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### **Foreword**

This is the Local Account for Lambeth Adult Social Care services for 2023/2024. It gives you the information to hold Lambeth Adult Social Care to account for the outcomes we achieve and the quality of our services. It sets out the work that we have done during the last year, highlighting our achievements, and addressing our challenges. It also sets out our priorities for this year.

Adult Social Care plays a pivotal role in delivering our Borough Plan as well as our Health and Care plan, Our Health, Our Lambeth, and the Health and Wellbeing Strategy. Our commitment is to make Lambeth a borough of equity and justice, which for us is focused on ensuring that all adults with care and support needs can get the right support at the right time in their communities. Independence and inclusion for everyone underpins our work. We will continue to work closely with Lambeth Together to deliver this commitment.

In 2023/2024 we intensified our efforts to engage with individuals we support, their carers and families. We want to learn from what went well and when our service failed to meet your expectations so we can use this feedback to inform our delivery of services. We also had to manage financial challenges stemming from the cost-of-living crisis and inflation and are very aware that it continues to be a challenging time for you all individually and particularly for the most vulnerable members of society.

Our staff have consistently demonstrated their dedication to providing high-quality services. We extend our heartfelt thanks to every team member for their unwavering dedication and commitment to supporting Lambeth residents with care and support needs.



We do receive some lovely feedback from people we have been in contact with. Here is a recent example from a family member:

"I am so pleased with the service. There has been great communication. A\*\*\*\* has been excellent and has always contacted me. It is not always easy for families to know what is happening and Social Service get a hard press. I have been very happy with the service received."

For the coming year we are delighted to be introducing a neighbourhood approach for home care support to ensure quality, consistent support for Lambeth people in the neighbourhood they live in. As part of this we are implementing the Ethical Care Charter, so that all home care workers will be paid the London Living Wage for both travel time and hours of care for the first time. This will provide an immediate sizeable pay increase to our excellent, mainly female, minority ethnic and locally based contracted staff. We acknowledge this will mean changes for some individuals as they will have a new provider for their care and support, and we will work alongside you to ensure that the transition is as seamless as possible.

Other priorities for the year ahead include our work with the Age Friendly Lambeth

programme, the development of a new 0 to 25 years of age service for young people with social care needs and our work to support informal carers and deliver the actions set out in the Carers Strategy. We will also be implementing our new Housing strategy which has support to vulnerable residents at the heart our plans.

Our strength is built on partnership working, allowing us to address the challenges facing the Health and Social Care sector. Over the past year we have forged stronger connections with our Housing colleagues and look to build on these during the year ahead. We are grateful to all our partners, both those within the council and outside of the council, for their ongoing commitment and support.

We trust that you will find the report both interesting and informative.

Councillor Jacqui Dyer & Councillor Tim Windle, Cabinet member for Healthier Communities (job share)

#### Ruth Hutt,

Acting Corporate Director of Adult Social Care and Housing

Richard Outram, Director of Adult Social Care











# What is Adult Social Care?

Adult social care covers a wide range of support services help people who are older or living with disability or physical or mental illness live independently and stay well and safe.

We aim to prevent, reduce and delay your need for our services by offering a range of information, advice and other options to support you to remain as independent as possible for as long as possible. This includes support from our voluntary and community sector partners.

It can include short-term or long-term support, such as support for washing, dressing and getting out of bed in the morning, as well as wider support to help people stay active and engaged in their communities.

#### Social care includes

- Support in people's own homes (home care or 'domiciliary care')
- Care provided by care homes and nursing homes ('residential care');
- Reablement' services to help people regain independence
- Providing aids and adaptations for people's homes
- Providing information and advice; and providing support for family carers.

Social care is means tested so you may pay for some, or all, of your social care costs depending on your income and savings.

Adult Social Care includes commissioning services. This involves understanding what our population needs are, then designing, planning and resourcing services to meet those needs.

This includes working with providers to ensure they are financially sustainable and provide high quality, safe services.

We do a lot of work in partnership with others. Much of this is with our partners in Lambeth Together – community voices, like Healthwatch Lambeth, Black Thrive Lambeth, Patient and Public Voice Members of the Lambeth Together Board, voluntary and community services such as Age UK Lambeth, Thames Reach and Certitude and public bodies like NHS South East London Integrated Care Board, South London and Maudsley NHS Foundation Trust, Guy's and St Thomas' NHS Foundation Trust, King's College Hospital NHS Foundation Trust, and Lambeth GP practices. We also work closely with colleagues in Housing, Children's Social Care and Special Educational Needs.

However, this document focuses on Lambeth Adult Social Care, our services and what we have achieved rather than the work we do with others.

### **Contact 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.

To report neglect or abuse of an adult, please use the following form: Safeguarding form

We have lots of useful information on our web pages about what our voluntary and community sector partners and others we work with can offer.

- We have an online referral form for the public - Adult Social Care referral form: Online referral form
- We have an online referral form for professionals - Online referral form for professionals
- For general enquiries General enquiry form

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. The options are:

- Option 1 if you don't currently receive services from us and you'd like advice or information about adult social care services, please press 1
- Option 2 if you're currently receiving an adult social care service, including day services, and you'd like to amend, cancel or discuss your service
- Option 3 if you believe someone may be experiencing neglect or abuse. Please do not use this option for another enquiry.
- Option 4 to talk about something else.



#### Your voice makes a difference

We are looking for ways to improve our services, work with and listen to the people of Lambeth. We value the views and opinions from our residents and service users. By sharing your experiences and feedback, you can help shape the future in Lambeth.

If you would like to provide feedback on your adult social care service, please email us on:

ASC-Customer-relations@ lambeth.gov.uk

Please note, this email address is only for feedback from people using our services.

