



# Making the difference that matters

Gloucestershire's  
Annual Report for  
Adult Social Care

2024/2025

# WELCOME

## TO 'MAKING THE DIFFERENCE THAT MATTERS'

**This is our annual report for Adult Social Care. It gives an update on our performance over the last year, including feedback from people about our services, how we spent our budget, and celebrates our key achievements. It sets out where we are now against our ambitions and vision of where we would like to be. We also introduce our new Principal Social Worker and Principal Occupational Therapist.**

We have many things to be thankful for in Gloucestershire: our skilled and dedicated workforce, excellent partners in the NHS, care providers and voluntary organisations, and a strong sense of community in all corners of our county.

We are committed to striving to ensure we can make the best possible support offer to those that need us. That means in terms of value for money, quality, effectiveness, and the most personal outcome focussed offer we can achieve.

In Gloucestershire we have a thriving, but ageing population and we need to be creative in how we meet the needs for people as they get older and need additional support from us. We acknowledge there is a wealth of knowledge and experience in our communities that will help us to deliver our priorities.

By working together more closely, we can empower people with lived experience, our staff, and partners to help us drive positive changes for the people that need Adult Social Care and ensure that their voices are heard by decision makers as we transform our services now and, in the future.



# REFLECTIONS ON THIS LAST YEAR

*SARAH SCOTT, EXECUTIVE DIRECTOR OF ADULT SOCIAL CARE, WELLBEING AND COMMUNITIES*

**It has been a busy year as we prepared for a full assessment by the Care Quality Commission (CQC). Inspectors visited in September 2024, and their report was published on January 31, 2025.**

I am pleased that CQC recognised the significant progress we are making to transform adult social care. We are in the middle of a five-year transformation programme that is already having a positive impact on services.

The council is investing an additional £5.6 million into our transformation and improvement plans over the next two years, on top of the £224.264 million already committed to Adult Social Care overall in the 2025 budget. We also received £600k from the government's Accelerated Reform Funding to enhance support for unpaid carers.

I am delighted that inspectors recognised our strong leadership and saw something I see every day – a passionate and committed workforce – which really shone through. They praised our partnership with health colleagues and the number of initiatives we have in place to help people in Gloucestershire stay healthy and independent.

Our focus now is to build on the service improvements we have made in areas like access to care, use of data, reducing waiting times, accessible information, quality assurance and involving members of our community in the development of services.

We know what action needs to be taken and this work is already well underway to achieve our vision for Gloucestershire's Adult Social Care which is "We make the difference that matters."



**SARAH SCOTT**

Executive Director of Adult Social Care, Wellbeing and Communities

*CLLR DR KATE USMAR, OUR CABINET MEMBER FOR ADULTS' SUPPORT AND INDEPENDENCE*

“

I'm deeply passionate about empowering people to live their lives on their own terms. That's why I'm committed to supporting individuals to maintain their independence for as long as possible – in the homes and communities they know and love.

"Achieving this means providing the right support, at the right time, not just for individuals, but also for their carers, families, and the wider community.

"Since stepping into my cabinet role in Gloucestershire, I've been truly inspired by the dedication, professionalism, and compassion of our staff. They are united by a shared vision: to protect and support the most vulnerable members of our society.

”



**CLLR DR KATE USMAR**

Cabinet Member for Adults' Support and Independence

# KEY ACHIEVEMENTS



We have developed an **Older Persons prevention strategy** that is designed to enable and support more older people to live longer with good health in the place they call home and spend less time in need of care and support.



We published our **Market Position Statement which provides an up-to-date picture of current and predicted number of people who need social care in Gloucestershire and what the county will need to support them over the next 20 years.** This is useful for care providers to plan and be able to deliver that care now and in the future.



We're developing an **all-age carers strategy** to improve support for unpaid carers.



We're improving our reablement and intermediate care to **support people being discharged from hospital.**



We are also developing a **workforce strategy to address capacity issues and international recruitment challenges.**



We're implementing a **new Technology Enabled Care service** which will help keep people safe and well.

## DID YOU KNOW? ...

The number of people needing **social care** has **increased both nationally and locally** and is expected to

# GROW

over the next 25 years.

Care worker pay has **increased** from £8.82 an hour in 2015/16 to

# £10.11

**an hour in 2022/23**

thanks to the National Living Wage

Our Market Position Statement highlights the

## SIGNIFICANT CHALLENGES

we face with an **increasing older population** and recruiting sufficient care staff.



# 56%

**The county council purchases 56% of all available care in Gloucestershire,** including 52% for older people (over 65) and 63% for adults aged 18-64. The other 44% is from people who self-fund their care and other local authorities buying care in Gloucestershire.

# 44%

# GLOUCESTERSHIRE AND ITS PEOPLE

## LOCAL DATA

**The Office for National Statistics (ONS) estimates that at mid-year 2023 the population of Gloucestershire was 659,276.**

In the next 20 years we are expecting the population of Gloucestershire to grow. Within this, we are expecting a disproportionately large amount of that growth to be seen in older adults, with the largest increase in those aged 85+.

Our Market Position Statement provides more detail on this growth and sets out how we will respond to it.

