



ADULT SOCIAL CARE AND HEALTH

Day Opportunities Vision and Strategy Development Plan

“Having a Good Day in Birmingham”

1.0 Introduction

The goals that Birmingham 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 in order 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 which the Council should ensure are in place including community centres, leisure centres, parks and gardens. People need to feel safe to come out of their homes to enjoy them. These are a few examples of the mainstream services the Council provides or arranges.

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 Adult Social Care services and from other public sector agencies such as health services. 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.

Birmingham will continue to face considerable challenges as reductions in public spending have to be managed; whilst at the same time the forecast rising demand for care and support is likely to generate significant pressures.

The desired outcomes for adults and older people in Birmingham are that they should be resilient, live independently whenever possible, and exercise choice and control so they can live good quality lives and enjoy good health and wellbeing. The Day Opportunities Vision and Strategy will seek to address potential barriers and obstacles to delivering these outcomes. It will provide a framework for the actions required to modernise Adult Social Care Day Services in Birmingham.

A key driver of the localised strategic approach to the provision of support for adults with learning disability is the national context which has a focus on transforming care and support based on personalised support, early intervention and enabling people to access a range of services and support at the point in which they need to do so. The key principles of this national context are reflected in the Care Act 2014 and Transforming Care (National document led by NHS England) and apply in principle as good practice to all service users of all ages and needs.

The Care Act 2014 requires people to be assessed as individuals and for their needs to be determined in terms of their personal 'wellbeing'. The Act focuses on looking at people's strengths, what they can do and what outcomes they want to achieve, which is often described as strength based approach. It anticipates that most individuals can lead full lives focussing on prevention and timely advice and information. This will require a significant practice and cultural shift locally to which the Council has to respond

Historically adult social care in Birmingham has been based upon a traditional "assess for service" model which has resulted in a higher proportion of adults in receipt of services when compared to regional neighbours. Care and support has been provided by services rather than prevention and promotion of an individual's strengths. Services also tend to be traditional due to lack of real alternatives available across the City.

A more flexible and personal approach to adult social care services is our aim. By putting the individual at the heart of everything, people will be helped to develop their personal support network of trusted people, places and services, allowing more choice and control over their care and support. We will provide accessible information about the opportunities available and support people to identify what is best for them.

Day Opportunities are the activities that people take part in during the day. This will include activities that are focussed on or have elements of work, volunteering, contributing to the wellbeing of others, leisure, sport, healthy living, education, arts, training and developing skills for independent living. This paper describes the principles that Birmingham City Council will work to when developing day opportunities in the city and the expectations of the support negotiated with citizens in order for them to access those opportunities.

This paper defines people as those of all ages, but the focus is on those with eligible social care needs. This will include people with learning disability, Autism, older adults, people with mental health problems, physical disabilities.

An underlying principle for Adult Social Care is that services are 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. The focus of the work will be to shape with people what "Having a Good Day in Birmingham" looks like and this will drive the future direction of services.

Therefore, with this in mind, this paper sets out the strategic framework for the development of day opportunities and further sets out the coproduction approach that will both create the service delivery model for day opportunities and lead the implementation of the resulting modernisation that will be required.

2.0 Vision for Day Opportunities

Consistent with the Birmingham Adult Social Care Vision and Strategy (October 2017), the following principles will guide the development of day opportunities:

2.1 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 adult social care, 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 divert people to appropriate support other than formal care which fosters dependency. Adults with assessed eligible need for care and support and carers need to have access to good information and advice about the market and to be able to choose from suppliers in the knowledge that services are safe and of a stated quality and price

In order to deliver this element of the strategy, it will be essential that information is freely available through a range of channels which includes quality web based services that provides people and their carers information on the range of options in the community where Day Opportunities can be accessed, the specific services that develop skills to enable personal development and the range of support options that can be supported through direct payments. Whilst the range of services that people can access directly will be increased and, Social Care staff will be expert in providing information and advice on day opportunities where a person or their carer requires additional support.

2.2 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. Further, Direct Payments 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, there will be a reorganisation of the current day service provision provided by the Council and the range of services provided on contract to the Council. Where a person is accessing community support, the Council will seek to enable them to purchase this through a direct payment as opposed to social workers brokering individual service contracts with providers.

The Council will review and Consult on the current internal Day Care provision to look at how current needs are met. This may mean a change in the way people are supported in the day and a move from building based group models of care, to individual support to access day opportunities in the person's own community and locality.

The day opportunities strategy will address some of the barriers people face to be included as full members of the community; change can only take place if all agencies work in partnership to break down any barriers. By engaging with new and existing voluntary, health, care and support, activity and housing providers the aim will be to deliver high quality services for people that will support people, including self-funders, Encouraging arrangements which allow more individuals to receive a personal budget as a direct payment or individual service fund will also give people greater choice and control. Day opportunities should enable individuals to meet people with similar interests within their local area. This will take place alongside the increase in availability of short breaks for carers to increase options for carers respite.

