

# Birmingham City Council

## Report to Cabinet

13<sup>th</sup> October 2020



**Subject:** REFRESH OF ADULT SOCIAL CARE VISION AND STRATEGY

**Report of:** Professor Graeme Betts,  
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**Relevant Cabinet Member:** Councillor Paulette Hamilton - Health & Social Care

**Relevant O &S Chair(s):** Councillor Rob Pocock - Health & Social Care

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Are specific wards affected?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No – All wards affected
If yes, name(s) of ward(s):		
Is this a key decision?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
If relevant, add Forward Plan Reference: 008003/2020		
Is the decision eligible for call-in?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Does the report contain confidential or exempt information?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If relevant, provide exempt information paragraph number or reason if confidential:		

### 1 Executive Summary

- 1.1 The current Vision and Strategy for Adult Social Care 2018-2022 is about half-way through its life. During this time there have been several major changes that the strategy and vision does not fully account for.
- 1.2 Progress on delivering the Vision and Strategy over the past two years has been good, as demonstrated by a review of progress recently undertaken. However, it also identified a requirement to refresh the Vision and Strategy, along with the

delivery programme, to bring it up to date and include a new imperative to address social justice more explicitly.

- 1.3 This paper recommends the refresh of the Vision and Strategy, with the addition of a new principle around social justice, to the eight already in place.

## **2 Recommendations**

- 2.1 Cabinet is asked to:

- 2.1.1 Approve the refresh of the Vision and Strategy for Adult Social Care

- 2.1.2 Note that the delivery plan for the refreshed Vision and Strategy will be presented to Cabinet in December 2020.

## **3 Background**

- 3.1 Birmingham City Council agreed a vision for Adult Social Care in October 2017 and a strategy and programme for delivering the vision.

- 3.2 The belief behind the Vision and Strategy is that, on the whole, people want to lead happy, fulfilled lives in touch with their families, friends and communities. They cherish their independence and prefer to live at home or in the community with support if necessary.

- 3.3 The vast majority of people do not want to be dependent on others but will accept one-off support or ongoing support if it helps them to maintain their independence. For most people, this is achievable, and it is only those people with disabilities or who lose their physical or mental abilities with age that require interventions from Adult Social Care services. For some people, because of disability, placements in residential and nursing settings are the best way in which these people can lead good quality lives.

- 3.4 The vision agreed in 2017 had eight underpinning principles. These are:

- 3.4.1 People require access to high quality information, advice and guidance

- 3.4.2 People require and respond better to personalised support

- 3.4.3 People need to be able to access a wide range of community assets which are local, flexible and responsive

- 3.4.4 People need to be able to access prevention and early intervention services quickly and at any time in their lives

- 3.4.5 People's needs are often complex and require support and interventions from a range of organisations. Therefore, services need to be integrated and built on partnership working utilising multi-disciplinary teams and where feasible single points of access.

- 3.4.6 While recognising that for some people there is a need to protect them, it is essential that we ensure we "make safeguarding personal".

3.4.7 All services should be co-produced with users and carers as they are directly impacted by services and have first-hand experience of what works well and what doesn't.

3.4.8 Underpinning all of this is the imperative to use resources effectively.

3.5 Adult Social Care has recently undertaken a review of the delivery programme for the Vision and Strategy. Enormous progress is being made with improved outcomes for citizens. **Appendix 1** provides a summary of the progress made against the different elements in the programme.

3.6 Alongside the progress that has been made, the review of the delivery programme also highlighted a number of key points required to ensure the Vision and Strategy, as well as the delivery plan remains a central focus of the Directorate:

3.6.1 The vision and delivery programme underpin a four-year savings programme and this programme is over half-way through, so it is timely to consider its progress.

3.6.2 Like any programme, progress has not been consistent with some areas being delayed and others moving ahead more quickly.

3.6.3 The context the Council is working in has changed, with the arrival of a new Interim Chief Executive. He is leading on the development of both a short-term and long-term plan for the council and it is important to ensure the vision is in line with the Council's direction of travel.

