

# Solihull Adult Social Care 5 Year Plan 2022-2027



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# Introduction

Welcome to the Solihull Adult Social Care 5 Year Plan, for 2022 to 2027. We would like to thank all the people who have contributed to the development of this plan and commented as part of our engagement process. In particular, Solihull residents, including people with care and support needs and carers, our staff, social care providers and our other partners.

The launch of the Birmingham and Solihull Integrated Care System (ICS), bringing together local councils, the NHS, the voluntary, community and faith sector and other partners, will further enhance joint working and collaboration to help tackle key population health challenges and address health inequalities.

There are some long-term changes coming up in adult social care. These include significant national reform, such as a new life-time cap on the amount anyone will need to spend on their personal care and adult social care inspections by the Care Quality Commission.

We are also developing our offers to Solihull residents, such as adapting homes to ensure that individuals can be as independent as possible. And we are improving services for specific groups including carers, people living with dementia and autistic people. We want to make sure our plan includes what matters to the people we support, alongside carers and families, our staff, NHS colleagues, and voluntary sector partners. We also want to make sure we consider the long-term impact of COVID-19.

Solihull Council's Adult Social Care Directorate supports individuals with care and support needs, and carers, to be well, as independent as possible, and safe.

The Directorate is made up of a wide range of staff. This includes Social Work and Occupational Therapy Teams who work with people to understand needs and plan support. Our Provider Services deliver direct support, including the Community Equipment Service, Learning Disability Residential Care Homes (Small Homes), Reablement and Day Opportunities Services. A lot of direct support is also provided by independent social care providers and care homes

and we have Commissioners and a Brokerage Team who work with the independent sector to plan, purchase and quality assure those services and make sure we find the right services and support for each person.

The COVID-19 pandemic had a huge impact on the way we work as a Directorate, and on people with care and support needs. For example, some people are feeling isolated and more concerned for the future, whilst not always wanting to access available support due to worries about COVID-19. The impact on unpaid carers has been significant. As a Directorate, we are working differently, including increasing our use of technology to support people more effectively and efficiently. We want to ensure that, as we move forward living with COVID-19, we learn from our experiences during the pandemic as well as developing new support options that people will choose.

We pride ourselves on providing great services in Solihull. We have good quality care provider services in the Borough, and we regularly receive good feedback from people using our services, but we know that there is more we can do.

This Adult Social Care Plan, to be read alongside [Our Offer to You](#), the [Local Account](#), and the [Market Position Statement](#), sets out our vision for the next five years, our approach, and our priorities. As there is a significant level of change facing adult social care over the next few years the plan will be updated on an annual basis to reflect this, and will also take account of the changing needs of Solihull residents.



Cllr Tony Diccio

Cabinet Portfolio Holder  
Adult Social Care and Health



Jenny Wood

Director of Adult  
Social Care

# Plan on a page

## Vision

Making a difference in the right way, every day.

## Purpose

To enable people to stay as independent and well as possible, for as long as possible. When people do need long term support, this is timely, proportionate, responsive, and good quality and enables people to continue to live their lives the way they want to. We work together as a respectful, diverse, compassionate, and inclusive group of staff and managers to achieve this.

## Values and approach

Open, Honest, Ambitious, Keeping Our Promises.

We use a 'strengths-based approach,' supporting individuals to be as independent as possible and recognising people's abilities and support networks, whilst recognising safeguarding support is sometimes needed.

## Enabling Priorities (updated annually)

1. Equality, diversity, and inclusion
2. High performing teams
3. Engagement
4. Environmental sustainability

## Resources

Our budget is £73 million per year and our expenditure is £123 million. The difference is because we get income from the NHS and social care charges for people receiving care, and specific government grants. This supports approximately 8,000 packages of care for people with care and support needs, and carers annually.

There are around 6000 social care staff in Solihull, and about 470 of these are directly employed by the Council.

## Key projects (updated annually)

- Home First
- Preparing for CQC Inspection (performance)
- Facilitate Home Living
- Social Care Reforms
- Carers Strategy Delivery
- Workforce Strategy Delivery
- Exploitation Reduction
- Environmental Sustainability

# Our vision

“

**Making a difference  
in the right way,  
every day**

”



# Our purpose

To enable people to stay as independent and well as possible for as long as possible. When people do need long term support, this is timely, proportionate, responsive, and good quality and enables people to continue to live their lives the way they want to.

We work together as a respectful, diverse, compassionate, and inclusive group of staff and managers to achieve this.



# Our values and approach

Our services recognise diversity, promote inclusion, and encourage independence. We empower people to have choice and control, and to be safe from harm and abuse. There are also four council values - open, honest, keeping our promises and ambitious.

Individuals we work with are at the centre of everything we do and by involving people with care needs, friends and family, at the right time, we can support people to live independent and fulfilling lives. We focus on choice, independence, and what individuals can do. This is known as our 'strengths-based approach'. We want to get things right first time and make a positive difference to people's lives, using the skills and expertise of staff across the Directorate.

We know the important and valuable contribution of unpaid carers in the Borough and want to ensure that there are appropriate services in place for carers.

## **What do we mean by 'strengths-based approach?'**

- We involve and encourage the person to ask for help or support when or before this is needed, not at the point of crisis.
- We inform and advise people of support available.
- Where assessments are carried out, we look at what people can do independently, as well as what support is needed.
- We work with individuals with care needs, family, carers, and friends to identify and meet support needs.
- We work with partners, including the NHS, to promote health and wellbeing.
- If a person has difficulty in expressing views, needs, wishes and preferences, an independent professional advocate is provided free of charge to enable full participation in care and support planning.
- We promote the use of direct payments to encourage choice and control.
- We are committed to offering a Carer's Assessment to unpaid carers, and developing a carer's 'Support Plan,' which identifies the carer's contribution to care as well as any support needed.

## How do we ensure that we continue to work in this way?

- Case audits where managers sample electronic case files to ensure that our services are good quality, and that staff are using a strengths-based approach. The findings of these audits are reported every three months to the Directorate Leadership Team (DLT).
- We receive feedback from members of the public on our web pages. We also monitor how well these pages are being used every month.
- [Our Offer to You](#) is a document which describes our adult social care offer to local people. We will continue to keep this updated.
- Our leadership team will continue to receive information on how well we are supporting people through assessments and reviews of care plans.
- We will use a range of methods to involve people from different backgrounds to understand how we can improve our services. We will continue to use regular surveys to seek feedback from individuals we work with to understand what went well and how we could potentially improve services- findings from these surveys are reported to the leadership team every three months.
- We are designing improvements to the hospital admission avoidance and discharge services jointly with the NHS. This will include provider services, such as care agencies, and support provided by charities. These services will also use a strengths-based approach.



# Our working model

We provide a variety of services to support individuals to live independent and fulfilled lives. These services are outlined in the table below. We focus on what people can do independently, whilst having a clear 'offer' when support is needed. The model reflects, from left to right, how support responds to increases in need for care and support. Prevention services are generally provided by other areas of the Council or public sector, rather than the Adult Social Care Directorate.

