

Birmingham City Council

Report to Cabinet

15th December 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: 08199/2020		
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 Vision and Strategy for Adult Social Care 2020-2024 was approved by Cabinet in October 2020. To ensure the implementation of this vision and strategy, a delivery plan has been drafted to accompany it.
- 1.2 The delivery plan will realise the vision and strategy to support people to be independent and living at home or in the community, while living happy fulfilled lives in touch with their families, friends and communities.

- 1.3 This paper recommends the approval of the delivery plan for the Adult Social Care Vision and Strategy 2020-2024.

2 Recommendations

- 2.1 Cabinet is asked to:

- 2.1.1 Approve the delivery plan for the Adult Social Care Vision and Strategy 2020-2024.

3 Background

- 3.1 Birmingham City Council agreed a refreshed Vision and Strategy for Adult Social Care in October 2020. This builds on the original vision and strategy agreed by the Council in 2017 and progress in delivering this is detailed in **Appendix 1**.
- 3.2 The belief behind the Vision and Strategy continues to be 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 2020 had nine 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.

3.4.9 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.

3.5 The last principle is focused on tackling social justice and this is additional to the previous vision and strategy. Its importance to the refreshed vision and strategy should be noted as it is cross-cutting through the other principles.

3.6 The focus of the principle is in increasing understanding and confidence within Adult Social Care staff to tackle inequalities, including racial discrimination. This work is strongly interconnected to the work of the wider council on tackling social justice.

3.7 The initial focus on staff is key, as by tackling and improving social justice, the lives, wellbeing and practices of the workforce will be enhanced. This in turn will improve individual practice, service delivery and the lives of the diverse population that we serve.

4 Options considered and Recommended Proposal

4.1 There are two options that have been considered.

4.2 Option 1 – Delivery Plan for Adult Social Care Vision and Strategy 2020-2024

4.2.1 This option would see the adoption of the Delivery Plan (**Appendix 2**) to ensure the implementation of the Vision and Strategy 2020-2024.

4.2.2 The delivery plan will help ensure that the vision and strategy is turned into tangible outcomes for citizens, by tying together different projects and programmes being undertaken within Adult Social Care into one document that can be monitored.

4.2.3 The delivery plan will not remain a static document, as new and emerging areas of work continue to develop. These include programmes such as Early Intervention/Discharge to Assess, which have only recently started and other programmes, such as Technology Enabled Care, where proposals are yet to be adopted or still being drawn up. Equally new initiatives, yet to be identified will come forwards during the life of the Vision and Strategy. The delivery plan provides a mechanism to ensure these areas of work dovetail with each other, both within Adult Social Care and in terms of outcomes to citizens.

4.2.4 This is of particular importance for the implementation and monitoring of actions to tackle social justice. There are strong interconnections and dependences with council wide programmes, as well as a number of elements solely within Adult Social Care. The cross-cutting nature of social justice programme within the delivery plan, with outcomes for both staff and citizens, places it as one of the underpinning elements of the plan. The need to co-ordinate and monitor implementation is vital due to the complexity of actions required.

- 4.2.5 Additionally, the delivery plan provides a framework within which unexpected events, such as Covid-19 can be addressed. This would enable a holistic approach to re-viewing delivery in light of such events – helping to ensure outcomes to citizens, rather than outcomes per project or programme remain at the fore front of thinking.
- 4.2.6 The delivery plan highlights the additional resources beyond those already available, to implement the plan, funding of which will need to be considered as part of the Council's 2021/22 Budget Process.
- 4.2.7 The additional resource required will provide a sound platform for the delivery of the Vision and Strategy and thereby help meet demand for adult social care in the community, preventing, reducing and delaying higher intervention service needs in the future.
- 4.2.8 As detailed in section 3, this helps keep citizens independent, at home or in the community and living fulfilled lives while staying in touch with friends and families.

