

# Evaluation of sector-led improvement

Companion Report: survey of lead members for adult social services

January 2014



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# Summary

## Introduction

This survey of lead members for adult social services looked at sector-led improvement in adult social care, with a particular focus on the 'Towards Excellence in Adult Social Care' (TEASC) programme.

The survey forms part of the two year LGA evaluation of sector-led improvement. A similar survey was also conducted with directors of adult social care.<sup>1</sup> A baseline survey was conducted over the course of December 2012 and January 2013, and this report outlines the results for the most recent survey as well as highlighting any changes between the two surveys.

## Respondents

The online survey was sent via email to lead members for adult social services in all 152 councils with responsibility for this service in England, and was in the field over the course of December 2013 and January 2014. Responses were received from 69 lead members – a response rate of 45 per cent.

## Key messages

Awareness of TEASC and the approach it has developed to sector-led improvement in adult social care was high, and had increased significantly since the baseline survey.

Slightly less than three quarters of those who were aware agreed that the approach is the right one in the current context, and a similar proportion thought that the support and resources available had had a great or moderate positive impact on the capacity of their authority to monitor its own performance and continually improve.

The confidence of lead members in the work their authorities are doing to drive improvement and around local accountability remains high, despite a number of challenges such as financial and resource constraints.

## Skills and capacity for sector-led improvement

Respondents tended to be confident in the skills and capacity of both their own authority and of the sector to monitor its own performance and continuously improve, although they were slightly more confident about their own authority than the sector in general. Levels of confidence had not changed significantly since the baseline survey.

Ninety four per cent were confident in their own authority to a great or moderate extent, compared to 70 per cent for the sector. A further four per cent were confident about their authority to a small extent, and 17 per cent for the sector.

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<sup>1</sup> Other outputs from the evaluation can be found here: <http://www.local.gov.uk/research-performance-and-improvement>

## Driving improvement

Respondents were asked to indicate whether they agreed or disagreed with the statement: “My authority’s adult social care department is making advances in driving improvement”.<sup>2</sup> All but two respondents stated that they thought that this was the case, with 97 per cent agreeing or strongly agreeing. Respondents’ views on this were very similar in the baseline survey.

## Local accountability

Respondents were asked to indicate whether they agreed or disagreed with the statement: “Accountability to and engagement with adult social care service users and carers is strong in my authority”. As in the baseline, responses were positive; 90 per cent of respondents agreed with the statement (split evenly between those that agreed and strongly agreed).

The 38 lead members that did not answer ‘strongly agree’ were asked whether they see increasing accountability to and engagement with adult social care service users and carers as a priority for their authority’s adult social care department. The majority (32 respondents – 84 per cent) stated that increasing accountability and engagement was a high priority.

## The TEASC programme

### Awareness of TEASC

Lead members’ levels of awareness of the TEASC programme and the approach it has developed to sector-led improvement in adult social care had improved significantly since the baseline survey. Eighty two per cent had heard a lot or a moderate amount. An additional 13 per cent had heard a little.

### Views on the approach

Those respondents who had some awareness of TEASC were asked whether they agreed or disagreed with the statement “the Towards Excellence programme approach to sector-led improvement in adult social care is the right approach in the current context”.

The majority agreed with the approach – 21 per cent strongly agreed and 50 per cent agreed. Of the remaining respondents, most were neutral (23 per cent neither agreed nor disagreed). The level of agreement was very similar to that seen in the baseline survey.

### Impact of TEASC

Respondents who had some awareness of TEASC and its approach to sector-led improvement in adult social care were asked the extent to which they thought that the support and resources offered by TEASC had, to date, had a positive impact on the capacity of adult social care, both within their own authority and across the local government sector as a whole, to monitor its own performance and continuously improve.

Lead members were positive about the impact of the support and resources. Nearly three quarters of respondents thought that the support and resources had had a great or moderate positive impact on the capacity of their authority to monitor its own performance and

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<sup>2</sup> Note that improvement can include maintaining service levels or service user outcomes in the face of a reduction in resources, as this requires an increase in efficiency and productivity.

continually improve (73 per cent), whilst just over half thought this for the sector (53 per cent). A further nine per cent thought that there had been a small positive impact on their authority, and 14 per cent for the sector.