# What happens when I contact Adult Social Care for support?



#### Contact

We speak to you about your concern and provide **advice**, **guidance** and **information** 



#### Assessment

Some people may need a statutory care assessment or an occupational therapy assessment. This is a discussion with you and others who know you well to help understand your situation and needs better. Together with our staff, you will explore what help and support can be provided to reduce, delay and/or prevent your reliance on care and support now and in the future.

If you are assessed as eligible for services we will work with you to develop a care and support plan. You will also be asked to complete a financial assessment, which will see if you need to contribute to the cost of your care.



#### **Review**

For people with a care and support plan we aim to **review** the services received at least every year. This is to check if the care and support you have is working for you and see if your needs, outcomes and wellbeing have improved or changed.



https://www.lambeth.gov.uk/adult-social-care-health/know-your-rights

## **Our Teams**



# FRONT DOOR – SINGLE POINT OF ACCESS & HOSPITALS

#### Information, Contact and Assessment Service (ICAS)

The 'front door' service for all new Adult Social Care referrals (except for Mental Health). This service includes Age UK Lambeth who answer all telephone calls for people new to Adult Social Care.

The Safeguarding Hub is located within ICAS and receives all incoming safeguarding referrals for Adult Social Care and triages these referrals.

#### **Hospital Teams**:

- Kings College Hospital
- St Thomas' Hospital

The hospital teams work closely with the hospital staff are part of the Internal Flow Hub which triages referrals from the wards. The hospital teams also manage discharges for all Lambeth residents who are admitted to out of borough hospitals.

#### **Intermediate Care Lambeth**

The @Home Team which is an integrated service with GSTT, provides an urgent community response service and supports admission avoidance. The service offers Rehab and Reablement to support hospital discharges and new community referrals to Adult Social Care. The @Home Team provides an urgent community response service and supports admission avoidance.



# OLDER PEOPLE AND PHYSICAL DISABILITIES

**Community Duty** – The service will deal with Adults over the age of 18 already known to Lambeth Adult Social Care.

Adult Physical Disability and Older People - North and South - work with residents over 18 years of age, who require a service due to the impact of physical or mental disability.

Placement Support Team – completes reviews for service users in nursing and residential care homes in Lambeth and for out of borough care home placements.

Integrated Brokerage Service – support all Adult Social Care teams to identify service provisions to meet the assessed needs of service users.

Central Hill Day Service – service enables older adults with Dementia to stay as independent as possible, to have a routine in a safe, warm and supportive environment.



#### INTEGRATED COMMISSIONING

Integrated Commissioning – made up of health and Adult Social Care commissioners, focusing across different service areas. They commission services for adults with health and care support needs.

The Integrated Commissioning service is responsible for arranging a range of preventative services, support in the community and accommodation based support.

The primary focus is on the provision of services located within our borough as well as to ensure that the services commissioned meet the needs of the residents and service users.



# ADULTS WITH LEARNING DISABILITIES

**Community** – The service supports all adult with diagnosis of Learning Disabilities and Autism to help them achieve the things that are important to them. The service also supports them to have more control over their lives.

Transitions – a service in Adults Learning Disabilities and Alliance Mental Health that works with Children's services to assess young people for Care Act eligibility and support their transition into adult services; or offer advice on signposting to other services.

The Crescent – our Flagship service in partnership with Certitude. Delivers services for adults with learning disabilities and additional health care and support needs. Lambeth staff work collaboratively with the health service to provide high quality skilled support for service users and their families.

**Every Pound Counts** – supports people to apply for benefits and help with appeals when awards are too low/refused. The service provides information to increase awareness of the impact of welfare reform.



#### SAFEGUARDING ADULTS AND QUALITY ASSURANCE

Safeguarding and Quality Assurance – this service provides leadership for Lambeth's Safeguarding Adults arrangements with a focus on protecting an adult's right to live in safety, free from abuse or neglect. Support is offered to Adult Social Care colleagues and Partner organisation via the Safeguarding Adults Board to understand their responsibilities in relation to safeguarding adults. They take steps to reduce those risks wherever practicable; work well together to respond appropriately when concerns arise, and use the lessons learned from adult safeguarding, complaints and other sources to make improvements.

Deprivations of Liberty Safeguards (DoLS) – this team undertakes the Local Authority statutory duty as a Supervisory Body. It is responsible for receiving, logging and responding to all DoLS requests from care homes and hospital settings, commissioning the required assessments to determine eligibility. The DoLS Team carries out its statutory supervisory functions under the Mental Capacity Act and DoLS Code of Practice

Quality Assurance and Practice development – undertakes quality assurance of work and practice of individuals, teams, and services in Adult Social Care. Leading on auditing practice, training and development, to improve practice across the service, embed legislative changes, practice standards required by our registering bodies and system wide developments identified by people with lived experience.



#### **OCCUPATIONAL THERAPY**

Occupational Therapy (OT)

Service – trained in specialist equipment and assistive technology. They will assess whether there are any activities that a person struggles with, such as getting dressed, washing, eating or moving around their home. An OT will recommend the person-centred

#### **Technology Enabled Care**

maintain their independence.

adjustments or equipment

needed to help someone

- The team in Lambeth compromises of the Technology Enabled Care Team and Careline 24. Lambeth's Careline 24 offer is delivered by Southwark Monitoring & Alarms Response Team, who provide a 24/7 – 365 monitoring and response service to 5000+ service users across Southwark and Lambeth.



#### MENTAL HEALTH

**Living Well Network Alliance (LWNA)** – The LWNA brings together social care, NHS and voluntary sector bodies for joined up care and support to Lambeth residents with mental health needs and have a number of teams as below.

