

Appendix 3 - MEDWAY ADULT SOCIAL CARE - ACTION PLAN

Theme 1: How the local authority works with people

Assessing needs			
Action	Estimated Timescales	Key Performance Indicators	Impact
Address accessibility of information and services			
Enhance website accessibility: <ul style="list-style-type: none"> Ensure our website is fully accessible, including self-assessment tools such as Ask Sara and Better Care Support Medway Provide information in multiple formats, including non-digital options, to meet the needs of people without internet access or those with disabilities 	Medium-term	Service user satisfaction with website accessibility	<ul style="list-style-type: none"> Inclusive access to information and services Service users can independently find the support they need Satisfaction with online information and services Wide reach and impact
		Percentage of webpages and online tools compliant with Accessibility standards	
Improve Accessible Information Standards: <ul style="list-style-type: none"> Ensure all communications, including Waiting Well communications, are compliant with the Accessible Information Standard, available in multiple languages and formats 	Medium-term	Impact of waiting well communications measured through audit	<ul style="list-style-type: none"> Inclusive access to information and services Engagement from service users Clear and accessible communication reducing the need for follow-up enquiries, leading to more efficient delivery of services
		Use of new technologies to support improved communication	
		Frequency of reviews from Accessibility experts	
		Percentage of communications compliant with Accessible Information Standards (ASCOF 3A)	
Improve assessment, care planning, and review processes			
Reduce waiting times: <ul style="list-style-type: none"> Address delays in Care Act, financial, and carer assessments by increasing staff capacity and streamlining processes Aim to reduce the average waiting time for financial assessments and ensure annual reviews are completed within the target month 	Short to medium-term	Percentage of Care Act assessments completed within 28 days of referral (ASCOF 2A Indicator 5.11)	<ul style="list-style-type: none"> Timely access to services, leading to improved outcomes and wellbeing Service user satisfaction
		Percentage of carer assessments completed within the statutory 28-day timeframe	
		Average waiting time for financial assessment (ASCOF Indicator 12.4)	
		Year-over-year decrease in complaints related to assessment delays	

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		Average caseload per practitioner/officer	
		Percentage of long-term support clients who receive planned or unplanned annual reviews (ASCOF 2B Indicator 6.13)	
Enhance consistency in assessments: <ul style="list-style-type: none"> Implemented the planned changes to standardise Care Act assessment forms and reduce variability in practices across locality teams Provide additional training for staff to improve understanding of specific needs such as disabilities or complex behavioural issues 	Short-term	Increased consistency in assessments, measured through audits and supervision	<ul style="list-style-type: none"> A fair and consistent service for all service users, regardless of their locality High quality of service Confidence in the services provided
	Short to medium-term	Staff satisfaction with new forms and processes	
		Percentage of senior management completing Care Act training	
		Percentage of staff completing specific needs training	
		Percentage of service users satisfied with their care and support (ASCOF 3A)	
Allocate workers for continuity: <ul style="list-style-type: none"> Move to an agile allocated worker model (within defined areas of Adult Social Care) to ensure consistency in support, better communication, and improved outcomes for service users 	Short-term	Staff feedback on agile allocated worker model	<ul style="list-style-type: none"> Personalisation of care Trust in services High quality outcomes
		Partner feedback on agile allocated worker model	
		Percentage of service users satisfied with their care and support (ASCOF 3A)	
Strengthen support for unpaid carers			
Raise awareness of carer assessments: <ul style="list-style-type: none"> Increase public awareness campaigns to ensure unpaid carers know about assessment options and support services Address delays in carer assessments by reallocating cases promptly during staff absences and monitoring long waits (e.g. the 530-day maximum) 	Medium-term	Percentage increase in carer assessment referrals following public awareness campaigns	<ul style="list-style-type: none"> Timely access to support, reducing the stress and burden on carers High carer wellbeing
		Proportion of ethnic minority carers receiving carer assessments (ACAS Indicator 8.5a)	
	Short-term	Year-over-year decrease in complaints related to assessment delays	

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		Percentage of carer assessments completed within the statutory 28-day timeframe	
		Average caseload per social worker	
<p>Enhance the Carers Offer:</p> <ul style="list-style-type: none"> Continue the review of the Carers Offer to address gaps in support and improve satisfaction levels, which are currently below the national average Expand collaboration with organisations like Carers First to provide additional services and joint visits for faster intervention 	Medium-term	Percentage of carers satisfied with the social services provided (ACAS Indicator 8.6)	<ul style="list-style-type: none"> High quality outcomes Carer and service user satisfaction Timely interventions Strong partnerships with other organisations
	Medium-term	Proportion of ethnic minority carers receiving carer assessments (ACAS Indicator 8.5a)	
		Percentage of carers accessing respite care or breaks through council support	
		Average time to access support/intervention	
Improve collaboration with providers and partners			
<p>Enhance provider involvement:</p> <ul style="list-style-type: none"> Ensure providers are consistently consulted during assessments and reviews to improve care planning and service delivery Provide clear, regular updates to providers about individuals' care plans and review outcomes 	Short-term	Provider satisfaction with consultation and communication	<ul style="list-style-type: none"> Personalisation of care plans Continuous care An integrated approach to care
	Short-term	Frequency of consultations with service providers during assessments or care plan reviews	
		Success of new processes measured through process audits	
<p>Strengthen advocacy services:</p> <ul style="list-style-type: none"> Build on the independent advocacy review by ensuring all staff understand how to access these services effectively and promote joint working 	Short-term	Percentage of individuals referred for and receiving advocacy support within 7 days	<ul style="list-style-type: none"> Service users receiving the support they need to have their voices heard Empowered service users who can make informed decisions about their care High quality outcomes
Optimise financial assessment processes			
<p>Streamline approval processes:</p> <ul style="list-style-type: none"> Review and simplify processes for approving care package cost increases to reduce delays 	Short-term	Average time to approve and implement care package cost increases	<ul style="list-style-type: none"> Timely access to support Reduced anxiety experienced whilst awaiting adjustments

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		Year-over-year decrease in complaints related to assessment delays	<ul style="list-style-type: none"> Service user satisfaction
<p>Increase staffing and training, and improve communication:</p> <ul style="list-style-type: none"> Expedite training and onboarding of financial assessment staff to address backlogs and ensure assessments are completed within the 56-day target Ensure all individuals undergoing financial assessments receive clear, consistent information about the process and timelines 	Short-term	Average waiting time for financial assessment (ASCOF Indicator 12.4)	<ul style="list-style-type: none"> Timely access to support Reduction in anxiety, through clear, consistent communication Service user satisfaction
		Recruitment success levels	
		Service user satisfaction with financial assessment processes	
		Percentage of staff completing training	
		Year-over-year decrease in complaints related to financial assessment delays	
Address workforce challenges			
<p>Recruit and retain staff:</p> <ul style="list-style-type: none"> Continue the rightsizing exercise to recruit more staff and address shortages in key areas like social work, occupational therapy, and financial assessment teams Invest in training and development to improve staff skills and retention, particularly for handling complex cases Provide targeted training to improve staff understanding of specific disabilities, behavioural issues, and complex needs 	Short to medium-term	Recruitment success levels	<ul style="list-style-type: none"> Timely access to services High quality of care Personalised support
	Short-term	Percentage of Care Act assessments completed within 28 days of referral (ASCOF 2A Indicator 5.11)	
		Percentage of carer assessments completed within the statutory 28-day timeframe	
		Average waiting time for financial assessment (ASCOF Indicator 12.4)	
		Average caseload per practitioner/officer	
		Annual staff turnover rate in adult social care services (ASCOF 4A)	
		Improved staff wellbeing	
		Percentage of staff completing training	

