



Caring for Lambeth Adult Social Care 2021/22 Review and 2022/23 Business Plan

102225 (6.22)



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About this document

Title: Lambeth Adult Social Care 2021/22 Review and 2022/23 Business Plan

Approved by: Executive Director Adult Social Care

Date: June 2022

Status: Final

Implementation date: Immediate

Review frequency: Refresh every 1 year

Next review date: Q2 2023

Introduction from Fiona Connolly

Executive Director Adult Social Care

In 2021/22 the dedicated staff working for Lambeth Adult Social Care both within the Council and in our wider partnerships have continued to deliver high quality, inclusive and responsive services to our local population with compassion, professionalism and a desire to never give up on ensuring our most vulnerable adults living in Lambeth were supported to live as independently and as safely as possible. I want to say a huge thank you to all staff for their resilience and excellent leadership through a very busy year which was made much more challenging by the COVID 19 pandemic and I am immensely proud of all that we have achieved together. I also want to acknowledge the fantastic support we have received by all individuals and families who have been in receipt of services and to thank you for your understanding of the many challenges our workforce has faced in 2021/22.

In 2022/23 we will continue to work tirelessly to support our local population who require services from Adult Social Care. We are passionate about ensuring all individuals and families have equitable access to services they require to maintain their independence and lead quality lives. We are committed to continuing to support our workforce through strengthening diversity and inclusion all at all levels. Our workforce is our greatest asset and we want to ensure we retain a high performing workforce as we continue to improve service offers and support to our population with our wider partners.



Fiona Connolly
Executive Director Adult Social Care

Caring for Lambeth

Adult Social Care 2021/22 Review

2021/22 in numbers



69%

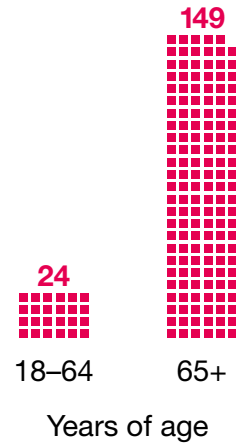
of assessments completed within six weeks



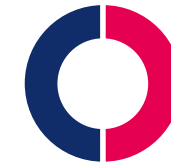
2,440

safeguarding concerns managed

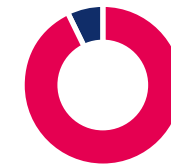
Permanent admissions to residential or nursing care



Carers



50%
of service users have a carer



93%
of new carers have been offered an assessment / support

19,215 referrals received

Average of **1,601** a month

2,835 assessments
Average of **236** a month

63% led to support plans

70% of residential reviews completed

56% of community reviews completed

Services provided

Numbers fluctuate throughout the year

1,044 long term residential or nursing places
3,787 community packages

Adult Social Care Performance Indicators – How we know how we are doing



Number of reviews for Residential Care



Number of reviews for people living in the community



Number of carers recorded correctly on our database



Number of new carers offered an assessment



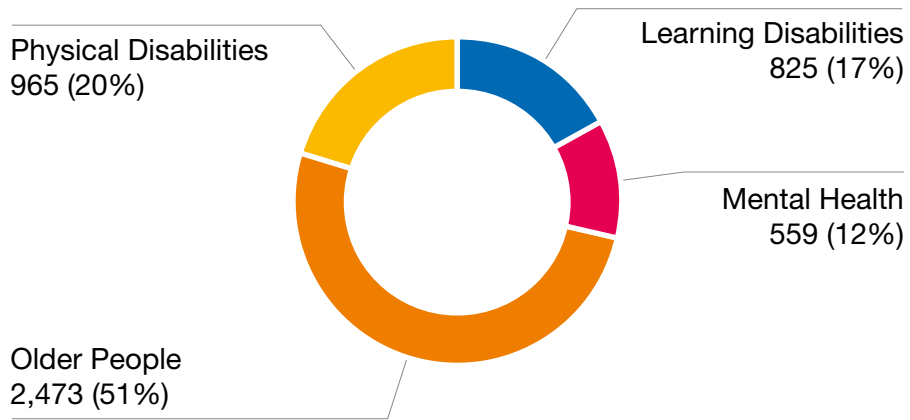
Assessments completed in a timely manner: within six weeks