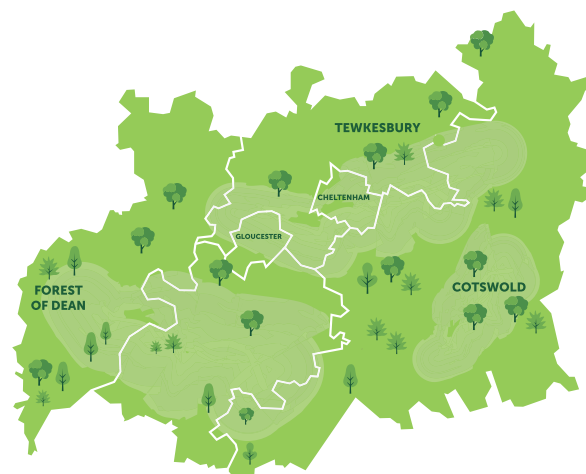
**Visit: [www.gloucestershire.gov.uk/health-and-social-care/gloucestershire-market-position-statement-mps-2024](http://www.gloucestershire.gov.uk/health-and-social-care/gloucestershire-market-position-statement-mps-2024)**

More key statistics about our county can be found on our website **'Inform Gloucestershire'**:

**Visit: [www.gloucestershire.gov.uk/inform](http://www.gloucestershire.gov.uk/inform)**

# 659,276

The Office for National Statistics (ONS) estimates that at mid-year 2023 the **population of Gloucestershire was 659,276.**



## POLITICAL AND PARTNER CONTEXT

**As at May 2025, Gloucestershire is a two-tier authority which consists of Gloucestershire County Council and six district councils. Gloucestershire County Council elections were held on 1 May 2025. The Liberal Democrats won the largest number of seats and Cllr Lisa Spivey was elected Leader of Gloucestershire County Council.**

Cllr Dr Kate Usmar was selected as the Cabinet Member for Adults' Support and Independence. Full details of all the county's councillors can be found on our website.

**Visit: [www.gloucestershire.gov.uk/council-and-democracy](http://www.gloucestershire.gov.uk/council-and-democracy)**

The county benefits from a 'coterminous' partner landscape which means the county council, NHS, Gloucestershire Constabulary, and Gloucestershire Fire and Rescue Service all operate within the same geographical border.



**CLLR LISA SPIVEY**  
Leader of Gloucestershire  
County Council



**CLLR DR KATE USMAR**  
Cabinet Member for Adults'  
Support and Independence

# WORKING IN PARTNERSHIP WITH NHS



**One Gloucestershire is a partnership that brings together NHS, social care, public health, and other public, voluntary, and community organisations. It consists of the Integrated Care Board (ICB) and Integrated Care Partnership (ICP).**

Adult Social Care services work closely with the ICB to ensure health and social care services are well-coordinated and meet local needs. The Executive Director of Adult Social Care, Wellbeing and Communities, and the Director of Public Health are on the ICB board.

The One Gloucestershire Partnership aims to develop healthy and active communities and improve health, wellbeing, and care for people at all stages of life.

**Visit: [www.onegloucestershire.net](http://www.onegloucestershire.net)**

District level partnerships (called Integrated Locality Partnerships or ILPs) and Integrated Neighbourhood teams work together locally to support healthy communities, promoting wellbeing and prevention, and to provide coordinated support and care.

We work together with our health partners to ensure that the services we commission to support residents complement each other.



# ABOUT ADULT SOCIAL CARE



**Adult social care can help you stay independent, safe, and well for as long as possible.**

People can draw on care and support in different ways and at different stages of their life. Some may only use social care for a short period (for example, after a hospital stay), while for others care needs develop suddenly or gradually. Some will require support throughout their life.

Adult social care can support adults of all ages with a diverse range of needs, including those with a learning disability or physical disability, mental health condition, dementia, autism, and other long-term conditions.

We aim to support people to stay independent, safe, and well so they can manage their own needs and achieve the life they want to live, with a big focus on wellbeing.

**Short-term and longer-term support may include<sup>1</sup>:**

- information, advice, and guidance - including for unpaid carers
- ways to keep in touch with friends and family, and engage in social activities, we may link you with community activities and groups through our Know your Patch networks
- loaned equipment, technology and home adaptations
- personal care to manage daily tasks such as washing, dressing and household chores
- supported living and care homes.

<sup>1</sup>This will be based on a Care Act Assessment – please contact Adult Social Care Helpdesk on 01452 426868 if you think you have eligible needs.



# HELPING YOU TO HELP YOURSELF

## We have improved our website

We have recently simplified all our Adult Social Care web pages to make it easier for you to find the information, advice, and guidance you need about our services and the support available.

Find out more about Adult Social Care, how we can support you at different stages of your adult social care journey and how to contact us:

**Visit: [www.gloucestershire.gov.uk/health-and-social-care/adult-social-care](http://www.gloucestershire.gov.uk/health-and-social-care/adult-social-care)**

The Your Circle website also provides information and advice to help you stay independent, safe, and well. It's a fantastic directory of local support and resources.

**Visit: [www.yourcircle.org.uk](http://www.yourcircle.org.uk)**



## INTRODUCING OUR NEW ONLINE FINANCIAL ASSESSMENT

**We've made it easier than ever to figure out care costs with our new Online Financial Assessment. Here's how it helps:**

- **Easy and Convenient**  
No need to book an appointment. You can complete the assessment online, anytime that works for you.
- **Faster and Smoother**  
The online system speeds things up by making it simple to submit and process your financial details – saving time for both you and our team.
- **Help When You Need It**  
We've got clear instructions and support available every step of the way, so you can feel confident filling out your information.
- **Clear and Transparent**  
You'll get a better understanding of what your care might cost and what you may need to contribute.

# MEET OUR DIRECTORS



## SARAH SCOTT

EXECUTIVE DIRECTOR OF ADULT SOCIAL CARE, WELLBEING AND COMMUNITIES

Sarah Scott is the Executive Director of Adult Social Care, Wellbeing and Communities at Gloucestershire County Council. In her role, she ensures that the council meets its statutory duties—such as safeguarding vulnerable adults, promoting independent living, and delivering high-quality care services that support wellbeing. Leveraging her extensive background as a former Director of Public Health, Sarah brings deep expertise in reducing health inequalities and implementing preventive care initiatives. This experience informs her strategic leadership as she works to integrate care and public health practices, ensuring that services are both responsive and accountable.



