

Report subject	Progress Update - ASC Fulfilled Lives Programme
Meeting date	15 January 2025
Status	Public
Executive summary	<p>In July 2024, BCP Council and Cabinet agreed to support the Adult Social Care (ASC) transformation programme and approve the release of £1.79m for the first year of the programme, to enable the programme to mobilise, complete the design and scope stage, and move into the delivery phase from January 2025.</p> <p>The ASC Fulfilled Lives Programme has made significant progress in its initial stages and is set to enter the delivery phase in January 2025.</p> <p>Key areas of progress since July 2024:</p> <ul style="list-style-type: none">• Programme governance established: A Fulfilled Lives Programme Board has been established, chaired by the Corporate Director for Wellbeing. This meets fortnightly to drive progress, approval of budget spend and management of strategic programme risks.• Completion of design and scope stage: The design and scope stage is nearing completion, with key documents such as Scope Documents, Project Initiation Documents, and Outline Business Cases in place for each project, ensuring clarity and detailed plans are in place to move into the delivery phase from Jan 2025.• Capability: There has been successful recruitment in key areas such as Programme and Project Management, Commissioning, and First Response operational capacity.• Alignment and next steps: The programme is aligned with the Integrated Care Partnership strategy and has identified synergies with the Urgent and Emergency Care programme. From January 2025 the delivery phase will focus on deploying resources, monitoring progress, managing change, and mitigating risks

Recommendations	It is RECOMMENDED that Cabinet: Note the work currently underway with the ASC Fulfilled Lives Programme.
Reason for recommendations	For Cabinet to be sighted on the progress made during the 'design and scope' stage of the Fulfilled Lives programme and awareness of the delivery stage from January 2024.
Portfolio Holder(s):	Cllr David Brown, Portfolio Holder for Health and Wellbeing
Corporate Director	Jillian Kay, Corporate Director for Wellbeing
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Wards	Council-wide
Classification	Update

Background

1. In January 2024 BCP Adult Social Care embarked on a detailed 3-month period of analysis and diagnostic assessment of the current position of service delivery within the department. The aim was to identify opportunities for transformation and change that could enhance our service model to better manage current and future demand, and explore potential for financial savings.
2. During this period, in addition to our own detailed assessment, we considered other areas of previous activity undertaken in 23/24:
 - The development of a detailed self-assessment as part of the Council's preparation for CQC inspection arrangements.
 - An LGA peer challenge to test the Council's self-assessment and offer recommendations on areas to focus attention.
 - An LGA financial review to support a greater understanding of the financial challenges and opportunities.
 - A bespoke safeguarding review undertaken by Partners in Care and Health.
 - Reviews of evidence from other local authorities and sector led reports on priorities for transformation including [ADASS - Time to Act](#).¹
3. This detailed evidenced based assessment period between January 24 and April 24, started to inform a strategic case for change within ASC, which culminated in a

¹ Association of Directors of Adult Social Services (ADASS)

transformation business case and delivery plan being set out to Cabinet and Council in July 2024.

4. This business case outlined the opportunities available to deliver true transformation and innovation within ASC, whilst embedding lasting change which will support future demand, and achieve financial and service quality benefits through a transformation programme called 'Fulfilled Lives'.
5. The 4-year programme of work included 4 interlinked projects as shown in figure 1:

A reminder - Four projects that form the programme



1	How we work	To implement the 3 conversations approach, building on innovation sites, embedding strengths-based ways of supporting residents, focusing on prevention. How we work will also focus on making improvements within our First Response function.
2	Short-term support	Improve community access to reablement services, ensuring that all appropriate individuals are able to maximise their goals and have the best possible chance at independence – reducing the need for long term services .
3	Self-Directed Support	We will ensure more people are in control of their own support by developing more community-based options for people via Direct Payments or Individual Service Funds. Reducing the need for more traditional services at a higher cost.
4	Support at Home	Develop and implement a new Support at Home provision, enabling people to stay as independent as possible in their own home and reducing the need for residential placements .



