

Health and Adults Services

Local Account 2023-2024

 **Our
Greenwich**


ROYAL *borough of*
GREENWICH



What is a Local Account?

A Local Account is an annual report that gives our residents an insight into how our social care and health services are performing and the impact they have had. In this report, you can find details on our achievements within adult social care as well as an update on upcoming priorities.



Cllr Mariam Lolavar
Cabinet Member for Health,
Adult Social Care and
Borough of Sanctuary

We are delighted to present to you our 2023-24 Local Account. This is a comprehensive report that analyses the performance of the Royal Borough of Greenwich's Health and Adult Services in the previous financial year. This report will provide valuable insights into our achievements and outline our future plans in line with our corporate plan: Our Greenwich.

Our primary objective is to support people's health and wellbeing so they can live their best lives. To ensure this, we are constantly striving to deliver services of the highest quality. This report will offer an in-depth analysis of how funding has been allocated to maintain excellence within our services.

Despite challenges faced nationally the Royal Borough of Greenwich and providers are working together to deliver adult social care services to residents with an increased focus on integration with the health service.

Throughout 2023-24, we have continued to transform our services. We have successfully implemented various initiatives throughout the

year, from maximising the reablement service to modernising learning disability services. Each decision has residents' best interests at heart, even in the face of national financial challenges. We've had to make tough decisions this year to keep a balanced budget, and that will continue next year too. Like many other councils, our funding under the previous government was halved over the last decade but the costs and demand of providing social care for adults continues to rise. Thanks to our proactive transformation work and financial management we're in a much better place than many other London authorities.

Our partnerships with Health Services and the Voluntary and Community Sector have continued to strengthen throughout this period, and our shared learning is now being used to consider and support our residents and communities through another difficult period as the cost-of-living crisis deepens.

In the Royal Borough of Greenwich, we are focusing on a strength-based approach by making the most of everyone's abilities and potential to be as active and independent as possible, so that people get the right support when they need it. This includes making full use of our connections, social networks and community resources to include and support us all.

In our Health and Adults' Services vision we committed to achieving co-produced improvements to our services. This has involved working in partnership with residents at an individual level to find the right solutions together that promote independence, wellbeing, choice and control. As a result of this, we have recently launched a new care assessment to better find out what help and support is needed such as healthcare, equipment and help at home.

We are also working with residents to make it easier to access direct payments, which allows people to choose and buy the services they need for their social care, instead of getting them from the council.

We recognise many residents in our borough are carers providing valuable, informal care to family and friends with support needs. Providing the right support and information at the earliest stage of a carer's journey is more effective in improving carer wellbeing and sustaining their caring role. In the last year we have been working to improve our offer to carers by developing '[Our Greenwich, Our Carers](#)', a guide for carers that provides comprehensive information to understand their rights and support carer health and wellbeing. We have also introduced new practice guidance to ensure that our workforce continue to work effectively to engage carers and to understand what is important to them.

We continue to work closely with colleagues in Children's Services to promote a family approach to enhance learning across both services. The purpose of this is to identify and respond to concerns about a vulnerable child or adult at risk. All agencies involved have a duty to safeguard adults and children at risk of abuse and to recognise the signs of abuse, along with taking action where abuse is reported.

Our quality assurance processes monitor compliance with policies and procedures, evidencing good practice, identify areas for

improvement, and drive learning. We are focussed on ensuring high-quality outcomes for people with social care needs and their carers. Our work ethos is one of continuing improvement.

Looking ahead, we are advancing the integration of assistive technologies into our care and support services, with residents actively involved in selecting tools that will improve their quality of life and independence. Assistive Technology Enabled Care is a term we use for technology that helps to deliver care and can be used in a variety of health and social care setting, as well as at home. Technology helps make it easier for residents in our care to access the support they need within their own homes and communities. This will enable our residents to live as independently as possible, and will help families to keep in touch and have peace of mind. Our ambition to develop three new Extra Care facilities in the borough is progressing with strong political support. This is a type of housing which offers independent living in self-contained accommodation with care and support to help with personal care. On the homecare front, we are not just planning; we are commissioning and rolling out an innovative and targeted neighbourhood-based service that ensures both sufficient provision and the best possible outcomes for our residents. This brings together support for people across ageing well, learning disability, mental health, children and young people and those with health-related support needs. The service aims to ensure there is a safe and effective homecare offer in place that is neighbourhood based.

We are excited about the progress we have made and enthusiastic about the journey ahead. The Local Account report will provide a comprehensive overview of our accomplishments and outline our path towards a brighter future for residents of the Royal Borough of Greenwich.

Facts about Greenwich and its people

Population



The population is estimated to have increased by 13.6% from 254,600 in 2011.

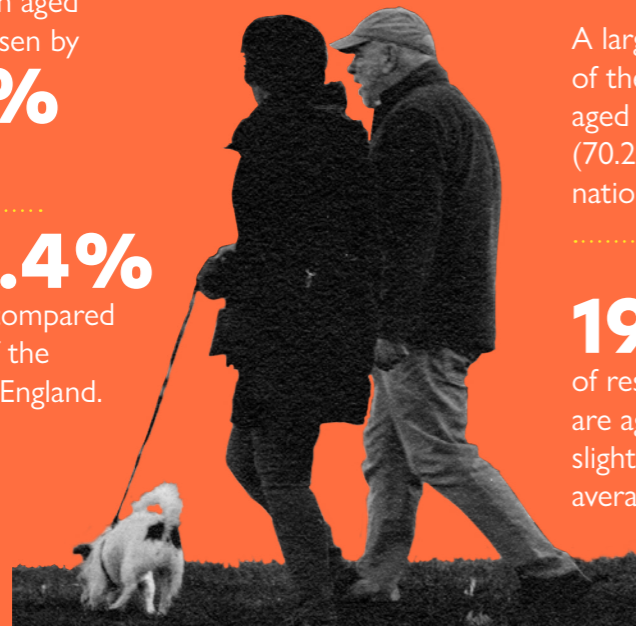
➔ This is higher than the overall percentage increase in population size across England (6.6%) and London (7.7%) for the same period.

Royal Greenwich has seen one of the highest population increases, by percentage, of any London borough since 2011.

Age

The number of residents in the borough aged over 65 has risen by **15.6%** since 2011.

This is **10.4%** of residents, compared with 18.4% of the population in England.



A larger proportion of the population are aged between 15 to 64 (70.2%), compared with a national average of 64.2%.

19.4% of residents in Royal Greenwich are aged 15 or under, which is slightly larger than the national average of 17.4%.