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Strengthen risk mitigation and waiting list management			
Improve communication during waiting periods: <ul style="list-style-type: none"> Standardise communication with people waiting for assessments, ensuring they receive regular updates on timelines and available interim support Enhance the Waiting Well programme by offering more robust resources and support options for people on waiting lists, including tailored community services 	Medium-term	Service user satisfaction with communication	<ul style="list-style-type: none"> Reduced anxiety and uncertainty whilst awaiting assessment Transparency High quality interim support, Service user satisfaction experience and wellbeing
	Medium-term	Increased use of new technologies to support improved communication	
Promote strengths-based and person-centred practices			
Evaluate and scale joint assessments <ul style="list-style-type: none"> Complete the evaluation of the joint assessments pilot between social workers and occupational therapists and scale the initiative if proven effective 	Short-term	Reduction in crises	<ul style="list-style-type: none"> Holistic assessments High quality outcomes Prevention and early intervention
		Reduction in returning clients	
		Reduction in hospital readmissions	
		Client satisfaction regarding tailored/person-focused support	
Enhance strengths-based practices: <ul style="list-style-type: none"> Continue promoting the 3 Conversations Model and ensure all staff are adequately trained to deliver person-centred, strengths-based care 	Short-term	Percentage of assessments using the 3 Conversations model demonstrating strengths-based and person-centred practices	<ul style="list-style-type: none"> Service users empowered to take an active role in their care and decision making Support tailored to service users' needs and circumstances
		Percentage of staff completing mandatory strength-based and safeguarding training annually (ASCOF 4B)	
Improve oversight and quality assurance			
Track complaints and appeals <ul style="list-style-type: none"> Capture and analyse data on individuals dissatisfied with eligibility decisions to identify trends and improve practices 	Medium-term	Year-over-year decrease in complaints related to eligibility decisions	<ul style="list-style-type: none"> Service user satisfaction
		Percentage of eligibility decisions communicated within 14 days of assessment (ASCOF 3D)	
		Percentage of complaints resolved within 14 days (ASCOF 4A)	
Ensure regular reviews: <ul style="list-style-type: none"> Increase the percentage of long-term support clients receiving planned or unplanned reviews, aiming to exceed the national average 	Medium-term	Percentage of long-term support clients who receive planned or unplanned annual reviews (ASCOF 2B Indicator 6.13)	<ul style="list-style-type: none"> Responsive and adaptive support High quality of care Service user satisfaction

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		Service user satisfaction regarding quality of reviews and support provided	<ul style="list-style-type: none"> Early issue detection, preventing problems from escalating and ensuring timely intervention
Increase public engagement and awareness			
Publicise Local Authority events: <ul style="list-style-type: none"> Improve publicity for events and forums to engage unpaid carers and other stakeholders, ensuring broader community involvement Partner with voluntary organisations to reach under-served populations and gather feedback on improving services 	Medium to long-term	Percentage increase in carer assessment referrals following public awareness campaigns	<ul style="list-style-type: none"> High community involvement Service user satisfaction Inclusive and representative feedback on services Tailored services that meet the needs of all users
	Medium to long-term	Proportion of ethnic minority carers receiving carer assessments (ACAS Indicator 8.5a)	
		Percentage of service users from ethnic minority groups accessing care	
		Number of actionable changes implemented based on user/stakeholder feedback annually	
		Percentage of service users satisfied with their care and support (ASCOF 3A)	
		Number of attendees at engagement events	
Supporting people to lead healthier lives			
Action	Estimated Timescales	Key Performance Indicators	Impact
Strengthen preventative and reablement services			
Expand preventative services: <ul style="list-style-type: none"> Increase resources for occupational therapy to address growing waiting lists and reduce delays in providing early intervention Develop additional reablement and intermediate care options, especially specialist beds, to better meet the needs of people with complex conditions Monitor and evaluate the effectiveness of initiatives such as the Transfer of Care Hub and the single-handed care package project to ensure measurable outcomes 	Short to medium-term	Percentage of people aged 65+ still at home 91 days after discharge from hospital into reablement/rehabilitation services (ASCOF 2Aii Indicator 5.11)	<ul style="list-style-type: none"> Prevention and early intervention High quality outcomes and wellbeing Enhanced quality of life
	Long-term	Percentage of people receiving short-term support to maximise independence who require no ongoing support afterward (ASCOF 2C)	
	Short-term	Average waiting time for Occupational Therapy assessments and adaptations	

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		Year-over-year decrease in complaints related to assessment delays	
		Percentage accessing preventative services before requiring long-term care (ASCOF 2Ci Indicator 5.7)	
		Average caseload per occupational therapist	
		Annual staff turnover rate in adult social care services (ASCOF 4A)	
Address inefficiencies in equipment and adaptation services			
<p>Improve adaptations process:</p> <ul style="list-style-type: none"> Work in partnership with Housing to improve the timeliness of adaptations and specialist equipment Communicate clearly with individuals waiting for property adaptations, providing regular updates on timelines and interim solutions, where possible 	Medium-term	Average waiting time for Occupational Therapy assessments and adaptations	<ul style="list-style-type: none"> Timely access to equipment and adaptations Reduced anxiety and uncertainty through clearer communication Service users able to manage needs independently whilst awaiting permanent adaptations Enhanced quality of life
	Medium-term	Service user satisfaction regarding communications	
Improve accessibility of information and advice			
<p>Tackle digital exclusion:</p> <ul style="list-style-type: none"> Establish community hubs or local resource centres where individuals without internet access can obtain printed materials and in-person support Provide feedback and follow-up to voluntary groups involved in digital inclusion projects to improve outcomes 	Long-term	Usage rate of community hubs or local resource centres	<ul style="list-style-type: none"> All service users informed and connected Tailored assistance to address specific needs and help to navigate services effectively Reduced isolation
	Ongoing	Voluntary group satisfaction with quality and impact of communication	
<p>Accessibility of information for staff:</p> <ul style="list-style-type: none"> Increase awareness for frontline teams on public health initiatives to ensure they can promote services effectively during assessments 	Medium-term	Percentage of clients that are referred to or access public health initiatives	<ul style="list-style-type: none"> High awareness of available services and resources Timely access to services Comprehensive support
		Service user satisfaction with the quality of information provided by staff	

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Enhance support for Direct Payments			
Reduce setup delays: <ul style="list-style-type: none"> Streamline the process for setting up Direct Payments, reducing the average waiting time to align with best practice Analyse reasons for people opting out of Direct Payments to identify barriers and improve support systems 	Short-term	Reduced Direct Payment attrition	<ul style="list-style-type: none"> Timely access to funds and services Autonomy and control, allowing service users to manage their care more independently and make timely decisions about their support Service user satisfaction
	Short-term	Percentage of clients receiving self-directed support (ASCOF 1C Indicator 12.1)	
Strengthen Personal Assistant (PA) Network: <ul style="list-style-type: none"> Expand the PA database to ensure adequate supply and access for individuals using Direct Payments Offer incentives and training opportunities for PAs to increase recruitment and retention 	Medium to long-term	Percentage of clients receiving self-directed support (ASCOF 1C Indicator 12.1)	<ul style="list-style-type: none"> Timely access to personalised support Service user satisfaction Continuity of care
	Medium to long-term	Increased PA retention rate	
Increase focus on equity and inclusion			
Address health inequalities: <ul style="list-style-type: none"> Accelerate the Marmot Place initiative and develop targeted action plans to address specific disparities, such as cancer treatment rates in deprived areas Expand data collection and analysis on underrepresented groups, such as unpaid carers, to ensure equitable access to services 	Medium-term	Percentage of carers accessing respite care or breaks through council support	<ul style="list-style-type: none"> High quality health outcomes Equitable access to care Tailored support that addresses the unique needs of different communities Awareness of available resources and support
	Short-term	Proportion of ethnic minority carers receiving carer assessments (ACAS Indicator 8.5a)	
		Percentage of service users from ethnic minority groups accessing care	
Promote cultural competency: <ul style="list-style-type: none"> Continue to train staff to better understand and address cultural, language, and accessibility needs during assessments and service delivery 	Medium-term	Service user satisfaction with initiatives aimed at reducing inequalities and barriers to care	<ul style="list-style-type: none"> Personalised care that is respectful of and tailored to unique backgrounds and circumstances Service user satisfaction
		Percentage of service users from ethnic minority groups accessing care	
		Proportion of ethnic minority carers receiving carer assessments (ACAS Indicator 8.5a)	
Optimise communication and coordination			
Enhance multi-disciplinary collaboration:	Ongoing	Frequency of engagement with healthcare partners	

