



# Towards Excellence in Adult Social Care

## Statement of purpose

Sector-led improvement

The Towards Excellence in Adult Social Care (TEASC) programme brings together partners at a local, regional and national level to improve outcomes for citizens. It works with and for local government and its partners to enable them to take responsibility for their own improvement, with a focus on innovation and people centred coordinated care. It uses the commitment of councils to share learning and support; to find new ways of engaging local people; to invite challenge from peers; and to use the knowledge of what works, data and innovation to act as drivers for improvement in the quality of services locally.

The programme is based on the sector's confidence that this approach is best able to improve outcomes for local people and to identify risks. The experience of sector-led improvement in local government as a whole demonstrates how it is able to move every council towards excellence and manage the risk of underperformance, while acknowledging that statutory powers of intervention by the government remain in adult social care.

## Underpinning principles

The Programme's improvement model is part of the overall sector led improvement model for local government which 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 to government or 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.
- **The role of the Local Government Association (LGA)** is to maintain an overview of the performance of the local government sector in order to identify potential performance challenges and opportunities, and to provide tools and support to help councils take advantage of the approach.

The programme began in June 2011 and the model has been developed and implemented in partnership to make the most of the contributions of partners in order to respond flexibly to changing circumstances, while maintaining focus on individual citizens and their communities.

The TEASC statement of purpose will also be delivered in line with the following principles:

- **Focus on people:** the programme will be designed with the aim of keeping people safe and improving their wellbeing as the primary goal.
- **Focus on transparency:** a commitment to open communications, challenge and transparency are cornerstones of improvement at every level.
- **Focus on the local:** local and regional activity will be the key driver, with council members and officers engaging positively and proactively with the programme.
- **Focus on evidence:** evaluating the programme, sharing innovation and putting it in to practice, and identifying the factors which influence performance, including risk of underperformance, and improve outcomes.
- **Focus on councils:** TEASC will work with all councils with responsibility for adult social care.

## The model

The model has been developed with councils and partners with the intended outcome that each council (Leader, Chief Executive, Portfolio Holder and Director of Adult Social Services) is self-aware of the priorities for improvement in their locality and is supported in driving improvement.

This is achieved by using the tools which have been developed by the programme to support the improvement cycle: carrying out an assessment of how well outcomes are being achieved, analysing

sources of information, testing the findings through benchmarking and challenge, and publishing results and transparently identifying priorities for improvement to support effective engagement with local citizens.

Alongside the LGA Corporate offer, the tools and protocols which the Programme Board has developed with councils to support improvement and to manage the risk of underperformance are:

- **Peer challenge and support:** using the LGA model and a variety of local methodologies.
- **Information to support improvement:** used for benchmarking and to increase transparency.
- **Local accounts:** enabling citizens to hold their councils to account for the outcomes they achieve and the quality of services.
- **Brokering offers of support:** when priorities for improvement are identified.
- **Managing the risk of underperformance:** through a protocol which describes the roles of the key stakeholders and their responsibilities.
- **Political and managerial leadership** and an engaged and informed workforce as key to achieving sustainable change.
- **Use of resources** in the context of continuing reduction in funding, service transformation and integration with the NHS.
- **Delivery nationally and by the nine ADASS regions:** with regional governance engaging lead members and Chief Executives.

- **Oversight, direction setting and monitoring by the TEASC Programme Board**, reporting to the LGA Community Wellbeing Board.

## Putting the model into operation

Although commissioning and provision in adult social care sector extends beyond local government, the initial priority is to work with councils to support members and officers in their leadership roles in improving outcomes for local citizens.

Engagement with the wider adult social care sector will be maintained through joint work with the Think Local Act Personal partnership, and with the LGA and the NHS through links to the Health and Wellbeing improvement programme and the Winterbourne View Joint Improvement Programme, alongside the LGA's corporate sector led improvement offer.

The model of improvement and the offers of support will be adjusted where necessary in the light of changing circumstances.

The protocol for managing the risk of underperformance will be applied with offers of targeted support to any council seeking urgent help.

The model will be delivered operationally at local, regional and national levels, using the tools and supporting protocols within the improvement cycle. These dimensions will be inter-related and mutually reinforcing, with peer support and challenge, access to and analysis of information, links to other programmes and managing the risk of underperformance in particular needing to operate at every level.

