

**NW ADASS: Workshop -
A progressive approach
to adult social care,
28th July 10am Teams
webinar**

A progressive approach to adult social care

How markets can be made and shaped by policymakers and commissioners



Background

- NW ADASS has collaborated through our network of Market Shapers in recent years, including
 - Our NW Markets Review, our response to Allied, Contingency Planning Toolkit, Information Sharing Protocol
- Before Corona Virus we wanted to act more strategically and had planned a Future Markets strategy group in line with our overall Care 2030 Vision
- We had commissioned this work to build upon our earlier NW Markets Review which had concluded in 2018 that the region was at a tipping point and “the time to act is now”.
- **We commissioned Centre for Local Economic Strategy to challenge our thinking and explore how:**
 - Commissioners can better understand their care markets
 - What steps can we take towards progressive markets with the right blend of provider types
- Many thanks to Knowsley Council for agreeing to act as the Case Study for this report.

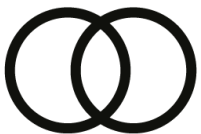
Aims

- 1) Present the report (Tom Lloyd-Goodwin, CLES)
- 2) Provide reflections on the findings (Helen Williams, Knowsley)
- 3) Explore the implications of Covid-19 for commissioners who are interested in taking these ideas forward (Helen Williams, Knowsley)
- 4) Provide the opportunity for questions and answers

A community wealth building approach to adult social care commissioning

Tom Lloyd Goodwin

Associate Director



CLES

the national organisation
for local economies



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About CLES

- The **national organisation** for **local economies**
- Progressive economics for people, planet and place
- Thinking *and doing*, to achieve social justice and effective public services

What is the report trying to do?

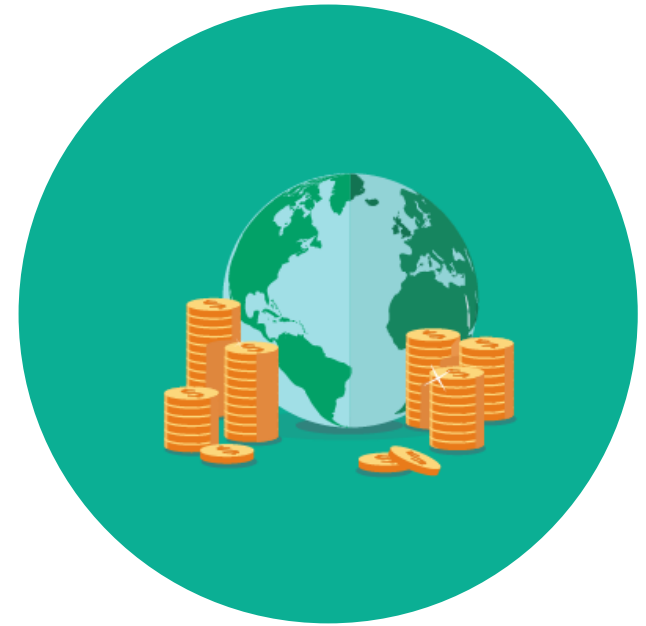
- To use community wealth building to advocate for a more 'activist' position within adult social care commissioning.
- Using this to...
 - deliver greater choice, control and quality for service users; and
 - ensure that providers of social care are as locally generative as possible

Policy context: adult social care



Care Act 2014

CHAPTER 23



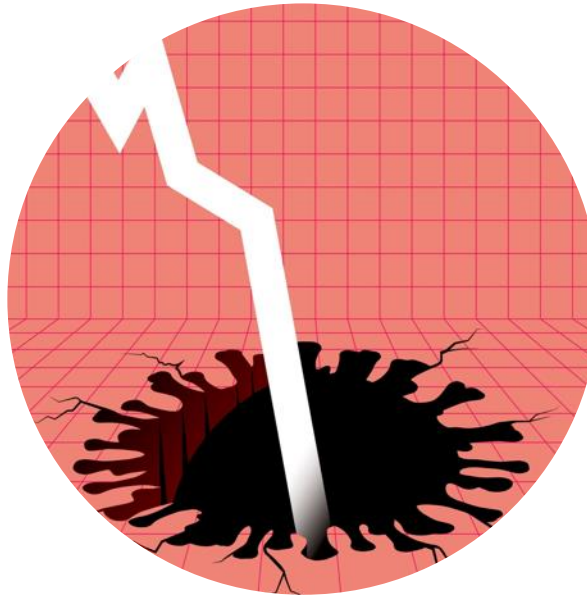
Long before the Covid-19 pandemic, our economy was failing many people



THE PUBLIC HEALTH CRISIS

SURVIVAL GUIDE

Leadership and Management
in Trying Times



This is really challenging!!!

