

# Adult Services

## Annual Report 2018–19



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## Message from Cllr Feryal Clark



I welcome this opportunity to introduce the first Adult Services Annual Report. The report was previously known as the Local Account for Adult Social Care Services – the name has changed

in response to feedback from people who use our services. The Annual Report remains an accessible document which looks at the progress we have made against what we said we would do last year and what we plan to do in 2019–20 and beyond.

These are challenging times for all local authorities, with central government reducing funding and the competing demands on services increasing. Nowhere is this pressure felt more than in Adult Services. People are living on average for longer, with an increasingly complex range of health and social care challenges. Adult Social Care is now the single largest area of budget spend by local authorities.

Council-wide we will need to take challenging decisions while protecting our most vulnerable residents. We will continue to embrace innovative solutions to support people, particularly through preventative measures. This means working with people as early as possible to maintain their independence and improve their wellbeing.

We will continue to promote our belief that residents should be enabled to live in their homes and local communities for as long as possible and look to assist with appropriate support to achieve that aim.

Key to this is ensuring that residents continue to be an integral part of co-producing and designing services. On behalf of the Council I would like to offer our thanks to those residents who gave their time to help us to shape our services. This includes the design and content of this Annual Report.

We hope that you find this an interesting and useful insight into how we are delivering the vital services to residents in the Borough.

A handwritten signature in black ink, appearing to read 'Feryal Clark'.

Councillor Feryal Clark  
**Deputy Mayor and Cabinet  
Member for Health, Social  
Care, Leisure and Parks**

## Message from Anne Canning



2018–19 has been both an exciting and challenging year for Adult Services. This Annual Report gives an overview of how we have worked to continue to support Hackney residents with their care and support needs.

We have included information about our services and some of the things that we achieved between April 2018 and March 2019. We have also acknowledged areas where we need to change and improve over the next year.

In the last year, we have made bold decisions to redesign our services, transform our workforce and continue to support our residents to live independently within their homes and communities.

The ‘Three Conversations’ approach is in the process of being rolled out across Adult Social Care. This will offer a stronger relationship between staff and people who use services. The new approach aims to make use of support in the community and focus on how we can support people to live the lives they want to lead.

Work on integration with other support services such as health and community partners continues through the Neighbourhoods programme. The aim of this work is to ensure all services work together to provide the quickest, most efficient and comprehensive support to people who need it.

One of our key successes this year has been our focus on recruitment, which has increased our permanent workforce. This will support the development of our staff and improve the continuity of care for people who use our services.

We are committed to giving our residents and service users a real voice in the design and delivery of our services. I would like to thank those people who have given their time and efforts to help us shape our service, whether that be taking part in service redesign, being part of our recruitment panels or helping create this document.

Thank you for your interest in reading this year’s Annual Report. We appreciate your feedback about this document, and value your opinions on our performance.

Anne Canning  
**Group Director,  
 Children, Adults  
 and Community Health**

## Message from Jon Williams



Services get better when you involve people from the very start. We are delighted the Council has made considerable progress with involving local people.

During 2018–19, carers helped to design the new carers' service; autistic residents co-wrote the Hackney's autism strategy and 'experts by experience' sat on social worker recruitment panels. And we are pleased this report has been produced working with the Making it Real group of residents.

These examples show Hackney Council takes seriously its commitment to the Hackney Health and Care Coproduction Charter.

A highlight of the year was the opening of Oswald Street, a state-of-the-art day centre for residents with the highest level of social care needs. Healthwatch Hackney recently conducted an 'Enter and View' visit to the centre. We were impressed by what we saw and look forward to sharing our report with you soon.

We also welcome the advent of Housing First in Hackney which will improve care for people with complex mental health and social care needs.

We know the Council is ever vigilant about tackling social care delays that prevent people being discharged from hospital. Despite some improvements, we remain concerned Hackney still lags behind the London average. We fear the problems with delayed discharges may be due in part to the shortage of local care beds.

Healthwatch welcomes action to support people's independence while continuing to ensure people have access to statutory care when they need it.

The 'Three Conversations' approach sounds interesting. We are keen to see how this improves the lives of people with support needs. We would caution the Council against using this approach as a pretext for providing informal, instead of statutory support, to people who need it, including people with learning disabilities.

As the Council sets ambitious targets for moving people with support needs onto direct payments, we urge them to make sure people get a real choice about making this move and taking on the risks and responsibilities direct payments entail.

Housing with Care is a key local care service supporting some 240 vulnerable residents. We are reassured by how quickly the Council moved, to address problems in the service following a critical Care Quality Commission, (CQC), report. Healthwatch Hackney will continue to collect the views of people who use Housing with Care to shape the improvement plan.

We welcome the revival of multi-disciplinary care and health teams based in the community. Joint working works. People want care closer to home. They also want Homerton Hospital to be there to support them, with a full range of services when they need them.

It is impossible to talk about adult social care without mentioning the deep cuts to care funding across the country. The Council has worked hard to protect social care budgets. Despite this, £29million has been lost from Hackney's adult social care budgets since 2010–11. Cuts take their toll. For example, last year residents with visual and hearing impairments lost their specialist 'sensory' service which was subsumed by generic occupational therapy services. The proposed review of the area is therefore welcome.

The challenges in adult social care funding are likely to continue so it is vital the Council continues to be open and transparent about the scale and impact of these cuts. We will continue to work with the Council to ensure local people are involved in the decision-making to tackle this continuing difficult environment.



Jon Williams  
Director,  
Healthwatch Hackney

**healthwatch**  
Hackney

## What is the Adult Services Annual Report?

The Council produces a report annually to tell people about Hackney’s Adult Social Care services and how they help adults with care and support needs in the borough. In previous years this report has been called the Local Account, but following feedback from people who use our services, the name has been changed so it is more meaningful for people reading the document. The report aims to be balanced and open, providing useful information to describe what we have done in 2018–19 to meet people’s needs and how we plan to build on this in 2019–20.

### The Annual Report tells people:

- How much we spent on Adult Social Care
- What and who we spent the money on
- Our future plans
- What service users and carers tell us about our services
- How our services help people stay healthy and well and avoid the need for support from adult social care services

### What people who use services have told us about this document

We have talked to people who use services to get their views about the Annual Report, such as what should be included and to share ideas to make it clearer and a more interesting read. It is key that people who use our services and residents of Hackney have the opportunity to shape this document and we would like to thank all of those involved in shaping this year’s edition.

## How to get a copy of the Adult Services Annual Report

If you would like to receive a printed copy of this report in another language or alternative format, please contact us using any of the following ways:



### Write to:

Information and Assessment  
 Hackney Service Centre  
 1 Hillman Street  
 E8 1DY

**Tel: 020 8356 6262**

**Email: [access@hackney.gov.uk](mailto:access@hackney.gov.uk)**

A group of people who use our services and their carers, (also known as Experts by Experience), were invited to review the Local Account 2017–18 to make comments and suggestions for the new Adult Services Annual Report.



## Your feedback on the Adult Services Annual Report

### You said...

You wanted the document to be shorter, in a more compact size and with no repetition of the same information.

The paper used was too thick and difficult to handle.

The index should have numbers against every item and you wanted page numbers visible on every page.

The page on 'co-production' should be jargon free (explaining the terms 'co-production' and 'experts by experience') and better designed so it is easier to read, especially for people with learning disabilities.

You wanted to know how often the document is viewed online.

The document should have a name which means something to people who use our services – the Local Account sounds too much like a finance document.

The document should be better advertised so more people know about it and read it.

More information should be provided on the type of compliments received by Adult Services.