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<ul style="list-style-type: none"> Continue fostering partnerships with healthcare and voluntary organisations to create holistic, person-centred care pathways 		Frequency of engagement with voluntary organisations	<ul style="list-style-type: none"> Holistic, person-centred care that addresses all aspects of the users' needs Seamless transitions between different types of care and support High quality outcomes
Build on reablement success			
<p>Improve long-term outcomes:</p> <ul style="list-style-type: none"> Analyse and address the disparity in reablement success rates compared to the national average Invest in follow-up services post-reablement to reduce hospital readmissions and support sustained independence 	<p>Medium-term</p> <p>Medium-term</p>	<p>Percentage of people aged 65+ still at home 91 days after discharge from hospital into reablement/rehabilitation services (ASCOF 2Aii Indicator 5.11)</p> <p>Percentage of people receiving short-term support to maximise independence who require no ongoing support afterward (ASCOF 2C)</p> <p>Average waiting time for Occupational Therapy assessments and adaptations</p> <p>Percentage accessing preventative services before requiring long-term care (ASCOF 2Ci Indicator 5.7)</p>	<ul style="list-style-type: none"> Sustained independence Reduced likelihood of hospital readmissions
<p>Improve Home First services:</p> <ul style="list-style-type: none"> Review Home First to meet demand and improve the transition process for people discharged from hospitals 	Short-term	<p>Service user satisfaction with the hospital discharge process through Home First</p> <p>Average discharge time for clients referred to Home First</p>	<ul style="list-style-type: none"> Timely access to support Reduced likelihood of hospital readmissions
Enhance strategic planning			
<p>Monitor prevention strategies:</p> <ul style="list-style-type: none"> Develop clear metrics to evaluate the impact of prevention and early intervention programmes on reducing care needs and achieving independence 	Medium-term	Metrics to be developed through action	<ul style="list-style-type: none"> Effective intervention programmes which lead to high quality outcomes Achieving and maintaining independence
Flexibility in funding and programmes:	Medium-term	Approval rate for DFG funding	<ul style="list-style-type: none"> Timely access to home adaptations

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<ul style="list-style-type: none"> Accelerate efforts to make the Disabled Facilities Grant (DFG) more flexible and discretionary to address diverse needs 			<ul style="list-style-type: none"> High wellbeing Efficient and effective allocation of resources, ensuring that funds are used where they are most needed and can have the greatest impact
Expand community engagement			
Empower voluntary organisations: <ul style="list-style-type: none"> Strengthen collaboration with voluntary and community groups to extend outreach, increase co-production, and better understand community-specific barriers to care Provide resources for voluntary groups to sustain and scale successful initiatives like adult education programmes that reduce isolation and improve employment opportunities 	Short-term	Number of actionable changes implemented based on user/stakeholder feedback annually	<ul style="list-style-type: none"> Wide access to services In-depth understanding of community-specific barriers to care Personalisation
	Medium-term	Number of new community members engaged with annually	
Equity in experience and outcomes			
Action	Estimated Timescales	Key Performance Indicators	Impact
Strengthen data collection and use			
Improve data protocols: <ul style="list-style-type: none"> Ensure effective protocols are in place for sharing data and information with voluntary and community sector partners to enhance collaboration and outreach Implement processes to collect, analyse, and use data related to equality, diversity, and inclusion (EDI) to identify and address service gaps 	Medium-term	Number of actionable changes implemented based on partner feedback annually	<ul style="list-style-type: none"> Comprehensive and integrated services Wide access to services In-depth understanding of community-specific barriers to care Service gaps addressed proactively
	Short-term	Further indicators to be determined based on actions identified through data analysis	
Expand data capture for seldom heard groups: <ul style="list-style-type: none"> Establish processes to collect data on new and emerging communities in Medway, such as recent immigrants or underrepresented ethnic groups 	Short-term	Number of actionable changes implemented based on user/stakeholder feedback annually	<ul style="list-style-type: none"> In-depth understanding of the needs of seldom heard groups Inclusive and equitable services Targeted interventions
	Ongoing	Percentage of carers accessing respite care or breaks through council support	

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<ul style="list-style-type: none"> Regularly update diversity impact statements to reflect progress in engaging ethnic minority groups, unpaid carers, and other under-served populations 		Proportion of ethnic minority carers receiving carer assessments (ACAS Indicator 8.5a) Percentage of service users from ethnic minority groups accessing care	
Enhance understanding of inequalities			
Conduct thematic reviews: <ul style="list-style-type: none"> Undertake planned thematic reviews, to understand the impact of recent work on homelessness and veterans, and ensure findings are incorporated into strategic plans Undertake further reviews on how best to engage with other seldom heard groups, such as the LGBTQ+ community, Roma Travellers, and people with disabilities 	Short to medium-term Short to medium-term	Number of actionable changes implemented based on user/stakeholder feedback annually Further indicators to be determined based on actions identified through reviews	<ul style="list-style-type: none"> Targeted interventions Understanding of effective communication and outreach strategies
Improve awareness of cultural diversity: <ul style="list-style-type: none"> Continue to deliver staff training on cultural diversity and unconscious bias, ensuring it is embedded into Care Act assessments and eligibility guidance Update assessment tools to include prompts for considering protected characteristics such as sexual orientation, and religion or belief. 	Ongoing Short-term	Percentage of staff completing training Success of assessment tool changes, to be measured through audits	<ul style="list-style-type: none"> High quality care Inclusive assessments Personalised support All service users, regardless of their background, receiving equitable support
Address barriers to access			
Expand resources for the Deaf community: <ul style="list-style-type: none"> Monitor the impact on service accessibility following the introduction of video interpreters for the Deaf 	Short-term	Percentage improvement in service accessibility for the Deaf community following implementation of video interpreters Service user satisfaction with video interpreters	<ul style="list-style-type: none"> The Deaf community receive the information and support they need Service user satisfaction Timely access to support
Strengthen engagement and co-production			
Enhance engagement with seldom heard groups: <ul style="list-style-type: none"> Increase efforts to engage under-served groups through targeted initiatives, such as language 	Long-term	Number of actionable changes implemented based on user/stakeholder feedback annually	<ul style="list-style-type: none"> Timely access to services Tailored, inclusive and representative support

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cafes, focus groups, and culturally specific outreach programmes <ul style="list-style-type: none"> Broaden co-production efforts to involve individuals from diverse backgrounds in the design and evaluation of services 	Short to medium-term	Number of targeted initiatives undertaken annually	<ul style="list-style-type: none"> High wellbeing Enhanced quality of life
		Number of new community members engaged with annually	
Leverage community partnerships: <ul style="list-style-type: none"> Work more closely with voluntary and community sector organisations to expand their reach to under-served populations Collaborate with partners to develop projects that address specific barriers, such as those faced by individuals for whom English is not their first language 	Short to medium-term	Number of actionable changes/projects implemented based on user/stakeholder feedback annually	<ul style="list-style-type: none"> More individuals, especially those who might not typically engage with social care services, receiving the support they need Innovative solutions to complex challenges Wide engagement from under-served populations
	Short to medium-term	Number of targeted initiatives undertaken annually	
		Number of new community members engaged with annually	
Improve inclusion in service delivery			
Expand EDI initiatives <ul style="list-style-type: none"> Build on the Equality and Inclusion Framework by co-producing future strategies with local communities and stakeholders Regularly review and update EDI training and initiatives, ensuring they address emerging needs and challenges 	Ongoing	Number of new community members engaged with annually	<ul style="list-style-type: none"> EDI initiatives that effectively address the specific needs of the community Inclusive services that cater to the needs of all individuals Ability to address systemic barriers that may prevent certain groups from accessing services
	Ongoing	Effectiveness of EDI training and initiatives measured through post-training feedback	
Expand inclusive service pathways <ul style="list-style-type: none"> Ensure services are designed to accommodate individuals with varying needs, including those with disabilities, mental health challenges, or social isolation Increase efforts to integrate under-represented groups into initiatives like employment support for people with learning disabilities 	Ongoing	Number of actionable changes implemented based on user/stakeholder feedback annually	<ul style="list-style-type: none"> Inclusivity and equity in service delivery Enhanced support for those with varying needs, addressing the specific barriers these groups face Independence
	Short-term	Percentage of service users satisfied with their care and support (ASCOF 3A)	
		Percentage of adults with learning disabilities in paid employment (ASCOF 1F Indicator 7.2)	

