



# Yorkshire and Humber

*Leaders in social care*

## Regional Account

2021- 2022

directors of  
**adass**  
adult social services

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# Forewords

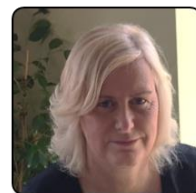
The year 2021-22 has seen us continuing to grapple with the impact of the Covid pandemic and the plans for social care reform have finally landed. Our challenges remain huge, and the social care system is still fragile, with increasing demand, continuing workforce pressures and the impact of rising costs all causing concern, nationally and regionally.

However, in spite of this we are not yet daunted and we are still determined to deliver the best support we can to our residents and communities. We have begun a really exciting journey within the region to increase and improve our work with People with Lived Experience, through co-production and as a region have signed up to the Making It Real programme.

We have seen much closer working with our providers through the last 12 months and are determined to maintain this collaboration. Integrated working with health partner has also improved, through the pandemic and aligned with the new health ICS and Place arrangements. Within the region we have strengthened our approach to Sector Led Improvement (SLI) through a new SLI board. I am grateful to Bev Compton in taking up the role of chairing this new board, which will help us prepare for the new Assurance regime and also keep us focussed on the things that matter to people in Yorkshire and Humber.

*Wendy Lowder*

**Regional Branch Chair**



2021/22 has again been a year of major challenge for Directors and their teams in supporting people who draw on adult social care, as Covid has continued to impact on everyone's lives. Yet as this annual report demonstrates there remains a strong commitment to improve outcomes for people, to share best practice and provide support and challenge to each other. Working relationships with a range of partners, in particular local and regional health partners has continued to strengthen, tackling key issues and pressures together to create better and more seamless care for people. We also strengthened our links with children and young people colleagues through delivering a very successful joint conference on preparation for adulthood.

We have made a good start to preparing for the new CQC assurance system for local authorities, through the setting up of the regional Sector Led Improvement Board, continuing to carry out peer challenges and sharing insights through Branch meetings, online workshops and regional networks. As the move towards greater integration develops pace, we look forward to ensuring that adult social care and local government more widely are equal partners in our three integrated care systems in the region. Thankyou to all colleagues across Yorkshire and Humber for your continued commitment to improving outcomes for our communities.

*Moira Wilson*

**Care & Health Improvement Advisor**



# The scale of social care in Yorkshire and Humber

For a population of 5.5m, collectively last year ...

Spent **c. £2.5billion** on adult social care

Supported over **41,000 carers**

Received **50,000 safeguarding concerns**

Assessed the care and support needs of **28,000 people**

**Employ 2,500** staff in a sector with **46,000 jobs** across the region

# ADASS in Yorkshire and Humber

2021-22 saw the continued support from all 15 Local Authorities, with engagement in our regional programmes. Our focus continued on what would deliver added value at a regional level and our new Sector Led Improvement Board was established to bring greater co-ordination and oversight.

As planned, we refreshed our regional priorities this year, to ensure we focus our regional resources on energy on our key challenges:

- A support sustainable and care and support markets and workforce
- To prepare for the new Assurance regime
- To prepare for the new Integrated Care Systems with health partners

These priorities were set within the context of the Towards Excellence In Adult Social Care (TEASC) and Finance risk assessments undertaken in the region, the views of all 15 DASS's and the national ADASS priorities of:

- The care we want – vibrant, quality, sustainable care markets
- Sustainable, personalised health and care systems with a strong social model
- Social justice and inclusion

This Regional Account continues our presentation format. This offers a record of the shared impact, collaboration and progress that the region has made over the past year.

Over the course of the year the branch said farewell to Amanda Hatton (York), John Skidmore (East Riding), Alison Barker (Hull), Anne Marie Lubanski (Rotherham) and welcomed Jamaila Hussain, Gill Vickers, Tracy Meyerhoff and Ian Spicer respectively. With Alison Barker's departure we thank Wendy Lowder for taking on the role of Regional ADASS Y and H Chair. We also express thanks for the hard work of Kathy Clark, stepping in as Interim Programme Manager.



# ADASS in Yorkshire and Humber - Branch overview

Our vision: is for a sustainable social care and health system that provides excellent care and support throughout the region, promotes wellbeing and social justice, strengthens local communities and economies and is equipped to face new challenges.

Branch meetings have continued as virtual meetings, on a fortnightly basis. It is clear this facilitates attendance, and the plan is to continue this model for the year ahead, but with quarterly face to face development sessions.

