



NW ADASS ANNUAL REPORT 2022/23



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Chairs Welcome



It has been another challenging year for NW ADASS as we continue our journey of improvement for the Adult Social Care sector.

There has been much to be proud about in the region, as we ensure that our residents continue to live and well at home. Nobody could have missed the news headlines on the challenges of local hospital systems being under pressure, but at NW ADASS we believe that there has been too much focus on beds rather than people. This will not give the outcomes that all of us want, which is for people to be safe and well at home. NW ADASS position statement on 'Hospital Discharge Fund for Care Home Beds' sets out our collective voice on this for the region.

The themes for our Annual Conference in October 2022 were 'Care, Collaborate and Communicate' hosted by Blackburn with Darwen Council. It was a hybrid event, and it was great to see colleagues in person.

[Continued on page 4]

Stuart Cowley
NW ADASS Regional Chair
Director of Adult Social Care
Wigan Council



I want to thank all my colleagues working across both health and social care for their hard work and commitment this year, I hope you enjoy reading all about what we have achieved collectively...



We spent most of the morning celebrating our achievements with key partners and the afternoon focussing on developing work on co-production and the launch of our Equalities, Diversity, and Inclusion (EDI) programme. We have much to celebrate in the region in this area, particularly work at Manchester City Council, but we took the opportunity to gain experience from other regions also and received good insights from colleagues from Coventry Council. We want to ensure that this positive work on co-production and EDI is strengthened in the coming years.

Another highlight for myself has been the region making considerable progress to develop our sector led improvement offer and transition this into getting ready for Care Quality Commission (CQC) Assurance and Assessment of Local Authority services in April 2023. We have collaborated with two other northern regions (Northeast and Yorkshire & Humber) to develop the perspective of 50 Local Authorities 'What Good Looks Like' for assurance. The product of this work was a resource pack that enables places to self-assess against the four theme areas of assessment. It has been a rewarding piece of work and an area of collaboration which we will build on into 2023-24.

Our main challenges for the year continue to be ensuring we have a strong and sustainable workforce for the sector. Our Future Workforce Board has been working on a regional programme that looks at the implementation of Career Academies to attract and grow our own workers for the future adult social care workforce. Also, we have been encouraging Government to invest in financial sustainability and long-term funding to meet growing demand of an aging population. The current issues of short-term funding will not fix systemic issues and we will continue to lobby for a fairer settlement for NW Councils for the sector.

Once again, I want to thank all my colleagues working across both health and social care for their hard work and commitment this year, I hope you enjoy reading all about what we have achieved collectively through this annual summary of the regional programme of work.

2022/23 Snapshot

Communication and Events

- **1** NW ADASS Annual Conference –Care, Collaborate, Communicate, attended by **150** delegates.
- Regular direct communication with over **1000** peers across the sector
- Launch of new website homepage and video library
- **45** weekly Bulletins
- **15 +** Regional Publications

Sector Led Improvement



- Development and delivery of an Assurance Preparation support offer to all 23 Local Authorities.
- **17** Challenge Sessions delivered.
- **5** Support Webinars
- **5** Monthly drop in meetings
- MQIS launched.
- **9** Collaborative Masterclasses Delivered
- **25** Data Reports

Future Markets



- Fair Cost of Care submissions by **23** councils
- MQIS launched with **200+** registrations.
- MQIS bulletin launched.



Future Workforce



- **3** 'Blueprint' projects
- Career Academy Implementation
- C&M Market Workforce Data Packs commissioned.

Meetings

Over 200+ Meetings inc:

- **12** Executive Board meetings
- **8** SLI Board Meetings
- **11** Safeguarding Network Meetings
- **3** Joint Health & Social Care Carers Meetings
- **45** NW Discharge meetings
- **11** Finance Meetings

Models & Co-Production

- NW Branch commitment to 'Making it Real'.
- DASS Strategic Lead appointed for Co-production.
- Launch of a new workstream and collaboration with TLAP, SCF and NHSE

Care 2030

Care²⁰³⁰

We have great ambition in the North West to change the way Adult Social Care is delivered, our core principles of strengths not deficit approaches helped us shape our strategy. The strategy was co-produced with colleagues and people from across the sector.

We want to change the narrative for Adult Social Care (ASC) and our three Care 2030 work-streams of Future Markets, Future Models and Future Workforce are the foundations for us to deliver this change, while Sector Led Improvement underpins how we improve and transform collaboratively.

This year, we have introduced a new workstream and board for TEC & Digital.

