



## Adult Social Care Strategy 2025 - 2029 Action Plan

### The action plan

- The strategy and action plan relates to adults who live in the City of London and have care and support needs.
- This version of the action plan was developed alongside the strategy during 2025 and presents thinking at the time, also informed by the learning from a Peer Review in 2023. Most of the actions and success measures focus on year 1 as these will inform future actions.
- Lead teams have been identified for each action. For many actions there will be other partners involved in delivery of the actions.

### Governance and review

- The Adults Senior Management Team will hold responsibility for the Strategy and Action Plan with additional oversight by the City of London Adults Assurance Board and an Annual Report to the Community and Children's Services Committee.
- A full review of progress against the action plan will be undertaken on an annual basis where leads for each priority will report into the Assurance Board. ASC service users will be invited to be part of the review process.
- At each annual review, there will be consideration as to whether actions and/or key success measures need amending, for example in response to progress made, external factors such as inspection findings or changes in national policy that have implications for local delivery. An updated version of the action plan will be produced at each annual review point.

### Equality impact assessments

An equality impact assessment (EIA) was completed as part of the strategy development. Where appropriate, each individual initiative or service that emerges from the actions within this plan will have its own EIA completed.

### Contents – click the link to take you to the relevant section

- [Commitment 1 - Help people meet their own needs and aspirations in a safe and supportive way](#)
- [Commitment 2- Provide our communities with a skilled, supported and adaptable workforce dedicated to delivering high-quality care](#)

- Commitment 3 - Work collaboratively with our partners to provide people with the right support, in the right place, at the right time
- Commitment 4 - Provide a wide range of high-quality, accessible care options to meet people's needs

**Commitment 1: help people meet their own needs and aspirations in a safe and supportive way**

Action	Timescale	Outcomes	Success measures at end of year 1	Lead	Progress and impact
<b>Enhance Strengths Based Practice</b>					
Deliver sessions on Strengths Based Practice for teams supporting Adult Social Care	By Q3 25/26	Enhanced staff confidence in applying Strengths-Based Practice	Sessions for staff delivered and feedback demonstrates value and application	ASC	
Deliver training on Strengths Based Leadership	By Q3 25/16	Enhanced staff confidence in applying Strengths-Based Practice	Training session delivered	ASC	
Undertake annual audits of strengths-based practice and reflect any areas for further development in the Service Development Plan	Annual	Clear, evidence-based identification of specific areas requiring development, enabling targeted interventions to improve strengths-based practice	Annual audit completed and learning embedded	ASC	
<b>Enhance support for Direct Payments</b>					
Co-produce the new service for supporting personal budgets	New service October 2025	Development of a personal budget support service that is shaped by and responsive to the preferences of service users and carers	New co-produced service implemented	Commissioning	
Co-produce alternative approaches for managing personal budgets	Work will be ongoing towards start of new service in 2028	Development of innovative solutions, informed by lived experience, potentially leading to more efficient or	Scoping of new service underway	Commissioning	

Action	Timescale	Outcomes	Success measures at end of year 1	Lead	Progress and impact
		effective use of personal budgets			
Increase awareness amongst staff in providing support around Direct Payments	Q3 2025/26	Improved staff knowledge and confidence in accurately explaining direct payments, including eligibility, processes, benefits, and responsibilities	Increased staff confidence of staff in providing support around direct Payments	ASC	
Review internal client affairs roles and undertake a pilot	Six-month pilot beginning Q4 2025 /26	Clearly defined roles, responsibilities, and reporting lines within the client affairs function, ensuring clarity and accountability.	Six-month pilot informing the final agreed model	ASC	
<b>Strengthen information, advice and support</b>					
Review and update ASC information (leaflets and webpages) with service users	Quarterly reviews on different areas with Adult Engagement Group	Increased accuracy, relevance, and timeliness of publicly available Adult Social Care information across both print and digital formats	2 reviews completed and changes made to leaflets and webpages where required  Service users report satisfaction with the information	ASC with Healthwatch and Adult Engagement Group	
Develop communications and engagement plan for raising adult social care awareness (to include	Plan developed by end of Q2 2025/26	A clear, strategic, and approved plan is in place, guiding coordinated communications and engagement activities to	Communication plan developed and implemented	Strategy and Performance Team with Healthwatch and Adult	