Figure 1 – representing the 4 projects that make up the Fulfilled Lives programmes and a high-level description.

6. The transformation business case and accompanying delivery plan set out what we would seek to achieve against the 4 projects, with total investment of £2.9m required to enable to the delivery of the full programme, and total anticipated savings of £3.5m recurring.
7. In July 24, Cabinet and Council agreed to support the transformation programme and approve the release of £1.79m for the first year of the programme. Cabinet asked for a progress report to be presented in January 2025, focused on the 'design and scope' stage of the programme, with a further more detailed report to be presented to Cabinet in July 2025 on progress and recommendations for the future years of the programme.
8. Cabinet also invited the Health and Adult Social Care Overview and Scrutiny Committee to provide regular scrutiny of progress towards the realisation of benefits and sustainable change. The Committee has agreed an approach to scrutiny as part of their work plan over the next 18 months. A briefing session was held on 4 November which focussed on 'how we work' and the risks and opportunities of data. The Committee will focus a session in the new year on self-directed support.
9. Since approval in July 2024, the programme has been mobilised and moved into the 'design and scope' stage.

Summary of programme progress

10. A Fulfilled Lives Programme Board has been established, which is at the top of the governance structure, chaired by the Corporate Director for Wellbeing. The board meets on a fortnightly basis to drive progress, monitor risks and benefits of the programme and agree release of any programme funding to support first year activity. In addition to this, Corporate Strategy board also have oversight and visibility of the progress of the programme on a monthly basis.
11. The design and scope stage of the programme is nearing completion, and from January 2025 the programme will move into the 'delivery phase' where key project workstream tasks will be progressed for each project.
12. The completion of the design and scope stage of the programme has ensured the following areas are now in place for each project:
 - 1) Scope Documents – These have started to build a more detailed understanding of what each of the projects will explicitly cover, how they will be structured, and what they expect to deliver. They have also helped to stimulate thinking around risks/issues/dependencies and next steps.
 - 2) Project Initiation Documents (PID) – Providing a foundational document that outlines the key aspects of each project at its inception. These have served as a blueprint for the projects, providing a comprehensive overview of the objectives, scope, stakeholders, resources, risks, and timelines.
 - 3) Outline Business Case – Whilst the programme has had formal overarching sign off and funding for the first year, the completion of the outline business case for each project has ensured absolute clarity as to the 'why', with clear rationale for progression.

Design and Scope documents can be found in Appendix B

13. It was acknowledged within the July 24 transformation business case that the programme would require investment in capability, with temporary fixed term resource required to reflect the nature of the transformation programme. As a result, the programme has successfully recruited to a number of roles within key areas, such as:
 - 1) Programme and Project Management
 - 2) Commissioning
 - 3) First Response operational capacity.

Full breakdown of the recruitment can be found in Appendix A

14. Whilst there has been successful recruitment to many of the roles, challenges have been experienced due to the nature of roles being fixed term and some of the roles within the programme remain vacant. This has led to some areas of the programme milestones being more clearly defined than others, however, this is being tracked as a current risk to the programme with mitigation in place, it is expected all roles will be filled by February 2025.
15. Positive progress has been made in relation to delivery within two of the projects, 'how we work' and 'self-directed support'. These two projects had commenced in pilot form ahead of the formal establishment of the Fulfilled Lives programme. The programme has enabled a more ambitious vision on what can be achieved and means that delivery of key tasks are ahead of other areas within the programme. Detailed progress updates on all projects can be found in *Appendix A*.

16. A number of workshops have been held to develop a clear timeline for delivery of the use of digital and technology solutions, commencing from January 2025. This timeline incorporates improvements to the use of BCP website, integration options between telephony systems and corporate systems, webchat functionality and the introduction of the online provider portal.
17. The programme is aligned with the Integrated Care Partnership strategy and a presentation was given to partners in November at the Integrated Care System 'System Executive Group'. Further engagement will continue to take place throughout the programme, ensuring that partners are clear on the programmes plans and progress, with potential opportunity for collaboration being identified
18. We have identified synergies with the Urgent and Emergency Care programme which we are undertaking as a system supported by a strategic partner, Newton. We will work with the Programme Director and Newton to ensure appropriate alignment between the two programmes to maximise benefits and ensure there is no duplication (particularly in relation to the focus on reablement services).
19. The programme has also been aligned to the Children's transformation programme (Building Stronger Foundations) in order to share interdependencies and lessons learnt from a social care improvement and transformation that has been running for over 2 years.

