

Adult Social Care: Current Position

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This presentation will cover detail on the following:

- The Adult Social Care Strategy Midpoint Review.
- The Care Quality Commission (CQC) reported areas of strength and improvement
- The 2024-25 budget position

Making a difference every day: Midpoint progress check

Introduction

Making a difference every day



“Making a positive difference every day, supporting you to live as full and safe a life as possible and make informed choices.”

[Kent Adult Social Care Strategy 2022 - 2027](#)

“Making a difference every day by supporting and empowering you to live a fulfilling life whilst being a carer, as long as you are willing and able.”

[Kent Adults Carers Strategy 2022 to 2027](#)

Both strategies are set to run until 2027 and were co-designed and co-produced with residents and the people we support. This aligns with the government white paper, *people at the heart of care and support*, embodying the call for action from the Association of Directors of Adult Social Services (ADASS) and the Council’s strategic vision for Securing Kent’s Future.

We are in the process of conducting a **midpoint review** (co-produced) to outline the realised benefits for staff, people we support and partners to date.

Our strategy midpoint progress check

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Why and why now?

We are now halfway through our plan and have been working hard to get the foundations right to do things differently - however we still have more to do. The midpoint review enabled us to check in with people to see if anything has changed and help us identify key priorities for 2025-2027.

How?

We hosted a county-wide roadshow with 68 varied community engagement opportunities across Kent to hear people's views in person including carers forums, disability events, voluntary and charity sector partner forums, social care involvement groups, public information stands and drop-ins at community locations such as libraries, town centres, places of worship and community centres.

A series of staff events also took place to ensure that our teams gave their view on what to focus on going forward. These insights have been used to shape our workforce plans and ways of operating. We discussed 5 key stages of the care and support journey: Prevention, Initial contact, Co-producing care and support planning, Innovating and improving support and Ongoing support

Aims of the review were to:

- update people on what's been achieved since 2022
- discuss what our strategy means in practice
- reflect on what's working well and what needs to work better halfway through the strategy for our 3 core principles: putting the person first, improving all the time, measuring what matters
- hear the public's preferred ways of accessing information and advice
- identify how we reach underrepresented people in Kent (e.g. hidden carers)
- explore any innovations and new possibilities to help people live a full life.

Our vision and strategy

Putting the person first

Improving all the time

Measuring what matters

Building blocks put in place since the launch of the strategy in 2022:

Making a difference

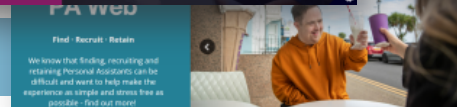
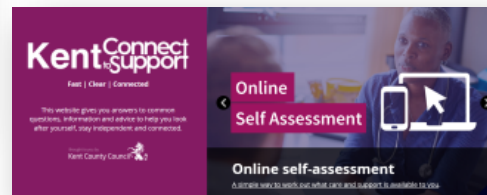
Putting the person first through...

- Technology enhanced lives services
- Micro-enterprises in the community
- Direct payments improvements
- Dementia friendly communities
- Practice framework
- New community teams
- Lived experience roles
- Technology coordinators
- Kent carers' strategy group
- Partnership for neurodiversity (including autism and learning disabilities)



Improving all the time through...

- Kent Connect to Support website
- Virtual equipment and virtual technology house / community tech demo suite
- PA web – personal assistant recruitment and matching portal
- Financial estimator tool
- Your guide to social care (printed and digital)
- Your voice network updates
- Local micro-enterprises directory
- Learning Disability Partnership Board
- Care sector workforce hub.



Measuring what matters through...

- Adult Social Care Digital group
- Quality Assurance framework
- Increased co-production
- Established involvement and information team - face to face public involvement groups expanded to reach across the county and improved staff engagement
- Performance team established - coordination of better data / improved reporting
- Living library



Strategy delivery progress in detail 2022-2025

Adult Social Care Strategy

Making a difference every day

Putting the person first

Improving all the time

Measuring what matters

Kent Adult Carers' Strategy

Supporting you to be you Providing the best support possible Positive outcomes

Projects in progress

Carers' digital self- assessment

Carer support re-commissioning

Carer information and carers' voice

Training and support

Shaping social care in Kent

Planning and co-producing how social care will work best for the people of Kent and joining up our overall approach with partners, listening to people with lived experiences.

