

# An overview of the approach to sector-led improvement in children's and adult services

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Panel includes: Beverley Tarka, ADASS VP, and John Pearce, ADCS VP



# About us and what we will cover

- We are both 'twin hatters' (DCSs and DASSs) in the East Midlands region
- We will each talk about sector-led improvement (SLI) in children's and adult services
- We will describe the work we are doing in the region around learning across the children's and adults SLI space, particularly ahead of the forthcoming CQC assurance and inspection regime in adult social care
- Reflect on some of the added values of being a 'twin hatter' before we are all totally extinct!

# The approach to sector-led improvement in children's services

Andy Smith, Strategic Director of People Services, Derby City Council and Chair of the ADCS Standards, Performance and Inspection Policy Committee

# Regional Improvement and Innovation Alliances (RIAs)

- ADCS began working with the LGA and Solace plus the DfE to develop RIAs in 2017, they went live in 2019
- RIAs bring consistency to a longstanding commitment to SLI
- *“Everyone has something to give and everyone has something to learn”*
- LAs in RIAs work together to identify shared priorities which in turn inform regional development plans for the coming year
- The ultimate goal is to challenge and support each other to be ambitious for all children, young people and families.

# National improvement efforts

- The LGA has a national peer review and improvement offer
- The DfE are increasingly working in regionalised ways
- During the pandemic the DfE devolved some recovery funds via the regions and the Independent Care Review has called for more regionalised and collective ways of working
- The focus of ADCS nationally is to promote the sharing of learning between regions plus the development of ad-hoc resources and tools e.g. briefings.

# Care & Health Improvement Programme (CHIP)



- The end of external inspection of adult social care functions in 2010 led to a renewed focus and emphasis on SLI
- A range of existing national support programmes were brought together in 2012 under the banner of CHIP (joint programme between LGA and ADASS)
- Combination of national offer and regional routed funding via ADASS branches.

# Sector-led improvement principles

- Local authorities are responsible for their own performance
- They are accountable locally, not nationally
- They have a sense of collective responsibility for the performance of the sector as a whole.

# How SLI works in adult social care



- Collation of data both regionally and nationally so that councils can, individually and collectively, assess their own positions and prioritise improvement action
- Universal support, tools and methodologies for all councils, including forums to discuss good practice and find solutions e.g. via workshops and webinars
- Support tailored individual council needs, including peer reviews and specialist inputs
- A means for councils, individually or collectively, to do a structured stocktake of their positions and priorities (independent challenge)
- Specific support to elected members in how they discharge their responsibilities
- Creation or nurturing of partnerships to deliver improvement and support
- Linking national policy and local delivery via advice to government departments
- All the above happens at a national, regional or sub-regional basis.



# Improvement offer and infrastructure

## CHIP national offer

- Small national team, hosted by LGA, jointly managed by LGA and ADASS
- CHIAs (mainly former DASSs), linked to each region and with national lead topic
- Open access tools and seminars, engagement with each region (CHIAs)
- Tailored support to individual LAs e.g. making safeguarding personal, commissioning for better outcomes.

## ADASS regional offer

- Informal groupings of DASSs within local government regions
- Small support team, chaired by a DASS, drawing on consultants / ADASS associates for projects
- One LA acts as banker, requires MoU
- Regions fund projects based on shared priorities, complementing local actions e.g. peer reviews, shared market data etc.
- Strong sense of ownership by the sector, and focus on regional context.

# Changing approaches

- Shift from grant funding to contractual relationship with DHSC now underway. Greater focus on deliverables
- Split between overall coordination (led by LGA/ADASS) and project delivery (out to open tender)
- Clearer relationship between national and regional work:
  - Coordination by new joint PMO
  - Greater transparency over use of funding delegated to regions
  - DHSC tentatively restoring direct links with regions via Regional Assurance Leads
- Potential issues include more complexity in proposed delivery model (more players), ownership (regional vs national) and the implications of more explicit governance.

