



Improvement for All: Regional Account

Our 2025/26 achievements and plans for 2026/27



“Improvement for All: Stronger Together” Regional Event
22 Apr 2026, University of Birmingham ‘The Exchange’



adass
WM-ADASS: Our journey so far
Peter Hay, WM ADASS Associate

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IMPROVEMENT
FOR ALL
Stronger together

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Our vision
To promote independent lives
and fair, thriving communities
in the West Midlands by
strengthening local health and
social care and responding
positively to change.

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Foreword



Welcome to our West Midlands ADASS 2026/27 Regional Account, developed in recognition of our achievements and to help us plan what we do this coming year.

In 2025/26 we saw the completion of the first round of inspections by CQC in each of our 14 councils.

Alongside this, we have continued to develop how we use data to help us improve, embrace and involve people with lived experience in our work and think about improvement for the future using research and innovation.

Our experience of the first year of inspection gives us a fresh opportunity to celebrate and share what we do well and to learn from others where there are opportunities to do better.

Our tried and tested, peer-led programme is set up to do just that.

Through our 'Improvement for All' approach, we will support ourselves and each other, with people with lived experience and all our partners, to make health and social care in the West Midlands the best we can.

In this report we take the opportunity to celebrate our progress and thank all of you who are involved.

As always, we invite you to get in touch for feedback on this document and ideas that contribute to our vision and proposed activities.

***Pete Fahy, Chair – West Midlands ADASS
Director of Care, Health and Housing, Coventry City Council***



As the Co-Chair of West Midlands ADASS' Regional Co-production Advisory Network, I am delighted to contribute to this document and share thoughts for 2026/27.

This year the region has made huge leaps forward in championing co-production in adult social care and these efforts are not going unnoticed by others who want to learn from this work.

Our Regional Co-production Advisory Group continues to thrive, bringing people with lived experience of care and support together across the region.

As well as influencing research, policy and practice, this year we launched our innovative [AI Playbook](#), which shows the positive impact of working hand in hand with people who draw on care and support to shape care and health improvement.

But we will not stop here.

In 2026/27 we will keep using our voice to support learning from CQC inspection, especially where we can learn from people's own experiences of receiving care in the region.

We enjoy working with councils in the West Midlands and providing the right support and challenge to ensure that they take their lead from the voices of people with lived experience.

***Keymn Whervin
Co-chair – WM ADASS Regional Co-production Advisory Network and
WM ADASS Associate***

About us

West Midlands ADASS represents the 14 directors running adult social care services for local authorities across the region. We run an improvement programme to support directors and their teams.

Each council has duties under the Care Act 2014 to help people live well and independent and CQC assesses how well council perform against these duties and where improvements can be made.

At West Midlands ADASS, we work with councils to support improvement. We take a **sector-led** approach which means that we value **collaboration** and **learning** over competition and inspection, using collective reflection, shared tools and peer support to help ourselves and each other.

This is why our regional programme is important – it is uniquely placed to bring together **people, resources and information** to facilitate improvement. It also complements the work of national partners.

The following principles underpin our approach:

- Councils are **responsible and self-aware** of performance
- We have **collective responsibility** and commitment to improve
- **Strong accountability** to local people drives improvement.

At West Midlands ADASS, we do this by facilitating:

- **Networks and Communities of Practice**
- **Peer support and challenge**
- **Leadership and professional development**

About this report

This document has been developed for us to **share progress** we have made and to help **us plan our priorities and resources** for the forthcoming year.

It is an **annual, reflective document** and brings together contributions from a wide range of people including social care colleagues, partners and people with lived experience.

It has been developed for all those who participate in or are interested in social care improvement in the West Midlands.

As a region, we **take improvement seriously** and want a programme that has impact and makes a difference to how care and support is commissioned, delivered and experienced.

We know this is an ambitious charter, but one that we believe social care in the West Midlands is well equipped to deliver.

