

Appendix 3

Adult Social Care – Strengths and Continuous Learning Plan – Our Priority Focus across the next 12 months

Purpose

This plan sets out the positive action we have taken since the commencement of the Care Quality Commission's (CQC) Assurance Framework Assessment in May 2025, alongside our priorities for the next 12 months. It reflects our commitment to maintaining our **Good** standard and continuing to strengthen the quality, impact and consistency of adult social care services.

For clarity and consistency, the plan is structured around the Quality Statements within the CQC Assurance Framework.

It demonstrates our ambition to build on existing strengths and drive continuous learning and improvement across all four CQC themes and nine quality statements, not only those areas identified as requiring improvement.

CQC Quality Statements and Aligned Activity

1. Assessing Needs Quality Statement

Quality statement:

We maximise the effectiveness of people's care and support, including unpaid carers, by assessing and reviewing their health, care, wellbeing and communication needs with them.

Key issues to address:

CQC recognised that risk is well managed in Adult Social Care, contributing to an overall rating of Good. Building on this, we will continue to focus on reducing waiting times for assessment across Social Work and Occupational Therapy, while ensuring that people are supported safely and risks are actively managed during periods of demand.

Since the inspection we have:

- Developed, trialled and commenced the roll out of digital tools to support staff in their roles and increase workforce capacity. This includes the bespoke dictation tool, Scribe, which is currently being used by three teams. Scribe supports practitioners by reducing the time spent on administrative tasks, enabling them to focus more of their time on direct work with people and improving the timeliness of assessments and support.
- Delivered a peripatetic Adult Social Care multidisciplinary resource to provide short-term support to teams and service areas experiencing system pressures, strengthening flexibility and adaptability across Adult Social Care.
- Increased funding short term to the Local Integrated Teams to address Therapy needs in communities.

Over the next 12 months we will prioritise:

- Roll out Scribe across Adult Social Care, prioritising the areas where the greatest benefit to frontline staff has been identified. This will support practitioners by reducing administrative demands, increasing capacity and enabling more time to be focused on direct work with people.
- Implement and embed Mosaic as the new case management system for Adult Social Care. Mosaic will provide improved data and insight about people approaching, waiting in, and moving through the Adult Social Care system, enabling us to respond more effectively, manage demand, and support timely decision-making.
- Test a community pathway for West Midlands Ambulance Service (WMAS) referrals into the Care Coordination Hub, to ensure a community and neighbourhood multidisciplinary rapid response to people in the community.
- Continue to review and adapt staffing configurations where this supports capacity, responds to demand and complexity, and helps us to manage waiting times effectively while maintaining safe and responsive practice across both the health and social care system.

2. Supporting people, including unpaid carers, to live healthier lives Quality Statement**Quality statement:**

We support people, including unpaid carers, 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.

Key issues to address:

CQC recognised our strong promoting independence approach, preventative support, timely provision of equipment and use of Technology Enabled Care, awarding a rating of Good for this area. We are proud of Coventry's developing city-wide offer for unpaid carers, including the range of support available to help carers maintain their own wellbeing and continue in their caring role. Building on this positive foundation, we will continue to strengthen our support for unpaid carers and further embed approaches that promote independence, choice and control for people across the city including within Occupational Therapy.

Since the Inspection we have:

- Through the WM5G regional digital programme tested and learnt from the use of a range of technology enabled care to support people to live independently whilst managing their health and wellbeing.
- Engaged with a range of stakeholders, including unpaid carers with lived experience, regarding the production of an Unpaid Carers Strategy

Over the next 12 months we will prioritise:

- Implement and promote the Unpaid Carers Strategy, strengthening Coventry's city-wide offer and support for unpaid carers.
- Deliver and embed an operating model that makes Technology Enabled Care a core part of assessment and support planning, helping people to remain independent with greater choice and control.
- Develop our self-serve offer for low-level equipment, enabling people to access practical support that promotes independence.

3. Equity in experiences and outcomes Quality Statement

Quality statement:

We actively seek out and listen to information about people, including unpaid carers, who are most likely to experience inequality in experience and outcomes. We tailor care and support in response to this.