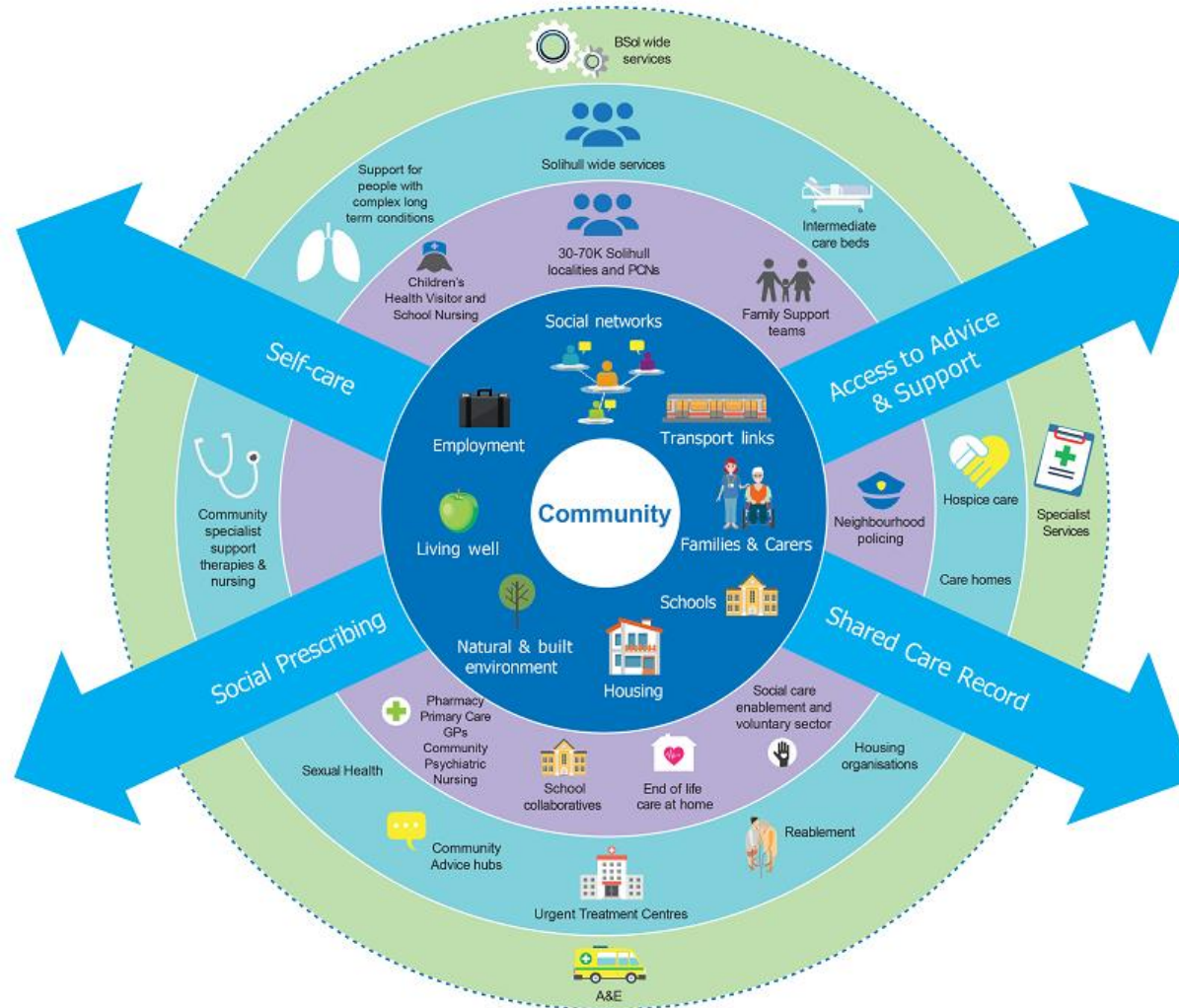
As we implement social care reform, some of these services may change and develop.

Universal Services		Targeted Support		Specialist Support	
Prevention	Information and Advice	Early and Targeted Support	Safeguarding and Safety	Respite and Short-Term Support	Long-Term Support
<p>Services which help stop needs developing for as long as possible.</p> <p>They help us keep healthy and well.</p>	<p>Services which help us when things change. We can find information and advice to help navigate that change without the need to be referred.</p>	<p>Services here support people with specific needs to get tailored advice and support to their situation. Early assistance to prevent crisis or things getting worse.</p>	<p>Safeguarding services are there to prevent harm and abuse. They work with people to ensure they feel safe.</p>	<p>Respite is a planned break for unpaid carers. Short-term support is emergency care where a carer is suddenly unable to care e.g. due to a health issue.</p>	<p>Where people have ongoing care and support needs, long-term support works with them to help them live their life as they want to.</p>
<p>Examples include support to access good housing, community centres and groups to build local networks of support, support to access employment, and universal health services.</p>	<p>For example, our Community Advice hubs provide information and advice online, in person and over the phone. The Council website provides a range of information and advice and links to others who can help.</p>	<p>Examples include support to unpaid carers, reablement services, equipment and technology to support you at home.</p>	<p>This may be where a concern has been raised about someone's safety and services are put into place to help protect that person.</p>	<p>Examples include day care centres, home care / support visits, and respite in a residential care setting.</p>	<p>Examples include home care, extra care, supported living, direct payments, residential or nursing care.</p>

## We want people to say

<p><i>"I have access to a range of community support and networks, so I can live the life I want without needing to contact Adult Social Care."</i></p> <p><i>"I have access to safe housing, employment, and health services."</i></p>	<p><i>"I know where to find information and advice to help me continue to live as independently as possible."</i></p> <p><i>"I feel reassured I can speak to someone if I need to."</i></p>	<p><i>"I can access support to get my independence back if something happens."</i></p> <p><i>"I know I will be supported to build on what I can do."</i></p> <p><i>"What matters to me will shape my support."</i></p>	<p><i>"I am asked what I want as the outcomes from the safeguarding process, and these directly inform what happens."</i></p>	<p><i>"My carer needs a break sometimes, but I need to feel safe and well supported with the alternative."</i></p> <p><i>"I can take a break from caring, which supports me to be able to recharge and continue to provide support."</i></p>	<p><i>"I am in control of planning my care and support."</i></p> <p><i>"I can live the life I want and do the things that are important to me as independently as possible."</i></p> <p><i>"I know that when I provide feedback, it will be used to help things improve."</i></p>
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We also work closely with different organisations and professionals to ensure that individuals receive joined-up support. The following diagram shows how many different organisations and services need to be co-ordinated together, in Solihull:



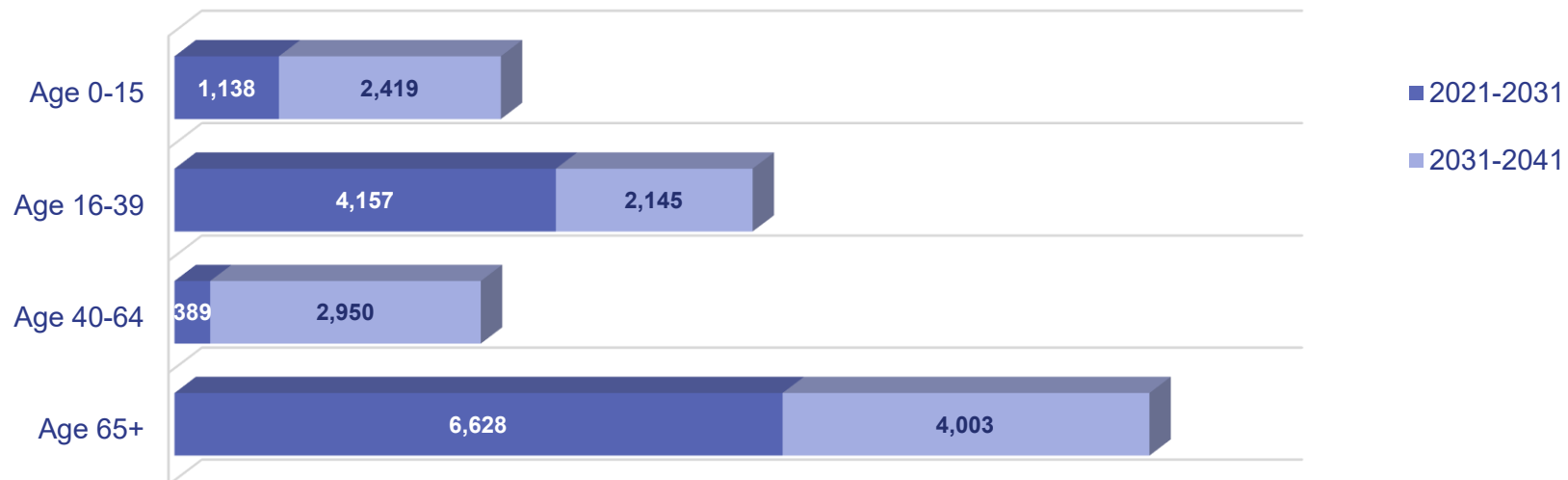
# Facts and figures

## Population

The age profile of Solihull's 216,245 residents is similar to the overall UK, but with a smaller population of young adults (age 16-39) and more people aged 65+. The number of people aged over 65 years are projected to be the fastest growing group over the next ten years. There are around 45,400 people aged over 65 in the Borough, including 6,700 aged over 85.