Once a month the meetings are extended to two hours to allow greater consideration of issues and for presentations on key subjects. This year these have included:

- a session on use of resources facilitated by John Jackson (Local Government Association)

- a joint session with Yorkshire and Humber Association of Directors of Public Health and Association of Directors of Children's Services

Regular meetings have been held with Care Quality Commission, Better Care Fund and DHSC Regional Assurance Leads.

The Branch Lead officer has represented ADASS Y and H on regional NHS call, relating to Covid, Discharge, Workforce and Community Service.

The Branch Chair has attended national ADASS regional chairs calls.

A number of our DASS's hold national ADASS positions, two as Trustees and three chairing national networks.

The Branch signed up to the Making It Real Programme in March 2022, following a Prevention Network event on Strength Based Approaches in September 2022 and a Making IT real Workshop in January 2022. [See a spotlight on working better for people.](#)

# Achievements - what we had planned to do

## 1. Refresh our priorities and a stronger Sector Led Improvement (SLI) approach

Our priorities were agreed last summer and now inform the work of all networks. A new SLI board is at the forefront of our reinvigorated approach to pursuing improvement across the region, with the chairs of key Networks and representatives from the three ICS/Sub regions.

## 2. Preparation for Adulthood conference

We held a very successful conference, jointly with our ADCS colleagues in June 2021. Further work is being planned with ADCS for 2022-3. We shared information about our PFA work at the ADASS Spring Conference. [See a spotlight on Preparation for Adulthood.](#)

## 3. Carers Quality Markers

We ran an event in June 2021 to share the work on a self assessment tool for the Carers Quality Markers. This work has been shared nationally.

## 4. Support to people with a Learning Disability

We received and shared an appreciative enquiry report on support to people with a Learning Disability, highlighting strengths from the pandemic for councils to build on. A personalised and strength based approach is one key learning point.

## 5. Improving our website and on line collaborative working tools

We refreshed our ADASS Y and H [website](#) and have adopted the NHS Futures platform to enable improved communication and resource sharing. [See a spotlight on Regional collaboration.](#)



# Achievements - progress on our priorities

## 1. A sustainable workforce

We agreed a Regional Workforce Strategy in Summer 2021. This was produced collaboratively with partners including Skills for Care (SfC) and providers. Work is still required to produce a 'tactical' action plan to agree what is best tackled by ADASS Y and H, as there is already work underway at Place level, ICS level and at NHS NEY level. We have sought advice from the LGA and are now partnering with SfC to produce the tactical plan.

## 2. A sustainable and quality market

Initially 13 of our 15 Councils signed up to the implementation of the PAMMS Quality Monitoring system, procured through the region. A co-ordinated implementation is progressing well.

[See a spotlight on a new tool and approach to quality.](#)

Through the lead DASS for Commissioning we have supported a regional group of commissioners who are leading commissioning processes in the coming year to meet, learn from sector innovators and leads and share progress on domiciliary care contracts.

We started regular (quarterly) Provider Engagement sessions in September 2021. This was originally to bring together commissioners and care providers to collaborate and support the sector in managing during the Covid pandemic, but now provides a regional forum to agree approaches and priorities for both commissioning and workforce issues.





# Achievements - progress on our priorities

## 3. Preparing for Assurance

As well as the establishment of a new SLI Board, we have begun work to refresh our regional data dashboard and have established a fixed term post to support our use of performance data.

We have agreed to refresh our Peer Challenge Approach and have asked our new Assistant Director Network to review how we develop self assessment approaches.

We are working collaboratively with ADASS in the NW and NE to develop toolkits on What Good Looks Like for the four CQC themes.

## 4. Preparing for ICS development

Much of the work to prepare for ICS's (West Yorkshire, South Yorkshire, North Yorkshire and Humber) is happening at Place level.

We have agreed sub regional DASS representation on our new SLI Board and hope to engage ICS colleagues on the board in the next year.

We have been sharing information and examples of good integrated working at branch meetings.



# Networks

These are some improvement activities undertaken through our regional networks in the past year.

- Quarterly data and dashboard information collection – Standards and Performance network
- Benchmarking of fees and uplifts – Use of Resources network
- Reimagining homecare and extra care workshops, engagement sessions with DHSC - Commissioning network
- Yorkshire Humber Care Record showcase session – Digital network
- A new network for Assistant Directors
- New regional provider engagement sessions with Workforce and Commissioning networks
- Carer Quality Marker event - Carers network
- Workshops and invited speakers - Age well – live well network
- Initiating a national POT network - Principal Occupational Therapists network

# A spotlight on: Working better for people

Making it Real.