All Boards are led by a Director of Adult Social Services (DASS) with a special interest in work and their support and input drive the ambition for the region.

Care 2030 is committed to co-production, and we will work together with partners,

organisation and lived experience to achieve our ambition.

Co-production and involvement of people will be inherent to all our work going forward and we have plans to develop a strong regional approach to ensure this happens.



TEC (Tech Enabled Care)



Future Markets



Sector Led Improvement



Future Models



Future Workforce



Future Models and Co-production

The Future Models Programme began its mobilisation this year with a clearer focus on four key areas:

- Co-production
- Personalised Care
- Stronger communities
- Housing

A 'Transforming Day Opportunities' roadmap was produced as part of our 'Personalised Care' priority, and initial planning for housing, health and care mapping was undertaken. The key focus for this year has, however, been developing our co-production approach, which has developed into its own programme.

'Co-production is not just a word, it is not just a concept, it is a meeting of minds coming together to find shared solutions.'

In practice, co-production involves people who use services being... included and working together from the start to the end of any project that affects them... TLAP.

NW ADASS made a commitment to [Making it Real](#) in September 2022, promising to support our NW local authorities to get better at personalisation and achieve a more positive and productive relationship within partnership with fellow co-production stakeholders and lived experience. We have been exploring how we can use co-production more powerfully in our work as a Branch and develop the ***spine of a good practice strategic approach*** to co-production and enable place to embrace it.

- In October 2022 Mark Warren (Blackburn DASS) agreed to head up a NW ADASS co-production programme of work
- We are working in partnership with NHSE and our Integrated Care Boards (ICB) partners to produce a joint regional event that will showcase good practice at all levels of co-production and across health and social care; review the "co-production state of play" with a view to then developing policy and practice advice for systems; to steer the set-up of a joint regional co-production network (and run it following the event).
- Our ambition is to develop one joint Health and Social Care co-production framework and practice advice to support systems at place.



Sector Led Improvement

The NW ADASS SLI Programme is about facilitating peer support and collaboration to address a range of challenges that inform and drive improvement. This year, much of that focus has been on responding to the development of a new assurance model for adult social care, and Adult Social Care Reform.

To support assurance preparation, we have:

- Developed and delivered in 17 areas a regional peer assurance preparation challenge session model, including case file review adopting the audit approach developed by our PSW Network
- Delivered assurance update communications and monthly drop-in update sessions to keep colleagues informed of framework developments and support resources.
- Delivered 5 assurance preparation webinars, covering topics such as 'what to do when you get the call', completing self-assessment and

learning from our children's services colleagues

- Collaborated across the northern regions to develop a 'What Good Looks Like' resource pack to support reflection and self-assessment.
- Developed a range of resources to support local preparation, such as an assurance checklist and engaging partners guidance.

Working jointly across the Future Markets programme we have also facilitated communications and update sessions and analysis around charging reform and fair cost of care.

We have continued to strengthen our data and intelligence work with investment and development of the Market Quality & Insight System tool – also joint with the Future Markets programme – and developed a performance & narrative approach to support greater local use of data to drive improvement.

Our established 'Collaborative Masterclass' partnership has delivered 9 well-attended regional events, including high profile speakers covering a variety of topics.

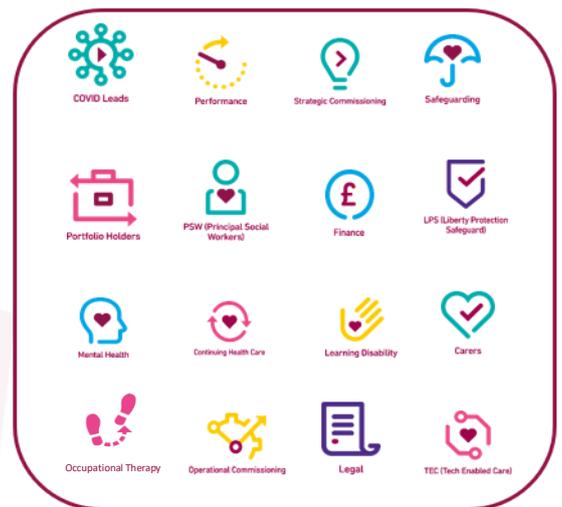


Networks

Networks are a core element of the NW ADASS offer. We facilitate the development and maintenance of a range of networks which are made up of identified individuals from each of the 23 regional authorities. Each network focuses upon a key professional or thematic area and works in a collaborative way to support each other, share learning, and develop collaborative solutions to challenges.