3.6.4 The Covid-19 pandemic has had a profound impact on some service areas and the delivery programme. It is likely that these impacts will continue for the foreseeable future and it is important to understand the impacts this has for the future as far as it is possible to do so.

#### **4 Options considered and Recommended Proposal**

4.1 There are two options that have been considered.

##### **4.2 Option 1 – Adult Social Care Vision and Strategy 2020-2024**

4.2.1 This option would see the refresh of the existing Vision and Strategy, and associated delivery programme at the half-way point, following their review. This would become the Adult Social Care Vision and Strategy 2020-2024 and take into account issues raised in the review and the new emerging areas of work and best practice.

4.2.2 This option would see the eight principles from the original Vision and Strategy (listed in paragraphs 3.4.1 to 3.4.8) remain. They continue to be pertinent to the challenges faced in Birmingham and relevant to citizens achieving their goals of leading purposeful lives with good outcomes. The importance for example, of personalised services remains no less now than when the Vision and Strategy was approved 3 years ago. Equally the need for good partnership working also remains.

- 4.2.3 However, this option would see the addition of a further principle regarding social justice. While the need to improve social justice was important three years ago the effect of Covid-19 shining a light on inequalities in our society has heightened the need to be more explicit about addressing social justice. On this basis this option would add the following principle to the Vision and Strategy 2020-2024:
- 4.2.4 *People should expect to be treated equally and fairly and services should not discriminate on any grounds against citizens. Services should seek to improve social justice by tackling the reasons for discrimination and creating opportunities for all citizens.*
- 4.2.5 To ensure that actions are undertaken to address this principle and ensure that it is not just words, a work stream focusing on this principle will be built into the work programme.
- 4.2.6 This option enables the inclusion of new and emerging areas of work, including the changes in direction of the Council that the Interim Chief Executive's review is bringing, to be embedded as a core part of the delivery of the vision and strategy to citizens, through the associated delivery programme.
- 4.2.7 Emerging areas of work within social care include Technology Enabled Care, and service delivery improvements resulting from Covid-19, such as Assess to Discharge, with its improved outcomes around reduced hospital discharges.
- 4.2.8 A refreshed delivery programme will accompany the Vision and Strategy 2020-2024 to implement it. This delivery programme will be presented to Cabinet in December 2020. It will build on the work undertaken to date and summarised in **Appendix 1** and take the Directorate through to 2024.

#### 4.3 Option 2 – Continue with the Strategy and Vision 2018-2022

- 4.3.1 This option would see Adult Social Care continue with the existing strategy and vision, along with the existing delivery programme until their timetabled end in 2022.
- 4.3.2 This option would allow a continuum of delivery during a period of much upheaval and allow the delivery of the Vision and Strategy to complete.
- 4.3.3 The eight principles that form the existing Vision and Strategy still remain valid, and relevant to the challenges faced in Birmingham and to citizens achieving their goals of leading purposeful lives with good outcomes.
- 4.3.4 However, the opportunity to re-align the existing delivery programme against progress made would be missed. Additionally, the profound impacts that Covid-19 has had on services, their delivery and citizen outcomes would be hard to incorporate without significant parallel programmes in place. This

risks creating competing points of focus for the Directorate, especially in delivering outcomes to citizens.

4.3.5 While the principles in the strategy are still valid in the challenges and outcomes for citizens they seek to address, the means of delivering these continues to move. New and innovative areas of work continue to emerge and drawing these into an existing delivery plan as an addition, rather than an integral part of a vision risks increasing complication and compromise, to the detriment of citizens.

4.3.6 This option also misses the opportunity to bring into the Vision and Strategy any additional elements from the change in Council direction, rising prominence of social justice or other external issue that is pertinent to acknowledge.

4.4 The recommended proposal is option 1.

4.4.1 This will allow the Vision and Strategy to incorporate as core elements the changes which have happened since its original approval 3 years ago. This includes the experience from the first 2 years of implementation, the changes enforced by Covid-19 and the increase in societal awareness of social justice.