### We did...

We spoke to the design team and they said they could not print a smaller sized document. However we have tried to make this year's Annual Report more concise, with fewer blank spots of paper.

We have identified a thinner paper that is also less slippery for this year's printed edition.

We have made sure there are page numbers against each item in this year's index and page numbers are visible.

These changes have been incorporated into the page on 'Working with service users and carers'. We also produce an Easy Read version of the document.

There is a widget, (gadget), that needs to be added to any webpage to count the number of visits to each page. This will be added this year so we can keep track next year.

This year, the document's name is the Adult Services Annual Report, as suggested by our Making it Real Board.

We have been working on a communications strategy for this year's document to ensure people are aware of it.

The compliments received are broken down into categories in the relevant section.

## Adult Services in 2018–19

### Key Achievements

#### Improvements in getting people discharged from hospital on time

Over the course of 2018–19, the number of people who had Delayed Transfers of Care, (DToCs) from Homerton Hospital continued to decrease. Delayed Transfers of Care occur when people who are medically fit for discharge have to stay in hospital. This can happen when people are being discharged home, with appropriate support, or to a supported care facility such as a residential or nursing home or a community hospital. Delays can be caused by an incomplete assessment of the person's needs, funding delays, a lack of a suitable placement, housing or care package and disputes about where people can go. These delays can cause considerable distress and unnecessarily long stays in hospital. They also affect waiting times for NHS care, as delayed transfers reduce the number of beds available for other people. Hackney's performance against neighbouring boroughs with similar populations and challenges has improved over the year.

There was a 28% decrease in the number of delayed transfers of care during 2018–19 (5750) compared to 2017–18 (8039). In addition, Hackney achieved the monthly targets set by NHS England five times in 2018–19, a significant improvement upon the previous year.

**We put the success in reducing our Delayed Transfers of Care down to a number of factors including:**

- Recruitment of a stable management team and increased management oversight with three new senior practitioner social workers.
- Recruitment of permanent staff members.

- The 'Discharge to Assess' pilot.
- New guidance issued in 2018 by the NHS to support a reduction in delayed transfers of care.
- Increase in beds commissioned for placement at a local care home.
- 'Services without prejudice' which is explained in more detail below.
- Rigorous review of the causes of delay and the application of long term solutions.

The Discharge to Assess pilot started in August 2018 and will run until February 2020. The project allows people who no longer need a hospital bed but do need care after leaving hospital to be discharged home with a high level of short term support. This support remains in place while their longer term care needs are assessed and an appropriate care package decided on. This means people can leave hospital before these assessments are completed but in a way that is safe and meets their needs.

There is a similar scheme called 'Services without prejudice' for people who need to be discharged to a care home. People are discharged to a suitable placement, whether this is a nursing or residential home, with a high level of support before a full social work assessment is completed. The person, along with their family and social worker, complete an assessment in the placement to establish their long term needs. The person's welfare is safeguarded by the support put in place in the short term.

Delays are only part of the picture for our hospital social work team – many Hackney residents are admitted and discharged from local hospitals supported by the local authority without ever being delayed.

However, increases in admissions, and the complexity of some people's situations, can add to the work of the integrated discharge service as they work to find solutions to support people as they leave the acute care setting.

Delayed transfers of care continues to be an issue that is closely monitored by health and social care commissioners and providers.

### Recruitment of permanent workforce

In November 2018, we launched our campaign to recruit a permanent social care workforce, by launching a dedicated Adult Services recruitment website and advertising for the best talent locally and nationally. The recruitment of permanent social workers leads to a more stable workforce, more continuity of care for people who use our services and a better team culture within services. It will also allow Hackney to attract and retain talent, supporting our social workers to develop and adopt our strengths-based approach in their work.

The first phase of recruitment successfully recruited a team manager, a senior practitioner and ten social workers across Adult Services – 12 new members of staff in total. For the team manager role, we had co-produced recruitment panels, with Experts by Experience taking part in all interviews.

### Progress on working together across health and social care – the Neighbourhoods programme

In 2018 Adult Social Care continued to work with partners on the Neighbourhoods Programme, which will work to deliver joined up care with health and community voluntary partners in City and Hackney. Each of the eight Neighbourhoods will consist of a population of about 30,000 to

50,000, with different groups and services all working together to provide care which is centred around the needs of the person. The programme will integrate physical healthcare, mental healthcare and social care, reducing the amount of time and effort it takes to get people the support they need. This will mean:

- A lead worker for each person who uses services will be identified to coordinate care
- Support needs will be identified earlier and there will be quicker and easier access to services
- Professionals will work together better and communicate more regularly
- Care will be received within the person's Neighbourhood i.e. closer to home
- The views and wishes of the person receiving services will be at the centre of care planning with professionals
- Greater knowledge and use of local assets, such as community spaces and groups, green spaces and religious organisations, by professionals

#### In 2018–19 the project:

- Trialled the new way of working with a social worker and occupational therapist to establish how well it works in practice
- Planned and developed new ways of working to test out working with different agencies, such as GPs and other health services, within Neighbourhoods
- Started to attend Multi-Disciplinary Team (MDT) meetings within GP practices across the Neighbourhoods

- Completed an in-depth piece of research into better understanding the needs of people with particular vulnerabilities who use our services and how we can improve the way we support them. Evidence suggested a multi agency approach was successful in supporting this group.
- Continued to embed lessons learnt from the Safeguarding Adults Reviews into the practice approach across the Neighbourhoods. This includes a shared sense of responsibility in managing risk and safeguarding to ensure vulnerable people who use our services receive the support they require. For more information about Safeguarding Adults Reviews please see page 13 of this report.

### Planning the Three Conversations approach

Three Conversations is the new approach to the way Adult Services works with people. The approach was pioneered by an organisation called 'Partners4Change' and used in other local authorities with great results; positive outcomes for residents. The approach has some simple rules to keep our work with residents innovative, highly personalised and focused primarily on people's strengths and how they want to live their lives. The approach promotes independence, by working more closely with families and engaging people with their community. Three Conversations also prioritises the importance of the interaction between staff and people who use our services to find solutions, and minimise the bureaucracy of forms and processes that can often get in the way. The adoption of this approach has been informed by feedback from people who use our services and members of staff about how they would like us to work.

A group of practitioners in the Information and Assessment Team volunteered to be part of the first group of staff working in this way. This group is called our 'innovation site' which is where we test the approach and learn what works and what doesn't. It was agreed that the approach would be trialled in specific locality areas, in keeping with the Neighbourhoods approach. London Fields and Hackney Marshes were chosen to be the first areas and we hope to start this work in May 2019. We have a team of staff who work to support the innovation site by communicating with voluntary organisations and other parts of the Council so care and support is joined up for people as much as possible. We have a group of Experts by Experience who will feed into key developments and areas including branding the new approach for the borough and feeding back on how helpful people are finding the new approach.

Throughout this planning stage we have been communicating with other local authorities who have successfully applied the approach, learning from them to ensure a smooth transition for Hackney as we move to this model in 2019–20.

### Co-production

Hackney continues to involve people who use our services and their carers in all aspects of planning and delivery of projects. There is further information about the work that happened in this area last year on page 25.

## Areas for improvement

### Housing with Care

Housing with Care supports up to 280 people in 14 schemes across Hackney. These schemes provide care and support to people in ‘supported living,’ so they can live in their own homes as independently as possible. The service is designed for people mostly aged 55 plus, who have both housing and support and care needs.

The Care Quality Commission, (CQC), came to inspect the Housing with Care service in November 2018. The scheme had previously been rated ‘Good’. The latest inspection identified a number of concerns and gave the scheme an ‘Inadequate’ rating. The quality of care observed by the inspectors was positive but there were concerns around quality assurance and administration.

