



Wellbeing and Prevention Market Position Statement

2026 to 2035



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Foreword

“We all want to live in the place we call home, with the people and things that we love, in communities where we look out for one another, doing things that matter to us” – Association of Directors of Adult Social Services (ADASS), 2023.

This Market Position Statement (MPS) sets out how Kent County Council (KCC) and our partners will work with the wellbeing and prevention market to make that vision a reality.

It sets out KCC’s strategic direction for the future of wellbeing and prevention across our local health and care system. It articulates our ambition to strengthen prevention at every level, supporting people to stay well, identifying emerging needs earlier and reducing the impact of existing health needs.

Developed in collaboration with partners across local government, health, voluntary and community sectors, it reflects our shared commitment to creating the conditions for people of all ages to live healthier, independent and more fulfilling lives.

By promoting coordinated, community-based support rooted in inclusion, resilience and early intervention, this Market Position Statement aims to ensure that people in Kent can access the right support at the right time, enabling them to remain independent and connected within safe, thriving communities.

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Purpose



“Prevention is about helping people stay healthy, happy and independent for as long as possible. This means reducing the chances of problems arising in the first place and, when they do, supporting people to manage them as effectively as possible. Prevention is as important at seventy years old as it is at age seven”

Department of Health and Social Care, 2018.

Wellbeing and prevention services are not just about preventing, reducing or delaying the need for statutory services. If delivered effectively, wellbeing and prevention services can also improve health, wellbeing and quality of life for individuals and local communities.

The future commissioning of wellbeing and preventive services needs to be collaboratively developed (with funders, providers and people) and procured jointly across all statutory partners. This will bring greater alignment and efficiency across the health and social care wellbeing and prevention landscape, ensuring better outcomes for people in Kent.

When commissioning a wellbeing and/or preventive service, consideration should be given as to how it will fit alongside other services already delivered in the community, to make best use of community assets and avoid duplication, and to help build community-based solutions. An asset-based approach in commissioning is a way of designing, commissioning and shaping services that starts with the strengths, capabilities and resources of individuals, families, communities and local organisations, rather than focusing primarily on needs, deficits or problems.

This market position statement is supported by the new Kent County Council Commissioning and Partnerships structure, which includes a portfolio dedicated to Prevention. The division is part of the Adult Social Care and Health directorate and It focuses on promoting independence, prevention and continuity of care, and ensuring services are available to meet current and future needs, through sustainable contracting arrangements. We intend to continue moving towards more partnership models, where asset-based approaches can be pursued and collaboration ensured.

Our intention is to enable people to remain in their own home for as long as possible, if that is their wish and it is the right decision for them. Feedback from people living in Kent clearly shows that they would like to have the opportunity to access wellbeing and prevention services before considering accommodation with care and support. Continued investment in community and preventative services will support people to live healthy, fulfilled and independent lives for longer.

Our key aims:

1. **Track and evaluate the impact of prevention-led services** on adults' wellbeing across their life course, ensuring earlier support, better outcomes and clearer value for money
2. **Prioritise interventions that maintain independence, promote resilience and that prevent, reduce or delay escalation of people's needs for statutory support**, by shifting investment to earlier intervention, reducing duplication and strategically commissioning address any gaps
3. **Use monitoring and feedback to anticipate pressures and target preventative action**, implementing flexible, adaptive contracting and resource allocation models that enable timely rebalancing of spend towards where risk, inequity and unmet need are greatest
4. **Support the community front door approach (e.g. Adult Social Care Connect) that enables easy, equitable access to support** providing streamlined navigation, community assets and clear pathways into community-based prevention and wellbeing services
5. **Reduce inequalities** by prioritising prevention in high need cohorts and communities, ensuring proportionate access to universal services and culturally responsive commissioning
6. **Use technology and innovation to promote independence and wellbeing**, supporting people to self-manage, stay safe and live at home for longer and access timely early help.

Strategic context






There are a number of strategies and frameworks that this market position statement will have links with:

[The Care Act 2014](#) requires Kent County Council to produce a market position statement to give direction to providers and developers on future commissioning. Local authorities have a duty to write a market position statement to let providers know that what they commission could change and what their commissioning intentions are. It is a key element of the commissioning cycle, as it will inform the subsequent planning and delivery of services for future years.

[Reforming Kent 2025-2028](#) sets out the vision for Kent and how we will work with partners and providers to deliver a sustainable, prevention-first adult social care system. It reflects national priorities for adult social care reform and provides reassurance that, whatever future governance arrangements emerge from the local government review, our direction remains clear: independence, prevention and partnership at the heart of commissioning.

[Making a difference every day; our strategy for adult social care, 2022 to 2027](#) is how the council aims to underpin all the services that are available to Kent residents. Our shared vision is: "making a positive difference, supporting you to live as full and safe a life as possible and make informed choices." The three core principles are:

- 
 - Putting the person first - always starting our conversation with the voice of the person, focusing on what the person can do and keeping them at the heart of everything we do; developing working relationships people can trust and helping them to achieve outcomes that are important to them.
- 
 - Improving all the time - finding innovative ways to help people and make sure any support offer is tailored to the individual, learning from feedback from the people we support and building continuous improvements together.
- 
 - Measuring what matters - understanding how we are making a difference to the life of the person we support by working with them, our staff and partners.

