

NW ADASS Sector Led Improvement Regional Account

CONTENTS

- 3 FOREWORD
- 5 NORTHWEST REGION
- 6 POPULATION
- 8 A SUMMARY OF OUR RECENT IMPROVEMENTS
- 10 SLI ACHIEVEMENTS 2016-17
- 12 NW ADASS GOVERNANCE AND DELIVERY
- 15 SECTOR LED IMPROVEMENT PRIORITIES FOR 2017/18:
- 16 APPENDIX 1: RECOMMENDED SLI ACTIVITY FOR 2017-18
- 17 APPENDIX 2: COUNCIL IMPROVEMENT PROFILES

NW ADASS Regional Report 2017

Our commitment in 2016 was to develop a more flexible and dynamic sector led improvement programme and we have worked hard with our members to refine our approach, review methodology and governance structures, which in turn have strengthened our grip on the continuous improvement challenge across adult social care.

We have triangulated information, data and intelligence from a variety of sources and this has been key in understanding not only the risks in the system and areas for improvement, but also the areas of good practice, innovation and evidence of what works.

The regions commitment to SLI is captured by the reinvigorated approach to self-assessing risk -with all 23 NW LAs utilising the TEASC Risk Awareness Tool. This has enabled us to understand our key regional issues and has helped inform the Branch's Strategic Policy Priorities for 2017 and beyond. Moving forward we will understand our risk mitigation and further celebrate our successes and achievements.

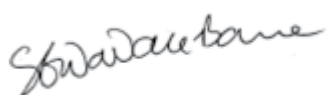
NW ADASS recognises the sector faces a series of unprecedented challenges, some of which can be addressed locally and within the short-medium term, and others which can only be dealt with at regional and/or national level and may require a long-term strategy. Therefore, we have developed a set of Regional Policy Priorities and interlinked Strategic Objectives which address the challenges at appropriate geographies and against a realistic, sliding time-frame.

Building on the successful work in previous years, a refresh of branch governance and the development of a more robust approach to data and intelligence we aim to deliver a comprehensive and meaningful regional programme of activity

in 2017/18 that supports the sector in times of financial difficulty.

This report aims to provide a brief overview of the past 12 months and capture our branch priorities for the year ahead.

At the time of writing this report the budget announcement had just been made and Local Authorities were beginning to receive details of additional Adult Social Care funding. Whilst the funding is welcomed, it is also recognised that it is non-recurrent and therefore is not a sustainable long term solution to the financial strain in the sector. NW ADASS looks forward to working with our partners across the system to help shape the Adult Social Care Green Paper.



SUE WALLACE-BONNER

Chair of SLI Board and Director of Adult Social Care
Halton Council



STUART COWLEY

Chair of NW ADASS and Executive Director of
Adult Social Care and Health
Wigan Council

Foreword:

NORTH WEST CARE HEALTH IMPROVEMENT ADVISOR -
TERRY DAFTER

This is the end of my first year as CHIA for the North West Region having left my post as DASS in Stockport in March 2016. This has proved an interesting time to take on the role and I want to thank Stuart Cowley and Thomas Maloney in particular for the support they have offered me during this period.

What I have learnt over this year (and apologies to none other than Sir Winston Churchill) is that the worst approach to managing performance is Sector Led Improvement except for all the others. Having lived through years of the PAF, blobs and inspections it is a refreshing change to be involved in an approach that encourages peer support and open engagement about the performance of an authority while trying to learn from each other's good practice and how we can improve overall.

I have tried without success to meet every Director in the region over the last year and apologies to those I haven't yet spoken to and my deepest thanks to those whom I have met. Without exception, you have been welcoming and open and the commitment to social care in these difficult times has been exemplary. With the support of the Programme Office and their focus on the issues that really matter to Directors I am confident that the North West region will continue to develop its approach to Sector Led Improvement as a driver for change. Huge challenges remain but I am confident that the region will continue to work collaboratively to address the major issues that affect us and find joint solutions to resolve them.

