

Warwickshire County Council



Warwickshire Adult Social Care Strategy 2025-2030





Foreword

Our Adult Social Care Strategy supports and helps deliver our Council Plan priority of being a County where all people can live their best lives; where communities and individuals are supported to live safely, healthily, happily and independently.

We want the people we support and work with to be safe, supported and satisfied and this is what we aim to achieve through delivery of this strategy.

Social care is an important part of the wellbeing of our society; good social care enables people to live the lives they want to lead, where they want, which for most people, is in their own homes. We offer advice and information to residents of Warwickshire to enable them to stay well and for those that are eligible and need support we use a strength-based, person-centred approach, which is graduated to meet different levels of need. This means, we start with what people can do, and build on their strengths and their networks, making the best use of local community assets. We work in collaboration with customers, carers, the NHS, district and borough councils, the voluntary, community, faith and social enterprise sector, care providers and other partners to enable effective support for people using social care.

This Adult Social Care Strategy sets out our key priority outcomes for the next 5 years so that we can meet the challenges ahead and continue to support Warwickshire residents with social care needs to live their best lives. This strategy outlines where we will focus our energies and how we will work and join with others to address challenges and deliver improvements in our offer to residents.

The voices and experiences of residents with social care needs, their families/carers, our staff, and our social care providers have played a hugely important role in shaping this strategy and it's content. We have engaged with over 500 people/providers/organisations to seek their views on what is important to shape our strategy.



Cllr Margaret Bell

Portfolio Holder for Adult
Social Care & Health



Becky Hale

Executive Director, Social
Care & Health



The purpose of the strategy

This strategy details how we will achieve our Council Plan priority of enabling people to live their best lives; where communities and individuals are supported to live safely, be happy, healthy and independent.

Our strategy sets our adult social care priority outcomes and our focus areas and explains what we will do to deliver these through the support we provide directly and the support that we commission (including those commissioned jointly with partners). Importantly, this strategic plan aims to set out where we want to be in five years' time by addressing the key challenges facing us, whilst delivering for our communities, within the resources available and achieving our three priorities of keeping people safeguarded, supported and satisfied.

This strategy is linked to the Warwickshire County Council Plan. It does not replace other strategies but is an overarching approach to services for adults. The Warwickshire Adult Social Care Strategy will be overseen and championed by several partnership boards listed here.

- Warwickshire County Council's Adults Overview and Scrutiny Committee
- Warwickshire Health and Wellbeing Board
- Warwickshire Safeguarding Adults Board
- Warwickshire Care Collaborative

Our responsibilities

Adult Social Care is the support we offer to Warwickshire adults who need help to stay safe, well and independent, so they can live the lives they want within the available resources. Care and Support is accessed through a needs assessment that sets out what care and support is put in place and how it is paid for.

Our duties and responsibilities are determined by the Care Act 2014, the Mental Capacity Act 2005 and the Mental Health Act 1983. The Care Act 2014 sets out the following responsibilities for local authorities.

- Promoting wellbeing
- Protecting (safeguarding) adults at risk of abuse or neglect
- Providing information and advice enabling good decisions regarding care and support
- Preventing and delaying the need for care and support
- Promoting integration of care and support with health services and others
- Promoting diversity and quality in providing services

We support people under the remit of the Care Act 2014 in a number of different ways including through commissioned providers.



Adult Social Care varies in the type of support it provides and the intensity of support given.

Physical

Sensory

Memory & cognition

Long-term support:

provided with the intention of maintaining quality of life for an individual on an ongoing basis

Mental health

Learning disability

Social

Short-term support:

services intended to be time-limited / of short duration to maximise independence or aid with recovery

Our outcomes

Considering the statutory duty placed on Warwickshire County Council as an upper tier local authority with responsibility for adult social care we have three priority outcomes;



Safeguard

Safeguard adults and protect them from avoidable harm.



Support

Enhance the quality of life for people and delay and reduce their need for care and support.



Satisfy

Ensure that people have a positive experience of care and support.



In delivering these three strategic priority outcomes we have several focus areas that we want to achieve and in doing so provide the support we need to under the Care Act 2014.