## AMANDA JONES

DIRECTOR OF ADULT SOCIAL CARE OPERATIONS

Amanda Jones, Director of Adult Social Care Operations, is responsible for ensuring that all our services meet statutory obligations while safeguarding vulnerable adults. In her role, she oversees local social care assessment teams, short-term services including hospital discharge and assessment teams, and in-house care and support services—such as financial assessment teams and our helpdesk. Part of her statutory duties also involves acting as a Caldicott Guardian, ensuring that the rights and wellbeing of those receiving support are rigorously protected.

Amanda brings a wealth of expertise to the role, having built her career as a qualified social worker and working previously as a Principal Social Worker outside the county. Her extensive experience, including her previous senior leadership role at York City Council, informs her practical and strategic approach to enhancing service delivery, streamlining operations, and ensuring that service users receive timely, coordinated, and high-quality care.

# MEET OUR DIRECTORS



## BENEDICT LEIGH

DIRECTOR OF INTEGRATED COMMISSIONING

Benedict Leigh, Director of Commissioning, is responsible for ensuring that our commissioning activities meet their statutory duties, which include driving market development, shaping service markets, and promoting meaningful co-production with communities and service users. In his role, he leads a team that handles strategic commissioning, oversees contract management, and manages the integrated brokerage team—ensuring that the services we commission are aligned with local needs and national quality standards.

Benedict brings a unique perspective to his role, drawing from his background as a qualified mental health nurse and his extensive commissioning experience, including previous leadership roles outside the county. His practical clinical insights combined with his strategic commissioning expertise empower him to create effective, responsive services that improve outcomes for our community.



## EMILY WHITE

DIRECTOR OF QUALITY, PERFORMANCE AND STRATEGY

Emily White, Director of Quality, Performance and Strategy, is responsible for ensuring that Gloucestershire's adult social care services meet their legal and regulatory obligations. This includes safeguarding vulnerable individuals, monitoring quality and performance, and driving transformational change across our services. In her role, she ensures that safeguarding protocols are rigorously implemented and that the service meets the necessary statutory standards, working closely with our Principal Social Worker and Principal Occupational Therapist to keep quality at the forefront.

Emily is a qualified social worker with a wealth of experience in adult social care. Before joining Gloucestershire County Council, she served as a Principal Social Worker and Head of Safeguarding, roles where she oversaw critical aspects of service safety and quality. More recently, her work with the Care Quality Commission allowed her to develop and refine quality assurance processes, giving her deep insight into effective, high-quality care. Her background combining direct social work practice with strategic regulatory experience makes her exceptionally well-suited to lead quality, performance, and transformation initiatives in our county.

# MEET OUR DIRECTORS



## SIOBHAN FARMER

DIRECTOR OF PUBLIC HEALTH

Siobhan Farmer, as Director of Public Health, is responsible for ensuring that Gloucestershire meets its legal obligations in protecting and promoting the health of its communities. This means she oversees essential public health services—including domestic abuse support, migrant health, and community and accommodation-based services—and ensures that statutory functions are delivered to protect public wellbeing. She also builds strategic relationships with the Voluntary, Community and Social Enterprise (VCSE) sector to enhance these services. Siobhan brings a wealth of experience from her previous roles outside the county, which has equipped her with a broad understanding of public health challenges and solutions. Notably, she played a key role in managing the COVID-19 pandemic soon after joining the council, quickly establishing effective measures to protect communities during a critical time. Her depth of knowledge and hands-on leadership continue to drive quality public health strategies across Gloucestershire.

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Learn more about our teams and what they do, together with our career pathways and latest job opportunities:

**Visit: [www.gloucestershire.gov.uk/ascruitment](http://www.gloucestershire.gov.uk/ascruitment)**

# OUR AMAZING STAFF

## CELEBRATING OUR AWARD-WINNING SOCIAL WORKERS

**We're incredibly proud of all of our Adult Social Care teams—driven by passion, purpose, and strong values. Over the past year, eight of our Social Workers and our Enablement Team were nationally recognised for their outstanding work.**

These awards are part of the 'Amazing Social Workers' campaign, run by the British Association of Social Workers (BASW)—the UK's largest professional body for social work. The campaign shines a spotlight on the incredible impact social workers have across the country.

The goal? To celebrate the achievements of individuals and teams, and to help more people understand just how vital social work is to our communities.

“

The Enablement Team assist community members who often lead isolated lives, lacking support from family or friends. Over the past year, the team has received more than 2,000 referrals. When appropriate, Enablement seeks grants to provide essential items such as household goods, carpets, deep cleaning services, housing and garden maintenance, mobility aids, and assistance with energy and heating costs.

”



“

The praise they receive from various agencies, professionals, and especially the individuals they assist, reflects the outstanding impact of their work. Team members are often described as inspirational and compassionate, embodying a warmth and understanding that Gloucestershire County Council takes great pride in.

”

“

Every conversation I have with colleagues in the Team leaves me impressed by their dedication to empowering individuals in Gloucestershire to live as independently as possible.

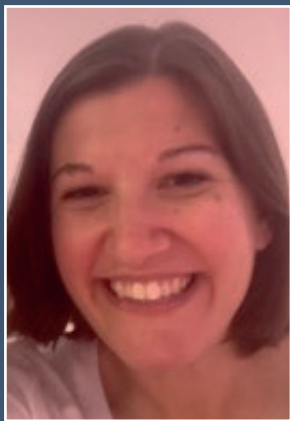
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# SOCIAL WORKER OF THE YEAR



**Lauren Warner, a senior social worker in our Adult Social Care Hospital Discharge and Assessment Team was a finalist for 'Adult Social Worker of the Year' in the Social Worker of the Year Awards.**

These awards recognise those social workers who have made a positive impact through their outstanding work with adults.



Lauren never stops championing the people and families that she works with whilst recognising them as experts in their own lives. She values each person as an individual, taking time to really get to know their situation so she can work in partnership with them.

