



**Brighton & Hove
City Council**

Health and Adult Social Care Delivery Strategy

2023-2027

How the strategy was developed

- Health and Adult Social Care has seen much change in recent years with more change on the horizon. The Covid-19 pandemic, the UK leaving the EU, the cost of living crisis and government legislative reforms have had a profound impact across the system and we are yet to fully understand the full effects to health and care services, the market, the workforce and those people who require their use.
- HASC DMT undertook analysis of key areas of strengths, weaknesses, opportunities and threats to develop seven ambitions for the next four years. They used feedback from local people and communities as well as insight from population and performance data. The ambitions are underpinned by enabling strategies and plans that will support our delivery of the ambitions. The principles will guide the way that we work.
- The wider management team within HASC met to review the ambitions and began to identify priority actions required in order to deliver them.

How the strategy will be used

- The delivery strategy provides an overarching framework with seven ambitions indicating where we want to get to over the next four years. This provides a structure for actions on the Directorate Plan and service plans and supports the movement towards the Target Operating Model.
- The delivery strategy is a tool to communicate the key priorities across Public Health and Adult Social Care and keep work aligned to the mission of the directorate.
- The enablers are a wide range of strategies and plans that are critical to the delivery and continuous improvement of our services. Some of these are in place and others will be developed over the next year.
- The actions underpinning the aims within the delivery strategy will continue to evolve in order to support the priorities within the new Corporate Plan 2023-2027.

Vision and mission



Our vision is for everyone in Brighton & Hove to have the best opportunity to live a healthy, happy and fulfilling life, by ensuring that they are starting well, living well, ageing well and dying well.



Our mission is to promote and improve health and wellbeing, reduce health inequalities, and supporting people to live independent and fulfilling lives.



We believe in enabling people to live a life, not just experience a service. We do this by focusing on what people can do, not what they can't do, building on their individual strengths, networks and utilising community assets. This is what we mean by strengths and asset based approaches.



We need Brighton & Hove to be a city where health is everyone's business, so we work with partners to influence the social, economic and environmental factors that create our health and wellbeing, as well working with communities.



We work effectively in partnership with other Council Directorates, partners throughout the Sussex Health and Care Partnership including the NHS, the Police, care providers, community, voluntary and social enterprises, and the UK Health Security Agency. We are delivering our responsibilities within a context of high levels of health needs, high demand and increasing pressure on resources.

Directorate responsibilities

The Directorate's primary responsibilities include:

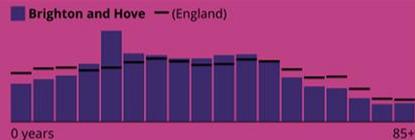
- improving health, preventing ill health, reducing health inequalities and protecting the health of our residents
- providing information, advice and advocacy
- carrying out individual care needs assessments
- commissioning, providing and/or arranging services to promote independence and improve health and wellbeing, including for adults with eligible care and support needs and their carers
- producing the Joint Strategic Needs Assessment and providing public health advice to the NHS and its partners
- safeguarding adults at risk of abuse or neglect
- registration of births, deaths, marriages and civil partnerships and supporting a range of celebratory services
- crematoriums and cemeteries, coroner investigations and inquests, post-mortems and deaths storage.

In Brighton & Hove

276,300
residents*



The city's **age profile is different** to England



Life expectancy is



However, people are living more years in ill health (2018-20)

The difference in healthy life expectancy in our most and least disadvantaged areas (2018-20)

14 years for men **12.5 years** for women



2,304 births and **2,285** deaths (in 2021)



20,804 people informally caring for someone



51,797

people are disabled under the Equality Act (where day to day activities are limited)



1 in 5 adults

have a common mental health condition (1 in 6 in England) (2014)



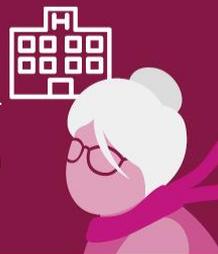
Cancer, musculoskeletal, health, neurological & mental health conditions have the **greatest burden** on our health (2017)



Only **4 in 5** 4-5 year olds and **2 in 3** 10-11 years olds are a healthy weight (2021/22)



More than **1,000** people aged 65+ are admitted to hospital due to a fall (worse than nationally)



Health & Adult Social Care services (in 2021/22)

3,131 people received a long term adult social care service



3,282 new requests for support



802 safeguarding enquiries undertaken



Worked with over **400** independent providers



29,199

items of daily living equipment issued



More than **3,300** residents supported by the Healthy Lifestyles team



Over **28,000** sexual health appointments provided



More than **2,700** people engaged with drug or alcohol treatment



More than **10,700** older people supported to access advice or activities



11,386 mothers and babies supported through health visiting service



1,046 new citizens



1,311 marriages or civil partnerships



8 cemeteries with **172** acres of land



1,693 cremations and **269** burials



36,337 5-19 year olds provided with a school nurse service



HASC Delivery Strategy 2023-2027

Four year ambitions

1 We will work with Council services, the NHS, voluntary sector, other City partners and local communities to enable residents to have the best opportunity to live a healthy, happy and fulfilling life.