## Evaluation of sector-led improvement

This report forms part of the Local Government Association (LGA) evaluation of sector-led improvement. Other outputs from the evaluation can be found here:

<http://www.local.gov.uk/research-performance-and-improvement>.

### Sector-led improvement

With changes to the nationally imposed inspection and assessment regime, a new approach to improvement has been developed by local government. This was set out in the LGA's document 'Taking the Lead' in February 2011, supplemented in June 2012 by "Sector-led improvement in local government"<sup>3</sup> which describes a coordinated approach to sector-led improvement across local government, the support being provided and where to go for further information and advice.

The approach is based on the following key principles:

- councils are responsible for their own performance and improvement and for leading the delivery of improved outcomes for local people in their area
- councils are primarily accountable to local communities (not government or the inspectorates) and stronger accountability through increased transparency helps local people drive further improvement
- councils have a collective responsibility for the performance of the sector as a whole (evidenced by sharing best practice, offering member and officer peers, etc.)
- the role of the LGA is to maintain an overview of the performance of the sector in order to identify potential performance challenges and opportunities – and to provide tools and support to help councils take advantage of this new approach.

'Taking the Lead' identified a small core set of activities that are commonly undertaken by councils who proactively take responsibility for their own performance and improvement. This common set of activities provides the framework for sector-led improvement across councils' services and activities. It is also the framework around which the LGA's offer of support to councils is based, as follows:

- strengthening local accountability
- inviting challenge from one's peers
- learning from good practice and through regional structures and networks
- utilising transparent and comparable performance information
- investing in leadership.

A specific offer has also been developed to support sector-led improvement in adult social services. This is being taken forward by the Towards Excellence in Adult Social Care Board

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<sup>3</sup> <http://www.local.gov.uk/sector-led-improvement>

(TEASC), which is working with and for councils to support sector-led improvement in adult social care.<sup>4</sup> It is this work that this report is focusing on.

## The evaluation

The LGA's evaluation looks at both the overall approach to sector-led improvement and the specific offers of support. It is running over a two year period, with the main aim of understanding whether, in the context of reduced resources within the sector:

- the approach to sector-led improvement has the confidence of the sector and the government, and the trust of the public
- the sector has been able to strengthen local accountability
- the sector is adopting the sector-led improvement approach and continues to improve with a reduced burden of inspection, and in the absence of top down performance assessment
- the tools offered to the sector have had a positive impact on the sector's capacity to improve itself.

A baseline report was published in February 2013. In addition, a number of companion reports, of which this is one, are being published alongside the main evaluation reports, looking at specific issues in more detail. This companion report complements the final evaluation report, which can be found here: <http://www.local.gov.uk/research-performance-and-improvement>.

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<sup>4</sup> For more information on TEASC visit [http://www.local.gov.uk/web/guest/adult-social-care/-/journal\\_content/56/10171/3374265/NEWS-TEMPLATE](http://www.local.gov.uk/web/guest/adult-social-care/-/journal_content/56/10171/3374265/NEWS-TEMPLATE)

## Introduction

This online survey of lead members for adult social services looked at sector-led improvement in adult social care, with a particular focus on the 'Towards Excellence in Adult Social Care' (TEASC) programme. The TEASC programme board is working with councils to support sector-led improvement for adult social care. Its core elements involve self-evaluation, regional work, robust performance data, and peer support and challenge.

The survey forms part of the two year LGA evaluation of sector-led improvement. A similar survey was also conducted with directors of adult social care.<sup>5</sup> A baseline survey was conducted over the course of December 2012 and January 2013 and this report outlines the results for the most recent survey as well as highlighting any changes between the two surveys.

The purpose of this survey was to evaluate the extent to which the approach developed by TEASC is meeting the needs of councils as well as monitoring whether the approach has the confidence of the sector and is resulting in strong local accountability and improvement. The findings will be used by the TEASC board to develop and improve the approach.

## Methodology

The online survey was sent via email to lead members for adult social services in all 152 councils with responsibility for this service in England, and was in the field over the course of December 2013 and January 2014. Responses were received from 69 lead members – a response rate of 45 per cent (higher than the response of 35 per cent achieved in the baseline survey).