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Enhance collaborative approaches			
Expand multi-disciplinary support: <ul style="list-style-type: none"> Strengthen joint initiatives with partners, such as the Kent and Medway Learning Disability and Autism Collaborative, to improve health checks, hospital passports, and community-based support Enhance multi-disciplinary approaches to marginalisation issues, such as drug, alcohol, and domestic abuse services 	Short to medium-term	Percentage of service users who use joint initiatives	<ul style="list-style-type: none"> High quality health outcomes Effective support for individuals facing multiple challenges Accessibility to services Enhanced support networks Empowerment and independence
	Short to medium-term	Service user and partner satisfaction with the effectiveness of multi-disciplinary approaches	
Monitor and evaluate impact			
Ensure accountability in EDI initiatives: <ul style="list-style-type: none"> Strengthen the role of Adult Social Care on the Equality, Diversity, and Inclusion Board 	Medium-term	Participation rate in EDI Board meetings	<ul style="list-style-type: none"> Oversight and accountability for EDI initiatives Enhanced service delivery
		Implementation rate of EDI recommendations related to Adult Social Care	
Address gaps in staffing and resources			
Recruit specialised staff: <ul style="list-style-type: none"> Fill planned social worker posts for supporting people with learning disabilities and autism, ensuring these roles are fully resourced and operational Increase staffing in areas such as drug and alcohol services to better service marginalised groups 	Short-term	Recruitment success rates	<ul style="list-style-type: none"> Specialised care and improved quality of support Timely access to support Tailored support Empowerment and independence
	Ongoing		
Expand training opportunities: <ul style="list-style-type: none"> Continue rolling out the Oliver McGowan training programme and ensure it is widely accessible to staff at all levels Offer workshops on accessible communication methods, cultural competency, and other skills critical for reducing barriers to care 	Ongoing	Percentage of staff completing training	<ul style="list-style-type: none"> Informed care Effective communication Inclusive and sensitive service delivery, ensuring that all individuals feel valued and understood Reduced barriers to care
	Ongoing		

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Theme 2: Providing support

Care provision, integration and continuity			
Action	Estimated Timescales	Key Performance Indicators	Impact
Strengthen understanding of local needs			
Improve collaboration with providers and stakeholders: <ul style="list-style-type: none"> Engage providers more consistently in determining care and support needs, ensuring regular consultation and input into long-term strategies 	Ongoing	Frequency of consultation with service providers <hr/> Percentage of care providers attending collaboration meetings	<ul style="list-style-type: none"> Effective and relevant support High quality outcomes High-level responsiveness to changing needs and emerging challenges
Address gaps in market data utilisation: <ul style="list-style-type: none"> Continue to use feedback from providers and data sources like the Joint Strategic Needs Assessment (JSNA) to inform commissioning decisions and service improvements Ensure all stakeholders, including smaller providers, are aware of and contribute to data-gathering and planning processes 	Ongoing Ongoing	Frequency of consultations with service providers <hr/> Percentage of care providers attending collaboration meetings	<ul style="list-style-type: none"> Informed decision-making High quality outcomes Enhanced support for diverse communities, addressing the specific barriers these groups face
Market shaping and service capacity			
Expand service options: <ul style="list-style-type: none"> Address gaps in care capacity, particularly for people with mild learning disabilities or autism requiring specific levels of support, and to reduce hospital discharge delays and out-of-area placements 	Long-term	Average time of hospital discharge <hr/> Percentage of service users satisfied with their care and support (ASCOF 3A)	<ul style="list-style-type: none"> Timely access to support Reduced hospital discharge delays Minimised out-of-area placements Enhanced quality of life Service user satisfaction
Improve communication with providers: <ul style="list-style-type: none"> Collaborate with providers to develop a strategy for increasing capacity and diversity in service offerings, particularly for high-demand areas such as dementia and complex nursing care 	Medium to long-term	Frequency of consultations with service providers <hr/> Percentage of care providers attending collaboration meetings <hr/> Number of actionable changes implemented based on user/stakeholder feedback annually	<ul style="list-style-type: none"> Timely access to care Effective levels of resource to meet the growing demand for services, particularly for conditions that require specialised care

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<p>Support providers in workforce challenges:</p> <ul style="list-style-type: none"> Work with providers to address recruitment and retention challenges, including fair compensation, better working conditions, and access to training Reestablish connections with training institutions like the Medway College of Social Care and ensure affordable and accessible training options are available 	Ongoing	Percentage of staff completing training	<ul style="list-style-type: none"> Continuity of care Timely access to support Effective interventions and specialised outcomes for diverse populations
	Short-term	Provider staff retention rate	
Enhance quality assurance and support			
<p>Increase oversight and support for providers:</p> <ul style="list-style-type: none"> Expand the Quality Assurance team to ensure annual visits to all providers and the provision of proactive support to those with identified risks Raise awareness and usage of tools such as the 'super' training matrix among providers, ensuring feedback is gathered and acted upon 	Short-term/Ongoing	Percentage of care services rated "Good" or "Outstanding" by the CQC, particularly in homecare and supported living sectors	<ul style="list-style-type: none"> Identification and ability to address potential issues early, leading to high quality of service All service users receiving safe and reliable care
	Medium-term		
<p>Monitor and address gaps in service quality:</p> <ul style="list-style-type: none"> Provide targeted support and resources to providers with "Requires Improvement" or "Inadequate" ratings to help them improve Offer training options for critical areas like moving and handling and basic life support, addressing provider concerns about current training formats 	Ongoing	Percentage of care services rated "Good" or "Outstanding" by the CQC, particularly in homecare and supported living sectors	<ul style="list-style-type: none"> High quality outcomes Service user satisfaction Confidence in services
	Ongoing	Percentage of provider staff completing training	
Workforce development			
<p>Support workforce stability</p> <ul style="list-style-type: none"> Finalise and implement the draft Adult Social Care Workforce Plan to address recruitment and retention challenges Expand initiatives like the Self Directed Support Workforce Strategy to ensure all care workers, including personal assistants, have access to training and support 	Short to medium-term	Percentage of care workers completing training	<ul style="list-style-type: none"> Consistent, high-quality care Continuity of care Support for diverse needs
	Medium to long-term	Annual staff turnover rate	
Address financial and contracting challenges			
<p>Ensure Fair Cost of Care:</p> <ul style="list-style-type: none"> Collaborate with providers to establish transparent, fair rates that reflect the cost of 	Long-term	Percentage of providers who agree that established rates are transparent and fair	<ul style="list-style-type: none"> Continuity of care High quality outcomes

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<p>care, including workforce-related expenses such as living wages, sick pay, and travel time</p> <ul style="list-style-type: none"> Review and simplify contracting arrangements to reduce administrative burdens on providers 	<p>Long-term</p>	<p>Provider satisfaction with contracting arrangements</p>	
<p>Support market sustainability:</p> <ul style="list-style-type: none"> Develop strategies to prevent service closures and package hand-backs by addressing financial and staffing challenges with providers Explore block purchasing arrangements to stabilise the market and ensure the availability of critical services 	<p>Long-term</p>	<p>Percentage of care services that remain operational without closures or package hand-backs</p>	<ul style="list-style-type: none"> Continuity of care Reduced stress and anxiety for service users and families
	<p>Long-term</p>	<p>Availability of critical services</p>	
<p>Improve hospital discharge pathways</p>			
<p>Reduce discharge delays:</p> <ul style="list-style-type: none"> Increase capacity for residential and nursing care placements to address hospital discharge bottlenecks Expand the availability of home care packages with night support to reduce reliance on residential care 	<p>Long-term</p>	<p>Average time of hospital discharge</p>	<ul style="list-style-type: none"> High quality health outcomes High wellbeing Reduced stress and anxiety for service users and families Independence
	<p>Long-term</p>	<p>Usage of home care packages with night support</p>	
<p>Enhance integration with Health services:</p> <ul style="list-style-type: none"> Continue to strengthen collaboration with health partners to streamline discharge planning and ensure the timely availability of wrap-around services 	<p>Ongoing</p>	<p>Average time of hospital discharge</p>	<ul style="list-style-type: none"> Continuity of care Timely access to services Holistic approach to care Service user satisfaction Reduced hospital readmissions
<p>Strengthen monitoring and feedback mechanisms</p>			
<p>Improve feedback loops with providers:</p> <ul style="list-style-type: none"> Continue to gather and act upon feedback from providers about commissioning, training, and operational challenges Share updates on how feedback has been incorporated into decision-making to build trust and accountability 	<p>Ongoing</p>	<p>Frequency of consultations with service providers</p>	<ul style="list-style-type: none"> High quality of service Service user satisfaction Transparency
	<p>Ongoing</p>	<p>Percentage of care providers attending collaboration meetings</p>	
		<p>Number of actionable changes implemented based on user/stakeholder feedback annually</p>	

