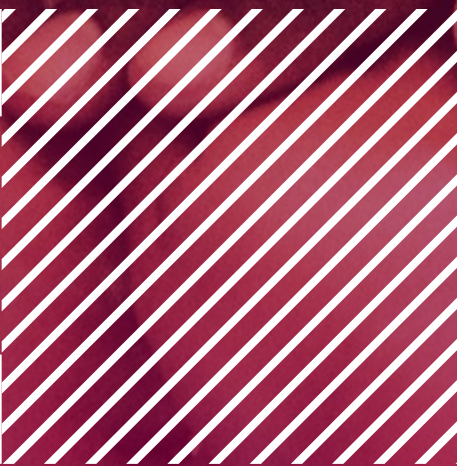
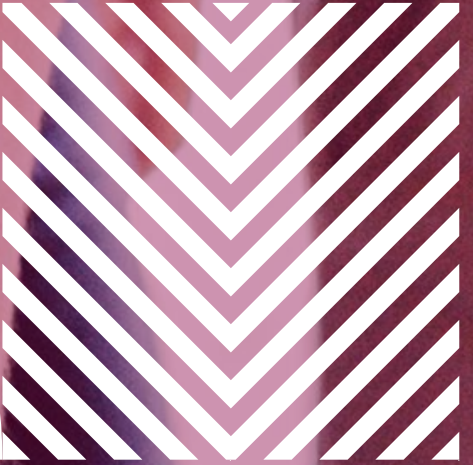




NW ADASS Annual Report



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Regional Co-Chairs' Welcome And Introduction



A Stronger Region Through Collective Leadership

We are proud to present the NW ADASS Annual Report for 2025/26, reflecting on a year in which the North West has once again demonstrated the strength of its collective leadership, its commitment to improvement, and its unwavering focus on the people we serve.

This year marks both continuity and renewal in our leadership. Stuart Cowley continues as Regional Co-Chair, providing consistency, experience and a strong voice for the North West, and we are delighted to welcome Charlotte Walton, as Co-Chair. Together, we are committed to championing the values that define our region: collaboration, openness, and a shared determination to improve outcomes for our residents.

It has been a demanding year for adult social care. Councils across the North West have continued to operate within a context of sustained financial pressure, growing demand and increasing complexity of need. At the same time, the national policy environment continues to evolve, with a sharper focus on assurance, integration and reform.

Despite this, what stands out most clearly from the past twelve months is the resilience of our system and the strength we derive from working together.

Nowhere has this been more evident than in our collective response to the Care Quality Commission's assurance regime. Every council in the North West has committed significant time, energy and leadership to prepare for and engage with inspection. This has required honest reflection, robust self-assessment and, in many cases, system-wide mobilisation. It has not been easy. However, it has brought real benefits – creating space for learning, strengthening governance, and reinforcing our shared commitment to continuous improvement. Importantly, it has also highlighted the power of peer support across the region, with councils openly sharing insight, challenge and practical help in a way that is a defining characteristic of the North West.

The role of NW ADASS this year has been to convene, harness and strengthen that collective effort. Our Sector Led Improvement Programme has provided a comprehensive framework of support and challenge, from

peer reviews and check-ins to tailored assurance support and shared learning. This has enabled us not only to respond to CQC requirements, but to do so in a way that is rooted in collaboration rather than competition.

Across our wider programme of work, we have continued to deliver tangible progress. The ongoing development of the Market Quality and Insight System through our Future Markets Programme has enhanced our understanding of local care markets and strengthened our ability to respond collectively to risk and opportunity. Our Future Workforce Programme has brought a renewed focus on building a confident, capable and inclusive workforce, including the establishment of the North West Workforce Collective to drive shared innovation and learning.

We have also deepened our focus on prevention and community-based approaches. Through work on use of resources, housing and neighbourhood models, we are beginning to reshape the system around people's lives rather than organisational boundaries—supporting earlier intervention, reducing inequalities and enabling people to live the lives they want in the places they call home.

What underpins all of this is a deep-rooted commitment to partnership. The North West has long been recognised for the strength of its networks, and this year has reinforced just how vital those relationships are. Whether through formal programmes, professional networks or informal

peer support, the willingness to share, to challenge and to support one another remains one of our greatest assets.

Looking ahead, the year to come will be just as challenging—and just as important. The continued rollout of CQC assurance, the development of national reform policy, and the pressures facing local government mean that we will need to stay focused, united and ambitious. As a region, we will continue to prioritise neighbourhood working, prevention and system leadership, while strengthening the peer support, shared learning and collective action that define the North West.

As Co-Chairs, we are continually struck by the dedication and professionalism of colleagues across the region. The achievements set out in this report are not just the result of programmes and structures, but of the daily efforts of leaders, practitioners and partners who are committed to making a difference in people's lives.

We would like to extend our sincere thanks to all our members, partners and stakeholders for their continued commitment and collaboration. In a challenging and uncertain environment, it is our collective strength that enables us not only to respond, but to lead, shape and improve the future of adult social care in the North West.



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



Charlotte Walton
NW ADASS Co-chair
and Executive Director
Adult Services Cheshire
West and Chester Council

End of Year Reflections



Vince Fraga
Director, North West
ADASS

I am pleased to introduce the NW ADASS Annual Plan for 2025/26 — my first since taking up post as Director in October 2025. Joining partway through the year has given me the opportunity to step into an organisation with a strong track record of delivery, and to see first-hand the impact of the work already underway across the region.

Reflecting on the past year, NW ADASS has continued to demonstrate its strength as a collaborative and values-driven partnership. In what has remained a challenging and evolving national context, colleagues across our 23 councils have worked collectively to support improvement, share learning and maintain a clear focus on delivering high-quality care and support for people and communities across the North West.

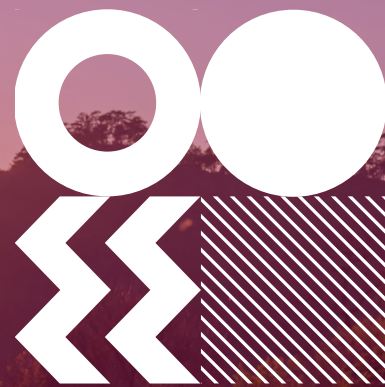
The progress made over the last 12 months provides a strong foundation for the year ahead. Across our programmes, we have strengthened our understanding of markets through improved data and intelligence; supported our workforce through shared learning, networks and new approaches; and advanced thinking on future models of care, including important work on housing and working age adults. At the same time, our sector led improvement offer has continued to evolve, particularly in response to the demands of CQC assurance, ensuring that councils are supported and challenged in equal measure.

Throughout this period, one of the most important features of our work has been the strength of collaboration across the region. The willingness to work openly together, to share both challenges and solutions, and to take collective responsibility for improvement is a defining characteristic of NW ADASS — and one that I am committed to sustaining.

As Director, my focus is on building on these achievements — ensuring continuity where we are making a difference, while supporting the branch to adapt and respond to emerging priorities. This includes maintaining momentum across our core programmes, alongside strengthening our shared focus on neighbourhood working and prevention, which has increasingly shaped our collective direction over the past year.

I would like to take this opportunity to thank colleagues, partners and people with lived experience for their ongoing commitment and contribution. It is a privilege to be part of NW ADASS, and I look forward to continuing to support the branch as we build on the progress of the past year and work together to improve outcomes for the people and communities we serve.

