

Cabinet
Council

10 June 2025
24 June 2025

Name of Cabinet Member:

Cabinet Member for Adult Services – Councillor L Bigham

Director approving submission of the report:

Director of Adult Care, Health and Housing

Ward(s) affected:

All

Title:

Adult Social Care Five Year Plan 2025-2030

Is this a key decision?

No - although the proposals affect more than two electoral wards, the impact is not expected to be significant.

Executive summary:

Adult Social Care provides essential support to people with care and support needs and their unpaid carers and is a significant area of economic activity with an annual local authority net spend for 2024/25 of approximately £115m and in the region of 9,500 people employed within the sector in Coventry.

As a City Council, we receive in excess of 10,000 requests for support each year as well as over 6,000 safeguarding concerns. At the end of March 2025 we were supporting approximately 4,000 per week with a range of care and support needs across physical disabilities, learning disabilities/autism, sensory impairments and mental ill health. Support is provided on a short term, or one-off basis or ongoing dependant on the circumstances of the individual. Support to unpaid carers so that they can continue caring is also part of our core purpose and we support approximately 2,000 per annum in their caring role.

Adult Social Care is always evolving and each year sees different issues arise and new challenges which we both need to predict where possible and then respond to. We have

captured key performance and activity within our Annual Report and Self-Assessment but have now also produced a 'Five Year Plan' in order to set out clearly what the main areas of focus for Adult Social Care will be until 2030.

Within the Five Year Plan six areas of focus are identified as follows:

- Personalising the experience of care and support
- Always improving
- New models of support
- Prevention
- Use of technology
- Integrated care with health partners

These six areas will provide the umbrella focus for the Plan with specific projects under each being identified at Plan inception and revised at approximately mid-point. The reason we have not set specific projects for the five year period is that we are in a period of change related to both structural changes in National Health Service England (NHSE)/Department of Health and Social Care (DHSC) and Integrated Care Boards (ICBs) plus the Casey review which is an independent government commission into Adult Social Care. These changes will inevitably impact on Adult Social Care and make specific long term planning a challenge so we must retain the flexibility to respond.

Recommendations:

- 1) Cabinet is requested to recommend that Council endorses the Adult Social Care Five Year Plan 2025-2030 as appended to the report.
- 1) Council is recommended to endorse the Adult Social Care Five Year Plan 2025-2030 as appended to the report.

List of Appendices included:

The following appendices are attached to the report:

Appendix 1 – Adult Social Care five year plan 2025-2030

Appendix 2 – Equality Impact Assessment

Background papers:

None

Other useful documents

None

Has it or will it be considered by Scrutiny?

No

Has it or will it be considered by any other Council Committee, Advisory Panel or other body?

No

Will this report go to Council?

Yes – 24 June, 2025

Report title: Adult Social Five Year Plan 2025-2030

1. Context (or background)

- 1.1. Adult Social Care provides essential support to people with care and support needs and their unpaid carers and is a significant area of economic activity with an annual local authority net spend for 2024/25 of approximately £115m and in the region of 9,500 people employed within the sector in Coventry. People working within social care are employed in a number of different types of organisations including direct employment by the City Council, working for care and support organisations delivering services through a contract with the City Council, people employed directly by a person with care and support needs via a direct payment or organisations registered with the Care Quality Commission who are not contracted to the City Council but provide care and support services direct to self funders.
- 1.2. As a City Council our work concentrates on people with a care and support need supported by the City Council and unpaid carers rather than those who self-fund their own care and support. We do however have responsibilities to self funders in respect of information and advice, safeguarding and should self funders require the City Council to arrange support on their behalf.
- 1.3. As a City Council, we receive in excess of 10,000 requests for support each year as well as over 6,000 safeguarding concerns. At the end of March 2025 we were supporting approximately 4,000 adults with care and support needs per week across physical disabilities, learning disabilities/autism, sensory impairments and mental ill health. Support is provided on a short term, or one-off basis or ongoing dependant on the individual circumstances of the individual but all support provided is essential to enable people to live meaningful lives within their communities. The concept of Promoting Independence is at the core of the support we provide and although, due to the complexity of needs we are supporting, the potential for independence can be limited we aim to work with all people to ensure this is maximised. In addition to supporting the person with care and support needs, support to unpaid carers is also a critical part of our work so that they can continue caring and their wellbeing can be maintained or improved. In delivering our responsibilities to unpaid carers we support approximately 2,000 unpaid carers per annum.
- 1.4. Adult Social Care is always evolving and each year sees different issues arise and new challenges which we both need to predict where possible and then respond to. . Our Annual Report and Self-Assessment highlighted key performance metrics and activities. Additionally, we have developed this Five-Year Plan to clearly outline our primary focus areas for Adult Social Care through to 2030.
- 1.5. While this represents a five-year Plan from 2025 to 2030, it is crucial to understand that the efforts of Adult Social Care do not always align perfectly with calendar years and are instead a continuation of previous successes. Nevertheless, within the framework of this Plan, five key areas of focus have been identified:

