Brent Adult Social Care Annual Report 2022/2023

September 2023

Brent

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1. Foreword

Councillor Neil Nerva, Cabinet Member for Public Health and Adult Social Care

Claudia Brown, Director of Adult Social Care



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Foreword

Thank you for taking the time to read the Brent Adult Social Care Annual Review for 2022/2023. This document is an account of what we have done to support people across the Borough, how we have invested public money, what we have heard about our services from residents, and our ambitions for 2023/2024.

We are proud of the progress we've made since our last Local Account. Many of the challenges faced by social care departments like ours across the country persist, but we are excited to share how we are building momentum towards creating a better department. Our new vision statement is one that all our people are committed to, and our new Pathways & Practice model translates this into concrete ways of working. A stronger focus on engaging residents, particularly with unpaid carers, represents the start of a journey towards more co-production of services with the people who use them.[1] Finally, we're proud to have commissioned a range of new services, particularly new housing for vulnerable residents on Honeypot Lane. **Our recent peer review has highlighted the significant progress we have made in the past year.**



Cllr Neil Nerva – Cabinet Member for Public Health and Adult Social Care

We know there's still a lot of work to be done if our department is to deliver better outcomes for Brent residents. Growing pressure on the cost of living is driving demand in the short-term, and in the long-term our ageing population need more support for longer. Though we, like social care departments across the country, are working to meet these challenges in the context of tighter budgets and workforce challenges, we know this won't be easy. Upcoming CQC inspection of our department – the first such inspection in over a decade – is another challenge we intend to rise to in the coming financial year.



Claudia Brown – Director of Adult Social Care

We want to thank our residents, staff, partners, and providers for all they have done to support us and each other this year, and we hope this report reflects their work and experiences**.** We can only build on what we've already achieved to meet the challenges of 2023/24 together, and we look forward to doing that with you.

2. Overview

An overview of the role and approach of Brent Adult Social Care in supporting residents; our impact in numbers; our spending; and challenges faced in 2022/23.



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About Adult Social Care: An overview

The London Borough of Brent is home to nearly 340,000 residents and is proudly one of the most culturally diverse boroughs in the country. Our population has grown at a faster rate than London and England and we have a relatively young but ageing population. **Adult Social Care works to support Brent residents to live independent, safe, happy, and fulfilling lives**, as set out in our Vision for Adult Social Care.

We work with residents who may need support for a range of reasons. Mainly, old age and dementia; physical, sensory, and learning disabilities; mental health issues; and substance misuse. **Demand for Adult Social Care has continued to rise in 2022/23** driven by an ageing population, an increase in residents living with long-term conditions, and growing mental health need.

Our approach seeks to build on residents' strengths and abilities, and aims to prevent or delay increases in need. Care and support offered via Adult Social Care includes help with essential daily activities like eating and washing, or help participating in work or socialising. We provide support in people's homes wherever possible to aid our residents' independence. If that is not possible, we support people to live in high quality supported housing, extra care, residential or nursing homes.

We know Brent Council invests significant resources in Adult Social Care so we recognise the role our work has to play in realising the Council's ambitions and improving quality of life for residents.

Our Vision for Adult Social Care:

Working with you to live your best life

***We will work with residents and carers**, as partners in their own care and support, to live independent, safe, happy, and fulfilling lives.*

***We will enable and support our staff and partners** to meet our community's needs and deliver excellent outcomes for you.*

***It will be everyone's responsibility to create a culture of continuous improvement,** with inclusion, equity, and equality at its heart.*

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Adult Social Care 2022/23: In numbers



We carried out **8,302 assessments**



We **supported 2,295 people out of hospital**, 343 more than in 2021/22



The number of **residents in supported living or extra care rose from 542 in March 2022 to 602** by March 2023



We carried out **3,490 reviews**



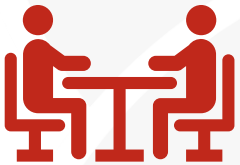
We carried out **595 safeguarding investigations**, a fall from last year's figure of 658



As of January 2023, there were **125 CQC-regulated ASC locations and 97 providers** in our Borough