Key issues to address:

CQC recognised our developing use of data and intelligence to understand people's experiences and shape services. Positive examples of work to increase inclusion and respond to diverse needs were identified. CQC rated this area as Requires Improvement and we will continue to build on this progress by embedding these approaches more consistently and demonstrating their impact across Adult Social Care as a data driven organisation.

Since the inspection we have:

- Used demographic data and translation insights from council web pages to target engagement and information, including with the Hong Kong community living in the city.
- Embedded additional surveys into our quality and experience review processes to gather timely feedback on people's experiences of Safeguarding and Direct Payments enabling us to learn from feedback throughout the year.
- Introduced SignVideo into our front door offer to enhance access to services for the British Sign Language community.

Over the next 12 months we will prioritise:

- Use demographic data effectively to target activity and measure impact through regular analysis of data and feedback.
- Embed the new Social Worker post within the Housing and Homelessness team to strengthen support for people affected by homelessness, including people with physical disabilities.
- Explore the use of AI and other technology at the front door to support a more consistent experience for people when they first contact us.
- Establish a Staff Voices group focused on diversity and inclusion, creating opportunities for staff to share their experiences and shape service development.

- Develop a suite of reporting post Mosaic implementation that support ward-based data collection and analysis to drive forward ward based need analysis.

4. Care provision, integration and continuity Quality Statement

Quality statement:

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

Key issues to address:

Our stable care market, quality assurance arrangements and recent work to increase choice for people were recognised. CQC rated this area Requires Improvement and we will continue to develop a diverse range of local provision that enables people to remain in Coventry where this reflects their wishes and meets their needs, while also supporting informed choice for those who prefer or need to access care and support outside the city. CQC also recognised the importance of supporting unpaid carers to take breaks, and this will be strengthened through the development and delivery of the new Unpaid Carers Strategy.

Since the inspection we have:

- Embedded additional resources and tools to support unpaid carers; Bridgit an online self-assessment and support tool and MyTime, working with a range of organisations to offer unpaid carers breaks e.g. restaurants and leisure activities.
- Worked with the Carers Trust Heart of England to embed two Hospital Care Liaison posts within University Hospital Coventry and Warwickshire to link in with carers. This provides regular drop ins, ward-based presence, coffee mornings and support sessions for staff. In addition, a carer identification scheme has been embedded, which enables a carer to have extended visiting, a bed for overnight stays, food and drink and signposting to the Carers Trust.
- We have embedded ways of working in partnership with the Integrated Care Board to enable increased joint funding initiatives to be implemented to ensure quality and continuity of care through the Better Care Fund grant.
- We have revisited our Strengths Based Practice Framework and staff training approach to strengths-based practice.
- Worked with the Integrated Care Board and Warwickshire Local Authority to develop and implement a Section 117 tool to support agreement of funding arrangements, with further refinement continuing.
- Reviewed, updated and relaunched the Continuing Health Care Memorandum of Understanding through joint training across health and social care.

Over the next 12 months we will prioritise:

- Review information and short break offer for unpaid carers, ensuring staff are aware of these opportunities and actively promote support that helps unpaid carers continue in their caring roles.

- Through our market development approach, and as local needs evolve, we continue to develop local provision that supports people to remain in Coventry, where this is appropriate and in line with their wishes, ensuring care and support is available close to home wherever possible.
- Embed the S117 tool across Learning Disability, Autism and Mental Health Services, whilst reviewing the newly published ADASS S117 after care framework.
- Work with the Market to implement recent legislative changes to Deprivation of Liberty Safeguards.

5. Partnerships and Communities Quality Statement

Quality Statement:

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

The key issues:

Our longstanding partnerships and models of working were recognised and given a rating of Good. We are keen to continue to build on these strong foundations to further embed information sharing and inclusion of stakeholders and partners in strategic decision making and further enforce our partnerships and collaborative approaches.