1.6. Personalising the experience of care and support

1.7. A strength of Adult Social Care is our ability to source care and support quickly. The social care market is able to respond across a range of different service types with the only challenge generally being for some people with very complex needs. We also take a strength based approach to social work through focussing on the individual and the outcomes they want to achieve.

1.8. The strategic objective of the Plan is to collaborate with social care providers to enhance their methods in a way that emphasises strengths, aiming to offer more individuals a positive experience of social care based on their individual and diverse circumstances. This will be achieved by fostering greater ability and awareness among providers on how to engage with individuals, presenting choices, even if limited, to ultimately improve the quality of care and support.

1.9. Always improving

1.10. We have a clear and updated policy framework across a number of areas of our work including direct payments, co-production and engagement, disabled facilities grant and social work practice. This provides a really strong basis for how we should be working with people to deliver positive outcomes.

1.11. While our case file audit and resident feedback suggest that the policy framework is not yet applied consistently across all areas, this presents an opportunity for improvement. Recognising the complexity of requirements and the substantial workloads managed by our teams, we will prioritise enhancing the uniform application of policies. This will ensure that we can confidently affirm that our policies are effectively put into practice, ultimately making a meaningful impact on the ground.

1.12. New models of support

1.13. The dynamic and adaptive nature of Coventry's social care market is a notable asset, allowing it to meet the diverse needs for care and support services effectively. Additionally, Coventry boasts pioneering initiatives such as the Dementia Partnership Hub and the POD mental health recovery and inclusion service, which stand as models of innovation in care provision.

1.14. Notwithstanding the existing examples of diverse service provision, the majority of the Adult Social market continues to rely on conventional models of service delivery. Therefore, our objective over this plan is to collaborate with the market to develop a broader and more varied range of services.

1.15. Prevention

1.16. The advantages of prevention are well understood, and when preventive measures are strategically applied, they can significantly reduce the need for ongoing care and support. Our approach to promoting independence is a key initiative that effectively mitigates the demand for ongoing assistance. Additionally, our collaboration with UHCW on the Improving Lives programme is successfully reducing the necessity for

residential care following hospital stays. Furthermore, we fund a variety of support services through the voluntary sector as the Council recognises the value of our community partners supporting our residents in a preventative way.

1.17. With our arrangements with the voluntary sector expiring in 2025, we have a renewed opportunity to focus on how we can work together to reduce the need for ongoing care and support in an evidence-based manner.

1.18. The Improving Lives approach has already proven to be successful, despite being a relatively new service launched in July 2024. Therefore, continuing to develop this initiative to ensure it maximizes its impact will be a priority in the short term.

1.19. Use of technology

1.20. Technology plays a crucial role in social care, from the ICT systems used to manage our work (such as Care Director), to call alarms and monitoring sensors. In the coming years, we have several exciting opportunities associated with the use of technology. Our Client Record System (Care Director) requires an upgrade due to the expiration of its contract. Additionally, we are participating in a project with WM5G to leverage technology in support of individuals with care needs. The growth of AI applications within Adult Social Care further presents significant opportunities. Our focus will be on maximising these opportunities in a balanced and cost-effective manner.

1.21. Integrated care with health partners

1.22. Integrating with health partners has been a strategic goal for some time. We have established joint teams governed by formal arrangements, joint posts, and joint funding mechanisms. We have also pooled substantial resources through the Better Care Fund. Our most recent and impactful integration initiative has been the Improving Lives programme with UHCW.

1.23. Looking ahead, the Community Integrator (Neighbourhood Health) programme offers an opportunity for further integration. This programme aims to bring health and care services within the community closer together, particularly for individuals with complex needs. Collaborating with our health partners to ensure the success of this programme will be a primary focus in our five-year plan.

