

Overview and Scrutiny Committee

June 2023

1. STRATEGIC AND ORGANISATIONAL CONTEXT

1A. CORPORATE PLAN 2022-26

An overview of the Corporate Plan 2022-26.

In October 2022, the City Council approved the Corporate Plan 2022-2026 that sets out the organisation's vision and strategic priorities. These priorities are aligned to six themes: Prosperous, Inclusive, Safe, Healthy, Green, and being a Best-in-Class Council. The Plan provides the context for improvement and transformation activity and a framework for the organisation's business planning.

The Corporate Performance and Delivery Plan (CPDP), updated each year, provides a summary of the key delivery milestones and performance measures that are used to demonstrate delivery and performance against the Corporate Plan priorities. The CPDP provides the basis for quarterly reporting to the Corporate Leadership Team (CLT) and Cabinet. The CPDP does not include the totality of the Council's delivery activity but summarises key activity from Directorate Business Plans, delivery strategies, and transformation agendas.

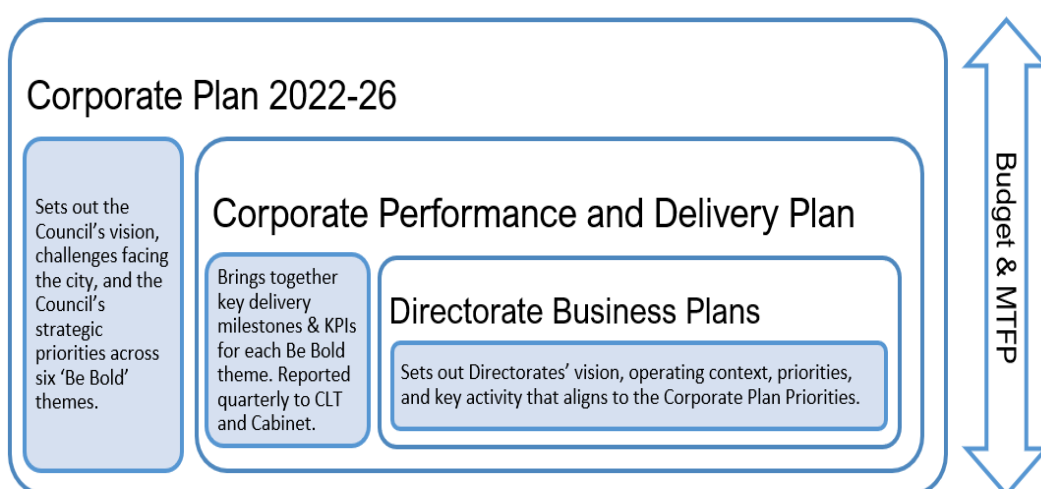


Diagram showing an overview of the Corporate Plan 2022-26:

GRAND CHALLENGES		OUR RESPONSE: BE BOLD OUTCOMES	PRIORITIES
Equality and Inclusion	Unemployment, skills and the local economy	A BOLD PROSPEROUS BIRMINGHAM	1. Support inclusive economic growth 2. Tackle unemployment 3. Attract inward investment and infrastructure 4. Maximise the benefits of the Commonwealth Games
	Opportunities for children and young people	A BOLD INCLUSIVE BIRMINGHAM	5. Tackle poverty and inequalities 6. Empower citizens and enable the citizen voice 7. Promote and champion diversity, civic pride and culture 8. Support and enable all children and young people to thrive
	Community resilience, cohesion and living standards	A BOLD SAFE BIRMINGHAM	9. Make the city safer 10. Protect and safeguard vulnerable citizens 11. Increase affordable, safe, green housing 12. Tackle homelessness
	Health and wellbeing	A BOLD HEALTHY BIRMINGHAM	13. Tackle health inequalities 14. Encourage and enable physical activity and healthy living 15. Champion mental health 16. Improve outcomes for adults with disabilities & older people
	Climate Emergency	A BOLD GREEN BIRMINGHAM	17. Improve street cleanliness 18. Improve air quality 19. Continue on the Route to Net Zero 20. Be a City of Nature
		A BOLD BEST IN CLASS COUNCIL	21. Delivering a Bold Best in Class Council