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Advance strategic planning			
Refine long-term plans: <ul style="list-style-type: none"> Accelerate plans to build multi-purpose care homes and repurpose buildings for extra care housing to address long-term capacity needs Continue working with developers to ensure sufficient nursing and dementia care capacity in future projects 	Long-term Ongoing	Progress of Care for Medway project	<ul style="list-style-type: none"> Timely access to services Enhanced care options More future-proofed services that meet the evolving needs of the population Enhanced quality of life
Leverage external support <ul style="list-style-type: none"> Use findings from the LGA's independent finance review to guide resource allocation and address systemic market challenges 	Ongoing	N/A	<ul style="list-style-type: none"> Resources directed where they are most needed Informed decision making that meets the needs of service users
Focus on carer support			
Expand carer services: <ul style="list-style-type: none"> Build on the Medway Joint Carers Strategy by exploring more comprehensive support options for unpaid carers, such as statutory carer assessments under the trusted assessor model Increase access to tailored training and support for unpaid carers, particularly for those supporting individuals with complex needs 	Medium-term	Percentage increase in carer assessment referrals	<ul style="list-style-type: none"> High quality support for carers Personalised support Carers better equipped to handle challenging situations High quality outcomes Reduced carer burnout
	Medium-term	Proportion of ethnic minority carers receiving carer assessments (ACAS Indicator 8.5a)	
		Percentage of carers completing training	
Partnerships and communities			
Action	Estimated Timescales	Key Performance Indicators	Impact
Strengthen partnership working			
Improve relationships with the Integrated Care Board (ICB): <ul style="list-style-type: none"> Resolve funding and procedural disagreements with the ICB through enhanced strategic dialogue and shared frameworks Focus on integration with health partners to promote mutual understanding and smoother operations 	Short to medium-term	Number of joint initiatives implemented annually	<ul style="list-style-type: none"> Effective and efficient resource allocation A more seamless experience for service users with fewer gaps in care Timely access to services
	Ongoing	Partner satisfaction with shared frameworks and operations	
Enhance co-production and inclusion			
Expand representation in co-production:	Medium to long-term	Number of community members engaged with annually	<ul style="list-style-type: none"> Inclusive service design leading to more effective and equitable service delivery

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<ul style="list-style-type: none"> ▪ Increase efforts to include under-represented ethnic minority communities in service design and employment discussions ▪ Leverage successful initiatives like the Medway Multi Disadvantaged Network and Legislative Theatre for broader engagement 	Ongoing	Frequency of engagement with under-represented communities <hr/> Number of actionable changes implemented based on user/stakeholder feedback annually	<ul style="list-style-type: none"> ▪ High quality outcomes
Promote inclusion of voluntary and charity sectors: <ul style="list-style-type: none"> ▪ Provide more opportunities for voluntary groups to contribute to strategic planning and service delivery 	Ongoing	Number of voluntary groups engaged with annually <hr/> Frequency of engagement with voluntary groups <hr/> Number of actionable changes implemented based on voluntary group feedback annually	<ul style="list-style-type: none"> ▪ Increased opportunities to implement innovative solutions that better meet the needs of service users ▪ Services that are inclusive and accessible to all
Improve processes and operational efficiency			
Strengthen use of multi-disciplinary teams (MDTs): <ul style="list-style-type: none"> ▪ Optimise MDT collaboration for complex cases and integrate learning into standard practices 	Ongoing	Number of joint initiatives implemented and used annually <hr/> Percentage of complex cases resolved through MDT collaboration <hr/> Audits of success with embedding integrated learning	<ul style="list-style-type: none"> ▪ Personalised care plans ▪ High quality outcomes ▪ Service user satisfaction
Foster innovation in partnership working			
Encourage preventative and proactive approaches: <ul style="list-style-type: none"> ▪ Enhance data-sharing capabilities with public health, housing, and other sectors to proactively address community needs 	Medium-term	Number of actionable changes implemented based on data sharing to identify preventative and proactive approaches	<ul style="list-style-type: none"> ▪ High wellbeing ▪ High quality outcomes ▪ Holistic support
Address structural and resource gaps			
Formalise partnership structures: <ul style="list-style-type: none"> ▪ Develop formalised agreements and reporting mechanisms for partnerships to ensure consistency and transparency 	Medium-term Short to medium-term	Success of escalation protocols in resolving issues such as funding conflicts i.e. number of issues escalated and resolved annually	<ul style="list-style-type: none"> ▪ Transparency and consistency ▪ Problems resolved promptly, preventing disruptions in service delivery and maintaining continuity of care

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<ul style="list-style-type: none"> Create an escalation protocol for unresolved issues between agencies, such as funding conflicts with the ICB 			
Strengthen strategic focus on voluntary sector			
Increase visibility of voluntary sector contributions: <ul style="list-style-type: none"> Publicise the impact of voluntary sector collaborations to build awareness and encourage further community participation 	Ongoing	Increase in community participation Engagement with communication around voluntary sector collaborations	<ul style="list-style-type: none"> Increased opportunities for innovation and continuous improvement
Foster continuous improvement			
Act on provider and partner feedback: <ul style="list-style-type: none"> Address concerns from providers about communication gaps and strengthen the role of the Quality Assurance team to bridge this divide Use lessons learned from successful partnership examples to replicate and scale best practice 	Medium-term Medium to long-term	Frequency of consultations with service providers and partners Percentage of providers and partners attending collaboration meetings Number of actionable changes implemented based on user/stakeholder feedback annually	<ul style="list-style-type: none"> Increased opportunities for innovation and continuous improvement

Theme 3: How the local authority ensures safety within the system

Safe systems, pathways and transitions			
Action	Estimated Timescales	Key Performance Indicators	Impact
Enhance hospital discharge processes			
Improve capacity for discharge beds: <ul style="list-style-type: none"> Address concerns about the Discharge to Assess (D2A) beds potentially causing system blockages by ensuring sufficient step-down and reablement services 	Short to medium-term	Percentage of people aged 65+ still at home 91 days after discharge from hospital into reablement/rehabilitation services (ASCOF 2Aii Indicator 5.11) Percentage of people receiving short-term support to maximise independence who require no	<ul style="list-style-type: none"> Timely hospital discharge Enhanced quality of life Timely access to care

