

## **North West ADASS**

### **Approach to Sector Led Improvement in Adult Social Care**

### **Memorandum of Understanding (MoU)**

All 23 upper tier local authorities in the North West of England are committed to the principles behind sector led improvement (SLI) which are set out in 'Taking the Lead' published by the Local Government Association in 2012 and reinforced by the findings of the "Taking stock: where next with sector led improvement?" consultation. The original principles underpinning SLI remain absolutely relevant:

- 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

SLI has been a central part of the regions commitment to improvement for a number of years and as the maturity of our health and social care systems develops with the formation of Integrated Care Systems (ICS), the Branch realises the importance of a robust and targeted approach to SLI that involves wider system partners and that of other local government systems in Children's Services and Public Health.

NW ADASS is of the belief that it is our responsibility to ensure that the services we provide and the approaches we take are rooted in ensuring that outcomes for adults are improved and that our populations are better off as a result of the work we do. Our ambition is that SLI continues to sit at the heart of the shift away from compliance and inspection and focusses on a learning and improvement culture. However, we welcome the recent CQC System Reviews and the learning we can take from such an approach to reviewing the effectiveness of health and social care systems.

The approach we have adopted across the region has proven to be effective in terms of embedding a culture of support and challenge amongst peers and we will continue to work with adult social care colleagues and our wider system partners to further develop understanding and reinforce the need for reflective practice, shared learning, self-awareness and constructive challenge, leading to targeted action. Our approach to SLI is underpinned by our robust approach to data collection and analysis. The NW ADASS Balanced Scorecard provides a central repository of data which will help us understand our areas of high performance and those where we have room for improvement. With published data from a number of sources such as; ASCOF indicators; SALT; Safeguarding; DoLS; ASCFR; CQC; DToC and PHOF. In addition each North West Local Authority submits a series of output and outcome measures on a quarterly basis which the SLI Board uses pragmatically to develop its offer of support and where required challenge areas of under-performance.

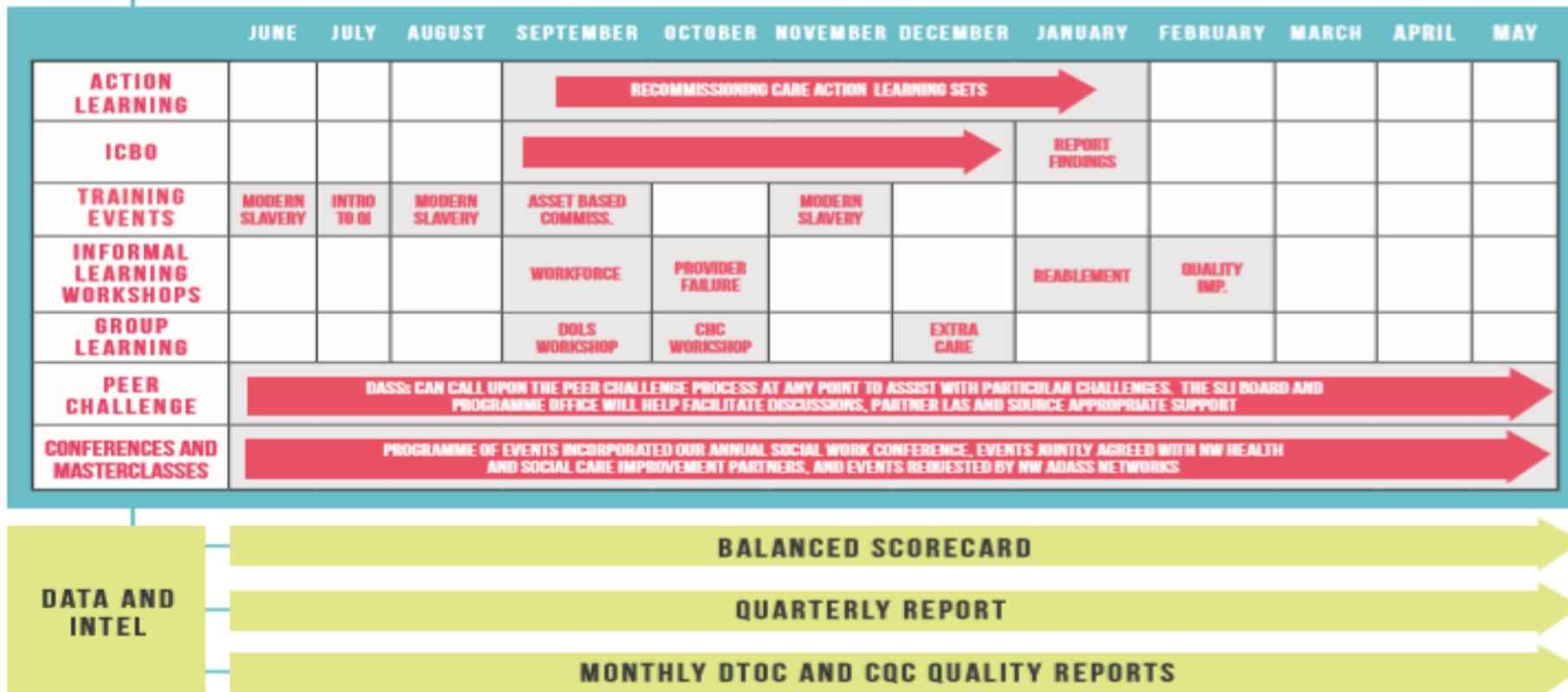


We understand the approach remains ambitious and will present significant challenges as we enter a period of health and social care integration and wider public sector reform which is why NW ADASS will commit to evidencing the impact of its SLI programme through the commission of an independent and sustainable programme of evaluation.

