

Adult Social Care Vision and Delivery Strategy 2024 - 2026

INTRODUCTION AND CONTEXT

Improving the health and wellbeing of adults and older people in Birmingham

Birmingham City Council (BCC) adopted an overarching vision for Adult Social Care (ASC) and a strategy for delivering it in October 2017. This was revised in 2020 in light of the impact of the Covid pandemic and our learning from it and as the programme was half-way through and required revisiting to ensure it was appropriate in addressing changes over that period.

Three years on, it seems appropriate to revisit the Vision and Delivery Strategy as there have been major changes in the landscape in Birmingham. Much has been achieved by the Directorate along with our citizens, partners and providers in this time including a new statutory partnership between health and social care, new ways of working together in the community, a new codesigned integrated Carers Hub and a joint strategy to improve the lives of people with dementia.

This section reviews changes over the past three years and the following section describes the vision and the delivery strategy. Appendix A provides a progress update on our delivery strategy.

Financial pressures

Over the past three years, we have seen a number of international and national events which have impacted on the financing of local government. The impact of environmental disasters coupled with unrest and war in Eastern Europe and the inevitable uncertainty that has accompanied it, have led to price rises in a range of areas. This has helped fuel inflation rising to levels not seen for many years. In addition, economic policy has been turbulent and led to uncertainty and concern, which have added to the inflationary upward spiral. We are witnessing a cost-of-living crisis with widespread pressure on people's incomes, which inevitably disproportionately affects the citizens who are supported by ASC.

Birmingham City Council challenges

BCC faces a range of challenges including a potentially large settlement of equal pay claims, significant savings programme, failure to implement the Oracle system, an excoriating review of governance and critical reviews of major services. After a s114 notice was called, the Government has put in place a team of commissioners to address these failings. The scale of the challenges is so enormous that a thoroughgoing transformational change programme is required.

The Council's Recovery and Improvement Plan seeks to address this under the themes of; financial sustainability, a well-run council and delivering good services. ASC is committed to supporting this approach and working within this framework while delivering better outcomes and releasing savings. The approach of ASC is to recognise that working on its own is not viable and will not deliver the vision for ASC.

It is essential that ASC stays true to its vision to improve outcomes for citizens while maximising the use of resources. However, what is now a priority is to develop the approach to partnership working with citizens, community organisations, independent providers, children's services and health.

Demographic Pressures

Birmingham's population is vibrant and entrepreneurial, and its diversity is a strength. It is a city that welcomes development such as HS2 and hosted worldwide events such as the Commonwealth Games.

While not unexpected, the rising number of citizens who require support has continued to grow in volume and complexity. Our response has been to invest in upstream prevention and early intervention work, investment in community assets and adopting a strengths-based approach to all that we do. However, despite these measures and the success to date, we are still faced with increased demographic pressures. There are more older people with more complex needs for care some of which is attributable to the impact of Covid. While there are impacts such as Long Covid, services have seen reduced numbers attending e.g. day centres, as citizens lost confidence in leaving their homes and consequently greater dependence on other services such as mental health services and homecare. On the positive side, some citizens have welcomed the greater use of technology and virtual meetings.

As anticipated, there are growing numbers of young adults with disabilities and again there is a growing cohort with more complex needs. Also, as a greater understanding of conditions such as autism develops, there is a greater requirement for appropriate services. The demand on mental health services continues to grow at least partly in response to other pressures such as Covid and the cost of living crisis.

And all of this is taking place against a backdrop of poverty, inequalities, deprivation and discrimination. The evidence indicates that Birmingham experiences extremes of poverty and inequalities in health and this is reflected in pressure on ASC from citizens seeking and requiring support. In a study of reported illness, the wealthier areas of the country reported similar levels at age 80 that Birmingham sees at age 60.

Reform of Adult Social Care

The three objectives of the reform of ASC are for people to have choice, control and support to live independent lives; to have access to outstanding quality and tailored care and support; and to find adult social care fair and accessible. One of the casualties of the economic downturn was the reform programme for ASC services. While the Care Quality Commission (CQC) was given new powers to inspect ASC, major elements of the programme were pushed back until after the General Election meaning reform is no closer now than it was a decade ago. One positive impact of this aspect of the reforms, was that Birmingham volunteered as a pilot for local authority assessment and was judged to be delivering "good" services. While disappointing that the bulk of reforms were pushed back, what was more disappointing was that it did not represent a thoroughgoing reform of the care system – never mind the care and health system. Realistically, reform is at least two to three years away and with the economy in poor shape it could be as long as the 2030s before the major reforms that are required will be implemented.

