, to support the development of a revised prevention and early intervention offer.
3. The Adults and Communities Department social care offer has seen significant transformation over recent years. The formation of a new care pathway, the introduction of personalisation, and a shift to prevention and early intervention has significantly impacted on the way the department functions. The next major change in this transformation journey is to take a more strategic approach to the commissioning of any remaining block contracted preventative services, which sit predominately, but not exclusively, in the voluntary and not for profit sector.
4. A previous review of commissioned voluntary sector services identified a number of opportunities to join up services in a more strategic way and to ensure they had a closer alignment to the department's strategic objectives. This review will build on this work and there are a number of housing related support services providing short term preventative services which will also be considered.

Proposals

5. Prevention and early intervention services are designed to support people to maintain their independence and reduce their need for more costly interventions. They are targeted at those who are at risk of needing support from public sector services in the future, for example older people, people with long term conditions and people who are vulnerable for various reasons. Traditionally they include

services like drop ins, lunch clubs, information and advice services and focus on supporting individuals to find solutions for themselves or through their communities.

6. The Department intends to develop a revised prevention and early intervention offer which reflects the longer term strategic vision, and offers more opportunities to align services with need, and to move to an outcome based framework. This work is being progressed as part of a more co-ordinated approach to commissioning preventative services across Council departments. This process is being overseen by a Prevention Advisory Board involving the Adults and Communities, Public Health, Children and Young People's Service and Chief Executive's departments.
7. The revised prevention offer will include better targeting and risk stratification, alongside a combination of procurement methods including traditionally commissioned services and bursaries. This should deliver a modernised support system which in time will promote people's independence and also reduce the demand for more costly interventions.
8. In practice this will mean that some services would become locality based, some customer group focused and others countywide or population based dependant on the outcome of the needs assessment and engagement work. Due to the potential significance of the changes, and the need to work alongside stakeholders to co-produce the outcomes framework, an extended period of engagement has been included in the timescale.
9. The work will be delivered by a virtual team from existing staffing. It is envisaged that the work will be staged and different aspects commissioned at different points throughout the next 18 months, but all new services will be expected to be in place no later than September 2015.
10. A Project Initiation Document has been developed to guide the work of the virtual team, including timescales and key tasks. The Prevention Advisory Board will support and oversee the work.
11. Work has now begun to undertake a range of research, assessment and analysis to inform the development of revised model, including:
 - Analysis of demographics;
 - Risk stratification;
 - Research evidence based interventions;
 - Equality Impact Assessment (EIA).

Resource Implications

12. The cost of extending affected existing housing related support and voluntary sector contracts, if necessary, in order to support the development of a revised prevention and early intervention offer can be met from existing departmental budgets. The total cost of extending all these contracts from their current end date until 30 September 2015 is £5,899,058.30. The contracts likely to be impacted by the approaches outlined in this report are outlined in Appendix A.

13. Given the scale of the financial challenge facing the Council it is almost inevitable that cost savings will be necessary in relation to some lower priority services. This will require careful consideration of the consequences, in order to ensure that reductions do not lead to unintended increases in demands for more intensive care and support services.

Timetable for Decisions

14. The overall timeline for the development of a revised prevention and early intervention offer is outlined in the following table:

Phase	Activity	Time frame		Governance
		Commence	Complete	
Phase 1	Project Planning	June 2013	July 2013	Advisory Board Change Board/ Departmental Management Team (DMT)
Phase 2	Research	July 2013	August 2013	End of phase 2 Change Board/DMT
Phase 3	Model Development	August 2013	September 2013	Advisory Board End of phase 3 Change Board/DMT
Phase 4 <i>Six months</i>	Service reviews	September 2013	March 2014	End of phase 4 Advisory Board Change Board/DMT March Cabinet to approve consultation
Phase 5	Consultation	April 2014	July 2014	During consultation phase Advisory Board Change Board/DMT Scrutiny
	Revision of framework	August 2014	September 2014	Advisory Board Change Board/DMT October 2014 -Cabinet agreement to framework and commissioning options
Phase 6	Procurement	Commence: November 2014		Change Board/DMT

15. Extending the contracts will allow time to shape the design of the overall 'offer' from the Council and other key stakeholders. It will also ensure that appropriate transition arrangements are put in place when services are re-commissioned.
16. A further progress report will be presented to Cabinet in March 2014 outlining the revised prevention and early intervention offer and seeking permission to undertake a consultation.

Background Papers

- Report to Cabinet: 14 June 2011 – Strategic Review of Voluntary Sector Commissioned Services (Information, Advice, Counselling and Miscellaneous Services, Advocacy Services and Engagement Services);

[http://politics.leics.gov.uk/Published/C00000135/M00003125/AI00028528/\\$BStrategicReviewofCommissionedServicesInfoAdviceAdvocacyandEngagementServices.doc.pdf](http://politics.leics.gov.uk/Published/C00000135/M00003125/AI00028528/$BStrategicReviewofCommissionedServicesInfoAdviceAdvocacyandEngagementServices.doc.pdf)

- Report to Cabinet: 12 June 2013 – Request to Extend Contracts – Voluntary Sector and Housing Related Support Services – to support development of a revised Early Intervention and Prevention Offer

[http://politics.leics.gov.uk/Published/C00000135/M00003632/AI00034764/\\$13extendcontractsivoluntarysectorandhousingrelatedsupportdevelopmentofrevisedoffer.docA.ps.pdf](http://politics.leics.gov.uk/Published/C00000135/M00003632/AI00034764/$13extendcontractsivoluntarysectorandhousingrelatedsupportdevelopmentofrevisedoffer.docA.ps.pdf)

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None.

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List of Appendices

Appendix A – List of contracts that form part of the Newly Defined Early Intervention and Prevention Proposals

Relevant Impact Assessments

Equal Opportunities Implications

17. The proposals contained within this report will assist the department to develop services that prioritise future need and are aligned to the commissioning intentions for all diverse sections of the community. Service specifications and monitoring arrangements for future services will support the Council to deliver its Equality and Diversity Strategy.
18. EIAs will be undertaken to support service modelling and procurement activity.