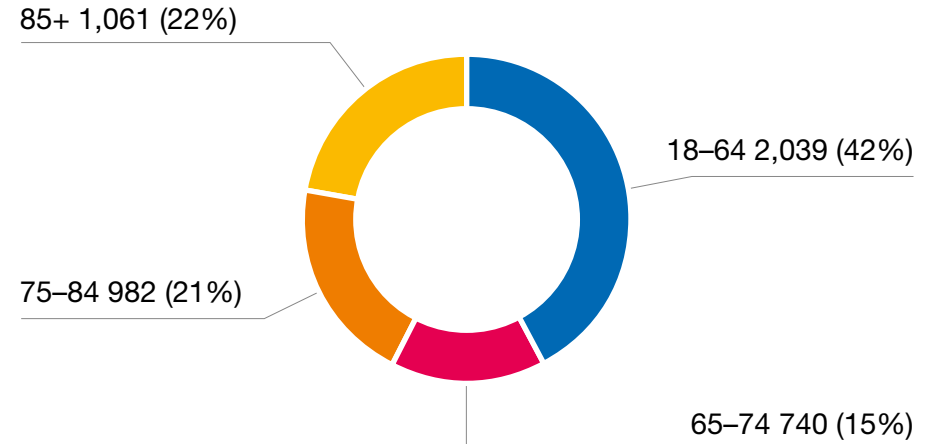
Complaints responded to in a timely manner: within 28 days