- ✓ Kent Adult Carers' Strategy
- ✓ Co-production plan
- ✓ Adult social care commissioning intentions
- Kent & Medway Learning Disability and Autism Strategy (in development)
- Locality-based commissioning model
- Integrated commissioning with the NHS
- Provider Payments (upcoming)

Meaningful Measures work

- ✓ Performance Assurance Meetings
- ✓ Power BI Dashboards (Information and Data)
- ✓ Performance Improvement planning
- ✓ Redesigned / Restructured Performance Team
- ✓ Quality Assurance Framework
- ✓ Quality Assurance Tool
- Benefits Realisation (in progress)

Community resilience and partnerships

Strengthening how we work with community organisations, local care providers and small businesses to offer a variety of wellbeing and support services that suit the individual.

Micro-Enterprises & Community Catalysts

- ✓ Approved Provider List
- ✓ Community Micro-enterprises
- ✓ Improved Relationships with Growth, Environment and Transport Directorate
- ✓ Social Prescribing Directory (now linked to JOY platform developments)

- Building resilient communities (now Prevention Framework)
- Dementia-friendly communities (ongoing)

Digital innovation

Exploring and implementing new ways of informing, advising and supporting people on all aspects of adult social care in Kent.

Digital Front Door

- ✓ Adult Social Care and Health Kent.gov.uk updates
- ✓ Equipment and adaptations portal / virtual house
- ✓ Senior Digital Content Officer recruitment
- ✓ Kent Connect to Support
- ✓ Self-Assessment and Financial Estimator

- ✓ Mosaic system redesign and training (business process programme now being delivered)
- ✓ Innovation team established
- ✓ Innovation Framework
- ✓ Digital Roadmap
- ✓ Systems strategy

Technology Enhanced Lives

- ✓ Technology Enhanced Lives Build and Test
- ✓ Technology for Independent Living Facilitators
- ✓ Digital Social Care Transformation project
- ✓ Technology Enhanced Lives Countywide Model

Digital Self-serve

- ✓ Self Assessment Tool
- Self Financial Assessment Tool / Care Account (paused)

Future ways of working

Reviewing and reshaping how we work from the first conversation to accessing and paying for care and support, to make sure we are putting the person first in all we do and monitoring the quality of our support.

Practice Framework

- ✓ Strength-Based Documentation and training
- ✓ Quality Assurance Framework and Tool
- Estimated Personal Budgets Tool
- Refined Authorisation Process

Locality operating model / Future Ways of Working

- ✓ Staff consultation - feedback incorporated into model
- ✓ 23 new community teams
- New pathways development / Operating Processes and Protocols (in progress)

Self-directed Support

- ✓ Personal Assistant Development Officer role
- ✓ Personal Assistant Portal
- ✓ Game Changer direct payment events /self-directed support workshops
- ✓ Direct Payment improvements
- Direct payments operating protocols and processes (in progress)
- **Safeguarding – continuous improvement**
- **Arranging Support – purchasing**

Snapshot of feedback from Kent communities: priorities

Putting the person first through...

Key points

- **Trust, consistency and accuracy / responsiveness** from services should be prioritised
- Enabling people drawing on support to feel that they can **live as full a life** as those who don't access services
- Reassuring people without family support that they shouldn't fear for their future - they need to **understand what support is available** and information about professional advocates and deputies.
- Not having to **share your story** multiple times
- **Inclusion and access**, better advertising and awareness of support
- **Listening to the person and acting on it** shows that you mean what you say.

Summary
 People appreciated the efforts being made so far in difficult circumstances and understood the financial and resource limitations. They now want to be able to feel the difference on the ground of the recent changes we have made to our processes and structure towards making things clearer for the public and responsiveness of support. Transition of support from children's to adults' services was a consistent theme for improvement and awareness of carer support was highlighted as something crucial to focus on going forward. Self-directed support was welcomed as a way to maintain choice and control with the right guidance.

Improving all the time through...

Key points

- Implementing better **communication** between social care and people drawing on support.
- **Designing with flexibility** and being able to adjust i.e. care plan not being rigid, allowing growth.
- **Getting into the community** - use technology but don't forget the importance of **human interaction**
- Getting **back to basics** is as important as innovation
- Continuing to work with people with **lived experience**
- Focusing less on processes and **more on autonomy of care**
- **Networking with other agencies** and be aware of changes.

