

Birmingham City Council

Report to Cabinet

23 April 2024



Subject:	REFRESH OF ADULT SOCIAL CARE VISION AND STRATEGY 2024
Report of:	Louise Collett Acting Strategic Director Adult Social Care
Relevant Cabinet Member:	Councillor Rob Pocock - Interim Cabinet Member for Health and Social Care
Relevant O &S Chair(s):	Councillor Mick Brown - Health and Adult 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: 012561/2024		
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, state which appendix is exempt, and provide exempt information paragraph number or reason if confidential:		

1 Executive Summary

- 1.1 The overarching Vision and Strategy for Adult Social Care was refreshed in October 2020. Since this time there have been major changes in the landscape in Birmingham. This report recommends the refresh of the Adult Social Care Vision and Strategy to ensure it remains up to date.

2 Recommendations

- 2.1 That Cabinet approves the revised Adult Social Care Vision and Strategy 2024 – 2026.

3 Background

- 3.1 Birmingham City Council agreed a vision for Adult Social Care in October 2017 and a strategy and programme for delivering it. This was refreshed in October 2020 in light of the impact of the Covid pandemic and our learning from it. The refresh of the strategy included the addition of a new principle around social justice.
- 3.2 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.
- 3.3 To deliver the desired goals for adults and older people, it is necessary to have 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. For some people, because of disability, placements in residential and nursing settings are the best way they can lead good quality lives.
- 3.4 The Adult Social Care Strategy and Vision 2020-24 has 9 underpinning principles which remain valid:
 - People require access to high quality information, advice and guidance.
 - People require and respond better to personalised support.
 - People need to be able to access a wide range of community assets which are local, flexible and responsive.
 - People need to be able to access prevention and early intervention services quickly and at any time in their lives.
 - 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.
 - While recognising that for some people there is a need to protect them, it is essential that we ensure we "make safeguarding personal".

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

3.5 It is proposed that a further principle is added to the Adult Social Care Strategy and Vision to recognise the critical importance of the social care workforce in delivering the vision. The social care workforce is an integral part of community infrastructures and is a key economic driver in local communities. Having a skilled and stable workforce is critical to driving forward improvements to deliver better outcomes for citizens and to support the delivery of savings. The 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 relate to: people development and leadership; talent, succession and retention; resourcing and attraction; and belonging, engagement and wellbeing.

3.6 Adult Social Care has achieved considerable success in developing partnerships with citizens, community organisations, providers and other agencies. These must continue to be developed and strengthened to deliver the strategy and release savings. There are now several opportunities to work in partnership across the health and social care system to release opportunities for more consistent, integrated working which will deliver savings, address problems earlier and avoid unnecessary pressure coming through to children's and adults' services and housing.

3.7 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. The strategy focuses on making best use of community assets and a whole system approach to early intervention and prevention based on integrated models of delivery. This approach directly contributes to the Council's budget saving proposals.

3.9 The revised Adult Social Care Vision and Strategy including a progress update on delivery of the strategy can be found in **Appendix 1**.

4. Options considered and Recommended Proposal

4.1 Option 1 – Refresh the Adult Social Care Vision and Strategy 2020-2024. This option would see the refresh of the existing Adult Social Care Vision and Strategy which would become the Adult Social Care Vision and Strategy 2024-2026. The existing 9 core principles underpinning the strategy would remain and a further principle relating to the Adult Social Care workforce would be added. The narrative

around the principles would be updated to take account of the changes in the landscape in Birmingham and emerging areas of work and best practice.

- 4.2 Option 2 – Do nothing. This option would see no change to the principles or narrative of the Adult Social Care Vision and Strategy. This would mean that it fails to recognise the changes in the landscape in Birmingham and emerging areas of work and best practice.
- 4.3 The recommended proposal is option 1. This will allow the Adult Social Care Vision and Strategy to incorporate changes which have occurred since 2020.