Who we supported

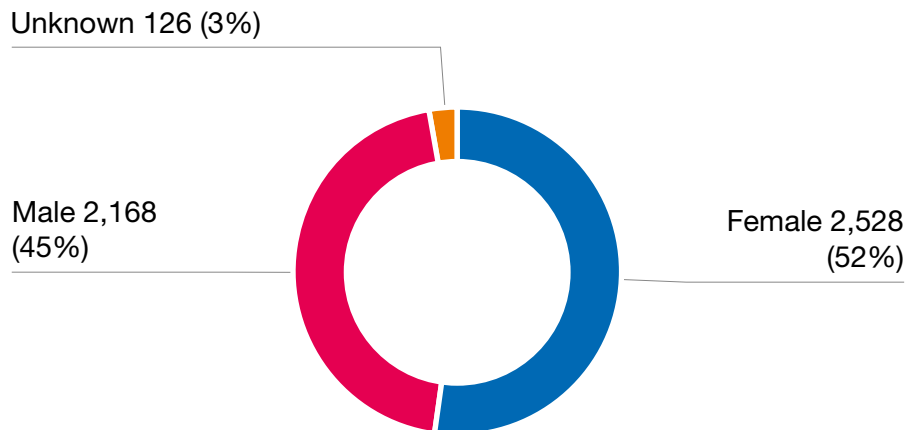
Total Clients by Service Area 2021–22



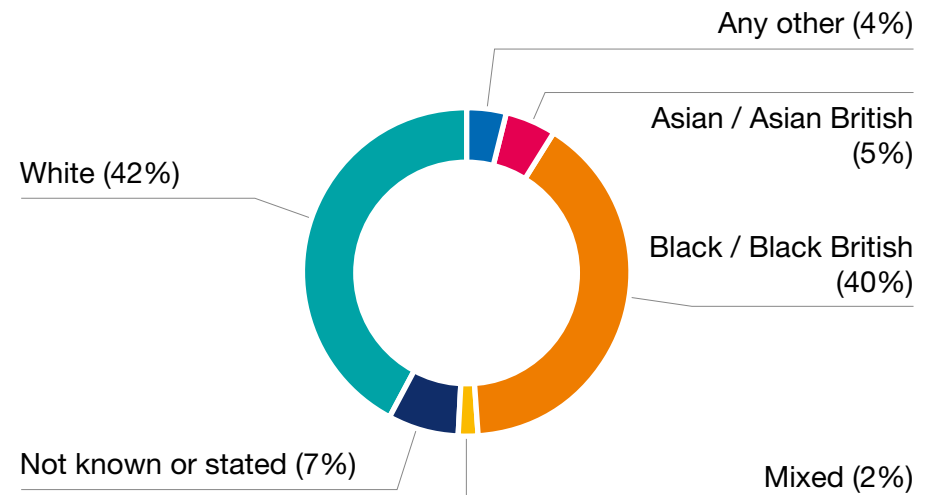
Total Clients by Age Band 2021–22



Total Clients by Gender 2021–22



Total Clients by Ethnicity 2021–22



Our Work

A day in the life of our front line staff is both rewarding and challenging. No one day is the same! Staff have to be creative, kind and compassionate to get the best possible outcomes for our vulnerable residents.

A typical day will involve building positive working relationships with service users, carers and agencies, by being honest, open, and reliable.

Every day, staff need to balance wants and needs, using strengths-based principles and anti-discriminatory practice to help explore the best options to meet individuals' needs. This helps in achieving good outcomes for our most vulnerable residents as part of our Borough Plan.

What we do

Here and on the next page are examples of the people we have supported during the last year. They are based on real cases but certain details have been changed to protect anonymity:

Ms P is 79 years of age and of Black African heritage.

She was referred to Adult Social Care by police, following concerns raised by a neighbour that she hadn't been seen for a number of days and there had been no lights on in her home. Police attended to check and gained entry.

The property was in a neglected condition. Each room was full to the brim with items. Ms P was found in an upstairs room cocooned by belongings. She appeared lucid. They reported the situation to us. We sent a social worker out to assess the situation.

We identified her social care needs and evaluated her ability to decide for herself. It was clear she didn't understand the risks to herself, or her need for care and support.

Our social worker checked the Local Care Record before the visit, and liaised with Ms P's GP. It was known that Ms P had health conditions but hadn't been engaging with treatment and there were shared concerns about her physical health.

The social worker called the London Ambulance Service. Ms P was adamant that she would not go to hospital but after the paramedic check it was clear she required medical assistance. Over two hours our social worker talked to Ms P, encouraging her to attend hospital, and eventually she agreed. She was admitted to hospital for treatment, and during this time her story of bereavement unfolded. Her health was stabilised and she was discharged to a short-term placement, while she was supported to clean and declutter her property, and return home with support.

Here is an example of our work supporting someone experiencing a mental health crisis:

Ms N is in her 30s and is White/British.

She was admitted to A&E after being brought in by the police. Her mental health was very poor and she was refusing to stay in hospital to be assessed. There were clear and obvious risks to herself and to others given her level of agitation

and confusion, which are signatures of a relapse in her mental health.

The Lambeth Approved Mental Health Professionals (AMHP) team were informed and went to A&E, with two psychiatrists. Ms N was assessed to determine if her detention in hospital was warranted under the Mental Health Act. During the assessment the AMHP was made aware that there were 2-week old kittens in her property, which was locked. Ms N was refusing to make arrangements for the kittens to be cared for and refusing to give keys over.

The local authority has a duty under the Care Act to protect the property of people admitted to hospital in such circumstances. Our AMHP contacted the RSPCA and the police but neither could assist. After waiting some hours the AMHP sought legal advice about using the Mental Capacity Act to support the hospital team to gain the keys in Ms N's best interest.

The legal view is this would be within the scope of the Act if the assessment determined she lacked capacity around the care of her kittens and should the vulnerable kittens suffer or die this would cause Ms N harm.

A best interest assessment was completed by the AMHP. The hospital team obtained the keys and staff attended the home and fed the cats. It

turned out that there were three adult cats and three kittens. The AMHPs organised with the ward to cover feeding responsibility over the weekend as they were unable to remove the kittens until the Monday.

