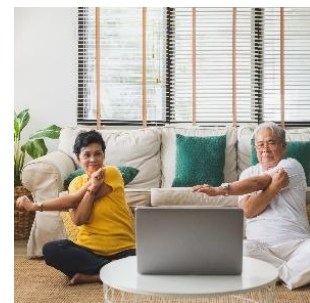
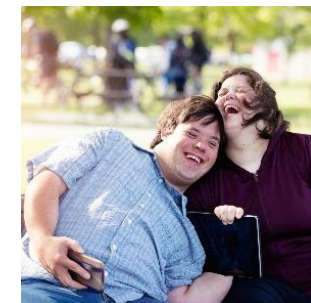


Yorkshire and Humber

Leaders in social care

directors of
adass
adult social services



Annual Review

2020 - 2021

Foreword

Phil Holmes



Regional Branch Chair

2020 – 21 has been a year like no other. Our work within the region has been dominated by the Pandemic: offering mutual support; sharing information and approaches and providing oversight on resilience and market sustainability.

As so many others, we have embraced new ways of working – and found real benefits in being able to meet virtually and use technology to connect. We have also seen a strengthening of our collaborative working with public health and health colleagues. The pandemic responses required a new focus on whole system working, which has seen our social care providers increasingly engaged as partners. Covid has caused enormous pressures for the sector on top of the challenges that social care was already experiencing, and workforce and market sustainability continue to be areas of significant challenge..

In 2019 we committed to refresh our regional work in line with ADASS “Next Generation” priorities. Focusing on social justice and inclusion, drawing on the strength of our Local Authority roots and our commitment to both place and people. And a focus on our diverse workforce as our biggest asset, and we’ll start to pull together regional and national innovations in digital and technology. We were able to keep this commitment, with development work on Preparing for Adulthood, a series of Mental Health webinars and commissioning a review of the impact of covid on people with a learning disability and autistic people. We continued to support strength based and person centred approaches through our Prevention, PSW and Principal OT networks and we strengthened the leadership of the Digital Network.

We still await proposals for the wider reform of social care, but are now preparing for the changes that the Health and Social Care Bill will bring.

We have an increased input to the national work of ADASS, helping to shape the future of Adult Social Care, with two of our DASS’s acting as ADASS Trustees and five Yorkshire and Humber DASS’s engaged and leading national groups and forums at the beginning of 2021.

We experienced the sad loss of our Regional Programme Director in early 2020, and I must thank Jonny Oglesby for acting as Interim Director during the very difficult year. We have now increased our regional capacity with an additional project leader role, and have a new Programme Director joining us. As I hand over to a new regional chair we have refreshed our Branch priorities, which will underpin a stronger and more focussed workplan, with a new Sector Led Improvement Board being established to oversee our improvement work and ensure we are collectively able to demonstrate the assurance needed, and the improvement journey we continue together.

Yorkshire and Humber

Directors of
adass
adult social services

Foreword

Moira Wilson



Care and Health Improvement Advisor

The 2020 challenges have been unprecedented; yet this year's regional account again demonstrates that Directors and their teams across Yorkshire and Humber remain committed to working together to improve outcomes for people, to share best practice and provide support and challenge to each other. The pandemic has strengthened regional team work, collaboration, and mutual support, and much has been achieved, including delivering in partnership with health colleagues.

As we look forward to the coming year and the anticipated changes to the adult social care assurance system, the region will continue to focus on strengthening and embedding sector led improvement, building on the opportunities afforded by new ways of working as well as reflecting on the lessons that the experience of Covid has brought.

I would like to place on record my thanks to the Branch Chair and ADASS regional support team who have provided the glue to keep the Branch running smoothly and respond so positively to the challenges that came our way. We were all deeply saddened in 2020 by Dave Roddis's illness and sad passing, and I would like to particularly like to thank Jonathan Oglesby for his support in helping to keep us on track and ready for the coming year.

Introduction

We did not produce a regional report for 2019- 20, primarily because the focus last year was on responding to Covid, but also because we lost our Regional Lead Officer due to health issues. 2019-20 year saw the continued support of, and activity through, our regional networks and of our Peer Review programme. The focus continued on what would deliver added value at a regional level with our priorities, based on 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 condensed Annual Review, for 2020-21 is in a different presentation format. This is in part a reflection of the pressures experienced but it offers a record of the shared impact, collaboration and progress that the region has made over the past year in spite of the unprecedented circumstances of the Covid-19 pandemic.

