

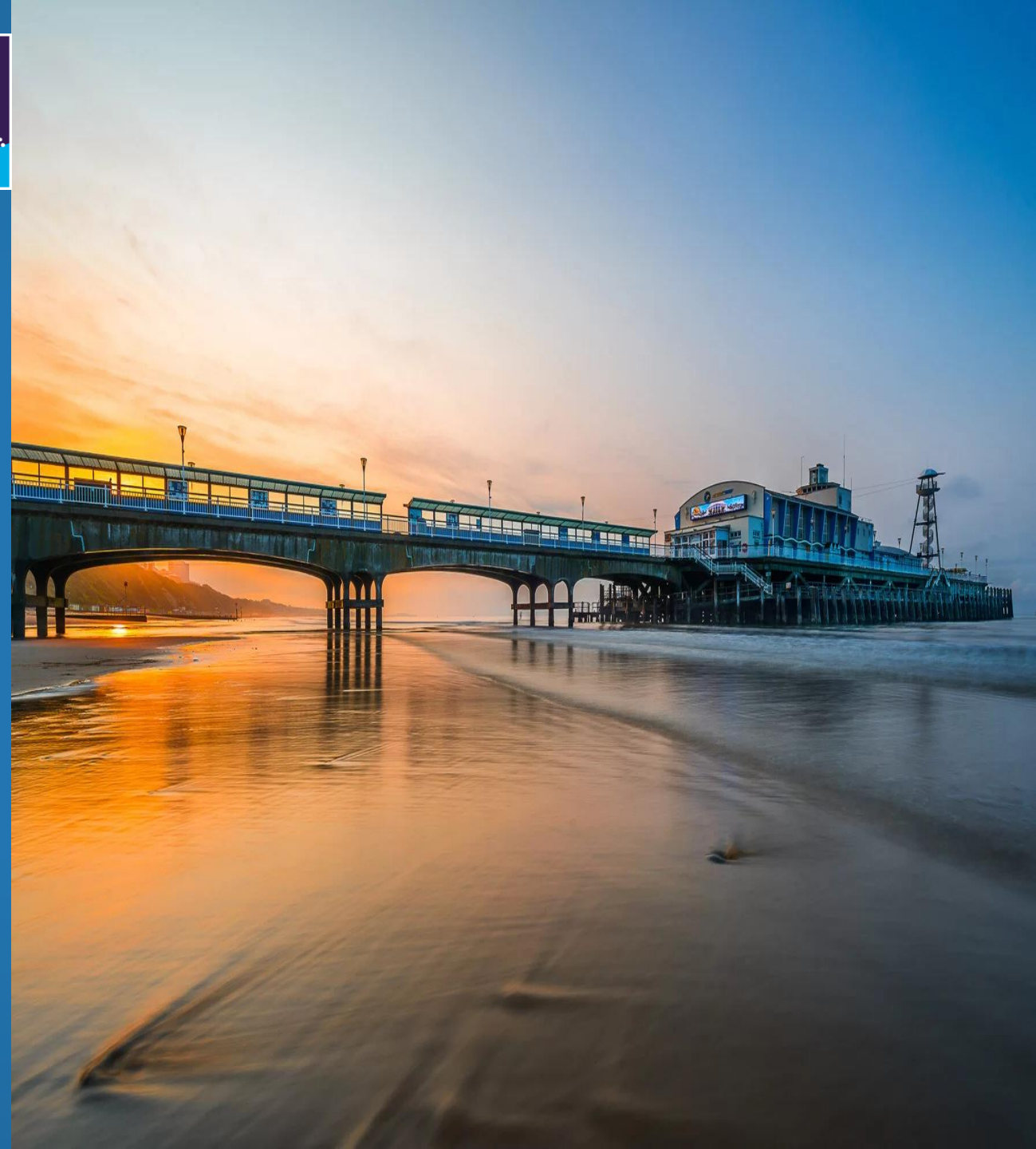
ASC Fulfilled Lives Programme Update

January 2025

Fulfilled Lives Programme Jan 2024 Progress Update



- Following Council and Cabinet agreeing to provide funding of £1.79m for the first year of the Fulfilled Lives programme, key steps have been taken to mobilise the programme.
- Between August 2024 and December 2024, the programme progressed through the mobilisation stage of the timeline, which has also included scope and design.
- Governance structures for the programme have now been established.
- Key recruitment has been undertaken to support delivery of the programme; however, we do continue to have some key vacant roles remaining, which has impacted the design stage.
- We are now able to move into the 'delivery phase' of the programme, whereby recruitment has been undertaken, and we can now execute and deploy agreed plans and implement agreed tasks activities to achieve the programmes goals and objectives.