Whilst these results should strictly be taken as a snapshot of the views of this particular group of respondents, rather than representative of all lead members for adult social care, this level of response means that the results do provide a fairly good indication of the position of the sector more widely.

A breakdown of response rate by authority type is shown in Table 1. There was a fairly consistent response across all authority types, although a slightly higher than average response was achieved from metropolitan districts.

	<b>Respondents</b>	<b>Total authorities</b>	<b>Response rate (%)</b>
Shire county	12	27	44
English unitary	24	56	43
Metropolitan district	19	36	53
London borough	14	33	42
Total	69	152	45

Table 2 breaks down the response rate by region. The table shows some variation in response rate between regions, with a low response rate from the East of England and a higher response rate in the North East and North West.

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<sup>5</sup> Other outputs from the evaluation can be found here: <http://www.local.gov.uk/research-performance-and-improvement>

<b>Table 2: Response breakdown by region</b>			
	<b>Respondents</b>	<b>Total authorities</b>	<b>Response rate (%)</b>
East Midlands	4	9	44
East of England	2	11	18
London	14	33	42
North East	7	12	58
North West	13	23	57
South East	7	19	37
South West	8	16	50
West Midlands	6	14	43
Yorkshire and the Humber	8	15	53
<b>Total</b>	<b>69</b>	<b>152</b>	<b>45</b>

Please note the following when reading the report:

- Where the difference between the results of this survey and the baseline survey is statistically significant, this is stated within the report.
- Where tables and figures report the base, the description refers to the group of people who were asked the question. The number provided refers to the number who answered each question. Please note that bases vary throughout the survey.
- Throughout the report percentages in figures and tables may add to more than 100 per cent due to rounding.
- The following conventions are used in tables: ‘\*’ - less than 0.5 per cent; ‘0’ – no observations; ‘-’ – category not applicable/data not available.
- It is not possible to break responses down regionally as the sample size in each region would be too small to draw meaningful conclusions.

# Survey of lead members for adult social services

This section outlines the full set of survey results.

## Skills and capacity for sector-led improvement

In order to gauge lead members' levels of confidence in the sector's capacity to deliver on sector-led improvement in adult social care, respondents were asked the extent to which they were confident that:

- their own council's adult social care department had the necessary skills and capacity to monitor its own performance and continuously improve
- the local government adult social care sector as a whole (i.e. across all councils) had the necessary skills and capacity to monitor its own performance and continuously improve.

Respondents tended to be confident in the skills and capacity of both their own authority and of the sector to monitor its own performance and continuously improve, although they were slightly more confident about their own authority than the sector in general. Levels of confidence had not changed significantly since the baseline survey.

- Ninety four per cent were confident in their own authority to a great or moderate extent, compared to 70 per cent for the sector.
- Four per cent were only confident about their authority to a small extent, compared to 17 per cent for the sector.
- Just one lead member answered that they were not at all confident for their own authority, and none said this for the sector.

<b>Table 3: To what extent would you say you are confident that:</b>		
	<b>a) <u>a) your own council's adult social care department</u> currently has the necessary skills and capacity to monitor its own performance and continuously improve?</b>	<b>b) <u>the local government adult social care sector as a whole (i.e. across all councils)</u> currently has the necessary skills and capacity to monitor its own performance and continuously improve?</b>
	<b>Per cent</b>	<b>Per cent</b>
<b>To a great or moderate extent</b>	<b>94</b>	<b>70</b>
To a great extent	64	19
To a moderate extent	30	51
To a small extent	4	17
Not at all	1	0
Don't know	0	13
Total	100	100

Base: all respondents (69 respondents)

## Driving improvement

Respondents were asked to indicate whether they agreed or disagreed with the statement: "My authority's adult social care department is making advances in driving improvement". At the start of the survey respondents were reminded that improvement can include maintaining

service levels or service user outcomes in the face of a reduction in resources, as this requires an increase in efficiency and productivity.

All but two respondents stated that they thought that this was the case, with 61 per cent strongly agreeing and 36 per cent agreeing. Respondents' views on this were very similar in the baseline survey.