Ethnicity



Ethnic Group	Percentage (2022)	Percentage (2011)	Difference
White British	41.4%	52.3%	-10.9%
Black African	15.3%	13.8%	1.5%
Other White	12.4%	8.3%	4.1%
Other Asian	5.1%	5.0%	0.1%
Any other ethnic group	3.7%	1.4%	2.3%
Indian	3.5%	3.1%	0.4%
Black Caribbean	3.0%	3.2%	-0.2%
Other Black	2.7%	2.1%	0.6%
Chinese	2.5%	2.0%	0.5%
Other Mixed or Multiple ethnic groups	1.9%	1.3%	0.6%
White and Black Caribbean	1.8%	1.6%	0.2%
White Irish	1.5%	1.7%	-0.2%
Pakistani	1.2%	1.0%	0.2%
White and Asian	1.2%	0.9%	0.3%
White and Black African	1.1%	1.1%	0.0%
Bangladeshi	0.8%	0.6%	0.2%
Arab	0.5%	0.4%	0.1%
Roma	0.3%	Not in 2011 data set	
Gypsy or Irish Traveller	0.1%	0.2%	-0.1%

Health and Adult Social Care responsibilities:

The department undertakes the statutory Social Care functions, which are covered by the 2014 Care Act. This includes:

- [Assessing People](#) for their social care needs.
- Planning and commissioning their care if they have [eligible needs](#) (joined up with Health and supported by Integrated arrangements).
- Managing the local care market to ensure quality and value for money.
- Working with the NHS and other partners to ensure a joined and integrated model of service.
- Offering [personalised](#) approaches to social care.
- Ensuring vulnerable adults are protected ([Safeguarding](#)).
- Providing [information and advice](#).
- [Mobility services](#): Blue Badges, Taxi Card.

We also work with adults, that include: [older people](#), [people with disabilities](#), [mental health and wellbeing](#), [learning disabilities](#), Autism, support for [carers](#), people in prisons and people with [No Recourse to Public Funds](#).

Challenges for Social Care - growing population demand and diverse needs

It's been another demanding year characterised by the national challenges facing social care including increased need, fragile care markets, and workforce pressures with concerns over recruitment and retention. These pressures on adult social care have also been compounded by the rise in inflation, the cost-of-living crisis, and breakdowns of unpaid care.

In line with the national picture, the number of older people in the Royal Borough of Greenwich is projected to increase. Many of these people will live with age-related needs that will make them more vulnerable to long-term limiting illness issues with mobility and struggles with their mental health including dementia. With people living longer and increasing numbers of people with chronic or multiple conditions, this will drive extra demand for health and social care services.

Despite the many challenges, the Royal Borough of Greenwich and providers are working together to deliver adult social care services to residents with an increased focus on integration with the health service. This collaboration has enabled us to plan and develop services in a cost effective and sustainable manner. The council continues to pursue a preventative approach to service provision, delaying and reducing the need for care and support by focusing on a strengths-based approach, which identifies resources within the family and community. We'll continue to transform our services through innovations, for example, increasing our use of digital technology and encouraging providers to adopt more digital solutions.

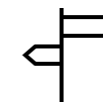
Social Care Activity 2023 to 2024



11,997 people made requests for support in the year, 15% more than last year



72% of people said they found it easy to find information and advice, 3% increase on the previous survey



72% of all requests resulted in information and advice or signposting to other organisations



We responded and learnt from 289 complaints and received 85 compliments in the year



1,784 people were assessed during the year



£163m spent on adult social care in Royal Greenwich, 78% directly on services provided to our residents



5,053 people were supported with services, 3% more than last year



Total spend has increased by 17% over the last two years, an extra £24m spent on adult social care in Royal Greenwich



623 individuals received direct payments, giving them control over how their social care needs were met



In 2022/23 we spent £634 per adult in the borough



701 people received reablement services, 70% no longer needed support after the service

Managing Demand in 2023/24



We supported 137 older people to move into residential and nursing homes

We have seen a 16% increase in demand for social care support compared to 2022/23, resulting in a 7% rise in the number of requests for assessments, meaning wait lists have grown. However, we have also seen a 40% increase in the number of people directed to reablement, with 58% of these individuals achieving full independence following their reablement period. This year, we directed fewer new individuals to long-term services - 48% compared to 55% last year.



We provided services in the community to 4,227 people, helping them to remain in their own homes

The Reablement Service offers short-term support (up to six weeks) for people in their homes, or wherever they're living. Reablement means learning or relearning the day-to-day skills needed to encourage self-confidence, support independence and promote healthy living.



1,175 people received Occupational Therapy assessments

Overall, care packages are smaller, with a 7% reduction in two care workers attending every home care visit, a 17% decrease in admissions to long-term residential and nursing care, and an increased spend driven primarily by rising costs, rather than demand.



1,329 carers were supported with assessments, information and advice or services



We sought feedback from 1,653 of our service users last year, 86% said their services made them feel safe and secure

Our vision for Health and Adult Services 2021 to 2024

Our vision is to work together to make sure everyone living in Royal Greenwich lives the best lives they can.

We want all residents to reach their full potential and we know this can happen by working together, finding out what matters most to residents when it comes to their health and delivering an improved service as a result.

Watch our short video to understand our vision:
[youtube.com/watch?v=gV-XTVX901I&t=1s](https://www.youtube.com/watch?v=gV-XTVX901I&t=1s)



[Read the Health and Adult Services Vision](#)

[Read the Health and Adult Services Vision: Easy read version](#)



Health and Adults Vision

People's worlds are changing, ours must too.



What is our approach?

Strength-based approach

Our approach is strength-based, building on the strengths of people, communities and diversity to deliver better outcomes. This means looking at skills or interests ('strengths' or 'assets') people have that they can draw on that might be used to help. Examples include personal resources (friends and family that may help them), social networks (a book club), or community resources (a library, community centre, or a gym) that can be used to enable people to live the best life that they can.

Strength in people: Making the most of everyone's abilities and potential to be as active and independent as possible.

Strength in communities: Making the most of connections, social networks and community resources to include and support us all.

Strength in diversity: Treating everyone fairly and with respect, addressing inequalities and working to stamp out discrimination.

We put people, families and communities at the heart of care and wellbeing, supporting independence, building resilience and better connecting people with communities, activities and opportunities.

Case Study

Millie, 50

I have a mild to moderate learning disability and bipolar disorder, and I am supported by my care staff who work alongside me to ensure I maintain a happy and fulfilled life.