Programme Next Steps

20. The programme will now be moving into the 'delivery phase' from January 2025. Figure 2 represents the Fulfilled Lives timeline and current position.

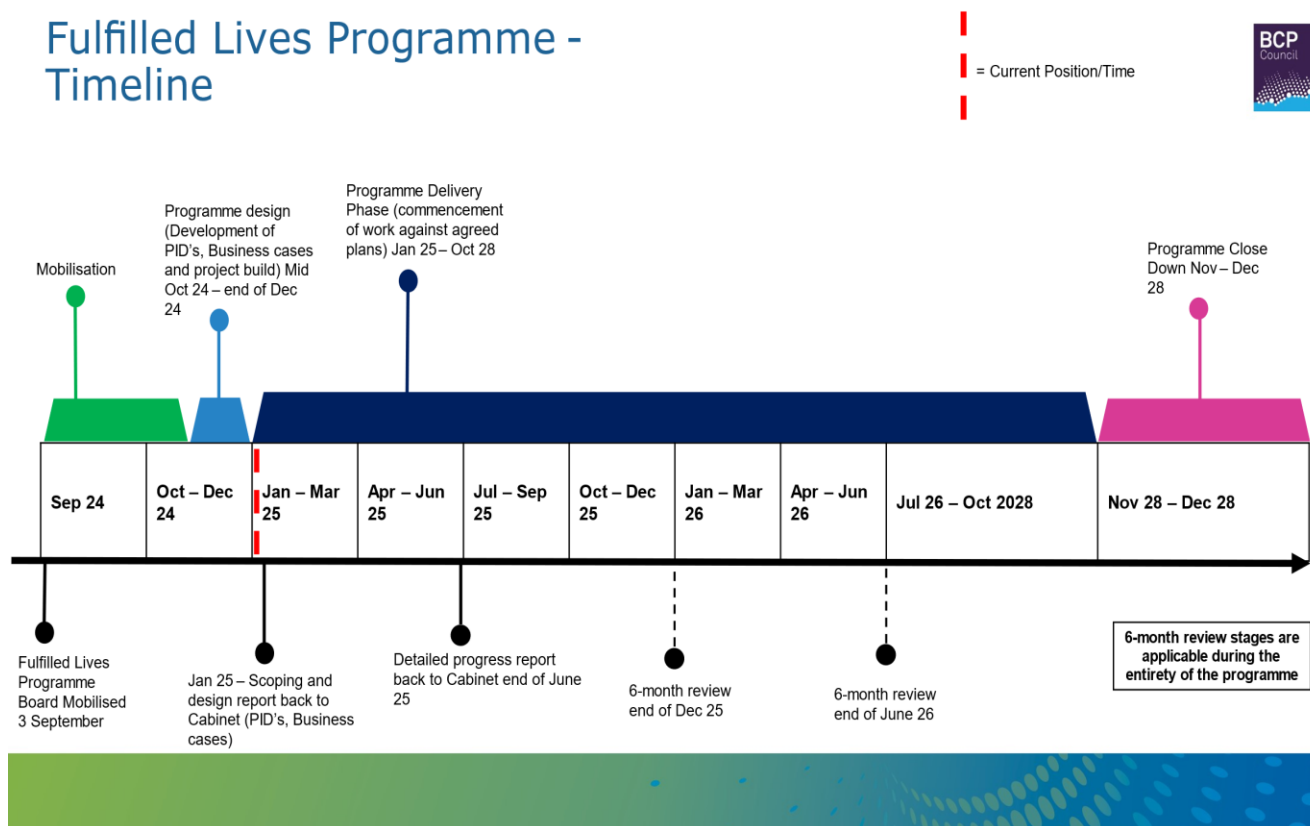


Figure 2 – Detailed Fulfilled Lives programme timeline and high-level milestones

21. The delivery phase is the most significant and consumes almost 80% of the total programme timeline. This phase effectively means that the programme will start to deploy its resources to deliver against the agreed plans, key task activity, and work towards the milestones set out in the design and scope stage. Other key areas during this phase will include:
- 1) Monitoring and Control – The programme will continue to report into the Fulfilled Lives programme board, however, during the delivery phase, the board will have a greater role to play in monitoring progress against key milestones and ensuring the programmes as a whole is on track.
 - 2) Change Management – During the initial diagnostic assessment in early 2024 and subsequent July 2024 business case and delivery plan, change management was acknowledged as playing a key role within the programme to enable its success. A high-level change management plan has now been developed and this will be incorporated into the delivery phase to ensure changes are fully embedded and adopted for maximum impact.
 - 3) Ongoing Risk Management – Whilst the programme has been monitoring and managing risks during the design and scope stage, it is during the delivery phase that risks can significantly derail progress and objectives. Each individual project will report risks and mitigations. Risks that have greatest impact and likelihood will be escalated to the Fulfilled Lives programme board for awareness and discussion.
22. The Fulfilled Lives timeline also sets the original '6-month review stages'. These were placed within the programme as regular checkpoints to ensure the programme is progressing as planned and is on course to deliver the expected benefits. The next 6-month review stage following January 2025 Cabinet will be a report to July 2024 Cabinet on the progress of the programme.

Summary of financial implications

23. As outlined in the July 2024 Transformation Business case, the programme has been provided with the first-year funding of £1.79m.
24. As set out in this report, this funding has allowed key fixed term recruitment to be achieved to mobilise the programme. The total investment over a 3-year period is £2.9m to achieve recurring savings of approx. £3.5m. These savings are currently on track for being met.