Made even more challenging due to:

- Commercialisation – since the 1980s we've had years of outsourcing, resulting in the large-scale displacement of the public sector from the provision of public sector services.
- Austerity budgeting - Analysis by the National Audit Office has shown a 49.1% real-terms reduction in government funding for local authorities between 2010-11 and 2017-18

The fight back... (practice)



The fight back... (policy)



Both of these perspectives are wrong!



Community wealth building

- **Uses** combined power of communities, businesses and institutions
- **Aims** to retain as much wealth as possible in the economy
- **Focuses** on businesses that are locally owned

In ASC, this means plurality is the key

As such, an inclusive social care marketplace could comprise a blend of the following ownership models.

- Insourcing – where appropriate, services (or some aspects thereof), could be brought back in-house;
- Municipal Enterprise – e.g. Arm's length management organisations and mutually owned companies;
- Worker Ownership – e.g. Cooperatives;
- Community Ownership – e.g. Community business, social enterprise, CICs
- Local private ownership that supports a triple bottom line – namely, a concern for the wider community, the environment and workers, alongside the pursuit of profit.

Al's Club



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Young adults linking disabled services

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Facebook Group: Al's Club

Sponsored by Knowsley Council



Condition 1: get rid of extractive providers

Tools...

- Benchmark local generative spend
- Greater use of direct payments in targeted areas
- Apply social value to the commissioning process
- Local spend policies
- Training for commissioners

Condition 2: Involve the community but don't pass the buck...

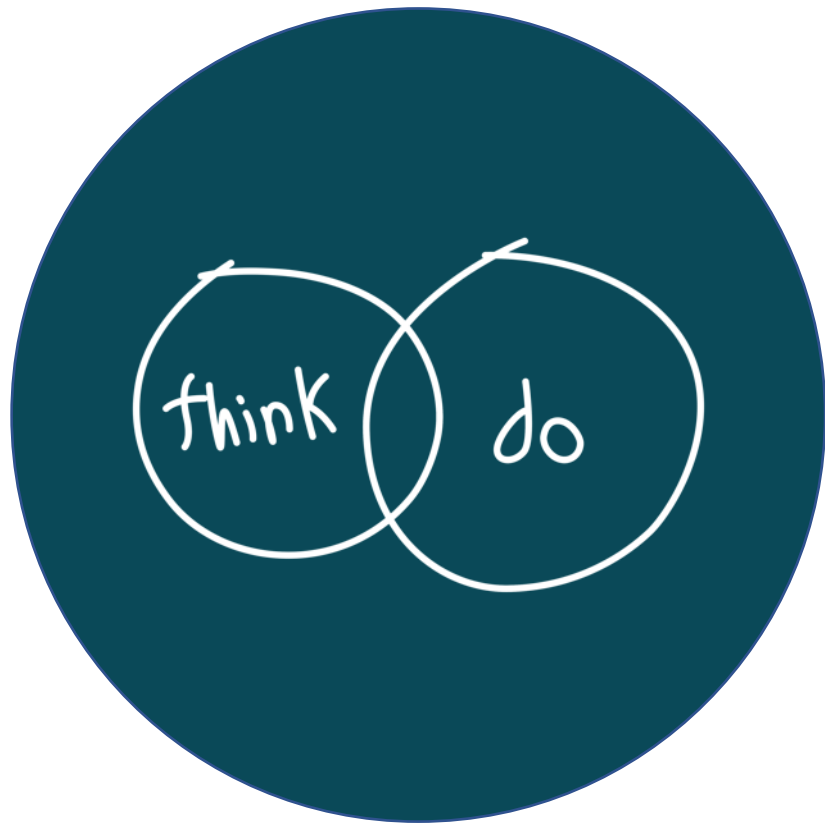
Tools...

