

NW ADASS ANNUAL REPORT 2023/24



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CHAIRS' WELCOME AND INTRODUCTION

Welcome to the NW ADASS Annual Report for 2023-24 and what a good year it has been for us as a region, but not without its challenges to deal with.

We have continued to work at pace this year in preparing our North West Local Authorities (LAs) for the **Care Quality Commission (CQC) Assurance and Assessment Framework**, and we both feel that we are now well placed in supporting LAs who will be chosen by CQC for their local assessment. The regional programme has ensured that all councils get a comprehensive offer that includes peer challenge; a check-in to review improvement plans; staff engagement sessions; assurance drop-in sessions and regular communication on the learning from those councils who have completed their assessment process.

Other Key Achievements this year have been on a **North West Roadmap**, at our Annual Conference agreed to embarked on an ambitious project to develop a strategic communication plan to help us communicate a clear and well-articulated vision for social care in the future. We will be working with NW Directors of Adult Social Services and Councillor Portfolio Holders for Adult Social Care (ASC) to develop key messages that will help us to change the narrative for ASC. We believe that investment in ASC services is an investment in the wider economy and something for us to promote and celebrate.



We are leading Adult Social Care in challenging times, but the beauty of Adult Social Care is we are helping people to live their best lives, whatever they are doing, and whatever they love... it's a beautiful job to do.



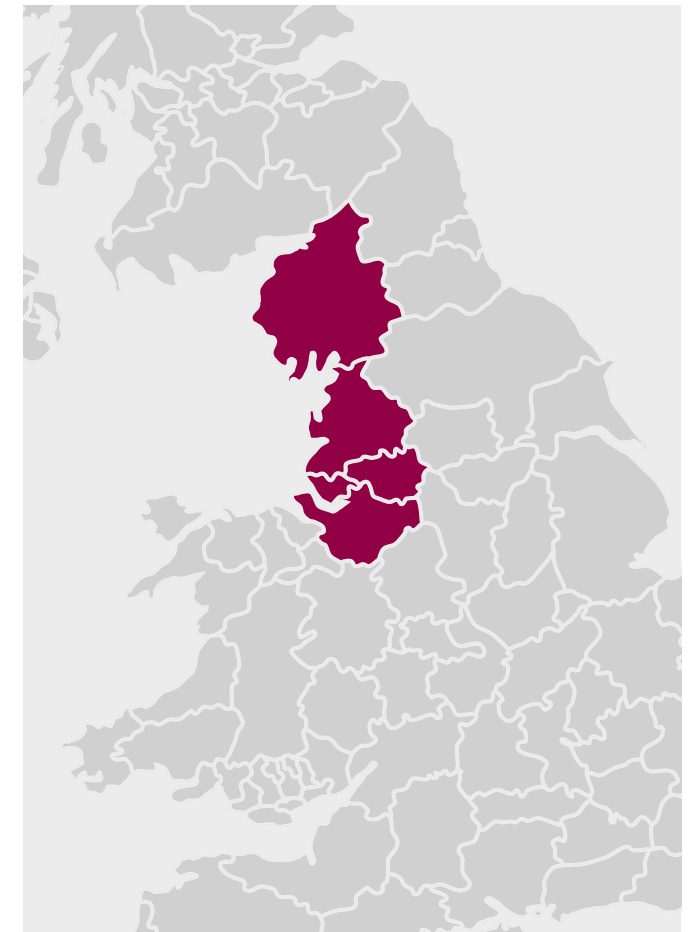
Stuart Cowley –
NW ADASS Conference 2023

Also, our **TEC & Digital regional capacity** improved as we invested in new programme capacity to ensure the escalation of work in this important area. The region has been chosen by the Local Government Association (LGA) to pilot a 'What Good Looks Like' project and all 24 councils have completed the first stage of the project, which is a self-assessment process, this will help us to benchmark ourselves as a region and identify shared learning.

In addition, our work on **ASC Hospital Discharge Collaborative Support Offer** has been developing, we have recognised for some time that much of the Hospital Discharge work focuses mostly on health. In NW ADASS we are scoping work in this area with an ASC Lens. Key stakeholders in the region have identified three areas for attention: wider mapping of governance and offers: Hospital Social Work roles (in-community settings vs. in-hospital setting); and Good Practice in other regions.

Our most significant challenge continues to be the **financial sustainability** of the sector. Although new monies into our systems have been warmly welcomed this year, this will continue to be an on-going challenge for us, given the wider financial difficulties that Local Authorities are operating under.