Northwest Region

The Northwest is one of the **largest regions** in terms of geography, (stretching 20km below Chester to the Scottish border)

The region incorporates

- Cheshire
 - Cumbria
 - Lancashire
 - Greater Merseyside
 - Greater Manchester
-

Our region encompasses tremendous diversity – with overall relative poor health the region includes some of the country's **largest and fastest growing economies.**

On a practical level the NW branch operates and supports the **four sub-regional areas**, namely; Cheshire and Warrington, Lancashire and Cumbria (with Blackburn and Darwen and Blackpool), Greater Manchester and Liverpool City Region.

The region includes large, predominantly rural counties but also densely populated urban centres.



Population

Based on the mid 2015 ONS population estimates, there are

- **5.6m adults living in the North West**
- **1.3m (23%) being aged 65 and over**
- **The second highest 65+ population in the country**

Within the sub-regions, there are

- **2m in Greater Manchester**
- **1.5m in Lancashire and Cumbria**
- **1.3m in Liverpool City Region**
- **0.7m in Cheshire**

According to the ONS population projections

- **1.3m 65+ population is expected to increase to 1.4m by 2020 (an 8% increase)**

This increase is expected to accelerate into the next decade

- **With 1.5m by 2025 (+18% on today's total)**
- **1.7m by 2030 (+31%)**
- **1.84m by 2035 (+42%)**



North West Overview

OF ADULT SOCIAL CARE

Underpinning our performance is the North West Balanced Score Card. This is an interactive dashboard made available to all 23 Local Authorities that benchmarks them against the North West average, but also compares the North West as a region to the national average. Measures within the scorecard focus on a wide range of Adult Social Care areas, such as

- Adult Social Care Outcomes Framework (ASCOF) Measures;
- Safeguarding and Deprivation of Liberty Safeguards (DoLS) enquiries;
- The quality of our external providers of care;
- The Adult Social Care workforce in the region;
- Finance measures on how much we are spending on Adult Social Care;
- Pulls together Local Authority identified risks to identify region wide risks;
- Culture of Sector Led Improvement in the North West.

The Balanced Score Card illustrates that there is wide variation in performance across the region, as for most indicators we have some of the best performing Local Authorities nationally, but also some of the lowest performing. This means that when striving for performance improvements, much of the best practice and expertise is already located within the region.

The Balanced Score Card tells us that we have a high rate of new permanent admissions into Residential and Nursing Homes, have relatively few Learning Disability Service Users in paid employment and a comparatively low rate of Service Users receiving Direct Payments.

However, it shows that as a region, we have more Learning Disability Service Users living in settled accommodation than any other area, and all 23 Local Authorities are outperforming the national average. We also have a high percentage of our carers receiving self-directed support, and we also have a relatively low staff turnover within the care sector.



A Summary of some of our recent improvements

9

The number of ASCOF indicators that have seen an improvement on 2014/15

14

The number of ASCOF indicators where a NW LA is in the top 5 nationally

6.8%

The reduction in 65+ permanent residential admissions per 100,000 population

20.7

Blackburn's Quality of Life score – the best in the country

74%

Of our Local Authority areas have a lower ASC staff turnover than the national average

86%

The percentage of ASCOF indicators where at least 2 NW LA's are in the top 15% nationally