NW Care Health Improvement Advisor



Kathy Clark
Care, Health and
Improvement Advisor

It continues to be a privilege to work with so many people in the region, and to be able to work so closely with all of the NW ADASS team, and with both Helen, as outgoing Director and Vince as incoming Director in particular. I think the award of 3-year grants by DHSC to ADASS and the LGA as PCH partners is testimony to the great work that we have continued to deliver, regionally and nationally, as Sector Led Improvement, over the last year.

We have seen the completion of the Baseline programme by the Care Quality Commission, and although we still have a few reports to be published, we are already starting to think about the support with the next stages of the CQC national assurance approach.

The baselining has been tough for everyone, even those with Good and Outstanding results, but the buddying and shared learning that has been offered by so many councils has been inspiring and humbling. What a great region we have!

This year I have worked extensively with those who were judged as Requires Improvement or who received a Section 50 notice, including agreeing where we can bring in a range of national support and commissioned consultants. The determination of the leaders in those councils, and the value driven

workforces is very evident and I am certain we will see them making strong and impressive recovery and progress.

Other councils have also been able to access PCH support in the last year, around financial analysis and benchmarking; strategic commissioning; supporting people with learning disabilities and autism; and work to underpin and improve Better Care Fund (BCF) outcomes.

Together with the regional team, and other regions, we have helped shape the universal and targeted PCH support for the coming year, and expect that with a better planning horizon, thanks to the three year grants, we will see it become even more focussed on the priorities emerging from regions. The prospectus is due to be published any day, as I write this, and if any Director feels they would like to be considered for the targeted support offers, please let me know! And as always, I'm available for confidential conversations, to understand what is challenging you, and exciting you, in your individual councils.

I look forward to working with you all again in the year ahead.

Working with our Sub Regions



Collaboration at both regional and sub regional level remains a defining strength of the North West ADASS model. Together, this layered approach enables us to combine scale, influence and shared learning at a regional level with the focus, identity and delivery capability of our three sub regions: Greater Manchester, Cheshire and Merseyside, and Lancashire and Cumbria.

As a regional partnership of 23 local authorities, NW ADASS plays a unique convening role. We bring together insight, experience and intelligence from across a highly diverse membership—ranging from large urban conurbations to coastal, rural and mixed economies. This diversity is a significant strength, enabling us to test ideas, share innovation and develop regionally informed tools, guidance and recommendations that reflect a wide range of operating contexts. Our role is not to mandate uniform approaches, except in exceptional circumstances, but to facilitate collaboration, enable peer learning and synthesise collective insight into practical support for the sector.

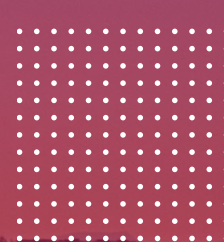
We also act as a critical conduit between national and local systems. Through our formal role in the Sector Led Improvement programme, and our relationships with ADASS, the LGA, Partners in Care and Health and Government, we ensure that national policy, learning and support is effectively translated into the North West context, while also amplifying the voice, experience and priorities of our 23 councils at a national level.

Alongside this, our sub regions provide the conditions for more focused and place based collaboration. Greater Manchester, comprising ten local authorities, has a mature and well established infrastructure and a strong shared identity as a conurbation. Our close alignment with the Greater Manchester transformation function enables coordinated planning, reduced duplication and strengthened impact across shared priorities.

Cheshire and Merseyside, covering nine local authorities, combines both the Liverpool City Region conurbation and the more rural Cheshire and Warrington areas. This creates both complexity and opportunity, and NW ADASS has worked closely with partners to align work programmes and support a coherent approach that reflects this breadth.

In Lancashire and Cumbria, four local authorities have continued to work collaboratively as an ADASS group without formal infrastructure. NW ADASS has supported the sub region to explore opportunities to pool resource and develop joint arrangements to deliver their shared ambitions, and will continue to facilitate this development.

While sub regions are often better placed to agree and implement consistent approaches at scale, their value extends beyond this. They enable deeper relationships, sharper focus on shared system challenges, and the ability to act quickly in response to local priorities. Together with the regional offer, this creates a complementary system—where diversity, collaboration and place based leadership drive improvement across the North West.



Supported Year in Practice (Workforce)



NW POTs collaborated to develop a regional moving and handling tool, backed by the NW Executive and successfully rolled out across the region, to create a consistent, best-practice approach that supports safe, lawful and proportionate care.

The guidance focuses on delivering right-sized, preventative support by strengthening assessment, training, and partnership working across health and social care, while promoting independence and reducing risk for both individuals and staff.

It emphasises shared accountability, workforce confidence, and system-wide consistency, with the aim of improving outcomes, supporting regulatory assurance, and embedding sustainable, person-centred practice across all local authorities.

NW Annual Conference



The NW ADASS Annual Conference at Leigh Sports Village brought together leaders and partners from across adult social care for an engaging and collaborative day focused on innovation, neighbourhood-based care and workforce development.

Keynote input from Dr Mark Batey set the tone by exploring practical approaches to creativity and innovation, while the Care 2030 session reflected on programme achievements and outlined plans for refresh and future priorities. Afternoon discussions centred on strengthening neighbourhood models of care, with Simon Duffy providing a thought-provoking perspective on community-led, regenerative services, alongside interactive exercises and a panel discussion.

The conference concluded with a focus on embedding a coaching culture, including the introduction of the North West Coaching Collaborative, reinforcing a shared commitment to leadership development, co-production and system-wide improvement.

Anti-Racism Workshops



The NW Anti-Racism Network enhanced its impact by moving from virtual meetings to bi-monthly in-person workshops, strengthening engagement and senior leadership involvement while focusing on both personal and systemic change.

These sessions created trusted spaces for open dialogue, reinforcing organisational commitment to EDI and expanding the network despite some attendance challenges. A key insight was that meaningful anti-racism work depends on authentic sharing of lived experiences rather than superficial outputs, leading to a refined approach aimed at embedding sustainable cultural change across local authorities.

NW ADASS Spotlight



The Northern Festival of the Front Door

A key achievement this year was the Northern Festival of the Adult Social Care Front Door—a week-long, cross-regional programme bringing together councils, partners and national colleagues to share innovation and learning.

The festival showcased emerging front door models grounded in prevention, strengths-based practice and stronger integration with communities and health partners.

It also highlighted how digital tools—such as AI, automated telephony and data-driven insights—can enhance, rather than replace, relational social care practice.

With over 340 participants and strong engagement with follow-up resources, the festival demonstrated both the pace of innovation across the sector and a shared commitment to collaboration. It provided a valuable platform to reflect on challenges and shape more responsive, person-centred approaches to accessing adult social care.



Solicitor's Conference

This year saw the delivery of our first in-person NW ADASS Solicitors' Conference, bringing together nearly 100 colleagues from across the Solicitors' Special Interest Group, DoLS/MCA and CHC networks.

Developed in response to a need for deeper engagement on complex legal issues, the event provided dedicated space to explore key challenges including DoLS, the Court of Protection and joint funding.

The conference featured high-profile expert speakers, including leading barristers and the North West's Lead Court of Protection Judge. Feedback was highly positive, with learning continuing to be applied across networks.