Millie says:

"Staff ensure my safety when making arrangements to meet my friends in the local community and at day opportunities. Staff support me by ensuring that I am wearing appropriate clothing for the occasion and the weather. I have support to ensure that I can meet my financial commitments and my money is kept safe and I have access to funds when required."

Millie has goals she is working towards, and staff are supporting her to meet them. Millie expressed in her last review of her care and support plan that she is happy and is pleased with the support she receives.

Vision into action: Co-production with residents

Co-production means working with local people who use our services to improve them at every step of the way.

We may also work with residents by engaging with them at different stages in the process to get their thoughts on certain decisions.

We recognise that we do not have all the answers when it comes to the needs and solutions for our communities, and we are working to get better at listening to communities, and they feel heard; as well as working in partnership with communities to meet their needs. Across the borough, we are enhancing our approach to co-production with people who use the services.

We are committed to continuous improvement, working with our Vision into Action group to co-produce a revised assessment form, increasing resident satisfaction from 70.5% to 71.2%. The Vision into Action group meet with residents to translate the Health and Adults Services Vision into Action. This has also been supported by the Forward Thinking Programme of work to continuously improve our Social Care practice and new models of care. Policies are regularly reviewed and made available to residents and their families.

Royal Greenwich benefits from strong relationships with the Southeast London Integrated Care System (SEL ICS), fostering the development of cutting-edge integrated

commissioning arrangements focused on outcomes. SEL ICS brings together all the organisations responsible for delivering health and care across Southeast London. By working together, we can intervene faster and earlier to keep people well, making better use of specialist skills and equipment. We can offer more joined up support for people facing significant challenges. Our collaboration with NHS Oxleas for Mental Health and Community Learning Disabilities, along with the Joint Emergency Team (JET), highlights the strength of our integrated operational teams. We are also advancing our Mental Health Vision and developing a Mental Health Alliance with our providers.

Quotes from residents and partners about co-production:

Stuart Tattersall Chief Executive - Carers Centre

"We are proud to work in collaboration with the Royal Borough of Greenwich. Co-production is all about bringing various types of expertise together to provide better community services. Our work with the local authority extends our reach across the borough, and enables us to actively represent the carer community by shaping the local services and opportunities provided for them."

Resident involved in Assisted Technology Enabled Care (ATEC) Resident Design Group

"Being able to have in person and online access to the meetings has been helpful. Including people with different knowledge and experience has given a range of views."

Carers representative at the Day Opportunities centre

“Getting involved in the co-production process of the 100 Days Challenge has been really rewarding. Carers in our group enjoyed being part of a dynamic network including professionals and residents, all working to the goal of positive change. Our input is definitely heard and we feel valued. We have also been able to scrutinise and feedback on changes as they are made. This is a good way of working and we feel represents real progress with learning difficulties, and the people caring for them.”

Quotes from residents of our new Royal Hill Independent Living Service who were involved with Greenwich Living Options staff recruitment:

“Although I felt nervous the first time, interviewing built my confidence to talk to people and I felt happy after participating.”

“I was happy to be given the opportunity and this was my second time participating in an interview assessment. I was impressed with some of the candidate experience with individuals with learning disabilities from their past work.”

Resident involved in the Carers Partnership Board

“I would highly recommend and encourage co-production. I have seen first-hand how the involvement of all departments and users results in outcomes that are the best for service users and those delivering the service. I would say co-production is a powerful tool in designing, implementing and evaluating services that are fit for purpose and truly reflect and deliver the needs of the user.”

Delivery of the vision

Health and Adult Services has continued to deliver the Health and Adult Services Vision 2021 to 2024 by turning the aims into actions that benefit our residents.

We provide residents and staff with access to key digital resources such as the [Greenwich Community Directory](#), our council website, and [Live Well Greenwich](#), along with printed materials. The 2023-24 Adult Social Care survey showed a significant improvement in finding support information, increasing from 69% to 73%, significantly above the London average.

Over the past year, our Reablement program has seen an increase in both the number of referrals and the effectiveness of the care provided. We now accept an average of 60 referrals each month, slightly up from 58 referrals per month during the same period last year. This growth reflects our commitment to expanding access to our services.

Home First Programme

We have invested in the [Home First](#) programme to ensure people can live independently for as long as possible and avoid unnecessary hospital admissions. The approach has been developed to meet the health and care needs of residents by providing care at home, or in a community setting, to reduce the number of patients being admitted to and remaining in hospital.

The programme was established to reflect the needs of the local population who are living longer but spending many years towards the end of life in poor health and vulnerable to extended hospital stays. Home First challenges our old way of doing things. The NHS, council staff, provider and voluntary organisations can now come together to develop this new model of care that will help more of our local population receive care within their own home.

Home First approach extends to effectively integrating community teams in neighbourhoods to provide the right support when and where it is needed. Under the Healthier Greenwich Partnership (HGP), the Better Care Fund supports connectivity and integration of services to enable residents to access support as close to their home as possible.

Reablement

The Reablement Service offers short-term support (up to six weeks) for people in their homes, or wherever they're living. Reablement means learning or re-learning the day-to-day skills needed to encourage self-confidence, support independence and promote healthy living.

Work has continued to ensure that more residents can access our reablement service where they move from hospital safely back into their homes. A new service structure was put in place to develop and strengthen our close working relationship with our hospital teams, to ensure those who had a change in their health and needs, are supported to regain their independence.

Reablement is for people discharged from hospital who need some extra support. It's short term help we carry out in resident's homes.

Reablement means 'learning or re-learning the day-to-day skills needed to encourage self-confidence, support independence and promote healthy living'. This focuses on maintaining independence and supporting residents to live in their homes. We now accept an average of 60 referrals each month, slightly up from 58 referrals per month during the same period last year. Moreover, the impact of our program is evident in the significant rise in the total care hours saved. This year, we have saved 390 care hours, a substantial increase from the 253 hours saved last year. This improvement highlights the growing efficiency and effectiveness of our interventions. In terms of outcomes, 59% of individuals who went through our Reablement program have successfully maintained full independence, underscoring the program's success in empowering people to manage their own care.



Case Study

Nancy's story

The Reablement Service offers short-term support (up to six weeks depending on eligibility) for people in their homes, or wherever they're living.

After spending some time in hospital, Nancy was struggling with tasks involving moving around her home and was having three visits a day from carers. The Reablement Service worked with her so she could start to do more for herself, through personalised independence training and changing the way she used the equipment that assists her. Nancy is now able to shower, get dressed and prepare a meal.

