

Building on strengths, making connections:

Our three-year plan for Hackney Adult Social Care

2023–2026



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Accessibility statement

If you require this document in a different format, please email adultservicesgiveyourviews@hackney.gov.uk

We will consider your request and get back to you in the next five working days.

Introductions

Message from Cllr Chris Kennedy, Cabinet Member for Health, Adult Social Care, Voluntary Sector and Culture

I am pleased to introduce our plan for Adult Social Care in Hackney over the next three years. Adult social care focuses on the independence and wellbeing of residents and in Hackney is underpinned by the **core values** we hold as a council.

We are **ambitious** and **proud**. This plan starts by reflecting on the work that has been undertaken in the last year to improve services for our residents, how we have responded to the challenges we have faced and then looks ahead to share our priorities and ambitions between now and 2026. I am especially proud of our residents, communities and health and social care staff that have come together in these difficult times to offer support and ensure people remain safe.

We are **pioneering** and **proactive**. In between the challenges of Covid-19, a serious cyber attack on the council and national challenges including funding pressures, an increase in the number of people requiring social care support and the ongoing cost of living and housing crises, it is increasingly important that we think differently and work together to take a preventative, whole-person approach. This includes using the benefits of technology without losing the person centred approach, working together with communities and ensuring our residents can get the advice and support they need as early as possible.

We are **open** and **inclusive**. The challenges we face have a direct impact on our residents with more people needing our services and more people waiting longer. It's important that we are open about this and continue to work with our residents across all care groups through co-production and lived experiences as we strive to achieve our vision set out in this plan.

My thanks for another year of amazing work to all involved and I look forward to seeing this continue over the next three years.

A handwritten signature in black ink, appearing to read 'C.M. Kennedy', with a stylized flourish at the end.

Cllr Chris Kennedy

Cabinet Member for Health, Adult Social Care, Voluntary Sector and Culture

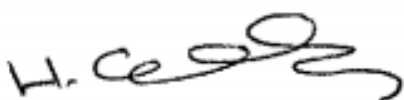
Message from Helen Woodland, Group Director for Adults, Health and Integration

I am pleased to be sharing with you not just the annual report that shows our achievements and challenges from 2022–23, but also our exciting new three year plan. We hope this new approach of reflecting on the past year, as well as being transparent and honest about what our future plans are, will help you as residents to understand more about our priorities and how they may impact you. In future annual reports you will see updates on how the plans are progressing and an honest reflection on any challenges or changes, and you will be able to tell us about your experiences of adult social care through an annual resident survey.

I would like to sincerely thank the residents who helped us shape this work and co-produced the 'I statements' to measure our success. Your feedback and insight into how we're doing is critical for us to understand where we're doing well, and where we need to improve.

I would also like to thank all staff working across social care in Hackney who have continued to support individuals to maintain their independence, to be safe, and to be well, despite significant challenges. I'm exceptionally proud of our workforce, and the compassion and dedication they show – day in, day out.

We have committed to delivering some ambitious and exciting plans. We cannot do this alone. It requires true partnership working with residents, the NHS, partners from across the community voluntary sector as well carers and family members. I look forward to another year of strengthening our relationships – within neighbourhoods, across the Borough and further afield – to support vulnerable residents to live the lives they wish.



Helen Woodland

Group Director, Adults, Health and Integration

What is our three-year plan?

The Council produces an annual report, <https://hackney.gov.uk/local-account>, sometimes called a 'local account', to tell people about Hackney's adult social care services and how they help adults with care and support needs in the borough. This plan includes our annual report for the year between 1 April 2022–31 March 2023, reflects on what we have done and the challenges we have faced, and looks further ahead at our goals for the next three years.

Since 2020, we've had to face multiple challenges, from the harrowing impact Covid-19 had on those needing social care to a serious criminal cyber attack on the council's data which still is having an effect three years later. These adversities and their impact on our residents are not to be forgotten but this plan aims to focus on how we are moving forward and working together to make a lasting difference to the lives of those accessing adult social care.