4

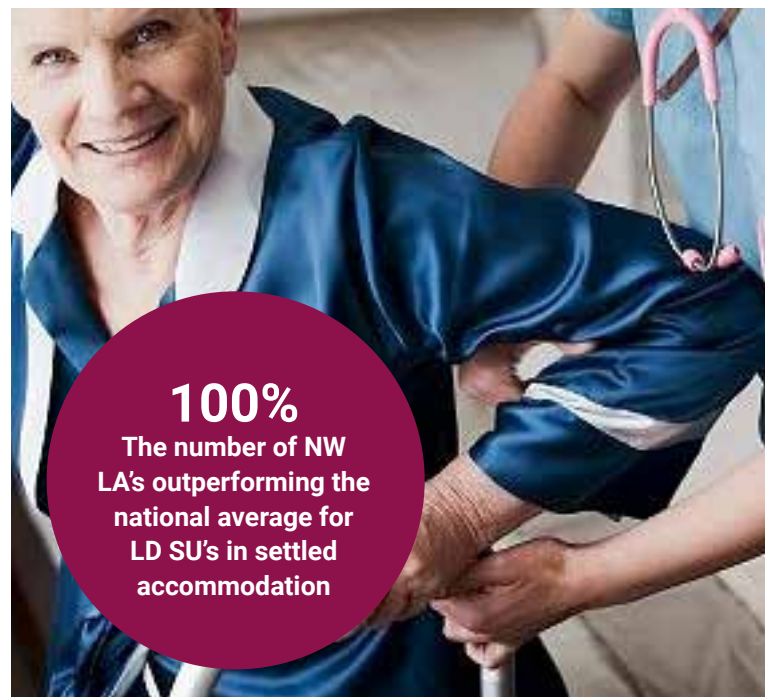
The number of consecutive years that the NW has been top ranked for LD SU's living in settled accommodation

4.9

The % increase for Service Users receiving Self Directed Support – the second most improved region in the country

The NW ADASS Branch has a strong history of collaboration and dedication to deliver **a comprehensive regional work programme that adds value above and beyond the work of localities and existing sub-regional transformation programmes.**

The SLI programme from its inception has remained a pivotal function to help drive improvement across the region. In the summer of 2015 colleagues identified the need for a more dynamic and flexible model of SLI that could call upon a suite of different methodologies and so a refreshed programme was designed – one that built on the success of the safeguarding peer review activity and added a suite of different improvement methodologies. The SLI work is underpinned by the SLI Memorandum of Understanding (MoU) which has been refreshed to reflect the difference in approach and takes into account how the programme is now underpinned and driven by data and intelligence.



The TEASC Risk Awareness Regional Overview

ALL 23 NORTH WEST LOCAL AUTHORITIES HAVE BEEN ENCOURAGED TO COMPLETE THE LGA'S TEASC RISK AWARENESS TOOL, AND THEN SHARE THEIR TOP ONE - FIVE RISKS WITH THE NORTH WEST ADASS PROGRAMME OFFICE

The self-assessment allows Local Authorities to assess their risks, but by sharing their data with the Programme Office, this allows risks to be collated regionally and sub-regionally. In order to ensure a consistent approach across the region, the NW ADASS Programme Office provided guidance to all LA's, following a half day learning event in Wigan which is captured in the aforementioned NW ADASS Guide to Risk Awareness.

The workshop was attended by over 40 colleagues from 19 LA's, with LGA representation. The event enabled colleagues to reflect on last year's TEASC Risk Tool completion process and hear from a number of NW LAs on the pros and cons of their individual approaches. The tool provides the 'soft intelligence' that cannot be measured using data returns etc, and is an opportunity for each Council to have their voice heard over their concerns affecting their local area.

Every NW Local Authority who has completed the tool recorded external provision in one way or another as a risk; specifically, Home Care and Residential Care.

It should also be noted that workforce was a key theme throughout most of the risks, particularly those relating to the external market. Recruitment and retention was highlighted several times, as well as the national living wage, which is having an impact on provider's margins, which influences the sustainability of some local markets.

THE TOP RISKS IDENTIFIED WERE:

- Sustainability of External Home Care and Care Home Markets
- Resource Issues (Financial and Increased Demand for services)
- Safeguarding and DoLs
- Health and Social Care Integration

WORKFORCE



SLI Achievements 2016-17

It has been our aim to structure the SLI programme on the back of quality, reliable data and intelligence, to ensure resources and capacity are effectively targeted where they are most needed and will add most value. Recent SLI activity includes:

- Supporting all 23 NW Local Authorities to complete the TEASC Risk Tool, subsequently producing a regional analysis report which can be accessed [here](#).
- A Safeguarding Peer Review in Knowsley, in partnership with the LGA
- Action Learning Sets focusing upon 'Access to information and advice' and 'People with a learning disability in employment'.
- A number of 'Team to Team Peer Challenges' using an agreed NW ADASS methodology
- Informal support and problem solving – via Noddlepod (Online collaborative platform) with Finance and Performance colleagues.