Previously, the Reablement Service only took on cases where residents would be able to leave the service fully independent. Now, they're taking on more complex cases like Nancy's, where there's potential for at least some reablement and level of independence.

Trevor's story

Trevor had previously lived independently with no involvement from the Royal Borough of Greenwich.

When he was admitted to hospital following a fall at home, he was very anxious about returning home. He had lost his confidence in his ability to move around and look after himself.

Before being discharged home, teams involved in Trevor's treatment plan worked together and identified that he may benefit from a period of reablement.

At first, Trevor had four visits a week from the Reablement Service to work towards his goals of independence with personal care and meal preparation. He was provided with equipment to help with showering and developed an exercise programme.

After 22 days, Trevor felt he was fully independent in meeting his daily living needs. He was able to walk to the village, have his hair cut and began to feel like himself once again.

Trevor said he was very happy with the service that he received from the Reablement Service and could not thank them enough for their support.

Accessing Support: The Greenwich Community Directory

The Royal Borough of Greenwich has made it easier to find and access support for older people. As outlined in Our Greenwich, our vision for the future, everyone who needs support should have equal access to it. The relaunch of the Greenwich Community Directory was a year-long project that wouldn't have been possible without the collaboration of residents and local voluntary organisations. The aim of the website is to provide residents with contacts, support and services they need to live their best lives. All local authorities in England have a statutory duty to provide information to residents about services that are available in the local area. This has been re-designed to better meet different users' needs with the successful launch of the Adult Services side of the website in early 2024.

The new website:

- Makes it easier for residents and frontline referrers to find local services.
- Makes it simpler for service providers to share information on the directory.
- Makes it more efficient for council staff to maintain the directory.
- Enables better sharing and reuse of data about community services.

greenwichcommunitydirectory.org.uk/support-for-adults

Carers Strategy

In 2023, the Royal Borough of Greenwich launched its Joint Adult Carers Strategy. This sets out how we will continue to support carers so that the impact of their caring role is minimised, that their own health and wellbeing is maintained and that they can enjoy a life outside of caring.

The Carers Partnership Board continues to bring together a range of people from across the community to monitor the implementation of the strategy.

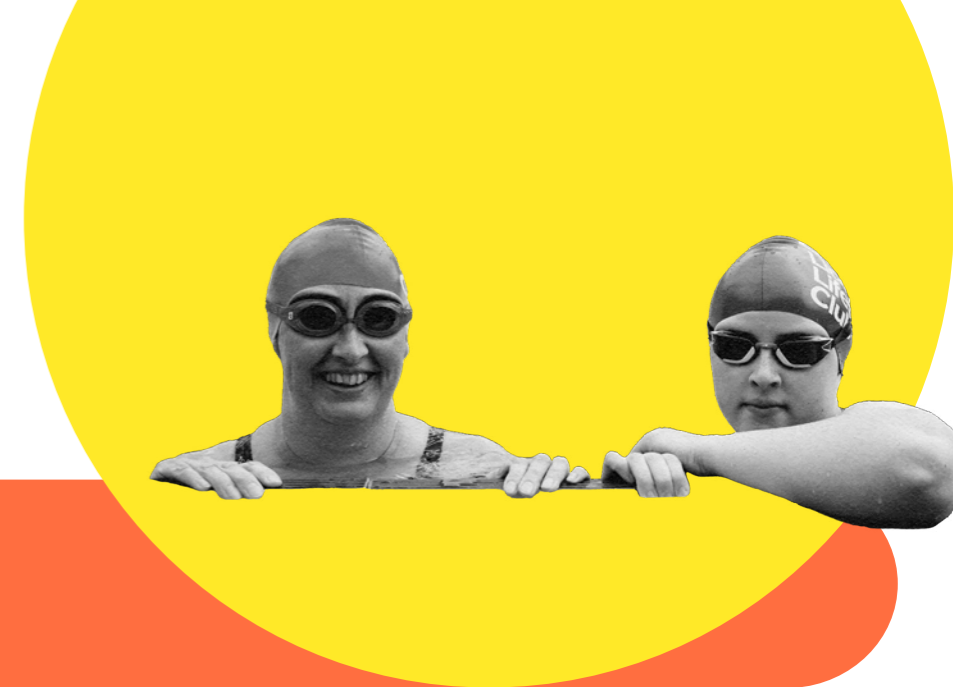
The strategy made the following commitments:

- Carers will be treated with dignity and respected as expert care partners.
- Carers will have support to build on their strengths and have access to personalised services to support them with unmet needs.
- Carers will be able to have a life of their own outside their caring role.
- Carers will be supported to mitigate (where possible) the financial impact the caring role has on them.
- Carers will be supported to stay mentally and physically well.

We have invested in proposals to enhance the support already available to carers, including raising awareness amongst local employers, digital support tools and engagement with carers from minoritised communities. We are committed to ensuring carers will be recognised and respected, from 2025 unpaid care will be specifically recognised in the council's Civic Awards through the creation of a new category to recognise the contribution of unpaid carers. The Civic Awards recognise the amazing people in our borough going above and beyond.

The strategy agreed to explore the benefits of Trusted Assessors to carry out carers assessments, where someone acts on behalf of and with permission of the Council. In 2025 we will be working with an expert partner with a strong track record of supporting carers to carry out formal carers assessments on behalf of Health and Social Care.

Read the Joint Adults Carers Strategy royalgreenwich.gov.uk/carers-strategy



Supporting mental health and wellbeing

The Royal Borough of Greenwich works with a range of partners to support better physical and mental health in the borough - offering health promotion and prevention to maximise healthy life expectancy and reduce and delay the need for health and social care support.

Focus on Live Well

We help our residents in taking charge of their health and wellbeing. Our goal is to help them lead healthier lives and whenever possible and minimise their future care and support needs. We have continued to work on initiatives and collaborations which promote independence such as [Live Well Greenwich](#). The Live Well service was established in 2017 and includes a squad of professionals to provide valuable guidance to residents who are trained in behaviour change.

Live Well Greenwich offers health advice face-to-face, over the phone and online. They provide information on a wide range of issues that impact on health and wellbeing, including debt and finance, work and training, housing and social

isolation. The service allows residents to access for help and advice in a way that suits them. By offering this flexibility, we ensure that residents can easily get the support they need to live well. One-to-one advice is available over the phone six days a week via the Live Well Greenwich call centre. Local organisations and groups are being encouraged to become part of Live Well Greenwich to help improve staff health and wellbeing, leading to positive knock-on effects for the wider community.