5. Consultation

- 5.1 There is no statutory duty to consult on this strategy. Engagement on the proposal to refresh the Adult Social Care Vision and strategy is summarised below.
- 5.2 Citizens are being engaged through the People for Public Services Group (PfPSG). The PfPSG confirmed that they supported the provision of preventative services and were interested to know more about how we could do this more effectively; and how plans for delivery would be developed and monitored.
- 5.3 Engagement has taken place with representatives of the Third Sector and with Providers to share the updates to the vision and wider proposed changes.
- 5.4 The following external partners are being engaged:
 - 5.4.1 Birmingham and Solihull (BSoL) Chief Executive Officers

The report was well-received by the BSoL Chief Officers, and an offer was made to present the update to their senior teams if helpful.
 - 5.4.2 Integrated Care Board (ICB)

The update to the vision was well received and supported by the ICB.
- 5.5 Engagement with staff has been undertaken through meetings with the Heads of Service forum, a Teams Live 'all staff' forum, as well as separate engagement sessions from each Service Director and Assistant Director with their service area.
 - 5.5.1 Heads of Service and staff recognised the importance of updating the vision for adult social care and there was strong support for the revised approach. They thought it was important too that we included recognition of our strengths and achievements; as well as identifying the changes we needed to make to support delivery of future savings.
 - 5.5.2 Staff highlighted the importance of a stable care market and recognition that service providers in the independent and voluntary and community sector are critical to the delivery of the vision.
 - 5.5.3 They also highlighted that 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.

5.5.4 Staff are keen to engage in the delivery of the Vision and Strategy

5.6 The following elected members have been engaged during March and April 2024:

5.6.1 Cllr Pocock, (Acting) Cabinet Member for Health and Social Care

5.6.2 The Cabinet Member welcomed the updating of the Vision for Adult Social Care. He was very supportive of the approach of ASC in ensuring the vision continues to reflect the revised approach needed to deliver the savings targets which are dependent on working in new ways with partners.

6. Risk Management

6.1 There is a risk that the outcomes for citizens envisaged in the Adult Social Care Vision and Strategy is not realised due to financial and demographic pressures and delays to the reform of Adult Social Care. To counter this, a delivery programme is in place and monitoring of the programme will allow corrective action to be taken wherever possible to address any shortfall that is identified.

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 Corporate Plan 2022-26, including priority 16 to improve outcomes for adults with disabilities and older people.

The vision is being refreshed to recognise the challenges facing the Council in delivering the Improvement and Recovery Plan; and support the changes the Directorate need to make to achieve the Council's priorities of becoming a financially sustainable, well led organisation providing good services to Citizens of Birmingham.

7.1.2 The report supports the united vision of Birmingham and Solihull Integrated Care System (ICS), to make Birmingham and Solihull the healthiest place to live and work, driving equity in life chances and health outcomes for everyone.

7.1.3 The Adult Social Care Vision and Strategy complies with the requirements of the Care Act 2014 which defined 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:

7.2.2 Promote the individual's physical, mental, and emotional wellbeing (Section 1).

7.2.3 Provide or organise services that prevent or delay the need for care and support (Section 2).

- 7.2.4 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).
- 7.2.5 Establish and maintain a service for providing information and advice relating to care and support for adults and carers (Section 4).
- 7.2.6 Promote diversity and quality in the provision of services for meeting care and support needs (Section 5).
- 7.2.7 Assess an adult's needs for care and support (Section 9) and assess a carer's needs for support (Section 10).
- 7.2.8 Adopt a person-centred approach to planning and supporting care (Sections 24-25).
- 7.2.9 Make available Direct Payments (Sections 31-33).
- 7.2.10 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.

7.7 Environmental and Sustainability Implications

7.7.1 An Environmental and Sustainability assessment is not required.

8 Appendices

8.1 **Appendix 1** – Adult Social Care Strategy and Vision

8.2 **Appendix 2** – Equality Impact Assessment

9 Background Documents

9.1 None