We carried out **639 major adaptations**



We provided for 4,521 service users in March 2023, a 6% increase on March 2022

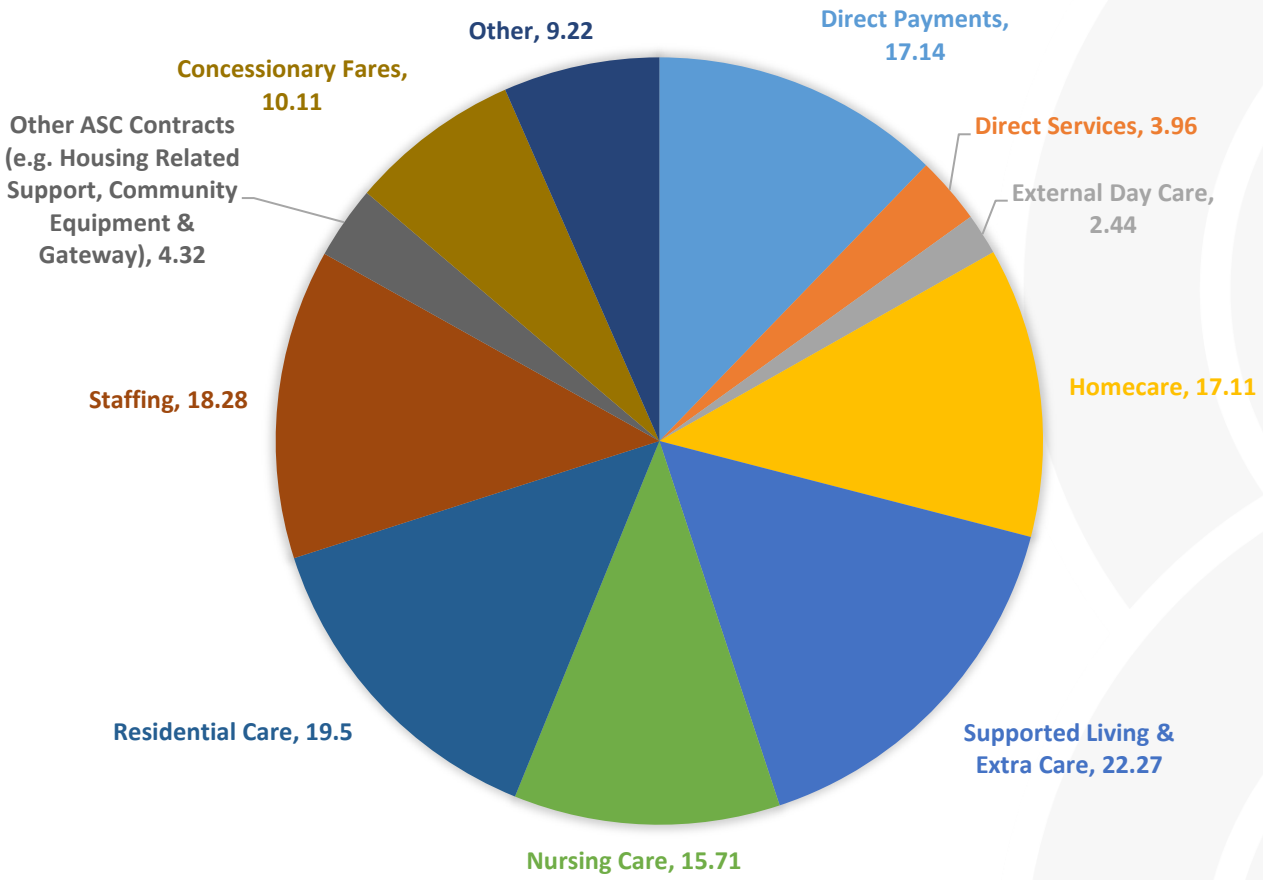
1,485 residents received homecare in 2022/23, a 20% increase from March 2022 to March 2023



We carried out **821 Mental Health assessments**

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Adult Social Care 2022/23: Our spending



Adult Social Care spend 2022/23 - £m

Adult Social Care represents a significant investment for Brent Council.

