
Adult Social Care Directorate Plan 2022-2027



Solihull
METROPOLITAN
BOROUGH COUNCIL

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Foreword

Welcome to the draft Solihull Adult Social Care Plan. This is currently a draft document, and we are seeking feedback from Solihull residents and social care staff. We also very much welcome feedback from our partners, such as the NHS, independent social care sector and the community and voluntary sector.

There are some long-term changes coming up in adult social care. These include government reform of the amount people will have to pay for personal care during their lifetime (known as the care cap) and the reintroduction of adult social care inspections by the Care Quality Commission.

We are also developing our offers to Solihull residents, such as helping people to adapt their homes so they can stay independent for longer. And we are improving services for specific groups including carers, people living with dementia and people with autism. We want to make sure our plan includes what matters to the people we support, alongside carers and families, our staff, NHS and voluntary sector partners. We also want to make sure we take into account the long-term impact of Covid-19.

Everyone with a personal or professional interest in adult social care is encouraged to give their feedback via the survey. We will also be running sessions where people can share their views and help us develop the best plan possible. We anticipate the final plan will be published in the autumn and will be reviewed and updated annually thereafter.



Cllr Tony Dickey

Cabinet Portfolio Holder
Adult Social Care and Health



Jenny Wood

Director of Adult Social
Care and Support

Plan on a page

Vision	Making a difference in the right way, every day.
Purpose	<p>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.</p> <p>We work together as a respectful, diverse, compassionate, and inclusive group of staff and managers to achieve this.</p>
Values and approach	<p>Open, Honest, Ambitious, Keeping Our Promises.</p> <p>We use a 'strengths-based approach,' supporting individuals to be as independent as possible and recognising their abilities and their support networks.</p>
Enabling Priorities (updated annually)	<ol style="list-style-type: none"> 1. Equality, diversity, and inclusion 2. High performing teams 3. Engagement 4. Environmental sustainability
Resources	<p>Our budget is £60 million per year and our expenditure is £103 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 people with care and support needs, and carers annually.</p> <p>There are around 5000 social care staff in Solihull, and about 470 of these are directly employed by the Council.</p>
Key projects (updated annually)	<ul style="list-style-type: none"> • Home First • Preparing for CQC assurance (performance) • Facilitate Home Living • Social Care Reforms • Carers Strategy • Workforce Strategy • Exploitation Reduction • Environmental Sustainability

Introduction

Solihull'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 ensures that individuals receive the care and support they need to achieve this.

The Directorate is made up of Commissioners who plan, purchase and quality-assure care services, a Brokerage Team who find the right services and support for each person, Social Work teams and, an Occupational Therapy Team (which includes services for children and young people), who work with people to understand their needs and plan their support, and Provider Services, including the Community Equipment Service, learning disability residential care homes (Small Homes), Reablement, and Day Opportunities who deliver care to individuals.

This 5-year Directorate Plan has been developed by involving staff across the Adult Social Care Directorate, partners, providers, and Solihull residents including individuals with care and support needs, and carers.

The COVID-19 pandemic had a huge impact on the way we work as a Directorate, and on people with care and support needs in the Borough. For example, people have told us that they have felt more isolated and concerned for the future, and fewer people have been accessing day opportunities and respite services. 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.

We pride ourselves on providing great services in Solihull. We have good quality 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 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. There is a significant level of change facing adult social care over the next few years, so the plan will be a live document that is updated on an annual basis to reflect this, alongside the changing needs of Solihull residents.

Our vision and 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 over how they live their lives, 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 them and what is important to them such as friends and family, at the right time, we support people to live the lives they choose. We focus on choice, independence, and what individuals can do. This is known as our 'strengths-based approach.' We use a strengths-based approach to support individuals to be as independent as possible and recognise their strengths. 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 to support them in their role.

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

- We involve and encourage the person to ask for help or support when or before they need it, not at the point of crisis.
- We inform and advise people of support available to them.
- Where assessments are carried out, we look at what people can do for themselves, as well as what they cannot.
- We work with the person, their family, carers, and friends to identify and meet their support needs.
- We work with partners, including the NHS, to promote health and wellbeing.
- If a person has difficulty in expressing their views, needs, wishes and preferences, an independent professional advocate is provided free of charge to enable full participation in their care and support planning.
- We promote the use of direct payments to encourage people to have care and support from people/services they choose.
- 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 and enable them to continue to support in their role.