The AMHPs involved finished their shift at 10pm, with Ms N and the kittens safe.

We also support adults with learning disabilities, such as Mr C, an 18-year old man of Black Caribbean heritage.

Mr C has a diagnosis of Autistic spectrum disorder, moderate learning disability and phobic anxiety diagnosed in 2015. He has delayed speech and language and has significant receptive and expressive language difficulties. Mr C can exhibit behaviours which may challenge such as:

- Head banging
- Biting others (parents and staff)
- Property destruction e.g. hitting walls, throwing furniture
- Hitting/ punching others when heightened
- Focusing on specific staff members and threatening to harm them
- Smashing glass windows

- Challenging behaviours in the community. This results in regular physical intervention/ restraint.

Mr C's autism diagnosis and extreme anxiety highlight the need for routines to be extremely consistent. Changes, or challenges to his routine can result in him becoming highly anxious and aggressive.

Mr C has an abnormal and inconsistent sleep pattern. He can sleep very late at night or not at all. He often responds well to staff prompts in this area and he needs firm boundaries during the night. Mr C has waking support at night. Carers need to be alert and vigilant at night as Mr C can exhibit behaviours which can challenge or which may put himself or others at risk during the night.

Mr C is in receipt of 24 hour formal care within his home. He currently has two carers in the day (8am-8.15pm) and one carer on waking support during the night (8.15pm -8am). We are in close contact with Mr C, his carers and his parents in regularly reviewing Mr C's care and ensuring despite his complex needs he is able to live in his own home.

Some of our achievements over the last year



We developed a new partnership with Age UK Lambeth to offer an integrated support offer for people contacting Adult Social Care who require a preventative service.



We worked with health partners to develop an integrated @home team to support people in the community.



We set up a team to support adults with a learning disability to move from hospitals into the community.



We have worked hard to strengthen our links with Lambeth Council Housing to provide more joined-up support.



We did a review of our Occupational Therapy service and increased the number of posts.



We worked with our acute hospital partners to develop smoother arrangements for discharges.



We improved our performance on the numbers of carers we assessed or offered to assess.



We opened a new centre for adults with learning disabilities - The Crescent.



We helped residents to relocate from Extra Care premises in Clarence Avenue whilst essential safety work was done.



We worked with Children's Social Care to improve the transition into adult services for those facing mental health challenges.



We improved our response to Emergency Department Mental Health Act work.



We supported vulnerable adults from the European Union through Brexit.



We offered a number of apprenticeships and Kickstart work experience jobs to introduce the joys of working in adult social care to a wider range of people.

Who we are

Starters and Leavers



45

starters



4

Leavers



12.25%

turnover rate



89.48%

retention rate

Average sickness



10.37

working days lost to sickness per year

Headcount



318

permanent staff including those on fixed term contracts

Equality and diversity



3.14%

LGBTQ+



11.64%

have a disability



64.78%

Black, Asian and multi-ethnic



60.53%

female



62

current agency staff



380

Total employees

What we spent

	2021/22 Full Year Budget £000	2021/22 Outturn £000
Adult Social Care	95,534	95,534
Net Expenditure		
TOTAL INCOME*	(23,090)	(50,997)
TOTAL EXPENDITURE	118,624	146,532

Staffing costs make up 12% of net Adult Social Care expenditure

Care packages and placements are 74% of net Adult Social Care expenditure.

* There is a significant amount of non-recurrent funding included in the income outturn figure. This includes Government grants related to Covid-19, some of which was passed to our providers.

Average Weekly Cost (£)	Older People	People with physical disabilities	People with mental health needs	Adults with learning disabilities	All Client Groups
Residential care	1,075	1,106	945	1,582	1,282
Nursing home care	1,152	989	911	1,152	1,200
Supported Living	1,257	1,053.	712	1,257	1,053

Average Weekly cost/hours	Older People	People with physical disabilities	People with mental health needs	Adults with learning disabilities	All Client Groups
Home Care average cost (£)	188	155	106	283	183
Home Care average hours	15	14	7	20	15

Activity to support inclusion for all

Inspire: supporting the health of Black Londoners

Lambeth held an event in October 2021 in support of Black Londoners' health and wellbeing and over 500 people attended from across Lambeth. This event was supported by a number of organisations who work closely with Adult Social Care.