Our gross spend for 2022/23 was roughly £140m. This is in line with our £134m spend for 2021/22 once adjusted for inflation.

As last year, we spent most of our budget on support to keep people as independent as possible – for example home care, supported living, Direct Payments, and equipment.

Like all local authorities, Brent faces significant financial pressures, with savings to make over the coming years.

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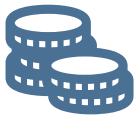
Adult Social Care 2022/23: Our challenges

Adult Social Care has had to deliver in a challenging environment in 2022/23, contending with similar challenges to those faced in 2021/22



Increasing and increasingly complex demand

- The number of residents accessing Adult Social Care services in Brent rose by 5% over the course of 2022/23 to 4,292.
- The **weekly cost of home care for a resident rose from £362 to £376** from the start to the end of 2022/23.



Limited funding

- **Our gross spending as a Department has remained flat** between 2021/22 and 2022/23, once adjusted for inflation, whilst **demand for our services has continued to rise**.



Workforce

- At the end of 2022/23, 54% of Adult Social Care positions were filled by permanent staff, 28% by agency workers.
- **18% of Adult Social Care positions were vacant** by the end of 2022/23.



Growing mental health need

- Over the last year the number of Mental Health assessments completed have **averaged 69 per month** in 2022/23 compared to an average of 35 based on available data for 2021/22.
- A significant portion of assessments have been for **individuals not been previously known to services**.

We expect these challenges will continue into 2023/24 and beyond.

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3. Performance

A summary of the Department's performance over 2022/23, including our successes, and our areas for improvement.



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Adult Social Care 2022/23: Overview of our achievements

Despite the challenges we faced in 2022/23, Adult Social Care have made real progress in a range of areas that take us closer to realising the ambitions set out in our Vision. Realising our Vision also means delivering all our statutory duties under the Care Act 2014. More detail on the achievements summarised below is set out in the following three pages.

Our vision for Adult Social Care	*Our duties under the Care Act 2014*	*What have we achieved in 2022/23*
***We will work with residents and carers**, as partners in their own care and support, to live independent, safe, happy, and fulfilling lives.*	Effectively assesses the needs of those we support	Worked with unpaid carers to understand their unique needs
	Support people to live healthier lives	Expanded our reablement team to help people regain independence
	Create equity in experience and outcomes	Set up groups to engage with residents from disadvantaged groups
	Ensure we deliver safe services, pathways and transitions	Built on our strong record of helping people out of hospital safely
	Deal with safeguarding concerns quickly and effectively	Delivered training to refresh our managers' safeguarding skills
***We will enable and support our staff and partners** to meet our community's needs and deliver excellent outcomes for you.*	Deliver joined up and flexible care that supports choice	Increased the use of direct payments to give residents more choice
	Collaborate with public, private, and charity partners	Developed new care services and pathways with our partners
***It will be everyone's responsibility to create a culture of continuous improvement**, with inclusion, equity, and equality at its heart.*	Manage performance and risks at a leadership level	Restructured our leadership team to focus more on performance
	Continuously learn, innovate, and improve how we work	Developed and started implementing an Improvement Programme

Adult Social Care 2022/23: Our key achievements (1/3)

Despite the challenges of the last year, Adult Social Care have made real progress in a range of areas that take us closer to realising the ambitions set out in our Vision and meeting our duties as set out by the Care Act 2014 – our key achievements include:

We will work with residents and carers, as partners in their own care and support, to live independent, safe, happy and fulfilling lives.

