

Building on strengths, making connections: Our three-year plan for Hackney Adult Social Care

Reflecting on year two: April 2024 - March 2025

[Introduction](#)

[Reflecting on the last year](#)

[Headline statistical information](#)

[Breakdown of Adult Social Care spend in 2024-25](#)

[Our commitments: how are we doing?](#)

[Priority 1: Easy to access - The right support is easy to find and available when you need it](#)

[Priority 2: Preventative - We support you to keep well and independent](#)

[Priority 3: 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](#)

[Priority 4: Good quality and safe - We work together to have effective and safe support for you](#)

[Our residents' voice](#)

[Key performance indicators](#)

[Contact us](#)

Accessibility statement

If you require this document in a different format, please email adultservicesgiveyourviews@hackney.gov.uk

We will consider your request and get back to you in the next five working days.

Introduction

I am pleased to be sharing with you our annual report for 2024-25, reflecting on the second year of our three year plan for Adult Social Care in Hackney.






You can review the [detailed three year plan](#) on our website which also explains more about what adult social care is, where it fits within the health and social care system in Hackney and our wider strategic plans as a council to be working together for a fairer, safer, greener, healthier Hackney and for every child in Hackney.

This report builds on the [annual report shared for 2023-24](#), giving an update on progress against our outlined commitments under our four principles;



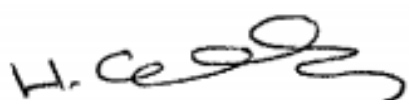
This report also reflects back on how we've been supporting people and where our money has been spent. It includes an honest reflection on any challenges or changes and what we're hearing from you, the residents we support, about the care and support you receive.

You can read more about the work we've been doing in this report but here's a glimpse into some of the key changes and improvements we've made in 2024/25:

	We have developed a new way of working through our Transforming Outcomes Programme to ensure we're supporting residents to maximise their independence		We have seen an improvement in all of the areas we assess through our annual survey of residents in receipt of Adult Social Care services, including an increased proportion of people feeling satisfied with their care and support
	We have planned a Mystery Shopping exercise together with Healthwatch Hackney to test our processes and learn more about the experience residents have when approaching us for the first time		We have refreshed our Quality Assurance Framework and Practice Framework to ensure our services meet high standards and achieve positive impacts for residents
	We have published our Carers Strategy and recommissioned our Carers service		We have re-designed our DFG Adaptation service and have been preparing systems and policies ready for this to go live in 2025/26

As we enter the third year of our three year plan, we're already looking ahead and planning our next priorities for 2026 and beyond. We continue to use the feedback we receive from residents through surveys and engagement to help decide which areas of improvement are most important to you but we'll also be running some specific events where our residents can share their views. If you're interested in being kept up to date about these then please let us know using the contact details at the end of this report.

Thank you for taking the time to read this report and to those of you that have shared feedback or helped us design any of our service improvements. Thank you also to our workforce for the time, care and flexibility they show to ensure residents with social care needs get the support they need to be independent, safe and well.



Helen Woodland
Group Director, Adults, Health and Integration

Reflecting on the last year

Headline statistical information

Between April 2024 and March 2025, Adult Social Care had **10,160** requests for support (on average 195 per week). This is a **22% increase** compared to the year before.

Over the year, our staff supported in the following ways:

1,715 residents had a care needs assessment	1,683 residents had an occupational therapy assessment	317 residents had a carers assessments or review
1,410 residents received a planned or unplanned review of their care and support plan	1917 safeguarding concerns were responded to: <ul style="list-style-type: none">• 509 completed safeguarding enquiries• 88.6% completed enquires resulted in risk removed or reduced	84.1% of older residents discharged from hospital were supported to remain at home following their discharge

As of 31 March 2025, residents were receiving long term support in the following ways:

593 adults were living in care homes funded by adult social care, which is around 16% of people who were supported. This is a 6% increase from 561 on 31 March 2024.	15.9% of adults were receiving a direct payment to arrange their own care and support. This is about the same as it was on 31 March 2024 (16.4%).	3811 residents received long term support such as personal care or day activities This is a 5% increase from 3635 on 31 March 2024 and a 42% increase since 2020.
---	--	---

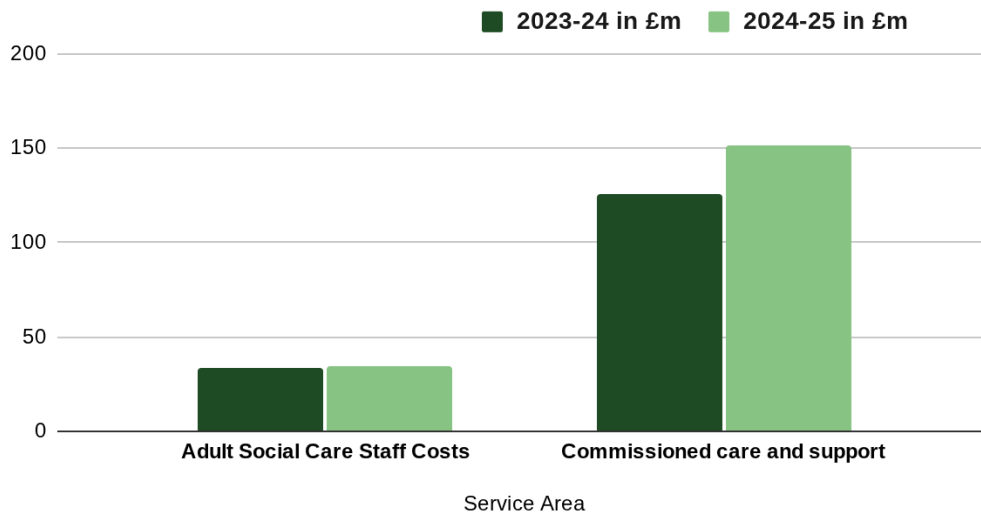
Breakdown of Adult Social Care spend in 2024-25

Like all councils, we continue to face severe financial challenges. This is because there is more demand for many of the services we provide, the cost of providing services has increased and we received less financial support from the government between 2010 and 2024 compared to previous years.

We spend most of our budget on frontline services targeted at those most in need. As a Council, the majority of the budget goes towards areas where demand and cost has increased, such as social care, homelessness and children's services.

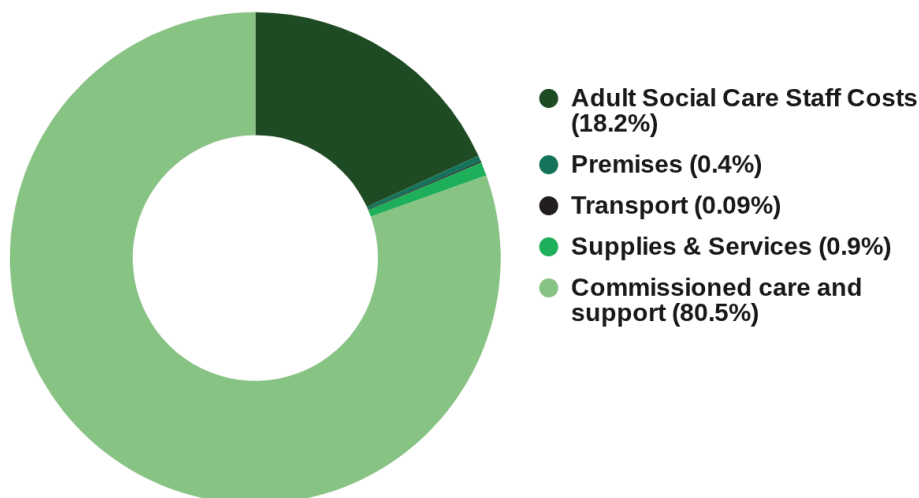
The following charts show how our Adult Social Care budget was spent in 2024/25 and how this compares to the previous year;

Change in spend



In the 2024-25 financial year, 24.6% (£93.1m) of Hackney Council's budget was spent on adult social care.