We want to thank all our colleagues working across the region in adult social care service for their hard work and commitment this year. We hope you enjoy reading all about what we have achieved collectively through the regional NW ADASS work programme.



Stuart Cowley
NW ADASS Regional Co-Chair, DASS Wigan Council



Sarah Smith
NW ADASS Regional Co-Chair, DASS Knowsley Council

CHIA (CARE, HEALTH AND IMPROVEMENT) ADVISOR

I joined the NW region as CHIA in late July 2023, and I am very pleased to be able to contribute to the NW ADASS Annual report.

This year has seen the growing risks in local Authority Budgets continue to put pressure on Adult Social Care and together with the continuing challenges around workforce and NHS capacity this has meant it has been another very challenging year for everyone in the sector.

The ADASS and Local Government Association (LGA) Partners in Care and Health (PCH) partnership works well in the region and together with Greater Manchester ADASS, Cheshire and Merseyside ADASS and other partners such as Skills for Care, there is a rich programme of support for sector led improvement.

The work of the NW ADASS Executive, the policy groups, and the networks and the feedback from the Challenge and Check-In sessions provide testament to the dedicated and passionate leadership and social care workforce across the whole region. The challenges faced are being met with resilience, creativity and determination, but it still takes its toll.

Through the national PCH programme we have been able to secure support for councils around financial analysis and benchmarking; strategic commissioning; safeguarding; supporting people with learning disabilities and autism; demand and capacity planning and discharge to assess; and supporting staff in preparation for assurance.

Sector Led Improvement still has a vital role alongside more formal assessments by CQC and I look forward to continuing to work with you all in the year ahead.



Kathy Clark
Care, Health and Improvement Adviser

2023/24 SNAPSHOT

Communication and Events

- **1** NW ADASS Programme Office.
- **24** NW Local Authorities.
- **1** NW ADASS Annual Conference – Destination NW: A Roadmap for Improvement.
- Regular direct communication with over **2500** peers across the sector.
- Over **5,000** hours of stakeholder engagement meetings and conversation.
- **50** Weekly bulletins.
- **15+** Regional publications.

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Future Models & Co-production

- Launch of **3** new Network Groups - NW ADASS Co-production Network, Joint Regional Leaders Steering Group with NHSE and People Power Network (In Control & Social Care Future).
- Development of NW Co-production Benchmarking Tool.

Future Markets

- Use of Resources added to MQIS and Directors Dashboard finalised.
- **6** MQIS Bulletins published.
- Out of Area Commissioning Notifications process recommendations made.

Future Workforce

- Blended Roles in Homecare Blueprint completed.
- **2** Workforce Strategy Days held with 8 councils with Skills for Care.
- Market Workforce Packs published for **9** councils in Cheshire and Mersey.
- Equality, Diversity and Inclusion (EDI) Network launched and Reverse Mentoring Guide published.

2023/24 SNAPSHOT

Sector Led Improvement

- **24x** local authorities are engaged in NW ADASS Assurance support offer.
- **4x** SLI Board Meetings per year.
- **11x** monthly Assurance preparation drop-in sessions delivered.
- **250** colleagues in receipt of monthly assurance updates.
- **6x** Peer Challenge and 2 LGA Peer Reviews completed.
- **7x** Challenge Check-ins completed.
- **6x** Staff Engagement Sessions completed.
- **10x** Masterclass Learning Events delivered.

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TEC & Digital

- Dedicated TEC & Digital programme manager appointed.
- **4x** Programme Board Meetings in 2023-24.
- **19 of 23** LAs 'What Good Looks Like' Self-Assessment completed.
- **1x** Direct Support 'What Good Looks Like Offer to NW LA.
- **3x** Digital Switchover Webinars with 6x Expert Speakers.
- **1x** Better Security, Better Care Regional Summit.

Strategic Performance Network

- **3x** Development Programme Areas agreed – Analytical Skills, Data Quality, & Performance Management.

DoLS / MCA

- Monthly engaged network meeting.
- **70+** members.
- **4x** Task & Finish Group Meetings.
- **10x** Local Authority Volunteers for Practice Capture Review.