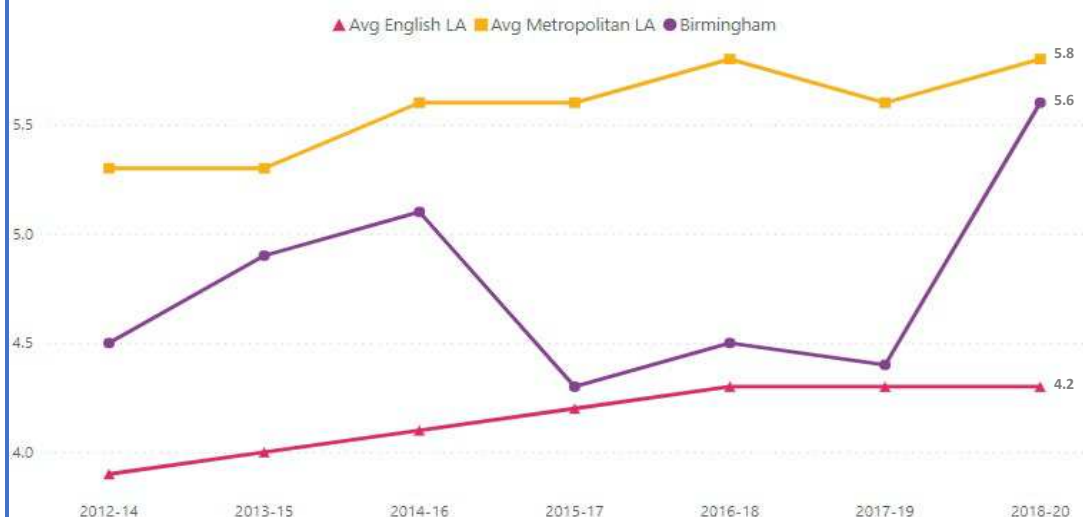
1B. CITY OBSERVATORY SNAPSHOT

A snapshot of key city and citizen outcome data from the City Observatory that is relevant to the remit of this Committee (data extracted May 2023). Other measures are available:

www.cityobservatory.birmingham.gov.uk.

Inequality of life expectancy at 65 - Male

Preferred direction of travel	Direction of travel (last 12 months)	Rank among Met Boroughs (1-36 with 1 being the top ranking)	Birmingham result	Met average
↓	Worsening ↑	16/36	5.6 Years	5.8 Years

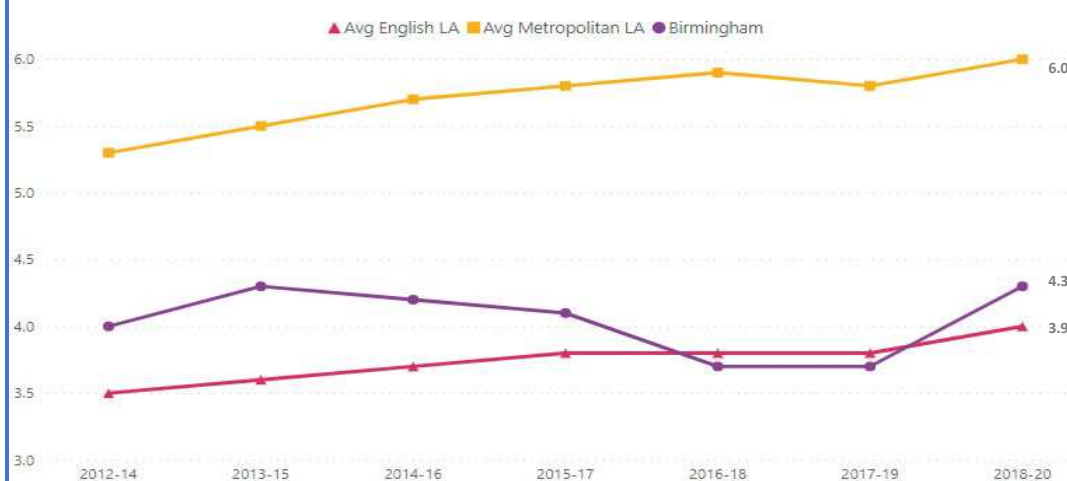


Definition: Life expectancy at age 65 is a measure of the average number of years a person would expect to live based on contemporary mortality rates. For a particular area and time period, it is an estimate. Source: Public Health Outcomes Framework, Office for Health Improvement and Disparities (OHID).

Historically, the Average Inequality of Life Expectancy at 65 – Male in Birmingham (AVB) has always been higher than the Average of all English Local Authorities (AVL) and lower than the Average of all Metropolitan Boroughs (AMB). Though there were no steep changes observed with AVL and AMB, we can see the sharp increase from 2011/13 to 2014/16 (4.0 to 5.10), and sharp decrease at 2015/17 (5.10 to 4.30) and a sharp increase again at 2018/20 (4.40 to 5.60) with AVB.