- **You will be able to find the information and advice you need to make informed decisions**

- **You will be supported to remain independent**

- **You will see that when understanding your needs we will start with your strengths and what matters to you**

- **You will benefit from Warwickshire having well trained staff and volunteers to support you in a caring and supportive way**

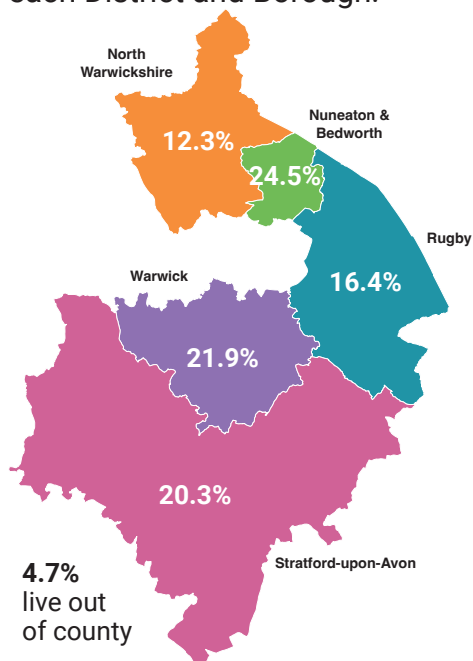
- **You will see that Warwickshire social care work in partnership to meet your needs and improve your health and wellbeing.**

The above are the focus areas we have set ourselves for the next 5-year period. These have been developed through active engagement with people drawing down on support, people working in Social Care and Support and the wider workforce working in the social care commissioned market.

Activity Data December 2024



Of the **7,760** people we supported at any one time the following proportion of people live in each District and Borough:



71 people aged **18-64** and **964** aged **65+**

were newly supported in a residential setting in the last **12 months**.



Total forecast expenditure for **2023/24** is estimated at

£206M

There are currently **2,322** people in residential or nursing care.

On average, weekly costs for a placement in a residential setting are:

£960 for all people

£865 for older people

£1700 for people with a learning disability

£1280 for people with a physical disability

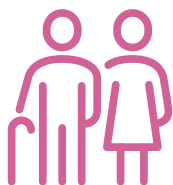


We currently provide support to

4,592 older people

- **59%** of all those supported.

Support for **older people** accounts for **35%** of the forecast annual spend.



898 people

currently receive a Direct Payment.

- **667** of those people are adults under the age of **65**.



2,481

people currently receive domiciliary care, at an average cost of **£303.07** per week.

85% are older people

11.6% have a physical disability

2.1% have mental health needs

1.57% have a learning disability

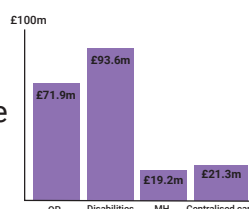


19%

of the people we currently support have a learning disability.

Support for people with disabilities represent **45%** of the total forecast expenditure.

Forecast expenditure for **2023/24** sees Older People and Disabilities accounting for the **majority of the budget**.





Our Context

Warwickshire is a fantastic place to live, work and do business. We have a strong economy, high life expectancy, and strong educational attainment. The social care sector employs around 15,550 people directly.

Ageing population - In Warwickshire, the number of people aged over 65 is predicted to grow to 145,500 in 2030 from a 2020 baseline of 122,000. We should rightly celebrate this, with life expectancy for men being 79.7 years and 83.4 years for women. Whilst many people remain independent and have good health, as we get older, we are more likely to develop health conditions and to experience frailty and the demand for adult social care support will increase accordingly.



1 in 10 of Warwickshire's population is aged 75+

By 2030, the number of residents aged **75+** is projected to increase by **30%** compared to the figure in 2020

Population Health - The health of our population is better than the England average. This is not though everyone's experience and there are some people within our community whose health, independence and quality of life we can help to be better. There is a gap of 19.3 years for females and 17.6 years for males between healthy life expectancy and life expectancy in Warwickshire. In areas of the county, with higher levels of deprivation, and amongst some groups such as people with learning disabilities, people can have poorer health and need more support. There are many things we and our partners can do to improve the health and wellbeing of these residents and with the increase in demand, it is vital that we do.

The Council's spend on Adult Social Care has risen by

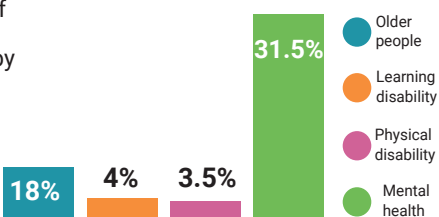
53% in 5 years,
forecast to reach **£227.1m**
in the 2024/25 financial year

Increase in Demand - We are seeing a rise in the number of elderly residents requiring social care support funded by the Council. Alongside this, we are seeing an increase in the complexity of issues that our customers are experiencing. These impact on the level of care required and the mix of professionals involved in their care. By January 2025, WCC commissioned support for 7,662 individuals, an increase of 2.8% in the last 12 months, and 866 individuals more than August 2020.

