

Health and Wellbeing Board

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Adult Social Care Strategy 2025-2028

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Summary

This report presents Medway Council's refreshed Adult Social Care Strategy 2025 – 2028. Developed in response to increasing demand, rising complexity of need, and financial pressures, the Strategy sets out a clear goal and mission to help people live safely, stay independent, and be treated with dignity and respect. It is shaped by extensive consultation and aligns with statutory duties and wider system priorities. The Strategy outlines five strategic commitments and a phased delivery plan, supported by the Adult Social Care Transformation and Improvement Programme. It will guide future commissioning, investment, and service development, ensuring Adult Social Care remains responsive, inclusive, and sustainable.

1. Recommendation

1.1. The Health and Wellbeing Board are asked to note the contents of the refreshed Adult Social Care Strategy, suggesting any required amendments ahead of publication.

2. Budget and policy framework

2.1. The Strategy supports the One Medway Council Plan:

Priority 1: Delivering Quality Social Care and Community Services, and sub-priorities:

- Provide effective, targeted support for our most vulnerable residents to enable them to fulfil their potential and improve their quality of life
- Support people of all ages to live the most happy, healthy, independent life possible, utilising assistive technologies
- Support all adults, including those living with disability or physical or mental illness to live independently and stay safe
- People in Medway live independent and fulfilled lives into an active older age

Priority 4: Improving Health and Wellbeing for All, and sub-priorities:

- Empowering people to achieve good health and wellbeing through prevention, with access to local activities and services that will enable and support them to lead independent, active and healthy lifestyles
 - Work in partnership with communities and organisations to address the issues that negatively affect health and wellbeing, making sure everyone has the opportunity to live long, healthy lives
- 2.2. The refreshed Strategy aligns with the Joint Local Health and Wellbeing Strategy 2024-2028 through a shared focus on prevention, early intervention, and person-centred care. Both strategies aim to improve outcomes by supporting independence, reducing inequalities, and addressing wider determinants of health such as housing, employment, and social connection. They also emphasise mental health and community engagement, and integrated working across health, care, and the voluntary sector. The Adult Social Care Strategy's commitment to co-production, digital inclusion, and workforce development complements the Joint Local Health and Wellbeing Strategy's goals of cohesive services and community empowerment.
- 2.3. The Strategy supports the NHS 10 Year Plan's vision of shifting from reactive, hospital-based care to proactive, community-led and preventative models. It mirrors the Plan's three key shifts, towards community care, digital transformation, and prevention, though its emphasis on early help, strengths-based support, and inclusive digital access. Both strategies prioritise workforce transformation and integrated care, with a shared commitment to innovation, efficiency, and sustainability. Together, they promote a modern, inclusive health and care system that responds to evolving needs.
- 2.4. The Strategy is closely aligned with the Kent and Medway Integrated Care Strategy, which focuses on improving health and wellbeing through collaboration, prevention, and tackling inequalities. Both strategies recognise the importance of addressing social, economic, and environmental factors that influence health, and promote place-based, joined-up working across councils, the NHS, and community partners. Shared priorities include supporting carers, improving access to services, and ensuring care is inclusive and equitable. This alignment strengthens Medway's role within the wider system and supports a unified approach to transforming care across the region.

3. Background and Local Context

- 3.1. Adult Social Care in Medway is operating in a context of increasing demand, rising complexity of need, and significant financial pressure. The adult population in Medway for 2024/25 is estimated at 223,299, comprising 174,514 adults aged 18-64, and 48,785 aged 65 and over. As of June 2025, 3038 adults are receiving long-term care and support from Medway Council, equivalent to 1 in every 74 adults. The majority of these individuals (57%) require physical support for personal care, followed by learning disability support (19%) and mental health needs (8%).

- 3.2. Demographic breakdowns reveal that over 2100 people aged 65+ are receiving support, compared to just under 1000 working age adults. Population projections indicate that the number of people aged 65 and over in Medway will continue to rise significantly over the coming years, increasing both the volume and complexity of care needs. This reflects the growing pressure from an ageing population and the need to plan for future demand, and reinforces the importance of shifting towards preventative, community-based support that enables older adults to remain independent for longer and reduces reliance on residential care and hospital admissions.
- 3.3. The financial context is equally pressing. In 2024/25, Medway Council allocated £101.57 million to Adult Social Care, but actual spend reached £108.71 million, exceeding the budget by over £7.1 million.
- 3.4. Over the past five years, the cost of delivering care has risen significantly:
- Supported Living: +186%
 - Residential and Nursing Care: +77%
 - Mental Health Care: +178%
- 3.5. These trends underscore the urgent need for a strategic shift towards early intervention, prevention, and personalised support to reduce long-term dependence and ensure financial sustainability. The Strategy aims to respond to this, alongside increasing complexity of need, the importance of supporting carers, and the need for services that are inclusive, accessible, and responsive to the diverse needs of Medway's population.

4. Development of the Strategy

- 4.1. The refreshed Adult Social Care Strategy reflects a shift from reactive care to proactive, strengths-based approaches, and is designed to meet statutory duties while aligning with wider system ambitions.
- 4.2. The Strategy is built around a clear goal: to help people live safely, stay independent, and be treated with dignity and respect. Its mission is to support and engage with people and communities to live safe, independent, and fulfilling lives. This is underpinned by a commitment to inclusion, responsiveness, and evidence-based decision making.
- 4.3. The Five Strategic Commitments

4.3.1. To deliver on this mission, the Strategy sets out five key commitments:

4.3.2. *Being Bold and Open to New Ideas*

Rising costs and increasing complexity of need require innovation. Embracing technology, workforce development, and new models of care will help Medway to deliver more efficient, person-centred services.

