

Title: Better Lives Programme	
Ward(s):	Citywide
Author: Emily Hewitt	Job title: Programme Manager
Cabinet lead: Helen Holland	Director lead: Terry Dafter
Proposal origin: <i>BCC Staff</i>	
Decision maker: Cabinet Member Decision forum: <i>Cabinet</i>	
<p>Purpose of Report: The report asks Cabinet to:</p> <ul style="list-style-type: none"> • Endorse the Better Lives programme approach and objectives, and the investment priorities for the Improved Better Care Fund (IBCF) • To approve: <ol style="list-style-type: none"> 1. To procure a consultant using a framework agreement to continue supporting the delivery of the programme over the next 12 months, within the cost envelope set out in this report, and to delegate authority to the Service Director for Adult Social Care to call off from this framework agreement. 2. The increased rate for home care that has been applied since November 2017 to stabilise the market and increase available supply, until a review of the homecare model and contract is completed in 2018. • To note: <ol style="list-style-type: none"> 3. Forthcoming changes to the current homecare and residential commissioning models to improve available supply of homecare and to reduce the number and cost of placements into residential and nursing care. Separate Cabinet reports on these changes are due in June and July 2018 but they form part of current activity on the Better Lives Programme. 	
<p>Evidence Base: Demand for adult social care now and in the future is increasing, as people live longer and with more complex conditions (e.g. people living with dementia, a learning disability or poor mental health). The Care Act 2014 brought new responsibilities for local authorities, with new eligibility for services, support for carers, new areas of work around information, advice, prevention, support for the care market, and safeguarding. This increase in demand and responsibilities comes at a time of significantly reduced funding. Nationally, there is particular current pressure to reduce delayed transfers of care (DTOCs) between health and social care services; challenging targets for reductions have been set for all Councils and future funding allocations may depend on achieving these targets.</p> <p>To meet these challenges, it became apparent that a different approach to making changes to adult social care was required; delivering a variety of separately defined savings proposals was limiting the opportunities to look at more systemic changes. This was the basis of the decision to create a service-wide transformation programme ("Better Lives programme"). This programme aims to make cost savings, whilst holding our ambition to improving outcomes, commissioning and delivering quality services that keep people at the heart of what we do. The programme will manage targeted investment of the Improved Better Care Fund to support these aims, whilst simultaneously addressing the specific DTOC reduction targets attached to its allocation.</p> <p>The specific outcomes of the programme include:</p> <ul style="list-style-type: none"> • More citizens will retain their independence through accessing support in the community – connecting residents with their local offer will be a priority through all care and support services. • More citizens will be supported to maintain / improve their independence and wellbeing through receiving care and support at home, rather than nursing or residential care. This will be supported by additional focus and investment in reablement, occupational therapy and assistive technology. • Ensuring that the prices paid for residential and nursing beds are brought into line with comparable authorities. • Staff will be better supported to carry out their role, through improved training and inductions and roll out of mobile technology. 	

Recommendations:

1. To continue to deliver the Better Lives programme in line with the current structure, activities and priorities, including the planned investment of Improved Better Care Fund money based on the priority areas indicated in Appendix A (Section 2.3).
2. To seek further support from a delivery partner to work alongside the Council programme team during 2018/19 (as set out in Section 6.0 in Appendix A). The recommended procurement approach is to call off a framework agreement for a 12 month contract, with an agreed maximum spend during that period of £1 million, which can be drawn down as required based on the current performance of the programme (which will be monitored monthly).
3. To approve the increased home care rate at a cost £396k in 2017/18 and provisional cost of £390k for 2018/19, until the current home care model and contract is re-commissioned later in 2018.
4. To note that changes to the current homecare and residential commissioning models are underway to achieve the above aims. More detailed reports on these changes will come to Cabinet in June and July 2018.

Revenue Cost: £ 3.4m	Source of Revenue Funding: <i>Improved Better Care Fund (IBCF)/ Existing Revenue Budgets</i>
Capital Cost: £750k	Source of Capital Funding: Adults Capital Programme
One off cost <input checked="" type="checkbox"/> Ongoing cost <input checked="" type="checkbox"/>	Saving Proposal <input checked="" type="checkbox"/> Income generation proposal <input type="checkbox"/>
Finance Advice: BCC faces considerable financial challenges over the next five years as set out in the MTFP. Adult Social Care accounts for the largest proportion of expenditure in BCC and despite new funding being made available through increases in council tax and other grants, there is an underlying forecast pressure compared to available budget. The Adult Social Services' response to the financial challenges faced by BCC is the Better Lives Programme. The programme is forecast to deliver between £21m and £28.5m of savings over the next five years whilst at the same time delivering all statutory responsibilities. The savings range of £21m to £28.5m needs to be considered in the context of the underlying pressures of £7m and savings targets of £17.9m in the current year and next two years. Delivery of savings will be challenging, savings will be delivered through a combination of demand management, fewer service users receiving tier three services, and price reduction, where average price levels exceed national and comparator averages.	
Finance Business Partner: Neil Sinclair, 12 th December 2017	

