

**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



@tomlloydgoodwin

@CLEStinkdo

# 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

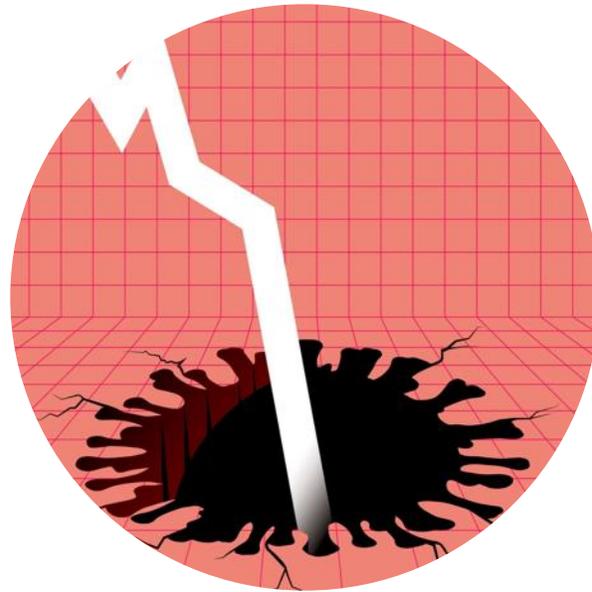


Long before the Covid-19 pandemic, our economy was failing many people



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)





# 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



Y. A. L. D. S

Young adults linking disabled services

[alsclub@hotmail.co.uk](mailto:alsclub@hotmail.co.uk)

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...

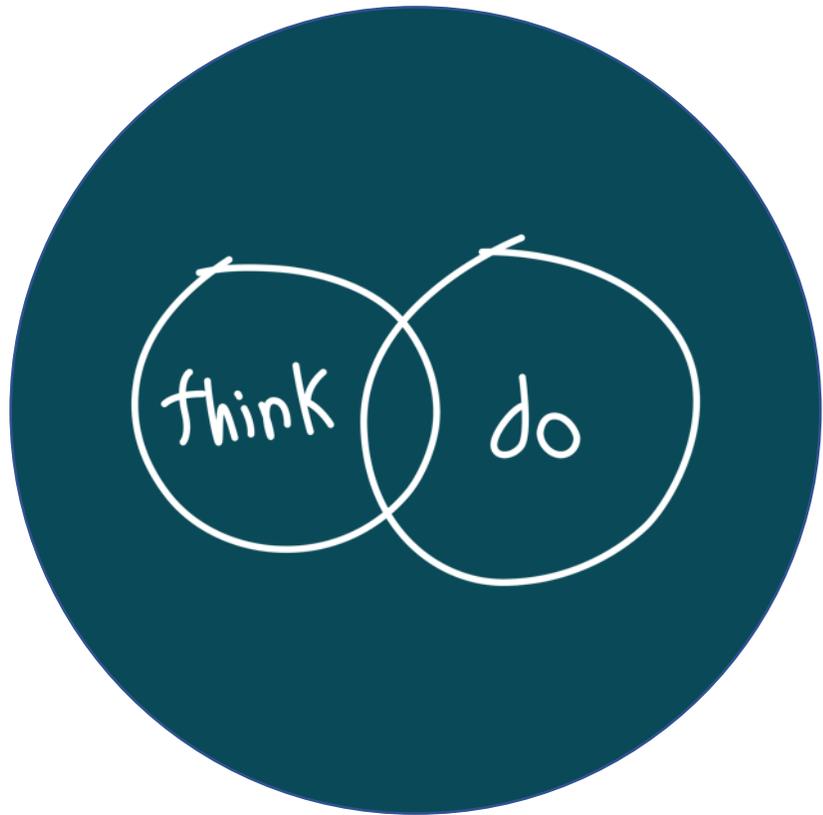
## Tools...

- 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



0161 832 7871



[tomlloydgoodwin@cles.org.uk](mailto:tomlloydgoodwin@cles.org.uk)



@CLEStinkdo  
@tomlloydgoodwin



[www.cles.org.uk](http://www.cles.org.uk)

