

# **Brent Adult Social Care Annual Report 2021/2022**

**January 2023**



**BUILDING A  
BETTER 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*



# Foreword

**Welcome to the Brent Adult Social Care Annual Review for 2021/2022.** It is an account of what we have done to support people across the borough, how we have invested public money, what we've heard about our services from residents, and what we aim to do in 2022/2023.

**This has been a challenging year for Adult Social Care.** Like social care departments across the country, we have been working hard to meet increasing and increasingly complex demand while at the same time contending with national workforce pressures and continued budget challenges. We have also been dealing with the impacts of the pandemic, which have persisted beyond the end of lockdowns, and preparing for a range of reforms in Adult Social Care, in a context of significant national uncertainty.

**There is lots we are proud of this year.** We have worked creatively and flexibly to rebuild our face to face services, and to support our providers to do so too. Building on lessons from the pandemic, we are much more flexible in using technology, and in thinking differently about how we can achieve outcomes while delivering best value for money. We've had real success in delivering more supported living and extra care placements that enable people to live as independently as possible. Additionally, our leadership team has been placing a real focus on ensuring consistency of practice and quality of the work we do.

**We want to thank our residents, staff, partners, and providers for all they have done to support us and each other this year.** We have achieved so much working together and look forward to building on this moving forward.

**We hope you find this report interesting and helpful.**



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



**Claudia Brown** – Director of Adult Social Care



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## 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 2021/22.*



# About Adult Social Care: an overview

**Adult Social Care works to support Brent residents to live independent, safe, happy, and fulfilling lives.**

**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 our services is growing** – largely because our residents are living longer and more people are living with long-term conditions. We have also seen an increase in demand linked to mental health needs.

**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.

**Adult Social Care represents a significant investment for the Council and plays an integral part in realising our ambitions to build a better Brent.**

Currently, 4,075 residents access long-term social care services in Brent

Brent Adult Social Care gross expenditure was £134.95m in 2021-22

There are 129 Adult Social Care providers registered with the Care Quality Commission in Brent

C.330 staff are directly employed in the LB Brent Adult Social Care Directorate

A statutory service under the Care Act 2014, Mental Health Acts, and Health and Social Care Act 2012

# Adult Social Care 2021/22: in numbers



We handled **4,580**  
**Telephone enquiries**



We carried out **718**  
**Care Act**  
**assessments**



We carried out **3,031**  
**reviews**



We carried out **658**  
**safeguarding**  
**investigations**



Our Emergency Duty Team  
responded to **234** **out of**  
**hours emergencies**



We supported **1,952** **people**  
**out of hospital** - 278 of  
whom with handyperson  
support



The number of residents  
using **Direct Payments**  
increased from **18%** to  
**29%**



Our providers delivered  
an average of **20,300**  
**hours of home care**  
**support each week** to  
1,263 residents