It also reinforced the value of face-to-face collaboration in strengthening relationships and complementing established virtual engagement.



Fair Pay Agreement Consultation Response



NW ADASS coordinated a regional response to the Fair Pay Agreement consultation, engaging commissioners and finance leads through a series of online workshops to explore each consultation question and capture collective views.

These insights informed a draft response developed with a smaller representative group and refined through collaboration.

The final submission was agreed by the NW ADASS Executive, ensuring a coherent and evidence informed regional voice while supporting councils to understand the implications of the proposals locally.

Out of Area Notifications Guidance



NW ADASS developed and endorsed regional guidance on Out of Area Notifications, supporting consistent and compliant approaches to cross border placements across local authorities.

The guidance sets out a clear, practical process to strengthen communication between placing and host authorities, supporting safeguarding, market oversight and alignment with Care Act duties. The guidance was developed in collaboration with our Operational Commissioners network and wider colleagues.

Since Executive endorsement in January, the Programme Office has been engaging with teams across the region to support implementation, gather feedback, and understand local application.

This engagement is informing plans for a refreshed version of the guidance over the next 12–24 months, ensuring it remains practical, relevant and responsive to sector needs.

Future Markets Programme



The Future Markets Programme plays a central role in delivering the Future Markets Board's vision of a diverse, high quality and ethical social care market that strengthens community wealth and expands choice for people.

Over the past year, the programme has focused on building the intelligence, capability and collaboration needed across the region to better understand, shape and improve care markets.

Through the continued development of data-driven tools, strengthened networks of commissioners, and targeted support for local authorities, the programme is enabling more informed decision-making, earlier identification of risk, and a more proactive approach to market oversight and improvement.

The Board's 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 Office is producing bespoke reports and regular bulletins

MQIS has also been used to pull together groups of councils who have concerns about provider quality.

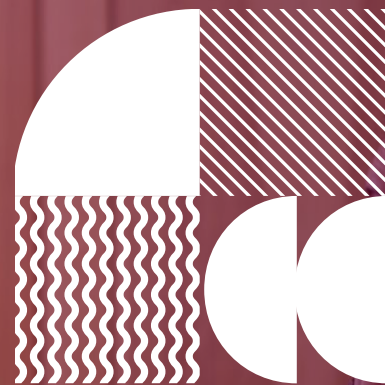
We continued to develop our narrative and Storytelling Training with two sessions held with Cheshire West and Chester

Two networks are crucial to the work of the Future Markets Board, our Strategic Commissioners and Operational Commissioners, each meeting four times a year.

Under our Operational Commissioners Group we launched a regional process for making notifications of out of area placements

Finally, we held a regional workshop to assist councils to understand their Out of Area MQIS data, and to develop strategies for improvement.

Future Models Programme



In 2025/26, the Future Models Programme has focused on two key areas: advancing the neighbourhood health and care agenda, and responding to our regional analysis of Working Age Adults Use of Resources.

Neighbourhoods have long been a core feature of adult social care delivery, with practice rooted in communities, strengths based approaches and place based working. This provides a strong foundation for contributing to the emerging neighbourhood health agenda, while maintaining the distinct identity and expertise of adult social care. To support this, NW ADASS convened a senior leaders' workshop in July, bringing together Directors and colleagues to explore what neighbourhood health and care means from an adult social care perspective.

The session, supported by expert input from Richard Humphries, created space for discussion on how we define neighbourhood working, the role adult social care plays within it, and how we can engage with system partners without losing the values and approaches that underpin our practice.

This conversation was further developed at the NW ADASS Annual Conference in March, which focused on neighbourhood care. The conference included thought provoking contributions from Simon Duffy or Citizens Network on the potential for devolved care at neighbourhood level, alongside input from public health colleagues and examples of established place based working, including from Greater Manchester. Together, these activities have helped shape a shared understanding of the opportunities and challenges within this agenda.

A second area of focus has been our response to the 2024/25 Working Age Adults Use of Resources analysis. One of the key recommendations identified was to explore the role of reviews in supporting more effective use of resources. In February, we delivered two 'Imagineering Labs'—large co production workshops involving practitioners, commissioners, providers and people with lived experience—to explore what good reviews look like in practice. A report from this work will be published early in 2026/2027.

Supporting activity has also been delivered through our networks, including a Learning Disability and Autism housing session, the establishment of a new Direct Payments network, and practice sharing on brokerage models—further strengthening our collective approach to innovation and improvement.

Co-Production

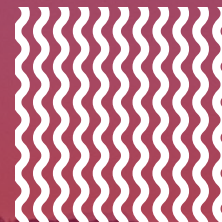


The Co-production programme has focused on supporting councils to place lived experience at the heart of accountability, learning and improvement.

- **Our co-production network has strengthened the embedding of co-production across policy, strategy and delivery** by enabling the development and sharing of local frameworks—such as Blackburn with Darwen’s “Working With Everyone” policy and Trafford’s Participation Framework—and by promoting more consistent governance through co-production steering groups, project boards and embedded evaluation approaches.
- **Progress has been made in advancing fair and accessible approaches to remuneration**, drawing on established models such as Bristol City Council’s co designed payment framework and the use of Social Change Nest to support transparent and inclusive reimbursement.
- **The programme has dedicated work on the use of language in social care**, including a session led by TLAP which focused on challenging deficit-based terminology and promoting more accessible, human and strengths-based language. This has reinforced the critical role language plays in shaping culture, relationships and people’s experiences of care, supporting a wider shift toward more relational practice.
- **The Great Northern Chinwag and Beyond Boundaries programme** has further complemented this by delivering a series of action-learning sessions on priorities such as supporting unpaid carers, transitions and community connections, bringing together partners and people with lived experience to share insights and co-develop practical solutions. Collectively, this work has increased participation, strengthened system learning and supported a more consistent, sustainable and values-led approach to co-production across the region.



Workforce Programme



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 Programme had committed to New Ways of Working following a review of the governance and programme. We had found that the Board and the workforce support provided by NW ADASS is highly valued. At the same time, there is a good level of consensus that there is an opportunity for it to evolve, adopting a stronger role in agreeing a set of shared North West adult social care workforce priorities and using its collective voice, reputation and influence to galvanise change and innovation across the sector.

The new approach includes a wider network of participants within our NW Workforce Collective, a networked community of people in the North West with a role in influencing workforce change across adult social care. The NW Workforce Collective will enable stronger relationships to develop across the sector maximising impact around a shared set of priorities and creating dynamic, flexible spaces that enable:

- Shared learning from each other and external evidence through learning circles. We held a first Learning Circle on Single Handed Care.
- Imagineering Labs that enable exploration, innovation and idea development on specific topics aligned with shared North West priorities. We have a scoped an Imagineering Lab on Student Placements.
- Time-limited projects that enable a test and learn approach, building evidence and learning for the region.
- Communities of Practice (CoP) that facilitate access to peer support, sharing of resources, joint working, access to subject experts and key contacts, for example, Career Academies, workforce planning.
- Developing access to coaching and mentoring support with key partner agencies to set up a NW Coaching Collaborative.



