

WIRRAL COUNCIL

DELEGATED DECISION OF PORTFOLIO HOLDER

4 APRIL 2013

SUBJECT:	<i>SECTOR LED IMPROVEMENT</i>
WARD/S AFFECTED:	<i>ALL</i>
REPORT OF:	<i>DIRECTOR OF ADULT SOCIAL SERVICES</i>
RESPONSIBLE PORTFOLIO HOLDER:	<i>COUNCILLOR CHRISTINE JONES</i>
KEY DECISION	NO

1.0 EXECUTIVE SUMMARY

1.1 The purpose of the report is to inform members of the approach developed by the North West Association of Directors of Adult Social Services (ADASS) for Sector Led Improvement (SLI) in Adult Social Care in the region, and to ask Cabinet to endorse the approach and the Council's agreement to participate by formally agreeing to the signing of a Memorandum of Understanding.

2.0 BACKGROUND AND KEY ISSUES

2.1 Sector led improvement in adult social care is being taken forward nationally by the Towards Excellence in Adult Social Care Board (TEASC). TEASC is the Partnership Board established to oversee the development of a new approach to sector-led improvement in adult social care, aligned with the current personalisation agenda. The Board includes representatives from ADASS, the Local Government Association (LGA), the Care Quality Commission (CQC), the Department of Health (DH), Social Care Institute for Excellence, SOLACE and the Think Local Act Personal partnership.

2.2 The approach adopted by North West ADASS celebrates success and excellence, sharing best practice, and providing support and / or intervention from within the sector where needed. It avoids burdensome and costly processes, ensuring that local authorities make use of existing data and intelligence, and is based on a culture of collaborative working, sharing of good practice, constructive challenge and learning between councils.

2.3 The North West Towards Excellence Board oversees the approach and is supported by a number of groups which manage the process of SLI, collate and analyse performance and benchmarking information and consider and analyse financial data and intelligence. Direct links are also made with the NW Personalisation Board.

2.4 The North West Towards Excellence Board is made up of the Chair of North West ADASS, four DASS's representing the 5 sub regions of the North West, service users, the Department of Health Deputy Regional Director and the Deputy Regional Director for Social Care and Partnerships (North East Region).

- 2.5 The North West Leadership Commission's lead Chief Executive for Adult Social Care provides the link between the work of the Board and the Commission, leaving the detail of managing risks to Adult Social Care professionals, whilst maintaining an objective overview to reduce the risk of service failure.
- 2.6 The framework is based on two complementary approaches to review as follows:
- 2.6.1 Each year, the Board will identify two areas for thematic review that will include all of the 23 upper tier authorities in the region. Each authority will complete a self assessment, the outcomes of which will be pulled together into a single report on the region's strengths and areas for development for each theme for consideration by the Board. This report will be used to celebrate excellence as well as to identify areas where support may be required.
- 2.6.2 In addition to this, the Board has developed a risk based approach to peer challenge, driven by a menu of triggers and support / interventions. Peer challenge may be accessed via a self help approach, where authorities invite challenge as part of their own approach to continuous improvement, but may also be used where the Board has concerns that a particular authority is not self aware and may be at risk of failure and / or national intervention in relation to some or all of its services for adult social care.
- 2.7 The 'triggers' and corresponding menu of support have been developed in a way that encourages self help, making use of the significant skills, knowledge and expertise that abounds in the region. These are built on the principal of reciprocity, enabling authorities to share strengths and excellence whilst also tapping into the expertise and strengths of others when needed.
- 2.8 Councils who agree to participate in this approach have been asked to formalise the agreement by signing a Memorandum of Understanding as set out in Appendix 1.

3.0 RELEVANT RISKS

- 3.1 The risk based approach adopted by North West ADASS will ensure that early signs of failure are identified before they escalate and cause significant safeguarding and reputational issues. Failure to engage could therefore put the council at risk.
- 3.2 There is also a risk that failure to engage could be detrimental to the Council's reputation nationally which could leave to more formal intervention by the LGA, ADASS nationally or Government.

4.0 OTHER OPTIONS CONSIDERED

- 4.1 None

5.0 CONSULTATION

- 5.1 None required.

6.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

- 6.1 The approach adopted by North West ADASS will help to ensure that vulnerable adults are protected and supported, which will have a positive impact on those communities.

