

Yorkshire and Humber

Leaders in social care

Regional account

2022- 2023

directors of
adass
adult social services

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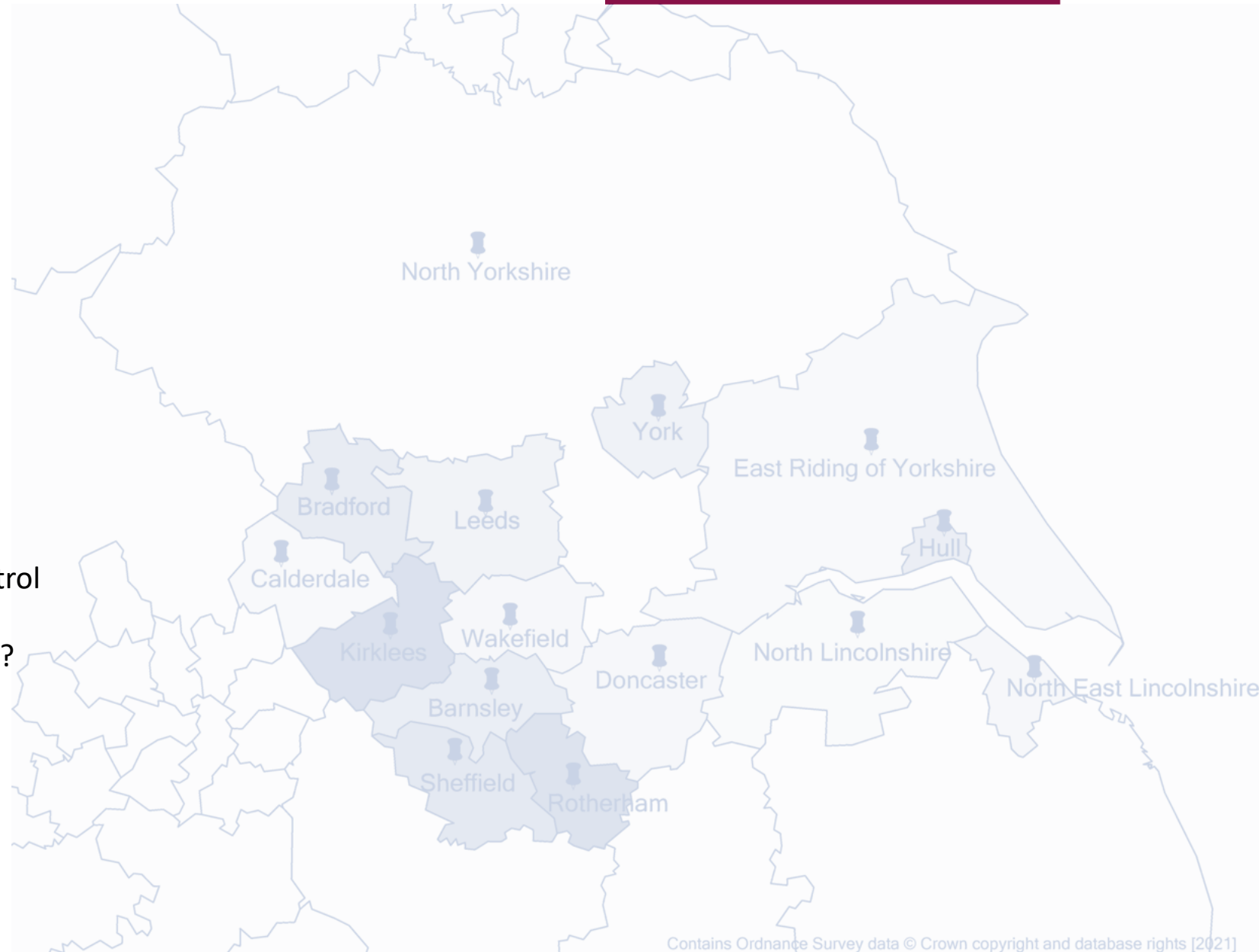
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Foreword

The year 2022/23 continued a number of the 2021/22 themes of pressures, fragility, and recovering from the pandemic. There was good regional work to prepare for social care reform that was subsequently deferred to Oct 2025, continued work on co-production and on strengthening the contribution of the various networks to the overall working of the Branch, and in delivering better outcomes to residents in all of our communities.

