

The background features a photograph of a large, classical-style building with arched windows and a clock tower. The image is overlaid with a semi-transparent green filter. In the upper right corner, several white gear icons are arranged in a diagonal line, suggesting a focus on machinery, industry, or systems.

# Our Strategy for Adult Social Care

Adults, Health and Integration Scrutiny Commission Update  
23 June 2026

**Kat Buckley** - Deputy Head of Transformation



[intranet.hackney.gov.uk/transformation](https://intranet.hackney.gov.uk/transformation)

Working together for a better Council

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# Context and background: purpose of a strategy

- So residents know what to expect from Adult Social Care
- Consistency and direction for staff
- Public accountability
- To help us prioritise our work under our vision and principles
- Understanding Adult Social Care priorities in context with wider council and system priorities



WORKING  
TOGETHER  
FOR A  
**FAIRER**  
**SAFER**  
HACKNEY

WORKING  
TOGETHER  
FOR A  
**GREENER**  
**HEALTHIER**  
HACKNEY

WORKING  
TOGETHER  
FOR EVERY  
**CHILD**  
IN HACKNEY



Building on strengths, making connections:

# Our three-year plan for Hackney Adult Social Care

2023–2026



 Hackney



## In 2023 we published a 3 year plan for Adult Social Care which outlined our commitments and the principles that guide our work



**Easy to access:**  
The right support is easy to find and available when you need it.



**Preventative:**  
We support you to keep well and independent.



**Personal to you:**  
We focus on what you can do and what you want to achieve. Plans we agree together are as individual as you are.



**Good quality and safe:**  
We work together to have effective and safe support for you.

These principles are based on the core elements of The Care Act (2014)

## 3 year plan: 2023 - 2026

### The plan includes;

- Department vision, principles and behaviours developed following staff listening sessions
- Outcomes framework agreed with managers
- 'I statements' which were developed with residents in focus groups
- 17 commitments linked to feedback from residents and staff along with areas linked to our commissioning pipeline and transformation plan

### Each year we publish an annual report\*, including;

- Annual financial and performance information
- An update on each of the commitments in the 3 year plan
- A summary of what we're hearing from residents

\* annual report for 2025/26 will be published Summer 2026

Plan and reports are available to view at  
[www.hackney.gov.uk/local-account](http://www.hackney.gov.uk/local-account)



## We will...

- 1 make information about how to access support and what support may be available clearer, including what's on our website
- 2 talk to residents as early as possible about how financial assessments work and make the process clearer
- 3 improve how carers find out about support available to them and make it simpler to access
- 4 redesign our reablement service to help more people regain independence and to stay or return to their home safely
- 5 strengthen our 'front door' to ensure all options to keep you safe and well are explored when you first get in touch with us
- 6 re-commission home care services, to make sure the care and support you receive is high quality, person-centred, and helps you stay safely in your own home
- 7 make it easier to access home improvements that help you stay safely in your home
- 8 improve the technology enabled living service – previously known as telecare – by exploring more innovative use of technology that could support residents to remain safe and independent
- 9 explore how we can expand the accommodation options that support independent living, to help older residents and disabled residents to live independent lives
- 10 build on your strengths, agree outcomes together and offer you care, support, and opportunities that help you to achieve the outcomes that matter to you
- 11 work with children and their families earlier to plan their journey into adulthood
- 12 work closely with health and community services across 8 neighbourhood areas to better coordinate your care and support with other professionals
- 13 co-produce a new carers strategy to improve the support and information available to carers
- 14 ensure support in the community is creative and achieving outcomes that matter to you, whilst maximising your independence
- 15 develop a new Adult Social Care Workforce Strategy and plan that prioritises staff development, continuous improvement and career progression – building on our commitment to be a trauma-informed and anti-racist workforce
- 16 improve our systems to help us better share information safely with partners, while reducing the need for residents to repeat their story to lots of different people
- 17 create a better way to learn from complaints and safeguarding, ensuring lessons learnt are acted on and embedded

# 3 year plan: 2023 - 2026 achievements and gaps



**Easy to access:**  
The right support is easy to find and available when you need it.

	We will...	<input checked="" type="checkbox"/> We have...	<input checked="" type="checkbox"/> We have...
1	make information about how to access support and what support may be available clearer, including what's on our website	<input checked="" type="checkbox"/>	<b>! We still need to...</b>
2	talk to residents as early as possible about how financial assessments work and make the process clearer	1	<input checked="" type="checkbox"/> Added a request for support form to make initial contact easier <input checked="" type="checkbox"/> Launched the new Integrated Mental Health Service which transforms how social care is delivered to residents with mental health needs <b>!</b> Make much needed changes to our web pages. Changes have been on pause whilst the council website is replatformed
3	improve how carers find out about support available to them and make it simpler to access	2	<input checked="" type="checkbox"/> Consulted on changes to our Care Charging Policy, applicable from Sept 2026 <input checked="" type="checkbox"/> Improved information and guidance for residents and staff to facilitate earlier conversations about care charges
		3	<input checked="" type="checkbox"/> Re-commissioned our carers service <b>!</b> Improve the information and advice for carers as only 44% of carers report finding it easy to access information and advice