There are significant challenges facing health and social care in England which need a longer-term approach to change and improvement which is why we're planning further ahead and sharing this with our residents. The outcomes and priorities within this plan have been developed with our staff and our residents and we will report each year on the activities outlined, including getting regular feedback from our residents on how we're doing. These reports will form the future annual reports for Adult Social Care in Hackney.

What is adult social care?

Adult social care is the name given to care and support services to help you if you:

- need practical support because of illness or disability
- care for someone receiving social care and support

The term 'adult social care' includes all the stages involved in identifying needs and receiving support;

- Accessing local information about adult social care
- Having an assessment and determining eligibility
- Agreeing a plan for care and support
- Determining how much the person might need to pay for their care
- Monitoring and reviewing the agreed care and support
- Supporting people coming out of hospital
- Safeguarding

Social care is often broken down into two broad categories of 'short-term care' and 'long-term care'. Short-term care refers to a care package that is time-limited with the intention of maximising the independence of the individual and eliminating their need for ongoing support (e.g. reablement or respite). Long-term services are provided on an ongoing basis and range from high-intensity services like nursing care to lower-intensity community support.

Any adult is entitled to an assessment to determine their eligibility, regardless of their financial status.

In Hackney, we take a 'strengths based practice' approach. This means professionals will explore with you what skills and resources you and the important people in your life have when developing a plan for your care and wellbeing. It ensures people are treated as the experts, are in charge of their own lives, and are seen as more than just their care needs. We also focus on maximising and promoting independence and recognise that this may look different to residents with different needs and experiences.

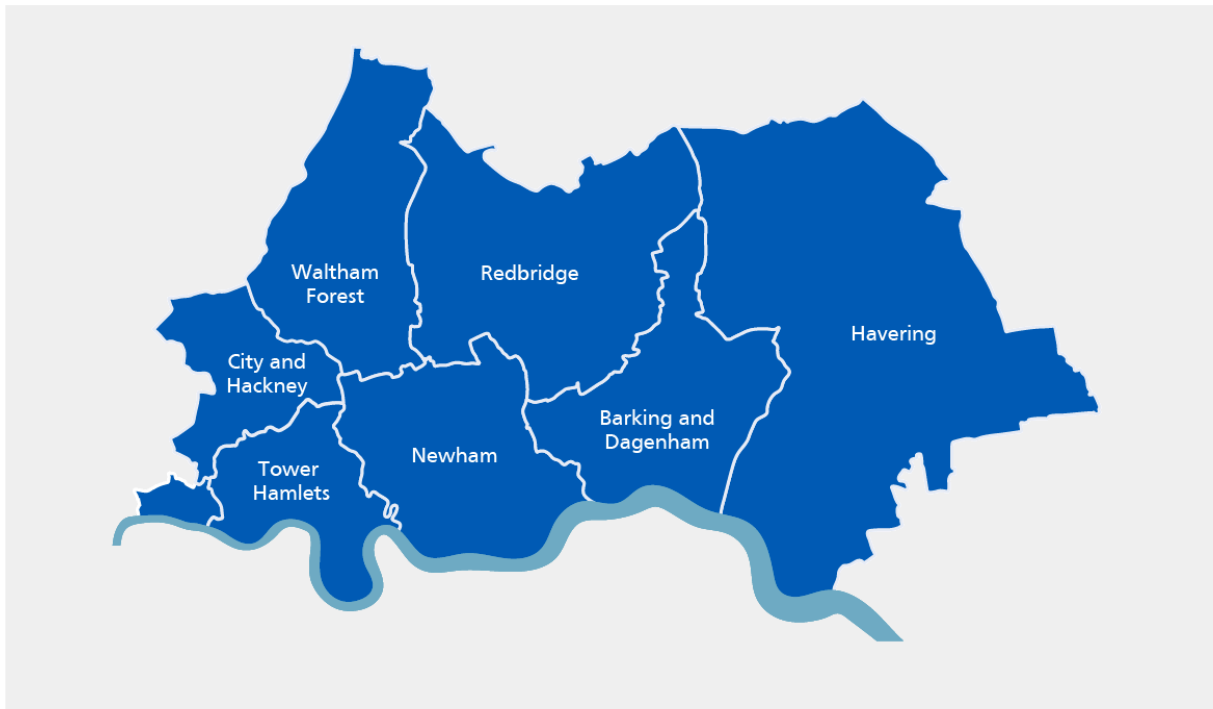
Understanding adult social care and all it includes can be complicated but this plan is intended to use clear language and should avoid the use of jargon. A glossary of adult social care terminology used in this plan is available at bit.ly/asc_hackney_glossary