**In the programme plan 2013/14, the deliverables at a local level are:**

- Leader, Portfolio holders, Chief Executives and Directors of Adult Social Services are self-aware of the council's role and performance in commissioning and the delivery of outcomes for citizens who may be in need of care and support, and in securing improvement locally.
- Councils choose to engage in programmes of sector led improvement.
- Routine use of self-assessment and self-assurance by councils, by which they can be held to account by local citizens.
- Local areas achieve measurable improvement in key outcomes, demonstrated in quarterly and annual performance reports of progress, building on current council quality assurance systems.
- Councils produce a local account and report on progress in meeting priorities for improvement transparently.
- Each council will ensure a wider and developing approach to citizen engagement.

**The core deliverables at a regional level are:**

- Each region monitors delivery on a quarterly basis using an agreed light touch template for report to the TEASC Programme Board.
- Each region identifies and shares current practice within their region and across regions in order to ensure cohesiveness and innovation.
- Implementing the Managing the Risk of Underperformance Protocol with LGA Principal Advisers and DH Deputy Directors

via information sharing and identifying appropriate support where necessary.

- Programmes of peer support are developed, delivered and evaluated that are of high quality and valued by councils, working with national support where appropriate.
- Benchmarking information to support improvement, including information from quarterly reports of an agreed subset of measures and utilising LG Inform, are provided.
- Involvement of Elected Members and Chief Executive in the regional deliverables.
- Further evaluation of and support for local accounts.
- Aligning with Think Local Act Personal regional support offer.
- Extend collaborative solutions to making best use of resources with partners, and drive improvement through working with other sectors.
- Brokering support offers, making use of the arrangements the Programme Board will put in place in 2013/14.

**Core deliverables at a national level are:**

- Sector leadership by promoting the vision for improvements in adult social care, in the context of wider reforms and moves towards more personalised and integrated services is provided.
- The impact and success of the programme, with a set of relevant metrics, is evaluated in line with the LGA evaluation of sector led improvement in local government.
- Programmes of peer challenge are developed, delivered and evaluated which are of high quality and valued by councils.

- Respond swiftly and effectively to risks as they emerge and are assessed, and offer targeted support to any council seeking urgent help, working with the regional and local levels and utilising the Managing the Risk of Underperformance Protocol.
- Providing and contributing to LGA support for political leadership to ensure elected Member engagement in the sector led improvement, including via lead member networks and developing support for leadership in regions and nationally.
- Linking with, and supporting councils to make best use of the wider sector led improvement offer and improvement programmes in order to ensure system transformation: LGA corporate improvement offer, LG Inform, Health and Wellbeing improvement, Winterbourne View Joint Improvement Programme, and sector led improvement programmes in children's services.
- Ensuring an open and transparent approach to data collation and analysis to support improvement, whilst ensuring improvements needed in information on outcomes are achieved.
- Alignment with the Think Local Act Personal programme to further extend personalisation.
- Work with other partners, such as SCIE, to develop resources which are relevant and responsive to the needs of the sector.

## Monitoring and review

Each council remains responsible for their own performance and leading delivery of improved outcomes for local people.

The Programme Board will monitor the implementation of the model by way of quarterly monitoring of progress in each of the nine regions. It will also explore ‘what success looks like’ and to assess how the programme overall is succeeding and its impact.

The Programme Board is responsible for overseeing the implementation of the model and assuring itself of its efficacy in improving outcomes. In order to assure itself of this, the Board has an interest in identifying and addressing the active participation of councils.

The Board will be kept sighted on local and regional activity and outcomes, and will base its judgements on regional quarterly reporting of activity, TEASC-led national progress reporting and quarterly datasets, and any other intelligence and feedback raised with the Board by exception.

The Programme Board will continue to evaluate the model in order to assess its effectiveness in delivering improvement and managing risk of underperformance and will make adjustments where necessary in accordance with the underpinning principles of the programme.

There will be quarterly reporting to the DH on progress and spend, and regular reports to the LGA Community Wellbeing Board. The TEASC programme will be subject to quarterly discussion between the Director General for Social Care, Local Government and Care Partnerships (Jon Rouse) and the Chief Executive of the LGA (Carolyn Downs).

## Sustaining the model beyond 2013/14

Work will be undertaken during 2013/14 to analyse how the programme can be sustained in 2014/15 by:

- Enabling a dialogue on sustainability within and across regions
- Working with councils, partners, citizens and providers to secure ownership and build confidence in the model.
- Continuously reviewing evidence drawn from evaluation, data and feedback of what is effective in improving outcomes for citizens.
- Keeping the statement of purpose under review as the policy and practice context develops.
- Presenting options to decide how the Statement of Purpose for sector led improvement can be sustained.



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