**Single Point of Access** – the LWNA front door where all new referrals are triaged and processed as needed.

**Living Well Centres** – there are three centre's that provide short term and longer-term focused support to adults in need of mental health community support.

**Alliance Rehabilitation** – support individuals with severe and enduring mental health problems in placement to maximise independence and to move to less restrictive settings.

**Community Living and Support Service** – supports the process of improving Right Care across inpatient services.

**Forensic Mental Health** – work in close partnership with the clinical team with people who have severe and enduring mental health problems and have committed high-level criminal offences.

**Approved Mental Health Professionals** – complete all Mental Health Act work for the local authority (daytime).

**Mental Health of Older Adults** – work with adults experiencing complex issues from a combination of mental health conditions including dementia and age-related illness.

**Substance Misuse Team** – provide a service for people who misuse drugs or alcohol and need support to manage their lives and health needs.



#### SANCTUARY SERVICES

Sanctuary Services – supports sanctuary-seekers by ensuring that those fleeing war and trauma feel welcome and supported when integrating into the borough. This is in line with the Lambeth 2030 aspirations around equity and justice. Aims are underpinned by the Lambeth Borough of Sanctuary Strategy commitments, to improve equity of access to support for all sanctuary-seekers and raise the voices of people with lived experience.

Lambeth Sanctuary Services is made up of three teams:

- Asylum Support
- Refugee Resettlement
- Homes for Ukraine



#### **TRANSFORMATION**

#### Transformation -

The team consists of social care workers, programme and project managers, a business analyst, business support staff, an engagement coordinator and performance experts. The Transformation team works across Adult Social Care to streamline processes, increase efficiency, meet legislative requirements, and develop new service models. This can involve administration. strategy, coordination, community engagement and practical work.

# 2023/24 in numbers: Our activity



We now support 18% more people in the community than we did in 2014/15, with the greatest increase in those aged 65 and above.



In 2023/24 we were contacted to assist 15,600 people, an average of 1,300 contacts each month.



In 2023/24 we completed a total of 3,565 assessments, which is an average 297 each month. (The median time for completion was 20 working days).

**56%** 

of our assessments led to care and support plans. A care and support plan is the detailed document setting out what services will be provided, how they will meet your needs, when they will be provided, and who will provide them.



We supported a total of 1,051 people living in residential care homes or nursing care homes.



In 2023/24, 36 new people aged between 18 and 64 needed to move into a care home and 204 new people aged 65 and older.



A total of 3,965 people received a package of care in the community.



We completed 78% (+1% from 2022/2023) of reviews for people living in care homes and 77% (+12% from 2022/2023) of the reviews for people living in the community. We have plans in place to complete even more this year.

# 2023/24 in numbers: Carers



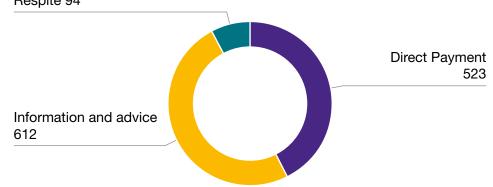
Total of 1,229 carers received support during the year supporting 1.173 service users. This is an increase of 192 (19%) from the previous year.

**52%** 

of service users in the community have a carer.

### Support provided to Carers, 2023–2024







61% of carers assessments were completed as separate assessments. This is an 1% decrease from previous year.



35% of carers were identified as new.

69% of carers are aged 26-64.

#### Performance Indicator

97% of Assessments completed where carers have been identified and offered/assessed.

3% increase from previous year.

# 2023/24 in numbers: Keeping you safe

### **Safeguarding Adults: Achievements**



Development of a Safeguarding Hub to improve the consistency of our decision making and to provide a main point of entry for most of our safeguarding referrals.



Mental Capacity Act practice week (in March 2024) - attended by 771 people across various organisations in Lambeth including Adult Social Care, Health and Voluntary Groups.



National Safeguarding Adults week (in November 2023) – attended by 565 people over nine sessions, facilitated by Lambeth Adult Social Care and partners of the Lambeth Safeguarding Adults Board.

1,905

concerns received about suspected neglect or abuse of an adult (217 less than previous year).



Of the 1,905 neglect or abuse concerns 30% of these needed further investigation and action (5% decrease from the previous year)



Self-neglect represents 5% of all safeguarding concerns which we received in 2023/2024, The Lambeth Safeguarding Adults Board Continues to widely promote the self-neglect multiagency guidance.



In 99% of cases where an outcome was identified the outcome was fully or partially met.

# 2023/24 in numbers: **Keeping you safe - Deprivation of Liberty Safeguards**

A Deprivation of Liberty Safeguards (DoLS) are part of the framework introduced by the Mental Capacity Act 2005 (MCA). A person who is being deprived of their liberty as a result of their care needs is entitled to legal safeguards. This is to make sure that the restrictions in place to keep them safe are necessary and proportionate. The MCA DoLS safeguards apply to people who are:

- Over 18
- Accommodated in a care home or hospital
- Suffering from a mental disorder (including conditions such as learning disability or dementia)
- · Whose freedom is being restricted; and
- Who have been assessed to lack the mental capacity to make decisions about their care or treatment

1,903

active DoLS cases during 2023/24. This number includes requests received in 2023/24 as well as cases from previous years which remained active into 2023/24.

1,155

DoLS requests were received in 2023/24. This is a 3% increase from 2022/23.

1,262

requests granted. This is a 22% increase from 2022/23.

