



Local Account Adult Social Care and Health 2023-2024

Enabling people to live in a place they call home, with the people and things that they love, doing the things that matter to them in communities which look out for one another. #socialcarefuture

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What is a Local Account?

This Local Account is an overview and reflection of the work Croydon Council's Adult Social Care and Health Directorate has delivered in 2023/24.

It highlights some of our achievements, provides updates on key areas that we are focussing on, and looks at how we are working to meet the ambitions of:

- [The Mayor's Business Plan](#)
- [The Adult Social Care and Health Strategy](#)
- [The Croydon Health and Care Plan](#)
- [The Councils Transformation Plan 2024-2029 - Future Croydon](#)

It is seen as best practice for local authorities who provide adult social care services to produce a Local Account document every year.

In this document we will be telling you about our population, the people we support, and our commissioning & provider markets. We will explain how our budget is spent and how we ensure public funds are used well and proportionately.

We will also update you on the areas we have focused on in 2023/24 to make improvements, and explain how we are involving and listening to our residents. To give you the 'bigger picture', we have added some information about the integration of Health and Care in Croydon.

Councillor Yvette Hopley, Cabinet Member for Health and Adult Social Care



Welcome to the Adult Social Care and Health Local Account for Croydon where we reflect on 2023/24 and look forward to what we can achieve for our residents in 2024/25.

I believe social care is an essential part of the fabric of our society. I know that our residents think the same as 'support for elderly and vulnerable adults (adult social care)' was ranked as the second most important area in the Autumn Budget survey of 2023*.

Pressures in this area are felt in Croydon and across the country, with an increasing number of people accessing services and increasing complexity of needs.

We work hard to put Adult Social Care and Health in Croydon on a sustainable footing whilst ensuring that good quality services are provided to those that need them.

I am particularly delighted to see the focus that is being put on listening to and involving our residents, the development of the Resident Voices group and the delivery of the Dementia Friendly Borough, all of which feature in [Mayor Perry's Business Plan 2022 - 2026](#).

Annette McPartland, Corporate Director Adult Social Care and Health



My fundamental values are that residents should live as independent lives as possible, carers are supported in their caring role and, our adults at risk of abuse or neglect are kept safe from harm.

We continue to do this whilst delivering significant transformation, improving the way we deliver our services. An example of how we've done that in 2023/24 is working closely with our partners in Health and our Providers to improve hospital discharge delays and outcomes for people when they leave hospital.

We know there is a shortage of social workers and occupational therapists nationally so a key focus for us is recruitment, workforce development, and collaboration across South West London.

I am immensely proud to work with my colleagues in the Adult Social Care and Health Directorate; we are sharing some of our achievements below and I look forward to updating you when we publish the Local Account for 2024 / 25.

*Public Document Pack, Cabinet Agenda, Wednesday 14 February 2024.

Involving our residents and care and support providers

We want to deliver an Adult Social Care and Health vision in partnership with local people whose insight comes from their lived experience of social care.

By actively listening and having genuine conversations with local people we will change the way social care can be imagined and delivered in Croydon.

Local Government Association (LGA) Peer Challenge and Assurance

Residents, providers, key partners and stakeholders were actively involved in our recent LGA Peer Challenge, supporting us to prepare for our up-coming inspection by the Care Quality Commission (CQC), the regulatory body for health and social care.

The CQC's new assessment framework assess how well local authorities are performing against their duties under Part 1 of the Care Act 2014. It is a consistent and independent means for evaluating what we are doing well and what we may need to improve.

As part of these preparations, Adult Social Care and Health invited the LGA to carry out a Peer Challenge in November 2023 focusing on:

- **The resident journey**
- **Assurance, strategy and improvement approach**
- **Partnership working**

You can read the report on our website by following this link: [LGA Peer Challenge](#) alongside accessing our [action plan](#) indicating key areas we are working on.