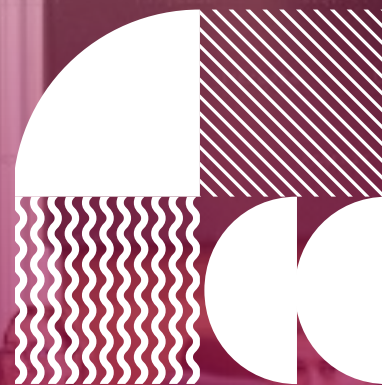
The Board's achievements also included:

- Our Equality Diversity Inclusion (EDI) Anti-Racism Network has gone from strength to strength, including presenting at our annual conference and Spring Seminar.

In June we are launching our Coaching Collaborative, which will connect people working ASC to coaching opportunities.



Sector Led Improvement (SLI) Programme



NW ADASS SLI activity was largely focused on the CQC baselining process, supporting local authorities (LAs) through delivery of the region's cyclical improvement programme. Between April 2025 and March 2026, the final 12 of the 23 North West LAs underwent CQC assessment.

All councils were offered the following support:

- Review of self-assessments and improvement plans.
- Check-in discussions with Directors of Adult Social Services (DASSs) and senior leadership teams.
- Virtual challenge days facilitated by senior peers, with input from regional advisors, principal social workers, commissioners, and wider system partners.
- Thematic alignment to the CQC framework, including case file audits led by regional principal social workers.
- Targeted support for staff, managers, and elected members once assessments commenced.
- A coaching offer for Principal Social Workers and/or Principal Occupational Therapists.
- Thematic learning sessions through regional networks (e.g. safeguarding, carers, Principal Social Workers) to share insights from lived experience and published CQC reports.
- Monthly communications and drop-in sessions to share national updates, learning from pilots and early assessments, and to support development of local self-assessments and preparation approach.



Over the last 12 months, NW ADASS have also provided coordinated responses to two separate CQC consultations on the development of rating characteristics, sharing North West insights, concerns, and recommendations for improvement, and facilitating discussion on the implications of the draft criteria for local authorities.

In addition, a number of colleagues contributed to CQC workstreams aimed at reviewing and strengthening elements of the CQC assurance process.

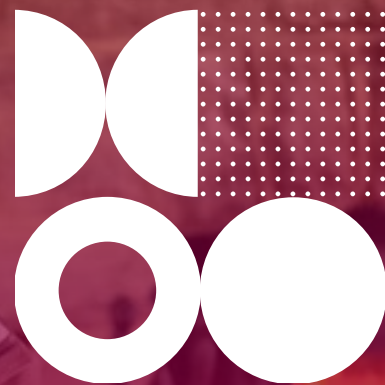
9 Staff Engagement Sessions

12 Check-in Challenge

11 PSW/POT Coaching sessions

2 Consultation Responses

TEC & Digital Programme



In 2025/26, the TEC & Digital Programme has focused on supporting the development of digital front doors, enabling the digital switchover and Telecare National Action Plan, and continuing our work with the Better Security Better Care (BSBC) programme.

Our digital front door work culminated in the Northern Festival of Adult Social Care Front Doors—a week-long series of online events showcasing innovation across the region. The festival brought together councils and partners to share practical learning on front door design and delivery, with over 340 participants engaging across the week and strong ongoing interest in recorded content and resources. Sessions highlighted a wide range of approaches, including the use of AI-enabled digital assistants, automated telephony, improved use of data and risk stratification to support early intervention and prevention, and the deployment of automation tools to streamline front door processes. Alongside digital solutions, there was also a focus on workforce models and skills required to deliver effective, responsive access to services.

We have also supported regional delivery of the digital switchover and Telecare National Action Plan, working on behalf of the Department of Health and Social Care to facilitate communication, host events, and connect councils with national resources and guidance during this critical transition.

Our continued partnership with the Better Security Better Care programme has enabled us to support councils and providers to strengthen cyber security and data protection. This has included regular communications, sharing DSPT compliance data, and hosting engagement sessions with commissioners to ensure they are well equipped to support provider engagement across home care and care home markets.



Finally, we have begun to explore digital skills and confidence across the sector, informed by findings from the What Good Looks Like self-assessment.



The strategic goal for NW ADASS in relation to data and intelligence is:

“To position ourselves as the leading region in how Adult Social Care data is **captured, understood and applied**. This means ensuring we have access to the right data at the right time, strengthening the **quality and consistency** of the information we hold, and making sure that is data **easy to interpret** through clear, intuitive visualisation.”

Over the past year, significant progress has been made against this ambition:

- Launched the NW ADASS Intelligence Portal, representing a major step forward in providing a single, accessible point for regional intelligence.
- Continual collection of bi-annual data from local authorities primarily about expenditure
- A shift from static reporting to interactive dashboards has improved usability and supported more timely insight, enabling leaders and practitioners to interrogate data more easily.
- Appointed a new Regional Analyst strengthens analytical capacity and capability.

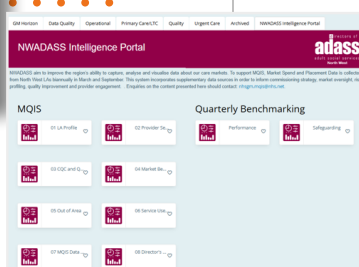
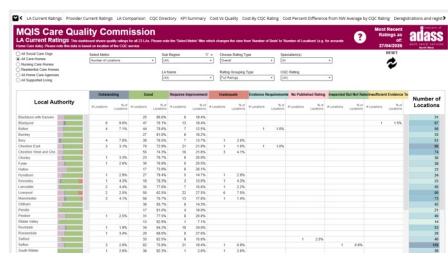
Alongside this core activity, a range of one-off and ad hoc reports continue to provide targeted intelligence to support priority areas, including:

- Out of Area Reports
- ADASS Spring and Autumn Surveys
- Markets, Quality & Insight System (MQIS)

These products add valuable context to our regular reporting and help the region respond to emerging issues.

A significant achievement was In March 2026 when the NW ADASS Intelligence Portal was launched. It is developed, hosted and maintained by the Adult Social Care Transformation Team with NHS Greater Manchester Integrated Care. The Portal brings together NW ADASS MQIS data and established regional reporting - Quarterly Benchmarking and Safeguarding Reports - into a single, coherent platform. This consolidation improves accessibility, reduces duplication, and supports shared understanding of performance and risk across the region.

Looking ahead, the North West has further strengthened its leadership position by becoming the first ADASS region to agree a formal process for accessing regional Client Level Data (CLD). While access to CLD will begin in 26/27, having the process in place creates a strong foundation for rapid integration with the Intelligence Portal. This will enhance the region’s ability to understand demand, outcomes, and variation.





Our Networks

Networks are a core component of the NW ADASS offer, bringing together professionals from across many or all local authorities where there is a shared focus and a clear opportunity for sector-led improvement.

They provide a collaborative infrastructure that enables colleagues to connect, learn and lead improvement collectively across the region.

At their core, networks:

- Provide peer support, offering a trusted space for colleagues to share challenges and solutions
- Facilitate shared learning, enabling the exchange of practice, insight and innovation
- Enable collaboration, supporting the co-development of policies, guidance, protocols and other resources
- Act as communication channels, disseminating sector updates, information and opportunities
- Support engagement, providing a forum for NW ADASS to consult members on priority areas of work
- Identify risks and issues, enabling escalation and a proactive regional response
- Connect to national networks, ensuring two-way flow of insight between local, regional and national levels

Networks operate in a range of ways—from distribution lists to regular virtual or in-person meetings—with some delivering substantial work programmes across the year. The NW ADASS Programme Office supports this activity through coordination, facilitation and helping maximise the impact of network-led improvement.