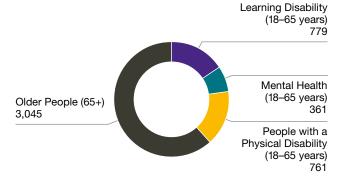
**591** 

Requests not granted. This is a 16% decrease from 2022/23. The large majority are short-term hospital stays where the person was discharged or passed away before they were assessed.

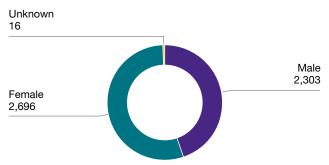
**550** 

active authorisations on 31st March 2024. This is an 11% increase from 2022/23.

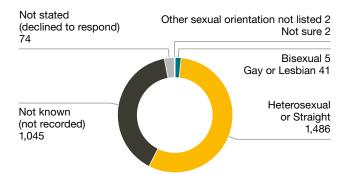
### Total Clients by Service Area



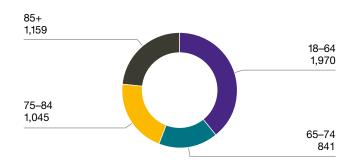
#### Gender



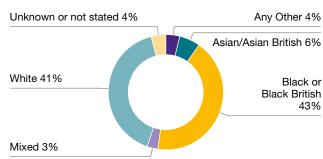
#### Sexuality\*



#### Age Band



#### Ethnicity



\* The sexuality data provided above is in relation to people who we have assessed during the year 2023/2024.

Lambeth collect data on sexuality to better understand the diverse needs of the community and ensure that services are inclusive and supportive of all individuals. This data helps tailor services, support and resources to address the specific challenges and requirements of different sexual orientations, promoting equality and inclusivity within the community.

# Who we supported: **Some examples**

The following section provides some examples of the type of work that we do. We have not covered all areas, but just a snapshot.

Cases we have included are:

- An older gentleman who has a diagnosis of Alzheimer's Disease, whose wife is his main carer, and she is seeking support so that she can have a break from her caring role
- A lady with Parkinson's Disease who has recently become bed bound and she wants to remain living in her home which is in extra care accommodation, this case demonstrates the impact an OT assessment and provision of equipment can have on maximising independence
- A young adult who required rehabilitation and care support to help her regain her independence and return to her studies at university
- A lady who has depression and memory issues and who wanted to remain living at home with support. This case demonstrates joint work between Adult Social Care and Mental Health Services
- A lady who is deaf and communicates with British Sign Language, she requested to move to more independent accommodation which was discussed during her annual review of her care and support plan











# **Lambeth Adult Social Care case studies**

### Case Study 1

#### The person

Mr A is a 87 year old man who lives in Lambeth with his wife, who is his informal carer. He is diagnosed with Alzheimer's Disease and has reduced mobility, using a walking stick to walk.

Mr A previously worked in different roles before retirement, and he is a member of a church. Over the last few years, because of a decline in his health, he has needed daily support from his wife.

Mrs A says that she enjoys caring for her husband, although she recognises it can be emotionally exhausting. Mrs A is planning to go on a trip but is hesitant to leave without having some support for her husband as until now she has been his sole carer. She contacted Lambeth Adult Social Care to request support.

#### **Action we took**

When Mrs A called Lambeth Adult Social Care she spoke to Age UK Lambeth, who work alongside Lambeth Adult Social Care in supporting Lambeth residents with advice, information or support. If needed, a referral is sent to Adult Social Care. As Mr A did not have any formal support from Lambeth Adult Social Care, the request was sent to the Information, Contact and Assessment Service (ICAS). This team is the "front door" for Adult Social Care.

A worker from ICAS contacted Mr and Mrs A and asked questions about how they manage their day to day living and what is they wished to achieve. Mr A was able to actively engage with the assessment process with support from his wife.

The worker completed an assessment and a support plan that outlined the care Mr A needed, this was sent to their manager for authorisation.

In addition, the worker referred them to Lambeth Every Pound Counts, a service that supports Lambeth residents who have care and support needs, to maximise their benefits.

The worker also noted that Mrs A, as a carer, should have a carers assessment to determine if she needed any support to continue in her caring role.

#### The outcome

Various options were explored and discussed with Mr and Mrs A as to how best to support Mr A, while Mrs A has a break from her caring role and goes on holiday.

These options included a short term stay in a residential care home or daily visits from a carer. Mr and Mrs A agreed it would be best for Mr A to remain in his familiar home environment and for him to receive daily home visits from a carer to support with tasks. The couple also made arrangements for support from neighbours and members of the church to visit Mr A regularly over this period.

The manager agreed the support plan and the request for short term care-which was a lunch time visit for five weeks.

The worker also requested an ongoing once per week visit from a carer to sit with Mr A while Mrs A goes out. This was identified as a need for a carer following the completion of a carers assessment. This was also agreed by their manager.

#### The person

Ms B is a 67 year old woman living alone in an Extra Care flat. Ms B has lived in Extra Care Housing for the last five years. She has five adult children.

Ms B was diagnosed with Parkinson's Disease in 2007 and before that she worked at a school and attended her church frequently. Ms B has a supportive and caring family but not everyone lives locally.

The Extra Care Housing care coordinator requested a review of Ms B's support plan as the carers had noted a deterioration in her abilities and thought she may need more support going forward. The review was to also consider if this extra support could continue to be provided in an Extra Care Housing accommodation setting.

#### **Action we took**

A worker from Lambeth Adult Social Care visited Ms B at home. Ms B's brother and the one of the care staff members were also present at Ms B's request. This was to review her current support plan and discuss with Ms B what she wanted to achieve.

Ms B said she was very appreciative of the support she receives from the carers, and she felt that the current support was still working well. Ms B noted for the last month she had been bed bound, and so she could understand why the care staff were worried about her. The worker discussed a referral to the Occupational Therapist to assess her bed and her mobility/ transfers. Ms B agreed to this referral.