7.0 RESOURCE IMPLICATIONS: FINANCIAL; IT; STAFFING; AND ASSETS

- 7.1 North West ADASS has a total budget of just under £250,000 to develop and implement an effective model of SLI in Adult Social Care across the region. £150,000 of this funding came from the North West Transition Alliance, with a further £50,000 from the national TEASC Board (managed by the LGA) and the remainder being residual NW ADASS funding. This is significantly less than the funding provided to develop SLI for Children's Services. NW ADASS believe that the approach can be delivered within available resources, but members are advised that significant additional resources will be needed in the event that a similar approach to that developed for Children's Services is adopted.
- 7.2 The approach is based on a reciprocal approach to support across the region. As such, the Council may receive support from other local authorities where deemed appropriate, and will also be expected to provide support to others in areas of adult social care where the Council is deemed to have particular skills, knowledge and expertise. In terms of support received, this may take the form of becoming involved in action learning sets, mentoring and / or coaching and / or a peer challenge. In terms of providing support, this may take the form of allowing adult social care staff and / or members to work with officers and / or members in other local authorities in the region to provide peer support, mentoring and / or challenge.
- 7.3 Data and intelligence to inform the regional annual risk assessment of adult social care is available from within existing systems, but the sector may need to look at how we can make the system work better together in the future.

8.0 LEGAL IMPLICATIONS

- 8.1 There are no direct legal implications. However failure to engage with sector led improvement could be detrimental to the Council's reputation nationally which could lead to more formal intervention by the LGA, ADASS nationally or Government.

9.0 EQUALITIES IMPLICATIONS

- 9.1 There are none arising from this report and an Equality Impact Assessment is not required.

10.0 CARBON REDUCTION IMPLICATIONS

- 10.1 There are none arising from this report.

11.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

- 11.1 There are none arising from this report.

12.0 RECOMMENDATION/S

- 12.1 Members are asked to:

- 1) Note the North West approach to Sector Led Improvement in Adult Social Care set out in this report;
- 2) Endorse the approach and agree that the Council will participate by giving approval for the Chief Executive, Lead Member for Adult Social Care and Director of Adult Social Care to sign the Memorandum of Understanding shown at Appendix 1.

13.0 REASON/S FOR RECOMMENDATION/S

13.1 The approach to Sector Led Improvement being adopting across the region will, over time, ensure that reflective practice is developed throughout the system together with the necessary skills to embed a vision of shared learning, reflection, self awareness and different forms of peer support and challenge leading to targeted action where needed.

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APPENDICES

APPENDIX 1 Memorandum of Understanding

REFERENCE MATERIAL

N/A

SUBJECT HISTORY (last 3 years)

N/A

Memorandum of Understanding

Context

All 23 upper tier local authorities in the North West of England are committed to the principles behind sector led improvement (SLI). We individually and collectively believe that it is our responsibility to ensure that the services we provide and the approaches we take are rooted in ensuring that outcomes for adults are improved and that our populations are better off as a result of the work we do. Our ambition is that sector led improvement sits at the heart of the shift away from compliance and towards a learning and improvement culture. The approach we are adopting across the region will, over time, ensure that we develop reflective practice throughout the system and the necessary skills to embed our vision of shared learning, reflection, self awareness and different forms of peer support and challenge leading to targeted action where needed.

We recognise this shift in approach is ambitious and will present significant challenges along the way. To achieve our aspirations we recognise that we need to change culture rather than structure and this takes time, commitment and determination. We recognise the need to invest in the development of our staff to ensure that we plan for the future and equip the next generation of the workforce to further develop the legacy created by our initial activity. Alongside the development of the necessary skills and competencies needed to work within the new cultural framework, we will develop tools to support the process and provide essential evaluative capability. In the spirit of sector led improvement we acknowledge that the tools and agreed process will evolve as they are reflected upon and improved.

We are determined that the ambitious approach we have committed to will lead to the development of next practice, rooted in system change rather than best practice which is so often invested in an individual or group. To ensure that our approach has lasting commitment we have all secured support from our Chief Executives and Lead Members. To root the agreement we all signed this Memorandum of Understanding. This move demonstrates both our commitment and determination to improve outcomes beyond those achieved already.