Fulfilled Lives Projects

Self-Directed Support

To implement an improved offer to support those that access self-directed support. This will include introducing individual service funds, micro enterprises, trusted assessors and improving our direct payment offer.



How we work

To deliver new ways of working within Adult Social Care, covering 2 key workstreams of First Response and implementation of the 3 conversations approach

Short Term Support

To develop our reablement offer, looking at new ways and expanding our offer for greater use in the community, developing an efficient and effective reablement model for maximum impact.




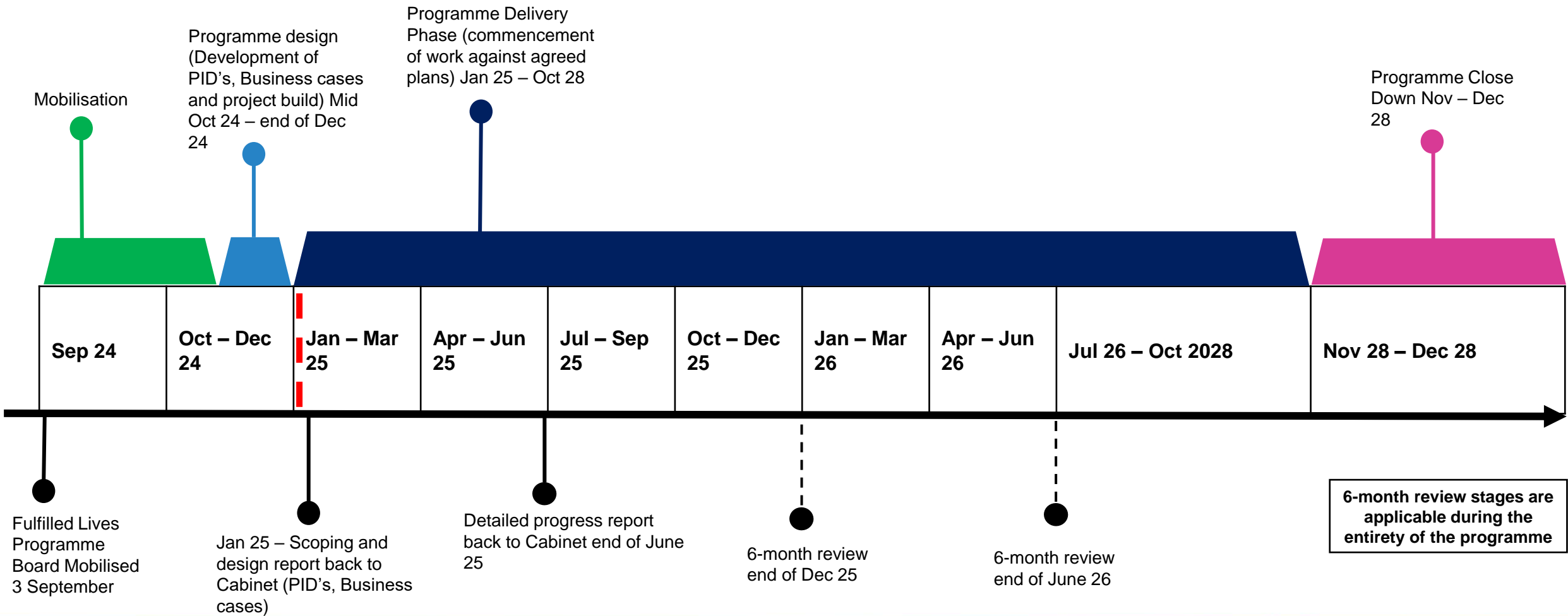
Support at Home

To establish a future homecare commissioning model. Including market analysis, co-production, best practice and innovation, leading to provision the best possible support for individuals in their own home.

