

Coventry City Council's Adult Social Care Self Assessment 2024/25



Coventry City Council

coventry.gov.uk

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● Introduction

Welcome to our Adult Social Care Self-Assessment for 2024/2025

This report details how we are delivering Adult Social Care services in Coventry against the four themes and quality statements of the Care Quality Commission (CQC) assessment criteria for local authorities. It contains information on overall performance and finance, our service delivery, areas of progress and areas of further focus. The Self-Assessment is intended to be read in conjunction with our Annual Report (Local Account) as this includes a wide range of case studies and evidence supporting the information contained within this Self-Assessment.

● Coventry – the city

Coventry is the ninth largest city in England and the twelfth largest in the United Kingdom. It is a diverse city in respect of ethnicity and religion and a city of relatively high deprivation and low life expectancy. These factors combined, effect demand for services across a range of Council service areas including Adult Social Care.

We take our responsibilities towards our most vulnerable residents very seriously. We have stayed true to our responsibilities to protect the most vulnerable whilst developing and improving the city for all our residents.

Coventry City Council is a Labour run Council of 18 wards which comprises 40 Labour, 10 Conservatives and 2 Green Party and 2 Reform UK Councillors.

There is one hospital within the city, University Hospital Coventry and Warwickshire which has 1005 beds and provides both emergency and elective care and specialises in cardiology, neurosurgery, stroke, joint replacements, in vitro fertilisation (IVF) and maternal health, diabetes and kidney transplants. The Hospital is also a designated major trauma and cancer centre.

Coventry is also home to two universities, Coventry University and Warwick University with a combined student population of 67,255 (2021 census) of which 36,000 are living in Coventry. The 2021 census estimates that 9,730 of students living in Coventry are international students.

Some of our key city statistics are as follows:

Size

A population of 345,325 as of the 2021 Census, making it the second largest Local Authority in the West Midlands. Coventry's population has grown by 8.9% over the last 10 years.

Age

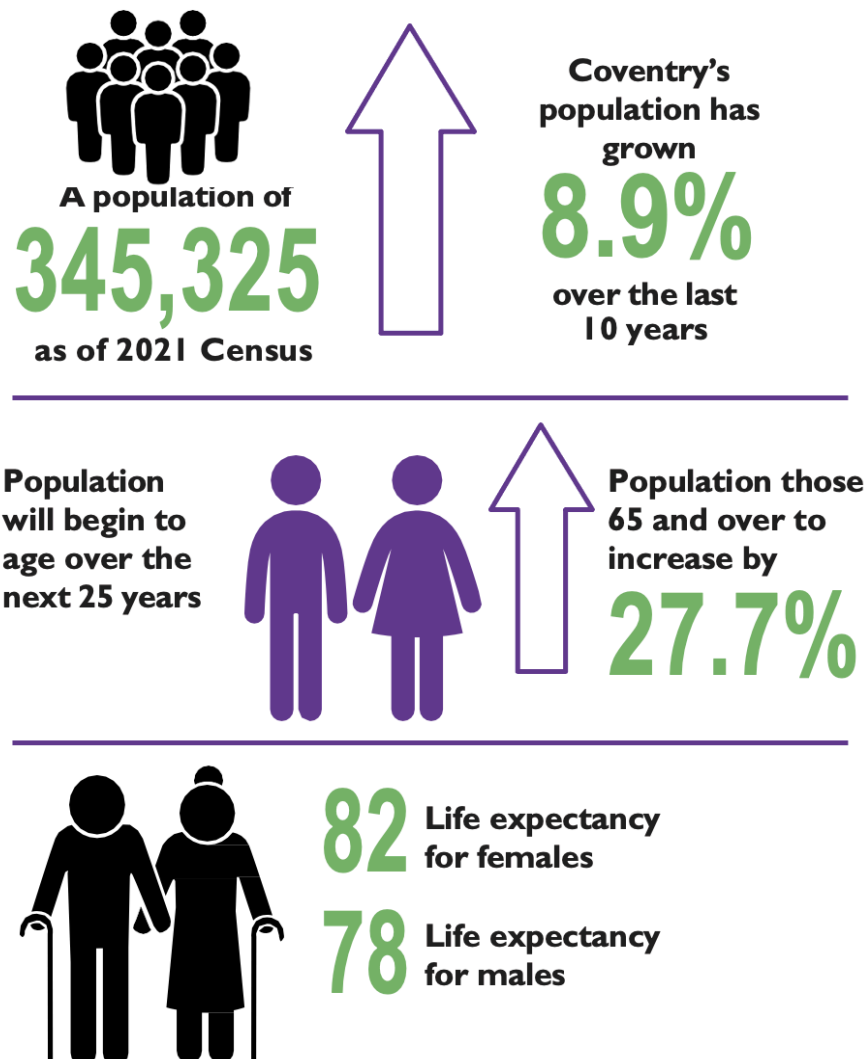
The median age of the population has increased by one year since the 2011 Census to 35, which is five years lower than that of the region and national average of 40.

According to the 2018-based sub-national population projections, the population will begin to age over the next 25 years. Indeed, it is projected that the population of those aged 65 and over is to increase by 27.7% by the year 2043.

13% of the population are aged 65 or over and, despite the relatively young age compared to the region, the 55-59 age group has seen the biggest increase in the decade since 2011; this age group has increased by 27.5%.

Life expectancy

Life expectancy in the city remains lower than the national and regional averages. For females this is 82 years and for males 78 years. Significant health inequalities across our neighbourhoods and in more deprived areas mean adults spend a greater proportion of their lives in ill health. Indeed, healthy life expectancy is 64 years for females and 61 years for males. As such, females live proportionally longer in ill health than males.



Diversity

The diversity of the city is higher than regional and national statistics. In recent years we have seen this diversity increase, with the requirement to address health inequalities a key priority for this and other groups within the city. Of note is the increasing number of migrant families coming to the city and the increasing demands on education particularly for those with Special Educational Needs (SEN).

65.5% of people in Coventry identified their ethnic group within the 'White' category (compared with 73.8% in 2011). 18.5% identified their ethnic group as 'Asian, Asian British or Asian Welsh' category (16.3% in 2011).

The diversity in spoken languages is also increasing, with English as a first language decreasing from 86.1% in 2011 to 82.5% in 2021. Within Coventry, Polish (2.3%), Punjabi (2.3%) and Romanian (2.1%) are the three most popular main languages spoken aside from English.

The religious affiliation of Coventry is also diverse. 30% of residents are recorded in the Census 2021 as having 'no religion', an increase from 23% in 2011. Being religious is more prevalent in Coventry than the national

average as 37% of people across England have no religion. While Coventry has a lower proportion of Christian residents than the national average, 44% (England 46%) down from 54% in 2011; most other major religions are more commonly followed in Coventry. 10% of Coventry residents are Muslim, an increase from 7% in 2011; 5% are Sikh and 4% are Hindu.



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Deprivation

Since Coventry became a Marmot City, deprivation in the city has gone down. Between 2015 and 2019, the number of Coventry neighbourhoods ranked among the 10% most deprived in England dropped from 18.5% to 14.4%. However, more than a quarter of neighbourhoods (25.6%) are still in the bottom 20% nationally for deprivation. These areas are a key focus for the health system in its efforts to reduce inequalities, especially under the 'Core20' initiative.

About Coventry

ONE COVENTRY in numbers

Coventry has
345,300
residents



1 in 5 are aged under 16. The city has experienced an 8.9% growth in its population in the last 10 years.

[Source: Census 2021]



Over **58,950**

students attend our two internationally renowned universities

[Source: 2023/24 <https://www.hesa.ac.uk/data-and-analysis/students/where-study>]

45%

Coventry is a diverse city. 45% of people identified as an ethnic minority (not White-British) in the 2021 Census, an increase from 33%, 10 years ago.

[Source: Census 2021]



Men living in the most deprived neighbourhoods on average live approximately 10.7 years less than those in the least deprived. [2018-20]



Coventry's total Gross Domestic Product (GDP) is

£11.1bn [2021]



1 in 6 of all GB automotive jobs are in Coventry and Warwickshire.

21,600 are employed at local workplaces in this industry.



There are
10,355
businesses in Coventry*

184,900 Coventry residents (aged 16+) were in employment between Jul 2022-Jun 2023**

*[Source: NOMIS 2023]

**[Nomis]



Our city has a net inflow of workers **50,630** people commute to Coventry for work every day, whilst **39,851** commute out of the city.

[2022]



57% of Coventry homes are owner occupied

As of March 2022, 70% of properties in Council Tax bands A to B, and just under two-thirds built before 1954.

We are spending **£130m** on capital projects in 2023/24 – compared with £147m in 2022/23. From April 2022 – March 2023, 229 local people were employed on major developments including 22 apprentices.



723 children are in care (as at 21 November 2023).



The number of children excluding unaccompanied asylum-seeking children is 646, which is a reduction of 6% from 684 in March 2022.

Financial

Like many local authorities, Coventry is experiencing significant budgetary pressures. For the 2025/26 financial year, the Council successfully addressed a £14 million funding gap to achieve a balanced budget. However, it faces a projected shortfall of £3 million in 2026/27, increasing to £10.5 million by 2027/28. These ongoing challenges are driven by a combination of limited central government funding, rising inflation, and escalating demand for services, particularly in social care.

In response, the Council is committed to maximising the impact of every pound spent by investing in efficient, effective services and prioritising support for those most in need. This approach underpins the One Coventry Transformation Plan, which aims to fundamentally reshape service delivery from 2025 onward.

For the 2024/25 financial year, the local authority estimated its total budget at £277.5 million. Actual expenditure was £275.7 million—resulting in a £1.8 million underspend compared to the initial forecast.





● Adult Social Care

Our approach to Adult Social Care focuses on providing support that allows people with care and support needs to maintain independence to the greatest extent possible.

In 2025 we produced a new Five Year Plan for Adult Social Care setting our areas of recent achievements and areas of future focus. As part of the Integrated Care System our work also supports the delivery of the Integrated Care System strategy and the delivery of Council ambitions through the One Coventry Plan. Our Adult Social Care Offer describes how we aim to deliver our services and what people can expect from us.

Our core principle is to support Coventry residents in the least intrusive and restrictive way, using their available assets and resources. We prioritise independence, which guides all our work and support. This objective is advanced daily through staff interactions and ongoing improvement initiatives for those needing care.

In undertaking our work we adopt a strengths-based approach to practice in all of our interactions, which is embedded in the principle that the people we are working with are experts in their own lives and their experience of receiving support is integral to the way in which we develop and improve our services.

In line with our One Coventry approach, partner organisations form part of 'our extended team' as we work together to deliver complex improvement programmes and discharge our safeguarding responsibilities.

Our Health and Care Partnership Vision is ***"we will do all that we can to enable people across Coventry and Warwickshire to pursue happy healthy lives and put people at the heart of all we do."***

We aim to support Coventry residents in Adult Social Care at all levels, using available assets and resources, while being as minimally intrusive as possible.

Our commitments to people who need to access our services



Taking a strength-based approach

We are committed to enabling people to live as independently as possible, drawing on people's own strengths and doing the things that are important to them, making use of what's available in local communities.



Helping people to stay at home

We will look at how we can adapt people's homes and provide equipment or if unable to do so explore alternative accommodation to enable people to live an independent life more easily.



Living and ageing well

We will help people think about the support they need and plan for how they can live the best life possible both now and into older age. We will enable people to find solutions that work best for them.



Making the best use of resources

We will aim to provide the right amount of support to meet people's needs and outcomes. In providing appropriate support, we consider costs and will look at innovative ways to deliver care and support.



Joined up care and support

We will work closely within the Council and with different organisations, including the NHS, to support people to achieve what is important to them. We will work with organisations providing support to ensure safe and quality services.



Keeping people safe

We will help people stay well and safe from harm and abuse, working alongside other organisations when we need to, and supporting people to make their own choices.



Carers are at the heart of all we do

We recognise, value and support the vital role of unpaid carers and will support them in their caring role, as well as supporting them if their caring responsibilities change or end.



Committed workforce

We have a valued and respected Adult Social Care workforce and will support and develop our own and those of our partners, equipping them with the skills, knowledge and values to provide effective care and support.

For full details of Coventry's Adult Social Care Offer or to request information in another language or format please email getinvolvedasc@coventry.gov.uk

For each of the four inspection framework themes, we outline the necessary operational information to meet quality standards and summarise our main strengths and areas for improvement. Overall, our key strengths are.

Strengths

- **Our Safeguarding activity** - During 2024/ 25 we received 5776 safeguarding concerns with their initial review completed within 2 days (88%)
- We are strong at processing Deprivation of liberty safeguards (DOLS) second in the region for applications received and applications completed per 100,000 population (2023/24 available data)
- **Our work with communities** - we work with a multitude of stakeholder groups and hold regular out reach events. We also provide our Adult Social Care information in a variety of languages to ensure accessibility of information.
- **Market** - Our market is able to respond to demands for care- we can source care for hospital discharge and for demand from the community quickly in most cases although challenges exist for some groups such as younger adults with particularly complex needs
- **Partnership working** – our work with NHS organisations in mutual improvement programmes such as Improving Lives and Mental Health Transformation, and with CV Life in developing activity programmes. Our work with the Dementia Partnership Hub and The POD
- **Promoting independence** - Our promoting independence approach focuses on supporting people at home using Occupational Therapy to support (top quartile performance) and through our use of technology
- **Carers Support** – Our work with Heart of England Carers Trust of supporting unpaid carers receives good feedback and over 2024/25 we have further enhanced our carers offer through including MyTime (a way to offer carer breaks at local attractions) and Bridget (an online carer support planning tool)
- **Workforce** - Our workforce is committed and stable with workforce surveys providing positive feedback on Coventry Adult Social Care as a place to work



Our approach to improvement

We continue to improve, with eleven ASCOF indicators improving, three unchanged, and five declining for 2024/25. Our focused five-year plan for 2025-2030 outlines key areas for progress and innovation.

	Current position	Focus of our improvement and innovation
Personalising the experience of care and support	The partnership approach to overseeing and managing quality within the care and support market is highly effective. Despite some turnover, the market demonstrates a robust ability and capacity to respond swiftly to the majority of care and support needs.	The experience of care and support is a major factor for people with care and support needs and their unpaid carers. We want to ensure that people who use care and support services in Coventry have a positive experience of care and support as well as the ability to make choices as to how that care and support is provided.
Always Improving	We have established clear policy and practice frameworks across key areas of activity including Disabled Facilities Grants, Direct Payments and Social work practice	We are embedding these policy frameworks into everyday practice, ensuring they are consistently applied and making a genuine, positive difference in people's lives. Our commitment is to ensure this is reflected in thorough and robust case recording, which clearly demonstrates the real impact we achieve.
New Models of Support	Coventry has championed some truly innovative and effective models of care and support, such as the Dementia Partnership Hub, The POD, and the Social Interventions Collective in Mental Health. Each of these initiatives thrives on strong partnerships and co-production, reflecting a commitment to collaborative and empowering approaches.	Building on these outstanding examples of innovation, Coventry is well-positioned to expand its care and support options beyond traditional regulated services. This five-year plan will prioritise the development of creative, forward-thinking services, further enriching the diverse range of care and support available to the community.
Support to Unpaid Carers	We are proud to have a clear offer for unpaid carers and collaborate closely with carers' support organisations to ensure their needs are met as they provide invaluable care. Encouragingly, feedback from unpaid carers in the recent survey highlights areas where we can further enhance our support, presenting opportunities for even greater impact in their caring roles.	We are proud to have a robust unpaid carers action plan that is already driving meaningful improvements, and we are excited to introduce fresh, innovative support for unpaid carers through creative initiatives like 'MyTime' and advancements in technology through Bridgit. Our partnership with Carers Trust Heart of England continues to flourish, as they successfully secured a new contract, building on their impressive legacy of delivering outstanding support for unpaid carers in the city.