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North West Care 2030 Strategy

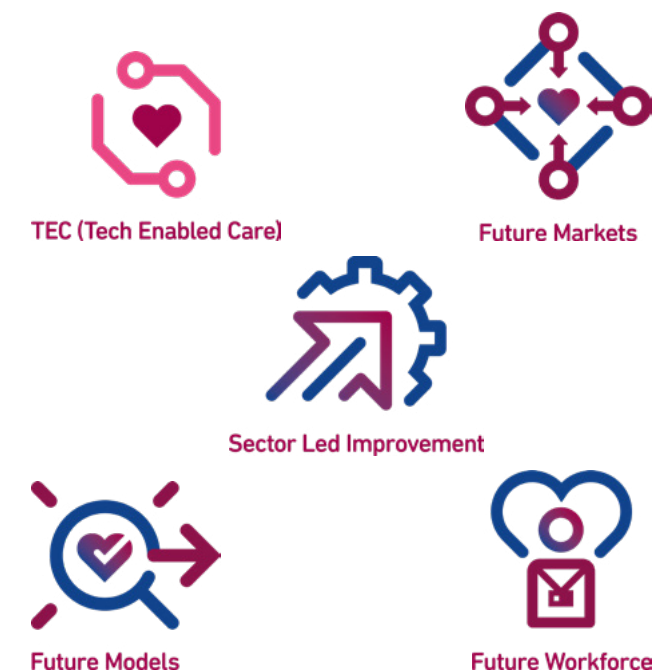
We have made good progress in the North West this year to change the way Adult Social Care is delivered, our core principles of strengths, not deficit approaches have helped us shape our regional strategy and programmes of work. The strategy was co-produced with colleagues and people from across Adult Social Care (ASC) in 2020.

We continue to have ambition to change the narrative for Adult Social Care and our four work-streams of Future Markets, Future Models, Future Workforce and TEC and Digital are the foundations for us to deliver this change, with Sector Led Improvement work underpinning how we transform collectively with our key partners.

All our programmes and boards are led by either a Director of Adult Social Services (DASS) or Assistant Director with a special interest in the work and their insights, support and drive help us shape the strategic ambition of the region.

The Care 2030 Strategy is committed to co-production and social justice, and we will work together with partners, organisation, and people with lived experience to achieve this year's business objectives.

The ambition in 2024-25 of developing a NW Roadmap that will shape a strategic communication plan, will aid our local, regional, and national conversations on investing in ASC to support our regional economy.

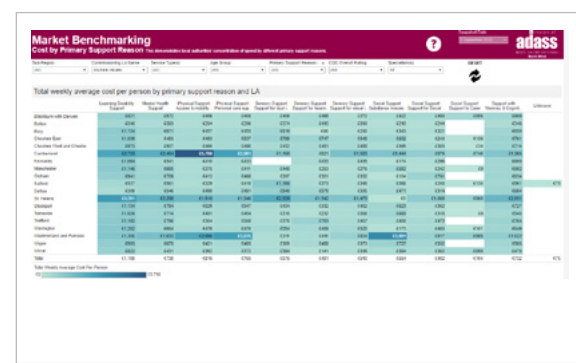
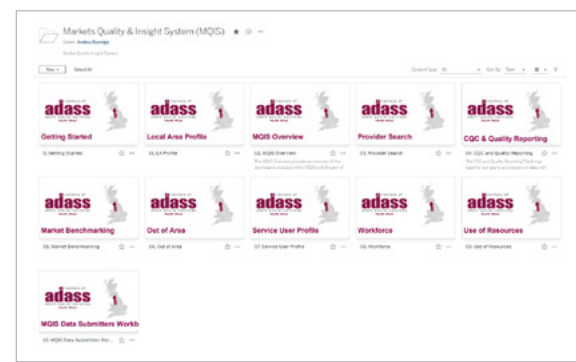


FUTURE MARKETS PROGRAMME

The Future Markets Board vision is to create a diverse and high-quality market for social care which is ethical, builds community wealth and offers greater choice.

- The Future Markets Board priority has been the continued development and launch of our Markets Quality and Insight System (MQIS). MQIS launched in December 2022 involving regional data collection and online dashboards presenting data about care markets.
- We now have over 400 users with the Programme Team producing bespoke reports and regular bulletins.
- We continue to add features including incorporating annual 'Use of Resources' data and a 'Directors' Dashboard' report.

During this year the Board has also overseen the development of a process for ensuring consistent notifications of out of area placements.



Our vision is to develop a high-quality and caring workforce so that people will be supported and cared for in the right way by brilliant and caring people.