# 3 year plan: 2023 - 2026 achievements and gaps



**Preventative:**  
We support you to keep well and independent.

	We will...
4	redesign our reablement service to help more people regain independence and to stay or return to their home safely
5	strengthen our 'front door' to ensure all options to keep you safe and well are explored when you first get in touch with us
6	re-commission home care services, to make sure the care and support you receive is high quality, person-centred, and helps you stay safely in your own home

	We have...
	<p><b>!</b> <b>We still need to...</b></p>
4	<p>✓ Launched phase one of our redesigned reablement service and established a programme of work to expand the service across the whole department</p>
5	<p>✓ Rolled out training across staff in adult social care and customer services</p> <p>✓ Undertaken a mystery shopping exercise with Healthwatch Hackney</p> <p>! Continue to make improvements following the learning and insight from the mystery shopping including ensuring it informs the future developments of our 'front door'</p>
6	<p>! Recommission our home care services - this is in progress and due to be completed Jan 2027</p>

# 3 year plan: 2023 - 2026 achievements and gaps



**Preventative:**  
We support you to keep well and independent.

	We will...
7	make it easier to access home improvements that help you stay safely in your home
8	improve the technology enabled living service – previously known as telecare – by exploring more innovative use of technology that could support residents to remain safe and independent
9	explore how we can expand the accommodation options that support independent living, to help older residents and disabled residents to live independent lives

<input checked="" type="checkbox"/>	We have...
7	<input checked="" type="checkbox"/> Launched our new in-house Disabled Facilities Grant (DFG) Adaptation Service, including increasing the means-test threshold and streamlining the process
8	<input checked="" type="checkbox"/> Redesigned and re-commissioned our Technology Enabled Living (TEL) service (launching August 2026) and have expanded the catalogue of options
9	<input checked="" type="checkbox"/> Completed an accommodation needs assessment which outlines our expected demand for accommodation within adult social care over the next 10 years <input checked="" type="checkbox"/> Established a programme to apply for and build supported accommodation as well as reviewing feasibility of our existing assets



# 3 year plan: 2023 - 2026 achievements and gaps



**Personal to you:**  
We focus on what you can do and what you want to achieve. Plans we agree together are as individual as you are.

	We will...
10	build on your strengths, agree outcomes together and offer you care, support, and opportunities that help you to achieve the outcomes that matter to you
11	work with children and their families earlier to plan their journey into adulthood
12	work closely with health and community services across 8 neighbourhood areas to better coordinate your care and support with other professionals
13	co-produce a new carers strategy to improve the support and information available to carers
14	ensure support in the community is creative and achieving outcomes that matter to you, whilst maximising your independence

	We have...
10	<ul style="list-style-type: none"> <li>✓ Delivered phase one of our 'Transforming Outcomes Programme' (TOP) which changed how we provide care and support to better promote the independence of Hackney residents.</li> </ul>
11	<ul style="list-style-type: none"> <li>✓ Launched a new single 'Preparing for Adulthood' team and have embedded new ways of working to improve experiences</li> </ul>
12	<ul style="list-style-type: none"> <li>✓ Made changes to our teams so that staff work in in neighbourhood footprints where it makes sense to do so</li> </ul>
13	<ul style="list-style-type: none"> <li>✓ Published our strategy for carers which was co-produced with over 160 unpaid carers and system partners</li> </ul>
14	<ul style="list-style-type: none"> <li>✓ Re-commissioned our day and evening opportunities for learning disabled and autistic residents</li> <li>✓ Developed a 'campus model' approach in Oswald Street, our in-house day provision</li> </ul>

# 3 year plan: 2023 - 2026 achievements and gaps



**Good quality and safe:**

We work together to have effective and safe support for you.