North Solihull has a younger age profile than the rest of the borough, with children representing a quarter of the population and a total of 56% being under 40 years of age.

### Projected Population Change in Solihull 2021-2041



(Source: ONS 2018 Based Subnational Population Projections)



## **Ethnicity**

The population of people from ethnic minority backgrounds increased between the 2001 and 2021 census returns. The Solihull population of people from ethnic minority backgrounds more than doubled. Growth is expected to continue, and our estimates suggest 1 in 5 of the Solihull population will be from an ethnic minority background by 2029. As a result, meeting the needs of a diverse population is becoming even more important.

The needs of an increasingly diverse population may differ from those we have met until now. We will continue to engage with people from ethnic minority backgrounds to better understand everyone's care and support needs, and update our commissioning intentions as necessary.

## **Health inequalities and life expectancy**

Life expectancy is 12.8 years lower for men and 11.1 years lower for women in the most deprived areas of Solihull than in the least deprived areas.

Life expectancy in Solihull is around a year longer than the England average, and the highest in the West Midlands for women and the second highest for men. Life expectancy in the least deprived parts of Solihull is one of the highest in the country.

Solihull is one of the least deprived local authorities in the West Midlands, but incomes are unequal across Solihull as are poverty, unemployment, and life expectancy. 11% of our population live in the most deprived 10% areas in England, and these areas correlate directly to poorer health outcomes.



- Solihull has around **216,245 residents**



- Solihull has slightly fewer younger adults (aged 18 – 39) compared to the national average and **more people aged 65+**



- In 2021 there were around **20,000** Solihull residents providing at least some unpaid care



- The number of people from an ethnic minority background in Solihull increased by 72% between 2011 and 2021 and this upward trend is expected to continue



- Overall, life expectancy in Solihull is **longer** than national, however there is a more than a 10-year difference, between least and most deprived areas of Solihull



- Nearly **5,000** adults aged 18 or over in Solihull have a learning disability



- Over **6,000** Solihull adults (aged 18-64) are physically disabled



- In 2020 around 23,500 Solihull adults (aged 18-64) were estimated to have a diagnosed mental health condition, and this is **expected to increase**



- In 2020 it was estimated that around 1,200 Solihull adults (aged 18-64) are autistic and this is also **projected to increase**



- Solihull has a higher-than-average rate of care providers who have been assessed as 'good' or 'outstanding' by the Care Quality Commission (CQC)

# Facts & Figures

All of the figures above are drawn from the Council's own data, or the most recently available information from a range of public information sources such as the national census as of June 2022. This is a summary of a wider set of information we use to help develop the right services for Solihull residents.



## What do we spend our money on?

The Adult Social Care Directorate spends money on a range of services to deliver better outcomes for people with care and support needs. Within the Medium Term Financial Plan, £123 million was allocated for the year 2023/24 and this was planned to be spent as shown below.

### **Adult Safeguarding £3.598 million**

Dedicated staff assigned to adult safeguarding, to protect adults with care and support needs from abuse and neglect

### **Community Support £14.507 million**

Provision of services, based in communities, that people can easily and locally access for their physical, mental health and social care needs

### **Care at Home Support £14.347 million**

Enabling people to stay as independent and well for as long as possible in their own homes

### **Accommodation with Support £20.051 million**

Affordable housing and a secure place to live where care and support staff are on hand to meet assessed and emergency needs

### **Residential or Nursing Home Care (Younger Adults) £41.648 million**

Care home placements for individuals aged under 65, provided where they are no longer able to manage living in their own home

### **Residential or Nursing Home Care (Older Adults) £27.452 million**

Care home placements for individuals aged 65+, provided where they are no longer able to manage living in their own home

### **Commissioning and Quality Monitoring £1.497 million**

Planning services, procuring services, and monitoring the quality of service provision

## Financial challenges

Rising demand for adult social care support continues to be a challenge which the Council needs to manage within limited funding. Solihull is not alone in experiencing significant increases in costs for care services and this is well documented on a national scale. In recognition of these pressures, councils have been able to charge additional council tax for adult social care, which the Council have done. As outlined elsewhere in this Plan, social care reforms will also impact on increasing costs.

It is uncertain how the care market will respond to some of the government's proposals, such as allowing people who would have previously self-funded care to access care through the council. The Department of Health and Social Care announced the Market Sustainability and Fair Cost of Care exercise in December 2021 which aims to address some of these concerns.

As the adult social care sector recovers from the impact of the COVID-19 pandemic, it is facing rising inflation on a number of items such as fuel, gas and electricity, food, and insurance. This 'cost of living' crisis will affect the people of Solihull as well as care providers operating in the area. Furthermore, supply bottlenecks are being caused by the war in Ukraine.

The NHS is under more pressure nationally, and this can link to additional pressures for adult social care. For example, someone waiting for an operation may need additional adult social care in the meantime.

All these factors are causing a great deal of uncertainty with regard to forecasting future cost pressures.

The Adult Social Care Directorate is actively managing these uncertainties and known budget pressures through strong internal governance procedures which includes detailed financial monitoring, risk management and clear reporting to the relevant Council forums, such as the Council's Corporate Leadership Team and Cabinet.

# The next 5 years

We have achieved a great deal over the last five years or so, as well as responding to COVID-19. Some of our achievements are outlined in the diagram below.

## Looking back: Some achievements over the last 5 years

Transformation of 'accommodation with support', with new builds of Chelmunds Court and Tanworth Court Care Homes, Saxon Court, Sunhaven and Coombes Extra Care, the new Shirley Village and others.

After a re-tender, the Council and providers have worked together to continue to improve 'care at home' services, delivering better care for people at home and those leaving hospital.

Responded to initial COVID-19 impact, with flexibility, professionalism and commitment from across the adult social care sector. Many people went well beyond 'the extra mile'.

A variety of strategies and delivery plans launched, including Workforce Strategy, Carers' Strategy and Day Opportunities Strategy.

Commissioned a new Community Wellbeing Service model, so that people can access information and advice when they need it.

Strong positive feedback on services through compliments and local feedback survey.

All regulated care provided by Solihull Council is CQC rated 'Good', with Council provider services continuing to improve the offer to those supported.

Delivered £13.8 million recurrent savings through the MTFS over last five years (to 20/21), a balanced budget and built reserves enabling risks and variation to be managed.

Implementation of new case management system (Liquidlogic) and preparing increased join-up of records with NHS.

As we look to the future, the scale of national policy change and statutory reform has not been seen before by most adult social care professionals in their entire careers. This includes the changes and new requirements stemming from the new [Health and Care Act 2022](#), [Build Back Better: Our Plan for Health and Social Care](#), the adult social care white paper: [People at the Heart of Care: Adult Social Care Reform](#) and the health and social care integration white paper: [Joining up Care for People, Places and Populations](#). We are also expecting changes to mental health legislation, including the implementation of [Liberty Protection Safeguards](#) arrangements.

Over the coming years we will have to deliver on all these new national requirements, as well as preparing for a [new assurance regime by the national regulator called the Care Quality Commission](#). This assurance process will cover all adult social care functions of councils. As we write this, we are awaiting confirmation as to whether this will result in 'ratings' in the same way as for other social care providers (e.g., 'outstanding', 'good', 'requires improvement' and 'inadequate').

