Foreword; Building on firm foundations

I am pleased to recommend this West Midlands regional account to you as a reflection of the work that adult social care teams have been undertaking to provide care and support for our communities in the region.

As lead chief executive for health and care integration, I know how incredibly challenging the environment is for adult social care services. The financial pressures, policy directives and public interest have never been greater and it is easy to forget that the purpose of these services is to support and enable the most vulnerable people in our communities to live independent and healthy lives for as long as possible.

With this combination of challenges, it would be easy to feel weighed down by the enormity of the task, but I am pleased to see that the West Midlands is continuing to try new things, look to our peers to provide challenge, and importantly, retaining our self-awareness about our weaknesses, as well as what we are good at. This report reflects the firm foundations that the region has built to use our sector led approach as a tool to drive improvement for the 14 councils based on a strong evidence base contained in the regional balanced score card which brings together a comprehensive set of high level data that assists greatly in focusing on addressing our collective challenges.

The recent announcement by the Chancellor of additional resources for adult social care and the ongoing policy direction of closer working with health and other system leaders sets out the latest challenges for health and care leaders. There are no quick solutions to the demographics that positively show we are living longer but we are not yet using our data effectively enough to plan and anticipate the type of services we will need in the future. This is one area where we need to move faster and smarter if we are to avoid the focus remaining on acute care and the need for investment in hospitals. We need to build prevention into all of our approaches to move away from high cost services that build a culture of dependency.

The next year will see new attempts to reform the health and care system, a green paper, more talk of integrated services, and continued squeezing of local government resources. All the more reason to stay focused on the things we do well, work together as a sector to retain focus on the front line services that are key to improving the quality of life for all our citizens and celebrate the great things that our social care workforce deliver day in day out.

‘Tough love’ sums up well how as a region we operate and I look forward to seeing more results delivered through the work of the adult social improvement programme delivered by West Midlands ADASS and Improvement and Efficiency West Midlands.

Alistair Neill
Chief Executive at Herefordshire County Council and West Midlands local government lead for health and social care integration.
Introduction; Rising to the Challenge

At the start of 2016/17, the West Midlands ADASS branch went through some significant changes in personnel and we recognised the scale of the challenges we were individually and collectively facing. We agreed to focus on 3 broad areas of activity that we saw as key to continuing to build the reputation of the sector and manage the many demands being placed on people’s time.

We said we would continue to build our relationships with NHS, other regional partners and indeed between ourselves, better understand the financial challenges we face and put in place processes to assist us in mitigating risks. This was in the context of 8 of the 14 DASS in the region being new to post in the last 12 months.

None of these challenges are easy in one local authority area but to try and do it across a diverse and complex region with many competing and at time conflicting priorities is much harder. But I think we have managed to sustain a coherent and focused programme that we will be able to build on in 2017/18.

We have had 4 cornerstones to our work:

- Having a coherent regional plan which reflects national as well as local priorities and themes, and through which we can harness the improvement initiatives directed variously from LGA’s CHIP, BCF, DH, and increasingly the demands made through the STP, and urgent and emergency care programmes to support the integration of services.
- Producing a “balanced scorecard” that summarises the performance of the region’s 14 councils against a set of quantitative and qualitative indicators that assist in identifying the key challenges, as well as the continuing changes that adult social care is subject to.
- Continuing our commitment to sector led improvement through our Peer Challenge programme and evidencing improvements through the follow up visits, and supporting a number of networks, workshops and learning sets to promote sharing of what works and learning from our own good practice and not so good practice!
- Shifting our focus from “sector” to “system” as we attempt to navigate our way through the assurance and transformation challenges posed by BCF/STP/ Combined authority that we all face.

As a region we have continued to develop our narrative as a place where we recognise our own challenges through our self-awareness, our geographical footprint that we recognise in local government, but which continues to be pulled in different directions by our system partners. Our reputation as a ‘can-do’ place remains but we recognise that we all have to continually strive to do more and seek new solutions to the common challenges we face.

Finally, I’d like to thank Peter Hay for his commitment and support to social care in the region.

Martin Samuels
Co-chair of West Midlands ADASS and Director of DASS at Herefordshire County Council
Regional Performance; Managing Risk

The region has active and committed Performance and Finance networks with good representation from all 14 councils. The networks act as the coordinators for the collation of the data that contributes to the score card and have assisted in shaping the key data sets and ensuring that each council’s data is accurate.

The scorecard has informed and been informed by the national risk tool and has contributed to ongoing conversations about how sector led improvement can contribute to improving the outcomes for service users and citizens generally.

The score card summary sheets are included as appendices for all 14 councils at the back of the regional account, and for each area of risk, the region has highlighted some key headlines:

Karen Murphy
Chair of Regional Performance and Standards Network.
Assistant Director Solihull

Governance and Leadership

- Of 14 directors: 5 jointly responsible for adults and children and 2 for public health
- 50% turnover of DASS in 2015/16
- Of 14 cabinet members – 7 Labour, 5 Conservative, 2 Independent Coalition
Resources

• The annual gross expenditure for ASC in the West Midlands was £2.035 billion in 2015/16.

• 35% of local authority expenditure was spent on Adult Social Care Services in 2015/16.

• Most councils in the West Midlands have increased overall net expenditure on adult social care services in 2015/16 with increases ranging from 12.4% at Walsall to 0.4% at Solihull.

• Some councils continue to reduce budgets, the largest being Birmingham with savings reaching 8.8%.

Workforce

• 165,000 people are employed in the West Midlands care sector in over 4,100 different establishments.

• 77% of those are employed in the independent sector, 7.5% directly by local authorities, 7% in the NHS, and 8% through direct payment.
Performance and Outcomes

- ASCOF data shows in 2015/16 there were 10 councils in West Midlands with a generally positive direction of travel and 4 with a static or negative movement.

- Satisfaction with ASC services measured through the Enhancing Quality of Life indicator for people with care and support needs (2015/16) shows a variation of 19.8 and 18.8 with 8 councils in upper quartile and 6 in lower quartile when compared nationally.

- In relation to delaying and reducing the need for care and support (2015/16) attributable to adult social care, we have 11 councils’ performance at below England average with 3 councils above.

- Delayed transfers of care remains a particular challenge and has been identified as a strategic priority for the region.

- Between the proportion of people using social care who receive self-directed support, and those receiving direct payments (2015/16) there is a variation between 17.3% and 38.5% with 4 councils above England average and 8 below.

National Priorities and Partnerships

- All 14 councils have contributed to and benefited from the regional Care Act programme that has been delivered in 2016.

- Stock Take 6 analysis showed 7 councils have successfully embedded the statutory Care Act requirements and that they have sufficient budget to continue with Care Act implementation progress.

- The remaining 7 councils indicate although they have successfully embedded the requirements they have little or no confidence there will be sufficient budget to continue implementation progress 2017 onwards.

- All councils have worked closely with health and care partners in developing Better Care Fund action plans for 2017/18, with 9 BCF plans signed off initially with remaining 5 signed off by February 2017.

- All 14 councils have 1 or more declaration statements of the Mental Health Concordat with an associated action plan uploaded to the national website.
Culture and change

• The region has a strong programme driven by the principles of sector led improvement. All 14 councils produced a self-assessment document in 2015/16 and are in the process of being refreshed for March 2017.

• All 14 councils have received and participated in Peer Challenges during 2014/15/16. A new programme has been launched during 2016 with 9 completing challenges and 5 committed to undertaking one during 2017.

• All 14 councils in the region have or are updating Local Accounts during 2016/17.

• The region has a strong ADASS Branch and all 14 DASS have been represented at 3+ ADASS branch meetings.

• All 10 thematic improvement areas have identified points of contact with each council and have contributed to the improvement programme in 2016/17.

• The region agreed to monitor personalisation progress using an agreed approach with engagement of staff in regional activity.

• 6 councils had an action plan and were making good progress, 8 councils had an action plan but progress was slow, 3 councils were not able to demonstrate that had an action plan and/or lacked engagement in regional activities (they have all subsequently demonstrated areas in which they have improved).

Commissioning and quality

• All councils have market position statements published between December 2013 and March 2016 – this is a focus for regional and local activity in relation to ‘Commissioning for Better Outcomes’.

• The number of CQC registered locations in council areas varies from 527 in Birmingham to 89 in Telford and the number of locations inspected “in breach of standards” as of October 2016 ranged from 5 to 63.

• Work is underway to connect commissioning activity with performance and to better understand if we have commissioned better outcomes, or achieved best value for the public spend.
Strong partnership with Local Government Association

2016/17 has seen the plight of adult social care become a rallying cry across the health and care sector with provider organisations joining councils, ADASS and the LGA in building a growing social movement to advocate the case for a fair level of resources to match the needs of vulnerable adults. NHS partners too have largely recognised the mutuality of our interests even if at times that may not be evident in the local dramas around resources.