	We will...	✓	We have...
15	develop a new Adult Social Care Workforce Strategy and plan that prioritises staff development, continuous improvement and career progression – building on our commitment to be a trauma-informed and anti-racist workforce	15	<ul style="list-style-type: none"> <li>✓ Published our Workforce Strategy and action plan</li> <li>✓ Refreshed our Practice Framework</li> <li>✓ Signed up to the Workplace Race Equality Standards (WRES)</li> </ul>
16	improve our systems to help us better share information safely with partners, while reducing the need for residents to repeat their story to lots of different people	16	<ul style="list-style-type: none"> <li>✓ Delivered a programme of improvement and enhancement of our case management system</li> <li>✓ supported the roll out of the Health Information Exchange (HIE) allowing professionals to view resident information across health and care systems</li> </ul>
17	create a better way to learn from complaints and safeguarding, ensuring lessons learnt are acted on and embedded	17	<ul style="list-style-type: none"> <li>✓ launched a refreshed Quality Assurance Framework for staff detailing the sources of insight and how these are acted on to continuously improve our services.</li> </ul>





Collection  
**Your views on adult social care services**  
Hastings Council  
700 followers



# Planning ahead

## ASC Strategy: 2026 - 2031

- We are now agreeing our new set of priorities for the next Adult Social Care Strategy which will be launched later in 2026
- To do this, we have;
  - engaged with residents, staff and partner organisations to help identify our priorities
  - collated learning from feedback (e.g. statutory surveys, complaints) and expert assessments (e.g. CQC, Healthwatch) to inform the new commitments
- Next up;
  - Develop an accompanying 'live' action plan which allow us to add and/or amend actions as we continue to receive feedback or changes to national guidance
  - Approve and publish the new strategy and action plan with clear plans for reporting and governance

# Positive experiences - what have we heard

## CARE AND SUPPORT

- We heard about the value and quality of experiences residents have had with adult social care
- Residents speak really highly of community groups and the support they receive
- Residents shared examples of support plans starting from their strengths and goals and how this has helped them with confidence
- We heard our staff consistently emphasise a shared desire for residents to feel valued, heard, supported and reassured

## OPTIMISM FOR NEW TECHNOLOGIES

- Residents recognised the value in AI tools to support staff spend more direct time with residents, though still would like this to be approached with caution
- Residents shared examples of where they've used AI and digital tools in other areas of their lives and had a positive experience

## PARTNERSHIPS

- Great examples of collaborative working with health - particularly in Learning Disability, Mental Health and the Hospital Discharge service

## THE WAY WE WORK

- The Strength-Based Approach is being effectively applied in daily practice. Staff also feel that their teams are successfully working to the principles of the Practice Framework
- Staff noted that training and continuous professional development have improved
- Lots of staff are feeling well supported, particularly with initiatives such as the safe space groups
- The approach to the co-production of our carers strategy was particularly praised

# Resident experience - what have we heard

## ACCESS & COMMUNICATION

- Long waiting times, sometimes with no apology or acknowledgement, care plan copies are not always received
- Information needed in multiple formats/languages; hard to find information on what's available without extensive research
- Improved access to translation, interpretation and advocacy needed
- Would like a better explanation of 'respite' or 'direct payments', specific worries about taking on the responsibility of a direct payment and not being able to change their mind if it doesn't work for them

## SYSTEMS & PROCESSES

- AI tools and chatbots must be tested with residents; staff need extensive training
- Request for a care charging calculator and more understanding of care cost, better financial transparency - backdated invoices are causing distress
- Health and social care funding/ownership negotiations should be handled more sensitively
- Residents would like the council to increase monitoring of care agencies be a key contact point for issues, residents worry about reporting concerns with providers in case it causes a gap in their care

## SERVICES & PERSONALISATION

- Training should cover diverse cultures, religions, LGBTQ+, and specific disabilities and conditions (visual impairment and sickle cell came up multiple times, e.g)
- Frustration with staff turnover and the impact this has on case handover; residents want involvement in recruitment
- Broken pavements and boilers impacting safety concerns and worries about falling
- Care agencies should support more choice; people feeling stuck at home and unable to get out and about

# Staff experience - what have we heard

## INFORMATION AND KNOWLEDGE

- Need better knowledge of roles, teams and processes to be able to support residents more efficiently
- There are inappropriate referrals from front door (e.g. to OT)
- Staff need a better understanding of what's available in the community (e.g. live service directory to aid signposting)
- Would like an easy way to send accessible care and support plans to residents
- More join up with health, housing etc. required
- Would like to make assessments more culturally centred
- Need to improve understanding of safeguarding team's role

## EQUIPMENT, SYSTEMS AND TOOLS

- Suitable facilities to see people at Hackney Service Centre where appropriate
- Access to interpreters is really difficult
- Ongoing issues with tech and ICT for staff (especially for new starters), wifi facilities in Extra Care etc.
- Better mechanisms for residents to get back in touch rather than having to re-contact front door
- Improve how people's communication needs are recorded
- Could increase OT involvement in Care Act reviews
- Would like to see more community groups, classes, exercise etc.
- Operational staff spending time following up care charges