Overall the number of people supported by WCC has increased by

13.1%

since the end of the **2018/19** financial year.



The average weekly hours of a Domiciliary Care package has increased by

20 minutes
since 2019





The Adult Social Care Workforce - Staff across the adult social care workforce are our most important asset. Within WCC, our retention rates are good, and staff tell us that the council is a good place to work. We have been working hard to maintain our workforce and at times this is challenging as we compete with neighbouring authorities to attract the best people. Our Adult Social Care providers also face challenges with recruitment and retention, and this can result in the increased use of agency staff. Whilst the market has grown its capacity through international recruitment there are also challenges for some of our providers with progressing international recruitment effectively.

The vacancy rate of care workers in Warwickshire was

5.7%
in 2023/24

JOBS

The **turnover rate** of care workers in Warwickshire was

29.8%
in 2023/24



452

packages of care were handed back during

2023/24

However **zero providers** closed due to financial failure



Market Viability - In addition to workforce pressures, providers continue to report cost of living inflationary pressures. The combination of these issues is leading to an increase in the operational costs which are being passed on. With these pressures some providers have struggled with maintaining quality provision and viability. In a small number of cases this has resulted in withdrawal from the market or a hand back of packages of care.

Rising Cost of Care - The above challenges are resulting in a rise in the cost of care. This is happening across the country. These increases present a challenge in how we manage our social care services (considering increased demand also) and obtain best value. The average cost of all care home placements rose by 6.1% over the last 10 months. Only 28% of all residential placements and 11% of all nursing placements are at the framework rate.

By **2030**, the number of residents aged **18-64 years**

predicted to have a moderate or severe learning disability is projected to increase

by **10%** compared to the figure in **2020**



What matters most to the people who use our services?

This strategy is built on engagement with residents accessing social care, their carers and families, our social care workforce and our adult social care providers to better understand what we are most proud of across social care/our services, what matters most to the people who use our services and what needs to be improved. We have engaged with:

210

individuals and groups of customers, carers and loved ones.

120

provider representatives through their quarterly provider forums, and on behalf of customers.

200+

staff in group sessions and team meetings.

People who we talked to, emphasised above all, the requirement for:

Person centred care – In accessing social care services, people want to feel that they are being listened to, that we properly understand who they are and the life they live and that we recognise them as ‘experts’ of their own specific needs.

Having their ‘human needs’ met – In receiving care and support, people told us they do not simply want a set of tasks done to them but wish to be treated like everyone else; being seen as an individual, with friends, peers, sexual relationships, interests and community connections.

Choice and Control – In planning their support the people we talked to want to live life how they want, making their own choices about the life they lead.

Feeling safe – Whilst the people we engaged with wanted to feel safe they also wanted to feel together we are balancing risks with positive risk taking.

Remove barriers of receiving care – People felt good communication was really important alongside regular reviews to properly understand their changing needs

Social Care staff internally and across the market believe that person centred care, independence, choice and effective communication matter most to customers. They also felt clear guidance, streamlined processes, consistency in services and direct payments were primary topics that impacted on customers experiences.

‘allowing people to remain independent in their own homes’

‘holistic approach to support considering the whole family’

‘to be heard and be listened to’



What might we improve?

Areas highlighted as those we need to improve upon are more resources, working in unison with other agencies to provide seamless care and where possible having a consistent Social Care Practitioner who supports people through their care and support journey. In addition, better communication and timeliness regarding care and decisions, better use of community resources and more support and housing options for those with the most complex needs were sighted as improvements we could make.

'making people aware of the support available to them'

'equitable access to services for everyone'

'promote equipment and assistive technology'

What are we most proud of?

Our workforce is passionate about making a difference, changing lives and working with people to have positive outcomes. Messages about what works well and aspects of the work the wider social care and support workforce are most proud of included valuing relationships and teamwork, empowering and person-centred approaches and their strength-based practice.

'empower individuals to problem solve themselves'

'honest conversations about what is possible'

'moving to embedding coproduction in the entire process'

'person-centred, empowering people, supporting (people) to be safe'



Our Delivery Plan

The table below sets out the key actions we will take to deliver our strategy and this will be integrated into our Innovation and Improvement programme, which is overseen by an internal program board.