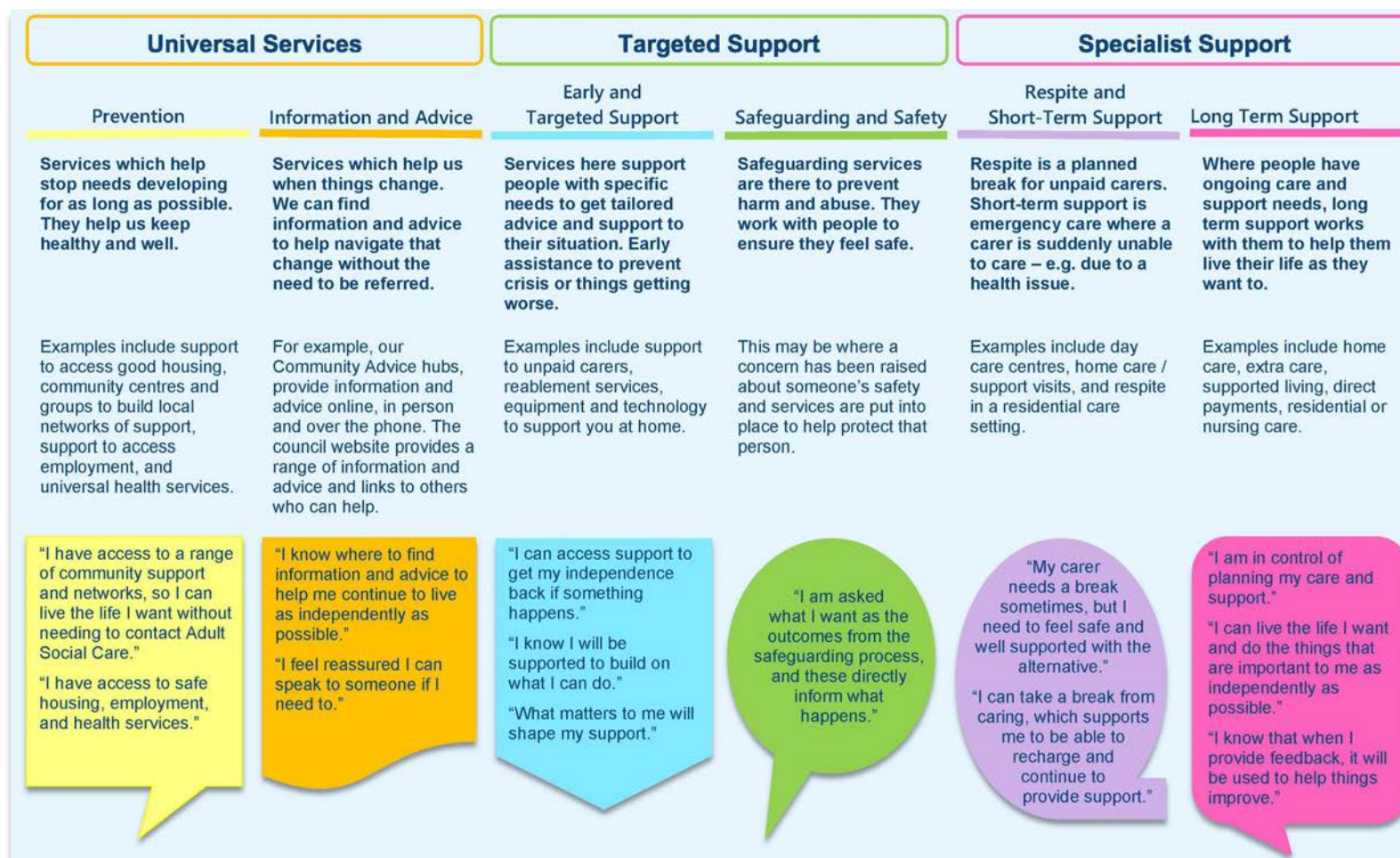
How do we ensure that we continue to work in this way?

- 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 their 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 survey all 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.

