

<b>11 March 2014</b>		<b>ITEM: 8</b>
<b>Health and Well-being Overview &amp; Scrutiny Committee</b>		
<b>Building Positive Futures Progress Report</b>		
<b>Report of:</b> Les Billingham, Head of Adult Services		
<b>Wards and communities affected:</b> All	<b>Key Decision:</b> Non-Key	
<b>Accountable Head of Service:</b> Les Billingham, Head of Adult Services		
<b>Accountable Director:</b> Roger Harris, Director of Adults, Health and Commissioning		
<b>This report is public</b>		
<b>Purpose of Report:</b> This is a progress report of the Building Positive Futures programme, in particular it highlights how this programme supports the implementation of the vision contained within Thurrock's Better Care Fund Plan.		

## **EXECUTIVE SUMMARY**

This progress report sets out the achievements of the Building Positive Futures programme, Thurrock's transformation programme for Adult Social Care and Health. Building Positive Futures centres on three main themes:

1. Better health and wellbeing: so people stay strong and independent
2. Improved housing and neighbourhoods: to give people more – and better – choice over how and where they live as they grow older
3. Stronger local networks: to create more hospitable, age-friendly communities

Building Positive Futures, now well established since its launch in March 2012, provides a solid foundation for service integration with health under the government's Better Care programme: Theme One – 'Better health and wellbeing' has been significantly broadened in scope to include the Better Care Fund integration programme which came to the Committee in February – although there are dependencies between the other two BPF themes and the Better Care Fund Plan's vision and principles. The extension of the scope of the first theme is consistent with Building Positive Futures original objectives described in sections 2.2 and 2.3 below.

### **1. RECOMMENDATIONS:**

- 1.1 **The Committee are asked to note progress made by the Building Positive Futures programme and in particular the broadened scope to include the government's integration agenda for Adult Social Care and Health – the Better Care Fund.**

## **2. INTRODUCTION AND BACKGROUND:**

- 2.1 The Building Positive Futures programme was launched in March 2012 as Thurrock's response to the Ageing Well agenda, and to take forward the initiatives approved by Cabinet in December 2011 aimed at improving cooperation between housing, health and adult social care, in order to meet the needs of an ageing population.
- 2.2 The aims of the initiatives were to:
1. 'Prevent inappropriate admissions to hospital and residential care, and to enable residents who do require hospitalisation to subsequently return home in a safe and timely manner. This will be achieved by working with the Council's housing and health partners to develop a more integrated, community-based housing, health and adult social care service; and
  2. Broaden the housing choices for older people across all tenures by a) ensuring planning guidance takes full account of the needs of older people, and b) creating opportunities to improve or remodel existing housing for older people so that it better meets their needs as they age'.
- 2.3 The explicit objective of the programme is to manage demand for services and so reduce the cost to the health and social care system. A key focus of the programme is to build stronger and resilient communities to support this objective. The objectives are consistent with those of Thurrock's Better Care Fund Plan.
- 2.4 The recent Adult Social Care Peer Review carried out by the Local Government Association and ADASS stated that:
- 'Thurrock Council has a strong, clear vision that in adult social care is ambitious, radical and bold. This is an innovative approach to the way the Council will deliver services in the future and has good political, officer and service user sign up to it. The Building Positive Futures initiative provides a unifying focus for working in partnership as it seeks to prevent inappropriate admissions to hospital and residential care and to enable residents who do require hospitalisation to subsequently return home in a safe and timely manner and to broaden the housing choices for older people across all tenures.'

## **3. ISSUES, OPTIONS AND ANALYSIS OF OPTIONS:**

- 3.1 In December 2013, the Department of Health and Department of Communities and Local Government wrote to all upper tier councils and clinical commissioning groups (CCGs) regarding the establishment of the Better Care Fund. The letter stated:

'The way we deliver health and social care services needs to change. One in three children born today expect to live to 100, so demand is only going to increase and we need to make major changes now to create seamless

services fit for future generations , and to focus more effectively on preventing ill health and preventing a deterioration to health’.

‘Many places are already working collaboratively and redesigning services to meet the needs of users and communities, but we want to see faster and more widespread change’.

Guidance issued with the Better Care Fund letter described national measures by which progress towards better integrated health and social care services in 2015/16 would be measured. The guidance stated:

‘The national metrics underpinning the Fund will be:

- admissions to residential and care homes;
- effectiveness of reablement;
- delayed transfers of care;
- avoidable emergency admissions; and
- patient / service user experience.’

These national metrics broadly reflect the objectives that underpin Building Positive Futures since it was launched in March 2012 and are already being addressed by our three Building Positive Futures work streams. We are therefore confident that we have the foundations in place for the acceleration of adult social care and health integration; our work with housing colleagues to develop HAPPI Housing across the Borough, our integrated health and social care teams – the RRAS and JRT and the excellent work of our Hospital Social Work Team, and our work in communities using strength based approaches such as LAC and ABCD, are all part of an intentional, integrated approach to service reform and demand reduction. Sections 3.2 – 3.5 describe progress.