4.4.2 Most of these changes will be set out in the delivery programme that will be presented in a separate Cabinet report in December 2020 and provide the mechanism to ensure that the delivery of outcomes for citizens are in line with the Vision and Strategy.

4.4.3 Option 1 provides the opportunity to add an additional principle reflecting the importance of social justice in the delivery of public services.

## **5 Engagement**

5.1 Engagement on the proposal to refresh the Adult Social Care Vision and Strategy has taken place with citizens, staff, partners and elected members. There is no statutory duty to consult on this strategy.

5.2 Citizens have been engaged through an engagement group.

5.3 Comments and feedback from citizens who attended the engagement event was limited. To ensure citizens are fully involved during life of the Vision and Strategy, further sessions with citizens are planned during the delivery.

5.4 The following external partners have been engaged in early September:

5.4.1 Birmingham and Solihull Mental Health NHS Foundation Trust

5.4.2 Birmingham and Solihull NHS Clinical Commissioning Group

5.4.3 University Hospitals Birmingham NHS Foundation Trust

5.4.4 BVSC

5.4.5 Birmingham Community Healthcare NHS Foundation Trust

5.4.6 West Midlands Care Association

#### 5.4.7 Sutton Coldfield NHS GP Group Practice (Tudor)

#### 5.4.8 Birmingham Care Consortium

- 5.5 Partners welcomed the proposed refreshed Vision and Strategy for Adult Social Care. There were several comments on the success of the improvement in Adult Social Care under the exiting Strategy and Vision and the strong involvement of partners in this. There was agreement from partners that collaboration is key moving forward and that the proposed refreshed Vision and Strategy continued this moving forward. Partners are keen to engage with Adult Social Care on the delivery of this vision.
- 5.6 Joint commissioning is one area partners felt that should form part of the delivery of the refresh Vision and Strategy, with the view expressed that joint commissioning systems have an important role to play in delivering integrated care. Comments were also made for the need for a coherent strategy around Assisted Technology to avoid duplication with joint commissioning part of the solution. With Birmingham being at the forefront of 5G developments, there is a need to explore and tap into the digital market as part of this.
- 5.7 Other points that were made are:
- 5.7.1 Citizens and voluntary groups are an asset and can help improve people's life course through anti-discriminatory practices and social justice when involved in joint commissioning.
  - 5.7.2 Progress around social justice and inclusive growth should see Adult Social Care, as a big employer, develop pathways to employment for some communities.
  - 5.7.3 Allying with the principles in the refresh Vision and Strategy, partners raised that housing and health inequalities are important, key aspects to be addressed and collaboration, especially with community-based health partners can benefit this.
- 5.8 Engagement with staff have been undertaken through 4 sessions through early to mid-September, each lead by an Assistant Director.
- 5.9 Staff are keen to engage in the delivery of the Vision and Strategy particularly its implementation during the current Covid-19 situation and how the citizen can benefit. Comments include how can assistive technology be brought into services to benefit citizens and how can services be developed with partners more closely, particularly health, voluntary sector and care homes. There was also support for the explicit inclusion of social justice within the Vision and Strategy.
- 5.10 The following elected members have been engaged in early September 2020:
- 5.10.1 Cllr Paulette Hamilton Cabinet Member for Health and Social Care
  - 5.10.2 Cllr Deirdre Alden – Shadow Cabinet Member for Street Scene and Parks
  - 5.10.3 Cllr Julien Pritchard – Member for Druids Health and Monyhull Ward

5.10.4 Cllr Peter Fowler – Shadow Cabinet Member for Social Inclusion, Community Safety and Equalities and Health and Social Care Overview and Scrutiny Committee Member

5.10.5 Cllr Mary Locke – Cabinet Adviser (Carers)

5.10.6 Cllr Kath Scott – Chair of Education and Children’s Social Care Overview and Scrutiny Committee

5.10.7 Cllr Mohammed Idrees –Health and Social Care Overview and Scrutiny Committee Member

5.10.8 Cllr John O’Shea – Cabinet Member for Street Scene and Parks

5.11 Members were supportive of the proposal and keen to see the detail of the delivery programme that will be presented to Cabinet in December 2020.