1.24. These six areas will provide the overarching framework for our Plan, with specific projects identified at the Plan's inception and revised at mid-point. We have refrained from setting specific projects for the entire five-year period due to ongoing structural changes within NHSE/DHSC and ICBs, coupled with the Casey review. These changes are likely to influence Adult Social Care, making long-term planning challenging. Therefore, we must remain flexible to adapt effectively and a mid-point review will enable this

2. Options considered and recommended proposal

2.1. Option One – Endorse the Five Year Plan - Recommended Option

For the reasons outlined in section one it is recommended that the Adult Social Care Five Year Plan is endorsed by Cabinet and Council

2.2. Option Two – Do not endorse the Five Year Plan - Not Recommended

While it is possible to operate without a Five-Year Plan, the adoption of such a Plan would provide benefits. It would bring clarity to our priority areas, benefitting numerous stakeholders involved with the service. The Plan also offers sufficient flexibility to adjust focus areas in response to evolving circumstances.

3. Results of consultation undertaken

- 3.1. The areas of focus within the Adult Social Care Five Year Plan have been developed based on issues known to the service as a result of feedback and intelligence from a range of stakeholders in addition to challenges that Adult Social Care need to address. The draft Plan has been shared with stakeholders through the Stakeholder Reference Group, providers and NHS organisations.

4. Timetable for implementing this decision

- 4.1. The Adult Social Care Five Year Plan will be published on the Council's Adult Social Care webpages. The Adult Social Care Management team will have overall responsibility for delivery against the areas of focus with progress overseen by the Cabinet Member for Adult Services and the City Council change board.

5. Comments from the Director of Finance and Resources and the Director of Law and Governance

5.1. Financial Implications

There are no specific financial implications associated with this report. In delivering the focus of the Plan Adult Social Care will be required to operate within the existing City Council financial framework.

5.2. Legal Implications

There are no direct legal implications arising from the production of the Adult Social Care Five Year Plan.

The existence of a social care strategy/plan is an expectation in relation to the Care Quality Commission inspection of Adult Social Care.

6. Other implications

6.1. How will this contribute to the One Coventry Plan?

<https://www.coventry.gov.uk/strategies-plans-policies/one-coventry-plan>

The Adult Social Care Five Year Plan will contribute towards the following One Coventry Plan priorities:

- Improving outcomes and tackling inequalities within our communities
- Increasing the economic prosperity of the city and region

- Council's role as a partner, enabler and leader
- Continued financial sustainability of the council

Ensuring that people have a positive experience of care and support and that our services develop to meet changing population needs are the core focus of the Plan. Working in this way has a positive effect on inequalities and requires the contribution of partners within the City. By concentrating on the areas of focus within the Plan a contribution will be made to the councils financial sustainability as well as helping to ensure that people working in the Adult Social Care sector have meaningful and rewarding job.

6.2. How is risk being managed?

The Adult Social Care Management Team continuously monitor risk within services through the use of an Adult Social Care Risk Register and the Corporate Risk Register, with the support of the Council Risk Insurance Manager.

6.3. What is the impact on the organisation?

The development of an Adult Social Care Five Year Plan outlines where the Council will focus its core efforts in respect of the continued improvement of Adult Social Care and meet its responsibilities towards people with care and support needs and their unpaid carers.

6.4. Equalities / EIA?

The Council must comply with the Public Sector Equality Duty (PSED) (Equality Act 2010) by paying due regard, when carrying out their functions, to the need to eliminate unlawful discrimination, harassment, victimisation and any other conduct prohibited by the Act, to advance equality of opportunity and foster good relations between people who share a 'protected characteristic' and those who do not. In doing so, the Council must consider the possible impact on those who are likely to be affected by the recommendation and their protected characteristics. Protected Characteristics under the Equality Act 2010 are age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation. An EIA specific to the Five Year Plan is attached as an appendix to this report.

6.5. Implications for (or impact on) climate change and the environment?

None

6.6. Implications for partner organisations?

Adult Social Care is closely connected to other partners and in particular the NHS. Where possible shared programmes of work are embarked upon and one of the areas of focus of the plan makes it clear that this will be a priority.

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Councillor L Bigham	Cabinet Member for Adult Services		14.5.25	15.5.25

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