Our Networks

The range of Networks NW ADASS support or input to include the following:

Network	Meeting Frequency
Anti-Racism	Bi-Monthly
Carers Leads	6-Weekly
CHC Leads	6-Weekly
Coproduction Leads	6-Weekly
Direct Payments Leads	6-Weekly
DoLS & MCA Leads	Monthly
Extra Care Housing	4-Monthly
Finance Leads	Bi-Monthly
In-House Providers	Online Only
Learning Disability & Autism Service Leads	8-Weekly
Strategic Commissioners	Quarterly
Operational Commissioners	Bi-Monthly
Mental Health Service Leads	Bi-Monthly
POT	6-Weekly
Performance Leads	Online Only (regular meetings being re-established)
PiPoT Leads	Bi-Monthly
PSWs	6-Weekly
Portfolio Holders	Quarterly
Safeguarding Leads	6-Weekly
SAB Chairs	Quarterly
Solicitors	Quarterly
Strategic Performance Network	Bi-Monthly
Transformation Leads	Quarterly



Anti-Racism Network

The Branch is particularly proud of our anti-racism network, having presented our work to Spring Seminar this (with particular thanks to Ruth Wilson for her contribution).

The network continues to provide peer support and advise the Executive, and we have commissioned a further programme of six place workshops.

These have gone from strength to strength as ASC leaders use these to understand their local issues and commit to their next steps, supported by network members from across the region.

Carers Network

The NW ADASS Carers Network has maintained a strong focus on influencing national policy, strengthening regional collaboration, and driving practical service improvement for unpaid carers. Activity has centred on sharing intelligence on key reforms and funding (including BCF and the Crisis & Resilience Fund), developing co production approaches, and progressing joint priorities such as respite, EDI and carers' experience within CQC assurance.

Focus Areas for the Carers Network:

- Establishment of an EDI workstream and resource library to improve support for seldom-heard carers
- Shared learning on respite and carers breaks, highlighting innovative models (e.g. Wigan) and system challenges (e.g. capacity and access)
- Engagement with CQC framework developments, raising concerns about consistency and the visibility of carers in assessment
- Planning joint activity (e.g. Carers Week, Direct Payments sessions) to spread good practice and strengthen integration across systems

Our Networks

Continuing Healthcare (CHC) Network

Led by Nicola Thompson (DASS Rochdale), the NW ADASS CHC Network has met regularly throughout the year, providing vital peer support in an increasingly complex and pressured policy and financial landscape. The network has created a trusted space for colleagues to navigate shared challenges, particularly in the context of NHS financial recovery.

Key areas of focus included learning from leading practice, such as input from Barnet Council on developing and implementing a Section 22 approach, which has informed similar work nationally. Building on this, colleagues in Cheshire and Merseyside have successfully implemented a sub-regional model. With endorsement from the NW ADASS Executive, the network will now take forward the development of a regional Section 22 approach.

The network has also established a NW peer pool to support CHC arbitration panels, strengthening regional capacity and consistency. Strong links with national CHC policy and operational networks ensure alignment and two-way sharing of insight across the system.

Direct Payments Leads

Our Direct Payments Network was established this year in response to CQC feedback highlighting opportunities for improvement across a number of councils in the region. Leads came together to discuss shared challenges and identify the types of support most likely to drive local improvement. There was clear consensus that a structured mechanism for peer support and the sharing of practice would have the greatest impact.

The Network now meets regularly. Each session typically includes one or two colleagues presenting a detailed overview of their local approach. These presentations are captured and, over time, are forming a practical resource for colleagues to support learning and identify opportunities for collaboration across areas.

In addition, sessions provide space to explore common practice challenges and to hear from colleagues beyond the region or from different parts of the system. Recent examples include:

- A joint session with the Carers Network featuring a guest presenter from Dorset Council on the creative use of Direct Payments
- Individual Service Funds
- Employing family members
- Managing transport costs
- VAT and day services



DoLS & MCA Leads

Our DoLS and Mental Capacity Act (MCA) Leads Network brings together a committed group of specialists who meet monthly to share expertise and drive improvement across the region.

A supporting task and finish group has enabled focused progress on priority areas.

Key achievements and areas of focus include:

- Practice resources: Collaborative review and update of ADASS DoLS forms, with revised versions shared regionally for local adoption or adaptation
- Policy readiness: Ongoing preparation for the potential reintroduction of Liberty Protection Safeguards (LPS), building on the network's previously developed regional consultation response
- Legal developments: Proactive consideration of the forthcoming Supreme Court judgment in Northern Ireland, including identifying potential implications and service responses
- Practice development: Exploration of key topics such as equivalent assessments and the emerging use of AI in DoLS/MCA work
- Benchmarking: Early development of a regional approach to comparing DoLS service models to support learning and consistency

- Learning opportunities: Delivery of an in-person event featuring barrister and academic Neil Allen, alongside participation in the regional solicitors' conference, including input from a senior Court of Protection judge

Overall, the network continues to provide a strong platform for peer support, shared learning and coordinated regional response to emerging policy and practice developments.

Our Networks

Extra Care Housing

Our Extra Care Housing Network meets three times a year and maintains strong links with relevant national and PCH networks, ensuring awareness of wider policy and sector developments.

Between meetings, members also make active use of a Basecamp group, providing a space for colleagues to communicate, share updates and seek advice on specific issues in real time.

Key achievements and areas of focus include:

- Commissioning improvement: Exploration of commissioning approaches to improve efficiency and outcomes, including strategies to secure fewer but higher-quality placements
- Fire safety: Ongoing focus on fire safety considerations within extra care settings, reflecting this as a key area of sector priority
- Benchmarking: Delivery of a biannual regional benchmarking exercise to compare offer, capacity and commissioning approaches, supporting shared learning and consistency

- Sector connectivity: Active engagement with national and partner networks to bring in intelligence, emerging practice and innovation
- Ongoing collaboration: Active use of Basecamp to enable continuous communication, problem-solving and sharing of practice between formal meetings

Overall, the network provides a valuable forum for collaboration, supporting a more consistent, efficient and high-quality extra care housing offer across the region.



Finance Network

The Finance Leads Network is a well-established and highly active forum, providing a critical space for collaboration, intelligence sharing and collective problem-solving across the region.

The group is largely self-sustaining, with strong engagement from members and a clear focus on using data and insight to inform decision-making.

Key achievements and areas of focus include:

- **Benchmarking and analysis:** Regular, detailed benchmarking of financial data, including in-year positions, budget setting, fee uplifts and NHS income, to support local decision-making and identify regional trends
- **Use of resources:** Delivery of an annual Use of Resources session with PCH finance lead Adrian Griffiths, supporting reflection on financial pressures and system efficiency
- **Regional insight and planning:** Shared analysis of ASC financial performance, including overspend patterns and increasing cost pressures across the sector

- **System influence:** Coordinated regional contributions to key policy issues, including the Fair Cost of Care consultation response and input into correspondence with NHSE regarding NHS financial recovery, particularly Continuing Healthcare (CHC)
- **NHS interface:** Ongoing focus on the financial relationship between local authorities and the NHS, including joint-funded placements, BCF and the impact of NHS reforms
- **Policy and practice development:** Exploration of key areas such as charging policy and the implications of wider welfare changes (e.g. Universal Credit transition)

The network plays a key role in strengthening financial grip and shared understanding across the region, helping partners respond more effectively to sustained financial pressures and an increasingly complex system landscape.