[Adult Social Care and Health Commissioning Intentions 2022 to 2027](#): sets out how the directorate plans to create person-centred and flexible care and support in Kent to address the challenges and opportunities in adult social care.

[Accommodation Market Position Statement 2025-2035](#): sets out the shared vision for the future of housing and care in Kent, one where every adult who draws on social care has access to safe, inclusive and empowering accommodation that supports independence, dignity and wellbeing. It reflects our commitment to prevention-first approaches, person-centred care and strong partnerships across housing, health and the voluntary sector.

[Adult Social Care Prevention Framework 2025-2035](#): sets out our ambition to help more people in Kent to live fulfilled, healthy and independent lives now and in the future, through the promotion of wellbeing, independence, early intervention and delay of escalating care needs. The document sets out five approaches; principle of prevention first, focused support, partnership working, inclusion and equity, measuring and evidencing impact. Which builds upon the work already happening by our workforce and partners, whilst challenging us to take action where change is still needed.

[Kent Adult Carers' Strategy 2022-2027](#): sets out our plan for how we want to work with partners to improve the experiences of family adult carers in Kent.

This approach aligns with the [NHS Long Term Plan](#), supporting integrated, community-based care that promotes independence and prevents unnecessary hospital admissions. The market position statement also emphasises neighbourhood health, ensuring people have access to local services, social opportunities and support networks that maintain wellbeing.

Wellbeing and prevention position:present



“Joining the group has been a revelation...
it’s helped me regain my old ‘joie de vivre’.”
Participant of Age UK befriending group

The council is committed to prevention, following the adoption of the Adult Social Care Prevention Framework in September 2025. With rising demand and financial pressures, working in partnership across health and social care to promote health, wellbeing and independence is more vital than ever.

This means embedding prevention in everything we do, spotting opportunities for everyone we support and making it part of everyday practice. Preventative support looks different for each person, so we need to work together to find the right approach to meet individual needs and goals.

When it comes to wellbeing and prevention, we all have a role to play. Having a well-established, robust and easy-to-access community wellbeing provision for Kent’s residents, enhanced by more specialised services, such as community support for our most vulnerable, is essential to keeping our Kent population well.

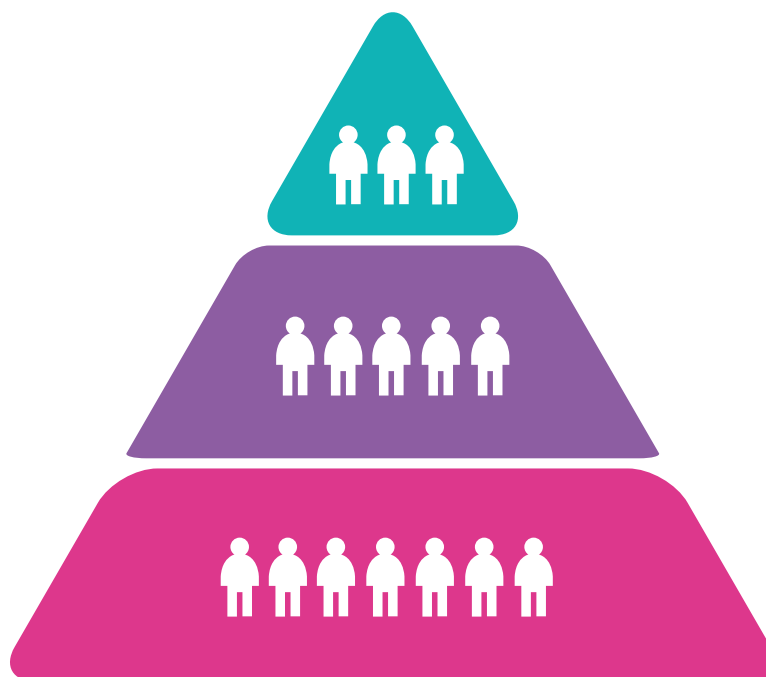
Kent is a fantastic county also known as the ‘Garden of England’, with 350 miles of coastline and a rich blend of history, diversity and culture. It is an attractive place for so many people who choose to make their lives here. With a population of approximately 1,610,300, Kent is the largest of all the English counties providing unique challenges and opportunities in providing adult social care. Like many areas of the UK, we have seen more complex and more costly social care demand compounded by an ageing population.

Given the dominance of adult social care in the council’s budget, we must undertake service transformations to reduce future demand and cost increases including preventing, reducing and delaying social care needs. Through the Prevention Framework, we have sought to identify risk in the population and identify the development of effective preventative interventions. The aim of this type of early access is to keep people well before social care before needs arise or escalate into multiple complex needs, which can significantly impact quality of life and increase the cost of placements. We are now working with our partners and providers to reflect the approach across our commissioning offer.