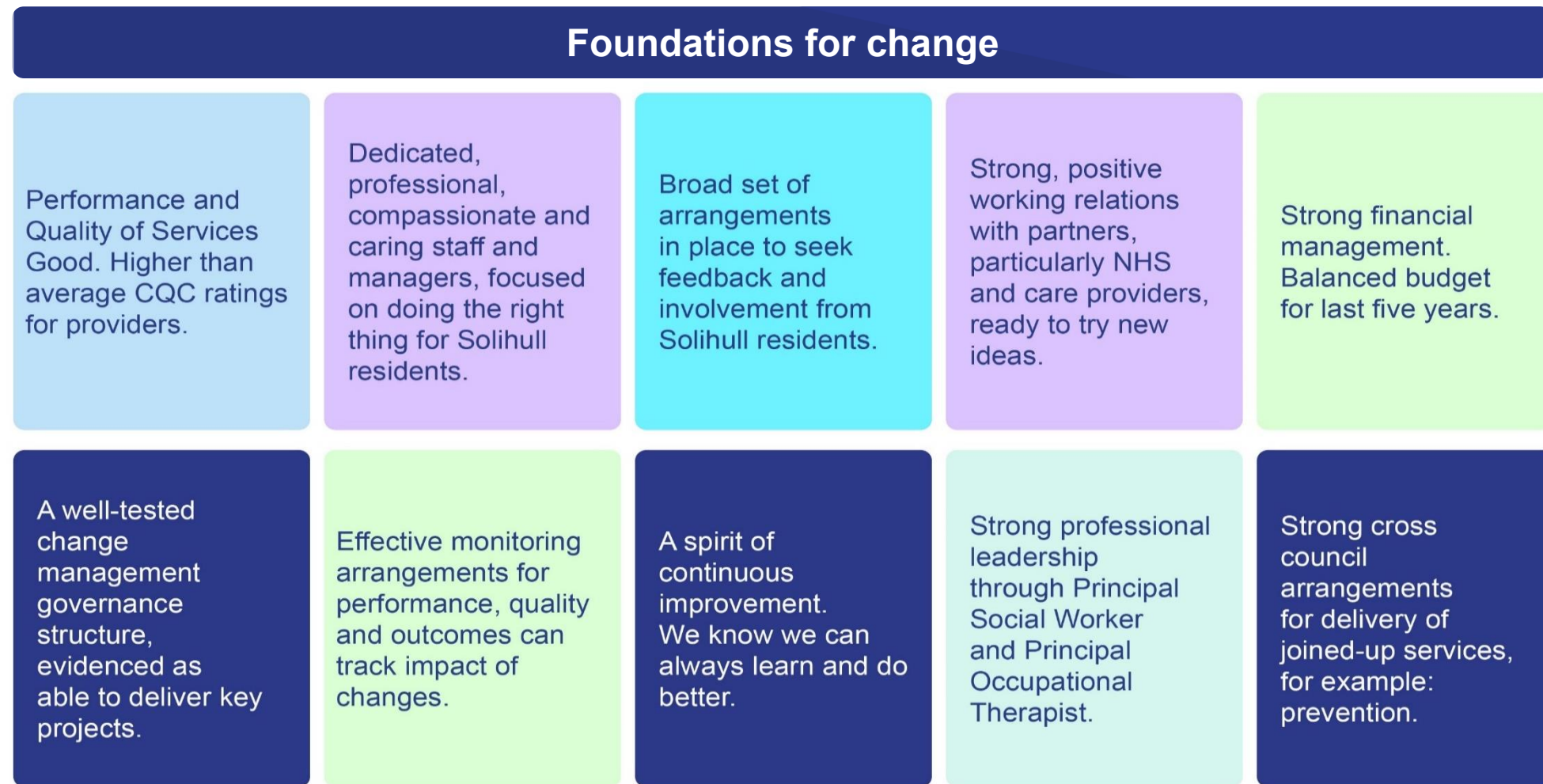
We will have to make all the above changes and progress as well as continuing to deliver what we already do well; our 'business as usual' arrangements. As we progress all these changes required by the new national statutes and policies, alongside any further changes we decide locally that are needed, this Adult Social Care Plan will provide us with a framework by which we can co-ordinate our progress.

Although the changes are very wide-ranging and complex, the following aims are key:

- To continue to provide services and approaches which meet the needs and outcomes of local people
- To improve our services and approaches by delivering on the new national requirements.
- To have an overall approach of continuous improvement, recognising there are always things we can do better
- To maintain a balanced budget and overall financial sustainability. Whilst there has been some positive news from national government around funding, this is unlikely to be sufficient to bridge the national gap between demand and money available. Therefore, we will have to do some things differently to ensure we are making the best use of resources.



As we have made such a lot of progress over the last few years, we have strong foundations on which to build the further changes and improvements needed over the next five years. These foundations are summarised in the diagram below:



To provide an overarching framework to guide our direction of travel over the next five years, we have developed a '5 Year Forward View'. This highlights the main themes and provides some examples of key changes and deliverables. This is summarised in the following diagram.

# Adult Social Care – Five year forward view

## Delivering on our Vision: ‘Making a difference in the right way, every day’

- Supporting people to be as independent as possible. We recognise people’s strengths and offer advice, support and prevention services to help people to live well in Solihull.

## ‘The care we want’: Services that work well for Solihull residents

- Developing services to meet the diverse needs of our communities, involving people in our planning so we understand and take into account different views and preferences.

## Social Care Reform

- Implement the new national requirements of social care reform, including introduction of local authority inspection by the Care Quality Commission (CQC).

## Joined-up care with the NHS and other partners

- Working with NHS partners to help shape an Integrated Care System across health and social care, with better co-ordinated services tailored to meet the needs of Solihull people.

## Good quality care and support

- Shaping a good quality, responsive and diverse social care market with fee rates informed by the ‘Fair Cost of Care’ exercise and supported by our first ‘Market Sustainability Plan’, as required by social care reforms.

## New models of care

- Exploring new approaches, such as using technology and digital solutions to support people to live independently. Another example is the further development of ‘housing with support’.

## Safeguarding and safety

- Protecting people’s rights to live in safety, free from abuse, exploitation and neglect, taking account of people’s preferences about how they live. We will also implement Liberty Protection Safeguards.

## Always improving

- To achieve top quartile performance, compared to similar councils, and deliver continuous improvement in our own SMBC and commissioned services.

## Finances

- Working within the whole health and care system to deliver whole system financial sustainability.



# Our enabling priorities

This section outlines our enabling priorities, which run through all our activities and planned changes. The Adult Social Care Directorate has set out the following four priorities for the Directorate. These priorities will be reflected in all the work that we do, and we will refresh these priorities annually.

## **Equality, Diversity, and Inclusion**

We work closely with care providers and across our own SMBC services so that these are developed to reflect and take account of the diverse and changing needs of Solihull residents.

In 2021/22 we completed our 'Directorate Equality and Diversity Aspirations' document. Our Aspirations document sets out our ambitions for working together, to ensure that the Directorate is inclusive, fair, diverse, and transparent and we are midway through delivering an associated action plan.

We have also committed to ensuring that our workforce has the skills and knowledge to practice in an inclusive way. As part of our commitment to developing, promoting, and raising awareness amongst our workforce we held a staff conference in 2022, with the theme of 'Equality, Diversity and Inclusion'.

Although a lot has been achieved so far, we think there is more to do. We will be using our aspirations to continue to evidence our progress and continue with the actions we have agreed are needed.

## **High Performing Teams**

On balance, our services and performance outcomes are strong, and we keep a focus on any areas that do need improvement. COVID-19 has taught us there are different ways of doing things and some of these things have worked very well and we need to continue to embed these in our ongoing work.

As a Directorate, we are preparing for upcoming Care Quality Commission (CQC) assurance of how effectively we are meeting our duties. This means we need to be clear about what a high performing team needs to look like, and the evidence we need to gather to show all our teams are supporting Solihull residents in the best way.

We will be looking at the standards we use in our work, and the assurance processes we have in place. We will be checking that governance, professional ownership and good management are in place to ensure consistency and quality of outcomes, always focused on improving the lives and outcomes of Solihull residents. We have an Improvement Board that will continue to co-ordinate our improvement actions, where we identify issues that need to be resolved.