An improvement plan was implemented in response to the inspection report.

#### The plan achieved the following:

- Better personalised care plans completed with all service users, in partnership with their relatives
- More risk assessments completed with people to keep them safe
- More training for staff and closer checking of attendance
- Better systems for checking and improving the quality of the service, responding to issues or complaints, and overseeing actions
- Better communication with service users and relatives, such as letters and new Housing with Care forums for service users, relatives and friends
- More permanent staff have been recruited to improve the consistency of care by reducing the number of agency staff

Our annual report for 2019–20 will provide further updates about the work completed to improve our CQC rating. In July 2019 the Housing with Care service was reinspected by CQC and the service was given a rating of ‘Requires Improvement’ – an improvement on the ‘Inadequate’ rating. It demonstrates that the improvement plan is working but there is still more work to do.

### Increasing uptake of Direct Payments

Direct Payments are about giving people choice and control in how their care is delivered and how their needs are met. It is Hackney’s intention to explore every opportunity to increase the number of people who make use of direct payments. This is in line with our new approach ‘Three Conversations’ where we expect to see more creative support plans developed with people who use our services, putting them in control of the care and support they receive.

Over the last 12 months, high staff turnover has made it difficult for us to increase the number of people on direct payments. Now that a recent recruitment drive for permanent staff has been successfully completed, we are in a better position to increase direct payment numbers in Adults Services, across social care and health.

We will be initiating a wide ranging training and information programme for all staff, to raise awareness of the different ways in which direct payments can be used to meet social care and health needs for people in the community. We will also be raising awareness amongst people who already use our services who may currently use other methods to receive services, but who may want to consider moving some or all of their services to a direct payment. We recognise that direct payments are not for everyone but they are an important part of a more personalised approach.

## Working to promote independence and making use of preventative services

Our programme to transform Adult Social Care in Hackney is informed by the idea of ensuring people live healthy, independent lives in the community for as long as possible. This includes projects which aim to prevent the need for long term services, including supporting people to be part of their community and making use of the resources available to them without a need for our services where appropriate. Our interventions will continue to have this as their focus in 19/20.

## Learning from SARs

In 2018–19 we completed two Safeguarding Adults Reviews (SARs). The primary aim of SARs is to ensure that the quality of care is improved in response to occasions where we think we could have done better. They are complex documents which are compiled by an independent reviewer who brings together information from all agencies involved in caring for the person who was receiving services.

Following the completion of a SAR, the Safeguarding Adults Board in Hackney formulates and oversees an action plan in response to the recommendations of the review. We will aim to complete the action plans for these two SARs in the next year where possible. For more detailed information on the safeguarding reviews from 2018–19 and the response to them, please go to



[hackney.gov.uk/chsab-sars](https://hackney.gov.uk/chsab-sars)

## Future Plans for 2019–20

### Continuing our approach to recruitment

We will continue to grow our permanent workforce. Phase two of the recruitment campaign is planned for June 2019 and will be for all levels of social care staff.

To support our new workers, we will be planning a new Adult Services induction programme. This will induct all new starters into Adult Services into Hackney's ethos. This includes understanding our strengths-based approach which recognises the strengths of individuals, and seeks to support people to make best use of their existing resources, to ensure they can live as independently as possible, for as long as possible.

We will gather feedback and learning from the induction of our phase one new starters into further long term induction plans for the department. This will include consulting people who use services to get their views on the induction for our permanent workforce.

### Moving to the Three Conversations approach across the borough

This year we will be launching our first innovation site, with a team of eight practitioners ranging from social workers to occupational therapists. The practitioners themselves have been key in the initial stages of shaping processes and understanding ways of working linked to the approach.

Throughout the duration of innovation site, which will initially be 12 weeks, we will be learning about what works and what doesn't. We will then be using this learning to roll out this approach to other teams across Adult Services.

**We will:**

- continue to work with Experts by Experience, involving them to support us in shaping this new way of working and keeping them informed on progress.
- build on partnerships with our health and voluntary and community sector colleagues, creating further understanding of Three Conversations and how we can work together to support the approach.
- focus on methods to upskill staff by promoting a more collaborative way of working within the whole of adult services, including exploring how service users and carers can be involved in these developments, for example through learning and development delivered by service users and carers directly.

### Progress on working together better across health and social care – the Neighbourhoods Programme

#### In the next year, the Adult Social Care Neighbourhoods project will:

- Plan and develop more joined up working with other organisations that are involved in providing care and support for people who have complex needs such as GPs, mental health teams and the voluntary and community sector.
- Co-produce with Experts by Experience multi-agency approaches to case management in a personalised way.
- Work with the multi-disciplinary team to understand how people can access our services more easily and quickly.
- Test working with different professionals to improve quality of life outcomes for people where there are safeguarding concerns.
- Embed lessons learnt of new ways of working within the Neighbourhoods back into the wider Adult Services teams.

### Housing with Care

Although a lot of improvements have been made to Housing with Care, we recognise there is more to do. Next year we will:

- Continue to run the Housing with Care forums every 3 months, with Healthwatch Hackney, to gather feedback from people using the service, their carers and relatives and use that feedback to improve the service.
- Set up a co-production group so people using the service and relatives can plan service improvements in partnership with staff.
- Quality check all updated service user records.
- Continue careful quality checks of the whole service, and make sure it keeps improving based on findings and feedback.
- Improve our tracking of relatives' contact preferences to make sure they receive all communications.
- Embed all of the improvements, including continuing to support staff with training and events.
- Recruit more permanent staff.

### Improving services for people with learning disabilities

Over the past year, the Strategy for Learning Disabled People has been developed by the Learning Disability Partnership Forum. The Learning Disability Partnership Forum is a group of learning disabled people who use our services, families and carers and relevant partners. The group is co-chaired by a person who uses services and the Head of Commissioning for Adult Social Care.

The strategy focuses on four themes that are important to local learning disabled people:

- My community
- My health
- Independence
- Where I live

The strategy will be launched this year and aims to ensure learning disabled people are active and valued in a community which is accessible and enabling, with the same opportunities as anyone else in the community. If the strategy is realised, learning disabled people will lead full, healthy and happy lives, achieving their potential.

In addition to this piece of work, we will aim to strengthen our commissioning strategy for people with learning disabilities including for those transitioning from young people's services. This will include:

- formalised, fair processes in place which will increase the quality of the options available and the amount of control and choice service users have
- reducing the use of urgent, unplanned purchases to ensure care packages are personalised, integrated and cost less

### Assistive Technology

Assistive Technology is defined as software applications and technological hardware that can better enable individuals to live independently, healthily and confidently. It is an area where we are exploring innovative approaches with people who use our services. Hackney has been gathering information to inform our approach. In October 2018 a marketplace event was held, with a number of manufacturers demonstrating their products to the public and Council staff. Following this, the Council began comparing our technology

offer against neighbouring boroughs, and researching the opportunities that technology can bring to help people live more independently.

#### **In the next year, the project will:**

- focus on the needs of people who use our services that technology may be able to address
- pilot a number of new products responding to these needs
- involve people who could benefit from assistive technology in designing our approach
- evaluate the new products according to how helpful they are to the people that use them

### Housing Related Support

This project is seeking to procure innovative and evidence based housing related support services for vulnerable people across Hackney. The project includes an integrated floating support service covering both support provided to people in their existing homes and support attached to particular types of accommodation.