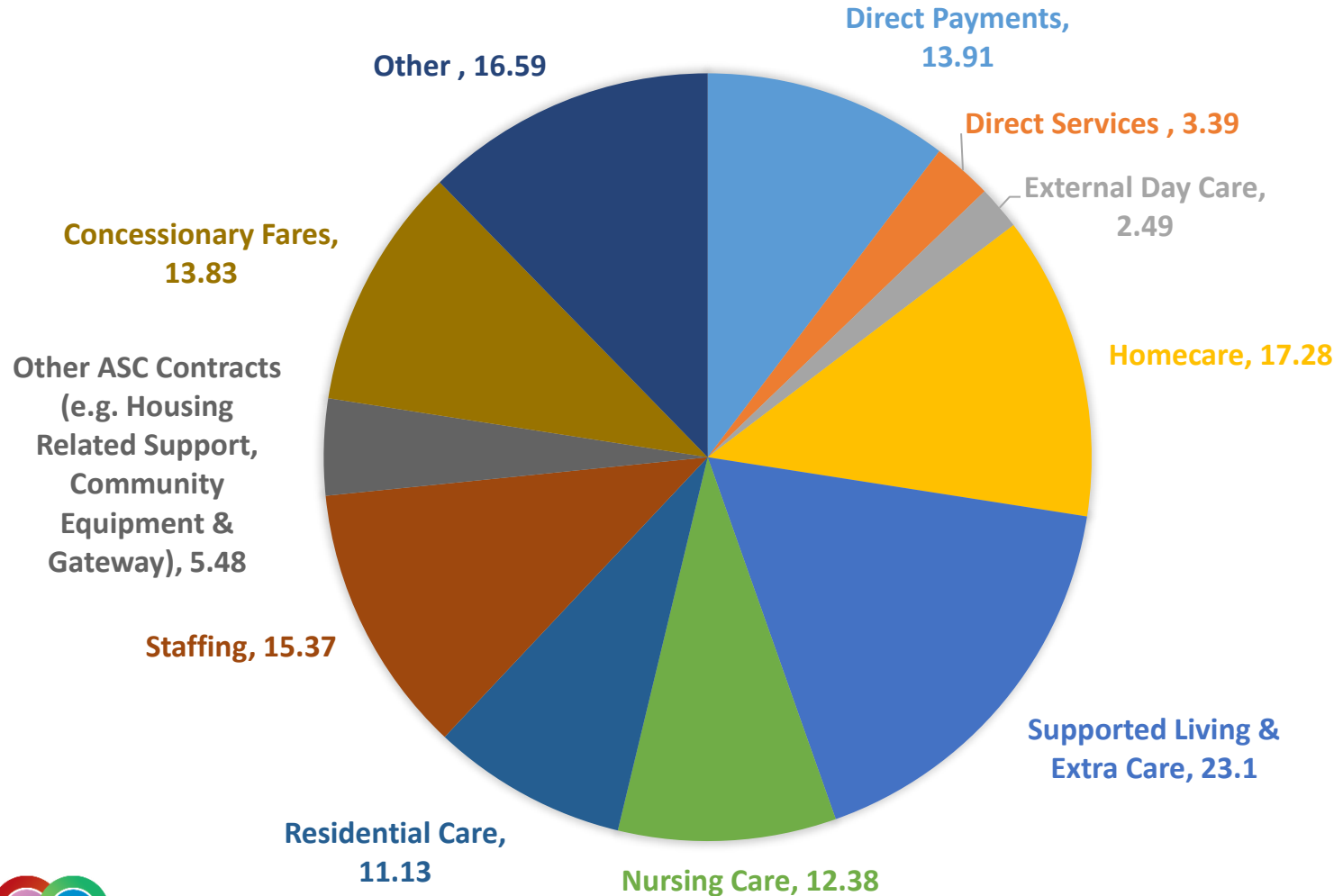
We supported **544** **residents**  
**to live in Supported Living**  
**and Extra Care Housing** –  
enabling them to maintain  
their independence



We spent **£5.9m** **carrying out**  
**919 adaptations** to support  
people at home for longer

# Adult Social Care 2021/22: our spending

Adult Social Care spend 2021/22 - £m



Adult Social Care represents a significant investment for the Council.

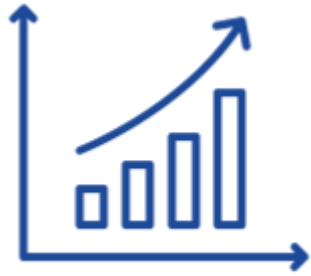
This year, we spent the majority of our budget on support to keep people as independent as possible – for example home care, supported living, Direct Payments, and equipment.

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



# Adult Social Care: our challenges

Over the last year, Adult Social Care has had to deliver in an increasingly challenging environment – contending with...



## Increasing and increasingly complex demand

We have seen a 7% increase in the number of residents we are supporting since 2020/21. At the same time, the average weekly cost of care has increased 6%, in line with increasing levels of complexity.