The Programme Office provides strategic support through Risk reporting and analysis to shape a work stream for improvement across the region.

Over the last 12 months several of our networks have been extremely active and have produced some really engaging, valuable work which we will showcase on the following pages.



“The Network is very well attended and proactive in developing regional resources”.



SAFEGUARDING

The NW ADASS Safeguarding Network is co-chaired by Graham Hodgkinson and Simon Garner and includes strategic and operational safeguarding managers and Safeguarding Adults Board managers. The group meet on a six-weekly basis.

Areas of focus and collaboration in 2022/23

- Finalisation of the NW ADASS Complex & Contextual Safeguarding Strategy, endorsed by the NW ADASS Executive.
- Shared learning project on the recording and management of provider concerns, and how this links to or sits alongside organisational safeguarding.
- The development of a Quality Assurance & Audit Tool for safeguarding concerns and enquiries.
- The review and redevelopment of the NW ADASS Persons in a Position of Trust (PiPoT) Policy.



Principal Social Worker (PSW)

The NW ADASS PSW Network is co-chaired by Becky Squires of Cumbria Council, and Gavin Butler of Cheshire West & Chester Council. The Lead DASS for the PSW Network is Mark Warren of Blackburn with Darwen. The group meet on a six-weekly basis.

Areas of focus and collaboration in 2022/23

- Assurance preparation has been the primary focus of the group, who are highly involved in the SLI challenge session activity; a PSW undertakes case file review to support each challenge as well as taking part in each day.
- Workforce recruitment and retention, including a data review of social worker volume benchmarking across the region.
- Cost of living and how services are working with councils and place-based partners to support people most significantly impacted.
- Hospital discharge, and the shaping of a regional hospital social work event and a legal webinar.



Liberty Protection Safeguards (LPS)

The NW ADASS LPS Network is chaired by Martin Sexton and is made up of practitioners from across the North West who are responsible for developing and assuring practice around the Mental Capacity Act (MCA) and deprivation of liberty.

- The group meet monthly to discuss rising matters and offer shared learning.

Areas of focus and collaboration in 2022/23

- Earlier this year the Network worked together to support the NW ADASS Executive to respond to the consultation of the revised MCA code and LPS. This was a fantastic collaborative effort with support from legal colleagues and Association of Directors of Children's Services (ADCS).
- The Network have been supporting colleagues to further strengthen their Mental Capacity Act (MCA) Practice and developing their collaboration with Children's Services.
- Looking forward the group will be getting to grips with
 - the details of LPS and support colleagues to make a smooth transition.



Occupational Therapy (OT)

The OT Network is one of NW ADASS newer networks, forming in early 2022. Vivienne Aldred, Principal OT in Sefton is the network chair and has supported the development of this strong group of peer support.

The network meets every 8 weeks to share issues, challenges, and best practice.

Sub-groups have recently been developed and meet in the interim, allowing for more focussed discussions and projects to be identified and brought back to the wider group for action.

Areas of focus and collaboration in 2022/23

- The network have been working with PSW colleagues to address recruitment and retention issues within the sector. and raise awareness of the OT role. They are currently working on a joint conference, scheduled for Summer 2024.



Strategic And Operational Commissioners

The two networks meet quarterly to share practice and support commissioners, discussing Strategic and Operational Commissioning as separate agendas.

Areas of focus and collaboration in 2022/23

Strategic Commissioners

- Steering the development of the region's Market Quality and Insight System (MQIS).
- Participating on our Charging Reform and Fair Cost of Care Task and Finish Group.
- Sharing Good Practice via Care Home Strategies.

Operational Commissioners

- Delivering the regional 'Information Sharing Protocol' arrangements
- Sharing contract specifications on specific themes.



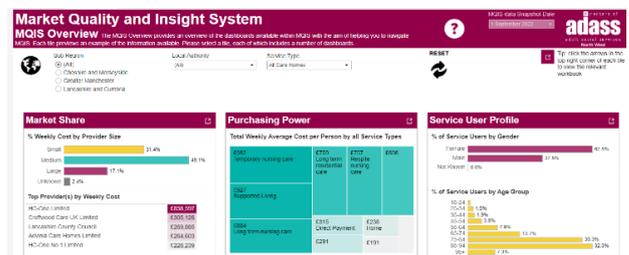


Future Markets

The Future Markets Board vision is to create a diverse and high-quality market for social care which is ethical, builds community wealth and offers greater choice’.

