

Early Intervention Team – Invest to save proposal

Date: 07/01/2025

Report of: Deputy Director of Social Work and Social Care Services

Report to: Director of Adults & Health

Will the decision be open for call in? Yes No

Does the report contain confidential or exempt information? Yes No

Brief summary

This report is to be read in conjunction with the EIT Invest to save proposal (attached)

The Early Intervention (EIT) approach will embed a new way of working by utilising Occupational Therapists and Social Workers as the first point of contact for Adult Social Care services. The approach will enable them to identify a person's needs in a timelier way and provide the most appropriate support to maintain their independence and support them to remain in their own home.

The new model is expected to deliver benefits including:

- Reducing the number and size of Homecare packages following an EIT assessment.
- Reducing spend on cost of new Homecare packages.
- Diverting people and signposting to other services/agencies.

Modelling based on the expansion of the existing EIT (in place in the SE area) shows that an annual saving of £4,052,041 against the existing homecare spend could be achieved. This is through a 15.7% reduction in the number of new clients receiving a homecare package, and a 31% reduction in the average size of new client's homecare packages.

The new model is expected to be in place by April 2025, as this invest to save proposal is required to deliver the demand management budget action plan for 2M (2025 -26). This invest to save proposal will require an investment of £625,131 for an additional 12 members of staff (OT's and OYTA;s)

Recommendations

The Director of Adults & Health is recommended to -

- a) Approve option 2 recommended in the EIT Business Case at Appendix 2.
- b) Approve £625,131 costs for the additional 12 posts to support the Early Intervention model implementation citywide and the £130,000 equipment costs.

- c) Note that this decision is being made in accordance with section 5.2 of the Executive and Decision-Making Procedure Rules, and is being made under the General Exception provisions.
- d) Note that Appendix 2 is exempt in accordance with Access to Information Procedure Rule 10.4(3) because it is commercially sensitive information.

What is this report about?

- 1 The report is about implementing an Early Intervention approach which is a new way of working by utilising Occupational Therapists and Social Workers as the first point of contact for Adult Social Care Services. The approach will enable them to identify a person’s needs in a timelier way and provide the most appropriate support to maintain their independence and support them to remain in their own home.

What impact will this proposal have?

- 2 The Early Intervention model will key benefits highlighted below:-
 - Reduce the number and size of Homecare packages following an EIT assessment
 - Reduce spend on cost of Homecare packages
 - Diverting people and signposting to other services/agencies
- 3 Based on the modelling of the existing Early Intervention Team (in South East) shows that an annual saving of £4,052,041 against the existing homecare spend could be achieved. This is through a 15.7% reduction in the number of new clients receiving a homecare package, and a 31% reduction in the average size of new client’s homecare packages.
- 4 The new model is expected to be in place by April 2025, as this is an invest to save proposal it is required to deliver a demand budget action plan of £2m for 2025-26.

5 How does this proposal impact the three pillars of the Best City Ambition?

- Health and Wellbeing
- Inclusive Growth
- Zero Carbon

The Early Intervention team approach will support a person in a timelier way to provide the best outcome for them to become independent as possible by improving their Health and Wellbeing.

What consultation and engagement has taken place?

Wards affected: The Executive Member for Adult Social Care, Active Lifestyles and Culture has been briefed, and Finance and Legal colleagues were consulted in writing this report. A HR lead has been identified to support the staff consultation process with Unions.

The proposal and associated budget savings were discussed with Trade Union reps on 14.11.2024 in the service bi-monthly meeting

- Have ward members been consulted? Yes No

What are the resource implications?

- 6 The Early Intervention team currently exists in the South East Area. To implement the model citywide, the team will require an additional 12 posts (£625,131) and utilising existing Occupational Therapist and Social Work resource to support the implementation of the Early Intervention approach in Adult Social Care.

What are the key risks and how are they being managed?

- 7 The business case represents a sound solution that will transform social work and OT/OTA practice and yield financial benefits over a 12 month period. The new way of working will provide an opportunity to monitor the savings on a yearly basis in line with budget monitoring.
- 8 It is important to note that the EIT pilot was supported by access to a community reablement pathway. Currently, there isn't enough reablement capacity available to support the city wide EIT model. Reablement will therefore only be accessible to the South area in the short term. Further work will be required to address this gap in the medium to long term, moving forward.
- 9 Any delay associated with approval of this business case will have an impact on any assumed savings for 2025/26, due to the three-month lead in required for recruitment.

What are the legal implications?

