



Committee an

Cabinet 3rd July 2019

Item

Public

West Midlands ADASS accountable body arrangements with Shropshire Council

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1. Summary

- 1.1 From 1st April 2019 West Midlands ADASS Care and Health Improvement Programme, which provides social care and health improvement support to 14 councils in the region, transferred its staff from Worcestershire County Council to Shropshire Council. A service level agreement is in the process of being drafted that will ensure that Shropshire Council recovers any costs associated with the hosting arrangement and approval is sought to establish a dynamic purchasing system on behalf of WM-ADASS to enable the programme to continue to operate efficiently.
- 1.2 West Midlands ADASS is part of ADASS which is the association of directors of adult social services in England. It aims to further the interests of people in need of social care by promoting high standards of social care services and influencing the development of social care legislation and policy. The membership is drawn from serving directors of adult social care employed by local authorities
- 1.3 West Midlands ADASS has 2 full time members of staff who support the improvement programme and who work closely with the 14 Directors and their adult social care teams in the region to deliver an improvement programme that is summarised in their Prospectus which is appended to this report.

2. Recommendations

That Cabinet:

- 2.1 Accepts accountable body status for WM-ADASS Care and Health Improvement Programme. The governance of the Programme will be the responsibility of

Shropshire Council from 1st April 2019 through the Director of Adult Services and Housing and WM-ADASS Executive Board.

- 2.2 Approves the establishment of a Dynamic Purchasing System on behalf of WM-ADASS to enable the programme to access subject matter specialists to support the delivery of the programme.

REPORT

3. Risk Assessment and Opportunities Appraisal

- 3.1 The risks associated with the delivery of this programme have been identified and a risk register has been developed. This covers the governance, finance, human resources, and technology and data requirements of the programme. All risks within the risk register are low or very low risks due to the mitigating controls applied to the risks. Robust governance arrangements have been established together with a clear funding strategy and contingency arrangements. The risks will be subject to regular review.

4. Financial Implications

- 4.1 As accountable body Shropshire Council will be responsible for applying for and receiving funding on behalf of WM-ADASS, hosting staff and paying associated costs and commissioning specific projects. This will be under the direction of the WM-ADASS Executive Board.
- 4.2 There is a minimal risk of financial clawback if spend is not in line with the requirements of the funding body. Any expenditure incurred, and funding awarded to third parties will be carefully monitored to ensure it is in line with funding requirements. If clawback is instigated, it will be repaid from the contingency element of the budget allocation. Any clawback arising from previous arrangements prior to Shropshire Council undertaking the role of accountable body will also need to be funded from the contingency allocation.
- 4.3 Funding of £660,000 has been transferred from Worcestershire County Council in relation to monies received prior to 31st March 2019 in their role as the accountable body. Further funding is due to be received from Worcestershire County Council once the final transactions for 2018/19 have been reconciled.
- 4.4 A Memorandum of Understanding (MoU) will be agreed between the 14 councils in the region for the period 1st April 2019 to 31st March 2022 subject to an annual review. The MoU will confirm a commitment from each council to contribute £10,000 per annum to assist with the delivery of a regional improvement programme.
- 4.5 Shropshire Council will provide Finance, HR, ICT, Legal and Procurement support to WM-ADASS. A Service Level Agreement will be drawn up confirming the services to

be provided. All costs in relation to this support will be covered from funding awarded to WM-ADASS so there is no direct financial implication for Shropshire Council.

- 4.6 All costs associated with hosting the staff including any potential future redundancy, pension and associated HR liabilities have been incorporated into the forecasted expenditure. Regular budget monitoring will ensure that any costs incurred in relation to hosting the arrangement can be covered by the funding received.