The council commissions Charlton Athletic Community Trust (CACT) to deliver the Live Well Greenwich line and CACT are part of a network of local Live Well Coaches who can provide signposting and support.

Learning Disabilities Day Opportunities

The Day Opportunities Service was reimagined following a comprehensive 100 day challenge that involved deep engagement with residents. This led to significant modernisation of the service, making it more personalised and inclusive. A central feature of this transformation was the innovative partnership with Heart n Soul, a lived experience-led organisation that has played a crucial role in diversifying the service

offerings. This newly revamped model places a strong emphasis on the active involvement of both carers and people with learning disabilities. Heart n Soul's "You and Me" project has worked to develop an Artificial Intelligence (AI) which will be tailored to adults with Learning Disabilities and/or Autism. It is hoped that the AI will be utilised to jargon bust in the future,

simplifying care assessments and reviews and day to day correspondences between health and social care professionals and residents. Unity Works now offers specialised employment support, as well as signposting to vital services such as advocacy and interpreting.

[Youtube Video - Allsorts on Tour at Sherard Road](#)





Royal Hill Independent Living Service

Our new Royal Hill Independent Living service (RHILs) provides 5 individual flats for residents on a long term basis. The four bed shared flat offers short term tenancies for 18 months to help prepare residents for independent living and a move to their own property. Bespoke adult education activities will be provided for the residents and independent living skills-based sessions including budget management, cooking and nutrition skills, cleaning, and laundry skills. This initiative is designed to deliver modern, outcome-focused care for residents with learning disabilities and neurodiversity.

The aim is to encourage and support RHILs residents to access a range of leisure and development opportunities and empower them to gain independence in managing all aspects of their tenancies. We will develop an AI and assistive technology offer at RHILs to benefit the residents.

Case Study

Ray and John's story

Ray and John go out in the community together to do their shopping and use the gym. They go walking, swimming, play pool, visit the cinema, have lunch together and play the PlayStation together. John has visited his Dad's house over the weekend to watch football. They also have the 360 app so that they can check where each other are, and feel safe. If John was not at Royal Hill, he says he would get bored as it's nice to have a friend to do things together.

Strength-based practice

We are continuing to invest in our workforce to improve our strength-based practice. This a new approach to social work and social care services which involves conversations with people about their skills, interests and resources to consider how they can help each person's situation.

Key actions include:

- Embedding strength-based approaches in our engagement with residents has allowed us to better understand what's important to our residents and the support they require to achieve their best life. As a result of this, we have recently co-produced a new Care Assessment with local residents with lived experience of accessing services, which is due to be launch later on in the year. This will ensure assessments are more accurate.
- As part of our strength-based journey we continue to work with health and external partners to develop a comprehensive offer of assistive health and social care technological solutions to optimise residents' health and well-being in the community. We are embracing new technology to enable our residents to live independently as well as helping families to keep in touch and have peace of mind.
- We recognise many residents in our borough are Carers providing valuable, informal care to family and friends with support needs. Providing the right support and information at the earliest stage of a carer's journey is likely to be more effective in improving carer wellbeing and sustaining their caring role. In the last year we have been working to improve our offer to carers by developing a co-produced carers resource book that provides comprehensive information to support carer health and wellbeing. We have also introduced new practice guidance to ensure that our workforce continue to work effectively to engage carers and understand what is important to them.

Case Study

Stan's story

Stan, aged 82, has dementia. His family have been struggling with his care, particularly as Stan has started opening the front door and wandering off. This wandering behaviour poses safety risks, so door sensors and a video carephone were installed. The family now receive alerts if Stan attempts to leave the house. The system has allowed Stan to remain safe and independent, and has allowed the family to maintain their daily routine.

We have been actively engaging with our residents who have lived experience of support services to obtain their valuable feedback related to service improvements. One of the key areas identified by our residents relates to self-directed support. We have embarked on a journey to promote self-directed support by working with residents to make our direct payments offer a more accessible option for personalised support.

- We continue to work closely with colleagues in Childrens' Services to promote a family approach '[See the Adult, see the Child](#)' to enhance learning across both services.
- In response to increasing referrals for social care assessment and support, we have reviewed how we manage waiting times to ensure these are kept to a minimum. We have embedded a clearer monitoring approach so that any changes in circumstances are detected in a timelier manner.

- Over the past 18 months, we have improved our auditing of practice, this will help raise standards to ensure the delivery of high quality care.
- We have enhanced our practice governance arrangements to ensure that there is a greater focus on achieving excellent social work and social care practice. Our practice governance promotes continuous learning and improvement in practice, enabling us to create a responsive learning and development offer for our workforce.

High quality care

We are focussed on ensuring high-quality outcomes for people with social care needs and their carers. Our work ethos is one of continuing improvement.