Our Networks

In-House Providers

The In-House Providers Network is a newly established, online-only forum created in response to strong interest from local authorities. It provides a focused space for colleagues to connect, share learning and discuss operational challenges specific to in-house provision.

Key areas of focus include:

- Digital systems: Sharing approaches to case management systems, including system use, adaptation and interoperability
- Workforce and leadership: Exploration of the role of Registered Managers and how these roles align with wider adult social care management structures

The network is beginning to build a valuable community of practice, supporting improved consistency and shared understanding across in-house provider services.



Learning Disability & Autism Service Leads

The Learning Disability and Autism (LD&A) Service Leads Network provides a well-established forum for strategic discussion, shared learning and collaborative problem-solving across a complex and evolving area of practice. The network brings together local authority and system partners, with strong links to regional self-advocacy groups ensuring lived experience informs discussions and priorities.

Key achievements and areas of focus include:

- Preparing for Adulthood and transitions: Ongoing focus on improving outcomes through earlier engagement, stronger cross-service working and more person-centred planning
 - Day opportunities and inclusion: Joint work with the Transformation Leads Network, including two reciprocal sessions featuring guest speakers from Essex, to explore innovative approaches to community-based day opportunities and meaningful lives
 - Housing and system pressures: Shared approaches to addressing accommodation challenges, increasing complexity and pressures related to funding, workforce and CHC
 - Service innovation: Dissemination of models such as life coaching, community-based support and approaches to admission avoidance and discharge
- Co-production and lived experience: Continued emphasis on strengthening co-production, supported by active connections to self-advocacy groups and regional engagement activity
 - Policy and practice development: Regular consideration of emerging issues, including support for autistic adults, health inequalities and the implications of national policy developments such as the Mental Health Bill

The network continues to provide a valuable space for collective leadership, enabling partners to respond to shared challenges and drive more person-centred, inclusive approaches across the region

Our Networks

Mental Health Service Leads

The Mental Health Service Leads Network is a well-established, practitioner-led forum bringing together local authority mental health leads to work through shared operational and statutory challenges.

It provides a regular space to compare approaches, address system issues and coordinate responses across the region.

The network is self-sustaining, with strong links to AMHP professional networks and the national mental health policy network, and regularly incorporates input from partners and guest speakers to inform discussions.

Key achievements and areas of focus include:

- System interface and funding challenges: Coordinated response to ongoing tensions with ICBs, particularly in relation to Section 117, CHC and funding responsibilities, including the real-world impact on discharge pathways, placements and risk management
- Mental Health Act reform and practice implications: Active engagement with emerging legislation, with a strong focus on operational realities such as workforce capacity, AMHP demand, detention pathways and the practical implications of reform
- Right Care Right Person (RCRP): Ongoing scrutiny of implementation, with a particular emphasis on gaps in crisis response, thresholds for intervention and the consequences for individuals falling between services
- Operational coordination: Detailed exploration of frontline challenges including Section 135/136 processes, ambulance response times, place of safety capacity, A&E pressures and cross-border working
- Clarifying statutory responsibilities: Development and sharing of regional positions on complex areas such as Section 117, Section 22 and medication responsibilities, supporting more consistent interpretation and application
- Risk and demand management: Collective oversight of increasing complexity, including rising presentations, delays in mental health assessments and system risks linked to workforce pressures and the availability of beds and community provision

Through this work, the network supports greater consistency in practice and enables a more coordinated response to shared challenges across a complex and high-pressure system.



Operational Commissioners

Our Operational Commissioner network meets bi-monthly to share updates on activity and risk and collaborate on regional projects. This includes our Information Sharing Protocol, and developing an out of area notifications process which has been launched in Spring 2026.

The network regularly receives updates from partners looking to engage providers through commissioning relationships. The Network supports regularly benchmarking fees, direct payments and VAT contract novation.

Performance Leads Network

The NW ADASS Performance Leads Network brings together performance leads from all 23 North West Local Authorities. Historically, the group has operated on an informal, ad-hoc basis, convening only when needed. This is set to change in the coming 2026/27 year.

With that said, the network has been highly active on their Basecamp site, covering topics including:

- ASCOF Outcomes in relation to the methodology for de-duplication of records within Client Level Data.
- FOI requests: to compare with other authorities on whether they are receiving the same request and what they include to reduce duplication and increase reliable responses.
- Quarterly submissions of the NW ADASS dashboards, ensuring all authorities are completing the required fields in a timely manner.
- Comparing year on year data within the Use of Resources reports and whether multiple authorities are seeing similar patterns.
- Consultation on case management systems and how to get the most out of them.

PiPoT Leads Network

The Persons in a Position of Trust (PiPoT) Leads Network is a self-sustaining forum that brings together regional leads to share expertise, reflect on complex issues and support consistent decision-making. The network provides a safe space to explore practice challenges and discuss anonymised cases, enabling peers to gain insight from different perspectives.

Key areas of focus include:

- Peer support and case discussion: Regular opportunities to discuss anonymised cases, supporting reflective practice and shared problem-solving
- Practice consistency: Strengthening understanding and application of PiPoT processes across the region through collective discussion
- Multi-agency collaboration: Inclusion of partner organisations within the network to broaden perspectives and support joined-up working
- Learning and development: Input from external guest speakers, including specialist services such as the DBS team, to enhance knowledge and inform practice

The network provides a valuable mechanism for building confidence in decision-making and promoting a more consistent approach to PiPoT practice across the region.



Principal Social Worker Network



The NW ADASS Principal Social Worker (PSW) Network has placed a strong emphasis on preparation for CQC assessment and strengthening peer support across the region.

Activity has focused on creating a more consistent and confident approach to assurance, with colleagues working closely together through buddying arrangements, shared learning, and collective problem-solving.

The network has operated as a supportive peer forum, enabling PSWs to test approaches, align practice, and build a stronger, evidence based narrative of impact ahead of inspection, alongside wider work on workforce and practice development.

Other activity highlights:

- Transitions programme: Development of a regional, data led transitions improvement programme with co production and cross system collaboration at its core
- AI and practice governance: Addressing risks of AI in social work (e.g. automated assessments), with agreement on clear professional boundaries and need for stronger safeguards
- Regional collaboration: Progressing shared approaches such as pooled training (e.g. NRPF) and potential regional training brokerage to improve consistency and efficiency

Our Networks

Principal OT Network

The NW ADASS Principal OT (POT) Network has focused on strengthening practice consistency, workforce development, and system leadership for occupational therapy across the region. A significant achievement has been the development of a Supported Year in Practice (SYIP) framework for OTs, which was highly commended by the NW ADASS Executive and successfully rolled out across the region from January. Alongside this, the network has progressed a programme of collaborative work to address variation in practice, improve integration with health partners, and support the OT workforce through shared learning and peer support.