# A progressive approach to adult social care, 28th July

## Knowsley Council Perspective



# Knowsley Perspective on Local Markets

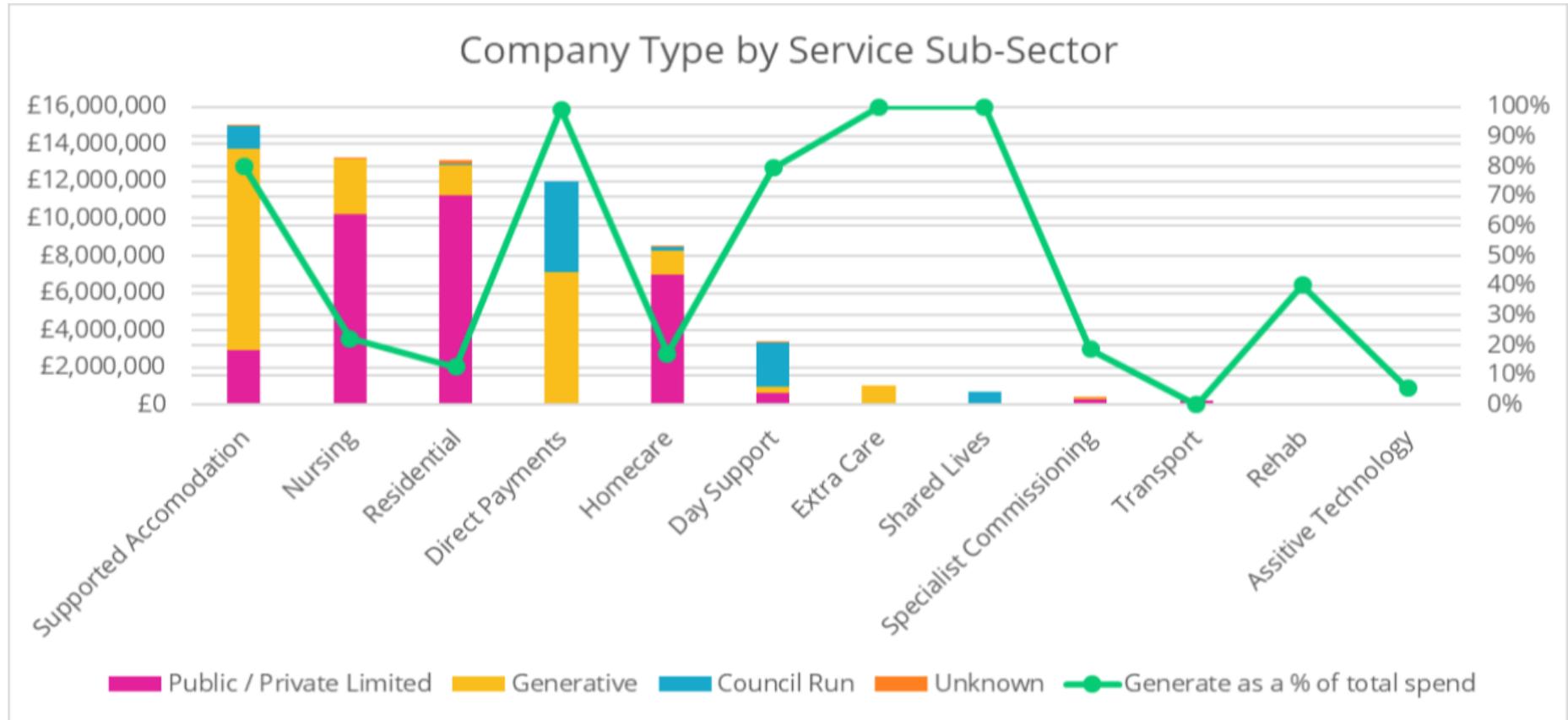
- Terminology used 'extractive' and 'generative'
- Useful to see the breakdown of providers- a different perspective
- Like many areas- always history of market provision
- Commissioners already use these tools- to varying levels
- Local spend policy (Knowsley Better Together ) provides useful tool.



*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' .....