There has been strong regional collaboration with social care providers via the Care Associations through the “Call to Action” which builds on the work that we have undertaken within our places to support providers during the pandemic period, and with the NHS on workforce planning via the Workforce network.

Within the region we have strengthened our approach to Sector Led Improvement (SLI) through a new SLI board and to prepare ourselves for the new Assurance regime.

I am grateful to colleagues across the branch in supporting me both as a DASS and during my “stand in” period as Branch Chair, and to Bev Compton in taking up the role of chairing the Branch having got settled into her new role.

Richard Parry

Regional Branch Chair



2022/23 has seen continuing challenges for Councils to meet people’s needs in the face of financial and workforce pressures. However the Yorkshire and Humber ADASS branch has continued to support Directors and their teams to share good practice, provide challenge as critical friends, and deliver support through workshops, webinars and branch meetings.

Sector led improvement continues to be the cornerstone of our work and, as this annual report demonstrates, there have been a range of activities during the year focussed on improvement, including restarting our peer challenge programme, strengthening governance through the sector led improvement board, and working with colleagues in the North East and North West on What Good Looks Like in preparing for CQC assurance.

We have continued to strengthen our links with a range of partners, including Partners in Care and Health, NHSE North East and Yorkshire, NHS Confederation, ADCS, Skills for Care and the Yorkshire and Humber Care Associations Alliance

Thankyou to all colleagues across Yorkshire and Humber for your continued commitment to improving outcomes for our communities.

Moirra Wilson

Care & Health Improvement Advisor



Priorities and achievements

Our programme in 2022-23

The Association of Directors of Adult Social Services (ADASS) in Yorkshire and Humber has a vision 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.

- This Regional account outlines the improvement programme we have engaged in over the last year, to work towards the our vision.
- We have worked collaboratively, with engagement from all 15 councils who make up our region, to lead improvement in areas of challenge for the sector. Resources and energy have been focussed on:
 - supporting sustainability and growth in our workforce, and care and support markets; and
 - preparing for the new assurance framework, set to go live later this year.
- Our improvement work has been governed by our new sector led improvement board, which has improved co-ordination and connectivity between our priorities. The board has used the Care Quality Commission's (CQC) emerging four themes for assurance, as a way to assess and understand the risks we face.
- Working alongside the Local Government Association (LGA), we continued to monitor the financial risks within the sector, and those particular to our region, to find the best ways to use the resources we have.
- We also worked alongside colleagues throughout England, to promote and influence ADASS's national [priorities](#).



A spotlight on the Sector Led Improvement (SLI) board

Context

SLI developed because of a transfer of responsibilities to local government in 2011.

SLI is based on the underlying principles that councils:

- are responsible for their own performance and improvement and for leading the delivery of improved outcomes for people in the local area
- are primarily accountable to local communities, and transparency helps local people drive further improvement
- have a sense of collective responsibility for the performance of the sector

Impact

During 2022/23, the SLI board has:

- established a more robust approach to managing the improvement programme
- strengthened the role of the assistant director network and commissioned specific pieces of work from other networks
- developed a range of tools to support councils with their preparations for assurance
- established a forward plan with focussed sessions on the four assurance themes, Equality Diversity and Inclusion (EDI) and coproduction

Yorkshire and Humber's new SLI Board

Design

The Yorkshire and Humber Branch commissioned the development of a SLI board, with delegated responsibility for:

- the development and delivery of an SLI programme
- planning the SLI programme, including recommending use of the branch resources
- monitoring the delivery of the SLI programme, utilising intelligence to develop its objectives.
 - Undertaking evaluation and review of SLI activity
 - Adding value alongside assurance

Constitution

The Yorkshire and Humber approach to SLI is based on the values of trust, honesty, self-awareness and mutual respect.