- We are now working with eight boroughs who have amongst the lowest uptake of the Covid-19 vaccine in Black African and Caribbean communities.

Community space at Akerman Health Centre

The team at the Akerman Health Centre and Lambeth Council are collaborating to make space immediately available to community groups that make a difference in peoples' lives in Lambeth.

This space will generally be free of charge so long as no charge is payable by activity participants.

- We have 23 community groups who are interested in using this space and are focused on improving health and wellbeing especially with those communities who face the most significant health inequalities.

The Health and Wellbeing bus

The Lambeth Together Health and Wellbeing bus has been in place since March 2021, with the aim of informing, liaising, and building relationships with people to get them to engage about their health.

The aim was to initially increase the uptake of Covid-19 vaccination (specifically in the five parts of the borough where uptake is the lowest), and at the same time offer the opportunity (including for those who have had a vaccine) to engage with the health 'system' on their wider health and well-being.



Complaint performance and findings 2021/22

Complaints

Key complaint themes were service delivery or quality



126

Number of complaints
(Stages 1&2)



2.2%

Complaints as a % of total
number of adults supported
by Adult Social Care



4

Number of LGO complaints.

Two cases closed without the
need for an investigation.

Two cases upheld.



27

Compliments



57%

of our complaints were
responded to within 30 days



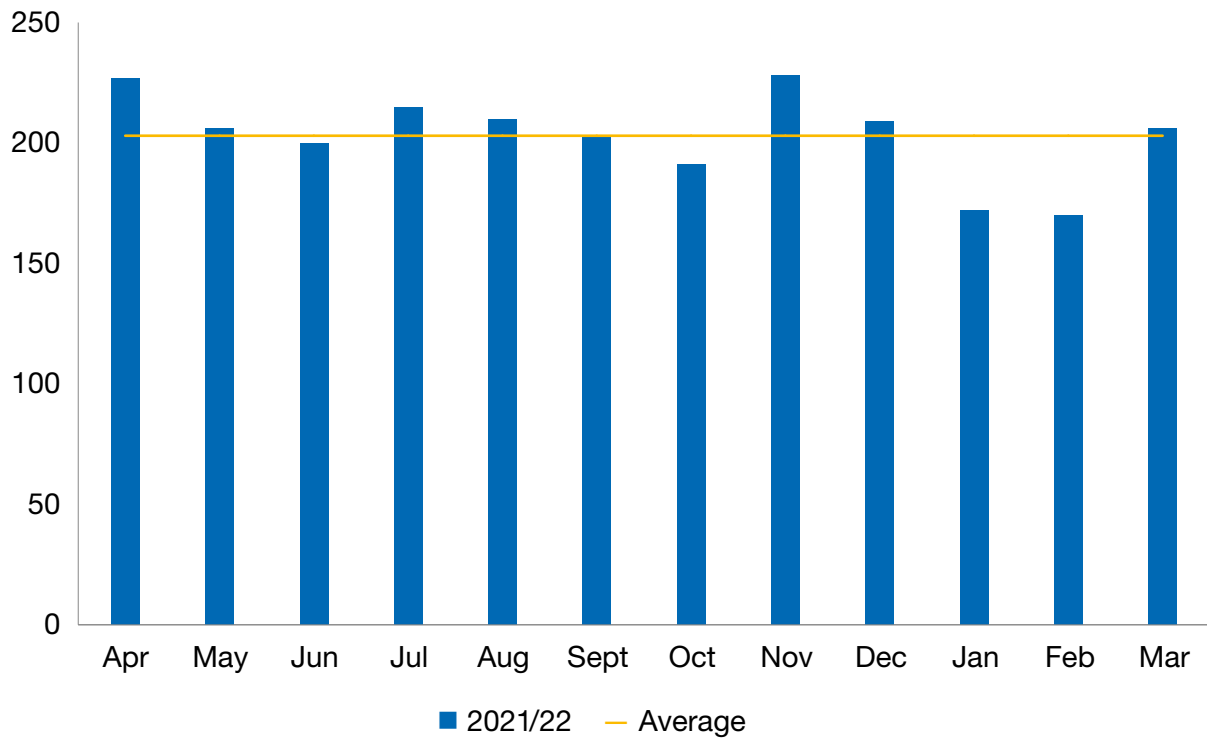