#### **The service covers:**

- people with mental health needs
- people with a learning disability
- older age adults
- young people in transition to Adult Services
- young adults
- priority parents
- those placed in temporary accommodation awaiting permanent housing by the Council
- those moving on from homeless hostel provision, who have multiple complex needs

The new service will be efficient and fit for the future, improving quality of life and helping people re-engage in their local communities. All services will provide practice that supports people to develop their independent living skills and work towards fulfilling personal goals, aspirations and wellbeing. This year we carried out an independent consultation of people who use floating support services to inform the new model. We will continue to work with people who use these services to ensure they are contributing to this development.

The project introduces the Housing First model, a new, innovative approach which addresses the health and housing needs of those that need support from lots of different services, whilst adding value and delivering potential savings across the local health and care system. By supporting people into stable accommodation and enabling them to address their health issues, this service will reduce levels of need across a marginalised and vulnerable group.

## Autism Strategy

Over the last year the Autism Alliance Board, co-chaired by the Director of Adult Services and an autistic resident, has been working on co-producing a City and Hackney Autism Strategy.

Hackney believes that all autistic people living or working in City and Hackney should be able to live fulfilling and rewarding lives within a society that accepts and understands them.

### They should be able to:

- get a diagnosis
- get access to appropriate support if needed
- depend on mainstream public service functions to treat them fairly, whilst identifying and responding to their diverse needs
- be able to contribute to society through improved education and employment opportunities.

Individuals, their families, carers and professionals should be informed, supported and equipped to enable this to be achieved.

This strategy has been co-produced, and we have worked with, heard and listened to many autistic residents and their families and carers over the last two years of the development of this document.

The strategy is due to be presented to the Autism Alliance Board later this year, and will then progress through the Hackney and City governance arrangements in order to be adopted. Following this an annual action plan will be developed and progress monitored by the Autism Alliance Board.



## Ethnicity

Hackney is a rich, vibrant mix of different communities and is the sixth most diverse borough in London. Historically, Hackney has welcomed people from around the world, and there are well established Caribbean, Turkish and Kurdish, Vietnamese and Orthodox Jewish communities as well as newer communities of people from African countries and Eastern Europe.

Hackney has one of the largest groups of Charedi Jewish people in Europe who predominantly live in the north east of the borough and represent 7 % of the borough's overall population. At least 4.5 % of Hackney's residents are Turkish and are mainly concentrated in the South, East and Central parts of the borough. At least 89 different languages are spoken in the borough.

<b>Ethnic group</b>	<b>Hackney</b>	<b>London</b>	<b>England</b>
White: English/Welsh/Scottish/Northern Irish/British	36.2%	44.9%	79.8%
White: Irish	2.1%	2.2%	1%
White: Gypsy or Irish Traveller	0.2%	0.1%	0.1%
White: Other White	16.2%	12.6%	4.6%
Mixed/multiple ethnic group: White and Black Caribbean	2.0%	1.5%	0.8%
Mixed/multiple ethnic group: White and Black African	1.2%	0.8%	0.3%
Mixed/multiple ethnic group: White and Asian	1.2%	1.3%	0.6%
Mixed/multiple ethnic group: Other Mixed	2.0%	1.5%	0.5%
Asian/Asian British: Indian	3.1%	6.6%	2.6%
Asian/Asian British: Pakistani	0.8%	2.7%	2.1%
Asian/Asian British: Bangladeshi	2.5%	2.7%	0.8%
Asian/Asian British: Chinese	1.4%	1.5%	0.7%
Asian/Asian British: Other Asian	2.7%	4.9%	1.5%
Black/African/Caribbean/Black British: African	11.4%	7.0%	1.8%
Black/African/Caribbean/Black British: Caribbean	7.8%	4.2%	1.1%
Black/African/Caribbean/Black British: Other Black	3.9%	2.1%	0.5%
Other ethnic group: Arab	0.7%	1.3%	0.4%
Other ethnic group: Any other ethnic group	4.6%	2.1%	0.6%

Source: 2011 Census, % of resident population

## Adult Social Care in Numbers

Despite reduced resources, in 2018–19 we received 6975 requests for support. These were for a wide range of services, including:

**1,606**

people received one off or ongoing low level support (e.g. occupational therapy, (OT), compared to **1,648** in 2017–18

**3,142**

people were directed to other types of help and support compared with **3,338** in 2017–18

**77%** <sup>+</sup>

of referrals came through the community

**18%**

came from the hospital

**3%**

were a diversion from people being admitted to hospital



**709**

people started to receive an ongoing service including community activities compared with **795** in 2017–18:

**669 community based services** compared to **760** in 2017–18

**16 in Residential Care** compared to **9** in 2017–18

**24 in Nursing Care** compared to **6** in 2017–18



**322**

people used reablement services to help them regain independence compared to **406** in 2017–18

**87%**

of people who use services say the services they use make them feel safe and secure

**72%**

of people who use services say they have control over their life

**1,092**

people did not receive a service for a variety of reasons including:

- declining the service
- moving out of Hackney
- service no longer required
- service was paid for
- they were not eligible

compared to **1,280** in 2017–18



**457**

decided to take their personal budget as a direct payment, either in full or in part



## Adult Social Care in Numbers

**3,222**

adults in Hackney used our services last year

**2,012**

users of Adult Social Care were over 65

**1,210**

users of Adult Social Care were aged between 18–64



Of those people receiving long term services:

**352**

received mental health support

**571**

received support for a learning disability

**704**

received support with memory and cognition



**1,392**

safeguarding concerns were raised

**34.2%**

of all concerns raised (477) led to statutory investigations.

The most common categories of abuse this year was neglect.

In 2017–18, this was financial abuse.