It is written in the context of the dedication, perseverance and commitment of the social care workforce since the beginning of the Covid-19 pandemic and their hard work in particular to protect and support those who are cared for that we reflect on the year 2020/21.

Over the course of the year the branch said farewell to Bev Maybury (Bradford), Andrew Balchin (Wakefield) , Sara Storey (Sheffield) , and Sharon Houlden (York) and welcomed Iain MacBeath, Jo Webster, Alexis Chappell and Amanda Hatton respectively. The branch also welcomed Bev Compton as the Vice Chair for the forthcoming two year period to join Alison Barker, the incoming Chair.

The regional support team was sadly impacted by the illness and death of Dave Roddis, Regional Lead Officer. Later in the year there were further changes, a farewell to Emma Eyre and a welcome to Venita Kanwar.

Branch overview

Branch

As a regional branch there was a proactive and flexible approach to regional meetings. From early 2020 the regular branch meetings transitioned to virtual meetings, with frequency increased to a weekly and then fortnightly basis throughout the year in response to the pressing issues that needed attention.

In addition to the responsive nature of the regional branch there were also sessions that would usually form part of the calendar that were included towards the end of the financial year. These included:

- › a session on use of resources facilitated by John Jackson (Local Government Organisation),
- › a session facilitated by Richard Humphries on proposed changes to the future health and social care landscape,
- › a facilitated session with Think Local Act Personal
- › an interactive workshop on using Palantir, a national Covid-19 dashboard
- › a session reviewing the themes from the Adult Social Care Risk Self-Assessment reviews



Covid response



Responding to the Covid-19 pandemic was naturally the main focus of the year. Here we give a brief summary of some of the ways we responded as a region, concentrating on addressing common issues through collaboration and seeking mutual benefit in pooling resources.

- › The frequency of Branch meetings increased to weekly as well as other regular communication such as the use of social media applications to provide informal support within the Branch and networks.
- › Additionally there were weekly Branch Chairs' calls with national ADASS to co-ordinate, share learning and escalate risks and issues.
- › We increased capacity in the region through use of pandemic grant funding to provide appropriate representation on the plethora of NHS North East and Yorkshire regional cells. These addressed issues including developing the enhanced health support to care homes, PPE and Infection Control measures and training, workforce – both recruitment and wellbeing support, testing, care home visits and discharge arrangements.
- › Provided a regional overview for assurance exercises on resilience and market sustainability and met fortnightly to review intelligence from Capacity Tracker.
- › The branch commissioned an Appreciative Inquiry into Learning Disability services innovation and the experiences of people with a Learning Disability and a programme to support the development of registered managers.
- › Investments agreed to develop shared use of quality data to improve market stability and sustainability and to improve the website for information sharing and other learning exercises.
- › ADASS Associates and the Care and Health Improvement Advisor provided invaluable support to the region over the year.

Sector Led Improvement



Changes

- › The notable changes include the development of new regional networks focusing on Digital Technologies and another on Ageing and Living Well, complementing a joint approach with public and national health bodies. A new Assistant Directors network facilitated by the regional support team was also initiated and a strengthened connection developed with the Finance Network.

Peer challenges

- › Whilst some of the peer challenges planned were put on hold whilst Councils were fully occupied with the response to the Pandemic, towards the end of the year usual sector led improvement activities recommenced. This included a use of resources peer challenge in York. Preparations to test a new set of key lines of enquiry, which were developed by the region, on Preparing for Adulthood for a pilot review in Hull in April 2021.

