Adult Social Care Annual report 2023-24

July 2024

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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



Foreword



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



Claudia Brown – Director of Adult Social Care

We are pleased to present the Local Account for Adult Social Care for the year 2023-24. This report provides an overview of our adult social care services, highlighting our vision, achievements, challenges, and our ongoing efforts to enhance the quality and effectiveness of the support we offer to our community.

Over the past year, we have conducted numerous assessments and activities, the details of which are provided in this document. This data not only reflects the volume and scope of our services but also underscores our commitment to meeting the diverse needs of our residents. Financial data is also included, offering transparency and insight into the economic aspects of our service delivery.

We have faced various challenges this year, but through the dedicated efforts of our staff, partners, and community, we have achieved significant milestones. Our report outlines the progress made in response to actions identified in 2022-23, demonstrating our commitment to continuous improvement. We have also incorporated valuable feedback from our customers, which has been instrumental in shaping our priorities and commitments for the coming year.

Our vision for adult social care remains focused on delivering high-quality services that are responsive to the needs of our community. We are proud of the progress we have made since our last local account, but we recognise that there is still much work to be done. Our focus moving forward will be on strengthening our collaboration with the community and ensuring our services are both effective and sustainable within the constraints of our budget.

We extend our heartfelt thanks to everyone who has taken the time to read this annual review. We are incredibly grateful to our residents, service users, staff, partners, and providers for their unwavering support and dedication. Your contributions are vital to the success of our adult social care services.

As we look ahead to 2024-25, we remain committed to tackling the challenges that lie ahead and continuing our journey of improvement. Together, we can ensure that our adult social care services not only meet but exceed the expectations of our community.

Thank you.

Councillor Nerva
Cabinet Member for Public Health and Adult Social Care

Claudia Brown
Director of Adult Social Care

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 2023/24



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. It is predicted that the population of Brent will increase by 86,000 residents by 2041, with an additional 30,000 people aged 65+ years of age.

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.

Our approach seeks to build on residents' strengths and abilities and aims to prevent or delay increases in need helping people to find and access the right care, at the right time in the right place**.** Care and support offered via Adult Social Care includes help with essential daily living activities, through aids and adaptations or telecare to help people remain independent and safe at home.

We also provide short-term rehabilitation and reablement support with our partners to help people regain their skills, confidence and independence following a hospital admission or change in their circumstances. **Where people need longer-term support,** we provide home care as well as a range of living options such as high-quality supported housing, extra care, residential or nursing homes.

Brent Council invests significant resources in Adult Social Care. In 2023/2024, 34% of the local authority's budget was spent on adult social care so we recognise the role our work has to play in realising the Council's ambitions and improving the 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 **8,219 assessments**



We **supported 2,611 people out of hospital**, 316 more than in 2022/23



The number of **residents in supported living or extra care rose from 602 in March 2023 to 758** by March 2024



We carried out **5,630 reviews,** 2,140 more than in 2022/23



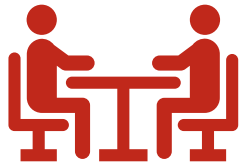
We carried out **473 safeguarding investigations**, a fall from last year's figure of 595



As of January 2023, there were **156 CQC-regulated ASC locations and 127 providers** in our Borough



We carried out **538 major adaptations**



We provided for 4,609 service users in March 2024.