What shapes our work?

Legislation

Adult social care is a statutory service. This means it is something all local authorities must provide. The Care Act (2014)¹ is the current legal framework we use that tells us what we must do when providing care and support and who we need to provide for.

Integrated Care System



The North East London Integrated Care System

The Health and Care Act (2022) has established 42 Integrated Care Systems (sometimes referred to as ICSs) across England. They cover populations of between 500,000 and 3 million people. Hackney is part of the [North East London Integrated Care System](#) which has a population of over 2 million.

As part of this ICS, we work with the NHS teams and the other 7 local authorities in North East London to agree priorities, share learning and work to join together health and social care for individuals.

¹ <https://www.gov.uk/government/publications/care-act-statutory-guidance/care-and-support-statutory-guidance>

Neighbourhoods



Hackney's 8 Neighbourhoods

In order to provide better health and care at a local level, Hackney has been divided into eight 'neighbourhoods'.² These are named after green spaces in the borough and have populations of between 30,000 and 50,000 residents.

Which neighbourhood you are in depends on which GP practice you are registered with. Each neighbourhood is made up of between three and seven GP practices

² <https://cityandhackneyneighbourhoods.org.uk/>

which come together with other health and care services, voluntary and community organisations and residents to work together, build connections and make best use of the great resources in their area. In adult social care, many of our social workers are now assigned to neighbourhoods so that they're better placed to build relationships with other professionals in their area, meaning they can provide more connected care and support to residents.

Strategic Plan for Hackney

Hackney Council is currently a Labour controlled council and has a directly elected Mayor. The Mayor and Councillors have published their priorities for Hackney in their manifesto.

There is also a Strategic Plan³ for Hackney, 'Working Together for a Better Hackney' that outlines the challenges and opportunities in our borough. The Strategic Plan is about working together for a fairer, safer, greener and healthier Hackney, and for every child. The priorities outlined in this document for Adult Social Care support this vision for the Council.

WORKING
TOGETHER
FOR A
FAIRER
SAFER
HACKNEY

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TOGETHER
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GREENER
HEALTHIER
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WORKING
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CHILD
IN HACKNEY

³ <https://hackney.gov.uk/strategic-plan>

Reflecting on the last year

Headline statistical information

- **3,339** residents received long term support such as personal care or day activities each week as of 31 March 2023.
- **533** adults were living in care homes funded by adult social care, which is around 16% of people who were supported. This is lower than the 2021–22 regional comparator average of 20%. We are supporting more people to live independently at home.
- **17%** of adults were receiving long term support via a direct payment. This is lower than the 2021–22 regional average of 25%.
- **85%** of older people discharged from hospital were supported to remain at home following their discharge which mirrors the 2021–22 regional average.

Our challenges for 2022–23 and how we responded to them

The year 2022–23 saw us continue to respond, recover and learn from the coronavirus pandemic. We supported our residents and providers to adapt to changes in testing, isolation and shielding whilst helping people to get vaccinated.