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		ongoing support afterward (ASCOF 2C)	
		Average waiting time for Occupational Therapy assessments and adaptations	
		Percentage accessing preventative services before requiring long-term care (ASCOF 2Ci Indicator 5.7)	
<p>Strengthen housing support for discharges:</p> <ul style="list-style-type: none"> Enhance collaboration with housing teams to address delays caused by housing needs in hospital discharge processes Assess the impact of the dedicated housing post within the hospital discharge team and refine the role as needed to support solution-focused communication 	<p>Medium-term</p> <p>Short-term</p>	Percentage of hospital discharge delays caused by housing needs	<ul style="list-style-type: none"> Timely hospital discharge Reduced anxiety for service users Smooth transition between services
Improve safety during transitions			
<p>Support providers during transitions:</p> <ul style="list-style-type: none"> Enhance engagement and communication with providers to ensure needs assessments are accurate and transition plans are clear Develop clearer mechanisms to assist providers when placements do not meet individuals' needs, improving resolution efficiency 	Short-term	Frequency of consultations with providers during assessments	<ul style="list-style-type: none"> Clear and well-communicated transition plans reducing anxiety during transition Continuity of care
	Short-term	Provider satisfaction with engagement and communication	
	Short-term	Audits of needs assessments	
	Short-term	Average time taken to resolve placement issues	
<p>Strengthen transitions for young people:</p> <ul style="list-style-type: none"> Begin transition planning for children with disabilities earlier, ideally by age 16, to address gaps highlighted by Ofsted Standardise communication with families about transition expectations to ensure all carers receive meaningful and timely information 	Short-term	Percentage of children with disabilities for whom transition planning begins by age 16	<ul style="list-style-type: none"> Smooth transitions Reduced anxiety for service users and families Service users and families feeling more informed and prepared for transition
	Short-term	Service user and family satisfaction with the effectiveness of transitions communication	
<p>Focus on complex transitions:</p> <ul style="list-style-type: none"> Continue efforts to streamline pathways for people with co-occurring conditions under 	Short-term	Service user satisfaction with the efficiency and clarity of pathways	<ul style="list-style-type: none"> Continuity of care High quality outcomes

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initiatives like the Combatting Drugs Partnership (CDP)			<ul style="list-style-type: none"> Holistic approach to care and support
Enhance collaboration and communication			
Increase provider inclusion: <ul style="list-style-type: none"> Actively include providers in planning safe transitions, ensuring they receive timely and accurate information about individuals' needs Survey providers regularly and act on their feedback to improve coordination and communication during transitions 	Short-term	Frequency of consultations with service providers during transitions	<ul style="list-style-type: none"> Smooth transitions Reduced anxiety High quality outcomes
	Ongoing	Number of actionable changes implemented based on provider feedback annually	
Improve information sharing across regions: <ul style="list-style-type: none"> Maintain robust systems for sharing assessments and care plans for out-of-area placements to ensure continuity of care Regularly review and update processes to align with the Care Act 2014 for individuals moving into or out of Medway 	Short-term	Percentage of out-of-area placements where care continuity is successfully maintained	<ul style="list-style-type: none"> Continuity of care Reduced anxiety through more seamless transitions
	Ongoing	Frequency of reviews conducted, and updates implemented	
Expand staff capacity and training			
Address resource limitations: <ul style="list-style-type: none"> Continue to work with ICB partners to ensure that adequate specialist beds are available, for example to support those with bariatric requirements 	Ongoing	Occupancy rate of specialist beds	<ul style="list-style-type: none"> Timely access to care Service user satisfaction
Strengthen contingency planning			
Enhance business continuity efforts: <ul style="list-style-type: none"> Complete reviews of the remaining 4% of providers' business continuity plans to ensure full compliance Test the local authority's contingency and emergency preparedness plan through simulations or drills to identify potential gaps 	Short-term	Progress of business continuity plan reviews	<ul style="list-style-type: none"> Continuity/reliability of care Service user satisfaction
	Short-term	Progress of emergency preparedness simulations	
Proactively monitor provider performance:	Medium-term	Number of early interventions triggered by dashboard alerts	<ul style="list-style-type: none"> Continuity of care

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<ul style="list-style-type: none"> Use dashboards and triggers to flag repeated provider concerns early, enabling proactive intervention before service disruptions occur 		Provider satisfaction with the monitoring system and its impact on performance	
Foster continuous improvement			
Address concerns raised by frontline teams: <ul style="list-style-type: none"> Act on feedback from staff about potential bottlenecks in discharge pathways and transitions, refining processes and policies to mitigate risks 	Medium-term	Number of actionable changes implemented based on staff feedback annually Reduction in discharge and transition delays	<ul style="list-style-type: none"> Timely access to care Service user satisfaction
Safeguarding			
Action	Estimated Timescales	Key Performance Indicators	Impact
Safeguarding systems, processes, and practices			
Ensure timely restructuring of safeguarding hub: <ul style="list-style-type: none"> Expedite the establishment of the new single safeguarding hub to streamline processes and enhance oversight to reduce delays in Section 42 enquiries and initial reviews Appoint the Safeguarding Development Lead promptly to maintain safeguarding standards during the transition 	Short-term Short-term	Percentage of safeguarding enquiries resolved within 90 days (ASCOF Indicator 9.5a) Percentage of safeguarding concerns addressed within 7 days (ASCOF 4A) Average response time to safeguarding incidents	<ul style="list-style-type: none"> Timely access to protection and support Service users continuing to receive high quality care and protection
Enhance engagement with providers: <ul style="list-style-type: none"> Improve communication with providers regarding safeguarding thresholds and outcomes, including feedback loops to share lessons learned Conduct regular provider forums and briefings on safeguarding processes to ensure consistent understanding and application of thresholds 	Ongoing Ongoing	Frequency of consultations with service providers regarding safeguarding Percentage attendance at provider forums and briefings	<ul style="list-style-type: none"> Accurate and timely identification of safeguarding issues, ensuring service user safety and wellbeing
Address learning gaps in safeguarding practice: <ul style="list-style-type: none"> Embed learning from Safeguarding Adult Reviews (SARs) systematically into processes and practices Implement clear mechanisms for staff to understand themes and improvements arising from SARs and audits 	Ongoing Ongoing	Number of learning sessions to embed learning from SARs Staff levels of understanding and awareness of the themes and improvements	<ul style="list-style-type: none"> High quality outcomes A high-quality safeguarding environment

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Responding to local safeguarding risks and issues			
Reduce Deprivation of Liberty Safeguards (DoLS) backlogs: <ul style="list-style-type: none"> ▪ Prioritise recruitment and onboarding of additional staff for the DoLS team to address the waiting list ▪ Enhance efficiency by reviewing the monthly RAG-rated lists and ensuring prompt action on high-priority cases 	Short-term	Percentage reduction in outstanding DoLS cases	<ul style="list-style-type: none"> ▪ Service users' rights are protected promptly, preventing unlawful deprivation of liberty ▪ High wellbeing ▪ Reduced anxiety for service users and families
	Ongoing		
Improve waiting times for safeguarding enquiries: <ul style="list-style-type: none"> ▪ Establish clearer workflows and timelines for safeguarding enquiries involving external partners to minimise delays 	Short-term	Percentage of safeguarding enquiries resolved within 90 days (ASCOF Indicator 9.5a)	<ul style="list-style-type: none"> ▪ High safety and wellbeing ▪ Reduced anxiety for service users and their families
		Percentage of safeguarding concerns addressed within 7 days (ASCOF 4A)	
		Average response time to safeguarding incidents	
Enhance safeguarding risk mitigation: <ul style="list-style-type: none"> ▪ Strengthen interim measures to reduce risks for individuals waiting for enquiries, including regular reviews and proactive communication with stakeholders 	Short-term	Percentage of safeguarding concerns addressed within 7 days (ASCOF 4A)	<ul style="list-style-type: none"> ▪ Safety of service users ▪ Timely intervention
		Average response time to safeguarding incidents	
Responding to concerns and undertaking Section 42 enquiries			
Address delays in communication: <ul style="list-style-type: none"> ▪ Develop systems to ensure individuals are contacted promptly after a safeguarding referral to enhance trust and satisfaction 	Short-term	Percentage of safeguarding concerns addressed within 7 days (ASCOF 4A)	<ul style="list-style-type: none"> ▪ Trust ▪ Service user satisfaction ▪ High levels of safety and wellbeing
		Average response time to safeguarding incidents	
Promote consistency in operational standards: <ul style="list-style-type: none"> ▪ Train staff to consistently apply safeguarding standards, especially in determining whether cases meet Section 42 thresholds ▪ Use the proportional triage approach to reduce unnecessary escalation while ensuring appropriate referrals 	Ongoing	Percentage of staff completing mandatory strength-based and safeguarding training annually (ASCOF 4B)	<ul style="list-style-type: none"> ▪ All service users receive fair and equitable services ▪ Timely intervention ▪ Transparency of process, managing expectations and reducing uncertainty and anxiety
	Short-term	Accuracy rate of escalations	