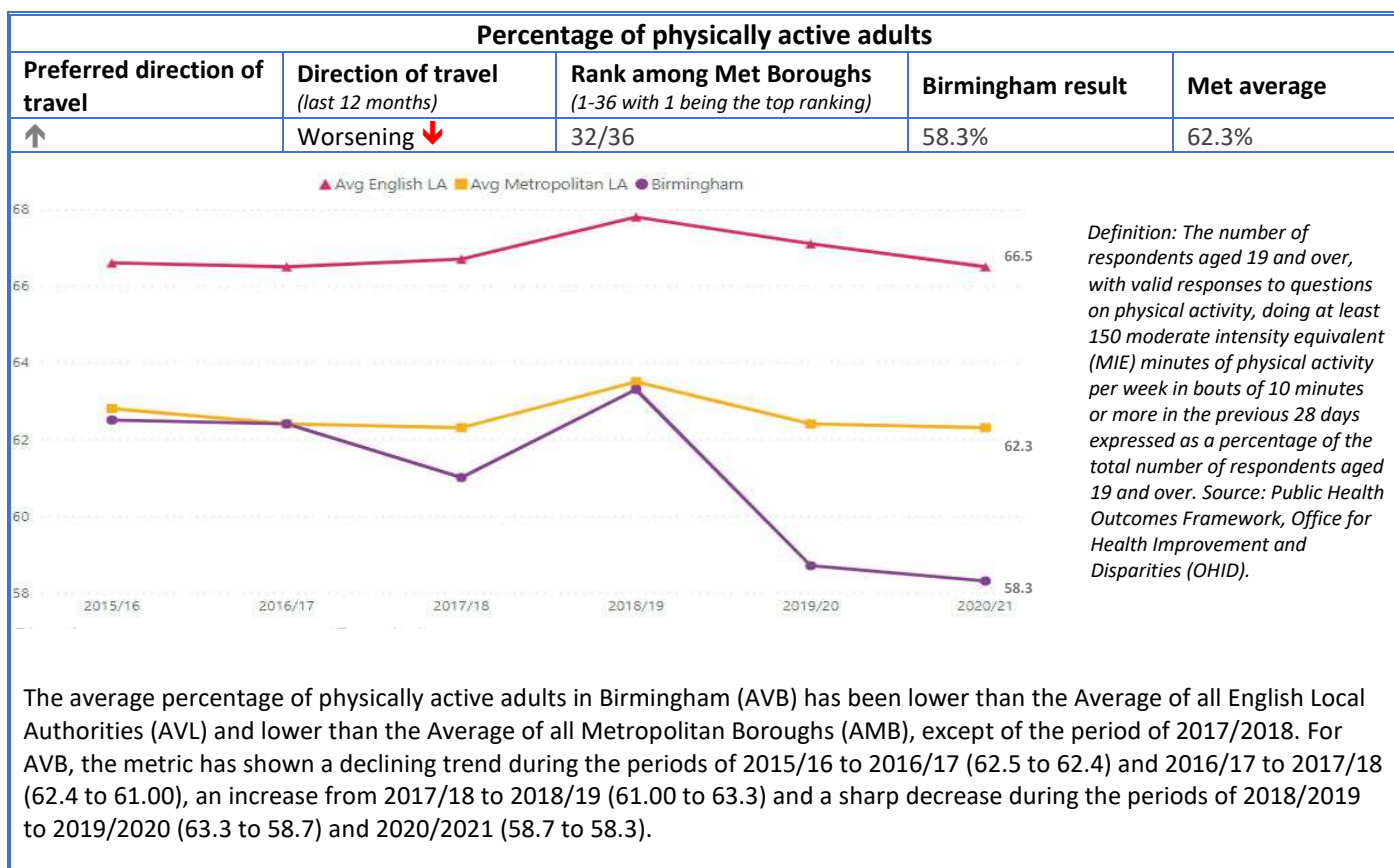
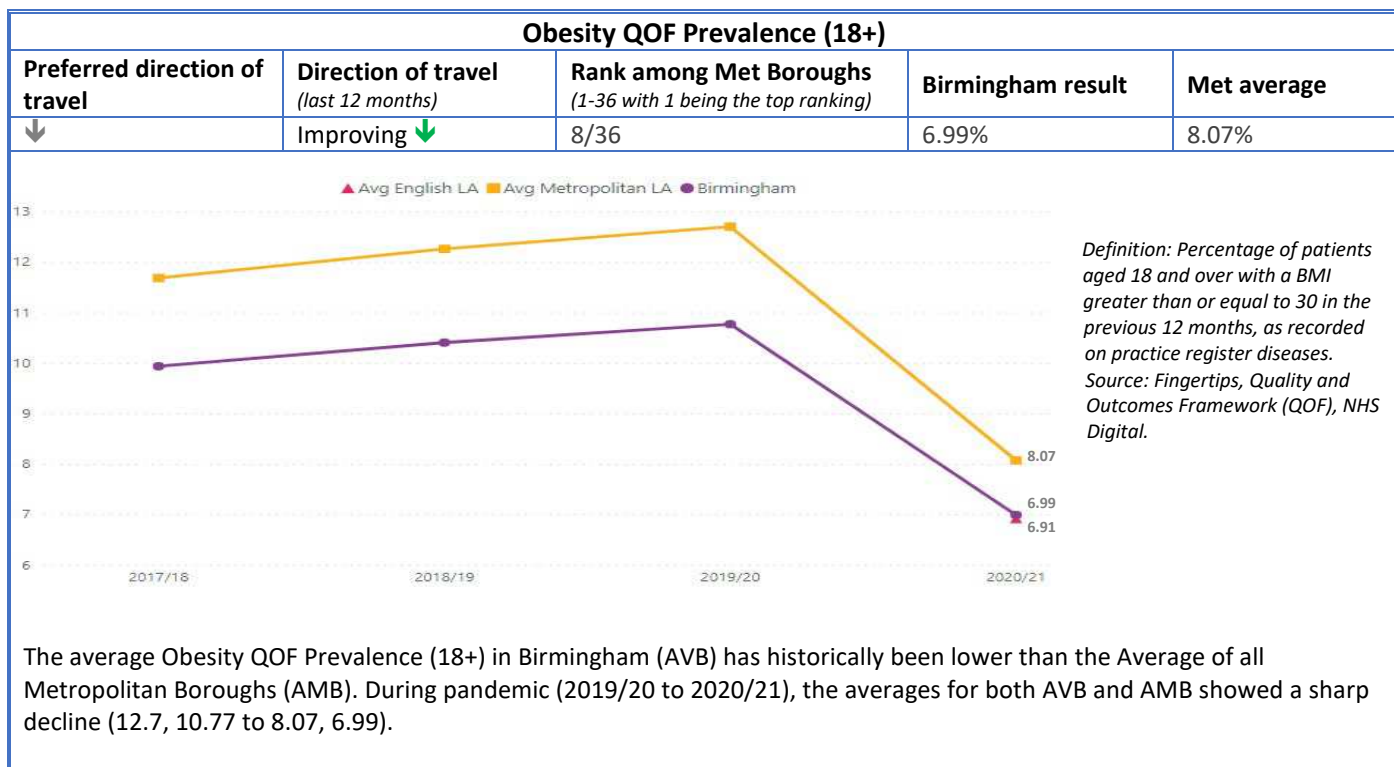
Inequality of life Expectancy at 65 - Female