There were **1,136**

carers supported by Adult Services

**740** of these carers were new to services

**1,031** carers were assessed by Adult Services, an increase of 40 from last year

**192** carers received a direct payment, an increase from 159 from last year.

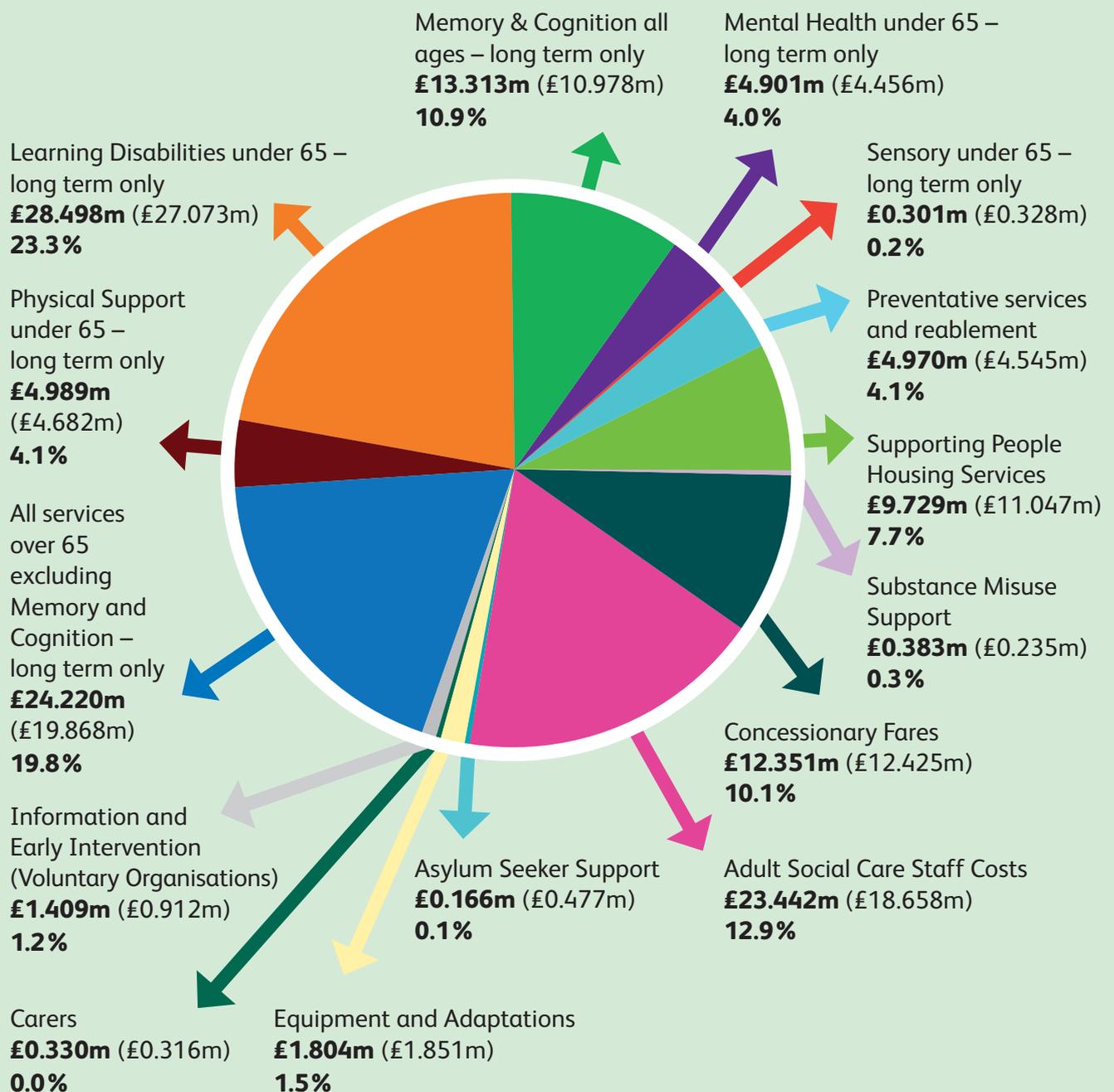
**90** carers were benefiting from respite, an increase from 60

Those Carers who did not receive a Direct Payment would have been provided with a range of support including information and advice and signposting.

## What we spent in 2018–19

Our 2018–19 gross spend was **£130.81m** (2017–18 gross spend was **£117.851m**)  
 The amount spent per service area is shown in the pie chart below:

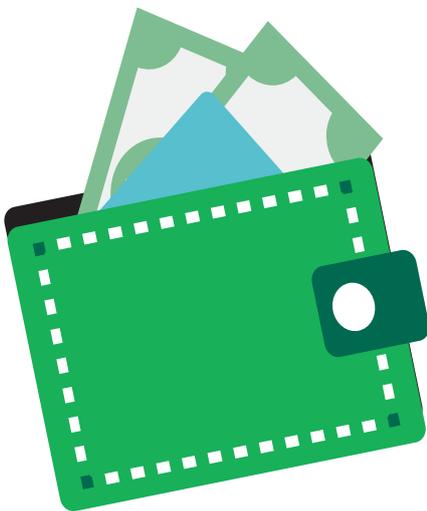
Figures in brackets = 2017–18 figures  
 Percentages = amount spent per service area



## Making the most of your money

Cuts in central government funding have again resulted in challenging decisions being made on the services the Council is able to deliver to residents. We continue to look to ensure that our most vulnerable residents are protected and have access to the information and support that they require at the earliest possible opportunity.

We continue to believe that by working together with partners, such as City and Hackney Clinical Commissioning Group, and focusing on residents being able to access services earlier, we can support residents to live healthy, active lives and to build a support network that will enable them to remain in their communities, living as independently as possible, for as long as possible.



## Savings

As with all areas of the Council, Adult Social Care is expected to contribute towards the Council's required savings targets. Since 2010–11 we have been working to achieve approximately £29m in savings.



We continue to spend around a third of Hackney Council's General Fund on adult social care. The Council continues to have to make savings, and we have tried to minimise the impact of these savings on Adult Social Care services. The Council's commitment to these services is reflected in the fact that the £2.3m saved in 2018–19 takes the total savings delivered by Adult Social Care to £29m, (21 %) of the overall Council savings achieved to date of £140m. The savings have primarily been achieved by commissioners working with providers of social care services to realise efficiencies in current ways of working. This includes negotiating with suppliers to reduce contract costs through more efficient ways of delivering services.

## Compliments and complaints

### Complaints

In 2018–19, the London Borough of Hackney received 84 complaints about Adult Social Care services, a decrease of 12%, following a decrease of 25% in 2017–18.

68 of these complaints were concluded during the year and seven remain outstanding. Nine complaints received were not investigated for one of the following reasons:

- consent had not been provided
- the complaint was a duplicate
- the complaint needed to be investigated by Legal Services
- there was not enough information to proceed



Of the 68 complaints investigated, 25 (37%) were considered to be well founded. Three complaints were progressed to the Local Government and Social Care Ombudsman (LGSCO) in 2018–19 and two of these were upheld.

For further information on the LGSCO please go to

 [lgo.org.uk/](https://lgo.org.uk/)

We review all complaints and ensure that we learn from them. Some of our learning points from these complaints included:

- Reflecting with our staff about the experiences of those who had made complaints.
- Reviewing the information and the way in which we provide information regarding financial contributions.

There is no specified time limit for responding to complaints and it is expected that timeframes for a response are agreed with the individual making the complaint. The average time taken to respond has increased from 28 working days to 55 working days. This may be because new procedures aim to resolve issues at first point of contact, i.e. before they turn into a complaint. The complaints brought through the formal process have been the more complex cases, often involving multiple teams. The time it takes to respond to complaints is monitored carefully.

## Types of complaints



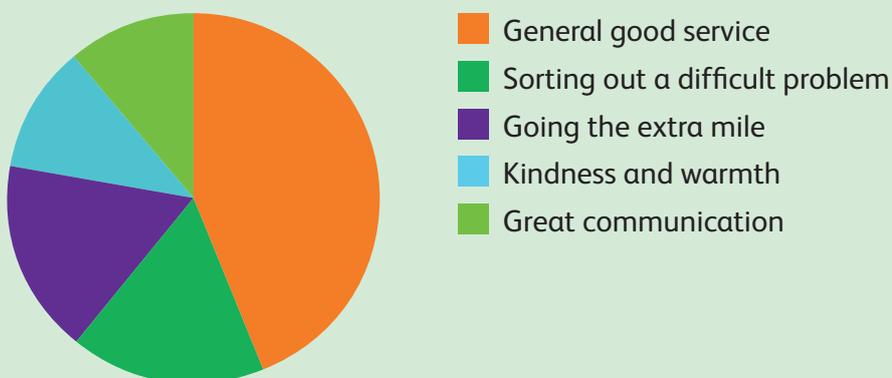
Adult services are working closely with Experts by Experience on our complaints process, and next year (2019–20) we will be working together to produce an accessible complaints leaflet, providing an overview of our complaints process.

In the coming months we will be signing up to the ‘Hackney Health and Social Care Complaints Charter’ which aims to improve our handling of complaints.

## Compliments

There were 18 formal compliments received about our services or individual members of staff in 2018–19.

Our staff work directly with people who use our services and we recognise that we do not always hear about the informal ‘thank yous’ that they receive. We have put the compliments in some categories to give a flavour of the things people appreciate.



We want to make things better and continue to use compliments, complaints and suggestions to improve our services.