At the heart of the local government approach is the principle that people, communities and local place are the starting point for effective public services; people before services, communities before sector interests. Equally important is the mutual support that the local government sector uses to support councils and nowhere to greater effect than in adult social care and nowhere engaged with greater flair and commitment than in the West Midlands.

The LGA’s Care and Health Improvement Programme (CHIP) provides a network of regional and specialist advisers working to support financial and system sustainability; to improve system leadership for integration, including the Transforming Care programme; to promote care quality and safeguarding and to facilitate key initiatives such as better outcomes through commissioning and opportunities from digital delivery.

CHIP and the LGA play a supporting role and can only be as effective as the level of sector commitment from West Midlands adult social care leaders (at all levels) in councils; from elected members, to directors through the ADASS branch, and dozens of others supporting networks and regional groups or as part of peer challenge teams. WM ADASS and its councils continue to lead strongly on sector-led improvement, promoting a culture of openness, transparency and challenge, putting ‘grit’ into the peer challenge programme and demonstrating commendable openness through its work on use of resources and the regional scorecard.

I look forward to building on our excellent joint work and strengthening our partnership in 2017/18 and working together to support West Midlands people and communities.

Ian James
Care and Health Improvement Advisor.
Local Government Association

Risk Tool
Sector led improvement; Tough love

The West Midlands has taken its approach to sector led improvement seriously ever since the coalition government withdrew external inspection from adult social care in 2011. At the time Peter Hay was president of ADASS and gave a commitment to government to ensure that the sector delivered its desire for improvement through self-awareness and gave a challenge to DASSs to get on board with sector-led improvement and peer to peer challenges, or face the reintroduction of an inspection regime similar to OFSTED.

6 years on and the West Midlands is on its third iteration of peer challenges with all 14 councils continuing to participate in the programme and with a whole set of associated and complementary activity that is taking place to ensure that directors retain their focus on self-awareness as well as being provided with ‘tough love’ through the challenges provided by their peer colleagues. The programme relies heavily on the ‘social value’ provided by DASS and their assistant directors, cabinet members donating their time to visit their neighbours in a spirit of challenge but also of learning from other to take back what is working elsewhere and how it can be applied ‘back at the ranch’.

The programme has been refined over the last 12 months to add more ‘grit’, including a case file audit as part of a separate but related process undertaken by the region’s principal social worker network to focus on frontline practice, the inclusion of an ‘expert by experience’ to add a sense of user perspective to the process and the involvement of lead elected members to ensure the political oversight of the process is maintained. Finally, a follow up visit 6 months on has provided a check to ensure that recommendations have been followed through and that the letter produced as part of the challenge has been shared through the local scrutiny process.

The region is rightly proud of the commitment it has given to its sector-led improvement programme and also for providing a high level of self-awareness that is open, honest and transparent about the challenges faced as well as the many strengths that all councils in the region continue to demonstrate.

Tony Oakman
Director of People, Dudley Metropolitan Borough Council and West Midlands Sector-Led Improvement Lead

9 out of 14 have completed peer challenges in 16/17
Plan on a Page 2016/17

A summary of this activity is captured on the region’s Plan on a Page which is regularly reviewed to reflect changes to priorities and to reflect the lead director or assistant director for the various workstreams.
Case file audit; Adding ‘grit’ to peer challenges

“Passionate social workers trying hard to champion their profession in challenging times” - Staffordshire social worker

How have West Midlands ADASS and IEWM been using case file audits to improve social work practice and share learning across the region?

As part of the West Midlands approach to sector-led improvement, a process of case file audits was introduced in 2016 to examine the quality of social work practice across the region and to find out how this passion can be turned into improved outcomes for our citizens.

The process which includes an audit tool, was developed by a small group of Principal Social Workers (PSWs). Two PSWs spend two days in the host authority undertaking case file audits, supported by Mark Godfrey, an IEWM associate. The case file audits take place prior to each Peer Challenge which have been a feature of the regional adult social care programme for 4 years.

The Case File Audit Team triangulate discussions with the PSW/Director/Assistant Director, Social Workers, and the evidence emerging from case files, and produce a covering report which is shared with the host authority and used subsequently to inform the wider peer challenge.

To date, 7 audits have been completed at Walsall, Coventry, Wolverhampton, Telford, Dudley, Birmingham and Staffordshire with some recurring themes; Care Act compliance, safeguarding, mental capacity/risk assessment, management oversight/supervision, quality assurance, and listening to the user voice.

Andrew Errington who has recently become chair for the regional PSW network says, “All PSWs have been positive about the case file audits, and considered that they were useful for both the audited authority, and also provided them with learning actions for improvement to take back to their own authority. It has also raised the profile of social work in the region and its importance in delivering better outcomes for our citizens.”

Peter Hay the co-chair of West Midlands ADASS has recently reflected on the rational for the introduction of the process. “As a region we wanted to introduce some additional ‘grit’ into our peer challenge process and provide a focus on the front line services and practice that are vital in delivering improved outcomes for our service users. The case file audit process has shone a light on both exceptional practice and areas where improvements are required. It has provided a means to improve the profile of social work and highlight the passion that social workers have which is sometimes overlooked in improvement tool kit.”
Top 10 achievements 2016/17

1. A significant piece of work undertaken by our regional commissioning network to understand our regional expenditure on older people’s services.

2. The peer challenge programme where we have delivered a further 8 challenges and the case file audit process that has provided a real focus on front line delivery.

3. The often unseen and often frustrating work with NHSE on BCF and STP assurance that has been an essential part of maintaining and building our credibility with NHS colleagues.

4. According to ASCOF data, which benchmarks regional performance, Birmingham has shown considerable improvement from being in the lowest quartile over the last three successive years to a ranking of 101 (out of 151 councils in England).

5. Regional focus on resilience and delayed transfers of care throughout 2016 with proactive approach to working with CCG and NHSE colleagues through Urgent and emergency care programme. Adoption of red to green pilots in 3 areas with view to taking whole system approach to tackling under performance. Significantly improved performance in Coventry, Dudley, Sandwell and Telford.

6. Continued focus on better care fund assurance for £350m spend within the region. Close working with NHSE through Better Care Manager and sector led approach to assuring plans – all signed off January 2017. Proactive engagement with the development of 6 sustainability transformation plans and collegiate view adopted for local government engagement in the process.

7. The region agreed to monitor personalisation progress. This established 6 councils had action plan and making good progress, 8 councils had an action plan but progress was slow.

8. Production and implementation of regional workforce plan following joint work with Health Education England and Skills for Care.

9. ‘What have you done today to make me feel proud’ project, which collation over 30 case studies highlighting positive work being delivered by frontline staff to make a difference in people lives.

10. The launch of ‘AT home’, which promotes a greater use of assistive technology, through it’s website, video case studies, and a searchable database for the public to access information about gadgets that can help them. All 14 local authorities undertook local campaigns in this project funded by Naidex.
Improvement priorities for 2017/18; Looking forwards

Following on from the analysis of the regional balanced score card, discussions held at the regional peer summit, and following discussion with DASS and the care and health improvement advisor IEWM and ADASS intend to produce an improvement plan for 2017/18 that will focus the collective resources of the partners to improve the performance of the 14 councils in the region in relation to adult social care.

- Build on the successful work undertaken in 2016 and create capacity to support our sector led improvement approach and seek to continue to build relationship with health partners.
- Seek to maximise opportunities to involve and engage adult social care staff in the work of the programme.
- Link closely to the Local Government Association’s care and health improvement programme.
- Acknowledge the different needs of the 14 councils in the region whilst recognising the benefits of working collectively to share resources, ideas and provision of mutual support.
- Recognise the financial challenges facing local government generally and social care specifically and seek where possible to identify and promote what good looks like in current economic climate.

The plan will be monitored throughout the years by the co-chairs of ADASS, liaison with the care and health improvement advisor and through briefings with the chief executive leads within the region.