## **Engagement**

We have acknowledged that there is more to do to strengthen the ‘feedback loop’ with the people we support, including carers and families. Our Engagement Officer is leading work in this area, supporting managers to identify when and with whom we need to communicate, engage, and involve as we progress the planned changes. Service delivery teams have developed engagement plans for how individual teams will seek the views and ideas of the people we support, to improve practice and the services we offer. We have developed a new, shared approach to adult social care development in Solihull, to better involve local people in service development. More information is available in our [‘Get Involved’](#) publication. This encourages us to seek out views and to provide opportunities to be actively involved in shaping and reviewing services. We will arrange to hear from the different communities across Solihull, including the impact of COVID-19, the impact of the cost-of-living crisis, and how we should develop our services to respond in the longer term.

## **Environmental Sustainability**

The Solihull Council Plan recognises the gravity of the climate change emergency. Social care is all about supporting people to live well at home, and environmental and climate change plans are also essential to achieving this. We also know that the effects of climate change and issues such as air pollution are experienced more severely by the poorest in society, so addressing this area also contributes to social justice. We completed our first Environmental Sustainability Plan in 2020/21 and have reported several improvements and have been able to maximise the

opportunities for agile working, such as reduced paper use and business miles. The development of our Environmental Sustainability Plan for 2022 to 2027 sets out our plans and aspirations for the longer term.

# Directorate structure chart and teams



## Service Delivery

Team	Description
Social Work Teams	<p>The social work teams include:</p> <ul style="list-style-type: none"> <li>Adult Disability Team</li> <li>Adult Duty Team</li> <li>Mental Health Team</li> <li>Hospital Team</li> <li>Community Older People's Team</li> </ul> <p>These teams' complete assessments and reviews with individuals, using a strengths-based approach. They support individuals to live as independently as possible and organise care for those who require this.</p>
Occupational Therapy Team	<p>The team works with children, young people, and adults to identify strengths and difficulties in everyday life, such as dressing or getting to the shops, and support with practical solutions. This includes providing equipment and adaptations to homes and promoting access to Disabled Facilities Grants.</p>
Community Equipment Service	<p>The team supplies equipment for individuals, such as commodes, beds and perching stools. The team also works on behalf of NHS colleagues.</p>
Wheelchair Service	<p>We are currently commissioned by colleagues in the NHS to deliver a wheelchair service. This involves supplying and maintaining wheelchairs for individuals who are assessed as requiring a wheelchair.</p>
Small Homes	<p>Small residential care homes in the Borough providing support to people aged 18 plus who have learning disabilities.</p>
Day Opportunities	<p>Providing meaningful activities for individuals with care needs, including people with learning disabilities, older people, and people who are physically disabled. Supporting unpaid carers to have a break.</p>

Reablement	The team provides short-term support in people's own homes to enable individuals to live as independently as possible. This includes supporting individuals to be able to prepare meals where possible.
Solihull Safeguarding Adults Board Business Team	Coordinating the work of the Solihull Safeguarding Adults Board, including managing the Board's subcommittees and overseeing performance to ensure that individuals with care needs are protected from harm and abuse.
<b>Commissioning and Partnerships</b>	
<b>Team</b>	<b>Description</b>
Strategy and Planning	Responsible for reviewing what services are needed for people in the borough. This includes involving people to ensure that services are working as needed and having a good understanding of all services in Solihull.
Markets and Performance	Maintaining effective relationships with care providers in the Borough to ensure that residents have access to good quality care and support.
Reforms and CQC Assurance Preparation	Supporting the Directorate to plan for upcoming social care reforms, including charging reforms, and preparing for Care Quality Commission assurance of local authorities.
Brokerage	The team supports with finding appropriate solutions to meet people's care needs, considering preferences. This includes finding care at home, care homes, and housing with care. The team also support people who pay for the full cost of care (also known as self-funders)
Governance and Projects	Supporting all teams across the Directorate with project management skills, processes, and governance. The team also oversees the Liquidlogic recording system, and supports the Directorate with digital solutions, including ensuring that staff have the skills needed to use technology.



# Co-production, engagement and consultation

In Solihull, we have always sought to involve people, communities, voluntary groups, and others in shaping adult social care services.

To deliver effective adult social care and support services, we will continue to listen to people with care needs, carers, providers, our staff, and other professionals.

We encourage people, groups, and communities to get involved and play an active role in helping shape the future of adult social care in Solihull. This ensures that services work in the best way possible.

We seek to involve a large and representative group of people with a range of experience and knowledge to give us feedback and help us shape the services we deliver. The opportunity to be involved is available to all and we offer training for people who do want to get involved.

There is a Directorate Communication and Engagement Plan. Each of our adult social care teams also has an engagement team plan detailing how they will seek feedback from people who use services, and how this feedback will be used to improve our services.

We involve people in the design and shaping of our services using a range of methods:

- Surveys about how people found our services and how services could be improved.
- Consultation exercises – people will be invited to read our plans and to comment on them before changes are made. This is part of our duties under the Care Act 2014.

- Involve our partners from the NHS, community, and charities where there are existing boards and networks that provide a voice for people who may or will contact adult social care services.
- Focus Groups of smaller numbers of people, to enable more detailed discussions and feedback.
- Bringing together groups of people who want to work with us on designing and improving services or reviewing our plans.

The publication of [Get Involved – A shared approach to adult social care in Solihull](#) sets out our approach to how people will be supported to become involved in the shaping and design of adult social care services.

# Promoting wellbeing and independence

We ensure that people receive appropriate support tailored to diverse needs, that is individualised and promotes wellbeing and independence. This includes a variety of services, as outlined in the 'our model' section of this plan, for example:

- Solihull residents, including people with care and support needs, and carers can access information and advice.
- People can access equipment needed to keep as independent as possible, for as long as possible, and that support such as occupational therapy is available to help prevent, delay, or reduce care needs. This includes access to equipment and also pieces of technology in the home, such as sensors to alert if someone has fallen over - this is known as technology enabled care.
- People can access reablement when it's needed, such as when people first start to need help with daily living tasks, after a period of ill-health, or following a hospital stay.
- Wherever possible, we support people to go home when people discharged from hospital, using a 'Home First' approach. We support individuals to avoid long-term care decisions at a point of crisis.
- We enable people to access mental health support at the right time. Mental Health services support people with recovery and regaining independence.
- We support providers, such as care agencies, the voluntary sector and care homes, to work with people to encourage independence.

# Support and protection

## Safeguarding

Safeguarding adults means protecting a person's right to live in safety, free from abuse and neglect. Safeguarding is about people and organisations working together to stop the abuse or neglect of adults who are unable to protect themselves. It also means making sure that the wellbeing and individual choices and beliefs are promoted.

Within the Care Act 2014 there are six key principles that underpin all safeguarding activity, these are:

- Empowerment – people being supported, informed and encouraged to make decisions.
- Prevention – it is better to act before harm occurs.
- Proportionality – the least intrusive response appropriate to the risk presented.
- Protection – support and representation for those in greatest need.
- Partnership – local solutions – communities have a part to play in preventing, detecting, and reporting neglect and abuse.
- Accountability – accountability and transparency in delivering safeguarding.

Solihull's Adult Social Care Directorate is committed to Making Safeguarding Personal (MSP). This means supporting and empowering adults to make choices and have control. It also means a commitment to promoting equality and recognising and embracing diversity, ensuring everyone is treated fairly with access to information, advice, and support in an accessible format. MSP focuses on achieving meaningful improvements to people's lives to prevent abuse and neglect occurring in the future.

Our key work plans over the next five years are to:

- Enhance and embed a consistent approach to MSP with our Council workforce and partners where people are supported and encouraged to make decisions.
- Further develop support for people who may be at risk of being exploited.