Action	Timescale	Outcomes	Success measures at end of year 1	Lead	Progress and impact
prevention, adaptation, how to access services etc) through range of channels		raise awareness of Adult Social Care		Engagement Group	
Re-commission a City of London Care Advice to include advice around care and support information and advice	Q4 2025/26	Provision of care and support information and advice as defined by the Care Act 2014	Tender process completed and new service re-commissioned	Commissioning	
Increase use of advocacy in safeguarding and care and support	Ongoing	Strengthened compliance with statutory duties under the Care Act 2014 and Mental Capacity Act 2005 regarding the provision of independent advocacy	Advocacy use increases	ASC	
<b>Make effective use of technology</b>					
Train staff in technology that can be included in Care and Support Plans	By end of Q4 2025/26	Improved ability for individuals to live safely and independently for longer, supported by the effective integration of technology into their care arrangements	Scoping exercise for new technology completed	ASC	

Action	Timescale	Outcomes	Success measures at end of year 1	Lead	Progress and impact
<b>Be strongly anti-racist and culturally competent in everything we do</b>					
All staff undertake departmental training on anti-racism and cultural competency	Q4 2025-26	Increased staff awareness, knowledge, and skills to recognise and respond appropriately to the diverse cultural needs, values, and preferences of service users and carers	Departmental training completed	People's Directorate	
Undertake thematic reviews to assess impact of work with rough sleepers and on engagement with seldom heard groups	Ongoing	Clear identification of specific seldom heard groups within the community, the barriers to their engagement with Adult Social Care, and effective strategies to overcome these	One review completed and one started	ASC	
Publish and promote new guidance on working with people from different cultures	Q2 2025/26	Increased staff awareness and accessibility of the new guidance on culturally competent practice	New guidance developed. Staff report useful guidance	ASC	
<b>Strengthen our assessment and review processes</b>					
Increase the percentage of long-term support clients receiving planned or unplanned reviews within 12 months	Ongoing	Improved compliance with the statutory duty under the Care Act 2014 to review care and support plans annually	90% of plans reviewed within 12 months.	ASC	
<b>Make the most of our Electronic Social Care Database</b>					

Action	Timescale	Outcomes	Success measures at end of year 1	Lead	Progress and impact
Review forms annually to assess still meeting needs of service	Annual	Increased efficiency and reduction of unnecessary duplication	Forms reviewed and any changes made	ASC and Strategy and Performance	
Update the Finance and brokerage processes on the system	By end Q2 2025/26	Strengthened management oversight and reporting capabilities related to finance and brokerage	Processes updated	ASC and Strategy and Performance	
<b>Strengthen our adaptions offer</b>					
Implement the Housing Assistance Policy and monitor impact	Ongoing	Successful operational delivery of the Housing Assistance Policy, ensuring eligible residents can effectively access available support for adaptations	At least 3 eligible residents use the new measures of the Housing Assistance Policy  Review of impact (year 2)	ASC and Strategy and Performance	

**Commitment 2: Provide our communities with a skilled, supported and adaptable workforce dedicated to delivering high-quality care**

Action	Timescale	Outcomes	Success measures at end of year 1	Lead	Progress and impact
<b>Implement the Adult Social Care Workforce Development Strategy</b>					
Develop partnerships and programme to have newly qualified social workers in the City of London	Programme Developed by end of 2025/26  AYSE social workers in place September 2026	Improved ability to attract and recruit NQSWs, contributing to workforce stability and minimising any vacancies within Adult Social Care	Partnership programme developed	ASC	
Develop secondment opportunities with neighbouring Local Authorities	October / November 2025	Increased cross-borough learning, knowledge sharing, and adoption of best practices between the City of London and participating neighbouring local authorities	Programme with a neighbouring local authority scoped and implemented	ASC	
<b>Provide a robust training programme for ASC</b>					
Provide training to staff on critical analysis and reflective practice	Q4 2025-26	Strengthened culture of continuous professional development, accountability, and evidence-informed practice within the Adult Social Care workforce	Training plan implemented  Increased use of critical analysis and reflective practice within the team	ASC	
Train team in trauma informed practice and	By end of Q4 2025/26	Better outcomes for, service users affected by trauma,	Team trained and framework developed	ASC	



Action	Timescale	Outcomes	Success measures at end of year 1	Lead	Progress and impact
build practice framework around it		facilitated by a sensitive and responsive approach			
<b>Make the most of technology</b>					
Develop and implement plan for use of AI in ASC to support efficiency and allow more time for strengths-based work	Plan by end of Q2 2025/26  Implementation ongoing	Innovation in service delivery by leveraging AI technology responsibly to optimise resource allocation and enhance the focus on person-centred outcomes	Plan developed	ASC	
<b>Foster career progression</b>					
Develop further practice leads in the team	Ongoing	Increased capacity and availability of specialist practice expertise across a wider range of key areas within the Adult Social Care team.	New practice lead roles identified	ASC	

**Commitment 3: Work collaboratively with our partners to provide people with the right support, in the right place at the right time**