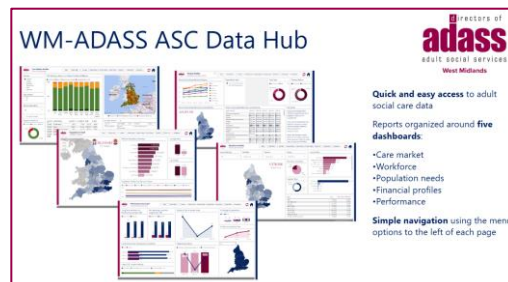
Looking back: 10 + 1 achievements in 2025/26

Working together on CQC preparation and intelligence improvement:

1. Practice reviews undertaken across all 14 councils in preparation for CQC assurance. Feedback from Principal Social Worker:

“For me, the added value is building relationships between the Principal Social Workers and the learning from each other, you’re not going to get that from CQC inspections. The practice reviews are about what is good social work; what is our standard regionally and how can we learn from and support each other”.

2. **Data, Intelligence and Analytics:** 1,250+ registered users of our Data Hub with NEW functionality on CQC assurance, International Recruitment and Client-Level-Data.



Co-production and lived experience:

3. Co-production and lived experience is centre stage:

Regional Co-production Advisory Group goes from strength to strength, and this year led development of the AI Playbook.

WM ADASS AI Playbook

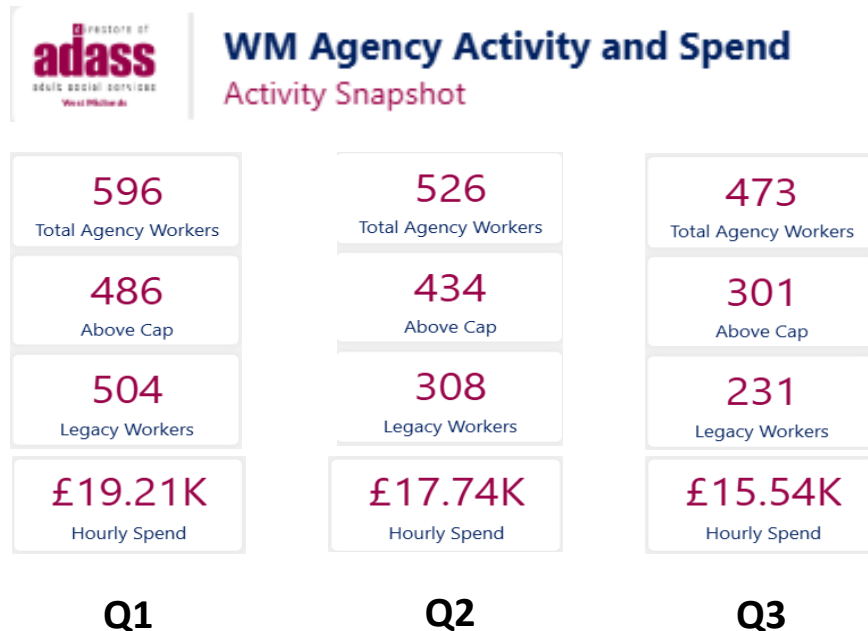


Looking back: 10 + 1 achievements in 2025/26

Workforce and market sustainability:

10. Successful first year of our Memorandum of Commitment to improve use of agency workers with West Midlands Employers

11. 500+ International Care Workers supported into new roles since our regional International Recruitment Programme launched



Feedback on our programme

On 22 April 2026, we held our 'Improvement for All: Stronger Together' regional event. It brought together 100+ colleagues and partners to reflect on our improvement progress across the West Midlands and help shape future plans. We also held our first 'Peer Awards' to celebrate the contributions and support from colleagues across the region.

Feedback from this event has shaped our approach and is included in this document.