	Current position	Focus of our improvement and innovation
Prevention	<p>There is a wealth of preventative support available throughout the city, commissioned and provided by Adult Social Care, as well as through a variety of wider City Council services.</p> <p>We place a strong emphasis on proactive prevention, especially for those who may be approaching the threshold for care, harnessing the expertise of our Occupational Therapy and Promoting Independence teams to empower as many people with care and support needs as possible to maintain their independence and avoid the need for ongoing support.</p>	<p>With our current partnership arrangements with the voluntary sector concluding in 2025, we are embracing this as an exciting opportunity to collaboratively shape a new vision for contracted services. This new approach will be centered on prevention and designed to maximise positive outcomes, reducing the necessity for long-term care.</p> <p>We are also fostering even closer collaboration with Public Health colleagues, jointly identifying and implementing evidence-based preventative initiatives that are proven to succeed.</p> <p>Our partnership with Health Partners, such as University Hospital Coventry and Warwickshire, ensures that our Integrated Teams will play a central role in delivering impactful, preventative support across the community.</p>
Use of Technology	<p>We are excited to be preparing for the transition from our current social care client record system, 'CareDirector', which will be replaced by November 2026.</p> <p>Building on our longstanding commitment to assistive technology and telecare for people with care and support needs, we are now partnering with WM5G on an innovative programme to further explore and enhance the potential of technology in delivering effective support.</p>	<p>By upgrading our client record system, we're opening up exciting opportunities to refine our processes and benefit from an enhanced ICT offering, including the innovative 'Community Gateway'. As our technology partnership with WM5G advances, we'll be able to incorporate valuable insights into lasting improvements and greater efficiency. The AI market for social care is evolving rapidly, and even in its early stages, it presents us with remarkable possibilities for innovation throughout the duration of this plan.</p>
Integrated Care with Health Partners	<p>We work successfully and collaboratively with our health partners, building on the strong foundation of our long-standing joint mental health services. More recently, our Improving Lives programme has united health and social care services, creating a seamless, community-based approach to discharge that empowers more people to receive support at home following their hospital stay.</p>	<p>With the launch of fully integrated services in July 2024, our Improving Lives initiative is already making a positive impact, though its potential is just beginning to unfold. We are excited to nurture and expand these innovations to maximise their effectiveness. Moving forward, the Community Integrator programme will further enhance our ability to support people in the community, providing even greater opportunities to deliver collaborative and compassionate care.</p>



● Theme 1: How Local Authorities work with people

Summary

At every level, our Adult Social Care work is dedicated to supporting Coventry residents with respect and care, focusing on their strengths, resources, and capabilities. Our approach places independence at the heart of all interventions—embracing a strengths-based, therapy-led philosophy throughout all service areas and stages of assessment. While our guiding principles remain steady, our delivery evolves to best meet the unique needs of the people we support. Short-term services encourage recovery and rehabilitation, and even when ongoing care is needed, our teams incorporate these principles to ensure that our commitment to promoting independence shines through every aspect of our support.

Key strengths

- Quick, compassionate responses to those experiencing crisis, always emphasizing independence
- Collaborating across the Council and with health partners to help people flourish and enjoy healthy lives
- Welcoming and valuing everyone's perspectives, utilising real-time surveys and community engagement sessions to continuously improve

Areas for development

- Expanding our successful independence-focused approach to better support those with mental health needs
- Continuously nurturing and growing our workforce and support systems to reflect the vibrant diversity of our community
- Maximising the benefits available through the Disabled Facilities Grant (DFG) for all who need it



How does Adult Social Care work in Coventry?

By Phone
024 7683 3003

By Professional / Carer Referral
Online Referral

By Online self assessment
Online Self-Assessment

Adult Social Care Direct

Customer services will take any initial information regarding a referral, such as contact details, key information, and the reason for the referral. They may be able to provide signposting advice and information advice at this stage.

Initial Contact and Duty Teams

The initial contact team gather more information about new referrals and the duty team support any incoming queries through Adult Social Care, for people that are in receipt of support.

Short Term Support

Local Integrated Teams

Integrated teams with three geographical bases across the city working with older people and people with physical disabilities to develop their independence and daily living skills and develop a greater understanding of long term/ongoing care and support needs.

Promoting Independence – Learning Disabilities

A multi-disciplinary team that works with adults with learning disabilities and autism to promote independence. The team provide support such as travel training, occupational therapy and support to use assistive technology.

Community Discharge Team

Based at University Hospital Coventry and Warwickshire, supporting people to be discharged. The team works across the 7 day week and with extended hours.

Occupational Therapy and Equipment Services

Providing a range of advice and support about equipment, adaptations and solutions to make every day tasks easier for you, this includes telecare equipment such as personal trigger alarms, movement detectors or medication dispensers as required.

Long Term Support

Mental Health

Working with health colleagues at Coventry and Warwickshire Partnership NHS Trust as part of a S75 Agreement to support adults with mental ill health. The supports the Crisis Care pathways and community based services.

Older People's Assessment and Case Management Team

Work with adults over 65, they will explore the provision of support such as home support, day opportunities, supported housing, respite, residential care.

All Age Disabilities Team

Support adults turning 18 (or over). They will explore the provision of support such as home support, day opportunities, supported housing, respite, residential care.

● Quality Statement One

Assessing Needs

We are dedicated to maximising the effectiveness of care and support by thoroughly assessing and regularly reviewing each person's health, care, well-being, and communication needs in partnership with them.

Our primary aim is to empower people with care and support needs toward greater independence. Through our assessment and support planning process, we help people identify the resources and strategies they need to achieve their fullest potential.

Right from the initial point of contact, our occupational therapy-led team takes a comprehensive and holistic approach. By considering each person's circumstances from multiple perspectives, we ensure that advice, information, guidance, and assessment are accessible to all—regardless of financial eligibility. This inclusive approach means our offer extends to everyone, whether or not we will ultimately fund their care.

Based on the risks identified during our first information-gathering conversation, we can arrange interim care and support where necessary. This ensures no one is left without the support they need while a comprehensive Care Act assessment is completed. The effectiveness of any interim support is also reviewed as part of this assessment.

A significant proportion of people who reach out to us do not require a full assessment beyond the Initial Contact Team, as their needs can be met through information, guidance, advice, or low-level interventions, such as aids and equipment.

In 2024/25, our assessments were completed in a median of 35 days, with unpaid carers' assessments averaging just 8 days. We continue to make significant progress in reducing assessment timescales—improving from 125 days in 2021/22, to 93 days in 2022/23, 57 days in 2023/24, and 58 days in 2024/25.

Thanks to our Early Help offer, people with care and support needs are not left without support during the assessment process. In 2023/24, the average time from initial contact to care provision was 16 days, rising modestly to 18.64 days in 2024/25—a response rate that remains strong. While this figure may be influenced by expedited hospital discharges, these results collectively demonstrate our commitment



to ensuring that people receive timely care, even if their formal assessment is ongoing. We also maintain regular contact with those awaiting assessment completion, allowing us to monitor any changes in circumstances and reprioritize as needed.

Our proactive approach—providing support while an assessment is underway and evaluating its effectiveness—has resulted in only 2.6% of initial contacts requiring long-term support. This method contributes to a consistently high percentage of people who do not require ongoing support following assessment: 65.1% in 2021/22, 75% in 2022/23, 76.7% in 2023/24, and 77.2% in 2024/25.

Care, support planning and reviews

We are committed to working in partnership with people with care and support needs and their unpaid carers to develop assessments, care, and support plans that truly reflect each person's needs and aspirations. During the support planning process, we encourage active involvement, inviting people to decide how they wish to organise their support—be it through Direct Payments, City Council-arranged services, or a tailored combination of both. Where appropriate, family members and unpaid carers are included to ensure a holistic approach.

Support is seamlessly coordinated among various agencies and services, ensuring that decisions are clear and outcomes remain transparent for everyone involved.

Our priority for reviews is ensuring that all people in receipt of ongoing care and support do not have an interval of more than two years between reviews. During 2024/25 we completed 66.6% of reviews for everyone who had been open for over 12 months. We approach reviews as an opportunity to stimulate change through understanding what would be required to reduce the reliance on statutory services for any individual although the opportunity for change has been limited. However, our learning from reviews is informing how we need to develop alternatives to regulated care and support to create more options for people to choose from.

Aside from the review performance we have additional assurance of our oversight of people's care and support, and that this is changing in response to care and support needs, through Deprivation of Liberty Safeguards (DoLS) approaches.

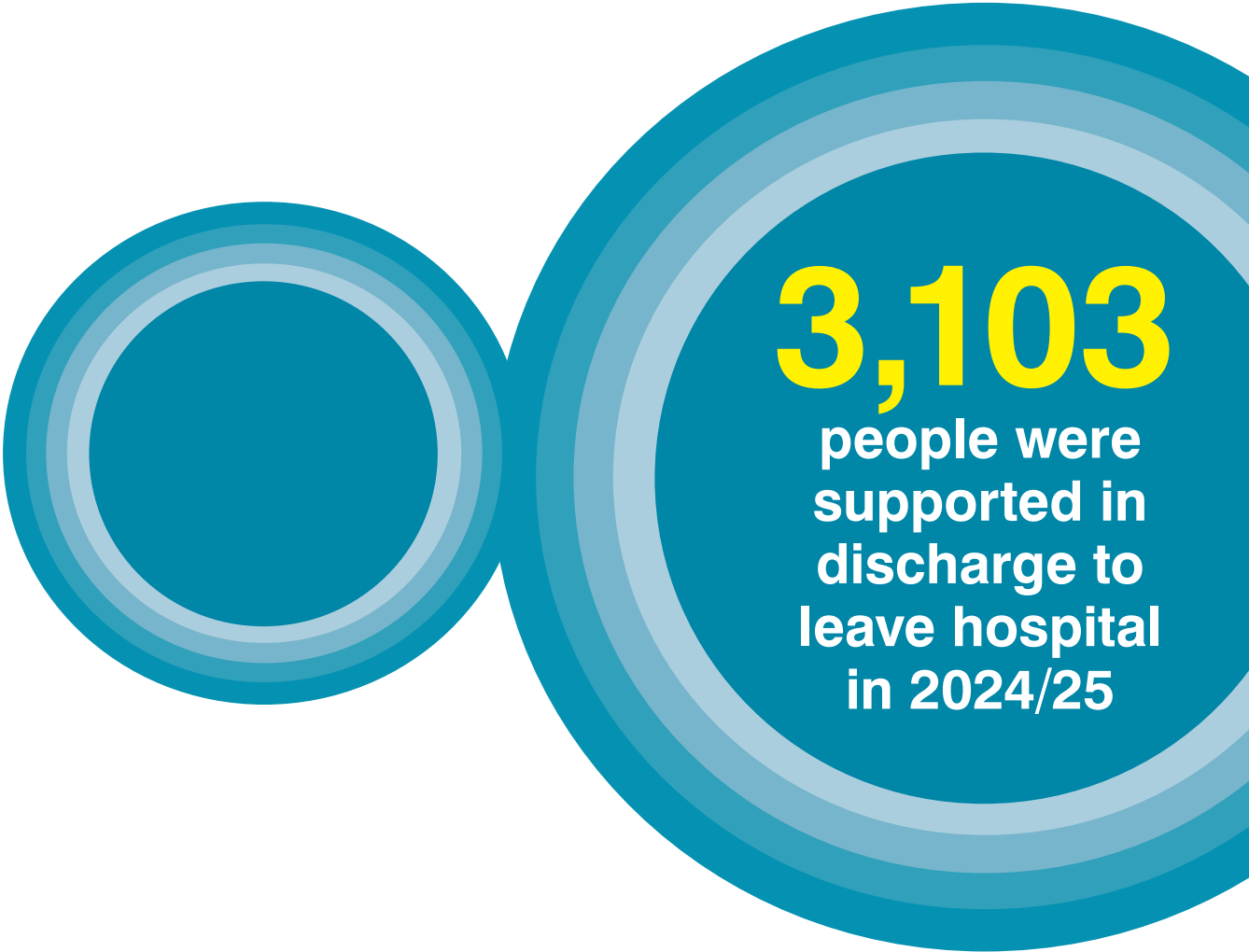
Hospital discharge

We also have a dedicated social work team based at University Hospital Coventry and Warwickshire, operating seven days a week in close collaboration with ward staff and the hospital's Integrated Discharge Team. The team utilises comprehensive assessment processes to facilitate smooth and timely discharge from acute hospitals, covering both physical and mental health settings. Contact assessments are carried out within the hospital, ensuring that patients and residents are directed to the appropriate level of support upon discharge. Our core principles of reablement and the use of short-term provision are fully embedded within this multi-agency model, enabling strengths and needs assessments to take place following therapeutic intervention and recovery. In a small number of cases, we arrange long-term care, but these are minimal—just 2.2% in the 2024/25 financial year.

Carer's assessment

The latest census data highlights that 27,083 people in the city identify as unpaid carers. In 2024/25, we undertook 457 separate carer assessments and 900 joint assessments of unpaid carers' needs. We have two principal pathways for carer assessments: assessments completed by the Carers Trust Heart of England and an internal assessment pathway for people actively case managed by Adult Social Care. All unpaid carers are offered an assessment of their needs and can choose whether this is done jointly as part of a combined assessment or separately. In addition, a further pathway for young carers is operated in partnership with the Carers Trust Heart of England; in 2024/2025, they undertook 219 Young Carers Needs Assessments.

Our external pathway for carer assessments, facilitated by the Carers Trust Heart of England, reflects a proactive approach to identifying unpaid carers. All Wellbeing staff at the Carers Trust Heart of England are trained to complete carer assessments, ensuring continuity from identification to completion of assessment. For example, a carer identified through the hospital setting will have their assessment completed by a hospital liaison carers support officer. Carer assessments are often completed early in a caring journey, allowing our conversations to be pre-emptive—helping unpaid carers to plan for the long term, such as with the early introduction of technology, lasting power of attorney, or contingency planning.



3,103
people were
supported in
discharge to
leave hospital
in 2024/25

Using technology to support practice

Practice is supported wherever possible and appropriate by the use of technology. Included in the range of digital options available are: a mobile dictation tool, work with our partner, Palantir, on developing voice recognition software to support the completion of care and support plans which some practitioners choose to utilise to support with case recording, the Widgit tool used to support communication, a digital learning hub and learning alerts, and an on line Direct Work toolkit holding a range of tools to support practice. We have also introduced a Tech Enabled Care (TEC) programme to support people by improving care quality, efficiency and cost by integrating technologies thereby enabling the use of predictive monitoring and personalized, non-intrusive, continuous care.

Charging for care and support

- The Financial Assessments Team will undertake a Financial Assessment to determine if The Local Authority will meet the cost of care
- How much a person may need to contribute to the cost of their care
- Or whether a person needs to pay the full cost of their care

Support to self-funders

The Council offers a range of support options for people who self-fund their social care needs. We provide assessments for self-funders, and our short-term services are offered without requiring a financial contribution. Additionally, voluntary sector support is available to everyone, regardless of funding status. Support for older people is provided by organisations such as Age UK, the Alzheimer's Society, and Good Neighbours (befriending), while specialist assistance is available for specific groups—for example, family carers through Carers Trust Heart of England and people with sensory impairments via the Earlsdon Centre for the Blind and the Birmingham Institute for the Deaf.

Within our social care sector, providers typically support a blend of people funded by both the local authority and those who self-fund. While our quality assurance approach, as outlined in the Quality Assurance Framework, applies directly to commissioned providers, we also extend guidance and resources to all providers through materials such as our Provider Support Pack, available on our website. In circumstances where a safeguarding concern arises with a non-commissioned provider, we conduct thorough checks and offer quality support in accordance with the specific requirements of the situation.

Our website is a valuable resource, offering detailed information about the wide variety of available support services, including mainstream options like care homes, home support, and day services, as well as a broad selection of community and preventative initiatives listed in our Community Directory. We also host regular community engagement events, which are open to and inclusive of self-funders, providing up-to-date information and guidance.

For self-funders whose resources have been depleted, we undertake a comprehensive assessment and discuss the range of support options where the local authority may assume responsibility for funding. We do not routinely transfer people with care and support needs to different services when funds are exhausted, but we do consider cost-effectiveness as part of our decision-making process.



Strength-based practice - our approach to social work

Our approach to social work is one of strength-based practice where we start from the point of what people can achieve using their own assets, abilities and resources. The practice framework we have in place through our 'People at the Heart of Practice' framework is a continued journey to strength-based working which provides some context to how we work with people to support them to live the lives they want.

This strength-based approach is supported by a range of tools and techniques;

- Access to training in strength-based approaches and outcome focused support planning and review to embed understanding and application of strength-based practice.
- Motivational interviewing techniques to develop a focus on strength-based conversations, so people can tell their story in their own words, through the use of open questions, to encourage reflection.
- Complex Case and Risk Enablement Panels that support practitioners working with risk through providing challenge, advice, recommendations, and validation when faced with significant risk in order to take a positive approach.
- Making Safeguarding Personal (MSP) with a key set of tools and resources to use in working with people at risk of abuse so that they achieve the outcomes they identify.
- Direct work toolkits, communication tools and access to specialists e.g. Visual and Hearing Impairment Team and Deafblind Assessors

These tools are complemented by a focus on practice conditions, including a monitoring of caseloads, a focus on practice quality assurance, effective supervision and support, developing peer, group and reflective supervisions, a refreshed and continually reviewed learning and development offer with an emphasis on current practice issues, providing access to learning and knowledge resources such as Community Care Inform, Care Knowledge and Social Work Connect.

We have dedicated practitioner roles supporting practice education and newly qualified social workers. Established practice forums and organisational health check arrangements are in place. The use of practice quality assurance frameworks ensures we remain focused on practice quality. Professional autonomy is supported through 'self-authorization' and the ability for trusted practitioners to close their own assessments. There is active engagement with Universities through the West Midlands Social Work Teaching Partnerships (of which Coventry is lead authority) and involvement in fast-track Social Work schemes. For eight years we have held an annual practice week with children's services in which we welcome a range of leading academics and speakers to Coventry to share their expertise.