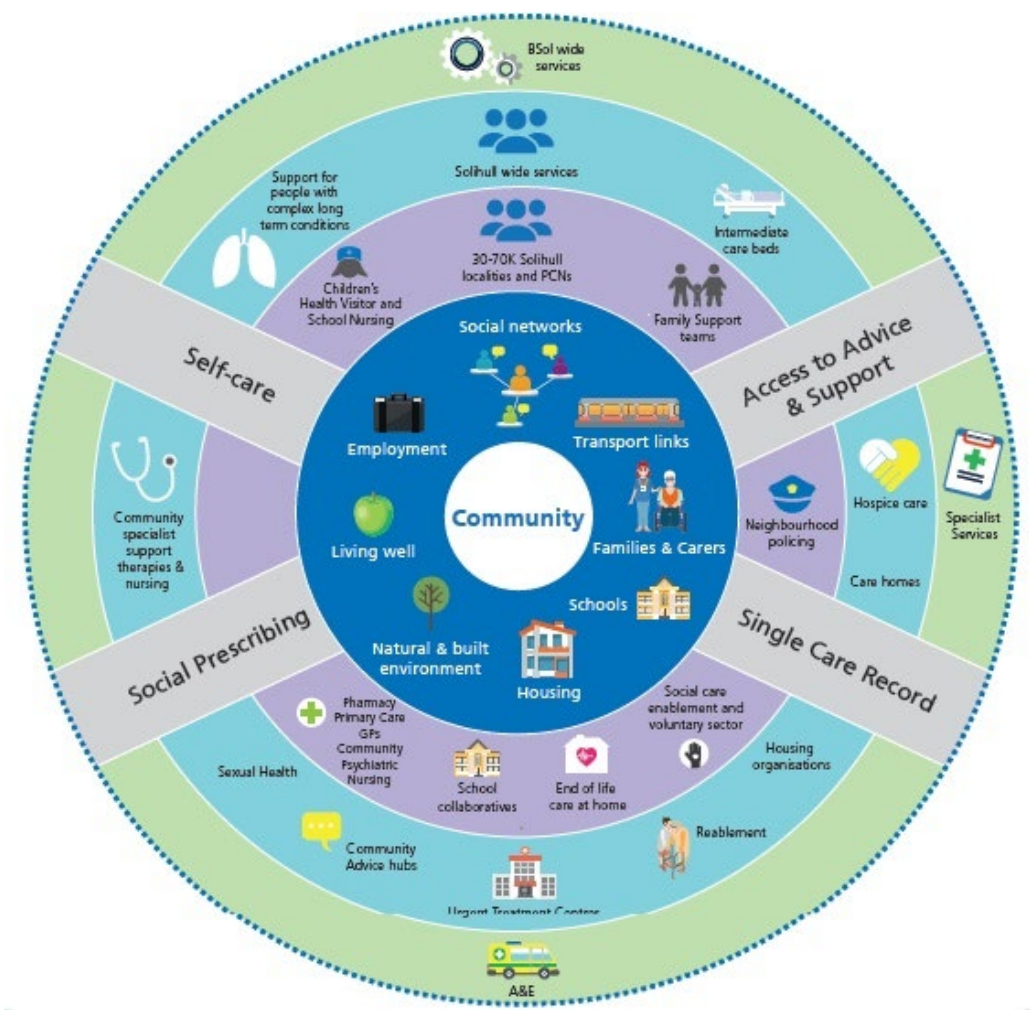
Our working model

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 themselves, whilst having a clear 'offer' when support is needed from us. 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.



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:

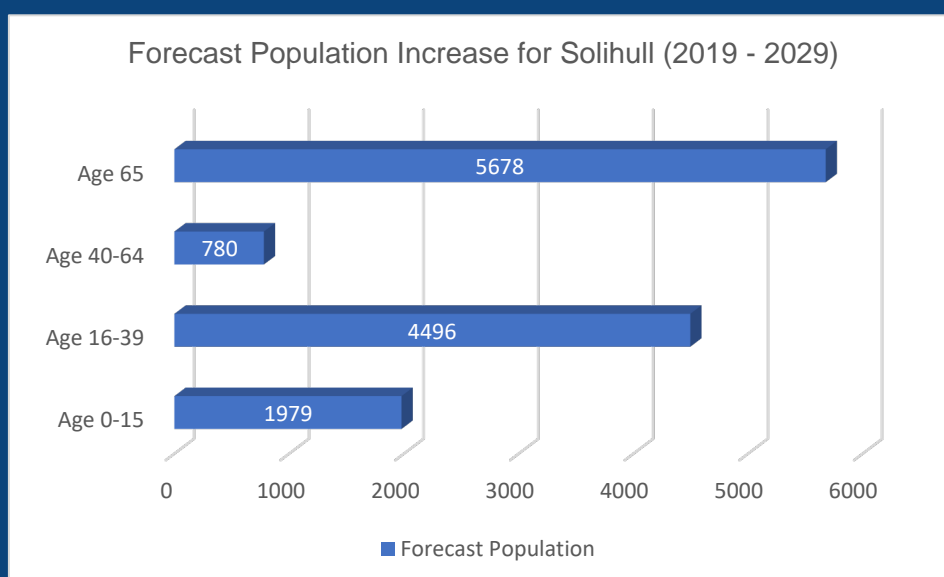


Facts and figures – Solihull

Population

The age profile of Solihull's 215,000 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 45,000 people aged over 65 in the Borough, including 6,500 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.



**Source: Office of National Statistics*

Ethnicity

The population of people from ethnic minority backgrounds increased between the 2001 and 2011 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 reframe our commissioning intentions, if 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.

Facts and figures – Adult Social Care

All of the figures below are a snapshot of individuals being supported, taken in June 2022. This is a summary of a wider set of information we use to help develop the right services for Solihull residents.

Disability in Solihull

Around 3,960 people have a learning disability in Solihull.

Around 6,200 people under 65 have a physical disability and 7,100 have a mobility disability.

Of the people receiving social care and support, 2094 have a physical disability and 584 have a learning disability.