Whilst the criminal cyber attack on the council in October 2020 has continued to have a lasting impact, we have been able to fully recover and improve our case management system.

Whilst the government announced delays to some of the national changes we had been preparing for (such as the cap on care costs and liberty protection safeguards), we have continued to transform and improve our services using resident and staff feedback. We have appointed a new Insight Analyst whose role includes ensuring that user experience and insight drive our continuous improvement. Working with residents, improvements have continued to be made to our 'front door', including the launch of an online 'Request for support form' to reduce unnecessary contact and collect the right information first time.

In the last annual report, we shared that Adult Social Care had begun planning how the council would support Ukrainians arriving in the borough as part of the government's Homes for Ukraine scheme. In 2022–23 we supported over 300 Ukrainian people while also setting up a new service for the council supporting refugees, migrants and asylum seekers in the Borough.

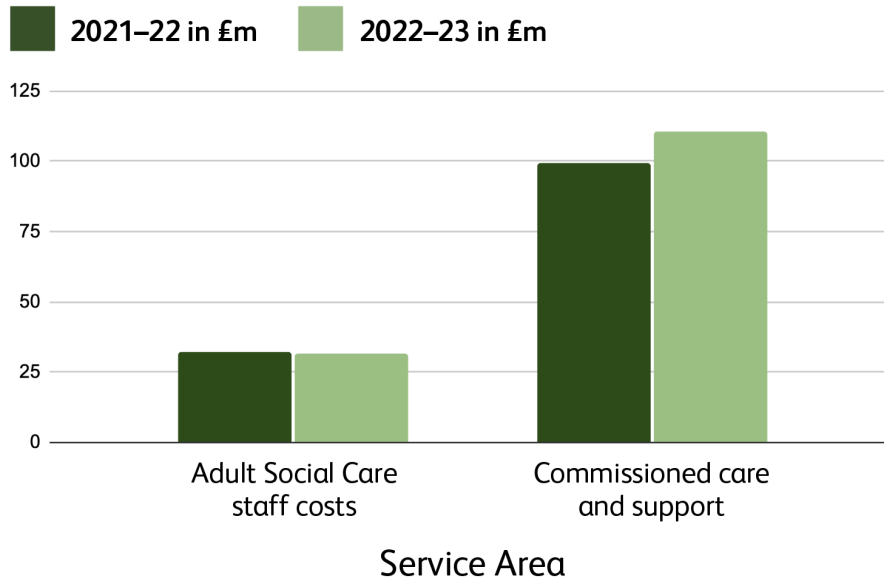
As a Council we have been [responding](#) to the cost of living crisis with information and support including providing financial assistance and warm spaces. We know that our residents with adult social care needs are especially impacted by the rising cost of living and as a service we are supporting people by distributing funds and helping people to understand and claim additional benefits to which they are entitled.

Where does the budget come from and how is it spent?

Local government funding comes from a variety of sources including Council Tax, business rates, government grants and local fees and charges on discretionary services.

Long-term care and support services are usually paid for by people who need services and their families, the adult social care department or a combination of the two. A means test and financial assessment determine if and how much someone needs to pay towards their care.