Coventry is committed to pre and post qualifying development, including the use of degree level apprenticeship schemes for social work and occupational therapy. As a result of this five people have achieved a social work degree and 11 people are currently undertaking or due to undertake the social work apprenticeship. For the Occupational Therapy apprenticeship 1 person has completed this year and another 3 are undertaking the degree.

Practice Quality Assurance

In assessing needs it is also important to understand the quality of the assessment work completed. This enables us to devise strategies to improve our social care practice and understand how the work we have done on social work frameworks and strength-based working is translating into on the ground interactions.

To undertake this, we have a Practice Quality Assurance framework in place.

In 2024/25 across our teams the completion across the different elements of Practice Audits, Observations and Supervision Audits took place. Our Practice Quality Assurance Framework provides an opportunity to provide direct feedback to staff on their work, address any areas of development but also any organisational trends or

training needs for example leading to the commissioning of additional training linked to strength-based practice and 'seeing' the person in our assessments. Our practice quality assurance processes also include scheduled audit activity for safeguarding and mental capacity assessment activities.

Our Practice Quality Assurance framework also supports professional autonomy through 'self-authorisation' and 'closing own assessments' approaches where qualified workers can self-authorise, signing off their own documentation and close records without being required to seek managerial approval (excludes support planning and safeguarding elements).

Part of the role of the management team within Adult Social Care is to undertake quarterly case audits and make contact with people who have received support from Adult Social Care. This provides a direct line of sight and a line of contact between the management team and users and unpaid carers and creates first hand visibility and awareness of peoples care and support experiences and outcomes. This supplements the case file audit work undertaken by team leaders and feedback from people via the real time experience survey.

We also engage with and support a long-standing approach to West Midlands regional 'Practice Reviews'. These Practice Reviews concentrate on adult social care practice and involve two Principal Social Workers from other authorities and the Principal Social Worker from the host authority.

They are supported by the Associate Consultant from West Midlands ADASS and involve; case file auditing, discussions with staff, managers and people receiving support resulting in feedback on strengths and recommendations for practice. In March 2025 a Practice Review was undertaken with a focus on inclusion and cultural competence. This review found good evidence of identification and exploration of people's culture.



● Quality Statement Two

Supporting people to lead healthier lives: We support people to manage their health and wellbeing so they can maximise their independence, choice and control. We support them to live healthier lives and where possible, reduce future needs for care and support.

As a Marmot City, we are deeply committed to recognising and addressing the impact of inequalities on life expectancy and overall wellbeing. Tackling deprivation sits at the heart of our mission to improve outcomes and reduce disparities through our One Coventry Plan. The Council is proud of its longstanding dedication to identifying issues early and addressing them collaboratively, with partnership working an integral part of our One Coventry approach.

Our statutory responsibilities to prevent and delay the need for social care are guided by our Promoting Independence model, which emphasises recovery and rehabilitation. This includes the provision of equipment, adaptations, and travel training, all of which can have a transformative effect on the lives of adults with learning disabilities.

The voluntary sector plays a vital role in promoting independence and delaying the need for social care. Preventative Support Grants enable us to secure a range of services delivered by the voluntary sector. We also collaborate closely with a variety of community partners in the city, such as Sky Blues in the Community, Coventry Moves, and CV Life. Services delivered from the Dementia Partnership Hub—a collaboration of several agencies—and the POD, which specialises in support for those experiencing mental illness, are also essential in helping people lead healthier lives.

Key examples of the numbers of people supported through these initiatives include:

- Good Neighbours – Since 2016, Good Neighbours has provided 1:1 befriending services, support, and social groups, reaching over 2,000 people and recruiting more than 1,000 volunteers. The organisation's Activity Guides are widely used by other agencies, extending their positive impact across the city
- Age UK Coventry and Warwickshire is a central resource for older people seeking to maintain their independence. The organisation responds to approximately 4,000 referrals each year, providing essential support that enables older residents to continue living independently in their own homes
- Help and Connect offers support for Coventry residents over the age of 18 with learning disabilities or autism who do not receive support from Adult Social Care. The service assists around 120 people with care and support needs with staying healthy, developing skills for independent living, finding work or training opportunities, and building social networks through community involvement
- Sensory Support is delivered by our Visual and Sensory Impairment Team, which completed 476 assessments in 2023/24 and 356 in 2024/25. Although there has been a gradual decline in contacts over recent years, the team is actively increasing awareness of their services both internally and with partners, especially University Hospital
- Dementia Support includes peer support for both people living with dementia and their unpaid carers, supporting around 400 people annually. The Coventry Partnership Dementia Hub—established in 2023—is central to this offer, providing vital resources and connections for those affected by dementia
- Mental Health Services provided by Coventry and Warwickshire MIND include drop-in centres, community support, and wellbeing courses that reach approximately 1,500 people per year

- Carers Trust Heart of England works with over 2,000 unpaid carers each year, providing training, peer support, activities, information, and advice. Their one-stop service supports those with caring responsibilities, ensuring access to assessments, counselling, and other therapies. The Trust also works extensively with partners—including GPs, Mental Health Trusts, employers, and hospitals—to promote carer identification and raise awareness of unpaid carers' needs across the city.

This collaborative, city-wide approach ensures that we are not only addressing current needs but also building a foundation for healthier, more resilient communities in Coventry.

● Reablement and Promoting Independence

A Positive Approach in Adult Social Care

Reablement and the promotion of independence are central to our delivery within Adult Social Care and are now firmly embedded across our Local Integrated Teams. The majority of people with care and support needs accessing our services—whether from the community or following hospital discharge—benefit from our reablement offer, ensuring everyone has the opportunity to realise their potential and minimise the necessity for ongoing formal care and support.

We have established a collaborative model involving Occupational Therapists, Social Workers, nurses, Physiotherapists, and short-term home support providers, adopting a fully multi-disciplinary approach. Our therapy-led initial assessments are designed to identify and build upon existing abilities and strengths, with tailored goals established by therapy staff. Short-term home care providers then deliver support with a reablement focus, working alongside people with care and support needs to boost their confidence, stamina, and overall functional abilities, particularly in self-care.

Our multi-disciplinary teams work cohesively to deliver outcome-focused solutions, frequently signposting people with care and support needs to community resources and voluntary organisations. Where long-term needs are identified, the team consults and, if appropriate, a Social Worker will undertake a Care Act assessment. This approach is mirrored within Case Management and for those already receiving services.

Aids, Equipment, and Adaptations

Within our therapy provision, we have developed a joint approach to equipment, in partnership with the Integrated Care Board (ICB). Additionally, we offer an integrated Disabled Facilities Grant (DFG) process, with the Housing Improvement Team and the Occupational Therapy Team working collaboratively.

By involving OTs from the initial point of contact, we are able to arrange for low-level equipment promptly and make the most of available city resources, ensuring timely and appropriate support to meet people with care and support needs.

We recognise that some people may experience longer waiting times than we would wish for certain adaptations. Following a comprehensive review, we have implemented an improvement plan, which includes reorganising our delivery approach and updating our standard specifications. A new Housing Assistance Policy was launched in April 2025, with the primary objective remaining unchanged: to ensure people are supported to maintain their independence within their own homes for as long as possible. Amendments to financial charging have also enabled support to be offered to a wider range of people in Coventry.

All lift and hoist installations are managed through a separate process and are funded from the DFG allocation. The provision of these adaptations consistently delivers a high-quality service to residents, with installations completed promptly. The scheme is highly cost-effective, as it efficiently recycles lifts and hoists of all types.

Direct Payments

Our approach to offering Direct Payments aligns with the Care Act 2014 and Statutory Guidance, ensuring a robust and supportive framework for people with care and support needs. Comprehensive resources are available on the Council Direct Payments web page, including informative videos designed to encourage and facilitate greater uptake.

We provide a variety of Direct Payment materials, with translated formats in Punjabi, Gujarati, Urdu, and Arabic to ensure accessibility for our diverse communities. In 2024/25, 793 people benefitted from Direct Payments, with a notably high proportion coming from ethnically diverse backgrounds.

To make Direct Payments as flexible and user-friendly as possible, recipients can choose from several options: a Prepaid Card, a Managed Account with a trusted third-party organisation (such as Penderels Trust or SOLO), or an Individual Service Fund (ISF). Oversight and monitoring are managed by the dedicated Independent Living Team, ensuring high standards and accountability.

Feedback is highly valued, and we actively invite recipients and their representatives to participate in our Direct Payments survey, sharing their experiences and shaping our services. In 2025, we published our Direct Payment Strategy 2024-29, a plan informed by the voices of those who use our services. Looking ahead, we are establishing a peer group comprised of Direct Payment recipients to further enhance and develop our Direct Payments offer collaboratively.

Information and advice

The provision of advice and guidance to support prevention remains a cornerstone of our service. In addition to commissioned support delivered by the voluntary and third sectors, and information provided by the City Council, we host engagement events at various locations across the city to connect directly with communities. These events, organised in partnership with voluntary organisations, raise awareness of Adult Social Care and other available support services, with a particular focus on key issues such as assistance with the cost of living.

Such events are especially valuable for people and communities who may not be familiar with how or when to approach the City Council or partner organisations for support. During 2024/25, our information and advice initiative resulted in 3,336 people being signposted to other relevant services.

Addressing concerns at their origin through our information and advice provision led to 35.2% of contacts being resolved without the need for further intervention in 2024/25. This approach ensures that our information and advice are not limited to a single interaction at first contact, but are available throughout the customer's journey. As people develop a deeper understanding of their needs and the support available, the demand for appropriate information and guidance grows.

We offer an extensive range of resources, including our website, informational leaflets and the Adult Social Care Offer, all designed to help people understand the council's services and the broader support available in the city.

Quality Statement Three

Equity in experiences and outcomes: We actively seek out and listen to information about people who are most likely to experience inequality in experience or outcomes. We tailor the care, support and treatment in response to this.

The Joint Strategic Needs Assessment (JSNA) offers comprehensive demographic insights, enabling us to monitor and respond to the evolving needs of our population. We actively seek feedback from people of diverse backgrounds who engage with Adult Social Care, which helps us to identify and address barriers to accessing services. Our commitment is to enhance our understanding of how minority groups interact with Adult Social Care, and to ensure equitable support for all residents when compared to the wider city population.

● Diversity, Inclusion, and Removing Barriers

We recognise that people from ethnic minority backgrounds are underrepresented among those who contact and receive support from Adult Social Care. To address this, we have developed a live demographic performance dashboard, which, alongside our knowledge of locally spoken languages, has enabled us to produce safeguarding information and advice in Arabic—a language spoken and understood by many residents.

In terms of service provision, the demographic profile of individuals accessing Direct Payments demonstrates an overrepresentation of ethnic minority groups compared with the overall city population. This suggests that Direct Payments are a particularly attractive option for minority communities. To further raise awareness, our Direct Payments information has been translated into Punjabi, Gujarati, Urdu, and Arabic.

Recognising the barriers experienced by those with sensory impairments, we are investing in the ongoing training and development of our deafblind assessors, ensuring that we can meet the needs of deafblind people and support their communication requirements. Our visual and hearing impairment service provides rehabilitation for adults, including those who are deafblind, working in close partnership with specialist assessors to facilitate Care Act assessments and support planning.

A dedicated Communicator Guide service is available for people of all ages in the city who are deaf-blind or have dual sensory impairments. This service provides fully qualified Communicator Guides who offer effective communication, safe guiding, and essential support, empowering deafblind people to participate meaningfully in everyday activities—such as obtaining information, shopping, and attending social or educational events within the community, with autonomy and choice. Deafblind Enablement (DBE) delivers this service and maintains a well-established presence in the city.

In addition to addressing barriers to care, a range of innovative support measures have been implemented:

Our 'Involvement, Engagement and Co-production Approach' – This outlines our dedication to involving Coventry residents in shaping Adult Social Care services. Developed collaboratively with our Adult Social Stakeholder Group, this approach is underpinned by a reimbursement policy for fees and expenses for people with lived experience. The Vulnerable Persons Group within our Housing Service, established specifically to focus on tailored support solutions for people frequently accessing health and care services through housing and homelessness channels.

The SiCoI (Social Interventions Collective) service is committed to tackling inequalities faced by those living with enduring mental illness, empowering people to secure employment, obtain housing, and lead fulfilling lives within their communities.

Mental Health practitioners are now embedded within the City Council's migration services, recognising that asylum seekers and refugees are five times more likely to experience mental health challenges. A series of service developments have been introduced to address deprivation and inequality across the city, supported by a real-time dashboard to monitor service access.

Our Jenner8 Service provides specialist support for adults with learning disabilities, helping them to enhance daily living skills and access local communities.

The Faith Partnership Forum, comprising faith leaders from diverse communities, serves to support people of different faiths and extend the reach of community engagement.

The Pod, our integrated health and social care initiative for adults, runs a food union, time union, and social brokerage, all designed to reduce reliance on statutory intervention.

Independent Sexual Violence Advocate (ISVA) – providing dedicated support to those who have experienced rape or sexual assault.

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Interpretation and translation

Coventry Interpretation and Translation Unit (CITU) offers interpretation and translation in over 62 languages. In 2024/25, the service delivered 7,761 interpretation sessions, including face-to-face, planned telephone, and virtual Teams sessions; 363 written translation assignments; and 3,218 on-demand telephone sessions via an external provider.

For those with speech impairments, who are deaf or hard of hearing, Adult Social Care can be contacted via Next Generation Text (also known as Text Relay and TypeTalk).

Advocacy

Advocacy support is essential to ensure that people have a strong voice, their rights are represented, and their views are heard throughout our processes. Our local advocacy service provides a variety of approaches:

Care Act Advocates – enabling people to participate actively in assessments, support planning, and safeguarding matters.

Independent Mental Capacity Advocates – supporting those with impaired decision-making abilities.

Independent Mental Health Advocates (IMHA) – assisting people detained or subject to the Mental Health Act.

Independent Domestic Violence Advocate (IDVA) – offering risk assessments and guidance on protective measures and planning.

Independent Sexual Violence Advocate (ISVA) – providing dedicated support to those who have experienced rape or sexual assault.

Workforce development

Ensuring we are able to meet the diverse needs of communities is supported by developing a workforce that is skilled in its ability to effectively interact with and support the diverse communities of the city. The Council is committed to becoming a diverse and inclusive organisation. We have introduced positive action leadership programmes such as Ignite for minority and ethnic employees, Calibre for those with a disability and Amplify for those who identify as LGBTQ+. These are underpinned by a Workforce Diversity and Inclusion Strategy, Values and Behaviours frameworks which will continue to embed this commitment in our everyday work.

The Council is dedicated to fostering a workforce that is truly representative and inclusive, recognising the importance of meeting the diverse needs of our communities. We are committed to developing staff who are skilled in engaging with and supporting the varied communities within the city. To support this ambition, we have launched positive action leadership programmes such as Ignite for minority ethnic employees, Calibre for colleagues with disabilities, and Amplify for those who identify as LGBTQ+. These initiatives are anchored by our Workforce Diversity and Inclusion Strategy, alongside Values and Behaviours frameworks, ensuring that our commitment to diversity and inclusion is embedded in every aspect of our daily work.

To underpin our commitment to equality we have also:

- Become an early adopter of the Race Equality Code,
- Signed the Halo Code
- Created a Workforce Menopause Pledge
- Signed the Race at Work Charter
- Become a Disability Confident Leader (Level 3) employer
- Become a member of the ENI (Employers Network for Equality and Inclusion)
- Initiated new employee networks
- Created a Diversity and Inclusion Board to drive further and continuous change

In addition to the above there is ongoing learning and development activity including anti-racism training in social care teams and additional training in relation to 'social graces' (key features that influence personal and social identity), Older LGBTQ+ people and religion, belief and spirituality, neurodiversity and Gypsy, Roma and Traveller community.

Our involvement in the Social Care Workforce Race Equality Standard (SC- WRES) and improvement programme with Skills for Care will also enable us to improve our demonstration of progress and evidence of race equality for our workforce.

This work is essential not only for creating a more equitable organisation, but also for driving meaningful progress towards our ambition of building a workforce that truly reflects the communities we serve. In doing so, we will become a more accessible and welcoming Council for everyone.