Mental Health

It is estimated that in 2017 there were nearly 19,700 Solihull adults aged 18-64 with a diagnosed mental health condition, representing 16% of the age group population. The number of adults with diagnosed mental health conditions in Solihull is projected to increase by 1% between 2017 and 2030 (154 individuals), which is consistent with Office of National Statistics population projections. As yet the long term impact of Covid-19 is unknown, but is anticipated to be significant.

Autism

It is estimated that in 2017 there were 1,195 adults aged 18-64 with Autism in Solihull, representing 1% of the age group population. The number of adults with Autism in Solihull is projected to increase by 1% between 2017 and 2030

Carers

In 2011 there were 24,000 unpaid carers (12%). We estimate the current number is at least 27,000, pending information from the 2021 Census.

People receiving care and support

On average, 179 requests for care at home and 83 requests for a care home are referred into the Brokerage Team each month.

Direct payments

535 people receive a direct payment to arrange and pay for their own care. Most people who receive these payments are between the ages of 18 to 64 years old (67%).

Home care

In total, 1,636 people receive care to support them in their own home. The majority (83%) of people are aged 64 years and over.

Residential and nursing care

1,003 people receive residential, or nursing care funded by Solihull Council. When split by age, 158 and 845 people who receive this type of care are between the ages of 18 to 64 or 65 years or older, respectively.

Care provision and quality

There are about 300 care providers in Solihull including 62 care homes.

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

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, £103 million was allocated for the year 2021/22 and this was planned to be spent as shown below.

Adult Safeguarding - £3.307 million

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

Community Support - £13.070 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 - £10.033 million

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

Accommodation with Support - £18.294 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) - £31.628 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) - £25.360 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 - £1.143 million

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

(Source: 2021/22 Medium Term Financial Plan)

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 Solihull 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 funded their own 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.

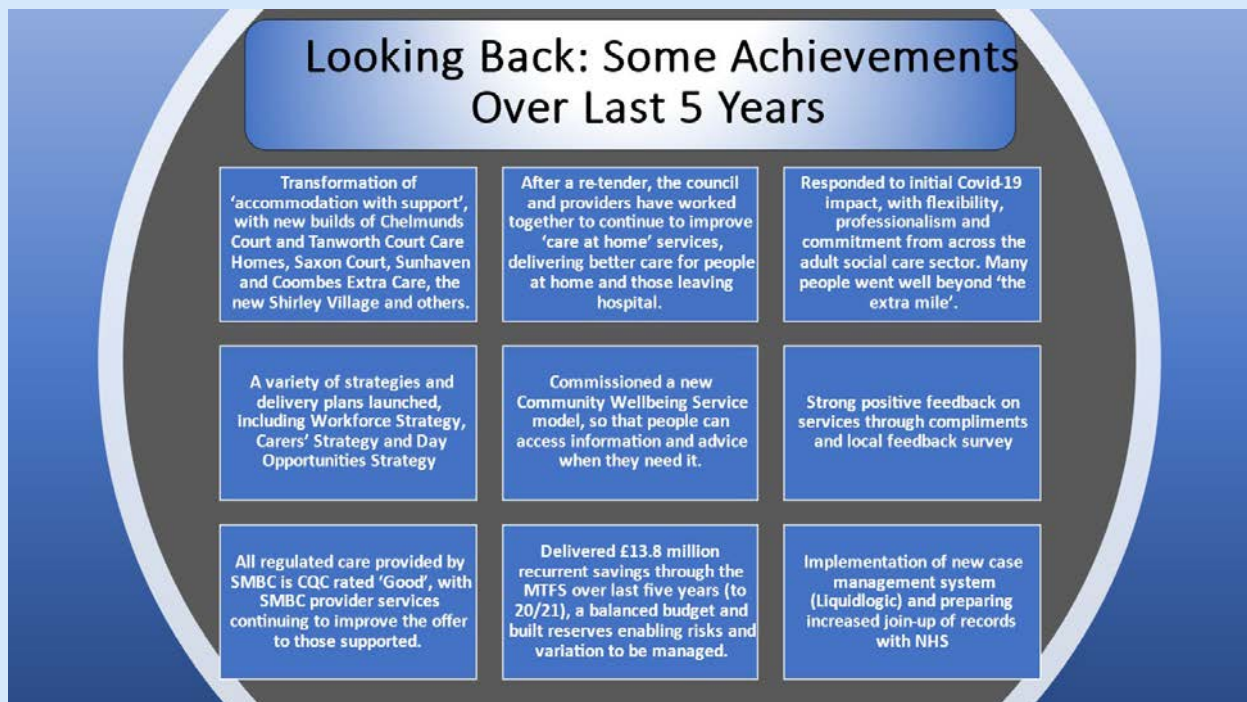
All these factors are causing a great deal of uncertainty with regard to forecasting future cost pressures.

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 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 diagram 1:

Diagram 1



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 new [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.