She works tirelessly to support her colleagues to develop their skillset and overall social work practice, acting as a role model within her team and as a mentor to both apprentice and student social workers.



## DID YOU KNOW? ...

We employ **1159** people across all our adult social care services

**2.4%** of our staff identify as **BLACK**

**3.4%** of our staff identify as **ASIAN**

**78%** We are **78% Female** and are looking at why more women than men move into social care



**156** We have **156 people** upskilling through apprenticeships



# OUR VISION: MAKE THE DIFFERENCE THAT MATTERS

“

We make a difference by enabling people to help themselves and each other—doing our best to help people build resilience, thrive, and live a good life.

”

## OUR APPROACH: THE ‘MAKE THE DIFFERENCE’ MODEL

Our ‘Make the Difference’ model of adult social care practice in Gloucestershire has had a profound impact on the delivery and effectiveness of services, transforming lives by focusing on what people can do, not just what they need.



## STRENGTHS-BASED SUPPORT

We focus on people’s strengths and what they can do. We will look to work with Occupational Therapists to also support regaining independence using a range of solutions such as;

- Minor home adaptations
- Community loaned equipment
- Disabled Facilities Grants
- Social connections to reduce loneliness



# THE THREE CONVERSATIONS MODEL

We use the three conversations model to understand what a good life looks like for each person:

## 01

### Conversation 1:

Contact and prevention is an initial chat with you to find out more about your situation. We want to understand what's happened or changed for you, what's working well for you and what you would like to achieve. Together we will explore what support is around you. We will help to find solutions that are right for you in your community and with your network of support.

## 02

### Conversation 2:

Short term crisis intervention. If a crisis happens, we can work closely with you to regain control of your life. Together we will look at what has happened to trigger the crisis and what needs to change. Then we will explore what support is available to you to help and make a plan. We can be there to see the plan through with you.

## 03

### Conversation 3:

Care Act strengths and needs assessment. This is where we explore longer-term support services that you might need. As part of this conversation, we will find out if you are eligible for support from Adult Social Care.

# TIERED SUPPORT SYSTEM

We offer the right support at the right time:

## TIER ONE

Everyday support for everyone

## TIER TWO

Short-term help during a crisis

## TIER THREE

Intensive, tailored support for those who need it most

# SMARTER AND MORE TIMELY ASSESSMENTS

We've improved how we assess and review care:

- Regular staff training
- Practice audits
- Ongoing supervision
- Use of digital solutions to speed up admin tasks

This means better outcomes for people and smarter use of resources.



# STRONGER COMMUNITIES

We believe in community-based solutions. By connecting people with local groups and encouraging active citizenship, we help individuals thrive where they live.

## OUR PRIORITIES

### Our priorities are to:

- Ensure the way we assess individual need and deliver care and support are fit for the future
- Develop our approach to co-production, working together with people who have lived experience of disability and long-term conditions
- Digitise, connect and transform services safely and securely
- Develop our approach to our statutory obligation to prevent reduce and delay needs for care and support
- Develop our internal and external workforce strategies focusing on recruitment and retention, learning and development, and digital skills and capability
- Develop our strategic commissioning priorities, supporting providers and supporting innovation
- Deliver our Data and Intelligence and Quality Strategies, to improve oversight and decision making





# STICKING LIKE GLUE...A STORY OF MAKING THE DIFFERENCE

**This case study shows how we work closely with individuals that have immediate needs. We call this sticking like glue. It demonstrates how we take the time to really understand what is going on in the person’s life, not just the challenges that they may be immediately facing but what is truly important to them.**

One of our social workers recently supported K an individual who had experienced a Stroke in 2022, which resulted in right sided weakness and Expressive Dysphasia.

“For K, this meant verbally expressing themselves was very difficult and understandably frustrating as they could state “It’s all up here,” pointing to their head, “but it won’t...,” pointing to their mouth.

The frustration in which K’s mind lives is overwhelming at times, leaving them stuck in their home simply existing. K and I spoke about possible outcomes, noting that there has never been input to support their wellbeing when what K has been through could only be described as traumatic – an entire life change.

Discussing K’s preferences felt more like a weight off their shoulders – pointing to their beard with a look of disgust - K does not want a beard! Pointing to the myriads of records by Gary Numan and picking the one that represents them – black eyeliner and rockstar clothes – that is K! Pointing to art supplies hidden by a pile of papers – expression through art – the support K wants!”

It can be all too easy to assess someone and indeed define them by their disability. We seek to get the know the person, build trust and then agree how we can help. We try to never forget that we can enter a person’s life when they are at their most vulnerable. It’s not just about what they can and cannot do, it’s about what would make a difference to them and how they want to be seen and interact with the world around them.

It can be all too easy to assess someone and indeed define them by their disability. We seek to get the know the person, build trust and then agree how we can help.



# PROMOTING EQUALITY, DIVERSITY & INCLUSION IN ADULT SOCIAL CARE

## What we're doing well:



### CULTURALLY APPROPRIATE SERVICES

We tailor our services to meet the diverse needs of individuals, especially those with protected characteristics, ensuring everyone feels seen and supported.



### SMARTER USE OF DATA

We're improving how we collect and use data on protected characteristics to better understand people's experiences and remove barriers.



### TACKLING HEALTH INEQUALITIES

With strong support from Public Health, we're working to close the gap in life expectancy between the most and least deprived areas.



### COMMUNITY COLLABORATION

We actively engage with families, carers, and communities—listening to feedback and shaping services that are flexible and responsive.



### INCLUSIVE, RESPECTFUL CARE

Our teams champion dignity, independence, and wellbeing—helping people stay connected and live healthier, more fulfilling lives.

## WHERE WE NEED TO IMPROVE

### Unequal access

People with disabilities, long-term conditions, or mental health needs still face barriers—and outcomes can vary based on race, religion, or other characteristics.