94%

of our complaints were
responded to within 12 weeks

Keeping people safe

- The number of cases started in March 2022 increased by 21% from February and is higher than the same month in 2021.
- The median time that a case was open was 30 days at 31 March 2022. This is in line with guidance set by Lambeth's Safeguarding Adults Board.

Safeguarding concerns started



Contacting Us

If you have a concern that someone may be at risk of abuse or neglect please let us know by completing our online form.

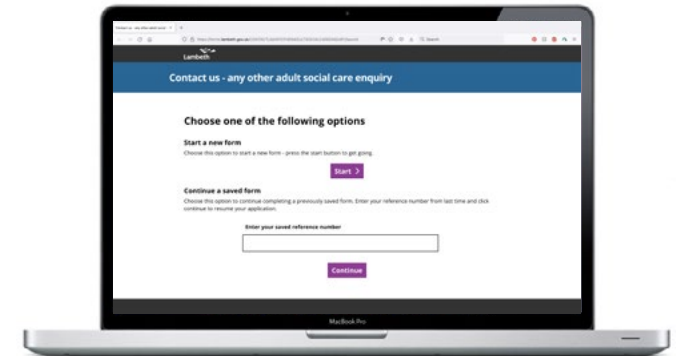
If you are concerned about someone's welfare, discuss your concerns with them. If they refuse help, bear in mind that people have the right to decline. If possible, please get consent from the person you are concerned about before contacting us.

We have lots of useful information on our web pages.

We have an online referral form [Adult Social Care referral form - public | Lambeth Council](#)

For general enquiries the form is [Contact us - any other adult social care enquiry \(lambeth.gov.uk\)](#)

If the situation is urgent then call us on 020 7926 5555 and select the option to route your call to the correct place for assistance



Quality and Safety of local registered care providers

The Care Quality Commission (CQC) is the independent regulator of health and adult social care in England.

They make sure health and social care services provide people with safe, effective, compassionate, high-quality care and encourage care services to improve.

Care Quality Commission rating for Lambeth providers

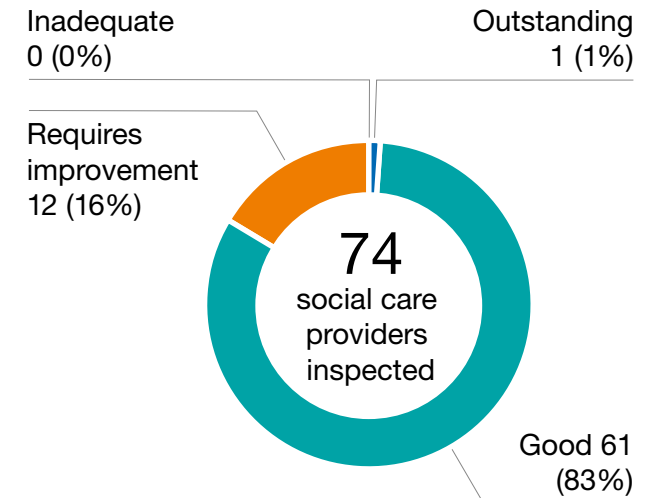
The Care Quality Commission has inspected 74 social care providers in Lambeth.