We aim to have challenging, action-focused and productive conversations, with the ultimate goal of improved outcomes for individual citizens, and our populations being better off because of the work we do.

The SLI board is chaired by the branch chair, and co-chaired by the chair of the assistant director network.

The membership is made up of chairs of the key networks, as well as a director of adult social care from each of the three Integrated Care System areas, the ADASS programme director, and the Partners in Care and Health, Care and Health Improvement Adviser.

Progress on our workforce priority

- **Development of a regional workforce action plan**

- We funded a six month partnership with Skills for Care, who have drawn out the regional activity being carried out which relates to the themes in our regional workforce strategy, and made recommendations on areas where regional work may add value.

- **Relaunch of the regional workforce network**

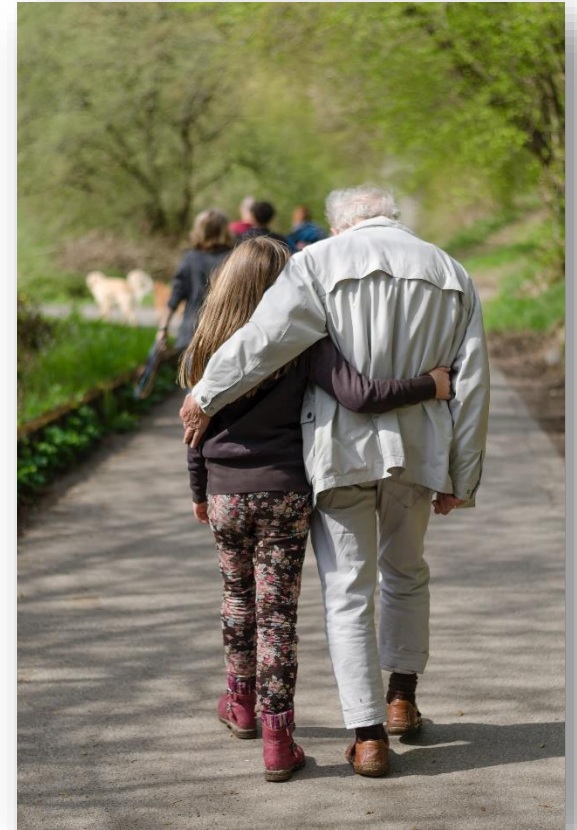
- We have reviewed the membership of the workforce network to better reflect the strategic leads within councils and to more firmly place workforce as 'everybody's business'.

- **Sharing research outcomes**

- We delivered two workshops, focussing on the challenges faced in retaining staff both in care worker and registered roles.

- **International recruitment**

- We have worked with care associations to develop a proposition for regional support for international recruitment.



Progress on our market priority

- **Implementing a regional tool for market management**

- During 2022-23, a number of councils in the region implemented a market management tool (Provider Assessment and Market Management Solutions, PAMMS) as well as Landscape, an insight tool that brings together a number of datasets. These will aid having shared standards across the region and quality market intelligence.

- **Working together for a fair cost of care**

- We delivered a regional collaborative project to support and offer peer review of the Fair Cost of Care exercise and Market Sustainability Plans.

- **Designing a new approach to care at home**

- We continued the shared learning approach to developing new contracts for care at home, and are looking to evaluate the impact of this alongside the region's [Curiosity Partnership](#) (a regional capacity building network).

- **Partnering with providers**

- We continue with quarterly provider engagement sessions which offer a regional forum to agree approaches and priorities for both commissioning and workforce issues
- We welcomed the development of the Yorkshire and Humber care associations alliance and joined with them to support a 'Call to Action' to address the challenges facing the sector.

A spotlight on: Homecare workshops

A series of inspirational workshops for councils recommissioning homecare

Iain Macbeath, chair of the Commissioning Network, ran a regional series of workshops with inspirational and prominent speakers working in this area. The aim of the series was to support commissioners by having the space and time to think about steps they could take in transforming how they recommission homecare.