Integrated Care Board and Birmingham Place Committee

Over the past year, changes have taken place in the structure of the NHS which afford opportunities for the care and health system to develop at a local level. Integrated Care Systems (ICS) were set up with a greater focus on areas that are shared with local government e.g. place, economic prosperity, inequalities. Also, the structure has a strong emphasis on Place which offers opportunities for both strategic commissioning and joint operational delivery.

Strategic commissioning has developed approaches on learning disability and autism which support a ten-year programme for improving outcomes across the public sector. Further, it is actively pursuing joint projects in areas such as Continuing Health Care (CHC), regulated care and complex packages for people with disabilities. These areas are being pursued by ASC, children's services and health services.

At a Place level, there is now a growing appreciation of how embracing the Community Care Collaborative can lead to improvements in outcomes through integrated teams. Work is well-advanced in developing Integrated Neighbourhood Teams which are anticipated will improve outcomes for citizens and deliver savings to the care and health sector.

Integrating services for children and adults

Services for children have faced major challenges over the past decade and this has reduced the appetite and capacity to develop more integrated services with adults. A more stable environment and genuine progress on improving services is helping create opportunities to develop integrated services. The burning platform of financial challenge is also helping to drive forward this agenda.

Work is underway looking at a more integrated approach to transitions and all-age disability services. The financial pressure on adult services would be reduced through the reduction in costs of packages for children and young people. Also, a greater focus on living independently as an adult would lead to better outcomes and a more focused and integrated approach across children and adult services.

Transformation

It has been the case that change in ASC could deliver better outcomes and savings and the Vision and Delivery Strategy have achieved this goal. However, it has always been made clear that for the full benefits of the vision to be delivered they must be delivered through partnership working. In reality, ASC in Birmingham was heading down a cul-de-sac with no brakes and rapidly reaching the end of the road when the vision was launched in 2017. Its focus on early intervention and prevention underpinned by a programme approach, systems and a cultural change programme enabled it to improve outcomes and deliver savings.

In truth, we have almost reached the end of the road in actions we can take ourselves. To continue to improve outcomes and release savings, ASC needs to work more closely with partners. As described earlier, the arrangements at Place level for the care and health system offer opportunities in both commissioning and operational delivery. There are now several opportunities to work in partnership with children's services to release the opportunities for more consistent, integrated working which will deliver savings. There are also further opportunities to work with the Early Intervention and Prevention (EI&P) service. Until the EI&P approach is embedded in the Council, opportunities will be

missed to address problems earlier and avoid unnecessary pressure coming through to children's and adults' services and housing.

ASC has achieved considerable success in developing partnerships with citizens and embedding co-production into the way ASC works. However good that is, there is room for improvement and this partnership keeps us true to the vision and uses that knowledge and experience which ensures ASC uses its resources wisely. It is essential that the opportunity to improve the citizen experience through joint working is seized.

Further, ASC has developed strong partnerships with community organisations and providers, and these must continue to be developed. The success of the approach to early intervention and prevention is in large part due to these organisations grasping the agenda and delivering on it. ASC must continue to strengthen these partnerships and new approaches need to be developed.

Workforce

In December 2021, the government published [People at the Heart of Care](#), which set out a 10-year vision for the adult social care workforce highlighting the importance of the adult social care workforce being recognised as the professional workforce it is, and to improve people's perception and experience of a career in care. This means supporting people to feel empowered to deliver high-quality care, and to develop in their roles and progress in their careers, if that is right for them. The Department of Health and Social Care's Care Workforce Pathway published in January 2024 outlines the knowledge, skills, values and behaviours people need to work in adult social care.

Our Adult Social Care People Plan 2023-25 sets out our priorities, to help ensure we develop our workforce to support the delivery of the Adult Social Care Vision and Strategy. The key themes identified in the plan are:

People Development and Leadership: We will provide lifelong learning and development opportunities for our employees at all levels equipping them with knowledge and tools to perform at their best. We must improve how we lead and manage employees at all levels within the Directorate. Managers will be supported to inspire great teams, look after their people and create environments in which people from all backgrounds and abilities are able to flourish.

Talent, Succession and Retention: To make ASC a thriving Directorate and a great place to work, people need to know how they can develop their careers. We will celebrate diversity and our workforce will represent the community it serves. We will ensure everyone has what they need in a just, safe and respectful place to work.

