

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.

When this plan launched, the Birmingham and Solihull Integrated Care System (ICS), bringing together local councils, the NHS, the voluntary, community and faith sector and other partners, was just forming. Now the NHS is undergoing further significant structural changes, and working with partners to ensure the focus remains on the health challenges and health inequalities experienced by local people will be key.

There is currently an independent national commission into adult social care being led by Baroness Casey which will start to make recommendations during the remaining life of this plan, and the implications of any proposed reforms will be monitored and understood as part of our planning for the future.

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.

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 Solihull 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.

We pride ourselves on providing great services in Solihull within a challenging local and national local government funding position. 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 to ensure the resources that we have are making the most impact on the lives of our residents.

This Adult Social Care 5 Year 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 and Deputy
Chief Executive

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

Ambitious, Adaptable, Respectful, Trustworthy.

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. Impactful
2. Responsiveness
3. Solution-focused
4. Equality, Diversity and Inclusion

Resources

Our budget is £86.2 million per year and our expenditure is £145.0 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 8,700 people with care and support needs, and carers annually.

There are around 6,900 social care staff in Solihull, and about 475 of these are directly employed by the Council.

Key projects (updated annually)

- Preparing for CQC Inspection of the quality and performance of Adult Social Care
- Establish a Home Improvement Agency to bring together services that support people with to live in their own home
- Community Wellbeing Services Redesign – including community information and advice, carers, dementia, advocacy, older people's and sensory support services
- Delivery of the 2022-2027 Solihull Carers Strategy
- Implement the Better Care at Home approach ensuring care provided in people's homes is proportionate and strengths based.
- Digital - Implementation of Magic Notes tool to reduce administrative hours, improve efficiency and free up time to allow better quality conversations.

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 consistently applying a strengths-based approach in their work. As part of these audits, we actively seek the views of the individuals receiving services. This is to ensure that our practices are person-centred, address the needs and preferences of those involved, and promote continuous improvement based on direct feedback. 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 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 continuing to develop our hospital admission avoidance and discharge services jointly with the NHS. This will include provider services, such as care agencies. These services 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.

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

"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 have access to safe housing, employment, and health services."

"I know where to find information and advice to help me continue to live as independently as possible."

"I feel reassured I can speak to someone if I need to."

"I can access support to get my independence back if something happens."

"I know I will be supported to build on what I can do."

"What matters to me will shape my support."

"I am asked what I want as the outcomes from the safeguarding process, and these directly inform what happens."

"My carer needs a break sometimes, but I need to feel safe and well supported with the alternative."

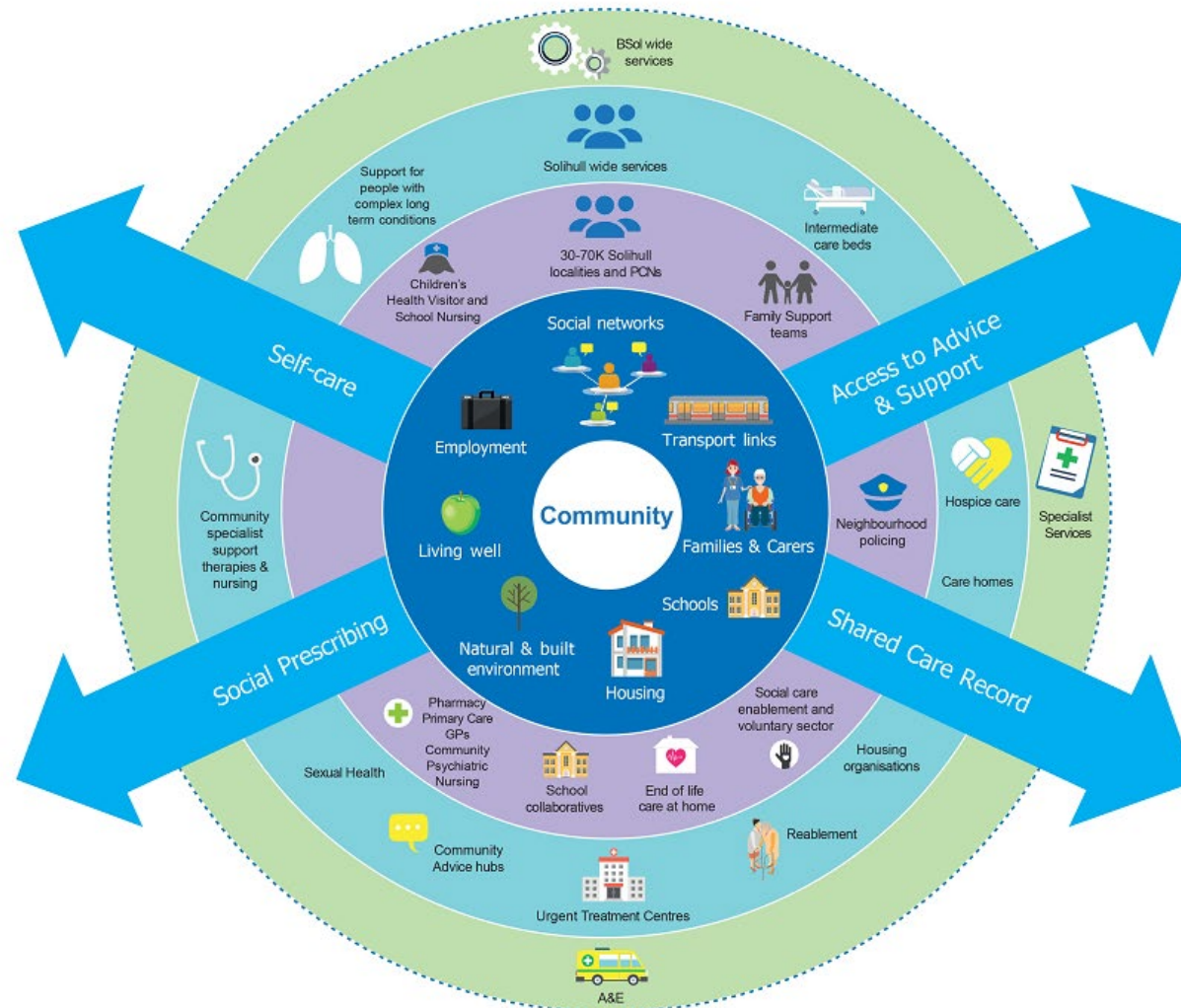
"I can take a break from caring, which supports me to be able to recharge and continue to provide support."