## How to give a compliment or make a complaint

We will always try and work with you to fix things when we get things wrong. You can feedback to the London Borough of Hackney in the following ways:



**Online at:** [hackney.gov.uk/complaints](https://hackney.gov.uk/complaints)  
**By email:** [adult.complaints@hackney.gov.uk](mailto:adult.complaints@hackney.gov.uk)

**In writing:**  
 Adult Social Care Complaints  
 Hackney Service Centre,  
 1 Hillman Street E8 1DY  
 Telephone: 020 8356 1702

## Working with people who use our services and carers (co-production)

Hackney continues to involve people who use our services, and their carers, (Experts by Experience) in the design and management of our services as much as possible. People who use our services, and carers, are represented on our boards and recruitment and procurement panels. Their feedback is also gained through focus groups, user engagement panels and surveys. We have also set up a local 'Making it Real' initiative.

**Making it Real** is an opportunity for people who use services, their carers and community groups to work with health and care partners;

- To improve things
- To work in partnership with Hackney Council to make real changes
- To agree priority areas for improvement
- To make sure things get done
- To promote independence

## Some feedback from Making it Real Board members:

“Co-production is being treated as an equal, being listened to and involved from the beginning.”



“Money’s tight so you need to speak to people using the services to see what is working and what isn’t.”

“It is satisfying to know that your input and contribution is valued and used by the Council to shape services and policy.”





## Feedback

### We said...

**Experts by Experience would be on the recruitment panel for key roles in the department.**

**We would increase resident and carer involvement in the Making it Real Board and across the department, including increasing support, training and accessibility to remove barriers to participation.**

**We would finalise and roll out a remuneration policy for those participating in co-production.**

### We did...

Experts by Experience are now on panels for key roles in the department. In the future we hope this will be for all roles.

We have developed a Working Together strategy which sets out our aim of embedding co-production as a way of working across the department. We are holding sessions with staff and people who use our services to ensure we work together in a more meaningful way.

We have now established a reward and recognition policy which has been co-produced with people who use our services – this is currently being rolled out across the department.

## Working together in partnership in the last year we have co-produced...

- A campaign to raise awareness of financial abuse and keep people safe
- Direct Payments and Care Charging Guidance Booklets
- Hackney Website pages for Autism and Safeguarding
- Participating in the review of the Information and Assessment Service
- Involvement in redesign of the Carer's Service
- Testing of the iCare website
- Improvements to the accessibility of Abney Park
- City and Hackney Safeguarding Adults Board – Annual priorities

## And we're still working on more...

- City and Hackney Autism Strategy
- Working better together across Health and Social Care
- Learning Disability Strategy and redesign of the service
- Supporting the Housing with Care improvement plan
- Supporting people to leave hospital on time – improving the process and information available
- Evaluating the new Carer's Service
- Leading staff sessions on co-production
- Reviewing training offer for staff in the department
- Involvement in recruitment panels and inductions for staff
- Involvement in commissioning and procurement of services

## In the next year we also want to:

- Continue to promote a more person-centred approach to care and support through supporting the development of the Three Conversations approach.
- Look to encourage more co-production across health and social care to ensure we are working in a more joined up and collaborative way.
- Engage with diverse groups in the community that are representative of the population of Hackney.
- Work more to include people who have multiple, complex needs and varying communication abilities.
- Continue to offer different levels of involvement including options for those who may be unable to attend meetings.

### How to get involved in working with us:

To make sure that our services are person-centred and to help us improve the way we do things, we have a number of opportunities to get involved in working with us.



**If you are interested and want to find out more, please contact:**

[userengagement@hackney.gov.uk](mailto:userengagement@hackney.gov.uk)

### We offer:

- training and support to ensure people are able to become involved
- a reward and recognition scheme
- flexible and accessible options to participate
- opportunities to learn more about how the Council works and to help us shape services
- various ways for the Council to hear your views

## Support for older people



### Feedback

#### We said...

**We would launch a new lunch club service for people aged 55 and over in Autumn 2018. This was to include health and wellbeing related activities and clear pathways into other services which may be helpful.**

**We would review the meals provision in the borough and ensure that we are providing the best offer in relation to residents' needs and circumstances.**

**We would develop a comprehensive older people strategy in consultation with other departments of the Council to ensure we are an older people friendly borough.**

**We would create a joint dementia strategy with partners on the Dementia Alliance Board to identify gaps in current service provision and what future services need to look like.**

#### We did...

We have launched the new lunch club service successfully and it is a well utilised and liked service.

We established that the previous service was not personalised enough and did not meet users' needs. We have reviewed all people who were in receipt of this service and implemented provision of their choice of service to meet their nutritional and cultural needs.

The Chief Executive's Directorate is developing the Ageing Well strategy in consultation with older residents. Adult Services contributes significantly to this work. The strategy will aim to ensure that Hackney is an older people friendly borough.

We are working in partnership with the Dementia Alliance Board and we have developed a pathway for all individuals diagnosed with dementia to ensure they have the support they need from the various health and social care agencies. This includes a navigator from the Alzheimer's Society being assigned to each individual to support them.

### Key Achievements in 2018–19

- A project team has looked at a faster, more efficient response for people coming out of hospital to ensure they get personalised packages of care that promote their independence.
- We have worked closely with our housing providers to ensure there is a wide range of accommodation available which is accessible and able to meet a variety of needs.
- We opened Oswald Street, a state-of-the-art day centre. This new building brings together all existing day centre services under one roof and will be used by people with a range of complex needs including dementia, learning disabilities, physical disabilities and autism. The centre was co-designed with people who use the service, their families and partner organisations such as Healthwatch Hackney.
- We continue to increase the number of people we support in the community in their own homes and avoid their entry into institutional care.
- We have worked closely with the London Fire Brigade to support households where there are vulnerable adults and potential fire risks to ensure those homes are as safe as possible.

### In 2019–20:

- We will continue to work to improve our Housing with Care service to ensure it meets the needs of people who use the service.
- We will work with doctors, community nurses and voluntary and community organisations to get people the support they need without having to approach lots of different services.
- We will continue to improve our use of community resources to support people who use our services.
- We will improve how we use technology, coming up with creative ways to make services easier to access and making services easier to use with people's own devices.



**PIONEERING** – we will always look for new and better ways of doing things. We value working with service users to make sure we identify what is important to you and make sure you are part of shaping services.

## Support for people with a learning disability, including those transitioning from young people’s services to adult services



### Feedback

#### We said...

**We would deliver the new pathways as recommended by the Integrated Learning Disability Service review, to improve access and intervention with service users on an increased multi-disciplinary basis.**

#### We did...

We now have four multi-disciplinary pathways in place:

- Preparing for Adulthood
- Intensive Support Team
- Referral & Review
- Ongoing Support

All pathways include psychiatry, psychology, occupational therapy, physiotherapy, speech and language, mental health, nursing, social work and dietitian support. We are continuing to recruit to these pathways to improve the experience of service users.

**We would recruit permanent staff to the team to bring stability and expertise.**

We have recruited to some posts but not all – progress has been made but there is still more to do.

**We would take forward the Shared Lives offer.**

We improved our CQC rating to ‘Good’ in July 2019 and can now start our recruitment campaign for new carers.

**We would have an embedded employment support service.**

We have workers from Hackney Supported Employment Service who sit with our team every week to take referrals and discuss their support needs. We have had a number of successes in getting people into work.

**We would introduce a new multi-disciplinary transitions team by April 2019.**

We did this on schedule, although there is still some recruitment to be completed.

**There would be an allocated transitions worker for all 17-year-olds by April 2019.**

We have increased the number of young people with a transitions worker and are still working to make sure everyone has someone by their 18th birthday.