We have a number of **different ways to get involved:**

- **Resident Voices** - in their own words their ambition is to “ensure that people with lived experience of Adult Social Care or Health in Croydon are listened to, involved and valued”
- **Learning Disability Partnership Board** - A mix of people with lived experience of learning disabilities, people who work for the council and the Voluntary and Community Sector (VCS) organisations working together to improve and shape service delivery for adults with learning disabilities in Croydon.
- **Carers Partnership Board** - A mix of people with lived experience of caring, people who work for the council and VCS organisations striving to improve and support the caring community in Croydon.
- **Mental Health Carers Board** – ensuring carers voices are being heard, carers are being consulted and carers are able to influence service developments across integrated mental health services.
- **Provider Forums** - An established network of in-person provider forums that support strategic engagement with our market, an understanding of future need and demand for services and how we develop our shared workforce. The group works collaboratively to innovate our service provision and address any gaps in existing provision identified in our Market Position Statement.

Please do email us at Talk2SocialCare@Croydon.gov.uk if you want to get involved.



The results of our Statutory Carers and Adult Social Care surveys will be available in the Autumn 2024.



Croydon at a glance

Population

- Largest population in all the 32 London boroughs (390,800), based on 2021 Census
- Most 0-19s in London (97,925)
- Most 20-64s in London (239,761)
- 3rd most over-65s out of 32 London boroughs (53,114)
- Croydon is made up of 52% females and 48% males.

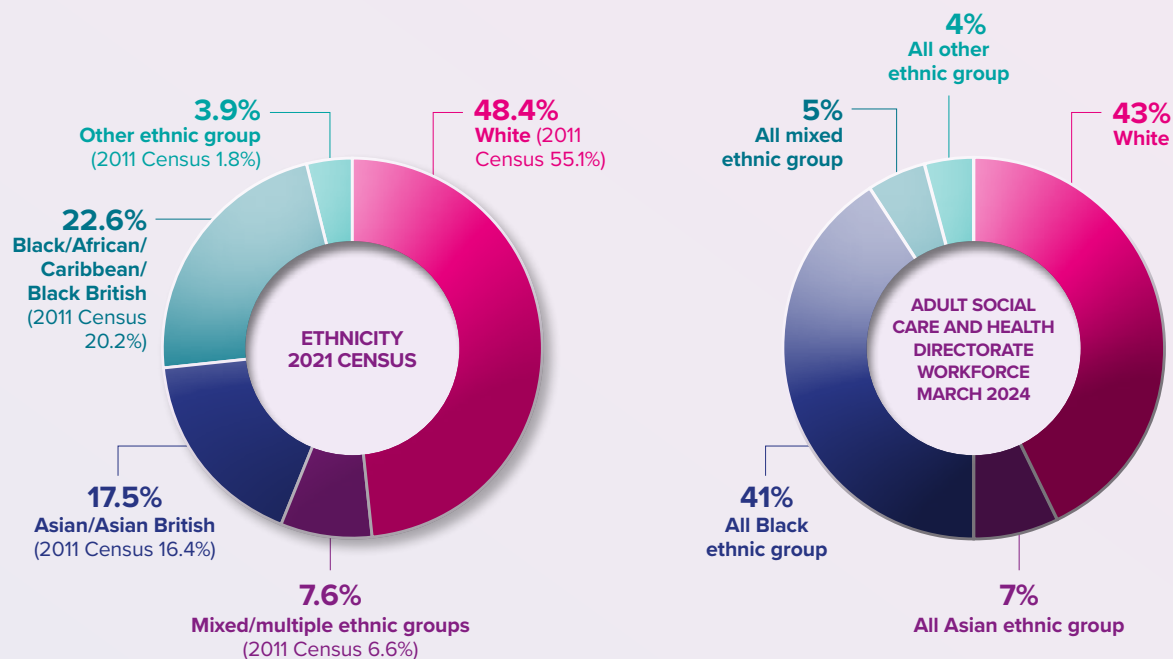
Sexual Orientation

- According to Census 2021 data, just under 9 in every 10 people are straight or heterosexual in Croydon.
- Just under 1 in 10 did not answer the sexual orientation question in Croydon (9.1%).
- Of those who answered the question, the LGBT+ community amounted to 3.1% in Croydon.