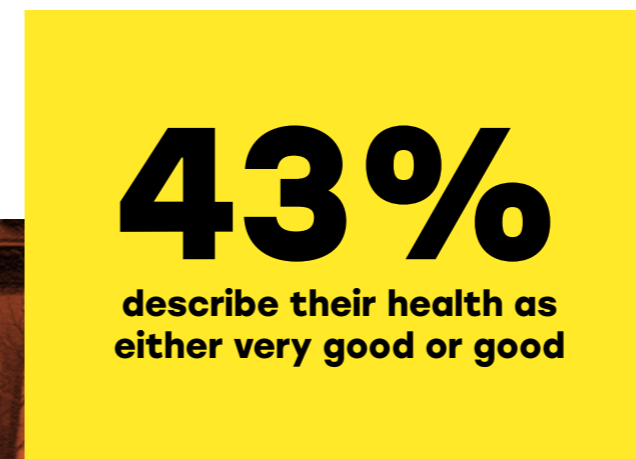
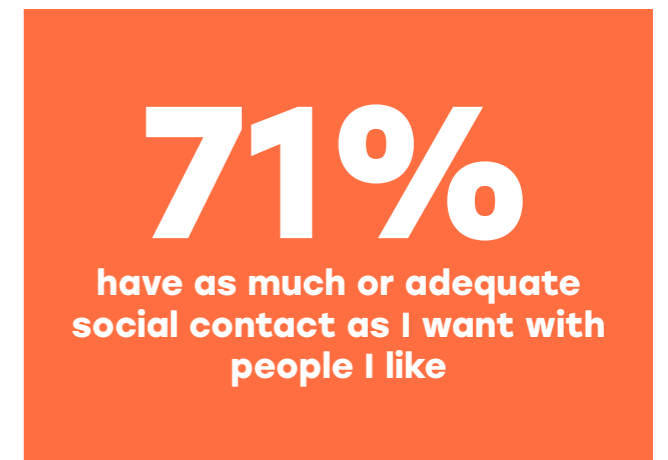
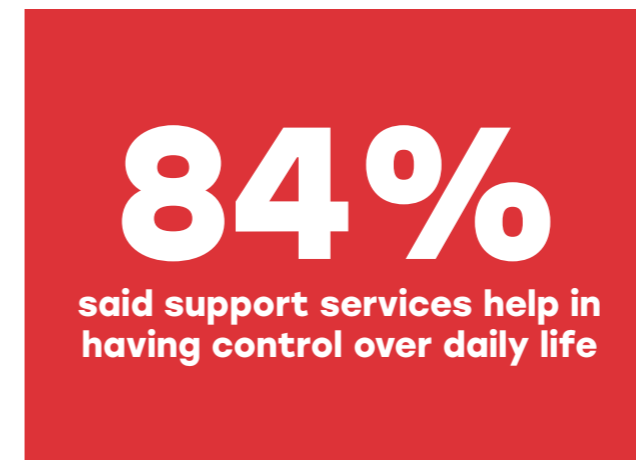
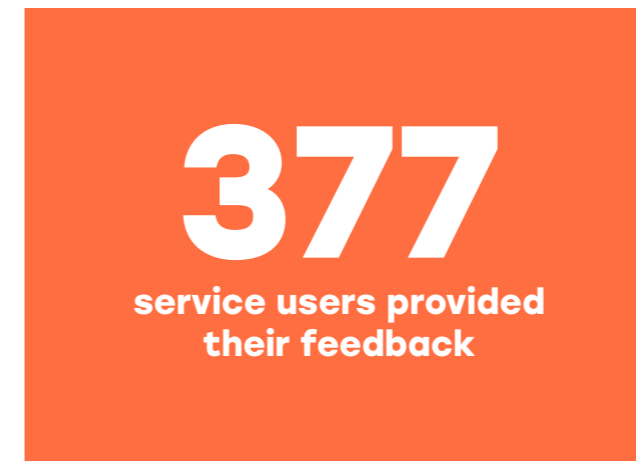
Our quality assurance processes monitor compliance with policies and procedures, evidence good practice, identify areas for improvement, and drive learning.

We are continuing our journey to become a learning organisation and have implemented regular quality assurance processes including:

- Quality Assurance Board which monitors and upholds care practice and standards
- monitoring performance
- feedback from complaints and compliments
- ongoing resident satisfaction surveys
- audits of services
- peer reviews
- self assessments
- budget monitoring.

Priorities include preparation for Care Quality Commission (CQC) inspections and ratings in line with the Health and Social Care Act. The purpose of these inspections is to enable an understanding of the quality of care in the borough and provide independent assurance to the public of the quality of care in their area.

This years social care survey indicated a larger proportion of our residents (58%) expressed satisfaction with our services, which is in line the London average. The survey was distributed to 1,653 people in the borough. There has been an increase in the proportion of people finding it easy to access support information – up from 69% to 73.8% and exceeding the London average.



Complaints and compliments

We aim to provide a high-quality accessible service. The Royal Borough of Greenwich welcomes feedback to help identify where things are working well and to highlight where improvements may be needed. Each year the council analyses all the complaints that have been received and makes sure that any learning is communicated to teams. We use complaints to review where processes, information and customer care standards could be improved. We also celebrate all the positive feedback we have, which helps boost staff morale and share best practice.

From 2023 to 2024, 160 statutory complaints and enquiries were processed, of which, 101 completed the complaint process. Of these, 32% were upheld, 33% were partially upheld and 35% were not upheld. We continue to encourage workers to resolve dissatisfaction immediately and seek a resolution to their concerns where possible.

Eight cases were escalated to the Local Government and Social Care Ombudsman. The outcomes of complaints are logged and this information enables us to improve services.

Prevention of abuse and neglect - Safeguarding

Safeguarding adults is everyone's responsibility, it requires all agencies and local communities to work together to promote individual wellbeing and prevent abuse and neglect.

Adult safeguarding is covered by the Care Act and is the process by which people and organisations work together to protect people who are at risk of abuse or neglect.

The local authority is the lead agency for ensuring safeguarding arrangements are in place - working across a wide range of partner organisations including: The local NHS Trusts, Police, London

Fire Brigade, Ambulance Service, voluntary organisations and prisons.

At a strategic level, this is achieved through a multi-agency Safeguarding Adults Board (SAB) with an Independent Chair.

The SAB is required to oversee safeguarding arrangements within the borough and has three statutory functions:

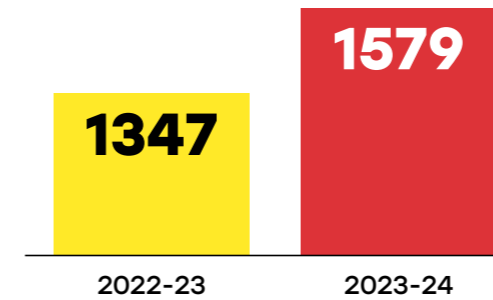
- To produce a strategy for adult safeguarding.
- To produce an annual report detailing safeguarding arrangements and to consider.
- To commission an Independent Safeguarding Adult Review where an adult has died as a result of abuse or neglect.

The Royal Borough of Greenwich has made significant strides in safeguarding over the past year. Our proactive approach, coupled with a strong commitment to learning and improvement, has enabled us to effectively protect the most vulnerable members of our community. Through our comprehensive multi-agency framework, clear safeguarding pathways, and dedicated resources, we continue to ensure that our residents are safe, supported, and empowered to live their lives free from harm.

Deprivation of Liberty Safeguards

Deprivation of Liberty Safeguards (DoLS) is designed to protect residents rights if the care or treatment they receive in a hospital or care home is means they are, or may become, deprived of their liberty, and they lack mental capacity to consent to those arrangements. For example if a care home resident needs assistance with all activities if daily living and the level of supervision this requires then for the resident's safety then they would not be free to leave the care home independently.

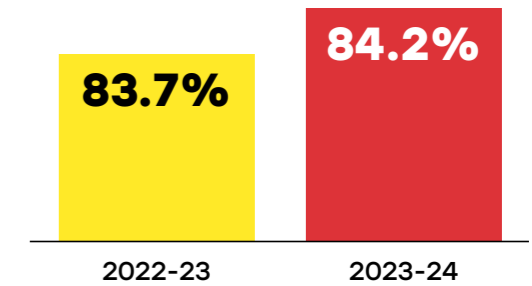
There were 1,579 safeguarding concerns received between 2023 to 24 compared to 1347 between 2022 to 2023 a 17% increase.