**There would be a transitions worker present at all year 9 reviews where it has been identified that a young person may have adult social care needs.**

Although we have attended many year 9 reviews, we need to ensure we are invited to and attend all reviews.

**The transitions team would be present at all open days and parents evenings at special schools and colleges post 16.**

We have attended all those events we have been invited to and made lots of useful connections with parents, young people and education professionals.

**We would increase the number of personal budgets and direct payments for young people transitioning from Children’s to Adult’s Services.**

We are still working on this – we are seeking to make sure the direct payment card that young people use as children can stay with them when they move to Adult Services.

### Achievements:

- Our Shared Lives service is now rated as ‘Good’ by the CQC which will enhance our ability to recruit carers.
- Our recruitment of new permanent staff has stabilised the service. Along with the new team structure, this has also improved the quality of our offer.
- We have a senior psychologist supporting the whole service who can provide support and advice to all staff as and when they need it.
- All of our recruitment involves service users with learning disabilities on the interview panels, ensuring our recruitment is approved by those who make use of our services.
- Our new Transitions logo and communications material was designed with young people with profound and multiple learning disabilities from Ickburgh School.
- Our Shared Lives event was an opportunity, for people who use the service and their carers, to celebrate the scheme and the positive outcomes it has had. Catering for the event was provided by Haggerston Perk cafe, which is staffed by people with learning disabilities.
- We commissioned Hive, a local social enterprise focused on promoting better understanding of disability issues, to do some work with Shared Lives service users and carers to improve this service – their recommendations are now being implemented.

### In 2019–20:

- We will be an innovation site for the Three Conversations model – we will be one of the first multi-disciplinary teams in the country to use the model.
- We want to use this new approach to reduce waiting times for service users, especially those waiting for assessments.
- We have a programme of work relating to assistive technology and we are hoping to come up with solutions for young people to be more independent as they transition.
- Now we are a multi-disciplinary team, including health and social care professionals, we are going to be inspected as a service by CQC. This is both a challenge for the year ahead and will provide useful feedback for our new ways of working.



**AMBITIOUS** – we want an excellent service, and a lot of the changes we have made in the past year support this, but we have much more to do.

## Support for carers in Hackney



### Feedback

#### We said...

**We would redesign the carers service, using a co-production approach to ensure service users and carers are at the centre of the new service.**

#### We did...

We have been meeting with carers over the course of the redesign process to help co-produce key parts of the service. The new service is due to launch in October 2019. This new service will prioritise simplifying the process of getting an assessment, reaching more carers, and ensuring support is both high quality and delivered as quickly as possible.

**We would continue to improve timescales and carers' experiences of assessments.**

We set up a team in Hackney to improve the quality of carers' assessments and reduce waiting times. Despite this we recognise there is more to be done to improve carers' experiences and we hope our new service will do that.

**We would develop a clearer pathway so carers know where to go for information, advice, support and other services.**

We continued to work with our community providers to promote the carers' services available and this was at the heart of the design of the new carers service.

## Achievements

- We held a number of events for carers across the borough for Carers Rights Day in November and Carers Week in June.
- Carers report their satisfaction with the assessment process has improved over the year.
- We have been proud of our record of involving a group of carers in the redesign process and ensuring that carers' needs are at the heart of the new service.
- We also carried out a significant consultation with carers who could not be fully involved in the redesign due to their other commitments.
- Our bi-annual Carers Survey demonstrated improvements in all but one area.

## Areas for improvement

- We know we need to make sure carers hear about the outcomes of their assessments more quickly – we think the new service will assist with this but it needs to be tested.
- We know carers have found that communication between organisations has not been as streamlined as they wanted - we think the way the new service has been designed will prevent this in future.
- Whilst our bi-annual Carers survey demonstrated improvements, we still have more work to do, to bring our performance in line with other comparative Local Authorities.

## In 2019–20 we will:

- Launch the redesigned service for carers in October 2019.
- Deliver much more proactive outreach in the community for carers, increasing the accessibility of support for carers, especially for those who have not approached us in the past.
- Our group of carers who were involved in the redesign will continue to support and advise carers services.
- We are aiming to make carers assessments more personalised and strengths-based.



**PROACTIVE** – and positive in the way we approach problems and challenges and take up opportunities which come our way.

## Support for people affected by substance misuse



### Feedback

#### We said...

**We would increase distribution of anti-overdose medication to prevent drug related deaths.**

#### We did...

We now offer anti-overdose medication to people who are at high risk of needing it and their families and carers through specially trained agencies.

**We would increase support available for people with both substance misuse and mental health needs.**

Following a successful application, we received additional funding from the City and Hackney Clinical Commissioning Group (CCG) to run a 1 year pilot that aims to increase accessibility to mental health treatment and support for vulnerable people, including those dependant on substances and/or that are homeless.

**We would implement a digital intervention to improve support and information for alcohol users.**

We have designed and developed a website to support people in understanding their alcohol consumption and the support available to them.

**We would implement lessons learned from our two year service pilot supporting clients with multiple needs.**

Following the evaluation of the pilot, the Supporting Transitions and Empowering People (STEPS) team have supported Hackney Recovery Service to effectively support service users with multiple and complex health and social care needs to engage successfully with treatment via regular communication and partnership working.

**We would increase the accessibility of support services for alcohol users in Hackney.**

We implemented Healthy Living Clinics in four GP surgeries across Hackney to ensure there was easy to access support in the community for people concerned about their alcohol use.

### Achievements

- We received funding from the CCG to improve access to mental health services for drug and alcohol users engaged with Hackney Recovery Service. This will be delivered in partnership with the Green House GP surgery.
- We are in the top quartile range for comparator boroughs for the number of opiate users who successfully complete treatment.
- We have developed a hepatitis C clinic within the Hackney Recovery Service, so those with the disease can receive treatment directly at the clinic.

### Areas for improvement

- We recognise that we need to provide an attractive and accessible service which meets the needs of all sections of the community – this is a key focus of our new service which has the following vision:

**‘Improving the quality of life for people affected by substance misuse by providing an excellent drug and alcohol treatment service that promotes recovery, reduces harm and is accessible and attractive to those who need support across the City of London and Hackney.’**

### In 2019–20 we will:

- Complete and evaluate the pilot that will increase accessibility to mental health services for drug and alcohol users engaged with Hackney Recovery Service.
- Recommission the service for drug and alcohol users in Hackney. The new service will focus on some of the following areas:
  - Increasing the amount of outreach delivered by the service, providing an increased assertive response to local drug and alcohol users to receive the support and treatment they need.
  - Widening the accessibility of treatment provision, increasing the operating hours of the service to at least 6 days a week, with ‘out of hours’ provision in the evenings and the weekends. Treatment will be delivered in various locations across the City of London and Hackney (including a treatment hub, health and social care locations and other community settings) using the Neighbourhood Model.
  - Enhance treatment delivery and outcomes by adopting a ‘whole person’ approach to support health and social care needs and improve the general health and wellbeing of those who use the service. This will include enhancing the mental health offer within the service.
  - Aim to have a role in the prevention of drug and alcohol misuse via national and local campaigns and providing training to universal services and front line staff who are likely to have direct contact with individuals at risk of developing problems with drugs and alcohol.



**INCLUSIVE** – our service users come from all walks of life, we work to ensure that our services reflect those varying needs.