<b>Table 4: Please indicate whether you agree or disagree with the following statement: "My authority's adult social care department is making advances in driving improvement".</b>	
	<b>Per cent</b>
<b>Agree or strongly agree</b>	<b>97</b>
Strongly agree	61
Agree	36
Neither agree nor disagree	1
Disagree	0
Strongly disagree	1
Don't know	0
Total	100

Base: all respondents (69 respondents)

Respondents were asked to explain what, if any, were the biggest barriers or key challenges to driving improvement in their authority's adult social care department, and 61 provided examples. **Reductions in funding resulting in very limited resources**, was the most commonly cited challenge.

Several respondents said that this was compounded by **increasing demand and workload pressures**, as well as **uncertainties arising from new requirements on adult social care**, for example:

"My portfolio has delivered £21 million of efficiency savings in the last three years despite improving the services we offer. It is the reduction in budget to local government, the uncertainty surrounding the Better Care Fund and the Care Bill that are the biggest threats to meeting the demands of demography and are a threat to the council's financial future."

County, South East

"The pace of change required to integrate services whilst at the same time having to reduce costs because of funding cuts. The exponential increase in demand through an ageing population....The cost associated with the Care Bill and the naive attitude of MPs of what can be achieved with no extra funding...The overload of projects associated with achieving savings whilst also introducing numerous changes...Little time to value staff and reflect on key change areas to say thank you, appreciate a job well done, reflect on mistakes and learn from them."

County, West Midlands

A small number of lead members also highlighted challenges around the need to **embed a culture of improvement and an acceptance of new ways of doing things** within their authorities, for example:

“Getting the team to recognise that no matter how good they think the service to be, the continuing change in demographics and needs - especially dementia - requires change to be both effective and affordable.”

Unitary, East Midlands

“Traditional views of services - started to be changed by talking to and listening to service users.”

Unitary, South East

Other challenges mentioned were varied but included having a clear **understanding of best practice**, handling **public expectations**, and barriers to **joint working with partners** (including practical barriers such as IT systems).

Those lead members who strongly agreed that their authority's adult social care department was making advances in driving improvement were also asked to explain how their authority has gone about addressing the barriers they have faced.

A common response was that these councils had **innovated and changed their ways of doing things**, for example:

“...reshaping Day Care, focussing on fewer, better buildings and personalising the offer. By a thorough detailed review of all our complex care packages. By shifting the emphasis from residential to supported living at home with an improved use of telehealth.”

Metropolitan district, North East

“The loss of funding and increasing demographic pressure forces adult social care to work innovatively – maximising the use of personal budgets and self-assessment are an example of this.”

Metropolitan district, Yorkshire and Humber

Others said that their authorities had been using **joint working with partners** to drive improvements:

“The setting up of [a] Community Health Care Trust...has been delivering integrated health and social care for the elderly. One team working together to keep people out of hospital being the main aim.”

London borough

“Officers and elected members have agreed that innovation and greater integration with the NHS and social care are the imperative. We have a good relationship with the clinical commissioning groups and we are all working toward that aim as we all recognise that the prevention and integration strategies will best protect services for the elderly, frail and vulnerable.”

County, East of England

Other mechanisms mentioned for overcoming barriers to drive improvements included putting in place **an improvement plan** with **strong leadership**, **priority setting**, putting in place **robust performance management processes** and taking up support such as **peer challenge**.

## Local accountability

A key aspect of sector-led improvement is engagement with and accountability to local people as a useful way of informing them and allowing them to influence the drive for further improvement. Respondents were asked to indicate whether they agreed or disagreed with the statement: “Accountability to and engagement with adult social care service users and carers is strong in my authority”.

As in the baseline, responses were positive: 90 per cent of respondents agreed that accountability and engagement were strong in their authority (split evenly between those that agreed and strongly agreed). Seven per cent answered ‘neither agree nor disagree’, whilst just two respondents disagreed with the statement.

**Table 5: Please indicate whether you agree or disagree with the following statement: “Accountability to and engagement with adult social care service users and carers is strong in my authority”.**

	Per cent
<b>Agree or strongly agree</b>	<b>90</b>
Strongly agree	45
Agree	45
Neither agree nor disagree	7
Disagree	1
Strongly disagree	1
Don't know	0
Total	100

Base: all respondents (69 respondents)

The 38 lead members that did not answer ‘strongly agree’ were asked whether they see increasing accountability to and engagement with adult social care service users and carers as a priority for their authority’s adult social care department.