Breakdown of ASC spend in 2024-25



Over the last year, we have seen an increase in spend on staff costs by **1.3%** and an increase in spend of **20.3%** on commissioned care and support.

'Commissioned care and support' refers to the direct care and support received by people with an eligible adult social care need.

Find out more about the cost of living crisis information and support:
hackney.gov.uk/hackney-money-help#money

Our commitments: how are we doing?

Priority 1: Easy to access - The right support is easy to find and available when you need it

What are our plans to do this over the next three years?

	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

What progress have we made in 2024/25?

- We have invited Healthwatch Hackney to undertake a mystery shopping exercise and asked that this includes the mystery shoppers using our website to find the information they need. This, along with information shared by residents, will support us to make improvements to our web pages in 2025/26.
- Our care charging review project team has developed information and guidance for residents and staff to support them to have conversations about care charges and the financial assessment process. We have also refreshed our care charging procedure and made some recommendations for changes to the Care Charging Policy which we will be sharing with residents for consultation in 2025/26.
- We have recommissioned our Carers service, consulting with unpaid carers and the provider market to develop the new model and using feedback shared through our carers strategy coproduction and statutory carers survey. The new service launched 1 April 2025 and we will be working with the new provider to further promote the types of support available and monitor how easy carers say access points are.

Priority 2: Preventative - We support you to keep well and independent

What are our plans to do this over the next three years?

	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
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

What progress have we made in 2024/25?

- We have been working with key partners to redesign our reablement offer and to define the service's direction and objectives. We are exploring a dual approach, considering both reablement at home and reablement in interim accommodation options to better support Hackney residents and increase the number of people that can benefit from this type of support. We hope to launch the new service in 2025/26.
- In our last annual report we shared the work we've undertaken to strengthen our 'front door' including training for staff. The mystery shopping exercise with Healthwatch Hackney planned for 2025/26 will help us identify how else we could improve the experience at the first point of contact.

- As we prepare for recommissioning of home care in the future, our focus in 2024/25 has been on the recommissioning first of our residential and supported living providers.
- We have been designing the new process for Disabled Facility Grant (DFG) home adaptations ready for when we bring our Home Improvement Agency service into the Council in 2025/26. We've been testing how we can make the process quicker including how we will select and use building contractors. We have also reviewed our policy which will be launched alongside the new service in 2025/26 and developed resources to help explain the types of adaptations residents can apply for to help them stay safe in their homes.
- We have increased the range of technology available in our Technology Enabled Living (TEL) service and have embedded TEL champions in Adult Social Care to increase the number of residents supported at home with technology.
- An accommodation needs assessment has now been completed which provides a clearer picture of our expected demand for accommodation within adult social care in Hackney over the next 10 years. A programme of work has been set up to apply for and build supported accommodation options to meet the need in the longer term as well as review the existing capacity we have to support those that need accommodation and care in the shorter term.

Priority 3: 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

What are our plans to do this over the next three years?

	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

What progress have we made in 2024/25?