- The Future Markets priority has been the successful development and launch of our Markets Quality and Insight System (MQIS). MQIS launched in December 2022 involving regional data collection and online dashboards presenting data about care markets.
- The Programme Team is producing bespoke reports and regular bullets, with hundreds of our colleagues registered to the system and publications.

- Our current plans for MQIS involves developing a framework for market position statements, a Directors’ Dashboard, and a working group with one council to develop a narrative report to support commissioning strategies. We are keen to develop a Sector Led Improvement approach for use of MQIS, assisting councils in developing commissioning responses to highlighted data.



- We also prioritised our Task and Finish Group on Charging Reform and Fair Cost of Care, providing dedicated support through workshops.

Future Workforce

Our vision is to develop a high-quality and caring workforce so that people will be supported and cared for in the right way by brilliant and caring people.

- The Future Workforce programme focused upon the development of a new methodology for capturing learning and supporting change for recruitment and retention initiatives for integrated care, called “Blueprints”.
- We also produced with Skills for Care our “Retaining Registered Managers Guide”. This was shared nationally, and commissioned detailed analysis of Market Workforce Packs for the ICS



- Our Blueprint programme builds upon a Strategic Roundtable event held with health colleagues and providers. We are developing a new approach for capturing learning and working with one partner who has implemented a change and another who wishes to support change and share wider learning. Our Blueprint Programme will initially be focusing upon blended roles in homecare.
- In 22/23 we have also strengthened on existing relationships with the NHS to create a new Steering Group involving Health Education England under the Future Workforce Board. This has helped generate partner funding for projects and create a learning event on recruitment to adult social care roles in the independent sector.



TEC & Digital

In December 2022 NW ADASS established the regional TEC and Digital Board, in the first meeting the board reviewed all the sub-regional arrangements for TEC and Digital. This included work from Greater Manchester, Cheshire and Mersey and Lancashire and Cumbria on their priorities and programmes of work.

The board reviewed core areas of work and how a regional approach could support all three sub-regions.

The work programme for 2023-24 will focus on four priority areas:

1. Regional Capacity.
2. Setting up and establishment of the Programme Board.
3. Identifying, sharing and exploring scaling opportunities for good practice.
4. Specific ASC Digital Transformation activity.

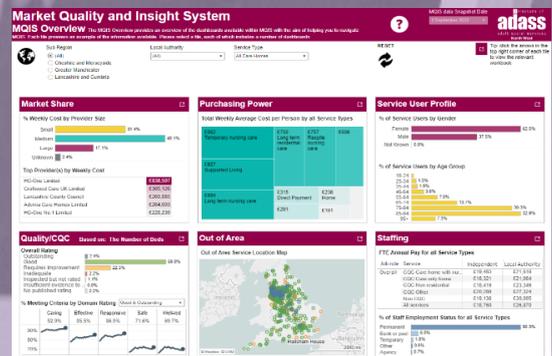
Data & Intelligence

The aims of NW ADASS in terms of data and intelligence are to:

- Provide a regional, sub-regional and local overview of the North West's adult social care market, service users, workforce, quality, and performance.
- Highlight areas of best practice and risk.
- Support the branch in its Care 2030 vision and ambitions.
- Work Collaboratively with Local Authorities and branch partners.

Monthly & Quarterly Reports

- CQC Monthly Report
- Quarterly Performance Report and Safeguarding Benchmarking Reports



Ad hoc reports

- A Care Quality Commission (CQC) Assurance Risk Dashboard
- Mapping the Social Worker workforce in the North West.
- Fair Cost of Care Reports

Market Quality Insight System (MQIS)

At the end of 2022 NW ADASS launched MQIS, which is an online platform that enables local authorities to aggregate, analyse and visualise data submitted by the 23 councils biannually, primarily about the region's expenditure for care services. MQIS incorporates supplementary data sources in order to inform commissioning strategies, market oversight, risk profiling, quality improvement and provider engagement.

With over 200 system users, we are in the process of producing a series of analysis reports looking at different aspects of the Care Market e.g., Out of Area Placements over the course of this year

Business Plan 2023-24

Sector Led improvement.