The majority (32 respondents – 84 per cent) stated that increasing accountability and engagement was a high priority. Just one lead member said it was a low priority and none stated that it was not a priority.

**Table 6: Do you see increasing accountability to and engagement with adult social care service users and carers as a priority for your authority’s adult social care department?**

	Number	Per cent
Yes, a high priority	32	84
Yes, a moderate priority	5	13
Yes, but a low priority	1	3
No, it is not a priority	0	0
Don't know	0	0
Total	38	100

Base: respondents who selected ‘agree’, ‘neither agree nor disagree’, ‘disagree’, ‘strongly disagree’ or ‘don’t know’ (Table 5): (38 respondents)

The 38 lead members who stated that they see increasing accountability as a priority were asked to explain what, if any, they see as the biggest barriers or key challenges to increasing accountability to and engagement with adult social care service users and carers. Twenty nine provided comments.

The most frequently mentioned challenge was the constraints caused by **a lack of finance and staff time**. Another commonly mentioned challenge was around **ensuring an effective methodology and reaching a representative sample of service users**, for example:

“Making sure that the usual suspects’ voices are not the only ones. Having methods that are valid and reliable as a result of increasing engagement in order to support accountability. Citizens should be quasi-colleagues at the outset of proposed policy changes.”

Unitary, South West

Other challenges mentioned were around **managing public expectations of services** when engaging with them and enacting the **culture change** necessary to embrace accountability and make changes according to service user feedback.

## Towards Excellence in Adult Social care

### Awareness of TEASC

Respondents were asked how much, if anything, they had heard about the TEASC programme and the approach it has developed to sector-led improvement in adult social care.

Lead members’ levels of awareness have improved significantly since the baseline survey. Eighty two per cent had heard a lot or a moderate amount. Of the remaining respondents, most (13 per cent) had heard a little, whilst just three per cent had not heard anything.

Table 7: How much, if anything, have you heard about the Towards Excellence in Adult Social Care programme and the approach it has developed to sector-led improvement in adult social care?		
	2013	2014
	Per cent	Per cent
<b>Heard a lot or a moderate amount</b>	<b>53</b>	<b>82</b>
Heard a lot	15	25
Heard a moderate amount	38	57
Heard a little	26	13
Heard nothing	19	3
Don't know	2	1
Total	100	100

Base: all respondents (2013: 53 respondents, 2014: 68 respondents)

### Views on the approach

Those respondents who had some awareness of TEASC were asked whether they agreed or disagreed with the statement “the Towards Excellence programme approach to sector-led improvement in adult social care is the right approach in the current context”.

The majority agreed with the approach – 21 per cent strongly agreed and 50 per cent agreed. Of the remaining respondents, most were neutral (23 per cent neither agreed nor disagreed), with only two per cent disagreeing with the approach. The level of agreement was very similar to that seen in the baseline survey.

<b>Table 8: Please indicate whether you agree or disagree with the following statement: “the Towards Excellence programme approach to sector-led improvement in adult social care is the right approach in the current context”.</b>	
	<b>Per cent</b>
<b>Agree or strongly agree</b>	<b>71</b>
Strongly agree	21
Agree	50
Neither agree nor disagree	23
Disagree	2
Strongly disagree	0
Don't know	5
Total	100

Base: all respondents that had heard at least a little about TEASC or answered 'don't know' (Table 7) (66 respondents)

## **Impact of TEASC**

Respondents who had some awareness of TEASC and its approach to sector-led improvement in adult social care were asked the extent to which they thought that the support and resources on offer had, to date, had a positive impact on:

- the capacity of their own council's adult social care department to monitor its own performance and continuously improve
- the capacity of adult social care across the local government sector as a whole (i.e. across all councils) to monitor its own performance and continuously improve.

Respondents were positive about the impact of the support and resources:

- Nearly three quarters of respondents thought that the support and resources had had a great or moderate positive impact on the capacity of their authority to monitor its own performance and continually improve (73 per cent), whilst just over half thought this for the sector (53 per cent).<sup>6</sup>
- A further nine per cent thought that there had been a small positive impact on their authority, and 14 per cent for the sector.
- The lower proportion saying that there had been a positive impact for the sector was due to a larger proportion answering 'don't know' rather than that there had been no positive impact. For both their own authority and the sector, only a small proportion thought that there had been no positive impact to date: three per cent for their authority and two per cent for the sector.