The Council recognises that services need to take a life course approach and recognise that the needs and aspirations change at different points in a person's life, and that there are certain times when greater or different types of support is needed. However, an important principle in taking a personalised approach is that no assumptions are made about the opportunities that are relevant to people because of age. Within day opportunities, there will be particular focus on areas where there is common need. For example, for younger Adults there will be a focus on education and employment, for older Adults a reduction in social isolation and loneliness, and for those recovering from mental health or physical ill health, a focus on recovery and reablement.

Day support will be expanded as part of Shared Lives developing options for long-term carer day support as well as Carer companions who can support a number of people who have an interest in spending time together.

This will require a change of culture from one that promotes dependency to one founded on enablement. The focus will be helping and encouraging people to live healthier lifestyles, therefore reducing or delaying the need for formal social care. At the heart of this approach will be greater community asset development and flexible models of support to meet individual need.

2.3 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, there needs to be a shift in investment to a local range of support that enables people to remain in the community. This will include support for volunteers to run activities and for micro-enterprises to run services such as personal assistants and day opportunities. There will need to be workers to undertake this work and they too will be based in the community. Essentially, they will be link workers or network workers and their role will be to make the links between formal services and the community assets.

Investment and development of the Personal Assistant market will be required to ensure that people are able to access personal care and support to be active participants in the range of activities that the community provides. Consideration of the views of people will inform this work and testing will take place to ensure that there are a range of options for people who want to employ their own Personal Assistant or those who want to access this support from organisations who can manage employment for them. As part of the work to improve Advice and Information, the value of a digital platform for Personal Assistants will be explored to ease the process of securing appropriate and safe support.

To achieve this requires the development of a market that offers a broad range of care and support options and works with its communities to develop innovative and sustainable support to members within their community who are in need of care and/or support.

2.4 Prevention and early intervention

People need to be able to access prevention and early intervention services quickly and at any time in their lives. Day Opportunities and personal support will help people to maximise their independence throughout their lives and as people's needs change, services will adapt, change and develop. It is important too that organisations in the public sector and in the third sector are joined up in their approaches and maximise the available resources. Through making every contact count, timely access to day opportunities will take place and support will seek to maximise the skills and abilities of people to enhance the quality of their lives. By providing support and reassurance when this is needed and a constant focus on development of skills, the aim is that crisis will be prevented.

In order to deliver this element of the strategy, a thoroughgoing approach to prevention needs to be developed and implemented within day opportunities. This will involve the link to community assets to ensure that people with lower level needs aren't left until they develop acute needs, but it will also involve a greater focus on employment and daily living skills that enable people to stay well, healthy and independent wherever possible.

2.5 Partnership working

People's needs are often complex and require support and interventions from a range of organisations, as well as different services within the Council. Services need to be integrated and built on partnership working utilising existing community assets of all partners. This will require a drive to ensure all facilities and services in the City are accessible to people with support needs and/or disabilities, including provision for delivery of personal care, safe spaces for vulnerable adults, and for organisations to consider how activities are adapted to include people.

A consistent message from people is that the activities they want to access should be meaningful in that they have value to the community, a value to the person, and improves their quality of life and daily living. In order to deliver this a greater range of employment opportunities will be developed and employment support will be reviewed to increase the access to those who receive adult social care. Through Community Assets, micro-enterprises led by community organisations will be supported and encouraged.

The Council and its partners need to be open to changes in processes to ensure they are also able to support employment for vulnerable adults and disabled people and to develop mentally healthy workplaces. Care and health partners need to embrace employment as a key option for people and consider through their service how they are supporting people to become ready for employment where this is their desired goal.

Our aspiration is to have an efficient and effective day activity market that meets the care and support needs of anyone wishing to access services while stimulating a vibrant and innovative variety of care and support options. This will enable us to meet the personalisation agenda so that people can plan and take control, bringing services which meet the outcomes important to them.

2.6 Making safeguarding personal

It is essential that we ensure we “make safeguarding personal” and understand what outcomes people want to ensure they are safe but are also supported to take appropriate risk. 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 and this will apply to day opportunities. However, it is also essential that we have hope for people and recognise that in order for them to achieve their potential, we need to support them to realise their goals in community settings.

In order to deliver this element of the strategy, information, advice and support planning (when accessed) will consider the strengths of individuals and focus on how they can access day opportunities, but will also ensure that systems and processes are in place that respond to any concerns of safeguarding.