Resourcing and Attraction. It is important that people find our Directorate, our jobs, environment and culture attractive. We need to be able to recruit skilled, inclusive and compassionate people to deliver the best-in-class service to our citizens.

Belonging, Engagement and Wellbeing: We must all care about each other's wellbeing. We will do this by focusing on how we create an inclusive place to work where people feel valued and where they can thrive. We want to have a workforce where people feel a sense of belonging. We will achieve this by ensuring people are supported and feel their work is meaningful and makes a difference.

Vision and strategy for delivery

The goals that Birmingham City Council are seeking to achieve for adults and older people are that they should be resilient, living independently whenever possible and exercising choice and control so that they can live good quality lives and enjoy good health and wellbeing.

It is essential to recognise that to support people to achieve these goals, the Council has broad responsibility across a range of areas, and it is a corporate responsibility to achieve them. For example, the Council has a key role in ensuring there is appropriate housing which offers choice to people with a wide diversity of needs. For people to engage in community activities, there needs to be a wide range of community assets and people need to feel safe to come out of their homes to enjoy them. Most adults and older people can enjoy access to mainstream services independently or with help and support from their families, friends and social groups. However, for some citizens this is only possible with support from ASC services and from other public sector agencies such as health services.

The challenges facing the Council to achieve this have never been greater. While it is a great achievement for society that there are more people living longer with more complex needs inevitably this puts pressure on resources. While Birmingham is one of the youngest cities in Europe, the older population is growing rapidly. An estimated 11,000 adults suffer dementia. Further, there are significant numbers of young adults who have disabilities or suffer from mental illness. The resources previously available have been significantly reduced making the use of available resources more important than ever. The public have higher expectations of the public sector, standards are constantly rising, and it is increasingly recognised that people want support to enable them to exercise independence, choice and control.

Consequently, the Council has to change and adapt to these new circumstances which means that the type of services arranged and provided and the way they are organised and delivered has to change. The structures and organisation all need to be revisited to ensure they are fit for purpose, and it is essential that the staff have the right skills to meet the challenges they face today.

Putting in place a strategy for delivering the outcomes

In order to deliver the desired goals for adults and older people, it is necessary to put in place a strategy that addresses potential barriers and obstacles and puts in place a framework to make the outcomes achievable.

The narrative behind this 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. The vast bulk 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 abilities with age that require interventions from adult social care services. And of course, 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.

There are ten principles underpinning the vision:

1. Information, advice and guidance

People need easy access to high quality information, advice and guidance and whenever possible and appropriate, they need to be able to self-serve or their carers and families need to be able to do so on their behalf. This approach allows people to maintain control and to exercise choice at whatever point they are at in their lives. Further, it helps the Council to use its resources more effectively.

Building on this, it is essential that when people contact ASC, they are given a positive response and support to help resolve the issues they face but by emphasising what people can do for themselves, what support is available from other organisations and what support is available in the community. The aim is to ensure that people receive care and support that is appropriate and that enables independence rather than fostering dependency.

In order to deliver this element of the strategy, ASC will continue to promote its services and how people can contact them. We will work with citizens and partners to continue to improve our online information, advice and guidance. The first point of contact can be through our website or through our contact centre, where we have specialist customer service advisors who are trained to deal with requests quickly and who will be helpful, respectful and understanding.

A new jointly commissioned Carers Hub was implemented in April 2023, to improve access to information, advice, guidance and support for informal carers. We will continue to work with carers and partners to make it easier for carers to access services and improve outcomes.

2. Community assets

People need to be able to access a wide range of community assets which are local, flexible and responsive. Through being able to access these resources people can continue to enjoy good quality lives while maximising their independence.

While the use of community assets is part of a broader approach to prevention, these assets are important for the quality of people's lives whatever period of life they are in. Some people may volunteer and be part of the provision of them while others may use them once in a while but still see them as a key part of being part of a wider community and others will make good use of them.

Community assets are the wide network of services which range from very small, very local services provided by volunteers through to faith groups and community groups, national charities and private companies and businesses. They are all part of the wide network of community assets which provide choice and enable people to engage with others in activities they enjoy and which add meaning to their lives.

In order to deliver this element of the strategy, we will continue to develop local partnerships and support citizens to access community assets through our Neighbourhood Network Schemes, located in each constituency. Our Community Network Support Team will continue to build more welcoming, inclusive, resilient, and supportive communities and build a network of local community-based solutions to prevent and reduce demand for social services.