[Making it Real](#) is a set of personalised principles that focus on what matters to people. It is based on six jargon-free themes:

1. Living the life I want
2. Keeping safe and well
3. Having the information I need, when I need it
4. Keeping family, friends and connections,
5. My support, my own way,
6. Staying in control and the people who support me.

A regional workshop was held with TLAP and the National Co-production Advisory Group in January 2021 to support councils understand the benefits and commitments.

An outline business case report for councils to adapt was developed to support local sign up. Currently 5 of 15 councils have signed up. Currently 5 of 15 councils have signed up. Barnsley Council are working on their Better Lives Programme. Doncaster have adapted the #SocialCareFuture vision in their own vision and North Lincolnshire are co-producing a Pledge to vulnerable adults.

The regional ADASS branch has made a commitment by signing-up to these. Doing this will support the approach of co-production between people, commissioners and providers that we are continuing to pursue. Our commitments include embedding these principles in our network workplans and supporting councils to produce more person centred Local Accounts using more 'I and We statements'.

# A spotlight on: Carer Quality Marker

## Carer Quality Marker toolkit

The Y&H Carer Lead Officer Network developed a toolkit, in partnership with the Y&H Principle Social Worker Network, to support the introduction of adult social care strength based 'Carer Quality Markers'.

The toolkit promotes local authorities' self-awareness of identification, assessment, and support for carers in order to help them to prioritise and improve how carers experience assessment and support.

The Carer Lead Officer Network organised a successful event to launch the toolkit and the report associated with the work, and our which was shared nationally with ADASS colleagues, and regarded by them as exemplary practice.

The carer quality markers have helped local authorities and the region to demonstrate best practice in relation to strength-based approaches and carers. They have also helped to identify areas where improvements can be made and to demonstrate a culture of continual improvement.

'A brief read' series provides further information about what we did on the Carer Quality Marker.

# A spotlight on: Preparation for adulthood

## PfA conference

Following on from joint work and a report in collaboration with our regional partners we delivered a multi-day online conference. Feedback was good and indicated people thought the sessions presented practical ideas, were thought provoking and inspired people to take forward the agenda locally.

There were a selection of sessions and workshops including: Preparing for Adulthood, the four pathways and the national picture, a transitional approach to safeguarding, challenges in delivering PfA outcomes, a purposeful education, social work practice, interdependence, the perspective of the young person, NICE guidelines and quality standards to support transitions and the Y&H preparing for adulthood peer challenge which had been tested in Hull.

To share some of the good things we heard about we created 'A brief read' series which provides a little window into a specific social care topic. Two have highlighted the preparation for adulthood, the peer challenge and the team in Bradford, both available on [our website](#).

***"Really good and thought provoking sessions with engaging presenters."***

***"Overall the 3 days were informative, made you think outside of the box and how transition can impact on a young person, family and carers."***

***"The most profound thing for me was the experience of the child/young person through care."***

***"I will take away how important it is to look at community base support and independence for a young person, before services."***

# A spotlight on: Regional collaboration

## Our new online collaboration platform

The regional team has put in place a tool for all networks to have a shared online collaboration space. This is accessible to all Local Authorities and is provided through the NHS Futures platform.

It has enabled weekly reporting through the commissioning network. Created a place for hosting key regional documents such as the 'brief read' series, provides links to key analysis tools and supports the dissemination of key events and items for awareness.

This platform fulfils the need for an online tool that enables regional network members to share documents, connect and collaborate. This has taken place alongside a refresh of the public website which is now more intuitive and is a place for key dates and public facing documents and information.

The collaboration space will evolve with time to meet the needs of the region and the tool itself will be updated in 22/23.

# A spotlight on: A new tool and approach to quality

## Provider Assessment and Market Management Solution (PAMMS)

Local authority areas in Yorkshire and Humber are implementing a tool to assess social care providers and support local authorities in their responsibilities to manage the market.

This regional approach to assessing quality will mean greater consistency across the region. It will provide valuable insights and intelligence. For instance a holistic picture of risk will be built up by built-in connections to existing sources of information from the Care Quality Commission, population, food standards agency and other data points.

The system will also aid social care providers who work across local authority boundaries because they will be assessed on the same regional quality framework that is connected to NICE (National Institute for Care Excellence) guidance.