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<sup>6</sup> Whilst the individual 'great' and 'moderate' answer options displayed in Table 9 appear to sum to 74 per cent, this is due to the fact the figures in the table have been rounded to the nearest whole number. Please note that this may also occur in other parts of the report where answer categories are combined.

**Table 9: To what extent do you think that the support and resources offered by the Towards Excellence programme have, to date, had a positive impact on:**

	<b>a) the capacity of <u>your own council's adult social care department</u> to monitor its own performance and continuously improve?</b>	<b>b) the capacity of <u>adult social care across the local government sector as a whole</u> (i.e. across all councils) to monitor its own performance and continuously improve?</b>
	<b>Per cent</b>	<b>Per cent</b>
<b>To a great or moderate extent</b>	<b>73</b>	<b>53</b>
To a great extent	33	19
To a moderate extent	41	34
To a small extent	9	14
Not at all	3	2
Don't know	14	31
Total	100	100

Base: all respondents that had heard at least a little about TEASC or answered 'don't know' (Table 7) (64 respondents)

As Table 9 shows, a small number of lead members thought the support and resources offered by the TEASC programme board had only had a small or no positive impact at all (either for their own authority or the sector as a whole). In order to ensure that the programme continues to improve and meet the needs of councils, these respondents were asked to suggest any improvements or additional activity that the programme should provide in order to further support their authority and/or the sector's capacity to monitor its own performance and continuously improve.

Seven lead members provided comments. These were varied but included further work to lobby government on funding, increased flexibility to keep up with the pace of changes currently impacting on the sector, building on the learning from the pioneer programme, and sticking with clear targets and standards to avoid being overly reactive.

### Further comments on sector-led improvement in adult social care

All respondents were then invited to provide any final comments they had on TEASC and the approach to sector-led improvement and accountability in adult social care. Twenty six respondents provided comments, some of which echoed those previously mentioned, regarding the important role of partners and integration in this agenda and the challenging financial situation councils face.

Several took the opportunity to **praise the approach**, for example:

"I believe that the review [peer challenge] in [my authority] was quite early in the roll-out of this scheme. Our experience was highly positive and I am convinced that the programme should be given robust support and accelerated."

London borough

"I feel this is the approach that we should all strive for, aspire to do the very best in this time of austerity for all our vulnerable people."

Metropolitan district, Yorkshire and Humber

Others commented on the **support for and role of members** in sector-led improvement, for example:

“The programme emphasises the role of the elected member in driving improvement. As the programme rolls forward it would be helpful to have a clearer emphasis on supporting elected members directly. This is important in the light of the impending Care and Support Act.”

Metropolitan district, North West

## Annex A: Questionnaire

### Introduction

Thank you for taking the time to complete this survey. You can navigate through the questions using the arrows at the bottom of each page. Use the back arrow at the bottom of the page if you wish to amend your response to an earlier question.

If you stop before completing the return, you can come back to this page using the link supplied in the email and you will be able to continue where you left off. To ensure your answers have been saved, click on the 'page forward' arrow at the bottom of the page that you were working on before exiting.

### Background

1. Please fill in your details below:

Your name:

Your council:

Role:

Email address:

### Skills and capacity for sector-led improvement in adult social care

The Local Government Association worked with councils on a successful campaign to reduce the burden of external inspection and assessment that councils face across a range of local services including adult social care. Sector-led improvement follows the principles that:

- councils are responsible for their own performance
- stronger accountability to local people drives further improvement
- councils have a collective responsibility for performance in the sector as a whole.

Please note that improvement can include maintaining service levels or service user outcomes in the face of a reduction in resources, as this requires an increase in efficiency and productivity.

2. To what extent would you say you are confident that:

a) Your own council's adult social care department currently has the necessary skills and capacity to monitor its own performance and continuously improve?

b) The local government adult social care sector as a whole (i.e. across all councils) currently has the necessary skills and capacity to monitor its own performance and continuously improve?