The Future Workforce Board focused upon the development of a new methodology for capturing learning and supporting change for recruitment and retention initiatives for integrated care working, called "Blueprints".

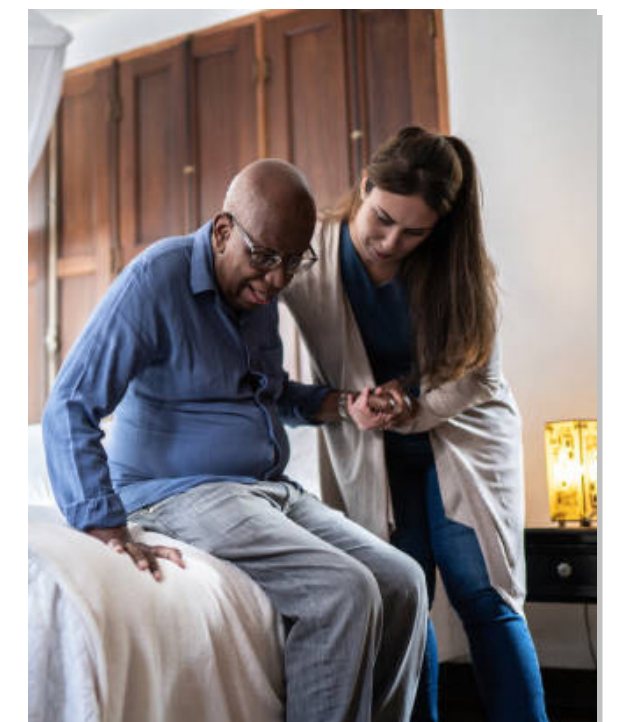
We applied this methodology to capture learning about Tameside Council's Blended Roles in Homecare, and to support Cheshire West and Chester Council, and a wider community of practice, explore implementation of blended roles.

Our EDI Anti-Racism Network has gone from strength to strength, including presenting at our annual conference. The Network oversaw a Reverse Mentoring Guide.

With Skills for Care we hosted two workforce strategy planning days engaging commissioners from Local Authorities.

Finally, with NHS Cheshire and Merseyside we commissioned market workforce packs from Skills for Care, to test use of data to inform joint workforce planning.

NW ADASS EDI Network Reverse Mentoring Guide



FUTURE MODELS & CO-PRODUCTION PROGRAMME

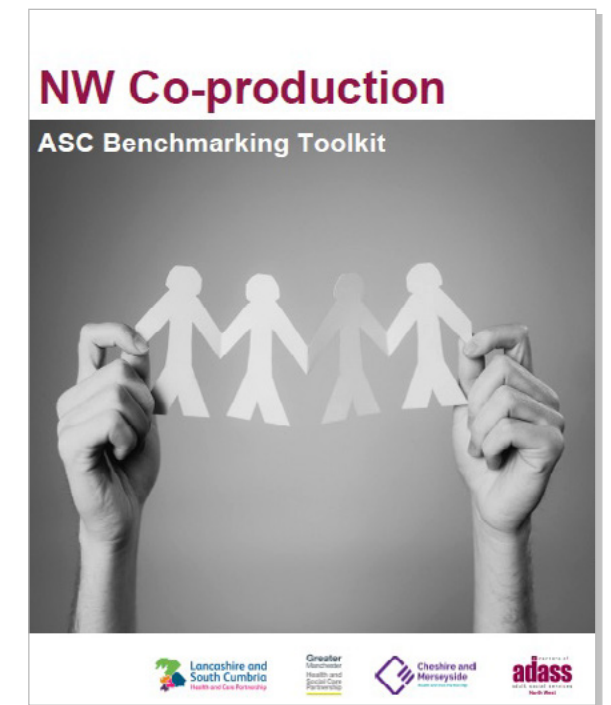
Co-production has been at the forefront of the Future Models Programme for the last 12 months. NW ADASS continues to be committed to supporting NW Local Authorities to get better at co-production and achieve a more positive relationship with all our stakeholders.

Co-production is not just about engaging and consulting people, it's about working as one from the very start and shaping the improvement of adult social care services together.



- Collaboration with NHSE, Volunteer, Community, Faith, and Social Enterprise (VCFSE) Sector and User Led Groups**
 In June 2023, we held a Joint regional gathering 'Getting Serious About Co-production' that brought together strategic leaders in health, social care, VCFSE and user led / lived experience group representatives. The outputs of this gathering saw commitment from the three NW sub-regional system leaders, to work together on actions to progress identified common themes via a regional leader's network.
- NW ADASS Co-production Network**
 The Co-production Support Network was launched in December 2023 to provide support to peers and colleagues across the region and to aid the development of a wider 'Community of Practice' and to collaborate with people with lived experience. The network is in the very early stages of development, identifying priorities and projects that can be co-produced to support improvement work across the North West.