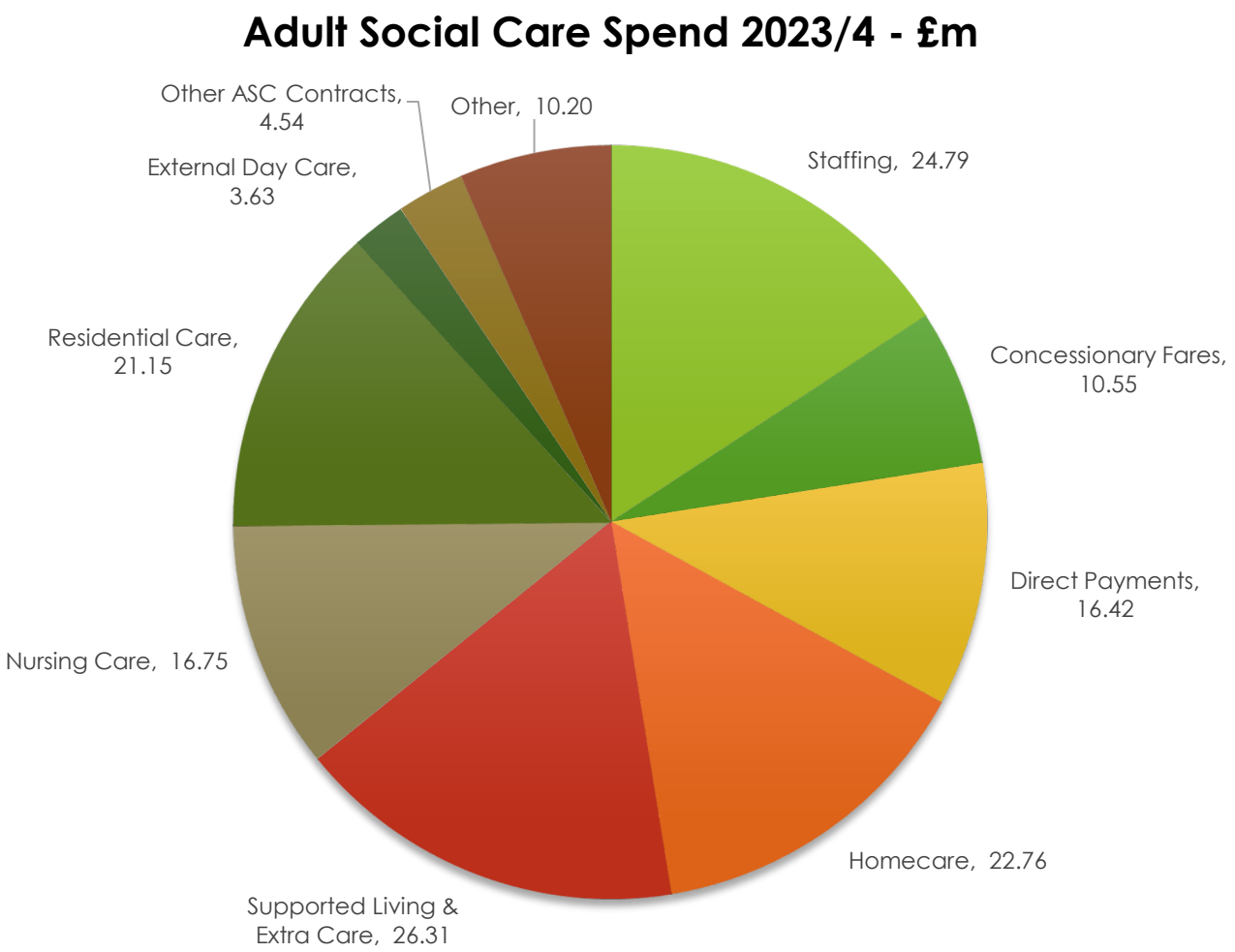
1,600 residents received homecare in 2023/24, an 8% increase from March 2023 to March 2024



We carried out **1,087 Mental Health assessments,** a 32% increase from March 23 to March 2024

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Adult Social care 2023-24: Our spending

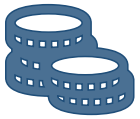


Spend	2022/23	2023/24
Staffing	22.24	24.79
Concessionary fares	10.11	10.55
Direct payment	17.40	16.42
Homecare	17.11	22.76
Supported Living & Extra Care	22.27	26.31
Nursing care	15.71	16.75
Residential care	19.5	21.15
External day care	2.44	3.63
Other ASC contracts	4.32	4.54
Other	9.22	10.20
Total	140.32	157.10

Adult Social Care represents a significant investment for Brent Council. The gross spend in 2023/24 was £157.1mn compared with £140mn in 2022/23. More money has been spent on providing residential and nursing care and home care, mainly impacted by inflation and the cost of living

Adult Social Care 2023-24: Our Challenges

Adult Social Care has had to deliver in a challenging environment in 2023/24, contending with similar challenges to those faced in 2022/23.

 **Increasing and increasingly complex demand**	**Demand for adult social services has been increasing over the last three years** with an increase of 11.6 % in the number of people supported, a 7% increase in the number of people receiving commissioned funded support and a 5.7% increase in the number of requests/referrals received..
 **Limited funding**	**Our gross spending as a Department has increased to allow for growth** between 2022/23 and 2023/24, but there continues to be budget pressures with adult social care needing to make savings in 2024/25 and 2025/26.
 **Workforce**	There are approximately 350 filled posts. Locums and temporary staff make up around 27% of the current workforce. Approximately **20% of Adult Social Care positions were vacant** by the end of 2023/24.
 **Growing mental health need**	Over the last year the number of Mental Health assessments completed have **averaged 91 per month** in 2023/24 compared to an average of 61 in 2022/23. A significant portion of assessments have been for **individuals not been previously known to services**.