Main languages in Croydon

- A little more than 8 in 10 of Croydon residents have English as their main language.
- Nearly 8% speak a European language as their main language.
- 6.2% have an Asian language as their main one.
- 1% speak an African language and 1% speak any other language as a preference.

Ethnicity - Croydon is one of London's most diverse boroughs



Population: Source - Office of National Statistics (ONS), 2021 Census. See www.croydonobservatory.org

Who are we and who do we support?

What are our statutory duties?

The [Care Act \(2014\)](#) sets out the responsibilities we have for providing adult social care in Croydon. Its aim is to improve people's independence and wellbeing.

The Act sets out a legal duty for an adult's 'eligible needs' to be met by the local authority, subject to their financial circumstances. Their eligible needs are those that are determined after an assessment of need.

The Act makes it clear that local authorities must provide or arrange services that help prevent people developing needs for care and support, or delay people deteriorating such that they would need ongoing care and support.

CASE STUDY

Mr X is in their late 20's and currently in a Supported Living placement. Mr X has a moderate learning disability, autism and mental illness and is currently receiving 24 hours a week of 1:1 support.

Mr X has recently been more settled in a new placement following adjustments in medication. They have been engaging more in maintaining their home environment which has been adjusted to ensure their sensory needs are being met.

With the help of the care team introducing prompt charts, Mr X has been able to be more independent with daily activities, as well as writing their own personal progression goals as part of their support plan. Mr X has also been referred for support with engaging in the community.

Adult Social Care and Health in Croydon

Adult Social Care and Health at Croydon is there to assist those with care and support needs who are aged 18 and over. We work with our residents focusing on early intervention and prevention, providing short term support when needed to get people back to living independently in their home, and playing an active role in the community with no need for ongoing care and support.

People contact us for many reasons, for example they may be living with a disability, poor mental health or dementia. Sometimes it's because they are becoming older and need additional support, they may need information and advice or perhaps equipment to help them live independently.

We support people who are in transition from children's to adult's disability services and when our residents are not safe, we will act to protect our most vulnerable residents and keep them safe from harm.

The person with care and support needs and their carers are the most important people. We work alongside them, listening to them and supporting them to have as much choice, control and independence in their lives as possible.

Many of our teams work in a locality-based way and are closely linked with our colleagues in other parts of the Council, and partners, for example Health, the VCS, our Providers and One Croydon Alliance.

All of our teams are important and work closely together to support those who access our services.



CASE STUDY

Mrs X is a strong 93 year-old, living in her own home with minimal homecare.

Whilst she remains remarkably independent, recently she has been struggling with washing herself, household chores and increasing loneliness. Despite hating the idea of moving to a care home, she felt this was the only option.