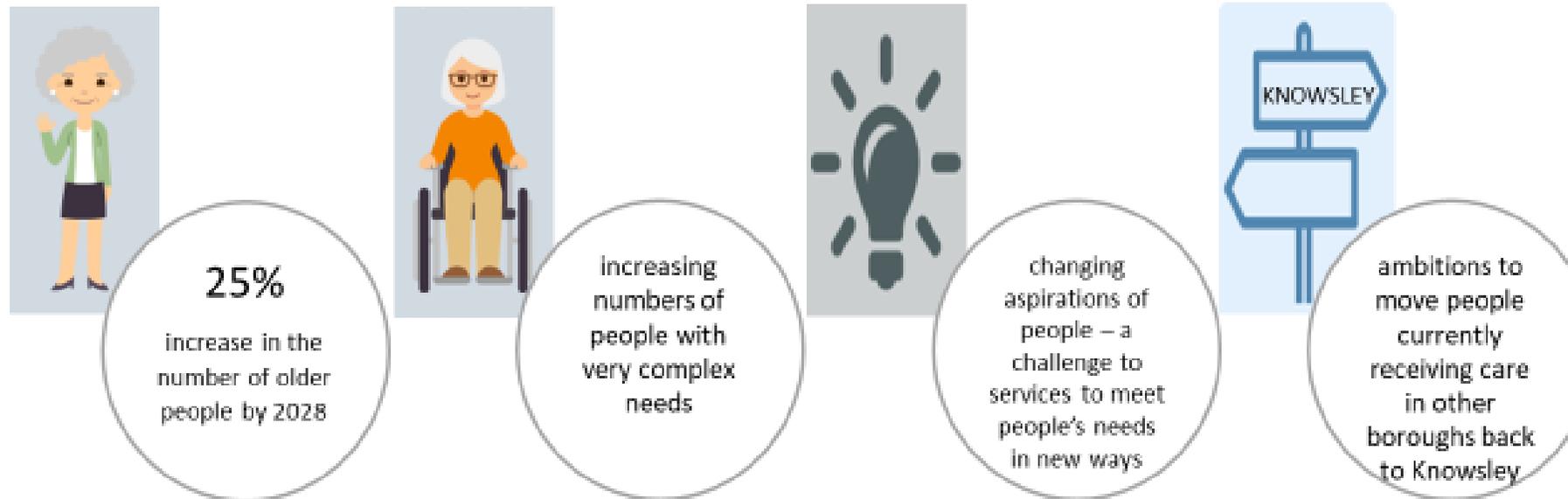
- Supporting new entrants requires
  - Local political buy in
  - Investment
  - Transformational change- time
  - Consider local geography and working across a wider footprint
- The report provides food thought on existing provision and challenges thinking around traditional commissioning processes-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



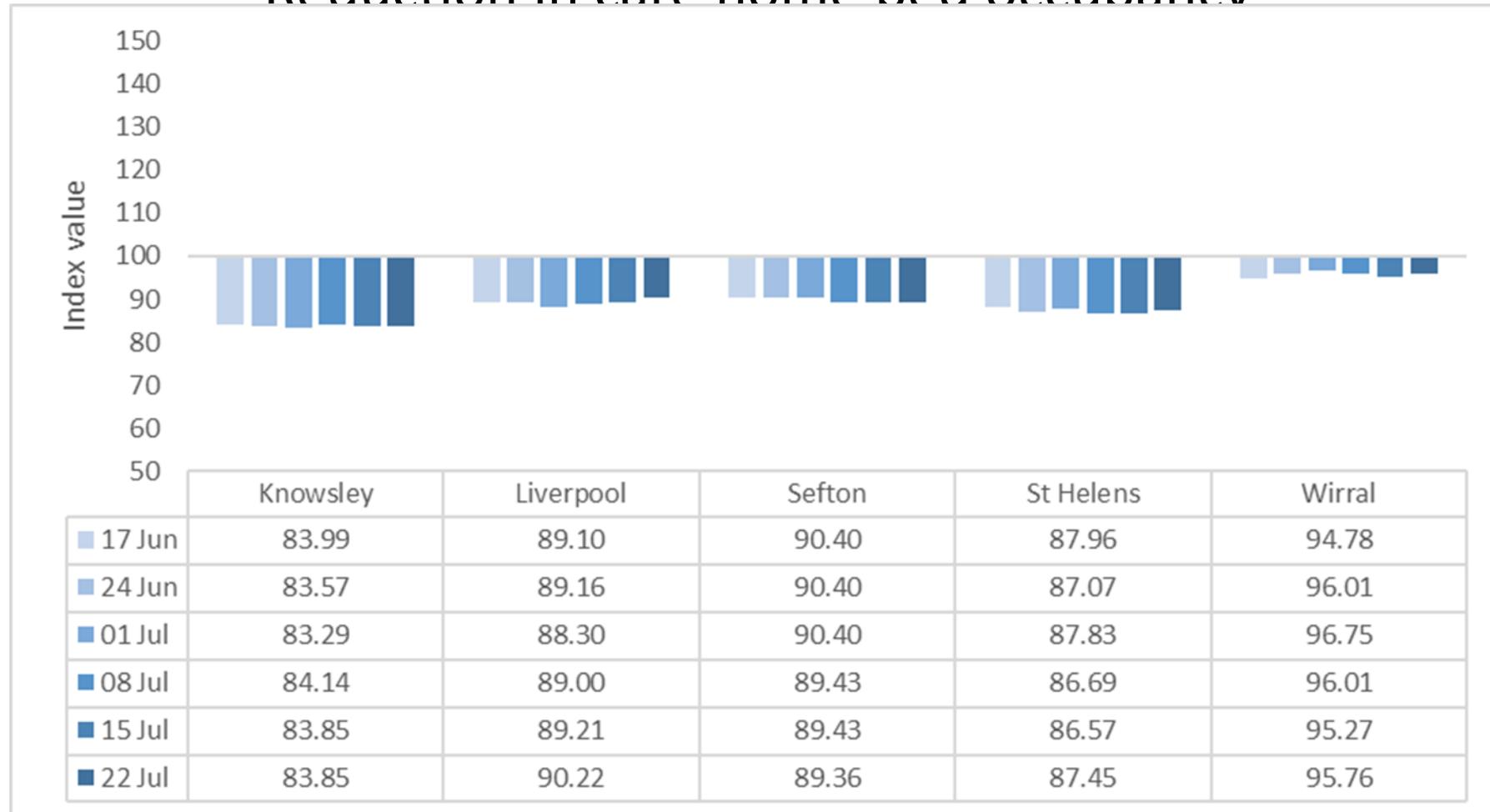
**Good Quality  
Dementia  
Residential and  
Nursing Care**