"I am in control of planning my care and support."

"I can live the life I want and do the things that are important to me as independently as possible."

"I know that when I provide feedback, it will be used to help things improve."

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:



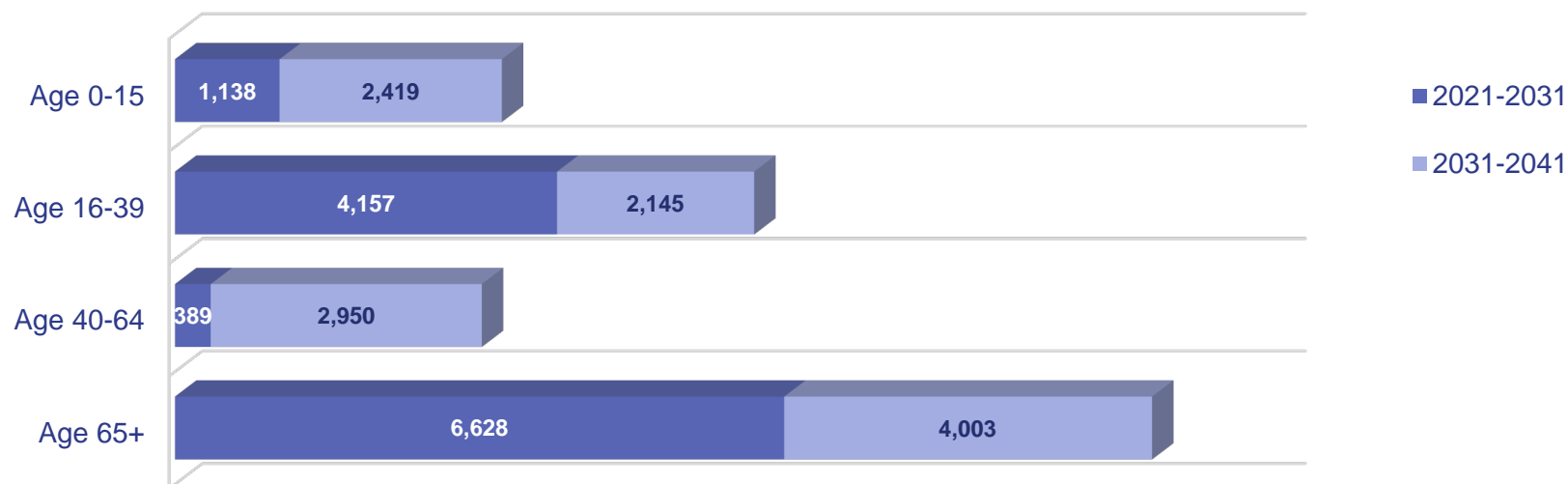
Facts and figures

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 is projected to be the fastest growing group between now and 2031. There are around 45,600 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 45 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 10 years lower for men and 9.7 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 region for women and fourth 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



- It is estimated that over **4,000** adults aged 18 or over in Solihull have a learning disability.