- Review and revise the existing safeguarding training programme – ensuring that there is a balance of process and practice led training opportunities that encompass all roles and responsibilities of the safeguarding pathway, and that consider how working with individuals with protected characteristics will require an approach tailored to individual needs and strengths.
- Strengthen partnership working with key partners i.e., Police and Health.
- Involve and learn from people who have experienced the safeguarding process to identify areas for improvement, including listening to diverse communities to understand strengths and challenges.
- Support a culture of positive risk enablement through training and mentoring.
- Raise public awareness so that communities, alongside professionals, play a part in preventing, identifying, and responding to abuse and neglect – reinforcing the message that ‘safeguarding is everybody’s business’.
- Respond to learning from Safeguarding Adult Reviews and Domestic Homicide Reviews.

We also continue to provide support for individuals under the Mental Capacity Act and the Mental Health Act, including Approved Mental Health Professionals undertaking Mental Health Act Assessments. We will also be implementing Liberty Protection Safeguards to replace Deprivation of Liberty legislation, to support individuals who are unable to make decisions regarding care and support.

# Journey, milestones and projects

## Our journey

The Adult Social Care Transformation Programme oversees all our projects and major changes.

Transformation Programme achievements over the last few years are detailed in the 'next 5 years' section of this plan. We are now building on these successes through the following projects.

## Projects and milestones

Our Council Plan priority for 2022-25 is to deliver '*good quality, responsive, and dignified care and support for adults in Solihull when they need it.*' To achieve this, as well as our Directorate vision, our transformation programme co-ordinates several key work areas. For 2023-24, these are:

- Home First: ensure that individuals are only admitted to hospital where necessary, and support those who are being discharged from hospital to return home wherever possible.
- Facilitate Home Living: Using the [Housing Assistance Policy](#) to support additional eligible residents to access Disabled Facilities Grants (DFG). This will enable more disabled and older people with long-term needs to adapt homes, e.g., having a stairlift fitted or a bathroom adapted, to live safe and more independently at home, or to move to more suitable accommodation following an Occupational Therapy assessment.
- Social Care Reforms: Implement required changes to adhere to national policy developments. This includes meeting the standards and expectations of the new Care Quality Commission Assessment Framework, in readiness for the introduction of local authority inspections from April 2023. We have also undertaken the Fair Cost of Care exercise and finalising the Market Sustainability plan.



- Delivery of year one of our [Joint Carers Strategy 2022-27](#) and the associated plans to identify more carers in Solihull and provide suitable support, including early help to support the wellbeing of the carer as well as the person cared for.
- Workforce: Delivery of year two of the five-year [Workforce Strategy 2022-27](#) and the associated plans to address the recruitment and retention issues being faced by our providers and promote the many varied roles in the care sector as fulfilling and secure employment opportunities.
- Exploitation Reduction: Refresh the Exploitation Reduction Strategy and continue to raise awareness of the indicators of exploitation, as well as providing support to those at risk.
- Environmental Sustainability: Delivery of the Adult Social Care [Environmental Sustainability Action Plan 2022-27](#) and our approach to working together to deliver sustainable services with a ‘low carbon’ impact in Solihull, as part of our contribution to addressing climate change.
- Performance: Strive for top quartile performance against the Adult Social Care national performance framework.

In addition, there are a range of smaller projects underway.

### Key projects, strategies, and pilots

Project	Description and Key Output for 2022/23
Day Opportunities	Delivery of year one of the <a href="#">Day Opportunities Strategy 2022-27</a> and associated plans to ensure people have access to good quality services, as well as improving the offer and flexibility of services, including a review of charging. We will deliver our internal Day Opportunities Development Plan for 2023-24.

Project	Description and Key Output for 2022/23
Provider Assessment and Market Management Solution (PAMMS) Implementation	We will implement the PAMMS information system which will support us to automate the consolidation of local and national data and provide a clear basis for risk stratification and support of the local provider market.
RITA Pilot	We are piloting the use of six Reminiscence Interactive Therapy Activities (RITA) tablet-based systems within three block provision care homes. The systems provide stimulation, a form of communication and activity prompts for residents.
Review of Reablement Services	Following a review of our Reablement service to support our 'Home First' ethos we will continue to implement and refine the new model.
Occupational Therapy (OT) Development Plan	We are reviewing further areas for development of our OT Services for 2023-24. This includes identifying how we ensure that individuals can access OT support as soon as possible, and that OTs are leading reablement support.
Supporting People with Learning Disabilities into Employment	The Project Group continues to bring together key partners and providers to improve employment opportunities for people with learning disabilities. We have recruited a Supported Employment Co-ordinator to support this work, and the Council is directly recruiting people with learning disabilities.
Equality, Diversity & Inclusion Action Plan	The Directorate Equality, Diversity and Inclusion Action Plan is in place. Our aim is to ensure that services are inclusive and reflect the diversity of Solihull's community.
Community Equipment Services	We have recently reviewed our delivery model and are actively working on future plans including location and contract requirements.
Liberty Protection Safeguards	We will deliver the localised Liberty Protection Safeguards Action Plan in for the introduction of Liberty Protection Safeguards to replace Deprivation of Liberty Safeguards (DoLS). This will be the legislative framework which determines arrangements to provide care or treatment to an individual who lacks mental capacity to make specific decisions.

Project	Description and Key Output for 2022/23
0-25 Action Plan and Mental Health Transitions	Improving the process for young people moving from receiving support through Children's services, to receiving support from adult social care.
Safeguarding Action Plan 2023-24	The Safeguarding Action Plan is regularly reviewed and updated with a focus on continuous improvement and to respond to changes such as guidance and legislation.
Principal Social Worker Action Plan 2023-24	The Principal Social Worker action plan is regularly reviewed and updated with a focus on continuous improvement. The Social Care Institute for Excellence have been supporting us to develop a Strengths-Based Approach Practice Framework which will be published in 2023. This will support staff to ensure that they are encouraging people to recognise strengths and to live as independently as possible.
Accommodation with care	We will review the capacity and demand for housing with care across the borough, to improve capacity and options where this is identified as being needed. We will re-tender Community Accommodation with Care Contracts for four sites in readiness for the expiry of existing contracts by March 2024.
Digital: Technology Enabled Care	We will refresh our vision and continue with plans to promote use of technology to support people to live independently, for example individuals using a medication dispenser, or a falls detector to alert family members of a fall at home.
Digital: Workforce and Skills	To ensure that we have appropriately skilled staff and ensure that staff continue to have access to good quality training.
Digital: Provider Services	We will implement an electronic recording and medication administering system within our Small Homes.
Digital: Customer Experience	All adult social care webpages will be reviewed and updated with the latest information. People who receive care will also be able to access online records and talk to us using an online account.

Project	Description and Key Output for 2022/23
Care at Home	We will review our contracted Care at Home services, and re-tender in readiness for the expiry of existing contracts by March 2024.
Better Living Centre	We will review our current offer to ensure sustainable, cost effective, and fit for purpose property location for the Community Equipment Service and the Better Living Centre.
Small Homes	Continuous improvement of the SMBC owned small residential care homes in the Borough providing support to people aged 18 plus who have learning disabilities.

Publish Market Sustainability Plan



Wider launch of customer portal - where members of the public can view their online social care records and communicate with us online



Launch new solution for digitalisation of care records used by Council care homes



Consult on day services charging model in line with Day Opportunities Strategy



Community Accommodation with Care contracts re-tender



# Spring

# Summer

# Autumn

# Winter

Approve year 1 delivery plans for Day Opportunities and Carers Strategy, and year 2 delivery plan for Workforce Strategy



Publish joint Dementia Strategy 2023-28



Approval and launch of updated Exploitation Reduction Strategy



Go-live of 'virtual house tour' on Council website to support our offer for technology enabled care



Contracts re-tender for Hospital Discharge services and Early Response services (hospital admissions avoidance)



Care at Home lead provider contracts re-tender



12 month review of new reablement model



# Governance

We have processes and structures in place that hold us to account for delivery of good outcomes for residents who use our services.

To ensure there is oversight by the Directorate Leadership Team we have established several boards and working groups to help steer and co-ordinate our complex plans.

The Governance and Projects Team support the Directorate with ensuring that projects are on track. Staff also have access to digital support and training to ensure that they can use electronic systems well.