- 10 The new model is expected to be in place by April 2025 and any delay to this timeframe will have an impact on any assumed savings for 2025/26, due to the three-month lead in required for recruitment. This decision has therefore been taken in accordance with section 5.2 of the Executive and Decision-Making Procedure Rules as it is impracticable to defer the decision until the decision has been included in the List of Forthcoming Decisions for 28 clear calendar days. The Scrutiny Chair has been made aware.
- 11 Information relating to the financial and business affairs of the Council and other parties has been identified as exempt in accordance with Access to Information Procedure Rule 10.4(3) because it is commercially sensitive information. If the information was to be disclosed it would prejudice the commercial interests of the Council. The exempt information is contained in Appendix 2. The information is exempt if and for so long as in all circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

12 Options, timescales and measuring success

What other options were considered?

The options for the development of the Early Intervention operating model with benefits and disbenefits are set out below:

Option	Benefits	Dis-Benefits	Risk	Cost	Net Saving
Option 1 – “As-is”	<ul style="list-style-type: none"> • No cost for additional resources • All staff remain in current roles 	<ul style="list-style-type: none"> • Referrals demand continues to rise and not reviewed/assessed in a timely manner. • Backlogs increase due to no clear pathway for referrals and multiple gateways. • Staff morale impacted which 	<ul style="list-style-type: none"> • Risk current model/pathways will increase backlog and delay assessments for a person 	No additional cost	No savings identified

		could increase staff sickness			
Option 2 – Early Intervention Model with new OT roles & existing resources Recommended	<ul style="list-style-type: none"> Defined pathway for a person New way of working to assess a person utilising OTs Provide appropriate outcomes for a person at the right time. Create capacity for Social Workers and OTs Develop skills/knowledge of OT's, SW and contact centre. A citywide model for EIT to streamline way of working 	<ul style="list-style-type: none"> Additional cost of resources to support citywide model The impact of cost avoidance savings may not be achieved due to person's needs, EIT model not as effective and equipment not available. EIT team unable to manage the level of demand with the resources in the team creating backlogs 	<ul style="list-style-type: none"> The impact of cost avoidance savings may not be achieved due to person's needs, EIT model not as effective and equipment not available. EIT team unable to manage the level of demand with the resources in the team creating backlogs 	£625,131 (25/26 staffing cost) for an additional 12 members of staff £130,000 equipment costs	£4,052,041 (26-27) Homecare cost avoidance savings annually £3,063,435 – In year savings for 25-26 £2,308,304 – after staffing costs
Option 3 - Use existing staff in EIT Model and use 6 OTs and OTAs as a south model.	<ul style="list-style-type: none"> No cost for additional OTs EIT team to remain in the south only. 	<ul style="list-style-type: none"> EIT approach is only achieved in south area of the city inability to have a citywide model. Current capacity unable to meet the demand of South area 	<ul style="list-style-type: none"> Risk the south area will continue increase backlog and delay assessments for a person 		£130,679 annually

How will success be measured?

- 13 The Early Intervention project will be measured using the key success indicators below:
- Reduction in number of referrals to Rapid Response and Neighbourhood Teams
 - Reduction in waiting time from referral to decision from the Early Intervention Team
 - Reduction in the timeliness from referral decision to assessment for Early Intervention, Rapid Response and Neighbourhood Teams
 - Reduction in the number of safeguarding referrals
 - Increase in number of signposted referrals.
 - Reduction in the size and number of Home Care packages
 - Reduction in the volume of email referrals from professionals I.e. Police & YAS
 - Increase in the number of people going into reablement and exiting as independent.
 - Process savings – unit cost of time for Social Workers to screen and action referrals in current process vs EIT
 - Reduction in repeat calls to the Contact Centre chasing referrals

- Increased number of telecare and equipment – reducing the need for packages of care

14 **What is the timetable and who will be responsible for implementation?**

The delivery timeline of the Early Intervention project is outlined below:

Activity	Timescale
EIT Model and Business Case presented and signed off at DLT	W.C 6 th January 2025
ASC Redesign: Process redesign Performance & finance review Digital Training Office Accommodation	Jan – Mar 2025
Social Work recruitment	Jan – Feb 2025
EIT Model and Resource model staff Consultation	Jan-Mar 2025
EIT Model Citywide Rollout	April 2025
EIT Model evaluation	April-May 2025

15 **Appendices**

- Appendix 1 - Equality Assessment – to follow.
- Appendix 2 - Early Intervention Team – Business Case (Confidential)

16 **Background papers**

- None.