We must continue to build on the improvements we have already made, to work together in the community across social care, community nursing, therapy services, GP practices and mental health services, to better manage ongoing and long-term conditions and to reduce the risk of citizens experiencing health and care crises.

3. Prevention and early intervention

People need to be able to access prevention and early intervention services quickly and at any time in their lives. Services such as assistive technology can be beneficial at different times as can enablement and rehabilitation services. These services can help people to maximise their independence throughout their lives and as people's needs change, their needs for these services changes as well. It is important to have a comprehensive ongoing strategy for prevention to ensure that organisations in the public sector and in the third sector are joined up in their approaches and maximise the available resources. Much can be done through making every contact count and there are a wide range of partners who are keen to work in this area such as the fire brigade.

One of the weaknesses of the public sector is that it is poor at anticipating demand but can respond effectively at a local level. Too often, organisations wait until there is a crisis until services click into gear but by then it is high cost, acute services. That is why there needs to be a strategic approach to prevention which anticipates potential needs and intervenes early before they become a crisis. For example, people often fall several times before they break a hip. Intervening early in low-cost solutions and preventive actions can prevent the fall which is then very costly and can lead to poor long-term outcomes.

To deliver this element of the strategy, a comprehensive ongoing approach to prevention needs to be developed and implemented. This has commenced with the implementation of the Early Intervention Community Team, which is a multidisciplinary team that supports discharges home and hospital admission avoidance. The creation of the ICS in 2022 is an enabler for developing multi-organisation, preventative approaches further. In particular, the developing Community Care Provider Collaborative, offers an opportunity for the system to come together to take a strategic proactive approach to population health management.

Initial priorities for the Collaborative include rolling-out Integrated Neighbourhood Teams across the city. Similarly, the ICS Fairer Futures Fund is a deliberate attempt to invest in community-led projects to improve health and well-being outcomes through preventative action. We recognise the preventative success we have already achieved through investing in Neighbourhood Network Schemes (NNS) and supporting carers. Now the opportunity is to link up activity across partners in the ICS to maximise our impact.

4. Personalised support

People require and respond better to personalised services. The approach that works most effectively always puts users and carers at the centre and builds support round them rather than fitting people into rigid services. Essentially, there needs to be a strength-based approach to assessing people's needs – building on the assets people, their families, friends and communities can offer to support them. Direct Payments will continue to be offered as an option for delivering support. They are the preferred option for delivering support because they maximise the opportunity for people to exercise choice and control.

In order to deliver this element of the strategy we are working in a more integrated way to deliver our social work and care management services. This is an ongoing journey as it is not desirable to throw all the pieces of the jigsaw up in the air at once. Our approach has moved from assessing people for services, to assessing them for the outcomes they desire and the assets they have to achieve them. We will continue to make improvements to the systems that support this area of service including the delivery of safeguarding. We will continue to develop services on a locality basis, to strengthen

workers' affinity to a local place, to strengthen joint working with workers from other services and to increase knowledge about the assets available in a local area.

5. Partnership working

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. This approach needs to be developed at all levels – quite simply, care and health services are a whole system and if one part of the system is not working then the system as a whole isn't and the people that suffer are the residents of Birmingham.

Housing is a key partner and is critical in providing citizens with a safe, warm and homely environment. It is a basic requirement to help citizens and their families achieve good outcomes. People have a wide range of housing needs and that is why we need to work with a range of providers and with strategic housing services. Building and developing these partnerships is a key element to ensure the delivery of the vision.

For commissioners, working as partners can deliver better quality services that are more integrated and better value. Service providers in the independent and voluntary and community sector are critical to the delivery of this vision. Without a stable care and support market, we are unable to meet the needs of our citizens and the wider aspirations for the city. At locality level, trust needs to be developed between professionals such as district nurses and social workers so that packages of care and support can be flexed without reassessment from social care staff and there need to be more joint visits and assessments.

In order to deliver this element of the strategy, the Council and its partners need to work as a whole system and support each other to achieve their separate and joint goals. The ICS provides opportunities for both strategic commissioning and joint operational delivery. Approaches for learning disability and autism have been developed which support a ten-year programme for improving outcomes across the public sector. Work is underway to develop a more integrated approach to transitions and all-age disability services, to improve outcomes and reduce financial pressures. Areas including CHC, regulated care and complex packages for people with disabilities present further opportunities for a partnership approach.

