

# Adult Social Care Our Plan 2025-2030



# ○ Introduction

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## ○ Welcome to the Coventry Adult Social Care 5 Year Plan, for 2025 to 2030.

**There are some long-term changes facing Adult Social Care. These include the possibility of significant national reform, such as a national care system and comprehensive Local Authority Adult Social Care inspections by the Care Quality Commission. There are also the local challenges of increasing demand for Adult Social Care in terms of both volume and complexity of needs, requiring greater levels of support.**

It is essential that we enhance our support for Coventry residents to meet these challenges. This includes improving our services that enable individuals to achieve maximum independence and enhancing services for specific groups such as unpaid carers and neurodivergent individuals. Our aim is to ensure our plan encompasses the priorities of those we support, including unpaid carers and families, our staff, NHS colleagues, and voluntary sector partners.

Coventry's Adult Social Care service assists individuals with care and support needs, as well as unpaid carers, to maintain their independence. The service comprises a diverse range of staff, including Social Work and Occupational Therapy Teams, who collaborate with individuals to assess needs and design support plans. Our Provider Services offer direct support and Reablement Therapy.

The bulk of direct support also comes from independent social care providers who are registered with the Care Quality Commission. We have Commissioners and a Brokerage Team collaborating with the independent sector to plan, procure, and ensure the quality of services, ensuring we find the appropriate services and support for everyone.

This Adult Social Care Plan is intended to be read alongside Our Offer, the Annual Report, and the Market Position Statement. It describes our vision, approach, and improvement priorities. Due to the substantial changes expected in Adult Social Care over the forthcoming years, the priorities within this plan will be revised annually to reflect the evolving operational environment.

# Our Commitments in the delivery of Adult Social Care

Our vision for Adult Social Care aligns seamlessly with the overarching aims of the Coventry and Warwickshire Health and Care Partnership Vision, ensuring a cohesive and integrated approach to health and care services:

*We will do everything in our power to enable people across Coventry and Warwickshire to pursue happy, healthy lives and put people and communities at the heart of everything we do.*

We have previously published an 'Adult Social Care Offer' which sets out our commitment to people who access our support and services under eight areas as below:

## Adult Social Care Offer – Coventry City Council

### Our Health and Care Partnership Vision

We will do all we can to enable people across Coventry and Warwickshire to pursue happy, healthy lives and put people at the heart of everything we do.

### How will we do this?

Our work in Adult Social Care, at every level, intends to provide support to the residents of Coventry, in the least intrusive manner possible, based on the assets, resources and abilities that are available to them.

### 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](mailto:getinvolvedasc@coventry.gov.uk)

# Our approach to delivering Adult Social Care



**In Coventry, we employ a strengths-based approach in Adult Social Care. This method encourages individuals to find their own solutions and pursue their goals. By involving those with care needs, their friends, and family at the right time, we support independent and fulfilling lives.**

We emphasise choice, independence, and individual capabilities, aiming to make a positive impact using our staff's skills and expertise. We recognise the vital role of unpaid carers and strive to provide appropriate services for them.

## **Our approach to delivering Adult Social Care**

- Understanding their overall lived experience
  - Identifying and building on strengths and assets
  - Fostering trust and honesty in relationships
  - Supporting social networks and community connections
- To ensure quality and adherence to this approach, we implement various quality assurance mechanisms including:**
- Our Offer document outlines our Adult Social Care services and is regularly updated.
  - We seek feedback through surveys and community engagement events
  - Our Continuous Improvement Network to drive ongoing improvement and innovation.

# Our operating model

**We offer a diverse range of services designed to support individuals in leading independent and fulfilling lives. These services are detailed in the table below. Our approach emphasises what individuals can achieve independently, while clearly outlining the support available when needed. The model illustrates how assistance adapts to various stages in the care and support journey.**

Prevention is a cornerstone of our operational strategy, though we acknowledge that not all preventative measures fall under Adult Social Care. Our comprehensive Council approach to fulfilling the Care Act duties is equally significant..