# Partners in Care and Health

- **Partners in Care and Health (PCH) is our new SLI programme**
  - **Helps councils to improve the way they deliver ASC and public health services**
  - **Helps government understand the challenges faced by the sector**
- **Building on the success of CHIP**
  - **The programme is a trusted network for developing and sharing best practice, developing tools, providing support and building connections**
- **LGA and ADASS partnership with other well respected organisations**
  - **Funded by government and offered to councils without charge with the aim of delivering impactful change for those accessing local services.**



# SLI programme structure

Four core priorities	Five cross cutting support areas
<ul style="list-style-type: none"><li>• <b>The Care We Want</b>, supporting councils with strategic commissioning, market intelligence, co-production and market management.</li><li>• <b>Strategic Workforce Planning</b>, supporting councils to grow and develop the social care workforce to enable people with care and support needs to live fulfilled and independent lives in their own homes and communities.</li><li>• <b>Sustainable Health &amp; Care Systems</b> enabling collaborative working across care, health and wider services to improve outcomes.</li><li>• <b>Social Justice and Inclusion: Learning Disabilities &amp; Autistic People</b>, supporting councils in their efforts to ensure that people with learning disability/autistic people and their families/carers are supported to live great ordinary lives in their chosen communities.</li></ul>	<ul style="list-style-type: none"><li>• <b>Finance &amp; Resources</b>, providing expert support for the most financially challenged, and robust sector-wide benchmarking to understand performance and variations.</li><li>• <b>Leading Healthier Places</b>, support for place-based political, clinical and executive leadership of care, health and wellbeing.</li><li>• <b>Social Justice and Inclusion</b>, safeguarding, supporting good safeguarding practice.</li><li>• <b>Service Design and Innovation</b>, support for all councils to sustainably adopt digital technology that transforms health and wellbeing for their residents.</li><li>• <b>Public Health and Prevention</b>, supporting people to live good lives.</li></ul>





## The East Midlands RIIA

### Key Functions and Areas of Work

- ❖ Self-Assessment and Peer Challenge
- ❖ Mutual brokered 'Ask and Offer' support
- ❖ Regional learning events
- ❖ Focus on collective priorities
- ❖ Collaborative projects and bids
- ❖ Sector-led peer support groups
- ❖ Slim infrastructure to support projects.

### During the Pandemic

- ❖ Personal / professional support
- ❖ More flexibility and responsiveness
- ❖ Collective lobbying
- ❖ Weekly tracking of CSC referrals
- ❖ Mapping the use of legislative flexibilities
- ❖ Quality assurance of Covid-19 policies and approaches to service delivery.



## Key Successes

- ❖ Generally, regional CSC inspection outcomes are either stable or improving
- ❖ SEND inspection profile is better than national picture
- ❖ Strategic networks and priority projects are attended by every LA, positive benefits reported
- ❖ Genuine sharing of effective practice is mutual across all LAs, effective learning reported
- ❖ Reducing Parental Conflict Programme and capacity to utilise the DfE Build Back Better programme
- ❖ Outputs of collaborative work e.g. CSE, QA Moderation, placements, UASC
- ❖ Data developments
- ❖ Responsiveness to challenged authorities.



## On-going Challenges and Opportunities

- ❖ Social work workforce - rapidly escalating prices, low availability of good social workers, agencies, cost of living crisis
- ❖ Placement sufficiency and broken market for children in care, increasing UASC demands
- ❖ SEND - EHCP increases, parental choice and tribunals, balance of mainstream inclusion, specialist provision
- ❖ Working to ensure impact can be evidenced
- ❖ Focus, commitment and motivation still high
- ❖ Commitment to collaboration reaffirmed.



## Agreed Collaborative Priorities for the Coming Year

Regional Pressures	Policy Areas	Capacity Building
<ul style="list-style-type: none"> <li>• Social Worker Supply</li> <li>• Placement Sufficiency</li> <li>• SEND and Inclusion</li> <li>• Stronger Partnerships</li> </ul>	<ul style="list-style-type: none"> <li>• Supporting Families, incl. the development of Family Hubs and effective Early Help</li> <li>• Staying Close (Care Leavers)</li> <li>• Dissemination of BBB projects</li> </ul>	<ul style="list-style-type: none"> <li>• Consistency of practice and managerial oversight</li> <li>• SEF Improvement</li> <li>• Leadership Development</li> <li>• Diversity in Leadership</li> </ul>