## **6 Risk Management**

6.1 There is a risk that the outcomes for citizens envisaged in the Vision and Strategy is not realised. To counter this, a delivery programme is being developed to ensure that citizens see the outcomes expected. Monitoring of the programme will allow corrective action to be taken to address any shortfall that is identified.

6.2 There is a risk that changing circumstances could mean that the Vision and Strategy becomes out-dated and lack relevance to the situation that Adult Social Care, and the citizens it serves, face. This is particularly relevant at present, with the Council still on emergency response footing in relation to Covid-19. Therefore, undertaking a review of the Vision and Strategy is a key mitigation to ensure that the principles within it remain pertinent to the challenges faced in Birmingham and relevant to citizens achieving their goals of leading purposeful lives with good outcomes.

## **7 Compliance Issues:**

### **7.1 How are the recommended decisions consistent with the City Council’s priorities, plans and strategies?**

7.1.1 The report supports the delivery of [Council Plan 2018-2022](#) outcome “Birmingham is a fulfilling city to age well in”, across all 3 priorities.

7.1.2 The report supports the delivery of [Birmingham and Solihull STP priorities](#), particular around Ageing and Later Life, which is delivered through the Birmingham Older People Programme.

7.1.3 The Vision and Strategy complies with the requirements of the Care Act 2014 which defines the primary responsibility of local authorities in the promotion of individual wellbeing

### **7.2 Legal Implications**

7.2.1 It is consistent with responsibilities of a local authority under Part 1 of the Care Act 2014 to:

- 7.2.1.1. Promote the individual's physical, mental and emotional wellbeing (Section 1):
- 7.2.1.2. Provide or organise services that prevent or delay the need for care and support (Section 2)
- 7.2.1.3. Promote integration of care and support provision with health and health-related provision (Section 3) and co-operate with key partners to promote the wellbeing of adults and improve the quality of care and support (Section 6);
- 7.2.1.4. Establish and maintain a service for providing information and advice relating to care and support for adults and carers (Section 4);
- 7.2.1.5. Promote diversity and quality in the provision of services for meeting care and support needs (Section 5);
- 7.2.1.6. Assess an adult's needs for care and support (Section 9) and assess a carer's needs for support (Section 10);
- 7.2.1.7. Adopt a person-centred approach to planning and supporting care (Sections 24-25);
- 7.2.1.8. Make available Direct Payments (Sections 31-33);
- 7.2.1.9. Safeguard adults at risk of abuse or neglect (Sections 42-47).

### **7.3 Financial Implications**

- 7.3.1 There are no direct financial implications from this report. Any project or service undertaking action as a result of the refresh of the Adult Social Care Vision and Strategy will consider financial implications of their proposal separately.

### **7.4 Procurement Implications (if required)**

- 7.4.1 There are no direct procurement implications from this report. Any project or service undertaking action as a result of the refresh of the Adult Social Care Vision and Strategy will consider procurement implications of their proposal separately.

### **7.5 Human Resources Implications (if required)**

- 7.5.1 There are no direct human resource implications from this report. Any project or service undertaking action as a result of the refresh of the Adult Social Care Vision and Strategy will consider human resource implications of their proposal separately.

### **7.6 Public Sector Equality Duty**

- 7.6.1 An equality impact assessment has been undertaken (**Appendix 2**). The Vision and Strategy is relevant to all protected characteristics. By enabling



the outcomes to be delivered the Vision and Strategy will have a positive impact on citizens, service users and carers and we will continue to meet our responsibilities under the Care Act 2014.

- 7.6.2 The Vision and Strategy may potentially have an adverse impact on employees of Adult Social Care Services, arising from re-organisation of social work and care management services with changes to work location or may have positive effect from move to improved premises. Mitigation of the impacts of specific proposals arising from this Vision and Strategy will be in line with the Council's agreed policies and procedures.

## **8 Background Documents**

8.1 Appendix 1 – Summary of ASC Delivery Programme (2018-20)

8.2 Appendix 2 – EIA