Prevent	Delay	Support	Review
The activities we undertaken in order to prevent people requiring care and support	The activities we undertake in order to delay the onset of care and support needs as these start to appear	The activities in place to support people once an ongoing care and support need has been identified	The activities we undertake to ensure that once a care and support need has been identified that these needs continue to be met in the most appropriate way
Support available	Support available	Support available	Support available
<ul style="list-style-type: none"> <li>Community Resilience Team</li> <li>Library and information services</li> <li>Voluntary and third sector support</li> <li>Sports, Leisure and Culture provided by organisations including CV Life and Sky Blues in the Community</li> <li>Support to Carers</li> <li>Sheltered Housing or Housing with support provided to people not requiring social care and support</li> <li>Information and Advice</li> </ul>	<ul style="list-style-type: none"> <li>Equipment and Adaptations including Assistive Technology</li> <li>Occupational Therapy services</li> <li>Short Term Promoting Independence Services including Discharge to Assess services</li> <li>Information and Advice</li> </ul>	<ul style="list-style-type: none"> <li>Shared Lives</li> <li>Supported Housing</li> <li>Housing with Care</li> <li>Home Support</li> <li>Residential Care</li> <li>Nursing Care</li> <li>Day Opportunities</li> <li>Support to carers including short breaks</li> <li>Direct Payments</li> <li>Assistive Technology</li> <li>Information and Advice</li> </ul>	<ul style="list-style-type: none"> <li>Review of existing support services to ensure they continue to meet peoples care and support requirements on no more than a bi-annual basis</li> <li>Advocacy services (also available at other stages)</li> <li>Interpretation and Translation (also available at other stages)</li> <li>Information and Advice</li> </ul>



# Coventry – Facts and Figures

## Population

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 of Coventry is 35, which is a full five years lower than that of the region and England at 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.

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.

## Deprivation

Deprivation within the city has decreased in more recent years, the percentage of Coventry neighbourhoods that are amongst the 10% most deprived in England reduced from 18.5% to 14.4% between 2015 and 2019 (this is the most recent data currently available). However, over a quarter (25.6%) of neighbourhoods are amongst the most deprived 20% of areas (the most deprived 'quintile').

# Our resources

## Financial

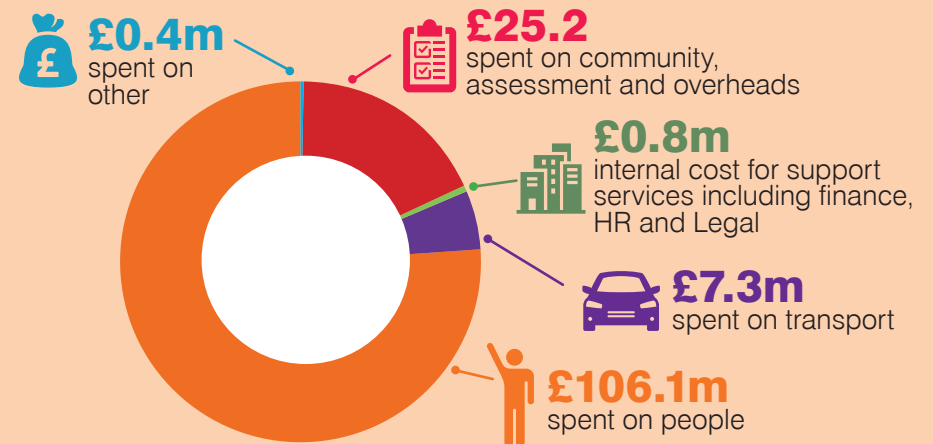
The Council net spending on revenue activity during 2023/24 was £262.3m

The Gross Adult Social Care Spend in 2023/24 minus resident and other contributions was £139.8m as shown below

The gross Adult Social Care spend (minus citizens and other contributions) was

**£139.8m**  
in 2023/24

compared to 2022/23 spend of £118.8m. The largest element of the increase relates to Spend on People.