- Shifting resource to focus on complex needs
- Map alternative provision
- Micro funding
- Purchasing platforms
- Manage the transition amongst service users and family

Condition 3: Meaningful co-production

Tools...

- Service users involved from the outset
- Services should be planned, assessed and delivered with service users
- Establish a community of practice



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A progressive approach to adult social care, 28th July

Knowsley Council Perspective



Knowsley Perspective on Local Markets

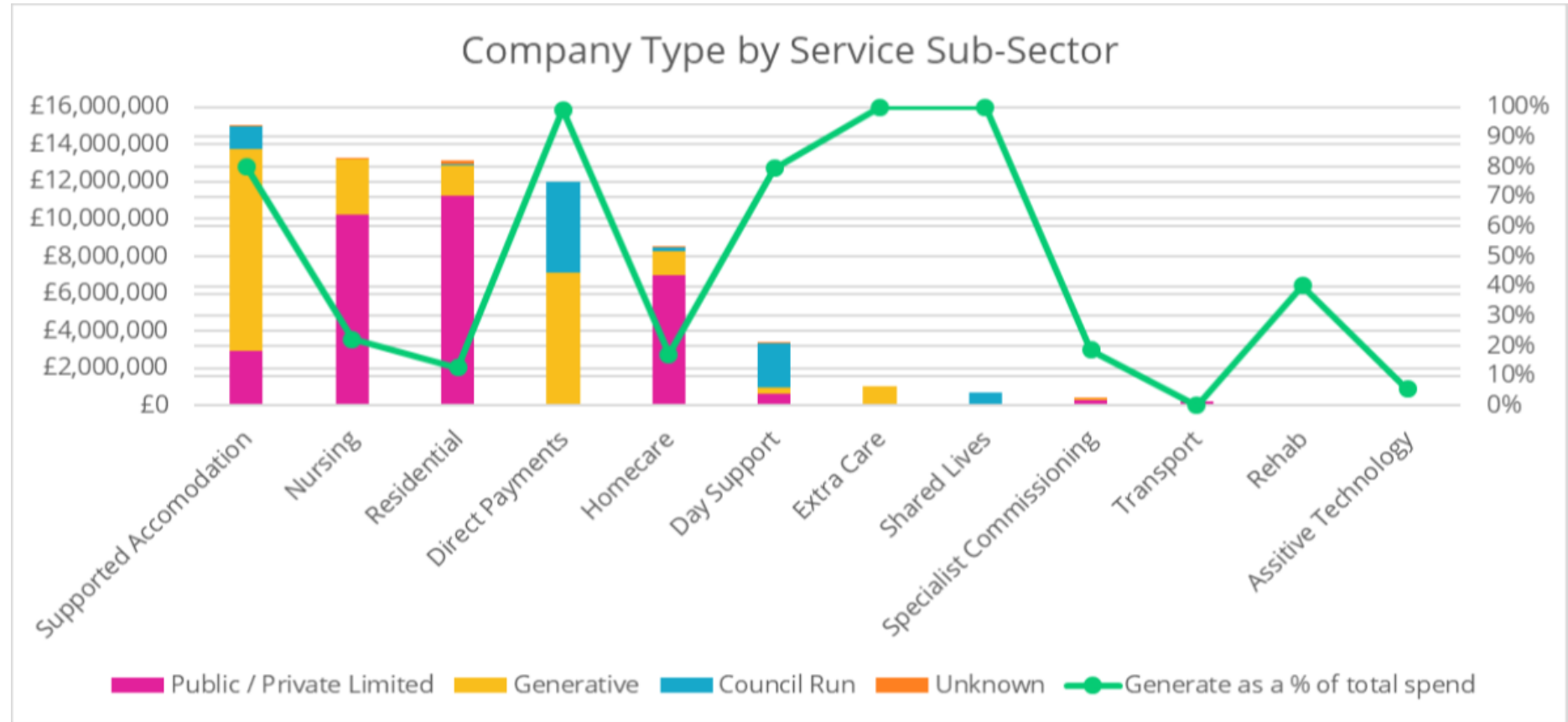
- Terminology used 'extractive' and 'generative'
- Useful to see the breakdown of providers- a different perspective
- Like many areas- always history of market provision
- Commissioners already use these tools- to varying levels
- Local spend policy (Knowsley Better Together) provides useful tool.