Understanding prevention

Types of prevention can be defined as either primary, secondary or tertiary, by considering the activities or interventions being delivered and what is aimed to be achieved.

Types of prevention



- **Primary prevention** – generally focussing on large or whole population groups, aiming to reduce risk factors to prevent the likelihood of future health and wellbeing needs
- **Secondary prevention** – more targeted at particular individuals or communities, aiming to reduce risk factors for those identified as at risk from particular health and wellbeing needs
- **Tertiary prevention** – targeted at individuals within support services, aiming to support and manage existing health and wellbeing needs or conditions and to prevent deterioration.

Many of our commissioned wellbeing and prevention services incorporate a blend of primary, secondary and tertiary prevention approaches, creating a more holistic and resilient offer for residents.

By embedding prevention at multiple levels, services are able to proactively promote healthy behaviours, identify emerging risks earlier and provide targeted support to reduce the progression or impact of existing conditions. This layered model strengthens system-wide outcomes by reducing need to access statutory services, improving quality of life, and supporting people to maintain independence for longer. It also enables providers to respond flexibly to varying levels of need, ensuring that individuals receive the right support at the right time while maximising value for the wider health and care system.



Our current services

Across the wellbeing landscape, different provisions are at different stages in the commissioning cycle and, therefore, at different phases of contracting arrangements.

The prevention landscape in Kent is multi-faceted, in that many Kent County Council (KCC) services and activities that contribute to prevention are outside the remit of adult social care commissioning, and include the involvement of public health, children's services, leisure, transport, housing services, and libraries. There are also services provided by the council that are not purely focused on prevention but do support the prevention offer. These include Technology Enhanced Lives, Everyday Living Activities (Day Support Services), Kent Enablement at Home (KEaH) and Occupational Therapy (OT).

Kent Community Equipment Service

The Kent Community Equipment Service (KCES) provides a countywide community equipment loan, delivery and recycling service supporting people to live independently, safely and with dignity in their own homes. The service is jointly commissioned by KCC and NHS Kent and Medway Integrated Care Board, with KCC acting as lead commissioner.

Key features of the service include:

- Provision of core and specialist community equipment (e.g. beds, moving and handling equipment, pressure care, specialist seating, ceiling track hoists)
- A loan and recycle model, with an expectation that at least 80-85% of returned equipment is refurbished and reused
- Delivery, installation, collection, planned maintenance and emergency repairs
- Support for hospital discharge, reablement, long-term conditions, end of life care and prevention of admission to residential or nursing care
- A single point of access for prescribers and people drawing on care and support
- Eligibility based on assessed health and/or social care need, with no upper or lower age limit
- Coverage of all Kent residents (excluding Medway unless registered with a Kent GP).

Day Support Services

Day support services include community and centre-based services delivering a range of skills development and support activities for vulnerable adults with a learning and/or physical disability, with the purpose of supporting the wellbeing and independence of individuals, their families, and/or their carers. We are looking to work in partnership with the sector and partners to re-commission and re-design our day care offer in 2026/2027.

Wellbeing Services in the Community for older people (55+)

Wellbeing services for older people help to prevent or delay deterioration in people's health and wellbeing via services like peer support, or creative and physical activities. This service is currently being reprocured, and a new contract will be in place from April 2027 [See page 17: Wellbeing and prevention position: future].

Wellbeing Services in the Community for people with dementia and their families

This service has a particular focus on supporting those with a dementia diagnosis and their families. The service provides social opportunities and befriending services, including dementia cafés and peer support groups where individuals can meet and share experiences and offer mutual support and advice. This service is currently being reprocured, and a new contract will be in place from April 2027 [see page 17: Wellbeing and prevention position: future].

Wellbeing Services in the Community for those with a physical disability

This service provides information, guidance and advice to disabled adults on a range of topics around independent living and all aspects of life with a disability. This service is currently being reprocured, and a new contract will be in place from April 2027 [see page 17: Wellbeing and prevention position: future].

Wellbeing Services in the Community for adults with sensory impairments

These services support people who are aged 18 and over with a sensory impairment, such as people who are blind and/or deaf, including people that use British Sign Language (BSL), providing support with information and advice, equipment and training, and rehabilitation. This service is currently being reprocured, and a new contract will be in place from April 2027 [see page 17: Wellbeing and prevention position: future].

Home Improvement Agency

The Home Improvement Agency (HIA) provides services that support people with complex needs, living in private rented or owner-occupied residences, to maintain, adapt and repair their homes. This service includes support regarding major building works and a handyperson service for minor repairs, home improvements and minor adaptations (such as handrails). District councils also work with the HIA in relation to administering Disabled Facilities Grants (DFG). This service involves home assessments and health and safety checks, designed to ensure that an individual's home environment is fit to allow them to live there safely. Support is given to both adults and children. Referrals are also made by the HIA, where necessary, to district councils, to support welfare benefit checks, blue badge applications and access to other services.