Focus Area 1: You will be able to find the information and advice you need to make informed decisions		
What we will do...	Impact- where we will be in 5 years	We will measure success by...
• Work with people who use our services to make sure our information and advice offer provides the information required, is easy to understand and supports independence and positive outcomes. • Provide online self-help tools so people can find information to improve their own lives/the lives of people they care about. • Further enhance the promotion of the range of aids, adaptations and technology, and what is available in the community through our information offer. • Ensure when people contact us for help we actively listen and appropriately direct people to the service that optimally supports needs either within the community and /or within social care and support. • Respond to Joint Strategic Needs Assessments (JSNAs) and further enhance our prevention support offer making it more visible and accessible.	• We will have an exemplary Adult Social Care and Support information offer enhanced by online tools. • People will tell us they know where to go for the information they need and our website/webtools are easy to use. • People make increased use of our information support offer. • In contacting us people will tell us they felt listened to, understood and were directed to the right support at the right time. • People will make better use of aids, adaptations, and technology which will reduce, delay or prevent their need for a care assessment. • Our Information and advice support will be enhanced by our JSNAs, thus taking an informed and evidence-based approach. • We will have a more effective 'customer service centre' having benefited from improvements that are co-produced with people who use our services.	• Satisfaction survey feedback regarding access to and quality of information. • Increased uptake use of our information offer, self-help tools, adaptations and technology. • Reduction in repeat calls to WCC service center for the same thing. • Measured improvements against JSNA recommendations regarding information and advice.



Focus Area 2: You will be supported to remain independent

What we will do...	Impact- where we will be in 5 years	We will measure success by...
• Work harder and smarter, together with our communities and community partners to connect people to community resources preventing/delaying the need for care and support. • Enhance our work with young and adult carers to provide the advice, information and necessary support they need while caring for their loved ones. • Strengthen our 'home first' approach and helping people to stay where they want to live with the right support and care. • Work with partners to increase the availability of affordable, housing with care options. • Further build upon our short-term recovery and enablement offers, including from hospital discharge, to help people gain or regain their independence. • Make direct payments an easy option for people who want choice, control and flexibility in meeting their care and support needs. • Introduce Web tools that enable people using our services to access good information about their case management.	• More people are connected to wellbeing support opportunities in their community. • More young and adult carers are accessing carer support services. • People are supported to be at the home of their choice where possible. • Housing with Care will have grown and improved, increasing nomination rights and reducing the demand for residential care places. • More people are helped to gain or regain independence through short-term support. • A thriving direct payment offer with more people having additional choice and control in their care and support. • People using our services can keep abreast of developments regarding their care through 'self-serve' tools.	• Percentage increase of a carers assessment undertaken and satisfaction feedback of carers within the Carers Wellbeing Service. • Percentage increase of people supported to live where they choose in the community. • Enablement and reablement service satisfaction feedback. • Increase in the number of people using direct payments/ decrease in those ending direct payment as they cannot meet their care and support needs this way. • Use of self-serve tools.



Focus Area 3: When understanding your needs we will start with your strengths and what matters to you

What we will do...	Impact- where we will be in 5 years	We will measure success by...
- Carrying out assessments and reviews in a timely manner in a place that best suits the people we work with. - Work with people, listening to them to understand what is important to them, what they would like to achieve, who is important in their lives, and their ideas of how to achieve what matters to them. - Make sure that everyone who works in the adult social care sector in Warwickshire, has the same strength-based approach. - Focus on the experiences of people receiving services and how we work together to improve the quality of services.	- Timely access to assessments, reviews and support. - Higher percentage of people are happy with the support that they receive. - People using services feel that we value and build on their strengths irrespective of who is delivering their care. - People we work with feel listened to and have jointly agreed (co-produced) their care and support plans. - People using our services will have been asked about their experiences and feedback will help us to improve how we work. - Starting with strengths will be the approach that everyone working across adult social care in Warwickshire uses.	- Reduction in people waiting for assessment, reviews and support. - Satisfaction survey with people that use adult social care and support and commissioned services (those we buy). - Audit of commissioned services using strength- based approach and % increase as needed. - Organizations, staff and volunteers who are trained in strength-based approaches will have increased their skills, knowledge and confidence in delivering our strength-based care and support.