We expect these challenges will continue into 2024/25 and beyond.

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3. Performance

A summary of the Department's performance over 2023/24, including our successes, and our areas for improvement.



Adult Social Care 2023-24: Overview of our achievements

Despite the challenges we faced in 2023/24, 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 slides.

Our vision for Adult Social Care	Our duties under the Care Act 2014	What have we achieved in 2023/24
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	Co-developed our Carers Strategy setting out our 6 key commitments
	Support people to live healthier lives	In 2023/24 73% of people no longer needed support following reablement.
	Create equity in experience and outcomes	Developed our co-production and community partnership approach to reach out to communities
We will enable and support our staff and partners to meet our community's needs and deliver excellent outcomes for you.	Ensure we deliver safe services, pathways and transitions	Worked effectively with partners to deliver safe systems of work and transition of cases e.g. care providers and hospitals
	Deal with safeguarding concerns quickly and effectively	Dealt with 2,310 safeguarding concerns, resulting in 473 safeguarding enquiries.
	Deliver joined up and flexible care that supports choice	Increased the use of direct payments to give residents more choice and control and increased the number of supported living units
	Collaborate with public, private, and charity partners	Set up a Coproduction and Community Partners Steering Group.
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	Increased our Leadership capacity and developed clear responsibilities and accountabilities
	Continuously learn, innovate, and improve how we work	Worked with the regional and local skills academy and developed an ambitious ASC transformation programme

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2023-24: What we have done to support ‘partners in care’

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

Strength based approach - Our strengths-based approach is embedded, and assessments and care and support plans are personalised and tailored to the needs of service users and carers – feedback from peer review.

Satisfaction – 87% of people are satisfied with the care and support they receive. (ASC Service User Survey 2023/24)

Quality of Life – 90% of people surveyed said the care and support they received helped them to have a better quality of life (ASC Service User Survey 2023/24)

Care and Support at the right time – 76% of people surveyed agreed they got the care and support when they needed it. (ASC Service User Survey 2023/24)

Carers support - 66% of carers are satisfied with the support or services (up 5% on 2022/23) and 37% of carers feel they have adequate support an 8% increase on 2022/23. (ASC Carers Survey 2023/24)

Safeguarding – We are Making Safeguarding Personal meaning we look to work with people to deliver the outcomes that matter to them. In 2023/24 80% of people reported their outcomes were fully or partially met during safeguarding.

2023/24: what we've done to support 'delivering excellent outcomes

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

Engagement - We have developed our Co-production and Community Partnership Approach and are engaged with various groups to ensure we hear the voice of residents and carers. We have co-developed our Carers Strategy outlining our 6 key commitments.

Independence - Support for residents requiring reablement is good, enhanced by our multi-disciplinary teams and focus on improving outcomes. 73% of people who go through reablement benefit from it and at the end of their reablement have no long-term care and support needs.

Living at home - Brent has fewer people aged 18 to 64 and aged 65 and over living in residential and nursing care compared to many other London Boroughs (Top 5 for London Boroughs). This means people can continue to live at home for longer and do not need to move prematurely into a care home.

Choice & Control - High number of people receive a direct payment to support them to exercise greater choice and control over how they receive care and support – Brent is in the top 10% nationally and top 5 for London Boroughs in terms of the number of people taking a direct payment.

Our staff - Staff are passionate, responsive and professional (LGA & Peer Review). 78% of people said staff always show they understand my needs. (ASC Service User Survey 2023/24)

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2023/24: what we've done to support 'continuous improvement'

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

Equality - We have worked with the Department of Health and Social Care (DHSC) to pilot their Social Care Workforce Race Equality Standard (SC-WRES) scheme designed to tackle 'institutional racism' and improve equality within the social care workforce. Our workforce better reflects the wider communities of Brent.

Audit and Review – We use outside challenge and reviews to assess and help improve our services. We recently had a Peer Review, and we commissioned an external review of our Safeguarding Adults practice.

Learning from Serious Adult Reviews (SARs) – SARs had highlighted self-neglect as a key theme. Adult Social Care has taken the lead in revising the Self Neglect Toolkit and works closely with all system partners to embed practice improvement, learning and development.