Corporate Strategy alignment:

The Better Lives programme aligns directly to one of the main themes in the refreshed Corporate Strategy and the related commitments :

Empowering and Caring: Work with the city to empower communities and individuals, increase independence and support those who need it.

- Provide 'help to help yourself' and 'help when you need it' through a sustainable, safe and diverse system of adult and children's social care provision.
- Prioritise community development and enable people to support their community.

The programme also build on the priorities set out in the Adult Social Care Strategic Plan 2016-20 and previous work that was developed around the three tiered model of care and support.

Legal Advice:

The Care Act 2014 provides the legislative framework for the provision of adult social care and requires local authorities to:

1. Promote individual well-being.
2. Prevent needs for care and support.
3. Promote integration of care and support with health services etc..
4. Providing information and advice.
5. Promote diversity and quality in provision of services.
6. Co-operate with relevant partners

Equalities

The decision maker must when taking the decision comply with the Public Sector Equality duty to consider the need to promote equality for persons with "protected characteristics": age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation and have due regard to the need to i) eliminate discrimination, harassment, and victimisation; ii) advance equality of opportunity; and iii) foster good relations between persons who share a relevant protected characteristic and those who do not share it.

In order to do this Cabinet will need to have sufficient information about the effects of the proposed changes on the aims of the Equality Duty. The Equalities impact check is designed to assist with compliance with this duty and so the decision maker must take in to consideration the information in the check and the Public sector equality duty before taking the decision

Commercial and Governance Team

Whenever the Council procures services over the value of the relevant threshold (currently £181k) it must procure the services in compliance with the Public Contracts Regulations 2015 (the Regulations) unless an exemption is available. It does not appear that any exemptions are available so the procurement process must comply with the Regulations.

Legal Team Leader: Sarah Sharland / Sinead Willis – we confirm we have provided comments on the full report. 20.03.2018

Implications on ICT: The IT implications of providing mobile technology for Social Workers is being addressed in a separate business case; the use of assistive technology mentioned elsewhere in the paper is aimed at service users and should not directly affect IT services. Beyond that, there are no direct and identifiable IT implications. Should any arise during the implementation of the project then early engagement with IT via Business Change partners should help ensure successful implementation.

ICT Team Leader: Ian Gale, Service Manager 12/02/18

City Benefits:

- Increased independence for citizens enabling people to live independently at home
- Use of Assistive Technology enabling people with social care needs to live at home
- More self-directed support enables people to receive more culturally sensitive support
- Developing asset based community resources will build stronger and safer communities
- Citizens who require an hospital admission will be able to leave hospital in a timely way and return to their own home wherever possible

The approach will develop a stronger & more resilient care market within Bristol, creating employment and career opportunities for citizens interested in care professions

Consultation Details:

The overall budget savings linked to the Better Lives programme are included in the 2018/19 budget consultation proposals. Engagement with key partners, specifically health partners, is ongoing and both the CCG and the acute trusts are represented on the programme board.

The Better Lives programme has been discussed with the People Scrutiny Task and Finish Group – a monthly meeting is taking place.

DLT Sign-off	John Readman	20/12/17
SLT Sign-off	Nicki Beardmore	19/12/17
Cabinet Member sign-off	Helen Holland	18/12/17
For Key Decisions - Mayor's Office sign-off	Virtual email sign off from Mayor's Office	05/01/18

Appendix A – Further essential background / detail on the proposal	YES
Appendix B – Details of consultation carried out - internal and external	YES
Appendix C – Summary of any engagement with scrutiny	YES
Appendix D – Risk assessment	YES
Appendix E – Equalities screening / impact assessment of proposal -	YES
Appendix F – Eco-impact screening/ impact assessment of proposal -	YES
Appendix G – Financial Advice	NO
Appendix H – Legal Advice	NO
Appendix I – Combined Background papers	N/a
Appendix J – Exempt Information	NO