- Powerful People Programme**
 NW ADASS are supporting a development programme and network for older and disabled people drawing on social care in support of local co-production in council areas. The programme, led by In-Control and Social Care Future offers peer support, skills, and knowledge, and is aiming to ensure people can be as influential as possible at a local level. This group will become a key partner of NW ADASS and help us in our regional programme.
- Benchmarking tool**
 This year colleagues across health, social care and VCFCE sector have produced a co-production benchmarking tool which has been launched to support organisations to evaluate how well they are doing with co-production activities. The tool is being trialled across Greater Manchester and will be scaled up across other NW local authorities to encourage self-assessment, reporting progress, tackling their priorities, and enabling continuous improvements.
- Use of Resources (UoR) project on working age adults**
 In December 2023, following analysis from on ASC finance activity report, the future models programme will be setting out to understand why spend and placement costs on working age adults varies across the region, we are also an outlier nationally. A task and finish group will be set up in 2024 to work with colleagues from across our networks and deep dive into the resource data to understand our regional position. The ambition is to understand if we have the right models of care in place for the region.



TEC & DIGITAL PROGRAMME

In September 2023 NW ADASS appointed a dedicated TEC and Digital Programme Manager with a focus on the development of the TEC and Digital programme.

Working alongside the sub-regional leads, four priority areas have been identified:

- **Regional infrastructure**
- **Cyber Security**
- **What Good Looks Like (WGLL)**
- **The Digital Switchover**

Throughout March and April 2024, the programme hosted a mini webinar series to support Local Authorities with the Digital Switchover.

These sessions covered available resources to help support Local Authorities on their switchover journey, how data sharing between telecommunications providers and Local Authorities can protect vulnerable people, and results of testing digital equipment. We hosted national experts in the area as well as local case studies of good practice.

We have also been strengthening our relationships with partners including the Better Security, Better Care (BSBC) programme.

We have participated in and contributed to the North West Regional Summit where commissioners, providers, and Data Security and Protection Tool, cyber security, and digital experiences.

At this event, a gap in the BSBC programme was identified, and we are working closely to create Local Authority Commissioner and Quality team resources. This relationship is generating future funding opportunities for the Programme with the prospect of leading on a national project based on our previous regional work.



SECTOR LED IMPROVEMENT (SLI) PROGRAMME

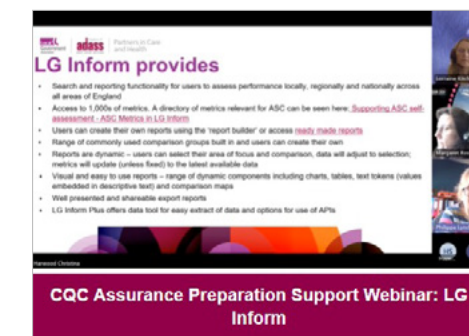
The SLI Programme is about facilitating peer support and collaboration to address a range of challenges that inform and drive improvement for Adult Social Care. This year, much of that focus has continued to be in response to the new CQC Assurance and Assessment Framework for Local Authorities, which commenced in April 2023.

NW ADASS Assurance Preparation Offer

We have a strong assurance support offer that has been built on feedback from Directors of Adult Social Services (DASS) and assurance leads across the region, built on activities and approaches that have been successfully delivered across the regional programme to date are:

- **The Challenge Session Offer** specifically was launched as a methodology to provide cost effective peer-led challenge to all 24 councils with adult social service responsibilities in the region. The Challenge focuses on the features and practice we expect CQC to be assessing as part of their assessment regime. To date 21 Peer Challenge sessions have been delivered within the region, including case file reviews, which adopts the audit approach developed by our NW PSW Network.
- Further support has been provided to frontline staff and senior management through In-person facilitated **staff engagement** sessions to explore the workforce readiness for CQC assessment.