Community Navigation for Carers

This support offer for carers seeks to help them thrive in their caring role. This includes undertaking the statutory requirement for completing carers assessments to determine support needed and carer-specific navigation services to information, advice and guidance. This service is currently being reprocured and a new contract will be in place from August 2026 [see page 17: Wellbeing and prevention position: future].



Carers Short Breaks

The council funds services to provide carers with a break from their caring role to help improve their wellbeing. To provide a break the service offers replacement care and support, either in the carers own home or by taking the individual receiving care on a leisure activity. Carers breaks are available on both a planned basis and for emergency situations to prevent carer breakdown. In the last year 27,581 planned carer breaks and 4,518 emergency breaks were provided. This service is currently being reprocured and a new contract will be in place from August 2026 [see page 17: Wellbeing and prevention position: future].

Advocacy

Advocacy means supporting and enabling a person, who is otherwise unable, to speak up for themselves (to self-advocate) or to speak up on the person's behalf. It means supporting people to take more control about decisions over their lives and to make informed choices. Our Advocacy contract covers the following advocacy provision:

- Statutory advocacy: IMCA, RPR, IMHA, Care Act Independent Advocacy and Health Complaints Advocacy 3
- Community advocacy: Specialist advocacy for people with support or communication needs due to disability, frailty or other vulnerability. The type of advocacy used should depend on what is best suited for the person who seeks it, rather than belonging to a particular category
- Peer advocacy: Sometimes people wish to have the tools to support themselves rather than being supported. Peer advocacy gives the opportunity for people trained in advocacy who share the same experiences or use the same services to help people who have difficulty making their views known to develop the skills to speak up for themselves, to self-advocate, or if required to speak up for others in a similar situation to themselves.

The wellbeing and prevention services landscape has varying degrees of commissioning jointly with other stakeholders (Kent and Medway ICB and or local district councils), as indicated in the table on page 12. It is vital that we work with our partners to align our prevention priorities, continuing to proactively find opportunities for partnership working by joining up funding, sharing best practice and ensuring our resources are better coordinated to respond to the needs of our population, and making a greater collective impact.

Our current services

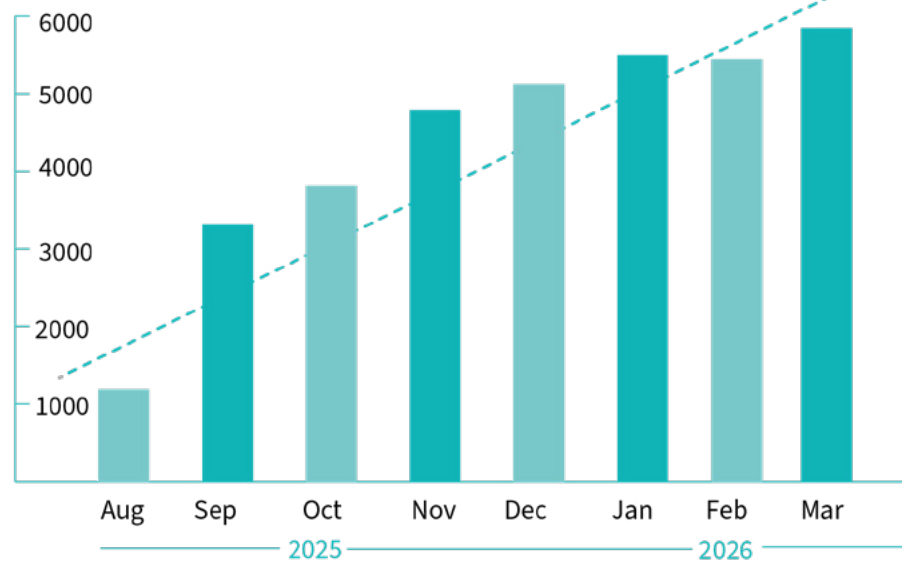
Service	Contracting Model	Eligibility Age	Annual Budget (25/26)	Number of individuals supported 24/25
Kent Community Equipment Service	Strategic Partnership (including KCC and NHS Kent and Medway ICB)	All ages	£16.4 million	35,018 individuals (August 2025 – March 2026)
Day Support Services	Framework	18+	£11.1 million	1,181 individuals
Wellbeing Services in the Community for older people	Prime contractor	55+	£3.87 million	14,375 individuals
Wellbeing Services in the Community for people with dementia and their families	Prime contractor	18+	£0.80 million	13,103 individuals
Wellbeing Services in the Community for those with a physical disability	Prime contractor	18+	£0.16 million	19,894 interactions
Wellbeing Services in the Community for those with sensory impairments	Prime contractor	18+	£1.03 million	22,834 individuals
Home Improvement Agency	Lead provider	All ages	£0.59 million	2,759 individuals
Community Navigation for Carers	Lead provider	18+	£3.76 million	40,987 individuals
Carers Short Breaks	In-house / spot purchase	18+	£3.24 million	Carers breaks (planned): 27,581 Carers breaks (emergency): 4,518
Advocacy	Lead provider	18+	£1.53 million	4,443

Current demand

Kent Community Equipment Service

Between January and March 2026 deliveries have averaged 198 activities per day, collections at 88 per day and repairs at 41 per day. Activity now appears to be stabilising.