Ms B said that it was important to her to continue living in her home at the Extra Care accommodation. She also said she had a good appetite and was happy that her family regularly cooked fresh culturally specific meals for her which she enjoyed.

#### The outcome

Ms B remains living in extra care housing and receives the same level of care and support she has been receiving for the past year.

The Occupational Therapist completed some visits to identify how Ms B could be better supported to mobilise. She provided Ms B with a hoist, a tilting recliner, and a shower chair. This has supported Ms B to remain living in her current home environment safely, as were her wishes and has assisted the carers in supporting her to carry out daily living tasks safely.

#### The person

Ms C is a 25 year old woman who lives with her mother in Lambeth. Ms C is studying at university and prior to her hospital admission was independent.

She was admitted to hospital due to neuropathy that affected the sensation and power of movement, particularly in her legs. This had impacted her mobility.

#### **Action we took**

Ms C was referred by the hospital to Intermediate Care Lambeth (ICL), a multidisciplinary team who offers up to six weeks of rehabilitation at home. The team accepted the referral and Ms C was provided with one visit a day by a rehabilitation support worker to focus on therapy goals and support with some daily living tasks. She was also referred to the Neuro service for further rehabilitation.

Ms C fully engaged with the rehabilitation support plan and interventions set out by the ICL and Neuro teams. The Occupational Therapist in the team carried out an assessment with Ms C and determined she had regained her abilities, was independent with day to day tasks, and her mobility was improving.

A social worker from the ICL team completed a care needs assessment to ascertain whether Ms C required further short term support and what her desired achievements are in relation to her abilities and support needs.

#### The outcome

The ICL worker and Ms C agreed that Ms C had made excellent progress and she had regained her independence, she no longer needed the support she had been receiving through ICL. Ms C said she wanted to return to university next term.

The Neuro team provided advice and support to access benefits and information about accessing the community for work, education and leisure.

### **Case Study 4**

### The person

Ms D is a 66-year-old woman who lives in Lambeth. Ms D is supported by her friend, Mr E, who acts as her main carer. Ms D has depression and recently she has experienced significant memory issues. Ms D used to go out shopping independently, but she has lost her confidence after fainting when out in the community. Ms D and her family said that they would like for her to remain at home with support.

Ms D had an assessment from a nurse from the Lambeth Living Well Centre, an integrated team that supports adults experiencing mental health concerns for her depression and memory concerns, and they referred her to Lambeth Adult Social Care for a care needs assessment.

#### **Action we took**

Ms D was contacted by a social worker from the same Lambeth Living Well Centre, an integrated team that supports adults experiencing mental health concerns.

The worker arranged a home visit with Ms D and her friend/ carer Mr E. They asked questions about how Ms D was managing day to day and what were her desired achievements.

Ms D was able to explain things to the worker but at times she needed support from Mr E to communicate her circumstances.

The worker also spoke to Mr E about his role as a carer and completed a carers assessment. They spoke about how he was managing in his caring role and to also tell him about some of the resources available for carers in Lambeth such as access to Lambeth Carers Card which provides access to emergency planning, local deals and discounts and access to local information/resources for carers.

#### The outcome

The worker completed a care plan requesting 2 visits a week from a personal assistant to support Ms D in those daily activities that she was struggling with due to her mental health needs, whilst Mr E had a break. The manager approved this care plan and the visits started shortly after.

Ms D and Mr E has reported that the support plan is working well and Ms D continues to have support from the Living Well Centre.

#### Case Study 5

#### The person

Ms F is a 45-year-old woman who lives in female only supported accommodation.

Ms F has a diagnosed learning disability and schizo-affective disorder. Ms F is deaf with no verbal language, she communicates with British sign language (BSL).

Ms F is provided support in her flat by a specialist deaf service where they can communicate with her and support to coordinate other parts of her services. The residents in Ms F's accommodation are all women who are deaf and BSL signers.

Ms F has an active life and engages in learning and volunteering. She also regularly meets her family.

#### **Action we took**

A worker from the Adult Learning Disabilities team arranged a home visit to review the support that Ms F was receiving. The worker arranged for a BSL translator to support with communication. Her supported living keyworker and Community Psychiatric Nurse (CPN) also attended the meeting.

During the meeting Ms F reported that she did not like her current flat and wished to move. Ms F expressed the wish to explore a move to a more independent accommodation.

There were no issues with the support she was being provided.

Ms F also wanted to continue her education, training and maintain and expand her volunteering.

#### The outcome

The worker and CPN discussed with Ms F the risks of moving to an independent accommodation as Ms F is at risk from others when living alone. The worker noted that there is a protection plan already in place which could be transferred to another supported accommodation.

The worker explored different accommodations for Ms F and Ms F has visited an extra care housing facility which she is considering moving in. In the meantime, the support remains the same.

# How we spent your money

	2023/24 Full Year Budget	
ADULT SOCIAL CARE - Net Expenditure	116,065,000	116,063,810
TOTAL INCOME	(-34,616,379)	(-65,839,278)
TOTAL EXPENDITURE	150,681,379	181,903,087

The total expenditure outturn was £31m above budget due to a range of factors, including receipt of additional grant monies required to be spent on supporting hospital discharge into social care support and improving provider sustainability, but also reflects the significant pressures in the social care provider market and rising cost of placements.

Average weekly cost (£)	Older people	People with physical disabilities	_	<u> </u>	<u> </u>
Residential care	784	1,178	1,066	2,010	1,629
Nursing (excluding funded nursing care)	954	1,452	970	1,429	1,099
Supported living	1,500	1,262	881	1,774	1,416

# Compliments

Two main themes: staff conduct and professionalism (49%) and service delivery or quality (44%).