- It is estimated that over **5,000** Solihull adults (aged 18-64) are physically disabled.



- In 2023 around 42,800 Solihull adults (aged 18-64) were estimated to have a diagnosed mental health condition, and this is **expected to increase**



- In 2023 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 and unpaid carers. Within the Medium Term Financial Plan, £145.0 million was allocated for the year 2025/26 and this is planned to be spent as shown below.

Adult Safeguarding £3.786 million

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

Community Support £14.531 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 £32.972 million

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

Accommodation with Support £23.847 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) £35.048 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) £32.504 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 £2.353 million

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

Financial challenges

The Council is facing a very challenging financial environment. The savings requirement for the Council in 2025/26 is £33.684 million, against a net budget of c.£200m. In Autumn 2024, the Council commissioned the Chartered Institute of Public Finance and Accountancy (CIPFA) to undertake an assurance review of its financial governance arrangements. CIPFA concluded that the Council's governance arrangements are generally sound, with clear decision-making processes and delegations. The report also stated that "no deficiencies were identified in financial management arrangements or risk management arrangements". The Council has applied for and received Exceptional Financial Support to underpin the 2025/26 budget proposals, as well as charging additional council tax for adult social care.

Rising demand for adult social care support continues to be a significant contributor to the challenges 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.

The adult social care sector continues to face rising inflation on a number of items such as the National Living Wage, fuel, gas and electricity, food, and insurance. In addition, National Insurance changes have added to pressures faced by care providers and the Council.

The NHS is under significant pressure nationally, and there is a major programme of reforms and cost savings being implemented at a national and local level, and both of these 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.

Looking back: some achievements over the last five years

Implementation of the E-Brokerage system to support the timely sourcing of care at home and day opportunities packages for people.

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, carers who need a break 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'.

Launch and delivery of a variety of strategies and delivery plans, including Workforce Strategy, Carers' Strategy, Exploitation Reduction Strategy and Day Opportunities Strategy.

Developed and launched a Housing Assistance Policy to support people with home adaptations so they can live safely and more independently at home.

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.

Improved the flexibility of our day services offer to further support people with care and support needs and their carers.

Implementation and ongoing development of case management system (Liquidlogic) and launch of shared care records with the 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](#), and the health and social care integration white paper: [Joining up Care for People, Places and Populations](#).