- The programme has continued to deliver **assurance update communications** and monthly drop-in sessions to keep colleagues informed of CQC framework developments, learnings from national pilots and support resources that are available to councils.
- **Self-Assessment analysis** and reporting, and a peer sharing approach has been rolled out across the region, to help councils develop a strong narrative, backed by evidence to support their judgements on self-assessment.
- **Assurance preparation webinars** - including use of LG Inform (data system) and 'How to respond to an Assessment' which have been delivered to offer additional support and insight to colleagues, plus a 2-part workshop to support councils in the review and further development of their existing processes for seeking, receiving, and responding to feedback from people.



SECTOR LED IMPROVEMENT (SLI) PROGRAMME

Data and Intelligence is key to sector led improvement, our regional approach to this is forming the SLI Board of good practice, areas of risk and establishing the programme improvement priorities.

- We have developed our analytical insight from data reports; using benchmarking and trend analysis to identify potential areas of good practice and improvement priorities. The report drawing from a wide range of data sets, including MQIS, statutory reports and voluntary reports.
- The Improvement offer has been further strengthened through the development of a Strategic Performance Network (SPN) and sub-groups to help colleagues understand data and use it effectively.
- Through the Market Quality & Insight System tool, we also launched the 'Use of Resources' dashboard and Quality/Registered Managers Dashboard to drive awareness and further improvements.

Collaborative Support

- **NW Collaborative Masterclass Series**
Our well established 'Collaborative Masterclass' partnership has delivered 10 well-attended regional events, including high profile speakers and topics such as Neurodiversity in the Workplace, Trauma Informed Leadership plus Coaching & Mentoring.



• NW Hospital Discharge Collaborative Offer (in development)

The SLI Board is also collaborating to develop a new hospital discharge offer that will operate through an ASC lens. This work will include mapping of the governance structures and offers at a place, sub-region, regional and national level. Phase 1 of the offer will review the role of the Social Worker in and out of the hospital setting to develop 'What Good Looks Like' resource for councils.

DATA & INTELLIGENCE

The aims of NW ADASS in terms of data and intelligence are to:

- Provide a regional, sub-regional and local overview of the North West's adult social care market, service users, workforce, quality, and performance.
- Highlight areas of best practice and risk.
- Support the branch in its Care 2030 vision and ambitions.
- Work Collaboratively with Local Authorities and branch partners.

Monthly & Quarterly Reports

- CQC Monthly Report.
- Quarterly Performance Report and Safeguarding Benchmarking Reports.

Ad hoc reports

- Regional benchmarking of OFLOG ASC Data.
- Use of Resources Spend on Younger Adults Report.
- Analysis of NW results of the Carers Survey (2021/22).
- MSIF Waiting Times Data Report.
- SW and OT Agency Spend Report.

Market Quality Insight System (MQIS)

At the end of 2022 NW ADASS launched MQIS, which is an online platform that enables local authorities to aggregate, analyse and visualise data submitted by the 23 councils biannually, primarily about the region's expenditure for care services. MQIS incorporates supplementary data sources in order to inform commissioning strategies, market oversight, risk profiling, quality improvement and provider engagement with over 200 system users.

New dashboards for 23/24:

- A headline profile for each Local Authority.
- Registered Managers and Quality.
- Use of Resources.
- Directors Dashboard (soon to be published).

Analysis Reports are produced throughout the year using data available in MQIS: In May 2023, a series of individual LA reports focusing on Out of Area placements were produced with an accompanying workshop for commissioners. These reports will be produced again in 2024. Reports on high cost placements are also scheduled.

NW NETWORKS

Networks are a core element of the NW ADASS offer. We facilitate the development and maintenance of a range of networks which are made up of identified individuals from each of the 24 regional authorities. We currently support 20 local networks, each focussing upon a key professional or thematic area and working in a collaborative way to support each other, share learning, and develop collaborative solutions to challenges.

The Programme Office provides strategic support through Risk reporting and analysis to shape a work stream for improvement across the region.

Over the last 12 months all networks have been extremely active and have produced some engaging, valuable work so we would like to thank everybody involved for their hard work and on-going commitment.

Over the next few pages you can find key highlights from a small selection of our networks:

Carers

The NW ADASS Carers Network was chaired by Billy Finch, Wigan Council up until December 2023, however following a change in role, Katherine White, AD Blackburn with Darwen stepped in to lead the group.

Areas of focus for 2023/24

- The Network produced an information and advice quality standards framework to help strengthen information and advice services for carers across the north west. The key objective was to support councils in helping carers understand and exercise their rights and make informed decisions about their lives.
- The group ran a workshop to review the SACE survey and provided Department of Health and Social Care (DHSC) with some NW collaborative feedback and recommendations for further improvement.
- Along with regular 6 weekly meetings, quarterly Joint Health and Social Care Carers Meetings have continued throughout the year to address joint priorities and opportunities for collaboration.