5. Background

Next Generation West Midlands Care and Health Improvement Programme

- 5.1 In September 2017, WM-ADASS, Chaired by Shropshire Council's current Director of Adult Service and Housing, reviewed the joint programme and set out an ambitious agenda on the theme of "Flipping Social Care" to set out a more future focused asset-based approach based on a sound understanding of the risks facing the sector, but which also sought to place greater emphasis on transformation, collaboration and partnerships as a means to position the programme to maximise impact and raise the profile of the region.
- 5.2 West Midlands ADASS (WMADASS) has run a very successful improvement programme over the past decade in partnership with Improvement and Efficiency West Midlands (IEWM). The approach has been sustained by identifying clear shared priorities, combining and maximising the use of stretched resources and continually refreshing the programme so that it meets the requirements of Adult Social Care as it responds to the changing policy, financial and improvement agendas of the sector.
- 5.3 During 2018 the revised approach has resulted in new opportunities presenting themselves through the national review of ADASS, the refocussing of the LGA's care and health improvement programme to have a stronger emphasis on the regions and the reorganisation of NHSE/I with an eagerness to align regional improvement activity. In April 2019 the Director of Adult Services and Housing was elected as the national policy lead for ADASS
- 5.4 The strength of the ASC Improvement programme has been highlighted by the commitment of all 14 councils in the region to commit resources to the programme, sign a memorandum of understanding to emphasise their commitment to sector led improvement and complete a second phase of the nationally recognised Peer Challenge programme. The credibility has also been strengthened by the significant improvement in performance specifically in relation to delayed transfers of care and a greater emphasis on technology and prevention in the programme that has attracted new national and regional partners.
- 5.5 All of which is closely aligned to the bespoke requirements of the 14 councils and builds on the commitment from DASS and their management teams to collaborate to share performance, learning, challenges and good practice.

- 5.6 The West Midlands footprint involving the 14-upper tier authorities has proved to be a sustainable planning unit for WM-ADASS and helpfully NHSE are in the process of reverting to it also. The links with the WMCA and County Council network, although not coterminous, have established means of communication and from a national perspective the West Midlands is clearly recognised. The evolution of STP's, CCG's also sit neatly within the footprint and collaborative work is underway to produce up to date mapping of a series of place-based data sets of the health, care and wellbeing geography of the region.
- 5.7 WM-ADASS uses specialist subject matter Associates to provide capacity to support the work required by ADASS who are recruited currently by Worcestershire County Council via a dynamic purchasing system supported by their Procurement team. This has provided a highly effective and efficient method for delivering specific work streams addressing specific challenges faced by adult social care and health services across the region. Work has commenced in refreshing the DPS and managing it through the Shropshire Procurement team.
- 5.8 The West Midlands Care and Health Improvement programme operations include: -
- A programme director and programme manager to direct the programme and advocate on behalf of the sector who are employees of Shropshire Council as of 1st April 2019
 - Servicing the WM-ADASS branch and networks as required e.g. administration, contacts database, meeting planning, event organisation, financial monitoring etc.
 - Programme management and project management of individual workstreams
 - Administration of peer challenge process
 - Managing the associate pool and effective commissioning of support requirements
 - Hosting and management of grant funding and attracting external funding and sponsorship
 - Strategic/operational Comms support e.g. national lobbying, influencing/ positioning the West Midlands, hosting of website and social media activities
 - Drawing on support from Shropshire Council via the SLA arrangement (e.g. HR/Payroll, ICT, Finance, Legal, Procurement & Contracting/ management of the DPS etc.)
- 5.9 A 'Prospectus' for the new Care and health improvement offer has been developed in consultation with WM-ADASS and other stakeholders setting out performance, scale of operation and vision for the future as well as providing an up to date picture of the activities and support that is available to the region to attract new investment and partners to assist strengthening the 'Flipping Social Care' message nationally.
- 5.10 As part of a memorandum of understanding signed by the 14 Directors of Adult Social services in the west midlands there is a requirement to operate an executive group to over see the operation of the programme and to ensure the accountable body status and service level agreement operate transparently ensuring clear lines of accountability for the programme.

6 Additional Information

A copy of the West Midlands ADASS Prospectus which outlines the work currently being undertaken by the team attached for members' information

7. Conclusions

The hosting of West Midlands ADASS recognises the reputation that this council has developed in relation to its innovative approach to adult social care and provides opportunities to further enhance relationships with the regional and national bodies responsible for the delivery of social care services

List of Background Papers (This MUST be completed for all reports, but does not include items containing exempt or confidential information)
Cabinet Member (Portfolio Holder) Cllr Dean Carroll
Local Member
Appendices Prospectus – Flipping Adult Social Care