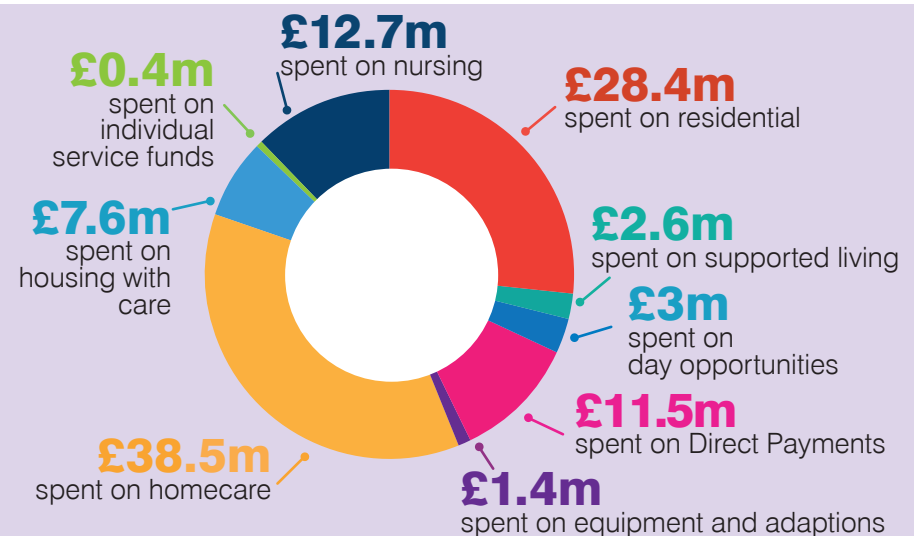
## How we spend our money

The 'Spend on People' referred to in the chart is

**£106.1m**  
in 2023/24

This increased from £91.5m in 2022/23.

'Spend on People' is money spent directly on the provision of care.



