

KENT COUNTY COUNCIL ADULT SOCIAL CARE AND HEALTH CQC IMPROVEMENT UPDATED PLAN

Improving all the time

Directors of Kent County Council Adult Social Care and Health (ASCH) with the support of Jade Shepherd, Business Improvement Manager and Helen Groombridge, ASCH Performance Manager



Adult Social Care and Health Updated Improvement Plan

This Kent County Council (KCC) Adult Social Care CQC Updated Improvement Plan is an integral part of the Council's overarching improvement programme, improving our every day business which focuses on improving outcomes for individuals, carers, and the Adult Social Care workforce. The Care Quality Commission (CQC) assurance assessment published on 16th May 2025, affirmed KCC's own evaluation of its services, recognising significant progress made and acknowledging the council's sustained improvement efforts.

This updated Improvement Plan has been revised to focus on the key areas of improvement for Adult Social Care and Health reflected in the published assessment report findings by the CQC.

The activities are firmly grounded in KCC's Adult Social Care Strategy, Making a Difference Every Day (Refreshed), ensuring that every step taken contributes meaningfully to the quality, consistency, and impact of care across the county.

The improvement plan is overseen by the Adult Social Care Directorate Management Team and the Strategic Priorities Board on a regular basis to ensure there is progress of activities, alignment to our strategic goals, prioritisation of activities and resource and support any required action in unblocking barriers and risk escalation.

Quarterly reporting of progress are submitted to the Department of Health and Social Care via Partners in Care and Health to provide assurance of improvement implementation and progress. This Improvement Plan has been updated following consultation with, and approval by, the relevant KCC senior management teams and the approval of the Partners in Care and Health acting on behalf of the Department of Health and Social Care.

Version Control			
Version	Date	Amendments by	Summary of Changes
V.01 DRAFT	18/07/25	Jade Shepherd	Draft Template and population of existing activities from development discussions
V.02	18/07/25	Tricia Pereira	Additional updates made, safeguarding, workforce plan, mental health support,
V.03	28/07/25	Tricia Pereira	Deletion of duplicate areas and refining wording
V.04	30/07/25	Jade Shepherd	Performance Improvement KPI's added
V.04	01/08/25	Tricia Pereira	Addition of Leadership development and shading of CQC priority areas
V.05	19/06/2026	Michael Thomas-Sam	Following the updated priority areas agreed by the Directorate Management Team and approved by Partners in Care and Health on behalf of the Department of Health and Social Care

Key for Current Performance:

Symbol	Description
↓	Decreasing value, right direction
↑	Increasing value, right direction
↓	Decreasing value, wrong direction
↑	Increasing value, wrong direction
-	No Quarterly figures available

Theme 1: How the Local Authority works with People

No.	CQC Recommendation	Improvement Action	Accountable Officer	Responsible Officer	Short /Medium/Long Term	Reporting Date	Direction of Travel and Intention	Current Q1 Performance
Care Needs Assessments								
1	Priority Area 1: Addressing Care Needs Assessment	We will continue to improve the number of Care Needs Assessments completed by reducing the number of incoming Care Needs Assessments..	Sydney Hill	Assistant Directors	Short - Medium Term	September 2026	Decreasing / Low	↓
2	Priority Area 2: Addressing the number of incomplete Care Needs Assessments	We will continue to reduce the number of incomplete Care Needs Assessment	Sydney Hill	Assistant Directors	Short- Medium Term	September 2026	Decreasing / Low	↓
3	Priority Area 3: Addressing the percentage of completed Care Needs Assessments being eligible	We will continue to improve on the percentage of completed Care Needs Assessment resulting in people being determined to be eligible	Sydney Hill	Assistant Directors	Short- Medium Term	September 2026	Increasing / High	↓
4	Priority Area 4: Addressing the Median waiting time of completed Care Needs Assessments	We will continue to reduce the current Median waiting time for completing Care Needs Assessment to ensure people receive a timely Care and Support	Sydney Hill	Assistant Directors	Short- Medium Term	September 2026	Decreasing / Low	↓
Reviews of the Care and Support Plan								
5	Priority Area 5: Addressing the Timeliness of First Reviews	We will continue to reduce the number of overdue First Reviews (not started) to ensure people receive a timely review of their Care and Support Plan.	Sydney Hill	Assistant Directors	Short- Medium Term	September 2026	Decreasing / Low	↓
6	Priority Area 6: Addressing the Timeliness of 6-8 weeks First Reviews	We will continue to increase the number of first reviews completed at 6 -8 weeks first reviews period to ensure people receive a timely review of their Care and Support Plan	Sydney Hill	Assistant Directors	Short- Medium Term	September 2026	Increasing / High	↑
7	Priority Area 7: Addressing Timeliness of Reviews	We will continue to reduce the current Median waiting time of completed First Reviews to ensure people receive a timely review of their Care and Support Plan	Sydney Hill	Assistant Directors	Short- Medium Term	September 2026	Decreasing / Low	↑
8	Priority Area 8: Addressing Timeliness of Reviews	We will continue to reduce the current the number of overdue ongoing Review (not started) to ensure people receive a timely review of their Care and Support Plan	Sydney Hill	Assistant Directors	Short- Medium Term	September 2026	Decreasing / Low	↑