Preferred direction of travel	Direction of travel (last 12 months)	Rank among Met Boroughs (1-36 with 1 being the top ranking)	Birmingham result	Met average
↓	Worsening ↑	2/36	4.3 years	6.0 years



Definition: Life expectancy at age 65 is a measure of the average number of years a person would expect to live based on contemporary mortality rates. For a particular area and time period, it is an estimate. Source: Public Health Outcomes Framework, Office for Health Improvement and Disparities (OHID).

The Average Inequality of Life Expectancy at 65 – Female in Birmingham (AVB) has always been lower than the Average of all Metropolitan Boroughs (AMB) and is higher than the Average of all English Local Authorities (AVL), except for the period of 2016/18 to 2017/19. With AVB, the inequality has shown a declining trend during the period of 2013/15 to 2017/19 (4.30 to 3.70), and a sharp increase at 2018/20 (3.70 to 4.30).



1C. EXTERNAL ENVIRONMENT

A summary of key events and changes to the external operating environment that is relevant to the remit of this Committee, including changes in national policy or regulatory frameworks.

Health and Social Care Act 2022

- Introduced Integrated Care Boards (ICB) and Systems (ICS) creating opportunities for greater collaboration across health and social care aimed at reducing health inequalities.
- The Hewitt Report¹ was published in April 2023. It reviewed the function and governance of ICSs in England and the NHS targets and priorities for which ICBs are accountable.
- Recommendations included:
 - Requiring 1% of the ICB budget to be allocated to prevention over the next 5 years
 - Developing a nationally accepted definition of prevention
 - Sharing data across the system to understand and intervene effectively
 - Integrating adult social care
- The ICB is being delivered at a different geographical footprint to the previous CCG. The strategic direction of the ICS is developing and the capacity and capability to deliver its ambitions are still in the early stages of implementation, with some areas still under development.
- BCC has a positive relationship with the ICS with the Director of Public Health (DPH) and Director of Adult Social Care (DAS) attending the ICS Board and the Cabinet Member sitting as deputy co-chair for the ICS Partnership. The DPH led the creation of the 10yr ICS strategy and there is strong alignment with the Health and Wellbeing Board strategy.
- The new piece of forthcoming strategy which will be informed by the Hewitt review is the Major Conditions Strategy. By 'Major Conditions' we mean cancers, cardiovascular diseases including stroke and diabetes, chronic respiratory diseases, dementia, mental ill health and musculoskeletal disorders. Indications are that this will be out at the start of 2024.

Care Quality Commission (CQC) new regulatory powers

- The Act also gives the CQC new regulatory powers to undertake independent assessment of local authorities' delivery of regulated care functions. The new regime is due to commence in April 2023. The assessment framework is grouped into four key themes, each with several quality statements mapped to them: how local authorities work with people; how local authorities provide support; how local authorities ensure safety; leadership. Adult Social Care will be participating in an ADASS Readiness Assessment on 11 and 12 May 23 and in a CQC Assurance pilot site inspection (field work scheduled for w/c 14 August).

Market Sustainability and Fair Cost of Care Fund

- Birmingham was allocated £3.78m in 2022/23 to help prepare the care markets for the wider social care reforms and support the move towards paying a 'fair cost of care'.
- Adult Social Care's cost of care exercise was completed in August 22 and results were used to develop a draft Market Sustainability Plan.
- Analysis both regionally and nationally confirms that government funding is insufficient to bridge the gap between current care fees and a 'fair cost of care'.
- The Council finalised its Market Sustainability Plan in February 2023, which was approved by Cabinet.
- The wider social care reforms have been now deferred by government and a new Market Sustainability and Improvement Fund has been established nationally.
- Adult Social Care has been awarded £13.1m of Market Sustainability and Improvement Fund grant for 23/24, of which £3.8m must be spent on ongoing fee increases implemented through the Market Sustainability and Fair Cost of Care Fund from 22/23. The remaining £9.3m must be used to make improvements in at least one of the target areas below, with the other 2 areas maintaining performance:
 - Increasing fee rates paid to adult social care providers in local areas
 - Increasing adult social care workforce capacity and retention
 - Reducing adult social care waiting times
- Officers from Adult Social Care are currently engaging with the provider market and wider stakeholders to develop the necessary plans required by the conditions of grant.
- Formal decisions in relation to this grant will be put before Cabinet at the appropriate time.

¹ Hewitt Report: <https://www.gov.uk/government/publications/the-hewitt-review-an-independent-review-of-integrated-care-systems>

Public Health Ring Fence Grant

- Nationally there is increasing scrutiny of the Public Health Ring-fenced Grant (PHRFG) and how it is used, this was particularly highlighted in Nottingham City Council by the Commissioners. The PHRFG cannot be used to fund statutory functions of the Council and it must meet the requirements of the grant demonstrating outcomes. The DPH has instigated an internal Memorandum of Understanding process to help prepare for any external audit of grant spend alongside the external procurement requirements for grants and contracts.

2. PERFORMANCE AND DELIVERY

2A. 2022-23 PERFORMANCE FOR KEY DELIVERY MILESTONES

An overview of 2022-23 performance for key delivery activity (from the CPDP) that is relevant to this Committee (as reported Cabinet on a quarterly basis). Information is accurate as of 26th May and may be subject to change.