- A reimagining homecare workshop with discussion on what needs to change, taking into account new care models. Speakers included, Helen Sanderson MBE on self managing teams and Meilys Heulfryn-Smith on commissioning for outcomes in Wales.
- Sharing approaches to planning, procurement and good practice.
- Ewan King from the Social Care Institute for Excellence presenting on co-production and homecare, highlighting the benefits of involving people from the outset.
- Nathan Downing from the Tech Services Association, the voice of technology enabled care, on positioning enabling technology and proactive intervention within care commissioning.
- Jane Townson from the national Homecare Association, on considerations for commissioners for responsible commissioning, improving outcomes and investing in technology and the workforce.

Attendees found this series ***“tremendously useful in informing and shaping the thinking”***.

Progress on our assurance priority

Aligning our data and intelligence with the assurance framework

- We aligned regional performance reporting with the Care Quality Commission's 4 assurance themes and continue to refine the indicators.
- All councils signed up to the Making It Real principles, and many have now written their local account to reflect this

Introduced stronger governance

- As well as implementing the SLI board, our assistant director network has established stronger project oversight

Developed a 'what good looks like for adult social care resource (see next section)

Delivery and improvement of peer challenge programme

- We have undertaken 3 peer challenges, and developed a 'post covid-19 plan' to return to our expected 3-yearly cycle.
- We have renewed our challenges to focus on assurance, with more reviews of case files and stakeholder engagement.
- We have agreed systematic feedback from challenges to SLI board, to track emerging themes for improvement.

Assurance masterclass

- We delivered a 1 day event, bringing together 79 attendees and a programme including learning from Children's services; from pilots in other regions, and the northern ADASS regions work to support self assessment; as well as sharing work under way within the region.



A spotlight on: What good looks like

Work in conjunction with north east and north west ADASS branches

Over the summer and autumn of 2022 the three northern ADASS regions collaborated to produce a resource supporting councils to prepare for assurance. [The Northern Regions Preparing for Assurance What Good Looks Like Resource](#) is designed to support councils to prepare for assurance by the Care Quality Commission, by helping them to consider the main strategic issues that are influential in delivering the spirit and expectations of the Care Act 2014.

The resource recognises and highlights issues common to councils with adult social care responsibilities in the north and therefore enables councils to draw on this context to frame their own local assessment and assurance preparation.

It supports assurance preparation by:

- providing tips for assessment preparation and governance/oversight
- offering analytical and reflective questions that councils can use to support assurance planning and deliberation. which span performance, impact and improvement planning
- showing different stages of development across the Care Quality Commission's themes with indicative characteristics for minimum (often Care Act or DHSC requirements); emerging, and aspiring standards.

We are aware of councils in the region who have used it to support completion of their self assessment and in their preparations for peer challenge. We will continue to promote the resource and work with our ADASS colleagues across the north to review and revise the content according to feedback. Working together on the resource has also created added value as we as we continue to consider other opportunities to collaborate.

Our networks

Commissioning

Iain Macbeath

Use of Resources

Phil Holmes

Standards & Performance

Carolyn Nice/Rachel Bowes

Workforce

Tracy Meyerhoff

Safeguarding

Jamaila Hussain

Carers

Lyndon Peasley (Karen Pavey)

Mental Health, Learning Disabilities & Autism

Michelle Cross (Cath Gormally)

Principal Social Workers

Maria Knox (Richard Parry)

Principal Occupational Therapists

Anita Mottram

Assistant Directors

Shona McFarlane

Digital

Michael Melvin

Age Well Live Well

Richard Webb / Alexis Chappell
/ Ben Anderson

A Spotlight on coproduction

Meeting as Equals, Experts Together in Yorkshire and Humber

The "Meeting as Equals, Experts Together" co-production event took place online on 21 June 2022, featuring sessions presented by Think Local Act Personal (TLAP) and Kirklees, Leeds, North Lincolnshire and Bradford Councils. This event, co-produced with people with lived experience, focused on how continuous improvement and coproduction can support preparation for assurance. The event saw presentations by four user-led groups including:

- Start somewhere and travel with hope – Kirklees' co-production story
- Sharing power with people – Bradford's co-production journey
- Listen to me hear my voice - North Lincolnshire's Safeguarding Adults Board
- Talk to me hear my voice– Leeds people first safeguarding ambassadors

There are videos of the event highlights here <https://www.adassyh.org.uk/meeting-as-equals-experts-together-in-yh> along with the full recordings of the event's six sessions by each of the councils listed above.

See tweets via [#expertstogetherYH](https://twitter.com/expertstogetherYH)

Achievements of our networks

Assistant Directors	Overseeing work by the Principal Social Workers Network to develop the case audit toolkit, work by Standards and Performance improving regional performance reporting.
Age Well Live Well	Focus on older peoples mental health, Intermediate care and virtual wards, and undertaken a stocktake to align future sessions to the eight domains of age friendly communities (supported by evidence from the state of healthy aging in Yorkshire and Humber report)
Carers	Established a mature community of practice and improvement, where good practice spreads
Commissioning	Showcasing Market Position Statements, Extra Care and new Home Care models workshops
Digital	Demonstration of the new Yorkshire and Humber Integrated care and health record
Mental Health, Learning Disabilities and Autism	Established priority workstreams, Local Government Association presentation on 'supporting adults with a learning disability to have better lives', focussed discussion around section 117 aftercare, and maintaining established links with NHS colleagues as Integrated Care Systems develop.
Principal Occupational Therapists	The network has contributed to a number of national and local initiatives including the OT national Wellbeing Survey, Huddersfield University's OT placement deep dive, & the development of National Principal and Strategic Network webinars. The network is especially proud of its work to raise the profile of OTs working in social care by submitting blogs, case studies and practice examples for inclusion on the regional Allied Health Professional's faculty website
Principal Social Workers	Development of Guiding Principles for case file audit in the region.
Safeguarding	Representation has been extended to all councils and improvements made in links between national and local networks. Refreshed terms of reference and collaboration to design the workplan for 23-24.
Standards and Performance	Quarterly data and performance information collection; commission of statistical process control training (see 'spotlight')
Use of Resources	Benchmarking of fees and uplifts.
Workforce	Partnership with Skills for Care to map workforce related activity across the region

A Spotlight on: Statistical Process Control (SPC)

Increasing data and analysis skills

Branch identified statistical literacy as a priority for development in the region. SPC has been highlighted as one improvement approach to facilitate this priority. SPC has been widely adopted in the NHS and reports are that this has led to more productive conversations focused on actions to improve and less time has been wasted on reacting to data which indicates no significance.

A training offer to colleagues in the region to learn about and to create SPC charts was created. This will support councils to understand how it can be utilised. One element was focused on supporting senior managers and data experts to explore the merits of SPC analysis and inform them of how to use it with the aim of encouraging our departments and organisations to look at data in a better way. It highlighted why misunderstanding variation remains a core problem and how SPC elegantly dissolves this. There were also sessions aimed at people who want to learn how to produce some common SPC charts in practice as well as a showcase from one local area which has successfully embedded SPC into their Adult Social Care dashboard reporting.

The aim of this is to:

- Strengthen confidence in using SPC for analysis and effective decision-making – helping to make the very best use of our data.
- Prompt more meaningful conversations that are not preoccupied with change between two consecutive data points.
- Support the identification of areas for the focus of the sector led improvement board.
- Grow statistical literacy

Personnel

Who is who & what do they lead on?