### Data gaps

We lack key information on marital status, race, and religion. For example, while 84% of service users are white, we need to better understand and support those who aren't.

### Over-representation in deprived areas

People from the most deprived areas are 11% more likely to use adult social care. We need to understand how multiple disadvantages affect access and outcomes.

## WHAT WE'RE DOING ABOUT IT

**We're taking action through our Adults equality, diversity and inclusion group supported by our Transformation Programme and Data and Intelligence Strategy:**

- Improving how we collect, store, and manage data
- Partnering with Public Health and the Integrated Care Board (ICB) to use population health management to be more proactive rather than reactive
- Using insights to design fairer, more inclusive services using the Service User Diversity Report

## HOW WE BUY SERVICES AND SUPPORT FOR PEOPLE IN THE COMMUNITY

**This process is known as commissioning.**

Commissioning means designing, managing, and overseeing the quality of providers who deliver services that help people:

- Stay healthy and independent at home
- Get the support they need during health or care emergencies
- Provide long term care home support when its required

We work closely with NHS Gloucestershire and other partners to make this happen.

### The commissioning cycle

Commissioners follow a continuous cycle to make sure services are high-quality and effective. This includes:

- Using data, evidence, and technology to guide decisions
- Focusing on outcomes—what really makes a difference in people’s lives
- Listening to local voices and working with partners
- Learning and improving all the time



### People at the heart

Everything we do is centred around the people of Gloucestershire. We aim to:

- Understand what matters most to individuals and communities
- Allocate resources where they’ll have the biggest impact
- Build services that are responsive, inclusive, local (where needed) and empowering

# MESSAGE FROM OUR PRINCIPAL SOCIAL WORKER

**Jo Sutherland is the Principal Social Worker (PSW) for Gloucestershire. Jo has been in post since July 2024. As PSW her priorities include:**

- lead and oversee excellent social work practice
- support effective social work supervision and decision making



**Here's a message from Jo:**

## **Celebrating social work**

I was delighted that eight of our social workers and our Enablement Team were celebrated by the British Association of Social Workers (BASW) in their 'Amazing Social Worker' campaign this year. We also proudly supported one of our colleagues shortlisted at the Social Worker of the Year awards in London and hosted a recognition event for all our fantastic nominees.

## **Social work education**

Our Assessed and Supported Year in Education (ASYE) programme for newly qualified social workers continues to go from strength to strength. Twelve colleagues have recently passed and another nine are well on their way.

Our Apprenticeships programme is also increasingly popular. We currently have 18 apprentices with more set to join us in October 2025. We have also welcomed over 20 placement students.

## **Moving from Children's Services to Adult Social Care**

We want to make sure that the transition from Children's Services to adult social care is as smooth as it can be for young people and their families.

I have been working closely with the PSW in Children's Services to strengthen our partnership and communications, including joint training designed to make sure our practice supports successful moves.

## **Ensuring best practice**

To make sure we are complying with national best practice and legislation; we have conducted a review of our policies with a particular focus on mental health where we have been told by CQC and a Peer challenge in 2023 that there is limited assurance.

Our Make the Difference training has also been refreshed to include practice support for Mental Health Social Workers.

To ensure we continue to strengthen our practice, last year we audited over 800 case files and reported learnings and recommendations to the Adults Quality Board.

# MESSAGE FROM OUR PRINCIPAL OCCUPATIONAL THERAPIST

**Caroline Parker is the Principal Occupational Therapist for Gloucestershire. Caroline has been in post since August 2024. As Principal Occupational Therapist her duties include:**



- Lead and oversee excellent Occupational Therapy Practice
- Responsibility for delivery of the adult social care Prevention Strategy

## **Here's a message from Caroline:**

I am proud to have been serving as the Principal Occupational Therapist for Gloucestershire since August 2024. This past year, our focus on prevention has been central to our mission of supporting individuals to live independently and healthily for as long as possible.

Our approach is built around several key pillars. We are committed to promoting wellbeing by encouraging healthier lifestyles and implementing early interventions that help prevent issues from becoming critical. By identifying potential challenges early on, we can offer tailored, personalised support that enables people to remain in their own homes and communities, reducing the need for more intensive, expensive care services.

Collaboration is also at the heart of what we do. By working closely with various organisations, we make prevention a shared responsibility within our community. Our dedicated and skilled workforce is continuously trained to spot issues at their earliest stages, ensuring that all decisions are informed by reliable data to support effective, proactive care strategies will form part of the Prevention Strategy delivery plan in the coming year.

These efforts not only improve the quality of life for those we support but also help build a sustainable system that reduces overall demand on social care services. I am confident that together, we are laying the groundwork for a healthier and more independent future for the people of Gloucestershire.

## **Learn more about Our Prevention Strategy**

**Visit:** [www.gloucestershire.gov.uk/media/wlmlptmm/ascs4pop-v053-pdf.pdf](http://www.gloucestershire.gov.uk/media/wlmlptmm/ascs4pop-v053-pdf.pdf)

## **Read our Care and Support Guide 2025**

**Visit:** [www.carechoices.co.uk/publication/gloucestershire-care-services-directory/](http://www.carechoices.co.uk/publication/gloucestershire-care-services-directory/)

## **Learn more about Occupational Therapy**

**Visit:** [www.gloucestershire.gov.uk/health-and-social-care/adult-social-care/types-of-care-and-support-available/occupational-therapy-and-reablement/](http://www.gloucestershire.gov.uk/health-and-social-care/adult-social-care/types-of-care-and-support-available/occupational-therapy-and-reablement/)

# HOW WE'RE PERFORMING

## CARE QUALITY COMMISSION ASSESSMENT OF ADULT SOCIAL CARE

Inspectors from the Care Quality Commission (CQC) visited in September 2024 to carry out a full assessment of Gloucestershire Adult Social Care.