Practice Recognition and Development - Practice Week in 2023 was centred around 'The 4 Cs of Excellent Practice', covering Communication, Co-Production, Carers, and Compliments and Complaints. All Staff Conferences, Social Workers Day, and additional events are also held through the year.

Training and Development – We work closely with the Skills Academies and training providers to ensure appropriate training and development activities are available to help improve knowledge, skills and practice.

Leaders – We have strong robust leadership and governance at a Members and Officer level, providing challenge, scrutiny and direction. Our leaders are actively engaged in sector-led improvement across North West London, London and Nationally.

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Actioning our 2022/23 commitments – ‘We said’ ‘We did’

In our last Local Account, we committed to delivering a number of actions in 2023/24. Outlined below is some of the progress we have made in 2023/24.

We said	We did
Support people to live healthier lives	Delivered over 9,000 assessments this year
Effectively assesses the needs of those we support	Worked with partners to reduce inequalities.
Create equity in experience and outcomes	Championed equality in our workforce
Ensure we deliver safe services, pathways and transitions	Improved transition between services
Deal with safeguarding concerns quickly and effectively	Commissioned an independent review of safeguarding practice.
Deliver joined up and flexible care that supports choice	Delivered joined up and flexible care.
Collaborate with public, private, and charity partners	Expanded and developed services such as carers support and advocacy
Manage performance and risks at a leadership level	Monitored our performance and benchmarked against others.
Continuously learn, innovate, and improve how we work	Developed risk forums and high-risk panel.
	Developed an ambitious transformation programme

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Adult Social Care 2023/24: 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, 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** and in **engagement sessions held with the Local Government Association** in February 2024. Key themes included:

- ✓ Strong **evidence of strengths based practice** focussing on people's strengths and empowering residents.
- ✓ **Committed, compassionate and professional staff** who put the **person at the centre of their practice**.
- ✓ **Strong working relationship** with other teams across Adult Social Care and partners to meet the needs of residents.
- ✓ **Joint working with providers and external colleagues** to deliver rehabilitation and reablement, promoting people's independence**.**
- ✓ **A focus on equality, diversity and inclusion and cultural competence** for staff and people who draw on care and support.
- ✓ **Proactive commissioning** that ensures the quality of care and is responsive to provider concerns.
- ✓ **Effective safeguarding service** that work with people and partners to ensure people are safe.

We have analysed our **complaints** and identified areas for further improvement, such as:

- ➢ Ensuring we keep people informed what is happening through pro-active communication.
- ➢ Ensuring we assess people in a timely manner to reduce the time they wait for an assessment.
- ➢ Improving access for everyone to high quality information, advice and guidance.

We also receives **compliments** direct from residents and carers**.**

> "The family of xxxxx have been so impressed by the help we've received from xxxxxxx that we would like to give him a formal 'thank you' and tell you what a difference this OT support has made."

> "Social workers are there to make life worth living.
> They provide hope in the midst of loss, find resources for those who have none."

> "In August I was admitted to Royal Free with a heart attack. I was there 6 weeks. When I was discharged I came home, nothing was in place. My dear friend got in touch with xxx in your department. She arranged a walking frame, commode and toilet seat. Her kindness was outstanding. Please thank her for me."

5. Priorities

Our commitments for building on last year's work in 2024/25.



Our 2024/25 commitments and priorities

Looking ahead, 2024/25 is likely to be another challenging year. We have identified the below priorities which will move the Department closer to realising its ambitions.

Commitments

- **Develop our day support offer**
- **Continue to develop our support to carers**
- **Transform our prevention offer**
- **Provide a range of digital and assistive technology solutions**
- **Embed coproduction and community partnerships**
- **Continue to focus on equality, diversity and inclusions**
- **Work with partners to implement locality-based working to meet communities needs**
- **Focus on resident outcomes and performance**
- **Develop and support staff to deliver our Care Act duties**

Priorities

- **We will develop a new day support offer that reflects people's needs and aspiration**
- **We will work with carers and partners to deliver our carers commitments**
- **We will provide a Digital and TEC offer**
- **We will hear the resident voice and codesign services**
- **We will increase accessibility for all residents to adult social care support**
- **We will develop more joint pathways with health for residents**
- **We will use performance data to evidence improvements in resident outcomes,**
- **We will use CQC Local Authority Assurance and our quality assurance frameworks to drive continuous improvement and learning.**

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For inquiries, please contact

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