We are also proud as a council to have recently been awarded Disability Confident Leader (Level 3) status, this means we:

- Commit to recruiting and retaining disabled people and ensuring this is reflected in job adverts at all levels/grades
- Provide a fully inclusive and accessible recruitment process
- Ensure other opportunities that might lead to employment, such as apprenticeships, are available to disabled people
- Use our Disability Confident badge in job adverts to ensure applicants know we are an inclusive employer
- Offer an interview to disabled people who meet the minimum criteria for the job
- Are flexible when assessing people so disabled applicants have the best opportunity to demonstrate that they can do the job
- Proactively offer and make reasonable adjustments

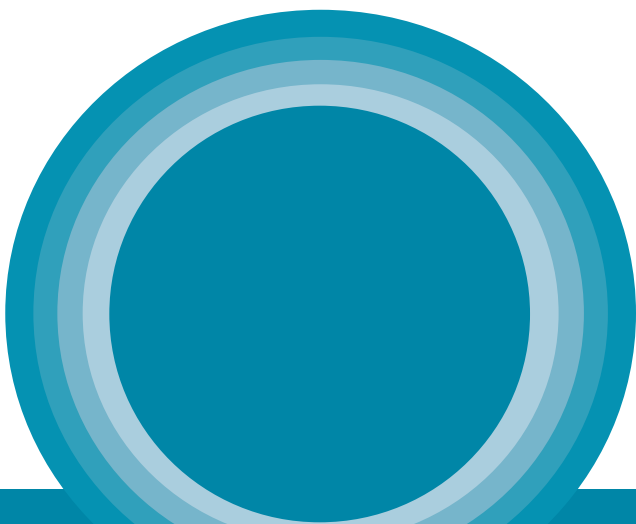
- Encourage suppliers and partner firms to be Disability Confident
- Ensure employees have appropriate disability equality awareness training
- Provide an environment that is inclusive and accessible for staff, clients and customers
- Support employees to manage their disabilities or health conditions
- Value and listen to feedback from disabled staff
- Record and report on disability, mental health and wellbeing in the workplace

Engaging with the views of people

We actively involve people who have experienced inequalities to participate in decision making and governance. Examples of this include our learning disabilities and autism partnership board which are co-chaired by a board member with lived experience.

Some of the other mechanisms we have in place to gather feedback and stimulate improvements include:

- The Real time experience survey - in order to receive ongoing feedback, changes and not solely reliant on annual survey results we have introduced a Real Time Experience survey to be shared at the point of service being provided. The feedback received is monitored on a quarterly basis. People can also request to receive our Adult Social Care or Carers Bulletins (2,108 and 4,334 people subscribe retrospectively as of 14 May 2025). We also now have specific surveys to seek feedback from people following a safeguarding enquiry and also those people receiving Direct Payments.
- Senior Manager Quality Audits – members of the Adult Social Care Management Team complete quarterly quality checks, incorporating conversations with people accessing our services and/or family carers. The feedback received is shared with operational teams to support learning and improvement.
- Complaints and Compliments – we review complaints regularly and provide an annual report to Cabinet on the numbers of complaints and compliments, key themes and learning required including compliance with action plans and any Ombudsman enquiries received and responded to. We value compliments as a means of learning from things that have gone right within our services. We hold annual briefing sessions to share learning from complaints with staff.
- The Adult Social Care Stakeholder Group – the group is well established and meets regularly. Led by the Principal Social Worker and co-chaired by a group member with lived experience, it comprises people who access our services, unpaid carers and representatives from partner agencies including the voluntary sector.
- Regular engagement and information events held within community settings to enable Adult Social Care and associated groups and services to hear first hand from people with regard to their experiences of our services, requirements and how well we provide information.





● Theme Two: How Local Authorities provide support

In this theme we describe our approaches to providing support, developing the adult social care market and how partnership working helps us to ensure we meet the diverse needs of people and communities.

Summary

How we provide support is aligned to our Promoting Independence approach. We have a resilient home support market to support people to remain at home, and we offer supported housing and Housing with Care schemes that enable people to retain as much independence as possible alongside residential and nursing care for those with higher levels of need.

We are proud of how we work with the market, how we have supported the market on key issues of recruitment and retention and when the standard of service is not as we would expect we work as a joint team with Integrated Care Board (ICB) nurses to support providers to improve. Despite these efforts we do not have as many providers rated as good or outstanding as our comparators although when issues are identified through CQC inspections of care providers we work with the provider in question to ensure that remedial action is taken promptly so in reality it is likely that we have more providers operating at the level of good that CQC data would suggest.

We are also able to source care and support for the majority of people within short timescales. Timescales can be longer where there are unique requirements associated with an individual, but these cases are very much the minority.

We recognise that there is more to be done in relation to developing the market beyond regulated social care provision and we are working with our colleagues across the City Council to deliver the aspirations of the One Coventry plan in ways that are more localised and community focused and in doing so are realistic on the extent to which complex care needs can be met through community led solutions.

Key strengths

1. Our social care market is able to respond to the majority of needs for care and support in a timely manner
2. A joined up approach to quality management with the Integrated Care Board (ICB) including care home nurses supporting the market to develop and improve
3. Our engagement with the provider market and support to the whole Adult Social Care workforce
4. Partnership based large scale improvement programmes – including Mental Health Transformation, Coventry Partnership Dementia Hub and Improving Lives

Areas for development

1. Work on ensuring greater diversity in provision to support the development of alternatives to regulated care and support
2. Continue to improve the quality overall through improving CQC ratings across providers

● Quality Statement Four

We understand the diverse health and care needs of people and our local communities, so care is joined-up, flexible and supports choice and continuity.

The JSNA provides key information to help us understand population needs within the city and the demands that a changing population will have on Social Care in the years to come. Although we do not rely solely on the JSNA, through its use, we are clear that there is a growing number of people with complex needs in the city and as such our market planning and commissioning is geared towards ensuring sufficiency of provision and supporting people to be supported in a location of their choosing.

Our approach to commissioning

Examples of how our commissioning approach is responding to the growth in demand for complex services include:

- Learning disability and autism supported living provision: Since 2022 The Council has commissioned a range of core and cluster developments which meet a wide spectrum of needs, with schemes providing a mixture of 24-hour support, alongside on-site staffing during the day. In the past 3 years specifically, we have increased capacity by an additional 56 units
- Mental Health: Since 2022 we have supported the development of 11 new facilities, including 81 supported living beds, 30 medium-term hybrid residential beds delivering specific recovery-focused reablement programmes and 6 longer-term residential beds as part of a specific pathway. We continue to work with developers on further supported living beds to meet demand
- We have converted a standard residential home to an eating disorders specialist provision after identification of a need for this type of support across the ICS
- We have provided a specialist training programme to upskill supported living providers to meet more complex needs confidently
- We supported a provider to fund and develop their own move on accommodation when a need for mainstream accommodation with a little support, (not through Adult Social Care) especially for people from ethnic minority communities, was identified
- We Commissioned 2 short term dementia specific Housing with Care places to support discharges from hospital, with the aim of supporting people to live as independent lives as possible in the community and avoid residential care home admissions



The Coventry social care market

Within Coventry, registered social care providers make up the majority of the social care market. As our support model is geared towards supporting people to be as independent as possible our market development activity has been focused on the provision of enabling/re-abling home support services, ongoing home support for people who require it and housing with care and/or supported living.

We are working with the wider market to diversity the range of options to choose from and have the following initiatives in place to underpin this:

- **‘Shared Lives’ recruitment** – using the Accelerated Reform Fund to increase our capacity within the ‘Shared Lives’ provision
- **Voluntary Sector enhancement** – one of our key voluntary sector partners (Grapevine) deliver a ‘Help and Connect’ service for people with Learning Disabilities who are not in receipt of social care and support services. ‘Help and Connect’ is working alongside our Promoting Independence service to actively engage with people with Learning Disabilities identify and establish community support alternatives
- **The ‘One Coventry’ programme** – the City Council’s ‘One Coventry’ transformation programme is aimed at supporting people through community infrastructure as well as, alongside, or instead of core services
- **The promotion of community support options** – community alternatives are promoted via our information directory which aims to support people’s wellbeing, increase support networks and reduce the risk of isolation and loneliness

Through our commissioning team we raise the profile of the voluntary sector and how the support offered can play a role in helping people to achieve their desired outcomes. In 2023 we held two Voluntary Community and Social Enterprise (VCSE) events which had attendance from 150 health and social care professionals. Two further events were held in June and November 2024 which were attended by over 100 practitioners. The events facilitated opportunities for workers and VCSE organisations to network and discuss opportunities for partnership working moving forwards. The events received positive feedback from attendees. A further event is scheduled for December 2025.

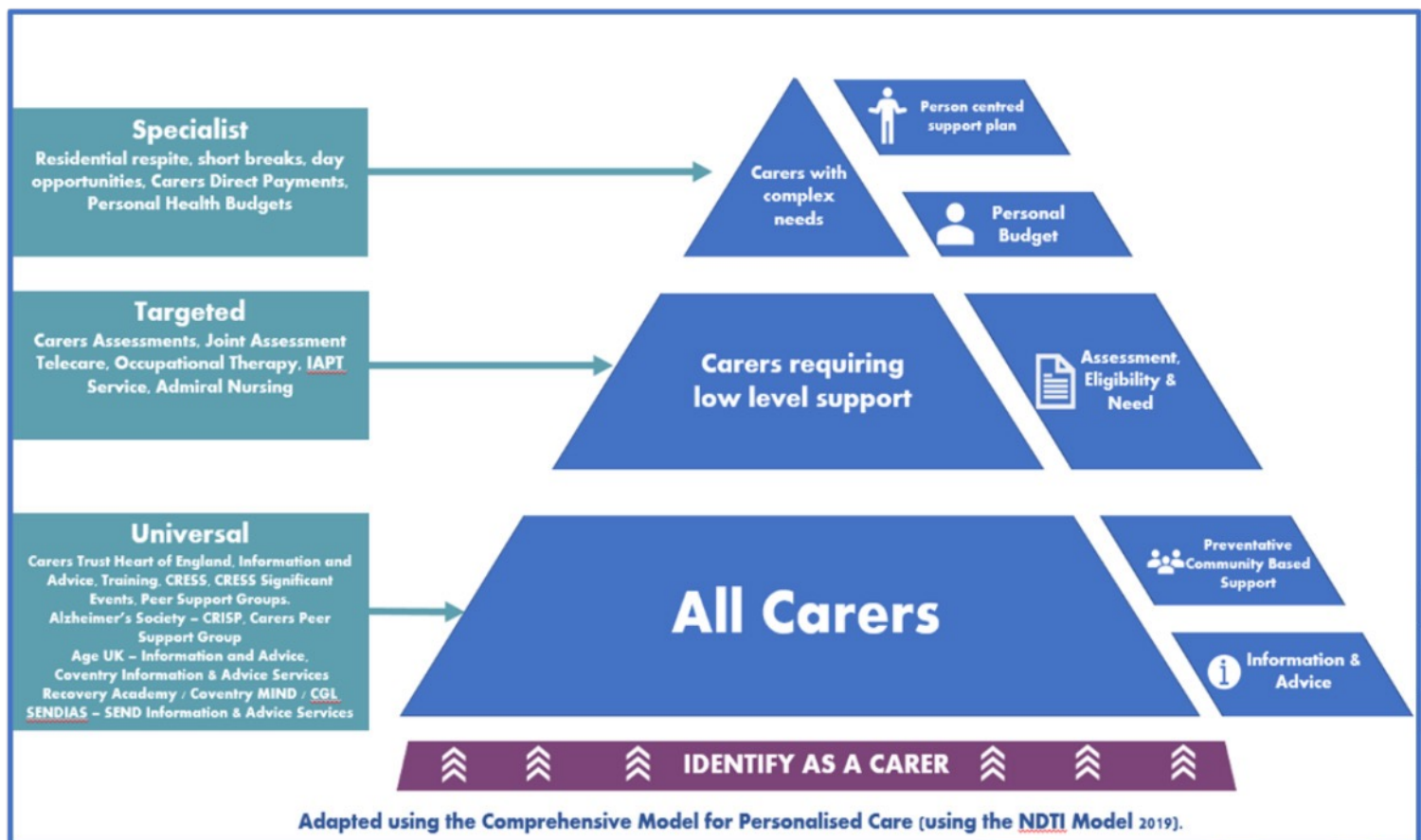


Our services and support to carers

We have a wide range of support for unpaid carers recognising that there is no one size fits all approach.

In recognition of this there is a range of support available. We work in close partnership with the Carers Trust Heart of England to deliver carers wellbeing services which include:

- Carers Emergency Response Service (CRESS) – Contingency Planning
- Carers Significant Events Breaks Service
- Information & advice
- Group activities
- Training
- Mental health carers support
- Outreach support at hospital
- Working carers support
- Primary care support



The Carers Trust Heart of England also work in partnership with Adult Social Care to deliver carers assessments, as a delegated responsibility, aimed at those unpaid carers who are unknown to Adult Social Care. This works well as, in partnership with wider commissioned services, a holistic approach to support for unpaid carers can be taken. Often unpaid carers find their needs met within the wider Carer Wellbeing Service.

The Carers' Action Plan 2024-2026

Following extensive engagement with unpaid carers to understand their experience of caring and particularly their experience of receiving breaks we have developed a new approach to how we deliver carers breaks and this is a priority outlined in the Carers' Action Plan 2024-2026 which focuses on three priorities:

1. Empower unpaid carers with flexible respite options, ensuring they can take breaks.
2. Deliver the right support, at the right time, and in the right place.
3. Maximise the reach of carers assessments to benefit more unpaid carers

Progress to date against the priorities

1. Empower unpaid carers with flexible respite options, ensuring they can take breaks

Through the Accelerated Reform Fund we launched a project called My Time in partnership a charity called "Local Solutions". This scheme sets up break opportunities for unpaid carers to access, such as stays at hotels, spa breaks, afternoon teas and much more. By the end of March 2025, the first stay at a hotel had been undertaken.

We have successfully recommissioned our carers support services based on carer feedback and engagement. A new contract will begin in October 2025 with a clear focus on providing break opportunities and flexibility where there is an urgent need.

In 2024/25 we saw greater utilisation of breaks, including short breaks and residential respite. In 2025/26 we are planning an engagement exercise with people accessing respite to understand more about the experience of accessing and utilizing respite.

2. Deliver the right support, at the right time, and in the right place

Through the Accelerated Reform Fund we launched Bridgit Care in October 2024. By the end of March 2025, 748 people had utilized the platform, with a high usage outside of working hours (weekends and evenings).

Throughout 2024-2025 – All GP surgeries in Coventry were engaged with over 50% now displaying carer information and leaflets – a further 4 surgeries now offer regular carer surgeries.

Our partners, UHCW and CWPT also took great strides to improve carer experience. With UHCW co-producing practical support for unpaid carers with the aim to launch a carers card in June 2025. The Triangle of Care developing the roll out of Triangle of Care.

The Carers Trust Heart of England established a carers counselling pathway and a Carers Money Matters scheme to support unpaid carers navigating the cost of living crisis.

3. Maximise the reach of carers assessments to benefit more unpaid carers

We have an on-going programme of training called "Exploring Carers Need". In 2024 we introduced a new assessment form to help aid the pathway for completing unpaid carers assessments and capturing journeys more succinctly. The change in the format makes it easier for us to capture reviews for unpaid carers. In 2024/2025 we saw a 35% increase in separate unpaid carers assessments take place.

In 2024/2025 – we saw increased utilization of Carers Direct Payments. A total of 98 people received a carers direct payment, with more person-centred outcomes and diversity of outcomes for unpaid carers.

The progress of the plan continues to be monitored through the Carers Action Plan Steering Group, a multi-agency partnership including the Carers Trust, CWPT,

Alzheimer's Society, University Hospital Coventry and Warwickshire and our ARF partners, My Time and Bridgit. We will monitor the effectiveness and impact of the above activity through the various measures (national and local) in place and will continue to engage with unpaid carers directly to obtain their views.

Engaging with the market

Most people with eligible care and support needs receive support in a timely fashion with minimal wait times. Our Home Support market is able to respond and our housing with care and residential services generally have capacity to ensure that people are not waiting excessive periods for a service to start.

Our commissioning planning provides an understanding, based on a range of intelligence, of the likely capacity required to meet demand across service types (further details contained in Information Return Data Pack) for volume anticipated against those commissioned since 2021/22. This intelligence is then used to ensure that enough capacity exists in the market to meet forecasted demand recognising that there is often a gap between forecasts and reality.

To ensure we are supporting the provider market appropriately and effectively, all commissioned providers were asked to complete an online survey in December 2023 covering several areas. A total of 63 responses were received. (approx.103 potential providers, 61% return rate). The findings included;

'83% of providers who responded reported the local authority supported them extremely or somewhat well'

'78% of providers who responded found quality assurance visits to be extremely or 'somewhat' useful'

'87% of providers who responded were aware of who their contract officer is'

In response to the survey the following actions have been completed:

- An escalation process for providers in-relation to safeguarding, finance and commissioning queries has been implemented
- Information from the provider survey has informed the Market Position Statement
- Coventry Safeguarding Adult Board convened an initial safeguarding provider forum in January 2025 with plans to engage wider and establish an ongoing forum

Addressing inequalities and commissioning for diversity

A range of approaches are in place to ensure that support available can meet the diversity of Coventry citizens. This is captured in our Commissioning for Equity document and is summarised below.