A wider description of our achievements can be found on page 11

Effective Communications

LAUNCHED NW ADASS WEBSITE

Take a Look



Provide regular newsletters, Subscribers increased to

600

NW ADASS Submission to the Select Committee on Financial Sustainability for Adult Social Care

NW ADASS Response: Consultation on proposed Redesign of Learning Disability and Autistic Spectrum Disorder Services

NW ADASS Response: Consultation on Funding Reform for Supported Accommodation Sector



Developing Partnerships

- NW EMPLOYERS
- THINK LOCAL ACT PERSONAL (TLAP)
- CARE QUALITY COMMISSION (CQC)
- NHS LEADERSHIP ACADEMY
- SKILLS FOR CARE
- LOCAL GOVERNMENT ASSOCIATION (LGA)
- ADVANCING QUALITY ALLIANCE (AQuA)
- HEALTH EDUCATION ENGLAND
- NHS RESEARCH AND DEVELOPMENT NW
- NATIONAL INSTITUTE for HEALTH CARE EXCELLENCE (NICE)
- MERSEY INTERNAL AUDIT AGENCY (MIAA)



Health & Social Care Integration

- Better Care Fund (BCF) Assurance process delivered, organised and review of 23 plans
- Provided BCF Quarterly Reports
- Convening 'Improvement Partners' integration planning workshop
- DTOC Reporting
- Exchange Site Visit (Wakefield)
- Demonstration of SHREWD Capacity Management Tool



Workforce Development

- 23** Care Act Post Graduate Qualifications financed
- 09** Aspiring/New Directors
- 23** Open Book Accounting
- 40** Business Objectives



Sector Led Improvement (SLI)

- SLI Report- 'State of the North West'
- NW ADASS Workplan 2017
- SLI Plan on a Page
- Social Services 2017- refreshed governance and support structure
- Refreshed SLI MoU
- Regional Account 2015/16
- Production of Team to Team Peer Challenge Framework



Developed the **NW ADASS Balanced Scorecard** - a central repository for data and intelligence across the North West

23 Local Authorities completed the **LGA TEASC Risk Awareness Tool** enabling the Branch to manage and mitigate risk

Delivered **2** **Action Learning Sets** with **16** Local Authorities

Conferences, Events & Workshops



Ran a hugely successful event **'Keeping People Healthy, Well and Independent'** looking at our relatively high rate of admissions to residential care homes **120** participants from across all regions and public sector organisations

Working in collaboration with NW Employers on Regional Integration Work Plans, Masterclasses & Conferences

	PARTICIPANTS
NW ADASS/CIPFA: Finance Conference	120
TEASC Risk Awareness	40
Data Consent Event	25
NW Prisons / Care Act Conference	40
Occupational Therapists Network	25
Occupational Therapist Practice Exchange in collaboration with MMU	60
Care Act Conference: Transforming Practice 1 Year On in collaboration with MMU	115
Learning from Buurtzorg Conference partnered AQuA, MIAA, and iNetwork	150
Festival of Strengths in collaboration with NW Employers	160
Where Next for Personalisation in collaboration with TLAP and Yorkshire and Humber ADASS	70
Health & Housing: Making It Real in collaboration with TLAP	120

NW ADASS Governance and Delivery Arrangements for SLI Activity

Following the review of our SLI Programme in 2015/16 we were mindful of the need to adapt to the scale and pace of change with regards to improvement methodology and that of our stakeholders. Therefore, there was renewed enthusiasm to strengthen our governance structures to deliver an effective regional SLI programme. We revised our governance to create:

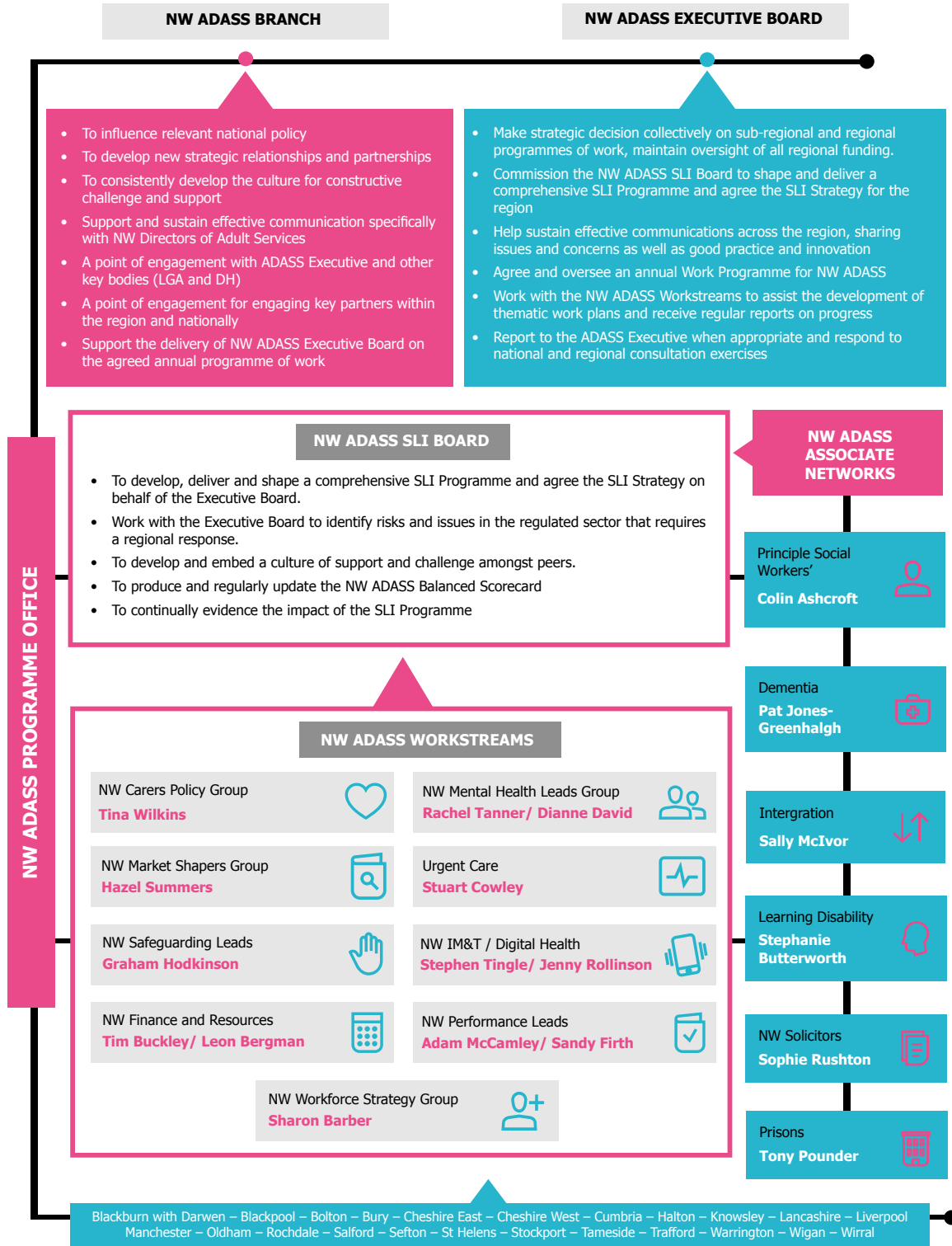
- An Executive Board focusing on strategic direction, decision making, stakeholder engagement and providing oversight for SLI related activity.
- An SLI Board that shapes and delivers the North West's SLI Programme on behalf of the Branch and creating formal reporting relationship with the NW ADASS Workstream.
- Regular, formal reporting of NW ADASS Workstreams into the SLI and Executive Boards to ensure a 'grip' on the need to improve outcomes.

We collectively updated our previously agreed 'SLI Memorandum of Understanding', repositioned SLI as a responsibility of the renewed SLI Board and created a flexible approach to SLI. You can find the SLI Programme Overview which summarises the SLI annual programme including; the policy priorities, review methodologies, deliverables (review activity) and associated timeframes on page 14.