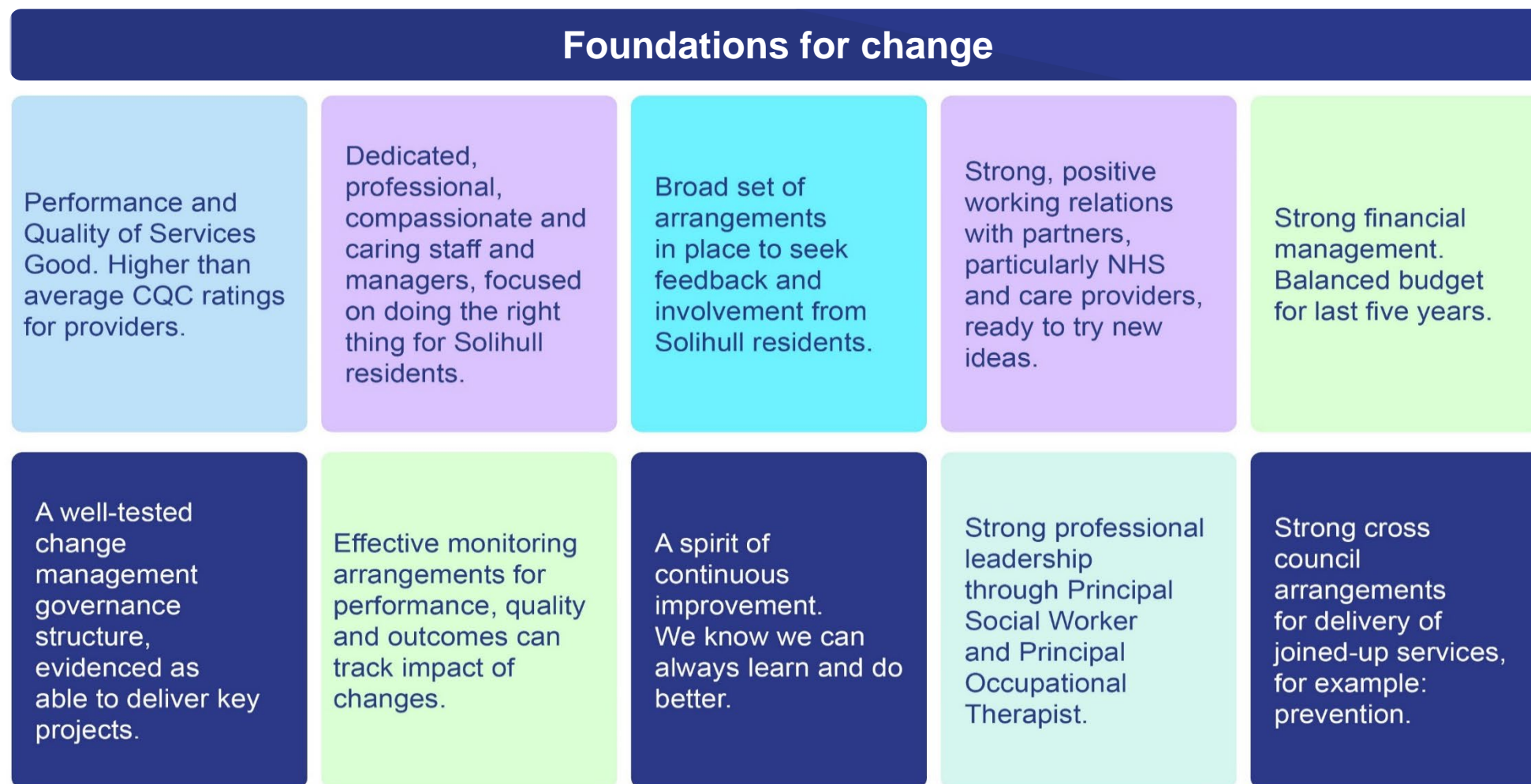
Over the coming years we will have to deliver on all these new national requirements, as well as preparing for the [new assurance regime by the national regulator called the Care Quality Commission \(CQC\)](#). This assurance process covers all adult social care functions of councils and following inspections, CQC will award ratings to the local authority (e.g., 'outstanding', 'good', 'requires improvement' and 'inadequate') in a similar way to other social care providers.

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 – 5 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 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 the different views and preferences

Care Quality Commission (CQC) Inspection

Care Quality Commission (CQC) Inspection The CQC are now inspecting local authority Adult Social Care services. We are preparing for inspection and through our focus on continuous improvement we are focused on improving our services, building on things we are doing well and taking positive action to deliver improvements to meet the needs of those who need our care and support in Solihull.

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 Fair Cost of Care exercise supported by our first Market Sustainability Plan

New models of care

Exploring new approaches, such as using technology and digital solutions to support people to live independently. We will review the housing capacity needed in the borough for people with a need for specialist accommodation, care and support. We will work with providers to deliver the right housing options to meet identified needs

Safeguarding and safety

Protecting people’s rights to live safely, free from abuse, exploitation and neglect, taking account people’s preferences how they live, and implement Liberty Protection Safeguards

Always improving

To aim for 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 will continue our commitment to fostering an inclusive environment that respects and values diversity amongst both the workforce and the people who use services. This includes working with our providers who are caring for Solihull residents to ensure that they share the same values as we do, and this is reflected in people's individual care.

In 2021/22 we completed our 'Directorate Equality and Diversity Aspirations' document and this is reviewed annually. Our Aspirations document sets out our ambitions for working together, to ensure that the Directorate is inclusive, fair, diverse, and transparent. Our aspirations then feed into the actions we are going to take through our Directorate Equality, Diversity and Inclusion (EDI) Action Plan, which is also reviewed annually.

We have also committed to ensuring that our workforce has the skills and knowledge to practice in an inclusive way. We have refreshed our Directorate Workforce Plan which includes EDI considerations in relation to workforce training including induction.

For our residents and our staff, ensuring inclusivity of services, valuing diversity and enabling equity for people is key to enabling people to meet their outcomes and to be treated with dignity and respect at all times.

Responsiveness

This reflects how we want to minimise longest person waiting/waiting lists and provide timely support, that we communicate in a timely way, e.g., ensuring we get back to people (both people we support and colleagues) when we say we will, and that direct care is provided with dignity and respect.