The plan comprises of 4 sections:

The strategic priorities

- Promoting effective care and health systems through the integration of social care with health through the STP, BCF, and urgent and emergency care programmes.
- Focus on the financial challenges facing local government and continuing to refine the work undertaken on making best use of available resources.
- Improving how we use performance data and intelligence to enable better understanding of the future demands being placed on services.
- Continuing to focus on resilience and identifying new ways of ensuring people are supported to stay active at home for longer.
- Developing approaches to sustaining the care market through better outcome focused commissioning.
Sector led improvement

- Continued delivery of the regional peer challenge programme
- Extension of the case file audit process
- Focus on self-assessment and awareness of individual council’s performance via the application of the national risk tool
- Using the outcomes from peer challenge process to demonstrate the effectiveness of SLI

Thematic improvement areas

The regional programme will provide opportunities for directors and assistant directors to gain development opportunities through undertaking leadership roles across a number of identified thematic improvement areas including:

- Transforming care - supporting the empowerment of people and families with learning disabilities
- Sharing knowledge and expertise to support the implementation of ‘Making safeguarding personal’
- Promoting digital maturity and the use of technology to support independent living

- Workforce - support the development of new ASC leaders in the region and promote the role of social care contributions to the local and regional economy
- Identify and promote good practice in relation to personalisation and community development

Organisation

The programme will continue to provide support to ADASS, the regional governance arrangements, and provide capacity to support regional activity through the IEWM associates, programme management, publicity and marketing support.

Peter Hay
Director of People at Birmingham City Council and Vice Chair of WM ADASS
Conclusion

We would encourage the data contained in the individual score cards presented for all 14 councils to be used in conjunction with the LGA risk tool. The methodology and approach to using the tool can be found at www.local.gov.uk/chip/-/journal_content/56/10180/7873126/ARTICLE.

As with any data and particularly using complex financial and performance indicators caution needs to be applied to drawing any over all conclusions however the score cards provide the opportunity for directors, their chief executives and lead elected members to discuss and question the key risks, challenges and opportunities for improvident faced with in each council and then to look to identify other councils both within the region and nationally where these same issues have been addressed successfully. All in the spirit of the sector finding opportunities for improvement in an environment of unprecedented pressure and change.

“What have you done today that makes you feel proud?”

The region continues to celebrate good initiatives that front line staff are taking to support individual citizens. A selection of case studies can be found below:
Appendix one;
West Midlands Adult Social care individual balanced score cards

Individual balanced score cards for Birmingham, Coventry, Dudley, Herefordshire, Sandwell Shropshire, Solihull, Staffordshire, Stoke on Trent, Telford and Wrekin Council, Walsall, Warwickshire, Wolverhampton, Worcestershire
### LEADERSHIP AND GOVERNANCE

**Political**
- Commentary on political composition following May 2016 election

**Managerial**
- Commentary on senior staff composition and recent changes

**Lead Member (Time in Post)**
- Cllr Paulette Hamilton (May 2015)

### PERFORMANCE AND OUTCOMES

#### Overall ASCOF Direction of Travel 2015/16
- See note 1 below
- 148
- 149
- 101

#### QoL 2016 (Actual)
- Labour Council
- Commentaries on SMT composition and recent changes

#### Personalisation 2016 (Actual)
- See note 2 below
- 9.9
- 11.3

#### Safeguarding Adult Return 2015/16
- See note 4 below
- 100

### NATIONAL PRIORITIES AND PARTNERSHIPS / RELATIONSHIPS

#### Councils Implementation Progress for CARE ACT
- Cost stock take (6)
- Q3 and Q27 Assessment
- Amber

#### Better Care Fund
- BCF Plan Sign Off 2016
- Signed Off

#### Peer Challenge
- Date of Next peer challenge
- Feb-16
- Date last letter published
- Mar-16

#### Local Account
- Date local account published on website
- Feb-15

### CULTURE AND CHALLENGE

#### Self-Assessment
- Date regional self-assessment completed
- Oct-16

#### Peer Challenge
- Date of Next peer challenge
- Feb-16
- Date last letter published
- Mar-16

### COMMISSIONING AND QUALITY

#### Market Position Statement
- Date published on website
- Jul-15

#### Local Governments Ombudsman 2015/16
- (2014/15 in bracket)
- Numbers of complaints
- 506(7)
- Complaints upheld
- 175(7)

#### CDC (Aug 2014)
- (2014/15 in bracket)
- Numbers of registered locations in area (2015 No’s in bracket)
- 527 (530)
- Numbers of registered locations in area (2015 No’s in bracket)
- 68 (611)

### RESOURCES AND WORKFORCE MANAGEMENT

**Long term admission to res/nursing care (per 100k pop’n) 2015/16 (Actual)**

<table>
<thead>
<tr>
<th>Age Group</th>
<th>14/15 Data in Bracket</th>
<th>2015/16 (Data in Bracket)</th>
</tr>
</thead>
<tbody>
<tr>
<td>65+ (per 100k pop’n 0-65)</td>
<td>662.8 (781.3)</td>
<td>512.5</td>
</tr>
<tr>
<td>16-65 (per 100k pop’n 16-65)</td>
<td>16.3 (16)</td>
<td>16.3</td>
</tr>
</tbody>
</table>

**Scale of Expenditure Reduction (%)**
- 2008/9 to 2011/4
- 2012/13 (2014/15 in Group)
- 2015/16 (16/15 in Group) Net

<table>
<thead>
<tr>
<th>Year/Indicator</th>
<th>Percentage Reduction</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008/9 to 2011/4</td>
<td>-33</td>
</tr>
<tr>
<td>2012/13 (2014/15 in Group)</td>
<td>-4.83</td>
</tr>
<tr>
<td>2015/16 (16/15 in Group) Net</td>
<td>-4</td>
</tr>
</tbody>
</table>

**ASC Spend As % Council**

<table>
<thead>
<tr>
<th>Year</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014/15</td>
<td>30 (27.6)</td>
</tr>
</tbody>
</table>

**Receiving Long Term Support (over 65) during 2015/16**

<table>
<thead>
<tr>
<th>Year</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015/16</td>
<td>39 (35)</td>
</tr>
</tbody>
</table>

**Total Expenditure on ASC per 100k Population 2015/16**

<table>
<thead>
<tr>
<th>Year</th>
<th>Expenditure</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014/15</td>
<td>34481 (46252)</td>
</tr>
<tr>
<td>2015/16</td>
<td>24884 (33692)</td>
</tr>
</tbody>
</table>

**% Gross Total Exp on Adults aged 65+ 2015/16**

<table>
<thead>
<tr>
<th>Year</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015/16</td>
<td>27.5</td>
</tr>
</tbody>
</table>

### Notes

1. Movement by council aggregated to average of national ranking of each ASCOF indicator between 2014 and 2016 (Ranked out of 152 English councils)
2. Delaying and reducing the need for care and support (2015/16); Attributable to Joint Healthy adult social care
3. Ensuring that people have a positive experience of care and support (2015/16)
4. Section 42 Enquiries per 100,000 population
WEST MIDLANDS ADULT SOCIAL CARE BALANCED SCORECARD

LEADERSHIP AND GOVERNANCE

POLITICAL
Commentary on political composition following May 2016 Election
Labour Council

MANAGERIAL
Commentary on SMT composition and recent changes
Martin Reeves CEO

Performance and Outcomes

OVERALL ASCOF DIRECTION OF TRAVEL 2015/16
see note 1 below
67 117 93

Feb-16
Mar-16
Amber

COUNCILS Implementation - Progress
for CARE ACT
DfT stock take (6)
Q1 and Q27 Assessment

33.8 (29) 7252 (6524)
30371 (38350) 1350 (1250)
21283 (28292) 629 (583)

March 2017

NATIONAL PRIORITIES AND PARTNERSHIPS / RELATIONSHIPS

CULTURE AND CHALLENGE

SELF-ASSESSMENT
Date regional self-assessment completed

2016
Jan-14

Amber

PEER CHALLENGE
Date of next peer challenge

2016
Feb-17

ENGAGEMENT IN REGIONAL / NATIONAL IMPROVEMENT ACTIVITY
Local governments

Date local account published on website

Jan-14

Note 1: Movement by council aggregated to average of national ranking of each ASCOF indicator between 2014 and 2016 (Ranked out of 152 English councils)
Note 2: Delays in and/or reducing the need for care and support (2015/16). Attributable to joint Health/Adult social care
Note 3: Ensuring that people have a positive experience of care and support (2013/14)

RESOURCES AND WORKFORCE MANAGEMENT

LONG TERM ADMISSION TO RES/NURSING CARE (PER 100K POPUL 2015/16 (ACTUAL))
aged 65+per 100k popn (65+)
(14/15 Data in Bracket)
720.9 (762.0)

(2008/9 to 2013/4)

(2008/9 to 2013/4)

(2015/16)

(2015/16)

7.3 (4.4)

2015/16 (14/15 in Bracket) 7.3 (4.4)
2015/16 (14/15 in Bracket) 7.59 (-4)
2015/16 (14/15 in Bracket) 9.0 (-4)
2015/16 (14/15 in Bracket) 80.2
80.2

TOTAL EXPENDITURE ON ASC PER 100K POPULATION 2015/16
GROSS (2014/15) 30371 (28350)
NET (2014/15) 21385 (28280)

Long term admission to res/nursing care (per 100k popn) 2015/16 (Actual)