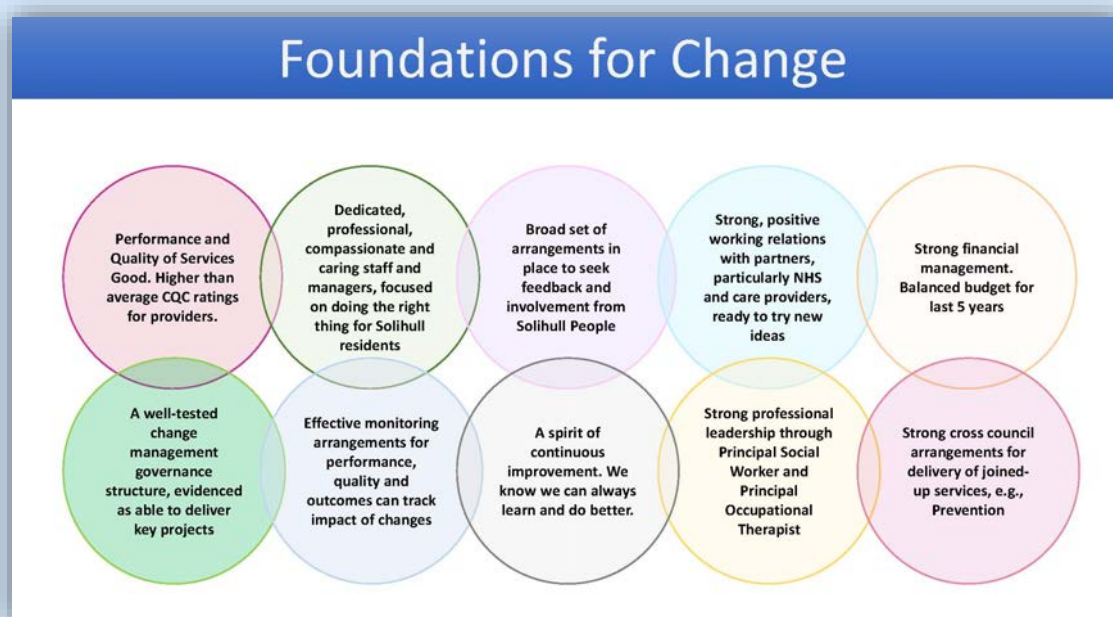
Although the changes are very wide-ranging and complex, we can boil them all down to a simple set of aims:

- 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 diagram 2:

Diagram 2:



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 Diagram 3:

Diagram 3:

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 funding reform, the cap on care costs, and ensuring that self funders (people who pay for their care) can access care at local authority rates.
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.

The next section outlines our enabling priorities, which run through all our activities and planned changes.

Our enabling priorities

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. This year, 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 actions to improve things, where we identify issues that need to be resolved.