6. Making safeguarding personal

While recognising that for some people there is a need to protect them, it is essential that we ensure we "make safeguarding personal". It is essential that we understand what outcomes people want from safeguarding enquiries and actions. In this area, there is a balance to be achieved. It is essential that there is an effective Safeguarding Adults Board, that strategies are in place, that there is an effective team, that enquiries are robust, that there is excellent partnership working and there is high quality intelligence about safeguarding issues and performance. Further, it is essential that safeguarding is seen as everybody's business and that staff across the care and health sector are aware of the issues and know how to deal effectively with safeguarding concerns. Also, it is essential that this issue is kept in the public eye.

To deliver this element of the strategy, work will continue to improve processes, through regular auditing and benchmarking against the quality assessment framework. Building on the

implementation of a triage function in August 2022, demand and capacity will continue to be reviewed to ensure the area is resourced at a level proportionate to the risks that exist in the system.

7. Co-production and Engagement

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. While this is important for all services, it is essential that commissioning demonstrates excellence in this area. Far too often, people feel they are being paid lip service when consulted on service developments. Approaches based on ongoing engagement need to be at the heart of commissioning and service delivery.

To deliver this element of the strategy, we will build on our established engagement mechanisms to shape and improve current and future services. This includes citizen forums, co production exercises and feedback obtained through complaints and quality audits. We will design and develop a comprehensive strategic engagement strategy which includes all channels of internal and external engagement and establish mechanisms to measure and review formal and informal engagement feedback.

8. Social Justice

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

To ensure that actions are undertaken to address this principle and ensure that actions meet words, a workstream focusing on this principle has been built into the work programme delivering the Vision and Strategy over its life course. This embeds the Council-wide actions on social justice into ASC, as well as actions unique to ASC.

9. Workforce

The Adult Social Care workforce is critical to the delivery of the Adult Social Care Vision and Strategy. It is essential that employees are equipped with the right skills and knowledge to provide high quality care and support. The workforce should feel empowered to deliver high-quality care, and to develop in their roles and progress in their careers, if that is right for them. Our Adult Social Care People Plan 2023-25 sets out our priorities, to help ensure we attract, retain and develop our workforce to support the delivery of the Adult Social Care Vision and Strategy.

10. Use of resources

Underpinning all of this is the imperative to use all available resources effectively. Every pound that Birmingham spends on care must represent a pound well spent. The pressures on the Council's resources are enormous and it is essential that resources are maximised.

In order to deliver this element of the strategy, the continued review of the use of resources provides a framework for moving resources from areas where best value is not being delivered to areas where it can. This is not a one-off exercise and there is on-going monitoring and review of spend to ensure available resources are maximised. This continues to work alongside the Council's long-term budget planning and management processes. This will set the direction for future consideration of savings proposals for ASC and health.

Appendix A - Delivery Updates

Council Delivery Plan Updates

Area	Milestones	Update as at January 2024
PURE Project	<p>Continue to develop and deliver PURE employment activities to inactive vulnerable adults who have complex and multifaceted needs to enable them to get closer and into the labour market, including:</p> <ul style="list-style-type: none"> a) implementing a PURE Digital inclusion Lending Library by Sept 23 and b) seeking additional funding post Dec 23 	<p>Activity completed and new funding and delivery model in place.</p>
Learning Disability and Autism Transformation	<p>Drive system wide change and enable more people with a learning disability and/or autistic people to have a home within their community, be able to develop and maintain relationships and get the support they need to live healthy, safe and ordinary lives. Including:</p> <ul style="list-style-type: none"> a) review to inform person-centred support - Jul 2023 b) invite people with lived experience of a learning disability/ autism to supportively challenge quality and accessibility of services - Sept 2024 c) System approval for ten-year Learning Disability and Autism Framework for Change - Dec 2023 d) Establish Respite Innovation Partnership to shape person-centred support options - Apr 2024 	<p>The Learning Disability and Autism Framework has been approved by the Integrated Care Board Place Committee. There is now a system wide Learning Disability and Autism Programme and Delivery Board that will ensure progress against the agreed priorities.</p> <p>A Quality Challenge Team Facilitator has now commenced in post and is making great progress linking together experts by experience and developing the voice of citizens in the work being completed.</p> <p>The respite work continues with sessions being held with providers to co-produce the best delivery model and service specification for respite services.</p>