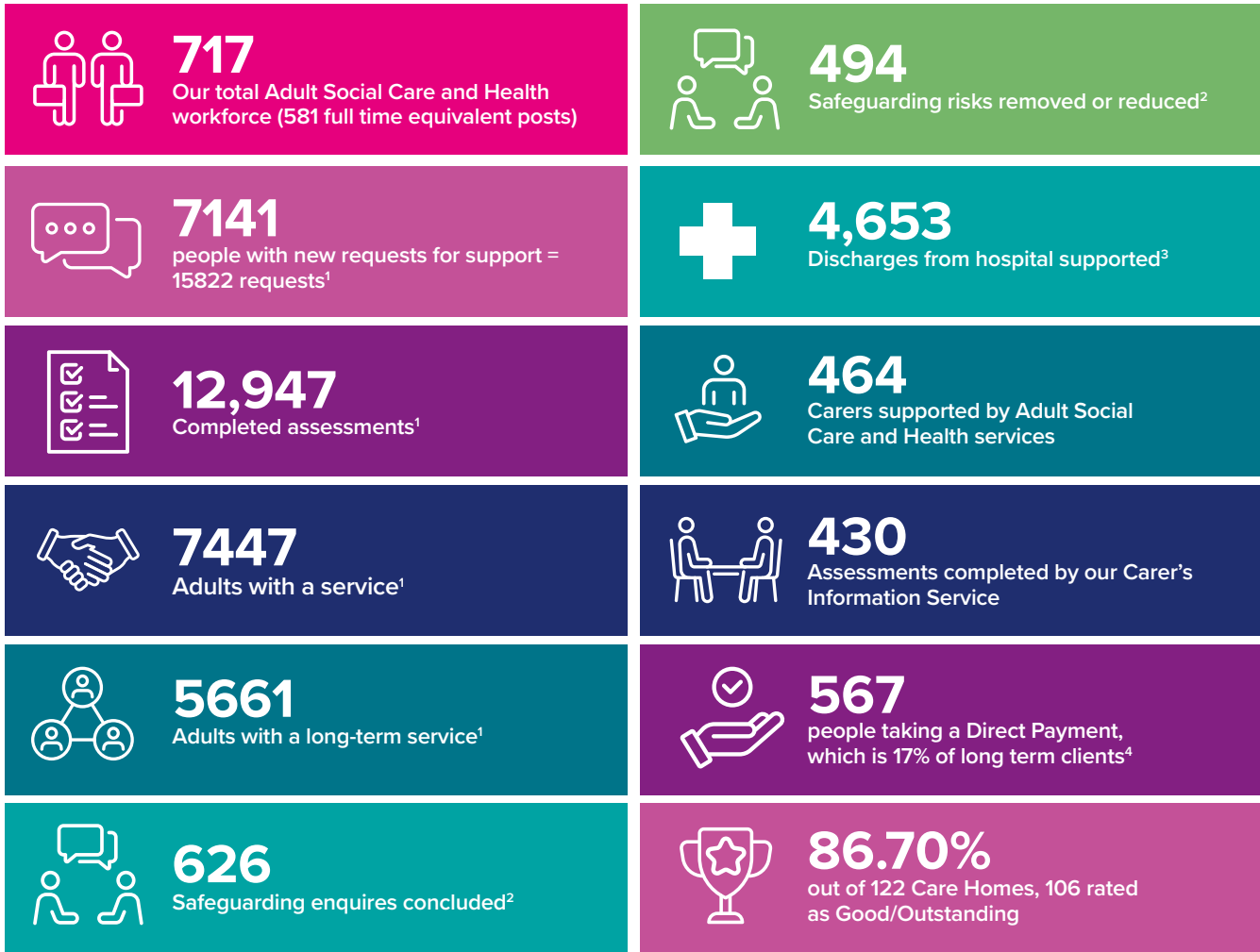
The Social Worker and Mrs X had a strength-based conversation assessment exploring what Mrs X was able to do, what her goals are, what challenges meant she felt unable to stay at home and what she would need to be able to stay living independently.

A referral was made to Occupational Therapy for house adaptations, and community services for befriending, finance and safety enabling Mrs X to stay living independently at home.

Who are we and who do we support? Continued...

Adult Social Care and Health activity - facts and figures

Here we have some examples of the numbers of people who we supported in 2023/24



¹Client level data return

³Client level data return – Short Term to Maximise Independence, Care Package Line Items

²Safeguarding Adults Collection

⁴Mayor's Plan

Sharing some of our achievements

Here are some of some of our achievements we would like to share with you, this list does not cover everything but gives you an idea of some of our work in 2023/24.