Board	Frequency	Chair	Scope
Directorate Leadership Team (DLT)	Monthly	Director of Adult Social Care	Oversight of all Directorate activity, quality, performance, finance and change management.
Strategic Leadership Teams (SLT)	Monthly	Assistant Directors	To oversee Divisional activity (Commissioning and Service Delivery), with oversight reports escalated to DLT for assurance.
Improvement Board	Weekly	Director of Adult Social Care	To address key areas where improvements are required.

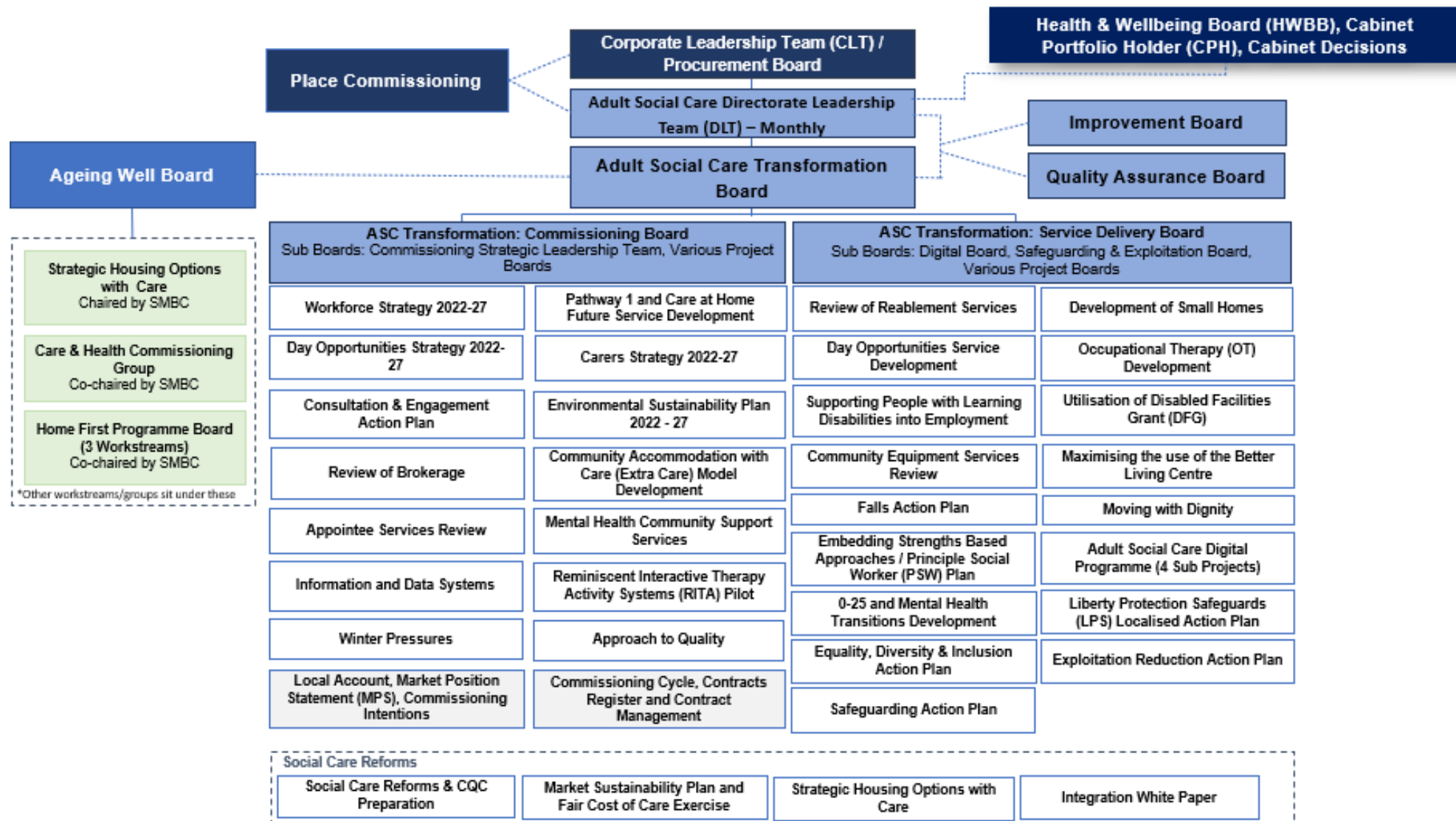
Board	Frequency	Chair	Scope
Transformation Board	Weekly	Director of Adult Social Care	To steer and co-ordinate major projects that will deliver transformational changes within available resources.
Project Boards	Monthly	Assistant Directors	To provide steer through the Senior Responsible Officer for all projects and solve obstacles to delivery of project objectives.
Commissioning Board	Monthly	Assistant Director for Commissioning and Partnerships	To ensure oversight and accountability for market intelligence, provider performance and the quality of commissioned services.
Quality Assurance Board	Bi-monthly	Governance Lead	Driving operational improvements to help us move into the top quartiles for key national, regional, and local indicators.
ASC Finance and Debt Meetings	Monthly	Governance Lead	A review of adult social care debt, payments to providers, charging for people receiving care services, and direct payments.



Board	Frequency	Chair	Scope
Performance Working Group	Monthly	Assistant Directors for Service Delivery and Commissioning and Partnerships	To approve performance information and risks that will get presented to the Directorate Leadership Team.
Liquidlogic Issues, Change & Development Board/ Digital Board	Monthly	Governance Lead	To review and approve ICT system process changes to ensure we have an infrastructure that can support efficient processes.
Solihull Safeguarding Adults Board	Quarterly	Independent Chair	<p>A group of organisations and communities working together in the best way possible, so that people are able to live lives free from abuse or neglect.</p> <p>Solihull Council has lead responsibility under the Care Act to convene and manage the Safeguarding Adults Board.</p>



# Governance structure



# How will we measure impact?

Our driving focus is to improve lives and opportunities for Solihull residents, alongside maintaining great quality services. We want to achieve top quartile performance against key national measures, including the Adult Social Care Outcomes Framework (ASCOF) for the Directorate, and CQC for care providers, by doing these things well and demonstrating our progress. We also use locally determined measures too, to help us understand our performance and impact in areas which are not measured nationally but are helpful for us to track local changes and improvements.

A key focus is improving our performance against national, regional, and local indicators for adult social care. Through looking at how other councils perform we have identified areas for improvement. We continue to keep a focus on improving quality of life and supporting independence for Solihull residents.

Where significant improvement is needed in a particular area, Performance Improvement Plans are developed, and these keep a focus on effective actions. These plans are monitored by our Improvement Board.

As set out in our governance approach, we have several boards, project leads and senior responsible officers who ensure we are delivering our key priorities.

Our approach to knowing how we are delivering our 5-year Plan is as follows:

## **Benchmarking against National Performance Indicators**

The Adult Social Care Outcome Framework, which measures how well care and support services achieve the things that matter most to people, informs us how well we are performing on national indicators, and we use this framework to drive forward performance improvements. We measure our performance against other local authorities to track our progress as we seek to be in the top 25% of performance against all indicators.

## **Project Measurement – Milestones**

Our transformation projects have key milestone dates for each outcome that are monitored through our project management system called 'In-phase.' We produce regular project reports for the transformation board and DLT to review and approve.

## **Dashboards**

We have built several performance dashboards that provide a picture of how we are performing on a range of indicators and our Directorate Leadership Team approve these.

We have a dashboard that presents a summary of data for managers to monitor progress, e.g., annual reviews, open cases, admissions for care homes etc. An 'Adult Information Hub' has been developed to provide immediate access to this information, so we can track 'live' performance.

A dashboard is in place to review trends in the commissioned services and monitor our home care packages, residential and nursing placements, management of our block contracted beds and business resilience in the provider market. We also have a weekly report and dashboard to monitor how well we are safeguarding people from abuse and neglect.