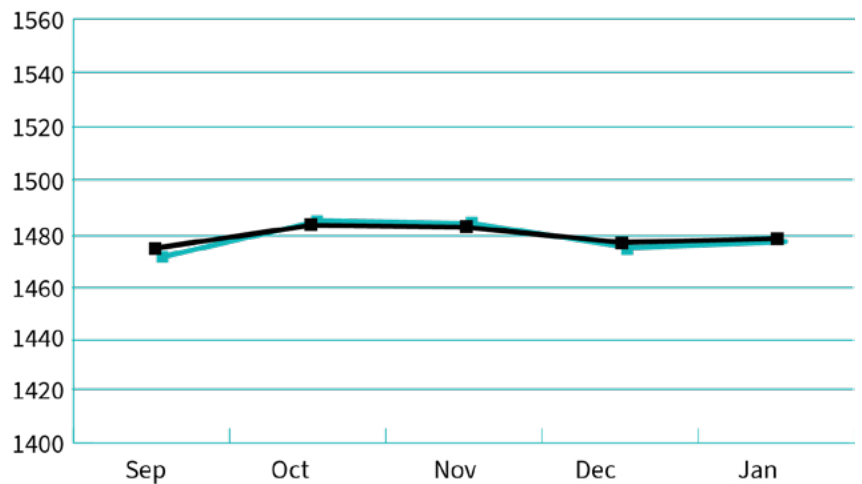
Number of people supported (August 2025 to March 2026)



Day Support Services

Approximately 1,490 day activities are accessed per month. Some of these may be the same person accessing more than one day service in a month. The number of young people accessing day services was not included in the data before September 2025. Usage of day activities is quite stable.

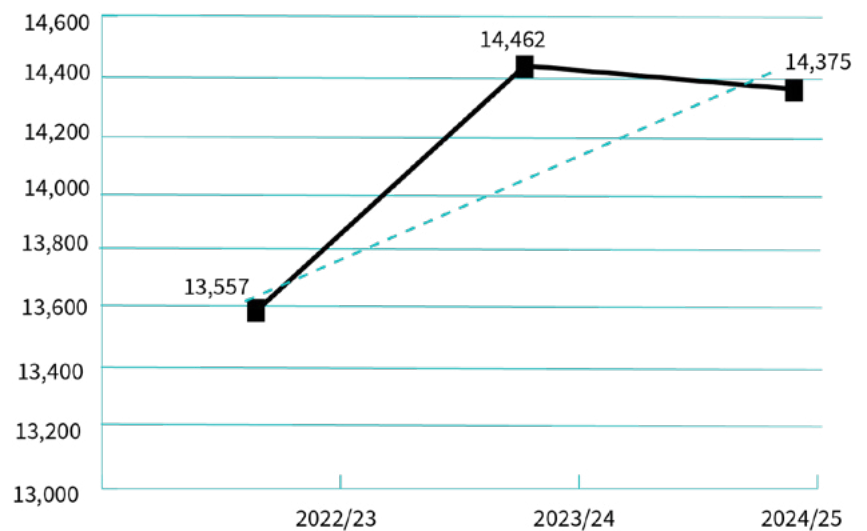
Monthly attendance (September 2025 to January 2026)



Wellbeing Services in the Community for older people (55+)

13,557 people accessed the service in 2022/23, 14,462 residents accessed the service in 2023/24 and 14,375 people accessed the service in 2024/25. Providers stated there is a drop in figures from 2023/24, due to the impact of continued uncertainty around the contract on planning and staffing.

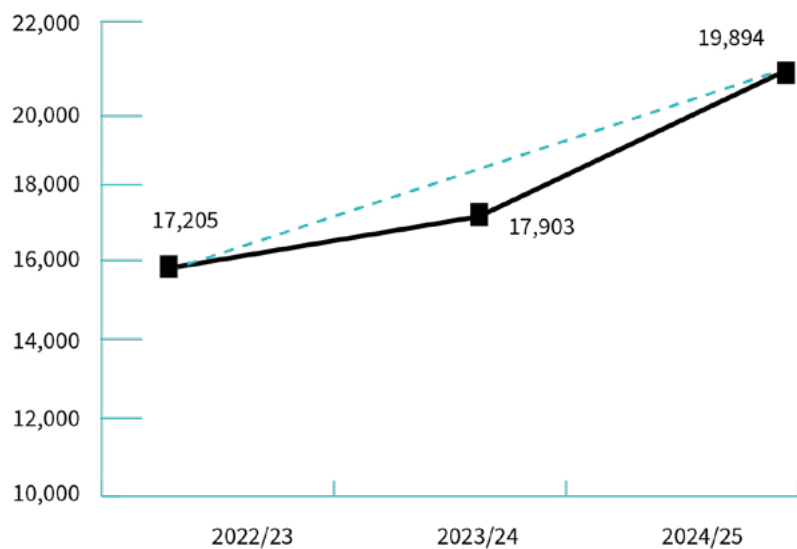
Trend for number of people supported



Wellbeing Services in the Community for those with a physical disability

The service had 17,205 interactions with people in 2022/23, 17,903 interactions with people in 2023/24 and 19,894 interactions with people in 2024/25.