2 We will work together in neighbourhood teams to have accessible joined up services in order to maintain independence and prevent, reduce or delay needs for health and care services.

3 We will ensure people have access to information, advice and the services that they need in order to achieve the best outcomes.

4 We will ensure our practices are safe and effective in order to deliver high quality health and wellbeing outcomes.

5 We will invest in our workforce and ensure that we have sustainable and quality health and care provision in the city.

6 We will use digital, data and technology to improve the efficiency of how we work and the service we provide and increase the independence of customers through technology enabled care.

7 We will ensure the best use of financial resources to meet our statutory responsibilities.

Enablers

Health & Wellbeing Strategy

Sussex Integrated Care Strategy & Place Based Plan

Workforce Strategy

Commissioning Strategy

Carers, LD & Autism Strategies

Equalities & Engagement Plans

Digital & Data Plans

Modernisation work

Operational Delivery & Practice Plans

Safeguarding Adults Board Strategic Plan

Budget Strategy

Governance & compliance activities

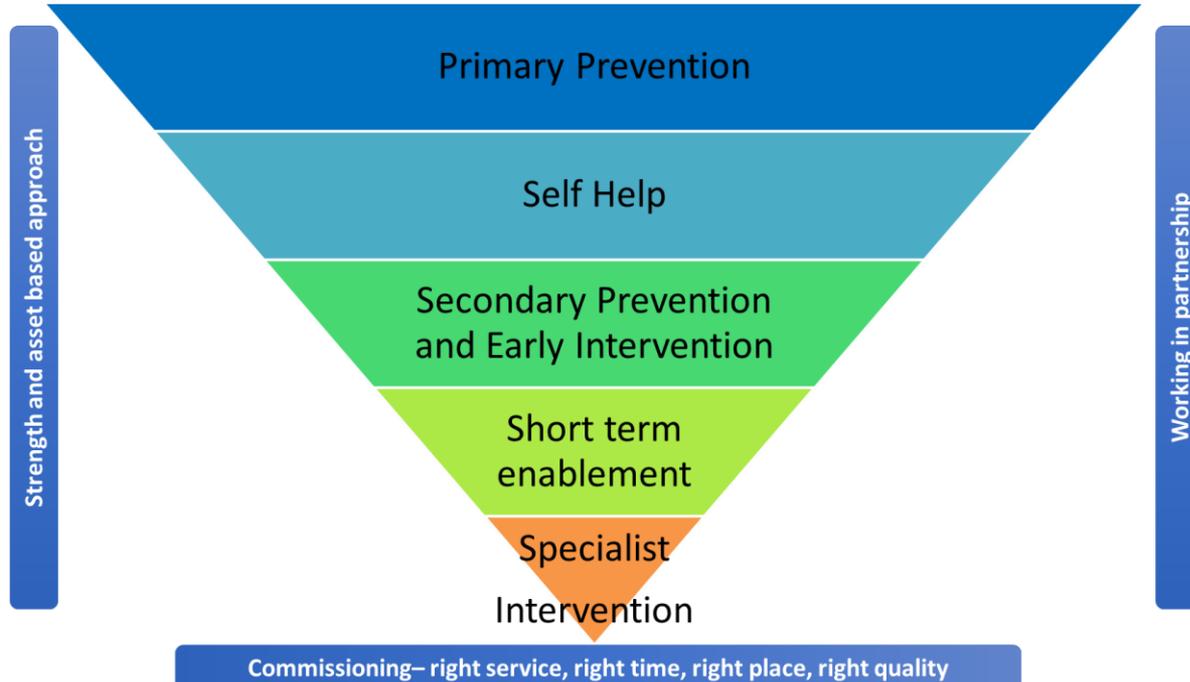
Principles

- Person-centred
- Fair and inclusive
- Partnership and collaboration
- Local and place based
- Evidence based
- Continuous improvement

Linked strategies and plans

- [Brighton and Hove Corporate Plan \(new plan to be written in 2023\)](#)
- [Brighton & Hove Joint Health and Wellbeing Strategy 2019-2030](#)
- [Sussex Integrated Care Strategy](#)
- [Brighton & Hove Safeguarding Adults Board Strategic Plan 2022-2025](#)
- [Brighton and Hove Adult Learning Disability Strategy: The Big Plan 2021-2026](#)
- [Health and Adult Social Care Directorate Plan 2020 to 2024](#)

Target Operating Model



Directorate Plan 2023-24

- The following slides show how the directorate plan actions for 2023-24 work towards the ambitions in this strategy alongside the linked enabling strategies and plans.

