



City of Westminster



THE ROYAL BOROUGH OF
KENSINGTON
AND CHELSEA

Westminster Health & Wellbeing Board

RBKC Health & Wellbeing Board

Date:	28 th March 2019
Classification:	General Release
Title:	Better Care Fund Programme 2017/2019 Update
Report of:	Bi-Borough Executive Director of Adult Social Care Managing Director Central London CCG Managing Director West London CCG
Wards Involved:	All
Financial Summary:	Contained in Report
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1. Executive Summary

- 1.1. This report outlines progress on the Better Care Fund (BCF) Plan for 2017/19.
- 1.2. Delivery of the BCF remains an important way in which the Health and Wellbeing Board (HWBB) fulfils its statutory duty to promote integrated ways of working and deliver a more sustainable health and social care system for the future.
- 1.3. Westminster City Council and the Royal Borough of Kensington & Chelsea continue to work closely in partnership with both Central and West London Clinical Commissioning Groups on successfully delivering the Better Care Fund Plan and vision for integration across both Boroughs.
- 1.4. Following discussions over the content of the services contained within the minimum CCG contribution due to in year pressures, we now have a jointly developed integration plan for the remainder of 2018/19 which maintains the CCG minimum contribution to the BCF of £19.5m for WCC & £12.9m for RBKC

set out in the national conditions. Out of these totals, £8.2m in WCC and £5.4m in RBKC is the mandated CCG minimum contribution to protect Adult Social Care (ASC). Currently as a system we are considering the best use of the BCF minimum investment in future years. We should be able to provide a verbal update at the next Board.

- 1.5. Increased levels of demand and complexity in care arrangements shows that there will be continued pressures on budgets going forward. Partners are considering refocussing the BCF to ensure that the CCG minimum contribution is maintained and other joint services are managed under a joint s75 agreement. Officers are currently working on the detail.

2. Key Matters for the Board

- 2.1. HWBB is asked to note headline information within the body of this report, approve the BCF Q3 return as well as next steps and planning for 2019/20.
- 2.2. HWBB is asked to note that partners are working on a set of principles setting out the partnership's approach to a streamlined BCF and S75 for 2019/20.
- 2.3. Further updates on the BCF programme will be presented to HWBB on a quarterly basis, going forward, with the next update scheduled for summer 2019. By when, we would hope to be able to provide details of 19/20 plans for sign-off.

3 Background

Progress against the Plan

- 3.1 During the third quarter of 2018/19, Westminster City Council and the Royal Borough of Kensington & Chelsea continue to work closely with both Central and West London CCGs to deliver on agreed schemes within its BCF Plan for 2017/19 and build a more integrated, sustainable health and social care system for the future.
- 3.2 The Community Independence Service (CIS) which remains a joint priority across the partnership continues to play a key role in preventing non-elective admissions and minimising delayed transfers of care. Our reablement offer remains vital to these ambitions.
- 3.3 A number of other significant service improvements have been achieved since the last update, including system wide changes such as Home First for managing discharges and patient flows from each of our main acute sites (St Mary's & Chelsea Westminster hospitals), allowing up to 25 people a week to have their health and care needs to be assessed at home rather than on hospital wards.