Impactful

This highlights our focus on making a meaningful difference through every interaction, ensuring that the support we provide leads to positive outcomes for people - “making a difference in the right way, every day.” Working as high-performing teams, we aim to maximise the effectiveness of our services and resources, enabling individuals to achieve the best possible quality of life and fostering continuous improvement. We also aim to better understand the impact we have on Solihull residents.

Solutions-focused

These are challenging times and it is easy to say 'why we can't'. Through our strengths-based practice, our prevention focus and our transformation programme approach, we'll take an approach where we rise to our challenges and find solutions to resolve issues and continue to improve, because this is the best chance of continuing to deliver good care and outcomes for local people.

Directorate structure chart and teams



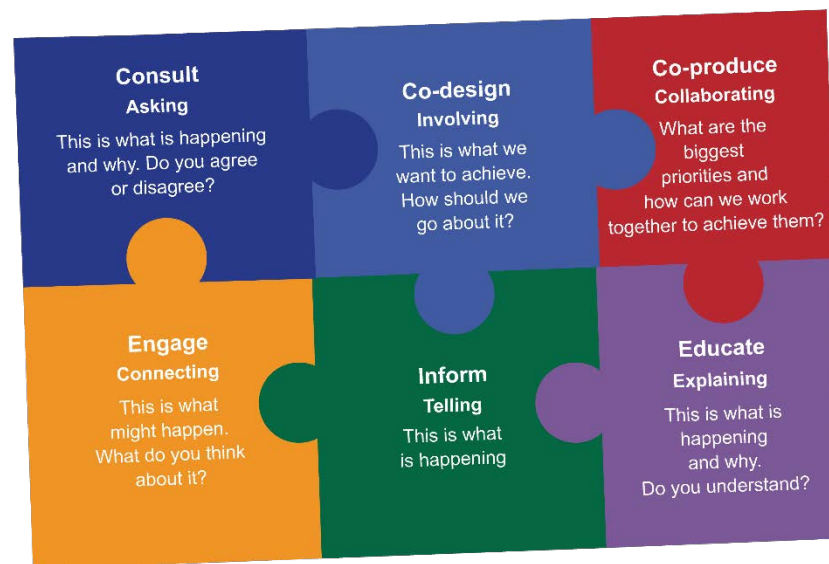
Service Delivery	
Team	Description
Social Work Teams	<p>The social work teams include:</p> <ul style="list-style-type: none"> Adult Disability Team Adult Duty Team Mental Health Team Hospital Team Community Older People's Team Preparing for Adulthood and Exploitation Reduction Safeguarding and Deprivation of Liberty Safeguards (DoLS) <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>
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.
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.
Contracts and Market Quality Assurance	Maintaining effective relationships with care providers in the Borough to ensure that residents have access to good quality care and support.
Governance, Policy and Partnerships	Supporting the Directorate to plan for upcoming social care reforms, including charging reforms, and preparing for Care Quality Commission assurance of local authorities. Supporting all teams across the Directorate with transformation and innovation through project management, 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 as well as technology that can support people receiving care and support.
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)

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.

[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. People can sign up [here](#) or at libraries, community hubs, surveys, or word-of-mouth. Our approach recognises we use different approaches for different activities:



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.

This is supported by a Directorate Engagement forward plan and engagement team plans for each of our adult social care teams detailing how they will seek feedback from people who use services, and how this feedback will be used to improve our services. This includes where we are engaging in partnership with wider system colleagues, e.g. health, community organisation and charities.

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

- Surveys, focus groups and forums (e.g. Carers Forum) to understand how people found our services and how services could be improved.
- Specific events either organised by Adult Social Care or at which we are represented, allowing us to meet people who use or may use our services and to network with voluntary and care providers, alongside visiting community groups already meeting.
- Our key projects, policies, strategies, and contract tender processes have engagement work planned around their needs which can take several forms – surveys, meetings, or individual discussions – that involve those affected by change to share their lived experiences to help make that change.
- Consultation exercises – people will be invited to read our plans and to comment on them before changes are made. This is one of our duties under the Care Act 2014.
- Partnership boards that bring together people with lived experience plus partners from health, voluntary, public service, or community services to discuss change and action changes, such as for carers or those with learning disabilities.

Solihull Adult Care Market Shaping Approach



Our Market Position Statement sets out our assessment of future needs and how we think these are best met.



Our virtual and face to face Market Engagement Forums are used to provide regular updates on our commissioning intentions and upcoming opportunities.



Where providers have their own development plans – we want to talk to them early to check the alignment both with the commissioning intentions set out in the Market Position Statement and the fit of their specific proposals within the borough.