Area	Milestones	Update as at January 2024
Domestic Abuse	Review and develop new Domestic Abuse Prevention Strategy - completing consultation by July 2023 gaining approval by Dec 2023 ready to implement for 2024	<p>Amended delivery dates were agreed by Councillor Cotton, Portfolio holder and Chair of the Domestic Abuse Board, as initial work highlighted that more time would be needed, due to the partnership approach and aim to coproduce the strategy with survivors. The new timeline is as follows:</p> <ul style="list-style-type: none"> • Public consultation September – October 23 • Submit to Cabinet in February 2024 • Cabinet approval in April 2024
Mental Health	<p>Implement legislative changes arising from the reform of the Mental Health Act:</p> <p>a) Review the current implementation of the Mental Health Team; feedback from staff, citizens. Comparison of response times/waiting lists - Apr 23</p> <p>b) Review the current allocation of statutory work Apr -23</p> <p>c) Pursue the current recruitment drive - Mar 23</p> <p>d) National Workforce plan for AMHPs – Sep 23</p>	<p>Mental Health Act reforms have been postponed indefinitely. Specialist Mental Health Team review recommendations were approved in November 2023 with agreement to recruit to 24 grade 4 Social Work posts to improve performance.</p> <p>Approved Mental Health Practitioners capacity has increased due to NHS joining the Birmingham City Council rota and training is ongoing for April 2024.</p> <p>We are speeding up budget approval by streamlining tasks and introducing new forms for joint funded packages of care along with a Memorandum of Understanding with partners being signed at the end of January 2024.</p>

Area	Milestones	Update as at January 2024
Joint working NHS	<p>Work together in the community across social care, community nursing, therapy services, GP practices and mental health services to better manage ongoing and long-term conditions and to reduce the risk of citizens experiencing health and care crises:</p> <p>a) Build on work being completed in proof-of-concept trials for wider roll out in 2023</p> <p>b) Embed organisational development programme - Jun 23</p> <p>c) Review impact of new model including staff surveys and progress tracking of individuals receiving support - Jun 24</p>	<p>Work is continuing to deliver on Milestone A and C. The wider roll out is to commence early 2024.</p>
Preparation for Adulthood	<p>Intervene earlier and differently by supporting young people entering adulthood to be physically and emotionally resilient, so once they become an adult, they will have a connective, fulfilling productive life:</p> <p>a) Complete full financial review of expenditure - Jul 23</p> <p>b) Work with BCT to improve data sharing and build forecasting dashboard - Oct 23</p> <p>c) Scoping of existing provision and development of commissioning options – Dec 23</p>	<p>A detailed review of citizens over the last 12 months has allowed the identification of providers who are not currently signed up to the Birmingham frameworks for regulated care. This has enabled mapping of costs and quality so that there is a clear understanding of the costs, quality and services being provided, along with any improvements. There is now a list of providers delivering services and work will commence to develop and understand the citizen requirements to ensure the provider market are clear on requirements for services.</p> <p>Alongside this work the Childrens Trust has data sharing mechanisms to enable early identification of citizens and data of children transitioning to Adult Social Care. A project team is formed to create a first joint dataset. A strategic working group has been developed with stakeholders along with a parent carer forum to take a holistic look at the pathway and improve this transition.</p>

Area	Milestones	Update as at January 2024
Day services	Implement activity identified from the co-produced review of Day Opportunity Services - March 24	<p>A co-production partner was procured to lead on the development of a Commissioning Strategy for external day opportunities and a service improvement plan for the internal service. 13 new co-production volunteers have been trained. Visits to day centres and special education settings, meetings with carers and other stakeholders started in November and will continue into February. The focus is on hearing about people’s aspirations for their day opportunities moving forward.</p> <p>The Cabinet report for the commissioning strategy is scheduled for April 24. The Cabinet report in relation to the internal day services is now scheduled for August 2024. This revised timeline is to ensure robust analysis is completed. We are strengthening the consultation methodology by securing additional analyst capacity with an action and resource plan alongside establishing a consultation project group.</p>
Shared Lives	<p>Implement shared lives improvement programme, including:</p> <ul style="list-style-type: none"> a) implementing a directorate -wide project board - May 2023 b) undertaking an in-depth review to inform and develop proposals for future delivery across the work streams - Jun 2023 c) develop an action plan for the identified workshops from Jun 2023 	<p>Audit recommendations for the service continue to be worked on alongside an accelerated expansion plan which includes recruitment of 25 carers by the end of this financial year. A review of the onboarding processes for carers has taken place to identify efficiencies with this process and issues around carer recruitment have been identified which continue to be worked on.</p> <p>A communications plan is being created to ensure promotion of the service to attract carer uptake. A joint bid for the Accelerator Reform Fund is also being developed which will support the expansion plan.</p>

