

Sector Led Improvement: Supporting councils to manage and mitigate risk in adult social care

Our offer of support 2018/19

Background to our offer

- A free, externally facilitated offer* to any director of adult social services (DASS) of up to 1.5 days support per council to complement the risk self-assessment process available from **1 April 2018 to 31 March 2019**.
- Funding from the Department of Health and Social Care (DHSC) via the LGA's Care and Health Improvement Programme (CHIP) to support councils to manage and mitigate risk.
- All discussion, content and products arising from this offer are confidential and sit with the participating council(s); nothing will be shared with any other parties without prior agreement and explicit consent.
- Councils taking up the offer are actively involved in selecting the best fit facilitator to meet their needs, and in specifying the facilitator brief.
- The offer operates as a three-way agreement between CHIP, the council and the supplier; CHIP manages the supplier contract but the supplier is accountable to the council for delivery of support agreed.

***For 2018-19 we will prioritise requests from councils who have not previously taken up the offer**

Questions

How does this differ from a peer review?

Unlike LGA peer reviews, this is a free offer and takes a 360° look at risk; it's less onerous in terms of officer time to participate, and is led by an external, independent facilitator rather than a DASS peer; it can provide useful intelligence as preparation for any type of peer review, including CQC-type reviews.

Who normally participates?

To date, it has usually been the DASS and their senior management team, sometimes involving corporate colleagues; one council invited their director of public health and clinical commissioning group (CCG) commissioners; in some cases we have worked with individual councils, in other cases a whole ADASS region has taken up the offer.

What if we use the tool differently or only in part?

This doesn't exclude you from the offer, as long as you are looking at risk in the round; the offer may complement other activity you are undertaking through peer to peer discussions or reviews, so please get in touch to discuss how it could work for you.

Who are the facilitators?

The facilitators have been recruited specifically to support councils through this offer; many are newly retired, with relevant, senior-level experience in the care and health sector; facilitators employed by the LGA must abide by the highest standards of confidentiality; we agree an information sharing protocol as part of each brief agreed between councils, suppliers and ourselves.

Brief history of the risk self-assessment tool

- **2015** – sector-led development of a voluntary self-assessment tool to support sector-led approaches to managing and mitigating risk in adult social care.
- The self-assessment has been widely adopted with most councils using it in some form, usually as part of local or regional sector-led improvement arrangements; some councils have incorporated it into their regular local reporting arrangements such as balanced scorecards.
- Self-assessment tool updated early **2016**.
- **2017** – a new CHIP offer of fully-funded, independent support to councils (and system partners if required) undertaking the self-assessment, providing analysis, constructive challenge and brokering additional support to councils in managing and mitigating risk.
- **1 April 2018 to 31 March 2019** – this offer extended and is open to any DASS to facilitate discussions about managing and mitigating risk within their management teams, with corporate colleagues and elected members, or other system leaders.

The self-assessment model: a 360° look at risk



Routes to taking up the offer



Councils might take the self-assessment as their starting point for the offer, or come to it based on thematic work on a particular risk domain, via their local balanced scorecard or other locally agreed performance assessment methodologies, or even peer review. It could also be used to support preparation for a CQC review or other type of peer review.

Further support beyond this offer



Once the facilitated self-assessment is complete, we can often broker additional free, specialist support or advice in any of the six domains, depending on outcomes of the process.

The offer in detail

- A free full-day facilitated workshop on site plus a half day action planning/ review follow-up meeting if required.
- Highly skilled and experienced facilitators with credibility and senior level experience in local government, health and adult social care.
- Pre-workshop discussion with local stakeholders/sponsors (eg DASS, CHIA, SLI lead, PA) and supplier to scope brief, ensure it's tailored to local need and agree information sharing protocols.
- Synthesis and analysis of both qualitative and quantitative data from the self-assessment to inform workshop discussion as needed.
- An active, engaging facilitated conversation to prompt open and honest group discussion and challenge in a safe and confidential environment.
- Support to reach a locally owned action plan, including option of further free, specialist support from CHIP on specific risk domains.
- A confidential summary of learning points and action agreed at the workshop.

Flexibilities

- The offer is for up to 1.5 days per council – with potential to pool this if there is interest at sub regional or regional level.
- We have built in flexibility to enable councils to mix and match components of the offer including:
 - support which can be provided both on and off-site
 - data analysis and synthesis of completed self-assessment **OR** completing the self-assessment in real time during the actual workshop
 - action planning/review as needed; follow up support in any of the 6 domains as needed
 - other participants by agreement: adult social care/corporate/elected members/wider system partners
 - offer open to councils who operate any adaptation or development of the risk assessment tool eg via a balanced scorecard or peer to peer discussion
 - can be used as preparation for any type of peer review or performance assessment process.

'Bottom lines'

Our only ask of councils taking up the offer are a commitment to:

- at least one facilitated workshop, using individual risk self-assessment(s)
- use of an external, independent facilitator* jointly commissioned by CHIP and the DASS, offering a fresh look and constructive challenge in a confidential setting
- feedback about the process and supplier to CHIP so we can continue to improve our offer
- willingness to share key learning headlines from the process with the sector, anonymised where necessary, by agreement only.

* NB This is a new offer, not available to fund suppliers previously commissioned locally

Offer benefits and added value

- Builds on the current, trusted self assessment tool and adds another dimension to its use at local level.
- Deeper understanding of strategic risks and development of mitigating actions, reducing likelihood of system failure.
- Introduces fresh, independent insights, perspectives and constructive challenge to local risk assessment and mitigation.
- Can be extended to include corporate and/or wider system partners.
- Supports DASS to communicate a coherent narrative about adult social care system-wide risks to corporate colleagues and system partners.
- Is a gateway to more specialist, in-depth support in specific risk domains identified through the process.

Take up during 2017/18:

37 councils across the country benefitted from this offer and associated additional support; **for 2018/19 we will prioritise requests from councils who have not previously taken up the offer**

Feedback from councils who took up the offer

We will be clearer what our 'end game' is as regards integration with the NHS , front-line service integration models especially

We will use this facilitated self-assessment to gain corporate support to reduce the pressure on senior management capacity by reducing the number of other competing priorities

Data alone does not tell the story of any service

Focus needs to be on adult social care improvement and delivering savings, not a 'knit and stitch' plan-of-plans or wiring diagram that shows that everyone else's priorities are down the delivery of your top priorities

Contact details and further information

Liz Greer

Adviser, Care and Health Improvement Programme

Local Government Association

liz.greer@local.gov.uk

07717 720729