RAG Rating	RAG Definition
 	Action has been achieved (and cannot be reversed)
 	Action on course to be delivered as originally planned or at revised scope/scale agreed with CLT and Cabinet Member
 	Risk of action not being delivered as planned. Root causes of delivery risk have been identified and mitigating actions are in place to resolve
 	Risk of action not being achieved as planned. Root causes of delivery risk are not clear and/or mitigating actions are not in place to resolve
 	RAG not applicable

			2022-23 BRAG status			
Corporate Plan Theme	Lead Directorate	Delivery Activity/Milestone	Q1	Q2	Q3	Q4
Healthy	Strategy, Equalities and Partnerships	Production of the statutory public health reports to inform the Council and its strategic partners commissioning intentions: publish Joint Strategic Needs Assessment.	 	 	 	
Healthy	Strategy, Equalities and Partnerships	Production of the statutory public health reports to inform the Council and its strategic partners commissioning intentions: publish 2022/23 Annual Director of Public Health Report.	 	 	 	
Healthy	Strategy, Equalities and Partnerships	Review and re-commissioning of mandated and recommended public health services including sexual reproductive health, & drug and alcohol prevention.	 	 	 	
Healthy	Strategy, Equalities and Partnerships	Delivery of the Creating a Bolder Healthier City Strategy: ratify and publish final strategy.	 	 	 	
Healthy	Strategy, Equalities and Partnerships	Publish Food City Strategy.	 	 	 	
Healthy	Strategy, Equalities and Partnerships	Deliver the statutory functions of the Council with regard to public health Protection function including enhanced Public Health response to 2022 Commonwealth Games and support to the Covid Immunisation programme.	 	 	 	
Healthy	Strategy, Equalities and Partnerships	Begin implementing the African and Caribbean Health Inequalities review and if successful establish other reviews for different minority communities.	 	 	 	

			2022-23 BRAG status			
Corporate Plan Theme	Lead Directorate	Delivery Activity/Milestone	Q1	Q2	Q3	Q4
Healthy	Strategy, Equalities and Partnerships	Annual cycle of deep dive needs assessments, community health profiles and the use of the 'seldom heard voices' methodology to deepen understanding of inequalities in specific communities of identity and experience.				
Healthy	City Operations	Launch a new Sport Strategy linking health and wellbeing approaches to a broader sporting agenda, including developing sporting pathways and making best use of assets.				
Healthy	City Operations	Work in partnership with Public Health and other stakeholders to develop and deliver initiatives to support health outcomes, such as Be Active and Be Active Plus.				
Safe	Adult Social Care	Prepare for the Introduction of Statutory CQC Inspection of Adult Social Care Services.				
Healthy	Adult Social Care	Co-produce a review of Day Opportunity Services in the light of the pandemic and any lasting impact. Report to Cabinet with a proposal that will describe how the review will be co-produced and the required timescales for this to happen.				
Healthy	Adult Social Care	Prevention and Neighbourhood Integration - Review of locality and operational model.				
Healthy	Adult Social Care	Prevention and Neighbourhood Integration – Establish organisational development programme for integrated neighbourhood working in the local health and social care system.				
Healthy	Adult Social Care	Prevention and Neighbourhood Integration – Work with new ways of working team to establish shared venues with health and voluntary services across the city.				
Healthy	Adult Social Care	Prevention and Neighbourhood Integration – Implementation of Integrated Community Services.				
Healthy	Adult Social Care	Extend the Neighbourhood Network Schemes offer (including NNS digital) across Birmingham to include support for citizens with physical and sensory impairment, poor mental health, learning disabilities and neurodiverse (autism and ADHD).				
Healthy	Adult Social Care	Deliver key transformation commissioning priorities and work with NHS partners to develop a city-wide system of joined up commissioning and progressive quality monitoring and engagement.				
		a) Deliver Prevention and Communities Grants Programme.				
		b) Refresh Carers Strategy and recommission carers support services.				
		c) Expand NNS to younger adults (18-49) with a long-term disability.				
Healthy	Adult Social Care	Review Shared Lives Strategy to inform future model. (As part of longer-term activity, aim for this year is to develop and commence implementation of action plan).				
Healthy	Adult Social Care	Work with partners to develop a joint Dementia Strategy 2022-2027 and associated action plan.				