This feedback reflects some of the excellent, person centred and efficient work being undertaken in the operational teams and reflects the values and behaviours of Lambeth Adult Social Care.



Dear xx I just wanted to say how wonderful xx was in sorting out my mothers care home placement a few weeks ago during what was an extremely difficult and upsetting time for me as my Father is still currently in St Thomas's hospital and very poorly. She was so kind, helpful and efficient and I really would like you to know what a wonderful member of your team she is. Thanking you. With kind regards and very best wishes.

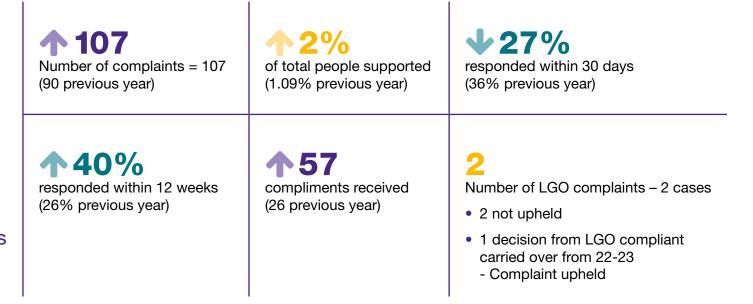
Good Morning xx, Would like to place on record how grateful I am to you for your expert advice far superior to what I have been told by other people, and your very professional manner and means of communicating. I have taken your advice and informed the benefit people of my change of circumstances and rent increase. I have also informed them of your name and details as I explained to them, with incurring two strokes and warned a third would be very bad news for me. I may not be best able to explain my case and would need professional assistance. I am sure you will understand. Whatever the outcome, may I just express my sincere appreciation for all you have done. My very best wishes and grateful thank you.

Dear xx, Our family has been very fortunate in being supported by you and your team over the past months. We want you to know that we have been impressed by your professionalism and dedication in a busy and demanding role. Your thorough and pragmatic approach, combined with insight and compassion, have been invaluable in ensuring solid support for our daughter, and our grandson, both to facilitate the challenges of moving from supervised accommodation to social housing, and to smooth the transition to Lambeth support services. Along the way, you and xxx have been invariably responsive when we have raised concerns, seeking to find solutions, offer reassurance, and to assist with paperwork and practicalities. The clear and prompt communication has been greatly appreciated. These things make all the difference. From what we have observed, you are exceptional in building rapport with young clients and making them feel understood and listened to. It has been gratifying to have been acquainted with someone who takes genuine pride in their work and finds it rewarding to achieve positive. uplifting outcomes for parents and children in need. We wish you a very happy holiday season. Please pass our best wishes and heartfelt thanks to xx, too, for his support and guidance. Kind regards

I hope this email finds you well. I would like to take this opportunity to let you know and pass on my feedback to your manager - the good work by yourself as my mother's Occupational Therapist from Lambeth Social Care and undertaking the assessment, xx has been working with my mother for the past one year, and our experiences have been very positive. xx has always been professional, transparent and an advocate for my mother. At times when we have experienced challenges in terms of our housing association working with us, xx has remained professional, supportive and kept my mum at the centre of the triangle, whilst also being kind and showing a level of understanding of how difficult things must be for the entire family and my mother with the health conditions that affect her or a daily basis. We have never felt judged or disrespected by xx and she has on occasions gone above and beyond to advocate for my mum in terms of outstanding repairs which the housing association have not shown willing to fix and I have therefore had to complain; xx has supported me and shown willing to speak to professionals within the housing association to ensure that the plan for my mum's aids and adaptations, as well as her recommendations from her assessment is being followed to a good standard. My mother has been a Tenant for over 40 years, but this is the first time in a long time she has felt heard, seen and respected, due to having xx as a big support. We count it a privilege to have worked with a practitioner such as xx and we are sad that we will no longer be working with her so closely, for obvious reasons that we move now forward with confidence, which xx has helped us to build and hopefully continue to work with our housing association in a positive way. xx - thank you for all your support. My mother, I and my family are eternally grateful. We wish you all the best x

# Complaints

The number of people receiving support from Adult Social Care 2023-24 has increased by 2% to 5,084, with an increase in activity of 9%, when considering: Referrals, Assessments, Safeguarding Concerns and Mental Capacity Assessments



Two broad main areas of complaint related to:

#### Service delivery or quality (56%)

- This includes complaints about delays in carrying out an assessment or delays in carrying out a review where it has been reported that needs have increased, concerns about care provision are also included in this and requires close working with commissioning
- Action taken Simplified Review and Care and Support plan, to reduce administrative burden. Rolling out proportionate assessment and reviews. Moved staff to focus on reviews and a comprehensive program of work and monitoring to reduce waiting lists

#### **Financial Assessment (15%)**

- This includes complaints relating to dissatisfaction about the persons assessed Client Contribution, or the Financial Assessment process, engagement and communication with the Finance team and also about billing arrangements
- Action taken Review of Financial Assessment Service and redesign plan under way. On line Financial Self Assessment is being developed

# **Key achievements**

- 1. The Lambeth Carers Strategy was launched in November 2023. This Strategy was developed in partnership with carers, the voluntary and community sector, and stakeholders across adults, health, children's services, housing and Active Lambeth. The Adult Social Care carers champions now attend carers hub meetings to continue to engage and learn more about carers experiences and share information on the support we can provide.
- 2. In March 2023 our performance in completing annual reviews for people using adult social care services was 68%. By March 2024, despite having more people to review than the previous year, we improved our performance so that 77% of all those with an ongoing adult social care service had a review. And we also completed 31% additional reviews for people where there had been a change in their situation.
- 3. We organised new contracts for our Extra Care Housing which included a **new Activities Coordinator** role giving residents' access to activities promoting stimulation, socialisation and exercise.
- 4. We set up a group to resolve payment related queries as we recognise that people were not getting a timely response. We will continue to make improvements to our systems as well as responding to complaints and queries.
- 5. We launched a specialist **LGBTQ+ training programme** in partnership with the voluntary sector.
- 6. To reduce the number of falls experienced by people living in care homes we brought in a falls escalation pathway and a prevention strategy to improve access to primary care and take some of the pressure off the London Ambulance Service.