Feedback about the day:

*"It was a day full of celebrations and achievements, all made possible by the **dedication, collaboration, and impressive skills** of so many people"*

*"I found it incredibly **informative – and heartening** – to hear about all the developments regionally, and see firsthand how **strong** the sense of shared endeavour is"*

*"What struck me was the **unity** you have across services **working collaboratively** to achieve these ambitions despite your wide geography"*

Participant feedback: Because of this session, I will...

"Remember that behind every dashboard and numbers there are people trying to live their best lives"

"Consider how we can better utilise data within co-production and to support evidence-based practice"

"Share our Regional Data Hub with relevant operational leads and directors"

"Involve the PSW more in technology-enabled care / digital developments"

"Support PSWs with connection to research" and "work with research teams to improve research engagement"

"Rebuild time for reflection in the working day"

"Take every opportunity to work with peers and other councils to support each other"

Looking forward: our objectives for 2026/27

1. Build a **well-led, stable and resilient** adult social care workforce;
2. Create a **shared, trusted, evidence-base** that drives assurance, learning and innovation;
3. Strengthen **practice quality, confidence and readiness** for CQC;
4. Put **lived experience at the centre** of local accountability, learning and improvement;
5. **Shape policy and reform** by speaking with a clear, confident regional voice.



What does this look like in practice?

Beyond CQC: looking at opportunities for shared, regional learning following the first round of inspection

International Recruitment & the Memorandum of Commitment as key workforce priorities

Our Regional Co-production Advisory Group helping us with co-production in practice

Facilitating our peer-led thematic Networks so we can support each other and improve

A strong and clear regional voice so we can shape and influence policy development

Monitoring risk through knowledge/intelligence sharing as peers, and in partnership with the NHS

Data Hub: Expanding access to support insight, benchmarking, inspection readiness and regional improvement

Being on the front foot in embracing digital and research development.

Showcasing our learning on transformation enabled by technology / AI

Our CQC Plans for 26/27

Our Regional Action Plan has the following key components:

1. Regional Data and Metrics: Produce dashboard to provide analysis for each council to triangulate with their own self assessment

2. Sampling people's journeys: Confirm scope of Practice Reviews and finalise a single PSW-led audit tool

3. Regional summary of CQC reports: Produce a single, regional thematic summary of published CQC reports with structured analysis around Care Act principles and outcomes

4. Assurance Leads Networks and Improvement Networks: Clarify role of Assurance Leads and strengthen links to wider Networks / improvement infrastructure

- *“Improvement for All” is our single organising framework for regional activity*
- *Co-production is embedded across all actions supported through our Regional Co-production Advisory Group*

We all play our part:

For 2026/27 we have updated our DASS Lead Roles in Branch to maintain a co-ordinated approach that gives due regard to CQC and gives everyone the opportunity to contribute to regional improvement:



Chair
Branch Leadership, Finance
& Communications

Peter Fahy
Coventry Council



Vice Chair
Commissioning
& Market Shaping

Mark Fitton
Worcestershire Council



Vice Chair
& National ADASS Vice
President

Rashpal Bishop
Sandwell Council



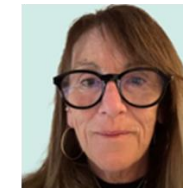
**Shropshire Hosting &
Co-production**

Natalie McFall (interim)
Shropshire Council



**Data Intelligence &
Evidence**

Pete Sidgwick
Warwickshire Council



Carers

Alison Elliott
Stoke Council



**Prevention,
Independence &
Neighbourhoods**

Stuart Lackenby
Birmingham Council



**Health, Public Health
& Integration**

Richard Harling
Staffordshire Council



Safe & Effective Practice

Emma Matthews
Dudley Council



Workforce

Hilary Hall
Herefordshire Council



**Social Care & Health joint
policy (BCF / CHC)**

Jenny Wood
Solihull Council



**Safeguarding
& Transitions**

Andrew Wolverson
Wolverhampton Council



**Digital Transformation
and Innovation**

Clare Hall-Salter
Telford & Wrekin Council



**Front Door Models, Access
& Waiting Times**

Kerrie Allward
Walsall Council

Branch Plan 2026-27: Improvement For All

Our vision is to promote independent lives and fair, thriving communities in the West Midlands by strengthening local health and social care and responding positively to change.