Fulfilled Lives Programme - Timeline



   = Current Position/Time



Objectives

- This project is designed to focus on 2 key areas of our Adult Social Care operating model and seek to deliver new and innovative ways of transforming these areas to enhance the help and support we provide to our residents. These areas are:
 - 1) 3 conversations – implementation and adoption of the ‘3 conversation approach’. This approach is nationally recognised as an alternative method of supporting residents that seek ASC support. It moves away from traditional assessment methods, with a greater focus on a conversational – and therefore more person-centred – approach. National evidence thus far has demonstrated both greater resident satisfaction and reductions in the need for long-term services which has also translated into savings for Local Authorities.
 - 2) First Response – Combined with the 3 Conversation approach, this area of the project will seek to develop an improved ‘First Response’ function i.e. where residents first come into contact with ASC. Objectives include a greater focus on our digital offer, improvement to case management systems, harmonisation in team structure and ensuring future structures are as effective and efficient as possible, for example by reducing unnecessary ‘hand offs’.

Progress Update

- Some elements of the How We Work project were already underway prior to the mobilisation of the Fulfilled Lives Programme. We have continued to build on these positive steps since June 2024.
- We have been able to successfully recruit 2 of the 3 project managers required to support the delivery phase of the project.
- We have introduced conversation 1 and 2 records within innovation sites linked to 3 conversations
- We have made good progress in several ‘phase 1’ areas related to First Response Improvements (June to December 24):
 - 1) Design, development and implementation of a new ‘contact form’, streamlining and consolidating many areas to improve use and data outputs.
 - 2) We have identified areas of our website that can be improved and enhanced to improve access for residents seeking information and advice.
 - 3) Up to 50 improvements to ‘ways of working’ have now been identified across the First Response function, including system, structure and process design. We will launch the first ‘wave’ of improvements from December.

Next Steps

- Recruitment to the final project manager post which will support the progression of the ‘provider payments portal’.
- Development of a clear vision for phase 2 (January 2025 onwards):
 - 1) Introduction of greater digital offers such as self-service and the provider portal
 - 2) Greater focus on harmonisation and fully embedding preventative approaches within the First Response function – linked to initial findings within ‘ways of working’ during phase 1.
- Development and introduction of a greater suite of performance measures, both qualitative and quantitative.
- Ongoing 3 conversation roll out, developing clear timelines and milestones for delivery of the conversation 3 record and evaluation of existing innovation sites.

Objectives

- BCP ASC wants to improve its approaches to strengths-based practice, personalisation and self-directed support. To support this aspiration the self-directed support project will look to develop, implement and embed 3 key areas:
- 1) Developing Personal Budget Options
Developing options for personal budgets to create more choice and control for more people. Individual Service Funds (ISFs) will be implemented, and the Direct Payments model will be enhanced to encourage the number of people who take up this option of a personal budget.
 - 2) Development of a Trusted Reviewers Programme (TRP) - Trusted Reviewers will have conversations with the people we are supporting - and their families and carers- to think about what they need and would want to have a good life.
 - 3) Development of a community and micro-enterprise (CME) programme - CMEs provide local care and support services and activities. They can support people with managing their home or garden, or helping them get out and about, meet friends, pursue hobbies, volunteer or work.