We use soft market testing to commence the engagement on any new commissioning activity.



We hold meetings with providers to discuss the potential shape of future contracts and gain input from their experience elsewhere and test new ideas.



We run pre-tender sessions to set out plans, the process and enable providers to ask questions or seek clarifications.



We have regular contract monitoring and quality assurance contact with contracted providers.

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 are also expecting the implementation of [Liberty Protection Safeguards](#) arrangements to replace the current Deprivation of Liberty Safeguards legislation, to support individuals who are unable to make decisions regarding care and support. A delay to the implementation was announced by the government in 2023 and we will monitor for any update to this.

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 ambition for 2025-30 is that '***adults are supported to maximise wellbeing and independence.***' Alongside this there is the ambition that there are 'services that people need in the right place at the right time'. To achieve these, as well as our Directorate vision, our transformation programme co-ordinates several key work areas. For 2025-26, these are:

- Home Improvement Agency (HIA) implementation: Linked to facilitating home living, we will review our model of providing services to help people to repair, improve, maintain, or adapt their home to meet their changing needs to ensure a consolidated and efficient model.
- Community Wellbeing Services: Review the services that comprise the Community Wellbeing Services to align with our [Living Well in Solihull: Prevention Strategy 2023-2028](#). This will inform what the model and offer for the services looks like for the future. This involves a number of service reviews:
 - Community Information and Advice Services, which provide information, advice and guidance out in the community for Solihull residents.
 - Carers Support Service, which provides information, advice and support for unpaid carers in Solihull.

- Dementia Support Service, which supports Solihull residents living with dementia and those that care for them.
 - Advocacy Service, which provides assistance to people who would struggle without support to understand and consider information, express their own views, and achieve the outcomes they desire.
 - Older People's Support Service, which provides information, advice and support including befriending and local activity groups for older people in Solihull.
 - Sensory Service, which delivers support including equipment to people with a sensory impairment.
-
- Delivery of year three of our [Joint Carers Strategy 2022-27](#) and the associated plans to identify more carers in Solihull and provide suitable information and support, including early help to support the wellbeing of the carer as well as the person cared for.
 - Better Care at Home: Development and implementation of the Better Care at Home approach which ensures the care provided in people's homes is proportionate, focuses on strengths-based independence at home, and improves dignity and privacy.
 - Preparing for CQC inspection of the quality and performance of Adult Social Care including striving for top quartile performance against the Adult Social Care national performance framework.
 - Digital - Implementation of AI tools to reduce administrative hours, improve efficiency and free up time to allow better quality conversations.

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

Key projects, strategies, and pilots

Project	Description and Key Output for 2025/26
Appointee and Deputyship Services	Following a review of our Appointee and Deputyship services and tender for a new provider, we will complete the implementation of the new model.
Brokerage Review	Following a review of our Brokerage offer, process and systems we will continue to implement and refine the new model.
Day Opportunities	Delivery of year four of the Day Opportunities Strategy 2022-27 and associated plans to ensure people have access to good quality services, as well as improving the offer and flexibility of services, including implementing the new charging model for internal services. We will deliver our internal Day Opportunities Development Plan for 2025-26.
Dementia Strategy	Delivery of year three of our joint Dementia Strategy 2023-28 and the associated plans to provide appropriate information, diagnosis and support for people living with dementia and those that care for them.
Digital: Technology Enabled Care	We will review our technology offer to help people to live independently and will continue to promote its use. This includes tools like medication dispensers and fall detectors, which can alert family members if someone needs help at home.
Digital: Customer Experience and Workforce and Skills	To ensure that we have an appropriate customer digital offer for adult social care and an appropriately skilled workforce, ensuring that staff continue to have access to good quality training and guidance on the best use of technology
Digital: Provider Services	We will implement an electronic recording and medication administering system within our Small Homes.