Knowsley Council



Breakdown of provision in Knowsley



- Our more 'extractive' providers are older peoples care
- Supported Living provider- large charities
 - Aim to shape this market further to enable more choice and control
- Not necessarily direct link between 'extractive' providers and low value or poor quality

Commissioning from the independent sector

- local authorities welcome independent sector delivery
 - Access community assets/ links/ networks
 - Local knowledge
 - 'Generative'
 - Responsive to local needs
- Sector may not be mature



Knowsley Council



From Commissioner to 'Activist'.....

- Need a deeper understand of the levers/ barriers and challenges for smaller local providers
e.g. Children's Personal assistant market shaping
- Tools- such as social value- can be clumsy
- Meaningful co-production- requires resources/ investment

From Commissioner to 'Activist'

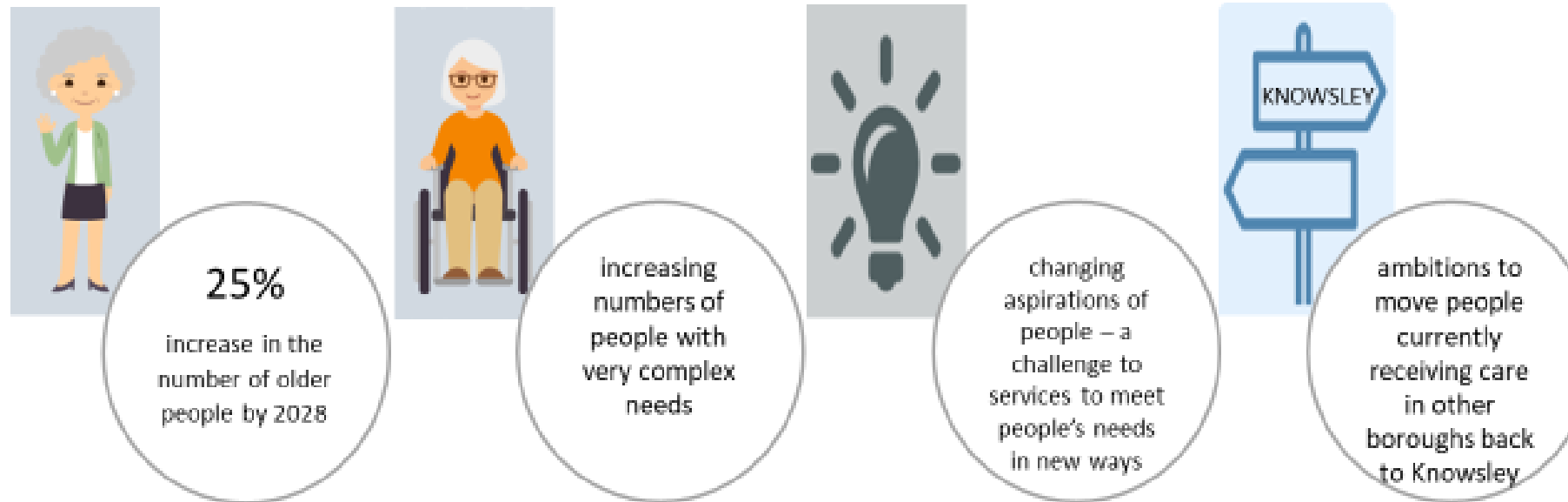
- Supporting new entrants requires
 - Local political buy in
 - Investment
 - Transformational change- time
 - Consider local geography and working across a wider footprint
- The report provides food thought on existing provision and challenges thinking around traditional commissioning processes- starting point-for discussion.