2.7 Use of resources

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

In order to deliver this element of the strategy, investment in day opportunities will change to reduce expenditure on buildings and transport, to increase investment in community assets, employment and personal assistant support. Going forward, the council will not put into place lifelong services in day care and will instead focus on how to enable individuals to access their community, employment and the raft of cultural and education opportunities that Birmingham offers.

Where possible services need to be delivered within communities; however this is not always possible. Therefore consideration needs to be on how people access services and whether this is sustainable. The local authority needs to consider a wide range of transport which takes into account the needs of older people, those with a disability to access main stream transport opportunities where appropriate. We recognise that for some people there will always be a need to access, with support, building based day activities outside of their local community

This is not a change the Council expects to deliver quickly or alone – this will be developed in partnership with people and their carers. A formal review of Policy such as charging, transport and meals will take place to ensure any proposed change has the required Consultation and is fair.

There are a variety of current arrangements for purchasing day care for individuals through social work assessment. The Council will also ensure there is a consistent approach to the cost of day opportunities that are developed for people to choose from. As a part of this, the Council will ensure that appropriate methodology for procuring services is in place, but will seek to move to a position where direct payments are strongly promoted and that effective mechanisms are in place to enable a person to pay for any service they wish to access.

The Council recognises that some people want to access building based services, but where these exist, there will be greater flexibility within those service models to increase choice of activity and access. Mechanisms and models of payment that reimburse for actual attendance at the service will be developed to facilitate these, as well as clear policy for client contribution and charging.

3.0 A client centred deliver model

3.1 “Having a good day in Birmingham”

The term to ‘have a good day’ is often used to broadly assess the quality of experience service users receive in the context of day activities and support.

The Social Care Institute for Excellence undertook research (in 2015) with people with Learning Disabilities on what 'Having a Good Day' looks like. In this research people are described as 'Having a good day' when they are:

- doing things that have a purpose and are meaningful for them
- doing things in ordinary places, that most members of the community would be doing
- doing things that are uniquely right for them, with support that meets their individual and specific requirements
- Meeting local people, developing friendships and connections and building a sense of belonging.

It can also include activities such as:

- Work
- Education / training
- Volunteering
- Participating in leisure activities , arts and hobbies
- Socialising

It is acknowledged that the current Day opportunities provides services to a number of different service users including older people, people with mental health issues, people with learning disabilities as well as people with physical and sensory disabilities. Any future model needs to acknowledge the different needs of these groups but the principle of 'Having a good day' applies across all. There are also young people who are entering adulthood – sometimes known as those in 'transition'. The life stage that these individuals are progressing through means that a greater focus on supporting training, education and employment is needed as well as enhancing opportunities for independence and choice.

3.2 National work guides us by setting out the important things to do which support to have a good day. The themes closely match the Adult Social Care Vision and Strategy 2017 and the design principles set out in section 2 of this paper. In summary, these are:

(a) Empowering people

Providing day opportunities' involves service users being empowered and supported to take their place as citizens, participating as full and equal members of society. This is achieved by the increased take-up of direct payments, ensuring a supply of personal assistants and increasing the use of Assistive Technology and Communication Aids.

(b) Organising resources for change

Moving funding from congregate services and attaches it to individuals either through direct payments or flexible personal budget arrangements. This involves moving away from the traditional 'day centre' model and establishing a truly community based and community integrated approach.

(c) Building support around people

Support being built around people, which is tailored to their needs supported by networks of services, brokers and advocates.

(d) Creating a barrier-free community

Ensure that citizens have full access to mainstream community services and develop a culture where people feel confident to support people in challenging prejudice and discrimination. Make sure people with learning disabilities and their families know their rights under equalities and disability discrimination legislation.

(e) Achieving inclusion in community life

It is an aspiration that individuals receiving day opportunities provision are part of mainstream community life and organisations support people into local jobs, whether through employment or self-employment (micro-enterprise) or people understand volunteering as an option. There is an understanding of how someone's challenging behaviour can be managed in community settings.

(f) Supporting people into paid work

Engagement in paid work is one of the ways to most successfully engage individuals fully into their community.

(g) Helping people learn and develop

Helping people to continue to learn and develop by encouraging working in partnership with the local system so that young people with higher needs can attend local college courses rather than have to go away from their home area. Develop an ethos of supporting individuals progressively increase their independence skills; enabling people to have more control over their lives.

(h) Ensuring quality

By an outcome based approach and user led approaches ensure that each day service, employment or support provider has an effective system for monitoring and ensuring the quality of support taking place in community settings, and that they have contingency plans to ensure reliability and consistency of service

4.0 Current Day Care Provision

The Council currently arranges a range of day opportunities for younger and older adults including those with mental, physical, sensory and learning disabilities. These services are provided by both the internal and external social care market. External services are either procured individually for service users by Social Workers or commissioned through the Directorates grant funded community services.