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Data-driven oversight and improvement			
Leverage audit insights: <ul style="list-style-type: none"> Improve how case audit findings are analysed and translated into actionable themes for staff training and process refinement Share findings and best practice from audits more effectively with frontline staff and senior leaders 	Short to medium-term	Frequency of reporting to Quality Assurance and Performance Improvement Board	<ul style="list-style-type: none"> High service quality Timely intervention Informed decision making
	Short-term	Number of audit recommendations implemented annually	
		Staff and senior leaders' awareness, understanding and application of audit outcomes	
Enhance monitoring systems: <ul style="list-style-type: none"> Continue weekly reporting to senior management on caseloads and waiting times, ensuring timely intervention in high-risk cases Integrate learning from Quality Assurance and Performance Improvement Board (QAPIB) reports into everyday practice 	Ongoing	Timeliness of interventions in high-risk cases	<ul style="list-style-type: none"> Timely intervention High service quality
	Ongoing	Number of QAPIB recommendations implemented annually	
Making Safeguarding Personal (MSP)			
Improve public awareness and accessibility: <ul style="list-style-type: none"> Broaden the accessibility of safeguarding information by expanding formats (e.g. additional languages, multimedia options) Consider the visibility and reach of safeguarding campaigns to engage diverse communities 	Medium-term	Percentage of communications compliant with Accessible Information Standards (ASCOF 3A)	<ul style="list-style-type: none"> Awareness for individuals to recognise and report safeguarding concerns more effectively Everyone has equal access to important safeguarding resources Timely intervention
		The number of people accessing safeguarding information across various formats	
		Community satisfaction with how well campaigns are reaching and resonating with different communities	
Develop a robust feedback mechanism: <ul style="list-style-type: none"> Redesign mechanisms to gather feedback from individuals with lived safeguarding experience, including community outreach and partnerships with local organisations Use feedback effectively to inform the Making Safeguarding Personal strategy and to improve the user experience 	Medium-term	Percentage of service users satisfied with their care and support (ASCOF 3A)	<ul style="list-style-type: none"> High service quality Inclusive approach leading to comprehensive and effective safeguarding strategies
	Medium to long-term	Number of actionable changes implemented based on user/stakeholder feedback annually	

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Multi-agency collaboration			
Strengthen partnerships: <ul style="list-style-type: none"> Continue working with the Kent and Medway Safeguarding Adults Board (KMSAB) and other partners to improve safeguarding systems, shared learning, and accountability 	Ongoing	Number of joint initiatives and projects <hr/> Stakeholder satisfaction with partnership effectiveness	<ul style="list-style-type: none"> High quality safeguarding systems Service users benefitting from the most up-to-date and effective approaches
Address workforce capacity challenges			
Increase Safeguarding team capacity: <ul style="list-style-type: none"> Develop long-term workforce planning to ensure sustainable staffing levels 	Ongoing	Percentage of safeguarding enquiries resolved within 90 days (ASCOF Indicator 9.5a) <hr/> Percentage of safeguarding concerns addressed within 7 days (ASCOF 4A) <hr/> Average response time to safeguarding incidents	<ul style="list-style-type: none"> Timely intervention Service users experiencing fewer disruptions and reliable support High quality outcomes
Provide staff training and support: <ul style="list-style-type: none"> Offer targeted training to improve staff confidence and consistency in safeguarding decisions, particularly around Section 42 enquiries 	Short-term	Percentage of staff completing mandatory strength-based and safeguarding training annually (ASCOF 4B)	<ul style="list-style-type: none"> Timely intervention High quality of service High quality outcomes

Theme 4: Leadership

Governance, management and sustainability			
Action	Estimated Timescales	Key Performance Indicators	Impact
Leadership visibility and collaboration			
Expand leadership engagement: <ul style="list-style-type: none"> Increase frequency and visibility of leadership drop-in sessions and team days 	Short-term	Number of attendees at staff engagement events <hr/> Staff satisfaction with the visibility of leadership	<ul style="list-style-type: none"> High levels of staff morale and motivation Open dialogue Trust and transparency
Foster partner collaboration:	Ongoing	Number of collaborative initiatives and projects	<ul style="list-style-type: none"> High quality of service

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<ul style="list-style-type: none"> Strengthen collaborative relationships with external partners to improve service delivery and innovation 		Partner satisfaction with collaboration and its impact on service delivery and innovation	<ul style="list-style-type: none"> Increased opportunities for innovation Appropriate and tailored support to specific needs High quality outcomes
Quality assurance and complaint management			
Ensure timely compliance with Ombudsman recommendations: <ul style="list-style-type: none"> Streamline processes to ensure prompt compliance with recommendations following investigations Implement measures to reduce delays in assessments, including financial and carer assessments 	Short-term	Percentage of Ombudsman recommendations implemented within the stipulated timescales	<ul style="list-style-type: none"> High service quality Timely access to care Transparency Service user satisfaction
	Short-term	Percentage of Care Act assessments completed within 28 days of referral (ASCOF 2A Indicator 5.11)	
		Average waiting time for key assessments	
		Percentage of carer assessments completed within the statutory 28-day timeframe	
		Year-over-year decrease in complaints related to assessment delays	
		Average caseload per practitioner/officer	
Improve complaint resolution processes: <ul style="list-style-type: none"> Analyse common themes in complaints to proactively address systemic issues 	Ongoing	Year-over-year decrease in complaints	<ul style="list-style-type: none"> High quality of service Service user satisfaction High quality outcomes
		Number of actions implemented from learning from complaints	
Oversight and performance monitoring			
Improve data usage: <ul style="list-style-type: none"> Enhance the use of data, audits, and performance dashboards to monitor services. Use this information to identify areas for improvement and track progress against targets 	Short to medium-term	Number of data-driven improvements implemented	<ul style="list-style-type: none"> High quality of service Timely access to care High quality outcomes Service user satisfaction
Regular governance reviews: <ul style="list-style-type: none"> Conduct regular reviews of governance mechanisms to ensure they are effective in 	Ongoing	Number of governance mechanism reviews undertaken	<ul style="list-style-type: none"> High quality of services Service users are protected and supported effectively Timely interventions
		Number of actions taken to improve governance mechanisms	

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scrutinising the use of resources and monitoring quality and risk			
Staff engagement and culture			
<p>Foster an open culture:</p> <ul style="list-style-type: none"> Improve the culture of Adult Social Care so that all staff feel comfortable raising concerns. Implement regular feedback mechanisms and ensure senior leaders are approachable and responsive to staff input 	Ongoing	<p>Number of concerns raised by staff, and actions implemented from these concerns</p> <p>Staff satisfaction with psychological safety and experiences with senior leadership responsiveness</p>	<ul style="list-style-type: none"> High levels of staff morale and motivation A psychologically safe workplace A continuous learning environment enhancing skills and confidence Strong team cohesion and collaboration
<p>Promote consistent practice:</p> <ul style="list-style-type: none"> Ensure consistent practice across all teams by providing clear guidelines and regular training. Address any inconsistencies in assessment, care planning, and reviews to improve the experience for service users 	Ongoing	<p>Percentage of assessments using the 3 Conversations model demonstrating strengths-based and person-centred practices – measured through audits of assessment records</p> <p>Percentage of staff completing mandatory strength-based and safeguarding training annually (ASCOF 4B)</p>	<ul style="list-style-type: none"> High quality of services Fair and equitable treatment High quality outcomes
Expand public and staff engagement			
<p>Analyse forum impact:</p> <ul style="list-style-type: none"> Assess the impact of forums on practice improvement and refine the approach based on findings 	Ongoing	<p>Number of actionable changes implemented based on user/stakeholder feedback annually</p> <p>Success of practice improvement based on actions implemented through forums measured through audits</p>	<ul style="list-style-type: none"> High quality of services High quality outcomes
Sustain evidence-based practices			
<p>Engage in research:</p> <ul style="list-style-type: none"> Continue embedding evidence-based practice and research findings into everyday practice 	Short to medium-term	Levels of evidence-based practice and embedded research measured through audits	<ul style="list-style-type: none"> High quality of services Service users receive the care that is most relevant and beneficial to them High quality outcomes