Area	Milestones	Update as at January 2024
Dementia	Work with partners to implement the joint Dementia Strategy 2022-2027	<p>The Dementia Strategy action plan is a standard agenda item on the monthly Birmingham City Council Steering Group and all leads have been identified to move forward the actions. Progress has been made around dementia awareness raising following an internal webinar, with 92 colleagues attending to hear about the forthcoming webpages and about the Dementia Connect Service provided by Alzheimer’s Society.</p> <p>A new service focused on citizen training around dementia has been commissioned via grants, called Amba Solutions. This programme will be shared internally late January. The Dementia Team are now Dementia Friends and are encouraging all colleagues to become a Dementia Friend.</p>
Adult social care reform	Continue to prepare for adult social care reform including the development of an implementation plan for the Market sustainability plan by June 23	Wide social care reforms have been postponed until at least 2025. In February 23, the Council's Cabinet approved our final Market Sustainability Plan. A report was approved by Cabinet in October 2023 which sets out how the new Market Sustainability and Improvement Fund 23/24 and 24/25 will be used to provide support to the sector in line with our Market Sustainability Plan. No further details of the wider Social Care Reform have yet been published and are not expected prior to the next General Election.

Other Key Service Delivery Updates

Area	Service Delivery
Carers	<p>We codesigned and commissioned a new integrated Carers Hub which went live in April 2023. The hub provides a range of services including carers assessments, advice, advocacy, practical training, bereavement support, carers wellbeing payments and specialist support for dementia carers.</p> <p>In 2022, the Carers Hub were delighted to formally recognise Carer Ambassadors into the team. The Ambassadors are passionate about helping other carers to get the support they need. They raise awareness and understanding of carers by giving talks to health and social care settings, community groups or workplaces, help choose Carer Friendly award winners and assess and evaluate Carer Friendly Employer Commitment Mark submissions. They also regularly contribute to the Carer Friendly Forum for Carers, share social media posts and promote Carer Friendly Communities work. To find out more visit: birminghamcarershub.org.uk</p>
Equalities	<p>Birmingham is one of 22 local authorities working alongside Skills for Care to develop systems to monitor and evaluate equality standards and diversity within the workforce to ensure equity and fairness for all staff and to ensure fair representation at all levels within the organisation. Birmingham has been working alongside the other local authorities to share ideas and implement effective change.</p> <p>An Assistant Director with responsibility for Equality, Diversity and Inclusion (EDI) has been appointed to work in partnership with the Equality, Diversity and Inclusion Manager and to oversee the EDI work across the directorate. We have worked closely with the Department of Social Policy at Birmingham University to build and develop innovative ways of gaining qualitative and quantitative data. This has resulted in the launching of our own Research Programme Board with the University of Birmingham with EDI as a priority, and we have applied for grant funding from the National Institute for Health Research to explore the lived experiences of citizens, carers and Direct Payments.</p>
Integrated Care System	<p>Birmingham and Solihull Integrated Care System (ICS) is one of the 42 Integrated Care Systems launched on 1 July 2022. Every part of England now has an ICS. Birmingham and Solihull ICS has a shared vision of making Birmingham and Solihull the healthiest place to live and work, driving fairness in life chances and better health for everyone. The ICS brings together partners from the NHS, councils and community and voluntary groups to improve the way that we work together.</p> <p>Although this is a new arrangement, we are building on the work that we have already done together. This includes working together to get more people home from hospital more quickly and preventing people from having to go into hospital when it would be better for them to get help at home. Whilst there has been some good progress, we know that we need to do</p>