- 3.2 In relation to improving the housing offer to support health and well-being in older age, planning approval was given to a new 25 unit scheme at Derry Avenue, South Ockendon. This is a joint initiative between housing and adult social care which enabled us to be successful in winning funding under the HCA/Dept of Health’s Care and Support Specialised Housing fund.
  - 3.2.1 Once built, our aim is that Derry Avenue will encourage people to start to plan for their retirement years and will encourage developers to see that there is a real market opportunity for this type of desirable, attractive housing aimed at the older market. There is likely to be a further phase of funding from the HCA/Department of Health and, subject to the terms of that funding, we expect to submit a further proposal for another HAPPI housing scheme.
  - 3.2.2 In terms of co-operation across the professions, Thurrock planners, after consultation with Adult Social Care, are now raising the profile of HAPPI housing at the earliest stages of the planning process with developers’ agents. Following approval the January report to the Health and Well-being Board (Report 9), an ‘Advisory Group’ is being established which will improve communication between planners, social care, health and public health and allow full consideration of the health impacts of development proposals.

- 3.2.3 Thurrock's commitment to HAPPI housing has been recognised nationally, through coverage in national and professional journals and through invitations by national housing bodies to contribute to the wider agenda that brings together housing, health and social care.
- 3.3 Significant progress has been made in relation to Local Area Coordination. There are currently three Local Area Coordinators in place, working alongside vulnerable people to help them make a good life covering Grays, Riverside, Stanford le Hope, South Ockendon and Purfleet.
- 3.3.1 The LACs straddle two Building Positive Futures Themes – Strengthening Communities so that they are more hospitable and neighbourly and Better Health and Well-being so people stay strong and independent. The Local Area Coordinators represent a major reform of the current system – in terms of their 'crisis prevention' work but also in terms of integration – they work with the whole person, rather than operating from a specific service silo. Their achievements in the first four months of operation demonstrate that they will have a key role in delivering the Better Care Fund integration programme. The funding for these posts has come from redirecting existing resources from "crisis to prevention" - and so are consistent with Care Bill proposals. The report on the first four months of the LAC project is attached at Appendix B and proposals have been put forward to expand the LAC programme as one element of the Better Care Fund.
- 3.3.2. Thurrock has been approached by other local authorities that have adopted Local Area Coordination with a view to undertaking an independent, academic research project looking at the benefits of LAC for both individuals and for commissioning organisations. To date, new LAC sites have drawn their evidence base from Australia, Scotland and Middlesbrough. A summary of the research evidence is attached at Appendix A for reference.
- 3.3.3 Plans are in place to expand the LAC initiative during 2014/15 to provide Thurrock-wide coverage. There are currently three LACs as described above and by the end of 2014/15, there will be 8 LACs and a manager. This is truly a partnership initiative with benefits for the whole system. This is recognised by funding for additional LACs being provided by Public Health, the Fire Service, and through the BCF – the majority of which is health funding. Further evidence of the impact of the LAC initiative on the 'whole system' is that it features prominently in the developing Thurrock section of the Essex Primary Care Strategy.
- 3.3.4 Although early days, the LAC initiative in Thurrock has already received positive feedback – from those people who have been supported by a LAC, and by professionals who have seen the benefit of the LAC programme. The recent Adult Social Care Peer Review provided positive affirmation for the LAC programme and recognised early success:

'Whilst the LAC are new in post they have some emerging examples of how they have made a positive early impact. The cases they deal with are broad and diverse in their nature.'

3.3.5 Asset Based Community Development as a means of Strengthening Communities is also making good progress. A Community of Practice for the voluntary sector, community representatives and a wider range of staff, including fire service colleagues has met 4 times. These community based meetings now provide a very vibrant opportunity to make connections across communities and to share the wealth of activities that contribute to civic life in Thurrock. The two Community Builders learning sites are expected to go live in April. It is anticipated that the Community Builder will be part of a piece of work to be undertaken with Public Health in relation to a strength based approach to developing a local JSNA. The small sparks fund is also supporting communities to do things for themselves. Examples of how the fund has been used include:

- Peartree Close received funding to create a community garden and safe play area;
- Usk Road Park received funding to purchase a picnic table for the park that would encourage children and families to use the park; and
- Funding was provided to enable a multi-cultural street party to take place in Grays.