Objectives

1. Build a well-led, stable and resilient adult social care workforce;
2. Create a shared, trusted, evidence base that drives assurance, learning and innovation;
3. Strengthen practice quality, confidence and readiness for CQC;
4. Put lived experience at the centre of local accountability, learning and improvement;
5. Shape policy and reform by speaking with a clear, confident regional voice.

Inputs <i>(What we invest)</i>	Activities <i>(What we do)</i>	Outputs <i>(What we create)</i>	Impacts <i>(What is changed)</i>	Outcomes <i>(What difference is made – adapted from CQC Quality Statements)</i>
<ul style="list-style-type: none"> • 14 Directors of Adult Social Services and their teams • WM ADASS Networks and Communities of Practice • WM ADASS Core Team • WM ADASS Associates and commissioned expertise • Care and Health Improvement Advisor (via Partners in Care and Health – PCH) • People with lived experience through the Co-production Network • Programme budget and third-party funding • Key partners - NHS, DHSC, CQC, Skills for Care, care providers, PCH/LGA • Academic, voluntary and system partners • Regional data infrastructure (Data Hub) 	<ul style="list-style-type: none"> • Co-ordinate and maintain Network groups and Communities of Practice to share best practice; • Facilitate the Regional Co-production Advisory Group to support co-production; • Provide universal and bespoke support to councils before and after CQC inspection; • Lead focused projects in agreed key areas (e.g. workforce); • Collate and present published adult social care data accessibly; • Conduct peer-led case file auditing and sampling; • Co-ordinate and shape regional responses to national consultation and reform; • Identify, escalate and manage key system risks collaboratively and with key partners incl. the NHS; • Lead and/or contribute to research and find opportunities to innovate/use new technologies 	<ul style="list-style-type: none"> • Learning resources, webinars/ events and an online repository of good practice; • New tools, coaching and support on co-production; • Flexible individual and collective CQC support and thematic briefings for peer learning; • Focused projects on key issues e.g. International Recruitment, MoC; • A Data Hub - a one-stop-shop for published ASC data/intelligence; • Completed PSW-led case file audits and learning summaries; • Consolidated regional consultation responses to shape policy/reform; • Strong and trusted relationships with key partners to collaborate on new, key and/or challenging issues; • A research-ready region with new skills and dedicated capacity to lead and contribute to research • New tools, projects and opportunities for digital innovation 	<ul style="list-style-type: none"> • Best practice scaled and replicated - “create once, not multiple times”; • Better use of lived experience and feedback to improve outcomes; • Improved preparedness and confidence for CQC revisits; • Measurable improvements to key areas (e.g. workforce) through specific projects (e.g. IR, MoC); • Better self-awareness and evidence/data-led improvement; • Improved social care practice with greater confidence and consistency across councils; • A proactive region with a strong, influential and credible voice; • Stronger interface and cross-working between health and social care; • Research-informed practice improvement; • Innovation is trialled and embedded in the region. 	<p>For people:</p> <ul style="list-style-type: none"> • I have care and support that is co-ordinated, and everyone works well together and with me • I have care and support that enables me to live as I want to, seeing me as a unique person with skills, strengths and goals • I feel safe and am supported to understand and manage any risks. <p>For the system:</p> <ul style="list-style-type: none"> • The views of people who use services, partners and staff are listened to and taken into account. • We work with people to understand what being safe means to them as well as with our partners on the best way to achieve this. • We understand the care and support needs of people and communities. There is a good variety of care providers, provision is resilient and sufficient capacity to meet demand now and in future.

A final thank you to our colleagues and partners...