We have:

- Worked with partners, residents and the VCS to develop a new multi-agency [Dementia Strategy](#) and Carers Strategy (launching in 2024). We have also refreshed our [Health and Wellbeing Strategy 2024-2029](#) and delivered a [Joint Mental Health Strategy](#) across South West London with health partners. Our firm commitment to working in partnership ensures we strive continuously to deliver better holistic outcomes for our residents, their carers and families.
- Achieved [Dementia Friendly Borough](#) status as part of the Croydon Dementia Action Alliance, underpinning our commitment to work together to maximise the wellbeing and independence of people living with dementia in our borough.
- Engaged a strategic delivery partner to understand how we can improve outcomes for our residents, the focus of this work is on early intervention and prevention, reablement and enablement. This will continue to be a key piece of work in 24/25, and, we will expand our engagement with residents and our key stakeholders as it develops.
- Continued to deliver on our Healthy Communities Together programme with health and VCS colleagues, having been awarded this status by the Kings Fund as one of only six across the country. The aim of the programme is to improve the health and wellbeing of local communities, we have developed a range



of initiatives to deliver on this ambition including, Community Hubs, Local Community Partnerships and Plans, and the Locality Commissioning Fund – devolving funding to local communities to meet locally defined priorities.

- Implemented the Discharge Frontrunner transformation programme, focused on developing end-to-end hospital discharge pathways that help people return home safely to complete their recovery. The health and social care teams supporting this pathway work to maximise independence for residents by ensuring they get the right support in the community when they return home.
- Improved our 'front-door' response through a programme of pathway reviews and implementation of a [portal referral system](#). This has improved the quality of information being gathered and our ability to respond effectively and efficiently to requests for support.



Sharing some of our achievements continued...

- Reviewed and updated our Information and Advice on the Croydon Council website, improving residents access to information at a time and place to suit them.
- Developed new supported living schemes for people with learning disabilities, increasing high quality provision which enables people to continue living within their own communities.
- Invited the Local Government Association to quality assure our Assisted and Supported Year in Employment (ASYE) programme, the feedback was 'Croydon has a well thought out, established and embedded ASYE programme. The Newly Qualified Social Workers (NQSWS) value their learning and development in this first year of practice'.
- Introduced a new Staff Celebration Awards for Adult Social Care and Health colleagues to recognise the many dedicated, passionate and committed staff that we have in the Directorate, celebrating their contribution to delivering better outcomes for our residents.
- Established our Resident Voices group, where we work alongside our residents and family carers who tell us about their valuable lived experience and expertise on topics which helps us shape policy and services.
- Maintained an 'Outstanding' rating on our Shared Lives service, in addition to all 6 of our Extra Care Housing schemes and our Reablement service maintaining their 'Good' rating from the CQC. These high scoring ratings reflect the continuous hard work and commitment our teams are demonstrating to provide high quality care for our residents.
- Published our [Market Position Statement](#) and Action Plan which identifies the changes that are likely to

impact local service providers in the coming years. This is an important document to support providers across the private, not-for-profit, VCS, and statutory sectors.

- Worked with local providers to increase quality of care. Our Quality & Market Support Team actively monitors and supports quality in the local market, working closely with our Safeguarding Team. Quality of Care for our residents has increased from 81% in June 2022 to 86.70% good or outstanding in April 2024.

"Staff cared about what they were doing and wanted me to get as much benefit from them as I could."

Resident

"ICN+ is all about putting the patient's needs first and providing care shaped around their needs.

This has been demonstrated by the excellent members of the ICN+ team. We have been able to work together to deliver integrated care for our patients with complex health and social needs living with long term conditions. The referral process is easy and the patients have access to a range of professionals ready to support them.

We look forward to expanding the ICN+ services and changing the way we work to achieve better health and quality of life for our community."

GP



"Working in the ICN+ has afforded me the opportunity to really, in a true sense, work in a joint and collaborative way with other professionals and partner agencies, to provide holistic support for the residents of Thornton Heath.

Additionally, it has broken down the bureaucracy of sharing information, referring clients to a particular service and holistically assessing a client/patient situation, which has made it so much easier to meet a client's holistic support needs, inevitably promoting their wellbeing."