Their current ratings (rounded up to whole numbers) are:

- Outstanding – 1 (1%)
- Good – 61 (83%)
- Requires improvement – 12 (16%)
- Inadequate – 0 (0%)

If the Council commissions care from a provider requiring improvement, officers will review and monitor progress made on the CQC improvement action plan. Support will be made available to the provider to help address identified areas to step-up standards of care.

Social care providers in Lambeth - CQC ratings



Caring for Lambeth

Adult Social Care 2022/23 Business Plan

Our Adult Social Care vision, strategy and priorities for 2022/23

Adult Social Care Vision

Adult Social Care works to improve outcomes for adults in Lambeth and make the best use of health and care resources. The focus is on supporting people to manage and improve their health and wellbeing and to prevent avoidable health and care needs.

Delivering high quality and safe adult social care, supporting individuals (and their families) with care and support needs to maintain choice and control of their lives, stay safe and maintain their independence are key outcomes for people accessing adult social care support.



Adult Social Care Strategy

Borough Plan Pillars

Promote care and independence by reforming services.

Be passionate about equality, strengthening diversity, and delivering inclusion through:



Delivery of high quality and safe adult social care – we continue to improve performance on key performance indicators. The measures for this include the Statutory Returns, including Short- and Long-Term Support (SALT), Safeguarding Adults Collection (SAC), Deprivation of Liberty Safeguards (DoLS).



Workforce – to define and shape new ways of working as we emerge from the Covid-19 pandemic, promote inclusion, and strengthen diversity. To implement the Department's Equality, Diversity and Inclusion plan within Adult Social Care. To focus on inclusion and intersectionality, to ensure that there is a clear vision and outcomes that support the increase in workforce diversity within the directorate.



Integration – continue our transformation work with key health partners, and the voluntary and charity sector (VCS) to further integrate services and make them as seamless as possible to the eyes of our population.

Adult Social Care Priorities



Conclude Front Door Re-design and community preventative offer



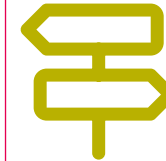
Supporting hospital discharges (Intermediate Care Lambeth/Hospital Team)



Establishment of integrated Continuing Health Care service (integrating GSTT, CCG and ASC teams)



Transforming Care programme (Mental Health and Learning Disabilities)



Development of Autism pathway



Improving Transitions pathway



Adult Social Care Reform including Fair Cost of Care and new inspection regime



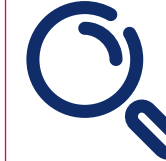
Implementation of Liberty Protection Safeguards



Delivery of key efficiencies: Extra Care, Learning Disability Services and Personalisation (Direct Payments)



Development of Adult Social Care Workforce Strategy



Identification of further efficiencies

Adults and Health Equality, Diversity and Inclusion Strategy and Action Plan, 2022 – 2025

Our ambition for the Action Plan is to:

- be transparent with our use of data and recruitment
- increase representation of the protected characteristics across all tiers of the workforce, including senior roles
- have forums and reporting mechanisms for any issues in the workplace of discrimination
- fully embrace our equality charters, accreditations and best practice
- recognise intersectionality and the impact it can have

Objective 1 Career Progression

To maximise the number of opportunities for all staff to progress their career taking into to particular account diversity and the barriers to progression

Objective 2 A Healthy Working Environment

To create a healthy working environment for all staff and encourage a culture of inclusion and belonging

Objective 3 Transparency and HR

To drive an optimum degree of transparency and openness with regards to the full range of HR processes and procedures, ensuring fairness and equity

Objective 4 Healing and Resilience

To ensure that the organisation pursues measures to address past injustices and create a platform for an equitable future for all staff

Objective 5 Recognition and Reward

To review rewards and recognition corporately and develop directorate specific schemes

Objective 6 Scrutiny and Accountability

To ensure that all Heads of Service and above have equality targets as part of their appraisal and are subject to scrutiny and accountability as part of the appraisal process

Assistant Directors will play a lead role in the strategic oversight and accountability or advising on the themes, working closely with the directorate EDI working group. However, everyone is involved in the Plan - everyone is required to have a diversity objective as part of their performance management review.