- All services are commissioned with requirements to provide tailored support for adults reflecting diversity. This is evident during the initial needs analysis, Equality Impact Assessment stage and through service specification, tender questions / requirements and through contract monitoring and quality assurance
- Specific providers are commissioned to respond to the needs of minority groups. For example; a consortium arrangement through Mind provides bespoke information, advice and support for adults from minority ethnic groups (Sahil and Tamarind) and a specialist mental health service catering for South Asian communities provides supported accommodation (Anjuman)
- Carers Trust Heart of England provide support to informal carers including; African Caribbean, South Asian and Chinese minority ethnic communities. Preventative Support Grants are used to support adults with sensory impairments through specialist support services. Age UK provides support to people from nineteen different minority ethnic groups
- The Council's information and advice offer, including the Community Directory signposts people from diverse communities to culturally appropriate community support

- Our Occupational Therapy led hoarding service assists in safeguarding adults with hoarding behaviours
- Through connections with the Faith Partnership Forum – a group that consists of faith leaders and designed to support people of different faiths and enhance community outreach of diverse communities
- Promoting good practice amongst directly provided and commissioned provision in supporting older people from the LGBTQ+ community, for example signposting providers to the Skills for Care coproduced Framework for working with LGBTQ+ people in later life and guidance available from Age UK.
- Our digital inclusion team provide free devices, data and training to enable people to access services and information.
- We employ experts by experience in some of our mental health services, offering employment opportunities and a chance to use their experience to help others and help us develop services that work for the people who use them

Market shaping

As well as day to day market management to meet the demands of today we engage with the market and stakeholders to commission for future demand. Our engagement with the market takes place through provider forums, a regular provider bulletin and a commissioning microsite that provides a one-stop information point for providers of social care in Coventry. This enables engagement on key developments which recently has included fee increases, safeguarding and inspection.

We also seek third party feedback on support provided to help shape future requirements. An example of which is our work with a Warwick University post graduate student to understand how well supported care providers in Coventry and Warwickshire felt during the pandemic. The findings showed that providers felt generally well supported and particularly well supported around infection prevention and control.

Market wide engagement has supported the completion of our Market Sustainability Plan and the Market Position Statement (MPS) which has been produced in partnership with providers. Our MPS has been refreshed in 2024 to take account of changing need and demand, different service models as well as expectations around the quality of care.

We recognise the important role our voluntary sector partners play in the delivery of social care in the community and maintain positive relationships with these partners, not only given their role in providers of support, but also in assisting in shaping the market and delivery across the health and care sector. A Voluntary, Community Social Enterprise Forum is in place with the aim of forming closer working relationships to increase use of community support options for new and existing people to social care.

Ensuring a sustainable and affordable market

To gain a deeper understanding of sustainability issues facing the market a provider survey was undertaken in order to understand sustainability issues beyond the issue of fees alone. For care homes, the highest reported priority concerns were in relation to the recruitment of staff, followed by staff retention and utility costs. For nursing provision, their most notable challenge was utility costs, followed by insurance costs and the recruitment of staff.

The results of this survey informed our revised market support offer which includes number of actions aiming to make a meaningful impact on the sustainability issues raised:

- Recruitment of new workers into the sector through monthly job fayres, access to an employment hub, advertising tips and support from Coventry's 'Job Shop' and 'Employers Hub'
- Recruitment campaigns working alongside Coventry's Migration Team, aiming to promote a career in care to people who may be unaware of the opportunities available in the sector
- Guidance on bid writing and funding applications, recognising independent businesses may not have the expertise or resources available to respond to tenders. Our support will assist in ensuring our contracting process supports all businesses in accessing opportunities available
- Resources and tips to reduce business costs
- Assistance and guidance to improve CQC ratings
- Resources, including accessing group sessions, to promote wellbeing at work for existing staff. This aids with recruitment and retention strategies and supports the health of our workforce
- Effective digital market techniques
- Guidance on co-production, specifically the benefits this can have on the business and on an individual's outcomes

Information about the areas outlined above are all included in our Provider Support Pack which is available to all providers (both commissioned and non-commissioned) and is on our website.

Information on the cost of living and wellbeing support is provided monthly for providers to cascade to their staffing groups. The intention is to provide support to stop people leaving the care sector for financial reasons alone.

For younger adults our market assessment (MSIF Capacity template return June 2023) highlights some limitations to capacity within the city in relation to younger adult accommodation. This includes younger people transitioning from Childrens Services and working age adults. Our market development plans for LDA/MH and our Market Position Statement has identified this area as a commissioning priority. To start to address this gap the Council has been successful in developing a number of larger, core and cluster style supported living schemes with an additional 56 learning disability units available within the city in the last three years to March 2025 through call-off procedures via our Dynamic Purchasing System framework. An additional 5 mental health providers equating to 32 units have also joined the framework in this time.

Quality of provision

We have a clear approach to quality assurance, this is a joint Coventry City Council and Integrated Care Board (ICB) approach and includes an escalation framework to support providers with quality concerns which contains four levels (one to four) of escalation, from 'No Known Concerns' to 'Persistent Serious Concerns'.

This approach provides assurance and oversight, clear processes and escalations to manage concerns around a care providers quality and enables early identification of possible provider failure. This also ensures consistency across all service areas and utilises available contractual remedies and enforcement options to effect change, where required. Our multi- agency Provider Escalation Panel process, which focuses on risk levels 3 and 4, includes representation from various functions within the Council (e.g. commissioning, safeguarding, the Deprivation of Liberty Safeguards (DoLS) Team as well as health and local CQC representatives.

This ensures the oversight of the quality of social care provision which is causing most concern and ensures co-ordination of corrective action including recommendations for contractual action where appropriate.

Our Care Home Support Nurses, who are part of our Quality Management Team, and who are jointly employed by Coventry City Council and the ICB are an excellent demonstration of how the provider market is supported to develop and improve. The team provide practical support and leadership on quality of care issues and train and work alongside staff and managers within care homes to improve standards. The remit of the joint team is to work with health and social care partners to maintain safe systems of care and ensure continuity and quality of care, with the aim of ensuring a sustainable market of good quality care provision. The team also works closely alongside the Care Quality Commission (CQC) to improve the quality of care in Coventry.

Out of City services and arrangements

Our Out of City process outlines our quality assurance approach to out of city placements, however specific action may be led by the host local authority who will lead on investigations, as Coventry does when we are the host of out of city placements by other authorities.

We have defined arrangements for 'Out of City' placements. This process applies to all care home, supported living, and housing with care placements made outside of Coventry City Council tax boundaries. This is to ensure we are meeting needs and have improved oversight of safety and wellbeing of adults from our community living outside of Coventry.

Supporting the wider social care workforce across the whole market

The workforce is critical in our ability to deliver a range of sustainable and diverse services for now and in the future. This is reflected in our Adult Social Care Workforce Strategy which applies to the internal and external Adult Social Care workforce. This strategy outlines our ambitions for supporting the independent sector market as well as our internally provided services.

In April 2024, to further understand the provider workforce profile and its progress over the last 12 months, a survey on recruitment and retention (linked to the Market Sustainability and Improvement Fund) was completed which produced an 87% response rate. This high return rate is a good indicator of strength in the workforce and represents an increase from the 2023 survey return rate of 73%.

We are also proactive in supporting the local workforce to develop in both capacity and capability, examples of which include:

- In partnership with DWP job shop and local providers our Commissioning Team have developed processes to support local recruitment activities. This has extended to support for international recruitment including providing opportunities for migrants

and asylum seekers who are permitted to work in the UK and which is facilitated with our Migrant Team

- An initiative to improve employment opportunities was jointly undertaken by the Commissioning Team and Adult Education Team. This project was launched in June 2023, with the goal of enhancing recruitment prospects for people in Coventry with an Educational Health and Care Plan (EHCP). This includes people with a learning disability, mental ill health, autism, and physical disabilities
- Improving the rates of paid employment for adults with a learning disability or mental ill health by increasing opportunities to support people with care and support needs into employment. This includes placing interns for employment with adult social care providers
- Providers are being encouraged to become 'Disability Confident Employers'
- We have been successful in attracting grant funding administered through West Midlands ADASS to support International Recruitment and ensure appropriate treatment of international staff and support to those displaced by sponsorship licence revocation and have worked with DHSC on a pilot to provide a support offer to international recruits impacted by licence revocation or suspension
- We work effectively with regional Skills for Care. We ensure that our local care market is informed of developments through our provider forums, provider bulletins and other modes of communication

The commissioning team have a long-standing relationship with Job Centre+ and supported four recruitment events during 2024/25. The events were held at different venues across the city to encourage a diverse mix of attendees. We targeted providers to attend who required recruitment support. There were circa 50 job seekers who attended these events during 2024/25.

The commissioning team also supported a bespoke event to promote the benefits of working in care at Coventry College aimed at younger people, this is often an unrepresented age group for people working in care.

- We share job vacancies (from providers) on a regular basis to recruiting agencies and the job shop
- We promote care jobs with young carers, care leavers, people with a disability, migrants and refugees and have held recruitment events
- We work actively with providers on how they can improve retention of care staff (covered in provider support pack)

● Quality Statement Five

We understand our duty to collaborate and work in partnership, so our services work seamlessly for people. We share information and learning with partners and collaborate for improvement.

Partnership working takes place at all levels within Adult Social Care, from the Social Worker engaging with a GP and community nursing team to understanding and co-ordinating support around an individual, right up to the strategic partnership forums that oversee the delivery and improvement of Health and Care for the population of the city.

Some of the specific groups in place within Adult Social Care to ensure partnership working is effective include:

- Learning Disability and Autism Collaborative. A key focus of this group is to bring together a range of professionals, the voluntary and community sector and experts by experience to oversee the development of a robust response to the admissions and discharges for those with learning disabilities and/or Autism.

- Autism Partnership and the Learning Disability Partnership Boards. Bringing together the statutory, voluntary and community sector and experts by experience to formulate priority actions and monitor the effectiveness and the impact of the local strategies across Coventry and Warwickshire.
- Mental Health Collaborative group. Brings together a range of statutory providers with voluntary and community sector providers and experts by experience to coordinate, monitor and address common issues relating to the delivery of mental health services.

Working in partnership

As well as our joint quality assurance team the Council works closely with Coventry and Warwickshire Integrated Commissioning Board to manage commissioning and the quality of provision. Our main vehicle for this is the Adult Joint Commissioning Group which has the remit of:

- Acting as the Board for the agreement and oversight of section 75 provisions in relation to the Better Care Fund
- Facilitating collaboration, joint working, and joint commissioning for adults with health and/or social care needs
- Endorsing, overseeing and making recommendations for strategic and operational joint commissioning strategies and plans

We have a number of joint commissioning arrangements in place with the ICB including:

- Long and short-term home support – including support for the Urgent Care Response in the Community by ensuring home support capacity is available to enable step down from Urgent Care
- Supported living framework for adults with Learning Disabilities and Autism and Mental Health are all jointly commissioned with Coventry City Council as the lead agency
- Transforming care provision which is jointly commissioned with the ICB and also with Warwickshire County Council
- Two lead commissioning posts for Mental Health and Learning Disabilities.
- Contributing to systemwide quality improvement through input to the ICS System Quality Group and monthly Quality Surveillance Group
- Collaboration with infection control nurses to ensure safety of care home residents. Initiatives such as the Say No to Infection accreditation scheme has enabled 54% of older people care homes to become accredited a further 6 homes have received accreditation in 2024/25

Innovation and improvement

Our work to continuously improve and innovate within Social Care requires coordination with other agencies and services. Examples of how we have worked in partnership to deliver improvements include:

Mental Health transformation

The transformation of Mental Health has provided an opportunity to radically rethink all areas of Mental Health delivery. Local commitment to partnership working enabled a joined-up bid to NHSE resulting in additional funding for Adult Social Care and delivery in mental health. The focus was on different mental health needs including perinatal, forensic, eating disorders and for those of older adults. There has also been additional funding to broaden the offer of social intervention into community provisions to supplement the existing offer in Crisis Services. The submission was received positively by NHSE and the then social care advisor to the Department of Health who saw it as one reflective of partnerships and collaboration.

The Community Mental Health Transformation Programme is bringing together experience and support from all sectors across Coventry and Warwickshire to drive improvements across mental health services. Notable achievements include embedding trauma informed practice, working with Experts by Experience as equals and building specialist pathways including new care models, new assessment processes and strengthening partnerships with external agencies.

Achievements during 2024 include:

- Community Mental Health teams aligned to Place and primary care network
- Specialist pathways introduced to improve access to services and better outcomes
- Improved offer to people who use mental health services from diverse backgrounds
- Continue to embed the social intervention offer, focusing on recovery, independence and community connection

In 2025 we renewed our S75 agreement between Coventry City Council, Coventry and Warwickshire partnership Trust and Warwickshire city Council.

The focus for 25/26 will be:

- Continuing the work to evaluate and strengthen the integrated community mental health offer post transformation, to support the move to the neighbourhood model of care
- Reviewing our 'front door' processes to increase access, reduce waits, embed consistency across localities and improve triage processes
- Ensuring data and digital tools are used effectively within the integrated teams
- Preventing and reducing mental ill health by strengthening our approach to early intervention and prevention
- Improving staff experience of health and social care integration

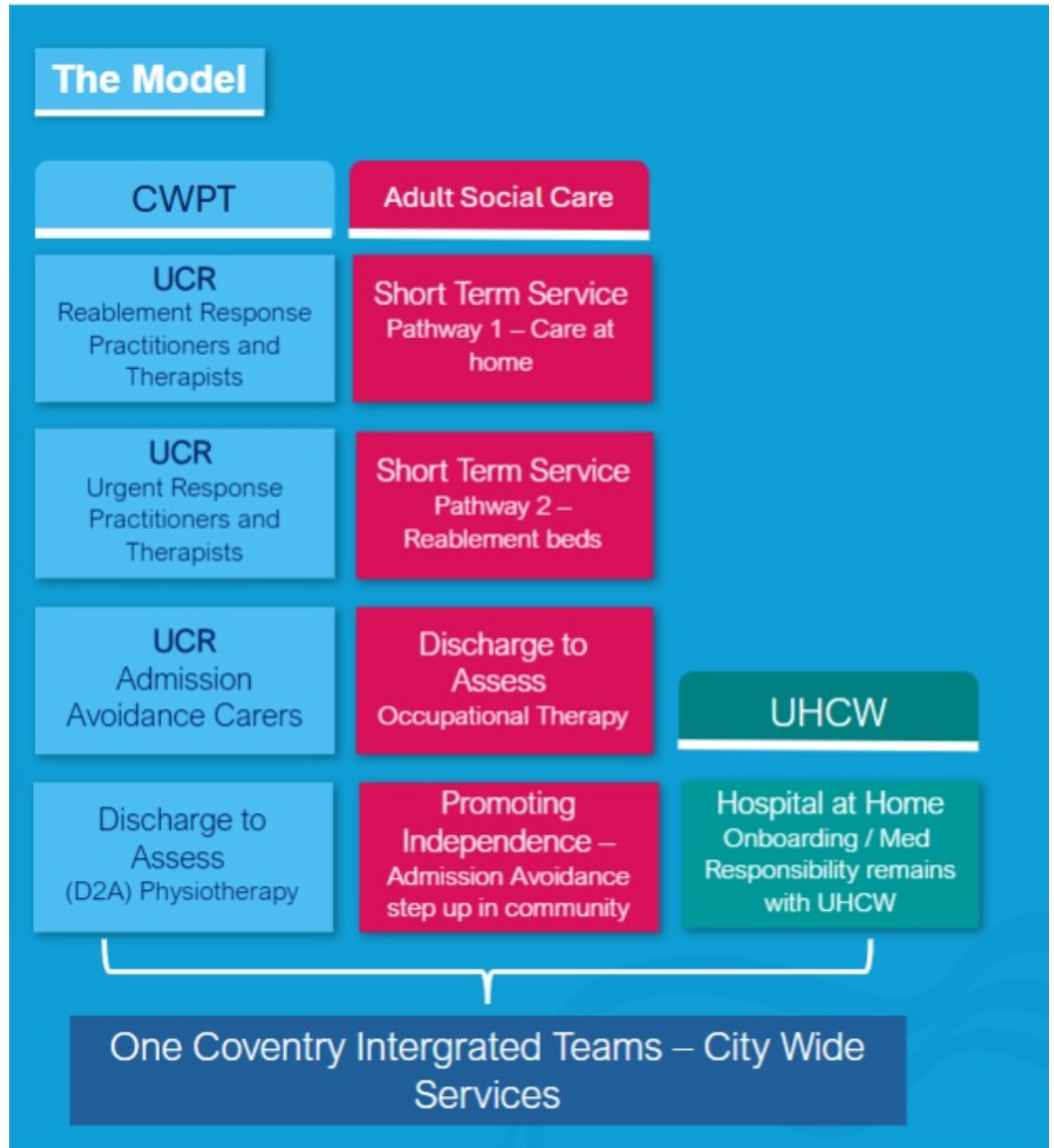
Coventry Partnership Dementia Hub

In July 2023, following a thorough co-production and engagement approach Coventry opened the Coventry Partnership Dementia Hub. This is one of a very small number of "one stop" Hubs in the country offering people with Dementia and their family carers; guidance, support and activities from the first stages of identification before diagnosis through to end of life.