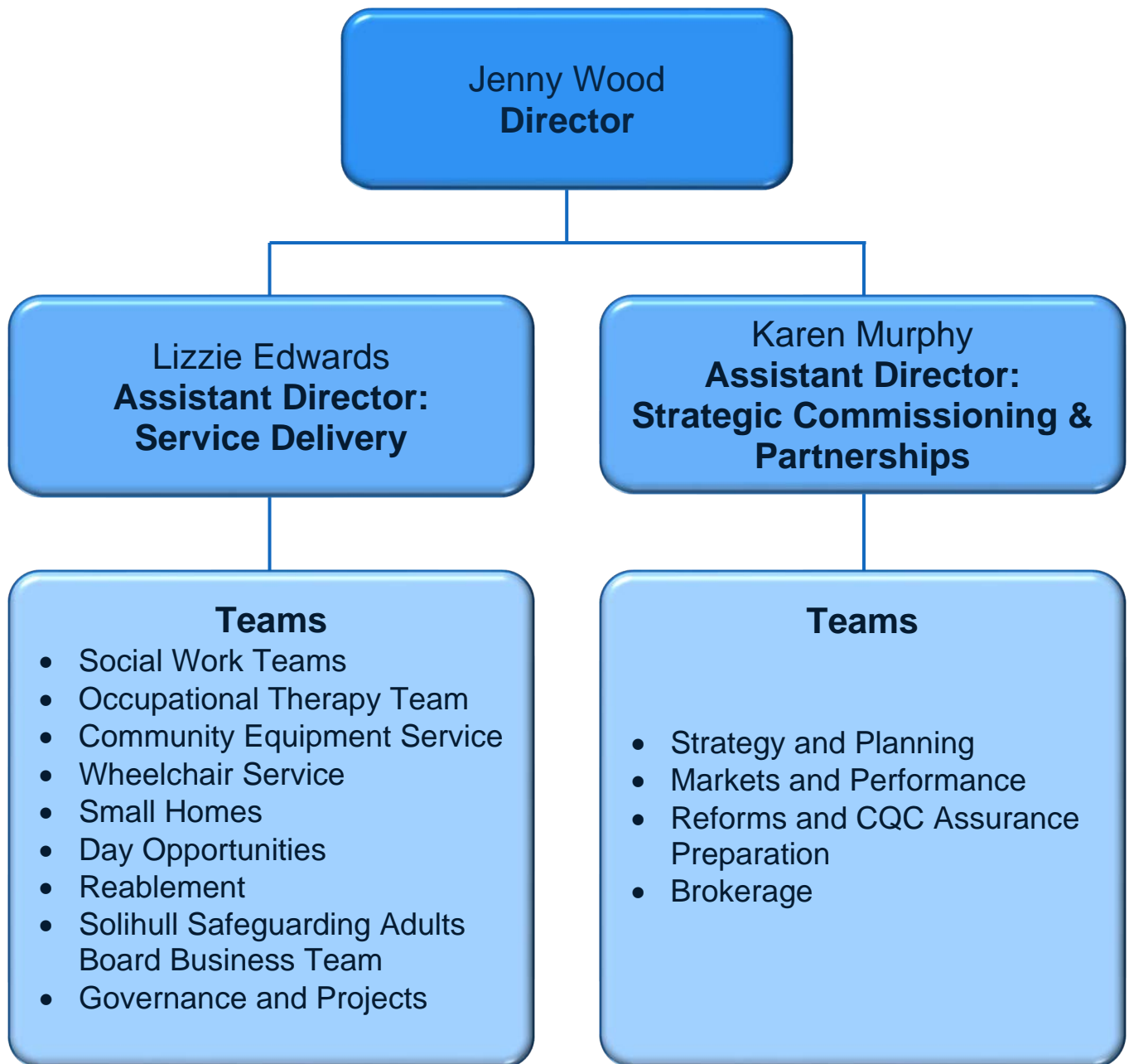
Engagement

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 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 Responsibility

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 refresh of the Environmental Sustainability Plan in 2022/23 ensures the ambitions will be an area of focus for the longer term.

Our 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"> • Adults Disability Team • Front Door Team • Mental Health Team • Hospital Team • Community Older People's Team <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	The team works with children, young people, and adults to identify strengths and difficulties they may have 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.
Community Equipment Service	The team supplies equipment for individuals, such as commodes, beds and perching stools. The team also works on behalf of NHS colleagues.
Wheelchair Service	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.
Small Homes	Small residential care homes in the Borough providing support to people aged 18 plus who have learning disabilities.
Day Opportunities	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.

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 their own 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.
Governance and Projects	Supporting all teams across the Directorate with project management skills, processes and governance. The team also oversees the Liquid Logic recording system, and supports the Directorate with digital solutions, including ensuring that staff have the skills needed to use technology.
Commissioning and Partnerships	
Team	Description
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 their preferences. This includes finding care at home, care homes, and housing with care. The team also supports with signposting to universal services, for example, the Community Advice Hubs. They also support people who pay for their own care (also known as self-funders)

Engagement, involvement, consultation and co-production

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 what they would like to see 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.

We will also publish 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 their diverse needs, that is individual to them and that promotes their 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 the equipment they need 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 at the times in their life 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 discharge people from hospital back to their usual residence utilising 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 a time when they need it. Mental Health services support people with recovery and regaining their independence.

We support providers, such as care agencies, the voluntary sector and care homes, to work with people to encourage them to do as much for themselves as they can.

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 adult's wellbeing is promoted, including their views, wishes, feelings and beliefs being considered.

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

- Empowerment – people being supported and encouraged to make their own decisions and informed consent.
- 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 about how they want to live their own life. 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 for them. MSP focuses on achieving meaningful improvements to people's lives to prevent abuse and neglect occurring in the future, including ways for them to protect themselves.

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 their own 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 their strengths and challenges.
- Support a culture of positive risk enablement through training and mentoring.
- Raise public awareness so that communities, alongside professionals, play their 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 their care and support.

Quality

We promote the availability of good quality care in Solihull and proactively monitor the quality of care providers in the Borough, such as care agencies, care homes, and accommodation with care. This includes seeking feedback from Solihull residents, including people who receive services, and professionals who regularly contact our care providers, such as social workers, nurses and occupational therapists. We work with providers to celebrate success and agree action plans where improvements are required. We work closely with colleagues within the Care Quality Commission (CQC), who regulate care services.

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 2022/23, 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 their 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 charging changes, including a charging cap coming in nationally in October 2023. We are also undertaking the Fair Cost of Care exercise and developing a Market Sustainability plan.