## **Capturing the lived experiences of people with care and support needs**

A communication and engagement plan has been developed to set out the range of methods we use to capture the experiences of people who use our services. We also ask the providers who we contract with to carry out customer satisfaction surveys and checks.

We review all compliments and complaints and have a process in place to learn from these.

Our approach is to use a mixture of surveys, forums, and focus groups. This in turn informs future plans, service developments and improvements.

## **Commissioning Intelligence**

We will use the Provider Assessment and Market Management Solution (PAMMS) to bring together local and national information about care quality, availability, and our local spending commitments in the care market into a single place. We will use this to identify areas of risk where we need to act and plan immediately.

## **Audits and Staff Feedback**

We use a variety of practice audit processes to identify best practice and areas for further development.

We communicate regularly with staff across the Directorate to obtain information about what is important to staff, and how they think the Directorate is performing.

# Our Aspirations for 2027

In five years, the actions in this plan will mean that:

- Our services are inclusive and reflect the diversity of our community.
- We support people to live at home independently.
- We provide more support for unpaid carers.
- We have embedded a consistent approach to Strengths-Based Practice and Making Safeguarding Personal with our Council workforce and partners.
- There is a strong Adult Social Care workforce that is well trained and valued.
- The quality of care in Solihull is consistently good or outstanding.
- We consistently achieve top quartile performance against the Adult Social Care National performance framework.

# Glossary

Definitions for social care related terms are below to enable common understanding. Feedback was received on use of language through the engagement process, with differing opinions given. This has been taken into account in ensuring that appropriate language is used throughout the document.

## **Adult Social Care / Adult Social Services**

Services delivered or arranged by the council to support people with social care needs. The Care Act is the main law governing what councils need to provide.

## **Adult Social Care National Performance Framework (ASCOF)**

This measures how well care and support services achieve the outcomes that matter most to people. The ASCOF is used locally and nationally to set priorities for adult social care, measure progress and strengthen transparency and accountability.

## **Adult Social Care Transformation Programme**

The management and co-ordination of the major adult social care projects for Solihull Council.

## **Approved Mental Health Professionals**

A professional with specialist training who can arrange for a person to have a mental health assessment, to decide whether the individual should be admitted to hospital for safety reasons.

## **Autism**

A lifelong developmental disability which affects how people communicate and interact with the world.

## **Blocked Contracted Beds**

An agreement between the Council and an organisation to provide a number of beds in a care home for a fixed amount of time, for a fixed sum of money.

## **Build Back Better: Our Plan for Health and Social Care**

The government's new plan for health and social care published in September 2021.

## **Cabinet**

The Council's political leadership who make decisions in line with the council's overall policies and budget.

## **Care Act 2014**

A law passed in England in 2014 that sets out what care and support you are eligible for and what local councils have to do.

## **Care Quality Commission (CQC)**

The independent regulator of all health and social care services in England.

## **Carer**

Any adult or child providing regular unpaid emotional or physical support to a family member, partner or friend who needs help because of illness, frailty, disability, a mental health problem or an addiction.

## **Carer's Assessment**

If you are an unpaid carer for a family member or friend, you have the right to discuss with your local council what your own needs are, separate to the needs of the person you care for.

## **Commissioning Intentions**

A plan setting out the commissioning priorities for adult social care for Solihull.

## **Community Advice Hubs**

The first point of contact for information, advice, and support in Solihull.

## **Corporate Leadership Team**

The Senior Officers of the Council, comprising the Chief Executive and the Directors.

## **Daily Living Tasks**

The management of basic physical needs, including personal hygiene, dressing, using the toilet, moving around, and eating.

## **Day Opportunities**

Opportunities to do things during the day. These may include social activities, education, or the opportunity to learn new skills.

## **Dementia**

Not a specific disease but a general term for the impaired ability to remember, think, or make decisions that interferes with doing everyday activities. Alzheimer's disease is the most common type of dementia.

## **Department of Health and Social Care (DHSC)**

The UK government department responsible for government policy on health and adult social care matters in England.

## **Direct Payments**

A direct payment is the amount of money that the local council pays to an individual to organise care and support directly.

## **Directorate Leadership Team (DLT)**

Senior Council officers responsible for oversight of all adult social care activity, quality, performance, finance and change management.

## **Disabled Facilities Grant (DFG)**

A grant you might be able to get from your local council in order to make changes to your home because you are disabled.

## **Environmental Responsibility**

To take action to prevent and alleviate the environmental damage that may be caused by our activities.



## **Exploitation**

Where an individual or group takes advantage of an imbalance of power to coerce, control, manipulate or deceive a child, young person, or adult.

## **Health and Care Act 2022**

The 2022 Health and Care Act introduced new legislative measures that aim to make it easier for health and care organisations to deliver joined-up care for people who rely on multiple different services.

## **Health Inequalities**

Differences in how healthy different groups of people are, and how accessible health care is. These differences may be affected by things like poverty, housing and education.

## **Home First**

A service offered when you are well enough to leave hospital, but still need some support. The planning for your future support takes place in your own home rather than in hospital.

## **Housing Assistance Policy**

A policy that sets out how the Council will offer financial help for improving and adapting homes in the Borough.

## **Joining Up Care for People, Places and Populations**

Government white paper which sets out measures to make integrated health and social care a universal reality for everyone across England. Published in February 2022.

## **Learning disability**

A learning disability is a reduced intellectual ability and difficulty with everyday activities– for example household tasks, socialising or managing money – which affects someone for their whole life.

## **Liberty Protection Safeguards (LPS) – formerly known as Deprivation of Liberty Safeguards (DoLS)**

The Liberty Protection Safeguards is the procedure prescribed in law that will take over DoLS, to support individuals who lack capacity to consent to care or treatment.

### **LiquidLogic Recording System**

This is the system used for adult social care at the Council for recording social care assessments and information about people receiving care and support.

### **Making Safeguarding Personal (MSP)**

Making Safeguarding Personal (MSP) is an approach to safeguarding that aims to ensure that the person (adult) at risk and/or the advocate are fully engaged throughout.

### **Market Sustainability and Fair Cost of Care**

An exercise for local authorities to arrive at a shared understanding with providers of the local cost of providing care.

### **Medium Term Financial Strategy (MTFS)**

Council financial planning and management over a three-year period.

### **Mental Capacity Act and the Mental Health Act**

Laws that are designed to protect people who are unable to make decisions about care and support, property, or finances, because of a mental health condition, learning disability, brain injury or illness.

### **Mental illness**

Also called mental health disorders, refers to a wide range of mental health conditions —disorders that affect your mood, thinking and behaviour. Examples of mental illness include depression, anxiety disorders, schizophrenia, eating disorders and addictive behaviour.

### **People at the Heart of Care: Adult Social Care Reform**

Government white paper which sets out a 10-year vision for adult social care. Updated March 2022.

### **Principal Social Worker**

The designated person for adult social care who ensures that there is professional practice oversight in place and leads, oversees, supports, and develops excellent social work.

## **Public Sector**

The full range of organisations that provide government services, such as health, education, police, etc, that are available to everyone.

## **Reablement**

Reablement is a short period of rehabilitation which usually takes place in your own home and is provided by a team of social care workers and occupational therapists following illness or a recent stay in hospital.

## **Respite**

A service giving carers a break, by providing short-term care for the person with care needs at home or in a residential setting.

## **Safeguarding**

This is how we work with people to prevent harm and abuse. It includes helping people recover when abuse has occurred.

## **Social Care Institute for Excellence (SCIE)**

An improvement agency that develops and promotes knowledge about good practice in social care and social work.

## **Social Care Reforms**

An overarching description of the government's future plans for adult social care.

## **Strengths-based approach**

How we work with you, focusing on strengths and what you are able to do, rather than on your weaknesses. The focus is on your abilities, and on what keeps you well and helps you remain independent.

## **Support Plan**

A plan we develop with you that says how you will spend your personal budget to meet your eligible social care needs.

## **Universal Services**

Services such as transport, leisure, health, and education that should be available to everyone in a local area and are not dependent on assessment or eligibility.

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