Yorkshire and Humber

Leaders in social care

Directors of
adass
adult social services



Chair

Richard Parry
Kirklees



Vice Chair

Bev Compton
East Riding



**Immediate
past chair**

Wendy Lowder
Barnsley



**Age Well, Live
Well**

Alexis Chappell
Sheffield



**Age Well, Live
Well**

Richard Webb
North Yorks



Carers

Karen Pavey
North Lincs



Commissioning

Iain MacBeath
Bradford



Katie Brown
North East Lincs



Ian Spicer
Rotherham



Phil Holmes
Doncaster



Workforce

Tracy Meyerhoff
Hull



Caroline Baria
Leeds



Safeguarding

Jamaila Hussain
York



**Mental Health
and Autism**

Cath Gormally
Calderdale



Jo Webster
Wakefield

Farewell and welcome

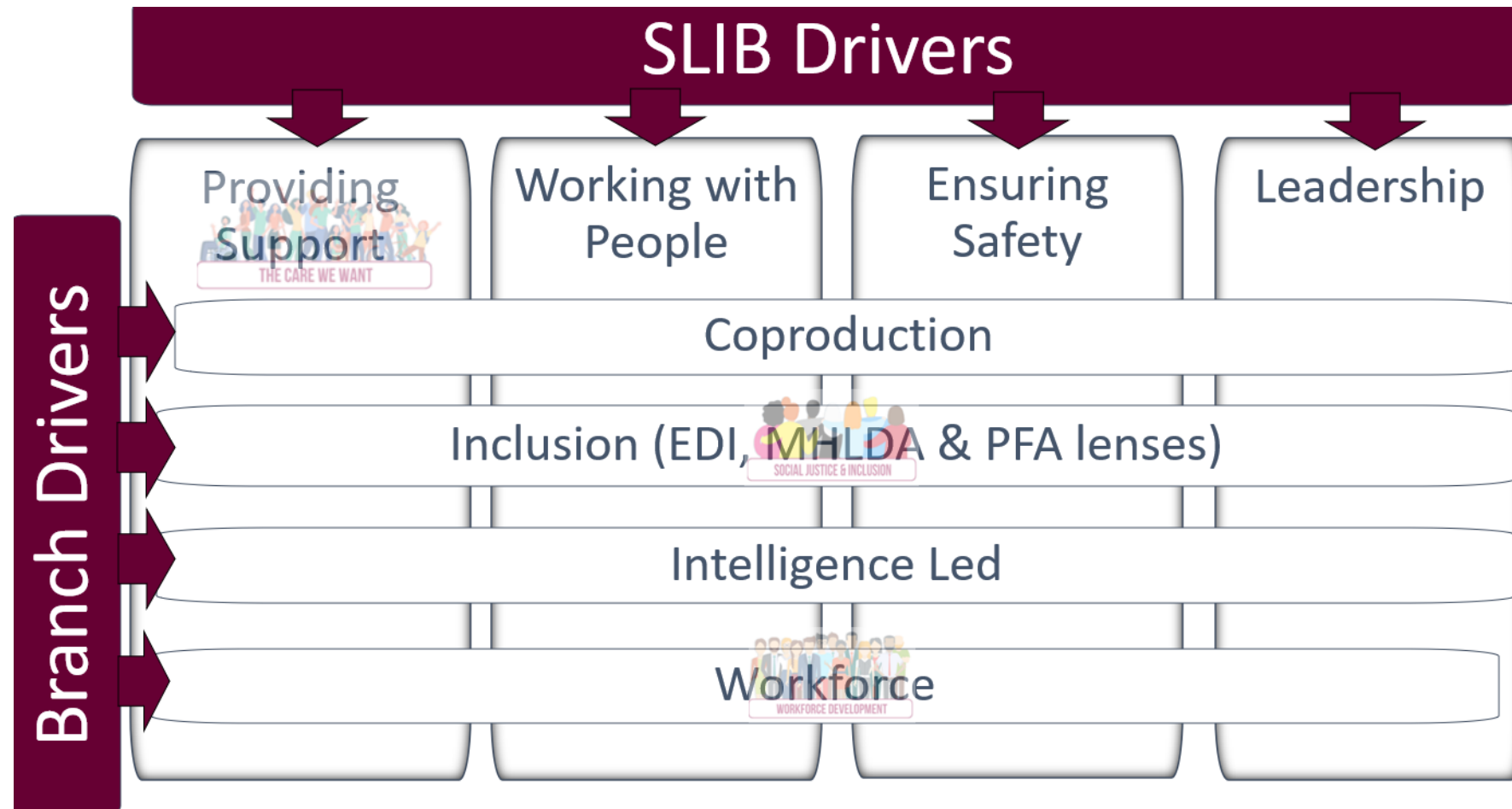
- Our regional membership has changed over the course of the year. We said farewell to Iain Baines (Calderdale) and Cath Roff (Leeds), and welcomed Cath Gormally as DASS in Calderdale and Caroline Baria as Interim DASS in Leeds. We also welcomed Katie Brown as the new DASS in NE Lincolnshire, as Bev Compton moved from the DASS role there to East Riding.
- Wendy Lowder stepped down as regional chair, following her appointment to place director (in addition to her DASS role) in Barnsley, and so we thank Richard Parry who stepped into the regional chair position.
- We express thanks for the hard work of Kathy Clark, who acted as interim programme director and welcomed Abby Hands as our new programme director, and Michaela Pinchard, who covered for Venita Kanwar, during her career break.
- We thank Margaret Rosser and Calderdale Council for Margaret's short secondment to the team supporting our work on measuring performance.
- Our region was represented at a national level in 2022-23 by:

Iain Macbeath (Bradford)	ADASS Trustee/Honorary Treasurer and Resources Co-lead
Karen Pavey (North Lincs)	Co-lead for Workforce Development
Richard Parry (Kirklees)	Co- lead for Learning Disabilities and Autism
Phil Holmes (Doncaster)	Co-Lead for Social Justice
Caroline Baria (Leeds)	Extended Trustee

The year ahead

Key drivers for 2023-24

Appraising the work completed last year, alongside the current and impending opportunities and challenges, the Yorkshire and Humber branch believe that our programme for 23-24 should be driven by the below imperatives:

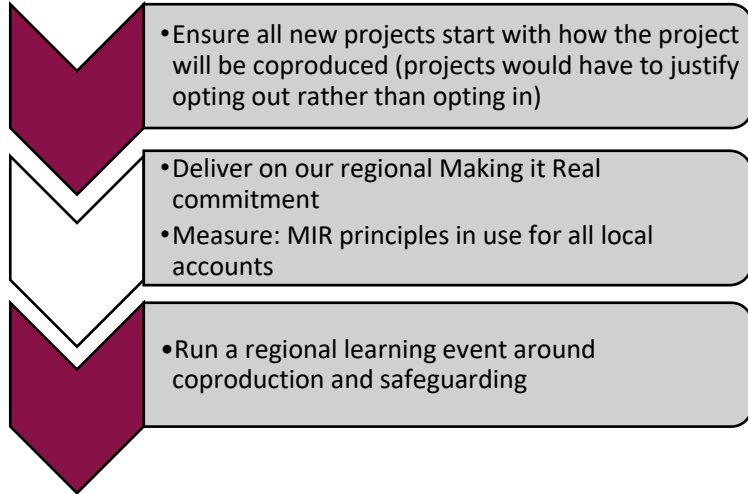


What would success look like?