Project	Description and Key Output for 2025/26
Disabled Facilities Grant (DFG) and Occupational Therapy (OT) Development Plan	<p>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.</p> <p>We are reviewing further areas for development of our OT Services for 2025/26. This includes identifying how we ensure that individuals can access OT support as soon as possible, and that OTs are leading reablement support.</p>
Environmental Sustainability	<p>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.</p>
Exploitation Reduction	<p>Continued delivery of the All Age Exploitation Reduction Strategy 2023-26 and continue to raise awareness of the indicators of exploitation, as well as providing support to those at risk.</p>
Falls	<p>We will deliver actions in cooperation with partners to prevent and reduce the incidence of falls in the community.</p>
Get Involved	<p>Continue to improve our approach to engagement, involvement and coproduction with people to understand their experiences and feed this into and shape reviews and development of services. We will continue to invite and encourage Solihull residents to join relevant forums and be a part of projects and work that are important to them.</p>
Home First	<p>Working together with partners to ensure that individuals are only admitted to hospital where necessary and support those who are being discharged from hospital to return home wherever possible.</p>

Project	Description and Key Output for 2025/26
Preparing for Adulthood Action Plan	Improving the process for young people moving from receiving support through Children's services, to receiving support from adult social care.
Principal Social Worker Action Plan 2025-26	All Councils have a Principal Social Worker. This is a professional responsible for leading and improving social work practice and ensuring high standards of care and support. The Principal Social worker has an action plan focussing on continuous improvement, and this is reviewed and updated regularly.
Review of Reablement Services	Following a review of our Reablement service to support our 'Home First' ethos we will scope next steps for the model.
Safeguarding Action Plan 2025-26	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.
Shared Lives	We will explore the implementation of a Shared Lives model which provides support to people within a family setting.
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.
Supporting People with Learning Disabilities into Employment	We will continue to work with key partners and providers to improve employment opportunities for people with learning disabilities. Our Supported Employment Co-ordinator will continue to support this work, and the Council is directly recruiting people with learning disabilities.
Sustainable Workforce	Delivery of year four of the five-year Workforce Strategy 2022-27 to continue to address the recruitment and retention issues faced by our providers and promote the many varied roles in the care sector as fulfilling and secure employment opportunities.

Recommendations and plans finalised for Home Improvement Agency model



Advocacy Services and All Age Carers Support Service re-tenders



Implement new charging model for internal Day Opportunities



Recommendations finalised for community information and advice services



Community information and advice services re-tender



Home Improvement Agency to be launched



Spring

Summer

Autumn

Winter



New contract for Direct Payments payroll and managed account support to go live

Approve 25/26 delivery plans for Workforce, Day Opportunities and Dementia strategies



Virtual Reality (VR) headsets trialled in internal Day Opportunities

Implement online self-assessments for carers



New Sensory Service and new Advocacy Service to go live



New All Age Carers Support Service to go live



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.

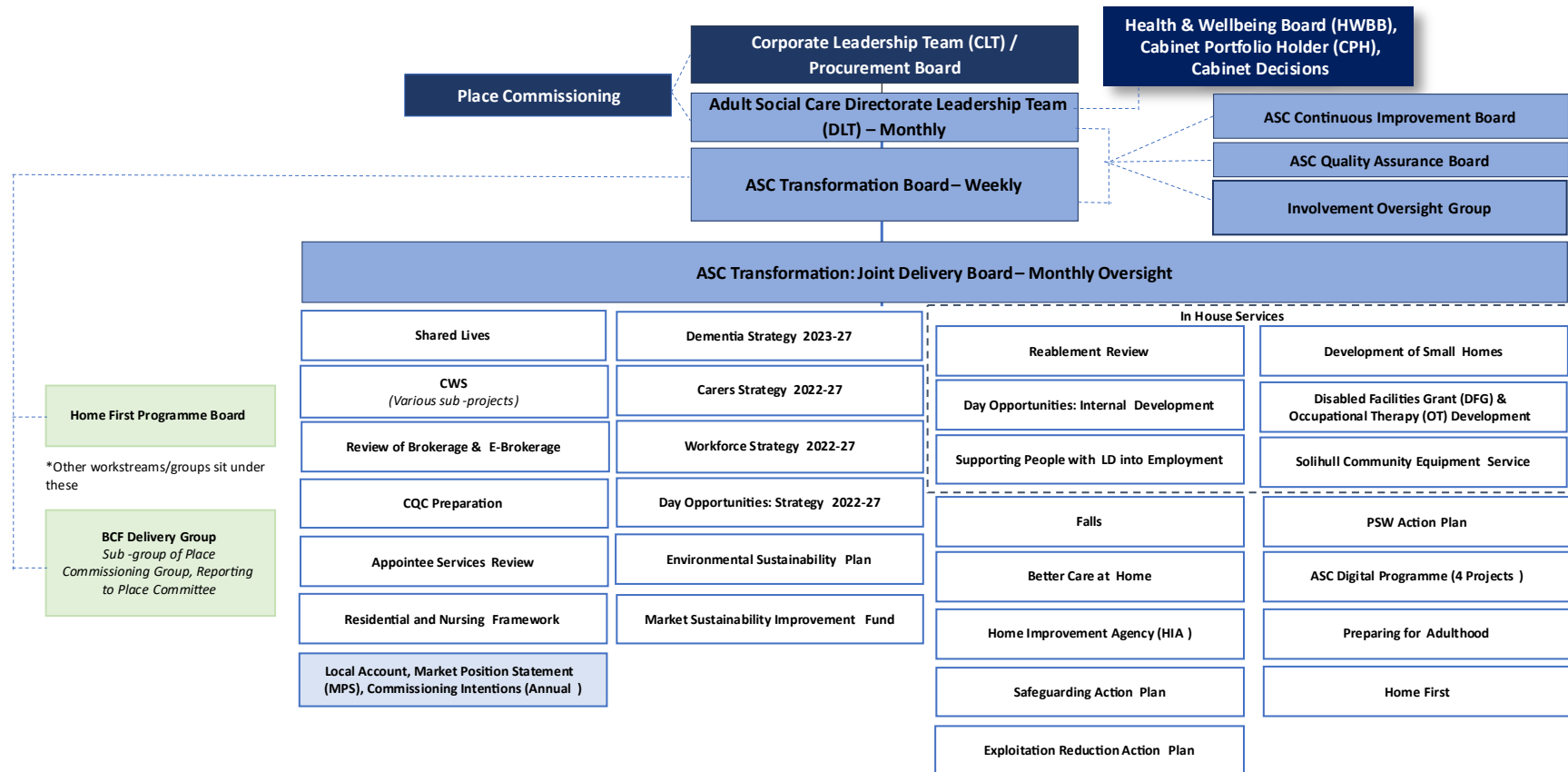
The Governance and Projects Team support the Directorate with ensuring that projects are on track. Staff also have access to digital support and training to ensure that they can use electronic systems well.