- Refresh our Carers Strategy and deliver 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 one of the five-year Workforce Strategy 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: Continue to deliver the Exploitation Reduction Strategy by raising awareness of the indicators of exploitation, as well as providing support to those at risk.
- Environmental Sustainability: Delivery of the Adult Social Care Directorate Sustainability Action Plan 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

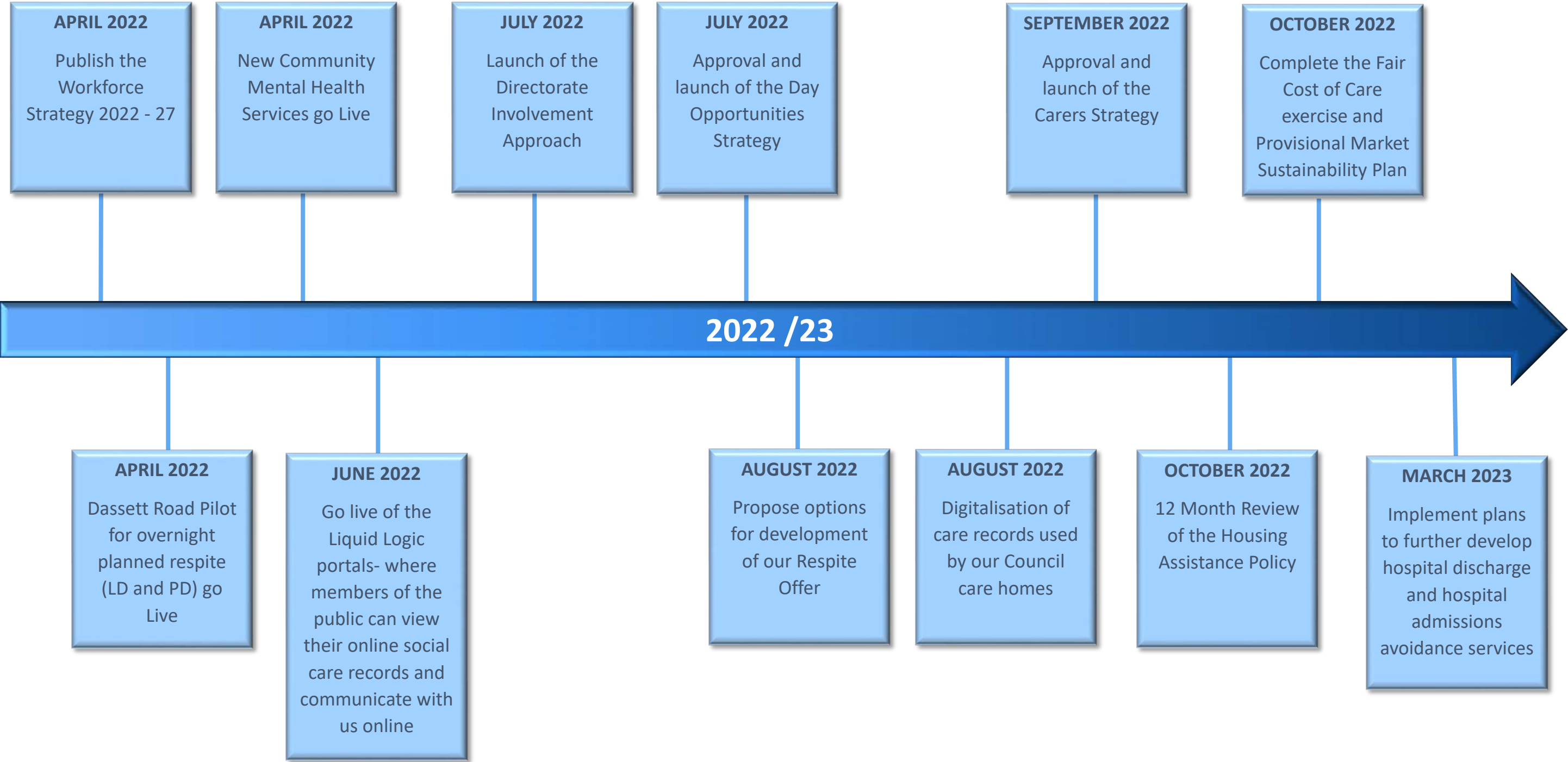
Project	Description and Key Output for 2022/23
Day Opportunities	We will publish the Day Opportunities Strategy 2022-27 following a period of engagement with those who use and deliver Day Services. We will deliver our internal Day Opportunities Development Plan for 22/23.
Provider Assessment and Market 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	We are undertaking a review of our Reablement service to support our 'Home First' ethos.

Occupational Therapy (OT) Development Plan	We are reviewing further areas for development of our OT Services for 22/23. 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 preparation for the introduction of Liberty Protection Safeguards to replace Deprivation of Liberty Safeguards (DoLS). This will be the legislative framework determines arrangements to provide care or treatment to an individual who lacks mental capacity to make specific decisions.
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 22/23	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 22/23	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 2022. This will support staff to ensure that they are encouraging people to recognise their 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.
Technology Enabled Care	We will refresh our vision and plans to promote use of technology to support people to live independently, for example individuals using a medication dispenser to help them remember to take their medication, or a falls detector to alert family members of a fall at home.
Workforce and Skills	To ensure that we have appropriately skilled staff, and ensure that staff continue to have access to good quality training
Provider Services	We will implement an electronic recording and medication administering system within our Small Homes.