1

We will work with Council services, the NHS, voluntary sector, other City partners and local communities to enable residents to have the best opportunity to live a healthy, happy and fulfilling life.

1.1 Deliver the health and wellbeing strategy: **Starting Well**

1.2 Deliver the health and wellbeing strategy: **Living Well**, including **Mental Health**

1.3 Deliver the health and wellbeing strategy: **Ageing Well** and **Dying Well**

1.4 Support the Council to deliver the Health and Wellbeing Strategy to address the **broader determinants of health**

1.5 Provide a **health intelligence** function to support B&H commissioning population health

1.6 Provide assurance and support for all areas of **health protection** ensuring robust prevention and response systems are in place

Health & Wellbeing Strategy & Plans

[Brighton & Hove Joint Health & Wellbeing Strategy 2019-2030](#)

2

We will work together in neighbourhood teams to have accessible joined up services in order to maintain independence and prevent, reduce or delay needs for health and care services.

2.1 Develop and deliver Brighton and Hove's
'Improving Lives Together' **Place Based Plan**

**Sussex Integrated Care
Strategy & Place Based Plan**

['Improving Lives Together'
Sussex Integrated Care Strategy](#)

3

We will ensure people have access to information, advice and the services that they need in order to receive the best outcomes.

3.1 Deliver the **Adult Social Care Operating Model Programme**

3.2 Ensure that the **voice of people with lived experience** is heard and that it informs service improvement and commissioning activity

3.3 Work proactively to understand, engage with and respond effectively to the **city's diverse communities** and its changing demographic.

Adult Social Care Operating Model

Engagement Plan

Fair & Inclusive Action Plan

4

We will ensure our practices are safe and effective in order to deliver high quality health and wellbeing outcomes.

4.1 Improve performance and quality assurance in relation to **statutory duties**, including the Care Act

4.2 Ensure that **transition** services are in place to support young people moving into adult services and that they are integrated

4.3 Support the delivery of the **Safeguarding Adults Board Strategic Plan**

4.4 Support families to enable **Adults with LD** to be independent and resilient, including driving the Move On project to increase the number of service users living independently with appropriate support

Operational Delivery Plan

Practice Improvement Plan

Safeguarding Adults Board Strategic Plan

[Brighton & Hove Safeguarding Adults Board Strategic Plan 2022-2025](#)

Learning Disability Strategy

[Brighton & Hove Adult Learning Disability Strategy: The Big Plan 2021-2026](#)

5

We will invest in our workforce and ensure that we have sustainable and quality health and care provision in the city.

5.1 Develop and deliver priorities within the **Workforce Strategy**

5.2 Lead initiatives to deliver the corporate aim of a **diverse workforce** at all levels and work actively to achieve the council's commitment to being a **fair and inclusive** place to work

5.3 Develop the Health & Adult Social Care **Commissioning Strategy** and Market Position Statements

5.4 **Commission services** to ensure that people and their carers have the support they need

Workforce Strategy

Fair & Inclusive Action Plan

Commissioning Strategy

Carers Strategy

Learning Disability Strategy

Autism Strategy

6

We will use digital, data and technology to improve the efficiency of how we work and the service we provide and increase the independence of customers through technology enabled care.

6.1 Develop the **technology enabled care offer**

6.2 Review service **systems and processes** to identify opportunities for modernisation, mitigate risks found in audits and ensure compliance with GDPR

Technology enabled care project

Digital Plan

Data Plan

7

We will ensure the best use of financial resources to meet our statutory responsibilities.

7.1 Ensure timely and effective **budget management**

7.2 Implement improvements for **operational financial processes** for Adult Social Care clients

7.3 Maximise **income generation** through modernised service delivery across all areas of **Life Events**

Budget Strategy

Life Events Modernisation

Governance, Quality & Compliance activities

Health & Adult Social Care ambitions for the next 4 years



Health is everyone's business

Work with council services, the NHS, voluntary sector, other city partners and local communities to enable residents to have the best opportunity to live a healthy, happy and fulfilling life



Joined up services

Work together in neighbourhood teams to have accessible joined up services in order to maintain independence and prevent, reduce or delay needs for health and care services



Access to services

Ensure people have access to information, advice and the services that they need in order to achieve the best outcomes



Safe & effective practices

Ensure our practices are safe and effective in order to deliver high quality health and wellbeing outcomes



Investment in workforce

Invest in our workforce and ensure that we have sustainable and quality health and care provision in the city



Data & technology

Use digital, data and technology to improve the efficiency of how we work and the service we provide and increase the independence of customers through technology enabled care



Best use of resources

Ensure the best use of financial resources to meet our statutory responsibilities



Brighton & Hove
City Council