4.3.3. Improving How We Work and Think Together

With a diverse and growing population, the system must adapt to meet evolving needs. This includes improving internal processes, professional development, and cross-sector collaboration.

4.3.4. Building Strong Partnerships

The scale of demand cannot be met by the council alone. Stronger partnerships with the NHS, voluntary sector, and care providers are essential to deliver joined-up, community-based care.

4.3.5. Listening, Sharing and Working Together

Engagement with people who use services, carers, and communities ensures that services are responsive and inclusive. This is vital for building trust and improving outcomes.

4.3.6. Being Fair, Prepared and Focused on Prevention

With 1 in 74 adults already receiving long-term support, and with the over-65 population set to grow, early help and prevention are critical to managing future demand and ensuring sustainability.

5. Delivery of the Strategy

- 5.1. Delivery will be driven through the Adult Social Care Transformation and Improvement Programme, including the CQC Improvement Plan. Oversight will be provided by the Adult Social Care Improvement Programme Board, ensuring strategic alignment, accountability, and progress monitoring across all workstreams.
- 5.2. Implementation will follow a phased approach, structured around short, medium, and long-term priorities. This allows for targeted action in the immediate term, while building capacity and embedding sustainable change over the life of the Strategy.
- 5.3. Co-production will be central to delivery. The Adult Social Care Engagement Team are developing Community Involvement Groups and a Co-Production Board, which will provide ongoing opportunities for people with lived experience to shape services and evaluate outcomes. These structures will strengthen our ability to measure impact meaningfully and ensure that delivery remains grounded in what matters most to residents, carers, and communities.
- 5.4. The Strategy will be monitored through a combination of key performance indicators, feedback loops, and lived experience measures drawn from the “What success will look like” section of the Strategy. This includes direct quotes from consultation participants, which reflect what good adult social care looks and feels like from the perspective of those who use it. These

statements will guide how we evaluate progress and ensure the Strategy remains focused on real-world outcomes.

- 5.5. Delivery will also be informed by ongoing data analysis, including trends in demand, complexity of need, and service performance. This will support targeted investment, identify areas for transformation, and ensure that services are equitable and responsive to changing needs.
- 5.6. The Strategy will run until 2028, aligning with the timescales for Local Government Reorganisation.

6. Risk management

- 6.1. The following risks have been identified:

Risk	Description	Mitigation	Rating
Strategy may not keep pace with change	Rapid developments in adult social care policy and the scale and rate of change may outpace the Strategy, leading to it becoming outdated	Regular reviews of the Strategy, making adjustments as necessary Timely delivery will be driven through the Transformation Programme, with support from the dedicated ASC Transformation Team	CII
Financial pressures	Continued growth in demand may exceed available resources	Forecasting, transformation planning, and prioritisation of early help	BI
Regulatory change	CQC assurance framework may introduce unforeseen requirements	Ongoing monitoring of national guidance and readiness planning	DIII
Workforce capacity and retention	Difficulty recruiting and retaining skilled staff may impact quality and consistency of delivery	Workforce development planning, improved training and support, and recruitment campaigns	BII
Digital exclusion	Increased reliance on digital tools and	Maintain non-digital access	CII

Risk	Description	Mitigation	Rating
	communication may exclude individuals with limited digital access or confidence	routes, promote digital inclusion initiatives, and ensure communications meet accessibility standards	
Market sustainability	Risk that local care providers may struggle to meet demand or maintain quality due to financial or workforce pressures	Market shaping activities, provider support programmes, and regular engagement with care sector partners	BII
Public confidence and engagement	Lack of trust or awareness among residents may reduce engagement with services or co-production efforts	Transparent communication, ongoing engagement, and visible responsiveness to feedback	CIII

Likelihood	Impact:
A Very likely B Likely C Unlikely D Rare	I Catastrophic II Major III Moderate IV Minor

6.2. A Diversity Impact Assessment has been produced (Appendix C).

7. Consultation

7.1. The Strategy has been shaped by extensive consultation, incorporating feedback from people with lived experience, carers, providers, partners, and staff. This included:

- 19 consultation events (16 in-person, 3 virtual) with 114 participants
- An internal divisional meeting with over 300 staff
- An online survey promoted via multiple channels

Full details of the consultation feedback, along with responses from Adult Social Care are provided in Appendix B.

7.2. Additional required amendments identified through internal governance reviews will be incorporated into the final Strategy once the full governance process has been completed. The proposed changes are outlined in Appendix B.

8. Climate change implications

- 8.1. While the Strategy itself does not carry direct climate change implications, Adult Social Care remains committed to reducing its carbon footprint through innovation, smarter working, and digital transformation.

9. Financial implications

- 9.1. While the Strategy does not carry direct financial commitments, its delivery will involve activities that may require investment. These financial implications will be scrutinised and governed through the Adult Social Care Improvement Programme Board, with individual business cases developed and scrutinised as needed.
- 9.2. The Strategy will inform the Medium Term Financial Strategy, support future commissioning decisions, and guide investment planning to ensure resources are targeted effectively and sustainably.

10. Legal implications

- 10.1. The Strategy supports delivery of statutory duties under the Care Act 2014, the Mental Health Act 1983, the Mental Capacity Act 2005, and Section 149 of the Equality Act 2010. These duties include promoting wellbeing, safeguarding adults at risk, supporting carers, and ensuring equitable access to care and support.
- 10.2. It also aligns with national policy and regulatory frameworks, including the Care Quality Commission's statutory assurance model for local authorities, which came into effect in April 2023. This model assesses how councils discharge their adult social care duties, and the Strategy supports Medway's readiness and ongoing compliance with this framework.

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Appendices

Appendix A: Adult Social Care Strategy 2025 – 2028

Appendix B: Consultation Responses

Appendix C: Diversity Impact Assessment