## Austerity

Since 2010, the Council has made c.£200m of savings from its budgets with further savings required in the runup to 2023/24. In this context, there are significant pressures on the Adult Social Care budget



## Workforce

There is a national workforce crisis in health and social care – affecting both providers and local authorities. In Brent, only 51% of our social work posts are filled with permanent staff, 22% are filled by agency staff, with 27% of posts vacant.



## Growing mental health need

Over the last year the number of Mental Health assessments completed have almost doubled in number from an average of 40-70 per month – and a significant number have not been previously known to services.

# 3. Performance

*A summary of the Department's performance over 2021/22, including our successes, and our areas for improvement.*



# Adult Social Care: our key 2021/22 achievements

Despite the challenges of the last year, Adult Social Care have made real progress in a range of areas – our key achievements include...

## We've introduced new services and improved existing ones

- **Establishing the Visiting Team** – following a successful pilot during the pandemic, we have developed a new specialist team at the 'front door' of our pathway, focused on providing short-term support to help keep our residents independent.
- **Clearing the COVID backlog** – our teams have worked hard over the last year to clear over 700 cases from the reviews backlog – ensuring our residents are receiving the right care and support in line with their needs and aspirations.
- **Helping residents to stay at home post hospital discharge** – The proportion of older discharged from acute or community hospitals into a residential or nursing home, or back home, who were still in that setting 91 days after discharge is 9.4% higher than that of London (ASCOF data).
- **Improving mental health home care** – through our Recovery College we have trained two home care providers to better support the recovery of our residents with mental health needs.
- **Continuing to provide high-quality accommodation** –
  - The New Accommodation for Independent Living (NAIL) programme, set up in 2014, works to ensure that people in receipt of adult social care services live in high quality accommodation of their own with support that is tailored to their individual needs. To date the programme has delivered 364 units of accommodation, enabling more residents to live independently, locally.
  - This year, NAIL has continued delivering results by **adopting a dual focus** on providing Extra Care, mainly for older adults with social care needs, and on providing Supported Living for those with Learning Disabilities

## We've invested in our staff

- **Upskilling our staff** – through our Adult Social Care Academy, we offer 18 different Core courses to staff, run periodically throughout the year, alongside nine different ad hoc courses in response to learning needs. Staff have access to regular forums, over 100 webinars, and five training/ qualification opportunities through our partners at WLSWTP. To help keep our residents safe during times of crisis, we have supported ten social workers through our new foundation to Approved Mental Health Practitioner (AMPH) course. These staff are now equipped to carry out Mental Health Act assessments.

## We've worked with our partners in the health and voluntary sectors

- **Supporting community groups** – in partnership with Central North West London NHS Trust we have paid grants totalling £200,000 to community groups to design and deliver support to address the causes of mental health crisis.
- **Improving our response to multiple complex needs** – our Supportive Multi-Agency Response Team (SMART) has worked with 100 individuals who have benefitted from a trauma-informed holistic approach.
- **Supporting high quality care** – we have continued working closely with care providers in the borough – offering opportunities for peer learning, sharing best practice, and for engagement at provider forums. Partly as a result of this, 83% of our providers are rated 'Good' or 'Outstanding' by the Care Quality Commission.
- **Promoting fair wages** – we are proud to be a London Living Wage commissioner of community care services – ensuring our carers are paid fairly.



# Adult Social Care 2021/22: 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. With this in mind, each year we run a survey for residents who access our services and for carers, and combine this with other sources of feedback to develop a picture of what we are doing well, and where we need to improve.

*We are proud of the positive feedback that we hear from those we serve*

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 Team*

“ Please can I take this time to thank you for all of your help so far with this complex investigation, you have been so **helpful and forthcoming with information**, and your efforts have really helped us in progressing this matter further. ”

*Feedback on Learning Disabilities & Mental Health Services*

“ Thank you so much for coming to meet and speak with our trainees on the LXP training. You were amazing and your visit had such a **positive impact on the group**, we can't thank you enough. ”

*Feedback for our Reablement & Home First Team*

“ Would really like to say thank you for everything, all your help, you have been a **great blessing to myself and my mum**. It was great to see you and have your support for the past few months. ”

*Feedback for our Commissioning Team*

“ I wanted to thank you for raising safeguarding concerns re my mother-in-law. xxxx, xxxx and I all really appreciated the opportunity to discuss our concerns regarding xxxx's care in a moderated forum where the participants' primary concern was the quality of her care.” ”

*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...** ”



# Adult Social Care: Our outcomes

To drive quality and performance in our services, we benchmark data on the outcomes we achieve against London and national performance.

