North West ADASS Regional Conference

8 July 2013

Showcasing the North West region’s approach to Sector Led Improvement in Adult Social Care
Why Sector Led Improvement?

Sue Lightup, Chair of NW ADASS and Chair of NW Towards Excellence Board
Towards Excellence in Adult Social Care

Oliver Mills,
National Programme Director
Towards Excellence in Adult Social Care

Oliver Mills, National Programme Director

July 2013
Background

• Previous regime ended Oct 2010

• **Three year funding** from DH (£800k 2013/14)

• **Programme Board:** ADASS, CQC, DH, LGA, SCIE (Social Care Institute of Excellence), SOLACE, TLAP (Think Local Act Personal)

• **Current context** – focus on councils but linked to integration, quality, health and wellbeing
Sector led improvement – starting point: the core principles

• Councils responsible for own performance
• Stronger accountability - greater transparency
• Collective responsibility for performance
• LGA’s role is to support councils
The Towards Excellence –
the focus

- On people
- On transparency
- On the local
- On evidence
- On councils
Sector led improvement – key components and the 7 point ‘offer’

- leadership support
- accountability tools
- transparent and comparable data
- peer challenge
- peer support
- knowledge hub
- learning and support
Priorities for 2013/14

- Regions implementing priorities
- Peer challenge and support
- Local accounts
- Information to support improvement
- Brokering offers of support
- Coordinating national offers
- Member engagement and leadership programmes
- Links with other programmes and policy areas
- Safeguarding & use of resources
- Programme Board and sustainability
Key offer - regional

- Regional funding
- Free member peer challenge training and leadership programme
- Free peer challenge per region
- Revised peer challenge
- Regional safeguarding meeting
- Quarterly reporting – data and activity
- Identifying and sharing good practice
- TLAP regional funding
Key questions

- What is meant by assurance and improvement?
- How do we identify ‘what good looks like’?
- What is everyone’s role when poor performance is identified?
- How will programmes, peer challenge and support be resourced?
- What is best done locally, regionally and nationally?
Contact details

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More information about the programme can be found at www.local.gov.uk/adult-social-care
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Sector Led Improvement – North West’s Approach

Stephen Reddy, Interim Executive Director, Neighbourhood & Community Services

www.welcometowarrington.com
Presentation Plan:

• Welcome to Warrington….
• Risk Based Approach to SLI
• Early feedback on ‘risk triggers’
• Thematic Reviews
• Peer Challenge process
• How you can help…
• Comments and questions
Welcome to Warrington…

- 2011 Census estimate 202,200 Warrington residents
- Population is projected to grow 9.7% by 2021 (8.6% nationally) number of older people projected to grow by 80% by 2021
- 93% of the Warrington population White British
- Year on year increase in people requiring social care support, real terms increase in social care spend versus reducing budget
- Gap in social outcomes between most affluent areas and the most deprived, including life expectancy, education, and employment
- 11 local community areas that fall within the most deprived 10% nationally (9% of the Warrington population)
Map 2.1: ID 2007: Distribution of Deprivation in Warrington, SOAs grouped by national quintiles

Indices of Deprivation 2007 Overall Score. Lower Super Output Areas Ranked by National Quintile

Source: ONS, Super Output Area Boundaries.
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ID 2007 Overall Score
Ranked by National Quintiles
Quintile 5 - Least Deprived
Quintile 4
Quintile 3
Quintile 2
Quintile 1 - Most Deprived
ID 2007 Source: Department of Communities and Local Government, Indices of Deprivation 2007
Welcome to Warrington....
Welcome to Warrington....

Feb 21st 2012 - MJ for LA’s – Warrington 2nd
Nationally in Guide to inward investment....
Risk Based Approach to SLI

ANY COUNCIL
Risk Based Approach to SLI

- ASCOF Performance indicators
- Regional benchmarking
- TLAP Markers
- Locality scorecards (AQUA data)
Risk Based Approach to SLI

- Budget cuts, forecast etc..
- Annual Audit Letter
- Staffing - recruitment, retention, sickness levels, senior staff turnover.
Risk Based Approach to SLI

- User satisfaction, complaints and similar
- Safeguarding arrangements
- Engagement with networks
- Relations with partners
Risk Based Approach to SLI

- Sudden political change
- Local Accounts
- Feedback from LGA and similar
- CQC Inspection Reports
Early feedback on risk triggers...

• Based on information from…
• Local Accounts, Safeguarding Annual Report, Annual Complaints Report, Ombudsman Letter, Annual Audit Letter, Conversations with DASS’s
• Are reports available?
• Are reports citizen focused and accessible?
• Are reports balanced?
Thematic Reviews

- Two per year
- Market Management - link to Oxford Brookes work
- Workforce Development – link to NW regional workforce leads and Skills for Care (steering group)
- Based on information from self assessment (link to table exercise later)
Peer Challenge

- LGA methodology or version of same
- Team from other LA’s visit review evidence
- As with SLI in principle can identify good practice as well as examine areas of concern and provide support.
How can you help…

• Continue to support the Planning Group
• Share information – including new NW SLI bulletin
• Support Sign Off of the MOU
• Support access to information to the NW SLI Consultant re the triggers information
• Attend and encourage colleagues to attend the FREE Peer Challenge Training
• Consider volunteering to be a pilot peer challenge authority.
• Ensure your Senior Management Team and Executive Member is briefed on SLI in the NW
Comments, Questions
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Making Personalisation Real in Tough Times

Working with people and families on the win-wins (or coproduction!)