Overleaf is
our NW ADASS
Governance
structure and SLI
Overview diagram

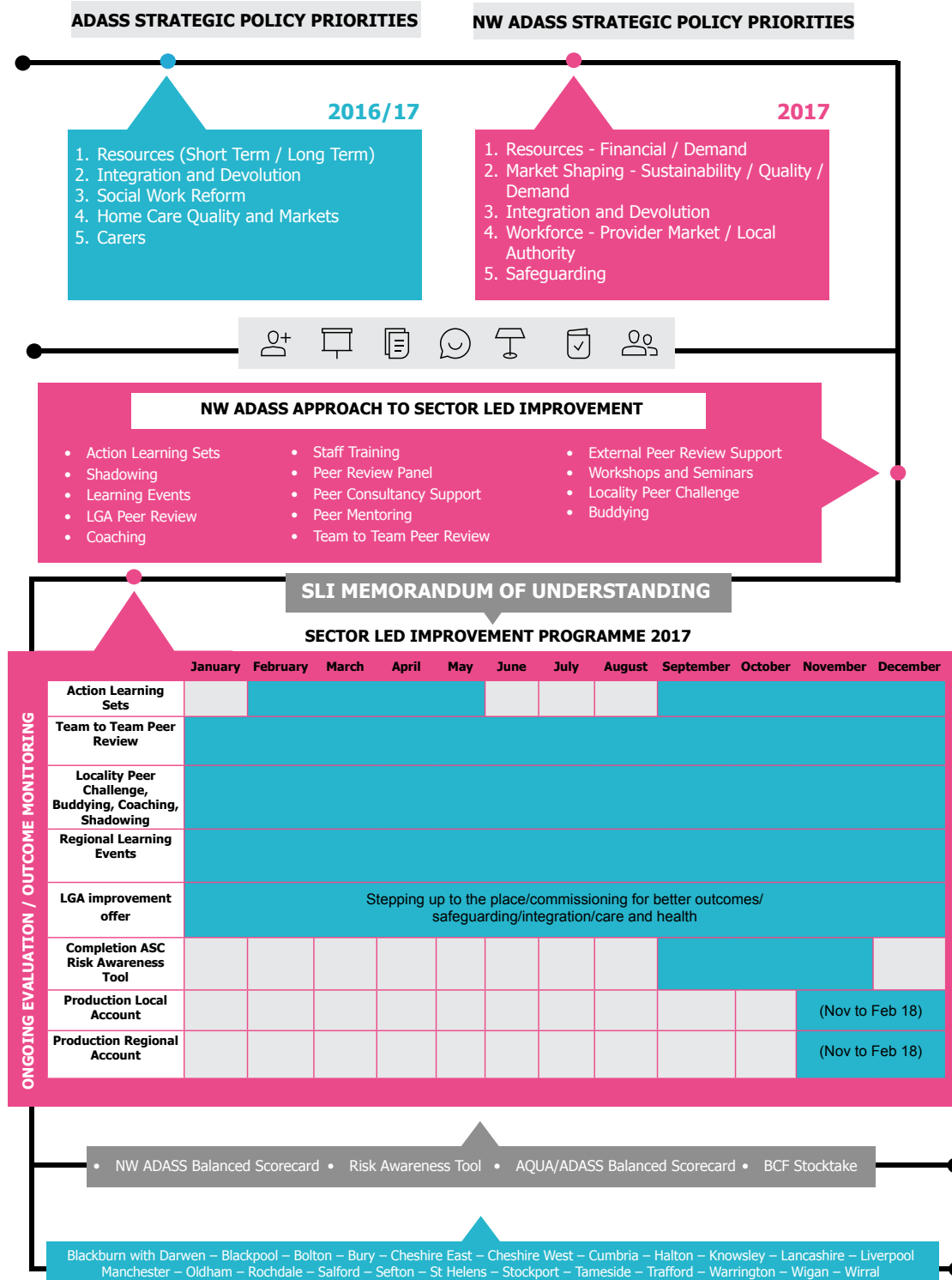
NW ADASS Governance Structure

NORTH WEST DIRECTORS OF ADULT SOCIAL SERVICES 2017



NW ADASS SLI Programme Overview

NW ADASS: SECTOR LED IMPROVEMENT PROGRAMME 2017



Sector Led Improvement Priorities for 2017/18

In the context of our agreed strategic policy priorities and supporting objectives, the SLI Board has developed a suite of specific SLI Recommendations that help form the SLI Programme for 2017. The recommendations are based off our understanding of the data / intelligence and where we need to improve, but also where we have areas of good practice that we should share with our colleagues across the North West.