## Support for people with a physical or sensory impairment



### Feedback

#### We said...

**We would review what provision is out there in the community to identify gaps and ensure that sensory resources are maximised rather than duplicated.**

**We would trial joint health and social care budgets.**

**We would procure a new contract to provide equipment to keep people safe and independent in their homes.**

#### We did...

We have been working in partnership with third sector stakeholders to provide a comprehensive service for people with sensory impairments.

Where appropriate we work with health colleagues in identifying people's needs and implement joint health and social care budgets to ensure their needs are being met.

We procured a new contract with a new equipment provider and subsequently have been able to achieve our aim of providing equipment to help keep people safe and independent in their home, thus reducing and delaying care needs, and preventing hospital admissions, where possible.

## Achievements

- We have maintained good performance in waiting times for assessments.
- We have maintained a consistent staff team which improves the experience of service users.
- We have been part of a project which has reviewed complex care packages to produce more personalised provision of services.
- We have received positive feedback on our delivery of aids and adaptations for people with physical disabilities, living in Hackney Council properties.

## Areas for improvement

- Working closely with public sector housing to improve the provision and experience of Hackney residents applying for Disabled Facilities Grants (DFG). These grants are available from Local Authorities to pay for essential housing adaptations to help disabled people stay in their own homes. The application process is currently taking too long and we are seeking to improve this.
- We recognise that there have been some initial problems with the new equipment provider. We have worked hard and been successful in working with the new provider to achieve a resolution.

## In 2019–20 we will:

- Continue to put our service users at the centre of our service delivery.
- Work closely with private sector housing to improve the DFG grant process.
- Review the occupational therapy service to ensure there is sufficient skills and capacity to deliver strengths-based practice and maintain the independence of people who use our services.



**AMBITIOUS** – for Hackney, and for ourselves, always seeking to be the best at what we do, and to get the best for the people of Hackney.

## Support for people with mental health needs



### Feedback

#### We said...

**We would ensure our staff are meeting their mandatory training needs.**

**We would reduce the time people wait to access health services such as psychological therapies.**

**We would ensure we are supporting our LGBTQ+ patients and staff.**

**We would trial the new Housing First project and come up with other strategies to support the housing needs of people with complex and mental health needs.**

**We would continue to ensure we meet all our statutory responsibilities and deliver high quality support to all residents with mental health needs.**

#### We did...

We have seen a greatly increased uptake of mandatory training but we still have some staff to engage.

Last year 85% of patients were assessed within 11 weeks of referral. This is now regularly 95%. Last year under 40% were starting treatment within 18 weeks. This is now over 75%.

The East London Foundation Trust now has an LGBTQ+ staff forum and is rolling out training around LGBTQ+ issues to all staff. In addition, the City and Hackney Recovery College runs an LGBTQ+ course for staff and patients.

We have attended workshops and panels for the Housing First service which will launch in early 2020. We're working closely with the Shared Lives scheme to look at how we can increase places for people with mental health problems.

We strive to provide outstanding mental health services for residents in partnership with those who use our services – from times of crisis to recovery. Quality improvement is embedded in the way we work and we actively facilitate service user participation in the design, development, tendering and monitoring of the services we deliver.

## Achievements

- Further developed our crisis services to provide more alternatives to Accident and Emergency – our crisis cafe and service user network groups are examples of this. We are continuing to invest in and develop these services.
- We have received funding to set up a street homeless unit – East London Foundation Trust will be providing clinical input into this.
- We continue to pioneer several quality improvement projects which involve service users – for example all our classes at the Recovery College, which offers courses that empower people to become experts in their own self-care and wellbeing, are designed and taught by service users.

## Areas for improvement

- Making better use of our NHS and local authority computer systems to ensure people who use our services receive seamless care.
- Improving our processes to make sure we have an accurate picture of our safeguarding concerns.
- Making sure mental health social workers have a closer relationship with their local authority counterparts.

## In 2019–20 we will:

- Transform the way we provide community mental health care by integrating care into smaller local neighbourhoods. This will take a more holistic approach to mental health and living good lives. This is an 18 month project starting this year with service users involved in design and development.
- Further extend provision for people in mental health crisis.
- Focus on meeting the health and social care needs of people with a serious mental illness who may not be open to our community mental health team.
- Launch new supported housing services that will better meet the needs of local people.
- Increase opportunities to work with service users in assessing the quality of our supported housing services.
- Continue work on our new street homeless service.



**AMBITIOUS** – for our service users to lead the best lives possible.

## Support for adults who maybe at risk



### Feedback

#### We said...

**We would communicate with residents about what the City and Hackney Safeguarding Board is doing to keep adults safe.**

**We would provide simple safeguarding information in order for service users and carers to be informal ambassadors in the community for safeguarding.**

**We would have safeguarding information advertised across the boroughs.**

**We would have an effective service user group to be critical friends to the Board.**

**We would help partners to have a better understanding of advocacy to ensure as many service users have access to this service when needed as possible.**

#### We did...

We have released three newsletters to the public this year and we aim to do this quarterly next year.

We now have 11 safeguarding champions, mainly people working in the private and voluntary sectors but also some service users. They have delivered 11 safeguarding workshops in the community to 225 residents. There is further training planned for new champions in 2019–20.

We completed a financial abuse awareness campaign which was co-produced with service users and advertised across the boroughs. This included leaflets and posters on how to keep safe, an article in Hackney Today and a social media campaign. This had good feedback from residents.

We do have a service user engagement group but the number of service users involved is not where we would like it to be. We will continue advertising and recruiting service users to achieve this aim.

We continue to promote the importance of advocacy – in 97% of cases where people lacked capacity in 2018–19, they were represented by an advocate or friend/family member. We will be continuing to look at how we can ensure advocates are fully utilised in the coming year.

### Achievements:

- Continued to improve the information we collect about safeguarding activity so that we can ensure that the work we do reflects the needs of the community.
- Held a staff forum to help us understand where staff have improved their safeguarding and what further actions they need.
- Asked our partners to review their performance internally in relation to safeguarding activity and used the findings to help the City and Hackney Safeguarding Adults Board develop priorities for 2019–20.
- Worked with other Boards to make sure that where we have joint responsibilities and we are committed to working well together.
- Published two Safeguarding Adult Reviews (SARs) that have told us what we need to do better to support adults at risk of abuse and neglect in the community.
- Ensured that relevant actions from SARs are included in the health and social care transformation agenda and neighbourhood model.
- Set the terms of reference for a task and finish group on Homelessness and Safeguarding.

### Key areas for improvement

- Despite efforts to hear directly from people who have experienced safeguarding services, we have not been as successful as we would like.
- We have had to carry over some work to 2019–20 such as agreeing the Modern Slavery Protocol and recording guidelines.
- Continue to ensure learning from SARs and recommendations for change are embedded in local practice.

### In 2019–20 we will:

- Work around providing assurance to the Board that processes are in place to safeguard people who have care and support needs and are homeless.
- Ensure safeguarding is included within other parts of the Council’s priorities and strategies.
- Finalise the Modern Day Slavery strategy which is being produced with the Community Safety Partnership and Children’s Safeguarding Partnership.



**INCLUSIVE** – ensuring service users have a voice in safeguarding.

## How to contact us

Here is all the information you need if you want to get in touch with us.

We value your comments, compliments and suggestions to help us provide better services:

Information and Assessment Team  
Hackney Service Centre  
1 Hillman Street  
E8 1DY

Tel: 020 8356 6262

Email: [access@hackney.gov.uk](mailto:access@hackney.gov.uk)



### Hackney iCare

An online resource that provides information and advice about adult social care, health and cultural and wellbeing services across the borough that are provided by statutory, voluntary and private sector providers.



[hackneyicare.org.uk](http://hackneyicare.org.uk)

## How to find us