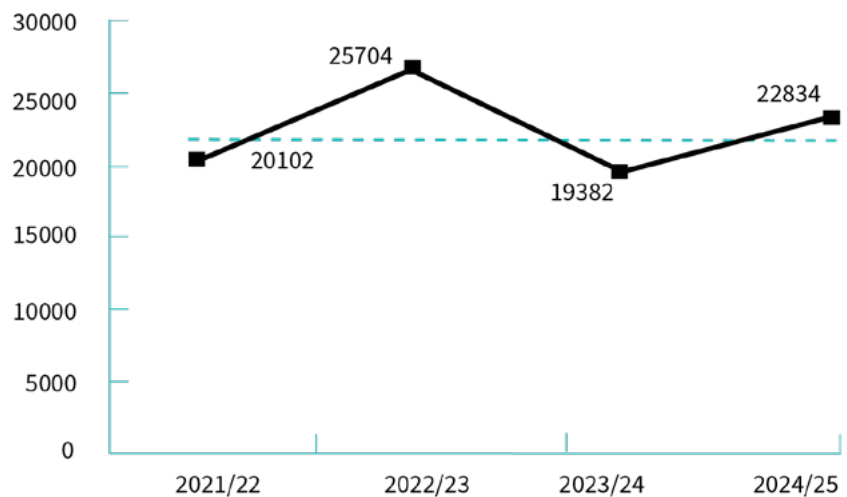
Trend for number of people supported



Wellbeing Services in the Community for those with sensory impairments

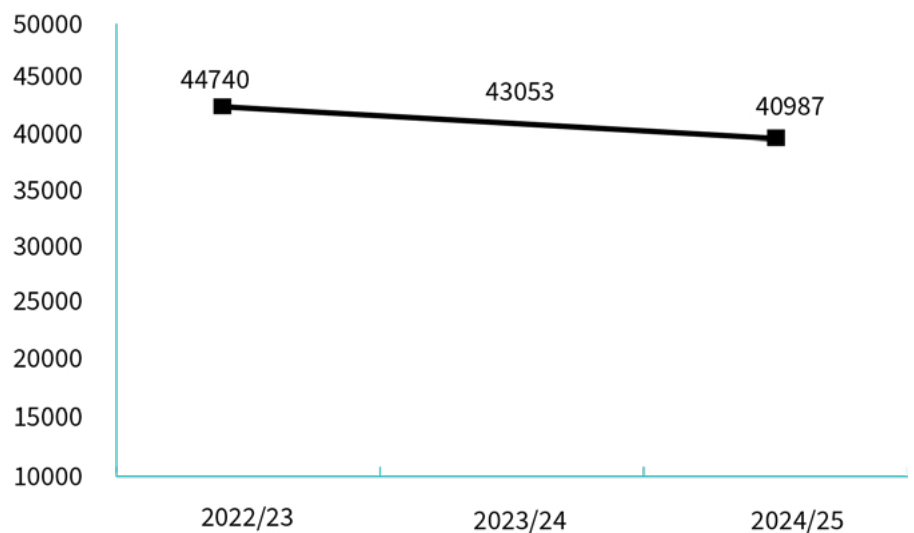
The service had 20,102 interactions with people in 2021/22, and 25,704 in 2022/23, 19,382 in 2023/24, and 22,834 people accessed these services in 2024/25.

Trend for number of people supported



Community Navigation for Carers

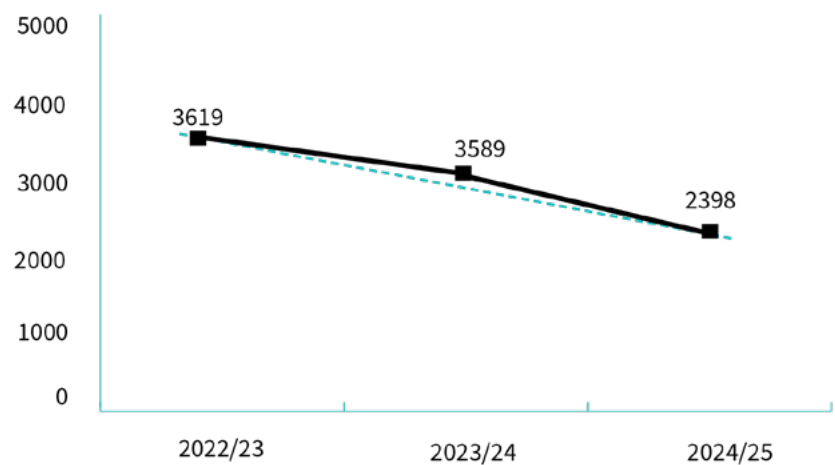
The service provided support to 44,740 carers in 2022/23, 43,053 carers in 2023/24 and 40,987 in 2024/25.