Other activity has included:

- Work to address variation in CHC OT provision and responsibilities across councils and NHS partners
- Strong focus on wellbeing, retention, preceptorship, and career pathways, including shared approaches to workforce challenges
- Ongoing knowledge sharing, networking and buddying across the region to build resilience and consistency in practice
- Regional Principal OT role mapping exercise to strengthen leadership visibility and parity

Occupational Therapist Supported Year in Practice Framework



Partners in Care and Health

Name of Newly Qualified Occupational Therapist (NQOT) or Return to Practice OT

Name	Start Date



Safeguarding Leads

The Safeguarding Leads Network is chaired by Jamila Hussain (DASS, St Helens) and Simon Garner (AD, Wirral), and brings together safeguarding leaders from across the region to provide strategic oversight, peer support and a space to work through complex and often sensitive issues. The network is particularly valued as a forum for testing judgement, exploring grey areas in practice and shaping a more consistent regional response to safeguarding challenges.

Key achievements and areas of focus include:

- Practice consistency and tools: Development and refinement of shared resources, including a regional Safeguarding Adults Review (SAR) referral form, supporting greater alignment while allowing for local variation
- Policy influence: Active engagement with national safeguarding discussions, including contributing regional perspectives on areas such as rights of access and out-of-area safeguarding arrangements
- Complex practice challenges: Regular exploration of emerging and high-risk issues such as CHC-related safeguarding concerns, organisational abuse, self-neglect, exploitation and decision-making thresholds
- System working: Focus on strengthening relationships across the system, including with ICBs, providers and commissioning functions, and clarifying roles and responsibilities within safeguarding arrangements
- Learning and improvement: Sharing insight from SARs, inspections and wider practice, alongside discussion of common themes and areas for development
- Collaborative development: Task and finish activity to progress priority areas, including the development of principles and supporting materials for PiPoT

Our Networks

Safeguarding Adult Board Independent Chairs Network

The Safeguarding Adults Board (SAB) Chairs Network brings together independent chairs from across the region to share oversight, challenge and insight on system-wide safeguarding issues. The network provides a strategic forum to reflect on emerging risks, consider national developments and strengthen the collective effectiveness of safeguarding arrangements.

Key achievements and areas of focus include:

- Strategic discussion and challenge: Regular exploration of complex system issues, including mental health crisis pathways, bed availability and the safeguarding implications of wider system pressures
- Guest speakers and expert input: Sessions include external contributors on key topics such as suicide prevention, Deprivation of Liberty Safeguards and emerging policy developments, supporting informed board leadership
- Safeguarding Adults Reviews (SARs): Ongoing focus on improving how boards evidence the impact of SARs, including approaches to tracking outcomes and strengthening assurance
- National and regional alignment: Sharing intelligence from the national SAB Chairs Network, including policy developments, thematic SAR findings and areas of emerging concern such as self-neglect and the application of the Mental Capacity Act
- System oversight and accountability: Collective discussion of issues such as ICB planning, commissioning behaviours and the implications for safeguarding governance and partnership working
- Learning and improvement: Exchange of approaches to annual reporting, data use and engaging partners in demonstrating safeguarding outcomes

The network provides an important space for independent chairs to reflect collectively on their leadership role, supporting stronger scrutiny, shared learning and a more coordinated response to safeguarding risks across the region.



Solicitor's Special Interest Group

The Solicitors Special Interest Group (SIG) provides a dedicated forum for local authority legal leads to work through complex legal, policy and operational issues affecting adult social care. Meetings are characterised by detailed case-based discussion, shared interpretation of emerging case law and a strong focus on practical application, enabling colleagues to test approaches and develop consistent positions across the region.

Key achievements and areas of focus include:

- High-quality learning and development: Delivery of the June Solicitors Conference, a key highlight of the year, featuring a high calibre of external speakers including leading barristers, academics and a regional Court of Protection judge, with sessions also attended by CHC and DoLS & MCA colleagues
- Legal insight and case law: Regular discussion of emerging case law and its practical implications, including deprivation of liberty, Mental Capacity Act application and Court of Protection processes
- CHC and Section 22: Ongoing focus on legal challenges relating to Continuing Healthcare, including funding disputes, Section 22 interpretation and development of regional guidance and escalation routes
- Policy and legislative developments: Collective consideration of issues such as LPS delays, Mental Health Act reform and the implications of national policy change for local authority practice
- Practice challenges and consistency: Exploration of complex issues such as withdrawal of care, capacity and risk, supported by peer discussion and shared approaches to documentation, decision-making and legal thresholds
- Workforce and system pressures: Discussion of pressures affecting legal teams, including recruitment challenges and delays within the Court of Protection, alongside strategies to manage impact

The SIG offers a space for detailed legal discussion that complements operational networks, helping to strengthen the region's collective understanding and response to complex statutory and legal challenges

Our Networks

Strategic Performance Network

The Strategic Performance Network serves as the primary advisory group for the NW ADASS Data and Intelligence Programme. Chaired by a DASS, Adrian Crook, the network brings together Adult Social Care colleagues with a shared interest in data and analytics. The Strategic Performance Network provides a regional forum for sharing and shaping key data-driven initiatives at national, regional and local levels. Colleagues meet on a regular basis throughout the year, operating as a driving force for improving and better utilising the data and intelligence landscape across the region.

Over the past year, the network has had some significant achievements:

- The region now has the opportunity to access CLD across the entire North West footprint, rather than on a purely local basis. Over the past year, we have developed and agreed with DHSC a process for accessing this data, which is the first regional agreement in the country.
- The network is a key enabler to achieve the NW ADASS Data Strategy, ensuring data is:
 - Accessible; regional data in one place
 - Comparable; identify differences, similarities, and anomalies
 - Understood; build strong and coherent narratives around performance, equipping leaders with skills to interpret data effectively
- Since its inception, the network has aimed to bring all regional reporting together in one accessible place. This was realised in March 2026 with the launch of the NW ADASS Intelligence Portal, now hosting MQIS and Quarterly Reports.

Strategic Commissioners

Our Strategic Commissioners meet quarterly to provide network and peer support, and to explore the strategic challenges faced by commissioners.

The Strategic network held a learning session focused on supported living hearing from Rochdale and is committed to in person peer support during 26/27, with a second meeting focusing upon Extra Care. We held a peer support session in partnership with Skills for Care at the beginning of the year.

Strategic commissioners were also supported to reflect on Out of Area Placements data produced via MQIS, and have helped develop plans on how to implement new national Commissioning Self Evaluation Framework (PCF).



Transformation Leads

The Transformation Leads Network brings together officers leading change and improvement programmes across adult social care, with a focus on sharing practical approaches to delivery, innovation and system-wide transformation. It provides a space to exchange learning, test ideas and explore how change can be implemented effectively across different local contexts, including supporting preparation for and delivery of CQC assurance.