Networks

- › Formal regional network meetings were postponed during the first wave of Covid-19 and were restarted during the summer and have continued since. The networks have proved to be valuable forums for escalating issues, agreeing shared approaches and disseminating key information. Networks delivered important pieces work over the year and these are some prime examples:

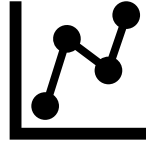
What we delivered

Network activity

- › There were a number of reports that were pulled together from stocktakes and interviews after **the first wave of the pandemic** to pull learning together, these were undertaken on behalf of the Principal Social Workers, Learning Disability, Principal Occupational Therapists networks.
- › A **social care front door session** by the Prevention network showcasing the approaches by Sheffield and North Lincolnshire.
- › A series of **regional engagement workshops** by the Workforce, informing a sector conversation on the development of a regional workforce strategy.
- › An externally facilitated **masterclass session** and audit on how Decision Support Tools are completed by the Continuing Health Care network.
- › The **Regional Performance Dashboard** has been maintained throughout by the Standards and Performance network, which has been used to present regional standings on feeds and safeguarding most recently.
- › Created and tested a Regional Social Work **Safeguarding Audit Tool** which lays out a comprehensive approach to assessing and capturing learning from audits.
- › Published a '**Top Tips for Social Workers** from Social Workers: Working with adults who experienced Childhood Sexual Exploitation' document.
- › Refreshed the Yorkshire and Humber PSW Social Work **Strengths Based Social Care Audit Tool**, drawing on learning and feedback from across the region.



What we delivered



Analysis

- › Thirteen of fifteen local authorities committed to a joint approach and will collectively use a system to manage quality and oversee social care providers. This will bring new opportunities of collaboration and harmonisation to support the Yorkshire and Humber care market.
- › A **fortnightly regional meeting** was set up with the new DHSC Regional Assurance Lead, Better Care Lead, Care and Health Improvement Advisor, ADASS Regional Chair and Lead. This meeting was initially tasked with reporting on a fortnightly basis to central government, highlighting issues and areas for support. It also collated and provided information to DASS and their teams to enable targeted support to specific care providers.
- › John Skidmore oversaw a collaborative pieces of work with the Local Government Association that **analysed the health of the regions older persons care home market**. This work also handed LAs a tool to facilitate decision making in managing a local market and understanding providers that work across LA boundaries.
- › Other **regional reporting** was undertaken to secure grant funding and in response to national request from ADASS and DHSC to demonstrate the extent of issues and provide assurance.
- › The region took a different approach to the annual **risk self-assessment** tool taking an approach of independently facilitated challenge sessions with each local authority and feedback at a local and regional level.

What we delivered



Products

There were a number of other products that the region developed or collaborated with other bodies to produce, these included:

- › A series of webinars on the **Community Mental Health Transformation Programme**, examples from the test sites in the region and advice and experience from other areas in the country.
- › An updated **contingency planning toolkit** for social care providers.
- › A series of webinars on **practice identified from care home support letters** delivered in partnership with ADASS North East.
- › A regional overview and individual LA feedback on their **Service Continuity and Care Market Review** returns.
- › A **Mental Health stocktake** which presented a picture of current arrangements and directed the approach of the region.

During 2020/21

Social care has been at the forefront of both the response to, and the impact of, Covid-19.

Within days of lockdown, councils across Yorkshire and the Humber converted their services to respond to the national NHS hospital discharge pathway. Immediate steps were also taken to support the wider care sector: including regular support and advice calls, training, help with PPE, hardship payments to providers, staffing support, “flying squads” of experienced care home and home care managers and workers giving practical help to care providers, assistance with testing and trying to ensure safer discharge from hospital. They also worked closely with voluntary and community organisations to provide essential help to people who were shielding and to support local community hubs to promote vaccine take-up and to provide support and friendship to people who were isolated or lonely.

Many of these measures have continued, or been adapted, throughout the pandemic.

At a regional level, ADASS has worked alongside ADPH, ADCS, the LGA and other local government, central government and NHS leaders to co-ordinate the regional response and recovery effort. Social Care featured strongly within a regional Covid road-map and Yorkshire and Humber Council Chief Executives have drawn on this work to raise issues with Ministers about the case for social care reform and sustainable funding, as well as advising of immediate actions that would make a difference.

Future Priorities

Informing our ambitions

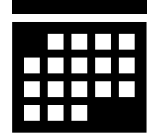
The region arranged and facilitated work undertaken towards the end of the financial year to inform the future priorities of the Branch and the region's networks. This included a different approach to the updated risk self-assessment tool with challenge sessions facilitated with each DASS, separate session with each DASS and their senior leadership team and a regional feedback workshop. Each council also received a summary of their ASCOF (Adult Social Care Outcomes Framework) performance for 2019/20 and their relative position in the region.