## SUPPORT AND DEVELOPMENT

- Measure staff wellbeing regularly, feelings of 'fire fighting'
- More expert led training like the Oliver McGowan training
- Address racism against staff effectively
- Rotational work opportunities, shadowing, progression, training
- Want there to be a more realistic message about wait times and expectations
- Exit interviews should be mandatory where staff leave to understand why

# Findings from assessments and data

- Enhancing our up-front support and prevention could help avoid the need for long term care
- High numbers of people needing long term care, due to complex needs and late diagnosis of health conditions;
  - Comparing to North East London boroughs, Hackney has the highest rate of severe Chronic Obstructive Pulmonary Disease (COPD), highest rate of severe mental illness (SMI), and higher than average rates of stroke, Transient Ischaemic Attack (TIA), dementia, heart failure and alcohol and substance misuse
- People wait too long for assessments and reviews
- Lower than average uptake of direct payments; reduces choice and control for residents
- There are challenges with recruitment and retention; this has a knock on effect to embedding high quality practice consistently
- There is more we can do to support carers
- Mystery shoppers suggested areas of improvement for the online information available, request for support form and initial telephone call experience
- Strategic connections between the Council and neighbourhoods approach could be strengthened
- Expansion and consistency of co-production activity needed, building on good practice

## Key intelligence sources:



## Our Vision: Building on strengths, making connections

We want you to achieve what matters to you, in partnership with our communities in Hackney. Where you need support, together we can find a solution that keeps you safe, well, and independent.



### Our practice framework: how we work

- Use a **strengths-based practice** approach
- **Recognise racism**, work actively to counter it, and take an intersectional approach to understanding people's experiences
- Be aware of the **impacts of trauma** on people's needs and behaviour
- Take creative and **positive approaches to risk**
- Take a **relationship-based approach** to working with people and their families
- Work **preventatively**
- Show professionalism through our **core skills, autonomy, continuous development, and professional curiosity**
- Use and develop **professional knowledge and legal literacy**



## Our principles

**Easy to access:** The right support is easy to find when you need it.

**Preventative:** We support you to keep well and independent.

**Personal to you:** Focussing on what you can do and what you want to achieve.

**Good quality and safe:** We work together to have effective and safe support for you.

## Our Vision

We want you to achieve what matters to you, in partnership with our communities in Hackney. Where you need support, together we can find a solution that keeps you safe, well, and independent.

### Priorities of central government

- High-quality adult social care from a skilled workforce
- Promotion of independence, choice, and control
- Joined-up health and social care at a neighbourhood level

### Hackney principles for Adult Social Care

**Easy to access:** The right support is easy to find when you need it.

**Preventative:** We support you to keep well and independent.

**Personal to you:** Focussing on what you can do and what you want to achieve.

**Good quality and safe:** We work together to have effective and safe support for you.

**Our draft mission:** *We will empower every Hackney resident to live a safe, well and independent life in their community.*

### We will achieve this by:

- Embedding a 'reablement-first' culture where support is offered to reable, enable and recover before long-term plans are made
- Eliminating access barriers and making services quicker and easier to use, with information that speaks to all Hackney residents
- Understanding more about preventable needs and working closer with partners across the health and care system to support earlier intervention
- Embedding co-production as standard where residents and carers lead their own care plans and help design the services they use
- Investing in a valued, skilled and supported workforce that can effectively meet the needs of residents and prioritises wellbeing, anti-racist practice and clear career pathways

## Our Vision

We want you to achieve what matters to you, in partnership with our communities in Hackney. Where you need support, together we can find a solution that keeps you safe, well, and independent.

### Draft commitments for 2026 - 2031

#### To ensure the right support is easy to find and available when you need it, we will:

- Reduce the time you spend waiting for an assessment
- Make it easier for you to contact us and improve our online help tools
- Eliminate access barriers and provide information in formats that reflect Hackney's diverse needs

#### To support you to keep well and independent, we will:

- Take a 'reablement-first' approach, meaning we help you recover and increase or regain your independence before making any long-term care plans
- Increase our understanding of preventable needs and design ways to support you earlier
- Improve how we team up and share information with our partners to best support you

#### To ensure support remains personal and focused on what you can do and what you want to achieve, we will:

- Improve and enhance the support for those of you that provide unpaid care
- Help more of you to use Direct Payments; giving you the money to choose and buy your own care
- Embed co-production and your experiences into everything we do

#### To ensure support is of good quality and focused on safety, we will:

- Make improvements to our Safeguarding pathway
- Commission effective services
- Support and grow our workforce so that they are able to effectively meet your needs