Area	Service Delivery
	<p>more. In particular we need to do more to fix the differences in health and well-being between different places and communities in the city.</p>
Neighbourhood Networks (NNS)	<p>There is an NNS in each of Birmingham’s 10 constituencies, the majority of which are led by voluntary and community sector organisations. Their work benefits citizens aged 18 – 49 years with a disability or additional needs, as well as older people and carers. Each NNS works with community groups, organisations, and local services to develop preventative activities and support. This is achieved through capacity building support and grant funding. Each NNS builds partnerships with local citizens, community assets and professionals. A steering group brings together stakeholders to oversee this work.</p>
Prevention Grants	<p>Our Grants Programme complements the work of the NNS, providing a wide range of preventative support to citizens aged 18 – 49 years with a disability or additional needs, as well as older people and carers. The previous Prevention and Communities Grants Programme ended in September 2023 and Cabinet approval was granted to recommission the programme to start in October 2023 for three years.</p> <p>We are investing in 40 projects across Birmingham’s communities. The programme includes support with; hoarding, digital inclusion, mental health, bereavement, dementia, and information, advice, guidance services, including income maximisation. There is also a wide range of social activities and support to tackle loneliness and isolation.</p> <p>To promote the new P&C Grant programme we are creating a new prospectus with an overview of each provider and details of the services they offer. We will also be updating the Connect to Support Community Directory, to ensure all projects are listed here. In partnership with BVSC we are running the Community Development Hub to train and support community development practitioners working across the Birmingham. The focus will be on smaller organisations.</p>
Research	<p>Birmingham continues to be at the forefront of discussions around a research standard for the region. We are currently participating in research to consider the experiences of LGBTQ+ older people and their experiences of services. There are further proposals looking into people with learning disabilities as parents and a separate proposal for research regarding Parent Carers who have Autism.</p>
Three Conversations	<p>Our Three Conversations social work model continues to deliver positive outcomes by working with citizens, building on people’s strengths and connecting them to their community. We have been embedding the conversation principles in the Early Intervention Community Team and social care teams to further develop strength-based practice. This is now demonstrating a move towards better quality conversations and assessments.</p>

Assessment and Awards

Date	Award	Details
Nov 22	Keep it Local	The Prevention and Communities (P&C) Commissioning Team (part of Adult Social Care) won the 'Keep it Local' Award. Issued by Locality (the national membership network supporting local community organisations), the "Keep it Local" localities campaign calls for councils to move away from bureaucratic commissioning and big outsourcing contracts. The award celebrates an outstanding local authority that has created strong local partnerships with local community organisations and worked in an innovative way to unlock the power of its community.
June 23	Gambian High Commission	Perry Tree Centre has developed a number of community partnerships and actively works to maintain these. During the pandemic the Care Centre community recognised the need to engage with local, national and international charities. The citizens and staff were at the heart of this project and helped to steer how and where their collective support was focused. This has seen collections of food to send out food parcels to local charities, alongside sharing donations from the local community of clothing, toiletries and emergency first aid equipment to identified charities. Perry Tree Centre has engaged with international charities, including those from Ukraine and The Gambia. These efforts have been recognised by The Gambian High Commission.
Nov 23	Kings Award for Voluntary Service	Prevention First Citizens Panel, who've supported Adult Social Care Prevention and Communities in commissioning and evaluation of services over the past 20 years has been awarded the Kings Award for Voluntary Service. This prestigious award recognises the outstanding work of local volunteer groups to the benefit of their communities. This is the highest award a local voluntary group can receive in the UK and is equivalent to an MBE.
Nov 23	Adult Social Worker of the Year	Ruth Hare won the Adult Social Worker of the year 2023 at the annual Social Worker of the year Awards. Ruth won for her work on setting up an initiative specifically focused on hoarding and helping people in the community with this issue. Ruth has worked with and developed a positive relationship with volunteer organisations and has created beneficial focus for students and partitioners assigned to be part of the initiative.

Date	Award	Details
Nov 23	<p>A Bronze Award by the Infection Prevention Society</p> <p>Highly Commended at the Great British Care Awards, Workforce Development Award</p>	<p>A Bronze Award by the Infection Prevention Society nurturing IPC talent across the care home workforce in Birmingham and developing the IPC workforce of the future.</p> <p>Highly Commended at the Great British Care Awards, Workforce Development Award – highly commended for our invaluable contribution during the COVID-19 pandemic in Birmingham Care Homes which has reshaped IPC practices. The team’s work has left a lasting legacy, addressing critical gaps in IPC understanding across the social sector.</p>
Nov 23	CQC Indicative Rating: Good	<p>CQC has been given new powers under the Health and Care Act 2022 to assess how local authorities deliver against key aspects of their duties under Part 1 of the Care Act 2014. The purpose of the assessments is to understand the performance of local authorities and to assure CQC and the Department of Health and Social Care about the quality of care in an area and consider whether any improvements may be required.</p> <p>CQC worked with five local authorities as part of a pilot to test the full methodology to ensure it is effective and can be applied to the wide variety of local authorities across England. The overall indicative rating for Birmingham City Council’s assessment is ‘Good: evidence shows a good standard’.</p>