Since the inspection we have:

- Extended our model to local integrated teams, following the Improving Lives Programme and National Neighbourhood Health Programme. We have trialled an Integrated Neighbourhood Team model in one area of the city. This is the next step on the journey to a city-wide neighbourhood health model and providing a joined-up approach to care and support.
- We are working with the Care Coordination Hub to explore how West Midland Ambulance Service referrals for people not conveyed to hospital can be responded to, by a multi-disciplinary team in the community and where possible, prevented from being conveyed to hospital.
- We have explored practical steps alongside CWPT and the ICB to support professionals working within the s117 arena across health and social care to enable timely decision making to support the most complex discharges appropriately, resulting in a test and trial of 8 cases, and a s117 adapted tool.
- Reviewed and enhanced our joint assurance processes across the s75 arrangements across Mental Health.
- We have agreed a Better Care Fund plan with the Integrated Care Board for 2026/27, building on the progress and learning from the previous year.

Over the next 12 months we will prioritise:

- The introduction of Integrated Neighbourhood Teams across the city to ensure pathways across health and social care are aligned and streamlined where possible, and that these support the reduction of health inequalities, making best use of community assets. Within the next 12 months, 6 Integrated Neighbourhood Teams will be developed across the city and evaluation of impact completed.
- The creation of a single point of access for West Midlands Ambulance Service referrals via a Care Co-ordination Hub.
- Continue to embed the VCFSE Collaborative to strengthen links with community and voluntary sector partners, ensuring access to local support, and help people stay well, independent and connected within their communities.
- Continue to strengthen hospital discharge pathways, particularly Pathway 1 and Pathway 2, so people can leave hospital safely and receive the right support at the right time. Pathway 1 remains a strong and effective option for supporting recovery at home, and we recognise that demand for this pathway is high. We are therefore continuing to develop our approach, so the pathway is used appropriately and sustainably, while increasing therapy capacity in the areas where current delays are occurring. This additional investment will support more timely assessments, improved rehabilitation, and a continued focus on independence, recovery at home and reducing avoidable hospital stays or readmissions.

6. Safe systems, pathways and transitions Quality Statement

Quality statement:

We work with people, including unpaid carers, 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.

The key issues:

Our strong systems and processes for managing risk, alongside effective partnership working, were recognised through a rating of Good. We will continue to build on this foundation by strengthening opportunities to support smoother transitions between services and improve continuity of care for people.

Since the inspection we have:

- Strengthened interface meetings between the Intake and Long-Term teams to support smoother transitions and continuity of care.
- Established regular interface meetings between key services, including Customer Services, Intake, the Emergency Duty Team, Coventry and Warwickshire Partnership Trust, Learning Disability Promoting Independence and Long-Term teams to support transitions.

- Expanded Transitions multi-disciplinary meetings to include the Learning Disability Promoting Independence team, supporting earlier discussions from age 16, promoting independence and enabling timely allocation of an Adult Social Worker where appropriate.
- Participated in hospital learning events, including MADE, to support smoother transitions for people through our main hospital provider University Hospitals Coventry and Warwickshire and taken forward key proposals such as working hour changes for the Local Authority.
- Reviewed operational pressures and strategic blockers in our Local Integrated Teams, resulting in further in-year financial investment via the Better Care Fund Grant, supported by the Care Collaborative.

Over the next 12 months we will prioritise:

- Consistently align Long-Term Social Workers with short-term teams to support timely, well-coordinated transitions for people as their needs change by introducing interface meetings between Hospital, Local Integrated and Long-Term teams, supported by an agreed handover standard.
- Undertake a local review of the Autism Only pathway by raising awareness with partners and strengthening practitioners' specialist knowledge.
- Provide further joint training with the Integrated Care Board, including Continuing Health Care, to strengthen relationships and partnership working.
- Hold partnership engagement events with schools, colleges, providers and Social Work teams to showcase available services and support.

7. Safeguarding Quality Statement

Quality statement:

We work with people, including unpaid carers, to understand what being safe means to them, and work with our partners on the best way to achieve this. We concentrate on improving people's lives, including unpaid carers, 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.

The key issue:

Our close working with the Coventry Safeguarding Adults Board and partners was recognised through a rating of Good, reflecting a responsive, sensitive and person-centred approach to safeguarding. We will continue to strengthen communication with care providers when safeguarding concerns are identified and, with the Coventry Safeguarding Adults Board, further broaden our inclusive approaches.