25. The savings attributed to the Fulfilled Lives programme are in addition to those that have been identified via the Urgent and Emergency Care (UEC) programme, and whilst both programmes of work have dependencies and will naturally complement each other, they will seek to achieve separate savings.

Summary of legal implications

26. The Council is required by law to provide and hold direct accountability for the effectiveness, availability and value for money of Adult Social Care services. The functions are set out in legislation including Care Act 2014 (legislation.gov.uk)
27. Statutory roles are required to be held by the Council, and this includes a Director of Adult Social Services (DASS) and a Principal Social Worker (PSW).
28. The quality of ASC services is inspected by the Care Quality Commission (CQC) against a quality assurance framework.
29. The recommendations of the previous business case will improve the Council's ability to discharge all of these duties more effectively.

Summary of human resources implications

30. Human Resources processes will be followed, as required, during recruitment of resources for delivery.

Summary of sustainability impact

31. There are no sustainability implications within this report.

Summary of public health implications

32. Relationships with Public Health partners will be improved with transformed ways of operating ASC services, particularly around prevention and population health.

Summary of equality implications

33. Full EIA documentation will be completed and reviewed at Panel (as required) during implementation of transformation plans e.g., policy change or development, service change or development.
34. The ASC strategic approach to Equality, Diversity and Inclusion aims to support transformation work with improved data and workforce support.

Summary of risk assessment

35. It has already been acknowledged in the previous business case that by doing nothing, the Council is holding significant risk in relation to its ability to deliver statutory responsibilities within the available budget to adults and their families who require support. These risks are mitigated by these ASC Transformation plans and Business Case.
36. Robust risk management processes are embedded into the programme's approach, with risks and mitigation strategies reviewed on a regular basis via the Fulfilled Lives governance structures.

Background Papers

- Cabinet 17 July 2024 – [Adult Social Care Transformation Business Case](#)
- Cabinet 17 July 2024 – [Adult Social Care Transformation Delivery Plan](#)

Appendices

Appendix A - Fulfilled Lives Programme - Summary Progress

Appendix B - Design and Scope Documents