We are extremely proud of the partnership approach taken to responding to the feedback and needs identified by people with lived experience through our engagement. Health, voluntary sector and council services are working together to improve experiences and outcomes for people, encouraging peer support and independence and offering a safe space for those affected. Outreach support, group activities and the use of digital are some of the approaches used to support people in this new model.

Improving Lives Programme

This programme of work led through the Coventry Care Collaborative which commenced in 2021 achieved full City wide roll-out in July 2024 and is now mainstreamed into our service offer across health and social care. Concluding the programme to its current state as Business as Usual supporting improving outcomes for people through increasing the numbers of people supported at home after a hospital stay and reducing hospital length of stay.



Some of the impacts realised from the work include:

- Supporting people to remain as independent as possible at home with a therapeutic offer delivered via specific providers
- Staff across the system have been largely positive about making the changes across organisations and have embraced new ways of working
- Support on discharge is more coordinated between agencies and patient feedback positive
- Discharge activity and hospital avoidance has improved with a focus on developing nursing led discharge over 7 days

Since its launch in June 2024, The One Coventry Integrated Team (OCIT) has achieved several benefits including:

- Supporting over 6,000 residents and helping 840 patients to avoid unnecessary hospital admission
- Supporting over 1,420 patients with therapy in, or close to their homes
- A reduction in stay of 0.5 days for older patients admitted via the emergency pathway, with patients discharged into OCIT once medically fit
- 10 per cent of emergency admissions avoided through the front door model which proactively identifies patients suitable for care under OCIT with an immediate response from the team

Not only is the programme demonstrating great outcomes for people but has also been shortlisted for the Provider Collaboration of the Year Award at the HSJ Awards 2025.





● Theme Three: How Local Authorities ensure safety within the system

In this theme we describe about our approaches to safeguarding and how we work with people and our partners to establish and maintain safe systems of care

Summary

Safeguarding adults is central to all our work. Rather than having a separate safeguarding team, we embed safeguarding as everyone's responsibility, ensuring responses are led by professionals who know the individual or are familiar with their community and circumstances.

Any contact that indicates, suggests, or explicitly states a safeguarding concern is immediately directed to the Intake Team and prioritised for prompt intervention, review, and decision-making. In 2023/24, we received 6,796 safeguarding concerns, with a conversion rate to enquiry of 20%. In 2024/25, there were 5,733 concerns—a reduction attributed to an updated recording approach and more consistent signposting for requests that did not meet safeguarding criteria—with an 18% conversion rate. A recent practice review reaffirmed our confidence in the way we convert concerns into enquiries.

We are committed to Making Safeguarding Personal; in 2024/25, 94% of people with care and support needs fully or partially achieved their desired outcomes, matching the result from 2023/24. Where risks were identified, risk was removed or reduced in 93% of cases during 2024/25.

Timely resolution is a priority for our service. In 2024/25, 70% of open safeguarding enquiries were concluded within three months. Although complex cases can take longer, all enquiries open for over six months are reviewed through audit by the Safeguarding Adults Coordinator. These reviews ensure ongoing rigour for cases remaining open and help us identify themes that may affect timeliness, sources of concern, and recurring issues impacting resolution.

The Coventry Adult Safeguarding Board provides essential oversight, assurance, and strategic leadership. It conducts Care Act 2014 audit reviews, ensuring we meet our adult safeguarding responsibilities. We also work closely with local partners—including the police, health services, fire service, voluntary organisations, and other council departments—to ensure a joined-up, multi-agency approach to supporting people and responding to safety concerns.

Our ongoing commitment to partnership working and continuous improvement ensures we deliver effective, person-centred safeguarding across Coventry.

Key strengths

- Strong collaborative working within the Coventry Safeguarding Adults Board, fostering effective partnerships across agencies
- Comprehensive safeguarding policies and procedures for the West Midlands, complemented by guidance tailored specifically to Coventry
- Robust response to high volumes of safeguarding concerns, consistently prioritising a personalised approach that addresses individual needs, reduces risk, and promotes positive outcomes
- Effective management of provider issues and service failures, ensuring swift and appropriate action to safeguard service users

Areas for Development

- Systematic utilisation of feedback from people involved in safeguarding enquiries to drive continuous improvement
- Deeper understanding of the experiences of minority ethnic communities when seeking safeguarding support, to further enhance inclusivity and accessibility
- Ongoing development of expertise in challenging safeguarding areas, such as self-neglect, to ensure best practice is maintained

Quality Statement Six

Safe Systems, Pathways and Transitions. We work with people and our partners to establish and maintain safe systems of care, in which safety is managed, monitored and assured. We ensure continuity of care, including when people move between different services.

Ensuring Safe Systems of Care

Safeguarding people is a core responsibility within Adult Social Care and remains a top priority for the City Council. Our commitment extends to every aspect of our assessment and review processes, the way we commission care and support, and the standards of quality we expect. To achieve this, we have established a robust framework of policies, escalation procedures, and legal and risk enablement panels to support informed and balanced decision-making. We also recognise that adults have the right to make their own choices and, where appropriate, to take calculated risks.

Collaboration lies at the heart of our approach. We work closely with local partner agencies—including the Police, Health, Fire Services, voluntary organisations, and other Council departments—to promote safety throughout the system. Our safeguarding responsibilities are central to this partnership, and our leadership of the Coventry Safeguarding Adults Board reflects our unwavering commitment to the protection and well-being of adults across the community.

A culture of openness is supported by a 'I have a concern' page on our Intranet which makes it clear to all colleagues what options are available to raise a concern. Our workforce surveys have also demonstrated that people who work for Adult Social Care feel able to speak to managers and raise concerns.

Examples of how we work with partners to ensure safe systems

Within Coventry a range of multi-agency forums are in place to ensure a joined-up approach to supporting people to live in safety including:

- The Channel Panel (as part of Prevent duties)
- Harm reduction forums to discuss complex multi-agency work with people
- Complex case and risk enablement panels and legal panels to focus on specific people with care and support needs
- Multi-agency public protection arrangements (MAPPA). Brings together Police, Council, probation and Mental Health services to formulate comprehensive plans under single agency plans and multi-agency plans including deployment of resources
- Multi-Agency Risk Assessment Conference (MARAC). A multi-agency conference focusing mostly on perpetrators and their victims in situations of domestic violence
- Domestic Homicide Reviews. To enable lessons to be learned from homicides

where a person is killed as a result of domestic violence and abuse

- Offensive Weapon Homicide Reviews. To ensure that when a homicide takes place, local partners identify the lessons to be learnt
- Safeguarding Adult Reviews (SARs)
- Learning Disability Mortality Reviews (LeDeR). To identify any potentially avoidable factors that may have contributed to the person's death
- Safeguarding practice forum. Engagement forum for those practitioners and managers engaged in undertaking adult safeguarding activity in Coventry
- Modern Slavery forum. A forum to develop our response and practice led by the Councils Modern Slavery Lead. Transitioning between services. The Principal Social Worker leads a group to discuss and share any issues being experienced with the interface and referral management between Coventry and Warwickshire Partnership NHS Trust (CWPT) and Coventry City Council Adult Social Care

Ensuring safety when moving between services and areas

We recognise that points of change can introduce risk to people's safety and therefore have the following specific arrangements in place to support safety at points of change:

Transition and Preparing for Adulthood

The 'Preparing for Adulthood Guidance' is a comprehensive approach, developed and owned by Adults and Children's Services for the Council, designed to minimise the impact on young people as they move into adult services. Considerable work was undertaken to establish a joint methodology, which was recognised in the 2022 OFSTED report:

"For disabled children, transitional planning begins at age 16. This leads to comprehensive pathway plans that address need. There is also positive joint working with Adult Social Care in the local authority to ensure a smooth transition."

Each year, approximately 40 young people transition into adult services, with our team working collaboratively alongside colleagues in children's services to create seamless transition plans. The dedicated Transitions Team within Adult Social Care works in close partnership with the Children's Disability Team to identify young people who are likely to require support. The allocated transitions social worker works directly with the young person and their family, alongside the children's worker, to ensure a person-centred transition that places emphasis on risk factors and safeguarding as core elements of the process.

The service supports young adults from both Children's Social Care and Education Teams, meaning the age at which transition occurs varies, depending upon individual need and educational status.

Transitions from Child and Adolescent Mental Health Services (CAMHS) are managed through the Section 75 agreement between the Council and Coventry and Warwickshire Partnership Trust (CWPT). Social care team leads involved in these arrangements regularly attend the Complex Needs panels for children, ensuring transitions are managed effectively and that suitable pathways into services or universal provisions are negotiated to best meet the needs of each young person.

Hospital discharge arrangements

Our approach to discharge recognises the core skills present within the Hospital. Accordingly, both the REACT team (Emergency Duty and Front Door) and the Integrated Discharge Team (IDT - health) are valued as trusted assessors. These teams have access to vital reablement and temporary support services, enabling them to facilitate safe and timely patient discharges. Their efforts complement the Adult Social Care services based at the Hospital, which support both residents already known to us and those for whom care or safeguarding concerns have been identified. The Hospital-based team also serves as the central point of contact for all Ambulance concerns, providing a consistent and responsive service seven days a week.

Support for adults with mental ill health

Care Act delivery in Mental Health is delegated via a Section 75 agreement with CWPT. Under the S75 agreement staff are seconded from the Council to the Trust to operate within multi-disciplinary teams. To achieve joined up support a joint health and social care assessment takes place, supplemented by a strength and needs assessment, if statutory service provision is required. Operational guidance to support the process is extended to those staff within the Adult Disability Team specialising in the delivery of Transforming Care.

Joint working arrangements and intelligence derived from the JSNA have enabled the development of specific roles that support work within our Mental Health services. These include:

- A social worker, that spans Coventry and Warwickshire, (hosted by Coventry City Council in perinatal services)
- A worker specialising in Autism within the Intensive Support Team
- A social worker in Migration Services
- An Approved Mental Health Practitioner (AMHP) to support children in crisis via the Child and Adolescent Mental Health Services (CAMHS)

The urgent care offer within Mental Health services continues to provide robust multidisciplinary and team collaboration with a key priority of 'getting it right first time'. The team continues to develop alternatives to admission by working collaboratively across the system for all vulnerable groups. The approach taken uses a social rather than medical model and by operating in a joined-up holistic way removes barriers and enables a person's needs and wishes to really be heard. It uses strength based practice as it's core and has demonstrated the way in which independence can be taken forward within Mental Health Services and particularly at times of crisis.

The trial informed the overarching transformation programme for Mental Health and the learning from the trial has enabled us to secure additional funding and to develop pathways across our internal provisions to support people. This is a model we are now looking to build on within the Community Mental Health Team as part of our ongoing improvement cycle.

Adult Services and NHS Continuing Healthcare (CHC) Team

Continuing Healthcare assessments and reviews of eligibility for people with care and support needs without an allocated social worker are coordinated by a dedicated team leader, ensuring that Adult Social Care remains actively involved in complex CHC assessments. The team leader and experienced colleagues also offer tailored case-related advice and support to practitioners and managers across the service, particularly in matters concerning NHS Continuing Healthcare, while providing structured training to assist all practitioners in navigating this often-complex area of work.

Recent training initiatives have been delivered collaboratively by Adult Social Care and the Integrated Care Board (ICB), involving both social workers and nurses, which has not only enhanced skills and understanding but also fostered positive working relationships.

Strong and long-standing joint working arrangements between the Local Authority and the ICB are firmly in place. These include robust procedures to ensure the Local Authority is informed and invited to participate in CHC assessments and eligibility reviews, alongside a joint decision-making process for ratifying recommendations concerning Primary Health Need arising from assessment or Multi-Disciplinary Team meetings. A well-established joint dispute resolution process, in place since 2012, has recently been reviewed and is now integrated into the ICB Memorandum of Understanding for Continuing Healthcare.

Furthermore, the joint hospital discharge process, based on the Discharge to Assess model and implemented since 2018, has been highly effective in supporting the ICB to significantly reduce the number of CHC assessments carried out in acute settings, thereby consistently meeting NHSE targets in this area.

Providing support to Adults with Learning Disabilities

Coventry and Warwickshire health and social care systems have collaborated effectively to ensure the successful delivery of the Transforming Care Programme, under the leadership of Coventry and Warwickshire Partnership Trust. Significant progress has been made in both avoiding unnecessary admissions and facilitating timely discharges for people with care and support needs in hospital with a diagnosis of learning disabilities and autism.

Strong joint working is established to deliver the programme's aims, securing improved outcomes for people with learning disabilities and/or autism, while ensuring robust safeguarding and comprehensive risk management in partnership with each individual and their advocate.

We have established arrangements that provide a co-ordinated approach for those at risk of admission and for people experiencing delays in discharge. Our Adult Disability Team maintains a clear focus on the Transforming Care cohort, led by an Approved Mental Health Professional, to ensure an effective and responsive service.

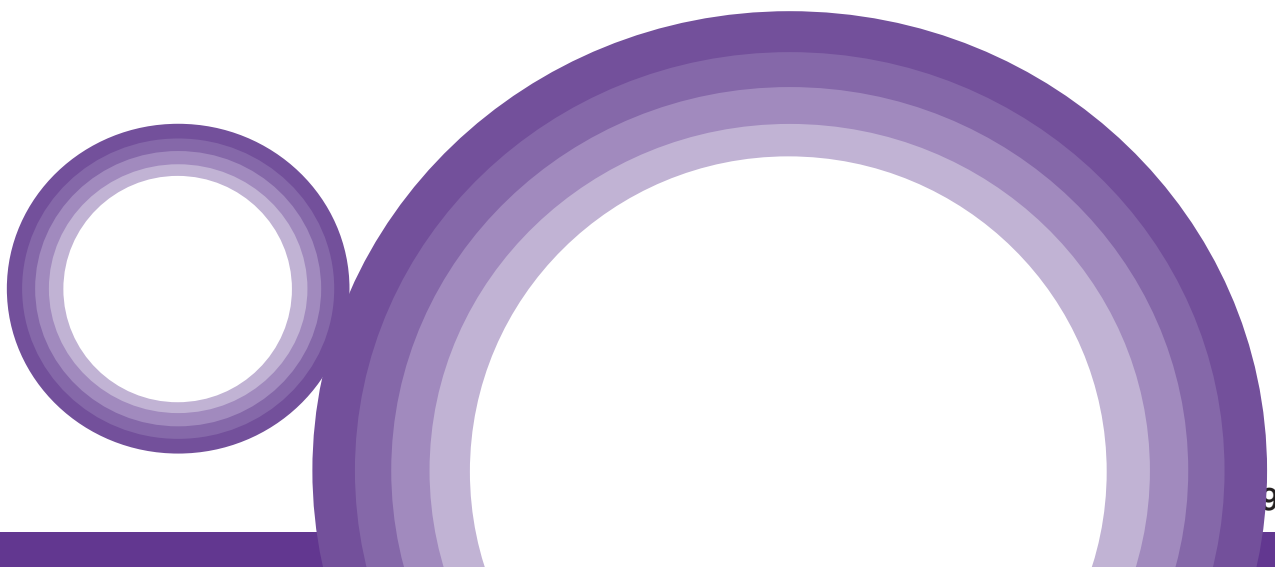
The multi-agency group overseeing this work is known locally as the 'Learning Disability and Autism Collaborative'. This group has expanded to include Experts by Experience, which has in turn led to the formation of the Autism Partnership Group and the Learning Disability Partnership Group, both co-chaired by people with lived experience.

In Coventry, there are currently six adults in ICB-commissioned beds, and fifteen adults in beds commissioned by NHS England or a Provider Collaborative, including placements in specialist eating disorder and deaf inpatient settings, as well as in low, medium, and high secure units. Six inpatients are identified as experiencing delayed transfers of care, and there are active plans to discharge nine inpatients, including five people with care and support needs who have been in hospital for more than five years.

To support effective multi-agency working, cross-agency agreements are in place, including a Memorandum of Understanding covering finance, discharge pathways, and escalation processes.

Working with risk and complexity

Much of the work we undertake is complex and, in many cases, a legal process is required to support and protect people. When this applies, we use our internal Complex Case and Risk Enablement Panels and our Legal Panels to determine how best to ensure people are protected and supported. This involves working closely with stakeholders across the system to secure the least restrictive and best option in the individual situation. At any one time we can expect to have approximately 35 cases in legal process. These cases include DoLS S21a proceedings (where the individual is objecting to being deprived of their liberty, objecting to their current care arrangements, personal welfare applications, deputyship applications and Community DoL).