Since the inspection we have:

- Responded to feedback by refreshing communications with providers, clarifying safeguarding processes and routes for raising concerns.
- Updated safeguarding forms to record feedback provided to referrers, strengthening assurance and accountability.

- Continued to promote translated safeguarding information in the city's main languages and in Easy Read format to improve accessibility.
- Continued to embed the timely safeguarding feedback survey to understand people's experiences and inform future practice.

Over the next 12 months we will prioritise:

- Deliver a Safeguarding Provider Forum to strengthen communication, shared learning and engagement with providers.
- Use safeguarding demographic and locality data to target promotion and engagement activity more effectively.

8. Governance, management and sustainability Quality Statement

Quality statement:

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

Key issue:

CQC recognised clear and accountable governance and leadership at both organisational and system level, awarding a rating of Good. The Adult Social Care leadership team was described as visible, capable and compassionate, with clear roles, responsibilities and accountabilities. The report also recognised the complexity of increasing casework and the importance of supporting workforce capacity and resilience.

Since the inspection we have:

- Promoted staff wellbeing through a dedicated Wellbeing Month in May 2026, raising awareness of available resources and providing opportunities for staff to access support, workshops and wellbeing services.
- Reviewed our Enabling Attendance at Work approach and developed an action plan with Human Resources to support improved attendance and reduce the impact of absence on colleagues.
- Started implementing Scribe to reduce notetaking and write-up demands for social workers and occupational therapists, supporting workload management and increasing capacity for direct work with people.
- Worked with the Corporate Programme Manager for Diversity, Inclusion, Strategy and Performance to provide constructive challenge and support to ASCMT, strengthening workforce inclusion, opportunity and engagement through regular attendance at ASCMT and contribution to monthly Let's Talk sessions.

Over the next 12 months we will prioritise:

- Implement Mosaic as the replacement case management system for Care Director, supporting improved workflow and access to information once embedded.
- Extend the use of Scribe so all social workers and occupational therapists can benefit from reduced administrative demands and increased capacity for direct work with people.
- Continue to work closely with Human Resources to support regular attendance and promote a positive, sustainable working environment.
- Promote wellbeing services and information, creating regular opportunities for staff to access support, including a future Wellbeing Month.

9. Learning, improvement and innovation Quality Statement

Quality statement:

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, including unpaid carers. We actively contribute to safe, effective practice and research

Key issue:

CQC recognised our co-production and continuous learning approaches, including the Practice Development Framework and practitioners' ongoing professional development, awarding a rating of Good. Positive examples of co-produced services, such as the Coventry Dementia Partnership Hub, were also highlighted. We will continue to build on this by strengthening staff feedback and using it to support service improvement.

Since the inspection we have:

- Embedded a Quality and Experience Review group who meet regularly to share all sources of learning ranging from complaints and compliments to statutory survey results.
- Embedded a model of bitesize learning through our Let's Talk sessions, offering an accessible opportunity for staff to continuously refresh their skills and knowledge.
- Utilised the Corporate Programme Manager for Diversity, Inclusion, Strategy and Performance to provide constructive challenge and support to ASCMT, strengthening workforce inclusion, opportunity and engagement through regular attendance at ASCMT and contribution to Let's Talk sessions. This has led to strengthened organisational understanding of psychological safety, identification of themes relating to culture, wellbeing, inclusion and engagement. Across Adult Social Care through targeted engagement, workforce discussions and the sharing of staff insight there has been increased visibility of workforce challenges and the impact of decisions on different staff groups.

Over the next 12 months we will prioritise:

- Develop and deliver an updated Adult Social Care Workforce Strategy, with progress on key priorities reported through the Adult Social Care Workforce Board and Adult Social Care Management Team.
- Create a mechanism to share learning from the Quality and Experience Review group more widely across services, supporting continuous improvement.
- Develop a “Getting to know your city” toolkit and workshops for staff, bringing together information on population profile, ward demographics, service and performance data, and local resources, including support for migrant communities.
- Involve a wider range of staff in service-level discussions and decision-making through leadership meetings, including ASCMT and Extended ASCMT, supported by the development of a Staff Voices group.