9	Priority Area 9: Addressing Timeliness of Reviews	We will continue to reduce the current Median waiting time of completed ongoing Reviews to ensure people receive a timely review of their Care and Support	Sydney Hill	Assistant Directors	Short- Medium Term	September 2026	Decreasing / Low	↑
Direct Payments								
10	Priority Area 10: Supporting more people to take up Direct Payments	We will continue to promote and offer Direct Payments to enable people to exercise greater choice and control about their care and support for those people who would like to choose this option	Sydney Hill	Assistant Directors	Short Term	September 2026	Increasing / High	↓
Occupational Therapy								
16	Priority Area 16: Addressing the number of Occupational Therapy Assessment	We will continue to reduce the current number on the waiting list and assessment to be completed to ensure people receive timely provision of support	Michael Thomas-Sam	Principal Occupational Therapist	Short - Medium Term	September 2026	Decreasing / Low	↑
17	Priority Area 17: Addressing the number of Occupational Therapy Assessment	We will continue to increase the number of people with completed OT Assessment to ensure people receive timely provision of assessed support to help with living independently according to their circumstances	Michael Thomas-Sam	Principal Occupational Therapist	Short - Medium Term	September 2026	Increasing / High	↑
18	Priority Area 18: Addressing the Median wait time for Occupational Therapy Assessment	We will continue to reduce the current Median wait time for OT Assessments to be completed to ensure people receive timely provision of assessed support to help with living independently according to their circumstances	Michael Thomas-Sam	Principal Occupational Therapist	Short - Medium Term	September 2026	Decreasing / Low	↑
Equipment/ County Technician Service								
19	Priority Area 19: Addressing the number of people on the waiting list	We will continue to reduce the current number people on the waiting list for support from the Equipment and/or County Technician Service to ensure people receive timely provision of support to help with living independently according to their circumstances	Michael Thomas-Sam	Principal Occupational Therapist	Short - Medium Term	September 2026	Decreasing / Low	↑
20	Priority Area 20: Addressing the Median wait time	We will continue to reduce the current number of Median wait time on the wait list at removal	Michael Thomas-Sam	Principal Occupational Therapist	Short - Medium Term	September 2026	Decreasing / Low	↑

Theme 2: Providing Support

No.	CQC Recommendation	Improvement Action	Accountable Officer	Responsible Officer	Short /Medium/Long Term	Reporting Date	Direction of Travel and Intention	Current Q1 Performance
Partnership								
25	Priority Area 25: Addressing partnership relationships	We will continue to strengthen partnership relationships and improving how we address concerns raise by partners (qualitative)	Helen Gillivan	Assistant Directors	Short - Medium Term	September 2026	Increasing	—

Theme 3 : How the Local Authority ensures safety within the system

No.	CQC Recommendation	Improvement Action	Accountable Officer	Responsible Officer	Short /Medium/Long Term	Reporting Date	Direction of Travel and Intention	Current Q1 Performance
Safeguarding								
11	Priority Area 11: Addressing the number of open Safeguarding Concerns	We will continue to reduce the number of Safeguarding concerns unnecessarily open by ensuring timely response and improve people's experiences.	Sydney Hill	Assistant Directors	Short - Medium Term	September 2026	Decreasing / Low	↓
12	Priority Area 12: Addressing Median wait time for concerns (closed)	We will continue to reduce the current Median wait time for Safeguarding Concerns that must be closed after the necessary investigations which ensure people are safe kept and protected wherever they are	Sydney Hill	Assistant Directors	Short - Medium Term	September 2026	Decreasing / Low	↓
13	Priority Area 13: Addressing the low number of Safeguarding Concerns relative to Enquiries	We will continue to increase the proportion of Safeguarding Concerns that convert to Safeguarding Enquiries because they meet the statutory criteria for Safeguarding Enquiries	Sydney Hill	Assistant Directors	Short - Medium Term	September 2026	Increasing / High	↑
14	Priority Area 14: Addressing the number of open Safeguarding Enquiries	We will continue to improve on the number of open Safeguarding Enquiries the necessary investigations which ensure people are kept safe, protected and their outcomes met	Sydney Hill	Assistant Directors	Short - Medium Term	September 2026	Decreasing / Low	↓

15	Priority Area 15: Addressing the Median wait time for Safeguarding Enquiries (closed)	We will continue to reduce the current Median wait time for Safeguarding Enquiries that must be closed after the appropriate investigations which ensure people are safe kept, protected and their outcomes met	Sydney Hill	Assistant Directors	Short - Medium Term	September 2026	Decreasing / Low	↓
Deprivation of Liberty Safeguards								
21	Priority Area 21: Addressing the number of applications pending	We will continue to reduce the current number of applications pending informed by a risk-based approach to ensure those with the greatest deprivation issues are prioritised whilst working with providers to report significant changes of circumstances	Michael Thomas-Sam	Head of Service	Short - Medium Term	September 2026	Decreasing / Low	↑
22	Priority Area 22: Addressing the Median wait time pending authorisation	We will continue to reduce the current Median wait time on the pending list at removal informed by a risk-based approach to ensure those with the greatest deprivation issues are prioritised whilst working with providers to report significant changes of circumstances	Michael Thomas-Sam	Head of Service	Short - Medium Term	September 2026	Decreasing / Low	↑

Theme 4: Leadership

No.	CQC Recommendation	Improvement Action	Accountable Officer	Responsible Officer	Short /Medium/Long Term	Reporting Date	Direction of Travel and Intention	Current Q1 Performance
Leadership								
23	Priority Area 23: Addressing senior managers enabling teams to deliver services	We will continue to give consistent direction and support to teams to enable them to deliver appropriate and responsive services that meet people's outcomes in line with the statutory duties and best value considerations within the standing policy and procedures of the council	Helen Woodland	Directors	Short - Medium Term	September 2026	Increasing / High	—
24	Priority Area 24: Addressing senior leadership communication	We will continue to provide clear and effective communication with services and/or teams as core business approach driven by the intent of delivery appropriate services based on the optimum use of resources	Helen Woodland	Directors	Short - Medium Term	September 2026	Increasing / High	—