- We have completed phase one of our 'Transforming Outcomes Programme'. This included specific workstreams focused on changing how we provide care and support to better promote the independence of our residents now, and to ensure this is sustainable in future. Whether supporting people with long term care needs, those with a learning disability or people coming out of hospital, we have been focussed on finding the best and most independent solutions with an emphasis on social connections and achieving people's potential. We have embedded new forums and tools for social care staff to explore more creative outcomes with residents, which have resulted in more people being supported in their own homes and with fewer formal hours of care. This has resulted in better outcomes for our residents as well as leading to avoidance of cost, supporting our services to be sustainable as demand continues to grow and the complexity of needs increase.
- We have already created and embedded new ways of working to improve the experience of those coming to adult social care from children and family services, including earlier identification and clearer guidance for staff. We know, however, that currently there are multiple pathways into adult social care and so we have now developed plans for a single 'Preparing for Adulthood Team' so that no matter what your need is, there is a single point of access and contact. This new pathway will be formally established in 2025/26 and will build on the model currently in place within our Integrated Learning Disabilities Service, supporting more young people in a preventative and proactive way to maximise their independence and achieve what matters to them.
- We have continued to build and strengthen the relationships with other health and social care professionals in each of the eight neighbourhoods. Our work within our Transforming Outcomes Programme has linked into the Neighbourhood structures where this makes sense to do so and we are continuously reviewing where we can strengthen these relationships further.
- We published our new strategy for carers in November 2024 which has been developed together with over 160 unpaid carers and local health and care system partners. An action plan has been developed against each of the priority areas which is being overseen by the Carers Partnership Board. You can read the full strategy or a summary at www.hackney.gov.uk/carers.

- Since our last annual report, a further 18 providers have been approved to be part of the new Dynamic Purchasing System (DPS) for day and evening opportunities. This expands the range of activities on offer to support people to achieve the things that matter to them. We have also been working to implement a 'Campus Model' approach in Oswald Street, our Council owned day provision. A campus model is a new and innovative way to support people with complex needs, learning disabilities and autistic people. It allows the service to advance the support offered through a variety of methods such as building-based opportunities, activities in the community and virtual or online opportunities.

Priority 4: Good quality and safe - We work together to have effective and safe support for you

What are our plans to do this over the next three years?

	We will...
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

What progress have we made in 2024/25?

- Our Workforce Development Strategy was published in 2024 and has five priority areas. In 2024/25 we have made progress in each of these areas with the aim of achieving all goals set by 2027. Examples of work undertaken include embedding our social work and occupational therapy apprenticeship programmes with designated roles in teams and working with the corporate Equality, Equity, Diversity, Inclusion and Belonging (EEDIB) team to consider

how recruitment can be more inclusive, fair and equitable. We have also refreshed our Practice Framework which outlines the core principles and approaches that guide all our staff in providing care and support. The principles and guidance include recognising racism and working actively to counter it as well as being aware of the impacts of trauma on people's needs and behaviour.

- We have delivered a programme of improvement and enhancement of our procured case management system. This has included a review of our core pathway and associated forms, which supports practitioners to more easily determine eligibility, identify residents' goals and arrange services where required.
- We have launched a refreshed Quality Assurance Framework for Hackney Adult Social Care staff. This outlines how we ensure our services meet high standards and achieve positive impacts for residents. It details the various sources we use to gather insights into service quality, such as performance data, resident feedback, and case audits, and explains the processes through which we act on this learning to continuously improve our services.

Our residents' voice

What are we hearing from our residents?

In 2024/25 we conducted our annual Adult Social Care Survey which invites a random sample of residents receiving adult social care services to share their experience and feedback. We added some additional questions to measure how well we support residents in ways important to them, including how well residents feel listened to and treated with respect and dignity.

We did not undertake the Survey for Adult Carers in England in 2024/25 as this survey happens every other year with the next one taking place in 2025/26.

We sent the national Adult Social Care Survey to 1720 residents and received a response from 25% of people.

What is going well?	What could be better?
<ul style="list-style-type: none"> • People are more satisfied with services (61.4% compared to 58.5% in 2023/24) • People find it easier to find 	<ul style="list-style-type: none"> • 77.1% respondents who have communicated with Adult Social Care staff say they know who to contact if their needs change