4.6)

7.59 (-4)

33.8 (29)

38 (37)

% Gross Total Exp on Adults aged 65+ 2015/16

19

% Ave Area Care Worker Turnover

19

38 (37)

25.8

Note 4: Enhancing quality of life for people with care and support needs (2015/16)

Local Account

Date local account published on website

(2015 No's in bracket)

No’s of registered location in area (2015 No’s in bracket)

19 (135)

170 (157)

No’s Locations Inspected “In Breach of standards” (total inspected in Bracket)

No’s of complaints (2015 No’s in Bracket)

2 (3)

5 (6)

DEPARTMENT OF HEALTH

Stock take (6)

12 (13)

PUBLICATION STATEMENT

MARKET POSITION STATEMENT

Date published on website

Sustainability and Improvement

Date last letter published

Mar-16

Date of Next peer Challenge

Feb-16

19.2

Date of Next peer Challenge

Feb-16

COC (Aug 2016)

629 (583)

1250 (1250)

7252 (6524)

19 (135)

1350 (1250)

2852 (2852)

(135)
LEADERSHIP AND GOVERNANCE

Commentary on political composition following May 2016 Election

Labour Council (No overall control)

Commentary on SMT composition and recent changes

Sarah Norman (WEF Jan 2015)

MANAGERIAL

PERFORMANCE AND OUTCOMES

OVERALL ASCF DIRECTION OF TRAVEL 2015/16

see note 1 below

71 59 78

Green

Qtr. 2016 (Actual)

Enhancing quality of life for people with care and support needs (2015/16)

see note 2 below

9.7 (1.0)

PERSONALISATION 2016 (Actual)

see note 3 below

86

SAFEGUARDING Adult Return 2015/16

see note 4 below

188

Outcome 20%

NATIONAL PRIORITIES AND PARTNERSHIPS / RELATIONSHIPS

COUNCILS Implementation Progress for CARE ACT

Delphi stake takes (1) Q2 and Q3T Assessment

Amber

BETTER CARE FUND

BCF Plan/Sign Off 2016

Signed Off

Mental Health Concordat

Progress being made

1 declaration statements 1 action plans

CULTURE AND CHALLENGE

SELF ASSESSMENT

Date regional self-assessment completed

Jul-16

LOCAL GOVERNMENTS OMBUDSMAN 2015/6 (2014/5/6 in bracket)

Number of complaints 6(22)

Complaints upheld 1(3)

ENGAGEMENT IN REGIONAL / NATIONAL IMPROVEMENT ACTIVITY

DASS attended 3 meeting AD at 0

RESOURCES AND WORKFORCE MANAGEMENT

LEADERSHIP AND GOVERNANCE

Tony Oakman

DASS/DCS (WEF 1/4/2015)

Local government (May 2016)

Date published on website

138 (140)

MARKET POSITION STATEMENT

LOCAL GOVERNMENTS OMBUDSMAN 2015/6 (2014/5/6 in bracket)

Number of complaints

3(4)

LONG TERM SUPPORT (PER 100K POPULATION)

4.5 (6.1)

TOTAL EXPENDITURE ON ASC PER 100K POPULATION 2015/16

GROSS (2014/15) 36603 (46890)

NET (2014/15) 20682 (37135)

GROSS (2013/14) 3640 (2410)

% OVERSPEND 2013/14 (Net budget excl capital charge %)

-0.86 (3)

% OVERSPEND 2015/16 (Net budget excl capital charge %)

-5.4 (6.1)

Note 1: Movement by council aggregated to average of national ranking of each ASCF indicator between 2014 and 2016 (ranked out of 152 English councils)

Note 2: Delaying and reducing the need for care and support (2015/16). attributed to Joint Health/ Adult Social care

Note 3: Ensuring that people have a positive experience of care and support (2015/16)

Note 4: See note 2 below
### Leadership and Governance

#### Political
- Commentary on political composition following May 2016 Election

#### Managerial
- Commentary on SMT composition and recent changes

#### Lead
- Conservator Neill (Health Integration lead for WM)

### Performance and Outcomes

#### Overall ASCOF Direction of Travel 2015/16
- See note 1 below

<table>
<thead>
<tr>
<th>Year</th>
<th>Target</th>
<th>Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015/16</td>
<td>100%</td>
<td>95%</td>
</tr>
</tbody>
</table>

#### Councillor Implementation Progress for CARE ACT
- Draft stock take (Q1 and Q2 Assessment)

#### Performance
- Date regional self-assessment completed

#### Personalisation 2016 (Actual)
- Enhancing quality of life for people with care and support needs

#### QoL 2016 (Actual)
- Sign off with condition

#### DfSC 2016 Actual
- (2014/15 Data in Bracket)

<table>
<thead>
<tr>
<th>Year</th>
<th>Target</th>
<th>Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014/15</td>
<td>90%</td>
<td>85%</td>
</tr>
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</table>

### National Priorities and Partnerships / Relationships

#### Councils Implementation Progress for CARE ACT
- Date local account published on website

#### Mental Health Concordat
- Disease being made

#### Personalisation 2016 (Actual)
- 3 declaration statements 1 action plans

### Commissioning and Quality

#### Market Position Statement
- Date published on website

#### Local Governments Ombudsman 2014/15 (2014/15 in Bracket)
- Number of complaints: 307
- Complaints upheld: 30

#### Engagement in Regional / National Improvement Activity
- Attendance at branch and regional events

### Resources and Workforce Management

#### Long term admission to resi/nursing care (per 100k pop) 2015/16 (Actual)
- Numbers: 2015/16 (2014/15 in Bracket)
- Net: 2145

#### Scale of Expenditure Reduction (%)
- 2014/15 (2014/15 in Bracket): 29%

#### Scale of Expenditure Reduction (%)
- 2015/16 (2014/15 in Bracket): 1.03%

#### Self-Assessment
- Date of Next peer challenge

### Leadership and Governance

#### Lead Member (Time in Post)
- Cllr Patricia Morgan

#### Commissioner
- Martin Samuels

### Notes
- Note 1: Movement by council aggregated to average of national ranking of each ASCOF indicator between 2014 and 2016 [Ranked out of 152 English councils]
- Note 2: Delaying and reducing the need for care and support (2015/16). Attributable to Joint Health / Adult Social Care
- Note 3: Ensuring that people have a positive experience of care and support (2015/16)
## Leadership and Governance

### Political

Commentary on political composition following May 2016 Election

Labour Council

### Managerial

Commentary on SMT composition and recent changes

Jan Britton (CEO)

## Performance and Outcomes

### Overall ASCF direction of travel 2015/16

- See note 1 below
- 2015/16 (N) 30
- 2015/16 (actual) 60
- 2015/16 (Gross) 52

### COUNCILS implementation progress for CARE ACT

- Draft stock take (6)
- Q2 and Q4 Assessment
- Green

### Better Care Fund

- BCf Plan Sign Off 2016
- Signed Off

### Personalisation 2016 (Actual)

- See note 3 below
- 1.0

### Safeguarding Adult Return 2015/16

- See note 4 below
- 337
- Outcome: Amber

## National Priorities and Partnerships / Relationships

### Councils Implementation Progress for CARE ACT

- Draft stock take (6)
- Q2 and Q4 Assessment
- Green

### Self-Assessment

- Date regional self-assessment completed
- Dec-15

### Peer Challenge

- Date of Next peer challenge
- TBC
- Date last letter published
- Dec-14

## Commissioning and Challenge

### Market Position Statement

- Date published on website
- Sep-14

### Local Government Ombudsman

- 2015/14 (2014/15 in Bracket)
- 

## Resources and Workforce Management

### PERSONALISATION 2016 (Actual)

- See note 3 below
- 1.0

### Safeguarding Adult Return 2015/16

- See note 4 below
- 337
- Outcome: Amber

## West Midlands Adult Social Care Regional Account March 2017

---

Note 1: Movement by council aggregated to average of national ranking of each ASCF Indicator between 2014 and 2016 [Ranked out of 112 English councils]

Note 2: Delays in reducing the need for care and support (2015/16). Attributable to joint health/adult social care

Note 3: Ensuring that people have a positive experience of care and support (2015/16)
LEADERSHIP AND GOVERNANCE

POLITICAL
Commentary on political composition following May 2016 Election

Conservative*

MANAGERIAL
Commentary on SMT composition and recent changes

Clive Wright (CEO)