The recommendations are for specific LAs to engage in the following SLI activity, including specific peer review work using a range of methodologies:

1. TEASC Risk Awareness Self-Assessment
2. Action Learning Sets
3. Team to Team Peer Challenge
4. Learning Events: Conferences, Seminars, Workshops
5. Locality Peer Challenge / Shadowing / Buddying / Coaching

The SLI Board has also highlighted a series of additional peer review/ improvement offers delivered by the Local Government Association and has outlined a series of recommendations of how authorities can engage in the different offers. A full list of SLI Recommendations can be found in Appendix 1.

Our programme is developed with consideration of local, sub-regional and regional performance from the following data / intelligence sources:

- NW ADASS Balanced Scorecard (ASCOF, DoLS, CQC, NMDS)
- AQUA / ADASS Scorecard
- TEASC Risk Awareness Regional Analysis
- ADASS Budget Survey Regional Analysis
- Better Care Fund Stocktake

The SLI Board will continually reflect on emergent risk and good practice, from within the North West and beyond, and flex its recommendations accordingly. The Board will formally report progress against each of the following recommendations to the Executive Board and support the ongoing evaluation of the effectiveness of the SLI review activity.



Appendix 1:

RECOMMENDED SLI ACTIVITY FOR 2017-18

RECOMMENDATION 1: TEASC RISK AWARENESS TOOL

Annual completion of the self-assessment tool by all 23 NW LAs, utilising the NW ADASS Guide to Risk Awareness for optimal completion.

RECOMMENDATION 2: ACTION LEARNING SETS

LAs identified to participate in pre-scheduled action learning sets on residential care, homecare, personalisation, and health and social care integration.

RECOMMENDATION 3: TEAM TO TEAM PEER CHALLENGE

It is recommended each NW LA undertake a minimum of one 'Peer to Peer Team Challenge' every two years. 8 local authorities are recommended to schedule a team to team challenge in the coming 12 months on specific areas. 6 LAs are recommended to schedule a team to team safeguarding challenge in the coming 12 months.

RECOMMENDATION 4: REGIONAL LEARNING EVENTS

The development and delivery of a series of learning events which focus on the following topic areas:

- Residential Care: NW High Reliance
- Health and Social Care Integration
- Asset Based Adult Social Care: Asset Based Assessment / Workforce
- Safeguarding: Lessons Learnt / Thresholds / Making Safeguarding Personal / Integrated Safeguarding
- Personalisation
- Assistive Technology

RECOMMENDATION 5: LOCALITY PEER CHALLENGE / SHADOWING / BUDDYING / COACHING

The above should be a locally driven arrangement and Local Authorities are encouraged to proactively seek support from fellow localities as and when deemed necessary. The SLI Board can support LAs to connect with appropriate LAs.

**Our
NW ADASS
Programme
Office Work Plan
for 2017/18
can be found
here**

Appendix 2:

COUNCIL IMPROVEMENT PROFILES

BLACKBURN & DARWEN

BLACKPOOL

BOLTON

BURY

CHESHIRE EAST

CHESHIRE WEST & CHESTER

CUMBRIA

HALTON

KNOWSLEY

LANCASHIRE

LIVERPOOL

MANCHESTER

OLDHAM

ROCHDALE

SALFORD

SEFTON

ST. HELENS

STOCKPORT

TAMESIDE

TRAFFORD

WARRINGTON

WIGAN

WIRRAL

To
view all
23 Council
Improvement
Summaries
please click
here



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