This year has been a remarkable period of growth and efficiency for the Deprivation of Liberty Safeguards (DoLS) processes. The Responsible Body Group saw an encouraging 16% increase in applications, receiving a total of 750, reflecting the community's increased confidence in the system. The team, driven by a clear focus on improvement, successfully completed 775 applications.

The team's sustained efforts have led to several significant achievements. By April 2024, the number of active authorisations increased by 15%, rising to 187. This growth is a clear indication of the team's commitment to delivering timely authorisations, and while just under the London average of 198, it still represents a robust performance in a demanding environment. Moreover, the number of applications still in progress dropped to 113, a notable reduction

Between 2023 to 2024 just over 84% of people who use services in Royal Greenwich say that those services have made them feel safe and secure which is slightly higher than the previous at 83.7%, and is above the London average of 82%.



from last year's 136, and impressively lower than the London average of 203. This highlights the team's enhanced efficiency and streamlined processes.

The most striking improvement is in the time taken to process applications. The average completion time was reduced to just 60 days, a substantial improvement from the 294 days it took last year and significantly faster than the London average of 115 days. This reduction in both the assessment and sign-off stages demonstrates the team's unwavering dedication to enhancing service delivery. As a result of these improvements, the proportion of applications granted this year rose to 77%, significantly higher than the London average of 61%. This success is a testament to the team's commitment to delivering timely, effective authorisations, ensuring that the needs of those they serve are met with even greater care and efficiency.

Case Study

Mr X's story

Mr. X is a 46-year-old man with mild learning disabilities who lives in a rented property in Royal Greenwich. Mr X was referred to the Adult Safeguarding Team following concerns from his neighbour who says that recently he has been looking unkempt and has had some bruising around his eyes. Following information gathering by the Safeguarding Team a full safeguarding

enquiry was undertaken. In the course of the enquiry it was discovered that a group of drug dealers had occupied Mr X's property and were using it as a base to supply drugs. The social worker referred his case to the police and to the the council's Cuckoo Panel. An action plan was devised and the dealers were arrested and evicted from the property. Mr X now attends a local support group for people with learning disabilities where he can share his experiences and support others to learn how to obtain help and advice.

Priorities for 2024 to 2025

Assistive Technology Enabled Care

Over last year the Royal Borough of Greenwich, Oxleas, and the Intergrated Care Board have been working with residents, staff and partners to co-design technology that helps to deliver care which can be used in a variety of health and social care setting, as well as at home. We have had over 600 conversations with residents, practitioners, families. Assistive Technology Enabled Care makes it easier for residents in our care to access the support they need within their own homes and communities. Over the next year we are advancing the integration assistive technologies into our care and support services with residents actively involved in selecting tools that will improve their quality of life and independence.

Carers

Since the launch of our Carers Strategy, we have established a Carers Partnership Board which bring partners together to provide high-level oversight of the strategy's delivery plan. Through the Carers Innovation Fund, we have invested in proposals to enhance the support available to carers, including raising awareness amongst local employers, digital support tools and engagement with carers from minoritised communities. The strategy agreed to explore the benefits of re-introducing a Trusted Assessor Model, to conduct Carers Assessments, and in 2025

we will be working with an expert partner to carry out Formal Carers Assessments on behalf of Health and Social Care. Carers resource packs and practitioner guidance are also in development.

Learning Disabilities - New Models of Care programme

The Royal Borough of Greenwich is developing new models of care options that aim to increase choice and control for people who use care services. The new Models of Care programme will include three key areas:

- **Individual Service Funds** – A new offer for people in Royal Greenwich who are eligible to receive a personal budget for their care and support and prefer the increased choice and control of a direct payment but cannot or do not want to manage this on their own, preferring to work with an Individual Service Funds (ISF) provider to manage their personal budget.
- **Micro Enterprise Development** – Development and support for very small, locally developed community businesses, that can increase service offers for vulnerable people whilst offering local employment opportunities, particularly for those who may have been excluded from the workforce.
- **Market Shaping Learning Disabilities** – A new strategy that will determine our service offers and commissioning intentions for people with Learning Disabilities over the next 5 to 8 years.



Residents who use learning disability services will be invited to join our co-production programme help develop our new models of care programme. Whilst some of the early work on new models of care (ISFs and Community Micro Enterprise Development) will focus on the offer for those with Learning Disabilities, these offers will progress to being available across those with social care and/or health needs.

Supported employment

Our ambition is to increase the number of adults with Learning Disabilities and/or Autism accessing apprenticeships and employment. We aim to reach the highest attainable level as a Disability Confident Employer. By working with the British Association of Supported Employment (BASE) and a range of departments including Housing, Regeneration, HR, Finance, Children's services, Social Care and Health to further develop and embed supported employment roles within the council and beyond. We wish to develop an appropriate and sustainable strategy with the support of BASE to develop an inclusive supported employment model within the borough.

We have recently employed two Experts by Experience who work across Day Opportunities, Commissioning, and the Community Learning Disability team, representing our residents and working more widely across RBG to inform on accessibility, disability confident recruitment processes, reasonable adjustments and job retention.

Royal Hill Independent Living Service

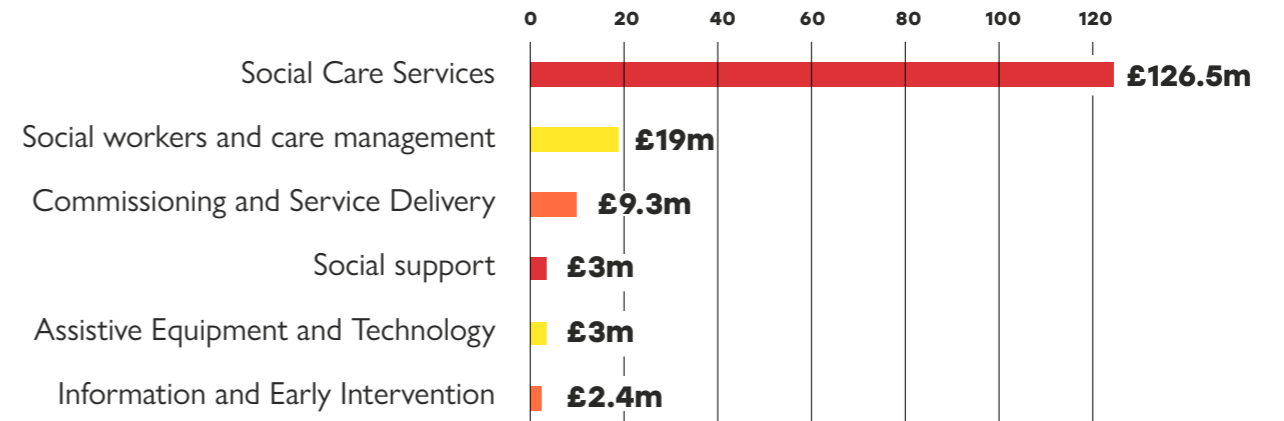
Our new Royal Hill Independent Living service (RHILs) is now open. RHILs will provide five individual flats for residents on a long-term basis. The four bed shared flats will offer short term tenancies for 18 months to help prepare residents for independent living and a move to their own property. Bespoke adult education activities will be provided for the residents and independent living skills-based sessions including budget management, cooking and nutrition skills, cleaning, and laundry skills.