4.1 Internal services

Younger adults day care services are currently delivered across eleven sites which are proposed to reduce to nine through 2017. The services support 862 people with physical and learning disabilities which include intensive support to people with complex needs.

4.2 External Services

There are currently approximately 97 providers across Birmingham delivering day opportunities to people procured directly by the Social Worker on an individual client basis. All services are building based and currently support 686 clients from low level to complex needs.

4.3 Third Sector Provider

There are also a number of third sector providers through grant funding or Supporting People arrangements that also offer day support and opportunities.

4.4 Expenditure

The current spend on day care is as follows:

Provider	No of Clients	Cost (p.a) £m)	Locations
Internal Provision (Younger Adults)	862	£8.5	Across Birmingham
External Provision	686	£7.2	Birmingham, Sandwell & Solihull
Third Sector	Not counted	£1.1	Across Birmingham
Total	1548	£16.8	

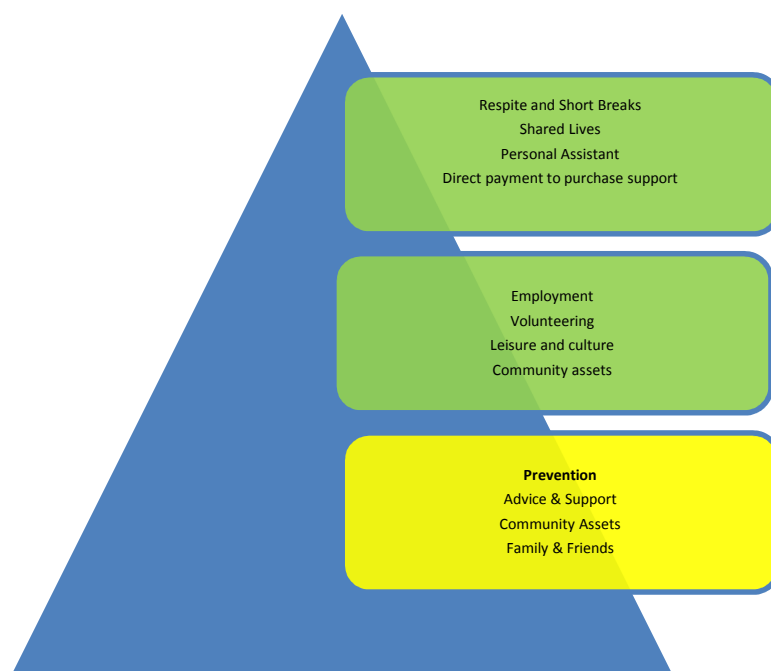
5.0 Co-production Methodology

People will be engaged in all aspects of the work and in a number of ways. Particular effort will be given to working in partnership with the Children's Trust to coproduce services for the future.

Existing service users and their carers (social care, external provision and internal provision) will be interviewed, surveyed and engaged in working groups.

An employment challenge will be undertaken to test the Council's Commissioned employment services for a group of current day service users who have expressed an interest in employment. This will inform how employment support is developed.

It is assumed that the prevention strategy work will inform the development of community assets that are available in Birmingham for all to access, and this includes family support, Information and Advice, community organisation. The coproduction will focus on the development of the model to meet the needs of people who require support in addition to general support – the green boxes in the diagram below



6.0 Day Opportunity Development Plan

Objective	Tasks	Date
Deliver a clear coproduction approach	Stakeholder map	September 2017
	Governance group	October 2017
	Peer Leadership	October 2017
	Series of events – transition, current service users, wider stakeholders	From October 2017 to April 2018
	Work readiness challenge of employment services	December 2017
	Vision and Strategy Development Plan to Cabinet	January 2018
Day Opportunity model and development plan in place	Model proposed	April 2018
	Life course approach clearly identified including transition planning	December 2017 to April 2018
	Day service review, coproduction and Consultation	January to April 2018
	Detailed provider map, cost and service summary produced	January 2018
	Information and Advice plan and web based development	Tbc – prevention strategy
	Recommendation for Day Opportunity Strategy to Cabinet	June 2018
Market Development ensures a vibrant and innovative	Market position statement	May 2018

supply of day opportunities		
	Commissioning intentions/plan	May 2018
	Provider engagement plan	September onwards
	PA development strategy and plan	By February 2018
	Procurement and contract approach in place (including pricing strategy)	March 2018
Day Opportunity strategy has a clear partnership approach	Employment strategy developed with Economy Directorate	December 2017
	Accessibility and inclusion strategy in place at Health and Wellbeing Board	tbc
	Day opportunities a clear feature of mental health strategy, dementia strategy and Aging Well	tbc
Policy and Process supports day opportunity strategy	Review and reassessment as part of social work offer for uptake of direct payment	From October 2017
	Review of charging and provision policy – transport, client contributions	December 2017 to May 2018