The NW ADASS SLI Board has delegated responsibilities to design, develop and implement the Branch's' approach to peer review, support and challenge and formally reports to the NW ADASS Executive Board. In the spirit of SLI we acknowledge that the tools and agreed process will evolve and we are determined that the ambitious approach we have committed to will lead to system change, beyond improvements that are isolated at the level of individual or group.

To ensure that our approach has lasting commitment we have all secured support from our Chief Executives and Lead Members and have signed this Memorandum of Understanding. This move demonstrates both our commitment and determination to improve outcomes beyond those achieved already

**NW ADASS SECTOR LED IMPROVEMENT PLAN ON A PAGE**



## 1. Introduction

- 1.1. This Memorandum of Understanding (MoU) is between the 23 upper tier Local Authorities that make up the North West Region.
- 1.2. The MoU sets out the agreed areas and activities in which the Local Authorities will work together to support SLI with the shared aims of:
  - a) Securing improvement work that is focused on galvanising adult social care services to achieve the best possible outcomes for people, working in particular on the need to avoid service failures, improving performance in relation to the more intractable challenges and sustaining progress during a period of significant public sector reform, economic restraint and budget reductions.
  - b) Building on existing capability in adult social care services, corporately and with partners to diagnose improvement challenges, identify risks to performance and to commission effective, evidence based and value for money solutions.
  - c) Systematically sharing knowledge about what works across the sector and ensuring that there is effective brokerage of best practice solutions.
  - d) Contributing to the development and implementation of policies and practice designed to improve the lives of service users and their families and carers.
- 1.3. The MoU is not a statutory or contractual document. It is a statement of commitment to work collaboratively to support the regional NW ADASS SLI Programme.
- 1.4. The commitment of Local Authorities relates to both providing and receiving the types of peer support that are set out in the NW ADASS SLI Annual Work Programme (Appendix 1) and sits within the operating framework of the Branch and its regional Workstreams/Groups.
- 1.5. This MoU sets out a commitment to utilise the NW ADASS Balanced Scorecard (Appendix 2) and accompanying SLI Quarterly Reports, which will be fundamental sources of data and intelligence to help identify positive progress and opportunities for improvement and support. The NW ADASS SLI Work Programme provides an indication of the current data sources that are utilised but will remain flexible to emergent data sources and emergent sub-regional outcome frameworks.

## 2. Local Authority Commitment

2.1. By the signing of the MoU, North West Local Authorities commit to the following:

- a) Setting the tone of the programme as one of promoting excellence, learning, continuous improvement and encouraging individual Councils to self-assess and self-assure.
- b) To commit to an open and honest relationship between the Councils involved, including those outside of the North West Region.
- c) To completing all local metrics required to complete the quarterly SLI Reports and annual NW ADASS Balanced Scorecard.
- d) To actively participate in shaping the annual SLI programme through the agreed planning process.
- e) To commit appropriate resources to support cluster, sub-regional and regional improvement work as approved by the SLI Board and NW ADASS Executive Board.
- f) To use an evidence based approach and one that engages service users, carers, providers and other key stakeholders and system partners.
- g) To commit to participate in Adult Social Care Peer Review activity, engaging with the SLI Board to explore the range of review options/methodology and to ultimately feedback on process, impact and outcomes to help further develop and refine the future programme.
- h) To fully participate in the agreed self-assessment exercise (For example: TEASC Risk Awareness) and share appropriate findings with the region to inform the development of the Branch's strategic priorities.
- i) To cooperate and work closely with the appointed Local Government Association (LGA) Care and Health Improvement Advisor (CHIA) to collectively address areas of concern and lever in additional support from national partners where appropriate and necessary.
- j) A role for North West Local Authorities to respond to significant areas of underperformance and work collaboratively to support an adequate and proportionate improvement offer.
- k) To participate in sharing local improvement headlines and outcomes from peer review activity that will form the basis of the NW ADASS Practice Framework and Annual Regional Account.
- l) To fully participate in NW ADASS networks and events to share learning and best practice with others in the region, and nationally where invited to do so – helping reinforce and evidence the benefits of a SLI approach in Adult Social Care.
- m) To work closely with the NW ADASS Programme Office to host events where feasible to share excellence as and when required by the NW ADASS Branch (Regional resources will be made available, where possible, to develop such events).
- n) To be flexible to emergent system risks and continue to challenge the sector to look beyond its direct influence and improve partnership working more broadly with the sector-led principles, reflecting the sector's unique place shaping role.

### **3. Implementation**

3.1. This MoU commences in April 2018 and will remain in force until such time as it is revoked by the parties.

3.2. The MoU will be reviewed post March 2019 when the North West Executive Board has fully evaluated and reviewed the North West approach to SLI in Adult Social Care and may otherwise be reviewed at any time at the request of any party.

### **4. Commitment**

4.1. The signatures provided below show the commitment to North West ADASS's approach to Sector Led Improvement in Adult Social Care of the Chief Executive, Lead Member for Adult Social Care and Director of Adult Social Care, of the council.

#### **Chief Executive of the Council**

**Signed:**

**Date:**

#### **Lead Member for Adult Social Care**

**Signed:**

**Date:**

#### **Director of Adult Social Care**

**Signed:**

**Date:**

**Appendix 1:**



**SLI Programme  
2018-19.pdf**

**Appendix 2:**



**NW ADASS  
Balanced Scorecard**