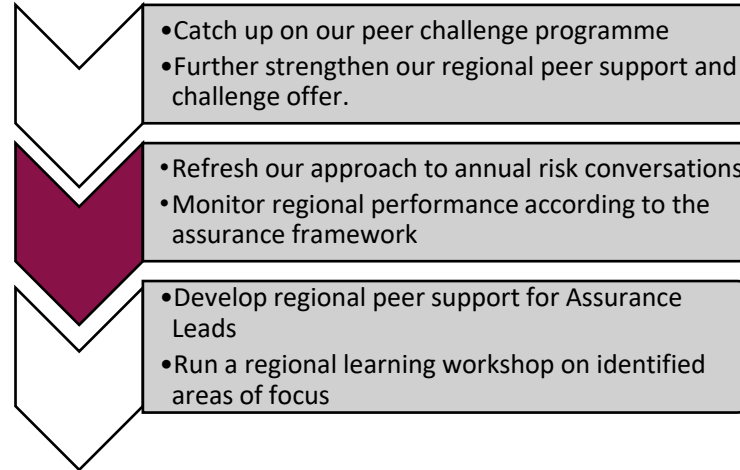
Priority	We know we've succeeded when...
Assurance	All councils in the region have access to the right tools and support to prepare for assurance
Coproduction	People report feeling equal in improving and designing both their own support, and wider strategy and services to help others.
Inclusion	Equality, diversity, and inclusion are fundamental to how we work with people, provide support, keep people safe, and lead. The lens of inclusion has improved our work particularly with people who have mental ill health, learning disabilities, autistic people and younger people transitioning from being supported by children's services.
Intelligence led	Our agenda is consistently informed by and adapted as a result of the data and intelligence we have, which demonstrates where the greatest need for resource is.
Workforce	Our strategic approach is transformed so that we can meet the demands facing the sector, within a model of support which is empowering

How will we get there?

Coproduction



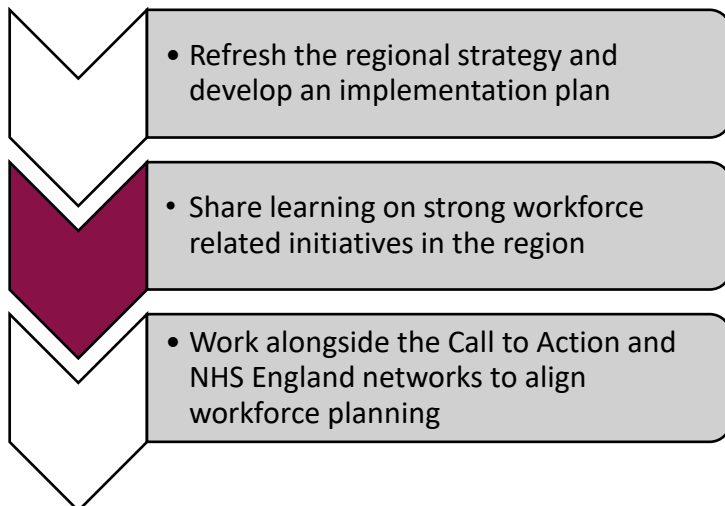
Assurance



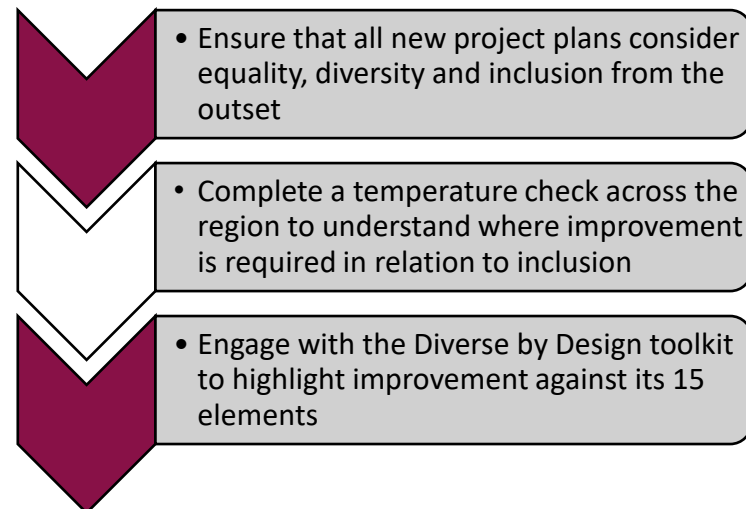
Intelligence led



Workforce



Inclusion



Next Steps

We are current developing our Work Programme for 2023-24. If you would like any information about this, or anything you have read about in this document, please contact us at:

adassyh.org.uk

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