# Our challenges

- Adult Social Care is managing significant financial risks. The number of people with complex care needs has increased and the costs of providing care for these people has also gone up due to inflation
- We continue to support timely discharges from hospital whilst responding to the increasing complexity of need
- Recruitment of social workers and occupational therapists is difficult, but we have low vacancy rates and use agency staff where it is not possible to employ a permanent worker
- Our community equipment service has ongoing performance issues which is having a marked impact on the timeliness of the delivery of equipment
- We have struggled to consistently pay providers, or send invoices to our service users contributing to the cost of their care, in a timely way
- We continue to strive to improve the **transition into adult social care** for young people with care and support needs



### **CQC Assessment Framework**

In 2023, the Care Quality Commission (CQC) launched its new Single Assessment Framework through which it will assess how local authorities meet their duties under Part 1 of the Care Act (2014).

The CQC is inspecting against 9 quality statements outlined in its framework. These are organised by four themes: Working with People, Providing Support, How the Local Authority Ensures Safety Within the System, and Leadership.

In its assessment, CQC will be reviewing people's care experiences, feedback from social care staff and partners, and outcomes for people with care and support needs.

As part of the assessment process, Lambeth has produced a Self-Assessment document which outlines our strengths and areas of development in Adult Social Care. We have used feedback from people with lived experience, staff, care providers and partners when writing our Self-Assessment to ensure it reflects everyone's views as best as possible.

Once the CQC has assessed Lambeth, it will issue an overall judgement and report that will be published on its website.











### Home care mobilisation

#### Home care neighbourhoods

In 2024 and 2025, we are improving home care for adults in Lambeth under a new model that aims to better meet local needs and provide more support to workers in the sector.

For residents with an assessed need that we arrange home care for, the current home care service is changing. Lambeth Council is introducing new contracts to create eight neighbourhoods for home care. In each neighbourhood, one care provider will support people in the area.

The model is a way of ensuring better and more consistent home care in the communities where our residents live. The council is working closely with the NHS to put in place the new home care neighbourhood model which is starting from spring 2024 and will continue to be rolled out during the first half of 2025.

As a part of the change, we have signed up to the Ethical Care Charter, guaranteeing that home care workers are paid for travel, sick pay and receive regular training. It also means that all home care workers will be paid the London Living Wage as a minimum.

For many clients, this will mean that their provider will change to the new neighbourhood provider for the area. All clients affected by this change will be written to before any changes take place.

# How can I get in touch with the Council with any questions about the home care mobilisation?

If you have any questions or concerns about the home care mobilisation, please contact the Home Care Team in one of the following ways:

By telephone: please call the team on 020 7926 2778 Monday to Friday 9am to 5pm, excluding bank holidays. You can leave a message outside of these times, and a council officer will contact you to discuss your concerns. This phone line is for mobilisation queries only, not general home care queries.

By email: HomeCare@lambeth.gov.uk

By post: Lambeth Council, Adult Social Care Commissioning, PO Box 80771, London, SW2 9QQ.

# How we involved people with lived experiences throughout the year

We are committed to involve people with lived experience in the design, and delivery of Adult Social Care because they offer unique insights and perspectives based on their own personal journeys. By including their input, we can ensure that services are more relevant, accessible and effective.

Here are some examples of key areas that we have worked on with people who have lived experiences.

### **Lambeth Carers Strategy**

We engaged with carers, community members and professionals to inform the refresh of the Lambeth Carers Strategy.

Our consultation was informed by a series of engagement opportunities, including:

- An adult carers survey, translated into Spanish and Portuguese
- A young carers survey
- An in-person consultation event
- An online consultation event
- Presentations and discussion groups at the Carers Collaborative Strategy Group and Carers Collaborative Network

Through the consultation and previous work of the Carers Collaborative Strategy Group and Carers Collaborative Network, carers, community members and professionals have shared a wide range of insights and potential solutions and ideas for change. These vital insights have formed the basis of this strategy and we have developed seven priorities to deliver our shared vision for how we will support carers in Lambeth.

#### **All Age Autism Strategy**

The All-Age Autism Strategy was designed to improve the lives of autistic individuals by addressing their unique needs and challenges throughout their lifespan and creating an autism-friendly community. It incorporates the views and experiences of autistic people, their families, carers, and organisations that support them. It ensures that these perspectives guide the development and implementation of services.

The strategy was developed through a highly collaborative approach, engaging autistic individuals, their families, carers, and a range of professionals from health, education, and employment sectors. This inclusive process ensured that the strategy genuinely reflects the needs and aspirations of the community it serves. The initial stages involved surveys, virtual workshops, and in-person consultations. This ensured we captured a broad range of experiences and expectations from the community. The strategy also highlights ongoing engagement with the community to refine and adapt its approach based on direct feedback from autistic individuals and their families, ensuring that the strategy remains relevant and effective.

# **Specialist Homecare and Placement Transformation Engagement**

Teams working on recommissioning of specialist homecare services and individual care placements hosted a drop-in engagement session for adults with learning disabilities.