1. Introduction

- 1.1. This Memorandum of Understanding (MoU) is between the 23 upper tier Local Authorities that make up the North West Region.
- 1.2. The MoU sets out the agreed areas and activities in which the Local Authorities will work together to support Sector Led Improvement with the shared aims of:
 - Securing improvement work that is focused on galvanising adult social care services to achieve the best quality of provision and best possible outcomes for people, working in particular on the need to avoid service failures, improving performance in relation to the more intractable challenges and sustaining progress during a period of significant economic restraint and budget reductions.
 - Building on existing capability in adult social care services, corporately and with partners to diagnose improvement challenges, identify risks to performance and to commission effective, evidence based and value for money solutions.
 - Systematically sharing knowledge about what works across the sector and ensuring that there is effective brokerage of best practice solutions.
 - Contributing to the development and implementation of policies designed to improve the lives of service users and their families and carers.
- 1.3. The MoU is not a statutory or contractual document. It is a statement of commitment to work collaboratively to support the regional sector led improvement model.
- 1.4. The commitment of authorities relate to both providing and receiving the types of support and intervention that are set out in **Table 1** below.
- 1.5. A menu of 'triggers' has been drawn up which identifies the things to be taken into account when assessing risk across the region, and this is set out in **Table 2** below.

TABLE 1: MENU OF SUPPORT AND INTERVENTION

Support (Self Help) (one or a combination of any of these)	Targeted Support	Intervention
Sharing good practice 'Beacon' events, networks, 'self help' regional excellence directory, matching tool	LGA Peer Review	Local Peer Challenge
Shadowing via existing regional or national networks	Peer Mentoring via existing regional or national networks	Peer 'consultancy' Review of service by a single regional or national peer
Buddying via existing regional or national networks	Coaching via existing regional or national networks or external provider	LGA Peer Review
Action Learning Facilitated via existing regional or national networks of externally	Training via existing regional or national networks or external provider	
Local Peer Challenge	Local Peer Challenge	

TABLE 2: RISK TRIGGERS

Sources of data / intelligence shown in brackets in italics in each cell

<p>Outcomes An overall qualitative analysis of data sets will be undertaken to identify areas of concern rather than having a rigid formula based on % of 'red' or 'amber' measures</p>	<p>Resources (Finance and People)</p>
<p>ASCOF Measures: <i>(NW Performance Leads Group / UMU)</i></p>	<p>Financial Concerns: <i>(NW Strategic Finance Leads Group)</i> i.e. higher than average cuts to prevention budget; raised FAC eligibility criteria (i.e. to critical only); significant unexplained increase in admissions to residential or nursing care</p>
<p>TLAP Markers of Progress: <i>(InControl)</i></p>	<p>Financial Measures: <i>(NW Strategic Finance Leads Group)</i> i.e. significant change in cost metrics (significant increases in unit costs or significant reductions, which if not underpinned by a robust VFM review, may indicate a reduction in quality</p>
<p>NW ADASS Local Measures: <i>(NW Performance Leads Group / UMU)</i></p>	<p>Annual Audit Letter (in relation to financial issues): <i>(Local Authority / Committee Report / Website)</i></p>
<p>Locality Scorecard Measures (AQAA): <i>(NW Performance Leads Group / UMU)</i></p>	<p>Recruitment / retention issues / high vacancy rate / high sickness absence / significant turnover of senior staff in a relatively short time / staff surveys: <i>(SSD001 DoH return updated / validated by HR Leads Group)</i></p>

Other Intelligence	Interface with Stakeholders
Failure to meet minimum standards (i.e. Level 1) on key elements of self assessment for thematic reviews: <i>(Completed self assessment following thematic review)</i>	User Satisfaction / Complaints / Outcomes of Ombudsman referrals / Outcome of Judicial Reviews / other customer feedback: <i>(Annual Complaints Report from Scrutiny Committee; Council / Ombudsman website)</i>
Annual Audit Letter (non-financial concerns): <i>(Local Authority / Committee Report / Website)</i>	Annual Safeguarding Report: <i>(Local Safeguarding Board / LA website; National Data Return for vulnerable adults)</i>
Intelligence via LGA Regional Lead i.e. perception of lack of momentum on improvement activities following LGA Peer Review: <i>(LGA Adult Social Care Lead)</i>	NW Personalisation Report: <i>(NW Personalisation Board / Network)</i>
Local Accounts: <i>(Council website)</i> Not doing one or vague / ambiguous / too ambitious	Disengaging from networks i.e. becoming insular: <i>(SLI Planning Group / NWTEB)</i>
Quality Improvement Programme: <i>(Local authority DASS via phone or e mail)</i> i.e. System not meeting targets resulting in a significant impact on the local authority	Relationships with partners: <i>(Has Joint H&WB Strategy been completed and is it meeting targets; LATs, relationships with Health via Sheila Locke; questions to partners)*</i> i.e. issues identified through local Health & Well Being Boards, VCS, providers, service users and carers; CQC Lead * Only in the event of other concerns
Sudden political change <i>(media / local knowledge)</i>	Market position: <i>(InControl / council websites)</i>
	Interface with Public Health: <i>(Local Authority DASS; DPH via e mail or phone)</i>