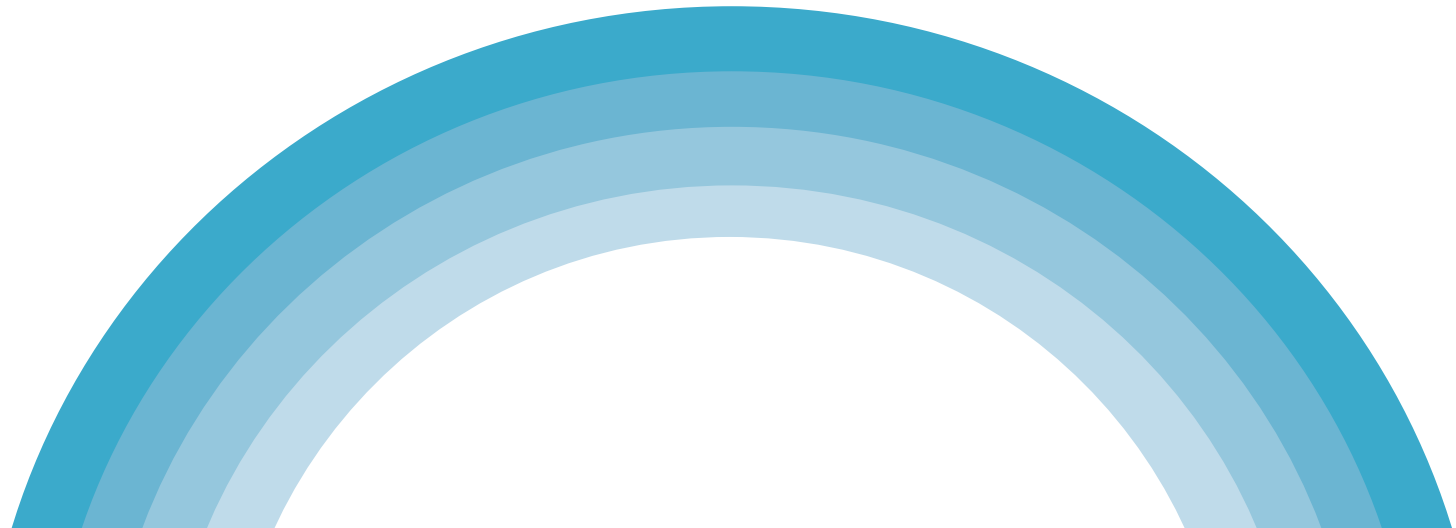
# ○ Workforce

Internal (directly employed by the City Council in Adult Social Care)

- **954 internal staff (including housing)**
- **83.5% Female / 16.5% Male**
- **Average age of workforce was 48 years**
- **64% workforce aged over 45 years**
- **68.3% of the workforce is white**
- **30.3% of the workforce is of Minority Ethnic background**

Whole Market (employed by either the City Council or an external organisation or via a direct payment in the delivery of Adult Social Care)

- **8,000 people employed across the sector (6700 FTE)**
- **83.3% Female / 16.6% Male**
- **Average age of workforce was 42 years**
- **72% workforce aged between 25 and 54 years**
- **37% of the workforce is white**
- **53% of workforce is of Minority Ethnic background**





# The past five years

Over the past 5 years we have worked collaboratively internally and externally to secure change and improve services. Highlights of this are detailed in the table below:

<b>Improving Lives</b>	In collaboration with University Hospital Coventry and Warwickshire, we have established Integrated Locality Teams to facilitate admission avoidance, urgent care, and hospital discharge. The comprehensive city-wide service initiative, launched in June 2024, following trailing in one area of the City has successfully decreased admissions into residential care and has enabled a larger number of individuals to receive support within their homes.
<b>Mental Health Transformation</b>	In our Mental Health services, we have introduced new specialist roles and pathways, and enhanced local delivery through integrated local teams. One notable initiative is the Adult Social Care-led 'Black Lives Matter' project which has shaped our strategies to reduce acute admissions of black males in the city.
<b>Social Interventions in Mental Health</b>	We have pioneered a social intervention model in Mental Health provision. Collaborating with Coventry and Warwickshire Partnership Trust, we have developed a pathway to promote greater independence and address the social determinants that adversely affect individuals with mental illnesses. This initiative has significantly reduced admissions and improved outcomes for those receiving support.
<b>Dementia Partnership Hub</b>	Through collaboration with stakeholders and partners, our Dementia Hub has gained international recognition for its modern approach to supporting adults with dementia. The hub offers a diverse range of activities, information, and advice alongside traditional day services as required.
<b>Use of Technology</b>	In 2024 we commenced an innovation programme with West Midlands 5G (an independent organisation) and two other West Midlands local authorities; Wolverhampton and Birmingham to extend the use of technology in supporting people with care and support needs, unpaid carers and as part of our early help offer. As a result of this we have supported an additional 140 people with care technology, achieving demonstrably improved outcomes.

# Areas of focus for our five year plan

This is a five-year strategic plan, and the Adult Social Care sector is expecting significant transformation due to the recommendations from the Independent Commission on Adult Social Care Reform, plus an inevitable impact as structural changes within Integrated Care Boards and the Department of Health and Social Care progress. This section outlines the core areas of focus for this plan. These will underpin our development work throughout 2025 and 2026. The focus areas for subsequent years will be identified based on the circumstances in which we are operating at that point in time.