At the session, attendees were able to tell us what they thought about services currently, what was most important to them in the services they received, and how they thought things could be improved.

The drop-in format meant that people could attend when convenient for them and take part in smaller conversation on the topics they were most interested in, and it was easier to take part for people who find listening to presentations or speaking in larger groups.

Attendees were supported to complete easyread questionnaires, or able to take them home to complete and return later.

### **Respite Engagement with Carers**

As part of our review of respite services for adults with learning disabilities, we worked with Carers Hub to reach and engage with parents and carers, hosting an engagement workshop at Lambeth Town Hall.

This session allowed us to explain how we were providing respite currently and our ideas for improving provision, and for carers to give feedback on both these issues and suggest new ideas.

By creating a supportive environment and working closely with these trusted organisations, we ensured that participants felt comfortable and empowered to share their experiences and preferences.

Feedback from carers contributed to our options appraisal, helping shape the future of respite services to better meet the diverse needs of families and individuals requiring respite care.

#### **Health and Wellbeing Bus**

In October we collaborated with Kings Health Partners to introduce our CVD (cardio-vascular disease) project offering blood pressure, BMI and cholesterol checks on board the bus with the aim of identifying people's risk of future conditions such as heart attack or stroke.

The project is framed around heart health and heart age. Through the use of the QRISK®3 risk calculator and support by the Health Champions, we have helped residents and members of the public with access to knowledge about their health and what they can do to mitigate risk.

We received positive feedback for the Health Champions participation at an event in West Norwood Library:

"On behalf of our team, I want to express our heartfelt thanks for your participation in the Teen Wellness Event yesterday. Your involvement, particularly added immense value and contributed to the success of the event. We appreciate your commitment to the well-being of our community's teenagers and the positive impact your presence had on the overall experience. Thank you for being a valuable part of our initiative."

# Our Business Plan for 2024/25

### **Borough Plan (2023 – 2030)**

Golden Thread – A borough of equity and justice

#### **Ambitions:**

- 1. Making Lambeth Neighbourhoods fit for the future
- 2. Making Lambeth one of the safest boroughs in London; and
- 3. Making Lambeth a place we can all call home

# **Local Strategic Context**

### 1. Overarching strategies

- Borough Plan Lambeth 2030: Our Future, Our Lambeth
- Lambeth Climate Action Plan
- South East London Integrated Care System Strategic Priorities
- Lambeth Health and Wellbeing Strategy
- Our Health, Our Lambeth Together Health and Care plan

### 2. Commissioning strategies

- Prevention Framework
- Carers Strategy
- All Age Autism Strategy
- LDA Programme Health and Care Plan
- Housing Strategy
- Lambeth Market Position Statement

### 3. Supporting initiatives

- Age Friendly Lambeth
- Joint Strategic Needs Assessment
- Better Care Fund
- Market Sustainability and Improvement Fund
- Lambeth Market Sustainability and Improvement Fund
- Lambeth Living Well Network Alliance Business Plan

# Strategic priorities

### Adult Social Care Vision Statement: Supporting Inclusion and Independence

Lambeth is a borough of equity and justice where all adults with care and support needs can get the right support at the right time in their communities.

We take a strength based approach and work with people to develop their resilience and prevent avoidable need for care and support.

### **Adult Social Care Strategic Objectives**

#### **Inclusion and Equity**

Promoting independence, personalisation and best value

### **Work in Partnership**

### **Key Adult Social Care Strategies and Plans**

**Adult Social Care** Equity, Diversity & Inclusion Strategy

Adult Social Care Equity, Diversity & Inclusion Action Plan **Prevention Strategy** Framework

Carers Strategy

**Engagement Strategy** Framework

Digital Innovation Framework

Age Friendly Lambeth

Prevention Delivery Plan All-Age Autism Strategy

Engagement Action Plan

Digital Innovation Sprint Plan

Home Care Recommissioning Programme

LSAB Strategic Plan

Adult Social Care Practice Model

0-25 Transitions Service Project

**Adult Social Care** Savings Plan

Key: 
Strategic Priorities

Key Strategies Action Plans Magic 9 corporate priorities

# Our priority actions for 2024/25

- 1. We will continue to work with Lambeth Together, our Alliances and local partners in neighbourhoods. During 2024/25 this will focus on the mobilisation of the new home care neighbourhood arrangements, including the introduction of paid travel time for home care workers (Ethical Care Charter commitment).
- 2. We will develop a joint integrated transitions service for young people with care and support needs who are moving into adulthood.
- 3. The actions set out in the new coproduced Lambeth Carers Strategy will be delivered to increase the support delivered to informal carers.
- 4. We will work in partnership to develop an Age Friendly action plan to support older residents across key areas such as transport, independent living and housing.

# What we will measure: key performance indicators for 2024/2025

Adult Social Care seeks to continuously improve. We have set tough targets and will strive to achieve them.

Performance Measure	Target
Percentage of people who receive services for 12 months or more, who had a review (scheduled and unscheduled).	75%
Percentage of new assessments completed where carers have been identified and offered an assessment.  This reflects the offer of carers assessments for informal carers.	95%
Median of people assessed within six weeks (42 days) from contact to completion of assessment.  This indicator shows the midpoint for the number of days to complete a statutory social care assessment	42 days
Personal outcomes from Safeguarding enquiry - outcomes expressed have either been partly or fully achieved. Individuals are invited to set out what they want from a concern of abuse or neglect and this indicator reflects how often this was achieved.	70%
Percentage of S42 enquiries where risk was either reduced or removed because of the Safeguarding intervention. This indicator reflects reduction of risk when acting on a concern of abuse or neglect.	90%