Focus Area 4: You will benefit from Warwickshire having well trained staff and volunteers to support you in a caring and supportive way

What we will do...	Impact- where we will be in 5 years	We will measure success by...
• Better understand future workforce needs and work together across the sector to make sure we have the staff and skills to meet those future and changing needs. • Train and support people that work in social care and support to deliver the best possible care and support. • Ensure everyone is trained and committed to reduce inequalities and discrimination and to promote inclusion. • Ensure people using our services have a consistent named worker that supports them when receiving help and support from us. • Build on the success of international recruitment in ensuring we have sufficient staff to meet our demands for care and support. • Encourage people to choose Warwickshire as a place to work in social care and support.	• We have a skilled and stable workforce with the right people, with the right skills, in the right roles. • People who work in adult social care and support will be trained and supported to actively challenge discrimination and inequalities and work together to promote inclusion. • People who face barriers to inclusion will tell us they have a good experience and good outcomes when we work with them. • People choose to come to and then stay working in Warwickshire adult social care and support. Vacancies are filled in good time.	• Measure how successful we are at recruitment and retention. • Satisfaction survey with people that use adult social care and support and commissioned services (those we buy) with specific questions around the inequalities they face. • Measure the number of people receiving the relevant training and development opportunities to do their roles and satisfaction survey of their training and development opportunities. • Measure changes in 'named worker' for people we work with. • Carry out exit interviews.



Focus Area 5: Warwickshire Social Care works in partnership with others to meet your needs and improve your health and wellbeing.

What we will do...	Impact- where we will be in 5 years	We will measure success by...
- Put people who use our services and their carers at the heart of all service change and improvement by reinvigorating our co-production approach. - Strengthen our Quality Assurance approach by collaborating with people who are using/have used our services to drive service improvements. - Enhance the use of services in local communities to keep people independent by working closely with communities, District and Boroughs, voluntary and community organisations. - Build upon our partnerships with Health, taking opportunities to further integrate to deliver seamless services and make best use of resources. - Champion the reduction of inequalities and discrimination and promote inclusion together with all partners. - Enhance our online Market Position Statements (MPS) to support Market Shape. - Work towards our ambition for sustainability within the Adult Social Care Sector and strive for carbon net zero by 2050.	- People who use our services will play an active role in improving our approach and making decisions about change through positive engagement and coproduction. - People we work with, carers, and partners will tell us they have felt listened to, included and are able to influence change. - People know what is available in their local community and how to access it. - Closer working with Health, including the success of the Community Integrator to provide seamless services for Warwickshire people. - People will have helped us check how well we are doing, told us how we can do things better and helped us achieve what is in this strategy. - Providers respond to our MPS messages, progressing service developments. - We will secure trained champions in Carbon Literacy, measure our carbon footprints across the sector and have robust plans in place to reduce them.	- Evidence is captured of people's voices and contributions – using 'you said we did.' - Satisfaction surveys – people who use our services and their carers, and partners will tell us they have felt listened to, included and that they were able to influence our approach. - Organisational audits of new plans, policies and developments. - Healthwatch Annual Report will demonstrate improvements through the views of people using our services. - Measuring improvements against the five delivery themes of the Sustainable Futures Strategy.



Adult social care and support is working with partners of the Warwickshire Health and Wellbeing Board to implement the recommendations from the Joint Strategic Needs Assessment work programme, which also address the key themes of this adult social care strategy:

- **Increasing population leading to increased demand on services**
- **Increasing complexity in conditions which services need to plan for**
- **Marked health inequalities across the population**
- **Opportunities for prevention across services**
- **Building on strengths to ensure health is an enabler in people's lives, as opposed to being defined by ill-health**

The Strategy supports the delivery of the Warwickshire County Council Plan and contributes to and is supported by several other strategies as shown here;



Our Governance

The Warwickshire Adult Social Care and Support Strategy will be overseen and championed by:

- **Warwickshire County Council's Adults Social Care & Health Overview and Scrutiny Committee**

In addition we will share information and updates on progress to

- **Warwickshire Health and Wellbeing Board**
- **Warwickshire Safeguarding Partnership**

For more information visit:
www.warwickshire.gov.uk/

 **@WarwickshireCountyCouncil**

 **@bestwarwickshire**

 **@warwickshire_cc**

For the latest service news from the Council
subscribe at
www.warwickshire.gov.uk/keepmeposted

To have your say on Council services and
priorities you can take part in our ongoing
consultation and engagement at
www.warwickshire.gov.uk/ask

**For help to understand this
information please contact us on
01926 410410**