# Pandemic Impact on Knowsley Market

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

# Pandemic Impact on Knowsley Market

## Reduction in care home bed occupancy



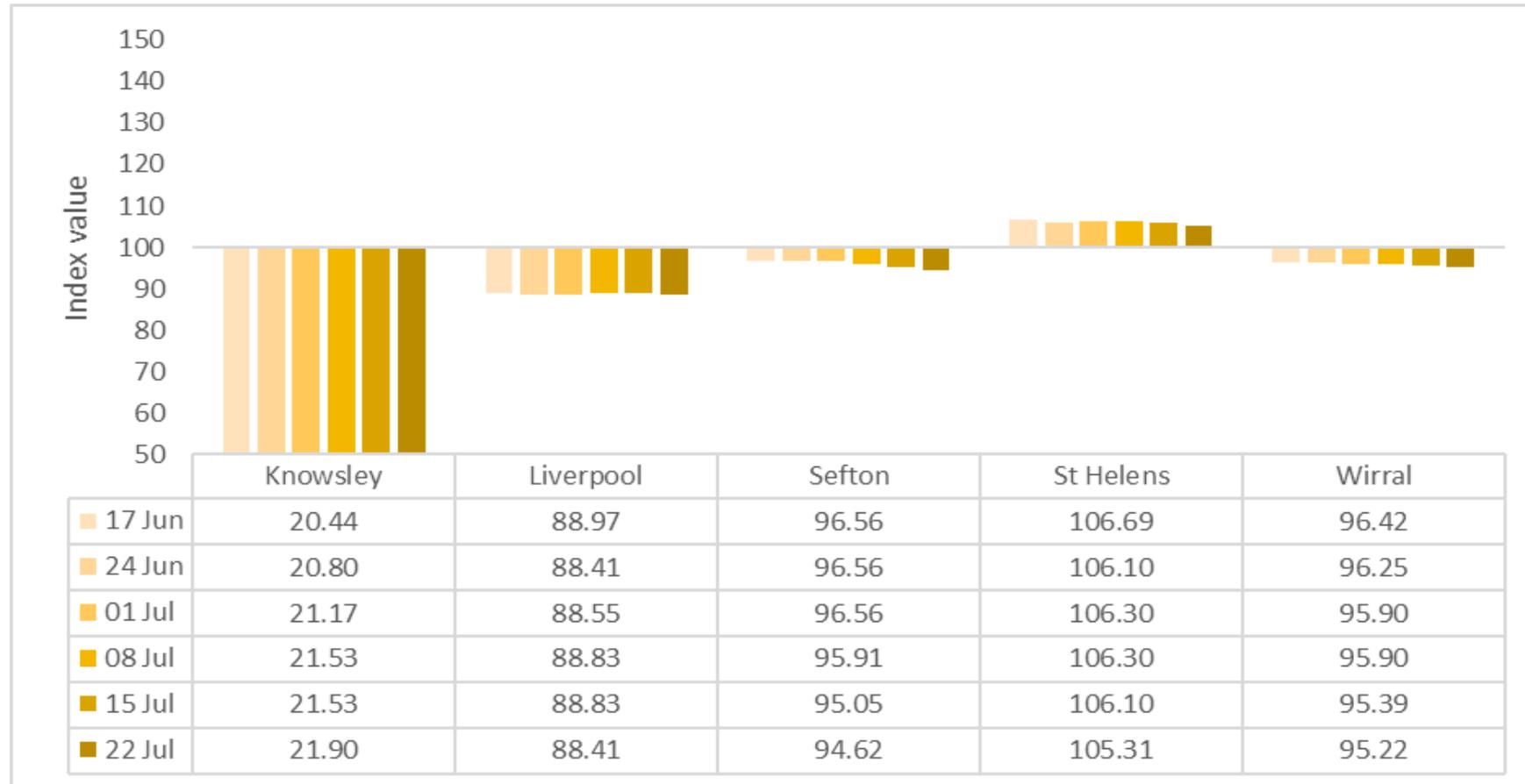
# Pandemic Impact on Knowsley Market

## Increase service users in Extracare



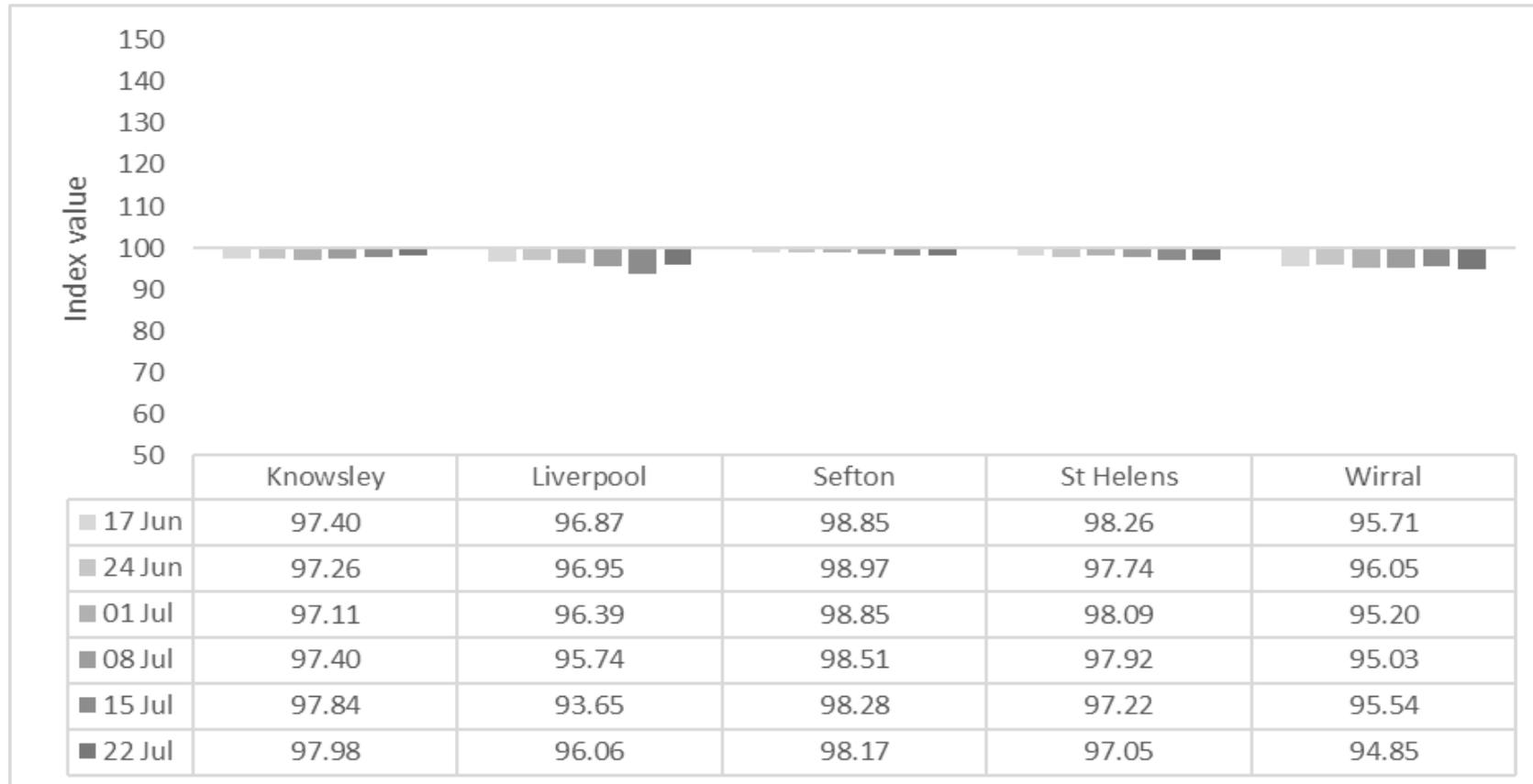
# Pandemic Impact on Knowsley Market