Louise Barry: Merseyside Disability Federation
Clenton Farquharson: Think Local Act
Personal
Main Points

• Personalisation of social care is central to policy with a political consensus

• There have been real positive developments

• But there remains a rhetoric/reality gap and a lot of variation from place to place

• Progress in very difficult times requires people using social care and those commissioning and delivering it to work together (we call this co-production)

• *Making it Real* offers a way of doing this

• There is support in the region for councils and providers to use *Making it Real*
Delivered well - Personal
Budgets Improve People’s Lives
But..

They are not always delivered well..
And personalisation is more than personal budgets…

Research in NW with disabled people 2012/3 – some concerns:

• Complex, confusing and bureaucratic personal budget systems, lack of flexibility and creative use, rigid rules

• Information, advice, brokerage - Not enough use of organisations of disabled people, too much still done by councils

• Some groups benefitting less than others
• Concern over rigid preferred provider arrangements – you can buy what you like as well as its this…

• Not enough design and review of arrangements with disabled and older people, families

• Big culture change for managers and staff

• Disabled and older people have ideas for improvement based on their direct experience
So – People and families developed **Making it Real**

A set of 26 “I” statements developed by people who use services, carers and citizens supporting organisations to move towards more personalised and community based support.
• Information and advice: having the information I need when I need it
• Active and supportive communities: keeping friends family and place
• Flexible, integrated care and support: my support my way
• Workforce: my support staff
• Risk enablement: feeling in control and safe
• Personal budgets and self-funding: my money
• Developed from Think Local Act Personal to support councils and organisations to check their progress and focus action in moving towards more personalised and community based support.

• Can be used by councils (including in Local Accounts) individual organisations and by user and carer led organisations.

• Can add value to reviews, business planning. Focus efforts, demonstrate progress and action.

• 72 councils signed up June. NW: Wirral, Knowsley, Manchester, Blackburn, Lancashire, Bury, Wigan, Oldham, Stockport, Trafford.
You can learn from and share with others
You can compare what officers and people think to plan developments together.
There is free regional support to help councils and providers to use *Making it Real* and support improvements including:

- Making it Real support programme (advice on using MIR, events, tools, help for disabled people’s organisations to be involved)
- Personal budgets improvement (checking PB delivery with local people, benchmarking, best practice)
- Help to Build Community Capacity
- And more...
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London Social Care Partnership

Sector-Led Improvement for Adult Social Care

Simon Pearce
Executive Head of Care
Royal Borough of Kingston upon Thames
The National Picture

- Towards Excellence in Adult Social Care
- National Board, regional delivery
- 7 “adequate” Councils (0 in London)
- Citizen facing self awareness/assurance
- Transparency
  - Local Account
  - Annual Reports (Safeguarding / Complaints)
- Quarterly Core Data Set published
- Debate about intervention
Key Questions

What does ‘good’ look like?

How Self Aware are Councils?

Who is performing well?

Who is performing less well?

How would we know?
Sector-Led Improvement: London

- Led by ADASS (London)
- Peer challenge / critical friend approach
- High level of participation
  - Every Council – 4 year cycle
- Started from a good base
  - No Councils of concern
- Workshop - self assurance/risk triggers
What we have done so far?

• Approach to Peer Review
  • Council owned process
  • 3 day on-site reviews; topics self-selected
  • Mutual support – ‘Critical Friend’
  • DASS led mixed teams of 5-6 managers
  • Not like previous inspection processes
Next Steps

• Progress to date
  • Six pilot boroughs complete
  • Workshop to review methodology, 26 April 2013
  • Training planned June & September 2013

• Peer review programme (cont.)
  • 3 councils in May-September 2013 phase (Enfield, Haringey, Kingston)
  • All boroughs by March 2016
Learning from Peer Reviews

• There is now an ADASS agreed “How to Guide”
• Highlights:
  • Small number of documents
  • Scope needs to be clearly defined in advance.
• Some examples so far:
  • Personalisation/Direct Payments, User engagement, Reablement.
Learning from Peer Reviews 2

• Be honest, don’t “show off”
• The reviewers learn too; huge interest in training to be reviewers
• Support from London Social Care Partnerships crucial
• The outcome will become public, all reviews so far have been published
• Annual event agreed across London to share learning.
Challenges for Peer Reviews

- Involving users; desirable, but resource hungry.
- Do they have enough “bite”
- For London it is a long cycle, 32 Boroughs
- They are not an assurance process
Beyond Peer Challenge

- Development of “triggers” based on work in Northwest England
  - Risk-based approach: Outcomes / Resources / Other intelligence / Stakeholder interface

- London ADASS signed off Self Assessment checklist
  - Checklist: Assurance Framework, CEx & Members
  - Five London Councils piloting by the end of September.
  - London Chief Execs part of oversight process
Challenges for “triggers”

- How do we sort ‘sheep’ from ‘goats’?
  - Those who want help
  - Those who want to show off
  - Those who are actively involved
  - Those who are reluctant to participate
- What role do Chief Exec’s have?
  - For individual Councils
  - Oversight from S.I. Board
  - Chief Exec to Chief Exec conversations
  - Focus on Local Account, Safeguarding reports, data set?
- Interface with Elected Members?
- Who acts…. 
Delivering Improvement

- Will this satisfy Government and Ministers that we can be trusted?
- It has strong support from ADASS and staff.
- Sector clearly aiming to be self aware, support each other and improve.
- There remain issues of User and Member involvement.
- How does it fit with reducing resources? Can we always improve with less money?
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Summing Up

Steven Pleasant, Chief Executive, Tameside Council and Member of the NW Leadership Commission and NW Towards Excellence Board
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