			2022-23 BRAG status			
Corporate Plan Theme	Lead Directorate	Delivery Activity/Milestone	Q1	Q2	Q3	Q4
Healthy	Common-wealth Games	Use the Game to further increase the outreach of funded programmes in the city to increase physical activity, including: a) Active Streets (Sep 22)				
		b) Community Games (Sep 22)				
Healthy	City Operations	Use the Game to further increase the outreach of funded programmes in the city to increase physical activity, including: c) Club together (Mar 23)				
		d) Brum Youth Leadership Project (Sep 22)				

2B. 2022-23 PERFORMANCE FOR CORPORATE PLAN KPIS

An overview of 2022-23 performance for Corporate Plan key performance indicators (KPIs) that are relevant to the remit of this Committee (as reported to Cabinet on a quarterly basis). Information is accurate as of 26th May and may be subject to change.

RAG Rating	RAG Definition
	Performance is equal to or better than target
	Performance is lower than target but better or equal to tolerance
	Performance is below tolerance
	RAG not applicable

			2022-23 RAG status			
Corporate Plan Theme	Directorate	KPI	Q1	Q2	Q3	Q4
Healthy	Strategy, Equalities and Partnerships	Percentage of NHS Health Checks offered and received by the total eligible population in the quarter				
Inclusive	Common-wealth Games	Number of people participating in sports/recreational activities through the BCC PA grants programme				Activity ended
Healthy	Adult Social Care	Proportion of ASC clients reviewed, reassessed or assessed within 12 months.				
Healthy	Adult Social Care	Percentage/proportion of clients discharged into Pathway 0 & Pathway 1				
Safe	Adult Social Care	Percentage of concluded ASC safeguarding enquiries where the desired outcomes were met				
Healthy	City Operations	Number of physical activity interventions delivered by The Active Wellbeing Society across various programmes including Active Parks, Active Streets, the Run Project and virtual activities	231	388	1,115	
Healthy	City Operations	Number of children and adults' visits utilising the Be Active free leisure offer across all Birmingham Wellbeing and Leisure Centres	70,991	153,937	221,825	Not yet due
Healthy	Adult Social Care	The percentage of people who receive adult social care in their own home.	71%	71%	71%	71%

2C. DIRECTORATE PRIORITIES FOR 2023-24

An overview of Directorate delivery priorities for 2023-24 that are relevant to the remit of this Committee.

STRATEGY, EQUALITIES AND PARTNERSHIPS – PUBLIC HEALTH

The Public Health Division's work is underpinned by Good Public Health Practice which requires that it:

- Maintains and build our public health knowledge and skills, work within our ethical, legal, and regulatory limits and review and improve our performance
- Ensures that our practice is safe and of a high quality. This includes a duty to safeguard and protect the health and wellbeing of the population, to improve equity and address inequality experienced by vulnerable groups and individuals
- Works in collaboration with organisations, the community, and individuals, sharing meaningful information and respecting individuals' rights to be involved
- Maintains the public trust by working with probity. This requires that we act with integrity, honesty, objectivity, and impartiality

ADULT SOCIAL CARE

Directorate Vision Statement

- 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.

CITY OPERATIONS

Directorate Vision Statement extract

- City Operations plays a prominent role in promoting health and physical activity through leisure, sports, arts, and cultural opportunities.

2D. KEY DELIVERY MILESTONES FOR 2023-24

An overview of 2023-24 key delivery activity (from the CPDP) that is relevant to the remit of this Committee. Information is accurate as of 26th May and may be subject to change.

Corporate Plan Theme	Lead Directorate	Delivery Activity/Milestone	Delivery Date
Healthy	Strategy, Equalities and Partnerships	Production of public health reports to inform the Council and its strategic partners commissioning intentions - including: a) Joint Strategic Needs Assessment b) The Annual Director of Public Health report c) Community Health profiles d) Health needs assessments linked to priorities of Health and Wellbeing Board	Mar 24
Healthy	Strategy, Equalities and Partnerships	Production and agreement of a multi-agency Physical Activity (PA) Strategy aimed at increasing PA and reducing inactivity of the population in Birmingham	Dec 23
Healthy	Strategy, Equalities	Review and update the suicide prevention action plan by incorporating the BSol 5-year coronial audit and other relevant local intelligence gathered through collaboration with partners	Sep 23