Carers Short Breaks

Data received from Crossroads Care Kent shows that the service provided support to 3,619 people in 2022/23, 3,589 people in 2023/24 and 2398 people in 2024/25. We have been advised that the drop in referrals is due to a change in IT system which now captures data more accurately and tracks and filters referrals differently from the previous system.

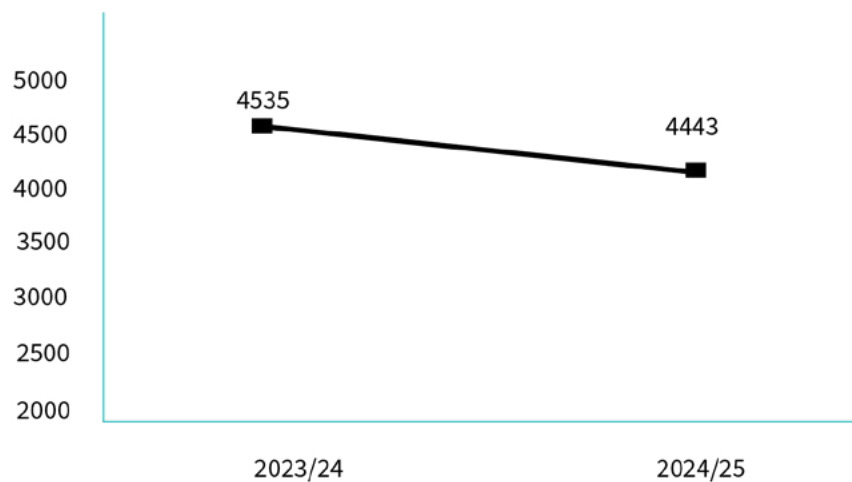
Trend for number of people supported



Advocacy

Provided both statutory and non-statutory support to 4,443 people in the last year. In the previous year (2023/24) the service supported 4,535 people, which was when this new contract started.

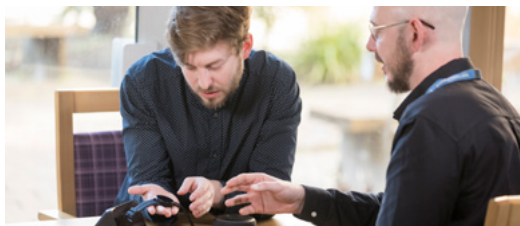
Trend for number of people supported



Technology Enhanced Lives

“I am extremely grateful to have this equipment, because of my disability, TELS gives me peace of mind”

TELS recipient



Technology Enhanced Lives (TELS) is Kent County Council’s dedicated assistive technology service for adult social care. This service was co-produced with people who draw on care and support and harnesses innovative digital solutions tailored to each individual, empowering people to live with greater independence, dignity, and safety in the place they call home through an outcomes-based approach.

Assistive technology plays a vital role in enhancing the efficiency of care and support and helps with the growing requests for support. TELS offers a forward-thinking, technology-first approach.

The service includes multiple pathways:

- TELS Long-term support for individuals with Care Act eligible needs
- TELS Short-term support for hospital discharge, enablement, and respite
- TELS Private pay options for self-funders and signposting
- TELS Digital skills support to build confidence in using technology.

The success of TELS is built on collaborative partnerships between Kent County Council and the wider care industry. By adopting a technology-first mindset, TELS is helping to deliver personalised, sustainable care and support solutions that also alleviate capacity pressures across the sector.

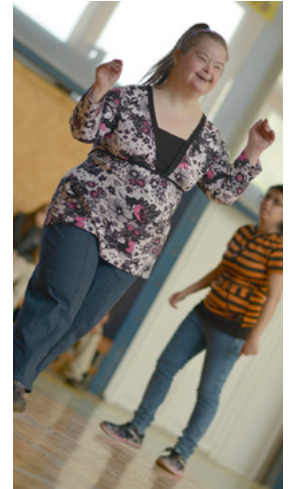
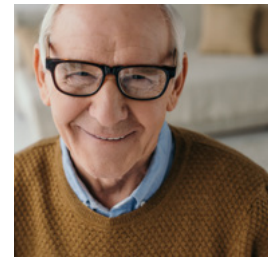
Between November 2023 and April 2026, TELS has supported over 6,000 Kent residents with technology to manage their care and support needs. Solutions have included monitored equipment and sensors linked to a 24/7 monitoring centre, pager-connected devices, falls sensors, standalone devices, GPS-enabled devices, and AI-driven systems that help increase the understanding of daily living patterns.