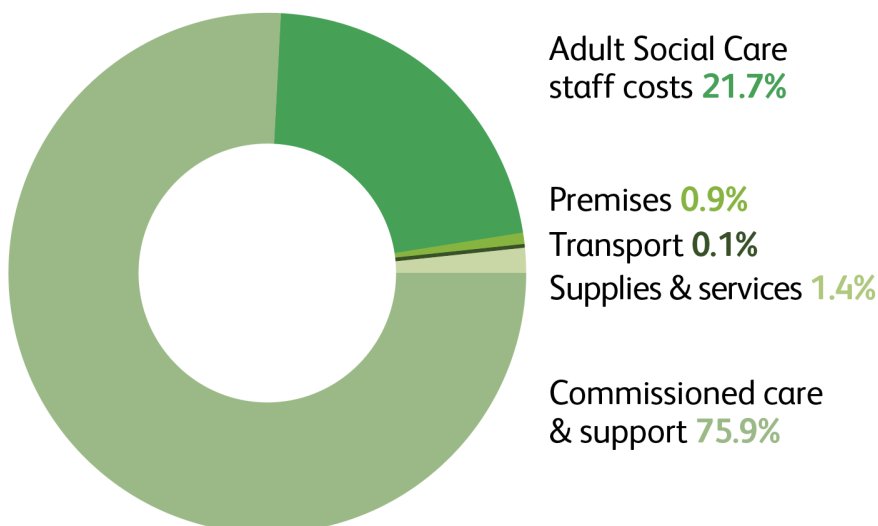
Change in spend



In the 2022–23 financial year, 27% (£90.7m) of Hackney Council’s budget was spent on adult social care. ‘Commissioned care and support’ refers to the direct care and support received by people with an eligible adult social care need.

Over the last year, we have seen a decrease in spend on staff costs by 2% and an increase of 11% on commissioning costs.

Breakdown of ASC spend in 2022–23



What are the ongoing challenges for adult social care?

In addition to the challenges facing many Hackney residents laid out in the strategic plan, the adult social care sector has some specific challenges; increased demand, funding pressures, and a limited workforce.

1. Increased demand

Nationally

More people need care and support

The number of older people is rising faster than the population as a whole. There is also increased demand for care from working-age adults. The impacts of Covid-19 may have also led to more people accessing adult social care.

According to The King's Fund⁴

- The total number of new requests for support increased from 1.92 million adults in 2020–21 to 1.98 million in 2021–22.
- The number of new requests from working-age adults increased from 578,000 in 2020–21 to 612,000 in 2021–22.
- Requests from people aged 65 and over increased from 1.34 million in 2020–21 to 1.37 million in 2021–22.

In Hackney

25% (663) more people were receiving long term support in March 2023 than in March 2020.

The demand for home care has grown the most with 1,760 residents receiving personal care in the last week of March 2023 (an increase of 41% since March 2020).

In addition to this, people's needs have increased and people are needing more support than before. 31,201 hours of personal care were delivered in the last week of March 2023 (an increase of 47% since March 2020). There has also been a 30% increase in home care packages requiring two or more carers to be present at visits.

30% more people are living in supported living schemes than in March 2020.

⁴ <https://www.kingsfund.org.uk/press/press-releases/demand-adult-social-care-hits-record-high-while-support-local-authorities>

2. Funding pressures

Nationally

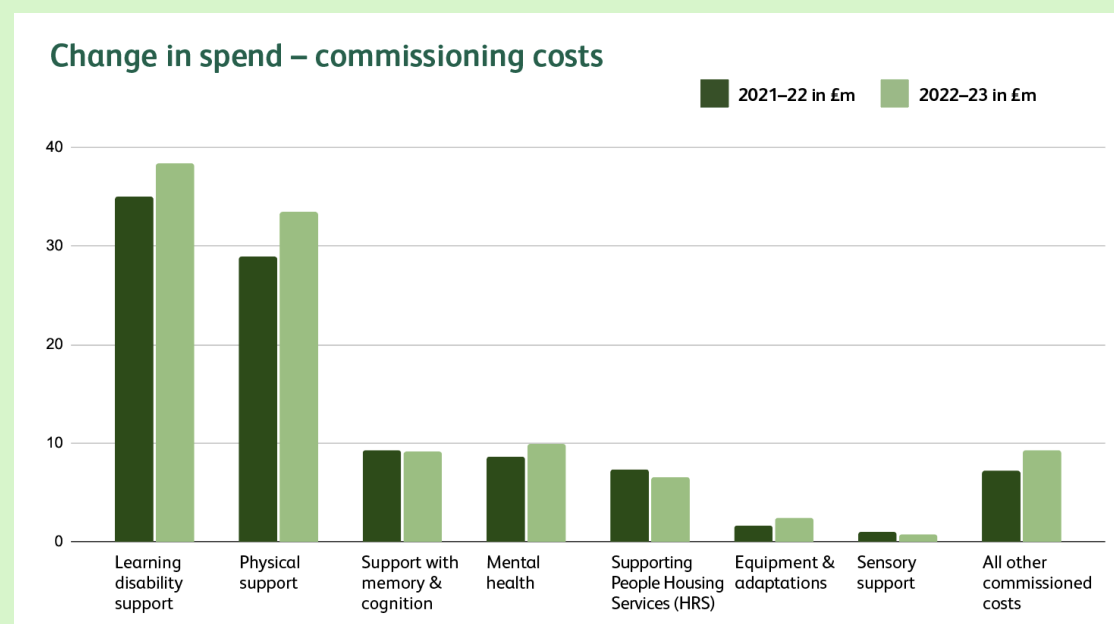
The amount of money provided for adult social care has not been enough to cover the costs of the services for several years.