The report from CQC aligns with our self-assessment, highlighting areas for improvement that support our ongoing transformation and improvement plans. While the scoring was slightly harsher than our self-assessment, the overall rating of "Requires Improvement" (RI) is fair and acknowledges that we are on a transformation and improvement journey.

Our focus is on our improvement rather than the rating, dedicating our energy to enhancing services for our staff, individuals, and their carers over the next two years.

**Read our CQC inspection Report**

**Visit: [www.gloucestershire.gov.uk/gloucestershire-county-council-news/news-january-2025/plans-to-improve-adult-social-care-making-good-progress/](http://www.gloucestershire.gov.uk/gloucestershire-county-council-news/news-january-2025/plans-to-improve-adult-social-care-making-good-progress/)**



## THE ADULT SOCIAL CARE OUTCOME FRAMEWORK

The Adult Social Care Outcome Framework (ASCOFs) measure how well care and support services achieve the outcomes that matter most to people, this is a national framework.

### TOP PERFORMANCE

When compared/benchmarked against 16 other Local Authorities:

**91.8%**

of older people were still at home  
**91 DAYS**  
after discharge from hospital into  
reablement/rehabilitation services

**74.3%**

of adults and  
**69%**  
of carers found it easy to  
find information about services

**95.8%**

of people had no ongoing  
support or reduced support  
after short-term services

**41.8%**

of carers were  
**SATISFIED**  
with social care services

### AREAS NEEDING IMPROVEMENT

**HIGH RATE**

of permanent admissions  
to residential or nursing  
care homes for older adults  
(918.4 per 100,000)

**LOW LEVELS**

of self-directed support and  
direct payments for both  
adults and carers

**67.9%**

of adults with learning disabilities  
live in settled accommodation,  
below the peer group average

### DATA QUALITY ISSUES

There are quality issues with the national data return, particularly in reporting permanent admissions to residential or nursing homes and self-directed support, we will be undertaking an investigation and benchmarking our approach and expect this indicator to improve in the coming year.

# YOUR VOICE MATTERS

## CO-PRODUCTION: SHAPING SERVICES TOGETHER

We believe that the best services are built with people, not just for them. That's why we're committed to growing our approach to co-production—working alongside people with lived experience, their carers, and voluntary organisations that may support them to design and improve adult social care in Gloucestershire.

## LISTENING TO LIVED EXPERIENCE

We already work closely with our Partnership Boards, which bring together people with direct experience of:

- Unpaid carers
- Autism and Neurodivergence
- Mental health and wellbeing
- Learning disabilities
- Physical disabilities and sensory impairments

These partnerships are incredibly valuable—but we know there's more we can do especially in relation to how we hear the voice of the older person.

## WHAT WE'RE DOING

In February 2025, we held a series of Co-production Workshops to help shape a new Co-production Strategy for Adult Social Care. These sessions brought together people with lived experience, carers, and professionals to share ideas and priorities.

We're also exploring ways to recognise the time and expertise of those who work with us—because your voice matters.

### Learn more

You can read more about our Partnership Boards and how they're helping shape services across Gloucestershire.

**Visit: [www.gloucestershire.gov.uk/health-and-social-care/disabilities/partnership-boards](http://www.gloucestershire.gov.uk/health-and-social-care/disabilities/partnership-boards)**

## HAVE YOUR SAY

Over the past year, we've asked for your views on a range of important topics, including:

- Our Budget Consultation
- Support for Unpaid Carers (via our Carers Survey)
- Changes to the Adult Social Care Fairer Contributions Policy
- National Survey of People Using Adult Social Care Services

## WHAT'S CHANGED BECAUSE OF YOU

### Thanks to your feedback:

- Fairer Contributions Policy: Some people who contribute to the cost of their care will now keep more of their income.
- Carers Support: Insights from the Carers Survey are helping us shape future support for unpaid carers and informing the developing Carers Strategy.
- Ongoing Improvements from Adult Social Care Survey: We're currently analysing national survey results to better understand and improve services.

## STAY INVOLVED

### We're always keen to hear your views.

Sign up to get alerts about future consultations and help shape the services that matter to you and your community.

**Visit:** [www.gloucestershire.gov.uk/subscribe/](http://www.gloucestershire.gov.uk/subscribe/)

## SEE OUR LATEST SURVEYS

**Visit:** <https://haveyoursaygloucestershire.uk.engagementhq.com>

To tell us what you think of this annual report or let us know what you would like to hear more about email: [adultsinfocus@Gloucestershire.gov.uk](mailto:adultsinfocus@Gloucestershire.gov.uk)

## WORK WITH US

We recently launched the Collaborative Partnership Board Co-production Charter which sets out how we will involve people in designing and delivering the services they use. It's about listening, valuing lived experience, and making sure support is truly person-centred.

### We'd love to hear from you if you want to take part.

**Email:** [asc.co-production@gloucestershire.gov.uk](mailto:asc.co-production@gloucestershire.gov.uk)

**When Gloucestershire Adult Social Care is assessed by the Care Quality Commission (CQC) inspectors look at four key areas. Here are some of our recent activities in each area.**

## CASE STUDY WORKING WITH PEOPLE

### COMMUNITY GROUPS THRIVING THANKS TO GRANT FUNDING

Since 2018, the Thriving Communities Grant has supported over 370 local projects, investing nearly £2.8 million into communities across Gloucestershire—and the impact has been incredible.

**How we're making the difference that matters:**

#### SUPPORTING LOCAL PROJECTS

From tackling loneliness to boosting wellbeing, these grants have helped bring people together.

Men in Sheds in Cheltenham received funding to run creative workshops—giving members a space to connect, share skills, and support each other.



Chris and Mel enjoy training others on different machines at Men in Sheds. They have made many friends through Men in Sheds, more than in their working life and previous hometowns.

#### ENCOURAGING PHYSICAL ACTIVITY

The *Abbeymead Rovers Pirates* walking football club used their grant to build courts and buy equipment—making this fun, inclusive sport accessible to more people.