	Current Position	Focus of our work
<b>Personalising the experience of care and support</b>	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.
<b>Always Improving</b>	We have established clear policy and practice frameworks across key areas of activity including Disabled Facilities Grants, Direct Payments and Social work practice.	Embedding these policy frameworks into practice to ensure they are universally applied and have a demonstrable impact on people's lives.
<b>New Models of Support</b>	We have pioneered several innovative care and support models in Coventry, including the Dementia Partnership Hub, The POD, and the Social Interventions Collective in Mental Health. These initiatives are grounded in partnership approaches and co-production.	Despite these positive examples of innovation, care and support options for individuals in Coventry predominantly rely on traditional regulated care services. This five-year plan will focus on expanding innovative services to enhance the array of care and support options available.
<b>Support to Unpaid Carers</b>	We have a clear offer to unpaid carers and work effectively with carers support organisations to respond to the requirements of unpaid carers to support them in their caring role. However, the feedback from carers as captured in the carers survey shows we could be doing more.	We have a clear unpaid carers action plan to drive further improvements and are developing new and innovative support to carers through initiatives such as 'MyTime' and the use of technology.

	Current Position	Focus of our work
<b>Prevention</b>	The City offers a diverse array of preventative support options. Some of these services are directly commissioned and provided by Adult Social Care, while others are delivered through various City Council departments. We prioritise preventative measures for individuals who may be on the brink of needing care, utilising our Occupational Therapy and Promoting Independence services to help as many people as possible avoid the need for ongoing care and support.	Our collaborations with the voluntary sector will conclude in 2025, offering us a chance to re-focus on the role of commissioned voluntary sector organisations in delivering preventative support. Furthermore, our collaboration with Health Partners, particularly University Hospital Coventry and Warwickshire, will play a crucial role in maximising the impact of our Integrated Teams within our preventative efforts.
<b>Use of Technology</b>	Our current social care client record system, 'CareDirector', will be replaced by November 2026. We have a longstanding history of leveraging assistive technology and telecare to support individuals with care and support needs. Currently, we are engaged in an exciting collaboration with West Midlands 5G to explore and enhance the utilisation of technology in delivering effective support services.	By replacing our client record system, we gain the chance to review and refine our processes. This transition will enable us to take full advantage of enhanced ICT offerings, including the promising 'Community Gateway'. Our collaboration with West Midlands 5G continues to progress, allowing us to integrate valuable insights into long-term change and improved efficiency. The Artificial Intelligence market for social care is rapidly evolving, presenting promising opportunities for changing how we operate over the duration of this plan.
<b>Integrated Care with Health Partners</b>	We collaborate effectively with our health partners, exemplified by our long-standing joint mental health services. Recently, our Improving Lives programme has successfully merged health and social care services, creating an integrated, community-based discharge model that has increased the number of individuals supported at home following hospital discharge.	Although our Improving Lives initiative launched fully integrated services in June 2024, it is still in its early stages and will require ongoing nurturing and development to ensure optimal effectiveness. The next phase of our integration journey is the Community Integrator programme, which will offer additional opportunities to consolidate community support services.

# ○ Enablers

**Underpinning our service delivery are also a number of ‘enablers’ these are the areas that are critical to the ongoing delivery, development and effectiveness of Adult Social Care and be enduring features of this five year plan.**

## ○ Equality, Diversity and Inclusion

Ensuring our workforce and the services we provide are able to provide appropriate support which is accessible to the diverse population of the city that require our support is a critical enabler to the effective delivery of Adult Social Care. We will continue to find new ways to ensure both our own workforce and the workforce of the organisations who provide care and support on our behalf represent the communities we serve.

## ○ Workforce

We benefit from a relatively stable workforce and our workforce surveys generally indicate that our workforce feels well supported and trained in their roles. Continuing to develop and support our workforce as care and support develops is an area we must constantly address.

## ○ Performance

Understanding our performance against national and local measures is always a priority for Adult Social Care. Identifying where performance is not

as we would like and putting specific plans in place to address this in order to improve our performance overall will be a constant element of continuous improvement over the life of this plan.

## ○ Financial Sustainability

The financial challenges facing Adult Social Care are well documented and are increasingly challenging in the context of complexity of demand and increasing care costs. Continuing to ensure our services are financially sustainable will underpin all of our work.