1. **Continued strong performance on hospital discharges**: Building on last year's low preventable hospital readmission rates, some of the strongest figures of any London borough, we helped 415 more Brent residents to stay out of hospital post-discharge in 2022/23. Introducing the use of hospital discharge kits this financial year has meant we have been able to prevent more residents from being readmitted to hospitals.
2. **Increase in number of service users receiving direct payments**: We have continued to offer direct payments to maximise the choice and control service users have over their care. 2022/23 saw an increase in the proportion of service users receiving direct payments from 29% to 33%.
3. **Laying the foundations for expanded co-production**: We are holding monthly workshops to develop a co-production group for Brent which includes residents, carers and the voluntary sector. These participants, of which we have already recruited ten, will be assigned to projects in the Department based on their needs, wants and suitability to ensure services
4. **Engagement work with unpaid carers**: We have systematically engaged with a wide range of unpaid carers to understand the specific barriers that prevent under-represented, or "hidden" groups from accessing advice and support, to identify ways to overcome these barriers.
5. **Expanded Supported Living & Extra Care**: 2022/23 saw improved utilisation of existing Supported Living capacity – numbers in Supported Living rose from 542 to 602 without any additional capacity. We have finalised arrangements for 61 additional units of Extra Care to go live in April 2023 on Honeypot Lane.
6. **Expanded HomeFirst & Reablement teams**: Recruited additional physiotherapists, OTs, and social workers to meet increased demand for services focused on supporting residents to regain independence and preventing increases in needs.
7. **Commissioned safeguarding 'refresher' training**: After a review of our current safeguarding performance we commissioned a 'refresher' training course for our Safeguarding Adults Managers to ensure their skills were as up-to-date as possible.

Adult Social Care 2022/23: Our key achievements (2/3)

Despite the challenges of the last year, Adult Social Care have made real progress in a range of areas that take us closer to realising the ambitions set out in our Vision and meeting our duties as set out by the Care Act 2014 – our key achievements include:

We will enable and support our staff and partners to meet the community's needs and deliver excellent outcomes for you.

1. **Joint mental health and housing pathways**: We are working across agencies within the Department and with our partners in health to better meet mental health need. Our mental health and housing teams have developed a new rough sleepers' pathway due to launch in May 2023, whilst commissioning and mental health teams collaborated to commission a bespoke housing offer that better meets increasing complexity of mental health need.
2. **Work with Via (formerly the Westminster Drug Project)**: Our SMART team hosts a Via practitioner to provide specialist support for those with substance misuse who have a range of complex health and social care needs. The practitioner sits across pathways to deliver patient-centred support.
3. **Streamlined 'front door' processes**: Referrals to our SMART team are now received through an online portal rather than a word document, and a similar process has been implemented for our Mental Health Act assessments.
4. **Assessed and Supported Year in Employment (ASYE) programme**: We opened applications for Newly Qualified Social Workers to join our Department and benefit from the nationally-recognised 12-month ASYE programme, designed by Skills for Care to ease the transition from qualification to professional social work. Applications for our first round of new joiners closed in February 2023.
5. **Social Work Apprenticeships**: We are offering 3-year apprenticeships with an emphasis on 'growing our own' by targeting recruitment within Brent's community. Working in partnership with Middlesex University, apprentices will gain a Level 6 qualification. We closed applications in February 2023, having received roughly 100 applications.
6. **Practice Development Leads**: We have recruited two additional Practice Development Leads dedicated to overseeing initiatives like the ASYE programme and social worker apprenticeships, and to improving our recruitment offer, training offer, and approach to feedback and supervision.

Adult Social Care 2022/23: Our key achievements (3/3)

Despite the challenges of the last year, Adult Social Care have made real progress in a range of areas that take us closer to realising the ambitions set out in our Vision and meeting our duties as set out by the Care Act 2014 – our key achievements include:

It will be everyone's business to create a culture of continuous improvement, with inclusion, equity, and equality at its heart.

1. **Vision and Pathways & Practice**: All Brent Adult Social Care colleagues have committed to working towards a Vision that sets out our ambitions for what we can do for our residents, and to a Pathways & Practice model that describes what a Department realising that Vision will look like.
2. **Improvement Programme**: Our Improvement Programme for 2022/23 provided a pathway that will take us from where we are now to where we want to be – a range of improvement projects are already underway, including:
   - A refresh of our staff induction process to ensure all staff understand how we do things in Brent.
   - A safeguarding policy and pathway review to ensure we respond to concerns quickly and effectively.
   - A refresh of our website to ensure information is accessible as possible.
   - Development of a recruitment and retention approach that will reduce staff turnover and our reliance on agency workers.
3. **OT Forum**: Launched in February 2023, we bring practicing OTs from across the Borough together on a quarterly basis to network, learn about each other's remits, and share resources to improve practice.
4. **Learning Disabilities Partnership**: We relaunched the Learning Disabilities Partnership in October 2022 in partnership with North West London's health system. We are co-producing agenda items with Brent residents with Learning Disabilities.
5. New Management Team meeting structure: We restructured the way our weekly management team works, with a monthly cycle that reserves one session a month for finance and performance, to monitor spending and key datapoints, and one session a month on projects and improvement, where colleagues delivering improvement work join the meeting to update leaders on progress.