Progress Update

- We have been able to successfully recruit to the single project manager assigned to this project, in addition to having successfully recruited to the commissioning manager post for self-directed support.
- We have developed and designed clear plans, including project initiation document, scope and outline business case.
- We have completed stage 1 of the ISF Early Adopter pilot with 5 support providers and have co-produced our ISF specification. Stage 2 will commence shortly whereby providers will hold and manage ISFs for a small number of individuals.
- The Trusted Reviewers have now had over 100 conversations with individuals and their family carers. They are also gathering information about community-based daytime activities to share with people, families and practitioners. We will use all this information to inform our future work and provide essential intelligence to our community catalyst as part of our commitment to co-production
- We have successfully engaged Community Catalysts. Our local Catalyst is in post and Community Catalysts are currently completing a diagnostic assessment of our area,

Next Steps

- Start stage 2 of our ISF Early Adopter Provider pilot
- Continue our ISF Task & Finish Group (people with lived experience of social care) to support stage 2 of the ISF Early Adopter Provider pilot.
- Finalise the ISF specification. This will become part of a planned wider service framework tender.
- Prepare for social care practitioners to work alongside the Trusted Reviewers to review the people who are looking for alternative activities. There will be an initial focus on Tricuro clients, but also connections to the Preparing for Adulthood team.
- The Trusted Reviewers Team are organising taster activity sessions for Tricuro clients to take part in.
- Support Community Catalysts with the local diagnostic assessment, the induction of our local Catalyst and the creation of a Change group.

Objectives

- Reablement is a goal-focused intervention that involves intensive, time-limited assessment and therapeutic work over a period of up to six weeks. It involves a process of identifying an individual's own strengths and abilities by focusing on what they can safely do instead of what they cannot do. This project will seek to deliver the following:
 - 1) To support the development of increased availability of reablement for residents, focused on early intervention before long term services are considered.
 - 2) Seek to embed the use of Care Technology into a reablement model.
 - 3) Improve access to Reablement for those within a community setting.
 - 4) Look to deliver an optimal delivery model for Reablement, ensuring areas are as effective as possible i.e. referral methods, service structure, approach to discharges out of reablement service.

Progress Update

- Whilst recruitment for a project manager and strategic commissioner have been delayed (strategic commissioner now in post), some progress has been made towards establishing a clear vision and being in a position from Jan 2025 to begin delivery:
 - 1) Scoping work and benchmarking is in progress, building on the 3-month sprint research
 - 2) A restructure within the current Reablement service and review of referral routes, outcomes achieved towards independence and reablement goals is in progress. This work is aimed at having a full understanding of current state and building clear task activity from January 2025 in order to move into 'delivery phase'

Next Steps

- Recruitment of a project manager. Previous recruitment has been unsuccessful; however, we are hopefully to have a new PM in place by Jan 25.
- Recruitment of a Commissioning Officer. Previous recruitment has been unsuccessful;
- Ongoing engagement with the Urgent and Emergency Care (UEC) system wide work being supported by Newton. It is envisaged that there will be links between both areas of work, and we will seek to establish key links whereby both areas can complement each other.
- Develop critical path and milestones, outlining what is expected to be achieved and by when.

Objectives

- The current 'care and support at home' framework was awarded in 2017 and operates to September 2026. The service specification relates to the Bournemouth and Poole legacy councils. The current framework ensures we have a wide range of homecare providers that can meet requests and demand for homecare. This project will ultimately look to deliver a new framework for the delivery of commissioned homecare services; however, in doing so, it will explore:
- The potential for outcome-based commissioning
- The use of Care Technology in a new homecare framework
- The use of locality models
- The use of the voluntary and community services
- Links to integrated working and placed based services.

The final framework, therefore, will be a model designed for the future, that best serves BCP residents and ensure funds are spent and managed in the best possible way.

Progress Update

- Whilst recruitment for a project manager and strategic commissioner have been delayed (strategic commissioner now in post), some progress has been made towards establishing a clear vision and being in a position from Jan 2025 to begin delivery:
- 1) Research modelling is underway to determine what other Local Authorities home support delivery looks like, this will continue to inform how we approach the delivery phase from January 2025 onwards and help us understand what best practice models nationally are available.
 - 2) Detailed analysis of our own current BCP provision has been undertaken and continues. This analysis is to not only develop a clear understanding of level of provision but quality and impact.