# Key risks and challenges for the year ahead

## 1. Adult Social Care Reform

Multiple areas of reform being implemented simultaneously, which will stretch capacity everywhere, within Councils, key partners and within the care and support market.

## 2. Finance

In addition to the financial reforms being introduced to the ways that people pay for their care, local authorities continue to operate in a challenging financial environment especially given the current wider social and economic factors such as higher living costs and inflation. Demand continues to grow and the Fair Cost of Care and Market Sustainability Plans will need funding.

## 3. The changing Health and Care landscape

The health and care landscape will look different as new relationships within Integrated Care Systems are forged. We currently see some good relationships, built through trust and close working, but we know changes in personnel could affect this. We want to engage with ICSs to focus squarely on community and out of hospital support maintain people's independence at home.

## 4. Workforce

Recruitment and retention issues, alongside stress and burn out due to Covid, continue to be a challenge. A sustainable and valued workforce is needed to provide the care people want.

## 5. Co-production

We are rising to meet this challenge, by continuing to ensure that, at the heart of our work, we hear, listen and involve people, and act on their feedback to improve the care and support we offer.



# Objectives

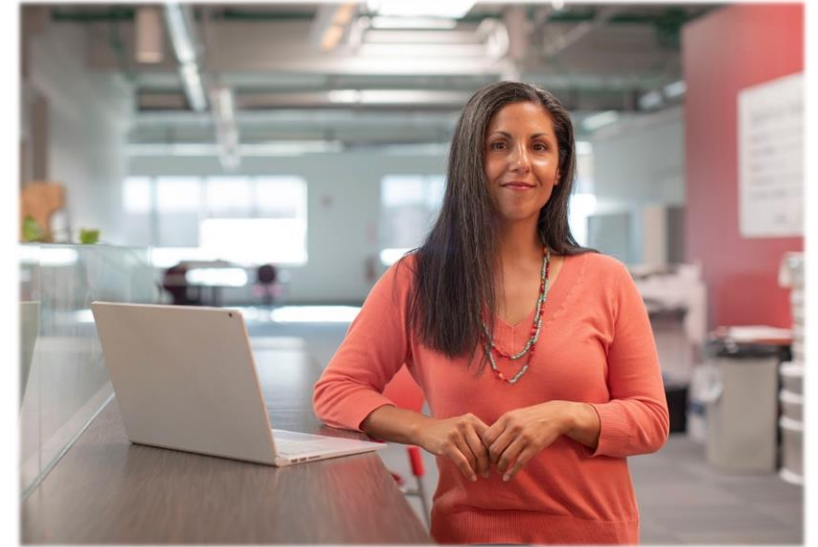
These objectives are informed by our vision and principles; they provide the framework for the improvement activities we will undertake in the coming year.

1. Quality and sustainable care and support markets which enable people to live the life they want
2. An Adult Social Care workforce which will meet the needs of our communities
3. All Councils demonstrating positive direction of travel through assurance assessments
4. Councils are ready and have capacity to implement social care reforms
5. User voice and co-production is evident in sector led improvement activities



# Our plans for next year

1. Regional Workforce Strategy Action Plan
2. PAMMS (Provider Assessment and Market Management Solutions)  
Market Quality reports to provide regional intelligence
3. Relaunch the safeguarding network arrangements to improve strategic and operational work and links to national network
4. Refresh quarterly benchmarking reports to reflect CQC evidence requirements and support improvement targeting
5. Developing 'What Good Looks Like' repositories in conjunction with NE and NW Branches for Councils to use and develop local approaches to a range of areas
6. New Mystery Shopping offer



# Who is who & what do they lead on?



**Outgoing Chair**

**Wendy Lowder**  
Barnsley



**Incoming Chair**

**Richard Parry**  
Kirklees



**Vice Chair & DoLS**

**Bev Compton**  
North East Lincs



**Use of Resources**

**Phil Holmes**  
Doncaster



**Age Well, Live Well**

**Richard Webb**  
North Yorks



**Carers**

**Karen Pavey**  
North Lincs



**Commissioning**

**Iain MacBeath**  
Bradford



**Age Well, Live Well**

**Alexis Chappell**  
Sheffield



**Ian Spicer**  
Rotherham



**Diversity, Equality & Inclusion**

**Cath Roff**  
Leeds



**Workforce**

**Tracy Meyerhoff**  
Hull



**Gill Vickers**  
East Riding



**Safeguarding**

**Jamaila Hussain**  
York



**Workforce**

**Iain Baines**  
Calderdale



**Jo Webster**  
Wakefield

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