Strategic and Operational Commissioners

The two networks meet quarterly to share practice and support commissioners, discussing Strategic and Operational Commissioning as separate agendas.

Strategic Commissioners

Chaired by Shelley Brough, Cheshire East Council

- Steering the development of the region's Market Quality and Insight System (MQIS).
- Sharing Good Practice via Care Home Strategies.
- Provide feedback on national initiatives including Market Sustainability and Improvement Fund (MSIF).

Operational Commissioners

Chaired by Time Wilde, Tameside Council

- Delivering the regional 'Information Sharing Protocol' arrangements.
- Developing a process for Out of Area Commissioning Notifications.
- Sharing contract specifications on specific themes.
- Delivering the regional 'Information Sharing Protocol' arrangements.



Principal Social Workers

The NW ADASS PSW Network is co-chaired by Becky Squires of West Morland & Furness, and Gavin Butler of Cheshire West & Chester Council. The Lead DASS for the PSW Network is Mark Warren of Blackburn with Darwen. The group meet on a six-weekly basis.

Areas of focus & collaboration in 2023/24

- Assurance preparation has continued to be a focus for the group, with PSWs being identified as key contributors to on-site CQC Assessment. The PSWs have also been heavily involved in the SLI challenge session activity; undertaking case file reviews to support each challenge as well as taking part in each day.
- In July 2023, the network collaborated with the NW ADASS Solicitors network and delivered a Hospital Discharge webinar. With the support of 39 Essex Chambers the groups discussed some of the legal principles and questions in the absence of updated Government guidance, and worked through some of the practical difficulties that are being experienced across the north-west.
- Two in-person events have been delivered, the first in June, focussing on the PSW role and transitional relationships and the second in January 2024, where colleagues ran a practice model exchange.
- Annual report template was collectively developed to help provide a progress report on the work of the Principal Social Worker (Adults) to promote and improve the quality of social work practice, highlight the achievements for this year and identify priorities for the coming year.



NW NETWORKS

Strategic Performance Network

- The Adult Social Care data landscape is currently undergoing the most significant development in decades which will impact what data is collected and how it is used by the Department of Health and Social Care (DHSC) and other agencies.
- With the introduction of CLD (Client Level Data), CQC Assurance, and OFLOG (Office for Local Government), data is increasingly being used by national frameworks and bodies to draw insight into 'if' and 'how' outcomes are achieved as well as using it to analyse the performance of local government.
- Consequently, it's essential that Local Authorities can evidence the ways in which they use data strategically. This presents a challenge for us but also an opportunity for the sector to strengthen how we use intelligence to drive improvement and transformation.
- NW ADASS has developed a Strategic Performance Network with the aim of supporting NW ADASS and the SLI Programme in its data & intelligence work by building knowledge and confidence in using data to drive improvement and performance.

The network is composed of Director of Adult Social Services, Assistant Directors, Commissioners, Performance Leads, Finance Leads and PSWs and its overall objectives are to:

- Be a reference group for the analysis of NW data reports, to challenge and support development of analytical narrative.
- Provide oversight and strategic direction of the development of the data leadership offer.
- Link and be a point of contact for relevant national developments.



Liberty Protection Safeguarding (LPS) Network

The NW ADASS MCA / DoLS Network is co-chaired by Martin Sexton, Rachael Elliott, and Linda Wojcik. The network meets monthly, and is attended by Safeguarding leads, Best Interest Assessors (BIAs), and Team Managers.

Work areas for 2023/24:

- The Mental Capacity Act (MCA) / Deprivation of Liberty Safeguarding (DoLS) network has engaged with and commented on the revised DoLS forms and triage tool that has been developed by West Midlands ADASS. These will be shared nationally by ADASS once completed.
- The MCA/DOLS network is establishing a 'buddy' system to give DOLS managers and co-ordinators opportunities to learn from practice in other areas. This will promote good practice and will support authorities to prepare for CQC assurance.
- The network continues to support members to manage MCA/DOLS queries and challenges in the absence of a revised MCA Code of Practice and continuing uncertainty over LPS.



Safeguarding Network

The NW Safeguarding Network is chaired by Simon Garner, Assistant Director, Wirral Council and has a membership of over 70 Safeguarding leads who meet every six weeks to share practice, challenges and address the networks identified priorities.