Corporate Plan Theme	Lead Directorate	Delivery Activity/Milestone	Delivery Date
	and Partnerships		
Healthy	Strategy, Equalities and Partnerships	Deliver a city-wide healthy eating campaign targeting food businesses, schools and families	Jun 23
Healthy	Strategy, Equalities and Partnerships	Implement learning from the Birmingham and Lewisham African Health Inequalities Review (BLACHIR): a) produce forward plan of activity b) hold three task and finish groups focused on cultural competency and better data c) share learning and build on success through annual conference	Mar 24
Healthy	Strategy, Equalities and Partnerships	Recommission the uptake of Tier 2 Adult Weight Management Services in targeted disability groups	Dec 23
Healthy	City Operations	Work with Public Health to establish and deliver an updated service specification for Be Active and Be Active + to support the social, physical, emotional, and mental wellbeing of citizens and wider communities through our Wellbeing and Community Centres	Sep 23
Healthy	Adult Social Care	Implement legislative changes arising from the reform of the Mental Health Act: a) Review the current implementation of the Mental Health Team; feedback from staff, citizens. Comparison of response times/waiting lists b) Review the current allocation of statutory work c) Pursue the current recruitment drive d) National Workforce plan for AMHPs	Mar-24
Healthy	Adult Social Care	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: a) Build on work being completed in proof-of-concept trials for wider roll out in 2023 b) Embed organisational development programme c) Review impact of new model including staff surveys and progress tracking of individuals receiving support	Mar-24
Healthy	Adult Social Care	Implement activity identified from the co-produced review of Day Opportunity Services	Mar 24
Healthy	Adult Social Care	Implement shared lives improvement programme, including: a) implementing a directorate -wide project board b) undertaking an in-depth review to inform and develop proposals for future delivery across the work streams c) develop an action plan for the identified workshops	Mar 24
Healthy	Adult Social Care	Work with partners to implement the joint Dementia Strategy 2022-2027	Mar 24
Healthy	Adult Social Care	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: a) Complete full financial review of expenditure b) Work with BCT to improve data sharing and build forecasting dashboard c) Scoping of existing provision and development of commissioning options	Mar 24

Corporate Plan Theme	Lead Directorate	Delivery Activity/Milestone	Delivery Date
Healthy	Adult Social Care	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: a) review to inform person-centred support b) invite people with lived experience of a learning disability/ autism to supportively challenge quality and accessibility of services c) System approval for ten-year Learning Disability and Autism Framework for Change d) Establish Respite Innovation Partnership to shape person-centred support options	Mar 24
Healthy	Adult Social Care	Continue to prepare for Adult Social Care Reform including the development of an implementation plan for the Market Sustainability Plan	Mar 24

3. IMPROVEMENT AND CHANGE

3A. TRANSFORMATION PROGRAMMES

An overview of major change and transformation programmes that are relevant to the remit of this Committee.

CROSS-DIRECTORATE

Early Intervention and Prevention

- Cross cutting programme to align and strengthen services that address the root causes of issues that drive citizens into crisis
- Aim to build independence and resilience and shift demand away from statutory services.
- Programme delivered across three core pillars: Overall Early Intervention & Prevention Function, Homes & Money Accelerator, Library Experience Accelerator (now aligning with the EI&P Place Based Approach work).

3B. DIRECTORATE IMPROVEMENT PLANS AND ACTIVITIES

An overview of improvement plans and activity that are relevant to the remit of this Committee.

ADULT SOCIAL CARE

Community Assets - Phase 2

- To implement the Prevention and Community Grant redesign
- To implement the Information, Advice and Guidance Grant redesign

Staying Independent at Home (Technology Enabled Care (TEC) programme and SIAH policy)

- To co-produce the Staying Independent at Home Policy
- To develop new service specification and contracts for Adaptation and Service Improvement tender documentation to implement the SIAH policy
- To procure a TEC partner to develop the ASC vision for TEC
- TEC partner to develop business case for TEC programme

3C. OVERVIEW AND SCRUTINY RECOMMENDATIONS

A summary of recent Overview and Scrutiny Committee recommendations that are relevant to the remit of this Committee.

Promoting Health & Wellbeing – a Commonwealth Games Legacy

Recommendations from the Overview and Scrutiny report *Promoting Health & Wellbeing – a Commonwealth Games Legacy* were approved at City Council in April 2023. A Task and Finish Group led this Inquiry comprising Members from both the Commonwealth Games, Culture and Physical Activity O&S Committee and the Health and Social Care O&S Committee.

The key question for this Inquiry was: ‘How will the legacy from the Commonwealth Games improve access to physical activity opportunities (both participating and spectating) for our disabled citizens and communities?’

Thirteen recommendations were made with the desired outcomes being:

- Improve participation levels in sport and physical activity by the disabled community; and,
- Improve the experience for disabled spectators at sporting events.