**OUR  
 PRIORITIES  
 FOR 22- 23**

**E**fficiency

**A**ssurance

**S**trength Based  
 Practice

**T**ransformation

**M**arkets

**I**nclusion

**D**emand

**S**taff

**Our Vision** -By listening, understanding and responding to the experiences, preferences and priorities of our citizens, and by working together effectively across all ten councils with adult social care responsibilities in the East Midlands region in the delivery of strengths based, sustainable and successful adult social care, people live their lives in the ways they want, in places they call home, with the people and things they love, in communities where people look out for each other, and doing the things that matter most to them.

**Making Best Use Of Resources**

**Role of EMADASS**

- Support councils to ensure they are making best use of their available resources so they can meet their budgetary targets
- Facilitate work with key stakeholders to promote recruitment and retention of skilled social care workforce

**In 2022/23 we will :**

- Employ an analyst to develop our dataset and produce benchmarking reports from our quarterly datasets based on what is expected for CQC
- Continue to support the recruitment and retention of the wider social care workforce
- Continue the work on creating capacity in homecare
- Fund sub-regional events on retention and fair cost of care
- Support the development of leadership and wellbeing in provider services
- Support councils in carrying out their fair cost of care exercises and share at regional event
- Develop a template and database for market sustainability plans

**Innovation in Practice**

**Role of EMADASS**

- Continue to promote and share innovative practice from local, regional and national sources
- Remain flexible and responsive to emerging opportunities

**In 2022/23 we will :**

- Pilot provider led reviews in Home care
- Showcase the strength based prevention projects in a regional event
- Commission work with the PSWs to understand the barriers to the implementation of strength based practice
- Continue to promote and share innovative practice adapting the regional programme as required to emerging needs and opportunities
- Continue our project to explore uptake and experiences of people with LD/A from ethnic backgrounds

**Preparing for and Implementing reform**

**Role of EMADAS:**

- Support councils to be as prepared as possible for assurance
- Strengthen our SLI process to support inspection readiness
- Support councils to implement their reform technology plans
- Support councils to prepare for fairer charging and LPS

**In 2022/23 we will :**

- Commission training for experts by experience
- Develop and trial a new independently led pre inspection review
- Further develop our self assessment tool, Peer reviews and Annual conversation
- Employ an associate to co-ordinate our reform work and share best practice
- Explore a partnership to develop an online pre assessment tool for citizens
- Develop information and advice guidance to supplement councils own material
- Develop a leadership programme for ADs and HoS to prepare their staff for inspection
- Host a regional conference to look at the implications of reform on the wider council
- Develop a Quality Assurance best practice toolkit for councils to use

# Opportunities for learning across children's and adult services

- Importance of creating space for DASSs and DCSs (and other senior leaders) to come together to talk about experiences and what works
- DCSs have experience in preparing and managing Ofsted inspections which will be critical in readiness for the forthcoming CQC inspection regime – opportunity to factor in the learning now e.g. in preparing an impactful self-assessment
- Ensuring join up on SLI activity around areas of joint practice such as transitions, preparing for adulthood in SEND, strengths-based practice models etc, is this still too siloed?
- DASSs/ADASS more broadly utilising the experience of 'twin hatters' in the SLI and inspection space given their particular view of the world.

# Some similarities and differences

- **National or regional?**

- DHSC seems to place more emphasis on national programmes, in contrast to DfE's focus on RIAs

- **Policy or service?**

- ASC seems to rely more on the development of national toolkits, in contrast to RIA emphasis on specific service improvements

- **Focus of improvement?**

- What is the main purpose of improvement capacity? To catch failing councils before they crash? To enable all councils to maintain good standards and improve from there?

- **Ownership of delivery?**

- National contracts from which councils draw down? Regions setting their own work programmes and securing support as required?

# Any questions?

**ADCS**  
Leading Children's Services



NATIONAL  
CHILDREN AND ADULT SERVICES  
CONFERENCE 2022  
MANCHESTER 2-4 NOVEMBER

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