- Priority areas for 2023/24 included (i) Complex and Contextual Safeguarding, (ii) Assurance Preparation, (iii) Quality Assurance and Audit Approach, (iv) Safeguarding Adult Reviews (SARs) (v) Organisational Concerns Recordings.
- Over the last 12 months the group have worked together to produce a standardised SAR referral form and a SAR screening process tool to share with colleagues across the region. They have also been exploring a regional peer review process to enable areas to draw on peer support to deliver SARs.
- Work also continues on an Adult Safeguarding Quality Assurance Benchmarking Tool. The purpose of the tool is to support organisations with defining what "good safeguarding" looks like, how it can be measured, and how it can be improved. The tool has been designed to be used in conjunction with and to support organisations using local Safeguarding Quality Assurance and Practice Improvement Frameworks.
- Following the success of the 2023 annual conference, the group are currently working hard to deliver another gathering in June 2024.



BUSINESS PLAN 2024-25

Much of the work in 2023-24 will continue into 2024-25, below will be new work for the programme office.

Future Markets Programme

- The MQIS work is an on-going programme of market products to be developed and delivered for commissioners and Directors, including an annual 'Out of Area Placements' reports and a Directors' Dashboard.
- Commissioning Narrative Support Offer to be piloted with one local authority and offered to the region.
- Out of Area Commissioning Notifications will be implemented via a new process. We will explore doing this through the use of MQIS; and to consider refresh of the Information Sharing Protocol.
- Data and Intelligence -new dashboards for 23/24:
 - A headline profile for each Local Authority
 - Registered Managers and Quality
 - Use of Resources
 - Directors Dashboard
- Analysis Reports will be produced throughout the year using data available in MQIS.

Future Workforce

- The workforce 'Blueprint Programme' will continue with a new topic area to test out the blueprint methodology.
- We will continue to develop our Equality, Diversity and Inclusion (EDI) Network and have a clear plan of action after network Away Day in April 2024.
- NW ADASS, NW Employers, and NHS Leadership Academy will test out a new System Leadership Programme for middle managers. We will learn and adapt programme after initial test and look to deliver another programme in 2024-25.
- The NW Coaching and Mentoring offer, tested out on the EDI Network in 2023-24, will be evaluated and we will look to offer to another NW Network.
- The Board will consider support for NW implementation following the publication of the national workforce strategy during Summer 2024.

Data & Intelligence

- Analysis Reports produced throughout the year using data available in MQIS.
- A series of individual Local Authority reports focusing on Out of Area Placements to be produced with an accompanying workshop for commissioners.
- Reports on high-cost placements will be delivered in 2024-25.

TEC & Digital

- The North West will continue to pilot the 'What Good Looks Like' Project with Partners in Care and Health (PCH) to ensure that the region is well placed to develop a better understanding of what works in the TEC and Digital to ensure better services for those that draw on care.
- The programme office will deliver a 'Webinar Series' on the digital switchover.
- The Better Security, Better Care (BSBC) project will continue in 2024-25 will extra resources to support new projects.
- NW ADASS will appoint a new chair of the TEC and Digital Board, which will be the named strategic lead for the programme.
- The programme office will develop a Artificial Intelligence (AI) masterclass for this programme and align it to the wider masterclass programme for the region.
- The programme office will develop work across the region on 'Business Continuity Planning for TEC and Digital.

Sector Led Improvement

- Challenge Check in and NW ADASS Peer Challenges will continue to be offered in 2024-25.
- The Programme Office will review the peer challenge session methodology and ensure feedback and learning from Local Authorities is adapted into approach for this business year.
- NW ADASS will trial the new Partners in Care and Health (PCH) Staff Engagement Toolkit with NW councils.
- We will continue to better understand our NW data and insights through the Strategic Performance Network developments.
- The Programme Office will test a new 'Narrative Commissioning Workshop Offer' with NW Councils in 2024-25 with the aim of delivery 6 sessions this business year.
- The programme office will engage those with 'lived experience' to be involved in our peer challenge sessions for the region.
- We will; complete North West Roadmap Project and deliver a Strategic Communications Plan for the region, align this with national ADASS work programme.

Future Models Programme

- The Use of Resources (UoR) Project for 'working age adults' will be mobilised and a Steering Group will be set up to scope the project.
- A co-production workplan will be developed via the NW ADASS Co-production Network.