## ○ Use of Technology

Through the use of digital technologies we will seek to promote independence, keeping people in their own homes for longer. We will work to incorporate technologies as part of our care planning and care offer within the city.

We will provide support to our workforce to make better use of emerging technologies enabling better levels of technological literacy amongst our workforce.

## ○ Engagement and co-production

We have a clear policy and approach to engagement and co-production and a number of mechanisms in place to realise this. Ensuring that engagement and co-production is a theme that runs through all of our work will underpin the success of many of the areas of improvement and innovation.

## ○ Safeguarding

We prioritise safeguarding work as well as being clear on where there are opportunities for learning.

## ○ Practice Development and Assurance

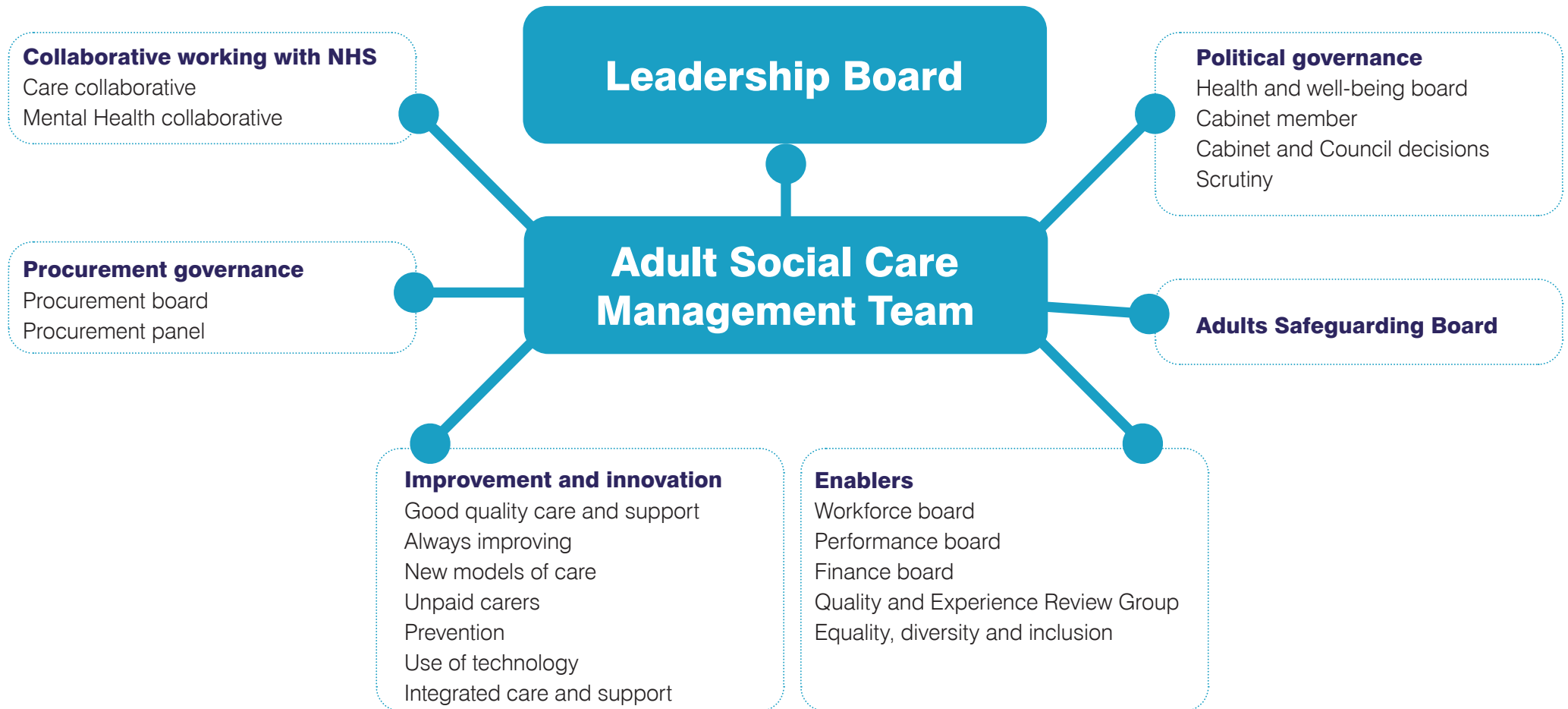
Our Adult Social Care approach in Coventry has strengths based practice, making safeguarding personal and Promoting Independence at the core, we need to ensure this intent is mirrored in all of our practice.