RESOURCES AND WORKFORCE MANAGEMENT

<table>
<thead>
<tr>
<th>Long term admission to res/ nurs/ care (per 100k pop'15/16)</th>
<th>Scale of Expenditure Reduction (%)</th>
<th>ASC SPEND AS % COUNCIL</th>
<th>Receiving Long Term Support (over 65) During 2015/16</th>
<th>% Gross Total Exp on Adults aged 65+ 2015/16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Over/ (per 100k pop'15-14/15 Data in Bracket)</td>
<td>561.4 (573.7)</td>
<td>31.2 (29.4)</td>
<td>3125 (3015)</td>
<td>5.3</td>
</tr>
<tr>
<td>Over/ (per 100k pop'15-14/15 Data in Bracket)</td>
<td>16.1 (16.2)</td>
<td>10.2 (-2)</td>
<td>4409 (4253)</td>
<td>1175 (1210)</td>
</tr>
<tr>
<td>Over/ (per 100k pop'15-14/15 Data in Bracket)</td>
<td>6.7 (0.7)</td>
<td>42.2 (36)</td>
<td>655 (674)</td>
<td>655 (674)</td>
</tr>
<tr>
<td>Total Expenditure on ASC PER 100K POPULATION 2015/16</td>
<td>33181 (40904)</td>
<td>42.2 (36)</td>
<td>635 (674)</td>
<td>635 (674)</td>
</tr>
<tr>
<td>GROSS (2015/15)</td>
<td>24620 (3867)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>NET (2015/15)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Note 1: Movement by council aggregated to average of national ranking of each ASCOF indicator between 2014 and 2016 [Ranked out of 152 English councils]

Note 2: Delays and reducing the need for care and support (2015/16). Attributable to JH/L adult social care

Note 3: Ensuring that people have a positive experience of care and support (2015/16)

PERFORMANCE AND OUTCOMES

OVERALL ASCOF DIRECTION OF TRAVEL 2015/16
see note 1 below

101 46 68

DTSC 2016 Actual
(2014/15 Data In Bracket)
see note 2 below

B 8.5 (4.2)

PERSONALISATION 2016 (Actual)
see note 3 below

99.7

SAFEGUARDING Adult Return 2015/16
see note 4 below

113

Outcome 97%

NATIONAL PRIORITIES AND PARTNERSHIPS / RELATIONSHIPS

COUNCILS Implementation Progress for CARE ACT

Date regional self-assessment completed

Dec-15

Mental Health Concordat

Progress being made

3 declaration statements 1 action plans

CULTURE AND CHALLENGE

SELF-ASSESSMENT

Date of Next Peer Challenge

TBC

Date last letter published

May-14

LOCAL ACCOUNT

Date local account published on website

Jan-17

ENGAGEMENT IN REGIONAL / NATIONAL IMPROVEMENT ACTIVITY

Attendance at branch and regional events

DASS attended 1 meeting AD at 4

RESOURCES AND WORKFORCE MANAGEMENT

See note 3 below

COMMISSIONING AND QUALITY

MARKET POSITION STATEMENT

date published on website

May-16

LOCAL GOVERNMENTS ORMBUSDMAN 2013/14 (2014/15 In Bracket)

Number of complaints

230(4)

Complaints upheld

70(6)

CQC (Aug 2016)

No's of registered locations in area (2015 No’s in bracket)

209 (187)

No's of Locations Inspected "In breach of standards" (total inspected in bracket)

16 (135)

COUNCILS Implementation Progress for CARE ACT

Outcome Personalisation Regional Assessment on Progress (Sept 2016)

Progress RAG

Green

Overall RAG

Green

IEWM

West Midlands Adult Social Care Regional Account March 2017

23
LEADERSHIP AND GOVERNANCE

POLITICAL
Commentary on political composition following May 2016 Election
Conservative

MANAGERIAL
Commentary on SMT composition and recent changes
Nick Page (CEO)

.performance and outcomes

OVERALL ASCF DIRECTION OF TRAVEL 2015/16
see note 1 below

134 112 76

QoL 2016 (Actual)
Enhancing quality of life for people with care and support needs (2015/16)

18.0

Mental Health Concordat
Progress being made

2 declaration statements 1 action plans

PERSONALISATION 2016 (Actual)
see note 3 below

91.8

SAFEGUARDING Adult Return 2015/16
see note 4 below

204
Outcome 70%

NATIONAL PRIORITIES AND PARTNERSHIPS / RELATIONSHIPS

COUNCILS Implementation Progress for CARE ACT
DfT stock take (5)
Q1 and Q2 assessment

Green

BETTER CARE FUND
BCP plan Sign Off 2016
Sign off with Condition

PEER CHALLENGE
Date of next peer challenge TBC

Date last letter published Jan-14

LOCAL ACCOUNT
Date local account published on website Oct-15

ENGAGEMENT IN REGIONAL / NATIONAL IMPROVEMENT ACTIVITY
Attendance at branch and regional events

DASS attended 4

CULTURE AND CHALLENGE

SELF-ASSESSMENT
Date regional self-assessment completed Dec-15

COMMISSIONING AND QUALITY

MARKET POSITION STATEMENT
date published on website Jan-15

LOCAL GOVERNMENTS OMBUDSMAN 2015/16 (2014/15 in Bracket)
Number of complaints 9 (15)
Complaints upheld 5 (8)

SAFEGUARDING Adult Return 2015/16

540 (552.8)

TOTAL EXPENDITURE ON ASC PER 100K POPULATION 2015/16
GROSS (2014/15) 35796 (35125)
NET (2014/15) 24517 (29348)

RESOURCES AND WORKFORCE MANAGEMENT

Long term admission to res/nursing care (per 100k pop’n) 2015/16 (Actual)
aged 65+(per 100k pop’n 65+) (14/15 Data in Bracket)

540 (552.8)

Over spend 2015/16 (net budget ex capital charge)

0.8 (4)

Scale of Expenditure Reduction (%)

2006/7 to 2013/4 (net)

5

2015/16 (2014/15 in Bracket) (Gross)

-2.09 (18)

2015/16 (2014/15 in Bracket) (Net)

0.4 (-10)

ASC SPEND AS % COUNCIL
2014/15 (2013/4 in net)

38 (28.5)

(% of Actual Net Expenditure

31 (41)

(14/15 Data in Bracket)

Planned

Receiving Long Term Support (over 65) During 2015/16
Numbers (2014/15 in Bracket)

2345 (2400)

No per 100k pop’n (2014/15 in Bracket)

5419 (5544)

Receiving Long Term Support (Aged 18 - 65 yrs) During 2015/16
Numbers (2014/15 in Bracket)

1060 (1090)

No per 100k pop’n (2014/15 in Bracket)

875 (875)

% Gross Total Exp on Adults aged 65+
2015/16

45 (34)

% Ave Area Care Worker Turnover

37.2

Note 1 Movement by council aggregated to average of national ranking of each ASCF indicator between 2014 and 2016 (Ranked out of 152 English councils)
Note 2 Delaying and reducing the need for care and support (2015/16). Attributable to Joint Health/adult social care
Note 3 Ensuring that people have a positive experience of care and support (2015/16)
### RESOURCES AND WORKFORCE MANAGEMENT

<table>
<thead>
<tr>
<th>Resource</th>
<th>Figures</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Long term admission to res/nursing care (per 100k pop) 2015/16 (Actual)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>aged 65+pop/100k (14/15 Data in Bracket)</td>
<td>625.8 (640.8)</td>
<td></td>
</tr>
<tr>
<td>aged 18-65(pop/100k 14/15 Data in Bracket)</td>
<td>14.2 (12.0)</td>
<td></td>
</tr>
<tr>
<td>Overspent 2013/16 (net budget or capital charge)</td>
<td>11.3 (1)</td>
<td></td>
</tr>
<tr>
<td>Scale of Expenditure Reduction (%)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2006/7 to 2013/4 (Net)</td>
<td>6.69 (2)</td>
<td></td>
</tr>
<tr>
<td>2013/14 (100% in Bracket) (Gross)</td>
<td>1.4 (1)</td>
<td></td>
</tr>
<tr>
<td>2013/14 (100% in Bracket) (Net)</td>
<td>0.45 (0)</td>
<td></td>
</tr>
<tr>
<td>2013/14 (100% in Bracket) Planned</td>
<td>37.8 (40)</td>
<td></td>
</tr>
<tr>
<td>TOTAL EXPENDITURE ON ASC FOR 100K POPULATION 2013/16</td>
<td>20820 (42120)</td>
<td></td>
</tr>
<tr>
<td>GROSS (2013/15)</td>
<td>23367 (31942)</td>
<td></td>
</tr>
<tr>
<td>NET (2013/15)</td>
<td>0.45 (0)</td>
<td></td>
</tr>
</tbody>
</table>

### PERSONALISATION 2016 (Actual)

- see note 3 below

### SAFEGUARDING Adult Return 2015/16

- see note 4 below

### PERFORMANCE AND OUTCOMES

**OVERALL ASCF DIRECTION OF TRAVEL 2015/16**

<table>
<thead>
<tr>
<th>Year</th>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015/16</td>
<td>48%</td>
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</table>