Social Worker

How we work with the care market and our health partners

Care homes and domiciliary care

Croydon has a large care market (for example care homes and domiciliary care providers) in comparison to neighbouring boroughs. In May 2024 there were 332 registered providers in Croydon.

Of these 332 registered providers, there are 161 domiciliary care providers, 49 supported living providers and over 122 care homes. Due to the large care market in Croydon, a lot of other local authorities place people in Croydon. This puts a huge financial pressure on social care and health provision in the borough.

Our [Market Position Statement](#) reflects

- the current demand for care and support
- the future provision of care to meet the changing needs of local people
- the current financial challenges being experienced across health and, social care

It identifies the changes in the coming years that are likely to impact local service providers across the private, not-for-profit, VCS, and statutory sectors

Integration

In our Adult Social Care and Health Strategy we talk about the Integration of Health and Care where it makes sense for local residents.

In July 2022, the [South West London Integrated Care System \(ICS\)](#) was launched. The Integrated Care Systems are partnership organisations that come together to plan and deliver health and care services to improve people's lives.

The Integrated Care System has four main purposes:

- To improve results in population health and healthcare.
- Tackle inequalities in outcomes, experience and access.
- Enhance productivity and value for money.
- Support broader social and economic development.

The integration of health and care will be supported by the One Croydon Alliance, a strong and mature partnership between the council, GP Collaborative, NHS and the VCS.

There are six partners:

- Croydon Council
- South West London Integrated Care Board
- The Voluntary and Community Sector Leadership Board
- Croydon GP Collaborative
- Croydon Health Services NHS Trust
- South London and Maudsley Mental Health NHS Foundation Trust

The Alliance partners are all working towards improved outcomes for residents through the Croydon Health and Care Plan. Key programmes of work include Integrated Community Networks Plus (ICN+), which is joining up services in Croydon's localities and neighbourhoods. The ICN+ brings together teams of professionals across health and social care, VCS organisations and active citizens to build upon the existing assets in a locality to achieve individual and community-wide outcomes.

This is a more holistic way of meeting residents' needs, working with those from a variety of disciplines and different parts of the community coming together as one team.

Another priority area of work is implementing a more personalised and holistic integrated discharge assessment and planning approach, which is improving the way that patients are supported as they leave hospital. This includes the Home First service, which provides wraparound care to support recovery following discharge.

CASE STUDY

Mr X lives alone, his complex illness, recent injuries and substance misuse resulted in him struggling to live at home and look after himself.

Following a Multidisciplinary team (MDT) meeting the Integrated Care Network (ICN+) Pharmacist, Disabilities Social Worker and Mental Health (MH) Personal Independence Coordinator (PIC) worked closely together to support Mr X.

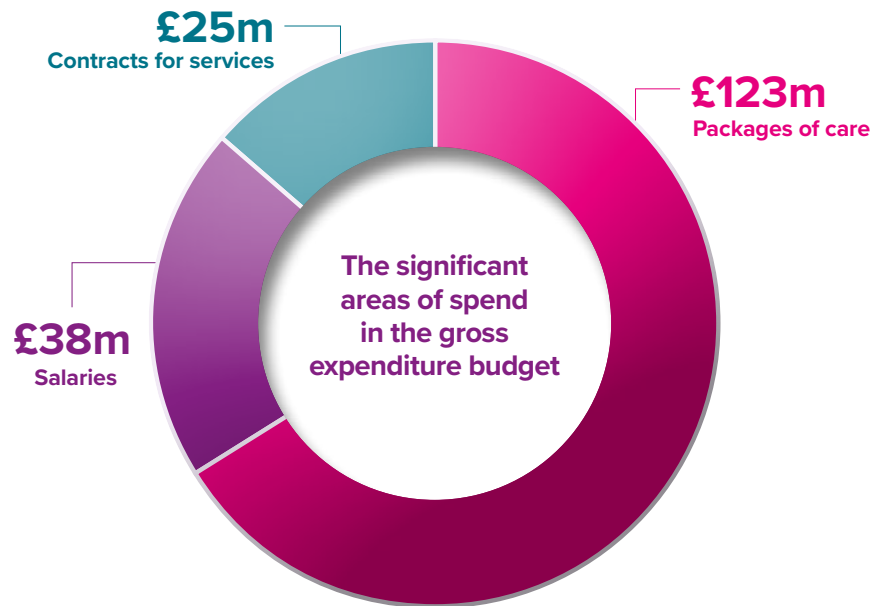
Mr X was then more confident with his medication and has ongoing support from the ICN+ Pharmacist, improvements were also made to his home. Mr X is supported by the Social Work team to identify what could help enable him to continue living independently in his own home.