TELS is delivered in partnership with the PA Consulting-led Argenti consortium, with technology assessments and installations provided by Red Alert, and a 24/7 response service for monitored equipment delivered by Appello.

Wellbeing and prevention position:future

“The project has brought people together again - for the better. I am very grateful”

Member of group activity Age UK



The number of older people aged 65 and over living in Kent is expected to rise by 28% in the next decade, with those over 85 increasing by 53% by 2035. This will result in a dramatic surge in care needs, particularly in coastal areas with high older populations. Current projections for adult social care indicate a 20% increase in demand by 2035. Broken down by support category, assuming recent trends continue - we expect the following changes in demand over the next 10 years:

- Older people: +19%
- Learning disability: +9%
- Physical disability: -7%
- Mental health: +100%

The population-level indicators and the predicted increased pressures on adult social care generally mean that overall demand for preventative support is likely to increase as well. Initial results confirm that our current focus must be on those closest to needing care and support. Over time, as we manage our demand, we will need to shift more resources towards primary prevention to improve health and wellbeing outcomes, manage future demand and secure financial sustainability.

<p>The number of older people aged 65 and over living in Kent is expected to rise by 28% in the next decade, with those over 85 increasing by 53% by 2035.</p>	<p>The number of people in Kent aged 65+ with dementia is projected to increase by 42% by 2040.</p>	<p>23.4% of adults in Kent have a complex physical health problem. 17.7% of the Kent adult population have a mental health problem.</p>
<p>The largest percentage population growth is expected in Dartford, Folkestone and Hythe, Thanet and Tunbridge Wells.</p>	<p>General Influential Trends</p>	<p>The number of 18-64-year-olds in Kent with impaired mobility is projected to increase by 6% by 2040.</p>
<p>The number of 18-64 year olds in Kent with severe hearing loss is projected to increase by 4% by 2040, and by 38% for those aged 65plus.</p>		<p>Nearly 30,000 older adults in Kent are at a high risk of loneliness.</p>

New models:

Carers Support Service (from August 2026)

Building on feedback from carers we have commissioned a new carers service.

The Kent Carers Support Service will be delivered by two lead providers, one for East Kent and one for West Kent, working together to provide assessments, support, information and advice, carer breaks and targeted activities for carers. These activities will be provided by the lead providers, sub-contracted or referred and signposted on to other organisations to deliver. The service has been designed to help carers make best use of local services and community support to achieve what is most important to them, and when required provide a break to improve health and wellbeing and help people to stay independent for longer. Kent County Council and Kent NHS Integrated Care Board jointly fund the service across Kent. The service will support carers who are caring for someone who lives in Kent (excluding Medway).

Strategic/Lead model	Lead provider model
Annual budget	Up to £6.7 million
Eligibility age	18+ (with provision for young carers transition support across from 16+)

Community Wellbeing Contracts* (from April 2027)

The following contracts started in 2021 and we will be procuring a new service for 2027.

- Wellbeing Services in the Community for older people (55+)
- Wellbeing Services in the Community for people with dementia and their families
- Wellbeing Services in the Community for those with a physical disability
- Wellbeing Services in the Community for adults with sensory impairments.

There is no provision for further extensions beyond these dates. It is therefore necessary to commission a new service that will continue to provide these services across Kent, from April 2027.

The future Wellbeing Service will deliver a more targeted, coordinated and detailed prevention offer, aligned with the Prevention Framework and designed to address rising demand, demographic change and persistent inequalities across Kent. The proposed model strengthens early intervention, supports a more resilient Voluntary Community and Social Enterprise (VCSE) sector, and ensures services continue to meet Care Act duties around prevention, information and advice.

Contracting model	Strategic Partner Model
Annual budget	£3.65 million
Eligibility age	18+ (Physical Disability, Sensory and Dementia), 55+ for Older Adults

*All information is correct at the point of writing in April 2026. Note that details may be subject to change before implementation in April 2027.

Social value



“As a retired nurse I have nothing but praise for the team, with heartfelt thanks for an amazing job well done, and that because of you, I have confidence and the ability to remain independent as much as possible.”

Recipient of enablement service

‘Social value describes the wider social, economic and environmental benefits that can be secured for the community above and beyond the core requirements identified when supplies, services and works are commissioned.’ Public Service (Social Value) Act 2012

The council is committed to maximising the community benefits of every penny we spend and to improving the economic, social, and environmental wellbeing of Kent, by not simply considering the price of a service, but what can be achieved with the resources available.

We consider and act to make sure that social value can be enhanced, and equality can be advanced both:

- through the delivery of a service itself, and
- through additional value that a provider might offer in addition to the core requirements of a contract.

We expect our providers to also consider how they can be of benefit to the local community through increasing economic opportunities, improving social wellbeing and minimising environmental damage.

We should all be focused on the outcomes of greatest importance to the people of the county and we should all be thinking about how to allocate and make use of limited resources to the collective benefit of the community.

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