**COUNCILS Implementation Progress for CARE ACT**

- see note 1 below

**BEST CARE FUND**

- see note 2 below

**Mental Health Concordat**

- see note 3 below

**PERSONALISATION 2016 (Actual)**

- see note 3 below

**SAFEGUARDING Adult Return 2015/16**

- see note 4 below

### NATIONAL PRIORITIES AND PARTNERSHIPS / RELATIONSHIPS

**Councils Implementation Progress for CARE ACT**

- see note 1 below

**Best Care Fund**

- see note 2 below

**Mental Health Concordat**

- see note 3 below

### CULTURE AND CHALLENGE

**SELF-ASSESSMENT**

- see note 2 below

**PER CHALLENGE**

- see note 3 below

**LOCAL ACCOUNT**

- see note 3 below

### COMMISSIONING AND QUALITY

**MARKET POSITION STATEMENT**

- see note 4 below

**LOCAL GOVERNMENTS OMBUDSMAN 2015/16 (2014/15 (In Bracket))**

- see note 5 below

**ENGAGEMENT IN REGIONAL / NATIONAL IMPROVEMENT ACTIVITY**

- see note 6 below

**SELF-ASSESSMENT**

- see note 7 below

**PER CHALLENGE**

- see note 8 below

**LOCAL ACCOUNT**

- see note 9 below

**COMMISIONING AND QUALITY**

- see note 10 below

### RESOURCES AND WORKFORCE MANAGEMENT

<table>
<thead>
<tr>
<th>Resource</th>
<th>Figures</th>
<th>Notes</th>
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</thead>
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</tr>
<tr>
<td>Scale of Expenditure Reduction (%)</td>
<td></td>
<td></td>
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<tr>
<td>2006/7 to 2013/4 (Net)</td>
<td>6.69 (2)</td>
<td></td>
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<tr>
<td>2013/14 (100% in Bracket) (Gross)</td>
<td>1.4 (1)</td>
<td></td>
</tr>
<tr>
<td>2013/14 (100% in Bracket) (Net)</td>
<td>0.45 (0)</td>
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</tr>
<tr>
<td>2013/14 (100% in Bracket) Planned</td>
<td>37.8 (40)</td>
<td></td>
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<tr>
<td>TOTAL EXPENDITURE ON ASC FOR 100K POPULATION 2013/16</td>
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<td></td>
</tr>
<tr>
<td>GROSS (2013/15)</td>
<td>23367 (31942)</td>
<td></td>
</tr>
<tr>
<td>NET (2013/15)</td>
<td>0.45 (0)</td>
<td></td>
</tr>
</tbody>
</table>

Note 1: Movement by council aggregated to average of national ranking of each ASCF indicator between 2014 and 2016 (Ranked out of 152 English councils)

Note 2: Delaying and reducing the need for care and support (2015/16). Attributable to Joint Health/ adult social care

Note 3: Ensuring that people have a positive experience of care and support (2015/16)
NOTE 1
Movement by council aggregated to average of national ranking of each ASCF indicator between 2014 and 2016 (Ranked out of 152 English councils).

NOTE 2
Delivering and reducing the need for care and support (2015/16). Attributable to Joint Health/Adult Social Care.

NOTE 3
Ensuring that people have a positive experience of care and support (2015/16).

The table below provides a detailed overview of various metrics and initiatives:

### RESOURCES AND WORKFORCE MANAGEMENT

<table>
<thead>
<tr>
<th>Metric</th>
<th>2014/15</th>
<th>2015/16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overspend 2015/16 (net budget ex capital charge)</td>
<td>2.7</td>
<td>4.5</td>
</tr>
<tr>
<td>TOTAL EXPENDITURE ON ASC PER 100K POPULATION 2015/16</td>
<td>3.0 (3.5)</td>
<td>3.0 (3.5)</td>
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<tr>
<td>GROSS (2014/15)</td>
<td>40749 (453854)</td>
<td>40749 (453854)</td>
</tr>
<tr>
<td>NET (2014/15)</td>
<td>28042 (31706)</td>
<td>28042 (31706)</td>
</tr>
</tbody>
</table>

### LEADERSHIP AND GOVERNANCE

**POLITICAL**
- Commentary on political composition following May 2016 Election:
  - Coalition (Independent, Conservative, UKIP)

**MANAGERIAL**
- Commentary on SMT composition and recent changes:
  - David Sidaway (City Director)

### PERFORMANCE AND OUTCOMES

**OVERALL ASCF DIRECTION OF TRAVEL 2015/16**
- Reference to note 1 below

**COUNCILS IMPLEMENTATION PROGRESS FOR CARE ACT**
- Q4 2016 (Actual)
  - Enhanced quality of life for people with care and support needs (2015/16)
  - DTSC 2016 Actual (2014/15 Data In Bracket)
  - DTSC 2016 Actual (2014/15 Data In Bracket)
  -DTSC 2016 Actual (2014/15 Data In Bracket)

**BETTER CARE FUND**
- Sign-off with Condition
- 1 declaration statements 1 action plans

**PERSONALISATION 2016 (Actual)**
- see note 3 below

**SAFEGUARDING Adult Return 2015/16**
- see note 4 below

### NATIONAL PRIORITIES AND PARTNERSHIPS / RELATIONSHIPS

**COUNCILS IMPLEMENTATION PROGRESS FOR CARE ACT**
- Q4 2016 (Actual)
  - Enhanced quality of life for people with care and support needs (2015/16)

**SUPERVI SED INVESTIGATIONS**
- Date local account published on website:
  - Jan-17

**MARKET POSITION STATEMENT**
- Date published on website
  - Dec-15

**LOCAL GOVERNMENTS´ OMBUDSMAN**
- 2015/16 (2014/15 in Bracket)
- Number of complaints
  - 120 (130)

### COMMISSIONING AND QUALITY

**CULTURE AND CHALLENGE**
- SELF ASSESSMENT
  - Date of Next peer challenge
    - Summer 2017
  - Date last letter published
    - Mar-14

**ENGAGEMENT IN REGIONAL / NATIONAL IMPROVEMENT ACTIVITY**
- Attendance at branch and regional events
- DASS attended 2 meeting AD at 3

**LOCAL ACCOUNT**
- Date local account published on website
  - Jan-17

**SAFEGUARDING Adult Return 2015/16**
- see note 4 below

**SERVICE USER INFLUENCE**
- Date local account published on website
  - Jan-17

**PERSONALISATION REGIONAL ASSESSMENT ON PROGRESS (SEPTEMBER 2016)**
- Progress RAG
  - Amber

**ASCF SPEND AS % OF COUNCIL SCALE OF EXPENDITURE REDUCTION (%)**
- 2014/15
  - 32 (28.9)
  - 2015/16
  - 32 (28.9)

**ASC EXPEND AS % OF COUNCIL SCALE OF EXPENDITURE REDUCTION (%)**
- 2014/15
  - 32 (28.9)
  - 2015/16
  - 32 (28.9)

**RECEIVING LONG TERM SUPPORT (AGED OVER 65) DURING 2015/16**
- Numbers
  - 1204 (1469)
  - No per 100k pop
  - 1204 (1469)

**% GROSS TOTAL EXP ON ADULTS AGED 65+ 2015/16**
- 53 (80)

**% AVE AREA CARE WORKER TURNOVER**
- 40.6

---

26 West Midlands Adult Social Care Regional Account March 2017
**LEADERSHIP AND GOVERNANCE**

**POLITICAL**
Commentary on political composition following May 2016 Election

Labour

**MANAGERIAL**

Commentary on SMT composition and recent changes

Paul Sheehan (CEO)

---

**PERFORMANCE AND OUTCOMES**

**OVERALL ASCF DIRECTION OF TRAVEL 2015/16**

- Use note 1 below

| 30 | 72 | 74 |

**Q3 2016 (Actual)**
Enhancing quality of life for people with care and support needs (2015/16)

| 18.6 |

**PERSONALISATION 2016 (Actual)**

- Use note 3 below

| 91.3 |

**SAFEGUARDING Adult Return 2015/16**

- Use note 4 below

| 100 |

**Outcome** 69%

---

**NATIONAL PRIORITIES AND PARTNERSHIPS / RELATIONSHIPS**

**COUNCILS Implementation Progress for CARE ACT**

DfI stock take (6) Q1 and Q27 Assessment

Green

**BETTER CARE FUND**

- BCF Plan Sign Off 2016
- Signed Off

**Mental Health Concordat**
Progress being made

1 declaration statements 1 action plans

**PERSONALISATION 2016 (Actual)**

- Use note 3 below

**SAFEGUARDING Adult Return 2015/16**

- Use note 4 below

**Outcome** 69%

---

**CULTURE AND CHALLENGE**

**SELF-ASSESSMENT**

Date regional self-assessment completed

Dec 15

**PEER CHALLENGE**

- Date of next peer challenge
- Date last letter published

Nov 16
Dec 15

---

**COMMISSIONING AND QUALITY**

**MARKET POSITION STATEMENT**

- Date published on website

Nov 13

**LOCAL GOVERNMENTS OMBUDSMAN**

- 2015/16 (2014/15 in Bracket)
- Number of complaints
  - 183 (133)
- Complaints upheld
  - 30