Our budget

In 2023/24 Croydon Council had a total general fund net budget of £341m. Of this, the Adult Social Care and Health budget is £141m net (£206m gross).

Our [Medium Term Financial Plan](#) (MTFP) sets out the savings required to deliver a balanced budget, alongside government support requested. In Adult Social Care and Health our 2021 to 2024 MTFP delivered savings in excess of £36m.

We have agreed to work to bring Adult Social Care and Health activity and expenditure down to the London averages. This will ensure we are delivering the right amount of support to the right amount of people, when compared to other London boroughs.



Looking forward - what does 24/25 hold for us?

The key project and service development initiatives that Adult Social Care and Health is seeking to achieve in 24/25 are:

- Deliver our outcome focused diagnostic review and forward plan working closely with our strategic partner to deliver improved outcomes for our residents.
- Develop a self-employed personal assistant and micro market model and accreditation process to increase the range of local quality care and support providers that people can access using their direct payments.
- Pilot pre-paid resident feedback to get a better understanding of how people experience our services. We will be able to use this rich data to inform our improvement plans moving forward.
- Deliver a review of our approach to technology enabled care (TEC), to ensure our residents are able to utilise TEC to its full potential. This aims to help people live happy, independent, and connected lives which will blend in with mainstream technology complementing face-to-face care.
- Expand our reablement offer to ensure more people get the opportunity to maximise their independence.
- Implement a more personalised and holistic integrated discharge assessment and planning approach. This will effectively support people regaining their independence on discharge from hospital.
- Review how we provide day services to improve outcomes for people living with dementia and their carers and families.
- Further develop and expand the offer from our shared lives service, rated as 'outstanding' by the CQC. This will enable more people to access high quality person-

centered care and support where a shared lives carer shares their life, home, and interests with someone in need of accommodation, care, and support in the community.

- Deliver an enhanced enablement offer from our Active Lives service to improve outcomes for people with learning disabilities and/or autism and their carers and families.
- Implement the findings of the Local Authority's Mental Health Partnership Review of its statutory duties under Social Care legislation, and, the findings of the independent review into how we can deliver better outcomes for residents with learning disabilities and autism when accessing the mental health system.
- Review the operating model for adult safeguarding and implement any changes required to improve people's experience and outcomes.
- Deliver our workforce development strategic action plan to upskill the adult social care and health workforce in Croydon to ensure continuous improvement and better outcomes for residents.

Keeping you updated

Croydon's Local Account will be reviewed on an annual basis to keep you updated on developments in Adult Social Care and Health at Croydon Council.

Adult Social Care and Health will continue to provide regular updates about the service throughout the year. If you'd like to give us any feedback or have any questions, please email Talk2SocialCare@Croydon.gov.uk



We would like to say an enormous thank you to all our staff and partners for the significant achievements we achieved in 2023-24, whilst continuing to deliver a challenging budget and significant savings.

We are immensely proud of what we delivered last year and could not have done it without the collective will and contribution of the entire Directorate.

Thank you for everything you do.

Local Account for Adult Social Care and Health in Croydon

2023-2024

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