Cabinet Report– Appendix A

Background Information
Bristol Community Links

1.0   Background to savings delivery options considered

1.1   The proposals outlined below are based on analysis of feedback from the public consultation, as well as further work on possible options completed with members of the service, other relevant Council teams and partners.

2.0   Recommended Option for Delivering Savings:

2.1   The vision for the future of the service is to support vulnerable adults in Bristol to access good quality services that meet their needs, make best use of their strengths, and support people to live as independently as they are able. This builds on the service as it is at the moment, but enhances this approach to support people through Person Centred Planning to access the right support at the right time. This may involve working with other providers in partnership to support an individual, or to move people in a supportive way into other more appropriate provision. This also embeds the Three Tier Model that is now a core part of the wider adult social care offer in Bristol.

2.2   This will mean that the service retains direct delivery of care for individuals with a range of learning difficulties, physical and sensory impairments and dementia. However, it will also actively build partnerships with other care providers and community organisations, to support individuals in finding the most appropriate form of care to achieve the best outcomes they can.

2.3   This also means that the service will work with people to enable them to access, where possible, paid employment, independent living, or other community based support networks to enable them to live as independently as possible.

2.4   The service will cease directly providing transport itself, but will instead hand this over to Passenger Services to arrange on our behalf. By aligning this with other transport provision, it will enable immediate budget savings to be made. Individuals who currently receive transport will continue to do so.

2.5   As agreed in the public consultation, we will remove the automatic entitlement to transport provision, on a case by case basis. Where there is appropriate transport available (either personal or public transport), it will be assumed that the service user will use this as a first option. People who receive higher rate mobility disability allowance will be expected to apply and use this as and when appropriate according to assessed needs.

2.6   The proposals to maintain and, where possible enhance, the drop in service remain unchanged.

2.7   A Management of Change process will be applied to achieve efficiencies from the staffing budget, while maintaining service delivery. The detail of this will be agreed and fully consulted on following Cabinet support of these proposals.

2.7   This results in total **Year 2 savings being delivered of £503k** by April 2018.

2.8   Further savings arising from reduction in transport provision will be made during 2018/19, but the exact amount of savings that will be made from this is currently unknown, as it will only become clear once people's situations have been considered on a case by case basis

2.9   We will also be looking at individuals' needs under the Care Act, embedding the Three Tier Model to identify community asset based responses. Care Management will work with individuals to produce support plans that are focused on identifying support to maximise people's independence.

2.10   It is proposed that this work is now monitored as part of the Better Lives Programme and is governed by the Programme Board. This will enable close monitoring of the delivery of Year 3 savings and the opportunity to seek further savings from working across the programme if there should be a shortfall.

2.11   This whole approach is based on the desire to maintain the service delivery, while enabling a cultural shift that reflects the wider shift in adult care and health services. The Management of Change and alterations to transport provision will form a core part of this culture shift, to allow the service to offer more of a focus on independence while still supporting vulnerable people and their family members / carers.

3.0   Original Options Considered

3.1   Following the co-design exercise that was completed in spring 2017, some key principles for the service were defined. These principles were incorporated in the 'Your Neighbourhoods' consultation in June – September 2017:

   3.1.1   The drop-in provision will be preserved, and enhanced, to offer a low level tier 1 / 2 support to vulnerable adults who otherwise live independently in the city. This will be expanded from the current LD provision, to offer specialist support and advice to people with a range of disabilities and vulnerabilities (e.g. people with hearing loss and people with autism).

   3.1.2   Remove automatic entitlement to transport provision, on a case by case basis. Where there is appropriate transport available (either personal or public transport), it will be assumed that the service user will use this as a first option. People who receive higher rate mobility disability allowance will be expected to apply and use this as and when appropriate according to assessed needs.
            In order to support this approach, we will consider a more flexible approach to the hours that people attend the centre – for example to enable a carer to transport a person before and after their own normal hours of work.

   3.1.3   Where BCC retains some aspect of service delivery, opportunities will be sought to generate income into the service. This may be through opening up the service for self-funders, or allowing other groups and organisations to rent space from one or more of the buildings.

3.2   Based on these principles, the following options were appraised in an outline business case in May 2017:

Option 1:
Retain current service model, but reduced by 1/3. This could mean reduced

capacity in all the current hubs, or closing one of the hubs.

Option 2:
Outsource service delivery to private provider(s): close the 3 BCL hubs & provide all care through Community Support Services framework.

Option 3:
Change delivery model – run 1 x dementia care centre and 1 x centre to support vulnerable adults to live more independently. Re-provide care for LD high / complex needs through the CSS framework.

3.3   Option 3 was assessed as the preferred option, following consideration of the associated costs and benefits. The proposals that were included in the 'Your Neighbourhoods' consultation were based on this option and the principles set out above.

4.0   Consultation Feedback and Revised Options:

4.1   The 'Your Neighbourhood' consultation process included significant input from a wide range of people. In addition, since the original proposals were put together, a number of factors have emerged which impact on the plans for the new service.

   4.1.1   Consultation feedback – whilst the response from the general public has been broadly supportive of the proposals, there has been considerable challenge from existing service users and family members / carers. The area of greatest concern is the proposal to commission out care for service users with complex learning difficulties.

   4.1.2   Further evidence of market conditions suggest that it would be difficult to successfully commission out the care for people with complex learning difficulties within the timescales and budget previously identified. This is due to a lack of available capacity in the market and the risk of increases in the cost of care packages that could arise as a result of reviewing individual service users.

   4.1.3   Changes in strategic thinking and the creation of a single adult social care change programme (the Better Lives Programme) have meant that the service area has brought together many of the individual savings initiatives and are looking for more holistic, system-wide solutions. One of the core workstreams is 'Managing Price and Outcomes' – ensuring that we have the right balance between the provider market and in-house services and that all commissioning is intelligence-led. It is therefore important that the Bristol Community Links service fits with this vision.

4.2   This is the current position and these recent developments have informed the recommended proposals.