Board	Frequency	Chair	Scope
Directorate Leadership Team (DLT)	Monthly	Director of Adult Social Care and Deputy Chief Executive	Oversight of all Directorate activity, quality, performance, finance and change management.
Strategic Leadership Teams (SLT)	Monthly	Assistant Director: Service Delivery/ Head of Service: Strategic Commissioning and Partnerships	To oversee Divisional activity (Commissioning and Service Delivery), with oversight reports escalated to DLT for assurance.
Continuous Improvement Board	Fortnightly	Director of Adult Social Care and Deputy Chief Executive	To address areas where a focus for improvement has been identified.

Board	Frequency	Chair	Scope
Transformation Board	Weekly	Director of Adult Social Care and Deputy Chief Executive	To steer and co-ordinate major projects that will deliver transformational changes within available resources.
Project Boards	Monthly	Project Leads	To provide direction and coordination for delivery of the project objectives.
Joint Delivery Board	Monthly	Assistant Director	To provide direction and governance for transformation projects.
Market Oversight Board	Monthly	Head of Service: Strategic Commissioning and Partnerships	To ensure oversight and accountability for market intelligence, provider performance and the quality of commissioned services.
Involvement Oversight Board	Monthly	Head of Service: Strategic Commissioning and Partnerships	To provide oversight and direction for all Directorate coproduction and engagement activity.
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,

Board	Frequency	Chair	Scope
			charging for people receiving care services, and direct payments.
Performance Working Group	Monthly	Assistant Director	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 a focus on improvement has been identified in a particular area, Continuous Improvement Plans are developed, and these center on effective actions. These plans are monitored by our Continuous 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 Outcomes 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 continue 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. 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 a variety of methods and channels to bring together local and national information about care quality, availability and our local spending commitments in the care market. This includes utilising data from our E-Brokerage system, intelligence from our contract and quality monitoring processes and feedback from people who draw on our support. 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.

Appointee

An appointee is a person or organisation that is registered with the Department for Work and Pensions (DWP) to manage a person's benefits if they lack capacity to do this themselves.

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.

Brokerage

The process for how we source packages of care for people including care in a person's home or a placement in residential care.

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.

Court of Protection

The Court of Protection makes decisions on financial and welfare matters for people who lack the mental capacity to make those decisions at the time that it needs to be made.

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 for Work and Pensions (DWP)

The Department for Work and Pensions (DWP) is responsible for welfare, pensions and child maintenance policy.

Department of Health and Social Care (DHSC)

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

Deputyship

Where somebody known to the person, or an organisation / solicitor is appointed by the Court of Protection to make decisions for a person if they lack capacity to make decisions themselves. This is either to make decisions about your personal welfare, or to make decisions about your property and affairs.

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.

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.