4.3 Option 2 –Vision and Strategy 2020-2024 as a standalone document

- 4.3.1 This option would see the adopted Adult Social Care Vision and Strategy 2020-2024 be a standalone document with a delivery plan.
- 4.3.2 The delivery of the principles set out in the Vision and Strategy would still occur in projects and programmes across Adult Social Care. However, these projects and programmes would remain separate and independent from each other, without a clear mechanism for ensuring that their outcomes delivered on the principles set out in the vision and strategy and the associated benefits for citizens.
- 4.3.3 This would include the social justice programme within the delivery plan. With the programme's strong interconnections and dependences to council wide activities, and co-ordination of the cross-cutting impacts on the other delivery plan programmes, lack of a coherent plan will particularly impeded this delivery plan programme and its outcomes to staff and citizens.
- 4.3.4 Beyond this, as new areas of work commence it will difficult to ensure that these new projects and programmes dovetail with the existing work undertaken to deliver the vision and strategy during the course of its lifespan.
- 4.3.5 Furthermore, without a delivery plan, there is no framework for unexpected events, such as Covid-19, and the response to them to be managed through. While existing forums and management structures can be used for this, not all projects and programmes may be represented and co-ordination between several plans would add complexity, when speed and clarity are often paramount.
- 4.3.6 Without a coherent approach to resourcing the delivery of the Vision and Strategy, its implementation will be more piecemeal and spread over a longer

period. The benefits to citizens and the Council of providing more upstream interventions that lead to reducing, delaying and preventing higher service interventions will be diminished.

4.4 The recommended proposal is option 1.

4.4.1 The delivery plan will enable the principles of the Vision and Strategy to be implemented and monitored to ensure that the outcomes for citizens are met.

4.4.2 The delivery plan will provide a framework for the different projects and programmes across adult social care, ensuring that they support each other. This is particularly important as new work areas emerge over the life of the Vision and Strategy, and as unexpected events have to be accounted for.

4.4.3 The delivery plan also provides a clear strategy for how the vision and strategy will be resourced in the short term, to deliver long-term prevention and better outcomes for citizens.

5 Engagement

5.1 Engagement on the proposal to refresh the Adult Social Care Vision and Strategy took place with citizens, staff, partners and elected members. It should be noted that there was no statutory duty to consult on this strategy.

5.2 The groups engaged as part of the October Adult Social Care Vision and Strategy report are detailed in paragraphs 5.3 through to 5.6 below. These stakeholders will be notified when this delivery plan report is publicly available via the Council's Committee management information system (CMIS) for them to view.

5.3 Citizens were engaged through an engagement group in September 2020.

5.4 The following external partners were engaged in early September 2020:

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 Engagement with staff was undertaken through 4 sessions through early to mid-September, each led by an Assistant Director.

5.6 The following elected members were engaged in early September 2020:

5.6.1 Cllr Paulette Hamilton Cabinet Member for Health and Social Care

5.6.2 Cllr Deirdre Alden – Shadow Cabinet Member for Street Scene and Parks

- 5.6.3 Cllr Julien Pritchard – Member for Druids Health and Monyhull Ward
- 5.6.4 Cllr Peter Fowler – Shadow Cabinet Member for Social Inclusion, Community Safety and Equalities and Health and Social Care Overview and Scrutiny Committee Member
- 5.6.5 Cllr Mary Locke – Cabinet Adviser (Carers)
- 5.6.6 Cllr Kath Scott – Chair of Education and Children’s Social Care Overview and Scrutiny Committee
- 5.6.7 Cllr Mohammed Idrees –Health and Social Care Overview and Scrutiny Committee Member
- 5.6.8 Cllr John O’Shea – Cabinet Member for Street Scene and Parks

6 Risk Management

- 6.1 There is a risk that the outcomes for citizens detailed in the Vision and Strategy Delivery Plan are not realised. To counter this, the delivery plan will be monitored within Adult Social Care. This 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 Delivery Plan becomes out-dated and lacks 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, the monitoring of the Vision and Strategy Delivery Plan, is a key mitigation to ensure that the actions identified 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 Delivery Plan 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 The current medium-term financial plan includes savings totalling £8.793m against Adults budgets in 2021/22 and at this stage these savings are forecast to be fully delivered through the actions set out within the Delivery Plan.
- 7.3.2 Any additional financial implications arising as a result of the implementation of the delivery plan will now need to be identified and considered for approval as part of the Council's 2021/22 Budget Process.

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 Adult Social Care Vision and Strategy Delivery Plan 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 Adult Social Care Vision and Strategy Delivery Plan 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 3**). The Vision and Strategy delivery plan is relevant to all protected characteristics. By enabling the outcomes to be delivered the Vision and Strategy Delivery Plan 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 Delivery Plan 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 Delivery Plan will be in line with the Council's agreed policies and procedures.
- 7.6.3 There are potential positive impacts for the protected characteristic of race on service users, stakeholder, employees and the wider community, through the delivery plan having elements focusing on tackling social justice.

8 Appendices

- 8.1 **Appendix 1** – Summary of ASC Delivery Programme (2018-20)
- 8.2 **Appendix 2** – Adult Social Care Vision and Strategy Delivery Plan 2020-2024
- 8.3 **Appendix 3** – EIA