3.4 In relation to improved Health and Well-being, as well as broadening the scope of this work stream to incorporate the Better Care Fund integration programme, we have submitted an entry to the MJ Awards 2014 for the Best Council Services Team. The entry profiles the work of our Hospital Social Work Team. Highlights of our entry include the following points:  
*'Social care-related delayed hospital discharges fell from nearly 600 to near zero in three years*  
*This is good for individuals (who would usually prefer to recover in their own home or another community setting) and for health and social care budgets*  
*Budgets reallocated to reduce delayed discharge 'fines' and ensure timely discharge wherever possible*  
*Hospital social work team influences development of wider reablement and care systems*  
*Hospital social workers adapt practice to suit NHS pressure points and patient needs*  
*High-performing team with good quality assessments, practice and outcomes'.*

3.5 One outstanding item from the previous progress report is the establishment of a new leadership board for Building Positive Futures. Further consideration is being given to this in the light of the Better Care programme.

3.6 The challenge of meeting increasing demand with decreasing resource is reliant on the success of transformational programmes such as BPF and the Better Care Fund Plan. Whilst this report documents the good progress of the BPF programme to date, we must note the risk posed to its continued success. The scale and number of change initiatives that we have to manage

and deliver is unprecedented. This includes the significant change initiatives such as the efficiency agenda and Care Bill readiness. We will ensure that these initiatives are managed alongside each other to avoid duplication and use available resource as effectively as possible, but we do need to recognise the significant risk to implementation that they may pose and keep the risk under constant review.

#### **4. REASONS FOR RECOMMENDATION:**

4.1 Building Positive Futures has made steady progress across its three themes. The comprehensive nature of the programme – particularly the housing component, makes our programme distinct from more traditional health and social care programmes. Building on our achievements to date, will mean that we are in a strong position to deliver the ambitions contained within the Better Care Fund Plan.

#### **5. CONSULTATION (including Overview and Scrutiny, if applicable)**

5.1 The Building Positive Futures has and will continue to involve a range of stakeholders in its various work streams.

#### **6. IMPACT ON CORPORATE POLICIES, PRIORITIES, PERFORMANCE AND COMMUNITY IMPACT**

6.1 The Building Positive Futures programme has been designed to address each of the Council's Five strategic priorities to achieve our vision:

- Create a great place for learning and opportunity
- Encourage and promote job creation and economic prosperity
- Build pride, responsibility and respect to create safer communities
- Improve health and well-being
- Protect and promote our clean and green environment

6.2 In relation to the first and second priorities, Adult Social Care in conjunction with Housing will pursue job creation and apprenticeships as part of our plans to improve the housing choices of older residents. Adult Social Care is also embarking on a programme to support micro-businesses that provide a range of local support services that people can commission as part of their care package.

6.3 In relation to the third priority, the focus is on helping our communities to prepare to meet the needs of an ageing population, including work to build community resilience and improving the built environment.

6.4 The transformation of the adult social care offer, with its objective of integration with health and joint commissioning of preventative and personalised services will both improve health and well being and reduce demand for services. Our strength based approaches including, Asset Based Community Development and Local Area Co-ordination, will contribute to the

delivery of the fourth priority by ensuring we help residents maintain independence in their community, and enable people to regain skills and confidence, while offering protection to vulnerable people.

- 6.5 Our focus on the fifth priority is central to promoting active ageing amongst local residents.

## **7. IMPLICATIONS**

### **7.1 Financial**

Implications verified by: **Mike Jones**  
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The actions set out within this report are either already within the budget or, in the case of the Derry Avenue scheme, subject to a grant. Should the initiatives be expanded into the future, further reports detailing the financial impact would be required and then managed through the budget setting and MTFS process.

### **7.2 Legal**

Implications verified by: **Dawn Pelle**  
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**Dawn.pelle@BDTLegal.org.uk**

No legal implications have been identified within the report. This report describing the work of Thurrock's Building positive Futures programme promotes the very vision of the white Paper for adult social care 'Caring for our future: Reforming care and support' published in July 2012. It sets out the very many initiatives that will improve greater co operation between various organisations and individuals, and break traditional barriers to achieve positive outcomes and provide a complete transformation in the delivery of adult social care.

### **7.3 Diversity and Equality**

Implications verified by: **Rebecca Price**  
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The Building Positive Futures programme was launched in March 2012 as Thurrock's response to the Ageing Well agenda, and to take forward initiatives approved by Cabinet in December 2011 supporting co-operation between public services to meet the needs of an ageing population.

Section 6 of this report highlights some of the community impacts arrived through the delivery of the Building Positive Futures programme, referring to assistance towards independence for those with care needs, and supporting

skills and confidence development for vulnerable people. Each of the Building Positive workstreams will however need to be undertaken with due regard to equality and diversity considerations.

7.4 **Other implications (where significant) – i.e. Section 17, Risk Assessment, Health Impact Assessment, Sustainability, IT, Environmental**

None identified

**BACKGROUND PAPERS USED IN PREPARING THIS REPORT (include their location and identify whether any are exempt or protected by copyright):**

**Annex to the NHS England Planning Guidance Developing Plans for the Better Care Fund** (formerly the Integration Transformation Fund)  
Departments of Health and Communities and Local Government  
20 December 2013

**APPENDICES TO THIS REPORT:**

- None

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