Though we recognise the Department still has a long way to go to realise its Vision for Adult Social Care, we believe the progress set out in these slides represents progress towards helping Brent residents live their best lives, and will also demonstrate to CQC inspectors that we are continuously working to better perform our duties as set out in the Care Act 2014.

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Adult Social Care 2022/23: Actioning our 2021/22 commitments

In our last Local Account, we committed delivering the below actions for 2022/23. We are proud to have made significant progress on all the actions set out last financial year, but we recognise that we must keep these objectives in mind as we move forward.

Commitment from 2021/22 Local Account	*Action taken in 2022/23*
1 Refreshing our Vision, Strategy, and Pathways Model	*We have agreed a **Departmental Vision** and **Pathways & Practice model**.*
2 Preparing for Care Quality Commission (CQC) Assurance	*We carried out a **peer-assessment** focused on leadership and how we work with people, and started the process of running a full Department self-assessment.*
3 Developing our role in the Integrated Care Partnership	*The Department has taken an active role in a range of **Brent Health Matters** initiatives to work with communities and reduce inequalities in health outcomes.*
4 Embedding Strengths-based approaches across our pathway	*We have been developing **guidance to embed strengths-based practice** across the Department which will feed into our practice week training day in May 2023.*
5 Strengthening and co-producing our offer for unpaid carers	*We have carried out an **extensive engagement process** with a wide range of unpaid carers which will form the basis of a Carers' Strategy to be published later in 2023.*
6 Improving our Reablement offer to keep as many residents as independent as possible for as long as possible	*We have **expanded our reablement team**, encouraged a strengths-based approach, and enabled integrated working with our health partners.*
7 Improving our supported employment offer	*We have **worked closely with Brent Works** to expand the range of supported employment options our teams can draw on for residents .*
8 Focusing on high quality recruitment, retention, and workforce development	*We have introduced aa range of new apprenticeships and training programmes with an emphasis on '**growing our own**' by recruiting from our Brent community.*
9 Financial sustainability	*Delivering savings is a key part of our Department **Improvement Programme**.*

Adult Social Care 2022/23: Our feedback

We are always looking to improve our services to best meet the needs of our residents – seeking and responding to feedback is crucial to this. Our regular feedback collection, combined with this year's peer review, have helped us develop a picture of what we are doing well, and where we need to improve.

We are proud of the positive feedback we heard in our Peer Review in March 2023 which focused on two of the four domains that we will be assessed against by the CQC – 'Leadership' and 'Working with People'…

- ✓ **Positive working relationships and processes at our 'front door'**.
- ✓ **Committed, compassionate staff and teams** who put the **person at the centre of their practice**.
- ✓ **Emphasis on flexibly and responsively supporting for people in the community**, including a strong corporate commitment.
- ✓ **Committed and effective support for those with complex needs**.
- ✓ **Robust approach to equality, diversity and inclusion** for staff, people who drawn on care and support, and carers.
- ✓ **Proactive commissioning** that ensures care meets the cultural needs of people who need support.
- ✓ **Safeguarding team have a strong relationship with health partners** and demonstrate **timely and effective screening**.

All our teams have received positive feedback from residents and service users – their efforts have made a real impact and we are proud to recognise that…

*Feedback for our **Commissioning and Quality Unit***

> "I write on behalf of my siblings to say a big, big thank you for all you did for our mom *[redacted]*, to be able to move to *[redacted]* nursing home. **Your professionalism, empathy, care, love, encouragement, help and support is unique**."