Summary
 There was positive feedback from local communities including carers about the improvements to information and guidance being made available.

 The financial estimator was especially welcomed as a tool to equip people that draw on care and support. The use of technology and digital innovations was received well, but it was noted that this should be advertised widely and that face to face and telephone contact should be retained to ensure choice of communication channels.

Measuring what matters through...

Key points

- **Asking what's needed** and show how responses make a difference
- Understanding that things are not always measurable – **it's about relationships** / how people feel about care and support
- **Reaching out to people** on why they're not engaging or accessing services
- **Taking negative feedback on board** so change happens
- Sharing a place to give feedback and **not just a complaint procedure** for bad experiences.

Summary
 Respondents highlighted the need to measure experiences as well as numbers and talked about providing channels for open and honest discussions to continue learning and improving. People were keen to see more opportunities to provide their feedback through proactive methods including through technology. Human relationships were raised as an important way of building rapport and trust between people who draw on care and support and members of social care teams – leading to more efficient and effective support by getting things right first time.

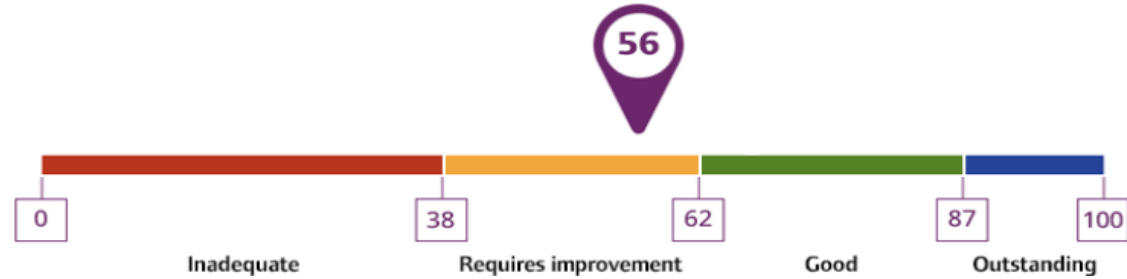


Care Quality Commission (CQC) Local Authority Assessment Outcomes and The Adult Social Care Improvement Plan

Outcomes of Assessment



Overall Rating: 56% **Requires Improvement**



Quality Statement	Score
Assessing needs	Requires Improvement
Supporting people to live healthier lives	Requires Improvement
Equity in experience and outcomes	Good
Care provision, integration and continuity	Requires Improvement
Partnership and Communities	Requires Improvement
Safe systems, pathways and transition	Requires Improvement
Safeguarding	Requires Improvement
Governance, management and sustainability	Requires Improvement
Learning, improvement and innovation	Good

- CQC Assessment commenced on 18th March 2024 with the first notification received.
- The on-site assessment took place w/com 30th September 2024
- Final report was published on 16th May 2025
- Overall, the outcomes of the CQC assessment aligned to the directorates own self-assessment of its performance.
- Scored higher than expected in ‘Equity in experience and outcomes’ with only 7/27 published to date achieving good or above.

Summary of Strengths and Areas for Improvement

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Strengths Identified

- People had positive experiences of assessments and person-centred approaches
- Co- production arrangements and feeling listened to
- Carers needs are recognised
- Focus on personalised approaches and reducing inequalities
- Joint planning approaches to support hospital discharge
- Timely and independent advocacy
- preventative collaborative services
- Innovative ways of working and use of technology
- Safety is a priority with pro-active risk management

Areas for improvement

- Waiting times for assessment, reviews, equipment and safeguarding enquiries
- Consistency of practice and outcomes
- Building stronger relationships with Partners and Providers
- Availability of suitable and affordable care provision across Kent
- Support for people with Mental Health and substance misuse needs
- Staffing morale and perceived lack of opportunities for skills development.



Improvement Plan

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Aligning both our self-assessment and CQC report outcomes we have developed one Improvement Plan which captures what we need to do to ‘**be the best we can be**’.

The thematic Improvement Plan (based on the quality statements) will be monitored monthly through the Adult Social Care Delivery Board.