Our overarching aim is to Improve the sufficiency and quality of care services in Knowsley

- If this can be achieved by blend of providers...then yes to activist approach

Improving the sufficiency and quality of care services in Knowsley

Demand for Adult Social Care Services



Future Model of Services



Early
intervention
and prevention
services and
support



More services
commissioned
from the
community and
voluntary sector



Increase in the
number of
people
arranging their
own support
via Direct
Payments



Supported
accommodation



Extra Care



Good Quality
Dementia
Residential and
Nursing Care

Pandemic Impact on Knowsley Market

- LCR data- measured changes from Feb 22nd as a baseline
- Key changes seen in numbers service users for services

Pandemic Impact on Knowsley Market

Reduction in care home bed occupancy



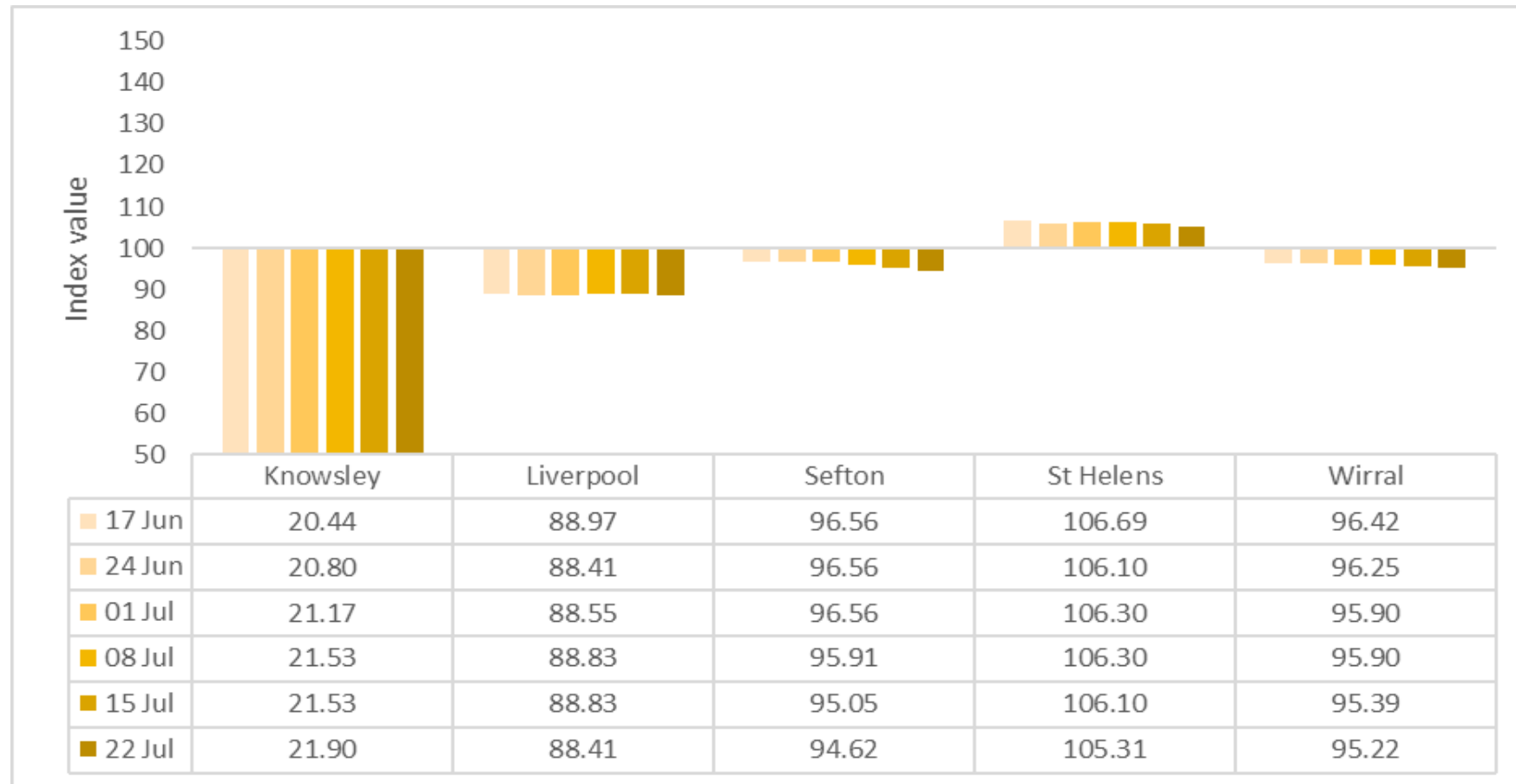
Pandemic Impact on Knowsley Market

Increase service users in Extracare



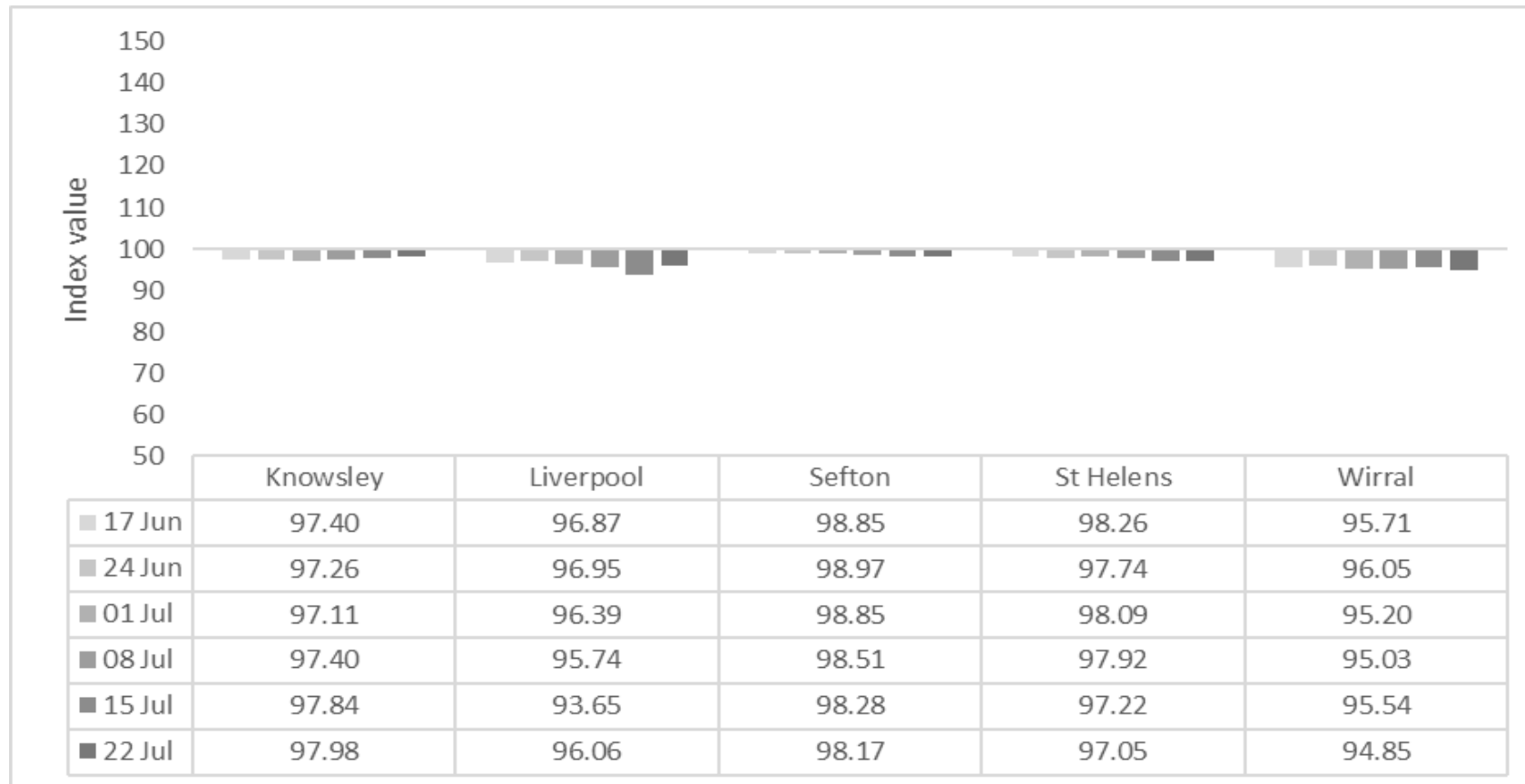
Pandemic Impact on Knowsley Market

Knowsley Suspension of in house day services



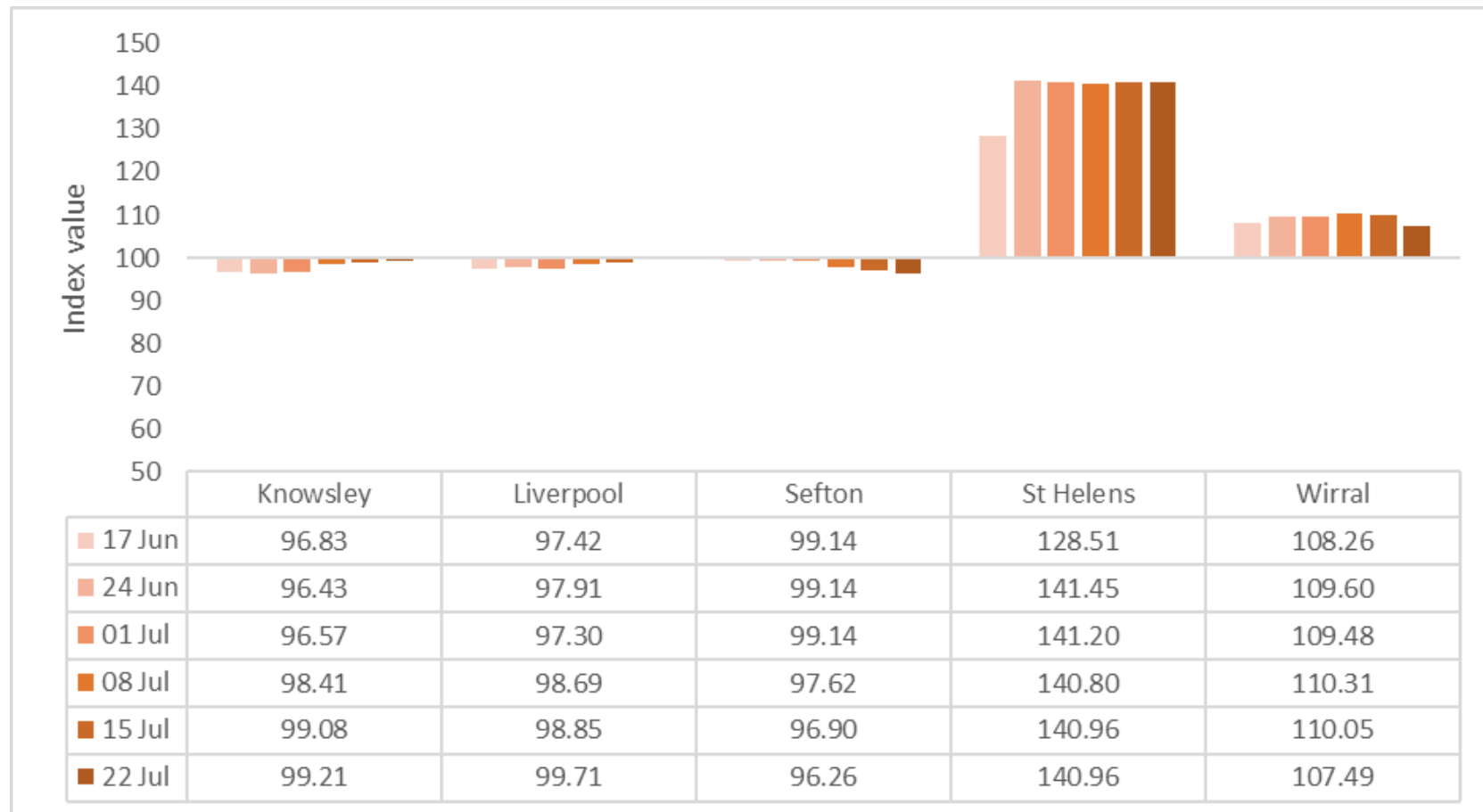
Pandemic Impact on Knowsley Market

Direct payments utilisation



Pandemic Impact on Knowsley Market

Active service users in dom care



Pandemic Impact on Knowsley Market

- CLES approach can support as a tool
 - Support sustainability
 - Choice and control
- Good time to innovate- capture transformational change
 - E.g discharge to assess requirements
- Commissioning time is focused on fire-fighting/mitigating risk of provider failure

Pandemic Impact on Knowsley Market

- working on recovery with providers - establishing the 'new norm'
- Market Position Statement- refresh
- Pandemic has exposed weaknesses in our local delivery system
 - E.g. quality of nursing care/ discharge to access requirements/ supported living
 - Personal assistants