Graham played competitive sport previously and was looking to stay active as he got older. He heard about Abbeymead Rovers walking football and is now a regular attendee.

## ENHANCING CAREGIVER SUPPORT

*Cotswolds Friends* used their funding to offer regular breaks for full-time carers—helping them recharge and look after their own wellbeing.

## PROMOTING INCLUSIVITY

*Music Memory Cafés* by the Dementia Action Alliance in the Forest of Dean provide a safe, welcoming space for people living with dementia and their carers to connect through music.

### Learn more

Visit: [www.gloucestershire.gov.uk/health-and-social-care/public-health/our-communities/thriving-communities-grant/](http://www.gloucestershire.gov.uk/health-and-social-care/public-health/our-communities/thriving-communities-grant/)



# CASE STUDY

## GLOUCESTERSHIRE EQUIPMENT LOAN SERVICE

### HELPING YOU STAY INDEPENDENT AT HOME

The Gloucestershire Equipment Loan Service (GELS) provides free equipment to help residents live safely and independently at home—and to support carers too. The service is funded by Gloucestershire County Council and local NHS partners.

#### How we're making the difference that matters:

##### 1. ASSESSMENT.

A healthcare professional will assess your needs.

##### 2. ORDERING.

Once your needs are confirmed, they'll place an order for the right equipment.

##### 3. DELIVERY AND SETUP.

Our friendly transport team will contact you to arrange delivery and fitting.

### WHAT WE PROVIDE

We loan a wide range of equipment, including:



**HOSPITAL  
BEDS**



**HOISTS**



**SHOWER  
CHAIRS**



**WALKING  
FRAMES**

And much more.

### WHAT PEOPLE ARE SAYING

“

The team were quick, professional, and even brought a sense of humour. Thank you for keeping me informed and making it all so easy!

”

“

From the Occupational Therapist's order to the delivery of a profiling bed—everything was smooth, friendly, and efficient. We felt supported at a time we needed it most.

”



“

The whole process was as painless as I could imagine it could be.

”

“

We're so grateful.

”

# CASE STUDY

## HOW WE SUPPORT PEOPLE

### COMMUNITY CATALYSTS: GROWING LOCAL CARE OPTIONS

We've teamed up with Community Catalysts to help create more personalised, community-based care options across Gloucestershire—giving people more choice and control over the support they receive.

#### How we're making the difference that matters:

#### SUPPORTING LOCAL ENTREPRENEURS

Community Catalysts helps individuals set up their own self-employed care businesses, offering support to people in their local area.

#### INVESTING IN SMALL BUSINESSES

In the past year, we've invested £170,000 to help small care businesses (with 1–8 people) grow—so more people can stay independent at home.

#### FILLING LOCAL GAPS

Community Catalysts is working to launch new services in areas where they're most needed. There's also an online directory where people can:

- Find local support
- Explore becoming a self-employed Personal Assistant



### MEET HEATHER VINCENT – GLOUCESTERSHIRE'S COMMUNITY CATALYST

**Heather is passionate about creating lasting, positive change. She brings a wealth of experience to support new and growing small social enterprises, helping them thrive and make a real impact.**

#### What the programme offers:

- Coaching and mentoring
- Business support
- Local networking opportunities

This proven model is already working across the UK. By the end of the project in August 2026, there will be many more small businesses and personal assistants offering personalised care in Gloucestershire—whether people pay privately or use direct payments from the council.

#### Learn more

Visit: [www.communitycatalysts.co.uk/our-work/gloucestershire](http://www.communitycatalysts.co.uk/our-work/gloucestershire)

# CASE STUDY

## CARE NAVIGATORS

### GUIDING YOU TO THE RIGHT SUPPORT

Care Navigators are making a big difference in Gloucestershire—helping people get the right support, at the right time, without unnecessary delays or confusion.

#### How we're making the difference that matters:

##### FEWER UNNECESSARY REFERRALS

Care Navigators work closely with Gloucestershire Royal Hospital and Cheltenham General Hospital to reduce unnecessary referrals to adult social care.

Nearly 70% of referrals didn't need a social worker or ongoing care—helping people stay independent at home.

##### EASIER ACCESS TO SERVICES

They help people and families find affordable services, including:

- Housing options
- Financial advice
- Benefits and entitlements

This makes it easier to make informed decisions during stressful times.

##### BETTER COORDINATION

Care Navigators connect people directly with:

- Adult social care teams
- Locality services
- Voluntary groups like Age UK and the British Red Cross

##### SUPPORT FOR SELF-FUNDERS

They also help people who pay for their own care, reducing delays and making the process smoother through enhanced brokerage.

##### STRONGER COMMUNITY LINKS

Some Navigators come from voluntary and community organisations, and one even works jointly with Gloucestershire Fire and Rescue Service—supporting safe and well visits and proactive hospital discharge follow-ups.

##### THE IMPACT CARE NAVIGATORS ARE HAVING

Care Navigators are improving the efficiency and effectiveness of adult social care—ensuring people get the right help, without unnecessary steps, and feel supported every step of the way.

##### Learn more about Care Navigators

Visit: [www.local.gov.uk/case-studies/gloucestershire-care-navigators](http://www.local.gov.uk/case-studies/gloucestershire-care-navigators)

##### Learn more about care and support options in Gloucestershire

Visit: [www.carechoices.co.uk/publication/gloucestershire-care-services-directory](http://www.carechoices.co.uk/publication/gloucestershire-care-services-directory)

# CASE STUDY

## HOW WE KEEP PEOPLE SAFE

### SAFEGUARDING ADULTS IN GLOUCESTERSHIRE

We're committed to protecting adults with care and support needs from abuse and neglect. Our multi-agency safeguarding approach is making a real difference in communities across the county.