- **Continued delivery of the Assurance Preparation Workstream** including: a range of self-assessment and challenge activity, Peer review, tools and resources, and engagement workshops
- **Ongoing communications:** the programme of update emails and monthly drop-in sessions will continue, focused on sharing latest developments and learning, and supporting collaboration and sharing of approaches across the region.
- **Approximately 2 x learning events** are expected for Q3 – Q4 to reflect on lessons from the initial assessments.
- **Development of a support offer for Adult Social Care data leadership**, to ensure Directors of Adult Social Services and Senior Leadership Teams have the knowledge and skills to build and make best use of their data capacity. May be developed in conjunction with Partners in Care and Health and Department of Health and Social Care.
- **Further developed risk approach** for NW ADASS
- **Ongoing data reports:** Including quarterly benchmarking, safeguarding, CQC, MQIS etc.
- **NW Collaborative Masterclass:** Working as an influential partnership, with people across the NHS, local government, social care, improvement and innovation communities. We will deliver a further 11 three-hour learning webinars over the next 12 months.
- **Co-production:** This links to Future Models and the new co-production programme of work, and would develop practical tools to support councils to strengthen their engagement of people with lived experience and develop towards more consistent co-production across services and with a greater range of people.
- **Better Care Fund (BCF):** Analysis of the 2022/2023 BCF submissions suggested an opportunity to support councils to incorporate BCF-aligned capacity and demand planning into business-as-usual processes.

Business Plan 2023-24

Future Workforce

- **Mobilise the NWADASS mentoring and coaching offer** for aspiring leaders and managers in adult social care in the NW.
- **NW ADASS Career Academy Toolkit** – We will be launching the Career Academy Toolkit and working with north west councils to implement new career academies and share learning.
- **Blueprint Testing** – Continue to deliver the x3 Blueprint projects and facilitate a local authority buddying approach to co-ordinate additional implementation of projects.
- **Develop and mobilise a mentoring and coaching offer** for aspiring leaders and managers in adult social care in the North West. NWADASS will be working in collaboration with a number of key partners to develop this offer.
- **Market Workforce Analysis (Skills for Care)**
 NWADASS have commissioned Skills for Care to conduct a report to analyse the workforce in Cheshire & Merseyside. The report will help to give the Integrated Care Board in depth analysis and insight for future workforce planning.
- **International Recruitment Fund**
 The North West has submitted three sub-regional proposals to implement international recruitment. We have set seven strategic objectives for the region to support the role out of international recruitment. A steering group to support the three proposals will meet throughout the year to support and learn from each other.
- **A NW ADASS Equalities, Diversity and Inclusion (EDI) Programme**
 Our EDI Programme in 23/24 will focus on developing an anti-racism framework and identify local authorities that wish to deploy the framework within place. We will be developing a number of North West events on identified topic areas, e.g. Diverse by Design.

Business Plan 2023¹⁹-24

Future Markets

- **MQIS** - agree a programme of market products to be developed and delivered for commissioners.
- **MQIS Maintenance** - contract management to be reviewed and continued with Greater Manchester ICB as provider.
- **Agreed partnership with London School of Economics (LSE)** and develop further bespoke analysis for the region.
- **Project with Salford** - Insight Commissioner Report to be developed.
- **Refresh information sharing protocol** – ensuring that all 23 local authorities in the regional are signed up to the new protocol.

TEC & Digital

- **Regional capacity** – develop linkages across other ADASS regions to identify and secure dedicated capacity to support the Digital and TEC work programme.
- **Programme Board** – actively influence and shape the digital agenda from an ASC perspective at an ICB, regional and national level to increase access to resources. Develop a prospectus for the region, highlighting existing examples of good practice, how these could be scaled up if funded and the benefits that this would deliver (to both ASC and health).
- **Identifying, sharing and exploring scaling opportunities for good practice** – sharing learning across the three ICB areas including Digital Social Care Records, falls prevention, maturity assessment. Focus on one priority / area of learning that would be of benefit to branch members.
- **Specific ASC Digital Transformation activity** - support the national Better Security Better Care Programme (funded by Local Government Association - LGA)

Future Models and Co-production

- **Develop a new workstream for models** of care. We will be working closely with NW strategic lead, looking at priority issues and identifying risks across the region.
- **Co-production** - Continue to deliver on our commitment to Making it Real supporting councils to achieve a more positive and productive relationship within partnership with fellow co-production stakeholders and lived experience.
- **Continue our work with NHSE** and ICBs to develop policy and practice advice for systems and to steer the set-up of a joint regional co-production network that will support policy and decision making across the North West.
- **Develop a North West benchmarking tool** that will support local authorities and organisations to understand how well they are co-producing and support improvement processes and assurance preparation.
- **Direct Payment** – Understanding the use of direct payments across the region and scope an improvement project to share learning and good practice.



Thank you!

For further information, please
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Website: [Association of Directors
of Adult Social Services North
West Branch \(nwadass.org.uk\)](http://www.adass.org.uk)