Mental Health Act 1983 and use of Guardianships

Whilst we do have a Section 75 arrangement in place for Care Act activity this does not extend to our duties under the Mental Health Act. To support delivery we have an Approved Mental Health Practitioner (AMHP) Lead officer, AMHP forum and training and a robust programme to secure AMHP training including our own in house first year development plan. We have an AMHP rota that covers community and crisis areas of practice that is in place 365 days a year.

S117 is subject to scrutiny by a multi-agency panel including the ICB and CWPT which considers least restrictive practices, needs and outcomes separately to funding agreements which are considered by the ICB and Adult Social Care in a joint funding meeting.

We use Guardianship to keep people safe, support recovery and ensure continuity of care. Through the use of Guardianship orders, we have enabled adults to remain in the community and outside of hospital for longer periods of time. Guardianships, all of which are used to support continuity of care in local communities, as opposed to long term hospital admission. As of March 2025, we have 4 people subject to Local Authority Guardianship.

Deprivation of Liberty Safeguards (DoLS)

The service has seen year on year increases in activity. To support the process we do have a discreet service offer supplemented by the use of contracted agency assessments. The service utilises the ADASS tools and have a robust triage to identify and resolve urgent requests. The national data available has shown that we do receive a higher number of applications but that we do complete more within the year than regional and national averages.

A protocol has been developed for practitioners to help determine if the level of restriction or restraint within the provision of care and accommodation for clients amounts to a deprivation of their liberty in the community. This includes use of a risk assessment so due consideration can be given to intensity, duration and impact of the deprivation on the person.

In April 2025 there were 9 people subject to a community DoL

Quality Statement Seven

Safeguarding: 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 concentrate on improving people's lives while protecting their right to live in safety, free from bullying, harassment, abuse, discrimination, avoidable harm and neglect. We make sure we share concerns quickly and appropriately.

Coventry Safeguarding Adults Board (CSAB) setting strategic priorities

The CSAB is independently chaired and is responsible for publishing our Strategic Plan setting out how as a partnership we work in partnership to meet our safeguarding objectives.

The Board Strategic Plan for 2024-2027 focuses on 4 themes;

- Making Safeguarding Personal (MSP)
- Prevention and Early Intervention
- Engagement and Communication
- Development and Assurance

The Board has the following subgroups;

- Business Executive
- Policy and Workforce Development
- Safeguarding Adult Review
- Quality Audit and Performance

To ensure all partners work together to provide safe systems of care the Coventry Safeguarding Adults Board (CSAB) produces an annual report on key safeguarding performance, progress in reducing or preventing harm and priorities for the following year.

Our system approach to safeguarding – Making Safeguarding Personal

Through the CSAB all partner agencies have adopted a Making Safeguarding Personal (MSP) approach to safeguarding to take a person-centred and outcome focused approach to safeguarding adults.

This board's ambition for an MSP approach translates into practice through involving professionals who may already know the person or are familiar with the context of where the person lives and their local community.

MSP is also a key strand of our Adult Social Care Practice Framework supported by a range of resources and toolkits to support front line practice. As part of our safeguarding work, we capture peoples' wishes and outcomes, for example 'I want to feel safer', 'I would like the return of my property/ money' or 'I want others to be protected'. In 2024/25 87% of people were asked about their outcomes, with 94% fully or partially achieved their outcomes.

In support of MSP the Complex Case and Risk Enablement Panel, chaired by the Principal Social Worker, is in place to support staff in developing care and support plans in cases where there is a significant or perceived substantial risk to the individual. The Panel provides a clear process for discussion, and shared decision making to support both staff and people in considering potential consequences of any decisions.

To help ensure the individual is heard and the outcomes they want to achieve are taken into account we have reviewed our previous approaches used 'My Safeguarding Experience' due to low uptake and have anonymised online survey form to be given to people after the conclusion of the s42 enquiry (with the option to provide details for direct contact if required by the person).

A joined-up approach to policy, procedure and learning

The CSAB (and therefore all member organisations) have adopted the West Midlands Adult Safeguarding Policy and Procedures produced in 2019 (updated 2024) for the region. The policy sets out the approach taken across the West Midlands and the approaches to be taken to make this real for our communities. It requires that Section 42 safeguarding enquiries are carried out sensitively and without delay, keeping the wishes and best interests of the person concerned at the centre of decision making.

A suite of documentation is in place to support safeguarding work and captures performance information. This includes a Record of Concern, Enquiry and Closure (SG1), Safeguarding Plan (SG2), Safeguarding Minutes/Planning Discussion (SG3), Lead Enquiry Officers Report (SG4). These were reviewed and revised documents to be implemented in 2025.

Procedural documents are supported by a range of information leaflets and posters about safeguarding adults, and the process people can expect. This includes easy to read information which is produced by the CSAB and Adult Social Care. Safeguarding posters have also been translated into the 6 main languages used in Coventry (Polish, Punjabi, Urdu, Arabic, Romanian and Tigrinya). Adult Social Care Safeguarding Information, public leaflet and abuse type posters from the Safeguarding Board are also available in Arabic as this is one of the main languages requested to be translated.

Board audit activity is carried out via scheduled enquiry panels over the course of the year and associated multi-agency learning events, are undertaken to ensure that guidance and its application is understood, reflect on practice and that practitioners continue to develop their learning in its' application. These audits have included Safeguarding in Care Home NICE Guidance, Mental Capacity Act, Self-Neglect and Safeguarding Adult Review Toolkit Enquiry Panel.

Adapting to new and emerging safeguarding risks

To ensure we continually enhance our safeguarding practices and support those involved in safeguarding to develop their expertise, the Coventry Safeguarding Adults Board (CSAB) remains committed to producing guidance that addresses emerging challenges, such as the increase in safeguarding concerns and issues of self-neglect.

- Practice Tool to Aid Decision Making – Developed to assist professionals working with adults who have care and support needs, this tool helps to determine when a safeguarding concern should be raised with the local authority. It was introduced in response to the growing number of concerns and also serves social care staff by enabling them to assess the severity and level of risk associated with the cases received.
- Hoarding Best Practice Framework and Toolkit – In light of the rise in cases of self-neglect, including hoarding, this framework and toolkit offer practical methods and approaches that organisations can adopt and tailor to meet the unique needs of those they support.

Learning from cases of serious abuse or neglect and taking action to remove future risks

To support learning the CSAB commissions a Safeguarding Adult Review (SAR) for any case which meets the criteria as identified in law supported by regional and local guidance and toolkits. The SARs we have undertaken are all published on the Board webpages as executive summaries.

We have undertaken 2 SARs in the last 2 years, one of these concerned a person who was experiencing self-neglect and the other a person with learning disabilities who was the responsibility of a local authority outside of Coventry who experienced neglect as part of a discharge from hospital into a care home in Coventry. Every SAR undertaken has an action plan to address any recommendations and learn from the review. Action plans are reviewed one year after the closure of the plan to identify any recurrence.

Safeguarding duties under Care Act 2014 - How we respond to concerns

When the City Council receives a safeguarding concern, this can come through several routes but is generally through Adult Social Care Direct (the name of our 'front door'), the Councils Customer Service Team, the Hospital Team or directly into practitioners undertaking direct casework where a safeguarding concern arises.

Once received the referral and decisions in relation to safeguarding concerns and the requirement to undertake enquires are primarily led by our Intake Team (the team who deal with referrals where there appears to be a need for social care involvement relating to the community) and the Hospital Team (for referrals from hospital staff and West Midlands Ambulance Service).

Mental Health safeguarding concerns are progressed, and enquiries completed where appropriate, by our social work staff seconded to CWPT.

We work in accordance with the West Midlands Adult Safeguarding Policy and Procedures and a local 'Responding to Needs Assessments Requests' Operating Procedure specifies the steps to be taken in receiving, recording, and processing any referrals including safeguarding concerns. This procedure applies to all service areas and helps to ensure consistency in practice.

Supporting and developing our workforce in strong safeguarding practice

All Coventry City Council staff are required to complete essential mandatory training to ensure awareness of potential abuse and to reinforce their duty to report safeguarding concerns. For social care employees and managers, a comprehensive training programme is provided, offering more specialised instruction for those responsible for responding to safeguarding issues and conducting safeguarding enquiries.

Our Safeguarding Adults Co-ordinator leads induction sessions for all new starters, offering a clear overview of safeguarding procedures, recording protocols, available training, and a range of resources designed to support practitioners. The Safeguarding Adults Co-ordinator also chairs a safeguarding practice forum and delivers regular briefings on key aspects of adult safeguarding, such as lead enquiry reports and safeguarding plans.

In 2024/25, compliance with mandatory safeguarding training in Adult Services stood at 89%. Routine oversight and compliance checks are carried out by the safeguarding business support team. Training data is actively used to identify those who have not yet completed their training, and all staff are required to refresh their training every three years after initial completion.

We also employ a specialist practitioner in mental capacity to assist practitioners and staff with the implementation of the Mental Capacity Act 2005. This includes the development of our own dedicated website for adults, carers, and providers of health and social care services living and working in Coventry: www.umccoventry.co.uk

Safeguarding and mental health under our Section 75 agreement

Section 75(S75) Partnership Agreement with Coventry and Warwickshire Partnership NHS Trust (CWPT) exists for the delivery of integrated mental health services and includes delegated work undertaken in respect of the Care Act 2014. CWPT has its own safeguarding policy which recognises these delegated duties. As part of the governance arrangements a S75 safeguarding group is in place which is now chaired jointly by Coventry and Warwickshire Councils to enable oversight of adult safeguarding activity. Each Principal Social Worker has a place on the Section 75 Board.

Quantitative data on safeguarding activity and performance is received by the S75 safeguarding group and S75 Board. This data has been revised to be more in keeping with data included in the Safeguarding Adults Collection Return. The CWPT Safeguarding Team also develops an Audit Plan and findings are received by the group.

Quality and practice improvement

To further ensure consistency, maintain standards and embed learning we have a 'Safeguarding Team' which is led by the Principal Social Worker (Head of Practice Development and Safeguarding) and includes a Safeguarding Adults Coordinator who provides support to practitioners and managers undertaking safeguarding practice in Coventry. This provides for the identification of themes and patterns in safeguarding and the engagement with other services, both internal and external on any matters arising.

The collection and reporting of safeguarding activity, performance and the extent to which outcomes are met is supplemented by audit and assurance activity undertaken by our safeguarding team focusing on the following areas:

- Repeat enquiries - the purpose of which is to ensure safety planning for repeat safeguarding enquiries. There are routine reviews of cases where there have been more than 3 separate safeguarding concerns raised in relation to the same individual within the previous 12 months
- Responsive audits - people who lack capacity and there is no record of the person being supported by an advocate - the purpose of which is to ensure use of an advocate to enable people to fully participate in the safeguarding process. Audits evidence that the absence of advocacy support is low
- Open concerns audit - the purpose of which is to ensure enquiries are logged where required and enquiry work is not completed at the concern stage. A series of dip samples is undertaken regarding the conversion rate (concern to s.42 safeguarding adult's enquiry). This work improved the position and aligns ourselves to the WM median rate
- Data quality - the purpose of which is to ensure appropriate and accurate inputting. Routine Data Quality is undertaken, including following up and seeking progress updates on enquiries open. For example, case open over 6 months audit by the Safeguarding Adults Coordinator to ensure no drift in enquiries, reason for cases remaining open and timely closure
- Scheduled monthly audit activity - the purpose of which is to ensure safeguarding activity is progressing and quality assurance of records is evident. Monthly audit activity across the whole end to end safeguarding process is undertaken to support the identification of good practice and areas for improvement. This includes undertaking dip sample audits at key stages of the safeguarding process including open concerns and enquires
- Engaging with experience via a new anonymised online survey form - to be given to people after the recent conclusion of the s42 enquiry (with the option to provide details for direct contact if required by the person)



● Theme Four: Leadership

In this theme we describe our approaches to planning our work, our governance and accountability arrangements and how we are learning and improving

Summary

There is stable leadership within the City Council which provides a strong foundation for effective leadership of Adult Social Care. The Director of Adult Social Services (DASS) has been in position since 2016, the Leader has also been in place since 2016 and the Chief Executive Officer (CEO) has been in post since June 2023.

The lead Member for Adult Social Care was appointed in 2023 and brings extensive experience from a diverse range of political leadership roles within the city.

We are outward looking and have a proven ability to develop and learn from research. This is demonstrated through both our work with West Midlands Association of Directors Adult Social Services (WM ADASS) and the Coventry Health Determinants Research Collaboration (HDRC) led by our public health team.

Areas of strength

1. Stable and consistent leadership that is inclusive and connected to the experiences the people we support
2. Leadership Board (Chief Executive led) has a strong performance and outcome focus
3. Ability to deliver change and improvement programmes as demonstrated through the Improving Lives programme

Areas for development

1. Improved use of data, intelligence and insight to inform improvement activity.

● Quality Statement Eight

We have clear responsibilities, roles, systems of accountability and good governance. We use these to manage and deliver good quality, sustainable care, treatment and support. We act on the best information about risk, performance and outcomes, and we share this securely with others when appropriate.

Strategy and Planning

In 2025 we produced and adopted the Adult Social Care Plan 2025-30. As well as this specific plan we are also working to support the deliver of other strategic plans including:

One Coventry Plan

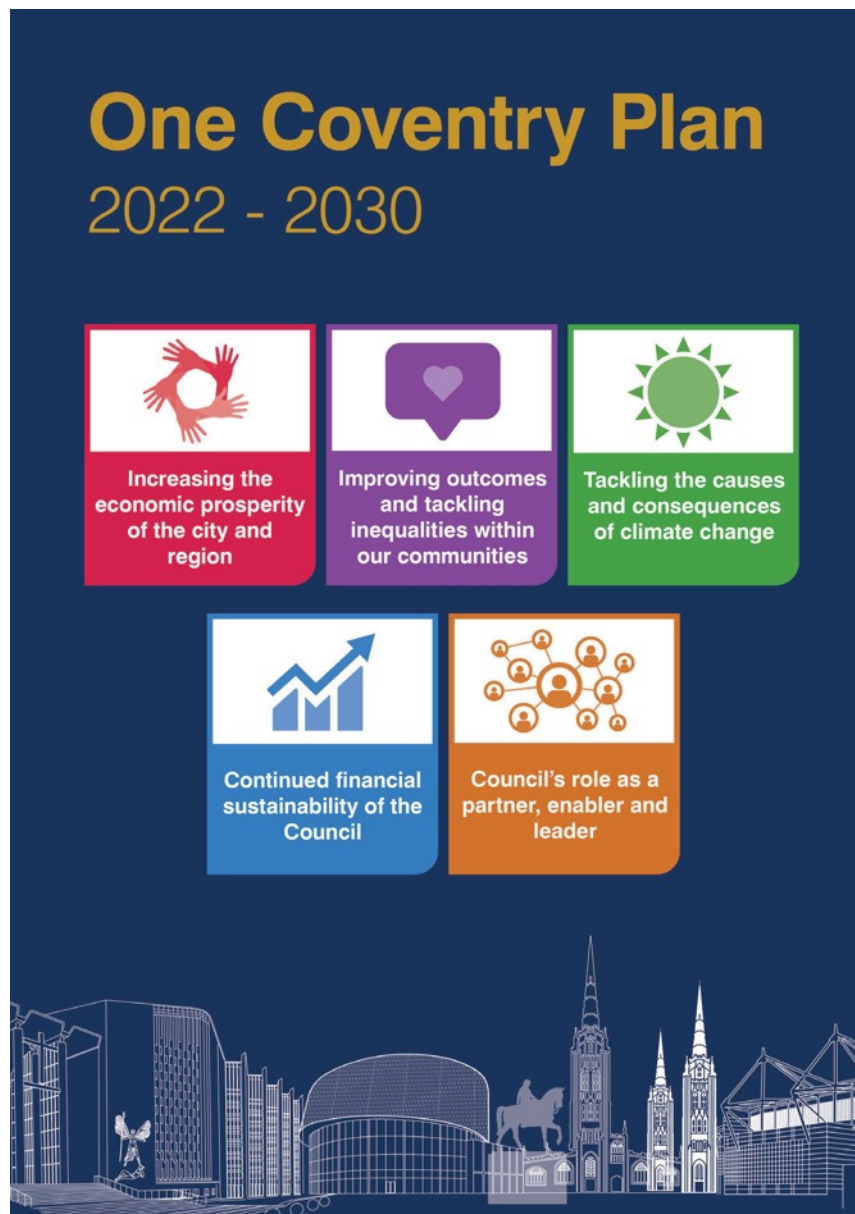
This plan is the overarching strategic document for the City Council which sets the following key strategic aims:

- Increasing the economic prosperity of the city and region
- Improving outcomes and tackling inequalities within our communities
- Tackling the causes and consequences of climate change

Adult Social Care is accountable for contributing to the delivery of these overall Council objectives through specific performance measures including the:

- Number of people supported in ongoing care services
- Effectiveness of short-term services
- Satisfaction with social care

These indicators are specifically selected as supporting the 'improving outcomes and tackling inequalities within our communities' priority. They are considered reasonable overall indicators of peoples' ability to live independently, within their communities, without the need for support from social care on an ongoing basis, and their satisfaction in taking this approach.