Key achievements and areas of focus include:

- Collaboration on day opportunities: Joint working with the Learning Disability and Autism network, including two reciprocal sessions focused on reshaping day opportunities, featuring a guest speaker from Essex alongside local practice examples from Wigan and Bolton
- Programme and change management: Sharing approaches to programme delivery, governance and prioritisation, with a focus on using practical, proportionate tools that support engagement with frontline services
- CQC assurance and system readiness: Supporting local authorities in preparing for and responding to CQC assurance, including strengthening evidence, governance, and how transformation activity demonstrates impact and outcomes
- Evaluation and impact: Engagement with external expertise to strengthen approaches to evaluating new models and initiatives, including consideration of how to evidence impact and outcomes
- Digital and innovation: Ongoing focus on digital transformation, AI and technology-enabled care, alongside wider innovation in service design and delivery
- Workforce and capability: Emphasis on building transformation skills, including business analysis, communication and storytelling to support engagement and demonstrate outcomes
- System collaboration: Links with partners such as iNetwork and contribution to cross-regional activity, including the Northern Festival of the Adult Social Care Front Door, where transformation leads formed a core part of the audience and learning community

The network plays a key role in connecting transformation activity across the region, helping ensure that improvement work is translated into demonstrable impact, particularly in the context of assurance, inspection and system leadership.

Business Plan

Now six years into the Care 2023 strategy, the NW ADASS Programme Office has reviewed progress and determined that this is the right point to refresh our collective focus. To support the next phase of delivery, we are aligning our work around six regional priorities, supported by three enablers.

The activity outlined below is provisional, subject to confirmation of programme resources and the outcome of prioritisation exercises.

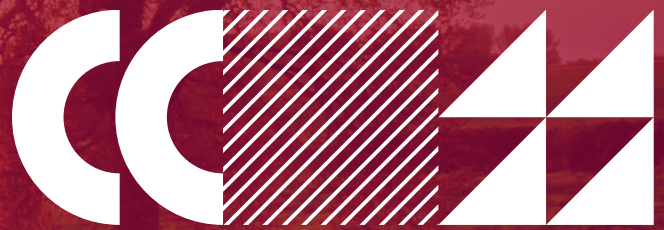
Regional Priorities

Assurance & Improvement:

- Delivery of targeted peer challenge and check-ins to support improvement.
- Delivery of a Northern Festival of Assessing Need, a week-long programme of virtual events in partnership with Yorkshire & Humber and North East ADASS focussed on various forms of assessment.
- Establish a network around Case Tracking and Sampling to develop tools and deliver audits.

Workforce & Leadership:

- Procurement of an Analytical Skills Framework to support adult social care managers to build data literacy and analytical confidence.
- Launch of the North West Coaching Collaborative (June 2026), designed to grow, connect, and champion coaching across health, local government, and social care making it more accessible to employees at all levels.
- Delivery of a one-day Analytical Concepts for Leaders course (May 2026), run by The Strategy Unit, focussing on essential analytical concepts for leadership and management.
- Through the Anti-Racism network, NW ADASS will deliver six half day place workshops, develop a Zero Tolerance Guidance, and update the Reverse Mentoring guide.



Markets & Use of Resources:

- Review and refresh the Markets, Quality & Insight System (MQIS) including understanding commissioner requirements and revisiting the Out of Area report.
- A joint project with TFG to develop Disability Related Expenditure Guidance.
- Potential development, with PCH, of a Commissioning Self-Assessment Framework alongside four in person events to be delivered through the Strategic Commissioners Network.

Neighbourhoods, Health & Prevention:

- Delivery of the NW ADASS Annual Conference (March 2026) titled Neighbourhoods at the Heart of Care showcasing how local connected communities can drive better outcomes.
- Commissioning of a report and presentation based on Better Care Fund Assurance activity.
- Delivery of three targeted network activities:
 - The CHC network aims to develop S22 guidance and resources and design a regional training offer following agreement from NW ADASS Executive.
 - The Strategic Performance Network aims to review neighbourhood metrics to establish whether there would be benefits from regional reporting.
 - The Principal OT network aim to create a Moving and Handling Best Practice Guide under Right Sized Care.

Transitions:

Potential collaboration with other regions to:

- Establish Transitions Communities of Practice
- Deliver a Shared Practice webinar series
- Contribution to national work by supporting the SOCRATES evaluation including identifying suitable sites and supporting local participation.
- Delivery of a Transitions Cohort and Spend project, aligned with the Data & Insight enabler involving three pilot sites and supporting data reviews.

Carers:

- Delivery of a Carers Festival, similar in format to the Northern Festival of Assessing Need.
- Development and launch of Coaching for Carers, building on previous coaching offers.
- Creation of a Best Practice Library and Guidance for Equity of Experience & Outcomes for carers.

Business Plan

Programme Enablers

Co-Production:

Continued support for the Pathways Annual Conference.

Ongoing collaboration through the NW ADASS Co-Production Network, working towards a shared Good Practice Library.

Delivery of a dedicated Co-Production and Leadership Masterclass as part of the wider Masterclass series.

Development of a regional mandate to strengthen and standardise co-production within the Programme Office.

Data & Insight:

Ongoing development and hosting of the Intelligence Portal, in partnership with the Adult Social Care Transformation Team and NHS Greater Manchester Integrated Care.

Delivery of six engagement sessions during 26/27 to increase awareness and use of the portal, across a range of themes.

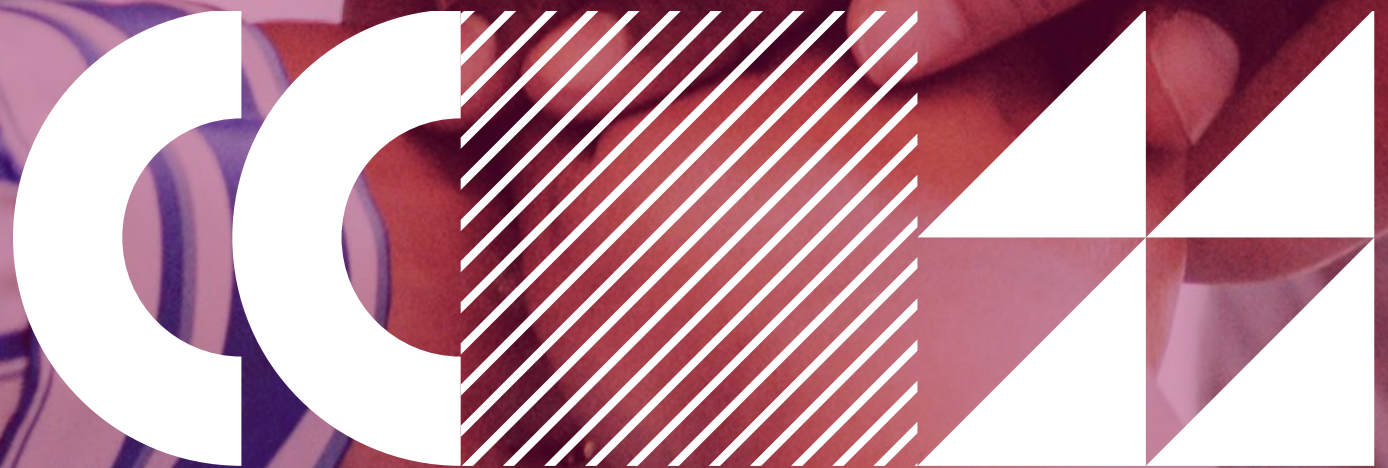
Refresh the NW ADASS Data Strategy to reflect progress made and future ambitions.

Digital & TEC:

Continued support for the Better Security, Better Care programme.

Support PCH in the design and implementation of a joint delivery model for What Good Looks Like for Digital Working in Adult Social Care.

Close collaboration with sub-regions to support AI, Digital & TEC programmes.



LOOK