In addition to the increased demand which puts pressure on funding, it also costs more to provide care and support. Through the cost of living crisis, inflation has risen meaning it costs care providers more to deliver services. This in turn means councils are paying higher rates to providers.

Council spending power (government funding, Council Tax and business rates) has reduced by 29% in real-terms between 2010/11 and 2021/22.

In 2021–22, the total amount spent on adult social care by local authorities was £26.9 billion, up £2.6 billion compared to 2010–11⁵.

In Hackney



Over the last year, we've seen a significant increase in our commissioned costs. This is due to rising demand but also the increased unit costs.

The most significant increase in unit costs has been in supported living which has risen 36% since 2019–20.

⁵ <https://www.kingsfund.org.uk/audio-video/key-facts-figures-adult-social-care>

3. Limited workforce

Nationally

There are not enough people working within adult social care compared to the increasing demand for care and support.

There is an 'ageing workforce' which means that there are more people in the older age brackets than younger ones. This means a higher proportion of people will be retirement-age sooner.

It is difficult to recruit new staff and to encourage them to remain working in the adult social care sector. Roles within social care are generally lower paid and therefore there is a lot of competition with other sectors such as health care and retail. In 2021–22 the average vacancy rate in England⁶ was 10.7% and in London this rate is even higher at 13.2%. According to [The Kings Fund](#), vacancies in the social care sector are now the highest since records began.

There is no additional funding for the workforce to make sure the numbers increase in line with the numbers of people needing their support.

The increased demand and funding pressures also contribute to a limited workforce as care providers are finding it more difficult to remain in business.

6

<https://www.skillsforcare.org.uk/Adult-Social-Care-Workforce-Data/Workforce-intelligence/publications/national-information/The-state-of-the-adult-social-care-sector-and-workforce-in-England.aspx>

In Hackney

In Hackney, the number of permanent front-line social care staff has remained the same since 2020, however the demand for services continues to increase.

Skills for Care⁷ report that the average age of someone in the workforce in Hackney is 48. Workers aged 24 and under made up 3% of the workforce and workers aged over 55 represented 31%. Given this age profile, approximately 1,500 posts will be reaching retirement age in the next 10 years.

In 2021–22 the staff turnover rate was 27.8% which increased from 24.4% in 2020/21.

In 2021–22 the vacancy rate was 14.7% which increased from 8.3% in 2020–21.

What is the vision for Adult Social Care in Hackney?

We want you to achieve what matters to you, in partnership with our communities in Hackney. Where you need support, together we can find a solution that keeps you safe, well, and independent.



The plans in this document support achieving this vision, building on good examples of care and support already happening as well as learning from when things don't go well.

7

<https://www.skillsforcare.org.uk/Adult-Social-Care-Workforce-Data/Workforce-intelligence/documents/Local-authority-area-summary-reports/London/2022/Hackney-Summary.pdf>

How has this plan been developed?