Integrated Care System Strategy 'We will enable people across Coventry and Warwickshire to start well, live well and age well, promote independence, and put people at the heart of everything we do'.

The strategic priorities within this system strategy are:

- Prioritising prevention and improving future health outcomes through tackling health inequalities
- Improving access to health and care services and increasing trust and confidence
- Tackling immediate system pressures and improving resilience

Coventry Adult Social Care have a direct accountability for the delivery of this system strategy through the Supporting People at Home area of focus which has a system level accountability for the Improving Lives programme (a core programme of change across the City Council UHCW, CWPT and the ICB).

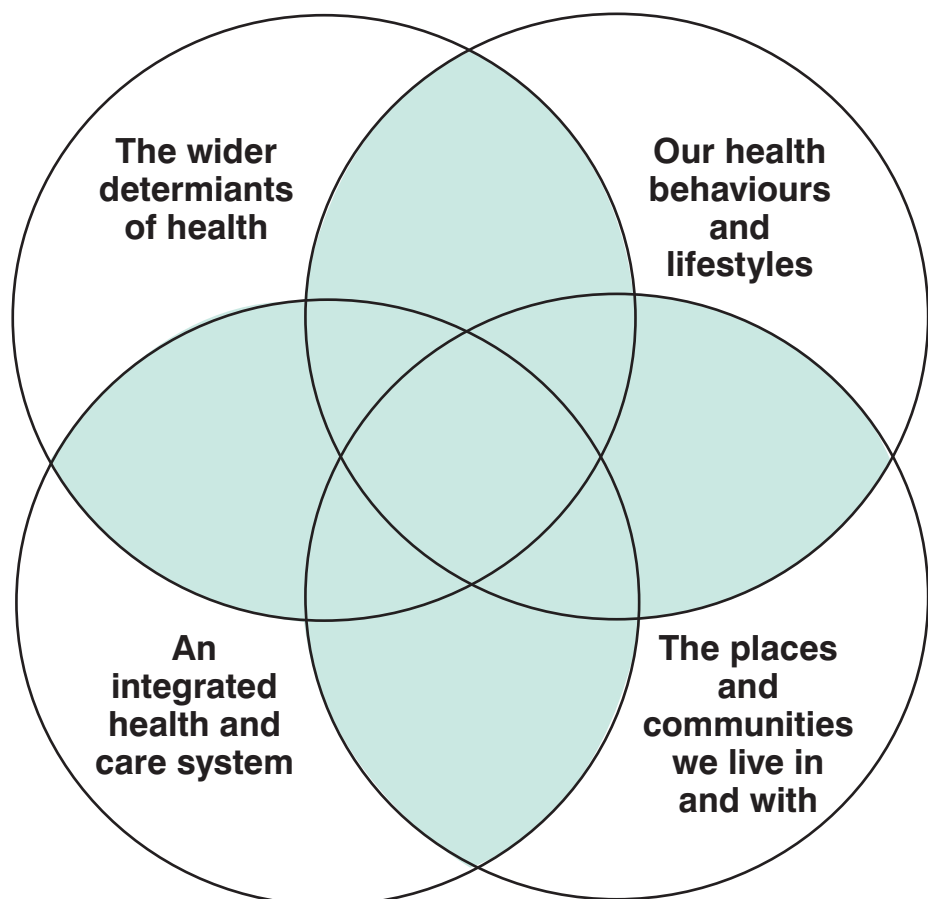
Health and Wellbeing Board Strategy

The Coventry (Health and Wellbeing Board) HWBS Strategy vision is that - 'We will do everything in our power to enable people across Coventry and Warwickshire to pursue happy, healthy lives and put people at the heart of everything we do.'

And focus on these three initiatives in respect of this:

- People are healthier and independent for longer
- Children and young people fulfil their potential
- People live in connected, safe and sustainable communities

A four-quadrant model (below) based on the Kings Fund model is in place to support the delivery of these outcomes which supports the raft of work across health and care integration (our Improving Lives programme being a key delivery item) and the development of community based support.



Political leadership

The Council has a clear framework for formal decision-making by Members and officers. This is supported by working arrangements between officers and members which inform the development and delivery of the Council's strategic priorities and ensure Adult Social Care is accountable for the outcomes it delivers.

A quarterly performance report is produced and presented to the lead Cabinet Member for Adult Social Care to give a direct line of visible accountability between the Cabinet Member and service leadership.

Through this process the Cabinet Member (and Shadow Cabinet Member) holds the team to account on key performance during the quarter, any issues arising from these updates, and recommended next steps. This quarterly reporting also includes our work on involvement and engagement over the same period to evidence how we are involving and listening to people who come (or may come) into contact with Adult Social Care. This demonstrates and creates accountability to the lead member in understanding people's experience of adults social care and the outcomes achieved. The Leader of the Council and the CEO have regular performance meetings (QUADs) with the DASS and Cabinet Member to further ensure oversight and accountability. A Local Account (Annual Report) is produced and has done so since 2011. This document covers both annual performance information, and real-life stories of people who have experienced Adult Social Care. This use of real-life case studies, along with performance data, ensures a more rounded view of, and ability to understand people's care and support experience and outcomes. This gives a high level of visibility and ensures accountability for the delivery of Adult Social Care to the most senior level within the local authority.

Scrutiny also plays a crucial role in ensuring the delivery of Care Act responsibilities, quality, and experience and outcomes. Specific items considered within the Scrutiny environment since 2022 include:

- Quality assurance and market failure
- Customer experience and engagement
- Keeping people safe
- Managing referrals and assessments
- Annual performance against ASCOF indicators

Performance, data quality and insights

Performance is routinely monitored by the Adult Social Care Management Team using Key Performance Indicators linked to the One Coventry Plan, National Performance Frameworks and service improvements via our Adult Social Care Plan 2025 -30.

Through the Performance and Insight Team we have developed dashboards to enable accessible and accurate operational data to be produced. These are utilised to inform work planning and resource deployment. These dashboards are also accessed by the management team, including the DASS to maintain visibility of performance and activity across the service.

Risk management arrangements

Within Adult Social Care a comprehensive Risk Management plan is in place which focuses on the key risks and mitigating actions that can prevent Adult Social Care from delivering good outcomes for the residents of Coventry.

The risks are kept under review on a monthly basis and include areas such as resources (finance and workforce), demand management and quality and sustainability. There is a clear process for escalation and de-escalation of risks, including consultation with the council's Insurance Manager.

Workforce engagement

The Adult Social Care Management team is regularly engaging with the adult social care workforce in a number of ways including; regular service-wide newsletters, Let's Talk Adult Social Care briefing sessions led by the management team and other ad hoc briefings and presentations. Feedback received on these is positive and attendance is on the whole good. Teams are encouraged to present their own best practice examples, learning and developments through these forums. The Management team does not have separate offices to the workforce and spend their time in the office sat alongside our teams. This supports our culture of openness and

inclusivity and retains a strong connection between senior management and the front line workforce..

Across the City Council there is the Spire Awards and Cheers for Peers initiatives in place to provide a mechanism for recognition achievements delivered by the workforce in which Adult Social Care are well represented.

Leadership and workforce development

Coventry's Adult Social Care workforce is diverse with people working for the independent sector, local authority and for people in receipt of direct payments. Within Coventry City Council we employ approximately 1000 staff within Adult Social Care and the wider Adult Social Care Workforce in Coventry amounts to 11,500 posts (2023/24) (Skills for Care data).

Our Workforce Strategy 2023-2026 focuses on this whole workforce with key themes including recruitment, workforce and culture, learning and development, employee relations and health and wellbeing.

We have a considerable range of learning and development opportunities on offer to staff in all roles and grades which is subject to review and updating to ensure relevance and support our application of Care Act 2014 and Mental Capacity Act 2005.

We work closely with our local universities in the design and delivery of qualifying programmes and ensure access to post qualifying opportunities for succession planning. We have dedicated support to our Assessed and Supported Year in Employment (ASYE) programme. We have a strong commitment to apprenticeship including the degree level apprenticeship for social work and occupational therapy.

Employee surveys are held across the City Council (Speak Up & Speak Out Staff Surveys) and we also undertake Adult Social Care Organisational Health Checks Staff surveys, the findings of which are published on our webpages. Workforce surveys provide positive feedback on Coventry as a place to work.

We hold exit interviews with staff leaving the Council to ensure that any learning can be applied to improve the experience of our workforce and have developed approaches such as stay interviews to identify why people remain working with us.

Quality Statement Nine

We focus on continuous learning, innovation and improvement across our organisation and the local system. We encourage creative ways of delivering equality of experience, outcome and quality of life for people. We actively contribute to safe, effective practice and research.

Improvement through continuous learning is embedded within how we do our work as demonstrated through:

System transformation programmes

Our Improving Lives programme and Mental Health Transformation, as previously referenced are larger scale programmes incorporating innovative ways to improve outcomes and experiences for those who access Mental Health and general Health services.

Regional Improvement and Leadership

Coventry City Council is actively involved in the ASC Improvement Programme, and the Coventry DASS co-chairs the Region's ADASS Branch.

The Council is also involved in region-wide initiatives aimed at improving adult social care services. For example, the Principal Social Worker has chaired our regional PSW Network for a number of years and has been instrumental in establishing the practice review program that has been operating for the last decade, focused on sharing good practice and encouraging peer-led learning between social work practitioners across the region.

The Council also actively participates in 12 improvement networks, covering areas such as safeguarding, family carers, digital, performance and knowledge. These networks provide a forum for sharing best practices and collaborating on initiatives to improve service delivery.

A recent evaluation by the University of Birmingham into the 'Readiness Review' Programme preparing for CQC Inspection that WM ADASS has organised highlighted the efforts the region had gone to embed learning and innovation into the programme and the participation of Coventry as a central pillar in the programme delivery.

Coventry City Council has been engaged in developing the WM-ADASS ASC Data Hub, which is used by all councils in the region to share knowledge and focus on improvement, encouraging an evidence-based approach to assurance and risk. This Hub provides a strong data platform that helps to inform decision-making and drive improvements in service delivery.

Recently, the Council has actively engaged with the regional International Recruitment programme, which supports all 14 councils in the region to adopt best practices in relation to ethical recruitment. Coventry City Council has lead in particular on ground breaking work on the ethical recruitment of International Recruits. This programme helps to ensure that the region's councils can attract and retain the best talent to deliver high-quality adult social care services.

Quality frameworks and continuous learning and improvement

Across the City Council we work to develop a culture of performance and continuous improvement, which identifies the things we do well, celebrates success and takes action to improve where required. Within Adult Social Care we take a similar approach where we are to continuously learn and improve taking on board feedback from source including; Complaints, Ombudsman Enquiries, Safeguarding Adults Reviews, practice quality assurance, audits and experience feedback. Our Complaints Team ensure a consistent approach to complaints management and ensure we identify learning and actions. We also have internal processes for reviewing serious incidents and undertaking Individual Management Reviews.

We support a culture of continuous learning, this is underpinned by staff appraisals and team meetings. This enables everyone to play their part in improving the quality of services provided.

We have a Practice Development, Learning and Improvement framework enabling the systematic identification of organisational wide learning, areas of improvement and sharing best practice across the organisation. This includes the use of Practice Learning Alerts, providing timely information, direction and informed judgments about a specific piece of practice for sharing with staff and discussion in team meetings.

Through using our Quality Assurance mechanisms including thematic practice reviews we are able to explore the quality of practice relating to a specific area where we identified a need to improve and develop practice. This will include areas of practice linked to Care Act 2014 duties. Our Principal Social Worker hosts a quarterly 'Quality and Experience Review' meeting, drawing together all aspects of learning from people's experience, sharing and communicating learning internally and externally via a 'we asked, you said, we did web page.'

Engaging with research and evidence

The West Midlands Adults PSW network are continuing to support WM ADASS in building a research culture for adult social care. This work, supported by our Principal Social Worker included over the last year the appointment of a practitioner research engagement lead (a Coventry social worker) as a progression from previous research champions who undertook a research study based on research mindedness in adults social care, supporting development of Local Authority research engagement plans, engagement with the West Midlands Social Work Teaching Partnership to create research dissemination models via research seminars and promoted access to British Journal of Social Work for all Local Authorities.

In Adult Social Care we participate in research and provide access to knowledge and learning resources to enable staff to learn from research, evidence and best practice. In 2024/25 we continued to host 'Research Circles' which brings together practitioners and academics to attend a reflective session to read and review a piece of research which has been recently published.

The Councils commitment to research is evident by the Coventry Health Determinants Research Collaboration (HDRC) led by our public health team. The HDRC Coventry is a collaboration between Coventry City Council, Coventry University, University of Warwick and a range of partners within the community and voluntary sectors, with support from UHCW NHS Trust and University College London. This is providing opportunities to develop research skills, research ideas and next generation of research leaders.

Delivering improvement

We have delivered improvement across a range of areas in 2024/25 including:

Workforce development

Although our workforce survey indicates that people feel well supported and valued by Coventry City Council. Where we have turnover, this is particularly within the first two years of service (although a large proportion of our workforce remain with us for over five years). Listening to our workforce and developing our workforce skills in order to appropriately support the population we serve is a key priority.

Improvements include:

- Our recruitment - by including supportive video's particularly for mental health where recruitment was most challenging. The videos featured an expert by experience talking about her experience of our services alongside a social worker
- Our use of 'stay interviews' - so we understand what makes people stay working for Coventry rather than just why people leave
- Continuing to support the Social Care Workforce Race Equality Standard (SC-WRES) publishing a second annual action plan

Our reviewing approach

As well as providing an essential check as to whether someone's care and support needs are being appropriately met our approach to undertaking reviews continues to be an opportunity for change in how we promote choice, control and independence in the way we deliver our services.

Improvements include:

- Revising our processes to maximise reviewing opportunities
- A core group continues to build on the choice and control offer
- Using feedback from reviews to identify market gaps to inform commissioning arrangements

The voice of the resident

The more we understand the experience of the diversity of residents who seek support from Adult Social Care the better able we are to develop our services and approaches and our workforce development.

Some of the mechanisms we have in place to hear from our diverse communities include:

- Holding community engagement events, which started at the end of 2022, and have now become a mainstream part of how we engage (specifically within neighbourhoods and communities whose voices are seldom heard, for example connecting with Faith Forums)
- Using our real time customer surveys to help us gather feedback on people's experience
- Establishing closer working relations with the Councils Migration Team leading to a Social Worker being based within the team to support those experiencing mental illness
- Developing information materials to include a wider range of the main languages spoken in Coventry
- Further use of the "We asked, you said and we did" page on our web site to share examples of our responses to feedback
- Contacting those people who subscribe to our regular Adult Social Care news bulletin and ask if they would like to be more involved. For example in the development and commissioning of services, policy development and our information and advice offer
- Increasing the frequency of experts by experience being present on recruitment panels and in selection processes
- Increasing the membership of our Adult Social Care Stakeholder Group to improve the range of voices heard in this group

Developing the social care market

Improving the range and quality within the social care market is an ongoing programme of work to ensure our support offer meets the needs of an increasingly diverse community, as well as the requirement to offer choice, in how care and support requirements are met.

Improvements include:

- Establishing a "creative options" panel of practitioners to enable consideration of alternatives to traditional methods of care at the point of support planning
- Continued creation of partnerships with local Voluntary and Community Sector Groups to support those people who come to us with needs that do not meet Care Act eligibility criteria to help with the delay and prevention of decline and need
- Exploring ways to increase the use of Direct Payments to enable greater independence e.g. improving our information and advice offer and ensuring staff are fully trained and confident in the use of Direct Payments

Our use of technology in the delivery of care and support

We continue to support the adoption and uptake of Integrated Care Records and digital social care records and are exploring and implementing innovative ways to support falls prevention, the use of technologies and virtual care within people with care and support needs own homes and care home settings.

Improvements include:

- Achieved an 80% uptake of Digital Social Care Records in 2024/25 with funding secured through the Digital Transformation Fund via NHS England (NHSE)

- Secured continued funding for 2024/25 from the Department for Science, Innovation and Technology (DSIT) by working with WM5G to; support, identify, design and deliver real-world technology solutions and change management that deliver transformative benefits with a viable return on investment (ROI). The project has supported 221 and delivers 1782 virtual care calls per month. The focus will now be on transitioning into a business as usual approach
- Continued development of Integrated Care Records for Adult Social Care, working as part of the Integrated Care System (ICS) to deliver better outcomes for people with care and support needs, minimising the number of times people need to reshare their information and enabling professionals to work in a more integrated way
- Continued development of the Adult Social Care choice and control working group to offer the time and space to share learning and opportunities across the city to support people in alternative ways, for example through the use of funded technology and networks to enable people with mental health challenges to stay connected with their community and to access on-line support tools