	<b>a) Your own council's adult social care</b>	<b>b) Adult social care across the local government sector</b>
To a great extent	<input type="checkbox"/>	<input type="checkbox"/>
To a moderate extent	<input type="checkbox"/>	<input type="checkbox"/>
To a small extent	<input type="checkbox"/>	<input type="checkbox"/>
Not at all	<input type="checkbox"/>	<input type="checkbox"/>
Don't know	<input type="checkbox"/>	<input type="checkbox"/>

### **Driving improvement in adult social care**

3. Please indicate whether you agree or disagree with the following statement:

"My authority's adult social care department is making advances in driving improvement"

Strongly agree

Agree

Neither agree nor disagree

Disagree

Strongly disagree

Don't know

*To those who selected 'agree', 'neither agree nor disagree', 'disagree', 'strongly disagree' or 'don't know':*

4. a) Please use the space below to briefly explain what, if any, you see as the biggest barriers or key challenges to driving improvement in your authority's adult social care department.

*To those who selected 'strongly agree':*

b) Please use the space below to briefly explain what, if any, have been the biggest barriers or key challenges to driving improvement in your authority's adult social care department, and how these were addressed.

## Local accountability in adult social care

A key aspect of sector-led improvement is engagement with and accountability to local people as a useful way of informing self-improvement activity locally.

5. Please indicate whether you agree or disagree with the following statement:

“Accountability to and engagement with adult social care service users and carers is strong in my authority”

Strongly agree

Agree

Neither agree nor disagree

Disagree

Strongly disagree

Don't know

*To those who selected 'agree', 'neither agree nor disagree', 'disagree', 'strongly disagree' or 'don't know':*

6. Do you see increasing accountability to and engagement with adult social care service users and carers as a priority for your authority's adult social care department?

Yes, a high priority

Yes, a moderate priority

Yes, but a low priority

No, it is not a priority

Don't know

*If 'yes, a high priority', 'yes, a moderate priority' or 'yes, but a low priority':*

7. Please use the space below to briefly explain what, if any, you see as the biggest barriers or key challenges to increasing accountability to and engagement with adult social care service users and carers in your authority's adult social care department.

## Awareness of Towards Excellence in Adult Social Care' (TEASC)

The 'Towards Excellence in Adult Social Care' programme board is working with councils to support sector-led improvement for adult social care. Its core elements involve self-evaluation; regional work; robust performance data; and peer support and challenge.

8. How much, if anything, have you heard about the Towards Excellence in Adult Social Care programme and the approach it has developed to sector-led improvement in adult social care?

Heard a lot

Heard a moderate amount

Heard a little

Heard nothing

Don't know

To everyone apart from those that answered 'heard nothing' in **QError! Reference source not found.**:

9. Please indicate whether you agree or disagree with the following statement:

"The Towards Excellence programme approach to sector-led improvement in adult social care is the right approach in the current context"

Strongly agree

Agree

Neither agree nor disagree

Disagree

Strongly disagree

Don't know

*To those who selected 'disagree' or 'strongly disagree':*

10. Please use the space below to briefly explain why you disagree that the Towards Excellence programme approach to sector-led improvement in adult social care is the right approach in the current context.

To everyone apart from those that answered 'heard nothing' in **QError! Reference source not found.**:

11. To what extent do you think that the support and resources offered by the Towards Excellence programme have, to date, had a positive impact on:

a) the capacity of your own council's adult social care department to monitor its own performance and continuously improve?

b) the capacity of adult social care across the local government sector as a whole (i.e. across all councils) to monitor its own performance and continuously improve?

	a) Your own council's adult social care	b) Adult social care across the local government sector
To a great extent	<input type="checkbox"/>	<input type="checkbox"/>
To a moderate extent	<input type="checkbox"/>	<input type="checkbox"/>
To a small extent	<input type="checkbox"/>	<input type="checkbox"/>
Not at all	<input type="checkbox"/>	<input type="checkbox"/>
Don't know	<input type="checkbox"/>	<input type="checkbox"/>

*To those that answered 'to a small extent' or 'not at all' for their own council or the sector in **QError! Reference source not found.***

12. Please use the space below to briefly outline any improvements or additional activity that you think the Towards Excellence programme should provide in order to further support your authority and/or the sector's capacity to monitor its own performance and continuously improve.

**13.** If there is anything else you would like to say about the approach to sector-led improvement and accountability in adult social care and the Towards Excellence programme, please use the space below.



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