There are four principles that guide us as we work towards achieving our vision for Adult Social Care.

Easy to access:

the right support is easy to find and available when you need it

Preventative:

we support you to keep well and independent

Personal to you:

we focus on what you can do and what you want to achieve. Plans we agree together are as individual as you are

Good quality and safe:

we work together to have effective and safe support for you

We've used these principles as a framework when developing our plans and priorities for the next three years.

Working with our residents, we have explored these principles and developed some 'I statements' to reflect what success would look like within everyday experiences. 'I statements' are statements which describe what people expect from adult social care, written from a first person perspective. For example, 'I understand who I should speak to if my needs change.' Thank you to those residents that took part in the focus groups to develop these.

Working with our staff and our partners we have agreed the outcomes and activities we're going to be focusing on in each of these areas. The next sections explain these in more detail and describe how we will know whether or not we're achieving what we planned.



we work together



**we communicate
honestly**



**we encourage
wellbeing**



**we are accountable
and learning**

We know that a limited workforce in social care continues to be a challenge. We're proud of the hard work by staff in Hackney and regularly receive thoughtful feedback from residents. We recognise that this isn't everyone's experience and also know that social care staff are facing increasing demand after a very difficult few years. To help describe the culture of our department, our adult social care workforce have developed four core workplace behaviours that we all aim to display each day: we work together, communicate honestly, encourage wellbeing, and are accountable and learning.

Easy to access:

The right support is easy to find and available when you need it

What are our plans to do this over the next three years?

	We will...
1	make information about how to access support and what support may be available clearer, including what's on our website
2	talk to residents as early as possible about how financial assessments work and make the process clearer
3	improve how carers find out about support available to them and make it simpler to access

What outcomes are we trying to achieve?

- The need for formal care is avoided or delayed through timely support
- More carers access carers support services
- Residents report improved experiences with Adult Social Care
- Demand for services is managed effectively

What does success look like for our residents?

- I am able to get information online and in person
- I can visually see the steps I will go through from assessment
- I am updated on what is happening and when
- I know who my Social Worker is
- I have my access needs met

Preventative:

We support you to keep well and independent

What are our plans to do this over the next three years?

	We will...
4	redesign our reablement service to help more people regain independence and to stay or return to their home safely
5	strengthen our 'front door' to ensure all options to keep you safe and well are explored when you first get in touch with us
6	re-commission home care services, to make sure the care and support you receive is high quality, person-centred, and helps you stay safely in your own home
7	make it easier to access home improvements that help you stay safely in your home
8	improve the technology enabled living service – previously known as telecare – by exploring more innovative use of technology that could support residents to remain safe and independent
9	explore how we can expand the accommodation options that support independent living, to help older residents and disabled residents to live independent lives

What outcomes are we trying to achieve?

- Residents have a better quality of life
- The need for formal care is avoided or delayed through timely support
- Fewer people require ongoing support after a successful short term intervention such as reablement
- More residents are supported to remain in their homes safely, for longer
- The demand for services is managed effectively

- Residents who receive support from adult social care have fewer emergency hospital admissions

What does success look like for our residents?

- I receive the services I need in a timely manner
- I can access adaptations to my home that keep me safe and well
- I understand who I should speak to if my needs change
- I know what to do if adult social care can't help me
- I can access work or volunteering opportunities

Personal to you:

We focus on what you can do and what you want to achieve. Plans we agree together are as individual as you are

What are our plans to do this over the next three years?

	We will...
10	build on your strengths, agree outcomes together and offer you care, support, and opportunities that help you to achieve the outcomes that matter to you
11	work with children and their families earlier to plan their journey into adulthood
12	work closely with health and community services across 8 neighbourhood areas to better coordinate your care and support with other professionals
13	co-produce a new carers strategy to improve the support and information available to carers
14	ensure support in the community is creative and achieving outcomes that matter to you, whilst maximising your independence

What outcomes are we trying to achieve?