---

**RESOURCES AND WORKFORCE MANAGEMENT**

**LEADERSHIP AND GOVERNANCE**

- Commentary on political composition following May 2016 Election
- Labour

**MANAGERIAL**

- Commentary on SMT composition and recent changes
- Paul Sheehan (CEO)

---

**OVERALL ASCF DIRECTION OF TRAVEL 2015/16**

- Use note 1 below

| 30 | 72 | 74 |

**Q3 2016 (Actual)**
Enhancing quality of life for people with care and support needs (2015/16)

| 18.6 |

**PERSONALISATION 2016 (Actual)**

- Use note 3 below

| 91.3 |

**SAFEGUARDING Adult Return 2015/16**

- Use note 4 below

| 100 |

**Outcome** 69%

---

**NATIONAL PRIORITIES AND PARTNERSHIPS / RELATIONSHIPS**

**COUNCILS Implementation Progress for CARE ACT**

DfI stock take (6) Q1 and Q27 Assessment

Green

**BETTER CARE FUND**

- BCF Plan Sign Off 2016
- Signed Off

**Mental Health Concordat**
Progress being made

1 declaration statements 1 action plans

**PERSONALISATION 2016 (Actual)**

- Use note 3 below

**SAFEGUARDING Adult Return 2015/16**

- Use note 4 below

**Outcome** 69%

---

**CULTURE AND CHALLENGE**

**SELF-ASSESSMENT**

Date regional self-assessment completed

Dec 15

**PEER CHALLENGE**

- Date of next peer challenge
- Date last letter published

Nov 16
Dec 15

---

**COMMISSIONING AND QUALITY**

**MARKET POSITION STATEMENT**

- Date published on website

Nov 13

**LOCAL GOVERNMENTS OMBUDSMAN**

- 2015/16 (2014/15 in Bracket)
- Number of complaints
  - 183 (133)
- Complaints upheld
  - 30

---

**RESOURCES AND WORKFORCE MANAGEMENT**

<table>
<thead>
<tr>
<th>Long term admission to res/nursing care (per 100k pop% 2015/16 (Actual))</th>
<th>Scale of Expenditure Reduction (%)</th>
<th>ASC SPEND AS % COUNCIL</th>
<th>Receiving Long Term Support (over 65 during 2015/16)</th>
<th>% Gross Total Exp on Adults aged 65+ 2015/16</th>
</tr>
</thead>
<tbody>
<tr>
<td>aged 65+ (per 1004 pop % 65+) (14/15 Data in Bracket)</td>
<td>2006/7 to 2013/4 (Net)</td>
<td>2015/16 to 2015/16 (14/15 Data in Bracket)</td>
<td>2015/16 to 2015/16 (14/15 Data in Bracket)</td>
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</tr>
<tr>
<td>551.3 (480)</td>
<td>$16</td>
<td>5.72 (12)</td>
<td>12.4 (-10)</td>
<td>33 (28.3)</td>
</tr>
<tr>
<td>12.4 (-10)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11.2 (3.4)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**TOTAL EXPENDITURE ON ASC PER 100K POPULATION 2015/16**

<table>
<thead>
<tr>
<th>OVERSPEND 2015/16 (net budget excess capital charge</th>
<th>TOTAL EXPENDITURE ON ASC PER 100K POPULATION 2015/16</th>
</tr>
</thead>
<tbody>
<tr>
<td>(14/15 Data in Bracket)</td>
<td>(14/15 Data in Bracket)</td>
</tr>
<tr>
<td>GROSS (2015/16)</td>
<td>39089 (42137)</td>
</tr>
<tr>
<td>NET (2015/16)</td>
<td>21400 (19127)</td>
</tr>
</tbody>
</table>

**Receiving Long Term Support (Aged 18 - 65 yrs) During 2015/16**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
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</thead>
<tbody>
<tr>
<td>985 (634)</td>
<td>710 (450)</td>
<td>743 (465)</td>
<td>665 (400)</td>
</tr>
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</table>

**% Gross Total Exp on Adults aged 65+ 2015/16**

| 43 (38) |

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**WEST MIDLANDS ADULT SOCIAL CARE BALANCED SCORECARD**

**CULTURE AND CHALLENGE**

**SELF-ASSESSMENT**

Date regional self-assessment completed

Dec 15

**PEER CHALLENGE**

- Date of next peer challenge
- Date last letter published

Nov 16
Dec 15

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**COMMISSIONING AND QUALITY**

**MARKET POSITION STATEMENT**

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**% Gross Total Exp on Adults aged 65+ 2015/16**

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**Note 1** Movement by council aggregated to average of national ranking of each ASCF indicator between 2014 and 2016 (Ranked out of 152 English council)

**Note 2** Delaying and reducing the need for care and support (2015/16). Attributable to Joint Health/ adult social care

**Note 3** Ensuring that people have a positive experience of care and support (2015/16)
### RESOURCES AND WORKFORCE MANAGEMENT

<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
<th>Data 2015/16 (Actual)</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Long term admission to res/nursing care (per 100k pop) 2015/16</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>aged 65+ over 100k (pop: 65+)</td>
<td></td>
<td>572.8 (869.9)</td>
<td></td>
</tr>
<tr>
<td>aged 18-65+ over 100k (pop: 18-65+)</td>
<td></td>
<td>10.3 (11.2)</td>
<td></td>
</tr>
<tr>
<td>Scale of Expenditure Reduction (%)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Overexpend 2015/16 (net budget vs capital charge)</td>
<td></td>
<td>-0.8 (-0.8)</td>
<td></td>
</tr>
<tr>
<td>TOTAL EXPENDITURE ON ASC PER 100K POPULATION 2015/16</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>GROSS (2015/16)</td>
<td></td>
<td>30739 (37681)</td>
<td></td>
</tr>
<tr>
<td>NET (2015/16)</td>
<td></td>
<td>22259 (20962)</td>
<td></td>
</tr>
</tbody>
</table>

**Notes:**
1. Movement by council aggregated to average of national ranking of each ASCF indicator between 2014 and 2016 (ranked out of 152 English councils).
2. Quality of life for people with care and support needs (2015/16).
3. Ensuring that people have a positive experience of care and support (2015/16).
4. See note 4 below.

---

**LEADERSHIP AND GOVERNANCE**

- **Political**
  - Commentary on political composition following May 2016 Election
    - Conservative*

- **Managerial**
  - Commentary on SMT composition and recent changes
    - Jim Graham (CEO)

**COMMISSIONING AND QUALITY**

- **Market Position Statement**
  - Date published on website

**LOCAL GOVERNMENTS OMBUDSMAN**

- **2015/16 (2014/15 in Bracket)**
  - Number of complaints: 33(41)
  - Complaints upheld: 10(9)

**ENGAGEMENT IN REGIONAL / NATIONAL IMPROVEMENT ACTIVITY**

- Attendance at branch and regional events
- DASS attended 4 meeting AD at 1

---

**NATIONAL PRIORITIES AND PARTNERSHIPS / RELATIONSHIPS**

- **Overall ASCF Direction of Travel 2015/16**
  - See note 1 below
  - 96
  - 67

- **Quality 2016 (Actual)**
  - Enhancing quality of life for people with care and support needs (2015/16)
  - 19

- **Personalisation 2016 (Actual)**
  - See note 3 below
  - 97.8

- **Safeguarding Adult Return 2015/16**
  - See note 4 below
  - 79
  - Outcome: 63%
### RESOURCES AND WORKFORCE MANAGEMENT

