

Appendix 1

Progress of Adult Social Care Delivery Programme

Adult Social Care developed a delivery programme to implement the Vision and Strategy agreed in October 2017. This programme was planned across the 4 years lifespan of the Vision and Strategy. This document provides a summary of the sub-programmes within it at the half-way stage.

Savings Programme

The Savings Programme has seen delivery of higher levels of saving sooner than envisaged. This has been through the reduction of both volume and cost of residential and nursing placements; reducing the number and size of home care packages; and the diversion of citizens to community assets and to delay the need for formal care.

The challenge of delivering higher levels of savings in the final years of the programme are challenging but the measures that have been put in place appear to be the correct ones, appear to continue to be successful and the introduction of further measures suggest that the programme is deliverable.

Delivery of Frontline Social Care

Progress in the delivery of front-line social care has been achieved. A series of interrelated major initiatives has been broadly successful – constituency teams are well-established, three conversations has been rolled out in the community teams, family group conferencing has been established and Local Area Co-ordination has been recognised as a useful approach which will be modified to fit the Birmingham context.

The Customer Journey

The Customer Journey is moving into the delivery of the final phase of the current programme and this will also include changes in the delivery of mental health services. While this initiative has been delayed, this has been necessary to ensure staff could be engaged and sign up to the approach. There will be further phases of the Customer Journey to help reduce bureaucracy and hand-offs to citizens so that the service is more agile and responsive.

Neighbourhood Network Services

The role out of the Neighbourhood Network Services was the essential initiative to ensure front-line teams could refer citizens to community assets to help build resilience and reduce the need for formal care. Similarly, the commissioning of carers support services has helped reduce the demand for formal care. Investment in the third sector has generally strengthened this sector enabling it to be more responsive and capable of supporting people at a local level.

Early Intervention Initiative

Another area in which progress has been substantial is the delivery of the Early Intervention initiative. This programme is multi-agency and was supported by Newton.

The goals have been achieved though work remains to be completed to maximise the potential of this way of working. Work is now in hand to build upon the initial success of the Early Intervention initiative.

Preparing for Adulthood (PFA)/ Life Course

The other major initiative which has made exceptional progress is PFA/Life Course. The strands within this programme are making significant progress and the work with children's services goes from strength to strength. This initiative was not within the scope of the original programme but has grown in importance as it is recognised that outcomes have been poor for young people and their families and this needs to change. Further, it is recognised that it represents the major area of demographic growth and pressure on the budget. Also, the nature of young people requiring support has changed with a growing need to respond to vulnerable adults who do not meet the traditional criteria for services from ASC.

Re-tendering of Bedded Services and Homecare Services

The major workstream undertaken by the Commissioning Division to re-tender the registered provision of bedded services and homecare services has been completed achieving improved outcomes and a more stable market. This was a major undertaking but was essential to achieve the desired outcomes and provide a solid base for the future. The Commissioning Division also led on the development of the Neighbourhood Networks and the development of Prevention services through a commissioned approach to third sector organisations.

Other Strands of the Programme

Other desired goals in the vision such as improved personalisation, improved alternatives to formal care, improved coproduction, partnership working and use of resources have been delivered and the work to date lays the base for ongoing progression in these areas.

Day Opportunities

Where progress has been delayed is in the Day Opportunities programme. For a range of reasons, progress has been significantly delayed and with the impact of Covid-19, it is likely that progress will continue to be delayed.

Enablement

The other area where progress has not been made is in the original proposals around enablement. A long-running industrial dispute ended with the approach being stopped and an alternative approach being agreed by Cabinet.