## Knowsley Suspension of in house day services



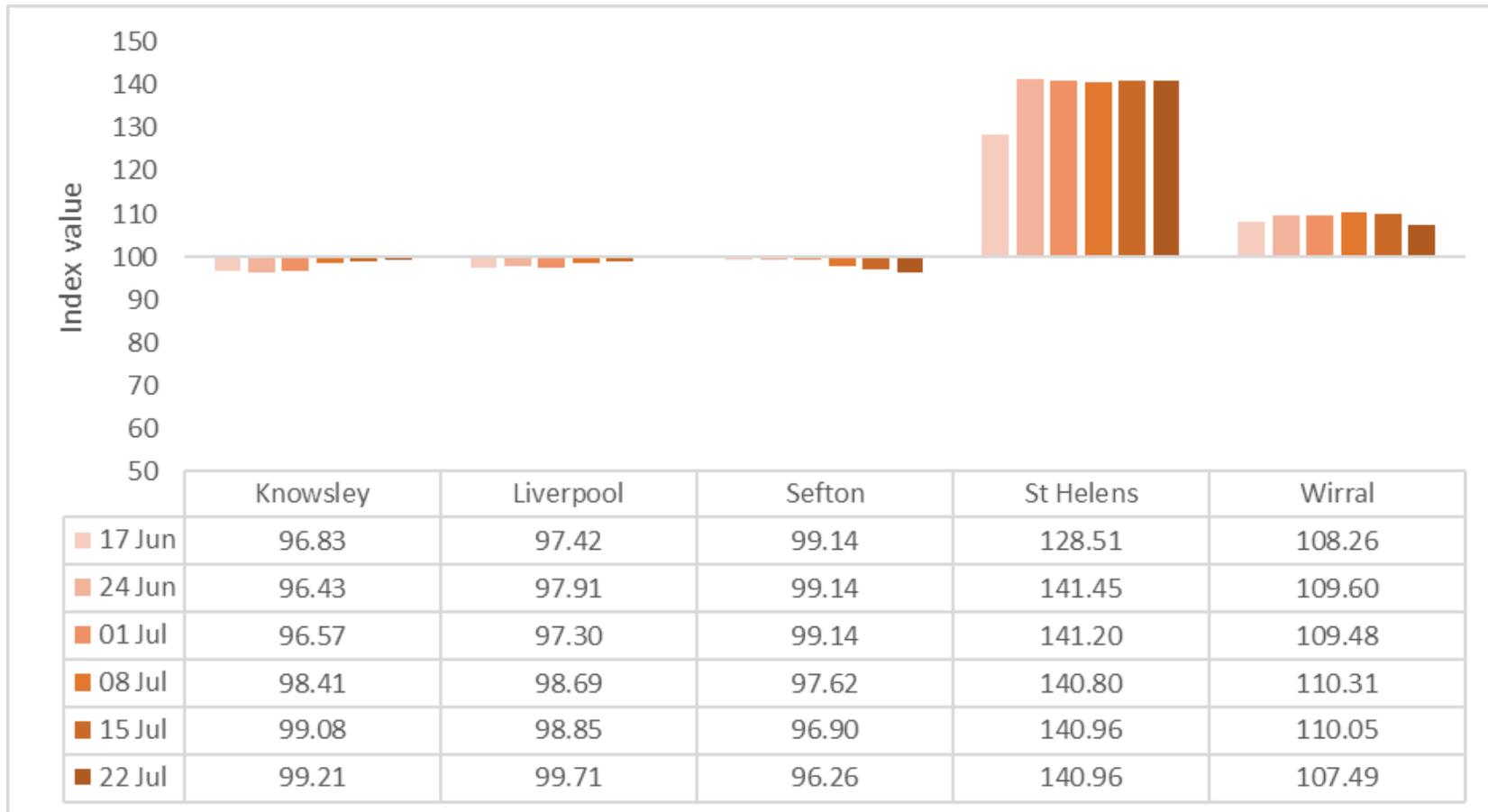
# Pandemic Impact on Knowsley Market

## 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