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			<ul style="list-style-type: none"> Improved opportunities for innovation and continuous improvement
Promote knowledge sharing: <ul style="list-style-type: none"> Create more opportunities for staff to engage with research and innovative practices, such as through workshops or dedicated sessions 	Short to medium-term	Number of knowledge sharing sessions conducted	<ul style="list-style-type: none"> Enhanced professional development for staff through fostering a culture of learning High quality of services High quality outcomes Improved opportunities for innovation and continuous improvement
		Staff satisfaction with the usefulness and impact of knowledge sharing sessions	
Monitor and evaluate engagement plans			
Track progress of engagement plan: <ul style="list-style-type: none"> Regularly review the implementation of the Adult Social Care Engagement Plan and make necessary adjustments 	Ongoing	Frequency of Engagement Plan reviews	<ul style="list-style-type: none"> High quality of services High quality outcomes Responsiveness to issues or gaps in services Service user satisfaction
		Number of actions implemented following reviews	
Learning, improvement and innovation			
Action	Estimated Timescales	Key Performance Indicators	Impact
Strengthen training and development			
Expand strengths-based practice training: <ul style="list-style-type: none"> Ensure all staff receive comprehensive training on strengths-based practices to address the identified gaps 	Ongoing	Percentage of assessments using the 3 Conversations model demonstrating strengths-based and person-centred practices – measured through audits of assessment records	<ul style="list-style-type: none"> High quality of services High quality outcomes Independence
		Percentage of staff completing mandatory strength-based and safeguarding training annually (ASCOF 4B)	
Support protected learning time: <ul style="list-style-type: none"> Address the challenge of ensuring protected caseloads for Newly Qualified Social Workers to improve learning and professional development 	Ongoing	Percentage of Newly Qualified Social Workers with protected caseloads during the first year (ASCOF 3C)	<ul style="list-style-type: none"> Practitioner confidence Healthy work-life balance High quality of services High quality outcomes
Enhance training diversity: <ul style="list-style-type: none"> Introduce more diverse and specialised training sessions, such as those focused on equality, diversity, and inclusion 	Medium-term	Percentage of staff completing training	<ul style="list-style-type: none"> High quality of services High quality outcomes Personalised support Service user satisfaction

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<p>Optimise apprenticeship and placement programmes:</p> <ul style="list-style-type: none"> Evaluate the current apprenticeship and placement programmes to increase capacity and effectiveness 	<p>Short to medium-term</p>	<p>Increase in the number of apprenticeship and placement programmes</p> <hr/> <p>Participant satisfaction in programme effectiveness</p>	<ul style="list-style-type: none"> High quality of services Timely access to services High quality outcomes Service user satisfaction
<p>Address recruitment and retention challenges</p>			
<p>Reduce reliance on locum staff:</p> <ul style="list-style-type: none"> Expedite the rightsizing project to reduce dependency on locum staff and ensure teams are adequately staffed 	<p>Ongoing</p>	<p>Annual staff turnover rate in adult social care services (ASCOF 4A)</p> <hr/> <p>Locum staff usage within adult social care services</p>	<ul style="list-style-type: none"> Continuity of support High quality outcomes
<p>Enhance recruitment strategies:</p> <ul style="list-style-type: none"> Develop innovative strategies to attract talent, particularly for hard-to-fill roles 	<p>Ongoing</p>	<p>Annual staff turnover rate in adult social care services (ASCOF 4A)</p> <hr/> <p>Recruitment success rate</p> <hr/> <p>Candidate satisfaction with recruitment processes</p>	<ul style="list-style-type: none"> Timely access to services High quality of services High quality outcomes Service user satisfaction
<p>Improve retention initiatives:</p> <ul style="list-style-type: none"> Use feedback from stay interviews to create actionable retention strategies and implement them effectively 	<p>Ongoing</p>	<p>Annual staff turnover rate in adult social care services (ASCOF 4A)</p> <hr/> <p>Number of actionable changes implemented based on staff feedback annually</p>	<ul style="list-style-type: none"> Timely access to services High quality of services High quality outcomes Service user satisfaction
<p>Embed learning and best practice</p>			
<p>Integrate safeguarding learning:</p> <ul style="list-style-type: none"> Ensure safeguarding practices are fully embedded in frontline work through ongoing training and task groups 	<p>See Theme 3</p>	<p>Percentage of staff completing mandatory strength-based and safeguarding training annually (ASCOF 4B)</p> <hr/> <p>Success of embedding of practices, measured through audits</p>	<ul style="list-style-type: none"> High quality of services High quality outcomes Service user satisfaction
<p>Promote real-time learning:</p> <ul style="list-style-type: none"> Scale up the use of learning groups and task and finish groups to foster immediate application of knowledge 	<p>Ongoing</p>	<p>Number of learning groups and task and finish groups conducted annually</p> <hr/> <p>Participant satisfaction with real-time learning effectiveness</p>	<ul style="list-style-type: none"> High quality of services High quality outcomes Service user satisfaction

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Improve engagement and co-production			
Increase public awareness of open days: <ul style="list-style-type: none"> Enhance marketing efforts to ensure better attendance at community open days 	Ongoing	Number of attendees at engagement events	<ul style="list-style-type: none"> Wide awareness of and access to services and support Effective community connections Increased opportunities to improve and tailor services to better meet the needs of each community
		Public satisfaction with marketing effectiveness	
Develop a robust engagement framework: <ul style="list-style-type: none"> Finalise and implement the co-production policy, ensuring meaningful collaboration with people using services, providers, and partners 	Short-term	Frequency of consultations with people using services, providers, and partners	<ul style="list-style-type: none"> Empowered service users Increased opportunities to improve and tailor services to better meet the needs of service users Increased opportunities for innovation and improvement
		Percentage attendance at collaboration meetings	
		Number of actionable changes implemented based on user/stakeholder feedback annually	
Enhance use of feedback: <ul style="list-style-type: none"> Establish a clear process for systematically analysing and using feedback from forums 	Short-term	Number of actionable changes implemented based on user/stakeholder feedback annually	<ul style="list-style-type: none"> Empowered service users Increased opportunities to improve and tailor services to better meet the needs of service users Increased opportunities for innovation and improvement
		Stakeholder satisfaction with feedback implementation	
Strengthen feedback mechanisms			
Improve communication on feedback usage: <ul style="list-style-type: none"> Clearly communicate how feedback influences policy and practice changes to build trust with partners and service users 	Short-term	Number of communication updates on feedback usage annually	<ul style="list-style-type: none"> Transparency, helping stakeholders understand the impact of their input High quality of services Empowered service users
		Stakeholder trust in and perception of feedback impact	
Enhance qualitative feedback analysis: <ul style="list-style-type: none"> Develop methods to better use qualitative data to drive service improvements 	Short to medium-term	Number of actionable changes implemented based on qualitative feedback	<ul style="list-style-type: none"> Empowered service users Increased opportunities to improve and tailor services to

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		Percentage of service users satisfied with their care and support (ASCOF 3A)	better meet the needs of service users <ul style="list-style-type: none"> Increased opportunities for innovation and improvement
Innovation and continuous improvement			
Encourage assistive technology adoption: <ul style="list-style-type: none"> Scale up efforts to implement and promote assistive technologies for enhanced care delivery 	Short to medium-term	Number of individuals using assistive technology (ASCOF 1C Indicator 12.1) Service user satisfaction with assistive technologies	<ul style="list-style-type: none"> Independence Enhanced quality of life Personalised support
Leverage peer reviews: <ul style="list-style-type: none"> Continue participation in peer review and sector-led improvement activities to benchmark and enhance practices 	Ongoing	Percentage of peer review recommendations implemented within six months Impact of peer reviews on practice improvement measured through audits	<ul style="list-style-type: none"> High quality of services Increased opportunities for innovation and improvement