Adult Social Care Outcome Framework 2021-22			
Outcome	Brent	London	England
Long-term support needs of younger adults met by admission to residential and nursing care homes per 100,000 population 2021/22 Ratio per 100,000	6.3	9.5	13.9
Long-term support needs of older adults met by admission to residential and nursing care homes per 100,000	128.5	401.2	583.5
% of older people who were still at home 91 days after discharge from hospital into reablement/rehabilitation services (effectiveness of the service).	94.5%	85.1%	81.8%
% of older people who received Reablement/rehabilitation services following discharge from hospital	2.1%	4.3%	2.8%
Social care-related quality of life (score out of 24)	18	18.3	18.9
Proportion of people who use services who have control over their daily life (%)	65.6	72.0	76.9
Overall satisfaction of people who use services with their care and support (%)	53.0	63.9	58.0
The proportion of people who use services who feel safe (%)	62.6	65.3	69.2

Compared to England and London, we do well to support our residents to live as independently as possible at home, however, we recognise the potential of expanding our Reablement offer and will be working on this in 2022/23. We recognise that, compared to our peers in London and in England, Brent's Adult Social Care department must work to improve measures of self-reported patient experience, satisfaction, and quality of life.

# Adult Social Care 2021/22: Areas for improvement

To ensure continuous improvement, we invest resources in collecting, understanding and taking action to address feedback that points to areas of our service that require improvement. Complaints are a key means of identifying where the department needs to focus its efforts.

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

## *Key themes from feedback and complaints 21/22*

- Complaints concerning **communication** from social workers.
- **Disagreements with decisions** around care packages / assessments
- **Delays in receiving an assessment** or Occupational Therapy assessments, and **delays in being assessed for discharge** to return home or placement in a residential setting.
- **Complaints from carers** focused on difficulties getting in touch with providers, a lack of information offered by providers, or the failure to respond effectively when contact is made.
- Complaints about **coordination with the NHS**, particularly delays in being assessed for discharge to return home or placement in a residential setting.
- There was a rise in **complaints relating to care homes** during the pandemic, however the majority of these were resolved at first point of contact.



## *Key actions taken in response to complaints*

1. All teams now undertake **random monthly file audits** to ensure better record keeping.
2. Communications via email have been strengthened through the creation of **generic email addresses for each team**.
3. A **schedule of training** has been provided to all Adult Social Care Staff via **monthly newsletters**.
4. **Quarterly commissioning meetings** have been set up with all service managers and teams to provide more robust site monitoring by the commissioning team.
5. The statutory **Complaints Manager attends regular DMTs** to address themes and emerging issues.
6. **The Safeguarding Adults Board delivered virtual learning across 12 learning topics**, via 197 training places. Topics were chosen in response to learning needs identified by practitioners and managers.

# 5. Priorities

*A summary of the Department's performance over 2021/22, including our successes, and our areas for improvement.*



# Adult Social Care 2022/23: moving forward

Looking ahead, 2022/23 is likely to be another challenging year for Adult Social Care. 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.

## Priorities for 2022/23:

- Refreshing our Vision, Strategy, and Pathways Model
- Preparing for Care Quality Commission (CQC) Assurance
- Developing our role in the Integrated Care Partnership
- Embedding Strengths-based approaches across our pathway
- Strengthening and co-producing our offer for unpaid carers
- Improving our Reablement offer to keep as many residents as independent as possible for as long as possible
- Improving our supported employment offer
- Focusing on high quality recruitment, retention, and workforce development
- Financial sustainability