As well as being used by the SLI Planning Group and the NW Excellence Board to flag up areas of concern, these ‘triggers’ and the corresponding menu of support can be used as an informal annual self assessment / checklist for local authorities to keep their own services under review and to help to signpost them to where they can get support in a timely way.

2. Local Authority Commitment

- 2.1. By the signing of the MoU, North West Councils commit to the following:
- a) To completing self assessments (up to two per year) in relation to the areas identified for thematic review by the North West Towards Excellence Board.
 - b) To co-operating with an annual risk assessment in relation to the 'triggers' shown in **Table 2** above. Most of the information used to inform this risk assessment will be accessed directly from other sources, but where areas of concern arise from this, the person undertaking the risk assessment on behalf of the North West Excellence Board will seek to discuss such concerns with the authority before taking a final view.
 - c) To share learning and best practice with others in the region (and nationally) where invited to do so.
 - d) To participate in networks and regional events in relation to SLI in Adult Social Care in order to share learning and to learn from others as appropriate.
 - e) To host 'Beacon' events to share excellence as and when required by the North West Towards Excellence Board. Where this is required, funding will be made available to the authority to cover the costs of such an event.
 - f) Where the authority has good practice to share and or specific skills, knowledge and / or expertise, to provide officer and member time free of charge to work with other authorities in the region. Activities may include peer mentoring, shadowing, coaching, the provision of training, buddying or involvement in more formal peer challenge teams as set out in **Table 1** above.
 - g) The amount of officer and member time each authority is asked to contribute will not be excessive. If an authority believes that it is being asked to provide a disproportionate amount of time, it should challenge this by approaching the relevant sub regional DASS on the North West Towards Excellence Board.
 - h) To use the risk 'triggers' shown in **Table 2** as an informal annual self assessment or checklist and where the authority believes it is prudent to do so, to avail itself of the support mechanisms available either directly or by raising this with the relevant sub regional DASS on the North West Towards Excellence Board.
 - i) To accept such targeted support or intervention as shown in **Table 1** as the North West Towards Excellence Board deems necessary following the annual risk assessment and to participate fully in any such support or intervention provided.

3. Implementation

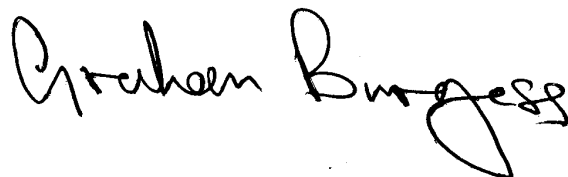
- 3.1. This MoU commences in April 2013 and will remain in force until such time as it is revoked by the parties.
- 3.2. The MoU will be reviewed after April 2014 when the North West Towards Excellence Board evaluates and reviews the North West approach to SLI in Adult Social Care, and may otherwise be reviewed at any time at the request of any party.

4. Commitment

Signatures provided below show the commitment to North West ADASS's approach to Sector Led Improvement in Adult Social Care of the Director of Adult Social Care, Lead Member for Adult Social Care and Chief Executive of the council.

Local Authority:

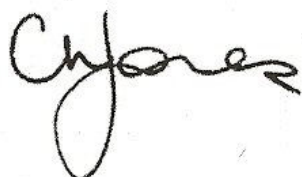
Chief Executive of the Council



Signed:

Date: 22 April 2013

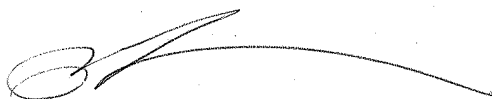
Lead Member for Adult Social Care



Signed:

Date: 8 April 2013

Director of Adult Social Care



Signed:

Date: 8 April 2013