# Governance

**We have processes and structures in place that hold us to account for delivery of good outcomes for residents who use our services.**

We have implemented robust processes and structures to ensure we consistently deliver excellent outcomes for residents utilising our services. The Adult Social Care Management Team (ASCMT) oversees this commitment through various boards and working groups that guide and coordinate our initiatives. A dedicated oversight group, as highlighted below, reports directly to the ASCMT.

Our progress will be transparently reflected in our annual self-assessment and annual report. Additionally, we plan to refresh our Innovation and Improvement areas approximately every two years to remain at the forefront of excellence.



# ○ Measuring Impact

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**Our primary commitment is to enhance the lives and opportunities of Coventry residents while ensuring the delivery of exceptional services. We aim to excel in key national performance indicators and also implement locally defined measures to gain a comprehensive understanding of our performance and the impact we have on areas not covered by national metrics, but essential for tracking local progress and improvements.**

A significant focus of our efforts is to elevate our performance in Adult Social Care at national, regional, and local levels. By benchmarking against other councils, we have pinpointed specific areas that need enhancement. We remain dedicated to improving the quality of life and promoting independence for Coventry residents. When areas requiring attention are recognised, we formulate targeted Improvement Plans and closely monitor their implementation.

Our strategy for assessing the delivery of our 5-year Plan is as follows:

## ○ Benchmarking against National Performance Indicators.

The Adult Social Care Outcomes Framework, which measures how well care and support services achieve the things that matter most to people, informs us how well we are performing on national indicators, and we use this framework to continue to drive forward performance improvements.

## ○ Project Measurement – Milestones.

Our improvement plans have key milestone dates for each plan that are monitored by the Adult Social Care Management Team and are focussed on impact.

## ○ Dashboards

We have built several performance dashboards that provide a picture of how we are performing on a range of indicators. We have a dashboard that presents a summary of data for managers to monitor progress, e.g., annual reviews, open cases, admissions for care homes etc.

## ○ Capturing the lived experiences of people with care and support needs

We deploy a range of methods to capture the experiences of people who use our services. We review all compliments and complaints and have a process in place to learn from these. Our approach is to use a

mixture of surveys, forums, and focus groups. This in turn informs future plans, service developments and improvements.

## ○ Commissioning Intelligence

We will use a variety of methods and channels to bring together local and national information about care quality, availability and our local spending commitments in the care market. This includes utilising intelligence from our contract and quality monitoring processes and feedback from people who draw on our support. We will use this to identify areas of risk where we need to act and plan immediately.

## ○ Audits and Staff Feedback

We use a variety of practice audit processes to identify best practice and areas for further development.

We communicate regularly with staff across the service to obtain information about what is important to staff, and how they think Adult Social Care is performing.



# ○ Our Aspirations

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The implementation of this plan will ensure:

- **Our services are inclusive and honour the diversity of our community.**
- **We empower individuals to live independently at home.**
- **We extend greater support to unpaid carers.**
- **We have established a uniform approach to Strengths-Based Practice and Making Safeguarding Personal among our Council workforce and partners.**
- **There is a robust and resilient Adult Social Care workforce that is well-trained and highly valued.**
- **Our social care market remains sustainable and responsive to a variety of care and support needs in the City, offering an array of choices and a personalised experience of care and support.**