#### How we're making the difference that matters:

##### ENHANCED PROTECTION

Our safeguarding policies help protect adults from all forms of abuse—physical, emotional, financial, and more—ensuring they feel safe and supported.

##### PROMOTING WELLBEING

By focusing on safety and dignity, we help people live more independent, fulfilling lives.

##### WORKING TOGETHER

We collaborate with a wide range of partners—health services, police, fire services, and community groups—to ensure consistent and effective safeguarding across Gloucestershire.

##### CARE ACT 2014

Our policies are based on the principles in the Care Act 2014, ensuring everything we do is legally sound and ethically right.

##### COMMUNITY INVOLVEMENT

We encourage everyone to be a good neighbour. Local groups are actively involved—for example, working with the Fire Service to support people who hoard, helping them live more safely.

##### TOGETHER, WE'RE CREATING A SAFER GLOUCESTERSHIRE

Safeguarding is everyone's responsibility. Whether you're a professional, a neighbour, or a family member—your actions can help protect vulnerable adults and build a stronger, safer community.



# CASE STUDY

## PREPARING FOR ADULTHOOD IN GLOUCESTERSHIRE

Transitioning from childhood to adulthood can be a big step—especially for young people with additional needs. That’s why we’ve introduced a dedicated Transitions Team and a proactive Preparing for Adulthood approach to make this journey smoother, more supportive, and more empowering.

### How we’re making the difference that matters:

#### SEAMLESS TRANSITIONS

Our Transitions Team helps young people move confidently from children’s to adult services—reducing stress and uncertainty for them and their families.

#### EARLY, PERSONALISED PLANNING

We start planning early—from age 14—with personalised conversations involving the young person, their family, and their support network. This gives everyone time to prepare and make informed choices.

#### HOLISTIC LIFE SUPPORT

We focus on four key life outcomes:



**Independent  
living**



**Good  
health**



**Employment**



**Community  
participation**

This whole-person approach helps young people achieve their goals and live fulfilling lives.

#### TEAMWORK ACROSS SERVICES

Our team works closely with health, education, and children’s social care to ensure every aspect of a young person’s needs is considered before they turn 18.

#### TRULY PERSONALISED CARE

Each young person receives a tailored care plan based on their unique needs, preferences, and aspirations—guided by our Make the Difference model.

#### BETTER OUTCOMES

With early planning and joined-up support, young people are seeing real benefits:

- ✓ Improved health
- ✓ Greater independence
- ✓ Stronger community connections

# CASE STUDY

## OUR LEADERSHIP

### SUCCESS WITH T-LEVEL PLACEMENTS IN ADULT SOCIAL CARE

In partnership with Cirencester College, we launched a pilot project offering Health T-Level students the chance to complete their industry placements in our adult social care respite services—supporting adults with learning disabilities and complex needs.

#### How we're making the difference that matters:

These placements have brought real value to both students and services. Here's how:

✓ **INSPIRING FUTURE CAREERS**

Encouraging young people to explore rewarding careers in health and social care.

✓ **EXTRA SUPPORT FOR GUESTS**

Students bring energy and empathy—especially connecting well with younger guests.

✓ **SUPPORTING QUALIFICATIONS**

Helping students gain hands-on experience that counts toward their T-Level.

✓ **FRESH IDEAS AND INNOVATION**

Students bring new perspectives, creativity, and enthusiasm to our teams.

✓ **MENTORING OPPORTUNITIES**

Staff get the chance to mentor and share their expertise—building confidence and leadership skills.



## WHAT OUR STUDENTS SAY

“

It's a really rewarding job. I love doing activities with the guests. It's actually turned out even better than I expected!

“

I've really enjoyed working with the residents and the team at the day centre.



“

I chose a T-Level in adult nursing because it's a great pathway into university. My placement in respite services has given me real experience supporting vulnerable individuals—and it's helping me prepare for a future role as a social worker.

”

# UNDERSTANDING LOCAL NEEDS: THE MARKET POSITION STATEMENT (MPS)

The Market Position Statement (MPS) is a key tool that helps Gloucestershire County Council and its partners plan and deliver adult social care services that truly meet the needs of the community.

## How we're making the difference that matters:

### INFORMED DECISION-MAKING

The MPS uses data and insights to guide where resources are needed most—ensuring services are targeted and effective.

### STRATEGIC PLANNING

It outlines how we plan to meet the needs of:

- Older adults
- People with disabilities
- Individuals with mental health needs.

All while supporting people to live independently for as long as possible.

### MARKET DEVELOPMENT

The MPS helps care providers understand local needs so they can grow and adapt their services—creating a diverse, high-quality care market.

### TRANSPARENCY AND COLLABORATION

By sharing information openly, we build stronger partnerships between commissioners and providers—leading to better outcomes for residents.

## LEARN MORE

Visit the full Market Position Statement:

[www.gloucestershire.gov.uk/health-and-social-care/gloucestershire-market-position-statement-mps-2024](http://www.gloucestershire.gov.uk/health-and-social-care/gloucestershire-market-position-statement-mps-2024)

**See more examples of how we are making the difference that matters on our website**

**Visit: [www.gloucestershire.gov.uk](http://www.gloucestershire.gov.uk) and search Gloucestershire's annual report for Adult Social Care**

## ADAPTABILITY

The MPS recognises the pressures in health and social care and promotes flexible, sustainable services that can adapt to changing needs.

## INVESTING IN THE FUTURE: £57 MILLION FOR NEW CARE HOMES

In February 2025, Gloucestershire County Council approved a £57 million investment to build three new care homes across the county.

## WHY IT MATTERS

- Designed to meet complex care needs, including dementia
- Built in the right locations to keep people close to their communities
- Equipped with modern technology to enhance care
- Supports the shift toward community-based services and greater independence

## WHAT'S NEXT?

- Construction begins in Stonehouse and Cinderford in May 2026
- Homes expected to open in early 2028





NOTES

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