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 some of their records and talk to us using an electronic 'portal' if they wish to.

Key milestones 2022/23 (updated annually)



Governance

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

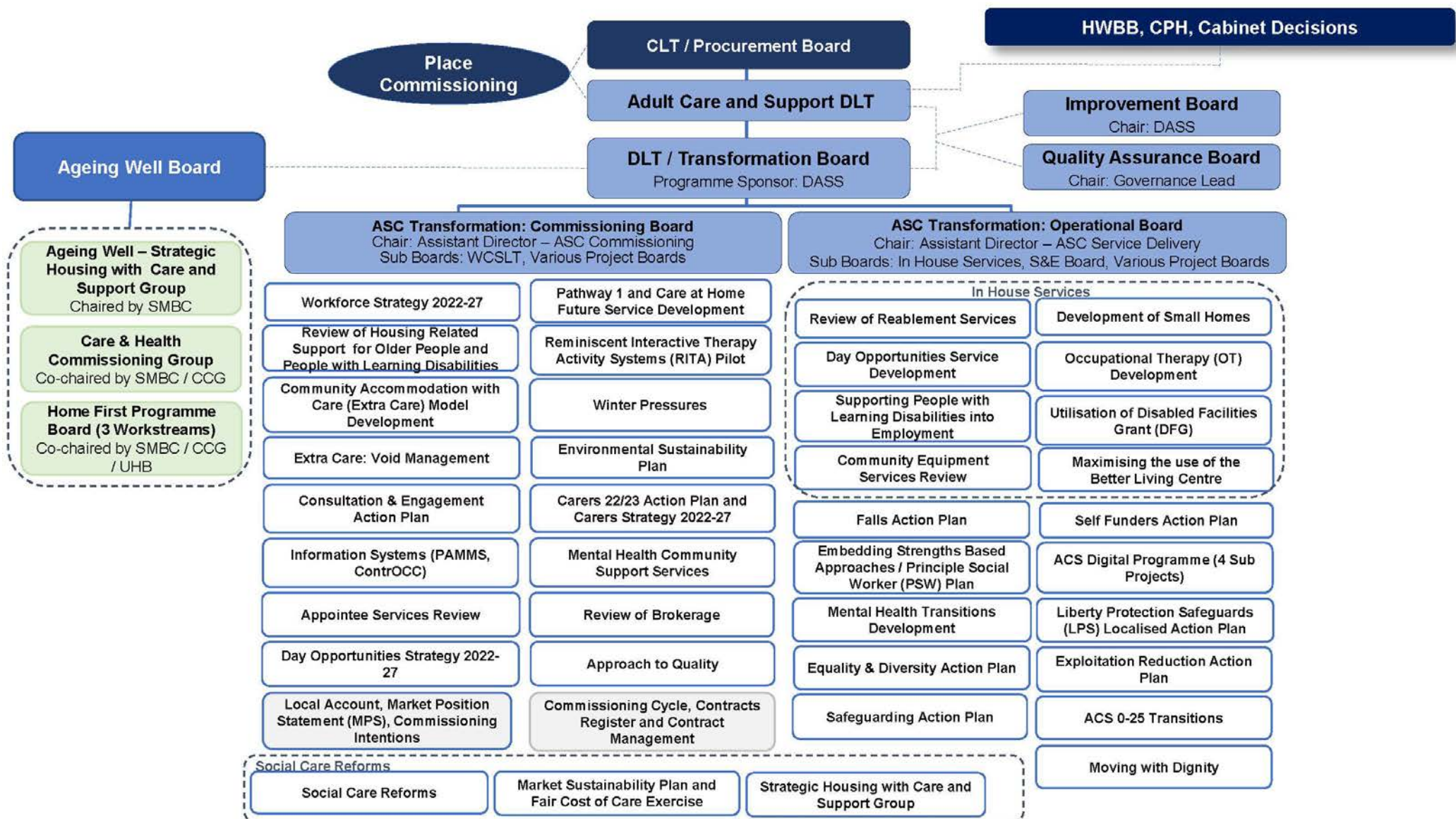
To ensure there is oversight by the Directorate Leadership Team we have established several boards and working groups to help steer and co-ordinate our complex plans.

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.
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.
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
Liquid Logic 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 their lives free from abuse or neglect.</p> <p>Solihull Council has lead responsibility under the Care Act to convene and manage the</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, leads and sponsors who ensure we are delivering our key priorities.

Our approach to knowing how we are delivering our directorate plan is as follows:

Benchmarking against National Performance Indicators

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. The Adult Social Care Outcome Framework informs us how well we are performing on national indicators, and we use this framework to drive forward performance improvements.

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. These show how well we are doing 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 communicate regularly with staff across the Directorate to obtain information about what is important to them, and how they think the Directorate is performing.

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