Next Steps

- Recruitment of a project manager. Previous recruitment has been unsuccessful; however, we are hopefully to have a new PM in place by Jan 25.
- Following recruitment of a project manager, develop critical path and milestones, outlining what is expected to be achieved and by when.
- Complete research modelling on national best practice and local BCP provision – having clarity on gaps, challenges and potential approach to new procurement and specification.

Fulfilled Lives Recruitment Position – As at 31/10/2024			
Category	Element	Role/Responsibility	
Programme Leadership Management	1 x Fulfilled Lives Service Programme Lead	To provide service direction and lead specifically related to the ‘fulfilled lives’ programme. Ensuring links between projects, deliverables and objectives are monitored and met.	Fulfilled Lives Service Lead now in post
	6 x Project Manager	Responsible for ensuring that the projects are completed on time, within budget, in line with agree objectives and goal. Working and collaborating with stakeholders across the project to ensure critical path is delivered alongside, management of risks etc.	Some challenges have been experienced in the recruitment of these posts. We have successfully recruited 3 project manager. Further recruitment to be completed by Jan 25.
	1 Project Manager (Change)	Responsible for the development and deployment of the change management plan across the Fulfilled Lives programme	Post due to be advertised in January 2025 in line with the delivery phase.
Self – Directed Support	Commissioning Manager Personalisation	To lead the work on CME, ISF and Trusted Reviewer development and implementation as part of the wider drive within the personalisation agenda. Bringing key internal and external partners together to deliver choice and control.	Commissioning Manager now in post
Support at Home	Strategic Commissioning Manager	Deliver a new strategy, model for home care, and deliver the procurement of a new home care framework.	Strategic Commissioning Manager now in post
Short Term Support	Commissioning Officer	Support the new Commissioning Manager for Homecare and Reablement by carrying out demand and needs analysis and research on national models and best practice.	Some challenges have been experienced in the recruitment of the Commissioning Manager, further interviews now scheduled.
How we Work	First Response Operational Capacity	Additional interim capacity to support the approach linked to the 3-conversation model and ensuring as many residents are supported at the earliest opportunity, avoiding and reducing waiting lists and reducing the number of individuals that require a care act assessment.	Team manager appointed pending start date. 3 outreach officers and 1 Contact Officer appointed pending start date. 2 Contact Officer pending recruitment.
	Mosaic Specialist	To support the ongoing development of Mosaic linked to key transformation plans such as the 3 conversations, consolidation of forms etc.	Mosaic specialist now in post
	Business Analyst	To review and design customer journeys and back-office processes to address resident service issues and improve the efficiency with which BCP can deliver services to residents.	Business Analyst now in post
	Senior Commissioner (Prevention)	Contribute to the development of a system wide prevention strategy. Establish and maintain robust partnerships with internal and external system partners to ensure the strategy is fully co-produced.	Senior Commissioner (prevention) now in post
	Lead information management officer	To support the development and implementation of benefit measures linked to the transformation plan.	Lead info management officer now in post
	Innovation Lead (3 conversations)	To support the development of the 3-conversation approach into practice. Working with practice teams to embed the approach and delivery	Innovation Lead in post

Fulfilled Lives - Finance update

- Council and Cabinet agreed to support the Fulfilled Lives and approve the release of £1.79m for the first year of the programme. Much of this funding was attributable to additional interim resource to fully develop and embed the transformation plans set out
- The finance spend table sets out current programme spend of £139,744 as of 31/10/2024.
- Further posts have been recruited to in addition to those detailed, however, as at 31/10/2024 have not incurred a cost.
- All spend is monitored via the Fulfilled Lives programme board, with all approvals requiring sign off from the board before draw down.

Description	Total current costs for 24/25 as at 31/10/2024
Interim Transformation Lead	16,341
Interim Home Care Commissioner	6,179
Other incidental costs	66
Strategic Commissioner	11,858
Senior Commissioner	45,919
Mosaic Specialist	11,888
Business Analysis	27,923
Innovation Lead	19,570
Total	139,744