- 3.4 Other notable improvements include: streamlining community points of access; and targeted improvements to urgent clinical decision making. There has also been a significant drive to embed Rapid Response as a system responder to urgent care needs within the London Ambulance Service.
- 3.5 We launched the joint 'Big Plan' in November 2018 for people with Learning Disabilities. Our Joint Improvement Plans also include developing a bi-borough MH Hospital Admission Protocol; developing and implementing a robust 'Transforming Care Management Plan'; demand and forecast analysis of the needs of young people in transition; and a Safeguarding & Serious Incident Reporting blue print.
- 3.6 The last report to the HWBB on Better Care Fund work noted the creation of new Joint Boards for Learning Disabilities and Mental Health. These Boards are now established and fully operational and have provided the opportunity to resolve system wide challenges and develop approaches to joint working resulting in improved outcomes for local people and a more sustainable use of resources.
- 3.7 The Improved Better Care Fund (iBCF) continues to support achievement against the BCF plan and is fully spent/committed against the 3 conditions for each borough as follows: meeting adult social care needs, reducing pressure on the NHS and ensuring the local provider market is supported. Both Boroughs also continue to implement the High Impact Change Model for managing transfers of care (which includes the Discharge to Assess process) for patients admitted to hospitals in the bi-Borough. There are no major changes to report since the last report.
- 3.8 We have agreement from main care home providers to establish a trusted assessor model and several assessors now in place. The Red Bag pilot which was due to end in January 2019 continued into March and the end of the evaluation period.
- 3.9 The CCGs and Local Authorities have agreed the continued joint investment in Mental Health Supported Accommodation in both Westminster and Kensington and Chelsea. The services will be re-commissioned in 2019 following procurement processes (new services start spring/summer 2019). This is a good example of joint investment in a cross-cutting area that supports good joint working and outcomes for the people with MH needs who use these services.
- 3.10 Following joint work through the summer and autumn of 2018 partners agreed that a number of contracts previously part of BCF Plans would revert to single agency commissioning. This included those s75 contracts funded solely by one partner but managed by another. Work is nearing completion and a number of

contracts will transfer to the commissioners who fund the services from April 2019. In 2019/20, we will continue the review of dementia and carers services in line with the shared dementia strategy.

Metrics

3.11 National performance metrics are reported in the following areas: Non-elective admissions, Admissions to residential and care homes, Delayed Transfers of Care (DToC) and Effectiveness of reablement. The Quarter 3 BCF return is showing the following:

- Non-elective admissions – Admissions have been high throughout the year, with December the best month to date; however, we are behind target.
- Residential Admissions – ‘Not on Track’; however, performance is improving.
- DToC – RBKC: well above target (42% above)
- DToC WCC: ‘Not on Track’ despite improvements in the last Quarter.
- Reablement - We continue to see more people through Reablement each quarter; ‘we meet our targets’.

Governance

3.12 We continue to refresh and strengthen partnership relationships within the bi-Borough and the CCGs. Capacity and capability to deliver change at pace to make the best use of core and BCF resources is a key priority. Several project posts have therefore recently been established to focus efforts on ensuring the 2019/20 Plan is on track and tackles the everyday challenges and complexities delivering a programme of this magnitude presents strategically and operationally, and that there are robust arrangements in place for monitoring and reporting.

19/20

3.13 It is confirmed that there will be a BCF for 2019-20 in the NHS Long Term Plan. National guidance for 2019/20 is due out soon, but, in anticipation, we have already started work on our 2019/20 plan in preparation and readiness for formal submission around mid-May. Moreover, from what we do know, the BCF is expected to be similar in nature to previous years, with no significant changes in requirements. All four national conditions are expected to remain, as will the metrics.

4 Options / Considerations

4.1 This report is for the Board to sign off Q3 of the BCF plan.

5 Legal Implications

- 5.1 Important there is a set of agreed principles for beyond the current plan which expires in March 2019. Consequently, we will be working to an agreed set of principles until the 2019/20 s75 is formally agreed.

6 Financial Implications, Value for Money and Pressures

- 6.1 Local Authority and CCG partners have indicated that they are minded to reduce funding within the BCF to the minimum level in 2019/20. This means a significant reduction in the joint investments. The CCGs and councils are however committed to maintain joint working and shared investment outside the BCF via s75 arrangements. This approach gives ability to give firm commitment to services in the BCF minimum, whilst encouraging shared review of services within the s75. We aim to change the commissioning responsibilities and achieve efficiencies by remodelling services.
- 6.2 The Better Care Plan (2018/19) includes joint budgets of £64.023m in Kensington and Chelsea and £75.822m in Westminster. This includes Total Minimum Contributions of £19.5m for WCC and £12.9m for RBKC.
- 6.3 The financial climate remains challenging going forward. Officers are currently working on the detail to determine any financial implications for local authority or CCG budgets from April 2019. An update on details of 19/20 plans will be provided at a future HWBB.

If you have any queries about this Report or wish to inspect any of the Background Papers please contact:

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Appendices: BCF Q3 Returns for WCC and RBKC

Background papers: None