<table>
<thead>
<tr>
<th>Long term admission to res/nursing care (per 100k pop) 2015/16 (Actual)</th>
<th>Scale of Expenditure Reduction (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>aged 65+ (per 100k pop) 2015/16 (14/15 Data in Bracket)</td>
<td>700.4 (646.3)</td>
</tr>
<tr>
<td>aged 18-65 (per 100k pop) 2015/16 (14/15 Data in Bracket)</td>
<td>15 (21.6)</td>
</tr>
<tr>
<td>OVERSPEND 2015/16 (net budget vs capital charge %)</td>
<td>3.08 (4.4)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>TOTAL EXPENDITURE ON ASC PER 100K POPULATION 2015/16</th>
</tr>
</thead>
<tbody>
<tr>
<td>GROSS (2014/15)</td>
</tr>
<tr>
<td>NET (2014/15)</td>
</tr>
</tbody>
</table>

| ASC SPEND AS % COUNCIL (2014/15) | 31 (27.4) |
|-----------------------------------|
| (2015/16) | 31 (27.4) |

<table>
<thead>
<tr>
<th>RECEIVING LONG TERM SUPPORT (over 65) During 2015/16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Numbers (2015/16 in Bracket)</td>
</tr>
<tr>
<td>No per 100k pop's (2015/16 in Bracket)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>RECEIVING LONG TERM SUPPORT (Aged 18-65 yrs) During 2015/16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Numbers (2015/16 in Bracket)</td>
</tr>
<tr>
<td>No per 100k pop's (2015/16 in Bracket)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>% Gross Total Exp on Adults aged 65+ 2015/16</th>
</tr>
</thead>
<tbody>
<tr>
<td>55 (56)</td>
</tr>
</tbody>
</table>

### LEADERSHIP AND GOVERNANCE

**POLITICAL**
Commentary on political composition following May 2016 Election
Labour Council

**MANAGERIAL**
Commentary on SMT composition and recent changes
Keith Ireland - CEO (WET Nov 2014)

### PERFORMANCE AND OUTCOMES

**OVERALL ASCOF DIRECTION OF TRAVEL 2015/16**

<table>
<thead>
<tr>
<th>Statement</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dfi stock take (6) Q1 and Q27 Assessment</td>
<td>Green</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>BETTER CARE FUND</th>
</tr>
</thead>
<tbody>
<tr>
<td>Progress being made</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>PERSONALISATION 2016 (Actual)</th>
</tr>
</thead>
<tbody>
<tr>
<td>see note 3 below</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SAFEGUARDING Adult Return 2015/16</th>
</tr>
</thead>
<tbody>
<tr>
<td>see note 4 below</td>
</tr>
</tbody>
</table>

### NATIONAL PRIORITIES AND PARTNERSHIPS / RELATIONSHIPS

**COUNCILS Implementation Progress for CARE ACT**

<table>
<thead>
<tr>
<th>Leader Member (Time in Post)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cllr Sandra Samuels (2016)</td>
</tr>
</tbody>
</table>

### CULTURE AND CHALLENGE

**SELF-ASSESSMENT**

Date regional self-assessment completed
Mar-16

**PEER CHALLENGE**

<table>
<thead>
<tr>
<th>Date of Next Peer Challenge</th>
<th>Date of Last Letter Published</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mar-16</td>
<td>Mar-16</td>
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</tbody>
</table>

### COMMISSIONING AND QUALITY

**MARKET POSITION STATEMENT**

Date published on website
Oct-14

**LOCAL GOVERNMENTS OMBUDSMAN**

<table>
<thead>
<tr>
<th>2015/16 (2014/15 in Bracket)</th>
<th>(2013/14)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of complaints</td>
<td>7 (32)</td>
</tr>
<tr>
<td>Complaints upheld</td>
<td>2 (0)</td>
</tr>
</tbody>
</table>

### ENGAGEMENT IN REGIONAL / NATIONAL IMPROVEMENT ACTIVITY

Attendance at branch and regional events
Data 4/5 AD 1/5

### SELF ASSESSMENT BETTER CARE FUND PEER CHALLENGE

Enhancing quality of life for people with care and support needs (2015/16)

<table>
<thead>
<tr>
<th>Outcome</th>
<th>48%</th>
</tr>
</thead>
</table>

### WEST MIDLANDS ADULT SOCIAL CARE BALANCED SCORECARD

- **Total Expenditure on ASC per 100k Population 2015/16**
  - Gross: 49532 (48918)
  - Net: 35732 (37980)

- **Overspend 2015/16 (net budget vs capital charge)**
  - 3.08 (4.4)

- **Scale of Expenditure Reduction (%)**
  - 2009/10 to 2013/14 (Net)
  - 2015/16 (2014/15 in Bracket) (Gross)

- **Personnelisation 2016 (Actual)**
  - 71.3

- **Safeguarding Adult Return 2015/16**
  - Outcome: 48%

### Notes

1. Movement by council aggregated to average of national ranking of each ASCOF indicator between 2014 and 2016 (Ranked out of 152 English councils)
2. Delaying and reducing the need for care and support (2015/16). Attributable to Joint Health/Adult Social Care
3. Ensuring that people have a positive experience of care and support (2015/16)
Long term admission to res/nursing care (per 100k pop’n) 2015/16 (Actual)

<table>
<thead>
<tr>
<th>Age Group</th>
<th>2015/16</th>
<th>2014/15</th>
<th>2013/14</th>
<th>2012/13</th>
<th>2011/12</th>
</tr>
</thead>
<tbody>
<tr>
<td>65+</td>
<td>330</td>
<td>330</td>
<td>330</td>
<td>330</td>
<td>330</td>
</tr>
<tr>
<td>18-65</td>
<td>9.8</td>
<td>9.8</td>
<td>9.8</td>
<td>9.8</td>
<td>9.8</td>
</tr>
</tbody>
</table>

Scale of Expenditure Reduction (%)

<table>
<thead>
<tr>
<th>Year</th>
<th>2013/14</th>
<th>2014/15</th>
<th>2015/16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>0.99</td>
<td>0.99</td>
<td>0.99</td>
</tr>
<tr>
<td>(A)</td>
<td>(2)</td>
<td>(2)</td>
<td>(2)</td>
</tr>
<tr>
<td>(B)</td>
<td>-0.2</td>
<td>-0.2</td>
<td>-0.2</td>
</tr>
<tr>
<td>(C)</td>
<td>-0.2</td>
<td>-0.2</td>
<td>-0.2</td>
</tr>
</tbody>
</table>

ASC SPEND AS % COUNCIL

<table>
<thead>
<tr>
<th>Year</th>
<th>2014/15</th>
<th>2015/16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>42.1</td>
<td>42.1</td>
</tr>
</tbody>
</table>

Receiving Long Term Support (over 65) During 2015/16

- Numbers (2013/14 in Bracket): 517 (501)
- No per 100k pop’n (2013/14 in Bracket): 435 (493)

Receiving Long Term Support (Aged 18-65 yrs) During 2015/16

- Numbers (2013/14 in Bracket): 2150 (2471)
- No per 100k pop’n (2013/14 in Bracket): 743 (732)

% Gross Total Exp on Adults aged 65+ 2015/16

- 62 (66)

Note 1: Movement by council aggregated to average of national ranking of each ASCF indicator between 2014 and 2016 (ranked out of 152 English councils)

Note 2: Delaying and reducing the need for care and support (2015/16). Attributable to Joint Health/adult social care
# Appendix two;
West Midlands Adult Social care individual balanced score cards summary

<table>
<thead>
<tr>
<th>EWM</th>
<th>Contact Information</th>
<th>Key Performance Indicators</th>
<th>Financial Information</th>
<th>Impact Information</th>
<th>Strategic Objectives</th>
<th>Implementation Plan</th>
<th>Progress &amp; Lessons Learnt</th>
<th>Conclusion</th>
</tr>
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<tr>
<td></td>
<td></td>
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<td></td>
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<td></td>
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<td></td>
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### Contact Information
- **Position**: DCS/DASS
- **Name**: Paula Furnival
- **Contact**: 0121 464 0500
- **Email**: paula.furnival@bc.gov.uk
- **Website**: [Click here](http://www.coventrytelegraph.co.uk)

### Key Performance Indicators
- **EWM**: 10
- **West Midlands**: 20
- **East Midlands**: 30
- **North Midlands**: 40
- **South Midlands**: 50
- **Total**: 150

### Financial Information
- **Total Expenditure on ASC**: £2,760,000
- **Net Expenditure**: £1,540,000

### Impact Information
- **Percentage of People Aged 65 and Over**: 20%
- **Percentage of People Aged 80 and Over**: 5%

### Strategic Objectives
- **Objective 1**: Improve access to social care services
- **Objective 2**: Increase participation in community activities

### Implementation Plan
- **Plan 1**: Develop new social care facilities
- **Plan 2**: Enhance community outreach programs

### Progress & Lessons Learnt
- **Progress**: 70%
- **Lessons**: Improved communication with stakeholders

### Conclusion
- **Recommendation**: Further investment in social care services is necessary to meet increasing demand.

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West Midlands Adult Social Care Regional Account March 2017

[32]
For more information about the West Midlands ADASS Improvement Plan 2017-18, please visit wm-addas.org.uk or contact

Pete Jackson,
E: pjackson@westmidlandsiep.gov.uk
M: 07583 403577