The top three areas of most risk identified in the process were:

- › Workforce and Training
- › Budget
- › Market Shaping, Capacity and Sustainability



Planned activities



Near future

In partnership with ADCS we will put on a a regional **Preparation for Adulthood conference** which will run in June 2021.

There will be an event to mark the culmination of a regional Carers project which saw the creation of a self assessment on several **Carer Quality Marker** domains.

The branch has commissioned work which will be delivered on **workforce development** and on **support to people with a Learning Disability** expected in Autumn 2021.

A refresh and update of the **regional website** and new approach and **tool for collaborating online** for regional networks and working parties.

A review of the Branch Priorities and a refresh of the workplan will be undertaken in June and July 2021.

Regional Networks

Network	DASS Lead / Chair
Age Well – Live Well	Alexis Chappell & Richard Webb
Prevention	Wendy Lowder
Commissioning	Iain MacBeath
Complaints	(Chaired by Stuart Purcell, Rotherham)
Carers	Karen Pavey (Chaired by Lyndon Peasley, Kirklees)
Safeguarding Coordination	Anne Marie Lubanski
Safeguarding Adult Board Managers	(Chaired by Jackie Scantlebury, Rotherham)
Learning Disability & Autism	(Chaired by Shona McFarlane, Leeds)
DoLS MCA	Bev Compton (Chaired by Derek, Wakefield)
Digital	John Skidmore
Finance	John Skidmore
Standards and Performance	Phil Holmes
Workforce	Iain Baines & Amanda Hatton
Principal Occupational Therapists	(Chaired by Amanda Evans, Kirklees)
Principal Social Workers	Richard Parry (Chaired by Kwai, Barnsley)
Continuing Health Care	(Chaired by Andrew Wheawall, Sheffield)
Assistant Directors	Chaired by Shona McFarlane, Leeds
Criminal Justice	Lisa Wilcox

This table shows the regional networks that are supported or linked in to the Branch.

Regional Profile

Local Authority	Director of Adult Social Care	Type of Council	Size in km2	Population	Index of Multiple Deprivation Rank
Barnsley	Wendy Lowder	Metropolitan Borough Council	329	246,866	30
Bradford	Iain MacBeath	Metropolitan Borough and City Council	366	539,776	12
Calderdale	Iain Baines	Metropolitan Borough Council	364	211,455	52
Doncaster	Phil Holmes	Metropolitan Borough Council	569	311,890	29
East Riding	John Skidmore	Unitary Authority Council	2492	341,173	122
Hull	Alison Barker	City and Unitary Authority Council	81	259,778	4
Kirklees	Richard Parry	Metropolitan Borough Council	409	439,787	64
Leeds	Cath Roff	Metropolitan Borough and City Council	552	793,139	43
North East Lincolnshire	Bev Compton	Unitary and Borough Authority Council	203	159,563	25
North Lincolnshire	Karen Pavey	Unitary and Borough Authority Council	879	172,292	79
North Yorkshire	Richard Webb	County Council	8052	618,054	125
Rotherham	Anne Marie Lubanski	Metropolitan Borough Council	287	265,411	35
Sheffield	Alexis Chappell	Metropolitan Borough and City Council	368	584,853	44
Wakefield	Jo Webster	Metropolitan Borough and City Council	339	348,312	42
York	Amanda Hatton	City and Unitary Authority Council	272	210,618	140

Key terminology



ADASS

The Association of Directors of Adult Social Services, a national charity with nine regional forums.

ASCOF

Adult Social Care Outcomes Framework: measures how well care and support services achieve the outcomes that matter most to people.

Branch

The meeting of the 15 Directors of Social Services in Yorkshire and Humber (one Director from each Local Authority with Adult Social Care Responsibilities).

DASS

Director of Adult Social Services, a statutory role for Local Authorities with Adult Social Care responsibilities.

Sector Led Improvement

An approach of improvement adopted by the Branch, the Adult Social Care sector working in collaborative challenge to continual development and better outcomes.

adassyh.org.uk

Final published version.

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