Aligning our
commissioning and
operational structures

Embedding our
Performance recovery
and Practice
Improvement

Co designing our ways
of working and
developing our
Organisational Culture

Aligning our
Commissioning
activities to
sustainably meet the
increasing need

Working with our
Transformation
Partners to improve
practice models

Developing our
Strategic Workforce
Plan to ensure we are
fit now and for the
future

Working with partners
to deliver shared
ambitions and
initiatives

Harnessing AI to
support productivity
and performance

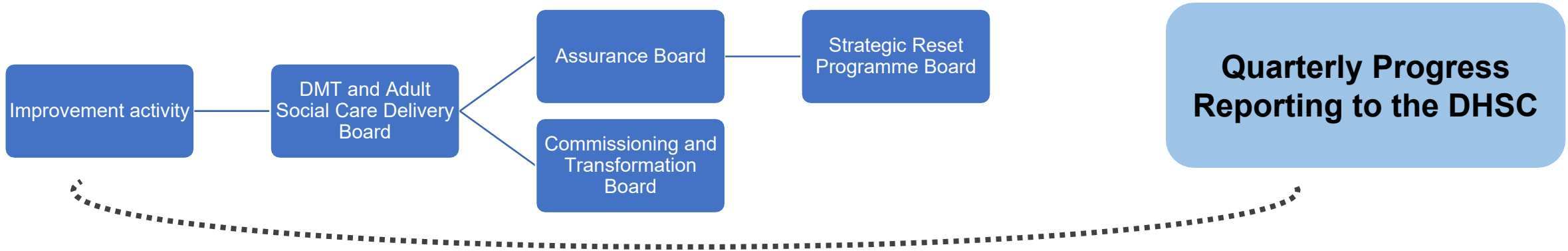
Governance and Oversight

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Aligning both our self-assessment and CQC report outcomes we have developed one Improvement Plan which captures what we need to do to '**be the best we can be**'.

The Improvement Plan will be monitored monthly through the Adult Social Care Delivery Board.

Alongside regular internal monitoring we will be required to demonstrate improvements to the Department for Health and Social Care (DHSC)



Budget Position and savings 2024-2025

Last reported forecast position to Cabinet March 25:

- The Adult Social Care & Health directorate has a projected net overspend of +£35.4m of which £26.2m relates to savings unable to be delivered in this year, leaving £9.2m of other service-related pressures. The forecast assumes that £19.1m of savings have been delivered, and that a further £9.7m will be delivered to the end of the financial year.*

The outturn position will be reported to Cabinet on 22 July 2025, so will be published on 14 July, therefore a verbal update can be provided at Scrutiny Committee on 16 July 2025.

Where the Pressures Were in 2024/25

Budget Line	Forecast Pressure – Last reported (£000)
Older People - Residential & Nursing	27,394.4
Older People -Community Services	6,349.2
Mental Health - All Services	11,314.9
Physical Disability - All Services	9,174.3
Learning Disability - All Services	2,434.3
Less Provision for Demography	-26,070.5
Preventative Services	1,501.4
Staffing	1,854.5
In-House Services	2,488.9
Other	-1,014.9
Total	35,426.5

2025/26 Savings

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2025-26 Savings	2025-26 (£000's)
Full year effect of 2024-25 future cost increase avoidance savings to review and reshape ASCH to deliver new models of social care - long term support	-24,595.6
Efficiency savings in relation to the purchasing and monitoring of delivery of supported living, residential & nursing for older people, care & support in home & Equipment	-7,519.1
Review of preventive services to prevent, reduce and delay care and support. Working with the NHS and wider partners to commission collaboratively to deliver efficiencies	-2,588.6
Review of 18-25 community-based services: ensuring strict adherence to policy, review of packages with high levels of support and enhanced contributions from health - long & short term support	-650.0
Income Uplifts - Client Contribution & BCF	-6,247.1
Other	-1,141.4
FYE Charging Policy Changes	-1,500.0
Total NEW Savings in MTFP	-44,241.8
Realignment & Removal of Undelivered Savings	20,073.4
Total – As presented in MTFP	-24,168.4
Summary of Savings to be achieved	
New Savings as presented in MTFP	-44,241.8
Plus Roll-forward on rephased savings from 24-25 **	-18,896.0
Total Savings & Income	-63,137.80

** This is slightly higher than in published budget due to outturn not being known

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