Action	Timescale	Outcomes	Success measures at end of year 1	Lead	Progress and impact
<b>Strengthen co-production and engagement</b>					
Establish, build and empower a new service user engagement group	By Q2 2025/26	A strengthened culture of engagement and co-production embedded within ASC	Group established and 2 initial meetings held	ASC, Healthwatch and Strategy and Performance	
Co-produce commissioned services related to Adult Social Care where appropriate	Ongoing	A strengthened culture of co-production embedded within ASC	Evidence of co-production during the tendering and re-commissioning process	Commissioning	
Collaborate through the City and Hackney Public Health Resident Participation Group	Ongoing	A strengthened culture of engagement and co-production embedded within ASC	Greater evidence of engagement and co-production	Strategy and Performance	
<b>Strengthen and raise awareness of our prevention offer</b>					
Collaborate in the system wide prevention task and finish group	Ongoing	Increased shared understanding across the local system (e.g., NHS, Public Health, voluntary sector) of ASC's specific role and contribution to preventative approaches	Any learning applied and preventative approach strengthened	ASC	
Contribute to the system wide review of	New pathway designed by	A more seamless, integrated, and effective falls prevention	New pathway meets City of London needs	ASC	

Action	Timescale	Outcomes	Success measures at end of year 1	Lead	Progress and impact
the falls pathway and consider how City of London needs will be met in this	December 2025	and management pathway is co-developed, improving coordination between City of London ASC and relevant partners.			
Ensure that City of London services are included in Finding Support Services or its successor Directory of Services	By end of Q3 2025/26	Residents are better empowered to make informed choices about their support needs through reliable and accessible directory information.	City of London services included in any directory	Strategy and Performance	
<b>Strengthen collaboration with partners</b>					
Work with domiciliary care providers to utilise and link up with their outcomes data	By end of Q3 2025/26	Improved evidence base available to ASC commissioners, demonstrating the extent to which commissioned domiciliary care services are achieving desired outcomes for individuals.	Improved used of outcomes data	Commissioning	
Implement priorities of the City and Hackney Safeguarding Adults Board	Ongoing	Active and effective contribution by ASC to the multi-agency safeguarding arrangements and strategic objectives overseen by the SAB.	Increased focus on the priorities of the SAB	ASC	
Develop a City of London Multi-Disciplinary Meeting to include primary care, social care and	Q3 2025/2026	Improved communication, collaboration, and mutual understanding between key health and social care	Multi-disciplinary meeting set up and active	ASC	

Action	Timescale	Outcomes	Success measures at end of year 1	Lead	Progress and impact
community health services		professionals working within the City of London			
Deliver a training programme for external and internal partners on preventative services such as Making Every Contact Count and a strengths-based approach	Q3 2025/26	Enhanced knowledge, skills, and confidence among staff across internal and external partner organisations to effectively apply MECC principles and strengths-based approaches in their interactions with City of London residents.	Training programme delivered	ASC, Strategy and Performance and Public Health	
Apply learning from the Population Health Hub e.g. health literacy, prevention and health equity	Ongoing	Increased alignment between ASC's operational delivery and the broader population health management objectives of the City & Hackney Population Health Hub	Learning applied	ASC	
Agree focus for Match Project (population health initiative)	Q2 2025/26	Consensus and commitment secured from key stakeholders, including from Adult Social Care and health partners	Focus agreed amongst partners	Strategy and Performance and ASC with residents	
Maintain presence and involvement in Neighbourhood Action Group work	Ongoing	Strengthened collaborative relationships and effective partnership working between ASC, other statutory services, voluntary sector organisations, and community	Ongoing participation in this work	Strategy and Performance	

Action	Timescale	Outcomes	Success measures at end of year 1	Lead	Progress and impact
		representatives at the neighbourhood level			

**Commitment 4: Provide a wide range of high-quality, accessible care options to meet people's needs**

Action	Timescale	Outcomes	Success measures at end of year 1	Lead	Progress and impact
<b>Commission high quality accessible care and support</b>					
Update Market Sustainability Plan and Market Position Statement in line with their review schedules	Market Sustainability Plan due for update in Q4 2025-26  Market Position Statement due for update in Q1 2027	A stable, high-quality, and diverse local care market that effectively meets the current and future needs of adults requiring care and support, improving their access, choice, and outcomes	Review and amendment of Market Sustainability Plan completed	Commissioning	
<b>Shape the care market</b>					
Review the uplift rates for care providers to make sure they are sustainable and offer value for money	Ongoing annually	Sustainable, fairly-priced care services are available to meet needs, ensuring continued access and	Reviews completed and uplifts applied where required	Commissioning	

Action	Timescale	Outcomes	Success measures at end of year 1	Lead	Progress and impact
		high-quality care options			