The aim is to encourage and support RHILs residents to access a range of leisure and development opportunities and empower them to gain independence in managing all aspects of their tenancies. We will develop an AI and assistive technology offer at RHILs to benefit the residents.



Adult Social Care Spend 2023-2024

Royal Borough of Greenwich spent £163.2m (gross) on the provision of adult social care services in Greenwich, 17% more than we did two years ago.



Leaving hospital

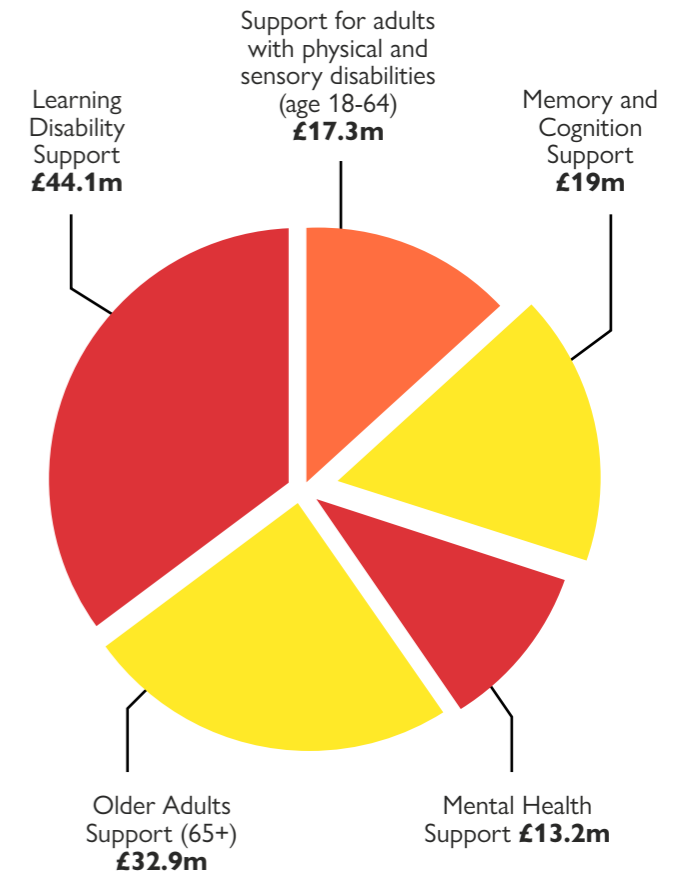
Work continues around patient and resident care when leaving hospital. The council and the Integrated Care Board have secured funding to support timely and safe discharge from hospital into the community by reducing the number of people delayed in hospital awaiting social care. Extensive planning and preparation and continuous monitoring of performance is crucial to ensure we are directing funds to the services that are in most need of financial support and making the most impact on the provision of resident care.

Supporting mental health and wellbeing

It is known that people suffered with increased mental health and wellbeing challenges due to the pandemic. This was already a key priority area of improvement for the Royal Borough of Greenwich, and this has been reinforced. The Healthier Greenwich Partnership have confirmed mental health as being one of the priorities by delivering a programme of Community Mental Health support including access to earlier help, addressing health inequalities, and closer working with health, social care and the voluntary sector. Mental health hubs are being developed which aim to help people in the community, where they can recover more quickly and effectively, while supporting Hospital emergency functions to reduce pressures.

Strength in Value for Money

Adult Social Care is one of the largest services in the council. A large proportion of the money is spent on services that we commission from Adult Social Care providers for the people we support. This includes services such as residential care, care and support in people's homes. Despite severe budget pressures, we remain committed to delivering high quality care and support for our residents. Adult Social Care experienced a 23% increase in the average per person cost of support due to inflation, increased fees, and the complexity of needs.



Get Involved - Vision into Action

The Vision into Action group meets with residents to translate the Health and Adults Services Vision into action.

royalgreenwich.gov.uk/vision-into-action

This has also been supported by the 'Forward Thinking Programme' of work to continuously improve our Social Care practice and new models of care.

Work will continue to ensure engagement and co-production approaches are embedded across operational and commissioning activity. We hope you will be a part of it.

Join us!

Email us at: healthandadultsfeedback@royalgreenwich.gov.uk

In summary

We are proud to actively involve residents and their carers in our decision-making. Through ongoing consultations, diverse feedback channels, and collaborative efforts with user-led organisations, we ensure our services are responsive and inclusive. Our commitment to continuous improvement is supported by a robust monitoring and evaluation framework, enabling us to assess the effectiveness of our services and make any necessary changes. A wide range of partnerships across various sectors, including public health and social care providers, further enhance our ability to meet the diverse needs of our residents. We place a high priority on staff training and development, ensuring our team is equipped with the skills necessary to deliver high-quality, person-centred care, and our governance structures are designed to ensure alignment and effective management across the organisation.

We maintain a strong emphasis on innovation and continuous learning. Our dedication to external scrutiny and performance monitoring is evident through our engagement with independent bodies and our use of external challenge frameworks to evaluate and enhance our services. We participate in system-wide reviews, sharing lessons and best practice with both internal and external stakeholders to drive continuous improvement. Our collaborative approach to risk identification and improvement demonstrates our commitment to seeking guidance and enhancing our services. We are dedicated to ensuring that the voices of those we support remain central to our work, with our strategies, leadership, and daily practices reflecting our commitment to delivering high-quality adult social care. Through these efforts, we continue to position ourselves as leaders in the field, consistently striving to exceed standards and enhance outcomes for our community.