*Feedback for our **Reablement Team***

> "When I was discharged, I came home, nothing was in place. My dear friend got in touch with *[redacted]* in your department. She arranged a walking frame, commode and toilet seat. **Her kindness was outstanding**. Please thank her for me."

*Feedback for our **SMART Team***

> "I've had to deal with many public civil servants but never in my 22 years in this country have I experienced the **devotion, dedication, untiring, resolute and attention to details** in the service you provided before."

*Feedback for our **Complex Care Team***

> "I can't thank you enough for all your hard work, You have worked tirelessly to help me, as soon as you took my case on. You took the time to read my medical notes, learn my name and who I am as a person; **I wasn't just another patient X**."

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Adult Social Care 2022/23: Areas for improvement

To ensure continuous improvement, we invest resources in developing a detailed understanding of challenges faced by the Department, in addition to those broad long-run challenges outlined on slide 9. Feedback from residents and findings from reports, including our Peer Review, point to areas of our service that require improvement.

We are focussed on collecting, understanding, and taking action to address areas of our service that require improvement

Co-producing with our communities

Engaging with residents' needs and priorities, and meaningfully co-producing our services so they respond to those needs and priorities

Work more closely with local charities, community services groups, and businesses to ensure all resident voices are heard

Strengthening annual survey of service users and carers

Equality in experience and outcomes

Supporting digitally compromised people to access services

Adapting to cultural needs by offering telephone interpreters and recording and sharing information about residents' cultural needs

Improving our 'front door'

Making sure all **residents who we contact are referred to services that help meet their needs**

Supporting residents with needs that might not neatly fit into categories like 'mental health', 'housing', or 'social care'

Bringing together and **sharing information on community resources** and other services with residents who could benefit

Improving our case management

Changing our case management systems so **staff do not need to fill unnecessarily long forms**

Make sure the way we sign-off assessments ensures **risks, especially those around resident safety, are appropriately considered**

Improving our offer

Strengthening our prevention and wellbeing offer with **new digital and assistive technology** in the right places

Improving co-ordination between health and social care on reablement

Improving access to the right mental health expertise by working with health partners

Supporting residents to live independently for as long as possible by providing the right accommodation at the right time

Embedding an approach that focuses on building on residents' strengths across all services

Ensuring safety and safeguarding best practice is upheld by all staff in the Department

5. Priorities

Our commitments for building on last year's work in 2023/24.



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Adult Social Care 2023/24: Our commitments for the next year

Looking ahead, 2023/24 is likely to be another challenging year. However, we are determined to continue delivering a high-quality service, driving service improvements, contributing to Council priorities, and responding to changes in legislation and our operating environment. We have identified the below priorities which we think will address concerns, build on successes, and ultimately move the Department closer to realising its ambitions.

Our duties under the Care Act 2014

- Effectively assesses the needs of those we support
- Support people to live healthier lives
- Create equity in experience and outcomes
- Ensure we deliver safe services, pathways and transitions
- Deal with safeguarding concerns quickly and effectively
- Deliver joined up and flexible care that supports choice
- Collaborate with public, private, and charity partners
- Manage performance and risks at a leadership level
- Continuously learn, innovate, and improve how we work

Our improvement priorities for 2023/24 and beyond

Carry out an **independent review of a random sample of case files** to ensure we are understanding and meeting the needs of our residents.

Developing a consistent **Department-wide co-production approach** that links in with work on engaging residents in the Council more broadly.

Ensure we **collect and monitor data** on ethnicity, deprivation, disability, gender and other key characteristics to address potential inequalities.

Review our internal case management IT system with a focus on **information sharing** to and from our partners to ensure safe transitions.

Make sure the '**Making Safeguarding Personal**' approach, which places clients at the centre of safeguarding concerns, is consistently applied.

Develop a full range of **Assistive Technology** options to provide residents with a range of choice to support their independence.

Develop **more joint pathways with health** for residents who need health and care support by working through Brent's Integrated Care Partnership.

Ensure **leaders have access to the right performance data** to allow them to track improvements and monitor risks.

Survey our staff on their experience of training and development in the Department and use findings **to improve training attendance.**

Inquiries

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