- More residents achieve the outcomes that matter to them
- Residents have greater choice and control over their care
- More carers sustain their caring roles and maintain their desired quality of life
- More residents manage their care using a direct payment

What does success look like for our residents?

- I can access the right groups and activities to support my needs
- I feel listened to with my needs taken into consideration
- I feel more confident because of the care I receive
- I am treated with respect and dignity
- I have opportunities to share feedback to support improvement

Good quality and safe:
We work together to have effective and safe
support for you

What are our plans to do this over the next three years?

	We will...
15	develop a new Adult Social Care Workforce Strategy and plan that prioritises staff development, continuous improvement and career progression – building on our commitment to be a trauma-informed and anti-racist workforce
16	improve our systems to help us better share information safely with partners, while reducing the need for residents to repeat their story to lots of different people
17	create a better way to learn from complaints and safeguarding, ensuring lessons learnt are acted on and embedded

What outcomes are we trying to achieve?

- Residents and partners feel confident and able to report safeguarding concerns
- All Adult Social Care providers rated good or excellent by regulators
- Adult Social Care staff stay working in Hackney for longer
- Adult Social Care staff are engaged, supported and satisfied with Hackney as an employer

What does success look like for our residents?

- I know I am working with practitioners that have the right training or experience in working with people with my needs
- I feel safe with the intervention or support I receive
- I know that the records about me are accurate
- I trust there is a clear handover between professionals (e.g. when I leave hospital or have a new worker)
- I know what to do if I feel unsafe

How will we know whether we're achieving these outcomes?

At the end of each year we will be collating and publishing information under each of the four principles to show how we're doing against the commitments outlined in this plan.

The following table shows our position against some agreed key performance indicators. The cyber attack had an impact on our reporting and so in each measure the most recent available figures have been used.

	Baseline measure (Hackney)	London average
Easy to access		
Proportion of people who use services who find it easy to information about services	58.4% (2019–20)	65.9% (2019–20)
Proportion of carers who find it easy to find information about services	65.5% (2018–19)	59.8% (2018–19)
Preventative		
% of people in receipt of community based support	84% (March 2023)	80% (March 2022)
The proportion of people who received short-term services during the year, who previously were not receiving services, where no further request was made for ongoing support	70.8% (2019–20)	79.3% (2019–20)
Personal to you		
The proportion of people who use services who receive direct payments	20.4% (2019–20)	27.6% (2019–20)
The proportion of people who receive long-term support who live in their home or with family	79.2% (2019–20)	76.2% (2019–20)
Making safeguarding personal: did the person subject to a safeguarding enquiry feel they had achieved their desired outcomes?	91.6% (2019–20)	No data
Social care-related quality of life (score out of 24)	18.5 (2019–20)	18.6 (2019–20)
Carer-reported quality of life (score out of 12)	6.9 (2018–19)	7.4 (2018–19)
Good quality and safe		
% of adult social care providers rated good or outstanding by CQC	97% (2023)	No data
Proportion of people who use services who say that those services have made them feel safe and secure	84.8% (2019–20)	83.1% (2019–20)
Overall satisfaction of people who use services with their care and support	56.3% (2019–20)	58.6% (2019–20)

In addition to this, as part of our delivery of this plan we will be engaging with residents annually to gauge their experiences in relation to the agreed 'I statements'.

How can residents get involved?

It is important to us to work together to achieve the vision we have for adult social care in Hackney. This includes ensuring we regularly gain insight on people's experience of the service and support received. We want to hear from any residents that have experiences to share and encourage you to register your interest by emailing: adultservicesgiveyourviews@hackney.gov.uk

We also undertake annual surveys with a random sample of residents receiving either adult social care services or carers services. If you receive this then we encourage you to take the time to complete it as it helps us understand your experiences and how we can continually improve.