<p>information (66.2% compared to 62.5% in 2023/24)</p> <ul style="list-style-type: none"> • A similar proportion of people are saying that services they use make them feel safe (87.8% compared to 87.5% in 2023/24) • More people are reporting that they feel they have control over their daily life (74.3% compared to 69.5% in 2023/24) • Measured quality of life has increased (score of 18.8 compared to 18.1 in 2023/24) • Of those who have communicated with staff, 86.2% say that Adult Social Care staff listen to them about their care needs and 92.6% say that care staff listen to them about their care needs • Of those who have communicated with staff, 93.3% say that Adult Social Care staff treat them with respect and dignity and 94.9% say that care staff treat them with respect and dignity 	<ul style="list-style-type: none"> • More people are reporting that they have as much social contact as they would like (48.5% compared to 41.1% in 2023/24) but we would like to increase this further • We received some comments about the time it takes to get services. This includes times to get adaptations, specific services and time waiting for assessments • Where people provided more information about what made them feel unsafe, the most common concern was about falling either within or outside of the home • Some people commented on the impacts of changes in their provided care worker and how this led to them feeling less secure, having to repeat themselves or were less likely to tell care workers about any concerns
--	---

How are we planning to continue working with residents?

We value the knowledge and lived experience of residents, carers and people who use our services and we are dedicated to championing and embedding a culture of co-production and engagement throughout adult social care.

We will continue to engage directly with residents on the areas of service improvement within this plan, building on the valuable feedback already received.

As we look ahead to 2026 and beyond, we will also be developing the priorities for our next Adult Social Care plan. We want to do this together with residents and will be planning a series of roadshow events across the borough. We encourage all residents with experiences to share to register their interest by emailing:

adultservicesgiveyourviews@hackney.gov.uk.

Our [Adult Social Care Reward and Recognition Policy](#) explains how we recognise and thank those who co-produce and help improve services. This includes when we may offer payments or reimbursements.

Key performance indicators

We report on a number of measures through statutory returns and surveys of people accessing care and their carers. In our 3 year plan, we identified the measures in the table below as the key performance indicators which should be influenced by the targeted improvement activity we're undertaking.

	2023/24 measure (Hackney)		2024/25 measure (Hackney)	London average
Easy to access				
Proportion of people who use services who find it easy to information about services	62.5% (2023-24)	↑	66.2% (2024-25)	66.5% (2023–24)
Proportion of carers who find it easy to find information about services	44.4% (2023-24)	–	Next updated 2025-26	53.1% (2023–24)
Preventative				
% of people in receipt of community based support	84.8% (March 2024)	–	84.4% (March 2025)	79.6% (March 2024)
The proportion of people who received short-term services during the year, who previously were not receiving services, where no further request was made for ongoing support	78.8% (2023-24)	↓	73.7% (2024-25)	77.6% (2023–24)
Personal to you				
The proportion of people who use services who receive direct payments	16.4% (2023-24)	–	15.9% (2024-25)	24.7% (2023–24)
The proportion of people who receive long-term support who live in their home or with family	81.5% (2023-24)	↑	84.8% (2024-25)	79.4% (2023–24)

Making safeguarding personal: did the person subject to a safeguarding enquiry feel they had achieved their desired outcomes?	91.9% (2023-24)	↑	94.2% (2024-25)	92.7% (2023-24)
Social care-related quality of life (score out of 24)	18.1 (2023-24)	↑	18.8 (2024-25)	18.5 (2023-24)
Carer-reported quality of life (score out of 12)	6.4 (2023-24)	–	Next updated 2025-26	7.2 (2023-24)
Good quality and safe				
% of adult social care providers rated good or outstanding by CQC	85% (2024)	–	85% (2025)	No data
Proportion of people who use services who say that those services have made them feel safe and secure	87.5% (2023-24)	–	87.8% (2024-25)	84.3% (2023-24)
Overall satisfaction of people who use services with their care and support	58.5% (2023-24)	↑	61.4% (2024-25)	60.4% (2023-24)

Contact us

We value your comments, compliments and suggestions to help us provide better services. Here is all the information you need if you want to get in touch with us:

Address

Hackney Service Centre, 1 Hillman Street, E8 1DY

Email

adultservicesgiveyourviews@hackney.gov.uk

Telephone

020 8356 6262

(Monday, Tuesday, Thursday, Friday - 9am - 5pm; Wednesday - 9am - 4pm)

020 8356 2300

(Urgent out of hours)